



# *Community Identity & Downtown Master Plan*

FEBRUARY 28, 2023

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# NEW CUMBERLAND BOROUGH

## *Master Plan Report*

Prepared for  
New Cumberland Borough, Pennsylvania

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*New Cumberland Community Identity & Downtown Master Plan*

# EXECUTIVE SUMMARY

## PURPOSE AND GOALS

The purpose of this *Community Identity and Downtown Master Plan* (CIDMP) is to build upon the *New Cumberland Borough Community and Economic Development Plan 2021-2022* (CED Plan) and establish New Cumberland Borough as a better place to live, locate a business, and visit. There are two overarching goals: the first is to improve the community identity, or “brand”, and the way it is communicated; and the second is to develop a master plan for the downtown area providing strategies to enhance the public realm and guide the potential redevelopment of key properties.

## PROCESS

The 8-month planning process was guided by a steering committee comprised of Borough staff, property and business owners, and downtown advocates. The process included round-table discussions with key stakeholders, public meetings, an online survey, a ZIP-code survey, and workshops with the steering committee. The planning process is anticipated to conclude with adoption of the plan by Borough Council.

## ASSESSMENT

### MARKET ASSESSMENT

The market assessment, provided in Appendix A (see page 109), utilized a ZIP-code survey distributed to local businesses which revealed that over a week-long period, over two-thirds of customers originated from Cumberland County and 97% of customers were from the state of Pennsylvania. This indicates that New Cumberland Borough primarily serves a local/regional market. The primary trade area is the 17070 ZIP-code and comprises approximately 35% of New Cumberland Borough’s customer base. The secondary trade area includes the five ZIP-codes surrounding New Cumberland Borough, west of the Susquehanna River, and comprises 40% of the borough’s customer base.

The primary trade area leaked \$63.5 million in retail sales over the past year. There are opportunities to capture existing retail leakage and leverage projected growth in retail demand. Key categories for retail expansion include restaurants and dining, clothing and accessories, furniture and home furnishings, and gift stores and emporiums.

## PHYSICAL ASSESSMENT

New Cumberland Borough is well-located within the region, close to downtown Harrisburg, the Capital City Airport, and to complementary surrounding communities. Much of its boundary is defined by the Susquehanna River and the Yellow Breeches Creek and their associated natural amenities. Significant transportation corridors—including Interstate-83 and the Pennsylvania Turnpike—are adjacent to the community. Key assets and constraints include:

### Assets

- » Interconnected, walkable street network and recent street-scape improvements
- » Distinct and compact downtown core
- » Borough Park along the Yellow Breeches Creek
- » Public access to the Susquehanna-Riverside Park
- » Multiple opportunities for redevelopment (particularly, downtown residential)
- » Borough-owned vacant properties along the Yellow Breeches Creek

### Constraints

- » Limited wayfinding signage directing visitors to downtown
- » Flood risks associated with the floodway and the 100- and 500-year floodplains
- » Perceptions of limited downtown parking
- » Weak connection between Borough Park and the Susquehanna River
- » Lack of vacant sites for new infill development
- » Limited housing options beyond single-family homes

## STAKEHOLDER INPUT

Round-table discussions, public meetings, and the online survey had great participation from New Cumberland Borough citizens. On the survey alone, over 300 respondents provided their input. High participation indicates that residents, business owners, and visitors are passionate about the borough and its downtown.

Generally, comments trended positive, with participants recognizing accomplishments that are transforming

downtown and the potential for more. Input themes included the following:

## COMMUNITY IDENTITY

- » Positive internal image and neutral or positive external image (neutral because many people aren't familiar with the community).
- » The importance of having a strong identity.
- » People receive information about the borough from a variety of sources, but improvement is needed in promoting the community.
- » Several physical images reinforce a distinct identity, including the bridge, the mural at Neato Burrito, Borough Park, and the West Shore Theatre.
- » Distinguishing characteristics include the walkable downtown, the waterways, small town qualities, and proximity to other communities that complement—rather than compete with—New Cumberland Borough.

## DOWNTOWN

- » Walkability and bike-ability is very important.
- » Design guidelines (incentive-based) are important to protect and enhance the character.
- » More outdoor gathering spaces are needed to activate downtown.
- » There is a desire for more restaurants, shops, and events within the core.
- » Bridge Street streetscape improvements need to extend to the bridge.

---

“there’s definitely that  
**FUN, ARTSY, FUNKY**  
vibe”

---

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“it feels like a  
**COOL LITTLE SMALL TOWN**”

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## COMMUNITY IDENTITY

As part of the planning process, a community brand was developed, finalized, and deployed. A separate guide, the *BrandTouch Manual*, serves as a companion to this master plan report and is a set of rules that explain how the New Cumberland Borough brand works and should be used. Components of the community brand include:

### BRAND STATEMENT

A brand statement was developed during the planning process that sets the foundation for the community identity and branding. The statement reinforces the New Cumberland Borough core values and assets that are important to its citizens.

### BRAND LOGO

The logo graphically conveys the identity of the community and references the Susquehanna River and Yellow Breeches Creek, parks, street network, architectural forms, and distinct downtown core.

### BRAND EXPANSION

With the color palette, typefaces, and design concepts of the primary brand, partners can build a wide array of identities for events, destinations, and organizations.

### COLLATERAL

With the investment in a new logo, it is important to make it as visible as possible on websites, T-Shirts, posters, newsletters, etc.

### WAYFINDING

A signage system that utilizes the community brand can reinforce New Cumberland Borough's identity while also providing important wayfinding to and within the downtown.

## NEW CUMBERLAND BOROUGH EXECUTIVE SUMMARY

### ADVERTISING

Utilizing the community brand in advertising also reinforces New Cumberland Borough's identity while highlighting existing and new businesses and attractions.



### NEW CUMBERLAND BOROUGH BRAND STATEMENT

We are bounded by the shoreline of the mighty Susquehanna River at its confluence with the colorfully named Yellow Breeches Creek. We've been called many names from Shawneetown after the Native Americans who inhabited the Cumberland Valley to Chartier's Landing in the 1700's then to Haldeman's Town and ultimately New Cumberland in 1827 just four years before we were incorporated into a borough of the Commonwealth.

From our first days we were both a place connected and a place apart. We were the center of trade and travel with early sawmills and granaries and a turnpike that served nearby York and Harrisburg and the growing cities of Philadelphia and Baltimore. We grew as a close knit community with shops, restaurants, churches, schools, a theatre, and a library all centered mere steps from our lush green neighborhoods.

Today we are a Borough connected to our neighbors yet distinct in character. We are a collection of parks and playgrounds, diverse neighborhoods, and a walkable downtown. There is a sublime feeling here of comfort coupled with a fresh energy for the future. We are close to everything but far from ordinary.

We look to the future with fresh ideas. We are rediscovering our access to our river, creek, and parks. We are curating an artistic destination for the visual and performing arts. We are fostering unique shops, restaurants, and services that combine the energy of entrepreneurs with hometown service. We are both a welcoming community to newcomers and a place where generations still live.

We welcome you to explore this place, stroll our streets, discover our parks, take in the views, and share our common goal and uncommon vitality.

WE ARE NEW CUMBERLAND BOROUGH, PA:

*Old town. New energy.*

## DOWNTOWN MASTER PLAN

The downtown master plan includes a broad range of short- and long-term recommendations, building upon a foundation of existing revitalization successes and projects underway.

## PROJECTS UNDERWAY

The Borough has initiated conceptual design work on several key projects that will strengthen downtown assets and serve as a foundation for additional recommendations outlined in the master plan. These include enhancements to Riverside Park, Third Avenue and Market Square, and Borough Park. If grant funding applications are successful, these projects will advance to more detailed design and implementation.

## DOWNTOWN RECOMMENDATIONS

Additional recommendations for the downtown include potential public realm improvements for park spaces and streetscapes and redevelopment opportunities for several properties (should property owners wish to make changes). Some recommendations, such as wayfinding and parking, apply to the entire downtown while other recommendations are specific to certain geographies within downtown. Key priority projects, in addition to those already underway, include two catalyst projects and two streetscape priority projects.

## CATALYST PROJECTS

Two catalyst projects outline recommendations for potential redevelopment of properties that are currently available or may be available in the near future. These include the Riverside Gateway Catalyst Redevelopment Project (see page 49) and the 217 Bridge Street Catalyst Redevelopment Project (see page 54).

### RIVERSIDE GATEWAY REDEVELOPMENT

- » Four- to five-floor residential redevelopment project
- » Approximately 44 units
- » First floor parking (floodplain constraints) and surface parking
- » Rooftop deck with views to the river and downtown Harrisburg

- » Potential for phased development with interim use as surface parking to serve downtown and the riverfront.

### 217 BRIDGE STREET REDEVELOPMENT

- » Bridge Street location
- » Four-floor redevelopment project
- » First-floor retail space and/or retail and parking; upper floors developed for residential use
- » Approximately 2,200-5,700 square feet of retail/restaurant
- » Six to 18 residential units

## PRIORITY STREETSAPES

Priority streetscape projects build upon the streetscape improvements already implemented on Bridge and Third Streets. For this section of Bridge Street, the plan outlines additional enhancements that could be considered to augment existing streetscape elements.

For the section of Bridge Street south of Third Street, the plan outlines modest streetscape improvements to improve the image along this corridor and to better link downtown with Borough Park.

Additionally, the plan recommends streetscape improvements along Front Street between Borough Park and Bridge Street to further reinforce the connection between the park and downtown.





Illustrative Downtown Master Plan

NEW CUMBERLAND BOROUGH  
EXECUTIVE SUMMARY

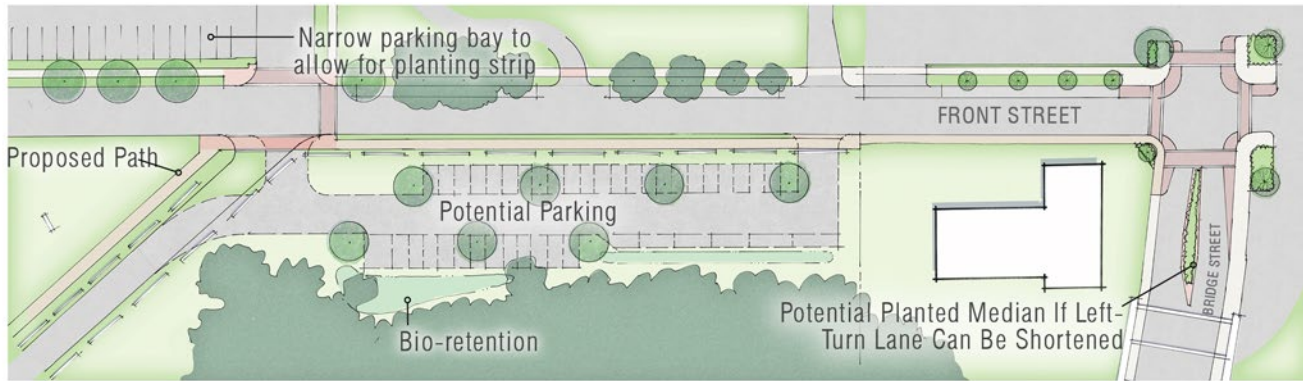


*Riverside Gateway Catalyst Redevelopment Project*



*217 Bridge Street Catalyst Redevelopment Project*

NEW CUMBERLAND BOROUGH  
EXECUTIVE SUMMARY



Front Street Streetscape improvements



Bridge Street Streetscape Improvements

## TACTICAL STRATEGIES

In addition to streetscape improvements, the plan outlines recommendations for tactical strategies to further animate the downtown, often with elements that are temporary in nature. These include outdoor dining, temporary parklets in place of on-street parking spaces, functional public art, murals, and colorful movable furniture.



## FAÇADE IMPROVEMENTS

Design guidelines were developed concurrent with the master plan and are intended to support the Borough's goal of preserving and enhancing New Cumberland Borough's community character by guiding property owners and businesses who wish to make improvements to their properties. Sample façade improvement "before and after" views, shown here, illustrate potential opportunities for three specific properties in downtown.



*Existing*



*Potential Option A*



*Potential Option B*

## IMPLEMENTATION

This master plan is a framework to manage change and enhancements in New Cumberland Borough over the next twenty years and beyond. It intends to be a guiding, yet flexible document. New Cumberland Borough will be the entity in charge of incrementally implementing the master plan; however, private sector, non-profit entities and individuals will have a partnership role for many projects.

Funding will need to come from a variety of sources and a key recommendation of the plan is to explore establishing a Tax Increment Financing District (TIF) or Synthetic Tax Increment Finance District ("Synthetic TIF") to create a sustainable funding mechanism for programming, marketing, and additional capital investment within downtown.

An Implementation Matrix is included in the plan (see page 105) and provides a summary of the plan's recommendations and the associated time-frames and partners needed for implementing each recommendation.

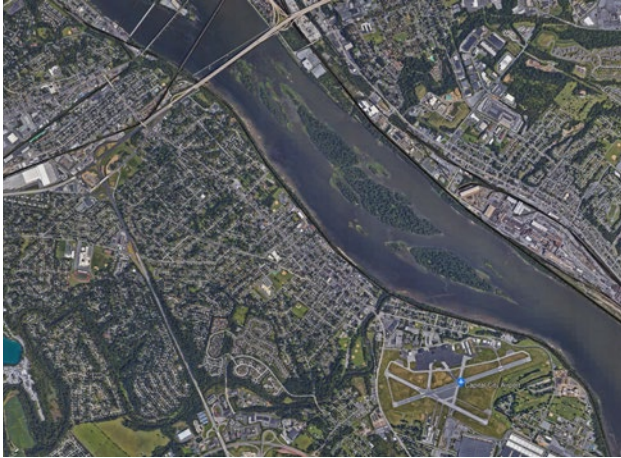
*New Cumberland Community Identity & Downtown Master Plan*

# INTRODUCTION



## PURPOSE AND GOALS

This *Community Identity and Downtown Master Plan* (CIDMP) was established to improve New Cumberland Borough's image while establishing a plan for improving and promoting the downtown area as an attractive place to live, work, and play.



*Downtown New Cumberland Borough*

## NEW CUMBERLAND BOROUGH COMMUNITY AND ECONOMIC DEVELOPMENT PLAN

The CIDMP builds upon the *New Cumberland Borough Community and Economic Development Plan 2021-2022* (CED Plan), dated November 17, 2021, which outlined the overall goal to make New Cumberland a better place to live, locate a business, and visit. The CED Plan identified five priorities to accomplish its overarching goal:

- » **Community Identity and Promotion** to communicate the value of New Cumberland's past, present, and future locally and across the Capital Region.
- » **Economic Vibrancy** to support functional, physical, and other aspects of the business community.
- » **A Safe, Active, and Healthy Community** to renew community facilities, programs, and services that encourage public health, safety, and wellness.
- » **Housing and Property Values** to enhance housing choices, strengthen property values, and encourage flood mitigation.
- » **Arts, Culture, and Entertainment** to expand programs and events that foster development and appreciation of the arts.

This master plan was identified as an outcome of the Economic Vibrancy and Community Identity and Promotion priorities.

## COMMUNITY IDENTITY AND DOWNTOWN MASTER PLAN

The purpose and key goals of this CIDMP complement the CED Plan priorities, and are summarized as follows:

### COMMUNITY IDENTITY:

- » Develop the community vision, identity/"brand", messaging, and communication strategy to help inform future community and economic development decisions and to market and promote our community as a great place to live, learn, work, and play.
- » Develop a business retention and attraction strategy to retain and expand existing businesses and to attract new businesses.
- » Establish downtown district design standards to protect the unique historic character and pedestrian scale of the Borough.

### DOWNTOWN MASTER PLAN:

- » Develop a physical master plan that identifies key opportunity sites and underutilized properties to spur meaningful development and redevelopment, strengthen the local tax base, and protect property values.
- » Identify catalytic sites/areas where development, redevelopment, or enhancement is reasonably achievable.
- » Create and plan for infrastructure and amenity improvements and connections to increase safety, promote mobility and accessibility, and provide opportunities for healthy and active lifestyles.
- » Create more walkable and visually-enhanced pedestrian corridors utilizing existing alleys, streets, and public spaces to develop stronger connections between amenities, residential areas, and the downtown district.
- » Maximize existing parking areas and on-street parking, recommend directional parking signage placement/types, and identify opportunities for additional future parking.
- » Provide initiatives for ecosystem restoration, energy conservation, and renewable energy generation to ensure a healthy and sustainable future.
- » Provide specific updates to New Cumberland Borough policies for economic re-use and redevelopment to support the implementation of the CIDMP, including updates to the Downtown District Overlay.

## PROCESS

The CIDMP planning process occurred from May 2022 to January 2023 and included an online survey, multiple workshops held in New Cumberland Borough, market research, and field assessment. The Borough established a Steering Committee (below) who provided direction throughout the process. A summary of the process is outlined on the next page.

### STEERING COMMITTEE

Valerie Copenhaver

Faith Curran

Nate Dysard

Don Kibler

Rob Kline

Gibby Parthemore

Gennifer Richie

Chris Semoff

Cindy Washburn

JoLynn Weist



## PROCESS MILESTONES

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### STAKEHOLDER INTERVIEWS

May-June 2022

- » Block-on-Bridge
- » Business and Professional Group
- » New Cumberland Collective
- » Olde Towne Association

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### WORKSHOP #1-LISTENING & ASSESSMENT

July 26-28, 2022

- » Steering Committee Meeting
- » Round-table Discussions
  - ~ Arts, Culture, and Events
  - ~ Business Owners
  - ~ Government/Economic Development/Boards/Commissions
  - ~ History
  - ~ Non-Profits
  - ~ Parks and Recreation
- » Public Input Meeting

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### ZIP-CODE SURVEYS

July 27-August 7, 2022

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### ONLINE SURVEY

(Community Identity & Downtown)

July 27-August 10, 2022

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### STEERING COMMITTEE MEETING

August 16, 2022

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### WORKSHOP #2-SHARING

(Community Identity & Downtown Themes)

August 24, 2022

- » Steering Committee Meeting
- » Public Meeting

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### COMMUNITY IDENTITY BRAND & LOGO APPROVAL BY COUNCIL

September 14, 2022

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### WORKSHOP #3-DRAFT PLAN

November 16, 2022

- » Steering Committee Meeting

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### DRAFT PLAN

January 2023

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### FINAL PLAN PLANNING COMMISSION ADOPTION

*New Cumberland Community Identity & Downtown Master Plan*

# ASSESSMENT

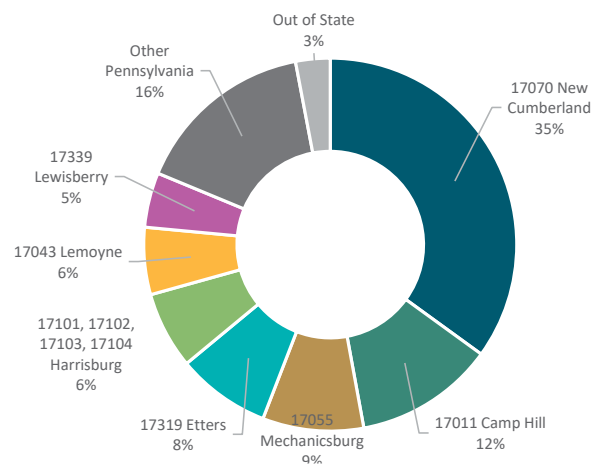
## MARKET ASSESSMENT

A full market assessment for New Cumberland Borough accompanies this report and can be found in Appendix A (see page 109). The market assessment focuses on the following: A ZIP-code survey of local businesses that informs the trade areas for New Cumberland Borough’s retail market base, demographic trends in New Cumberland Borough and its trade areas, examination of key residential market trends, jobs by industry sector and commuting trends, analysis of retail supply and demand for New Cumberland Borough’s trade areas, and identification of retail market potential. The market assessment concludes with a summary of the key findings from the analysis.

## ZIP-CODE SURVEY

Local businesses employed a ZIP-code survey to determine New Cumberland Borough’s primary trade area (PTA) and secondary trade area (STA). By recording customer ZIP-codes, the survey identifies customer shopping patterns and provides insight into local versus visitor traffic. The trade area definition is an important step that informs the boundaries of the demographic and market analysis.

Over the week-long survey period, 10 participating New Cumberland Borough businesses recorded 1,872 total customer visits from 154 unique ZIP-codes across 21 states and three foreign countries. Approximately two thirds of the customers were from Cumberland County and 97% of customers were from the state of Pennsylvania.



ZIP-code Survey Customer Origin Detail

## TRADE AREAS

The market study examines the demographic and retail trends in New Cumberland Borough’s primary and secondary trade areas as defined by the ZIP-code survey. This analysis informs opportunities for future business recruitment and expansion in New Cumberland Borough. Key findings of the market study are:

- » New Cumberland Borough primarily serves a local/regional market. Of the 1,872 customer visits recorded in the ZIP-code survey, 97% of customers were from Pennsylvania: 66% were from within Cumberland County, 15% were from York County, and 12% were from Dauphin County.
- » New Cumberland Borough’s primary trade area is the 17070 New Cumberland Borough ZIP-code. Approximately 35% of New Cumberland Borough’s customer base resides in this ZIP-code. The primary trade area is home to approximately 16,858 people.
- » New Cumberland Borough’s secondary trade area makes up about 40% of the borough’s customer base and consists of five ZIP-codes surrounding New Cumberland Borough and west of the Susquehanna River: 17043 Lemoyne, 17219 Etters, 17339 Lewisberry, 17011 Camp Hill, and 17055 Mechanicsburg. Approximately 102,394 people live in the secondary trade area.
- » Population in the trade areas increased between 2010 and 2022 (3.9% growth in the PTA and 10.5% growth in the STA). Growth is projected to continue over the next five years, resulting in an expanding market base.
- » In general, the population within New Cumberland Borough’s trade areas is slightly older in age, with high levels of both education and household income. Housing in the trade area is affordable compared to income levels, though housing prices have increased significantly over the past few years.
- » The PTA leaked \$63.5 million in retail sales over the past year.
- » Opportunities exist to capture existing retail leakage and leverage projected growth in retail demand. Key categories for retail expansion include: restaurants and dining, clothing and accessories, furniture and home furnishings, and gift stores and emporiums.

## PHYSICAL ASSESSMENT

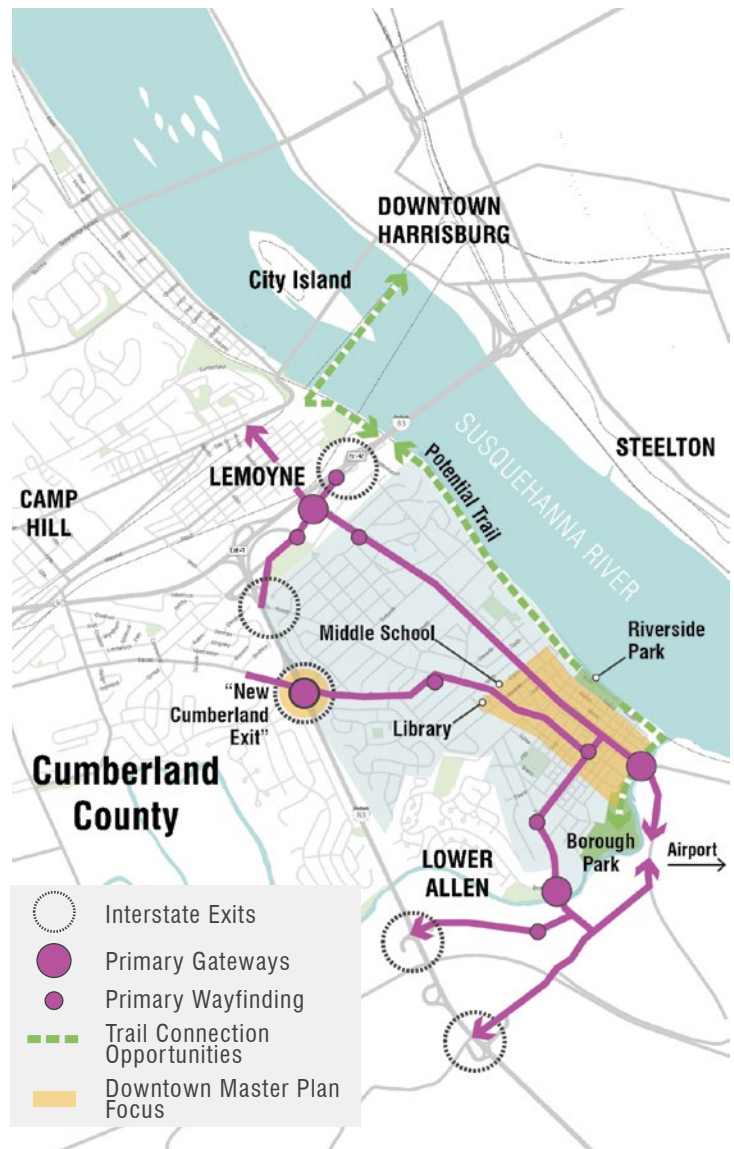
The planning team’s general physical assessment of downtown is outlined below, along with a general assessment of the streetscapes and floodplain zones. Additional physical assessments are provided with each recommendation, described later in this report. A regulatory summary for flood zone development provides additional information and is included in Appendix B (page 125).

## GENERAL PHYSICAL ASSESSMENT

New Cumberland Borough is well-located within the region, close to downtown Harrisburg, Capital City Airport, and complementary communities, including Lemoyne and Camp Hill. Most notable is the location of downtown New Cumberland at the confluence of the Susquehanna River and Yellow Breeches Creek. The borough is also adjacent to major transportation corridors, including Interstate-83 to the north and west and the Pennsylvania Turnpike to the south. Five exits along Interstate-83 provide direct connections into the borough.

## WAYFINDING

While multiple highway exits lead to New Cumberland Borough, only one—the Simpson Ferry Road exit—specifies “New Cumberland”. However, access to downtown from the Simpson Ferry exit is not as direct as from the Limekiln Road or Lewisberry Road exits from the south or from the Interstate-83 connection to Bridge Street from the north. Yet, none of these approaches include wayfinding to the downtown area. Lewisberry Road provides direct access to the Capital City Airport; however, there is no signage for downtown New Cumberland located at Old York Road, the decision point for many motorists driving to the airport. Similarly, from the north, there is no signage located at the Lowther Street/Bridge Street intersection, which is the decision point for visitors traveling to Lemoyne or New Cumberland Borough.



*New Cumberland Borough's surrounding context*

## STREET NETWORK

Downtown New Cumberland Borough is defined by a tight, interconnected street network that provides multiple options for visitors to move throughout the borough. This street network links downtown with amenities and neighborhoods, all close to each other. The combination of proximity of amenities, neighborhoods, and other destinations to downtown and the interconnected street network contribute to making New Cumberland Borough a highly walkable community.

## AMENITIES AND KEY LAND USES

Amenities and key sites near downtown include several parks including Borough, Riverside, and Hillside Parks; Memorial Field; Hillside Elementary School and New Cumberland Middle School; New Cumberland Library; and numerous religious institutions.

## DOWNTOWN CORE

The downtown core is distinct and well-defined within the borough along Bridge Street at Third and Fourth Streets. The core is defined by compact development patterns, a variety of architectural styles, landmark attractions including the West Shore Theater, and attractive streetscapes. Additionally, a variety of retail, service, and restaurant businesses and nearby residential neighborhoods contribute to a distinct “small town” character. New businesses including Wild Rabbit Brewing will be opening soon on Bridge Street and renovation planning of the Coakley’s building is underway. Beyond the Bridge Street commercial district, Market Square is a distinct space within the downtown core with its broader street width. However, it is defined primarily by residential uses and does not have the commercial prominence of traditional market squares in other Pennsylvania communities.

## BOROUGH PARK

Borough Park is the cornerstone of the borough’s park system and is home to a variety of passive and active recreation and community events. The park is located along the Yellow Breeches Creek and is only a few blocks from the downtown core. While it is proximate to downtown, it is not as apparent because of a lack of wayfinding signage and its location one block off Bridge Street on Front Street, which lacks pedestrian amenities and a positive pedestrian environment.

## WATERFRONT

While located along the Susquehanna River and Yellow Breeches Creek, visual and physical access to these resources is limited. The Susquehanna River is cut off physically from the community by the railroad with the only access point located at the Third Avenue Alley underpass; however, there is potential for additional pedestrian access underneath the railroad bridge that spans the Yellow Breeches Creek. Physical access to the Yellow Breeches Creek is limited to a boat launch in Borough Park; however, it is possible for informal pedestrian access through the riparian buffer. The bridge across the Yellow Breeches Creek connecting New Cumberland Borough with New Market is a distinct landmark and significant gateway feature.

## TRAIL NETWORK

Currently, no trails exist along the waterways or within Borough Park; however, a trail loop is planned within Borough Park to Front Street. A riverfront trail along the Susquehanna River, extending from Riverside Park to the north and south, has been discussed and has many advocates, but is dependent upon on-going discussions with Norfolk Southern Railroad. The long-term goal would be to extend the trail into Lemoyne and over to City Island and Downtown Harrisburg via a railroad bridge that is no longer used. The fruition of this multi-jurisdictional trail network could be transformative for New Cumberland Borough and its desirability as a place to live, locate a business, and visit.

## OPPORTUNITY SITES

Downtown New Cumberland Borough is almost fully built out. While the Borough owns two vacant parcels along Front Street, one on each side of Bridge Street, there are few vacant properties available for new uses, attractions, and/or development. Several sites; however, may not be realizing their full potential based upon their location in proximity to downtown, the river, and Borough Park. These represent long-term redevelopment opportunities.

## PARKING

Public parking in downtown New Cumberland Borough is primarily provided on-street, with two-hour time limits in the downtown core. Some businesses have surface parking lots available for their employees, visitors, and customers and are primarily located to the rear and sides of properties within the core, with the exception of two private lots at the intersection of Fourth and Bridge Streets.

## NEW CUMBERLAND BOROUGH ASSESSMENT

The largest of these lots is part of the PNC Bank property and is currently available for public use because of limited needs by the bank itself. Additionally, some downtown churches allow use of their parking lots during events. Other large parking lots, owned by private clubs, are located on the periphery of the downtown core.

There are no public parking lots in downtown New Cumberland; however, there is a surface lot that is part of the fire department and a Borough-owned gravel lot along Front Street, used for overflow parking during events. Additionally, some residential units within downtown have off-street parking, accessible from the alleys; however, many do not and residents are required to park on the street.

### STREETSCAPES

New Cumberland Borough streets within the downtown and beyond are laid out in a grid pattern. Sidewalks are provided along most blocks, resulting in a well-connected pedestrian network and walkable community. While sidewalks are located within the right-of-way, property owners are responsible for maintenance and replacement. The result can be a patchwork of sidewalks in various states of repair.

Portions of Bridge and Third Streets were improved in 2013 with grant funding. The project involved sidewalk replacement, crosswalks, street trees, and ornamental

pedestrian lighting. The streetscape improvements did not include replacement of the existing curbs. Therefore, the curbs are showing their age in many areas and could benefit from increased heights. Road re-pavement projects over the years; however, have also increased the height of the road surface; therefore, curbs have decreased in height and curbs are almost flush with the road surface in many areas.

For Bridge Street, which is a State Road, PennDOT is responsible for road improvements between the curbs. The curbs and sidewalks are the responsibility of the Borough and property owners. PennDOT is on a 20-30 year replacement cycle, therefore, the next paving round would likely be around the year 2040, which would be the time to address new curbs as this would need to be coordinated holistically with drainage patterns.



*Walkable Street Network*



*An aerial view of Downtown New Cumberland clearly shows the well-connected street grid*

NEW CUMBERLAND BOROUGH  
**ASSESSMENT**



*New Cumberland Public Library*



*West Shore Theater*



*Borough Park*

## FLOODPLAIN

New Cumberland Borough is bordered by the Susquehanna River to the east and the Yellow Breeches to the south. A review of existing FEMA data and maps currently show that the Borough is in a Zone AE, which means that a detailed study has been performed of both water bodies. Therefore, Special Flood Hazard Areas (SFHA) have been delineated with regulatory boundaries and channel sections with Base Flood Elevations (BFE) on the Flood Insurance Rate Map (FIRM) and documentation in the Flood Insurance Study (FIS).

## FLOOD ZONES

There are three SFHAs of note within New Cumberland Borough (refer to the map on page 11). These three zones are shown superimposed over the Illustrative Master Plan on page 28.

### Regulatory Floodway

FEMA defines a Regulatory Floodway as “the channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height ...”. In New Cumberland Borough, the floodway follows the Susquehanna River to the east and Yellow Breeches Creek to the south. Along the Susquehanna River, the floodway is mostly contained by the railroad tracks; however, along Yellow Breeches Creek, the floodway impacts portions of existing properties adjacent to the creek and a significant portion of Borough Park.

In general, placement of fill and development are not advisable or permitted in the floodway to avoid increasing flood risks. Fill may be permitted if a rigorous hydrologic and hydraulic (H&H) engineering analysis demonstrates that there will be “no rise” in the 100-year water surface elevations.

### 100-Year Floodplain (1% Annual Chance Flood Hazard)

In New Cumberland Borough, much of the southeastern portion of the downtown area— from Fourth Street southwest to Borough Park, including Market Square and Bridge Street properties, south of Second Alley—is located within the 1% Annual Chance of

flooding area (also referred to as the 100-year floodplain). A pocket of the 1% SFHA is also mapped at the end of 6<sup>TH</sup> Street, east of Market Street.

Fill and development is typically not advisable here because it is likely that any permanent structures will be flooded during their service life. Locally, Nicks 114 Café (located near Bridge/Front Street) has flooded three times in the last 30 years. In addition, the 100-year flood is an arbitrary design point. There is always the possibility of more frequent large floods, in which case, flood impacts can be exacerbated by development within or even near the 100-year floodplain.

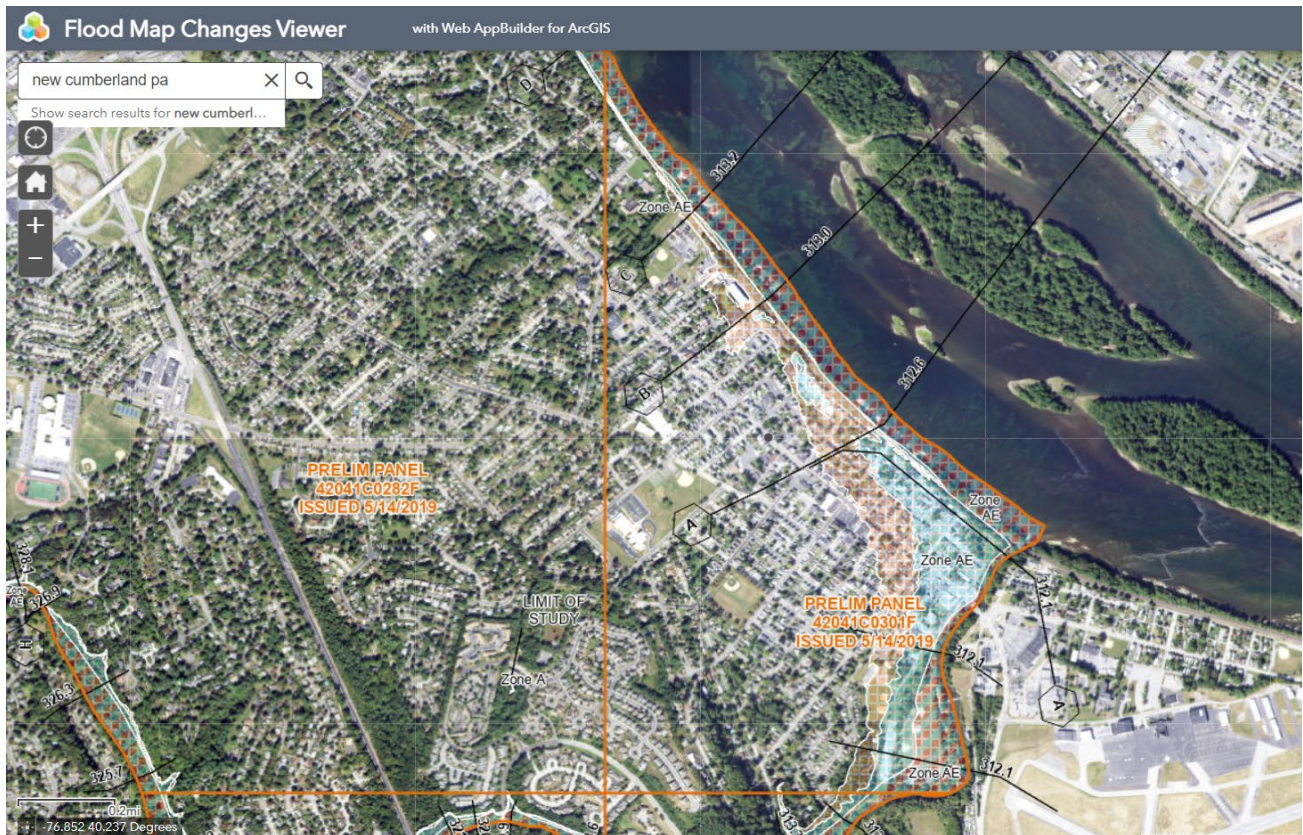
If development does occur (whether new development or substantial improvements to existing structures), construction must comply with current National Flood Insurance Program (NFIP) requirements, at a minimum, to qualify for flood insurance protection. The owner will be required to purchase flood insurance to finance any property/improvements within the SFHA. Substantial improvements and additions to existing structures and new buildings within the 100-year floodplain will need to have any occupied areas located above the Base Flood Elevation (BFE). For example, a new building could be located within the 100-year floodplain with parking on the lower level and other uses above the parking (and BFE). An existing building with substantial improvements would need to be elevated above the BFE for example by increasing the height of the foundation, which may be cost prohibitive. Refer to Appendix B (page 125) for more detail describing substantial renovations and regulations.

### 500-Year Floodplain (0.2% Annual Chance of Flood Hazard)

Also referred to as the 500-year floodplain, the 500-year floodplain has a 0.2% chance of flooding every year. In New Cumberland Borough, this zone follows the Susquehanna River and extends to the southwest, crossing Bridge Street near Fourth Street. Much of the downtown commercial core is located within the 500-year floodplain. Any type of fill and development can proceed in this zone without FEMA oversight; however, property owners should consider flood insurance if located within this zone.



# NEW CUMBERLAND BOROUGH ASSESSMENT



The Federal Emergency Management Agency (FEMA) [Flood Map Changes Viewer](#) (FMCV) shows Preliminary National Flood Hazard Layers in New Cumberland County, as illustrated in the above map, captured January 13, 2023. Note: Preliminary flood hazard data provide an early glance at new or revised flood hazard areas. It is intended only for the public's awareness, review, and guidance and is not to be used for flood insurance purposes.

The preliminary FEMA National Flood Hazard Layer (NFHL) map provides an early look at New Cumberland Borough's projected flood hazard risks. Preliminary data is provided for guidance, and may include new or revised Flood Insurance Rate Maps (FIRM), Flood Insurance Study (FIS) reports, and FIRM Databases. It is not meant to be used for insurance purposes. For New Cumberland Borough, the map suggests future changes to the regulatory floodway extent, which would impact fewer properties compared to the current regulatory floodway boundary. According to email correspondence from FEMA to Buchart Horn, the effective date of these flood boundaries is projected for September 21, 2023.

## Legend

### Preliminary National Flood Hazard Layer

Preliminary FIRM Panel Index



Flood Hazard Boundaries

Limit Lines

SFHA / Flood Zone Boundary

Flood Hazard Zones

1% Annual Chance Flood Hazard

Regulatory Floodway

Special Floodway

Area of Undetermined Flood Hazard

0.2% Annual Chance Flood Hazard

Future Conditions 1% Annual Chance Flood Hazard

Area with Reduced Risk Due to Levee

Area with Risk Due to Levee

## STAKEHOLDER INPUT

Stakeholder and community participation was robust with strong participation at round-table discussions, in public meetings, and through the online survey completed by 318 respondents. A summary of key themes from the survey—which reinforces input provided during meetings—is described below. The summary is organized by general themes, those related to the community identity, and themes related to downtown. The survey results are included in Appendix C (page 131).

### GENERAL STAKEHOLDER INPUT

The majority of survey respondents were from the 17070 (78%) and 17011 (17%) ZIP-codes. Most (68%) visited downtown frequently (daily or a few times per week). A significant majority of the written comments trended positive, indicating that New Cumberland Borough was on an upward trajectory and illustrating the passion that residents and businesses share for the community. Many comments trended neither negative or positive; rather illustrated that outside the community, New Cumberland Borough isn't on peoples' radar. Lastly, several comments describing New Cumberland Borough showcased some of the interesting dynamics and contrasts that are apparent in the community such as "...classy but artsy..." and "...we're almost cool..."

---

“there's definitely that  
**FUN, ARTSY, FUNKY**  
vibe”

---

## THEMES (COMMUNITY IDENTITY)

In terms of community identity, predominant themes included the following:

- » **Internal Image:** Survey respondents indicated that for residents and business owners located in New Cumberland Borough, most perceive the community image as positive—a great place to live, do business, and for visitors.
- » **External Image:** Survey respondents indicated that for people not living or working in New Cumberland Borough, the image is neutral or trending positive.
- » **Importance of Strong Community Identity:** Most respondents indicated that a strong community identity is very important for the borough.
- » **Current Identity:** Conversely, most respondents also felt that the borough's identity was not currently clearly communicated (at the time of the survey).
- » **Information Sources:** The majority of respondents felt that people tend to get information about news and events from social media, word of mouth, Block on Bridge, and the Olde Towne Association.
- » **Promotion:** Most respondents felt that improving the promotion of the community is needed for social media, advertising, regional websites and wayfinding.
- » **Physical Image:** In terms of physical image as it relates to the community identity, most responses included downtown, the bridge, Borough Park, the mural at Neato Burrito, and the West Shore Theatre.
- » **Potential Tagline:** When asked about key ideas to convey in a tagline, most responses included friendly, welcoming, home, and community.
- » **Distinguishing Characteristics:** When asked about characteristics that distinguish the community, respondents indicated access/proximity (to nearby communities and the road network), downtown, the river and creek, small town qualities, and walkability.

## THEMES (DOWNTOWN)

In terms of the downtown, predominant themes included the following:

- » **Walkability and Bikeability:** The majority of respondents indicated that walkability and bikeability is very important throughout the downtown and community as a whole.
- » **Design Guidelines:** The majority of respondents indicated that high-quality design and design guidelines are important, but should be incentive-based.
- » **Outdoor Gathering Spaces:** Respondents indicated that outdoor gathering spaces are important downtown but are currently insufficient in number.
- » **Downtown Priorities:** When asked about downtown priorities, most respondents indicated walkability, parking, additional restaurants, events, shops, and reuse of the Coakley's building.
- » **Streetscape Priorities:** When asked about additional streets that should be considered for streetscape improvements, most respondents indicated Bridge Street, south of Third Street and Market Street.

---

“it feels like a  
**COOL LITTLE SMALL TOWN**”

---



*New Cumberland Community Identity & Downtown Master Plan*

# COMMUNITY IDENTITY



## COMMUNITY IDENTITY

During the planning process, a community brand was developed and finalized prior to the completion of this overall master plan report and has already been deployed by the Borough. Key elements and products from that process are illustrated and summarized in this chapter. The community brand description, products, and resources to market the community are included in a separate document, *New Cumberland Borough BrandTouch Manual*, prepared by planning team member Arnett Muldrow Associates. The brand manual is a set of rules that explain how the New Cumberland Borough brand works.

## BRAND STATEMENT

Based upon community input during the planning process, the team developed a brand statement grounded in the New Cumberland Borough's core values and assets important to its citizens. Core values define the community's strengths and how the community needs to behave to achieve its vision. The brand statement is anchored by New Cumberland's history, highlights community assets and qualities that are important today, and concludes with a positive look to the future and introduction of the tagline which provides an indication of what the community offers and a "hook" to stimulate interest.

### NEW CUMBERLAND BOROUGH BRAND STATEMENT

We are bounded by the shoreline of the mighty Susquehanna River at its confluence with the colorfully named Yellow Breeches Creek. We've been called many names from Shawneetown after the Native Americans who inhabited the Cumberland Valley to Chartier's Landing in the 1700's then to Haldeman's Town and ultimately New Cumberland in 1827 just four years before we were incorporated into a borough of the Commonwealth.

From our first days we were both a place connected and a place apart. We were the center of trade and travel with early sawmills and granaries and a turnpike that served nearby York and Harrisburg and the growing cities of Philadelphia and Baltimore. We grew as a close knit community with shops, restaurants, churches, schools, a theatre, and a library all centered mere steps from our lush green neighborhoods.

Today we are a Borough connected to our neighbors yet distinct in character. We are a collection of parks and playgrounds, diverse neighborhoods, and a walkable downtown. There is a sublime feeling here of comfort coupled with a fresh energy for the future. We are close to everything but far from ordinary.

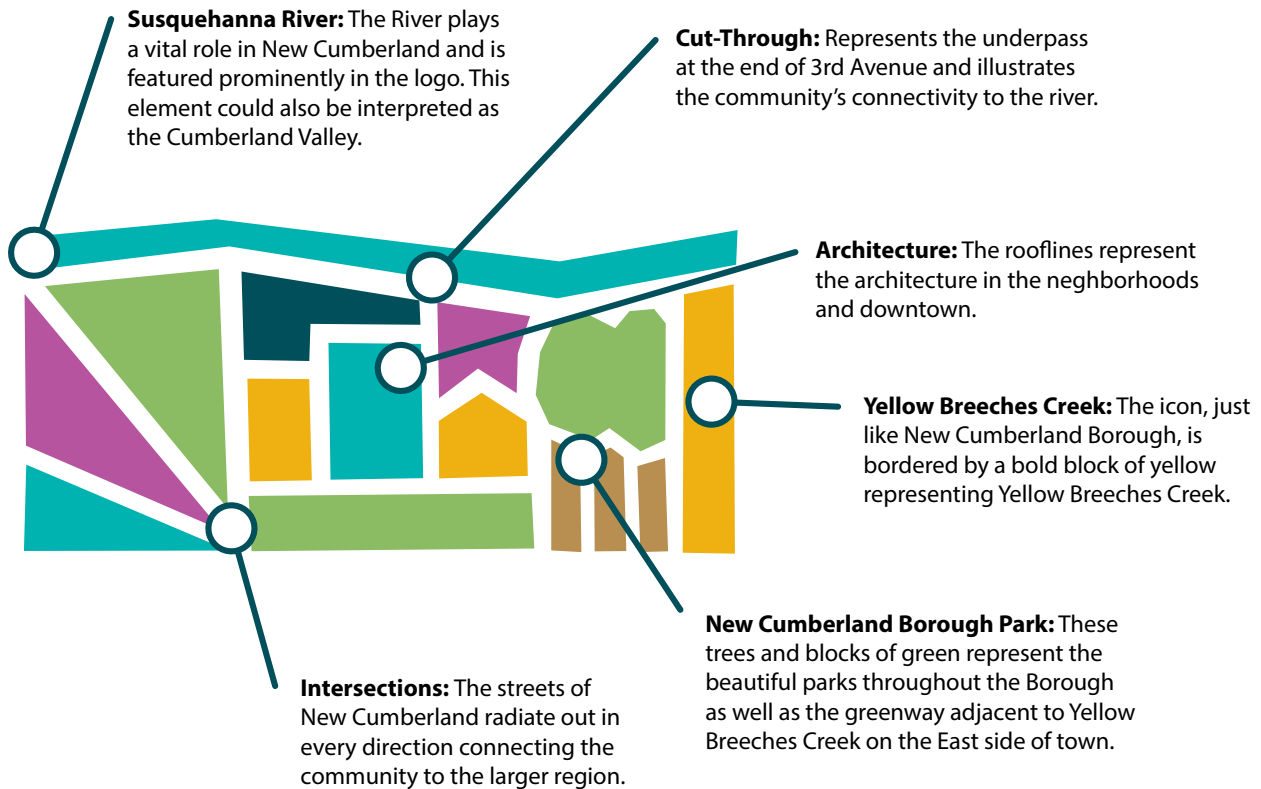
We look to the future with fresh ideas. We are rediscovering our access to our river, creek, and parks. We are curating an artistic destination for the visual and performing arts. We are fostering unique shops, restaurants, and services that combine the energy of entrepreneurs with hometown service. We are both a welcoming community to newcomers and a place where generations still live.

We welcome you to explore this place, stroll our streets, discover our parks, take in the views, and share our common goal and uncommon vitality.

WE ARE NEW CUMBERLAND BOROUGH, PA:

*Old town. New energy.*

## NEW CUMBERLAND BOROUGH COMMUNITY IDENTITY



### BRAND LOGO

In addition to the brand statement, the team developed the brand logo to graphically convey the identity of the community. The logo is comprised of the logomark and logotype along with the tagline. The logomark is an identifying mark or symbol and the wordmark illustrates the community's name in a special way. Colors are used to differentiate items, create depth, add emphasis, and help organize information. Together, the colors and the graphic components used in the logomark represent a unique and important asset in the community. The typography used in the logotype plays a crucial role in the brand identity and can be as impactful as a graphic.

### BRAND EXPANSION

By utilizing the color palette, typefaces, and design concepts of the primary brand, the district and its partners can build a wide array of identities for events, destinations, organizations, and other initiatives. This allows for unique but consistent designs to be deployed throughout the community. This brand expansion can be applied to existing events or organizations and new organizations, events, etc. as they evolve.



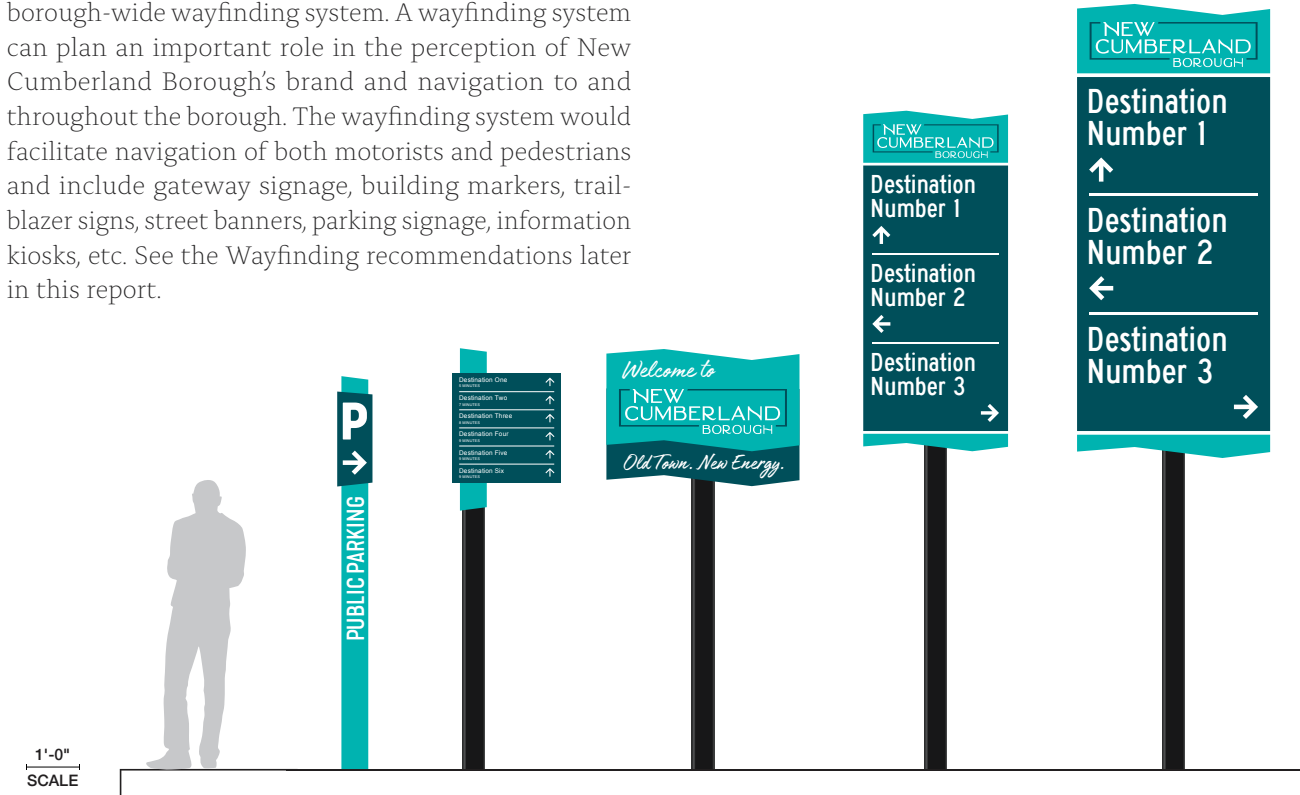
## COLLATERAL

With the investment in a new logo, it is important to get the logo out there and visible as much as possible. This includes websites, newsletters, letterhead, and swag such as t-shirts. Repeated use of the logo builds brand recognition.



## WAYFINDING

The brand and brand colors should also be included in a borough-wide wayfinding system. A wayfinding system can play an important role in the perception of New Cumberland Borough's brand and navigation to and throughout the borough. The wayfinding system would facilitate navigation of both motorists and pedestrians and include gateway signage, building markers, trail-blazer signs, street banners, parking signage, information kiosks, etc. See the Wayfinding recommendations later in this report.





NEW CUMBERLAND BOROUGH  
COMMUNITY IDENTITY



Old town.  
*Old World Charm.*



NewCumberlandBorough.com



Old town.  
*New tricks.*



NewCumberlandBorough.com



Old town.  
*Friendly service.*



NewCumberlandBorough.com



Old town.  
*New 'do.*



NewCumberlandBorough.com

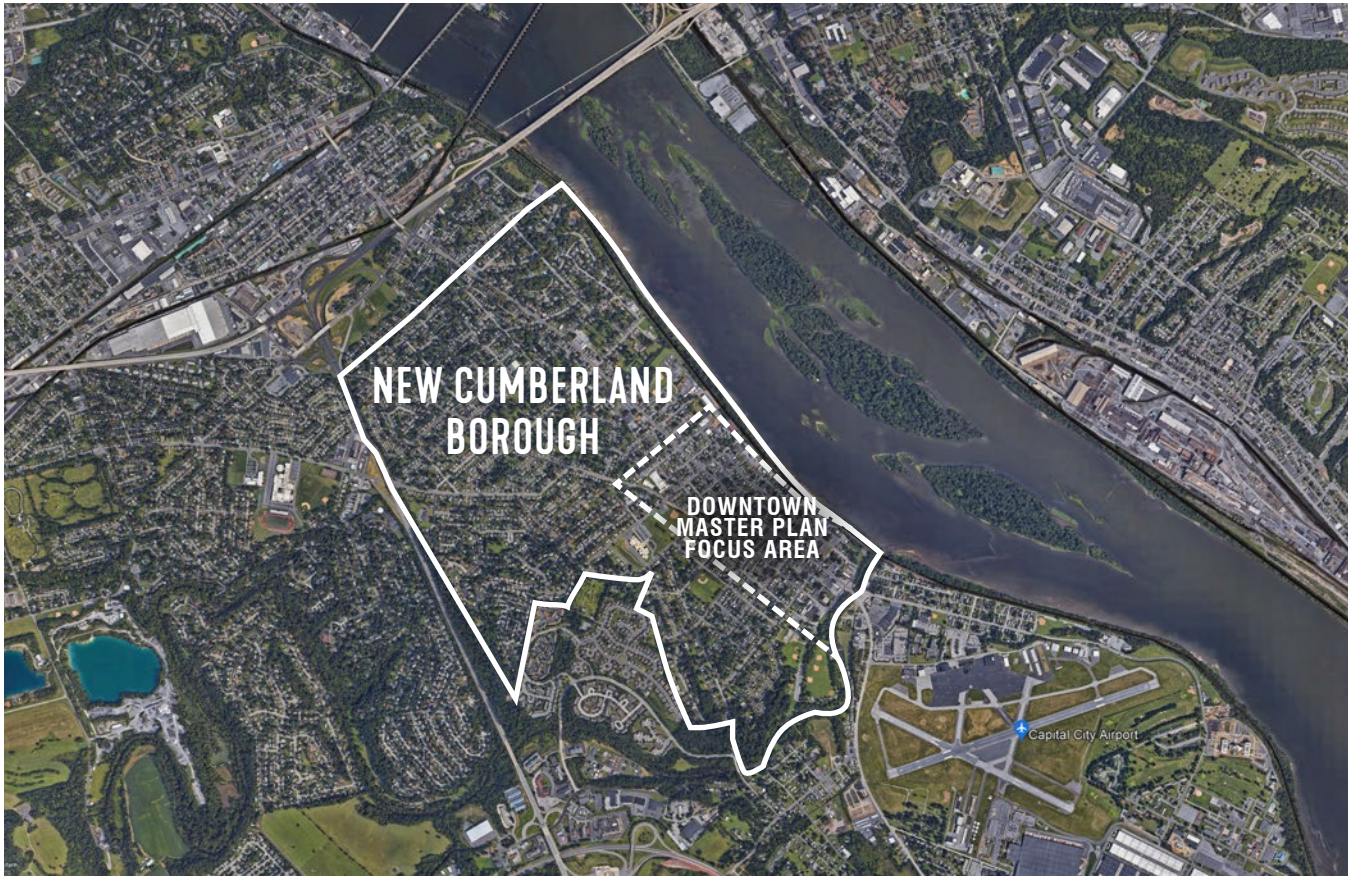
## ADVERTISING

The community brand can also extend to advertising which is the activity of attracting public attention to New Cumberland Borough events and businesses by placing announcements in print, broadcast, and/or electronic media. The tagline can also be modified to be specific to the event or business.

*New Cumberland Community Identity & Downtown Master Plan*

# DOWNTOWN MASTER PLAN





## OVERVIEW

The CIDMP sets forth a series of recommendations that can be implemented over time. The recommendations build upon several projects that are in the planning stages or already underway; stakeholder and community input from this planning process; and the assessment of existing market and physical conditions.

Some of the recommendations apply to the entire downtown area and others apply to specific geographic areas within the downtown. Recommendations include public realm improvements, redevelopment opportunities, streetscape enhancements, and tactical placemaking strategies.

Two redevelopment projects are identified as “catalyst projects” and include more detail. Additionally, two public realm improvements are identified as “priority streetscapes” and also include more detail.

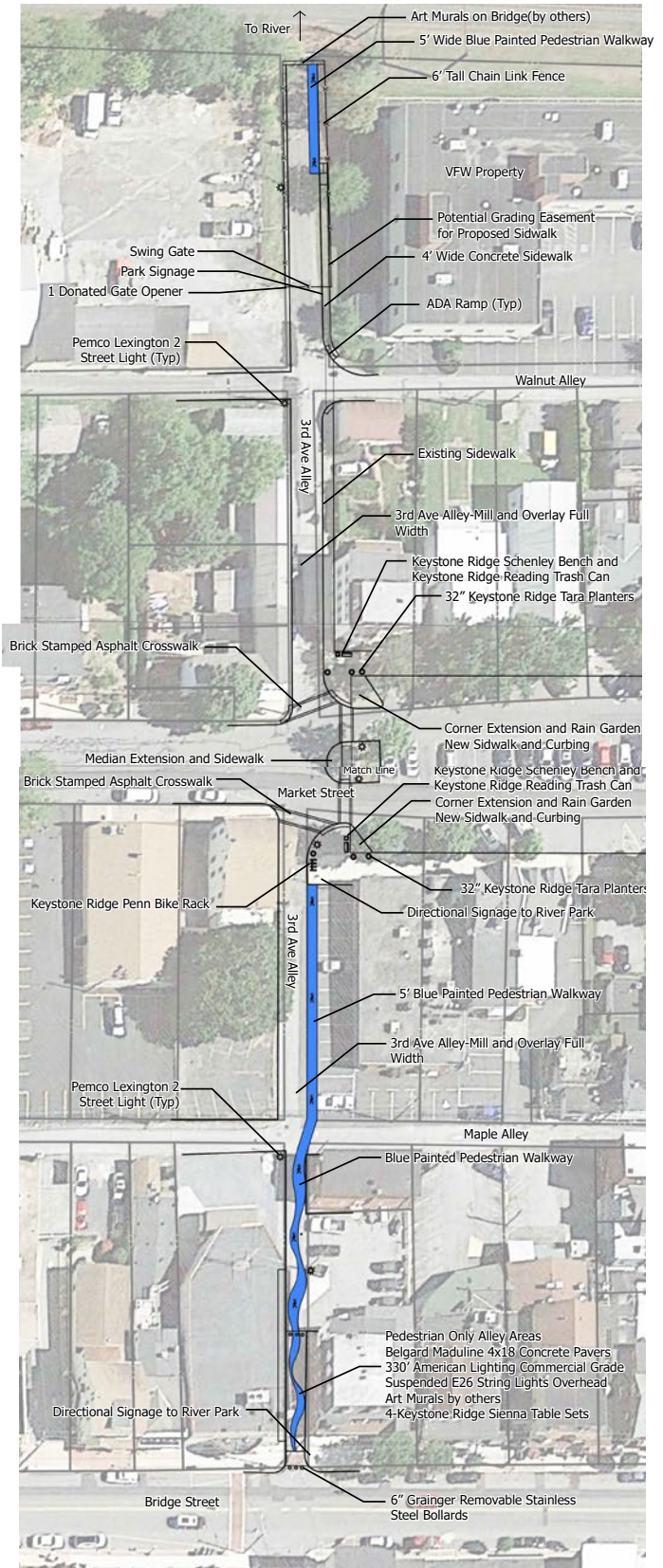
It is important to note that for redevelopment projects, the plan outlines possibilities that fit within the new Downtown Overlay District zoning classification, only should property owners wish to make changes to their properties.

## PROJECTS UNDERWAY

Prior to the initiation of the community identity and downtown master planning effort, New Cumberland Borough identified several enhancement projects, including Riverside Park, Third Avenue and Market Square, and Borough Park. To facilitate grant seeking, the Borough prepared preliminary design concepts for these three projects and has since been awarded a portion of the necessary funding. The Borough is currently planning to pursue additional grants for the remaining funding. During the master planning process, stakeholders provided input that reinforced the importance of these enhancement projects, and so the planning team used these three projects as part of an overall framework that informed the recommendations outlined in this master plan.

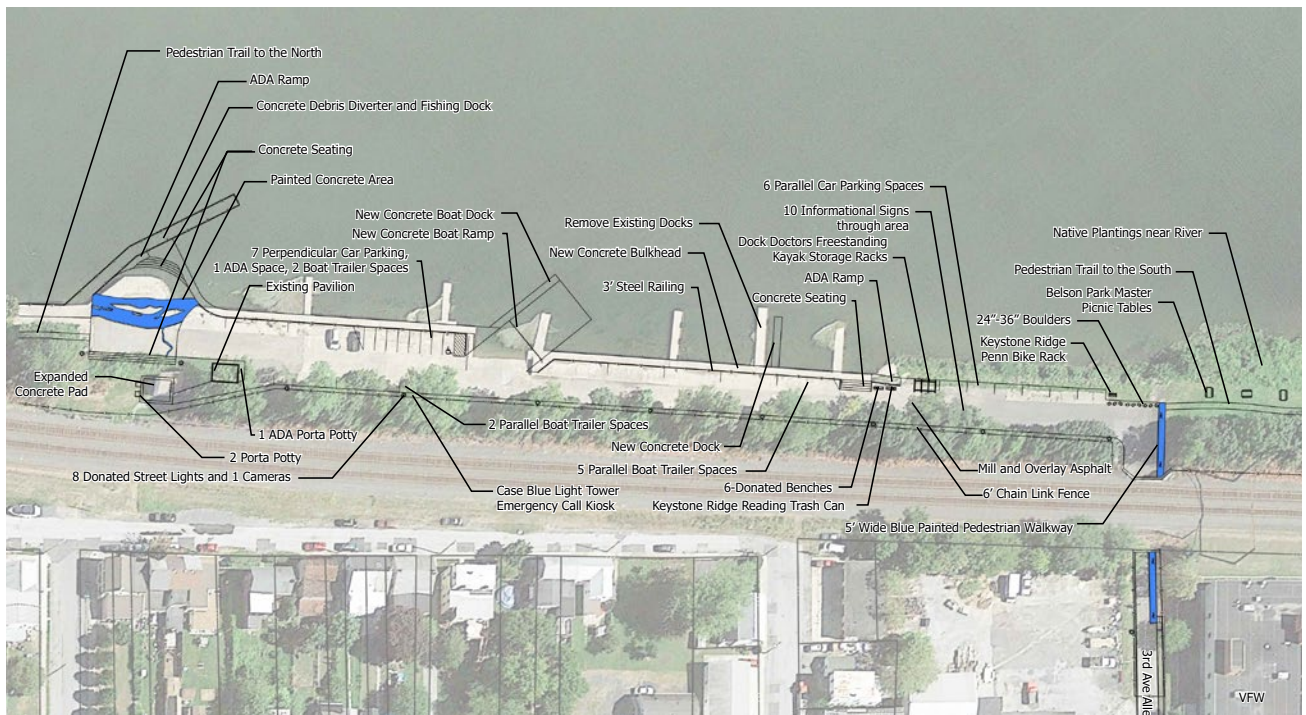


(Photo above and Below)  
Views to and from Riverside Park Along Third Avenue.



RETTEW's Market Street, Third Street, and Second Alley Intersection Improvements. Credit: RETTEW

## NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN



RETTEW's Riverside Park Concept. Credit: RETTEW

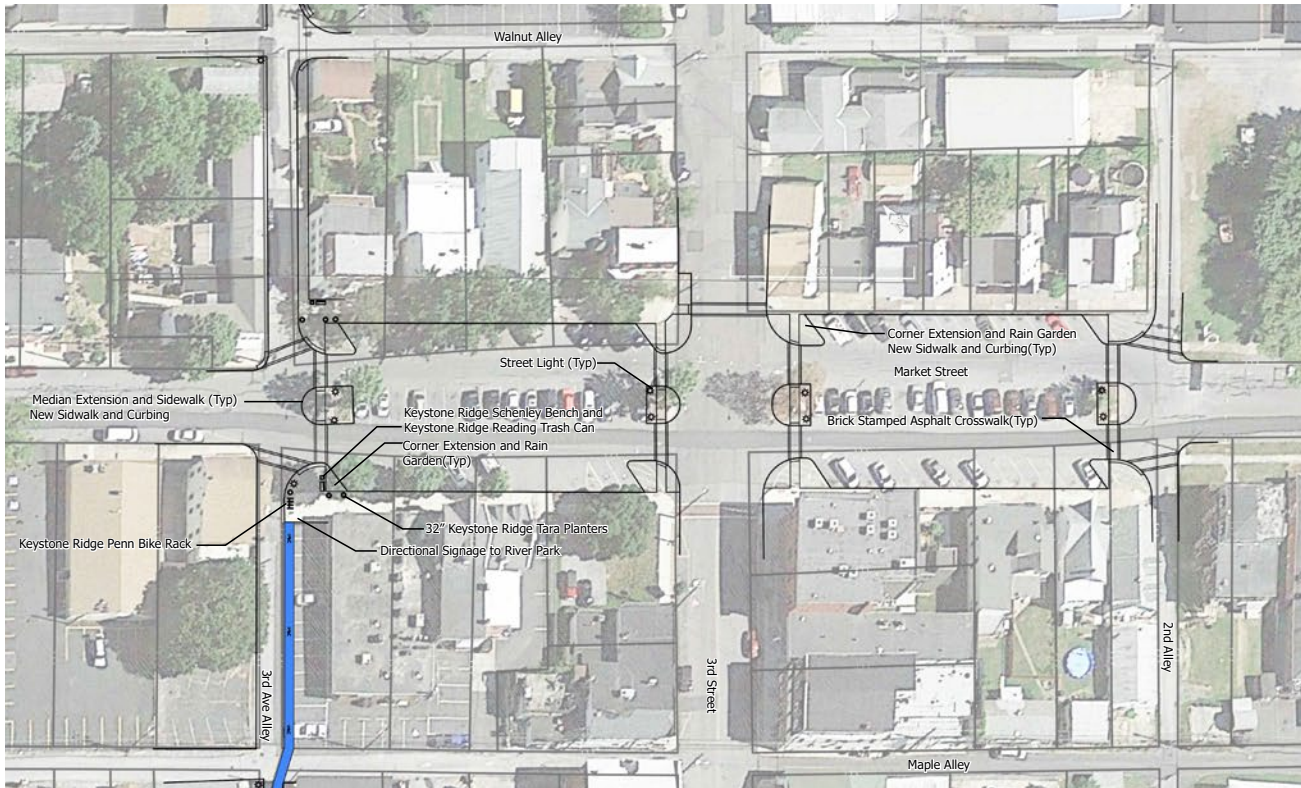
## RIVERSIDE PARK

New Cumberland Borough is currently leasing the Riverside Park property which was, until recently, a private marina. With a railroad underpass at Third Avenue, Riverside Park provides the borough's only access to the Susquehanna River and is a tremendous asset to downtown and the entire borough. Planned improvements include a riverfront trail connection to the I-83 bridge to the north (leaving the potential to ultimately connect to Lemoyne, City Island, and downtown Harrisburg) and a southern trail connection to Front Street and the Yellow Breeches. Within Riverside Park itself, planned improvements from the Riverside Park Concept plan illustrated above include resurfacing, designated parking for vehicles and boat trailers, signage, lighting, surveillance, and a six-foot security fence along the rail lines.



Rendering of the Planned Riverside Park Trail Connection. Credit: New Cumberland Borough.

# NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN



RETTEW's Market Square Improvements Concepts. Credit: RETTEW

## THIRD AVENUE AND MARKET SQUARE

The Third Avenue and Market Square project links Riverside Park with Market Square and the downtown area (to Bridge Street) and identifies improvements to Market Square. Planned improvements include a new pocket park adjacent to the West Shore Theatre and pedestrian amenities along Third Avenue to link the pocket park/Bridge Street to Riverside Park. Additional improvements include sidewalk extensions, lighting, rain gardens, and improved pedestrian crossings throughout Market Square.



View across Market Square from the Corner of Market Street and Third Street



Rendering of the Third Avenue Pocket Park. Credit: New Cumberland Borough.

## BOROUGH PARK

Borough Park is a type of amenity that many communities would love to have so close to their downtown. Bounded by the Yellow Breeches Creek and Front Street, the park offers a wide range of passive and active recreational amenities, a venue for large events, and opportunities to connect with nature. This enhancement project enhances pedestrian connections and safety throughout the park and improves access to Yellow Breeches Creek. Planned improvements include a new pathway that creates a loop around the park with connections to Front Street at the park entrance and to Woodland Avenue. In 2022, a new concrete boat ramp (for take-out access only) with a designated handicapped parking spot was installed at the southern end of the parking lot.



*Images of Borough Park*



- 1. Wayfinding Plan\*
- 2. Wayfinding Pilot Project\*
- 3. Wayfinding System Expansion\*
- 4. Parking Management\*
- 5. Parking Resources\*
- 6. **Water Street Pocket Park**
- 7. **Street Connectivity and Streetscapes**
- 8. **Middle School Reuse**
- 9. **601 Walnut Alley Redevelopment Opportunity**
- 10. **435 Bridge Street Redevelopment Opportunity**
- 11. **3<sup>RD</sup> Avenue Pocket Park**
- 12. **Third Avenue Alley**
- 13. **Market Square**

- 14. **Riverside Park**
- 15. **100 Third Street (Resid)**
- 16. **207 Walnut Alley Reuse**
- 17. **Riverside Gateway Cata**
- 18. **217 Bridge Street Catal**
- 19. **Market Street Streetsca**
- 20. **Walnut Alley Dog Park**
- 21. **Borough Park River Lin**
- 22. **128 Bridge Street**
- 23. **102 Bridge Street (Brid**
- 24. **98 Bridge Street**
- 25. **95 Front Street**
- 26. **Bridge Street Streetsca**

NEW CUMBERLAND  
BOROUGH LIBRARY

RIVERSIDE  
PARK

MEMORIAL





(ential)  
 yst Redevelopment Project  
 yst Redevelopment Project  
 pe Improvements

- 27. **Bridge Street Streetscape Improvements**
- 28. **Front Street Streetscape Improvements**
- 29. Placemaking Strategies\*
- 30. Downtown Façade Improvement Program Adoption\*
- 31. Ongoing Downtown Façade Improvement Program\*
- 32. Land Bank Opportunities\*
- 33. Tax Increment Financing/Synthetic Tax Increment Financing\*
- 34. Other Funding Options\*

ge and Front)  
 pe Enhancements  
 FIELD

*\* Indicates recommendations which apply generally throughout New Cumberland Borough's downtown area and are not marked on the illustrative plan*

**BOROUGH  
 PARK**



# ILLUSTRATIVE DOWNTOWN MASTER PLAN

Illustrative showing FEMA's Preliminary Flood Hazard Areas in Downtown New Cumberland (2023)

## ILLUSTRATIVE PLAN DESCRIPTION

The Illustrative Plan highlights New Cumberland Borough's downtown area and potential long-term enhancement opportunities, including the projects underway described on page 22. The illustrative plan shows all recommended projects in context with one another and the connections between them. Specific plan areas and recommendations for those plan areas are then described in more detail in the coming pages.

## DOWNTOWN RECOMMENDATIONS

### PLAN AREAS

While the master plan focuses on the downtown area—the area between Fourth and Front Streets—there are some significant opportunities beyond the immediate downtown which should not be overlooked. For the purposes of this master plan, the downtown is divided into three areas: Downtown North, between Ninth and Fourth Streets (page 34); Downtown Core, between Fourth and Second Streets (page 40); and Downtown South, between Second and Front Streets/Borough Park (page 60). These three plan areas are used to organize the recommendations, defined within this chapter.



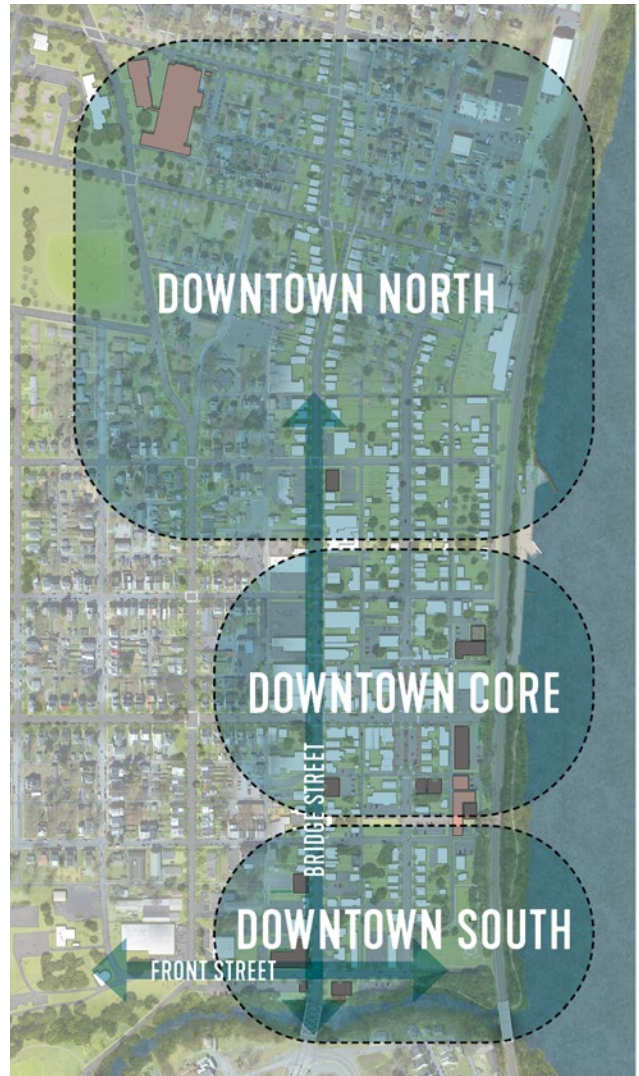
### PUBLIC REALM IMPROVEMENT PROJECTS

Recommendations within this plan outline potential public realm improvements, such as enhancements to streetscapes and public spaces. These public realm improvements are described within each of the three plan areas. Streetscape priority projects, however, are described separately in a section that follows the plan area recommendations, starting on page 71. Recommendations in that section had been identified as priority streetscape improvement projects during the planning process.



### REDEVELOPMENT OPPORTUNITIES

In addition to public realm improvements, the plan highlights potential redevelopment or reuse opportunities based upon several factors (including property size, location, and suitability for other uses, particularly housing). These redevelopment/reuse opportunities are situated mostly on private properties; therefore, the ideas visualized and described within this document are presented for consideration, should the property owners wish to make changes in the future.



*Recommendations in the New Cumberland Borough Master Plan include enhancements to the downtown (organized across the three plan areas illustrated above—Downtown North, Downtown Core, and Downtown South), Streetscape Projects (on Bridge and Front Streets, illustrated above), Tactical Strategies (throughout), and Facade Improvements (throughout).*

# NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN



## WAYFINDING

Gateway signs for New Cumberland Borough exist along Poplar Avenue, just west of the Yellow Breeches. However, there is limited-if any-wayfinding signage directing visitors to downtown from any of the five interstate exits that serve New Cumberland Borough. Access from each of these exits also involves multiple decision points, therefore, it is not intuitive for first time visitors to know how to get downtown.



## 1- WAYFINDING PLAN

### Recommendation

Develop a Comprehensive Wayfinding Plan for New Cumberland Borough.

### Actions

- » **Existing Signs:** Identify existing signs and mark those that may be replaced through a new wayfinding system.
- » **Primary and Secondary Gateways:** Identify primary and secondary gateways. A secondary gateway is an entryway into downtown or other particular district within the borough.
- » **Destinations and Attractions:** Identify destinations and attractions that should be included on wayfinding signage.
- » **Neighborhoods and Districts:** Identify neighborhoods and districts, such as the retail clusters at the north end of the borough along Bridge Street, that should be included in the system and connect these to the downtown with the wayfinding signage.
- » **Parking Resources:** Clearly identify wayfinding to parking resources and signage that identifies the parking resource and outlines the availability of the resource (if shared with private uses).
- » **Information Kiosks:** Incorporate strategies for information kiosks/maps within downtown, at parking resources, and at significant attractions such as Borough Park.



## 2- WAYFINDING PILOT PROJECT

### Recommendation

Launch an initial wayfinding pilot project as a first step in implementing the Wayfinding Plan.

### Actions

- » **Pilot Project Identification:** Explore the different ways that a pilot project could be deployed and which is the most appropriate approach for New Cumberland Borough. Options may include:
  - › Marking all gateways.
  - › Providing complete wayfinding along a particular route.
  - › Working from inside the core outward.
  - › Signing parking or pedestrian locations first.
- » **Evaluation:** Once the pilot project has been deployed, evaluate the success and identify improvements or changes to incorporate for the next phase of implementation.

### Actions

- » **Phased Development:** Identify future phases of the wayfinding system.
- » **Partnerships:** Work with Lemoyne and Fairview Township/ New Market to explore opportunities that coordinate wayfinding signage that benefits those communities as well as New Cumberland Borough.
- » **New Sign Types:** Explore developing new sign types as the community grows and changes.

## 3- WAYFINDING SYSTEM EXPANSION

### Recommendation

Plan for expansion of the wayfinding system by setting guidance for future signs.



## PARKING

While there are currently no public parking facilities in downtown New Cumberland, there are adequate parking resources; however, there is a perception that there are inadequate resources because they may not always be located as close to destinations as visitors, residents, and customers might like. This can be compounded if the route between available parking spaces and the destination is unsafe, unclear, unattractive, or uncomfortable. Therefore, managing parking resources with wayfinding and safe and attractive pedestrian environments can be an important part of an overall parking strategy.

In terms of available parking resources, the PNC Bank parking lot is currently a tremendous asset to downtown. If ownership ever changes, this parking resource may or may not continue to be available to downtown customers. Additionally, the zoning ordinance does not require retail and restaurant uses within the downtown area to have off-street parking. This is typical-and encouraged-for downtowns and is necessary to maintain a compact, walkable environment where buildings and uses define the streetscape, not parking lots. However, at some point in the future this will create additional demands. New residential development on the other hand is required to have off-street parking which is important for the marketability of these projects.

As New Cumberland continues to expand its downtown business options and seeks new development and redevelopment, now is the time to start planning creative parking strategies that include a mix of parking management and physical resources.

Zoning ordinance update does not require off-street parking for retail and restaurant uses which is good



## 4- PARKING MANAGEMENT

### Recommendation

Explore techniques for creatively managing current public and private parking resources.

### Actions

- » **Wayfinding:** Utilize the community branding to implement wayfinding signage directing visitors to available parking resources and from parking resources to destinations. Identify parking resources with signage and any applicable restrictions, especially if shared between a private property and the public.
- » **Public Realm Improvements:** Continue to implement streetscape improvements and utilize tactical strategies to enliven the experience for pedestrians along routes to destinations from parking resources.
- » **Paid Parking:** In the long-term, consider implementing paid parking along the highest-demand streets to help manage turnover and incentivize users to utilize parking located further away.
- » **Residential Permit Parking:** In the long-term, explore the feasibility of residential permit parking in some neighborhoods close to the downtown core. Care should be given to developing a program that strikes the right balance between accommodating the needs of both residents and businesses.

## 5- PARKING RESOURCES

### Recommendation

Explore short and long-term opportunities to increase the number of parking resources while preserving a pedestrian-oriented downtown and opportunities for mixed-use redevelopment and amenity spaces.

### Actions

- » **Partnerships:** Explore how to expand and formalize partnerships with private property owners to share their parking facilities when not in use. Partnerships may be with churches, the fire department, private clubs, and underutilized properties. Consider revenue generation opportunities for the private property owners during high demand times.



*Example of a well-designed downtown parking structure.*

- » **Interim Parking Resources:** As sites are awaiting redevelopment, explore opportunities to utilize as temporary surface parking resources until such time they are developed.
- » **Front Street Lots:** Explore how the Borough-owned properties along Front Street, on each side of Bridge Street, can be utilized as public parking resources that serve Borough Park, downtown, and potential adjacent redevelopment opportunities, as described pages 66-69.
- » **New Development:** Explore opportunities with new development/redevelopment to expand available parking resources to the rear or on the first level of the development. Any parking that is in addition to what is required for the use could potentially be made available for lease to other businesses or residents.
- » **Parking Structure:** Explore opportunities and maintain the flexibility for development of a parking structure should that ever be needed in the long-term. Ideally, this structure would be located a block or two off Bridge Street with access from side streets or alleys. If located on Bridge Street, the structure should be designed in a way that the lower level and Bridge Street frontage could be retail or restaurant uses and the upper-level façade gives the appearance of being a commercial building as opposed to a parking structure.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



**DOWNTOWN NORTH**





## Public Realm Improvement Project



### 6- WATER STREET POCKET PARK

The triangular plot of land located at the foot of Fifth Street (within the Right-of-Way of Water Street and parallel to the railroad) is currently used for ad-hoc parking of vehicles and trailers. Elevated from the river, the site offers sweeping views of the Susquehanna River.

#### Recommendation

Explore the opportunity to create a linear pocket park/green space as a companion to Riverside Park and take advantage of the river views.

#### Actions

- » **Coordination:** Consider this project as an independent improvement project or in conjunction with the potential redevelopment of 601 Walnut Alley as described above (see page 38).
- » **Parking:** Pave the west side of Walnut Alley to create a formalized parallel parking lane.
- » **Planting:** Utilize canopy trees along the street edge to provide shade while allowing for views to the river beneath the canopies.
- » **Amenities:** Consider modest amenities, including benches, trash receptacles, and minor pathways.
- » **Fence:** If the Railroad requires a fence along the park edge, work with them to utilize a low ornamental fence that still allows for views to the river.
- » **Alternative Use:** If tall fencing is required along the railroad because of park use, consider as an alternative just improving the street edge with parallel parking and a sidewalk rather than promote as a park.
- » **Riverside Park Connection:** Initiate conversations with the Railroad to explore long-term opportunities to create a safe pedestrian railroad crossing in this vicinity to connect to Riverside Park and the future riverfront trail. While this likely would not be approved in the short or mid-term, the idea of a pedestrian crossing should be kept alive as dynamics change over time, since a connection to the riverfront would add significant value to nearby properties.



### *Public Realm Improvement Project*



## 7- STREET CONNECTIVITY AND STREETSCAPES

The street grid north of Fifth Street is less intact than the street grid to the south. Brandt Avenue, Hillside Park, and the Middle School site create breaks in the east-west streets, resulting in a disconnected network which is less clear and intuitive than in areas with uninterrupted streets. Consequently, important amenities—such as the library and Hillside Park—are thought to be further away from Bridge Street and Downtown than they actually are.

### **Recommendation**

Over the long-term, improve streetscaping and wayfinding signage along key streets that connect existing and potential future assets—particularly along Brandt Avenue, Hillside Park, and streets surrounding New Cumberland Middle School—to establish a more cohesive downtown. Consider improvements along Bridge Street north of Fifth and Sixth, and along Seventh, Eighth, and Ninth Streets.

### **Actions**

- » **Streetscape Improvements:** Include modest streetscape enhancements, primarily with the addition of canopy street trees located within the street right-of-way or on private property (in cooperation with property owners and the use of tree planting easements).
- » **Wayfinding Signage:** Extend wayfinding signage along key streets to reinforce connections to downtown.
- » **Banners:** Utilize themed banners that feature the New Cumberland Borough identity to reinforce the presence of amenities, e.g., Hillside Park, the New Cumberland Library, downtown, the riverfront, etc.



### Redevelopment Opportunity



#### 8- MIDDLE SCHOOL REUSE

New Cumberland Middle School is well-located adjacent to the New Cumberland Borough Library and Hillside Park; it is highly visible from the Brandt Avenue approach from I-83 into downtown; and it is only a few blocks from the downtown core. The Middle School, however, will be vacating this site and closing at a point in the future—potentially within the next five years (a date is not yet set).

#### Recommendation

Explore potential reuse opportunities for the Middle School Building and property, and give special attention to the possibility of housing.

#### Actions

- » **Research:** Meet with the Borough of Lemoyne and the developers who are converting the former Lemoyne Middle School into the Schoolhouse Flats apartment building.
- » **Uses:** Explore a mix of uses emphasizing residential and potentially including makers, co-work, meeting space, and amenity space for residential uses.
- » **Planning:** Regardless of the site's future use, connections to the library, Hillside Park, and Bridge Street should be integrated as part of improvements.



Rendering of the Schoolhouse Flats apartment building. [Source: <https://schoolhouseflatslemoyne.com/>]



### *Redevelopment Opportunity*



#### 9- 601 WALNUT ALLEY REDEVELOPMENT OPPORTUNITY

The existing industrial uses located along the riverfront between Seventh Street and Fifth Avenue occupies one of the largest properties under single ownership near the downtown core. This site, which is within the 100 and 500-year floodplains, includes two primary buildings. The larger building, parallel to the railroad, is situated mostly outside of the 100-year floodplain. While there are currently no plans in place for any changes to this property or its use, it presents a significant reuse/redevelopment opportunity should the property owner ever wish to make a change in the future.

#### **Recommendation**

Work with the property owner(s), should they decide to redevelop the property, and explore creating a significant mixed-use project for downtown.

#### **Actions**

- » **Marketing:** Utilize New Cumberland Borough branding and assist with marketing the property to attract high-quality developers.
- » **Uses:** Explore a variety of uses (particularly residential) which could take advantage of the views of the river and Harrisburg (from upper floors).
- » **Planning:** Assess the property and existing buildings to determine the most appropriate redevelopment scenario. This might include renovation of some of the existing buildings with appropriate flood-proofing, new multi-story buildings that utilize first-level parking (because of the floodplain location), and/or the relationship to the potential Water Street Pocket Park, described on page 34.



### *Redevelopment Opportunity*



#### 10-435 BRIDGE STREET REDEVELOPMENT OPPORTUNITY

The former restaurant located at the corner of Bridge Street and Fifth Street has been vacant and the property is in a state of disrepair, presenting a negative image of downtown at a highly visible intersection.

#### **Recommendation**

Work with the property owner to encourage redevelopment or reuse of this property as part of the downtown gateway from the north.

#### **Actions**

- » **Redevelopment Option:** Explore demolition of the existing building and replace it with a new multi-level mixed-use building with restaurant/retail uses on the first floor and residential units on the upper floors. Locate the building at the street edge of both Bridge and Fifth Streets to match the historic build-to line. Locate surface parking to the rear.
- » **Reuse Option:** If redevelopment is not feasible, explore renovation of the existing building with façade improvements and parking lot improvements that enhance its image from the street. Encourage restaurant or retail uses.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



DOWNTOWN CORE



Credit: New Cumberland Borough



## Public Realm Improvement Project



### 11- THIRD AVENUE POCKET PARK

Conceptual plans have been developed to convert the section of Third Avenue that connects with Bridge Street into a pocket park. This park would create an amenity and community gathering space in a highly visible location (adjacent to the West Shore Theatre) and highly activated area near the downtown core. While this plan closes the vehicular connection to Bridge Street, access to parking and service areas behind the businesses is well-accommodated along Maple Alley and a portion of Third Avenue west of Maple Alley which would remain open.

#### Recommendation

Continue to refine and implement the design for the Third Avenue Pocket Park to create a highly visible gathering space adjacent to downtown's premier entertainment attraction and nearby shops and restaurants.

#### Actions

- » **Naming:** Work with stakeholders to develop and adopt a name for the space to formalize it as an important downtown public space.
- » **Design:** As the design is refined, consider elements and materials that complement the architectural character of the West Shore Theatre and make the space usable and comfortable, including overhead lighting, shade canopies or umbrella tables, movable furniture, and flexible space so that lets the park be used for a variety of activities.
- » **Mural:** Work with the West Shore Theatre and local artists to develop a mural on the blank wall of the theatre.
- » **Programming:** Consider organizing programs in the space to support daily use, including programs scheduled around theatre shows and/or other downtown events.
- » **Wayfinding:** Include wayfinding signage to identify the park and to illustrate its proximity to Riverside Park, Market Square, and other downtown destinations.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Photos of the existing conditions



Examples of potential pocket park improvements





## Public Realm Improvement Project



### 12-THIRD AVENUE ALLEY

Third Avenue, though understated in its current design and scale, is an important downtown thoroughfare. With an underpass at its terminus, this street is the only connection to the Susquehanna River (aside from Yellow Breeches Creek and its riverbanks, which also passes underneath the railroad). However, Third Avenue currently does not stand out as being any more significant than other alleys and its connection to the riverfront is not well articulated. However, the design planning for Market Square (page 44) and Third Avenue Alley (page 43) that is underway will bring more visual prominence to the alley and a safer pedestrian connection to Riverside Park.

#### Recommendation

Continue to refine the design for Third Avenue in conjunction with West Shore Pocket Park project.

#### Actions

- » **Pavement Markings:** Consider alternative colors for the painted pedestrian walkway, currently depicted as blue in the plan concept. Consider matching the red tone that is currently utilized for crosswalks so that it is more integrated as a component of the overall pedestrian network.
- » **Banners:** Emphasize the connection to the water with the color blue by utilizing banners and the New Cumberland Borough branding to highlight and emphasize.
- » **Wayfinding Signage:** Incorporate the new community identity into wayfinding signage, highlighting important destinations such as West Shore Pocket Park, Bridge Street, Market Square, and Riverside Park.



## Public Realm Improvement Project



### 13-MARKET SQUARE

New Cumberland Borough is distinct from other Central Pennsylvania communities (like Newport or New Bloomfield) in that the downtown commercial core was developed adjacent to—rather than around—the area’s original market square. In New Cumberland Borough, Market Square is bordered primarily by residential uses, with only a few commercial properties. While the square is prominent due to its broad, expanded right-of-way width, Market Square’s image is currently more akin to a large surface parking lot rather than a prominent public space amenity. Additionally, the architectural definition of the square’s edges is mostly intact (except for the southeast corner, which is occupied by a surface parking lot rather than anchored by a building). Conversely, the northern side of the square, at Third Avenue, is well anchored on both corners by architecture.

Market Square is an important community gathering space and is host to monthly food truck rallies and other events. The Borough has initiated concept designs to enhance the square, particularly at the intersections, with expanded planting islands, lighting, and pedestrian crossings. These improvements will help reinforce the connections between Riverside Park and Bridge Street along Third Avenue.



### Recommendation

Continue to refine the design plans and implement the enhancements for Market Square.

### Actions

- » **Center Parking Median:** As plans are defined, consider a special paving treatment with permeable paving or stamped asphalt to delineate the center median area of the square. This median would remain parking most of the time but could be used for other activities during special events.
- » **Wayfinding Signage and Banners:** Incorporate wayfinding signage and banners in Market Square using the community brand to identify the square as a distinct public place and to highlight connections to other destinations.



## Public Realm Improvement Project



### 14-RIVERSIDE PARK

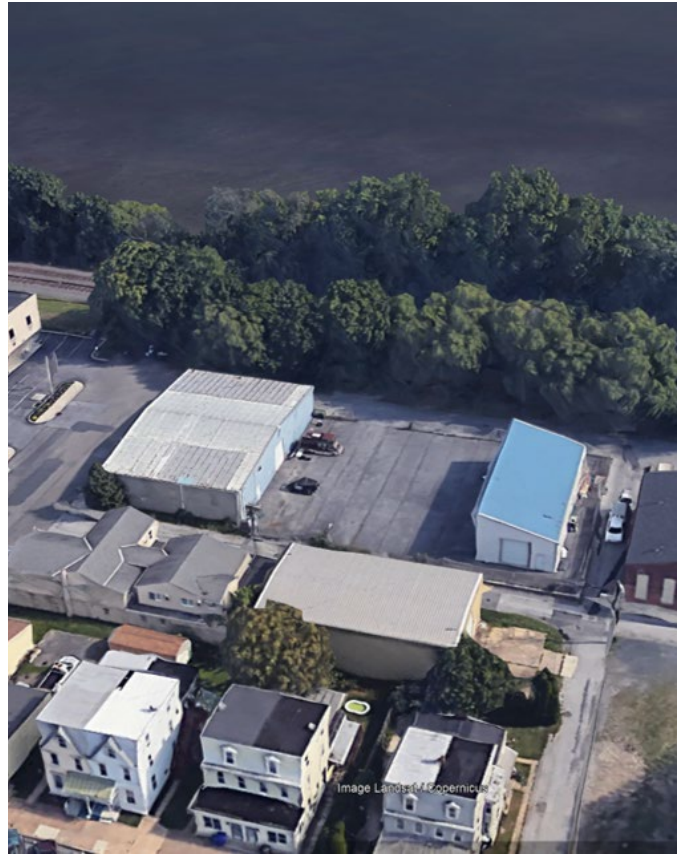
As described earlier as one of the Projects Underway (see page 23), Riverside Park is privately owned and is currently being leased by the Borough. In the future, the Borough may not be able to continue to hold the lease and public access to the riverfront could be limited depending upon the private land use.

#### Recommendation

Explore ways to permanently ensure public access to Riverside Park and the riverfront.

#### Actions

- » **Ownership:** Explore the long-term potential to acquire the property and permanently maintain as public park land.
- » **Access Easements:** If ownership is cost prohibitive or not possible for any reason, explore opportunities with the property owner to secure a permanent public access easement for pedestrians to access the planned riverfront trail.



## Redevelopment Opportunity



### 15-100 THIRD STREET (RESIDENTIAL)

The existing industrial property at 100 Third Street is located within the 100-year floodplain and includes two metal sheds/storage buildings along with parking on a predominantly paved site. This downtown property is approximately half an acre in size and is well located near the river, Market Square, and the terminus of the Third Street corridor. However, the site currently does not take advantage of its prominent downtown location.

#### Recommendation

If property owner(s) desire to redevelop this site, work with them to explore mixed-use opportunities that consider this site's floodplain location and proximity to the downtown core and Market Square.

#### Actions

- » **Third Street Frontage:** Orient the building with a clear entrance located on Third Street. Consider an architectural element or other articulation that takes into consideration the building's location at the end of the Third Street corridor.
- » **Uses:** Given the floodplain and resulting difficulty in developing lower-level retail or commercial uses, emphasize the opportunity for residential development on upper floors, with parking at ground level.
- » **Amenities:** Design the building and site to take advantage of the existing trees along the eastern property line, adjacent to the railroad, and of views to the river and downtown Harrisburg from upper levels and rooftop amenity space(s).



### *Redevelopment Opportunity*



#### 16-207 WALNUT ALLEY REUSE

The existing .93-acre industrial property at 207 Walnut Alley spans two lots (both within the 100-year floodplain) located along the wooded railroad corridor and Susquehanna River riverbanks. It includes two brick buildings joined by a lower connecting structure on the larger lot (east side of Walnut Alley) and surface parking on the smaller lot which also fronts onto Market Street (west side of Walnut Alley). The primary southeastern building is two stories in height with regularly spaced windows (most of which have been sealed and closed with concrete) and is connected to a lower, one-story storage area facing the railroad. The smaller building at the northeastern portion of the property is one-story in height. Both structures include gabled roofs and chimneys. Together, the buildings offer a distinct architectural example of early Twentieth-century industrial buildings that are not found elsewhere in New Cumberland Borough. The surface parking lot occupies a prominent location at the southeast corner of Market Square. Together, this site offers a unique re-use opportunity, should the property owner be interested in making a change.

#### **Recommendation**

If the property owner desires to make a change to this property and renovate the existing buildings, work with them to explore opportunities that preserve the architectural character of the buildings while taking advantage of the site's proximity to the riverfront and downtown.

#### **Actions**

- » **Building Renovation:** Encourage the property owner to renovate the main portions of the existing buildings while preserving the architectural integrity.
- » **Flood-proofing:** Depending upon future use, explore appropriate methods of flood-proofing of the lower levels.

## NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN

- » **Window Openings:** Explore opportunities to open and accurately restore all windows. On the lower level, explore different options appropriate to future use. This may include the use of aquarium grade glass if the windows are not above flood elevation; removing the windows completely and leaving openings for flood waters to pass through; or leaving the window openings filled as they are and painting the concrete with a darker color to present the illusion of window openings.
- » **Uses:** Explore different reuse options for the building that might include parking on the lower level (if feasible, depending upon column spacing), makers space, event space, etc. Explore residential uses for the upper level.
- » **New Construction (East Side of Walnut Alley):** Depending upon the future use, new construction may be necessary to make the project feasible. If so, encourage new construction that complements the existing building and maintains the architectural integrity. New construction could replace the one-story storage component on the northeastern side of the main building with a multi-story structure that accommodates parking on the lower level and takes advantage of views to the river.
- » **New Construction (West Side of Walnut Alley):** The lot on the west side of Walnut Alley could also include new construction on most or a portion of the lot. If on a portion, it should be located along Market Street to architecturally anchor the southeast corner of Market Square. Lower-level uses would need to be compatible with the floodplain location. If the new construction includes most of the lot, consider parking on the lower level and multiple-floors above to take advantage of river views.



*Historic Mill in Baltimore Converted to Housing*



## Redevelopment Opportunity

### 17-RIVERSIDE GATEWAY CATALYST REDEVELOPMENT PROJECT

The .7-acre site at 110 Fourth Street occupies a significant location downtown, near Market Square, and adjacent to the Riverside Park underpass along Third Avenue. The site is located within the 100-year floodplain and is currently occupied by multiple one-story, industrial buildings and a paved parking/storage yard. Existing trees along the northeastern property line provide a green buffer from the railroad.

#### Recommendation

Acquire the property at 110 Fourth Street. Preserve it as a redevelopment opportunity that takes advantage of the prominent location and further activates downtown. Follow the design guidelines for new development. Refer to Appendix D (page 163) for catalyst project cost opinion.

#### Actions

- » **Permanent Uses:** Preserve the site for multi-story residential development that takes advantage of views to downtown Harrisburg and the river. Utilize parking at ground level within the flood zone. Consider rooftop amenity space(s) for building residents' use and to enhance the site's marketing potential.
- » **Interim Uses:** Consider interim uses for the property until it can be developed for residential use. Interim uses might include surface parking that supports Riverside Park activities and community events and/or a combination of a business and surface parking. Business could support Riverside Park activities (e.g., an outfitter) and could utilize one of the existing buildings.
- » **Building:** For residential development, consider a multi-story building that fronts onto Third Avenue, addresses the corner, and reinforces connections to Market Square and Bridge Street. Promote a façade treatment that aesthetically incorporates lower-level parking into the overall building design.
- » **Parking:** Considering the floodplain location, plan for parking to occupy the lower level of the building and a portion of the site. For surface parking, utilize a low ornamental fence along Walnut Alley along with streetscape enhancements and other site improvements.
- » **Site Improvements:** Incorporate stormwater management into the overall site design and provide streetscape treatments along Walnut Alley and Third Avenue to emphasize these important frontages and their pedestrian connections.

**A: HOUSING—OPTION OR LONG-TERM**

Site Area: 30,060 SF  
 Impervious: 20,500 SF  
 Coverage: 68%

**FLOORS**

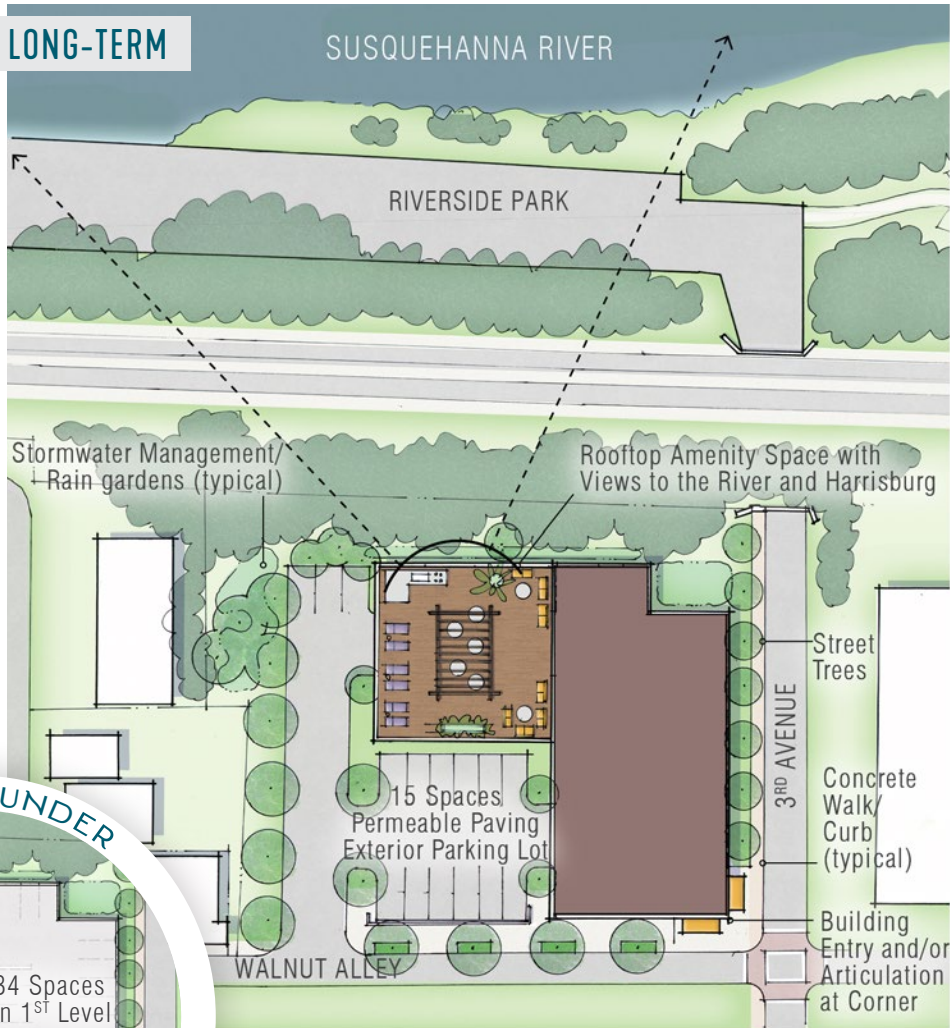
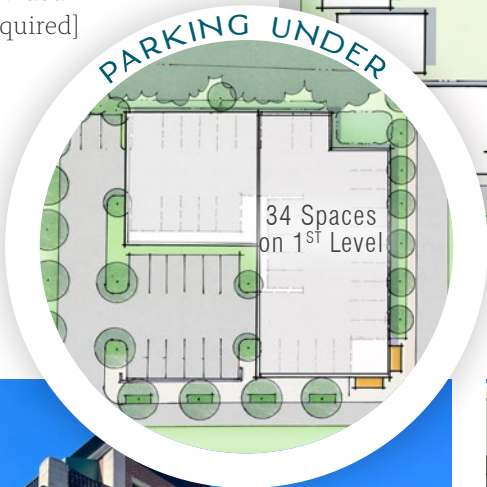
- 1: Parking (34 Spaces)
- 2: 12 Units (Average 950 SF/Unit)
- 3: 12 Units (Average 950 SF/Unit)
- 4: 12 Units (Average 950 SF/Unit)
- 5: 8 Units (Average 950 SF/Unit)

**TOTAL UNITS**

44 Units  
 [42 Parking Spaces Required]

**TOTAL PARKING**

49 Provided  
 [42 Required]



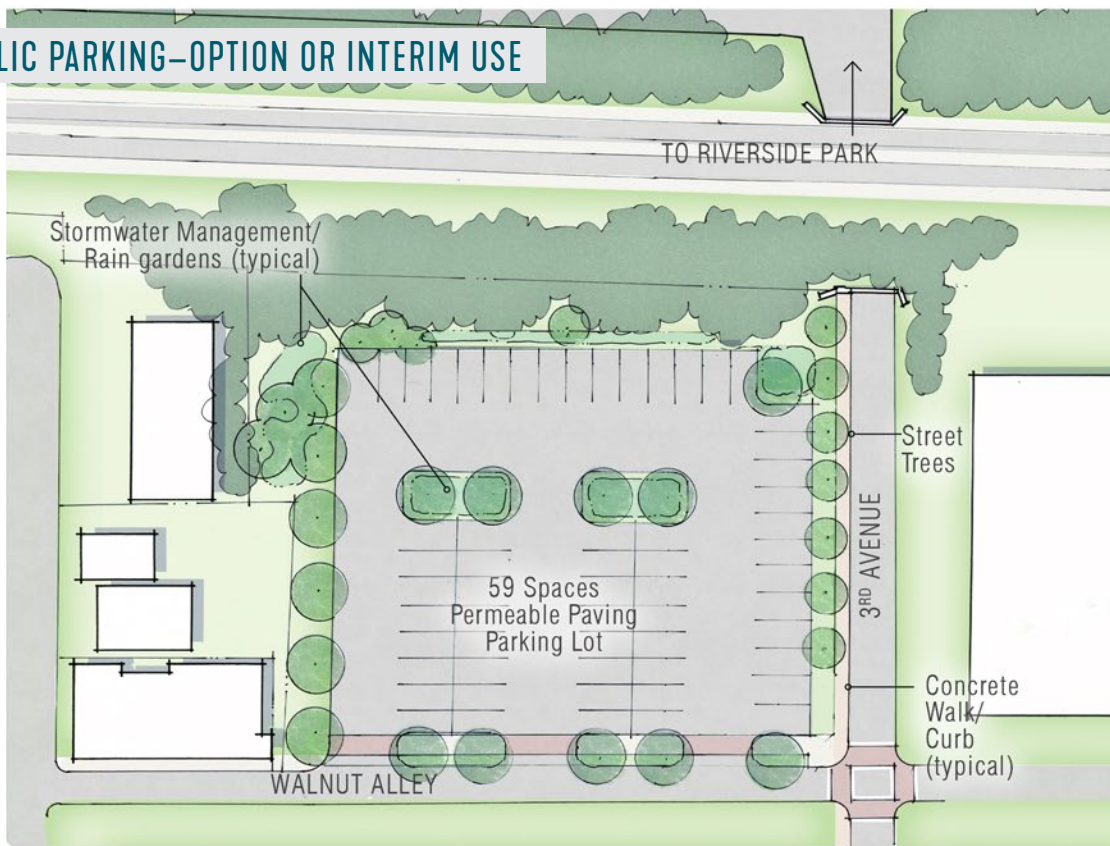
Example of a building with first-floor parking



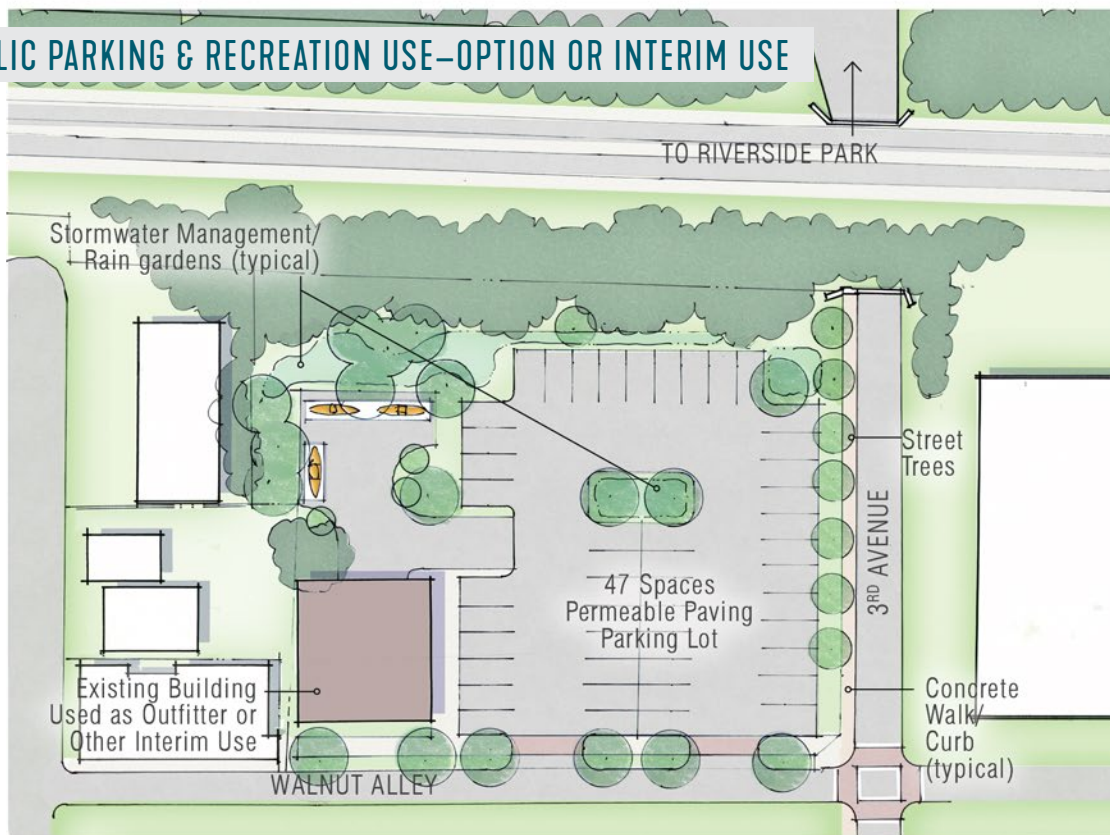
Example of a rooftop amenity space



**B: PUBLIC PARKING—OPTION OR INTERIM USE**

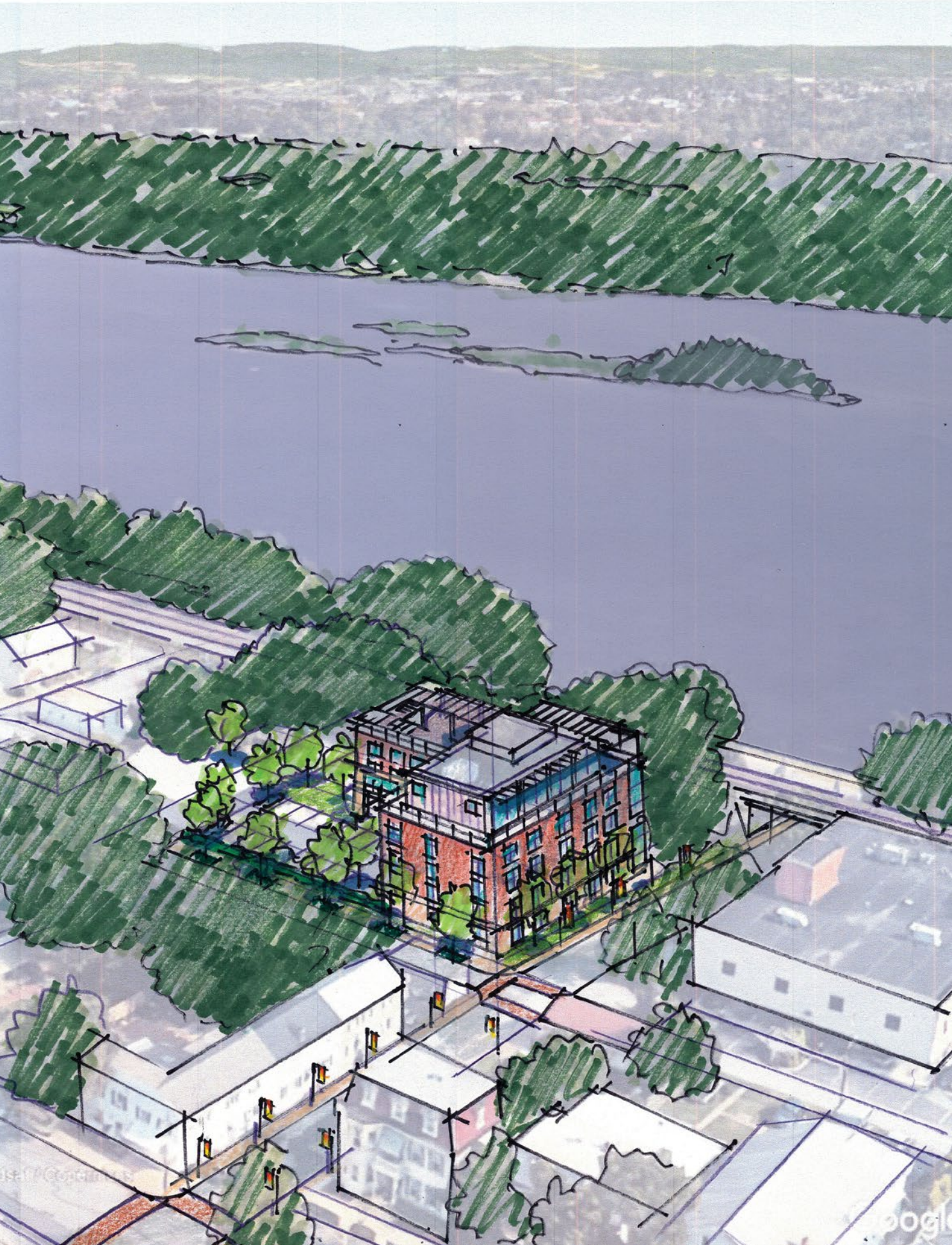


**C: PUBLIC PARKING & RECREATION USE—OPTION OR INTERIM USE**





Riverside Gateway Catalyst Redevelopment Project





## Redevelopment Opportunity

### 18-217 BRIDGE STREET CATALYST REDEVELOPMENT PROJECT

217 Bridge Street is approximately .36-acres in size and is located at the gateway into the downtown core. Except for a small metal shed to the rear of the property, the site (currently an automotive use) is primarily comprised of surface parking. This surface parking presents a gap in the important architectural street wall along Bridge Street but offers the potential to be redeveloped with a higher and better use that takes advantage of the site's prominent location. The portion of the property that faces Bridge Street is located outside the 100-year floodplain, while the rear portion (including some of the building footprint) is within the 100-year floodplain.

#### Recommendation

Work with the existing property owner to market the site for mixed-use redevelopment, following the design guidelines for new development. Refer to Appendix D (page 163) for catalyst project cost opinion.

#### Actions

- » **Uses:** As the frontage along Bridge Street is outside of the 100-year floodplain, plan for ground-level commercial or restaurant use on the first level. These uses could occupy just the frontage, with the rear portion of the first floor, or the entire first floor, reserved for parking. Plan for residential uses on the upper floors.
- » **Site Design:** Locate the building along the Bridge Street frontage, in line with adjacent buildings, with parking located behind.
- » **Building:** Locate the building entrance along Bridge Street and emphasize the entrance in the overall façade design. Consider the adjacent context and architecture when designing the façade. If the building exceeds three floors, articulate the façade to respond to the three-story buildings to either side and delineate any floors that extend above the third floor.



Examples of Mixed-Use Infill Development.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



**A: MIXED-USE (COMMERCIAL/MULTI-FAMILY) FOUR-STORY BUILDING**

Site Area: 15,600 SF  
 Impervious: 10,530 SF  
 Coverage: 67%

**FLOORS**

- 1: Parking (9 Spaces) and 2,215 SF of Retail
- 2: 6 Units (Average 950 SF/Unit)
- 3: 6 Units (Average 950 SF/Unit)
- 4: 6 Units (Average 950 SF/Unit)

**TOTAL UNITS**

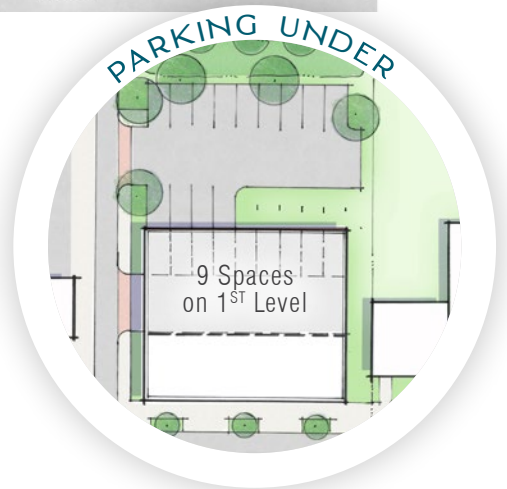
18 Units [16 Parking Spaces Required]

**TOTAL RETAIL**

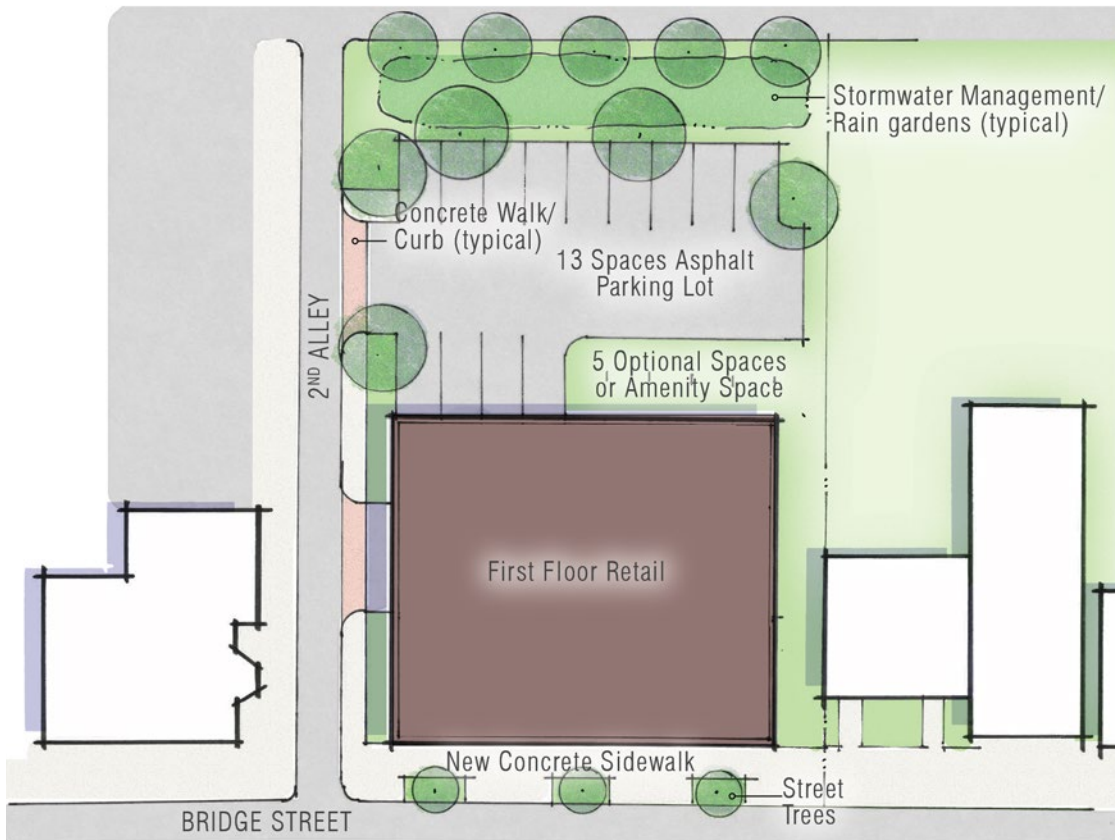
2,215 SF x 85% (Public Access)

**TOTAL PARKING**

22 Provided (27 with Optional Spaces and 73% Coverage)  
 [16 Parking Spaces Required]



NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



**B: MIXED-USE (RETAIL/MULTI-FAMILY) TWO-STORY BUILDING**

Site Area: 15,600 SF  
Impervious: 10,530 SF  
Coverage: 67%

**FLOORS**

- 1: 5,750 SF of Retail
- 2: 6 Units (Average 950 SF/Unit)

**TOTAL UNITS**

6 Units [4 Parking Spaces Required]

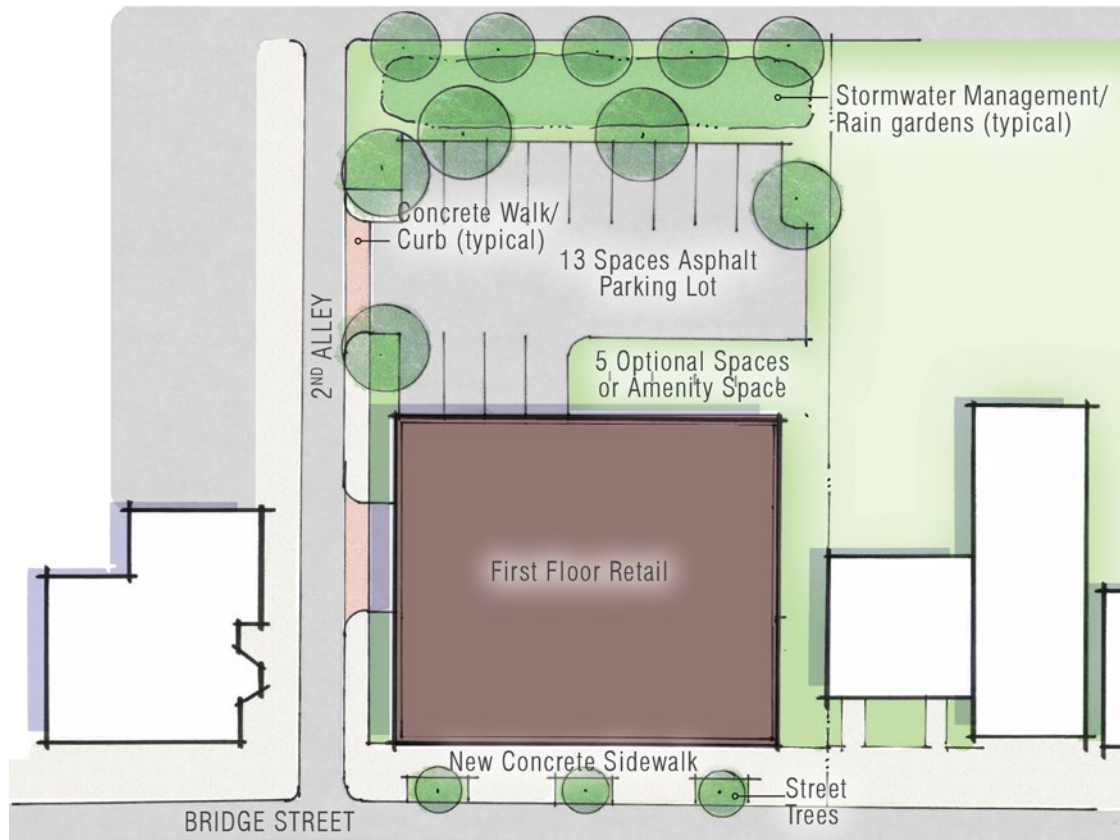
**TOTAL RETAIL**

5,750 SF x 85% (Public Access)

**TOTAL PARKING**

13 Provided (18 with Optional Spaces and 73% Coverage)  
[4 Parking Spaces Required]

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



**C: COMMERCIAL (RESTAURANT) ONE-STORY BUILDING**

Site Area: 15,600 SF  
Impervious: 10,530 SF  
Coverage: 67%

**FLOORS**

1: 5,750 SF of Restaurant

**TOTAL RESTAURANT**

5,750 SF x 65% (Public Access)

**TOTAL PARKING**

13 Provided (18 with Optional Spaces and 73% Coverage)  
[0 Parking Spaces Required]



217 Bridge Street Catalyst Redevelopment Project





NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



**DOWNTOWN SOUTH**



## Public Realm Improvement Project



### 19-MARKET STREET STREETScape IMPROVEMENTS

Market Street parallels Bridge Street and is an important north-south connector through downtown linking the Yellow Breeches Creek, Market Square, New Cumberland Borough Office, the Community Garden, and Will Cole Park. The section of Market Street south of Market Square is wide and primarily serves residential properties, so it is not as heavily traveled as Bridge Street. While there are sidewalks on both sides that provide important pedestrian connectivity, a lack of street trees negatively impacts the pedestrian experience. Given the short, three-block distance between the creek frontage and Market Square, consideration should be given to improving this streetscape in the long term. In the past, York College of Pennsylvania students studied Market Street as a potential candidate for streetscape improvements such as bike facilities to strengthen the connection between downtown and Borough Park.

#### Recommendations

Examine short- and long-term opportunities to enhance the Market Street streetscape and strengthen the connection between downtown and Yellow Breeches Creek/Borough Park.

#### Actions

- » **Street Trees:** Plant street trees where possible in the public right-of-way. Utilize the grass planting strip on the west side of the street and consider cutting tree wells into the wider concrete sidewalk on the east side of the street.
- » **Tree Easements:** In addition to-or in place of-street trees, work with property owners to explore planting trees within their property to contribute to the streetscape character.
- » **Wayfinding Signage:** Incorporate wayfinding signage, particularly for pedestrians and bicyclists, connecting Market Square with Borough Park.
- » **Banners:** Incorporate banners using the Borough brand and extension to celebrate Market Square.
- » **Bicycle Facilities:** Consider using “sharrows” (pavement markings to identify Market Street as a shared space for automobiles and bicycles, often called a “Neighborway”) to create a safe connection between downtown and Borough Park.



Example of a Neighborway



## Public Realm Improvement Project



### 20- WALNUT ALLEY DOG PARK

The Borough has been working with Pennsylvania Power & Light (PPL) to explore use of a portion of the approximately 2-acre site at the southern terminus of Walnut Alley as a dog park. This site—which includes three PPL parcels—is within the 100-year floodplain and near the confluence of Yellow Breeches Creek and the Susquehanna River. The parcels currently envelop a transmission tower and include two transmission poles for the overhead power lines that run along Front Street. Most of the site is open green space and includes several mature trees.

#### Recommendation

Continue working with PPL to explore the feasibility of developing a fenced dog park in the northernmost parcel of PPL land.

#### Actions

- » **Memorandum of Understanding:** Develop a Memorandum of Understanding (MOU) between the Borough and PPL outlining terms of use of a portion of the property as a fenced dog park.
- » **Placemaking Workshop/Survey:** Host an on-site placemaking workshop and/or an opportunity for community members and stakeholders to participate virtually, discuss Borough goals for the dog park, and to share input in terms of design features, park visitor comforts, maintenance responsibilities, etc.
- » **Dog Park Design:** Help build a sense of ownership among park users by developing a design for the park that is informed by input received through community participation.
- » **Loop Path:** Explore the potential for developing a ¼-mile loop trail around the entire three-parcel site. Provided that a pathway could be developed without interfering with PPL operations, include the unpaved public right-of-way extension of Front Street at the southern corner of the property. This loop path could provide for a measurable circuit for park visitors to walk dogs on-leash while taking advantage of the green space and tree cover.

## NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN



Option showing potential redevelopment along Front Street



Option showing open space along Front Street

### Public Realm Improvement Project



#### 21-BOROUGH PARK RIVER LINK

Between Borough Park and the Susquehanna River, the properties fronting onto Yellow Breeches Creek are mostly held in private ownership, excluding the two parcels owned by the Borough—one north of Bridge Street, at the corner of Front and Market Street (currently developed with a rain garden), and the other is south of Bridge Street, at Borough Park. The property west of Bridge Street serves as an informal overflow gravel parking lot but is not well-defined. The property east of Bridge Street is green space and includes a recently added rain garden. The confluence of the Yellow Breeches Creek and the Susquehanna River is an important defining geographic feature of the community, yet it is largely obscured from view and difficult to access. Additionally, the Yellow Breeches Creek floodway extends into portions of these properties so any improvements or changes will need to take this into consideration. See recommendations for 98 Bridge Street and 95 Front Street on the following pages for additional information.

#### Recommendation

Explore ways to increase amenity space along the Yellow Breeches Creek and reinforce linkages between the Susquehanna River and Borough Park through enhancements to the Borough-owned properties along Front Street and in conjunction with any redevelopment of adjacent private properties.

#### Actions

- » **Tree Planting:** Enhance both properties with additional tree planting. For both properties, but particularly for the lot west of Bridge Street, consider canopy trees, upright in form, set back behind the overhead utility lines spaced to allow for parking between. Along the rear of lot west of Bridge Street, supplement existing wooded riparian buffer with additional native tree species.
- » **Stormwater Management:** Incorporate stormwater management features in the form of rain gardens and bio-retention swales into the overall design of the properties. For the lot east of Bridge Street, redesign the existing rain garden if needed to accommodate other program elements.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



- » **Sidewalks and Pathways:** Provide a sidewalk along the south side of front street to connect Borough Park and the planned riverfront trail trailhead at Front and Market Streets.
- » **Parking:** Formalize parking on the lot west of Bridge Street and add parking to the lot east of Bridge Street to serve recreational uses in Borough Park and future trail users; events occurring downtown and in Borough Park; and, potentially, redevelopment of the adjacent privately owned parcels to make them more economically-viable (see the recommendations on pages page 66 and page 67).



### Redevelopment Opportunity



#### 22- 128 BRIDGE STREET

The property at 128 Bridge Street is predominantly paved and utilized for automotive uses, presents a gap in the architectural “street wall” along Bridge Street, and is located within the 100-year floodplain and sets approximately four feet below the flood elevation. Given its location a little over one block from the core of downtown, the site offers potential for redevelopment for residential uses and, potentially, lower-level commercial uses, should the property owner wish to redevelop.

#### Recommendation

Work with the existing property owner to market the site for residential and/or mixed-use redevelopment, following the design guidelines for new development.

#### Actions

- » **Uses:** As the property is located within the 100-year floodplain, plan for covered parking on the first level, or depending upon the flood elevation, commercial uses on the first level, elevated above the floodplain. As with 217 Bridge Street, any commercial uses could occupy just the frontage—with the rear portion of the first floor- reserved for parking or they could occupy the entire first floor. Plan for residential uses on the upper floors.
- » **Site Design:** Locate the building along the Bridge Street frontage, in line with adjacent buildings, with parking located behind.
- » **Building:** Locate the building entrance along Bridge Street and emphasize the entrance in the overall façade design. Consider the adjacent context and architecture when designing the façade. If the building exceeds three floors, articulate the façade to respond to the three-story building to the north and delineate any floors that extend above the third floor.



### Redevelopment Opportunity



#### 23- 102 BRIDGE STREET (BRIDGE AND FRONT)

At 0.59 acres in size, the property at 102 Bridge Street is fairly large in comparison to other downtown properties. It is also prominently located at Bridge and Front Streets and comprises part of the southern gateway to downtown. The site is home to a former car wash and is currently vacant. While located within the 100-year floodplain, setting approximately six feet below the flood elevation, it offers redevelopment potential for a mix of uses that leverage its gateway and downtown location and benefit from its proximity to Borough Park.

#### Recommendation

Work with the existing property owner to market the site for residential and/or mixed-use redevelopment, following the design guidelines for new development.

#### Actions

- » **Uses:** As the property is located within the 100-year floodplain, plan for covered parking on the first level, and/or depending upon the flood elevation, commercial uses on the first level, elevated above the floodplain. As with 217 Bridge Street, any commercial uses could occupy just the frontage—with the rear portion of the first floor- reserved for parking or they could occupy the entire first floor. Plan for residential uses on the upper floors.
- » **Site Design:** Locate the building along the Bridge and Front Streets frontages, in line with adjacent buildings, with parking located behind in addition to any parking located on the lower floor of the building.
- » **Building:** Articulate the corner of the building to respond to both street frontages and locate the building entrance at the corner or along Bridge Street. Emphasize the entrance in the overall façade design. Consider the adjacent context and architecture when designing the façade. If the building exceeds two floors, articulate the façade to transition to and respond to nearby lower buildings.





Option 1



Option 2

## Redevelopment Opportunity



### 24- 98 BRIDGE STREET

The property at 98 Bridge Street also comprises part of the southern gateway into downtown and is prominently located at the intersection of Bridge and Front Streets. The site is predominantly within the 100-year floodplain—approximately six feet below the flood elevation—however, a portion of the site appears to be within the floodway as well. Currently, the site is occupied by a commercial use with paved parking and access ways between the street frontage and the building. The site is shallow in depth, resulting in some safety concerns with potential conflicts between parking maneuvers and adjacent traffic. Any redevelopment of this site, should the property owner be interested, should consider its prominent location at the downtown gateway and adjacency to the floodway. The floodway boundary should be confirmed prior to any consideration for redevelopment.

#### Recommendation

**Option 1:** Work with the existing property owner to market the site for commercial/restaurant redevelopment, following the design guidelines for new development, in conjunction with the development of parking on the adjacent Borough-owned property (as described in recommendation 21- Borough Park River Link on page 63).

**Option 2:** If redevelopment or continued use of the property is not feasible because of flood vulnerabilities, explore the potential to convert the property to park/open space uses as an extension of Borough Park.

#### Actions, Option 1

- » **Uses:** As the property is located within the 100-year floodplain and partially within the floodway, plan for covered parking on the first level, and/or depending upon the flood elevation, commercial uses on the first level, elevated above the floodplain and outside of the floodway.
- » **Parking:** In addition to any parking that may be located on the lower level of the building, develop an agreement between the Borough and property owner to utilize some of the parking on the Borough-owned property to the west to support the economic viability of new uses on the site.
- » **Site Design:** Locate the building along the Bridge and Front Streets frontages, with parking located behind the building to the west in addition to any parking located on the lower floor of the building. Any surface parking should be designed in context with the surface parking on the Borough-owned property so that the parking functions as one parking lot.

- » **Sidewalk:** Incorporate a sidewalk along the building frontages and coordinate with the Front and Bridge Street streetscapes to contribute to a comfortable and attractive pedestrian connection between Borough Park and the proposed riverfront trail trailhead at Front and Market Streets.
- » **Building:** Articulate the corner of the building to respond to both street frontages and locate the building entrance at the corner or along Front Street, closest to parking resources. Emphasize the entrance in the overall façade design, and architecturally design extend facade elements to integrate first level parking into the overall building design (see photo below as an example). Consider the adjacent gateway and creek-side context when designing the façade.

### Actions, Option 2

- » **Uses:** As the property is located within the 100-year floodplain and partially within the floodway, consider long-term open space uses once the existing use is no longer feasible and redevelopment is unlikely because of flood vulnerabilities. Consider the open space as an extension to Borough Park in conjunction with the Borough-owned property to the west.
- » **Site Design:** Locate usable park green space at the intersection of Bridge and Front Streets where the existing building and parking is currently located and where it would be highly visible as part of the downtown gateway.
- » **Sidewalk:** Incorporate a sidewalk along the site frontages and coordinate with the Front and Bridge Street streetscapes to contribute to a comfortable and attractive pedestrian connection between Borough Park and the proposed riverfront trail trailhead at Front and Market Streets. Consider additional pathways within the usable park space.
- » **Environmental Enhancements:** Incorporate storm water management in the form of rain gardens and bioswales integrated into the overall landscape design.
- » **Signage:** Consider “Borough Park” signage near the intersection to make the park more prominent.



*Example of a Commercial/Restaurant Use in a Floodplain with Parking on the Lower Level*

## Redevelopment Opportunity



### 25- 95 FRONT STREET

The property at 95 Front Street also comprises part of the southern gateway into downtown and is prominently located at the intersection of Bridge and Front Streets. The site is predominantly within the 100-year floodplain—approximately four to six feet below flood elevation; however, a portion of the site appears to be within the floodway as well. Currently, the site is occupied by a former commercial use (now vacant) with paved parking and access ways between the street frontage and the building. The building foundation extends into the stream bank. As with 98 Bridge Street, any redevelopment of this site, should the property owner be interested, should consider its prominent location at the downtown gateway and adjacency to the floodway. The floodway boundary should be confirmed prior to any consideration for redevelopment.

#### Recommendation

**Option 1:** Work with the existing property owner to market the site for residential and/or mixed-use redevelopment, following the design guidelines for new development, in conjunction with the development of parking on the adjacent Borough-owned property to the east as described above in Recommendation 21-Borough Park River Link on page 63.

**Option 2:** If redevelopment or continued use of the property is not feasible because of flood vulnerabilities, explore the potential to convert the property to park/open space uses in conjunction with 98 Bridge Street improvements, as describe on 67, as an extension of Borough Park.

#### Actions, Option 1

- » **Uses:** As the property is located within the 100-year floodplain and partially within the floodway, plan for covered parking/service on the first level, and/or depending upon the flood elevation, commercial uses on the first level, elevated above the floodplain and outside of the floodway. Plan for residential uses on the upper floors.
- » **Parking:** In addition to any parking that may be located on the lower level of the building, develop an agreement between the Borough and property owner to utilize some of the potential parking on the Borough-owned property to the east to support the economic viability of new uses on this site.
- » **Site Design:** Locate the building along the Bridge and Front Streets frontages, with parking located behind the building to the east in addition to any parking located on the lower floor of the building. Any surface parking should be designed in context with the surface parking on the Borough-owned property so that the parking functions as one parking lot.
- » **Sidewalk:** Incorporate a sidewalk along the building frontages and coordinate with the Front and Bridge Street streetscapes to contribute to a comfortable and attractive pedestrian connection between Borough Park and the proposed riverfront trail trailhead at Front and Market Streets.
- » **Building:** Articulate the corner of the building to respond to both street frontages and locate the building entrance at the corner or along Front Street, closest to parking resources. Emphasize the entrance in the overall façade design. Consider the adjacent gateway and creek-side context when designing the façade.



*Example of How Trees with a Upright Form can be Located Behind Utility Lines to Minimize Their Visual Impact*

## Actions, Option 2

- » **Uses:** As the property is located within the 100-year floodplain and partially within the floodway, consider long-term open space uses once the existing use is no longer feasible and redevelopment is unlikely because of flood vulnerabilities. Consider the open space as an extension to Borough Park in conjunction with the Borough-owned property to the west.
- » **Site Design:** Locate usable park green space at the intersection of Bridge and Front Streets (opposite the potential open space on 98 Bridge Street) where the existing building and parking is currently located and where it would be highly visible as part of the downtown gateway.
- » **Sidewalk:** Incorporate a sidewalk along the site frontages and coordinate with the Front and Bridge Street streetscapes to contribute to a comfortable and attractive pedestrian connection between Borough Park and the proposed riverfront trail trailhead at Front and Market Streets. Consider additional pathways within the usable park space and reuse of the slab that extends into the stream bank as an overlook or gathering space.
- » **Environmental Enhancements:** Incorporate storm water management in the form of rain gardens and bioswales integrated into the overall landscape design.
- » **Signage:** Consider “Borough Park” signage near the intersection to make the park more prominent and to show how Borough Park can extend east of Bridge Street.



Option 1



Option 2



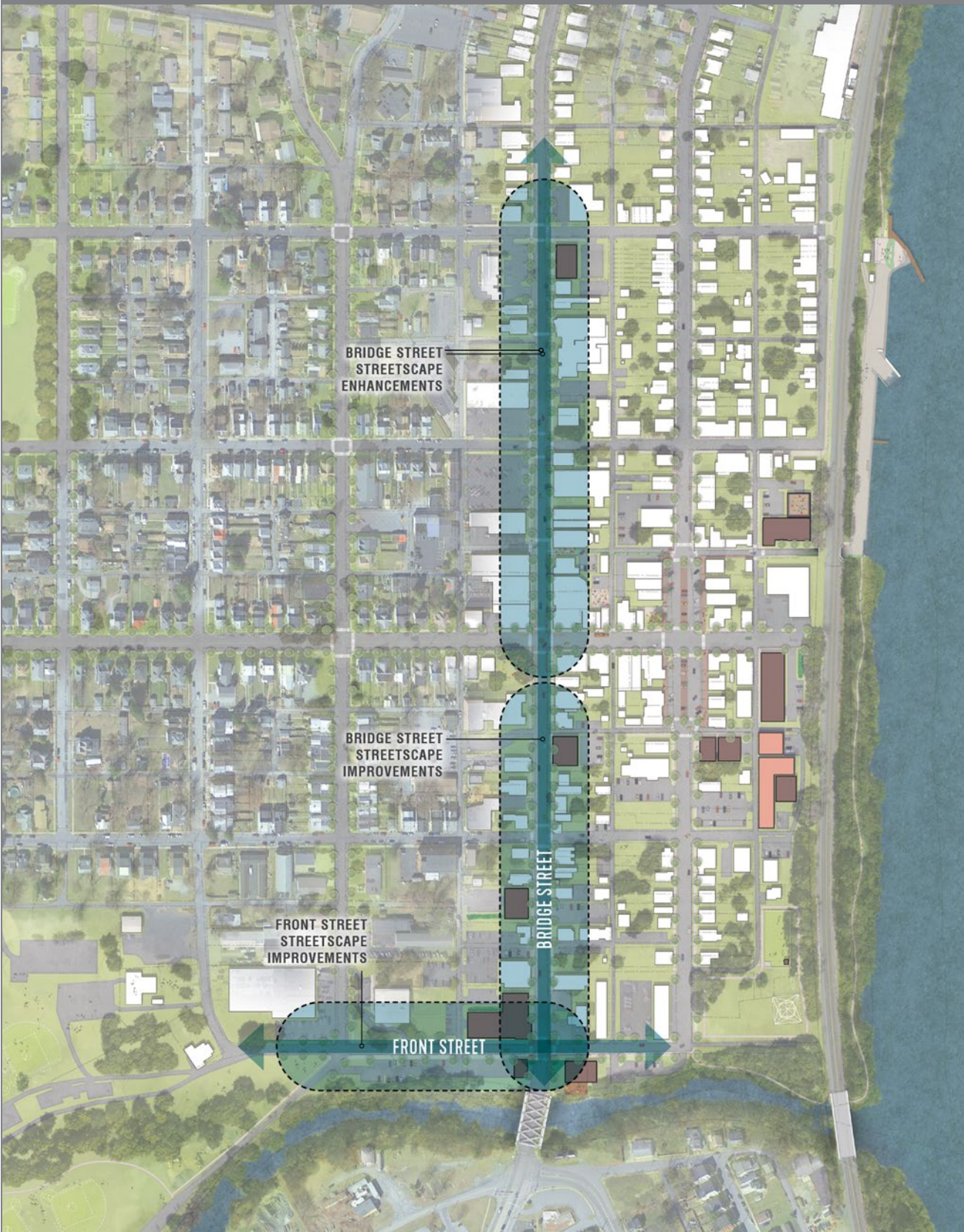
Example of Overlook to Water



## STREETScape PRIORITY PROJECTS

Through stakeholder and Steering Committee input and the team's professional assessment, Bridge Street and Front Streets are the two streets that are the priorities for streetscape improvements. Streetscape improvements along these streets will supplement and extend the investment already made on Bridge Street and reinforce connections between Borough Park and Downtown and the river. Refer to Appendix E (page 165) for preliminary streetscape cost opinion.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Locations of Streetscape Priority Projects



## 26- BRIDGE STREET STREETScape ENHANCEMENTS

Existing streetscape improvements along Bridge Street extend from Fifth Street to the north and just south of Third Street to the south and along Third Street between Reno Avenue and Market Street. These streetscapes define the downtown core area and provide a safe, comfortable, and attractive pedestrian environment. Streetscape elements include concrete paving and a concrete paver accent strip; stamped colored asphalt crosswalks; delineation of the start of the parking zone, set back from the intersections; ornamental pedestrian lights; and street trees planted in tree pits. Overall, the streetscape improvements have held up well; however, some aspects of the streetscape detract from the streetscape and include:

**Weeds:** Grass and weeds are growing up between pavers and concrete joints in some areas where property owners are not maintaining the sidewalks and detract from the overall appearance of the streetscape and give the false impression that the streetscape is in poor repair. Many stakeholders commented on this during the planning process.

**Ornamental Street Lights:** Ornamental pedestrian streetlights were included as part of the streetscape; however, only 2-3 per block face were provided. The lamps are outdated and do not utilize LED lights nor do they have shields to prevent excess light spillage. Additionally, they are shorter than the typical 12' pole and only allow the use of truncated banners.

**Street Furnishings:** With the exception of benches provided by businesses, there is no bench standard provided throughout; however, a standard trash receptacle is included in the streetscape. Many of the benches provided by businesses are colorful and attractive and add to the vibrancy of the streetscape, however.

**Traffic Calming:** While highly visible colored stamped crosswalks are effective at identifying intersections and pedestrian crossings, stakeholders still identified a concern with speeding traffic along Bridge Street.

**Street Trees:** Street trees are ornamental flowering pear trees confined to a narrow 3' wide zone behind the curb and confined within small tree pits. The street trees are generally in good shape and provide shade while allowing storefronts to be visible. However, as flowering pear trees mature, they become more susceptible to storm damage. Overhead utilities limit the height of trees on the east side of Bridge Street. On the west side of Bridge Street, between Third Avenue Alley and Fourth Street, there is a long gap without any street trees, resulting in a less comfortable and less attractive pedestrian experience than on the east side of this same block. This is compounded by the fact that much of the frontage is defined by a surface parking lot, rather than storefronts.

**Curbs:** Curbs are mostly concealed by roadway surface and are almost flush with the roadway in many areas; however, new curbs would best be done in conjunction with the next PennDOT paving project.

### Recommendation

Consider augmenting the existing streetscape between Fifth and Third Street with minor enhancements as funds become available to improve pedestrian safety and experience.

### Actions

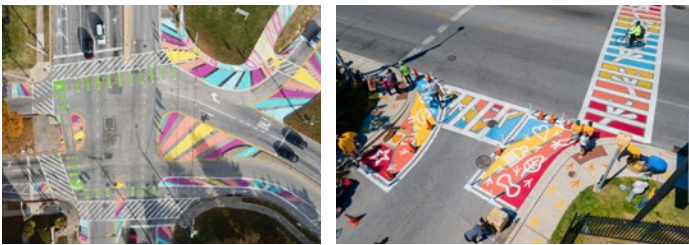
- » **Maintenance:** Encourage and, if necessary, enforce property and business owners to maintain their sidewalks by regular removal of weeds.
- » **Street Trees:** As street trees decline, replace with new canopy trees. Consider larger trees for the west side of the street where no overhead utilities exist. For the east side of the street, utilize medium height trees beneath the utility lines.
- » **Tree Pit Expansion:** Where possible, expand the length of the tree pits to provide more exposure to water.
- » **Tree Easements:** Work with the property owner of the parking lot at Bridge and Fourth Streets to consider adding canopy trees along the Bridge Street frontage by utilizing areas currently striped for no parking and by shifting two of the five parallel spaces along Bridge Street to the south to create a planting island midway along the frontage for a total of three trees.

## NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN

- » **Intersection Treatments:** Enhance the existing intersections and visually narrow the street by creating visual bump-outs with stamped asphalt or surface treatments at each intersection, without changing the curb configuration. Bumpouts can also utilize public art to highlight important connections or intersections.
- » **Ornamental Lighting:** Consider replacing the existing ornamental streetlights with taller poles (12') and sharp cut-off/LED fixtures. If possible, add additional streetlights within each block for an average of 50-60' spacing.
- » **Wayfinding Signage and Banners:** Incorporate wayfinding signage and include full size banners on the new light poles.
- » **Site Furnishings:** Provide site furnishings including benches, trash receptacles, and bike racks within each block at appropriate locations. Site furnishings should match those used on Third Avenue Alley and Market Square proposals. Recommended fixture manufacturers and specifications are included on the following page as examples. Actual manufacturers and specifications may vary but should follow a similar design intent and then be used consistently throughout the downtown.
- » **Planter Pots:** Consider using planter pots within the delineated bump-out areas at intersections to add visual interest and further reinforce traffic-calming.
- » **Curbs:** Begin planning for curb replacement during the next PennDOT paving round which may be around 2040.



*Example of Cost-Effective Bumpouts Created with Surface Treatment*



*Examples of Public Art as a Bumpout*  
CREDIT: Graham Projects



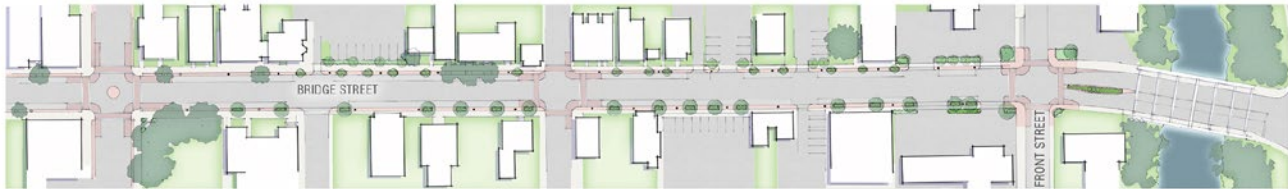
NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Existing



Bridge Street looking Southeast from Fourth Street



## 27- BRIDGE STREET STREETScape IMPROVEMENTS

South of Third Street, the streetscape character of Bridge Street changes significantly as improvements did not extend much beyond Third Street. The streetscape here is functional with sidewalks on both sides but lacks street trees, ornamental lighting, and edge elements that help to screen surface parking lots. The architectural street wall is also less intact with larger gaps and surface parking lots comprising much of the streetscape frontage. While crosswalks at significant intersections are delineated, they are not as bold and visible as those provided from Third to Fifth Streets. Existing curbs are mostly buried as the result of multiple resurfacings of the roadbed without removal of the existing asphalt; however, major resurfacing is not currently planned. While it is unlikely that funding is available for major streetscape improvements such as those between Third and Fifth Streets, some enhancements should be considered to improve the pedestrian experience, improve the image for visitors arriving from the south, and help to leverage private investment in private properties along Bridge Street.

### Recommendation

Design and implement modest phased streetscape improvements between Third Street and the bridge at Yellow Breeches Creek to improve the pedestrian experience, improve the downtown gateway image from the south, and leverage private investment.

### Actions

The actions/streetscape elements below are listed in the order of importance as funding allows.

- » **Street Trees:** Plant canopy trees within the right-of-way. Consider larger trees for the west side of the street where no overhead utilities exist. For the east side of the street, utilize medium height trees beneath the utility lines. Where possible, locate trees on or near property lines (property lines that are perpendicular to the street) so that the trees frame building entrances and storefronts rather than block them.
- » **Tree Pits:** Where sidewalk paving covers the entire right-of-way zone and no planting strip exists, cut tree pits into the pavement (or provide new tree pits if new sidewalk paving is provided as described below).
- » **Tree Easements:** Work with property owners to consider adding canopy trees within side yards where space allows and/or behind the right-of-way to allow for the use of taller canopy trees with a narrow habit to be planted behind the overhead utility lines.
- » **Intersection Treatments:** Enhance the existing intersections and visually narrow the street by creating visual bump-outs with stamped asphalt or surface treatments without changing the curb configuration.
- » **Crosswalks:** Provide stamped asphalt crosswalks to match those utilized north of Third Street.
- » **Ornamental Fencing:** Work with property owners to install ornamental fencing along the right-of-way line to better define the street edge where there is a gap in the architectural street wall, such as along parking lot frontages.
- » **Stormwater Bump-outs:** Consider enhancing the intersection of Front and Bridge Streets, at the southern gateway with planted stormwater bump-outs as part of the overall gateway treatment while narrowing the pedestrian crossing distance.

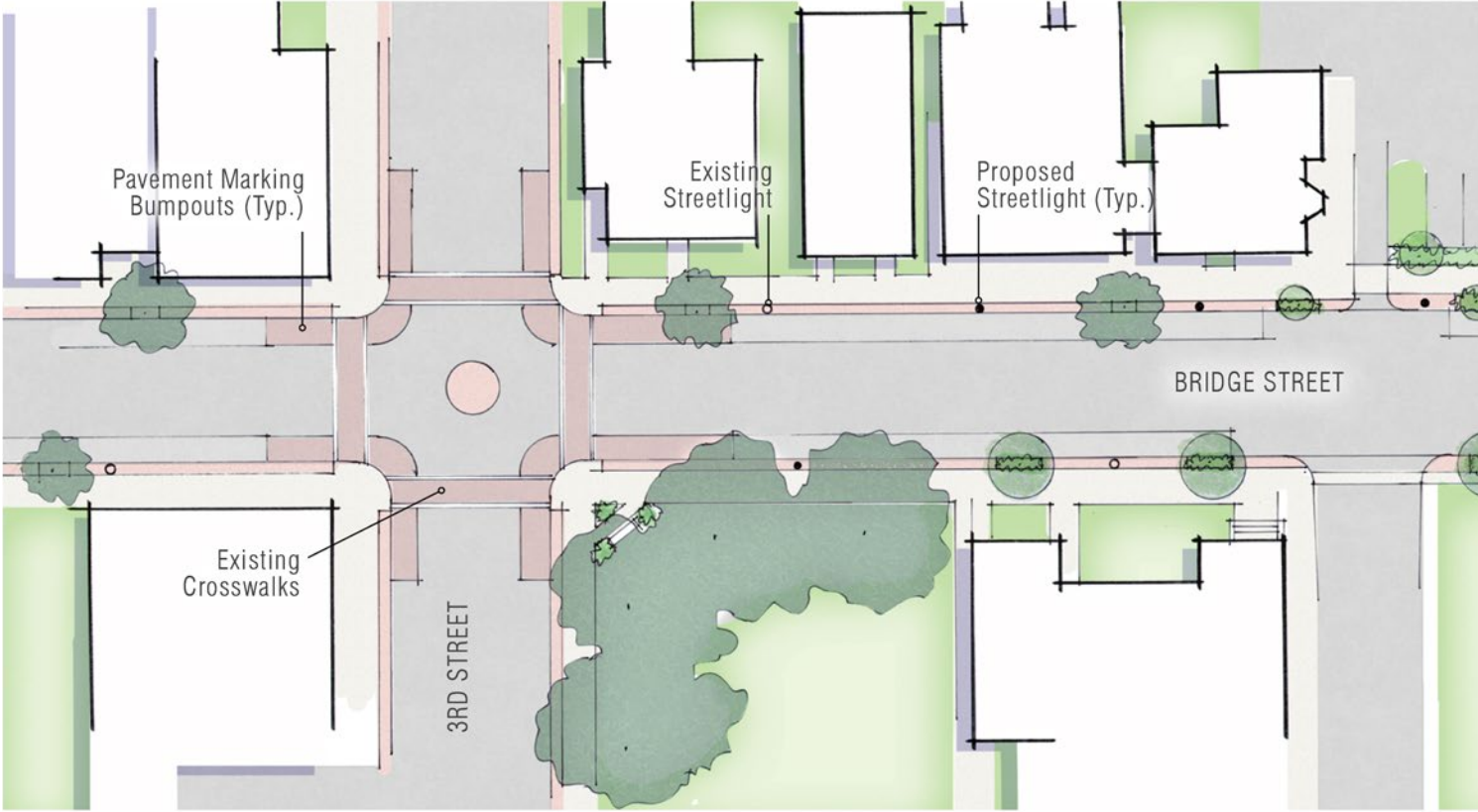
## NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN

- » **Median:** Explore the feasibility of a planted median just north of the bridge as part of the gateway treatment if the full length of the left turn lane (southbound) is not needed.
- » **Ornamental Lighting:** Provide ornamental pedestrian streetlights (12' poles) and sharp cut-off/LED fixtures. Space an average of 50-60' on center.
- » **Wayfinding Signage and Banners:** Incorporate wayfinding signage (as described on page 30) and include full size banners on the new light poles.
- » **Site Furnishings:** Provide site furnishings including benches, trash receptacles, and bike racks within each block at appropriate locations. Site furnishings should match those used on Third Avenue Alley and Market Square proposals. Recommended fixture manufacturers and specifications are included on the following page as examples. Actual manufacturers and specifications may vary but should follow a similar design intent and then be used consistently throughout the downtown.
- » **Planter Pots:** Consider using planter pots within the delineated bump-out areas at intersections to add visual interest and further reinforce traffic-calming.
- » **Sidewalk Repaving:** Consider replacing most of the existing sidewalks up to the existing curb with new concrete paving. Score to delineate a zone behind the curb that matches the dimension of the paver band utilized in the streetscape north of Third Street.
- » **Curbs:** Utilize existing curbs with the improvements described above and begin planning for curb replacement during the next PennDOT paving round which may be around 2040.

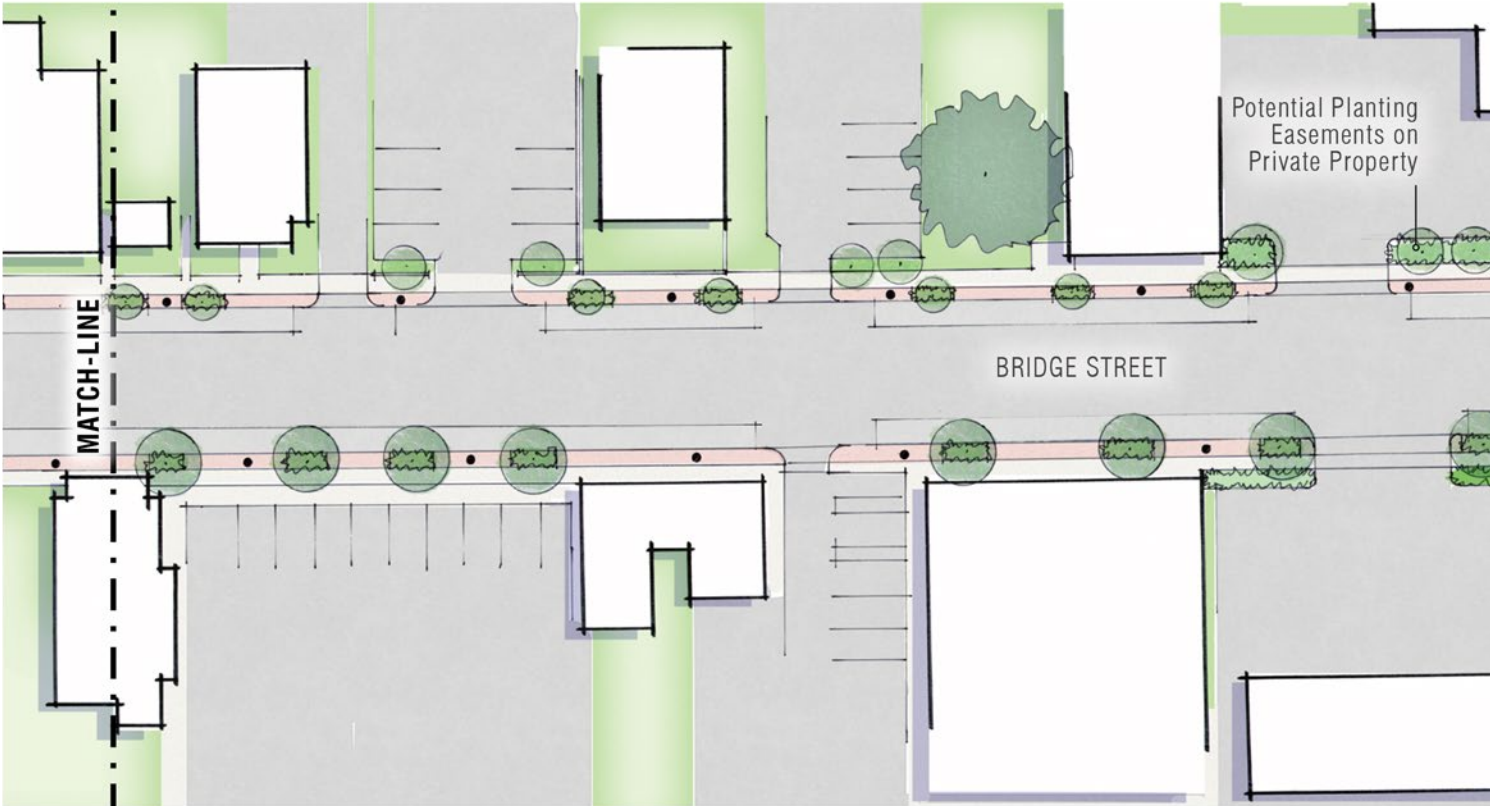


*Examples of stormwater bumpouts, fencing along parking areas, and upright trees in narrow planters*

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DOWNTOWN MASTER PLAN

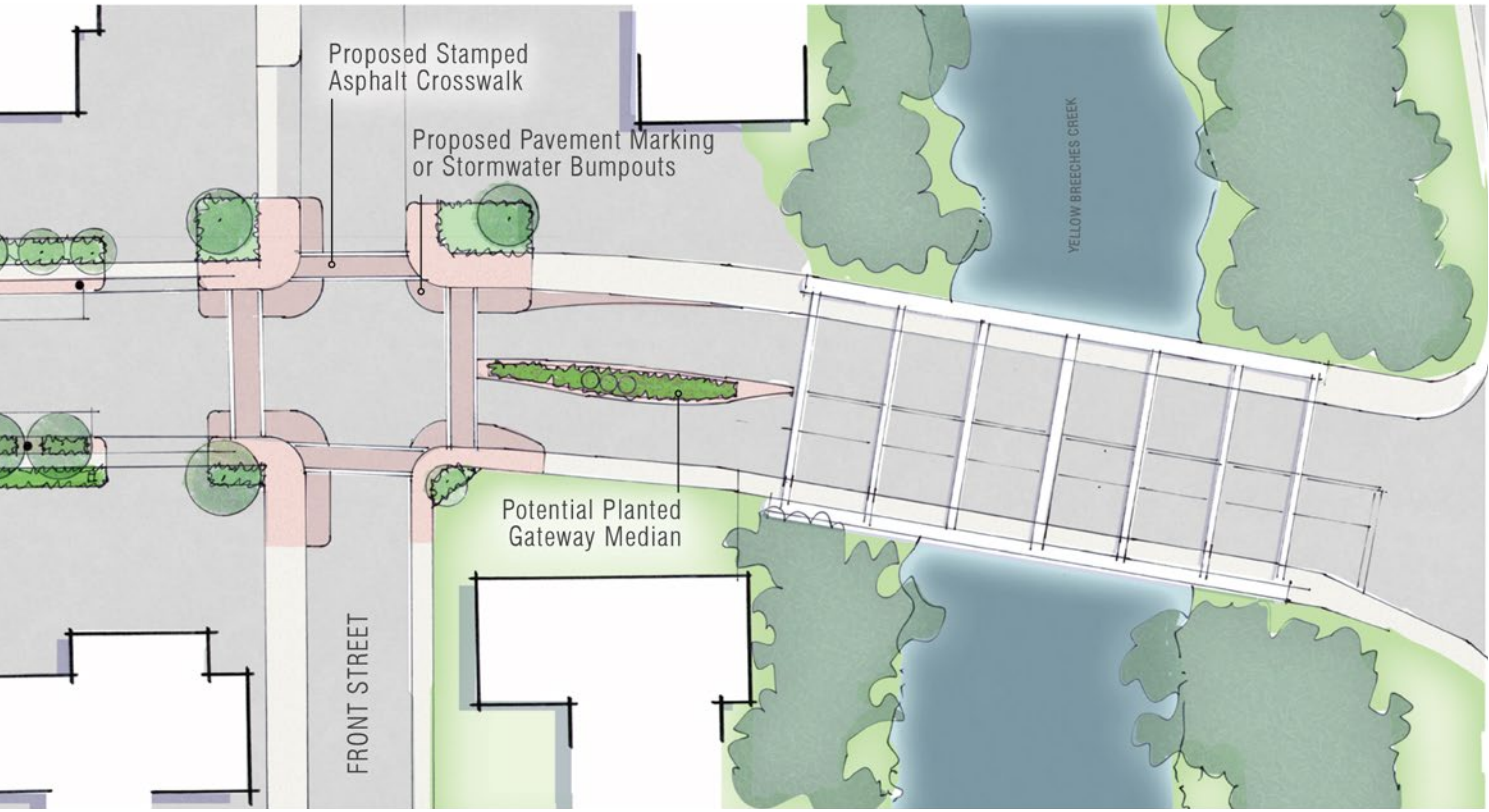
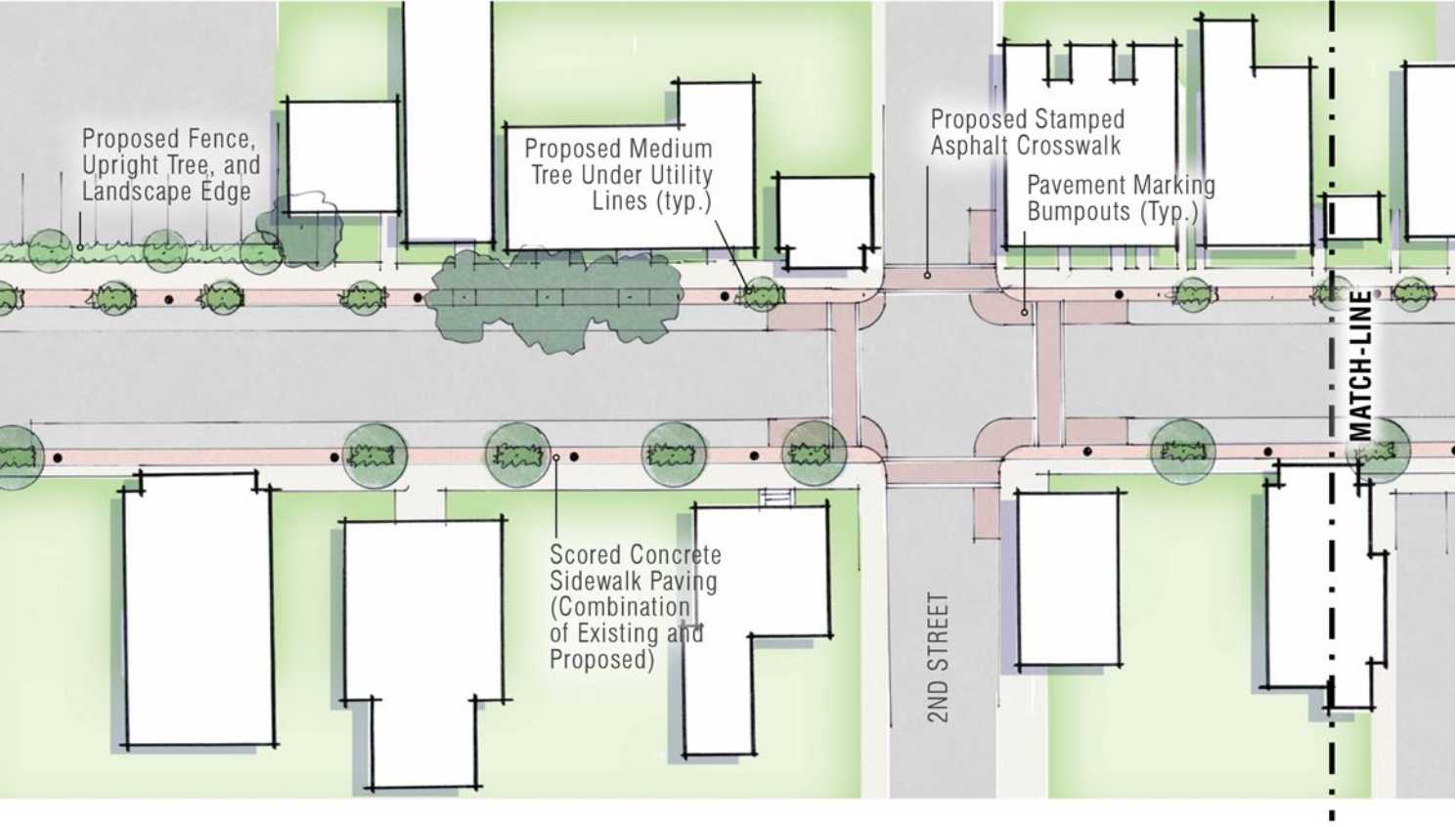


Bridge Street Improvements, North



Bridge Street Improvements, South

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DOWNTOWN MASTER PLAN



NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Existing



Bridge Street looking Northwest from Front Street

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DOWNTOWN MASTER PLAN



Existing



Bridge Street looking Northwest toward Second Alley

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DOWNTOWN MASTER PLAN



Recommended Bench (Or Equal)  
Keystone Ridge: Schenley Bench



Recommended Ornamental Light (Or Equal)  
Pemco: Lexington 2



Recommended Trash  
Receptacle (Or Equal)  
Keystone Ridge: Reading



Recommended Bollards  
(Or Equal)  
Grainger 6" Stainless  
Steel Removable  
(Alternate: Black)



Recommended Planter (or Equal)  
Keystone Ridge: Tara



Recommended Bike Rack (Or Equal)  
Keystone Ridge: Sonance





## 28- FRONT STREET STREETScape IMPROVEMENTS

Front Street, between Borough Park and Bridge Street, is an important street in that it links Borough Park with downtown and runs parallel to the Yellow Breeches Creek wooded stream corridor. Currently, the street has sidewalks on the north side but has several gaps in the sidewalk along the south side. Planned Borough Park improvements will provide a pedestrian path from Front Street to a new pathway loop within the park; however, a gap will remain across the frontage of Borough property located between the park and Bridge Street. Street trees are limited to a few along the north side of Front Street. Overhead power lines limit the ability to plant street trees within the right-of-way on the south side and a portion of the north side closest to Bridge Street. Therefore, the power lines visually dominate the streetscape image.

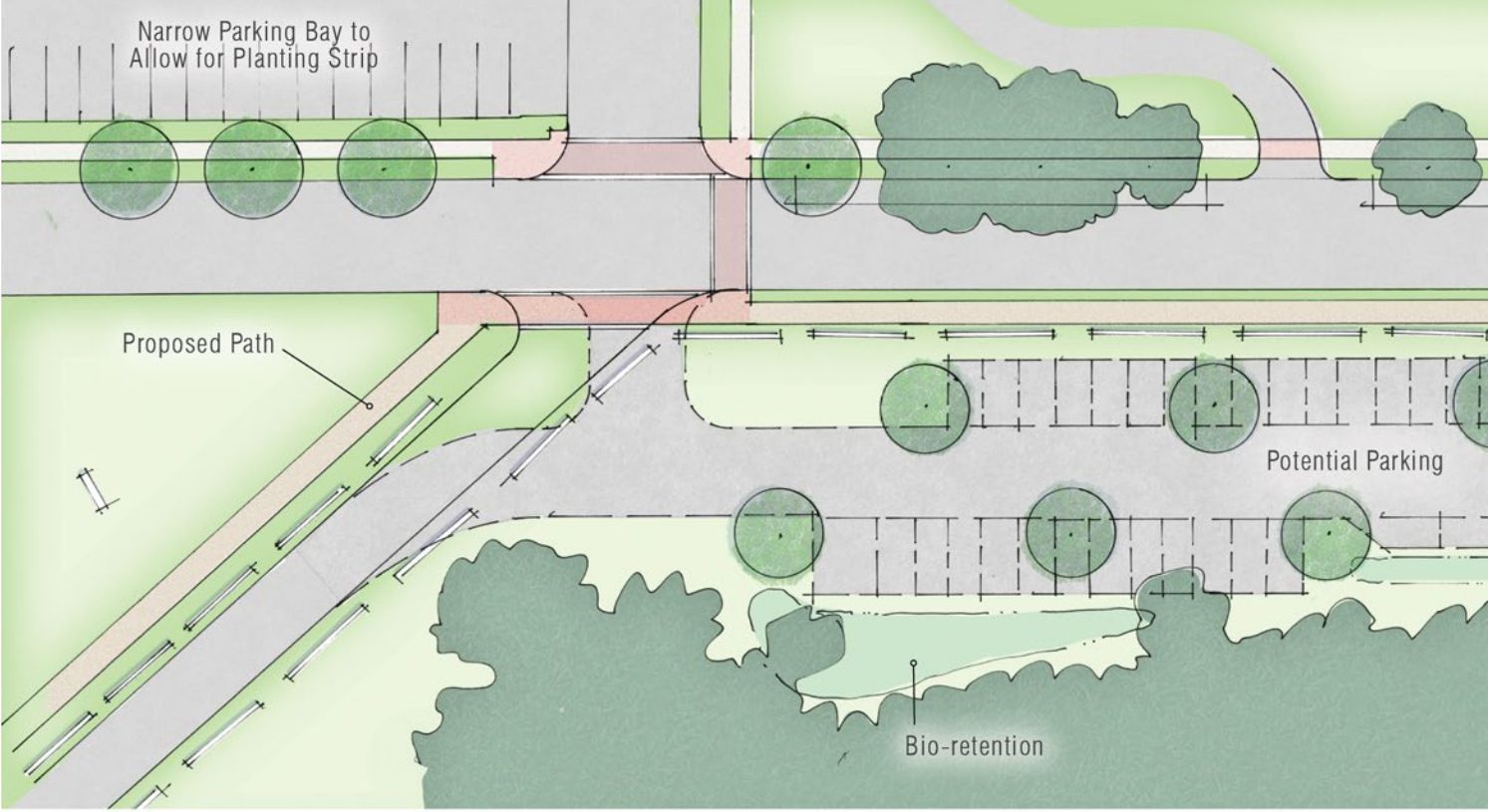
### Recommendation

Design and implement modest streetscape improvements between Borough Park and Bridge Street to improve the pedestrian experience and reinforce a green connection between Borough Park and downtown (via Bridge Street) and, ultimately, between Borough Park and the Susquehanna River.

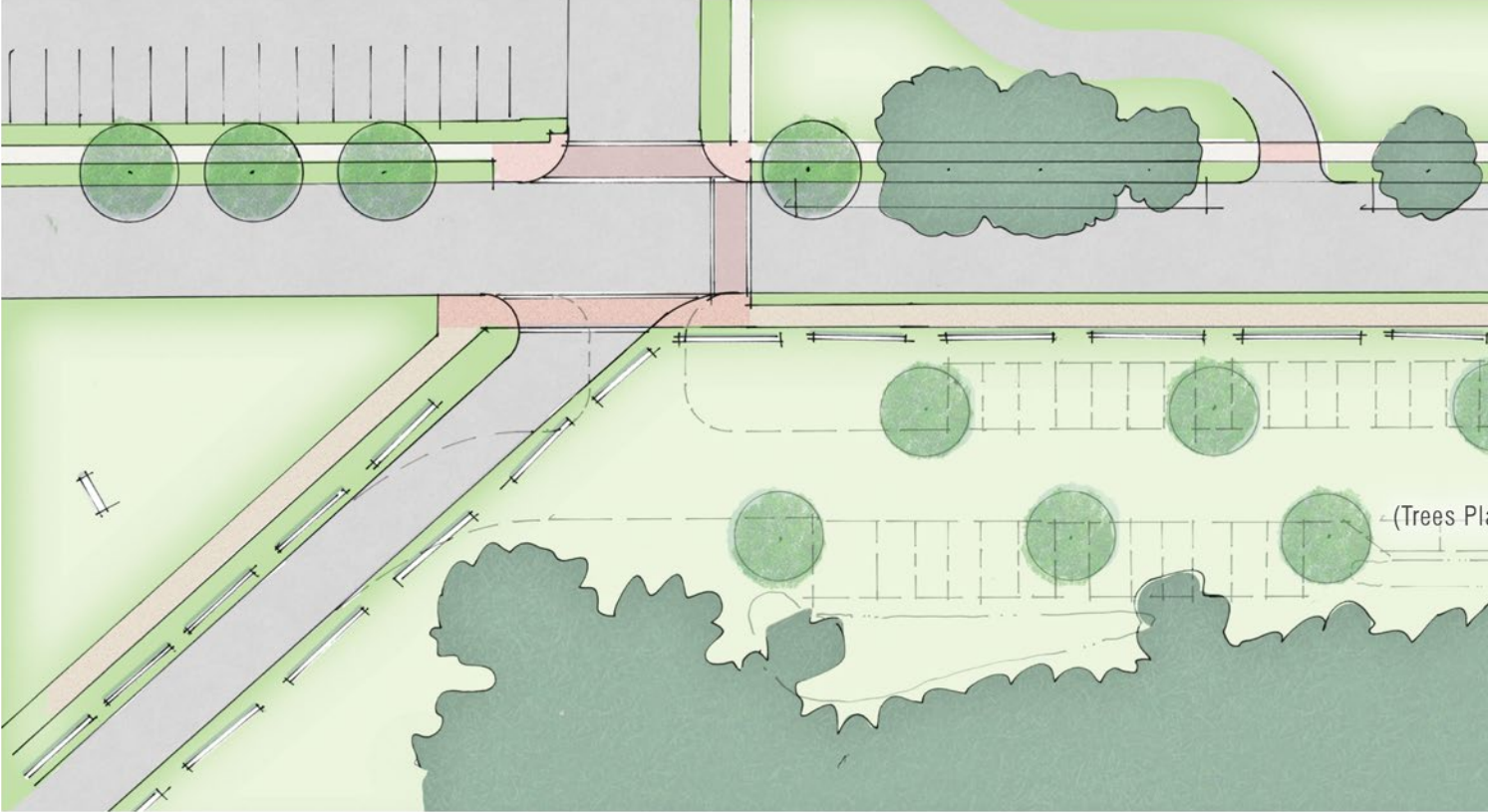
### Actions

- » **Sidewalk:** Extend the concrete sidewalk along the frontage of the Borough property to link to the planned pathway in Borough Park.
- » **Street Trees:** Plant street trees in gaps along the north side of Front Street and on the south side of Front Street. On the south side, utilize upright canopy trees set behind the overhead utility lines, spaced to allow for a future parking lot with parking between the trees.
- » **Ornamental Fencing:** Until 102 Bridge Street is redeveloped, consider placing an ornamental fence behind the right-of-way line to continue the build-to line in front of surface parking areas.
- » **Wood Guardrail:** Extend the wood guardrail in Borough Park along the frontage of the Borough-owned property to visually extend the park space toward Bridge Street.
- » **Parking Reorganization:** Coordinate with the Borough Park River Link project (described on page 63) so that the proposed streetscape elements (wood guardrail, sidewalk, and street trees) allow for the development of a parking lot in the future without disturbing these streetscape elements.
- » **Curbs:** Utilize existing curbs with the improvements described above and begin planning for curb replacement during the next PennDOT paving round which may be around 2040.

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN

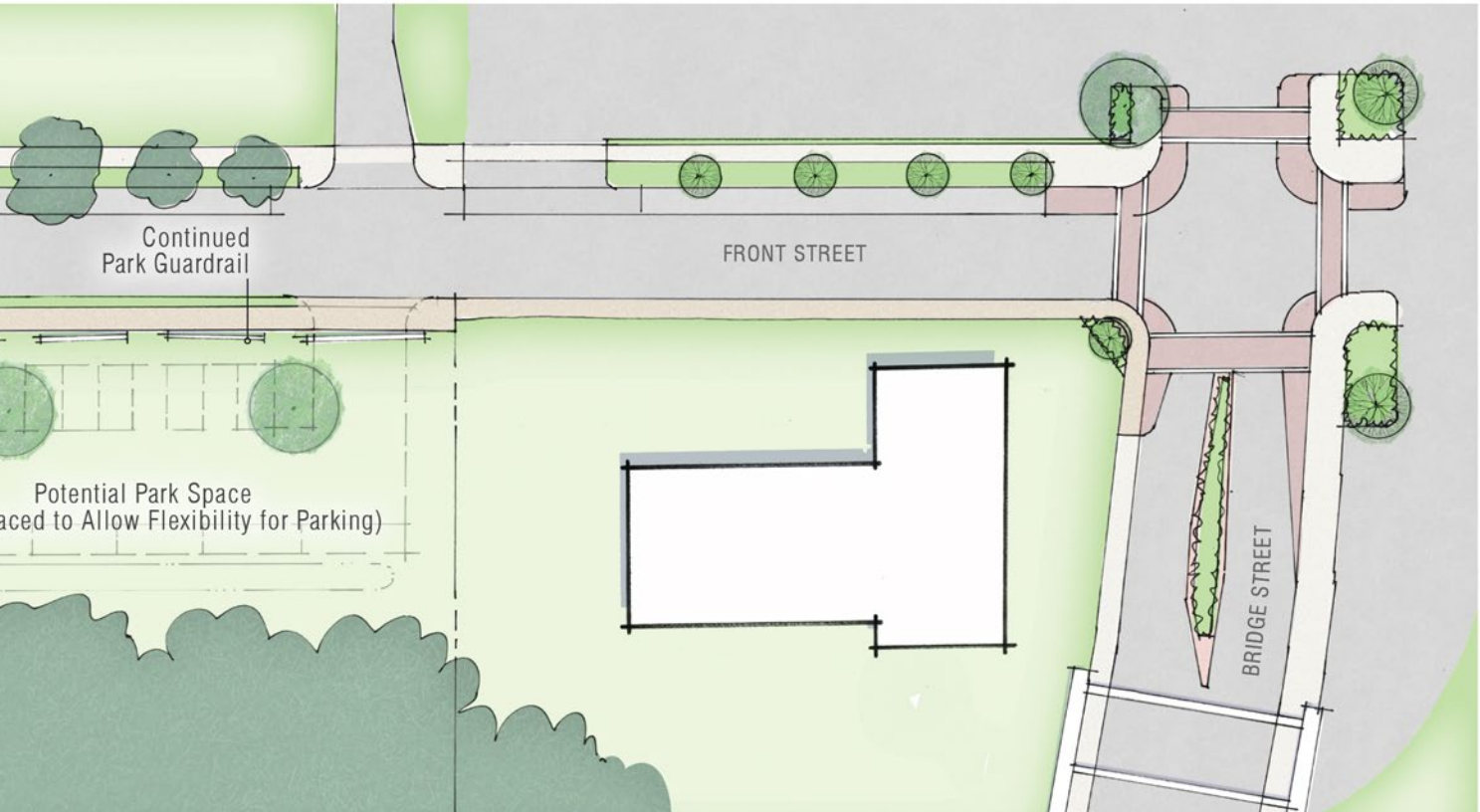
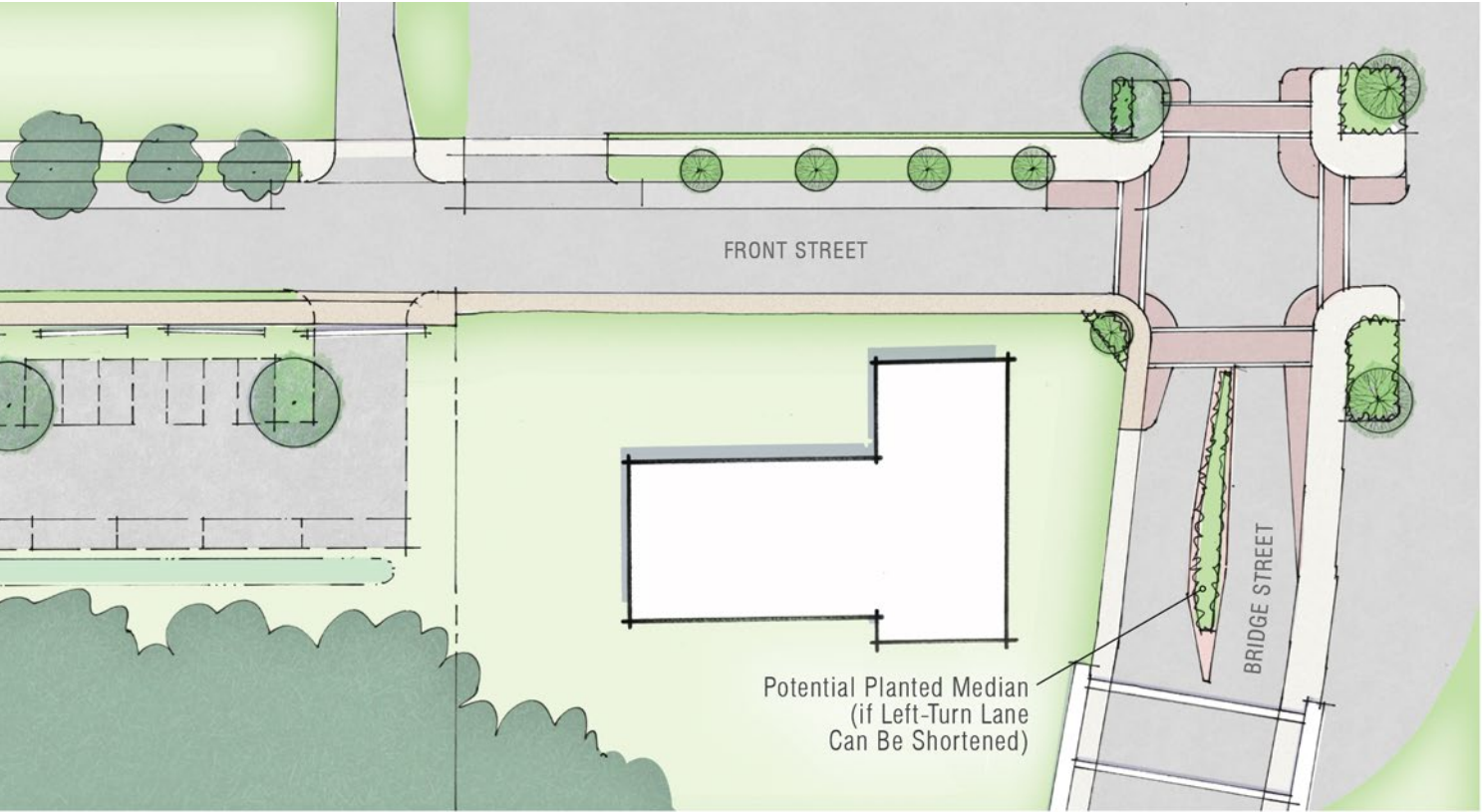


Option with Parking



Option with Open Space

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DOWNTOWN MASTER PLAN





TACTICAL STRATEGIES

## 29- PLACEMAKING STRATEGIES

New Cumberland Borough, community stakeholders, and downtown businesses have been using tactical placemaking strategies successfully to activate and enliven downtown. In addition to large scale festivals in Borough Park, strategies include monthly food truck rallies in Market Square; use of private green space during downtown events and food truck rallies; public art and murals; and creative displays, outdoor furniture and signage by individual businesses. Additional tactical strategies are currently being planned with pavement markings associated with the Riverside Park and Third Avenue Alley improvement projects.

### Recommendation

Continue to employ-and expand the types of- tactical strategies currently being used and incorporate throughout the downtown to enliven the pedestrian realm.

### Actions

- » **Parklets:** Utilize temporary (seasonal) parklets in place of 1-2 on-street parking spaces in strategic areas of downtown to provide outdoor dining opportunities for restaurants. Consider both parklets that support specific businesses through a permit application process and parklets that are open to any user and not tied to a specific business. Utilize component elements that can be easily moved to a different location if the current location isn't successful.
- » **Public Art:** Continue to incorporate public art into streetscapes and open spaces. Public art may include sculptures, murals, and functional elements such as bike racks, artist-designed benches, fence panels, etc.
- » **Murals:** Continue to encourage murals on predominantly blank walls and in highly visible locations, especially where they could animate gathering areas.
- » **Movable Furniture:** Consider working with private property owners such as Baughman Memorial Methodist Church and Semoff's Barber Shop to allow for colorful movable furniture within their open lawn areas.



Examples of Existing Placemaking Strategies Successfully Deployed in New Cumberland Borough

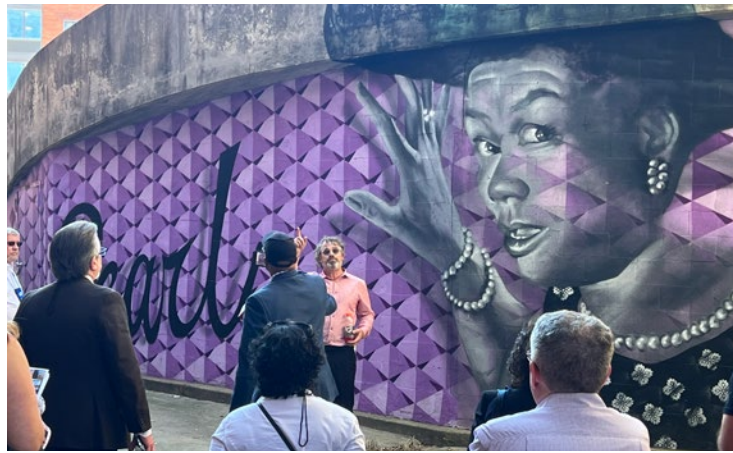


Examples of Tethered Movable Furniture. The Bottom Example Utilizes that Community's Brand Colors

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Example of Interactive, Temporary Installations



Examples of Murals as Attractions, Interpretation of History, and Contemporary Public Art



Examples of Temporary Transformation Of Parking Spaces into Outdoor Dining Space

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Examples of Functional Public Art (Bike Racks)



Example of Seat Wall Utilized to Interpret Community History

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DOWNTOWN MASTER PLAN



*Third Street looking Southwest from Market Street Showing the Potential for Parklets*





## FAÇADES

## NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN



### 30- DESIGN GUIDELINE ADOPTION

A variety of architectural styles and building facades can be found throughout New Cumberland Borough and within the downtown core, often within the same block. Architectural styles include a broad representation including Colonial/Dutch Colonial, Neo-Victorian, Mansardic, American Four Square, Art Moderne, and Contemporary. Building materials historically included wood, stone, and brick but have evolved to include vinyl and aluminum siding, concrete, and metal on more contemporary structures or renovated structures.

Some property owners have maintained and restored the historic character of their buildings while others have made alterations over the years to reflect trends of the time. Other buildings have not been altered but are showing signs of wear which can be the result of lack of resources, neglect, or simply not knowing where to start to make improvements. Because some property owners have recognized the potential for downtown and successfully made improvements on their own without the benefit of grant assistance, there is an opportunity to inspire others to do the same. Currently, New Cumberland Borough does not offer a facade improvement program, nor are there design guidelines in place to guide these improvements. Design Guidelines have been developed as part of this planning process as a separate document, however, and could be utilized to guide future investment in building facades.

#### Recommendation

Adopt the New Cumberland Borough Design Guidelines developed in conjunction with this master plan to guide façade improvements to public and private properties.

#### Actions

- » **Mandatory Adherence:** Require property and business owners seeking grant funding to follow the guidelines for any improvements to their property or business.
- » **Voluntary Adherence:** Encourage property and business owners to follow the guidelines when making improvements without seeking funding assistance.

# NEW CUMBERLAND BOROUGH DOWNTOWN MASTER PLAN

The New Cumberland Borough Design Guidelines were developed in conjunction with this master plan effort.

NEW CUMBERLAND BOROUGH DESIGN GUIDELINES

#### 4.3. Alignment of Architectural Elements page 41

Are the dominant horizontal elements of the building reinforced by the alignment of façade elements such as transoms, bulkheads, cornices, trim bands, awnings, etc. with adjacent buildings? If a building is being designed beside an existing one, are the dominant horizontal elements of the existing maintained on the new (e.g. cornice line, window height, trim bands, etc.)?

#### 4.4. Roofs & Upper Story Details page 43

Is the proposed roof in character with the surrounding buildings? Does the cornice line have sufficient detail and character to "top off" the building? Is it proportional to the body of the building? Are rooftop mechanical units and equipment screened appropriately? If a

#### 4.8. Storefront page 49

Does the storefront fit within and reinforce the building piers? Are the materials used appropriate to the building and area? Is the traditional storefront composition addressed or interpreted? Is a transom included or interpreted? Has the bulkhead, or kickplate, been addressed or interpreted?

#### 4.9. Awnings & Canopies page 50

Does the awning/canopy fit within and reinforce the building piers? Does an awning need to be used to address solar heat gain? Would an awning help introduce color and/or detail to add vitality to an otherwise "plain" building? Are the awnings/canopies in alignment with those on adjacent buildings? Are the height of awnings and/or

NEW CUMBERLAND BOROUGH DESIGN GUIDELINES

## FACADE PROPORTION & RHYTHM

The **façade** is the exterior of a building that "faces" the street. It is the architectural front of the building and is typically distinguished from other faces by elaboration of architectural or ornamental details.

Building façades, or "frontages," are critical to the pedestrian quality of the street. The width and pattern of façade elements can help pedestrians negotiate a street by providing a standard measure of progress. This is true regardless of the overall width of the building, for example, a building can extend for the



NEW CUMBERLAND BOROUGH DESIGN GUIDELINES

## PRESERVATION OF TRADITIONAL FACADE ELEMENTS

Preservation of traditional façade elements found on existing buildings creates patterns along the face of the block that contribute to the overall historic character of the area. These elements include:

#### ELEMENTS OF THE TRADITIONAL FACADE



- 1 Decorative Cornice
- 2 Window Hoods

#### GUIDELINES

Respect the original design and materials of the building. Even when a building's use has changed, it is still important to retain and/or interpret traditional facade elements.

New Cumberland Borough Design Guidelines

# EXISTING COMMERCIAL BUILDINGS



Design Guidelines

DECEMBER 1, 2022 - DRAFT



COMMUNITY DESIGN  
MAHAN RYKIEL

NEW CUMBERLAND PUBLIC LIBRARY

## 31-DOWNTOWN FAÇADE IMPROVEMENT PROGRAM

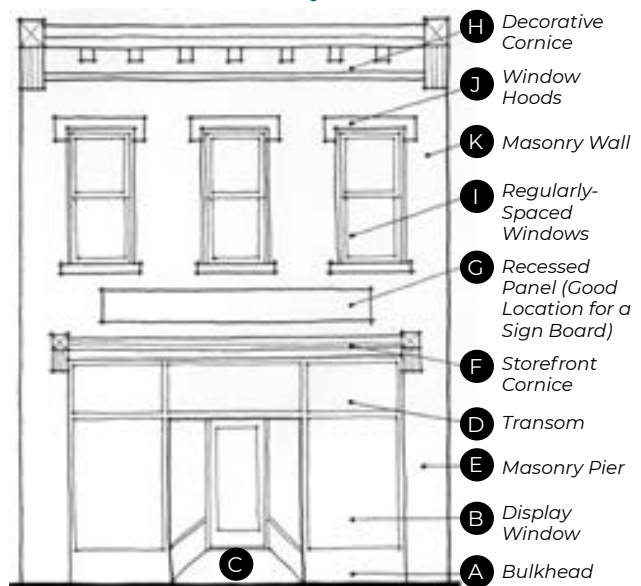
### Recommendation

Initiate a Downtown Façade Improvement Program and process to encourage more investment in downtown properties.

### Actions

- » **Review Entity:** Establish that Borough Staff will be the review entity responsible for design review when design applications are eligible for grant funding or seeking approvals. Should the facade program expand in the future it may or may not be appropriate to consider establishing a review entity other than staff. Should this ever be a direction the Borough wishes to pursue, considerations for this are outline below.
- » **Potential Future Review Entity:** If staff serving as the review entity does not remain feasible, consider a separate entity that may serve as an advisory body to the Borough Council.
  - › Ideally, the entity would include no more than 7 individuals and should be balanced with a variety of member specialties. Additionally, individuals should possess skills that include a good sense of and appreciation for design and New Cumberland Borough’s community character; pragmatism, with an understanding that a perfect restoration/ solution may not always be possible; and persuasion, with the skill to work with applicants and be able to convey why the design criteria is important
  - › The review entity may have a name such as Architectural Review Board (ARB), Design Review Board (DRB), Design Review Committee (DRC), Design Review Panel (DRP), etc.
- » **Application Period:** Explore the appropriate application period that works best for New Cumberland Borough. Options include a finite annual or semi-annual application period or a rolling, “first come, first serve” period throughout the year.
- » **Pre-Application Meeting:** Regardless of the approach to the application period, include a pre-application meeting in the process with the review entity. This will allow reviewer to guide the property or business owner through the process and to make sure their intent aligns WITH THE GOALS OF THE PROGRAM AND THE SPIRIT OF THE DESIGN GUIDELINES BEFORE ANY TIME OR MONEY IS INVESTED.
- » **Façade Eligibility:** Determine façade eligibility for use of any funding that may be available for each façade improvement cycle/application period. Eligibility may include front facades; front and side facades for corner buildings; rear facades in highly visible areas such as adjacent to public parking lots; a single façade component which could include signs, awnings, painting, etc.; or an associated exterior site element such as landscape, fencing, planter pots, etc. In some instances when funding might be available, the source of the funding of the grant funding may restrict what improvements can be covered and may be limited to building improvements only, front facades, commercial properties, etc.

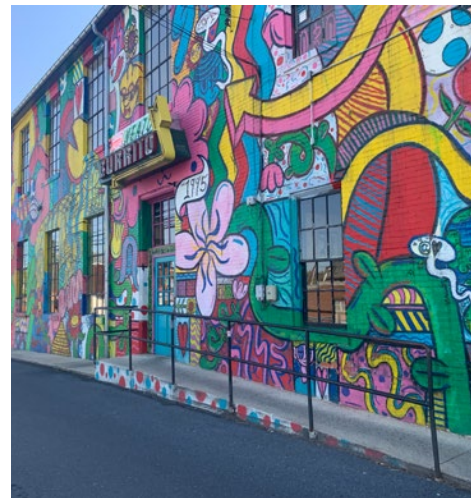
### ELEMENTS OF THE TRADITIONAL FAÇADE



NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Examples of new Cumberland borough commercial and residential facade improvements that successfully respect historic character of buildings



Successful new Cumberland borough example showing how paint, signage, and planters can transform a humble building

Successful new Cumberland borough example showing how color and public art can create a community icon

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



*Example of New Cumberland Borough Historic Building that was Significantly and Inappropriately Altered*

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Successful Facade Improvements from Other Communities that Highlight Effective Use of Display Windows, Color, Signage, Respect for Historic Architectural Character, and/or Creative Use of Utilitarian Buildings.

## APPLICATION PERIOD OPTIONS

### **Annual or Semi-Annual (Recommended)**

- » Distinct application period once or twice a year.
- » Deadline for submissions.
- » Approximately one-month review period (could be shorter).
- » This places a sense of urgency on the property or business owner.
- » This allows everyone to plan ahead.
- » Reviewers can be efficient in their time for review.
- » Allows reviewers to review all applications at one time. If there are more applications than available funds, then decisions can be made on those which are the most effective.

### **On-Going**

- » Accept applications throughout the year.
- » “First come, first serve”.
- » This works if there is not a lot of interest, and you are trying to encourage people to take advantage of a grant – you aren’t limiting them on time.
- » Can be frustrating for reviewers having to review applications throughout the year and not being able to plan ahead or review applications in context with each other.
- » Since this is first come, first serve, funds (if available) may potentially be allocated to early, mediocre projects. Reviewers may not have the benefit of reviewing multiple applications together.
- » An option might be to accept applications throughout the year but have monthly standing review meetings on the calendar.

## FAÇADE BEST PRACTICES

- » Consider the entire building. Windows, storefronts transoms, window openings, and paint colors.
- » Take cues from neighbors. Consider how façade fits into the overall context—aim for compatibility not conformity.
- » Color creates dramatic change. Color is an important way to enliven a downtown and can be utilized on entire facades or building elements such as signs, awnings, doors, trim, etc.
- » Integrate facades with awnings/or canopies. Awnings and canopies provide relief from the elements and can be used to integrate architectural features. Can also conceal visual problems that cannot be addressed such as damaged transoms, and inappropriate alterations.
- » Change the image with signage. Use well-designed signs— including painted signs, panel signs, projecting signs, and window signs—to unify a building’s overall design while conveying the name of the business.
- » Highlight features with lighting. Use lighting to create drama, highlight architectural elements and signage.
- » Maximize the use of display windows. Merchandising through appropriate composition, color, layout, materials, and signage.

Refer to the New Cumberland Borough Design Guidelines for more detail.



NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Existing

Potential Facade Improvements: 321 Bridge Street



Potential Option A



Potential Option B

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Existing

Potential Facade Improvements: 323 Bridge Street



Potential Option A



Potential Option B

NEW CUMBERLAND BOROUGH  
DOWNTOWN MASTER PLAN



Existing

Potential Facade Improvements: 225 Bridge Street



Potential Option A



Potential Option B



*New Cumberland Community Identity & Downtown Master Plan*

# IMPLEMENTATION

## OVERVIEW

This master plan is a framework to manage change and enhancements in New Cumberland Borough over the next twenty years and beyond and intends to be a guiding, yet flexible document. New Cumberland Borough will be the entity in charge of incrementally implementing the master plan; however, private sector, non-profit entities and individuals will have a partnership role for many projects. Many of the concepts illustrated will be further refined and vetted should they become projects. Should opportunities arise, the plan also includes redevelopment concepts shown for inspiration. It is important to view the master plan as a “menu” of projects, particularly given current public sector fiscal constraints and the unknown opportunities and challenges that may arise over time. Implementation partners may likewise need to consider new technologies and/or strategies that may arise that are better suited for certain projects or that encourage innovation. As unforeseen challenges and opportunities emerge, the multi-objective vision and flexible approach offered in this master plan will guide the Borough and its partners. Together, they will protect and enhance the distinct character of New Cumberland Borough.

## FUNDING

Many plans for downtown districts present strong concepts for improvements without exploring sustainable funding options. Without a doubt, infrastructure funding, new investment, and the Borough’s prudent use of general funds can and should fund additional downtown improvements. Many of the recommendations in this plan involve implementing policies, short-term improvements that require minimal costs, and marketing tools that refine and define ways to tell the story of New Cumberland.

However, this plan also includes recommendations that will involve capital costs, sustainable funding, and public private partnerships to be successful. Fortunately, New Cumberland Borough is well positioned to explore a variety of funding options locally, through the Commonwealth of Pennsylvania, and through emerging federal funding options that will continue to emerge in the coming months.

## 32- LAND BANK OPPORTUNITIES

HUD defines a Land Bank as “a governmental or nongovernmental nonprofit entity established, at least in part, to assemble, temporarily manage, and dispose of vacant land for the purpose of stabilizing neighborhoods and encouraging re-use or redevelopment of urban property.”

### Recommendation:

Explore land bank opportunities for downtown New Cumberland Borough.

### Actions:

- » **Partnerships:** As the Borough continues to explore redevelopment opportunities, ways to mitigate flooding, and opportunities to work with private property owners, a Land Bank may be considered as a vehicle through which the Borough can partner to create tracts of land for sensible redevelopment.
- » **Land Bank Authority:** Contemplate a partnership with CAEDC or similar entity to be the “authority” used to house the land banking function of the community.

## 33- TAX INCREMENT FINANCING/ SYNTHETIC TAX INCREMENT FINANCING

The Tax Increment Financing Act of Pennsylvania provides a tool for capturing increased values of property within a designated redevelopment area in a jurisdiction. The Borough would then rely on incremental increases to Ad Valorem (Property Tax) revenues to the Borough based on investments happening in downtown. The hypothetical scenario would establish a baseline value of a designated area of downtown. Once that basis is established, all new investment would create an increment of property tax value increase.

There are two approaches to such a district. The first is to follow the statutory provisions of the Tax Increment Financing Act which would establish the district, develop a financing plan, seek participation from overlapping taxing jurisdictions, and issue debt against the revenue stream.

The second is to create a “synthetic Tax Increment District” whereby New Cumberland Borough as a matter of fiscal policy, would dedicate a portion of the increase

in revenue from an established district to a fund to provide for improvements within the district as pay-as-you-go projects. This approach has the potential to create a sustainable funding mechanism for programming, marketing, and ultimately additional capital investment. The balance of this incremental increase would still accrue to the general fund of the city. The philosophy behind this concept is classic Tax Increment Financing but rather than a full redevelopment plan and bonding, the increment investment increase would sustain programmatic and economic development efforts to sustain downtown's momentum.

**Recommendation:**

**Explore Tax Increment Financing or Synthetic Tax Increment Financing**

**Actions:**

- » **Existing Pennsylvania Districts:** Explore existing Tax Increment Finance districts in Pennsylvania in comparable jurisdictions.
- » **National Districts:** Examine examples of Synthetic Tax Increment Finance districts nationally. This may involve ensuring that the local borough powers allow for the establishment of such a fund as policy.
- » **Revenue Streams:** Explore the revenue streams for either approach and if the findings determine a feasible direction, establish a district with a dedicated program of work.

**34- OTHER FUNDING OPTIONS**

The Commonwealth of Pennsylvania offers a wide array of programs through various departments and programs. These run the gamut from economic development programs and incentives, the Pennsylvania Main Street program through the PA Downtown Center, flood mitigation programs through the Marcellus Legacy Fund through Pennsylvania Department of Environmental Protection, Greenways and Trails programs through the Pennsylvania Department of Conservation and Natural Resources, and many others that may help provide funding to the Borough.

Furthermore, the Inflation Reduction Act is likely to provide additional funding opportunities for infrastructure related projects.

**Recommendation:**

**Explore other funding options at the state and federal levels (Flood Mitigation Program, Greenways and Trails Program, etc.)**

**Actions:**

- » **Funding Programs:** Examine funding programs that match recommendations within this plan.
- » **Training Programs:** Consider training programs through the Pennsylvania Downtown Center.
- » **Emerging Federal Programs:** Monitor federal programs as they emerge that may provide funding for projects in this plan.

## IMPLEMENTATION TIME-FRAMES

Implementation time-frames will be determined by need, funding, and emerging opportunities. As identified early in this report, several enhancement projects are in the early planning phases or in the process of seeking grant funding and the new branding associated with the community identity has already been launched. Other early time-frame projects should support/leverage those already completed or underway.

## IMPLEMENTATION PARTNERS

As the entity in charge of implementing the master plan, the Borough will work among a partnership of public and private entities and individuals. Implementation partners will vary depending upon the specific project and may include groups such as non-profits, business organizations, individual business owners, property owners, advocacy groups, residential communities, and the private sector.

## IMPLEMENTATION MATRIX

The Implementation Matrix, divided among the following page spreads, is a summary of the recommendations and time-frames for implementation. The matrix is organized by plan areas and outlines the key plan recommendations and actions for each. Implementing time-frames are noted as short (completion within five years), medium (six to ten years for completion) or long (11 or more years to implement fully). In some instances, implementation will occur over a span of time (i.e. short-mid, mid-long, or short-long). Others may be listed as ongoing to indicate they won't necessarily have a completion date.

With this implementation matrix, it is important to note:

Recommendations will not be implemented all at once. Rather, they will be implemented in phases over many years. The plan frameworks, elements and actions are often interrelated; therefore, implementation will occur simultaneously and require coordination among recommendations in many instances.

The order that the plan policies and actions are listed does not indicate a prioritization.

Strategy & Action(s)	Potential Partners	Estimated Time-frame	Strategy Overlap
1- Wayfinding Plan	NCB	S-M	
2- Wayfinding Pilot Project	NCB	S	
3- Wayfinding System Expansion	NCB	L	
4- Parking Management	NCB	S-M	#1
5- Parking Resources	NCB, PO, NP	S-L	#1, #26, #27, #28
6- Water Street Pocket Park	NCB, DO, V	L	#9
7- Street Connectivity and Streetscapes	NCB, PO	M-L	#8
8- Middle School Reuse	PO, NCB	M	#7
9- 601 Walnut Alley Redevelopment Opportunity	PO, NCB	M-L	#6
10- 435 Bridge Street Redevelopment Opportunity	PO, NCB	S	#26
11- Third Avenue Pocket Park	NCB, DO, V	S	#12, #26
12- Third Avenue Alley	NCB, DO	S	#11, #13, #17
13- Market Square	NCB, DO	S	#12
14- Riverside Park	NCB, PO	S	#12, #17
15- 100 Third Street (Residential)	PO, NCB	L	
16- 207 Walnut Alley Reuse	PO, NCB	L	
17- Riverside Gateway Catalyst Redevelopment Project	PO, NCB	S-M	#12, #14
18- 217 Bridge Street Catalyst Redevelopment Project	PO, NCB	S	#27
19- Market Street Streetscape Improvements	NCB, DO	L	#13
20- Walnut Alley Dog Park	NCB, DO, V	S	#19
21- Borough Park River Link	NCB, PO	S-M	#19, #20



Strategy & Action(s)	Potential Partners	Estimated Time-frame	Strategy Overlap
<b>22- 128 Bridge Street</b>	PO, NCB, DO	M-L	#27
<b>23- 102 Bridge Street (Bridge and Front)</b>	PO, NCB, DO	S-M	#27, #28
<b>24- 98 Bridge Street</b>	PO, NCB, DO	L	#28
<b>25- 95 Front Street</b>	PO, NCB, DO	L	#28
<b>26- Bridge Street Streetscape Enhancements</b>	NCB, DO	S	#11
<b>27- Bridge Street Streetscape Improvements</b>	NCB, DO, PO	S	#18, #22, #23
<b>28- Front Street Streetscape Improvements</b>	NCB, DO, PO	S	#23, #24, #25
<b>29- Placemaking Strategies</b>	DO, PO, V, NCB	O	#11, #26, #27
<b>30- Design Guideline Adoption</b>	NCB	S	#31
<b>31- Ongoing Downtown Façade Improvement Program</b>	NCB, DO	O	#30
<b>32- Land Bank Opportunities</b>	NCB, PO	S	
<b>33- Tax Increment Financing/ Synthetic Tax Increment Financing</b>	NCB	S	
<b>34- Other Funding Options</b>	NCB, DO	O	

KEY	
<b>Time Frame</b>	O = Ongoing S = Short (within the first year) M = Medium (within 5 years) L = Long-term (within 10 years or longer)
<b>Partners</b>	NCB–New Cumberland Borough DO–Downtown Organizations NP–Other Non-Profits PO–Private Property Owners V- Volunteers

*New Cumberland Community Identity & Downtown Master Plan*

# APPENDIX

**APPENDIX A: MARKET STUDY**

**APPENDIX B: BUCHART HORN REGULATORY  
SUMMARY FOR FLOOD ZONE DEVELOPMENT**

**APPENDIX C: SURVEY SUMMARY**

**APPENDIX D: CATALYST  
PROJECT COST OPINIONS**

**APPENDIX E: STREETScape PRIORITY  
PROJECTS COST OPINIONS**

**APPENDIX A: MARKET STUDY**

Borough of New Cumberland Market Study



**Market Study**  
**New Cumberland, PA**  
*November 2022*

**Prepared by:**



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## 1. Introduction

The following market study assesses New Cumberland's existing demographic and retail trade patterns and identifies opportunities for future growth and development. The study provides an overview of market-related data that informs the Downtown Master Plan and can be used to recruit development.

The report contains the following sections:

- **Zip Code Survey and Market Definition:** A zip code survey of local businesses informs the trade areas for New Cumberland's retail market base.
- **Demographic Analysis:** Demographic trends in New Cumberland and its trade areas.
- **Housing Analysis:** Examination of key residential market trends.
- **Employment Analysis:** Existing jobs by industry sector and commuting trends.
- **Retail Leakage Analysis:** Retail supply and demand analysis of New Cumberland's trade areas, and identification of retail market potential.
- **Summary of Findings:** Summary of the key findings from the market analysis.

## 2. Zip Code Survey and Market Definition

### Zip Code Survey

Local businesses employed a zip code survey to determine New Cumberland’s primary and secondary trade areas. By recording customer zip codes, the survey identifies customer shopping patterns and provides insight into local versus visitor traffic. The trade area definition is an important step that informs the boundaries of the demographic and market analysis.

Over the week-long survey period, 10 participating New Cumberland businesses recorded 1,872 total customer visits from 154 unique zip codes in 21 states and 3 foreign countries. Approximately two thirds of the customers were from Cumberland County and 97% of customers were from Pennsylvania.

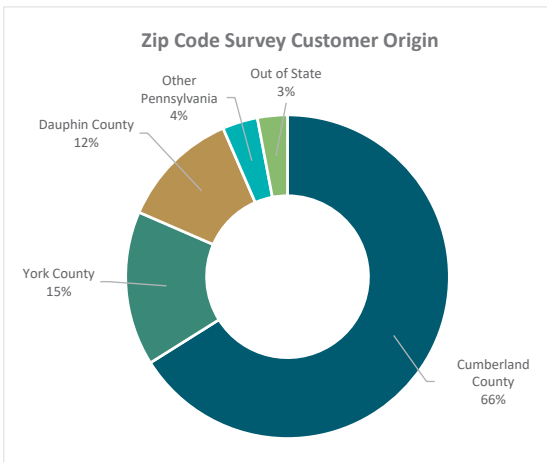


Figure 1: Zip Code Survey Results, Customer Origin by County

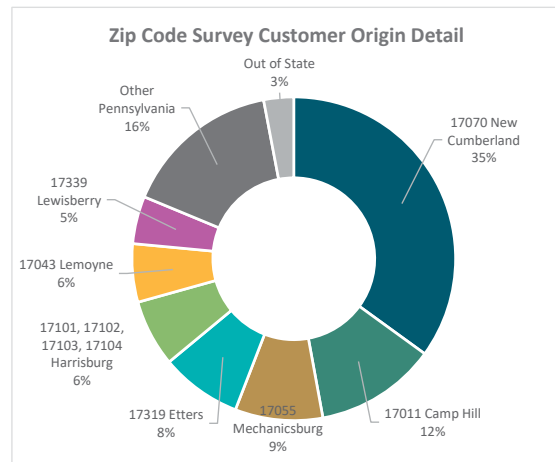


Figure 2: Zip Code Survey Results, Customer Origin by Zip Code

Borough of New Cumberland Market Study



### Trade Area Definition

Primary and secondary trade areas were determined based on the results of the zip code survey. The primary trade area is the 17070 New Cumberland zip code and represents approximately 35% of the customer base. The secondary trade area (40% of the customer base) is made up of five zip codes: 17043 Lemoyne, 17319 Etters, 17339 Lewisberry, 17011 Camp Hill, and 17055 Mechanicsburg.

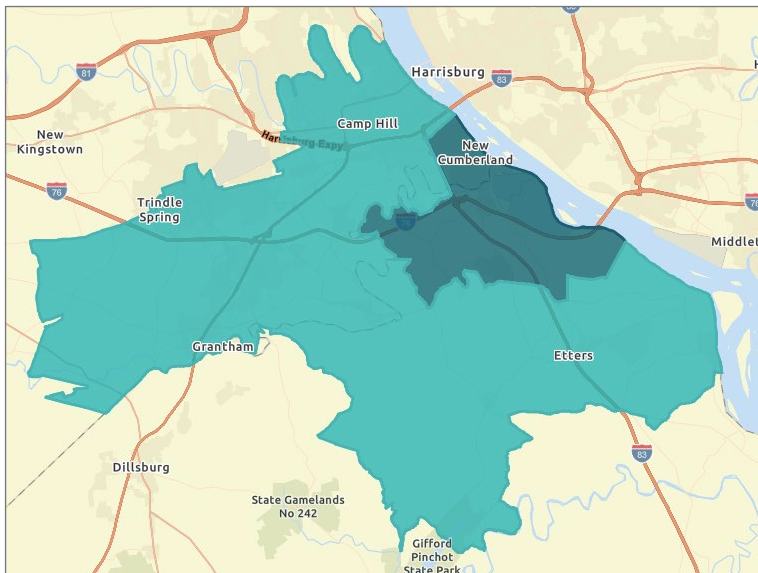


Figure 4: New Cumberland's Primary Trade Area (Shown in Dark Teal) and Secondary Trade Area (Shown in Light Teal)

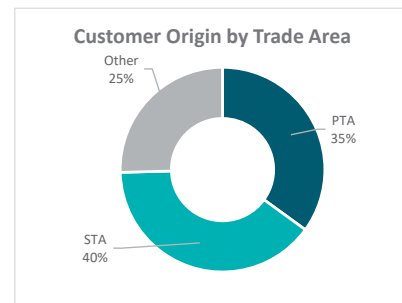


Figure 3: Customer Origin by Trade Area Based on the Zip Code Survey Results

### 3. Demographics

The demographic profile forms the foundation for the market assessment by examining key indicators such as population growth, income, age, and educational attainment. Data is provided for New Cumberland as well as its primary and secondary trade areas. Sources of data below come from the US Census, the American Community Survey (ACS), and Environics Analytics (formerly Nielsen/Claritas).

#### Population

Approximately 7,387 people live in the Borough of New Cumberland while 16,858 live in the primary trade area and 102,394 live in the secondary trade area. The area is experiencing population growth, as the population in the primary trade area increased by 3.9% from 2010 to 2022 and the secondary trade area grew by 10.5%. The population is projected to continue to grow over the next five years, reaching 17,315 in the primary trade area by 2027. The growing population in the trade areas translates into an expanded market base for New Cumberland businesses.

	Borough of New Cumberland	Primary Trade Area	Secondary Trade Area
2000 Population (Census)	7,399	15,423	86,759
2010 Population (Census)	7,277	16,220	92,664
2022 Population (Claritas)	7,387	16,858	102,394
2027 Projected Population (Claritas)	7,520	17,315	106,556

Figure 5: Population in the Borough of New Cumberland, Primary Trade Area, and Secondary Trade Area, 2000-2027 (Sources: US Census and Claritas)



### Demographic Indicators

The demographic indicators provided in the table to the right give insights into New Cumberland's existing market base. In general, New Cumberland serves a market base that trends slightly older in age, with high levels of education and income.

The median age is similar across the Borough and its trade areas, with the median age in the primary trade area at 42.8. Approximately 35% of the population in the primary trade area is age 55 years or older.

The median household incomes in the primary trade area (\$85,422) and secondary trade area (\$85,853) are higher than the median household income in the state of Pennsylvania (\$68,979). Approximately 42% of households in the primary trade area have annual incomes greater than \$100,000.

The population is highly educated, with 37% of the primary trade area's population age 25 or older having at least a Bachelor's degree.

	New Cumberland	Primary Trade Area	Secondary Trade Area
<b>2022 Population</b> 	7,387	16,858	102,394
<b>Median Age</b> 	41.7	42.8	42.4
<b>Average Household Size</b> 	2.15	2.3	2.29
<b>Median Household Income</b> 	\$77,612	\$85,422	\$85,853
<b>Unemployment Rate</b> 	3.89%	2.84%	2.04%
<b>Bachelor's Degree or Higher</b> 	35%	37%	40%

## 4. Housing Analysis

The primary trade area, represented by the 17070 New Cumberland zip code area, has a mix of housing types. While the housing stock is predominantly owner-occupied, single-family detached homes, 15% of units are multifamily and 13% of units are single-family attached homes such as townhomes. About a quarter of homes in the New Cumberland zip code are renter-occupied and 76% owner-occupied.

The median value of owner-occupied housing is \$226,844 in the primary trade area and \$241,791 in the secondary trade area. Real estate prices have risen significantly in recent years. The Zillow Home Value Index (ZHVI) is a measure of typical home values in an area, updated on a monthly basis. The ZHVI for the New Cumberland zip code in July 2022 was \$250,272, an increase of 10.6% over the previous year.

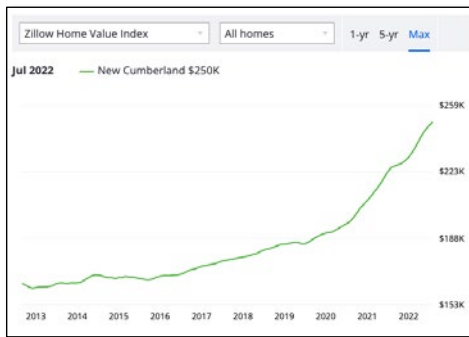


Figure 8: Zillow Home Value Index for 17070 New Cumberland, 2013-2022 (Source: Zillow)

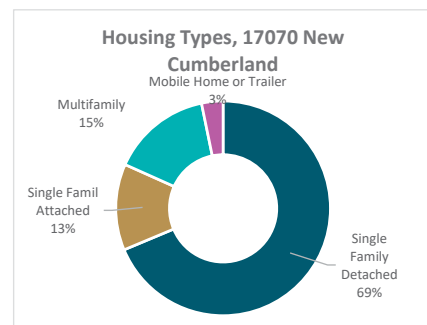


Figure 7: Housing Types in 17070 New Cumberland Zip Code, 2022 (Source: Claritas)

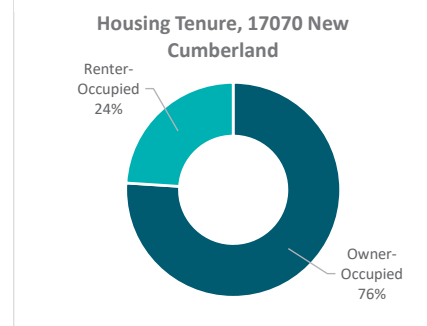


Figure 9: Housing Tenure in 17070 New Cumberland, 2022 (Source: Claritas)

## 5. Employment Analysis

In 2019, there were 1,429 jobs in the borough of New Cumberland. The top employment sectors are professional, scientific and technical services (15%), services (14%), health care and social assistance (12%), educational services (12%) and construction (12%). An inflow-outflow analysis of jobs indicates that New Cumberland is a net exporter of jobs, with 1,298 people commuting into New Cumberland for work while 3,653 residents *commute out* of the community to work elsewhere. Approximately 36% of employed residents work in Cumberland County, 23% work in York County, 17% in Dauphin County, and 24% work elsewhere.

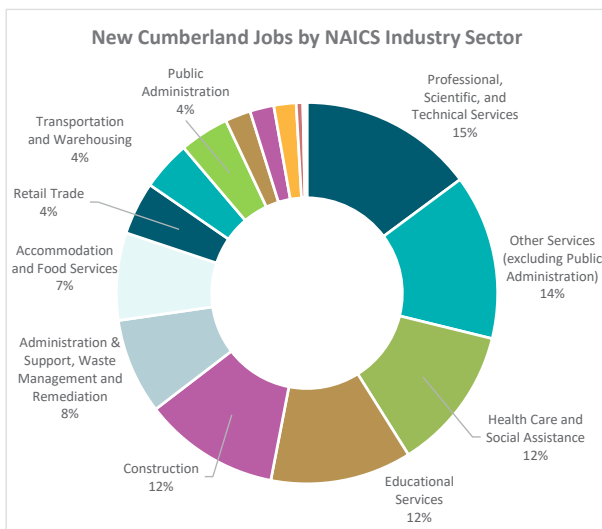


Figure 11: New Cumberland Jobs by NAICS Industry Code, 2019 (Source: US Census on the Map)

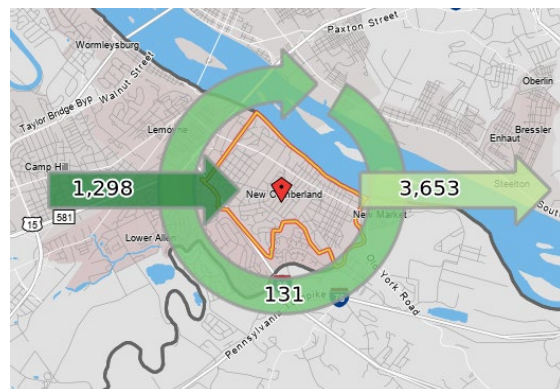


Figure 10: Inflow and Outflow of Jobs in New Cumberland, 2019 (Source: US Census On the Map)

## 6. Retail Leakage Analysis

### Introduction

The retail leakage analysis identifies potential opportunities for retail growth in New Cumberland based on demand within the trade areas. “Retail Leakage” is a supply and demand study that refers to the difference between the retail expenditures of residents living in a particular geography and the sales produced by stores located in the same geography. If residents are purchasing more than stores are selling, dollars are leaking outside the trade areas to other locations. Leakage translates directly to demand.

The data presented in this section comes from Environics Analytics, a national retail marketing service used by town planners, retail & restaurant site planners, and national chains for their market research. Environics Analytics gets its data from a number of sources including: Census of Retail Trade; Annual Survey of Retail Trade; Census of Employment and Wages, Sales Tax Reports, and various trade associations. This data is a broad look at the market and should not supplement for more detailed market research. It does, however, provide an overall view of what the market potential can be.

### Trade Area Retail Leakage

Stores in the primary trade area had retail sales of \$285.9 million over the past year while consumers living in the primary trade area spent \$349.4 million. This means the primary trade area had a market leakage of \$63.5 million.

Stores in the secondary trade area had \$2.63 billion in retail sales over the past year, while residents living in the secondary trade area had consumer expenditures of \$2.09 billion. Therefore, the secondary trade area had a market gain of \$544 million over the past year.

	Primary Trade Area	Secondary Trade Area
Stores Sell	\$285.9 million	\$2.63 billion
Consumers Spend	\$349.4 million	\$2.09 billion
Market Leaks/Gains	\$63.5 million Leakage	\$544 million Gain

Figure 12: Retail Sales, Consumer Expenditures, and Retail Leakage in the Primary and Secondary Trade Areas (Source: Environics Analytics)

### Retail Leakage in Select Categories

The retail leakage in the primary and secondary trade areas translates into existing unmet consumer demand, representing an opportunity for new or expanded businesses. While capturing 100% of retail leakage in an area is not a realistic expectation, select categories represent key opportunities for targeting retail leakage. The chart to the right shows retail leakage in the primary and secondary trade areas in select categories.

### Growth in Retail Demand

In addition to capturing retail leakage in the existing market, opportunities exist to leverage projected growth across retail sectors based on population growth. Projections indicate that retail demand in the primary trade area is expected to grow from \$349.4 million in 2022 to \$398.8 million in 2027, a growth of \$49.4 million in the five-year period, or a 2.68% compound annual growth rate.

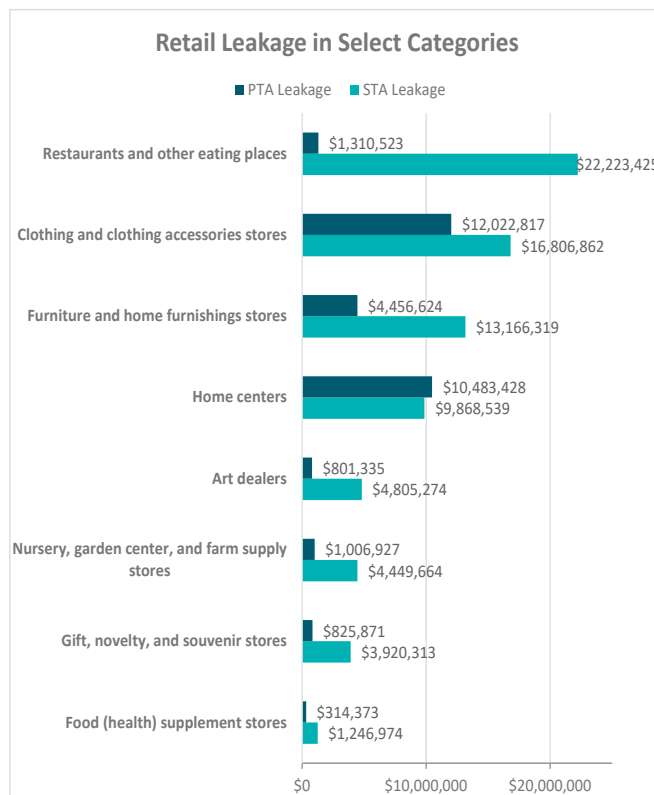


Figure 13: Retail Leakage in Select Categories in New Cumberland's Primary and Secondary Trade Areas (Source: Clartias/Environics Analytics)

## Key Retail Opportunities

Although it not reasonable for any community to expect to capture 100% of retail dollars leaking from its trade areas, there is an opportunity to capture a percentage of retail leakage through new businesses as well as expansion of existing businesses. The following retail opportunities were identified as opportunities for New Cumberland based on the existing market potential and projected future growth.

- **Restaurants & Dining:** Both of the trade areas experienced leakage in dining, with the primary trade area leaking \$1.3 million and the secondary trade area leaking \$22 million. This leakage represents unmet demand and indicates that the market can support 2-4 additional dining establishments or expansion to existing businesses. The dining category includes both full-service and limited-service restaurants as well as snack and non-alcoholic beverage bars like coffee shops and ice cream shops.
- **Clothing and Accessories:** In the clothing and accessories category, there was \$12 million in leakage in the primary trade area and \$16.8 million in leakage in the secondary trade area. While some of the leakage is likely to remain as consumers gravitate to large retail centers for apparel shopping, the existing demand in New Cumberland can support 3-4 specialty clothing stores.
- **Furniture and Home Furnishings:** The primary trade area leaks \$4.5 million in the furniture and home furnishings category while the secondary trade area leaks \$13.2 million. This demand can support 2-3 home accessory stores or expansions.
- **Gift Stores:** The retail leakage analysis shows the primary trade area leaking \$825,000 and the secondary trade area leaking \$3.9 million in the gift store category, indicating demand for a curated, small-format gift store or gift emporium.

The tables on the next three pages present the detailed findings of the retail market analysis for New Cumberland's primary and secondary areas and break out the broad retail data into specific opportunities based on retail sales categories. The numbers next to the categories represent North American Industrial Classification System (NAICS) codes and are used for every business type in the United States. Lower digit numbers represent broader categories and higher digit numbers represent subcategories.

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	Primary Trade Area			Secondary Trade Area		
	2022 Demand (\$)	2022 Supply (\$)	Opportunity Gap/Surplus (\$)	2022 Demand (\$)	2022 Supply (\$)	Opportunity Gap/Surplus (\$)
<b>Totals</b>						
Total retail trade including food and drink (NAICS 44, 45 and 722)	349,360,074	285,901,354	63,458,721	2,087,041,465	2,631,233,072	-544,191,608
Total retail trade (NAICS 44 and 45)	312,834,381	251,788,176	61,046,206	1,867,679,919	2,430,946,607	-563,266,688
<b>Motor Vehicle and Parts Dealers</b>						
Motor vehicle and parts dealers (NAICS 441)	61,328,495	33,998,996	27,329,499	365,492,568	328,088,957	39,403,610
Automobile dealers (NAICS 4411)	52,087,730	27,041,408	25,046,322	310,646,822	229,933,759	80,712,884
New car dealers (NAICS 44111)	46,355,424	22,288,755	24,066,669	276,453,303	210,150,599	66,302,704
Used car dealers (NAICS 44112)	5,732,306	4,752,653	979,653	34,193,319	19,783,160	14,410,160
Other motor vehicle dealers (NAICS 4412)	4,017,606	5,067,423	-1,049,817	23,796,453	70,044,943	-46,248,490
Recreational vehicle dealers (NAICS 44121)	1,386,711	0	1,386,711	8,182,832	5,794,833	2,387,999
Motorcycle, boat, and other motor vehicle dealers (NAICS 44122)	2,630,895	5,067,423	-2,436,528	15,613,621	64,250,111	-48,636,290
Boat dealers (NAICS 441222)	831,387	0	831,387	4,908,595	0	4,908,595
Motorcycle, ATV, and all other motor vehicle dealers (NAICS 441228)	1,799,509	5,067,423	-3,267,914	10,705,226	64,250,111	-53,544,885
Automotive parts, accessories, and tire stores (NAICS 4413)	5,223,159	1,890,165	3,332,994	31,049,493	28,110,255	4,939,237
Automotive parts and accessories stores (NAICS 44131)	3,301,725	1,494,446	1,807,279	19,628,355	17,181,024	2,447,331
Tire dealers (NAICS 44132)	1,921,434	395,718	1,525,716	11,421,137	8,929,231	2,491,906
<b>Furniture and Home Furnishings Stores</b>						
Furniture and home furnishings stores (NAICS 442)	8,012,198	3,555,574	4,456,624	47,868,765	34,702,446	13,166,319
Furniture stores (NAICS 4421)	4,013,783	2,044,278	1,969,506	24,000,359	24,356,079	-355,720
Home furnishings stores (NAICS 4422)	3,998,415	1,511,296	2,487,118	23,868,406	10,346,367	13,522,040
Floor covering stores (NAICS 44221)	2,305,292	265,935	2,039,357	13,745,880	2,924,778	10,821,082
Other home furnishings stores (NAICS 44229)	1,693,123	1,245,361	447,762	10,122,548	7,421,589	2,700,957
Window treatment stores (NAICS 442291)	81,735	0	81,735	488,537	130,068	358,469
All other home furnishings stores (NAICS 442299)	1,611,388	1,245,361	366,027	9,634,009	7,291,520	2,342,489
<b>Electronics and Appliance Stores</b>						
Electronics and appliance stores (NAICS 443)	4,081,325	2,039,101	2,042,224	24,366,735	31,119,272	-6,752,537
Household appliance stores (NAICS 443141)	1,078,082	0	1,078,082	6,417,370	9,244,052	-2,826,682
Electronics stores (NAICS 443142)	3,003,243	2,039,101	964,142	17,949,365	21,875,220	-3,925,855
<b>Building Material and Garden Equipment and Supplies Dealers</b>						
Building material and garden equipment and supplies dealers (NAICS 444)	27,180,853	11,063,001	16,117,851	163,024,283	148,719,970	14,304,313
Building material and supplies dealers (NAICS 4441)	23,920,325	9,088,968	14,831,357	143,533,402	116,512,191	27,021,210
Home centers (NAICS 44411)	13,167,483	2,684,055	10,483,428	78,958,969	69,090,430	9,868,539
Paint and wallpaper stores (NAICS 44412)	808,654	239,413	569,241	4,849,294	1,141,510	3,707,785
Hardware stores (NAICS 44413)	1,961,925	3,272,722	-1,310,797	11,758,201	12,782,973	-1,024,773
Other building material dealers (NAICS 44419)	7,982,282	2,890,778	5,091,485	47,968,938	33,517,279	14,449,659
Lawn and garden equipment and supplies stores (NAICS 4442)	3,260,528	1,976,033	1,284,495	19,490,881	32,207,778	-12,716,898
Outdoor power equipment stores (NAICS 44421)	655,613	378,046	277,568	3,919,752	21,086,313	-17,166,562
Nursery, garden center, and farm supply stores (NAICS 44422)	2,604,914	1,597,988	1,006,927	15,571,129	11,121,465	4,449,664
<b>Food and Beverage Stores</b>						
Food and beverage stores (NAICS 445)	48,308,197	24,631,815	23,676,382	288,429,294	343,642,544	-55,213,250
Grocery stores (NAICS 4451)	42,978,721	19,883,705	23,095,016	256,618,565	281,634,480	-25,015,915
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	41,169,798	19,886,346	21,303,452	245,858,782	279,715,208	-33,856,426
Convenience stores (NAICS 44512)	1,808,923	17,359	1,791,563	10,759,783	1,919,272	8,840,511
Specialty food stores (NAICS 4452)	1,262,829	218,352	1,044,477	7,542,497	9,511,541	-1,969,043
Meat markets (NAICS 44521)	361,879	218,352	143,527	2,280,779	6,897,228	-4,416,449
Fish and seafood markets (NAICS 44522)	150,196	0	150,196	897,136	1,160,829	-263,693
Fruit and vegetable markets (NAICS 44523)	261,780	0	261,780	1,563,547	797,616	765,931
Other specialty food stores (NAICS 44529)	468,974	0	468,974	2,801,036	855,868	1,945,168
All other specialty food stores (NAICS 445299)	219,823	0	219,823	1,313,019	535,122	777,897
Beer, wine, and liquor stores (NAICS 4453)	4,066,647	4,529,758	-463,111	24,268,231	52,496,523	-28,228,292

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	Primary Trade Area			Secondary Trade Area		
	2022 Demand (\$)	2022 Supply (\$)	Opportunity Gap/Surplus (\$)	2022 Demand (\$)	2022 Supply (\$)	Opportunity Gap/Surplus (\$)
<b>Health and Personal Care Stores</b>						
Health and personal care stores (NAICS 446)	19,137,848	8,408,810	10,729,038	114,551,512	134,917,928	-20,366,416
Pharmacies and drug stores (NAICS 44611)	16,610,885	8,408,810	8,201,874	99,404,401	108,022,948	-8,618,547
Cosmetics, beauty supplies, and perfume stores (NAICS 44612)	1,108,008	0	1,108,008	6,836,524	9,037,767	-2,401,243
Optical goods stores (NAICS 44613)	538,283	0	538,283	3,223,366	9,740,512	-6,517,147
Other health and personal care stores (NAICS 44619)	882,872	0	882,872	5,287,221	8,116,701	-2,829,480
Food (health) supplement stores (NAICS 446191)	314,373	0	314,373	1,882,245	835,271	1,246,974
All other health and personal care stores (NAICS 446199)	568,500	0	568,500	3,404,976	7,481,430	-4,076,454
<b>Gasoline Stations</b>						
Gasoline stations (NAICS 447)	22,346,391	51,834,220	-29,487,830	132,350,004	185,833,839	-53,483,835
<b>Clothing and Clothing Accessories Stores</b>						
Clothing and clothing accessories stores (NAICS 448)	13,119,922	1,097,105	12,022,817	78,367,045	61,580,183	16,806,862
Clothing stores (NAICS 4481)	8,320,079	1,097,105	7,222,974	49,742,833	50,158,473	-415,640
Men's clothing stores (NAICS 44811)	382,540	31,340	351,200	2,292,196	229,588	2,062,628
Women's clothing stores (NAICS 44812)	1,488,258	342,154	1,146,105	8,905,116	15,953,734	-7,048,618
Children's and infants' clothing stores (NAICS 44813)	253,251	9,952	243,299	1,499,053	2,269,270	-770,217
Family clothing stores (NAICS 44814)	4,995,818	319,587	4,676,231	29,859,853	24,211,469	5,648,184
Clothing accessories stores (NAICS 44815)	437,414	31,682	405,732	2,619,517	218,283	2,401,234
Other clothing stores (NAICS 44819)	762,798	382,391	400,407	4,567,298	7,276,149	-2,708,851
Shoe stores (NAICS 4482)	1,803,829	0	1,803,829	10,897,841	8,398,176	4,299,666
Jewelry, luggage, and leather goods stores (NAICS 4483)	2,998,014	0	2,998,014	17,928,371	5,003,534	12,922,837
Jewelry stores (NAICS 44831)	2,088,488	0	2,088,488	12,497,074	2,823,918	9,673,156
Luggage and leather goods stores (NAICS 44832)	909,526	0	909,526	5,429,297	2,179,616	3,249,681
<b>Sporting Goods, Hobby, Musical Instrument, and Book Stores</b>						
Sporting goods, hobby, musical instrument, and book stores (NAICS 451)	3,959,872	2,908,904	1,050,969	23,857,982	47,993,455	-24,335,474
Sporting goods, hobby, and musical instrument stores (NAICS 4511)	3,312,474	2,908,904	403,571	19,778,851	32,443,701	-12,665,051
Sporting goods stores (NAICS 45111)	2,072,873	1,900,967	171,906	12,408,794	21,435,000	-9,026,207
Hobby, toy, and game stores (NAICS 45112)	850,293	1,007,936	-157,643	5,055,114	9,667,697	-4,612,583
Sewing, needlework, and piece goods stores (NAICS 45113)	194,057	0	194,057	1,148,640	1,229,771	-81,131
Musical instrument and supplies stores (NAICS 45114)	195,251	0	195,251	1,166,103	111,233	1,054,870
Book stores and news dealers (NAICS 4512)	647,198	0	647,198	3,879,331	15,549,754	-11,670,423
Book stores (NAICS 45121)	609,994	0	609,994	3,657,079	15,549,754	-11,892,675
News dealers and newsstands (NAICS 451212)	37,204	0	37,204	222,252	0	222,252
<b>General Merchandise Stores</b>						
General merchandise stores (NAICS 452)	40,878,841	17,587,615	23,291,226	244,046,425	253,759,099	-9,712,674
Department stores (NAICS 4522)	5,097,368	0	5,097,368	30,458,278	55,089,181	-24,632,903
Other general merchandise stores (NAICS 4523)	35,781,473	17,587,615	18,193,858	213,590,147	198,669,918	14,920,229
Warehouse clubs and supercenters (NAICS 452311)	32,299,820	16,180,842	16,118,978	192,791,749	174,809,063	18,182,687
All other general merchandise stores (NAICS 452319)	3,481,653	1,406,773	2,074,880	20,798,398	24,060,855	-3,262,458



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	2022 Demand (\$)	2022 Supply (\$)	Opportunity Gap/Surplus (\$)	2022 Demand (\$)	2022 Supply (\$)	Opportunity Gap/Surplus (\$)
<b>Miscellaneous Store Retailers</b>						
Miscellaneous store retailers (NAICS 453)	7,289,447	2,793,593	4,495,854	43,462,737	53,946,679	-10,483,942
Florists (NAICS 4531)	327,669	0	327,669	1,959,307	6,672,658	-4,713,351
Office supplies, stationery, and gift stores (NAICS 4532)	1,540,675	362,299	1,178,375	9,210,921	9,342,188	-131,267
Office supplies and stationery stores (NAICS 45321)	621,236	268,733	352,504	3,715,351	7,766,931	-4,051,580
Gift, novelty, and souvenir stores (NAICS 45322)	919,438	93,567	825,871	5,495,570	1,575,257	3,920,313
Used merchandise stores (NAICS 4533)	1,128,137	318,730	809,407	6,747,048	10,361,748	-3,614,700
Other miscellaneous store retailers (NAICS 4539)	4,292,967	2,112,563	2,180,403	25,545,462	27,570,085	-2,024,624
Pet and pet supplies stores (NAICS 45391)	1,187,074	984,488	202,586	7,068,840	13,969,569	-6,900,729
Art dealers (NAICS 45392)	806,064	4,729	801,335	4,825,648	20,374	4,805,274
Manufactured (mobile) home dealers (NAICS 45393)	273,640	17,346	256,294	1,619,785	424,426	1,195,359
All other miscellaneous store retailers (NAICS 45399)	2,026,189	1,106,001	920,189	12,031,389	13,455,716	-1,424,327
Tobacco stores (NAICS 453991)	642,200	728,467	-86,268	3,749,432	6,431,209	-2,681,777
All other miscellaneous store retailers (except tobacco stores) (NAICS 453999)	1,383,989	377,534	1,006,455	8,281,957	7,024,507	1,257,451
<b>Non-store Retailers</b>						
Non-store retailers (NAICS 454)	57,191,193	91,869,441	-34,678,249	342,062,571	808,862,235	-466,599,664
Electronic shopping and mail-order houses (NAICS 4541)	52,545,061	91,046,057	-38,500,996	314,235,674	800,466,480	-486,230,806
Vending machine operators (NAICS 4542)	396,023	0	396,023	2,367,011	2,053,879	313,133
Direct selling establishments (NAICS 4543)	4,250,109	823,385	3,426,725	25,459,886	6,141,876	19,318,010
Fuel dealers (NAICS 45431)	2,892,240	458,681	2,433,559	17,339,661	870,371	16,469,290
Other direct selling establishments (NAICS 45439)	1,357,870	364,704	993,166	8,120,225	5,271,505	2,848,720
<b>Food Services and Drinking Places</b>						
Food services and drinking places (NAICS 722)	36,525,693	34,113,178	2,412,515	219,361,546	200,286,465	19,075,080
Special food services (NAICS 7223)	2,911,650	2,891,707	19,942	17,480,397	26,358,780	-8,878,383
Food service contractors (NAICS 72231)	2,305,604	2,122,318	183,286	13,843,821	22,924,467	-9,080,646
Caterers (NAICS 72232)	551,978	769,389	-217,412	3,312,205	3,426,773	-114,568
Mobile food services (NAICS 72233)	54,068	0	54,068	324,371	7,540	316,831
Drinking places (alcoholic beverages) (NAICS 7224)	1,259,447	177,397	1,082,049	7,613,314	1,883,276	5,730,038
Restaurants and other eating places (NAICS 7225)	32,354,597	31,044,074	1,310,523	194,267,835	172,044,410	22,223,425
Full-service restaurants (NAICS 722511)	16,305,419	7,836,963	8,468,456	97,985,852	91,331,562	6,654,300
Limited-service restaurants (NAICS 722513)	13,613,450	22,950,669	-9,337,240	81,671,570	72,751,937	8,919,633
Cafeterias, grill buffets, and buffets (NAICS 722514)	346,962	236,828	110,134	2,081,571	3,805,020	-1,723,448
Snack and non-alcoholic beverage bars (NAICS 722515)	2,088,766	19,593	2,069,173	12,528,842	4,155,901	8,372,941

Figure 14: Retail Leakage Detail by Category in New Cumberland's Primary and Secondary Trade Areas (Source: Claritas/EnviroNics Analytics)

## 7. Summary of Findings

The market study examines the demographic and retail trends in New Cumberland's primary and secondary trade areas as defined by the zip code survey. This analysis informs opportunities for future business recruitment and expansion in New Cumberland. Key findings of the market study are:

- New Cumberland primarily serves a local/regional market. Of the 1,872 customer visits recorded in the zip code survey, 97% of customers were from Pennsylvania, 66% were from Cumberland County, 15% were from York County and 12% were from Dauphin County.
- New Cumberland's primary trade area is the 17070 New Cumberland zip code. Approximately 35% of New Cumberland's customer base resides in this zip code. The primary trade area is home to approximately 16,858 people.
- New Cumberland's secondary trade area makes up about 40% of the borough's customer base and consists of 5 zip codes surrounding New Cumberland west of the Susquehanna River: 17043 Lemoyne, 17219 Eppers, 17339 Lewisberry, 17011 Camp Hill, and 17055 Mechanicsburg. Approximately 102,394 people live in the secondary trade area.
- Population in the trade areas increased (3.9% growth in the PTA and 10.5% growth in the STA from 2010-2022). Growth is projected to continue over the next five years, resulting in an expanding market base.
- In general, the population in New Cumberland's trade areas is slightly older in age, with high levels of both education and household income. Housing in the trade area is affordable compared to income levels, though housing prices have increased significantly over the past few years.
- The primary trade area leaked \$63.5 million in retail sales over the past year.
- Opportunities exist to capture existing retail leakage and leverage projected growth in retail demand. Key categories for retail expansion include: restaurants and dining, clothing and accessories, furniture and home furnishings, and gift stores and emporiums.

## APPENDIX B: BUCHART HORN REGULATORY SUMMARY FOR FLOOD ZONE DEVELOPMENT



August 19, 2022

Prepared By: Ben Mikesell, PLA, PE

BH Project #: 77476-00

### New Cumberland Borough, PA

#### DRAFT MEMO:

### Regulatory Summary for Flood Zone Development along Susquehanna River, Yellow Breeches

#### BACKGROUND

The Borough of New Cumberland is bordered by the Susquehanna River to the east and the Yellow Breeches to the south. A review of existing FEMA data and maps currently show that the Borough is in a Zone AE, which means that a detailed study has been performed of both water bodies. Therefore, Special Flood Hazard Areas (SFHA) have been delineated with regulatory boundaries and sections with Base Flood Elevations (BFE) on the Flood Insurance Rate Map (FIRM) with documentation in the Flood Insurance Study (FIS).

#### FEMA MAP ZONES AND REGULATED IMPACTS

There are three FEMA zones mapped in New Cumberland. Each is described below with typically permitted impacts.

- **Floodway.** FEMA defines a Regulatory Floodway as, *“The channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height ...”*. In general, placement of fill and development are not advisable or permitted in the floodway to avoid increasing flood risks. Fill may be permitted if a rigorous hydrologic and hydraulic (H+H) engineering analysis demonstrates that there will be “no rise” in the 100-year water surface elevations per CFR § 60.3.(d).(3).
- **Floodway Fringe or 100-year floodplain (1% annual chance of Flood Hazard).** Fill and development in the Flood Fringe is typically not advisable because it is likely that any permanent structures will be flooded during their service life. A local example, Nicks 114 Cafe located near Bridge/Front St., has flooded 3 times in the last 30 years. In addition, the 100-year flood is an arbitrary design point. There is always the possibility of larger floods, in which case, the impacts of the flood can be exacerbated by development in or even near the 100-year floodplain.

If development does occur, at a minimum, construction needs to comply with current National Flood Insurance Program (NFIP) requirements (see below) to qualify for flood insurance protection. The owner will be required to purchase flood insurance to finance any property/improvements within the SFHA. Fill and development is regulated in the floodway fringe (100-year floodplain), however, it may be permitted if a rigorous hydrologic and hydraulic (H+H) engineering analysis demonstrates that there will be “no rise” in the 100-year water surface elevations (see Figure 1). If it is determined that the development will cause a rise, it cannot exceed the height designated in the “Floodway Data” in the FIS (see Figure 2).

In event that the BFE is modified by the development, a Conditional Letter of Map Revision (CLOMR) is required to be submitted for FEMA review and approval to permit development to proceed. A Letter of Map Revision (LOMR / LOMR-F), would be needed once the construction is complete to formally change the FIRM.

The NFIP sets minimum standards, but the Borough can adopt additional floodplain development standards including the 2021 International Building Code (IBC) and/or ASCE 24 Flood Resistant Design and Construction Standard. If adopted, there can be conflicts between the standards the Borough would want to clarify. For

example, a floodproofed restroom constructed below the BFE complies with ASCE 24, but not NFIP requirements.

- **500-year floodplain (0.2% annual chance of Flood Hazard).** Any type of fill or development can proceed in this zone without FEMA oversight. Property owners should strongly consider purchasing flood insurance as there is a 0.2% that their property will be flooded every year.

FIGURE 1. FLOODWAY SCHEMATIC (Source: FIS, p. 35)

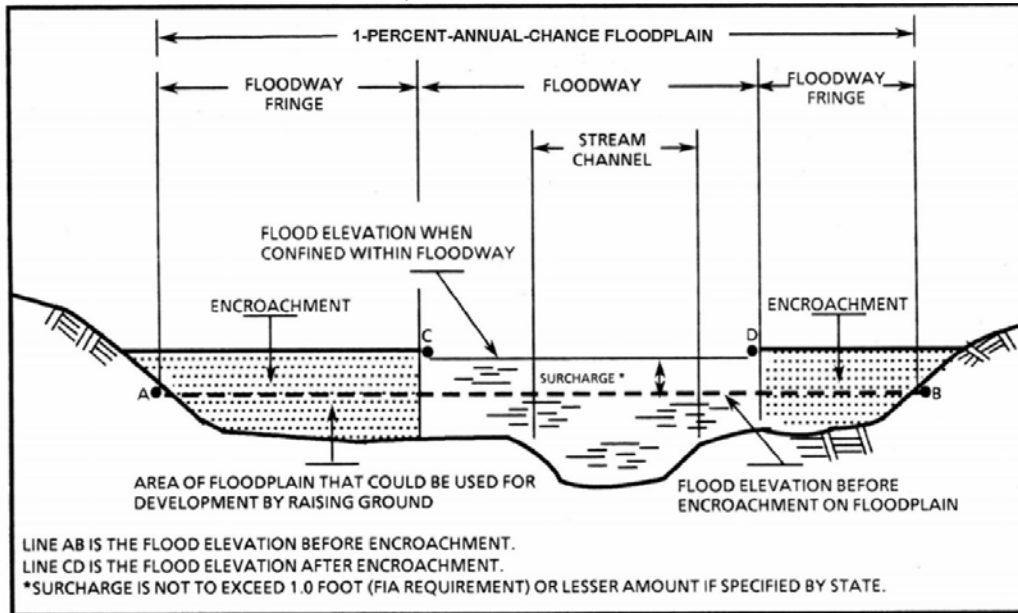


FIGURE 2. FLOODWAY DATA (Source: FIS, p. 56)

FLOODING SOURCE		FLOODWAY			1-PERCENT-ANNUAL-CHANCE FLOOD WATER-SURFACE ELEVATION (FEET NAVD 88)			
CROSS SECTION	DISTANCE	WIDTH (FEET)	SECTION AREA (SQUARE FEET)	MEAN VELOCITY (FEET PER SECOND)	REGULATORY	WITHOUT FLOODWAY	WITH FLOODWAY	INCREASE
YELLOW BREECHES CREEK								
A	247 <sup>2</sup>	769 <sup>3</sup>	7,056	2.1	312.3	310.7 <sup>5</sup>	311.6	1.0
B	817 <sup>2</sup>	533 <sup>3</sup>	5,237	2.8	312.3	310.9 <sup>5</sup>	311.7	0.9
C	1,237 <sup>2</sup>	408 <sup>3</sup>	4,159	3.6	312.3	311.1 <sup>5</sup>	312.0	0.9
D	2,077 <sup>2</sup>	862 <sup>3</sup>	6,760	2.2	312.3	311.9 <sup>5</sup>	312.7	0.8
E	2,887 <sup>2</sup>	870 <sup>3</sup>	7,280	2.0	312.3	312.3	313.1	0.8
F	4,332 <sup>2</sup>	308 <sup>3</sup>	3,434	4.3	313.1	313.1	313.9	0.8
G	4,927 <sup>2</sup>	479 <sup>3</sup>	4,427	3.3	314.1	314.1	314.9	0.8

<sup>2</sup> Feet above confluence with Susquehanna River  
<sup>3</sup> Floodway widths extend beyond County boundary  
<sup>5</sup> Elevation computed without consideration of backwater effects from Susquehanna River

TABLE 7	FEDERAL EMERGENCY MANAGEMENT AGENCY <b>CUMBERLAND COUNTY, PA</b> (ALL JURISDICTIONS)	<b>FLOODWAY DATA</b>
		<b>WERTZ RUN - YELLOW BREECHES CREEK</b>

### **LIMITATIONS OF FLOOD INSURANCE**

Under current NFIP guidelines, the maximum residential flood insurance policy is \$250,000 for the structure and \$100,000 for contents. The current maximum for businesses is \$500,000 in building coverage and \$500,000 for contents. This may be an important consideration for maximum building sizes and how property is subdivided.

### **PENDING FEMA MAP MODIFICATIONS**

FEMA is currently in the process of completing an updated Flood Insurance Study (FIS) for Cumberland County which includes significant proposed changes to the Flood Insurance Rate Maps (FIRM) for the Borough. The proposed maps are significantly reducing the floodway area along the Yellow Breeches, revising the mapping of all the properties along Front St. from Floodway to Floodway Fringe. This significantly improves the development potential of the properties along the Yellow Breeches.

There are also some significant changes along the Susquehanna River, east of Market St. where revisions are being made between the 100-year and 500-year floodplains. These changes could be advantageous (e.g. simplified development process) to the development of properties that are being changed to the 500-year floodplain and deleterious (e.g. more complicated development process) to properties with changes from the 500-year to the 100-year.

The Floodway Data in the FIS indicates that backwater from the Susquehanna River is the controlling parameter on the WSEL of the Yellow Breeches for sections A to E (mouth of the creek to the western end of the Borough park). The current FIS and pending maps show a regulatory BFE (i.e., 100-year flood elevation) of 312.3 from the mouth of the Yellow Breeches to the west end of the Borough Park. This elevation reportedly accounts for backwater effects of the Susquehanna River. The pending maps show a slightly lower BFE of 312.1. Based on a preliminary review, the backwater effects indicate that it should be possible to fill within the Floodway Fringe with minimal to “no rise” in the WSEL. A more detailed H+H analysis is needed. This also assumes PA DEP and USACE permitting can be secured (see discussion below).

### **NATIONAL FLOOD INSURANCE PROGRAM REQUIREMENTS FOR FLOODPROOFING**

Beyond what is “required” by code, it is recommended that any structure built in floodprone areas be floodproofed to safeguard the interests of the owner. Considering the inaccuracies of floodplain modeling, it is good practice that any finished floors would be elevated to 1-foot above the 100-year flood elevation (BFE). However, the federal regulations only require finished floor elevations be above the BFE.

NFIP requirements are codified in,

*Chapter 44 of the Code of Federal Regulation (CFR),*

*Chapter I Federal Emergency Management Agency, Department of Homeland Security*

*Chapter B Insurance and Hazard Mitigation*

*Parts*

- 59 General Provisions*
- 60 Criteria for Land Management Use*
- 65 Identification and Mapping of Special Hazard Areas*
- 70 Procedure for Map Correction*

Specific requirements for construction in the floodplain are covered in Part 60. Because New Cumberland Borough has a detailed study (zone AE) with a regulatory floodway, CFR § 60.3.(d), which references section (c) also applies:

*(c) When the Federal Insurance Administrator has provided a notice of final flood elevations for one or more special flood hazard areas on the community's FIRM and, if appropriate, has designated other special flood hazard areas without base flood elevations on the community's FIRM, but has not identified a regulatory floodway or coastal high hazard area, the community shall:*

- (1) Require the standards of paragraph (b) of this section within all A1-30 zones, AE zones, A zones, AH zones, and AO zones, on the community's FIRM;
- (2) Require that all new construction and substantial improvements of residential structures within Zones A1-30, AE and AH zones on the community's FIRM have the lowest floor (including basement) elevated to or above the base flood level, unless the community is granted an exception by the Federal Insurance Administrator for the allowance of basements in accordance with § 60.6 (b) or (c);
- (3) Require that all new construction and substantial improvements of non-residential structures within Zones A1-30, AE and AH zones on the community's firm (i) have the lowest floor (including basement) elevated to or above the base flood level or, (ii) together with attendant utility and sanitary facilities, be designed so that below the base flood level the structure is watertight with walls substantially impermeable to the passage of water and with structural components having the capability of resisting hydrostatic and hydrodynamic loads and effects of buoyancy;
- (4) Provide that where a non-residential structure is intended to be made watertight below the base flood level, (i) a registered professional engineer or architect shall develop and/or review structural design, specifications, and plans for the construction, and shall certify that the design and methods of construction are in accordance with accepted standards of practice for meeting the applicable provisions of paragraph (c)(3)(ii) or (c)(8)(ii) of this section, and (ii) a record of such certificates which includes the specific elevation (in relation to mean sea level) to which such structures are floodproofed shall be maintained with the official designated by the community under § 59.22(a)(9)(iii);
- (5) Require, for all new construction and substantial improvements, that fully enclosed areas below the lowest floor that are usable solely for parking of vehicles, building access or storage in an area other than a basement and which are subject to flooding shall be designed to automatically equalize hydrostatic flood forces on exterior walls by allowing for the entry and exit of floodwaters. Designs for meeting this requirement must either be certified by a registered professional engineer or architect or meet or exceed the following minimum criteria: A minimum of two openings having a total net area of not less than one square inch for every square foot of enclosed area subject to flooding shall be provided. The bottom of all openings shall be no higher than one foot above grade. Openings may be equipped with screens, louvers, valves, or other coverings or devices provided that they permit the automatic entry and exit of floodwaters.

...

(d) When the Federal Insurance Administrator has provided a notice of final base flood elevations within Zones A1-30 and/or AE on the community's FIRM and, if appropriate, has designated AO zones, AH zones, A99 zones, and A zones on the community's FIRM, and has provided data from which the community shall designate its regulatory floodway, the community shall:

- (1) Meet the requirements of paragraphs (c) (1) through (14) of this section;
- (2) Select and adopt a regulatory floodway based on the principle that the area chosen for the regulatory floodway must be designed to carry the waters of the base flood, without increasing the water surface elevation of that flood more than one foot at any point;
- (3) Prohibit encroachments, including fill, new construction, substantial improvements, and other development within the adopted regulatory floodway unless it has been demonstrated through hydrologic and hydraulic analyses performed in accordance with standard engineering practice that the proposed encroachment would not result in any increase in flood levels within the community during the occurrence of the base flood discharge;
- (4) Notwithstanding any other provisions of § 60.3, a community may permit encroachments within the adopted regulatory floodway that would result in an increase in base flood elevations, provided that the community first applies for a conditional FIRM and floodway revision, fulfills the requirements for such revisions as established under the provisions of § 65.12, and receives the approval of the Federal Insurance Administrator.

### **PA DEP, USACE PERMITTING**

Any development near or within a floodplain area must also consider implications of environmental regulations administered by the Pennsylvania Department of Environmental Protection (PADEP) and the United States Army Corps of Engineers (USACE).

USACE Regulatory Branch would assume jurisdiction in watercourses as defined by the area within the Ordinary High Water Mark (OHWM) and hydrologically connected areas meeting the definition of wetlands. The OHWM is defined by visible features such as drift lines, concrete stains, or other high water marks. Alternatively, or it can be established conservatively by modeling the water surface boundary for a 2-year storm event, which typically includes the FEMA floodway and may or may not include parts of the FEMA Floodway Fringe. USACE defines a floodplain as being outside the OHWM. So fill or development could proceed outside the OHWM or wetland boundaries without USACE oversight. Any proposed fill or development inside the OHWM or wetland boundaries would require USACE permitting.

The following PA DEP Title 25 regulations would potentially come into play for a development in the flood zone in New Cumberland.

Chapter 102 – Erosion and Sediment Control

Chapter 105 - Dam Safety and Waterway Management

Chapter 106 - Floodplain Management

Any development over an acre would need to comply with Chapter 102 requirements, submitting an erosion and sediment control plan to acquire a permit from the Cumberland County Conservation District. Fill or development within the OHWM or wetland boundaries would certainly need permits under Chapters 105 and/or 106. Fill or development outside the OHWM and wetland boundaries, but inside the 100-year floodplain would need to be reviewed on a case by case basis with DEP staff. There are a variety of general and joint permits with specific conditions that may be applicable.

The permits described above are approved at the discretion of PADEP and USACE according to their regulatory mandates.

### **KEY DEFINITIONS**

**Lowest Floor** - (Source: 44 CFR 59.1)

*“The lowest floor of the lowest enclosed area (including basement). An unfinished or flood resistant enclosure, usable solely for parking of vehicles, building access or storage in an area other than a basement area is not considered a building's lowest floor; Provided, that such enclosure is not built so as to render the structure in violation of the applicable non-elevation design requirements of § 60.3.”*

**Special Flood Hazard Area (SFHA)** - (Source: “Glossary Section: NFIP - National Flood Insurance Program”)

*“An area having special flood, mudflow or flood-related erosion hazards and shown on a Flood Hazard Boundary Map (FHBM) or a Flood Insurance Rate Map (FIRM) Zone A, AO, A1-A30, AE, A99, AH, AR, AR/A, AR/AE, AR/AH, AR/AO, AR/A1-A30, V1-V30, VE or V. The SFHA is the area where the National Flood Insurance Program's (NFIP's) floodplain management regulations must be enforced and the area where the mandatory purchase of flood insurance applies. For the purpose of determining Community Rating System (CRS) premium discounts, all AR and A99 zones are treated as non-SFHAs.”*

National Flood Insurance Program Requirements:

59.1 - Definition of Lowest Floor

60.3 - Floodplain Management Criteria

In New Cumberland, the SFHA is “subject to inundation by the 1% annual chance Flood”, or more simply referred to as the “100-year Floodplain”.

**Regulatory Floodway** - (Source: “Glossary Section: NFIP - National Flood Insurance Program”)

*“The channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height. Communities must regulate development in these floodways to ensure that there are no increases in upstream flood elevations. For streams*

*and other watercourses where FEMA has provided Base Flood Elevations (BFEs), but no floodway has been designated, the community must review floodplain development on a case-by-case basis to ensure that increases in water surface elevations do not occur, or identify the need to adopt a floodway if adequate information is available.”*

*National Flood Insurance Program Requirements*

*59.1 - Definition*

*60.3 - Floodplain management criteria for floodprone areas*

*60.3 (c) (10) - Cumulative Effects of Development*

*60.3 (d) (2) - Floodway Adoption*

*60.3 (d) (3) - Floodway Encroachment*

*60.3 (d) (4) - Floodway Encroachments that Cause an Increase*



## APPENDIX C: SURVEY SUMMARY

### Opinion Survey Results August 22, 2022

**Survey Period: July 27-August 10, 2022**  
**318 Respondents**

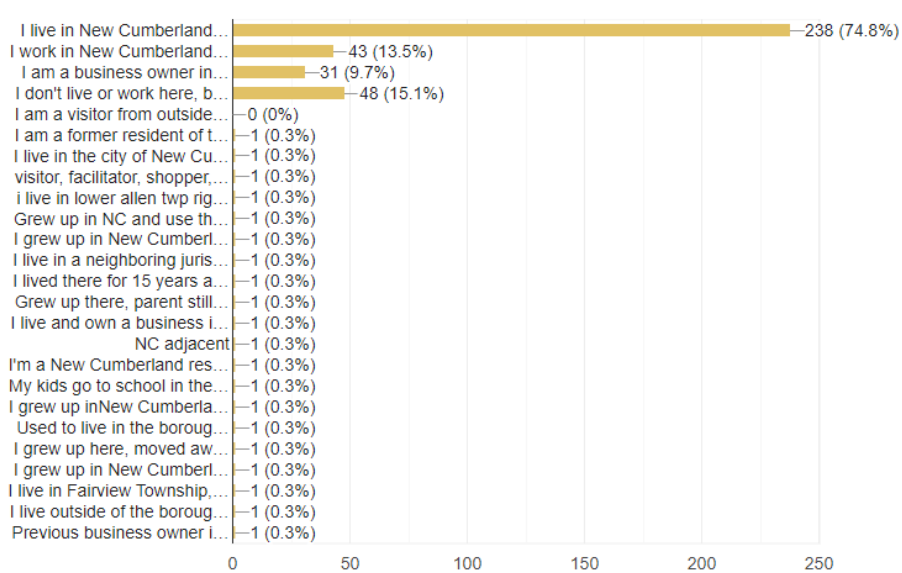
*Note: Word Clouds were prepared for several (not all) of the open-ended questions to provide a sense of words or ideas that appeared most often in the response.*

Survey prepared by Mahan Rykiel Associates and Arnett Muldrow



# Q1:

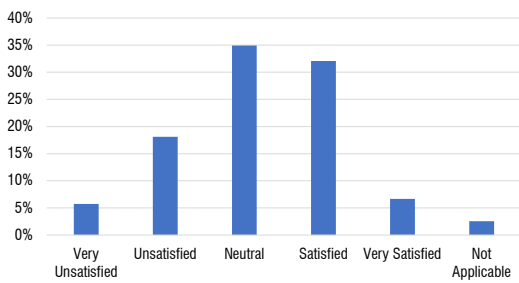
How would you describe your connection with New Cumberland Borough?:



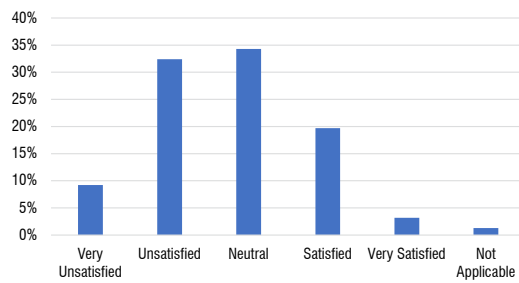
## Q2:

In New Cumberland Borough, how satisfied or dissatisfied are you with access to the following:

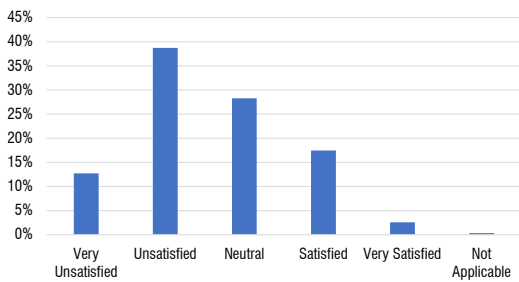
Satisfaction with Arts and Cultural Resources



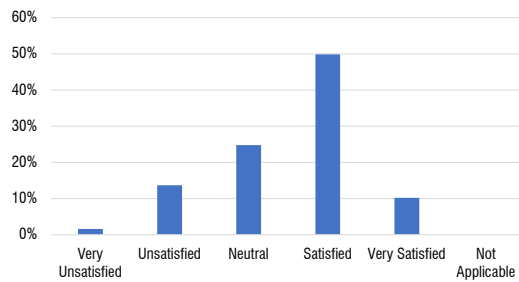
Opportunities for Shopping



Dining Opportunities

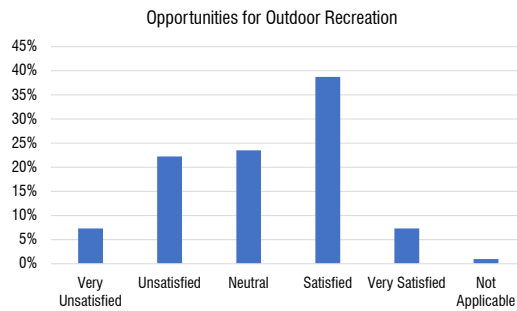


Community Events and Activities



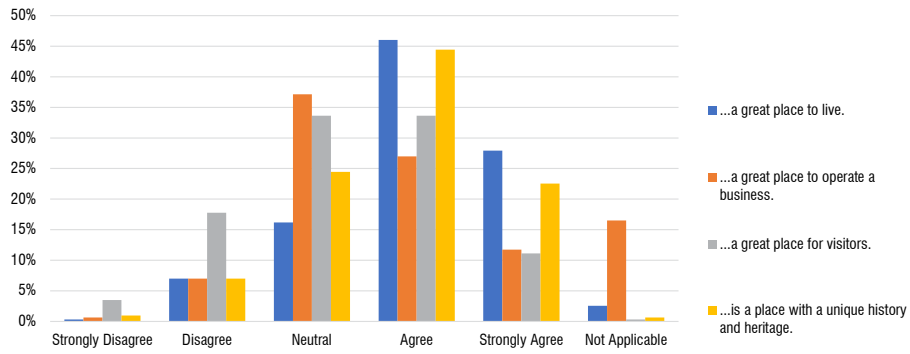
## Q2 [contd.]

In New Cumberland Borough, how satisfied or dissatisfied are you with access to the following:



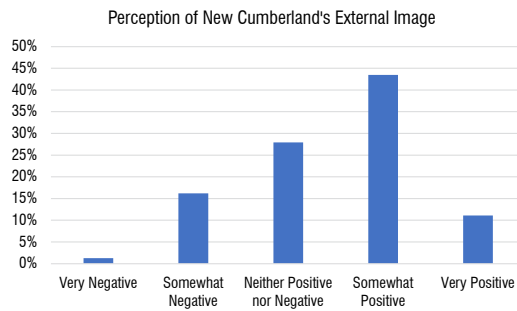
### Q3

To what extent do you agree or disagree with the following, “ New Cumberland is...”



## Q4

How positive or negative do you believe the image of New Cumberland Borough is to people in the surrounding region (that is, to people outside of the Borough)?



## Q5

Would you like to elaborate on why you believe New Cumberland Borough's image is either positive or negative?

**No Word Cloud  
Prepared for  
this Question**

## Q6

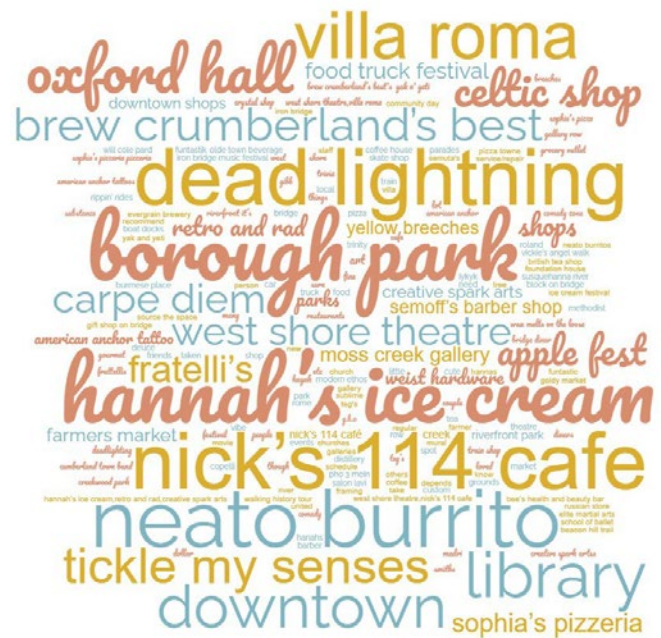
Please share three (3) words or phrases that you feel best describe the character and personality of New Cumberland Borough.





## Q7

What specific places (e.g. destinations, businesses, etc.) within New Cumberland Borough would you recommend to a person visiting the community for the first time?



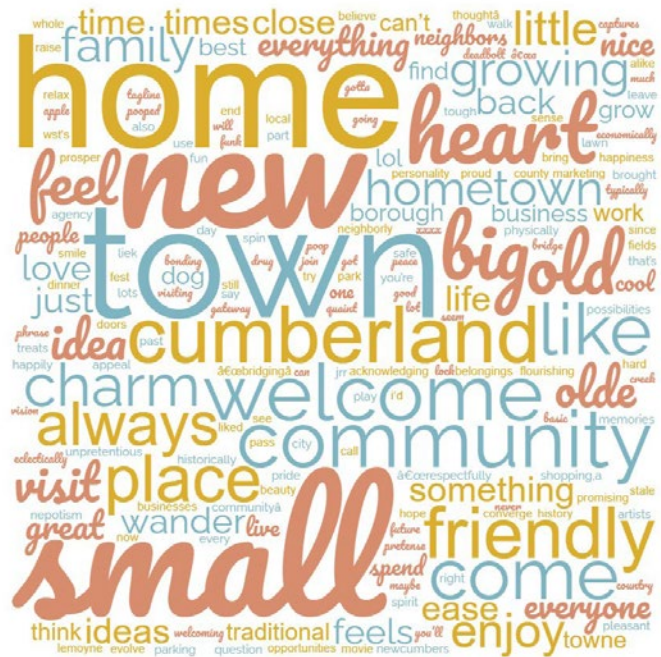
## Q8

If you were designing a post card for New Cumberland Borough, what one (1) image would you use to capture the personality of the community?



## Q9

(Optional) If you were designing a “Welcome to New Cumberland Borough” sign, what phrase or tagline would you use to convey the essence of New Cumberland Borough?



## Q10

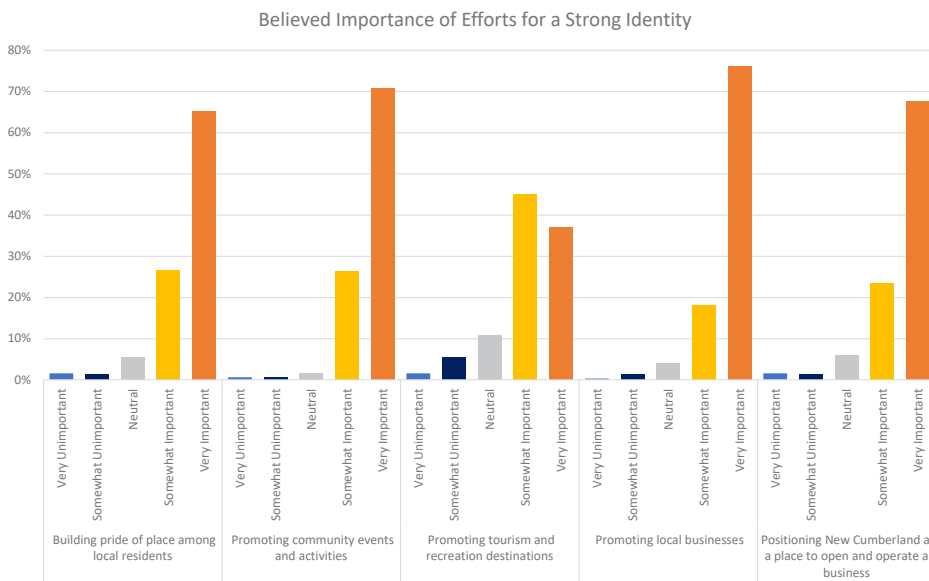
(Optional) What might be the biggest misconception about New Cumberland Borough?

**No Word Cloud  
Prepared for  
this Question**



# Q12

Of the following, which do you believe are most or least important to a strong IDENTITY for New Cumberland Borough?



# Q13

(Optional) Do any of the surrounding communities or Boroughs compete with New Cumberland Borough? Please identify or explain.



# Q14

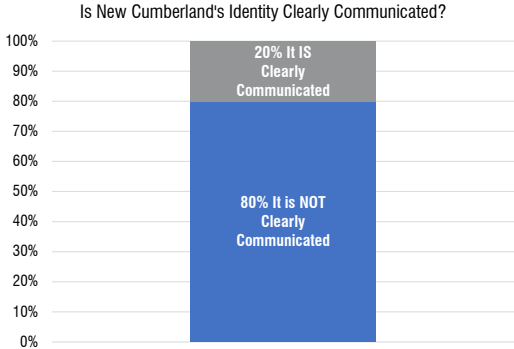
(Optional) What distinguishes New Cumberland Borough from other places?





# Q15

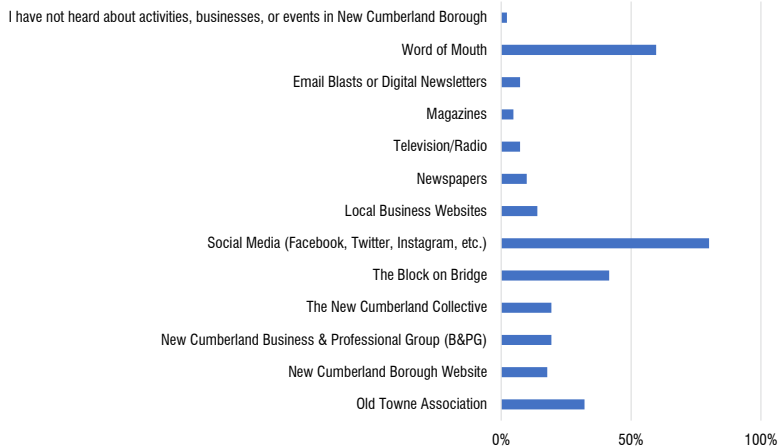
Please finish this sentence: "New Cumberland Borough's identity..."



# Q16

In the past, how have you heard about activities, businesses, and events in New Cumberland Borough?

Outlet for News and Events



Church announcements/Blessing Box flyers  
 I hear a majority of the activities and events through my business. If I didn't own a business in New Cumberland, the only event I would hear about all year is the Apple Festival posters/flyers in windows downtown  
 the Olde Towne newsletter that comes out a few times a year  
 Borough newsletter, Signs at library  
 Facebook  
 Digital Message Board 4&Bridgr  
 The one church on Bridge St. puts big signs up for things like movie nights, apple fest, etc.  
 Yard signs for food truck/Source market nights  
 visitcumberlandvalley.com  
 signage at post office and yard signs  
 The Burg mag is the best! Please work to get more articles in it.  
 Their new hire, Valerie, has a massive following and does an incredible job with alerting outsiders like me about events etc in the Borough. Without her efforts myself and many in my network would have not frequented businesses, events, etc in the borough.  
 Valerie Copenhaver has been passing info to me to dispatch.  
 Signs and banners around town  
 Typically those large banners. I don't follow NC in social media  
 church announcements  
 Signs along the street and around the community  
 The mailer that comes out not sure if it is a newsletter or what exactly it is  
 Community resident discussions  
 The newsletter new cumberland puts out  
 The new cumberland news brochure  
 Flyers, Banners & newsletter in the mail  
 Signs in local business windows (businesses on Bridge Street)  
 LIBRARY  
 Facebook & Business Instagrams.  
 Local signs posted in town  
 Banners that are hung in town.  
 The Old Towne's "The Messenger"  
 Library social media/website  
 Calendar  
 Banners and flyers  
 Churches  
 Almost always on Neighbors in New Cumberland Facebook group.  
 Library signs  
 Sign by the post office.

## Q17

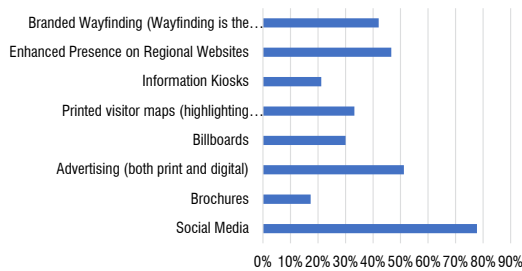
(Optional) Please provide detail for your answer(s) above by identifying specific sources of information.

**No Word Cloud  
Prepared for  
this Question**

# Q18

In what ways might New Cumberland be better promoted?

Improving New Cumberland Promotion



- tv
- Borough website (existing website but user friendly)
- Digital Visitor Maps
- Event banners and entrance signage at key entrances
- Like I said walking Map of NC with history of old buildings. 5 and Bridge old school - old Fire House ( now a restaurant) on 4th St
- Head up a coalition with neighboring communities. Be the borough leading this initiative so to have best control/influence over the agenda etc. "We are always better together."
- An up to date, well maintained borough website (including council meetings)
- Anything printed is a waste. Go with online ads, maybe an app.
- Mailings and/or email
- Grassroots / cross-promotion in other similar small towns (I'd be happy to talk more about this and some ideas - jwolfe@madewithMerit.com)
- Email list
- I think NC first needs to get more dining, brewing, etc options before promoting it. Those seem to be what folks are seeking.
- There needs to be a site that combines all news and information about the Borough. Like an online messenger.
- National acts at theatre, outdoor show at park or Neato lot
- Get into the local schools, establishments and colleges and invite the young people
- please don't clutter up the place with , kiosks, branded wayfinding, =visual clutter
- Have something to promote.....kudos on the theater. It could begin a build back
- Cut the hype and focus on being a better place to live and work. Word of mouth goes a LONG way.
- we gotta tap into being "front & center" on PennLive postings for events going on in the region
- we need to attract more businesses and update our look before we invest in some of this PR
- Through the residents. I got a sense from people I spoke with that it is tough to get involved locally within the borough. Borough residents can be some of the borough's biggest allies in revitalization. Please listen to everyone and make them feel like they have a voice.
- website SEO (Borough, BPG, etc.)
- I'm not sure
- Digital signage at the main entry points into the Borough
- Banners over roads and at bridge, flyers posted at businesses and post office
- more hosted events for community
- Corner signs around the hubs in town
- Have a collaborative website or a facebook page! It's hard to find information about anything without checking multiple places
- Various events to target different demographics.
- Collaborating with area organizations with shared interests to promote events

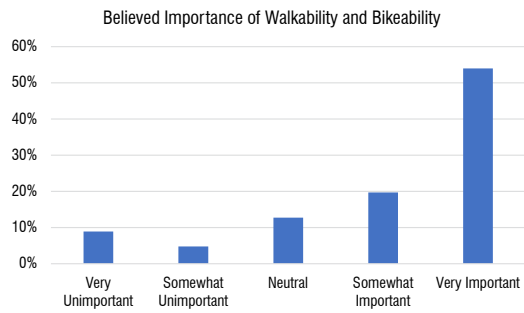
## Q19

(Optional) What are your top three (3) priorities for improving downtown?



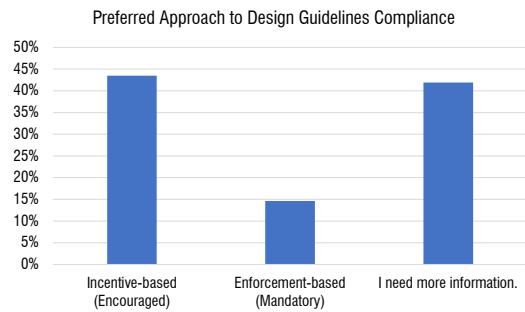
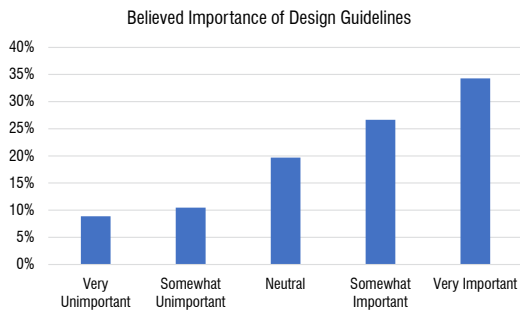
## Q20

Do you believe improving WALKABILITY and BIKABILITY in Downtown New Cumberland Borough is...



## Q21 & Q22

Do you believe establishing DESIGN GUIDELINES for development and redevelopment projects is...  
&  
If design guidelines are created, what do you believe will be the most effective approach to assure compliance with the guidelines in New Cumberland Borough?



## Q23

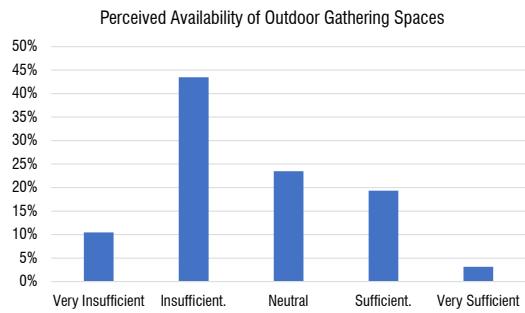
(Optional) If Downtown New Cumberland Borough were to introduce streetscape improvements (street trees, new pavement, lighting, benches, etc.), where do you think such improvements would have the most impact?





## Q24

How would you describe the availability of Downtown New Cumberland Borough's outdoor gathering spaces (such as plazas, sidewalks, cafes, parks, etc.)?



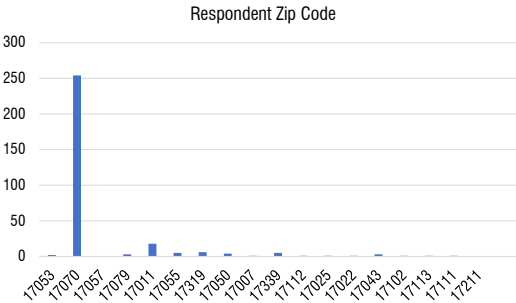
## Q25

(Optional) Please share any ideas for improvements that you've seen in other downtowns which could be good examples for New Cumberland Borough improvements.

**No Word Cloud  
Prepared for  
this Question**

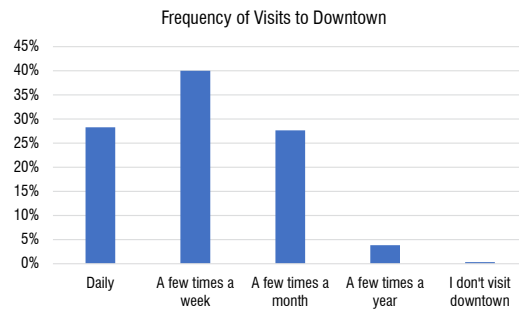
# Q27

What is your home residence ZIP Code?



## Q28

How frequently do you visit downtown New Cumberland Borough?



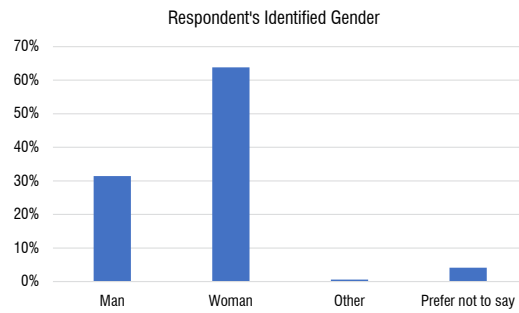
## Q29

If you do not currently visit downtown New Cumberland Borough, Why Not?  
(All of the comments below are single responses).

1. Everything always seems closed or have weird hours
2. I avoid the area at night because unfortunately it feels unsafe
3. I don't know what is happening (West Shore Theater). With the bakery gone, there is almost no reason to go there.
4. I drop my kids at school everyday, however, there isn't anything that is truly drawing me in.
5. I go to other towns.
6. I go to the new theater and bank if necessary. I don't think of downtown as a destination.
7. I have lived in NC most of my life. I rarely come downtown. Not much to do. Brough Park is not well kept.
8. I live close to boro line with Lemoyne and don't have reasons to walk to downtown area.
9. I only go to the grocery store. The pandemic has just made it easier to stay at home. A path or place to ride a bike would help.
10. I work during the day. Downtown needs to have later hours.
11. I would be interested if some better food or café options.
12. It's barely impossible to walk there in the winter due to missing sidewalks, large trucks blocking the Iron Bridge sidewalks.
13. Lack of destination or purpose.
14. Need more reasons to stop.
15. Need more restaurants; not just bars.
16. Not a lot to do on a regular basis.
17. Not enough options at the moment.
18. Not many dining choices.
19. Not much there that interests me.
20. Nothing attractive down there except post office and Oxford Tea House.
21. Nothing that I'm interested in visiting. Its boring.
22. Now that the theater is open, I'll visit more often. Otherwise the services I need aren't there.
23. Only several businesses present themselves as welcoming.
24. Parking, but Hannah's Ice Cream is the best.
25. The businesses just aren't my fit. There's a lot of niche stuff.
26. The only reason I "visit" is because I live there.
27. There is no reason for me to go downtown outside of passing through on my way to Giant, or to grab food from a local restaurant.
28. There isn't much there since all of the dining places have closed.
29. Very little nightlife.
30. Would love to, but firmly settled (for now) in our home just outside the borough.

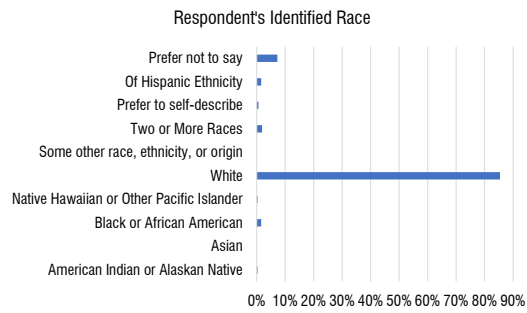
# Q30

What is your gender identity?

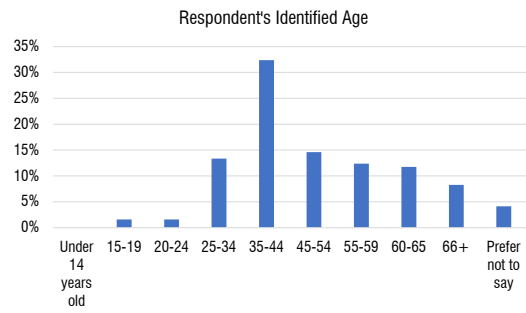


# Q31

What is your race?



# Q32





## APPENDIX D: CATALYST PROJECT COSTS

OPINION OF PROBABLE CONSTRUCTION COST					
<b>Project Name: Community Identity &amp; Downtown Master Plan</b>					
<b>Project Number: 77476-00</b>					
<b>Client: New Cumberland Borough</b>					
<b>Location: #17 Riverside Gateway Redevelopment</b>					
<b>Date: 1/25/2023</b>					
<b>Burdens:</b>					
State Sales Tax: n/a					
Labor Burden: 65%					
(Payroll, Taxes, Ins)					
DESCRIPTION OF WORK	QUANTITY	UNIT	UNIT PRICE	HISTORICAL	TOTAL W/ BURDENS
Mobilization	1	ls	368,755.22	\$368,755	\$660,646
Demo of Existing Structures	5,000	sf	3.00	\$15,000	\$26,873
Demo of Asphalt Pavement	1,580	sy	5.00	\$7,900	\$14,153
Removal of Existing Fence	120	lf	4.00	\$480	\$860
Asphalt Paving	2,010	sy	30.00	\$60,300	\$108,031
Curb and Gutter	1,420	lf	14.00	\$19,880	\$35,616
Concrete Sidewalk / Paving	3,550	sf	6.50	\$23,075	\$41,340
Stormwater Management/BioRetention	1,600	sf	60.00	\$96,000	\$171,989
Ornamental Lighting	4	ea	5,000.00	\$20,000	\$35,831
Grading/Earthwork	28,500	sf	1.50	\$42,750	\$76,589
2" Caliper Tree	28	ea	200.00	\$5,600	\$10,033
Building	43,800	sf	150.00	\$6,570,000	\$11,770,525
				=====	=====
				\$7,229,740	\$12,952,486
<b>ESTIMATE SUMMARY:</b>					
				SUBCONTRACTS:	\$7,229,740
					=====
				<b>ADD-ONS:</b>	\$7,229,740
				GENERAL CONDITIONS: 10%	\$722,974
					=====
					\$7,952,714
				PROFIT AND OVERHEAD: 10%	\$795,271
					=====
					\$8,747,986
				BONDS AND INSURANCE: 3%	\$262,440
					=====
					\$9,010,425
				CONTINGENCY: 25%	\$2,252,606
					=====
					\$11,263,032
				COVID FACTOR 15%	\$1,689,455
					=====
					\$12,952,486
				<b>OPINION OF PROBABLE CONSTRUCTION COST</b>	<b>\$12,952,500</b>

NEW CUMBERLAND BOROUGH  
APPENDIX

OPINION OF PROBABLE CONSTRUCTION COST

**Project Name: Community Identity & Downtown Master Plan**  
**Project Number: 77476-00**  
**Client: New Cumberland Borough**  
**Location: #18 217 Bridge Street Redevelopment**  
**Date: 1/25/2023**



**Burdens:**

State Sales Tax: n/a  
 Labor Burden: 65%  
 (Payroll, Taxes, Ins)


DESCRIPTION OF WORK	QUANTITY	UNIT	UNIT PRICE	HISTORICAL	TOTAL W/ BURDENS
Mobilization	1	ls	194,587.19	\$194,587	\$348,614
Demo of Existing Structures	2,500	sf	3.00	\$7,500	\$13,437
Demo of Asphalt Pavement	1,170	sy	5.00	\$5,850	\$10,481
Grading/Earthwork	16,500	sf	1.50	\$24,750	\$44,341
Asphalt Paving	520	sy	30.00	\$15,600	\$27,948
Concrete Sidewalk Removal	100	sy	12.00	\$1,200	\$2,150
New Concrete Sidewalk	1,700	sf	6.50	\$11,050	\$19,797
Curb and Gutter	550	lf	14.00	\$7,700	\$13,795
Stormwater Management- Micro Bioretention	1,350	sf	60.00	\$81,000	\$145,116
Site Lighting	4	ea	5,000.00	\$20,000	\$35,831
2" Caliper Tree	9	ea	200.00	\$1,800	\$3,225
Building	22,960	sf	150.00	\$3,444,000	\$6,170,120
				=====	=====
				\$3,815,037	\$6,834,854

**ESTIMATE SUMMARY:**

SUBCONTRACTS:		\$3,815,037
		=====
<b>ADD-ONS:</b>		\$3,815,037
GENERAL CONDITIONS: 10%		\$381,504
		=====
		\$4,196,541
PROFIT AND OVERHEAD: 10%		\$419,654
		=====
		\$4,616,195
BONDS AND INSURANCE: 3%		\$138,486
		=====
		\$4,754,681
CONTINGENCY: 25%		\$1,188,670
		=====
		\$5,943,351
COVID FACTOR 15%		\$891,503
		=====
		\$6,834,854

**OPINION OF PROBABLE CONSTRUCTION COST                      \$6,834,900**

**APPENDIX E: STREETScape PROJECT COSTS**

OPINION OF PROBABLE CONSTRUCTION COST					
<b>Project Name: Community Identity &amp; Downtown Master Plan</b> <b>Project Number: 77476-00</b> <b>Client: New Cumberland Borough</b> <b>Location: #26 Bridge Street Enhancements 5th to 2nd Alley</b> <b>Date: 1/25/2023</b> <b>Burdens:</b> State Sales Tax: n/a Labor Burden: 65% (Payroll, Taxes, Ins)					
					
DESCRIPTION OF WORK	QUANTITY	UNIT	UNIT PRICE	HISTORICAL	TOTAL W/ BURDENS
Mobilization	1	ls	10,137.59	\$10,138	\$18,162
Traffic Control	3	wk	1,500.00	\$4,500	\$8,062
Bumpouts at Crosswalks - Option 1					
Textured Surface Treatment	2,500	sf	5.00	\$12,500	\$22,394
Thermoplastic White Line - 6"	1,200	lf	1.60	\$1,920	\$3,440
Bumpouts at Crosswalks - Option 2					
Painted Surface/Public Art	5,000	sf	10.00	\$50,000	\$89,578
Ornamental Pedestrian Lights	20	ea	5,000.00	\$100,000	\$179,156
Benches	4	ea	2,500.00	\$10,000	\$17,916
Bike Racks	2	ea	500.00	\$1,000	\$1,792
Trash Receptacle	4	ea	1,000.00	\$4,000	\$7,166
Banners on Poles	20	ea	150.00	\$3,000	\$5,375
New Tree Pits	3		150.00	\$450	\$806
Root Barrier	96	sf	3.00	\$288	\$516
Topsoil	12	cy	30.00	\$360	\$645
2" Caliper Tree	3	ea	200.00	\$600	\$1,075
				=====	=====
				\$198,756	\$356,082
<b>ESTIMATE SUMMARY:</b>					
				SUBCONTRACTS:	\$198,756
					=====
				<b>ADD-ONS:</b>	\$198,756
				GENERAL CONDITIONS: 10%	\$19,876
					=====
				PROFIT AND OVERHEAD: 10%	\$218,631
					\$21,863
					=====
				BONDS AND INSURANCE: 3%	\$240,494
					\$7,215
					=====
				CONTINGENCY: 25%	\$247,709
					\$61,927
					=====
				COVID FACTOR 15%	\$309,636
					\$46,445
					=====
					\$356,082
				<b>OPINION OF PROBABLE CONSTRUCTION COST</b>	<b>\$356,100</b>

NEW CUMBERLAND BOROUGH  
**APPENDIX**

OPINION OF PROBABLE CONSTRUCTION COST					
<b>Project Name: Community Identity &amp; Downtown Master Plan</b>					
<b>Project Number: 77476-00</b>					
<b>Client: New Cumberland Borough</b>					
<b>Location: #27 Bridge Street Improvements 2nd Alley to Creek</b>					
<b>Date: 1/25/2023</b>					
<b>Burdens:</b>					
State Sales Tax: n/a					
Labor Burden: 65%					
(Payroll, Taxes, Ins)					
DESCRIPTION OF WORK	QUANTITY	UNIT	UNIT PRICE	HISTORICAL	TOTAL W/ BURDENS
Mobilization	1	ls	17,537.44	\$17,537	\$31,419
Traffic Control	12	wk	1,500.00	\$18,000	\$32,248
Asphalt Removal (Aprons/Median/SW Bumpouts)	514	sy	5.00	\$2,570	\$4,604
Concrete Sidewalk Removal (50% + Pits+ Aprons)	1,000	sy	12.00	\$12,000	\$21,499
New Concrete Sidewalk (50%)	7,305	sf	6.50	\$47,483	\$85,068
New Concrete Aprons	1,700	sf	7.50	\$12,750	\$22,842
New Tree Pits					
Root Barrier	600	sf	3.00	\$1,800	\$3,225
Topsoil	128	cy	30.00	\$3,840	\$6,880
Mulch	192	sy	6.50	\$1,248	\$2,236
2" Caliper Tree	31	ea	200.00	\$6,200	\$11,108
Stamped Colored Asphalt Crosswalks					
Asphalt	377	sy	15.00	\$5,655	\$10,131
Stamping	3,400	sf	7.00	\$23,800	\$42,639
Thermoplastic White Line 12"	275	lf	3.50	\$963	\$1,724
Bumpouts at Crosswalks					
Textured Surface Treatment	1,400	sf	5.00	\$7,000	\$12,541
Thermoplastic White Line - 6"	275	lf	1.60	\$440	\$788
Bumpout Rain Garden					
Concrete Curb	290	lf	14.00	\$4,060	\$7,274
Planting Media	68	cy	30.00	\$2,040	\$3,655
Drain/Connection to Storm Drain	4	ea	500.00	\$2,000	\$3,583
Ornamental Fencing	240	lf	100.00	\$24,000	\$42,997
Ornamental Pedestrian Lights	27	ea	5,000.00	\$135,000	\$241,860
Bike Racks	4	ea	500.00	\$2,000	\$3,583
Trash Receptacle	6	ea	1,000.00	\$6,000	\$10,749
Banners on Poles	27	ea	150.00	\$4,050	\$7,256
2" Caliper Tree	17	ea	200.00	\$3,400	\$6,091
				=====	=====
				\$343,835	\$616,001
<b>ESTIMATE SUMMARY:</b>					
SUBCONTRACTS:			\$343,835		
			=====		
<b>ADD-ONS:</b>			\$343,835		
GENERAL CONDITIONS:	10%		\$34,384		
			=====		
PROFIT AND OVERHEAD:	10%		\$378,219		
			\$37,822		
			=====		
BONDS AND INSURANCE:	3%		\$416,041		
			\$12,481		
			=====		
CONTINGENCY:	25%		\$428,522		
			\$107,131		
			=====		
COVID FACTOR	15%		\$535,653		
			\$80,348		
			=====		
			\$616,001		
<b>OPINION OF PROBABLE CONSTRUCTION COST</b>			<b>\$616,000</b>		



# NEW CUMBERLAND BOROUGH



**MAHAN RYKIEL**  
LANDSCAPE ARCHITECTURE  
URBAN DESIGN & PLANNING



**Arnett Muldrow & Associates**  
Planning | Branding | Economic Development