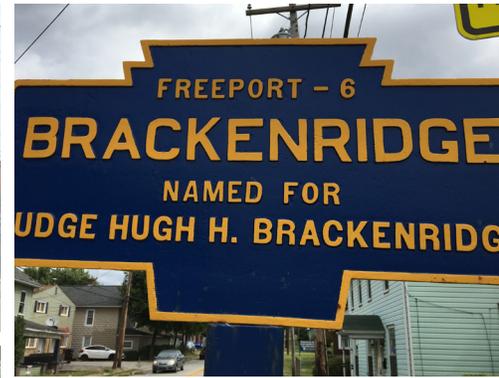


HARRISON BRACKENRIDGE TARENTUM



COMPREHENSIVE PLAN

FORGING OUR FUTURE

APPENDIX 2020



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RESOLUTIONS

1A: Harrison Township adoption resolution

1B: Brackenridge Borough adoption resolution

1C: Tarentum Borough adoption resolution

**TOWNSHIP OF HARRISON
ALLEGHENY COUNTY, PENNSYLVANIA**

RESOLUTION NO. 1866

**A RESOLUTION OF THE TOWNSHIP OF HARRISON,
COUNTY OF ALLEGHENY AND COMMONWEALTH OF
PENNSYLVANIA, ADOPTING THE BRACKENRIDGE –
HARRISON TOWNSHIP – TARENTUM IMPLEMENTABLE
COMPREHENSIVE PLAN “FORGING OUR FUTURE” 2020.**

WHEREAS, the Pennsylvania Municipalities Planning Code, Act of July 31, 1968, P.L. 805, Act 247, as reenacted and amended December 21, 1988, P.L. 1329, Act 170 (53 P.S. §§ 10101, *et seq.*), as amended (hereinafter “MPC”) empowers municipalities, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances and by preparing and adopting comprehensive plans; and

WHEREAS, the Borough of Brackenridge, the Township of Harrison and the Borough of Tarentum are characterized by similar demographics and share common community development issues and geographic boundaries; and

WHEREAS, the three municipalities have joined together for the purpose of mutual cooperation through multi-municipal planning and creating a joint comprehensive plan; and

WHEREAS, a joint steering committee, including representatives from each of the three municipalities, was formed to oversee the development of the Brackenridge, Harrison Township, and Tarentum Implementable Comprehensive Plan “Forging Our Future” 2020 (hereinafter the “Plan”); and

WHEREAS, the joint steering committee developed a joint implementable comprehensive plan which addresses the following four “Key Issues”: Social Enterprise, Community & Economic Development, Property Deterioration and Blight; Trails, Parks and Recreation; and Community Identity; and

WHEREAS, the Township of Harrison received comments from the Allegheny County Department of Economic Development and has incorporated its suggestions into the final version of the Plan; and

WHEREAS, the Township of Harrison has made the Plan available for public review in the Township Office; and

WHEREAS, the Plan contains all of the basic elements for a Comprehensive Plan, as mandated by Section 10301 of the MPC; and

WHEREAS, on December 30, 2020, the Board of Commissioners of Harrison Township held a duly advertised public hearing on the Plan and has also considered the public comments made at such public hearing; and

WHEREAS, there have been no substantial revisions to the proposed Plan which would necessitate any further public hearings or public notice prior to its adoption; and

WHEREAS, the Township has determined that the Plan is an accurate and thorough summary of the Township of Harrison community assets and of its vision for future community development; and

WHEREAS, the Board of Commissioners of Harrison Township believes that the adoption of the Plan is in the best interests of the Township of Harrison and its residents and citizens.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of Harrison Township that:

1. The Township of Harrison does hereby adopt the Brackenridge – Harrison Township – Tarentum Implementable Comprehensive Plan “Forging Our Future” 2020 as the official Comprehensive Plan of Record for the Township of Harrison. The Plan is hereby adopted in its entirety, including all maps, charts, appendices and textual matter, which Plan, inclusive of such maps, charts, appendices and text is incorporated herein by reference.
2. Any Resolution or part thereof in conflict herewith is hereby repealed to the extent of such conflict.
3. This Resolution shall be in full force and effect from and after its passage.

THIS RESOLUTION adopted by the Board of Commissioners of Harrison Township at a duly assembled public meeting held this 30th day of December, 2020.

ATTEST:

TOWNSHIP OF HARRISON

Susan K Motoricky

Secretary

Will H. Hensley

President, Board of Commissioners

BOROUGH OF BRACKENRIDGE

RESOLUTION NO. 14-20

A RESOLUTION OF THE BOROUGH OF BRACKENRIDGE, COUNTY OF ALLEGHENY, COMMONWEALTH OF PENNSYLVANIA, ADOPTING THE BRACKENRIDGE – HARRISON TOWNSHIP – TARENTUM IMPLEMENTABLE COMPREHENSIVE PLAN “FORGING OUR FUTURE” 2020.

WHEREAS, the Pennsylvania Municipalities Planning Code, Act of July 31, 1968, P.L. 805, Act 247, as reenacted and amended December 21, 1988, P.L. 1329, Act 170 (53 P.S. Section 10101, et seq.), as amended (hereinafter “MPC”) empowers municipalities, individually or jointly to plan for their development and govern the same by zoning, subdivision and land development ordinances; and

WHEREAS, the Borough of Brackenridge, Harrison Township and Borough of Tarentum are characterized by similar demographics and share common community development issues and geographic boundaries; and

WHEREAS, the three municipalities have joined together for the purpose of mutual cooperation through multi-municipal planning; and

WHEREAS, a joint steering committee, including representatives from each of the three municipalities, was formed to oversee the development of the Brackenridge, Harrison Township and Tarentum Implementable Comprehensive Plan “Forging Our Future” 2020 (hereinafter the “Plan”); and

WHEREAS, the joint steering committee developed a joint implementable comprehensive plan which addresses the following six “Key Issues”: strategic communications, shared services, recreation, trails and connectivity, property maintenance and redevelopment; and

WHEREAS, the Borough of Brackenridge received comments from the Allegheny County Department of Economic Development and has incorporated its suggestions in the final version of the Plan; and

WHEREAS, Allegheny County, contiguous municipalities, and Highlands School District have reviewed or been given the opportunity to review the Plan pursuant to the MPC; and

WHEREAS, the Borough of Brackenridge has made the Plan available for public review in Borough offices, and

WHEREAS, Plan contains all of the basic elements for a Comprehensive Plan, as mandated by the pertinent section of the Pennsylvania Municipalities Planning Code (53 P.S. Section 10301); and

WHEREAS, on December 3, 2020, Council for the Borough of Brackenridge held a properly advertised public hearing on the Plan and has also considered the public comments made at such public hearing; and

WHEREAS, there have been no substantial revisions to the proposed Plan which would necessitate any further public hearings or public notice prior to its adoption; and

WHEREAS, the Borough has determined that the Plan is an accurate and thorough summary of the Borough of Brackenridge community assets and of its vision for future community development; and

WHEREAS, the Council of the Borough of Brackenridge believes that the adoption of the Plan is in the best interests of the Borough of Brackenridge and its residents and citizens.

NOW, THEREFORE, BE IT RESOLVED, by the Borough Council of the Borough of Brackenridge, as follows:

1. The Borough of Brackenridge does hereby adopt the Brackenridge – Harrison Township – Tarentum Implementable Comprehensive Plan “Forging Our Future” 2020 as the official Comprehensive Plan of Record for the Borough of Brackenridge. The Plan is hereby adopted in its entirety, including all maps, charts and textual matter pursuant to the Pennsylvania Municipalities Planning Code.
2. Any Resolution or part thereof in conflict herewith is hereby repealed to the extent of such conflict.
3. This Resolution shall be in full force and effect from and after its passage and publication as required by law.

BE IT DULY RESOLVED AND ENACTED by the Council for the Borough of Brackenridge at its regularly convened meeting held on the 3rd day of December, 2020.

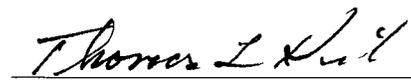
ATTEST:

BOROUGH OF BRACKENRIDGE

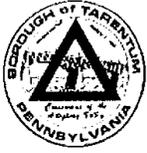

Denise Tocco, Secretary/Treasurer


Timothy Connelly, President
Borough Council

Examined and approved by me this 3rd day of December, 2020.


Thomas Kish, Mayor

Approved as to form: Craig H. Alexander, Esquire, Solicitor.



BOROUGH OF TARENTUM

Allegheny County, Pennsylvania



RESOLUTION #20-17

RESOLUTION OF THE BOROUGH OF TARENTUM, COUNTY OF ALLEGHENY, COMMONWEALTH OF PENNSYLVANIA ADOPTING THE MULTI-MUNICIPAL COMPREHENSIVE PLAN FOR THE BOROUGH OF TARENTUM.

WHEREAS, the Pennsylvania Municipalities Planning Code (MPC), 53 P.S. §1010 et seq., requires municipal comprehensive plans to be reviewed at least every 10 years; and

WHEREAS, agencies of the Commonwealth are required to rely upon municipal comprehensive plans when approving grants and permits for infrastructure and facilities, and to give priority consideration to applications for financial or technical assistance for projects that are consistent with the comprehensive plan; and

WHEREAS, the Borough of Tarentum entered into a joint contract with Harrison Township and Brackenridge Borough through Allegheny County Economic Development (ACED) for the municipal planning grant program to assist with the development of a Multi-Municipal Comprehensive Plan; and

WHEREAS, the joint municipalities have utilized ACED funding to engage the services of Pashek + MTR to assist with development of a Multi-Municipal Comprehensive Plan; and

WHEREAS, the consulting team of Pashek + MTR, in conjunction with Harrison Township, Brackenridge Borough and Tarentum Borough, has prepared the Multi-Municipal Comprehensive Plan attached hereto and incorporated herein by reference as Exhibit "A", which complies with the requirements set forth in Sections 210 – 212 of the Pennsylvania Municipalities Planning Code.

WHEREAS, prior to all required public meetings and hearings held by the governing body, the municipality submitted the proposed Multi-Municipal Comprehensive Plan to the county planning agency for recommendations and forwarded copies to all contiguous municipalities and to the local school district for their review and comment; and

WHEREAS, Tarentum Borough and the Tarentum Borough Planning Commission did comply with the requirements set forth in Sections 301.3 and 302 of the Pennsylvania Municipalities Planning Code with respect to public meetings, public notice, public comment and public hearings, and all deadlines set forth therein, and;

WHEREAS, the Tarentum Borough Planning Commission is empowered to recommend to the Borough Council the adoption of a Multi-Municipal Comprehensive Plan for the physical development of the Borough, pursuant to Section 209.1 of the Pennsylvania Municipalities Planning Code; and

WHEREAS, the Planning Commission, at their November 17, 2020 agenda meeting, unanimously approved the Comprehensive Plan be recommended to Borough Council for approval at the December 1, 2020 public meeting of Borough Council; and

WHEREAS, notice of public hearing on the proposed Multi-Municipal Comprehensive Plan was published in the Valley News Dispatch on October 7, 2020; and



BOROUGH OF TARENTUM

Allegheny County, Pennsylvania



RESOLUTION #20-17

WHEREAS, the Borough of Tarentum, pursuant to Section 302(b) of the Pennsylvania Municipalities Planning Code, provided public notice and subsequent public hearing on December 1, 2020 at 5:30 p.m. relative to the proposed Multi-Municipal Comprehensive Plan; and

WHEREAS, Borough Council held the required public hearing on December 1, 2020, after complying with the notice and 45-day public review and comment requirements; and

WHEREAS, the Borough Council of the Borough of Tarentum is of opinion that the Multi-Municipal Comprehensive Plan should be adopted as the Borough's primary planning document.

NOW, THEREFORE, BE IT RESOLVED, that the Borough of Tarentum of Allegheny County hereby adopts the proposed Multi-Municipal Comprehensive Plan, attached hereto and marked as Exhibit "A", pursuant to Article III and Article XI of the Pennsylvania Municipalities Planning Code.

RESOLVED and ENACTED this 1st day of December, 2020.

ATTEST:

BOROUGH OF TARENTUM


Michael L. Nestico, Borough Manager


Scott Dadowski, President of Council

EXAMINED AND APPROVED by me this 1st day of December, 2020.


Eric Carter, Mayor

I, the undersigned, duly qualified Secretary of the Borough of Tarentum, Allegheny County, Pennsylvania, hereby certify that the foregoing Resolution #20-17 is a true and correct copy of a Resolution duly ratified and adopted by a majority vote of the Borough of Tarentum at a regular meeting held on the 1st day of December, 2020 and said Resolution has been recorded in the Minutes of the Borough of Tarentum and remains in effect as of this date.

IN WITNESS WHEREOF, I affix my hand and attach the seal of the Borough of Tarentum, this 1st day of December, 2020.


Michael L. Nestico, Borough Manager



S

OCIAL ENTERPRISE, COMMUNITY, AND ECONOMIC DEVELOPMENT

2A: Faith Community Partners to serve as a Community Development Corporation, with specific emphasis on Harrison, Brackenridge and Tarentum

2B: FCP Services, Inc.: CDC Advisory Council

2C: PA Department of Community and Economic Development resource guide

2D: Executive summary of the American Planning Association's "Downtown Revitalization in Small and Midsized Cities"

JOINT PRESS RELEASE

DATE: September 1, 2020
CONTACT INFORMATION

David Rankin, Executive Director
FCP Services, Inc.
davidrankinfc@gmail.com
www.faithcommunitypartners.com
724.882.2185

Gerald Driggs, Managing Partner
Ground Floor Solutions
gerald@groundfloor.solutions
<https://groundfloor.solutions>
412-680.1602

Faith Community Partners' (FCP Services, Inc.) Board of Directors is pleased to announce that FCP has expanded its focus of service in the Upper Allegheny Valley to serve as a **Community Development Corporation (CDC)** with a particular emphasis on Harrison Township, and the Boroughs of Brackenridge, and Tarentum.

David Rankin, the Executive Director of FCP Services, provides the following statement detailing FCP's expanded scope of work.

"FCP Services Inc. is a community development corporation serving the Upper Allegheny Valley in southwestern Pennsylvania. Our priorities are to initiate, fund, and implement services that enhance the quality of life, the economic viability, and the overall vitality of the three-municipality region including, Tarentum, Brackenridge, and Harrison Township. In so doing, FCP will help to restore hope in residents' lives, develop stronger self-reliance skills, and deliver resources and services they need to improve their quality of life. Emphasis will be placed on remediating blight; restoring and repurposing vacant and underutilized commercial and residential buildings; and building a coalition of community organizations, governmental agencies, businesses, and faith-based organizations that implement the joint planning efforts of the region's three municipalities."

Expanding FCP's scope of work, geographic reach, and service priorities will require additional staff expertise and organizational capacity. Ground Floor Solutions (GFS) has agreed to increase its involvement with FCP Services in the form of "loaned" executive services that focus on the new CDC services. Gerald Driggs, Managing partner of GFS, will act as the director of a CDC division established within FCP Services.

Driggs has more than 35 years of nonprofit management experience and is trained as an organizational development specialist. He was formerly the CEO of the Social Innovation Accelerator that managed a portfolio of nearly 50 nonprofit organizations serving Southwestern PA. His firm Ground Floor Solutions, specializes in working with nonprofit organizations build financial sustainability while increasing the impact of their work in the community.

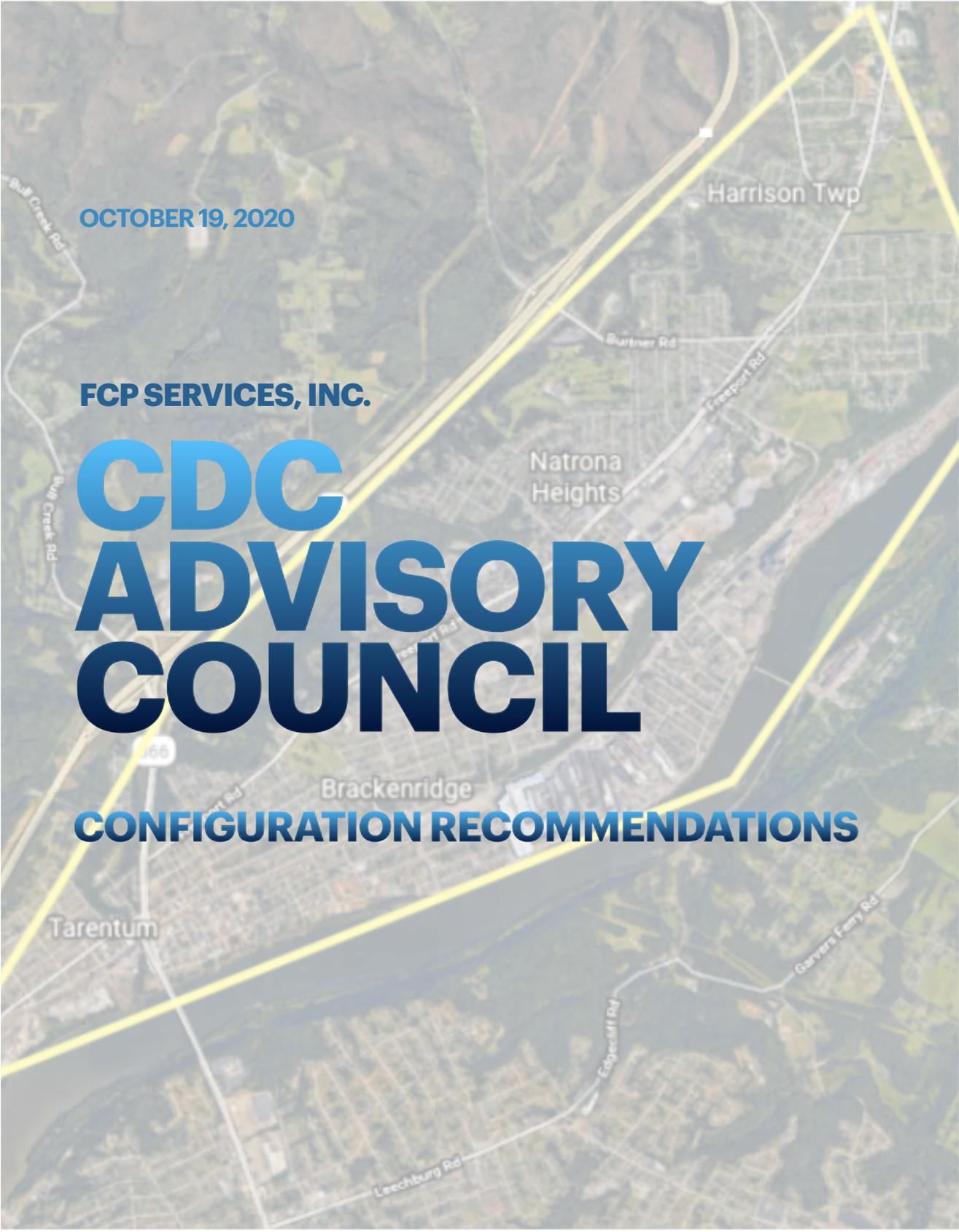
Driggs indicated "My first priority is to establish an advisory council to help establish the CDC's priorities and direction, especially as it relates to blight reduction and redevelopment in the area." The CDC offices will be in the newly renovated first floor of the Murphy Building at the corner of Corbet St. and E. Fifth Avenue in Tarentum.

OCTOBER 19, 2020

FCP SERVICES, INC.

CDC ADVISORY COUNCIL

CONFIGURATION RECOMMENDATIONS



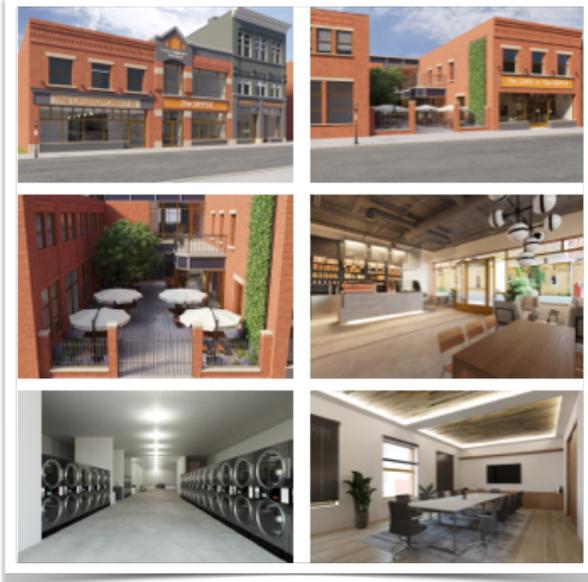
Upper Allegheny Valley COMMUNITY DEVELOPMENT CORPORATION

ORGANIZING FOR MAXIMUM IMPACT

The Upper Allegheny Valley Community Development Corporation exists to stimulate positive redevelopment and to improve the quality of life for the residents of Harrison Township, Brackenridge, and Tarentum. It is a catalyst for redevelopment by identifying, acquiring, renovating, and repurposing residential and commercial properties in key areas of its target communities. Reversing years of disinvestment and decline of formally productive sections of these communities is a task that requires innovation and vision as well as the ability to attract new money into these communities. Blight reduction and strategic revitalization are key elements of the CDC's plan to be a catalyst for additional resources to be brought to these communities.

The CDC operates under the umbrella of FCP Services, Inc, a nonprofit 501c(3) organization doing business as Faith Community Partners. It is a coalition of faith based organizations, businesses, community organizations, individuals, and institutions serving our target communities. In its relatively short life, FCP has gained the confidence and support of key funders.

To accomplish the broader goals of serving three communities, FCP chose to expand its focus to include the work of a CDC. The CDC is establishing a broad-based Advisory Council comprised of a cross section of our constituents to maximize its potential for success. This council will advise and recommend the focus and priorities of the CDC for FCP Board approval and implementation. Much of the early CDC priorities will follow recommendations identified in the recently approved Harrison, Brackenridge and Tarentum (HBT) Comprehensive Plan.



ADVISORY COUNCIL STRUCTURE

The following recommendations are offered as a starting point for forming the CDC Advisory Council. Based on the priorities listed above, it is important to have a cross section of individuals and organizations represent on the Advisory Council.

These recommendations will be modified and presented in a draft form to the FCP Board of Directors for approval at its next meeting (October 23, 2021).

1. All seats on the Advisory Council will be filled by representatives of the following organizational designations based on the allocations of seats on the attached chart.
2. The Advisory Council will elect a Chairperson, Secretary, and Vice Chairperson from its membership. The Chairperson of the Advisory Council will have a seat on the FCP Board of Directors. The Council will have a maximum of 19 members.
3. The initial group of Advisory Council members will be selected by the CDC Staff and approved by the FCP Board of Directors for 2 and 3 year terms. See attached chart for details of terms assigned to each seat on the Advisory Council.
4. In addition to invitations being extended by the CDC staff, Council members will be recruited from the various organizational designations based on each organization's preference.
5. The CDC staff will submit an initial set of priorities for the Council to consider for the first year of operations. In each subsequent year, the Council will determine its priorities and will generate a plan to obtain operational and project funding.
6. The council will meet a minimum of six times per year.
7. CDC offices will be established and maintained at the Murphy Building in Tarentum and transferred to *The Depot* upon its completion.
8. The Advisory Council will submit an annual plan and budget to the FCP Board of Directors for review and approval.

CDC ADVISORY COUNCIL



Configuration

Organizational Type	Number of Seats	Suggested Terms (Years)	NOTES
Municipalities			
Harrison Township	1	2	provide detailed guidelines for their selection
Brackenridge Borough	1	2	provide detailed guidelines for their selection
Tarentum Borough	1	2	provide detailed guidelines for their selection
Area Businesses	3	3	start-up; medium size; large
Nonprofit Organizations	3	3	Natrona Comes Together; BIG, Allegheny Family Services North, Alle-Kiski Health foundation
Faith Based Organizations	2	3	First Preby Tarentum, AVAC,
Highlands School District	1	2	provide detailed guidelines for their selection
Allegheny Valley Hospital	1	2	provide detailed guidelines for their selection
Grass Roots Organizations	2	2	Highlands Partnership Network, Tarentum Action Committee,
At Large Members	4	3	Realtor; Developer; Banker; Activist; Commercial landlord, others
TOTAL Members	19		

CDC Staff

First Name	Last Name	Phone	Email	Position	Notes
Gerald	Driggs	412.680.1602	gerald@groundfloor.solutions	CDC Director	
David	Rankin	724.882.2185	DavidRankinFCP@gmail.com	FCP Exec. Dir	

CDC MISSION

The Upper Allegheny Valley Community Development Corporation exists to stimulate positive redevelopment and to improve the quality of life for the residents of Harrison Township, Brackenridge, and Tarentum.

CDC PRIORITIES

1. Remediate blight.
2. Restore and repurpose vacant and underutilized commercial and residential properties.
3. Build a coalition of organizations to implement the planning efforts of Harrison, Brackenridge, and Tarentum.

CDC ADVISORY COUNCIL ROLES AND RESPONSIBILITIES

1. Become familiar with the content of the HBT Comprehensive Plan.
2. Bring ideas for projects based on the actions outlined in the Comprehensive Plan and input from HBT commissions and boards.
3. In conjunction with CDC leadership, participate in the formulation of a 5-year project plan with targeted funding opportunities.
4. Bring ideas to the CDC from constituencies they represent.
5. Update government representatives and community members of the actions of the CDC.
6. Yearly, assist in the formulation of priorities and generation of a plan to operationalize and fund projects.
7. Submit an annual plan and budget to the FCP Board of Directors for review and approval.
8. Continuously bring networking and funding opportunities to the Advisory Council.

COMMUNITY & LOCAL GOVERNMENT ASSISTANCE

PROGRAMS FOR HEALTHIER COMMUNITIES.



*Hughesville, PA
Photo by: Nicholas A. Tonelli*

Commonwealth of Pennsylvania | Tom Wolf, Governor
PA Department of Community & Economic Development | Dennis M. Davin, Secretary | dced.pa.gov

COMMUNITY & LOCAL GOVERNMENT ASSISTANCE

WORK SMART. LIVE HAPPY.

Pennsylvanians are innovators, from Ben Franklin through the talent behind today’s robotics and health sciences startups. The global economy demands fast-paced innovation at all levels, and PA is getting the job done—from pioneering the latest technological and scientific advances to developing collaborative support networks for early-stage entrepreneurs, to pursuing smart, creative approaches to community development and workforce training.

Pennsylvania is dedicated to assisting communities that provide both a vibrant lifestyle and fulfilling, well-paying jobs through targeted investments that support long-term sustainability. Our available programs, which offer various types of funding, are listed below. Please visit dced.pa.gov/programs for the most recent list of active funding opportunities.

APPLY

You can apply for most department program funding online through our easy-to-use Single Application for Assistance. Please review the guidelines for each program to verify if any addenda or supplements are required with the application. Apply today at dced.pa.gov/single.

Visit dced.pa.gov/programs

The programs listed are regularly evolving. For the most up-to-date information, visit dced.pa.gov/programs.

NEED HELP?

Call **866.466.3972** or visit dced.pa.gov/contact-us. We’re happy to answer any questions regarding our programs or website. If you’re not sure whether you need to complete the Single Application, please give us a call! We’ll help you make sure you’re on the right track.

Program Title	FUNDING TYPE					FUNDING APPLICANTS & BENEFICIARIES			
	Grant	Loan	Loan Guarantee	Tax Credit	Bonds	Business	Community/ Nonprofit	Local Governments	Program Website dced.pa.gov
Abandoned Mine Drainage Abatement and Treatment Program (AMDATP) – Act 13	X					X	X	X	/amdatp
Act 47	X	X						X	/act47
Alternative and Clean Energy Program (ACE)	X	X	X			X	X	X	/ace
Appalachian Regional Commission (ARC)	X						X		/arc
Baseline Water Quality Data Program – Act 13	X					X	X	X	/bwqdp
Community Development Block Grant (CDBG)	X						X*	X	/cdbg
Community Services Block Grant (CSBG)	X						X	X	/csbg
Educational Improvement Tax Credit Program (EITC)				X		X	X		/eitc
Emergency Solutions Grant (formerly Emergency Shelter Grant) (ESG)	X						X*	X	/esg

Program Title	FUNDING TYPE					FUNDING APPLICANTS & BENEFICIARIES			
	Grant	Loan	Loan Guarantee	Tax Credit	Bonds	Business	Community/ Nonprofit	Local Governments	Program Website dced.pa.gov
Flood Mitigation Program (FMP) - Act 13	X					X	X	X	/fmp
Greenways, Trails and Recreation Program (GTRP) - Act 13	X					X	X	X	/gtrp
High Performance Building Program (HPB)	X	X	X			X	X		/hpb
HOME	X	X					X*	X	/home
Industrial Sites Reuse Program (ISRP)	X	X				X	X	X	/isr
Keystone Communities Program (KCP)	X						X	X	/kcp
Local Government Capital Project Loan Program (LGCPL)		X						X	/lgcpl
Local Share Account Fund (LSA - Gaming Funds) Fayette County	X						X	X	/lsafayette
Local Share Account Fund (LSA - Gaming Funds) Northampton & Lehigh Counties	X							X	/lsalehigh
Local Share Account Fund (LSA - Gaming Funds) Luzerne County	X						X	X	/lsaluzerne
Local Share Account Fund (LSA - Gaming Funds) Monroe County	X						X	X	/lsamonroe
Local Share Account Fund (LSA - Gaming Funds) Montgomery County	X						X	X	/lsamontgomery
Local Share Account Fund (LSA - Gaming Funds) Philadelphia	X						X	X	/lsaphilly
Local Share Account Fund (LSA - Gaming Funds) Washington County	X						X	X	/sawashington
Marketing to Attract Tourists	X						X		/marketing-tourists
Municipal Assistance Program (MAP)	X						X	X	/map
Neighborhood Assistance Program (NAP)				X		X	X		/nap
Opportunity Scholarship Tax Credit Program (OSTC)				X		X	X		/ostc
Orphan or Abandoned Well Plugging Program (OAWP) - Act 13	X					X	X	X	/oawp
PA Military Community Enhancement Commission (PMCEC)	X					X	X	X	/pmcpc-ldg
Partnerships for Regional Economic Performance (PREP)	X					X	X		/prep
PEDFA Tax Exempt Bond Program					X	X	X		/pedfa-tax-exempt-bond
PEDFA Taxable Bond Program					X	X	X		/pedfa-taxable-bond
Pennsylvania Community Development Bank Loan Program (PCD Bank)		X				X	X		/pcdbank
Pennsylvania Infrastructure Bank (PIB) (PA Dept of Transp Program)		X				X	X	X	/pib

* Must apply through Local Government

Program Title	FUNDING TYPE					FUNDING APPLICANTS & BENEFICIARIES			
	Grant	Loan	Loan Guarantee	Tax Credit	Bonds	Business	Community/ Nonprofit	Local Governments	Program Website dced.pa.gov
Pipeline Investment Program (PIPE)	X					X	X	X	/pip
Section 108 Program			X			X		X	/section-108
Strategic Management Planning Program (STMP)	X							X	/stmp
Tax Increment Financing (TIF) Guarantee Program			X		X			X	/tif
Tourism Accredited Zoos Program	X						X		/zoos
Watershed Restoration and Protection Program (WRPP) – Act 13	X					X	X	X	/wrpp
Weatherization Assistance Program (WX)	X						X		/wx

STAY IN TOUCH

At the PA Department of Community & Economic Development (DCED), we encourage the shared prosperity of all Pennsylvanians by supporting good stewardship and sustainable development initiatives across our state. Driven by the needs of our citizens, we act as advisors and advocates to provide strategic technical assistance, training, and financial resources to help our communities and industries flourish.

For the latest department news and resources, remember to sign-up for our newsletter, join the Keystone Allies at dced.pa.gov/allies and follow us on social media on Twitter, LinkedIn, and YouTube.



American Planning Association
Making Great Communities Happen

West Ave

PAS REPORT 590

DOWNTOWN REVITALIZATION IN SMALL AND MIDSIZED CITIES

Michael A. Burayidi

EXECUTIVE SUMMARY

Downtowns are more than retail, commercial, service, and work centers. They are the symbolic centers of cities and are unifying forces for their communities. These are the reasons cities across the country are committing resources, both financial and human, to bring them back to economic health.

Civic leaders have a renewed commitment to downtowns. Revitalizing downtowns in small and midsize cities is particularly challenging because these cities have fewer resources and less capacity to address needed responses—but they have positive attributes and assets too. These include cultural and institutional assets, relatively low costs of living, and local support for downtowns and efforts to revitalize them. The evidence from the literature shows that downtowns of smaller cities are different environments than those of large cities, face different challenges, have different assets, and proffer distinct attributes for their revitalization. This calls for redevelopment strategies that are tailored to the specific needs and conditions of these communities.

Several key points relating to downtown revitalization in small and midsize cities emerge from the numerous case studies that are discussed in this report. The main findings are: (1) cities need to have a long-term vision in the revitalization of their downtown; (2) city staff play a critical role in downtown revitalization; (3) building public-private partnerships is essential to the effectiveness of downtown revitalization; (4) cities need to be patient and commit to a long-term process to see results; (5) mixed use development should be prioritized in downtown development projects; (6) quality placemaking enhances the downtown environment and helps draw people to the city center; and (7) each city must identify and build on the assets of its downtown.

This PAS report builds on previous work on the subject, *Downtown Planning for Smaller and Midsize Communities* (Walker 2009). That book provides guidance to civic leaders and downtown organizations on the intricacies of planning for the redevelopment of downtowns in smaller and midsize cities; it provides a step-by-step approach to developing a downtown plan and explores the issues that need to be considered in the preparation of the plan. This report is different. It is evidence-based, and digs deeper into strategies that cities have implemented and their effectiveness in the revitalization of a downtown. This report is written primarily for municipal planners and those engaged in the revitalization of downtowns in the United States. It provides exemplary strategies that have proved successful in transforming the downtowns

of small and midsize cities and discusses the conditions that make them appropriate for use under each situation. Thus, the report is a resource that urban planners can turn to in selecting and adapting strategies that may be applicable to their own communities. But every community is different in its history, physical morphology, economic conditions, and political climate. The exemplary strategies discussed in this report are not meant to be formulas to be replicated without critical assessment of their suitability to each locality.

The sample communities used in this report are all cities with populations of fewer than 250,000 that self-identify as small or midsize cities, either because of the population size or the character of the community.

DIVERSIFYING AND GROWING DOWNTOWN'S ECONOMY

Many downtowns continue to struggle with boarded-up buildings, crumbling infrastructure, and high vacancy rates. One objective of local governments is to revive downtown economies by getting businesses back into vacant spaces, attracting talent, increasing business investment, and luring customers back to spend money in the downtown.

Downtown economies began to fray by the mid-20th century as they faced stiffer competition from suburban malls. The first knee-jerk response to the decentralization of economic activity away from the downtown was to remake downtowns like the suburban malls, so they could more effectively compete with them for business. But across the country, downtown shopping malls and pedestrian malls failed despite providing similar amenities as their suburban competitors.

When it became clear that Main Street could not compete on equal terms with the suburban malls, civic leaders sought to recast downtowns as alternative retail venues that complemented, but did not compete with, the malls. This led to the development of a suite of economic development programs with the goal of making downtown a shopping destination that differed from the experience shoppers enjoyed in the suburban mall.

Successful revitalization strategies built on the positive assets of downtowns and addressed the challenges of doing business downtown. These strategies sought to encourage local businesses, restaurants, and retail to locate in and populate downtown vacant spaces and to make these the economic base for the downtown.

As part of this approach, cities provide economic incentive programs to businesses to decrease the cost of business location, to help decrease investment risks, and to incentivize business location in the downtown. Such incentives include tax increment financing (TIF), facade grant programs, the formation of business improvement districts (BIDs), fee waivers, and rent assistance programs. Besides addressing financing and location costs, community boosters also need to attend to the professional and business development needs of downtown businesses. The most prevalent of these strategies are mentorship and business training programs.

Gaining ascendancy in the last couple of decades, the regenerative approach uses strategies including entrepreneurial centers, business incubators, makers hubs, and innovation clusters. The primary goal is to nurture the talents that reside in the community itself. A secondary goal is to attract new talent from outside the community to create and start new businesses.

In deciding on the types of businesses that are needed in a city's downtown, it is often necessary to do market research. A sophisticated market analysis requires the use of consultants who are specialized in the field, but a rudimentary market assessment can be done in-house to help planners understand the local economy and the types of businesses that a downtown and the community may need to attract or incentivize.

One such example is a retail and service business mix analysis. This tool offers a snapshot of street-level business activity to stimulate ideas about business expansion and recruitment and provides the baseline information for a more detailed and comprehensive analysis of the downtown and the community's economy. Another way to gauge a downtown's market potential is through retail gap analysis. This analysis enables a community to identify the market potential for different businesses by revealing the divergence between demand and supply for goods and services in the community.

DOWNTOWN PLACEMAKING

Physical form is important to the perception and experience of a downtown. Because physical elements give people the

first impression about the downtown's health, civic leaders often begin downtown redevelopment efforts with modifications to the physical environment. Because these changes are tangible and visual, they communicate to all that a city is starting to pay attention to its downtown.

Placemaking is the art of transforming public space into quality places. Downtown placemaking is not just about improving aesthetics; it is also concerned with improving the function of a downtown, such as making it more pedestrian friendly or enhancing traffic flow and parking. Placemaking is recognized not just for its intrinsic value, but also because it can be a tool for economic development by helping attract and keep talent in a community. Good placemaking helps to create a strong bond between people and the places in which they live, work, shop, or play. It breeds a sense of pride and belonging.

There are four types of placemaking. Standard placemaking focuses on improving public places through modifications to the physical environment and privately owned elements of the built environment that impact the perception of public space. Strategic placemaking is used as an instrument for the achievement of a specific goal, such as economic development, talent attraction, or cultural enhancement. Creative placemaking uses the arts and cultural activities to rejuvenate public spaces. Tactical placemaking, sometimes referred to as tactical urbanism, is a temporary transformation of public space through experimentation to observe the benefits associated with the modifications and to generate new ideas for improving public spaces.

Placemaking may be initiated in a community by a nonprofit organization, a city's leadership, the planning commission, a downtown development authority, or a civic organization. A critical component of placemaking is a civic engagement process that involves the citizens of the community in generating ideas for the use of the public space. Cities can pursue placemaking through a structured and formal process by including it as part of a downtown plan, the comprehensive plan, or the capital improvement plan. Another approach is to pursue placemaking as an ad hoc and incremental strategy for improving public spaces without a grand plan. This is more likely to take the form of strategic placemaking, with a goal to accomplishing a given end. Recent developments have also hinted at the importance and success of using tactical urbanism to transform the urban environment and to learn of possible options that cities can use to enhance public spaces. These small, low-cost, and incremental approaches can be part of larger placemaking transformations in a city.

There are a number of tactics that are often used by cities across the country for public space improvement. These include streetscaping projects, gateway enhancement, public art, the provision of public gathering places and destination points, and landscaping.

DOWNTOWN HOUSING

Since the turn of the 21st century, there has been a resurgence in downtown living. This dramatic turnaround is attributable to two factors: an improving economy and changing demographics. Young professionals and the baby boomer population group are pre-children and post-retirement households, respectively, for whom large houses and yards, typical of the suburbs, are not needed. These two demographic groups are attracted to downtown living. Downtown living is also attractive to artists who prefer live-work units that enable them to work from home, students, and downtown workers.

Favorable demographic trends are necessary but not sufficient for increasing downtown's residential population. Two conditions must also prevail to make downtown living a reality: the downtown must provide an environment in which people want to live, and there must be an investment motive for home ownership downtown. A third important factor is that downtown housing should be profitable to real estate developers. Developers take the initial risk of building in the downtown, and will not do so if they perceive the return on investment (ROI) downtown to be lower than elsewhere in the city or that of alternative investment opportunities.

While local governments cannot create demand for downtown housing, they can affect the supply side of the equation by decreasing development costs to the private sector through incentives and a supportive regulatory environment. Such government actions can assist in bringing the cost of providing downtown housing into balance with demand and establish a viable housing market for developers. This is particularly the case where market conditions are not yet strong enough to support development activity. Local government support may also be necessary to incentivize affordable housing. Such strategies include offering gap funding programs, modifying zoning ordinances to make them supportive of housing development, and providing incentives to decrease housing development costs to developers. In addition to regulatory tools, local governments can also deploy economic incentives to support the development of downtown housing, particularly in high-cost housing markets in need of affordable housing. Such

strategies may include the use of density bonuses, fee waivers, and property tax credits.

The public sector can also facilitate the provision of downtown housing and more efficient decision making by making information available to private and nonprofit housing providers through a housing market assessment. While sophisticated housing market analysis requires the use of consultants specialized in such areas, city staff can do a preliminary assessment of the housing market conditions as a prelude to the more detailed analysis that can then be undertaken by the consultants. An assessment of the downtown housing market is aimed at identifying the potential demand and supply for housing to give guidance to developers on the type of housing that is feasible and profitable.

Cities must support the private sector to provide housing in the downtown, but even with available housing, people must find the downtown attractive as a place to live. An added responsibility of civic leaders then is to provide the amenities that will attract residents to choose downtown living over the suburbs. Cities that are successful in attracting and keeping young professionals and baby boomers are the ones that provide the lifestyles they seek, extolling "quality of place" rather than "quality of work" values. These values should be reflected in downtown urban environments to attract these population cohorts.

Additionally, the downtown should be perceived as a safe place. It should be designed for human-scale activities, and have the amenities that people need. As part of the downtown redevelopment process, cities should track crime rates and implement programs that improve the safety of their downtowns. In addition to programs that put safety officers on the street, the design of the physical form also plays an integral part in downtown safety.

DOWNTOWNS AS CIVIC, CULTURAL, AND ENTERTAINMENT CENTERS

Downtowns have traditionally been the sites where community civic, cultural, and entertainment amenities are located. Downtown is also where community heritage and cultural pride is celebrated. Successful downtowns attract and retain museums, sports stadiums, theaters, and performing arts centers, and capitalize on the location of civic buildings to ensure they enhance their communities.

Events have become a relatively low-cost approach for cities to showcase their heritage resources, to reintroduce people to downtown, and to increase foot traffic for down-

town businesses. Art walks, outdoor performances, concerts, and film festivals are some of the events that can recurrently take place downtown. The scheduling and holding of these events require a collaboration of city staff, downtown development organizations, and event planners to pull off. City staff and downtown development organizations also work in concert with the private sector to raise funds, advertise, and organize the downtown events.

Civic, cultural, and entertainment uses are of several types: civic buildings that provide services to the public, such as city and county offices and courthouses; places of contemplation, such as churches, libraries, museums, and arts centers; congregational spaces and facilities that bring the community together, such as convention and conference centers, sports stadiums, concert halls, and theaters; and heritage sites and buildings, such as the historic commercial buildings, historic military forts, and historic homes that are the embodiment of a community's history. In many ways, these amenities are the qualities that distinguish a downtown from its competition and make it an attraction for heritage and leisure tourists.

Recognizing the significance of civic and cultural resources to a city's history and its development, many are turning to these amenities as linchpins in the redevelopment of their downtowns, a trend that may be appropriately termed the cultural turn in downtown development. In line with this trend, a growing strategy for redeveloping downtowns across the country is the designation of cultural districts. A cultural or heritage district acknowledges the concentration of a city's civic and cultural assets in its downtown and the utilization of the symbiotic relationships between them for the downtown's development.

Once a cultural district is designated, city planners and downtown revitalization specialists lead the effort to prepare and implement the cultural district enhancement plan. Like other sector or special area plans, such a cultural or heritage district plan may be a part of the overall downtown redevelopment plan or a stand-alone plan that complements the downtown plan. Staff planners, elected officials, the public, and the private sector should all be engaged in discussions that lead to the identification of the types of amenities and the prioritization of funding for the implementation of a cultural plan. Planners can play a role in engaging the public and political leadership, in organizing public forums to discuss and get the public's input in the decision-making process, and in writing persuasive memos to educate and convince decision makers about the contribution of and location of these amenities in the downtown.

ORGANIZING AND MANAGING DOWNTOWN REVITALIZATION

Civic leadership is important to the revitalization of downtowns in both large and small cities. It takes visionary leadership, commitment, and organizational prowess to bring resources together and mobilize them to effect change. This leadership may emanate from either the public or private sector, it may be an individual or group of people, or it may be an organization with passion for the development of the downtown. In the end, it is people that make the difference.

The public sector also plays a central role in the redevelopment of the downtown. But there must also be a recognition that downtown revitalization will not succeed without buy-in from the private sector. A city, through its agencies and department staff, may provide the incentives and inducements for downtown redevelopment, but the private sector must see an economic logic for investing in the downtown for revitalization to succeed. Without private-sector commitment, public stimulus alone will have limited impact. Hence, successful revitalization programs, even when they begin with the public sector, have quickly brought the private sector on board as partners in the redevelopment of the downtown.

Downtown revitalization often starts heuristically without a plan. In most cases, a city embarks on one or a few downtown projects or programs in response to an identified problem. Eventually, however, cities recognize that the disparate projects in the downtown need some cohesiveness. Discussions among downtown stakeholders, planning staff, and the community development department eventually lead to a decision to prepare a downtown revitalization plan that provides a clear and unified vision for the improvement of the district. A city may prepare a downtown plan as an element of its comprehensive plan or as a stand-alone plan prepared specifically for the downtown's redevelopment.

No single organizational structure exists for the delivery of downtown redevelopment among cities with reputations for the successful revitalization of their downtowns. The approach adopted by a city is dependent on the institutional culture of the community. Downtown redevelopment plan implementation or revitalization efforts may be led by several types of formal organizations. These include city agencies, downtown development authorities, business improvement districts, or both a business improvement district and a downtown development authority.

The process and institutional framework established for revitalizing a downtown varies from one community to the other and depends on the institutional traditions of each

community. Each community should evaluate its situation, determine how well the institutional relationships work to its benefit, and adopt the most appropriate organizational structure for its needs. What is common to all is that a downtown redevelopment plan is often the end result of multiple uncoordinated efforts at downtown revitalization. The plan knits together all the projects that are being undertaken by the different stakeholders in the downtown. Planning staff play an important role in the process by helping crystalize ideas of civic leaders, organize meetings, identify and evaluate alternative options, explore funding sources, and, where necessary, sell the ideas to the public, planning commission, and city council.

ASSESSING PROGRESS AND MEASURING SUCCESS

Assessing the impact of downtown revitalization programs and projects is the most underdeveloped aspect of the downtown revitalization process. Few cities regularly monitor and report the outcomes of their plans, and even fewer provide comprehensive evaluations of plan outcomes. Without a documentation of impacts, it becomes more difficult for elected officials and staff planners to justify the continued expenditure of public funds in the downtown. This is particularly challenging when investors and property owners in other parts of the city argue for parity in municipal spending.

Cities need to routinely monitor and assess conditions in their downtowns to ascertain their health and to determine if redevelopment programs are working. Ideally, this should be done as part of a routine annual reporting by the entity leading downtown revitalization efforts. When a city agency leads downtown development efforts, this responsibility falls on planning staff or the community development department. Where there is a downtown development agency or business improvement district outside city government, this responsibility lies with the agency's staff.

The assessment process works best if development agencies establish goals and benchmark indicators as part of downtown redevelopment plans. This makes it easier to measure progress against the established goals. Civic leaders can use measurable indicators to gauge a downtown's health. When tracked over time, these metrics provide information about progress in the achievement of the downtown goals and indicate where more effort needs to be directed. This assists the community in prioritizing its budget and in fine-tuning implementation strategies. Some indicators for

measuring conditions in downtowns may be quantitative in nature, while others are more perceptual.

Clear and measurable ways for communities to ascertain how well their redevelopment strategies are working address the image of the downtown (positive media reports on downtown); demographics (proportion of city's population residing downtown, demographic diversity, population density, volunteerism); housing, property values, and vacancy rates (number and proportion of housing units downtown, change in assessed values of downtown property, vacancy rates); economy (business starts, numbers of downtown businesses and employees, sales volumes, business turnover rates, business longevity, hours of operation, tax base growth, income growth, regulation of on-street parking, redevelopment grant activity); civic and cultural amenities (proportion of civic and cultural amenities downtown, public gathering spaces, events); and design and land use (land-use mix, pedestrian and bike friendliness, transit options).

DIAGNOSING DOWNTOWN CHALLENGES AND TAKING ACTION

Downtown is the heart of the city. Downtowns lost their optimum lifeblood functions to the city for decades because civic leaders did not pay enough attention to their critical roles in the health of cities. Perhaps the malfunction was due to an erroneous belief that other body organs and appendages could perform just as well in maintaining a healthy body. That may explain why some cities abandoned the downtown and sought new centers in the suburbs. Strip commercial centers and faux downtowns were created as a result. But lacking the natural DNA of the body, these "centers" have had to be supported with medication to prevent rejection and so have become even more expensive to maintain.

Thankfully, there is a growing realization among civic leaders that the natural heart of the city can only be abandoned at the peril of death. In medicine, repairing the natural heart requires a careful diagnosis of the problem that caused the heart failure in the first place. Some cities have done this successfully and their treatment plans have regained the heart's function. These are the cities whose stories have been narrated in this report. Other cities are now just beginning to diagnose the cause of the problem and to begin a treatment regimen. However, like with the physiology of the body, generic prescriptions will not do. To be effective, we need to fully understand and sequence the genotype of each body. That way we can devise prescription and treatment plans that

are specific to each person. In the same way, planners and civic leaders must carefully evaluate the current status of their downtowns and prescribe context-appropriate interventions that build on existing assets to overcome challenges. Herein lies the direction for resuscitating downtowns, the natural hearts of cities.



LIGHT & PROPERTY DETERIORATION

3A: Property condition inventory Quick Start guide

3B: Property condition inventory protocols

Property Conditions Quick Start Guide

1. **Log into Google Drive (in mobile app or online)**
 - a. Email: HBT.CDC@gmail.com
 - b. Password: letsmap2020
2. **Locate Spreadsheet file for community location you will be evaluating**
 - a. In folders by townships and labeled by location
 - b. PDF maps in folder show spreadsheet evaluation areas
3. **Evaluating Properties**
 - a. Properties preloaded into spreadsheet have data in four columns already filled in
 - i. Parcel #
 - ii. Full Address
 - iii. Municipality
 - iv. Coordinates
 - b. **Blank Columns** will need to be filled out for evaluations
 - i. **Residential or Commercial column**
 1. Fill with R for residential, C for commercial, and C/R for mixed use properties
 2. Commercial is anything related to business activity, residential are properties with dwellings, mixed use properties have both residential and commercial uses on the same site
 3. Vacant lots that do not have an apparent use should be designated based on adjacent property uses, if still unclear mark as C/R
 - ii. **Occupancy Status rating**
 1. Assign number rating based on rating scale
 2. The property appears to be abandoned and unfit for human habitation
 - a. Strongly Agree- 20, Agree- 10, Borderline- 5, Disagree- 2, Strongly Disagree- 0
 - iii. **Condition of Building rating**
 1. Assign number based on rating scale
 2. Evidence of significant structural disrepair is visible (i.e. broken or missing windows, fire damage, collapsing sections of building, etc.)
 - a. Strongly Agree- 20, Agree- 10, Borderline- 5, Disagree- 2, Strongly Disagree- 0
 - iv. **Condition of Property rating**
 1. Assign number based on rating scale
 2. Evidence that the property is not being maintained is clearly visible (i.e. debris, trash, tall weeds, vermin, etc.)
 - a. Strongly Agree- 20, Agree- 10, Borderline- 5, Disagree- 2, Strongly Disagree- 0
 - v. **Demolition Status**
 1. Assign number based on rating scale
 2. Building has been demolished or is officially condemned and slated for demolition
 - a. Agree- Demo/Condemned – 100, Disagree- 0
 - vi. **Property Rating**
 1. Add together the 4 rating columns (Occupancy Status, Condition of Building, Condition of Property, Demolition Status)

2. Sum should be between 0 and 60 or 100
3. Totaling the ratings can be done in the field or at a later time on a computer

vii. Property Color Code

1. Color code determined by property rating
2. Gray – demo/condemned/vacant- 100, Red – blighted- 20-60, Yellow – in trouble- 5-19, Green – stable- 0-4
3. The data for these cells should be copied and pasted to have consistent formatting that is needed for mapping
4. This can be done in the field or at a later time on a computer

viii. Notes

1. Include any comments on the property that you feel is important to note
- c. Mark where you left off in the spreadsheet by highlighting the cells for the next set of properties to evaluate in blue

Adding a Property to the Spreadsheet in the field

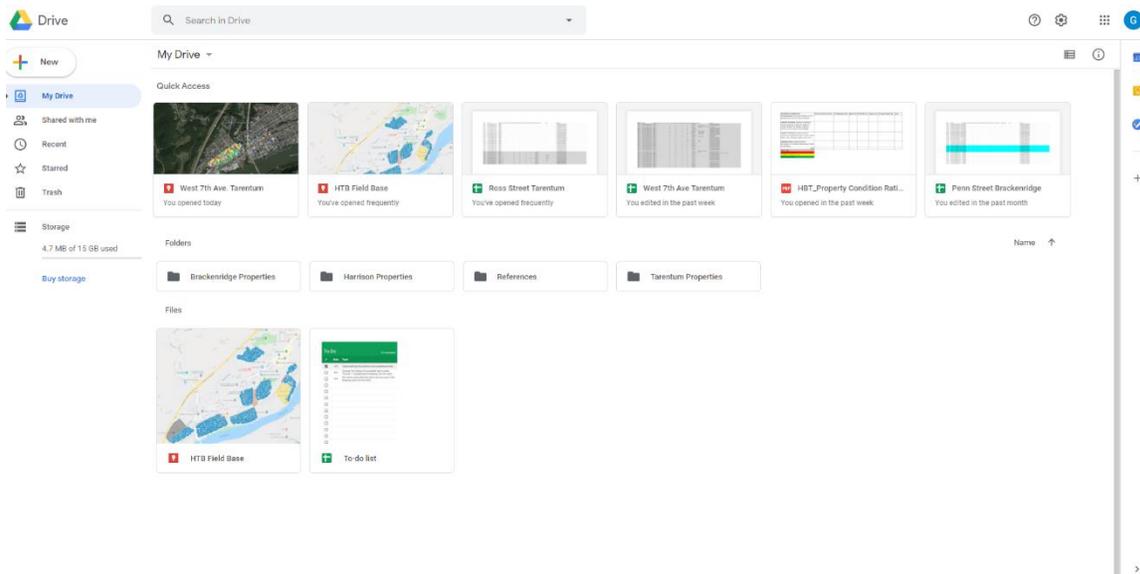
1. If a property or address is not preloaded into the spreadsheet **insert a new row** into the spreadsheet between adjacent property numbers
2. In this case you will have to **fill in all the column fields**
 - a. Locate the **parcel number** by searching the address on the Allegheny County GIS Viewer website
 - b. Fill in the **full address** of the property, using the same format as the existing address fields
 - c. Indicate which **municipality** the property is in (Tarentum, Harrison, or Brackenridge)
 - d. Fill out the next 8 columns the same as all the other property evaluations (Residential or Commercial, Occupancy Status, Condition of Building, Condition of Property, Demolition Status, Property Rating, Property Color Code, Notes)
 - e. Determine **coordinates** for the property through Google Maps (app or online)
 - i. Search Google Maps by the property address
 - ii. Click on the property (not the placemark pin)
 - iii. A popup box should appear with an image, the property address, and in gray text the coordinates
 - iv. Copy coordinates into spreadsheet
 1. **IMPORTANT!** The coordinates from Google are formatted as Latitude, Longitude, but the spreadsheet coordinates are LONGITUDE LATITUDE
 2. You will need to reverse the order of the coordinates and use just a space to separate the numbers, with no comma
 3. Make sure the negative sign remains in front of the Longitude coordinate
 4. The formatting for the coordinates needs to match the existing formatting or the properties will not be mapped correctly with the rest of the data. The number of decimal digits can vary.

For more detailed instructions and some common troubleshooting see the full instructions document saved in the Google Drive.

HARRISON BRACKENRIDGE TARENTUM

PROPERTY CONDITION EVALUATION INSTRUCTIONS

- 1. The files for the property condition evaluations are located in the community Google Drive account**
 - a. Account email address: HBT.CDC@gmail.com
 - b. Account password: letsmap2020
 - c. Google Drive can be accessed online or through an app available for all mobile devices and tablets
 - d. The community Google Drive includes instructions, spreadsheets for evaluations, maps, and other resources for the property condition evaluations



- 2. Spreadsheets for evaluations are compiled by location**

- a. Locate spreadsheet that corresponds with the location you will be evaluating
 - i. For reference on the locations the Google Drive includes a PDF map for each spreadsheet area



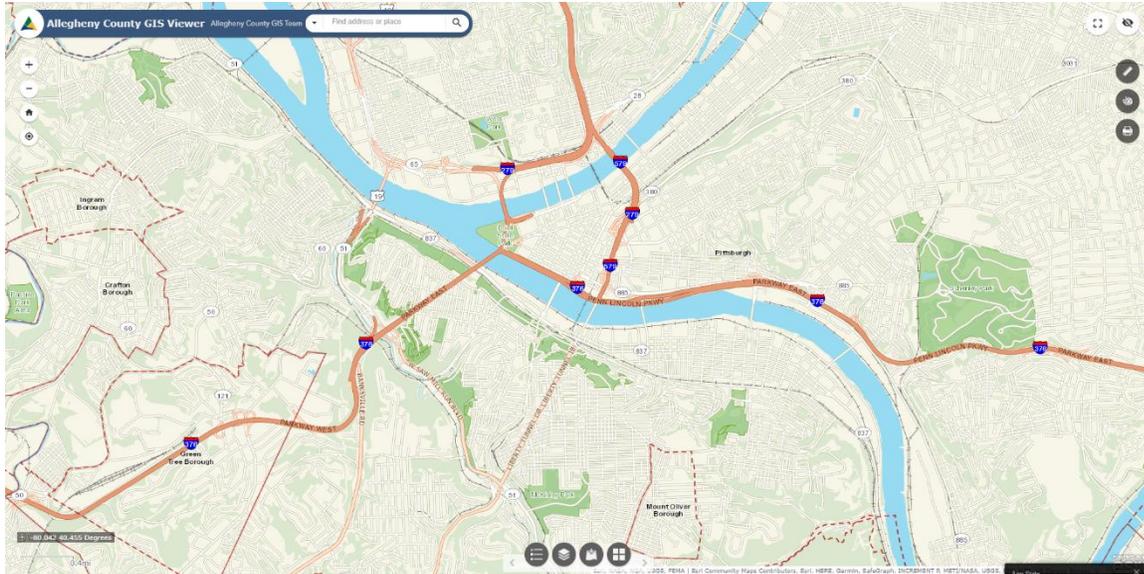
3. Spreadsheet Organization

- a. Each spreadsheet includes 12 columns
 - i. Parcel #
 - ii. Full Address
 - iii. Municipality
 - iv. Residential or Commercial
 - v. Occupancy Status
 - vi. Condition of Building
 - vii. Condition of Property
 - viii. Demolition Status
 - ix. Property Rating
 - x. Property Color Code
 - xi. Notes
 - xii. Coordinates
- b. Spreadsheets are organized by Parcel Number
- c. Each row is an individual address for the parcels in the location, the addresses have been set up to not have duplicates

14	11234-C-9	1056 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	5	5	0	10	Yellow (5-19)		-79.73727920626078 40.60618024524097
17	11234-D-11	1139 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE C	0	0	0	0	0	Green (0-4)		-79.7349648074101 40.60633193299673
18	11234-D-13	1191 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE C	0	0	0	0	0	Green (0-4)		-79.73512195993243 40.60641902112392
19	11234-D-17	1121 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE C	0	0	0	0	0	Green (0-4)		-79.73537726332684 40.60638143355646
19	11234-D-20	1111 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	100	100	Gray (100)	Vacant Lot	-79.7357764417699 40.60626163073883
19	11234-D-30	1107 ORCHARD WAY BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	5	20	10	0	35	Red (20-60)		-79.736185033956 40.60647982215893
19	11234-D-34	1119 ORCHARD WAY BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	5	5	0	10	Yellow (5-19)		-79.735849094424 40.6053472879534
19	11234-D-36	1117 ORCHARD WAY BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	0	0	2	Green (0-4)		-79.73567633204884 40.60660111354489
19	11234-D-20	1118 ORCHARD WAY BRACKENRIDGE, PA 15014	BRACKENRIDGE R	0	5	5	0	10	Yellow (5-19)		-79.735631 40.606413
19	11234-D-49	1130 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	100	100	Gray (100)	Vacant lot	-79.73530048336418 40.6069636380494
19	11234-D-51	1126 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	5	0	7	Yellow (5-19)		-79.73541303770426 40.60693235094466
19	11234-D-52	1122 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	2	0	4	Green (0-4)		-79.735425314471 40.606883995544
19	11234-D-55	1118 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	5	10	0	15	Yellow (5-19)		-79.7356707579534 40.60686451113865
19	11234-D-57	1116 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	10	20	0	30	Red (20-60)		-79.735796841726 40.60682720633815
19	11234-D-59	1112 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	100	100	Gray (100)	Vacant Lot	-79.73597460786785 40.606771717946
19	11234-D-63	1108 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	100	100	Gray (100)	Vacant Lot	-79.73613916425117 40.60672029952666
19	11234-D-64	1104 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	100	100	Gray (100)	Vacant Lot	-79.73629192399578 40.6066818578962
19	11234-D-65	1102 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	0	0	2	Green (0-4)		-79.73638234871196 40.60661097429879
19	11234-D-67	1080 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	0	0	2	Green (0-4)		-79.736578614242451 40.60656393357906
19	11234-D-68	1074 ORCHARD WAY BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	2	0	2	Green (0-4)		-79.7368252912365 40.60655831507598
19	11234-D-69	1072 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.7368109463806 40.6064847197862
19	11234-D-70	1070 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	100	100	Gray (100)	Vacant Lot - used for parking	-79.73681316378776 40.606458490517284
19	11234-D-71	1068 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	5	0	7	Yellow (5-19)		-79.73695812517311 40.606431850993765
19	11234-D-72	1064 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	20	5	10	0	35	Red (20-60)	Sign on door - unoccupied	-79.73701841977 40.6063990404455
19	11234-D-73	1060 3RD AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	10	5	0	15	Yellow (5-19)		-79.73712008711312 40.6063939406789
19	11234-F-117	859 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.74166602176178 40.6036669095976
19	11234-F-118	862 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.74166793787863 40.60374414974655
19	11234-F-130	866 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	2	0	2	Green (0-4)		-79.7416992696202 40.60404813902852
19	11234-F-135	869 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	5	2	0	7	Yellow (5-19)		-79.74172940211815 40.604307594881724
19	11234-F-136	867 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	5	2	0	7	Yellow (5-19)		-79.74178067971058 40.60432720942543
19	11234-F-139	865 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	2	0	0	2	Green (0-4)		-79.74192745787945 40.6043546323781
19	11234-F-141	861 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.742106127126328 40.6041890144713985
19	11234-F-142	859 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.7421918569416 40.604121462122115
19	11234-F-143	855 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.7422974275095 40.60417151995987
19	117164-144	873 BRACKENRIDGE AVE, BRACKENRIDGE, PA, 15014	BRACKENRIDGE R	0	0	0	0	0	Green (0-4)		-79.74234447407948 40.60418790169474

4. Spreadsheet Information by Column

- a. Parcel #
 - i. Allegheny County tax parcel number
 - ii. Reference the Allegheny County GIS Viewer
 - 1. This website shows the mapping of all the tax parcels with property address and is a helpful reference for parcel locations without visual addresses
 - 2. To aid in field collection it is helpful to have the GIS Viewer open in another window to reference as needed



- b. Full Address
 - i. Full property address as designated by the county parcel number
 - ii. Format: house number and full street name, municipality, state, zip code
 - iii. These addresses are taken from online property data and there may be variances in the field, meaning some may not match the field address and some may show addresses of vacant lots. For how to address potential issues see the *Tips, Tricks, and Troubleshooting* section.
- c. Municipality
 - i. Name of the municipality the properties belongs to
 - 1. Harrison
 - 2. Brackenridge
 - 3. Tarentum
 - ii. Designation is based on municipal district lines
- d. Residential or Commercial
 - i. Designate the type of property as residential or commercial
 - 1. Can be indicated with a simple "R" or "C"
 - 2. For mixed use properties designation can be "C/R"
- e. Occupancy Status
 - i. Rating number based on defined property condition rating scale

- ii. The rating scale is described in the next section, and a PDF copy of the matrix is included in the Google Drive
- f. Condition of Building
 - i. Rating number based on defined property condition rating scale
 - ii. The rating scale is described in the next section, and a PDF copy of the matrix is included in the Google Drive
- g. Condition of Property
 - i. Rating number based on defined property condition rating
 - ii. The rating scale is described in the next section, and a PDF copy of the matrix is included in the Google Drive
- h. Demolition Status
 - i. Rating number based on defined property condition rating
 - ii. The rating scale is described in the next section, and a PDF copy of the matrix is included in the Google Drive
- i. Property Rating
 - i. Sum of columns with ratings
 - 1. Occupancy Status
 - 2. Condition of Building
 - 3. Condition of Property
 - 4. Demolition Status
 - ii. These numerical rating will be converted into color coded ratings in the next column
- j. Property Color Code
 - i. Assigned color code based on Property Rating number
 - 1. Gray for demo/condemned, Red for blighted, Yellow for in trouble, and Green for stable
 - ii. Color Code Definitions
 - 1. Gray (100)
 - 2. Red (20-60)
 - 3. Yellow (5-19)
 - 4. Green (0-4)
 - iii. Copy of rating matrix is included in the Google Drive
- k. Notes
 - i. Column is to add any generally notes you may have in the field related to the property and property conditions
- l. Coordinates
 - i. These are the latitude and longitude associated with the parcel
 - ii. The coordinates are needed to allow mapping of the spreadsheet data

- b. These parcels can be designated by assigning the same designation as the adjacent properties
 - i. Parcel between two residential properties should be marked residential
 - ii. If this is not easily determined assign the property as mixed use
- c. Official designations of commercial and residential are typically determined by the municipal zoning code, but in this evaluation the designation is just for general reference to whether the property is a residence or a business.

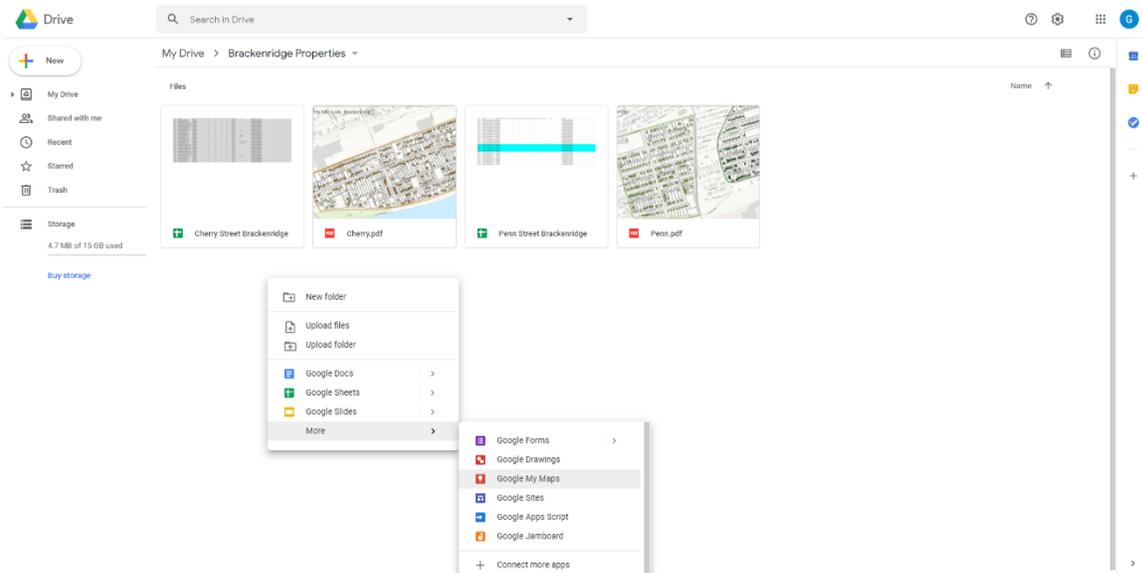
RESIDENTIAL/COMMERCIAL	Demo/Condemned (100)	Strongly Agree (20)	Agree (10)	Borderline (5)	Disagree (2)	Strongly Disagree (0)	Score
Occupancy Status: The property appears to be abandoned and unfit for human habitation.							
Condition of Building: Evidence of significant structural disrepair is visible (i.e. broken or missing windows, fire damage, collapsing porches or other section of the building).							
Condition of Property: Evidence that the property is not being maintained is clearly visible (debris, trash, tall weeds, graffiti, vermin etc.).							
Demolition Status: Building has been demolished or is officially condemned and slated for demolition							
Total							
GRAY = 100							
RED Blighted = 20 to 60							
YELLOW In trouble = 5 to 19							
GREEN Stable = 0 to 4							

- ii. **Occupancy Status**
 1. Assign a number rating based on the predetermined rating scale
 2. The property appears to be abandoned and unfit for human habitation.
 - a. Strongly Agree – 20
 - b. Agree – 10
 - c. Borderline – 5
 - d. Disagree – 2
 - e. Strongly Disagree – 0
- iii. **Condition of building**
 1. Assign a number rating based on the predetermined rating scale
 2. Evidence of significant structural disrepair is visible (i.e. broken or missing windows, fire damage, collapsing porches or other section of the building).
 - a. Strongly Agree – 20
 - b. Agree – 10
 - c. Borderline – 5
 - d. Disagree – 2
 - e. Strongly Disagree – 0
- iv. **Condition of Property**
 1. Assign a number rating based on the predetermined rating scale

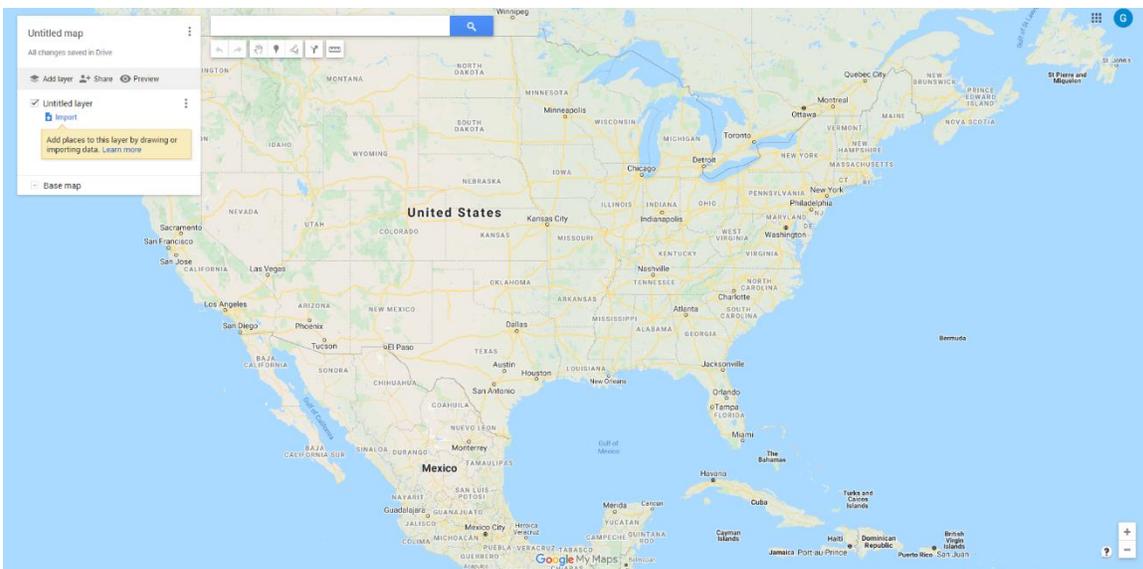
2. Evidence that the property is not being maintained is clearly visible (i.e. debris, trash, tall weeds, graffiti, vermin etc.).
 - a. Strongly Agree – 20
 - b. Agree – 10
 - c. Borderline – 5
 - d. Disagree – 2
 - e. Strongly Disagree – 0
- v. Demolition Status
 1. Assign a number rating based on the predetermined rating scale
 2. Building has been demolished or is officially condemned and slated for demolition.
 - a. Agree – Demo/Condemned – 100
 - b. Disagree – 0
- vi. Property Rating
 1. Add together all the rating columns for a total property rating
 - a. Occupancy Status
 - b. Condition of Building
 - c. Condition of Property
 - d. Demolition Status
 2. The sum in this column should fall between 0 and 60 or 100
 3. Totaling the rating columns could be done in the field or at a later time on a computer
- vii. Property Color Code
 1. The color code is determined by the property rating total
 2. Gray for demo/condemned/vacant, Red for blighted, Yellow for in trouble, and Green for stable
 - a. Color Code Definitions
 - i. Gray (100)
 - ii. Red (20-60)
 - iii. Yellow (5-19)
 - iv. Green (0-4)
 3. To make sure that these work with the Google mapping it is best to copy and paste the color code definitions in each row
 - a. The formatting for this column's fields need to be all exactly the same or the color coding for the map will not work properly
 4. As with the Property Rating totals the Property Color Code designation could be done after the field data is collected on a computer, this method makes it easier to copy and paste the color code fields to make sure the mapping will work.
- viii. Notes
 1. This field can be left empty or can contain any notes on the property that the reviewer feels may be important
- c. See *Tips, Tricks, and Troubleshooting* for addressing common in the field issues and for information on adding rows for properties not included in the spreadsheet

6. Mapping Spreadsheets

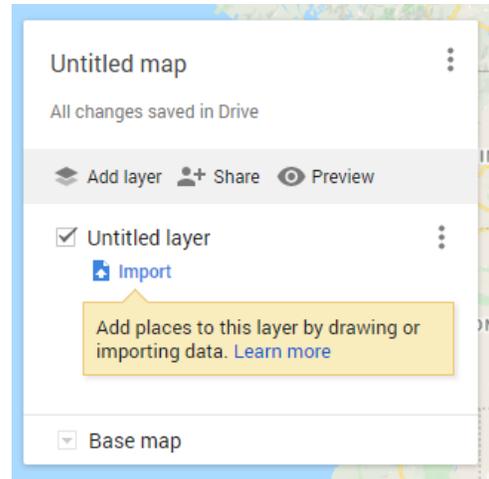
- a. Once a spreadsheet has been completely filled out a map of the data can be created in Google.
- b. Create a new Google My Map for spreadsheet data
 - i. Right click in open space within the Google Drive.
 - ii. Go down to “More”
 1. Under “More” select “Google My Maps”
 2. This will open up a new blank map document in another tab



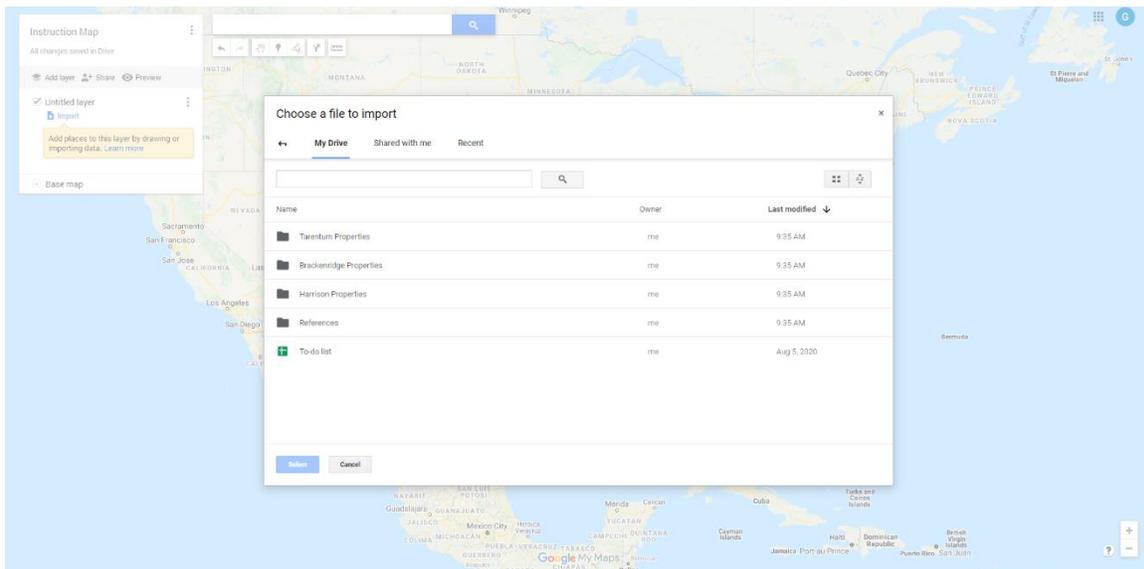
- iii. Title the new map to correspond with the spreadsheet that will be imported into the map



- iv. In the legend to the left of the map under “Untitled Layer” click on “Import”

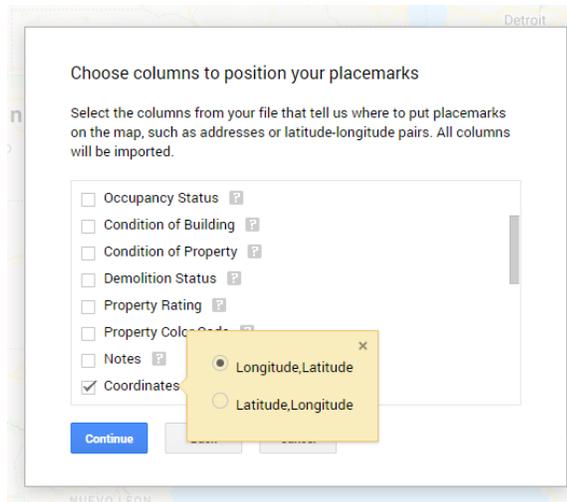


- v. You will then be prompted to choose the file to import
1. Go the “Google Drive” tab and select the spreadsheet data you would like to import
 2. Click “select” after highlighting the spreadsheet file you want to import



vi. You will be prompted to choose the column from the spreadsheet to position the placemarks on the map

1. Scroll and select the “Coordinates” field
2. You will be asked if the coordinates are Longitude, Latitude or Latitude, Longitude

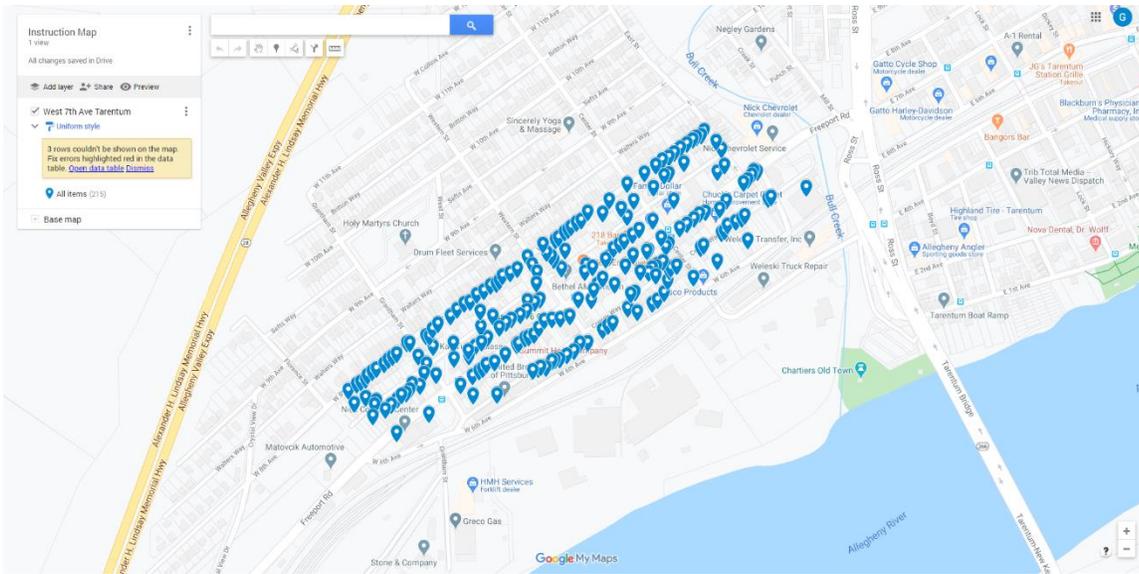


- a. Coordinates in the spreadsheet are set up **Longitude Latitude** so select that option

3. Click “Continue”

vii. Next you will be prompted to choose a column to name the placemarks

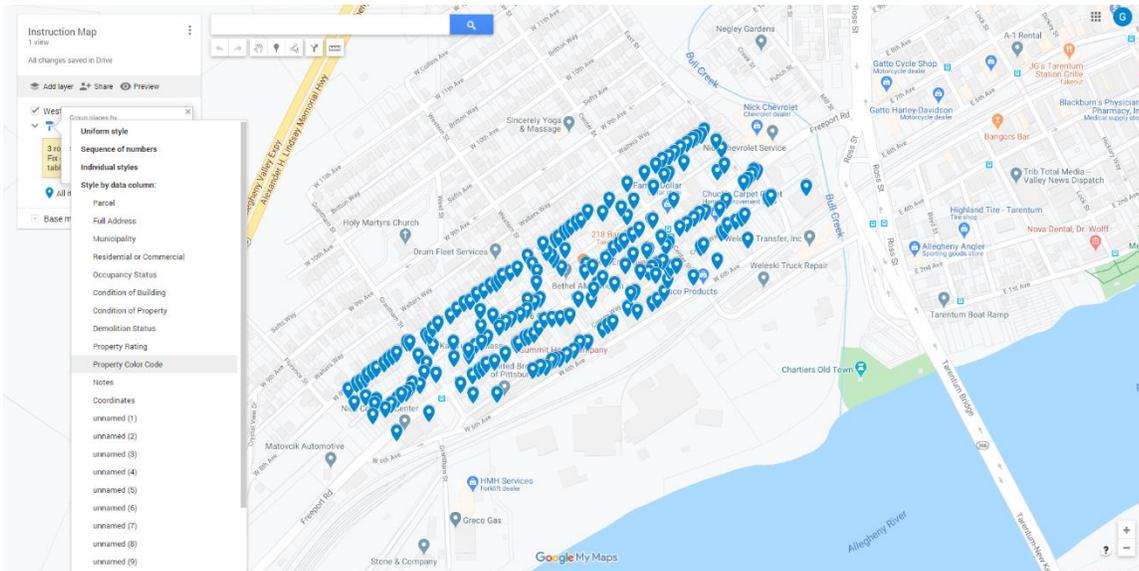
1. This could be any column you may want depending on your mapping needs, for general mapping select “Full Address”
2. Click “Finish”
3. This will import the spreadsheet into the map
 - a. If you get a yellow box in the legend after the import, that means that there was some sort of error with some of the data, it will usually prompt you with how many errors and where they are.
 - b. This error will only occur if there is a problem with the coordinate data, either it is not formatted correctly, or it is missing information
 - i. See *Tips, Tricks, and Troubleshooting* section for help



viii. At this point your data should be shown on the map through little placemark points, now we need to format the display for the placemarks

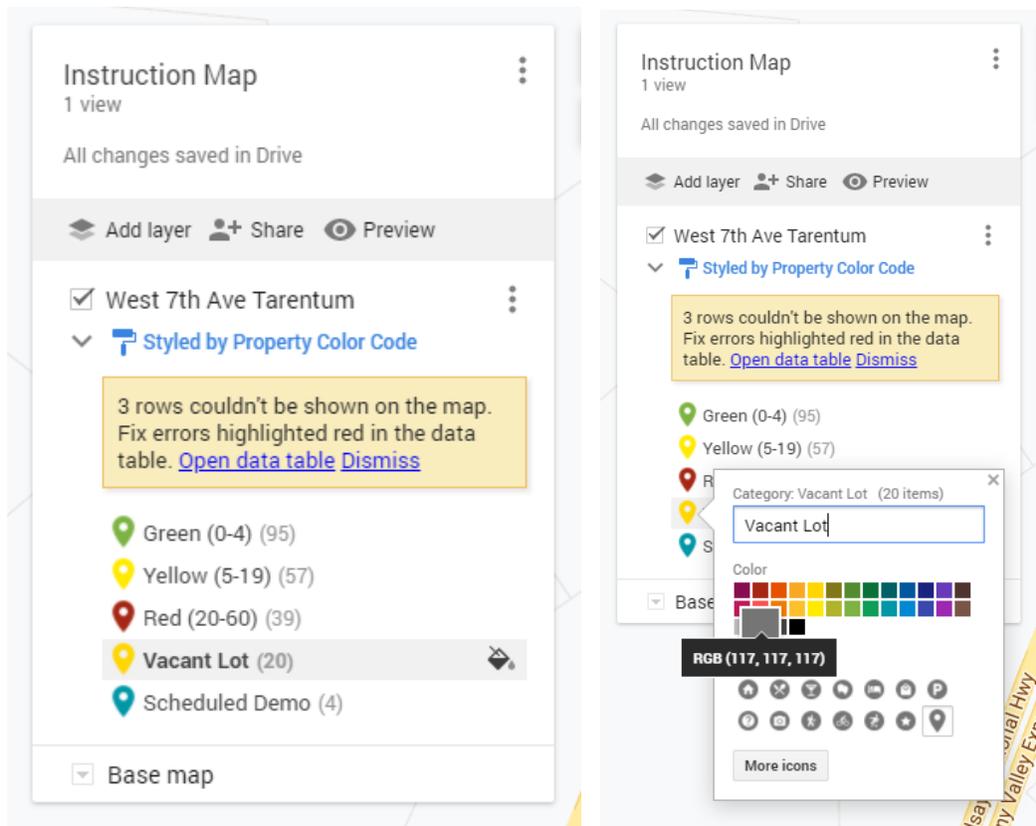
ix. Formatting placemarks

1. In the legend, under the layer for the data you just added click “Uniform Style”
2. In the Group Places by pull down select “Property Color Code”
3. Click out of the style manager window by clicking anywhere outside the box



4. Assign color to the placemark categories in the legend by clicking on the paint bucket icon next to the placemark icon in the legend
 - a. Red- should be red
 - b. Yellow- should be yellow
 - c. Green- should be green

d. Gray should be gray



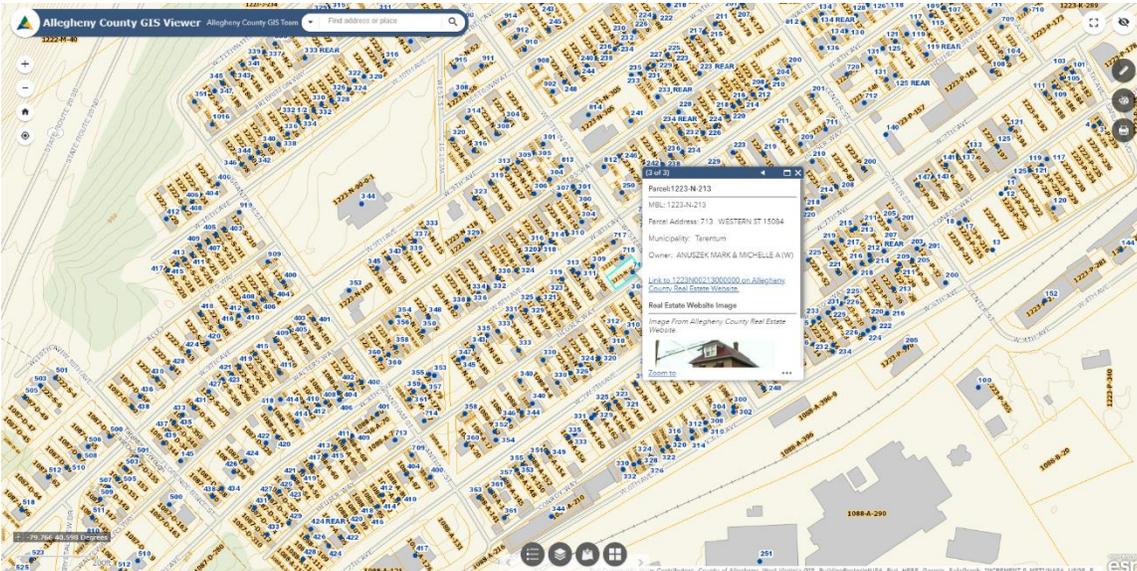
- x. The map will automatically save all the changes to your Google Drive folder, so you can just exit when you are done
- c. To print a copy of the map
 - i. Zoom in and pan the map to show the areas that you want to print
 - ii. In the legend click on the three dots next to the map title
 1. Select “Print Map”
 2. Printing dialog box will pop up
 - a. Select paper size, orientation, and output type
 - b. Click “Print”
 - c. Document will print as a PDF or Image file that you can save and print like a standard PDF or Image document

7. Tips, Tricks, and Troubleshooting

a. Tips

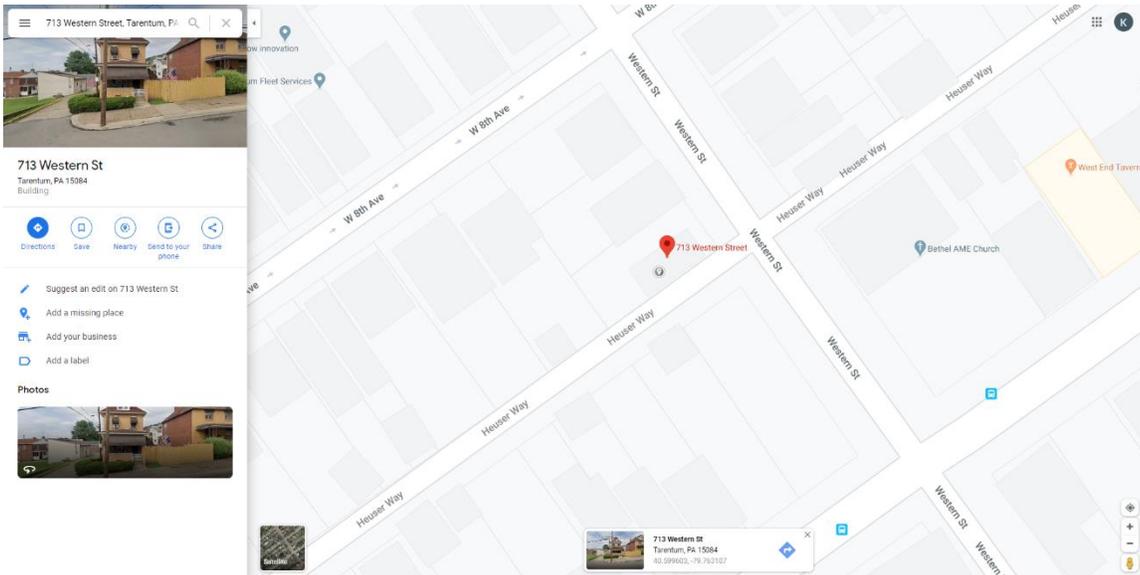
- i. Adding a Property to the Spreadsheet
 1. If you come across an address or lot that you cannot find already in the spreadsheet and you would like to add it the instructions to do so are below
 - a. First, insert a new row to the spreadsheet

- i. It would be best to insert this row adjacent to neighboring property addresses of the property you are adding
- b. Once the new row is in, you will need to fill in all the fields
 - i. Parcel Number
 1. You can locate the parcel number by looking it up in the Allegheny County GIS Viewer
 2. In the GIS viewer you can locate the property on the map or by searching using the address



- ii. Full Address
 1. This information will likely be on the property you are looking at, if not it can be located in the GIS Address Viewer with the parcel number
- iii. Municipality
 1. Indicate if the property is in Harrison, Brackenridge, or Tarentum
- iv. Fill out the next few fields as like all the other properties condition evaluations
 1. Residential or Commercial
 2. Occupancy Status
 3. Condition of Building
 4. Condition of Property
 5. Demolition Status
 6. Property Rating
 7. Property Color Code
 8. Notes
- v. Determine coordinates for the property
 1. This can be done through Google Maps

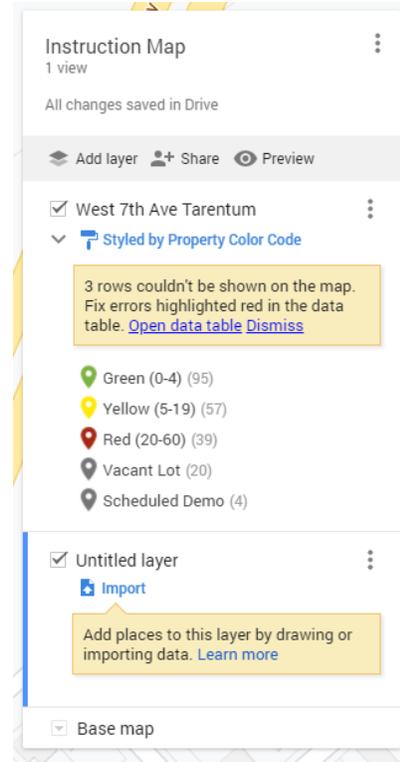
2. Open Google Maps and locate the property, likely through the address
3. Click on the property, not the placemark, this should add a small placemark and cause a small pop up box to appear in the bottom, center of the map



4. This box should have an image, the address of the property, and at the bottom in gray text is the coordinates for the property.
5. The default coordinate format for these coordinates is Latitude, Longitude. You will need to change this to match the other coordinates in the spreadsheet
 - a. Spreadsheet coordinates are Longitude Latitude
 - i. Be sure the format matches exactly, the spreadsheet coordinates do not use any commas, just a space between the numbers.
 - ii. Don't forget the negative sign in the Longitude coordinate
 - iii. If the coordinates don't match the format of the others in the spreadsheet Google will not be able to map it with the rest of the property data when imported into My Maps

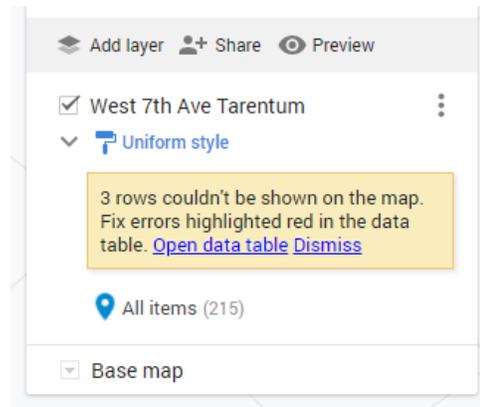
- ii. Marking where you left off on field data collection
 1. If you do not complete an entire spreadsheet of property data in one field evaluation, indicate in the spreadsheet where you have left off, so you know where to start when continuing collecting data
 2. Highlight the rows with the next group of properties to be evaluated and add a background color
 - a. Any color can be used but we have been using a bright blue
 - b. Be sure to remove the background color when you continue field data collection
- b. Tricks**
 - i. Duplexes and other similar properties
 1. The spreadsheets are set up to have no duplicate addresses
 - a. This means that if the duplexes have separate addresses, they should both be in the spreadsheet
 - i. The data, since taken from online resources is not perfect, it is possible that even with separate addresses both may not be listed in the spreadsheet
 1. Addresses are listed by the parcel, if for some reason the parcel does not list both addresses in the database it will not show in the spreadsheet
 - ii. If both addresses are not listed, add the missing property to the spreadsheet following the directions in the *Tips* section.
 - b. If the duplexes have the same address just a unit number or letter to delineate the two sides, they will only be listed in the spreadsheet one time
 - i. For evaluation the property could either be evaluated as a whole, or duplicated to evaluate each side
 1. To evaluate each side simply duplicate the property data row for the parcel/address
 2. Indicate in the addresses, using the unit number or letter, which unit is being evaluated in that row
 3. By duplicating the row instead of just inserting a new blank row you have some of the data already filled in, most importantly you have the coordinates filled in.

- ii. To add more than one spreadsheet to a single map
 1. Add the first spreadsheet using the mapping instructions provided earlier
 2. After the spreadsheet data is imported click on “Add Layer” in the legend, this will create a new untitled layer in the legend.
 3. Click on the “Import” link and import the spreadsheet using the same process described in the mapping instructions.

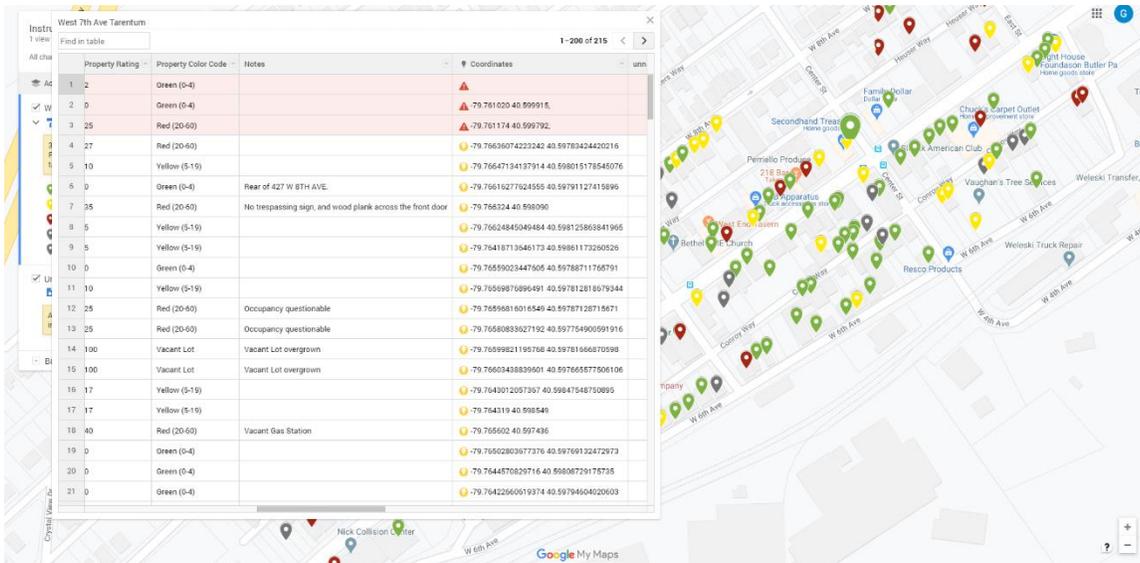


c. Troubleshooting

- i. Data Import Error when mapping
 1. If you get a yellow box pop up in the legend after importing the spreadsheet, it means there is a data error
 2. In the yellow box click on the link “Open Data Table”



3. The property data table will open (should look similar to the spreadsheet)
 - a. In the table the data rows with the error will be highlighted
 - b. Since we are using the coordinates to map the properties, if there is an error it is most likely with the coordinate data either missing or incorrectly formatted



4. Return to the spreadsheet file in the Google Drive and locate the properties that were highlighted in the map data table
5. Correct the coordinate data, match the format of the other coordinates in the spreadsheet
 - a. Format should be LONGITUDE *space* LATITUDE
 - i. Be sure there are no commas in the coordinates
 - ii. Don't forget the negative sign in front of the Longitude coordinates
6. Once the coordinate data is all corrected in the spreadsheet return to your My Map with the imported data
 - a. Delete the layer with the data error and import the updated spreadsheet, if everything was corrected there should not be any more errors mapping the data
- d. Trouble accessing Google account
 - i. Recovery email: driggsceo@gmail.com
 - ii. Recovery phone number: 412-680-1602
 - iii. Birthdate on account: 07/29/1920



RAILS, PARKS AND RECREATION

4A: New Brighton Area Recreation Commission bylaws as model

4B: Marshall Township recreation program registration form as model

4C: Bloomington Illinois volunteer application / waiver as model

4D: Pennsylvania Department of Conservation and Natural Resource Peer program and Circuit Rider program grant information

“Exhibit A”

New Brighton Area Recreation Commission An Intergovernmental Agreement of Cooperation

AN INTERGOVERNMENTAL AGREEMENT OF COOPERATION

THIS AGREEMENT, made this 1st day of December, 2002 By and Among New Brighton Area School District, a public school district of the Commonwealth of Pennsylvania, the citizens of which school district reside in New Brighton Borough, Daugherty Township, Pulaski Township and Fallston Borough herein called the "School District", the Borough of New Brighton, a municipal corporation of the Commonwealth of Pennsylvania, herein Called "New Brighton Borough", the Township of Daugherty, a municipal corporation of the Commonwealth of Pennsylvania, Herein called "Daugherty Township", the Township of Pulaski, a municipal corporation of the Commonwealth of Pennsylvania, Herein called "Pulaski Township", the Borough of Fallston, a municipal corporation of the Commonwealth of Pennsylvania, herein Called "Fallston Borough", situated in the County of Beaver, Pennsylvania, hereafter collectively referred to as "Participants" or sometimes individually as "Participant."

WITNESSETH:

WHEREAS, the Intergovernmental Cooperation Act (53 Pa. C. S. Section 2301 et seq., herein called the "Act") permits municipalities (under the Act the term "municipality" includes school districts) to enter into agreements to cooperate in the exercise or performance of their respective functions, powers or responsibilities, including recreation and parks activities; and

WHEREAS, it is believed by the Participants that the citizens within their respective political boundaries will be benefited by a community recreation and parks program jointly administered by them, which program shall comply with all applicable laws; and

WHEREAS, the purpose of this Agreement is to provide a framework and mechanism to adequately maintain community recreation and parks services and facilities, and to organize, manage, sponsor, and supervise community events within the political boundaries of the Participants through joint efforts rather than by separate efforts of each Participant; and

WHEREAS, to prevent duplication of effort and to maximize cost effectiveness, and in order to promote and conduct a program of community recreation and parks, the Participants mutually desire to mobilize community resources to effectively and economically meet the present and future recreation and parks needs of their citizens; and

WHEREAS, all Participants are legally authorized to enter into such an Agreement for the joint administration of a community recreation and parks program for their respective citizens,

NOW, THEREFORE, in consideration of mutual promises contained herein, and intending to be legally bound hereby, the Participants agree as follows;

1. Incorporation of Recitals

The above recitals are hereby incorporated herein as if fully set forth

2. Commission

A. The Participants hereby authorize the creation of the New Brighton Area Recreation Commission (herein called "Commission"), which shall direct, manage, and administer a community recreation and parks program pursuant to this Agreement, and all amendments hereto.

B. Representation. The Commission shall consist of nine (9) members, as follows:

(a.) The School District shall have three (3) members to the Commission, one (1) of whom shall be an elected member of the School Board and one (1) of whom shall be an administrative staff member. Such persons shall serve as members to the Commission at the pleasure of the School District. The School District shall also appoint one (1) member who shall be a resident of the school district and not an employee of the Commission. The terms of member appointment shall be; one (1) appointed to a five (5) year term, one (1) to an initial four-year (4) term and one (1) to an initial two (2) year term, with all terms extending to the first Commission meeting in January next succeeding the date of creation of the Commission.

(b.) New Brighton Borough shall have two (2) members who shall be elected members of the Borough Council or their designee. The terms of member appointment shall be; one (1) appointed to an initial three (3) year term and one (1) to a five (5) year term, with all terms extending to the first Commission meeting in January next succeeding the date of creation of the Commission.

(c.) Daugherty Township shall have two (2) members; one (1) appointed to an initial one (1) year term and one (1) appointed to an initial four (4) year term, with all terms extending to the first Commission meeting in January next succeeding the date of creation of the Commission. Such members shall be an elected member of the Daugherty Board of Supervisors or their designee.

(d.) Pulaski Township shall have one (1) member appointed to an initial three (3) year term, with the term extending to the first Commission meeting in January next succeeding the date of creation of the Commission. Such appointed person shall be an elected member of the Pulaski Board of Supervisors or their designee.

(e.) Fallston Borough shall have one (1) member appointed to an initial two (2) year term, with the term extending to the first Commission meeting in January next succeeding the date of creation of the Commission. Such appointed person shall be an elected member of the Fallston Borough Council or their designee. Upon expiration of the initial terms, all terms thereafter shall be for a period of five (5) years.

(f.) Alternates. One (1) alternate member shall be appointed by each Participant, thus, there shall be a total of five alternates to the commission whose affiliation shall be at the discretion of each Participant. The alternate members shall serve in the absence of a regular member and shall have full voting rights at the meeting at which the regular member is absent. It shall be the responsibility of the Commission Members to notify their alternates when an absence is necessary.

(g.) Voting. Each member of the Commission shall have one (1) vote.

(h.) Establishment of Advisory Committees. The Commission may establish advisory committees as deemed necessary or desirable for the operation of the Commission. The number of advisory committees and members assigned to said committees shall be established by the entire Commission.

(i.) Vacancy. Any vacancy on the Commission shall be filled by the Participant which appointed the vacating member of the Commission. If a Commission member who is required to maintain his or her residence in the political boundaries of a Participant ceases to be such a resident, his or her membership shall terminate automatically and his or her position on the Commission shall be declared vacant. When a Commission member who is required to be an elected member of a Participant's governing body is no longer serving as such an elected official, his or her membership on the Commission is terminated. Any vacancy on the Commission must be filled within 60 days to complete the existing term.

(j.) Attendance. The Commission may request that a Participant remove such Participant's members for his or her repeated lack of attendance at meetings. Members who attend less than 50% of regularly scheduled meetings during one year or three un-excused consecutive meetings are subject to removal.

(k.) In no instance can there be more than four (4) members on the Commission from one Participant communities.

3. Duties of Commission -Powers

(a.) Purpose. The Commission shall organize, supervise, administer, maintain and operate a community recreation and parks program for the residents of New Brighton Borough, Daugherty Township, Pulaski Township and Fallston Borough.

(b.) Property. Facilities and Equipment. The Commission may contract for or acquire property, furnishings, equipment and other amenities (collectively "Equipment") for community recreation facilities. Equipment, which is acquired by the Commission, shall be administered and maintained by the Commission for the benefit of all residents of the Participants. Equipment so acquired that is permanently affixed to the property of a Participant (hereinafter called "Fixtures") shall become the property of such Participant if the Commission is dissolved or if the Participant withdraws from this Agreement, unless otherwise agreed upon by all of the Participants. The acquisition and purchase of Equipment shall be in accordance with the standards set forth in the Act.

(c.) Employment of Personnel. The Commission may, for the purpose of carrying out its purpose, employ and terminate such personnel, as it shall deem proper. All employees of the Commission shall be paid through the Commission. The Commission shall have the authority to enter into contracts for policies of group insurance and employee benefits or utilize existing Participant group policies. The Commission shall employ a Director, who shall serve at the Commission's pleasure, and who shall be responsible for coordinating the development and supervision of all recreational activities and programs. The Director, with the approval of the Commission, shall be responsible for the selection and hiring of all other personnel, including supervisors, instructors and leaders. All Commission employees shall be required to possess Act 151 and Act 34 clearances prior to their start of employment. The Director shall be required to attend all regular meetings of the Commission and may participate in any discussion undertaken during such meetings, but shall have no voting rights with respect to and shall not be entitled to vote at any such meeting. Executive sessions of the Commission may be held without the attendance of the Director only to determine performance evaluation of the Director, at the discretion of the Commission. The Director will be entitled to attend all other executive sessions of the Commission.

(d.) Conduct of Business. The Commission shall establish its own form of organization and appropriate rules and regulations for the conduct of its business, including adopting its own by-laws. Said by-laws shall incorporate any and all provisions set forth in this agreement with regard to the conduct of commission business and shall be reviewed and commented upon by the governing bodies of the Participants.

(e) Officers. The Commission shall elect a Chairperson, Vice-Chairperson, Secretary and Treasurer of the Commission. The Chairperson shall act as chair at all duly called meetings and shall be empowered to execute, together with an attestation by the Secretary, all legally binding documents on behalf of the Commission. The Vice-Chairperson shall serve in the absence of the Chairperson. The Secretary or his/her designee shall record the Commission's actions and be custodian of the Commission's records. The Treasurer of the Commission or his/her designee shall receive and expend all Commission funds and shall keep an accounting of all of the Commission's finances including, but not limited to, employee payroll. The Treasurer shall also present monthly reports regarding the finances of the Commission to the Commission members. The Commission shall organize annually at the first meeting held in January of each year. All officers shall be elected at the Commission's January organizational meeting and serve a one (1) year term of office, expiring December 31. If an officer ceases to be a member of the Commission, a successor shall be elected in accordance with the requirements of this Agreement.

(2) Commission Meetings. The Commission shall have regularly scheduled meetings at least once every month. The Chairperson of the Commission may, when he or she deems it necessary or desirable, and shall, upon the request of five (5) members of the Commission and/or the Director, call a special meeting of the Commission for the purpose of transacting any business designated in the call of the meeting. The call for any regular and special meeting shall in accordance with the Pennsylvania Sunshine Act.

(3) Quorum. When a majority of the number of members of the Commission (5) five or more members are present at a Commission for a quorum to be met and official actions may be taken.

4. Finances

(a.) Fiscal Year -Budget. The Commission shall prepare an annual accounting for an independent audit to include all of its financial operations and activities on a calendar year basis beginning on January 1 of each year. On or before October 1 of each year, the Commission shall prepare a budget, which budget shall include in detail the costs and expenses expected to be incurred by the Commission in the performance of its duties for the succeeding calendar year. Such budget shall include the amount of funds which the Commission expects to receive from the sources other than the Participants. Any remaining funds which the Commission budgets as necessary or desirable for the performance of its duties shall be reflected as cash contributions to be received from the Participants in accordance with paragraph 6 (Cash Contributions) hereof. Such budget shall not include any expenditure for any item designated as an in-kind contribution pursuant to paragraph 5 (In-Kind Contributions) hereof. Any excess funds remaining after conclusion of a calendar year shall be applied to the fund balance of the Commission.

(b.) Approval of Budget. The budget prepared by the Commission shall be submitted to the governing bodies of the Participants for approval on or before September 1 of each year. No budget shall be effective if disapproved by a majority of the Participants' governing bodies prior to the end of October of each year. Such disapproval shall be immediately communicated orally or in writing to the other Participants and to the Commission. Contributions by the Participants shall not exceed an increase of more than 5% of the previous year's contribution without unanimous approval of each of the Participant's' governing bodies. If the budget has not been so approved by January 1 of the next calendar year, the prior year's contribution shall remain operative unless and until such approval shall be given to the Commission.

5. In-Kind Contributions

(a.) Property. The Participants agree to make available, without charge, for use by the Commission the property ("Property") of the Participants when the use of the Property by the Commission will not interfere with or conflict with the usage thereof by the Participants or by third parties, to which Participants granted permission to use, or be contrary to any legal restrictions or obligations relating to the use of the Property; provided, however, that the Property as listed on Schedule A of this Agreement shall not be available for use by the Commission. The in-kind contribution shall include in accordance with the terms of this Agreement:

- (1) the use of the Property of the School District
- (2) the use of the Property of New Brighton Borough
- (3) the use of the Property of Daugherty Township
- (4) the use of the Property of Pulaski Township
- (5) the use of the Property of Fallston Borough

(6) The in-kind contributions shall include the normal operational costs and expenses related to or associated with the use of the Property or any Participant which would have been incurred by the Participant's property (including but not limited to maintenance, repair, insurance, heat, air-conditioning,

ground maintenance, improvements, police and fire protection, water, sewer, utility services and all other items of cost and expense) with respect to the Property irrespective of the Commission's use thereof. The in-kind contributions shall not include costs and expenses, which would not have been incurred by the Participants except for the Commission's use of the Property, specifically, the costs and expenses for janitorial services or special police protection with respect to a specific event of the Commission ("Extra Costs"). The Extra Costs actually incurred by each of the Participants shall be promptly reimbursed by the Commission.

(b.) Maintenance of Property. Participants agree to keep their respective facilities/equipment in a safe usable condition and the Commission agrees to leave said facilities/equipment in a like condition.

(c.) Capital Improvements/Existing Agreements. The Participants agree to be responsible for capital improvements to facilities and property that they own and further agree that the Commission shall not be responsible for making any such capital improvements. This Agreement, and the duties of the Commission hereunder, shall not interfere with any existing lease agreements or licenses among any of the Participants or by and between any of the Participants and any third party. Any such agreements or licenses shall remain in full force and effect, and the powers and duties of the Commission are subject to any such agreements or licenses.

(d.) Rules and Regulations. The Participants may adopt and enforce reasonable rules and regulations relating to the Commission's use of their respective Property, provided that such rules and regulations shall not require the Commission's expenditure of funds for services or items agreed to be contributed in-kind.

6 Insurance.

(a) Liability Insurance. The Participants shall obtain and maintain liability insurance, which policy or policies of insurance shall name the Commission, its directors, officers, employees, and agents, as a named insured with respect to the Commission's duties and activities on the Property of each Participant. Each such policy shall contain limits of not less than \$1,000,000 per occurrence for injury or damage to persons or Property.

(b) Casualty Loss Insurance. The Participants shall each maintain, with respect to their respective property, such casualty loss insurance as they shall deem appropriate. All such insurance shall contain waiver of subrogation rights against the Participants or Commission as applicable.

(c) Directors and Officers Insurance. The Commission shall obtain and maintain public officials' "directors and officers" insurance coverage or utilize existing Participant policies for its members.

7. Cash Contributions

(a.) First Year Operating Budget. The Participants have agreed that for the year 2003 they will appropriate and budget a sum of money as they mutually agree shall be sufficient for the first year of operation of the Commission. Accordingly, each Participant shall pay a proportionate share of the total cost in the aggregate amount of \$50,90.23 the first year operating budget shares are as described in (b.) Cash Contribution Formula.

(b.) Cash Contribution Formula. In addition to the in-kind contributions as set forth in this agreement, the Participants agree to contribute to the Commission in accordance with its budget (whose dollar amount may be adjusted from time to time), the amounts of cash as are necessary or desirable to fund the Commission's operations. Subsequent years shall employ the same share (50% assessed value/50% per capita) formula as applied to each new budget amount. The cash contributions shall be determined by multiplying the total annual Participant Revenue Budget Requirement times the participant % share ratio.

	% Share	\$ Contribution
(1) School District shall contribute	(.5000 share)	25,295.11
(2) New Brighton Borough shall contribute	(.2511 share)	12,703.21
(3) Daugherty Township shall contribute	(.1680 share)	8,499.16
(4) Pulaski Township shall contribute	(.0620 share)	3,136.59
(5) Fallston Borough shall contribute	(.0189 share)	956.16

Data Used	2001 Assessed Values	Assessed Ratio	2000 Census	Per Capita Ratio	50/50 Blended Ratio
School District	92,854,693	0.5000	12,063	0.5000	0.5000
New Brighton	42,177,727	0.2271	6,641	0.2753	0.2511
Daugherty	35,909,497	0.1934	3,441	0.1426	0.1680
Pulaski	10,119,591	0.0545	1,674	0.0694	0.0620
Fallston	4,647,878	0.0250	307	0.0127	0.0189
		1.0000		1.0000	1.0000

(c.) Cash Contribution Payments. The Participants shall make payments to the Commission in four (4) equal installments by the first day of January, April, July and October of each budget year.

8. Effective Date, Term -Termination

(a.) Effective Date and Term. This agreement shall be effective _____, 2003, and shall be for a term of five (5) calendar years ending December 31, 2007. Participants may not withdraw from this Agreement during the initial five (5) year term of the Agreement. This Agreement shall continue in full force and effect and shall be automatically renewed year-to-year thereafter except as otherwise provided in this Agreement.

(b.) Withdrawal. After the initial five (5) year term, any Participant may withdraw from the terms of this Agreement at the end of any calendar year by giving written notice of such withdrawal to the other Participants and the Commission one (1) year before the proposed withdrawal date. Withdrawal from this Agreement by any Participant shall not terminate the Agreement among the remaining parties. Any funds contributed by a withdrawing Participant shall be retained by the Commission. Withdrawal from this Agreement must be approved by a majority of the voting members of the governing body of the Participant which desires to withdraw, voted on following a public meeting held in accordance with the Pennsylvania Sunshine Act.

(c.) Dissolution. In case of dissolution of the Commission by mutual consent of all Participants hereto, the Equipment, property, materials, supplies, and capital assets of the Commission that remain shall be distributed to the Participants in proportion to the cumulative contributions of the Participants from the date of this Agreement to the time of dissolution; provided, however, that any Fixtures shall remain the property of the Participants on whose Property any such Fixtures are affixed, and shall not be subject to the distribution provided for in this section.

9. Entire Agreement

This agreement constitutes the entire contract by the Participants and there are no other understandings, oral or written, relating to the subject matter hereof.

10. Amendment

This Agreement shall not be amended or altered except by writing duly approved by and signed on behalf of all of the Participants.

11. Governing Law

This Agreement shall be governed by the Laws of the Commonwealth of Pennsylvania. This Agreement is adopted pursuant to the Act and each Participant shall take all necessary steps under said statute to comply with the same.

12. Further Action

The Participants agree to take all action necessary to carry forth the provisions of this Agreement.

IN WITNESS WHEREOF, the parties hereto have hereunto set their hands and seals the day and year first above written.

ATTEST:

NEW BRIGHTON AREA SCHOOL DISTRICT

Secretary

President of the Board

ATTEST:

BOROUGH OF NEW BRIGHTON

Secretary

President of Council

ATTEST:

DAUGHERTY TOWNSHIP

Secretary

Chairman

ATTEST:

PULASKI TOWNSHIP

Secretary

Chairman

ATTEST:

FALLSTON BOROUGH

Secretary

President of Council

PARKS & RECREATION REGISTRATION

All programs, except where noted, require advance registration and are filled on a first come, first served basis. Programs require a minimum number of participants to be held. Most programs have a limited enrollment, so early registration assures you a place in the program.

Programs will be available until they have reached maximum enrollment or are canceled due to a lack of registrants. If a program does reach maximum enrollment, we encourage placing your name on the waiting list. By doing so, we will be able to contact you in case of a cancellation or possible new session being added. Waiting lists are intended to be a source of contact and do not guarantee you will receive a return call. Credit Cards are not accepted.

REGISTER NOW FOR RECREATION PROGRAMS!

WALK IN REGISTRATION

Come to the Marshall Township Municipal Building located at 525 Pleasant Hill Road (off of the Red Belt) between 8 a.m. and 4 p.m. Monday through Friday.

Our recreation department will be glad to enroll you in the program of your choice.

MAIL IN REGISTRATION

Please complete and sign the registration form below. Enclose payment for any fees listed in the program description. Make checks payable to Marshall Township and mail to:

**Marshall Township
525 Pleasant Hill Road
Suite 100
Wexford, PA 15090**

Please print:

Participant's Name: _____

Phone Number: _____

Date of Birth (if under 18): _____

Street Address: _____

City, State & Zip Code: _____

E-mail: _____

Program: _____

Fee: _____

PLEASE READ AND SIGN OTHER SIDE

RELEASE OF ALL CLAIMS

ON THIS _____ day of _____, in consideration of my or my child's participation in all of the Marshall Township Recreation Program activities in which I or my child participate(s), I, intending to be legally bound, do hereby, for myself, my heirs, executors and administrators, waive and release, acquit and forever discharge the Township of Marshall, or the Township of Marshall Parks and Recreation Department, or any of their officers, agents, employees, instructors, representatives, successors, and/or assigns and any and all other persons, firms and corporations, whether herein named or referred to or not, from any and all future rights, claims, causes of action, civil or criminal claims, demands, costs, attorneys fees, loss of service, expenses, compensation, third party actions, suits at law or equity, including suits for contribution and indemnity, of whatever nature, and all consequential damages on account of, or in any way associated with the above-mentioned program or with arriving to and/or returning from any activity associated with the program.

I/we further state that I/we have carefully read the foregoing release and know the contents thereof, and I/we sign the same as my/our own free act. I/we acknowledge that signature by either parent or by one guardian hereby binds all parents and/or guardians of any minor participant.

Signature of participant

Signature of Parent/and/or Guardian
in the event that participant is a minor

*****PERMISSION TO USE PHOTOGRAPH*****

I agree that Marshall Township may use such photographs of me with or without my name and for any lawful purpose, including for example such purposes as publicity, illustration, advertising, and Web content.

Signature of participant

Signature of Parent/and/or Guardian
in the event that participant is a minor

Volunteer Application

GENERAL INFORMATION

Application Date _____ Adult Teen

Are you 18 years or older? Yes No

Best way to contact you: Home Phone Work Phone Email

Last Name _____ First Name _____ MI _____

Nickname _____ Home Phone _____

Address _____ Apt. # _____

City _____ State _____ Zip _____

E-mail Address _____

Emergency Contact _____

EDUCATION AND WORK EXPERIENCE

Current Employer _____

Work Phone _____

Position Responsibilities _____

Students - List School _____ Last Grade Completed _____

Previous Volunteer Experience _____

INTERESTS

Hobbies/Interests _____

Skills/Languages Spoken _____

What is motivating you to volunteer?

Personal satisfaction Career exploration School/community service requirements Other

Additional Information _____

VOLUNTEER WORK PREFERENCE

- Adult Center General Clerical Marketing/Publicity Miller Park Zoo
- Pepsi Ice Center S.O.A.R. Aquatics Inclusion Companion
- Park or Trail Recreation Programs Special Events Miller Park Summer Theatre
- Sports Preschool/Youth Other _____

REFERENCES

References: We reserve the right to check references on all potential volunteers. Please list two people other than relatives who would be willing to serve as personal references who have known you for at least one year.

Last Name: _____ First Name: _____ Daytime Phone: _____

Address: _____ City: _____ State: _____ Zip: _____

Last Name: _____ First Name: _____ Daytime Phone: _____

Address: _____ City: _____ State: _____ Zip: _____

General Information: Affirmative responses to the following questions will not automatically exclude you from volunteering.

Have you ever been dismissed or asked to resign from any position for reasons other than disability? No Yes

If yes, please explain:

Have you ever been convicted of a felony? No Yes

If yes, please explain:

- I hereby certify that the information provided above is true and complete and to the best of my knowledge.
- I authorize the City to thoroughly investigate my references, work record, education, criminal convictions record, and any other matters relevant to my suitability for volunteering. I hereby fully release and discharge the City, my former employers, their respective officers, employees and agents, and all other persons and entities from any and all claims, demands, and liabilities arising out of or in any way relating to such investigation or disclosure.
- I understand that I will not be paid as a volunteer.
- I understand that I will serve at the pleasure of the City of Bloomington and may be dismissed from my volunteer duties at any time, with or without cause. A volunteer may not be selected for volunteer service. This determination may be made with or without cause.

Signature of Applicant

Date

If volunteer is under 18 years of age, a parent or guardian must consent to an applicant's working as a volunteer. I hereby consent to my child's participation in the Bloomington Parks and Recreation volunteer program.

Signature of Parent/Guardian

Date

Please return to: Bloomington Parks & Recreation, 115 E. Washington, Bloomington, IL 61701



Peer and Circuit Rider: Local Capacity Building Project Funding

Partners may apply for grant funding to help build municipal, multi-municipal, or county capacity to better develop, manage, and promote:

- Recreation, park, or trail facilities
- Installation and maintenance of green infrastructure
- Conservation of our natural resources
- Other projects deemed appropriate by DCNR

Two types of local capacity building programs are offered -- the Peer and Circuit Rider programs.

Peer Program

The Peer Program is available to assist municipal entities with hiring a professional consultant to study specialized small-scale issues. Up to \$10,000 can be made available to hire a peer -- typically a park and recreation professional -- to work in close collaboration with community leaders to develop an action plan.

Circuit Rider Program

This Circuit Rider Program provides grant funds for county or regional organizations to hire a professional, full-time staff person.

The circuit rider's purpose is to initiate new regional programs and services that position sponsoring entities to more efficiently and effectively meet their recreation, park, greenways, open space, and/or natural resource and community conservation needs.

The annual grant funding decreases over a period of four years with the understanding and intention that the sponsoring organization.

More Information

<https://www.dcnr.pa.gov/Communities/Grants/PartnershipGrants/Pages/default.aspx>



COMMUNITY IDENTITY AND BRANDING

5A: Notes from steering committee working group meeting with Visit Pittsburgh

Harrison-Brackenridge-Tarentum Comprehensive Plan
Community Identity and Branding working group

Meeting Notes / Visit Pittsburgh

Nov. 14, 2019

Brenda Armstrong, Senior Director of Marketing, and Asaka Narumi, Director of Web Development, Visit Pittsburgh; Lindsay Fraser & Elaine Kramer from working group

Q: How might the communities think through and develop an identity?

- The goal is to create a “brand message” that everyone has. “Everyone” is businesses, non-profits, institutions, civic groups, local governments, residents.

Q: What is a brand message?

- These are the stories you want to tell and the stories you want to get past. You have to have a nice blend of what people already know about the place and what you want them to know.
- Create a series of statements that cover different aspects of the place, such as, “Pittsburgh has always been a hub of innovation, and it continues to be.” An example for the H-B-T area could be, “We prize our river and riverfront access, and value conservation efforts to protect the Allegheny.”

Q: How do you create a brand message? Who gets to decide who we are, what we are, and what best describes our communities?

- Create a two-step focus group process (The process example is from the consulting firm that worked with Visit Pittsburgh).
 - Create two very broad-based stakeholder focus groups that are very representative of the community. Work hard at this – create equitable access to this for many points of view, and don’t rush this step.
 - Lead the first focus group through a probe questions discussion, with the goal of creating a list of key words describing the communities.
<https://humansofdata.atlan.com/2017/09/conduct-successful-focus-group-discussion/>
 - Second focus group is given the key words from the first group but no other history. Ask this group to assemble the key words into statements that the participants feel describe both how the communities have been/are but also the direction that the communities are/should be moving.
- These become *the brand message talking points*. (Note: Because this sounds very wonky, we can think of another name for them, like “Our Towns, Our Values,” or “Get to know Harrison, Brackenridge and Tarentum!” But in this memo, they’re called “brand message talking points.”)
- Next, test the brand message talking points. Hold lots of meetings with stakeholders such a community groups, boards of directors, business groups, homeowner groups, everyone you can think of to test the brand message talking points. Explain the purpose and ask them to support this brand messaging. If people are not supportive, find out why. While the talking points do not have to please everyone, it’s important to find out right away if

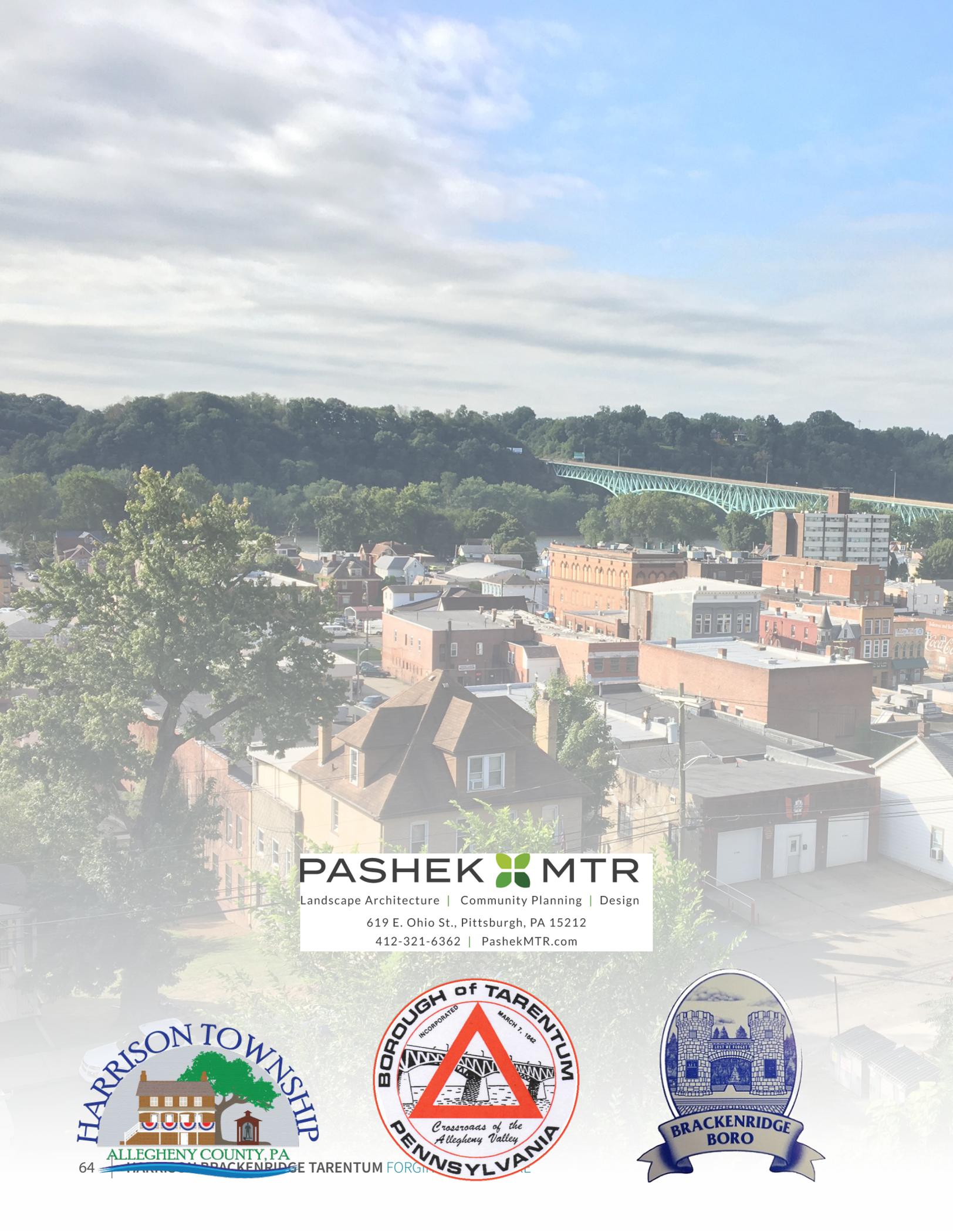
something about the talking points is way, way off target, because if it is, the brand message won't work and could even be ridiculed. Do not rush this step.

Q: What do you do with the brand message talking points? How are these used?

- When the brand message passes the stakeholder sniff test, give the list of talking points to “everyone.” Share with the communications people in local businesses and industries; the groups and institutions that make up the fabric of the community; people who are interested in speaking up for H-B-T.
- Ask the businesses, institutions, groups, etc. to incorporate these brand message talking points in their corporate or business communications.
 - They can include them in the “About” section of their websites or social media presences.
 - They can #hashtag the key words in posts.
 - They can use the themes of the brand message talking points for their own examples/stories, such as in newsletters or websites. For example, if one of the talking points is about how nice homes are affordable in H-B-T, a moving company website could include a story about how it moved a family to H-B-T, to a home/neighborhood that was affordable.
- Think of other ways to get stakeholders to share via their networks.
 - Businesses can distribute or incorporate the brand message talking points when they are representing their businesses with customers or clients at conferences, trade shows or meetings.
 - Residents can #hashtag key words in social media groups.

Q: Can you explain more about “telling local stories” that illustrate the brand message talking points?

- Local media and the national and foreign press all write stories about H-B-T or about “Pittsburgh” more generally.
- You should prepare stories to illustrate the talking points, such as a story quoting/showing three families that moved to town for affordability. Another example could be story illustrating “We prize the river and riverfront access,” (if that’s a talking point) that shows volunteers picking up trash, people fishing, people using the marina, people birdwatching at the park.
- Create a series of these stories and use them on their own websites but also provide them to media and to groups like Visit Pittsburgh and the Allegheny Conference on Community Development – both of which field media calls and want to have stories and contacts at the ready.
- Recognize that people love stories that illustrate local “firsts,” or ways of doing things that have sustained over time, so prepare examples of that too.
- Recognize that people love weird one-off stories, so don’t be afraid to prepare examples of those too, assuming they align with the talking points.



PASHEK MTR

Landscape Architecture | Community Planning | Design

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