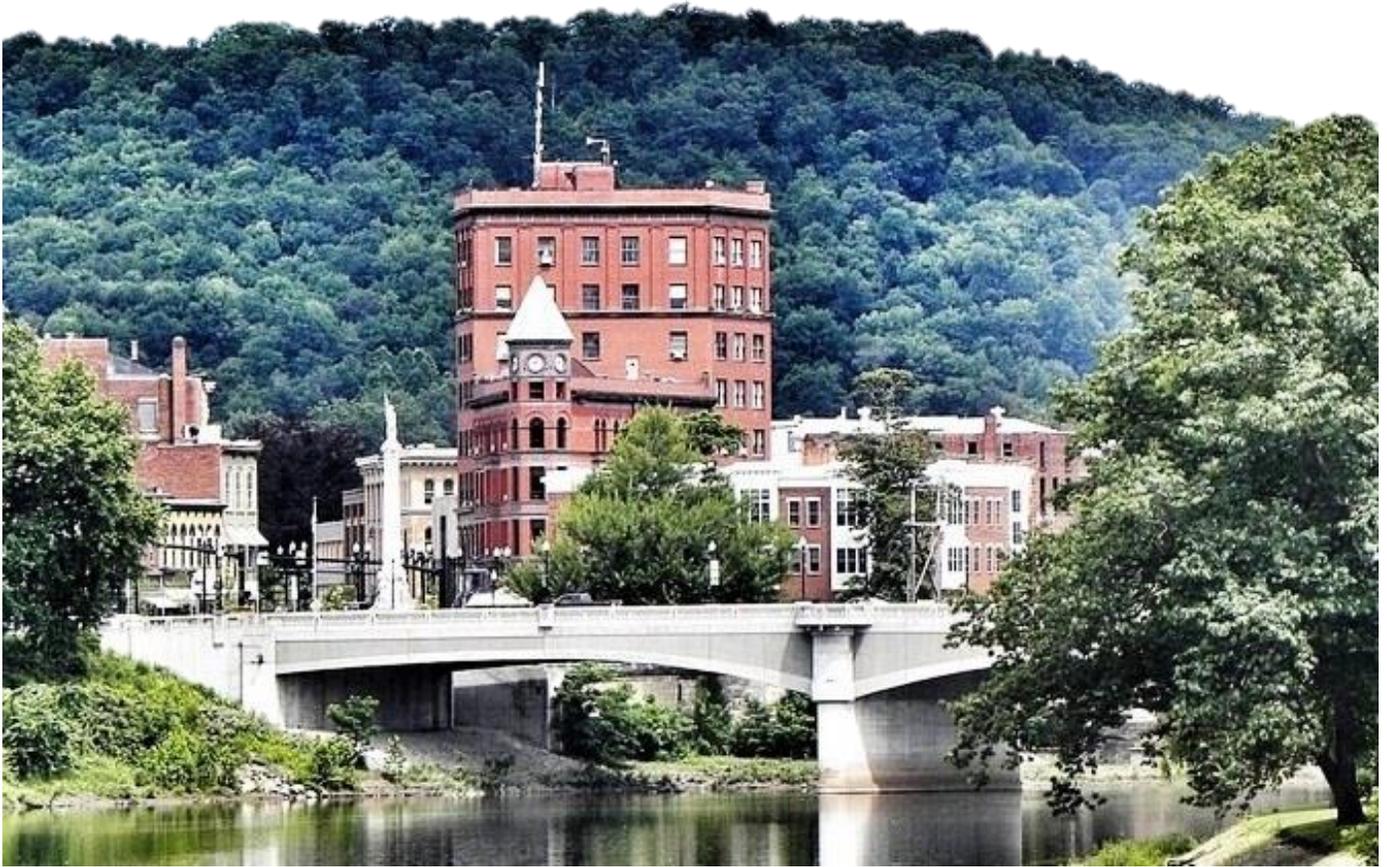


Experience Warren

A Strategic Plan for Our Downtown

October, 2017

Presented to Warren City Council November 6, 2017



Downtown Warren

On the Banks of the Allegheny



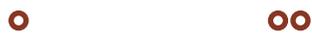
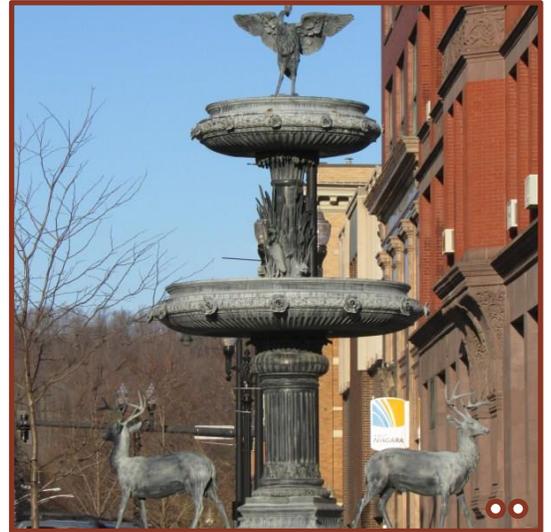
Inside cover





Table of Contents

Acknowledgements	3
Introduction	4
Objectives	
Study Area	
Process	
Context	5
Our Community – Past and Present	
Location – Off the Beaten Path	
Recent Trends – the Region and the City	
Regional Economy	
Downtown	11
Land Use and Zoning	
Parking	
Recent Investments	
The Historic District	
Our Downtown Economy	
Local Insights	20
Conversational Interviews	
Focus Groups	
Warren County Chamber of Business and Industry Interview	
What We Need to Do	
Our Aspirations	24
Our Vision	
Elements of Our Vibrant Downtown	
Examples of Our Aspirations	
Moving Forward	26
Guiding Principles	
Possibilities	
Potential Development Sites	
What’s Next? Three Year Action Plan	
Appendices	46
A. Worksheet For Benchmarking Annual Visitors to Warren and Vicinity	
B. Annual Retail Support by Category	
C. Summary of Interviews	
D. Examples from Other Communities	
E. Resources	





Acknowledgments

Prepared by the Warren Downtown Steering Committee and recommended to the Warren Redevelopment Authority for further consideration. Technical assistance was provided by CT Consultants, staff assistance and coordination by David Hildebrand Planner/Development Administrator, and community input and guidance from the Business Retention and Attraction Focus Group, the Historic District Focus Group, interviews with local stakeholders and those that participated at the public forums.

Steering Committee

James Decker
 Anna Marie Dicembre-Miller
 Bob Dilks
 Mark Eberl
 Chuck Gray
 Michelle Gray
 Mary Hagan
 Kirk Johnson
 Rob Kaemmerer
 John Lasher
 Don Nelson
 Scott Newton
 Randy Rossey
 Alex Shreffler
 Kurt Smith
 Sue Spencer
 Bill Tarpinning
 Lauren Warmath
 David Winans

City of Warren

City Council

Maurice J. Cashman, Mayor
 John Lewis, Vice President
 Elissa David
 Gregory Fraser
 Philip Gilbert
 Richard Kolcharno
 James A. Zavinski, Sr.

Planning Commission

Alex Shreffler	Don Nelson
Pat Scutella	Angie Dart
Raymond Pring	Chuck Gray
Charles Conaway	

Interviews with:

Dave Sherman, Executive Director, Warren Co Visitors Bureau
 Amy Stewart, Superintendent, Warren Co School District

Business Retention and Attraction Focus Group

Don First
 David L. Kell
 Allen Sowers
 Lisa Streich
 Karen Turner
 Tim Turner
 Melissa Uber

Historic Preservation Focus Group

Julie Blick
 Angie Dart
 Kathy Johnson
 Kelli Knapp
 Shane McGranaghan
 Lyn Pryor
 Steve Sigmund
 Karlene Smith
 Barbara Tubbs
 Penny Wolboldt

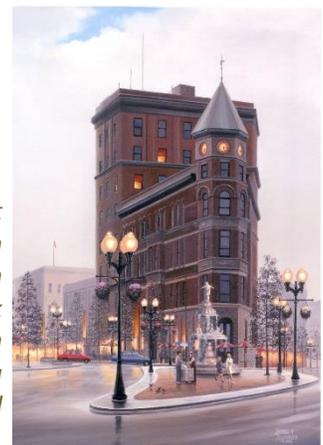
Redevelopment Authority

Michael Boyd
 David Cantrell
 Tricia Durbin
 Randy Rossey
 Marty McQuillan

Administration

Nancy K. Freenock, City Manager
 David Hildebrand, Planner and
 Development Administrator

One of Warren's most defining downtown buildings is the flat-iron National City Bank Building, which sits on the point dividing Second and Pennsylvania Avenues.





Introduction

Objectives

Yes, we all should Experience Warren to enjoy our cultural, historic and recreational assets. Clearly, many are indeed experiencing downtown - residents, employees or visitors. And our goal is to make downtown **even better** – to build on our assets and live up to our potential so many more will experience and enjoy the full range of economic, historical and recreational assets we have in Downtown Warren.

Study Area

Naturally, Downtown Warren is the focus of the study, but what exactly is “downtown.” At the start, the Planning Area was identified as the non-residentially zoned area shown in red in Map 1, with roughly 16 city blocks and encompassing about 70 acres. Most of the recommendations in the plan pertain to activity within the Planning Area, yet, the surrounding, mostly residential, neighborhood plays an important role in the success of downtown. The Plan acknowledges this fact and includes recommendations to ensure the larger context remains viable as well.

Map 1. Study Area



Process

The Downtown Steering Committee represented the lead group that worked with the Consultants to evaluate current conditions and trends, explore the alternatives; and guide the direction and recommendations herein. During this process additional opportunities were provided for the community to participate. In summary our key mission is to build on our cherished strengths and heritage; find ways to overcome challenges with the goal of restoring downtown to its historic grander and fullest potential.



Context

Our Community - Past and Present

Our Past – Warren was settled in the late 1700s in a strategic location at the edge of the Allegheny Plateau. Settlers were attracted to this area because of the Allegheny River and expansive forest, and the area flourished due to advances in the lumber and oil industries. During the late 19th and early 20th centuries, Warren experienced considerable growth and prosperity from the regions’ timber and oil industries, during which time, grand homes were built with Victorian and early 20th century architectural trends. In 1999, the heart of Warren was designated on the National Register of Historic Places, (see also page 15). We are fortunate that our historic fabric has remained essentially intact for all the years since, including the original grid layout of downtown and important amenities such as the Struthers Library Theatre Building, built in 1883 and numerous others.

Before Europeans came to Warren, the area was home to Native Americans of the Seneca nation, and the names of many local towns and streams, such as Conewango Creek, are of Indian origin. The Seneca Indian village, Kanoagoa (Conewango), once flourished in this general location.

Our Present - Warren is the county seat of Warren County and with nearly 25% of the county’s population, it is the “core city” in the region. Our population peaked in the 1940s with almost 14,900 residents when the timber and oil industries were booming. From historical days to now our key asset has been the historic fabric blended with the splendor of our natural environment, at the junction of the Allegheny River and Conewango Creek, and at the edge of the Allegheny National Forest with its natural beauty and recreational attractions. More recently, the Cray Gallery, Warren County Historical Society and Warren Public Library have evolved into major destinations as well.

Map 2. Regional Context

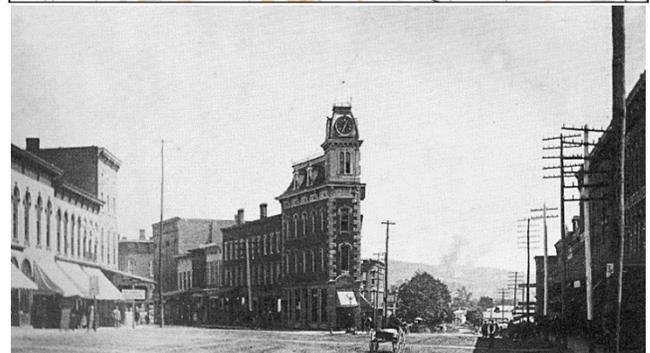
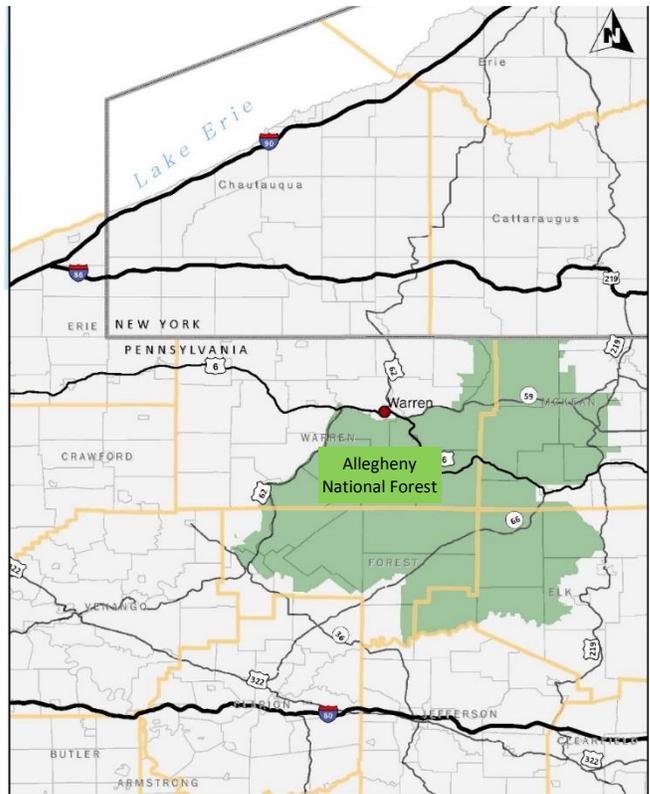
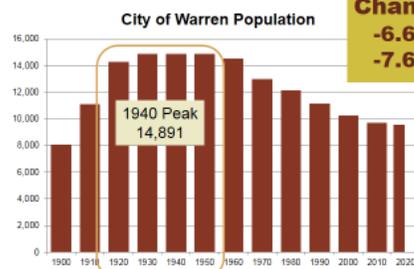


Figure 1.

Population Trends

2015 Estimates
40,962 Warren County
9,478 Warren City
Change 2000 - 2015
-6.6% Warren County
-7.6% Warren City





PA Route 6 Alliance <http://www.paroute6.com/>.

Location - Off the Beaten Path

Given the city’s location along the river at the edge of a somewhat mountainous region, the area is fairly distant from major interstate highways. For example, access to Interstate 90 to the north and to Interstate 80 to the south is about 60 miles in each direction. But this is also what helps preserve Warren’s charm.

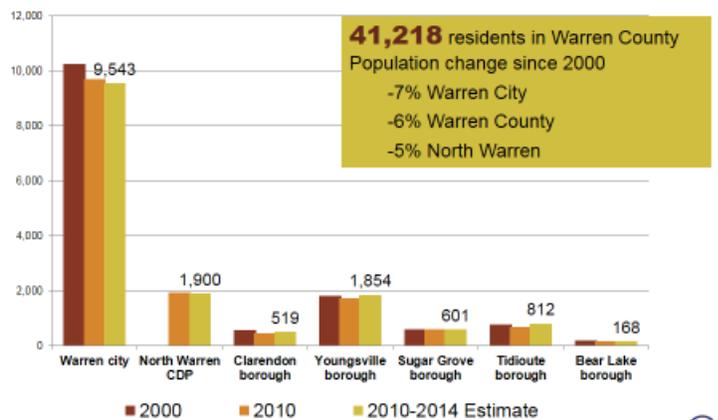
Smaller highways provide important connections to the region. Warren is one of 20 Heritage Communities located along the US Route 6 Heritage Corridor, named by National Geographic as “one of America’s most scenic drives.” This corridor is a 400-mile route through northern Pennsylvania. In addition, Warren County borders the state of New York, and Warrenites can easily travel to Jamestown, NY (30 minutes north via US 62), Chautauqua and other towns in New York, which are accessible via Interstate 86.

Recent Trends - The Region & City

Population - Since 2000 the population in the city of Warren, Warren County, and most of the other communities in the county has remained steady or slightly declined – similar to many smaller and older areas in western Pennsylvania and throughout the state. Likewise the younger (<18) and older (>65) age cohorts are within the expected ranges; following similar patterns throughout the state: 23% of the city of Warren’s population is under age 18 and 18% is 65% and older, compared to 21.3% and 16.3% respectively for the state. While the city is similar to the state in these population group characteristics, demographic shifts are taking

Figure 2.

Population Trends





place locally as well as nationally that will have an impact on the city. The number of Americans ages 65 and older is projected to increase by more than 35% between 2011 and 2020, thanks to the baby boom generation as well as increased life expectancy. This has impacts on the city and the region because of the changing lifestyle needs of older residents, including housing (a preference for first-floor masters), mobility, and retail expenditures.

Household Characteristics – There are a total of 4,413 households in Warren. A majority of households are families (54%), though less than half of families have children under 18. Nearly 40% are people living alone, which is higher than for the county and surrounding communities. When looking at household size, the city of Warren has an average of 2.18 people per household while the County has 2.38. In comparison, most of the boroughs in the county have between 2.34 and 2.67 persons per household.

Compared to the surrounding communities and the county, Warren has a low home-ownership rate overall (58% compared to 77% county-wide). Of the 2,540 home-owner households, over 43% are between the ages of 45 and 64. Another key characteristic is the high percentage of households that have no vehicle available to them (11% compared to 7% county-wide). A portion of these households tend to be elderly persons who have stopped driving and must rely on other modes of transportation. These households benefit from being in a walkable community such as Warren, close by to amenities such as a grocery store, pharmacies and restaurants.

Figure 3.

Population Trends

23% Warren's population under 18
18% is 65 years or older
 (Warren County – 20%)

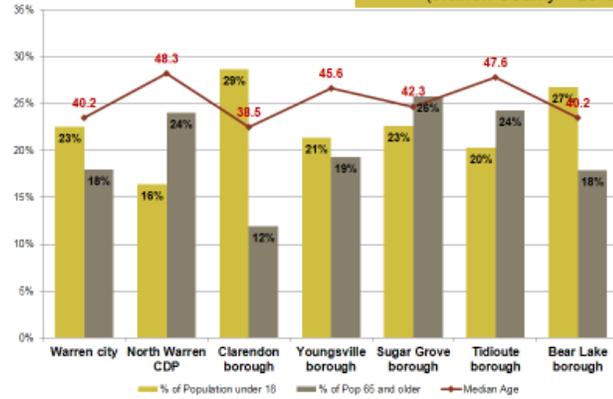


Figure 4.

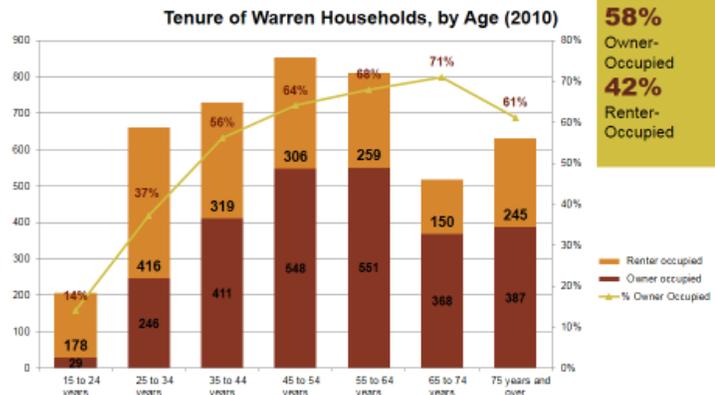
Household Types



Figure 5.

Household Characteristics

4,413 Households
58% Owner-Occupied
42% Renter-Occupied





Despite the slow decline in Warren’s population over the last few decades, over 32% of the households have moved within the last six years, while only 24% have lived in Warren for 16 or more years.

As noted earlier (Figure 1, page 5), Warren experienced high population growth in the early decades of the 20th century. As the city grew it became landlocked by the surrounding hills and changes in state law that made it difficult to annex neighborhoods that developed in adjoining townships.

Because of these facts, it is not surprising that approximately 60% of the housing stock in Warren was built before 1939, while only a relatively small number of housing units have been constructed since 2000. Despite the large number of older, larger homes, Warren is a very affordable place to live. The median value of owner occupied houses is \$80,700 and the median monthly rent is \$572.

Given the city’s aging and declining population it is important to focus on the next generation and figure out what it will take to attract and keep them.

School District – The school district is a county-wide system that is the second largest in the state. One of the district’s four high schools is located in Warren, not far from downtown. The district has modified its programming – especially at its Career and Tech Center - to meet the needs of its students as well as the labor needs of local businesses. The district has a vested interest in the success of Downtown Warren for a number of reasons including internship opportunities for high school students.

Figure 6.

How long have people lived in Warren?

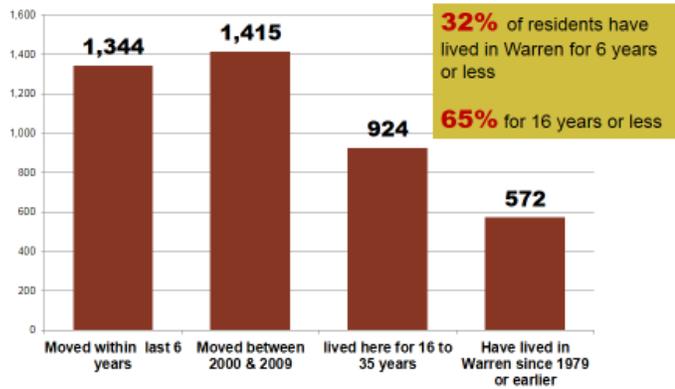
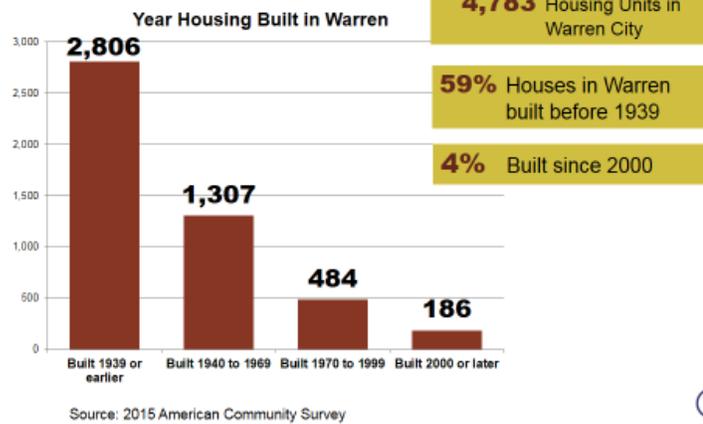


Figure 7.

Housing Profile



Given the city’s aging and declining population it is important to focus on the next generation and figure out what it will take to attract and keep them.



Regional Economy

Market Area - Warren County comprises a large geographic area (899 square miles) with a population density of 46 persons per square mile. This means that the county's 40,396 residents are dispersed over a large area. In fact, this area is much larger than what is typically the primary market area for downtown retail businesses. As a rule of thumb, for most downtowns the primary market area encompasses a 5 to 10 mile radius (15 to 20 minute drive time). Therefore, given the sparse population of the county and limited local options in the other small towns in the region, Downtown Warren's primary market area is estimated to be about 15 miles.

Within Warren's primary market area there are 38,508 residents, which includes portions of neighboring counties of McKean to the east and Chautauqua and Cattaraugus NY to the north. The residents within this 15-mile radius area exceed the median incomes for both the City and the County, by 22% and 5% respectively.

There are more than 15,429 jobs in the 15-mile market area, and nearly half (7,166) of the jobs are located in the city of Warren. Approximately 26% of employed residents within the 15-mile radius work in Warren, while 39% of Warren's employed residents work in the City.

This combined "population" of 44,563 (residents plus employees who work in the area but live elsewhere) has the potential to provide more support for downtown businesses on a daily or, at least, a periodic basis.

	City of Warren	Market Area
Residents	9,543	38,508
Employees/Jobs	7,166	15,429
Employed Residents	4,369	18,524
Residents Employed in Area and Working In Area	1,720	9,374
Residents who Work Elsewhere	2,649	9,150
People Who Live Elsewhere and Work in Area (People Who Live within 15 M and Work in Area)	5,446	6,055
Total Combined Population (Residents plus Employees who live elsewhere)	14,989	44,563

Figure 8.

Primary Market Area

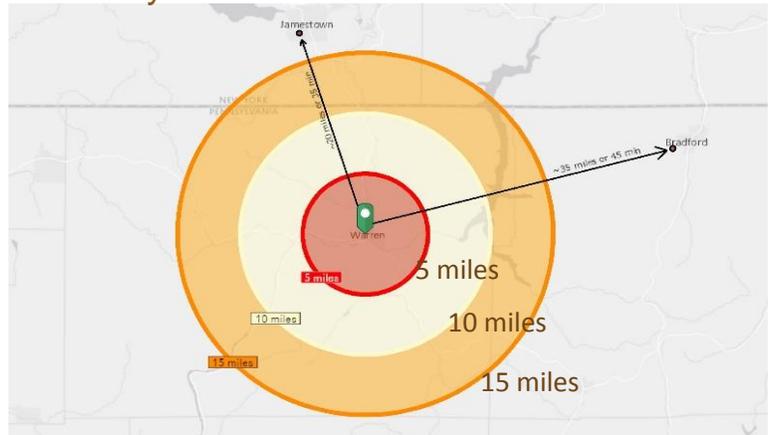


Figure 9.

Income Comparisons





Local Employers and Business Travelers - There are a number of larger businesses in and close to Warren. Many of these businesses have additional offices/locations and/or distribute goods outside of Warren. These businesses bring in employees, contractors, and clients from out-of-town and frequently use area hotels for accommodating the local business travel needs.

Visitors - In addition to what is downtown and how we serve our community we are a destination for so many others as well. Annually, thousands of people visit the Warren area: some for a day, others for a week or more, coming from Pittsburgh, Cleveland, Canada, and even further away. Our challenge is to attract more of them to visit downtown – to shop, enjoy lunch or dinner, stay for a theatre production and visit our numerous outdoor and cultural attractions.

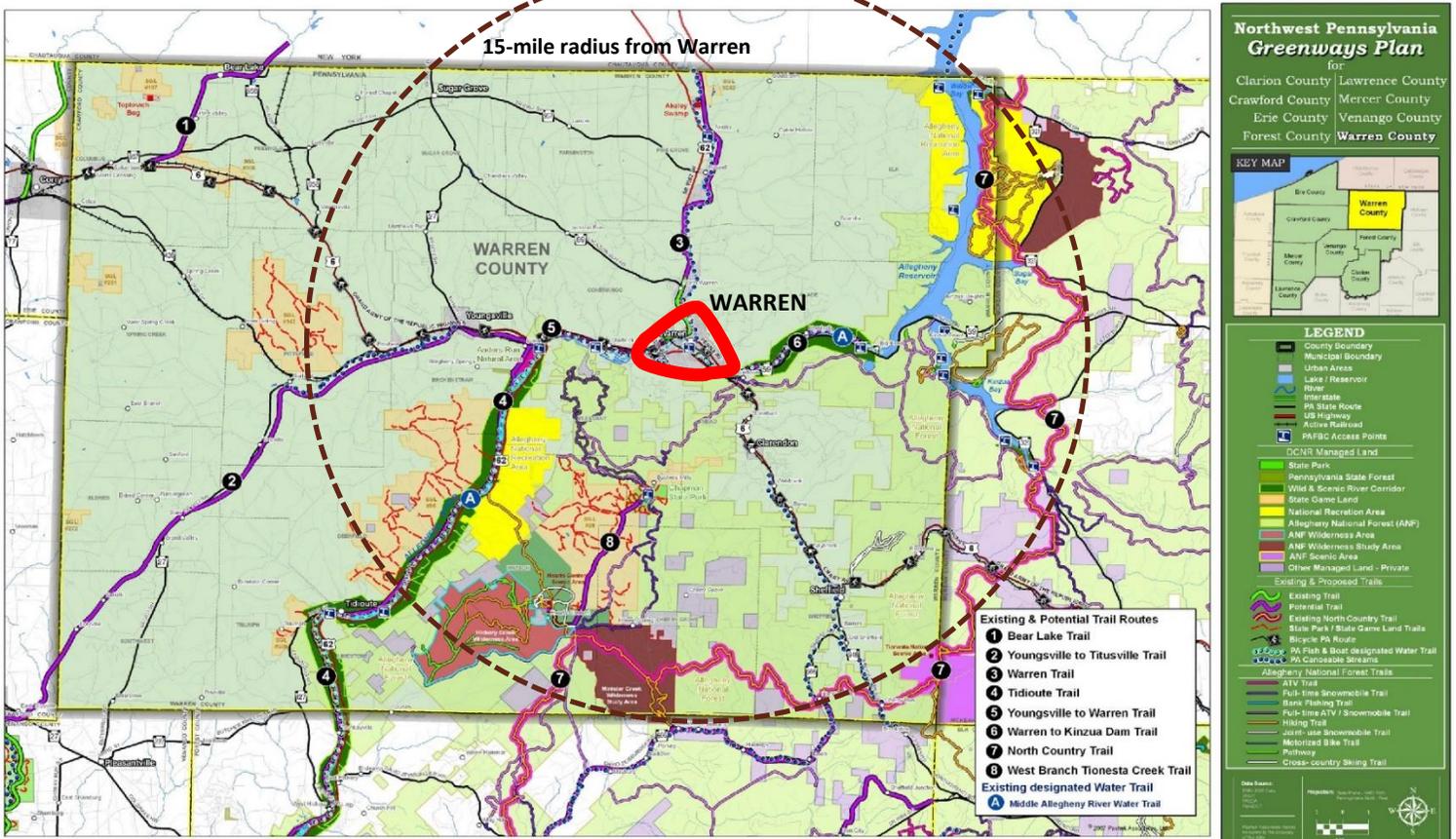
Top Ten Employers (2016)

- Blair Payroll LLC
- Warren County School District
- Northwest Bank
- State Government
- United Refining Company
- Warren General Hospital
- Whirley Industries Inc
- Wal-Mart Associates Inc
- Rouse Estate
- Targeted Pet Treats LLC

Warren Destinations

- | Outdoor | Cultural |
|---|---|
| <ul style="list-style-type: none"> • Allegheny National Forest (513,000 acres) <ul style="list-style-type: none"> • Kinzua Dam • Allegheny (Kinzua Reservoir) • Rimrock Overview • Jakes Rocks • Allegheny River • Allegheny Outfitters • Chapman State Park | <ul style="list-style-type: none"> • Struthers Library Theatre • Cray Gallery • Regional Arts and Cultural Center-Gallery • Warren County Historical Society • Warren Public Library |

Map 3. From Warren County Greenways Plan





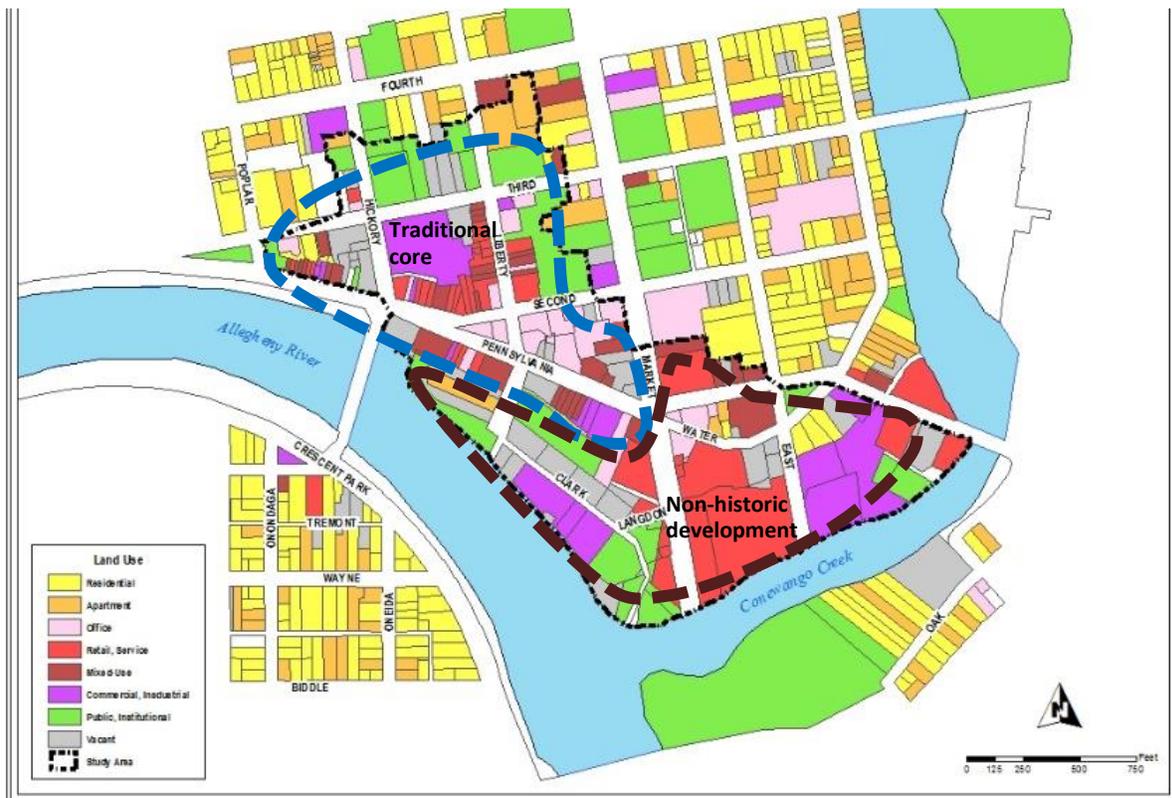
DOWNTOWN

Warren’s downtown is an intact and compact, walkable and historically significant area. Situated on the banks of the Allegheny River and the Conewango Creek its southern boundary is well established.

Land Use and Zoning

Downtown comprises a mix of older, multi-story historic buildings in its traditional core – primarily along Liberty Street, Pennsylvania Avenue and Second Avenue – and the non-historic riverfront which has a newer “suburban style” shopping center (with a large grocery store and discount store), the new City-owned parking structure, an older industrial building and some vacant land. There are a number of city parks/green space and city-owned land in the vicinity of downtown; including Gen Joseph Warren Park, Soldiers and Sailors Park, and the Pennsylvania Avenue riverfront. These parks provide oases of landscaping and furnishings (trees, benches, trash receptacles, etc.) in the downtown district.

Map 4. Land Use



The majority of buildings in the historic core area were constructed between 1890 and 1920, with a “traditional” overall architectural character. The buildings along Pennsylvania Avenue, Second Avenue and Liberty Street are generally narrow, multi-story, commercial structures having continuous fronts with retail space on the ground floor and apartments or office space in the upper-floors. Subtle differences in materials, signage, color, and design detailing distinguish each building from the next. Buildings along Third Avenue and Market Street are mostly large, stand-alone residential, municipal, and institutional structures with distinctive architectural features. Newer buildings such as the Blair Corporation

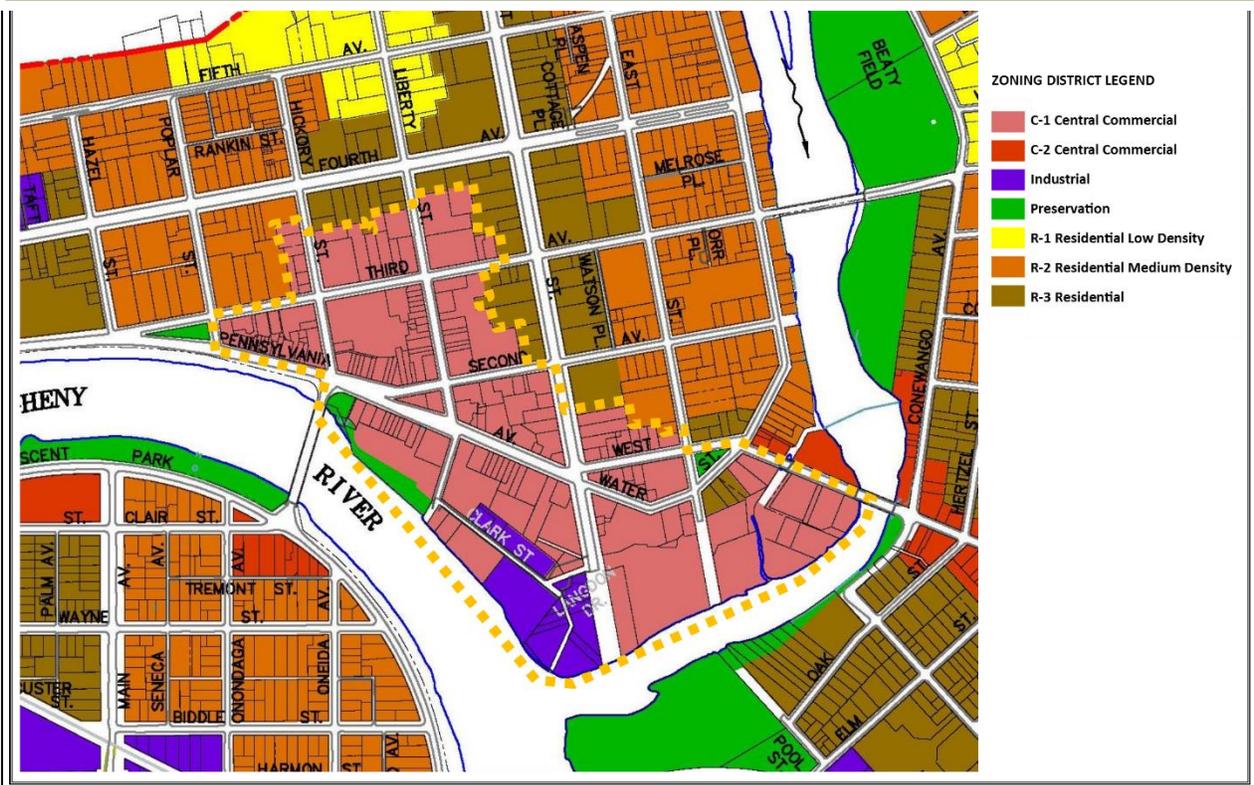


headquarters, Northwest Savings Bank corporate office building addition, and Allegheny Point apartment building have been designed to blend with downtown’s traditional architectural character.

Several locations in this area are ripe for new development or revitalization. While the overall condition of most buildings is good, some buildings need facade repair and/or restoration to improve their appearance. Additionally, the retail tenant mix and the amount of vacant space remains sub-par and in some cases smaller older buildings do not contribute to the historic fabric and could also be available for redevelopment. According to interviews with downtown businesses, most of the second story (and higher) floor area in downtown retail buildings is empty and has the potential to be rehabbed for apartments. While the Allegheny River is our “gem,” it has been repeatedly pointed out that we are not fully utilizing this asset as we don’t have sufficient public access and/or are not taking advantage of our natural views. Public (parks, trails, etc.) and private activity spaces (outdoor dining, etc.) are important attributes to more fully link Downtown to our greatest resource!!

Virtually all of the Study Area is zoned C-1 Central Commercial with a small area zoned Industrial along the Conewango Creek at the foot of Market Street. The C-1 District permits a variety of retail and office uses and residential above the first floor. It also permits automotive uses which are not in keeping with the historic character of Warren because of, traditionally, the large amount of outdoor vehicle parking and storage. The C-1 District does not have a minimum building setback from the street, so buildings can be built along the sidewalk. But there is no requirement to do so and therefore no requirement that new construction maintain the “traditional” and current downtown form with buildings along the street. Likewise, the industrial district permits “non-contributing uses” and has development standards that do not mandate traditional form.

Map 5. Existing Zoning

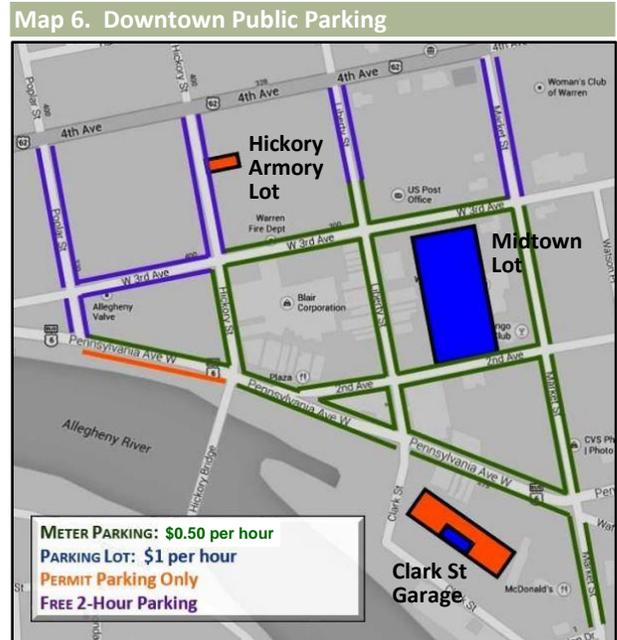




Immediately adjacent to the C-1 Zoning District is the R-3 Residential District along Market and Fourth Streets which comprise many of Warren’s most grand historic homes. The R-3 permits both residential and a limited range of public, non-profit and office uses which grants the property owner some flexibility to utilize the economic activity as a means as an incentive to preserve these historic buildings.

Parking

We recognize that we are extremely fortunate that so much of our historic downtown remains intact. Over the years downtown has had to adapt to changing market needs - most notably automobile parking – without destroying its historic character. In order to accommodate the need for customer, employee and resident parking, the city owns and maintains approximately 1,290 public parking spaces in a variety of locations with differing pricing and time allowances, (see Map 6). There are about 431 on-street parking spaces, including 180 spaces providing free two-hour parking at the north and west edges of downtown; 220 metered spaces in the heart of downtown; and another 31 spaces in the 400 block of W Pennsylvania Ave that are available for monthly permit parking. There are two surface parking lots: 184 spaces in the Midtown lot between Liberty and Market for short-term hourly parking and 19 spaces in the Hickory Armory Lot that are available through monthly permits. There are approximately 658 spaces in the Clark Street garage, of which 500 are available to downtown residents and workers through monthly parking permits and 26 short-term hourly spaces.



The **amount and location of parking** are important considerations in any business environment, especially in regards to **customer convenience**. Yet, there are quite different responses between downtown compared to “suburban” locations. For example, in typical suburban locations, parking is designed and constructed at the time the building is constructed and is conveniently located (to the extent possible) in front of the business. Such parking is privately owned and provided to customers and employees free of charge; the cost to construct and maintain the spaces is borne by the businesses through their lease agreements. In contrast, in historic downtowns – like Warren - parking spaces have had to be “inserted” into the historic fabric. The amount and location of parking – and its convenience to customers - are evaluated in the context of other equally important considerations such as preserving the traditional historic form, connected buildings side-by-side along the street, tenants, consistent operating hours, and walkability. These factors drive the parking solutions. Parking is located to not disrupt the building and street continuity. There is limited on-street parking with the remainder “off to the side,” or “out of the way” in selected concentrated locations. The parking arrangement in Warren, generally, and appropriately, comports with this concept.

In all downtowns, on-street parking is the most convenient type for customer. But because of limited supply, the on-street parking needs to be “managed” in a way that “turns the spaces over” during the day so the spaces are readily available for customers and not pre-empted by employees parking all day. To ensure this turnover occurs, two options are routinely and often hotly debated – **free parking with posted time limits versus metered parking**. Each has advantages and disadvantages. Fundamental to this



discussion is that: (1) free parking is most convenient to the customer but requires strict enforcement to ensure that people needing all-day parking do not usurp these spaces and (2) metered parking may inconvenience customers who don't have the required coins but is generally viewed as easier to achieve turnover (even though employees may "feed the meters" every few hours). Despite these debates two key observations are apparent: **there is no single right or wrong way** and, yet, the policy decision that Warren has made is consistent with decisions made by many other communities because **metered parking continues to be commonplace** – including in small downtowns like Warren.

Several sources state that "best practices" require comprehensive management of parking spaces. Todd Littman, a leading researcher in parking management, advocates in his book "Parking Management Best Practices" the important principle that **"...users should pay for parking directly, as much as possible."** (Source: Litman, Todd, American Planning Association, 2006) Looking ahead, therefore, it is incumbent on the City to evaluate, from time to time, changing technology and approaches to ensure that fee based strategies best balance customer convenience, customer attraction and cost while preserving the physical integrity and maximizing the long-term vibrancy of downtown.

Recent Investments

Private Investment - In recent years, downtown has fortunately experienced significant new private development such as:

- Northwest Bank renovated and expanded its office space at 100 Liberty Street;
- United Refining; and
- 432-438 W. Pennsylvania Ave buildings renovated for seven upper floor apartments and street level retail.



Additionally, on their own volition, without requirements to do so, these investments have respected the traditional historic context – the buildings placed along the street frontage with first floor "active space" and building architecture replicating the traditional styles.

Recent Public Programs and Investment - Also over the last two decades the City administration has had a tradition of managing various programs and making public investments in a continuing effort to enhance the vibrancy of Downtown such as:

- Establishing in 1999 a Main Street program recognized and supported by the Pennsylvania Department of Community and Economic Development and using the Main Street Four Point approach (Design, Promotion, Organization, and Economic Vitality), followed by Grow Warren from 2006-2009.
- Managing the Façade Improvement Program - funded in the past by the Pennsylvania Department of Community and Economic Development (DCED), from 2001 to 2009. Forty-three (43) businesses were assisted, with the program covering 29% (\$115,000) of the \$400, 000 of total investment.
- Completing a Streetscape Enhancement Program along Pennsylvania Avenue (in 2009) and Liberty Street (in 2016) and resurfacing the Midtown Parking Lot.





- Impact Warren Program (\$40 - \$50 million downtown and riverfront revitalization project) between 2002 and 2009; part of a larger “Impact Cities” program directed at three cities in PA (Warren, Meadville and St Marys). As part of the Impact Warren project, the City was able to acquire a 15-foot wide easement along the river banks (including the stretch behind the Loranger Building) and has plans to install a walkway/trail along the easement.
- Establishing the Walkable Warren program – Walkable Warren is a collaborative effort among many entities including Warren County, Warren City, Warren County Historical Society and Experience, Inc., with funding from the Lumber Heritage Foundation, to promote healthy lifestyles by encouraging walking and biking throughout the city. The partners developed content for the kiosks with educational panels that highlight facts regarding the area’s lumber heritage and old photos of buildings and streetscapes. A total of 16 kiosks are to be placed throughout the city. As of June 2017, four kiosks have been erected - at the entrance to the Bike/Hike Trail, at the Transit Authority of Warren County, Breeze Point Landing and at the fountain in downtown Warren. Seven more are to be erected at the Glade Bridge, Point Park, Celeron Park, Soldiers & Sailors Park, two along the Allegheny River on lumber and rafting and two in the area of General Joseph Warren Park, while three more are to be installed at Wetmore Park, Clemons Park and Art Kelsey Park, and another at the municipal building. The kiosks in the city’s historic district will feature the structures and points of interest in their immediate vicinity.
- Installing a walking path from the Hickory Street Bridge east along the river’s edge to the gazebo near the bottom of Liberty Street. In addition, the City is in the process of designing and installing a bird observation deck for the north bank of the river west of the Hickory Street Bridge.
- Installing signs along Route 6 directing travelers to downtown Warren.
- Pursuing the Riverwalk Overlook project in the 400 block of Pennsylvania Avenue, across from General Joseph Warren Park.
- Ownership of Development Sites – The City owns 9 properties between Pennsylvania Avenue and the River, and part of this Plan is to recommend appropriate uses and development for these sites.

While the Impact Warren Program did not achieve all of its original goals, the investment in downtown is quite impressive resulting in five construction projects that contribute to the traditional form and support additional development in downtown.

Table 2. Impact Warren Projects

Project	Location	Description
Allegheny Point Mixed Use	337-343 Pennsylvania Ave	44,000 square feet of retail on the lower two floors with 24 apartments in the upper stories
Liberty West Mixed Use	SW Corner of Pennsylvania and Liberty	24 apartments with 15,000 square feet of retail and office space on the first and second floors
Clark Street Parking Garage	Clark Street between Penn Ave and River	658 spaces
Transit Authority of Warren Co (TAWC) Transit center and Senior Center	42 Clark Street	18,500 square feet - office space, garage space for TAWC's 16 vehicles, a waiting area, maintenance area and a place to temporarily house charter buses. Asset in attempting to attract regular commercial bus service to the Warren area.
The Landing at Breeze Point Townhouses	Breeze Point Circle	Townhouses and apartments with views of the Allegheny River



The Historic District

Warren’s historic district is designated on the National Register of Historic Places. Encompassing 28 blocks and 25 historical building styles, the district includes much of the commercial portions of downtown and large portions of the surrounding residential areas. All of the older, original section of downtown is included, while the newer construction south of Pennsylvania is not included, Map 7.

The district has 627 resources (buildings, sites or features); 595 of them (94%) contribute to the historic character. The majority of buildings in the Warren Historic District were originally built during the late 19th and early 20th centuries. Historic photos of Downtown Warren reference traditional-style street corridor and building design elements (street lights and storefronts, for example). More than 80% of the buildings were initially constructed as single-family homes. Over time, approximately, 15% of these homes have been converted to multiple family or commercial uses. Fewer than 6% of the buildings in the Historic District are “non-contributing” resources and all are less than fifty (50) years old.

This district is a critical community asset, yet, the National Register designation does not impose any regulatory responsibility on property owners or the City to preserve these historic properties unless federal money is being utilized. If not, new privately funded construction only needs to meet the requirements of the existing building and zoning code. In contrast, nearby communities of Bradford and Franklin have had historic architectural review boards and related standards in place for over 20 years.

Map 7. Historic District



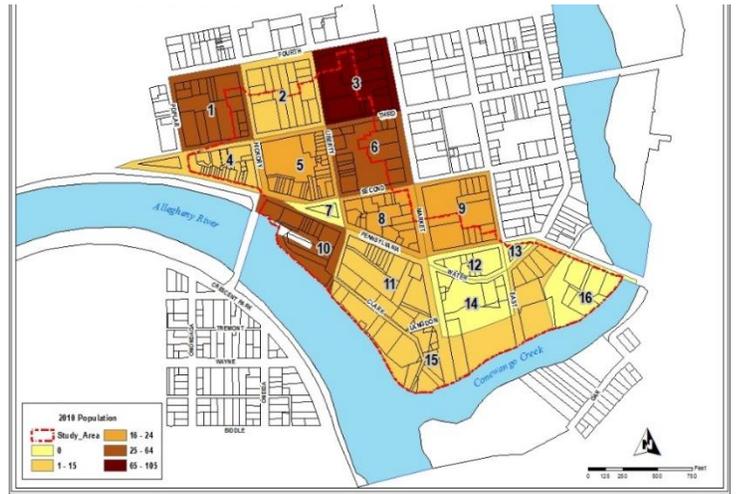


Our Downtown Economy

Residents and Jobs - According to the 2010 census and the land use map, there are an estimated 376 residents living downtown, approximately 260 within the commercial district; many in buildings that have been renovated over the last decade. This reflects a national trend toward more urban living. Of the 7,166 jobs in Warren, 2,380 (37%) of them are downtown. This is an 11% increase since 2004.

Property Values – Maps 9 and 10 compare overall property values and the values per acre in downtown. Not surprisingly, the higher values, particularly the higher values per acre, are in the heart of the higher density historic core and the newer, more “suburban style,” retail in the southeast corner. Given the importance of “building on strength” – both physical arrangement and economics – this information provides guidance where priority projects might be targeted, and supports the notion that new construction should be multi-storied.

Map 8. Total Population by Census Block, 2010



Map 9. Market Value per Acre

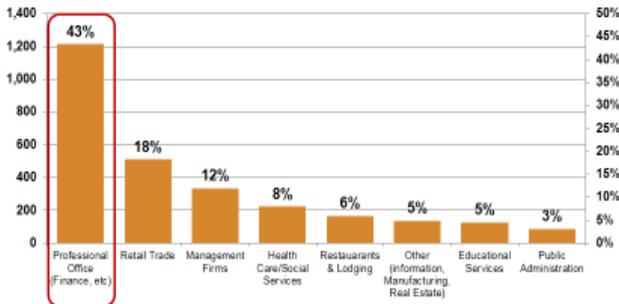


Figure 10.

Downtown Workers

37% of
Warren Jobs
are Downtown

Approximately **2,380** employees downtown



Map 10. Market Property Value per Lot





Retail Sales - This Section compares retail sales with the buying potential of residents in two different market spheres – the local market area which is within 5-miles of downtown and a more regional market area extending 15-miles from downtown. In Table 3, the “Current Retail Sales” reflect gross sales from stores within the respective market areas – including expenditures by visitors – since these figures do not distinguish whether those sales are residents within the area, employees while at work or visitors. The “Potential Retail Expenditures” is the retail spending capacity of the households in the area. The categories of retail considered – those most likely attracted to and desired in Downtown – are explained more fully in Appendix B. These categories do not include automotive sales or repairs, gasoline service stations, building materials and garden equipment, and non-store retailers.

While residents within the 5-mile radius will do some shopping outside the area, the spending surplus within 5 mile ring (\$38,200,000) is attributed primarily to visitors and some residents outside the 5-mile radius who are likely shopping within the 5-mile sphere, for example: in downtown, at Warren Mall and Warren Commons, and other retail establishments that are not available in the nearby outlying areas.

Table 3. Summary of Annual Retail Support

(More Detailed Sales Revenue and Expenditures by Category are in Appendix A)

	Downtown and Vicinity 5-mile Radius	“Regional Market” 15-mile Radius
No. of Retail Employees	1,038	1,728
No. of Retail Businesses	151	241
Households	8,142	16,615
Current Retail Sales	\$210,800,000	\$263,000,000
<i>Retail Sales per Business</i>	<i>\$1,400,000</i>	<i>\$1,100,000</i>
Potential Household Retail Expenditures	\$172,600,000	\$360,100,000
<i>Potential Expenditures per Household</i>	<i>\$21,125</i>	<i>\$21,667</i>
Retail Expenditures in Excess of Household Potential (Surplus)	\$38,200,000	---
Retail Expenditures less than Household Potential (“Leakage”)	----	\$97,100,000

NOTE: Expenditures are based on HOUSEHOLD spending

Conversely, in the 15-mile ring the amount of money that is being spent outside the 15-mile area (\$97,100,000, otherwise known as “leakage”) is attributed to residents going the other direction (away from Warren’s market area) to do some of their shopping in places further away, such as Jamestown and Erie to the north, and Bradford to the east, as well as people who live in the 15-mile area but work outside and shop near where they work.



Given these patterns, the potential for increased downtown retail business activity will be achieved primarily by creating a retail environment that will:

- Entice more residents and employees within the 15-mile market area to spend more of their money on shopping and leisure activities in Warren;
- Capture a **greater share of the visitors** currently coming into the region; and
- Attract **more visitors** to the region.

The recommended policies in the implementation section “Moving Forward” suggest several approaches to capture an increased “market share.” Other more long-term ways of increasing market share would be from additional employees and residents if the City is successful in securing and adding new developments (both business and housing).

The health of downtown cannot rely on only attracting market support from the County and “nearby” region – this area alone does not support the size and economic requirements of maintaining the core area of downtown – Warren must think bigger!!

There is anecdotal evidence that suggests thousands of visitors come to Warren and nearby attractions, for a multitude of reasons, but it is hard to pinpoint how many people actually visit downtown when they are in the area. Because the current level of visitation is included in the estimates of retail sales, the mission is to provide more opportunities for the current level of visitors to stay, spend and EXPERIENCE Warren as well as to attract and introduce new visitors to Downtown as well.

Map 11. 5-Mile Market Area



Map 12. 15 Mile Market Area





Local Insights

When planning for the future of downtown it is critical to seek the ideas, opinions and perspectives of many people; people who work, shop, own a business and live downtown. This is an important way to truly understand the dynamics and gain a complete understanding of our downtown. The perspectives obtained from interviewing the Steering Committee members, coupled with the technical and background trends in Warren, guidance from the Focus Groups and the Public Forums, and reviewing “best practices” from other communities shaped the formulation of this *Experience Warren* strategic plan. The process and participation truly reflects a community consensus!!

Conversational Interviews

The 19-member Steering Committee was selected purposefully to represent a wide range of viewpoints. At the outset of this process, the Consultant’s conducted “conversational interviews” with each member to fully understand the range of each person’s hopes and aspirations as well as the challenges that were lying ahead. Those interviewed during this process captured the tension between the current strengths and challenges facing Warren (See Appendix C for a summary of the interviews).

There were mixed views when those interviewed were asked whether downtown was doing better or worse since, say, 10 years ago. The comments in the box below to a great extent capture the essence of the challenges, hopes and aspirations for downtown that consumed much of the discussion as “*Experience Warren*” was formulated.

Table 4. Is Downtown Better off or Less Well-off than 10 Years Ago?

Better (9)	Less Well-off (4)	About the Same (3)
<ul style="list-style-type: none"> • Allegheny Outfitters is good, • Streetscape was put in • Downtown is better than it was... fewer store vacancies. • Northwest Bank, Whirley (plastic mug manufacturer) – off the edge of downtown • Nice place - area as a whole, • Some people are promoting Warren; effort needs to be packaged • See more people mobilizing, trying to make a difference, there’s momentum and people are ready – City’s at a turning point • More attractive • More things outside, Riverwalk new • Are some new restaurants 	<ul style="list-style-type: none"> • No “across the board” commitment • Finances are a concern • More vacancies, no more department stores downtown • We’re losing our youth • Population is aging 	<ul style="list-style-type: none"> • Some things are better, others are worse = same • At a turning point



Focus Groups

During the process, two subjects were identified by the Steering Committee that were worthy of more “focused” consideration: evaluating the means to assure preservation of historic properties and improving business attraction and retention.

Historic Preservation - Given the importance of the Historic District to the well-being of Warren, the Historic Preservation Focus Group considered five alternative approaches (in the box). After thoughtful discussion the group settled on option #4 - *Establish a local historic district for only a part of the NRHD and develop local guidelines that are not as stringent as the Secretary of the Interior’s guidelines*. While the boundaries are not established the local area is intended to include the historic core and “most historic residential properties” in the most nearby surroundings. The local designation gives the flexibility to prepare the design guidelines most appropriate for Warren!

Business Attraction and Retention - This group focused on “what it takes” to attract more businesses and retain what we have. The discussion considered a wide range of factors, particularly, those attributes needed for a successful downtown and that make the customer – thus the businesses – WANT to be in downtown. Despite common perceptions, parking was not the primary focus!! Rather the focus was on what makes Warren different: the River, of course; the historic charm; the abundant recreational opportunities. Yet, this group also focused on what people expect in a downtown: clean and safe, perhaps, with walking patrols; prompt snow removal; financial assistance; and

Table 5. Historic Preservation Options

1. Keep existing National Register Historic District (NRHD) *without any guidelines*
2. Establish a local historic district that encompasses the whole NRHD and **adopt/impose the Secretary of the Interior’s guidelines**
3. Establish a **local historic district for only a part** of the NRHD and **adopt and impose the Secretary of the Interior’s guidelines** to this area with the local designation
4. *Establish a local historic district for only a part of the NRHD and develop local guidelines that are not as stringent as the Secretary of the Interior’s guidelines*
5. Establish a local historic district for only a part of the NRHD, develop local guidelines that are not as stringent as the Secretary of the Interior’s guidelines, identify sub-districts that could have varied requirements

We need to focus on...

- ... our historic charm.*
- ...our vast recreational opportunities.*
- ...being clean and safe.*
- ...attracting younger people and employees to hang around after work.*
- ... retailers that appeal to both local residents and visitors.*



reducing any regulatory impediments to investment. All of these are important to provide if we are to achieve our core vision. Specifically, the group concluded that we need to attract:

- Young people – 20s to 40s;
- Downtown employees – encouraging them to stay after work;
- A regional outdoor store;
- Cultural center;
- Restaurants.

Lastly, retailers need to be in the business of providing top-notch customer service which is reflected in consistent hours, including evening hours; providing merchandise that appeals to both the local and tourist markets; and assuring a safe and attractive space in front of each store.

Warren County Chamber of Business and Industry Interview

The Warren County Chamber of Business and Industry has informally been interviewing young professionals who work downtown to see where they go after work and what they are looking for downtown. Overwhelmingly, Millennials already living and working in Warren like to spend time outdoors, experiencing live music and drinking beer....

Downtown's Strengths

- The riverfront – Allegheny River and Conewango Creek
- Area cultural and recreational attractions
- Strong local businesses/employers that are committed to Warren
- Businesses that have identified a unique niche
- City's history and historic preservation efforts, including large Victorian homes near downtown
- Compact walkable downtown and tree-lined streets
- Local hospital w/ Cancer Care Center
- Low unemployment
- Corporate anchors downtown
- Low cost of living (~7% below the national average)
- Recent revitalization efforts-streetscapes, new construction
- Number of local/regional events that attract people
- Local community network and support -Leadership Warren County, WCCBI, Warren Foundation, local radio, etc
- Not on the "beaten path"
- Local musicians who could be tapped to share their talents at outdoor events
- Amenities are attractive to seniors
- Rural Regional College, Higher Education Council and Warren Public Library

Downtown's Challenges

- Geography
- Transportation network – not on a major expressway
- Changing demographics
- Competition – need for regional cooperation
- Lack of coordinated marketing efforts
- Difficult to foster local growth – funding, hard to attract talent, start-ups are expensive, etc
- Lack of available labor pool (due to low unemployment rate)
- Seasonal nature of tourism business and types of supporting services needed
- Lack of housing attractive to seniors (first floor masters)
- Truck traffic downtown
- Some past development projects that have not materialized
- Some assistance programs (Main Street, downtown façade improvement) have ended
- State program funding is more difficult to obtain
- Lack of activities to bring/keep people downtown
- Perception of parking issues, educating people about available parking
- Some local negative perceptions
- Warren City and County need to work together
- Events that used to be held downtown have been moved



What We Need

Our needs can be fairly simply stated:
Build on our strengths and work to overcome our challenges.

The aspirations we envision and the principles that will guide this journey are next. It's not an easy journey but within reach when many set their sights on the same course. So let's begin!!!

“Young people like it here but we need things to keep them here.”

Historic Preservation Focus Group

“People come back when they are about 30, to settle and raise their family where they grew up.”

Interviewee

“Some things take a while to “stick;” for example, the First Fridays events took about two years to build up attendance. We need to persevere through the start-up period and not abandon activities too quickly for seeming lack of interest.”

Interviewee

“We already know that downtowns are the hearts of our communities—but to be sustainable, downtowns needs to be in the hearts of the whole community.”

Main Street America





Aspirations

Our Vision

To expand Warren as a year-round destination that in turn brings more people downtown to work, live and visit...

Elements of Our Vibrant Downtown

A key ingredient for creating a diverse downtown Warren – actually it's essential - is to have major destinations that draw people to downtown for reasons other than employment. While other possibilities will likely emerge, the following are destination activities that should be expanded while others represent destination facilities that should be attracted or restored in Warren. Our historic core will be restored, including the surrounding residential neighborhood with compatible nonresidential uses; the number of residents and employees will increase; all spaces will be filled with vibrant businesses serving both local residents and visitors; and we'll have the lodging and night life to attract and support those visiting Warren. Collectively, all will want to and will regularly "Experience Warren."

...and we will be successful when:

- *Buildings are fully occupied with a full range of uses we expect;*
- *Clean and safe;*
- *Vibrant activities for residents and visitors day and night; and*
- *People, from near and far Experience Warren... often!!!*

Warren Will be an Enhanced Destination For Accommodating Visitors to:

Outdoor Activities

- Allegheny National Forest and Recreation Area
 - Kinzua Dam
 - Allegheny (Kinzua Reservoir) - fishing, boating
 - Rimrock Overview
 - Jakes Rocks – mountain biking trails
 - Allegheny Forest, hunting, cross country skiing
 - More hiking destinations
- Allegheny River - canoeing, kayaking
- Conewango Creek – canoeing, kayaking
- Chapman State Park

Cultural and Educational Destinations

- Struthers Library Theatre (22,000 attendees/year)
- Cray Gallery
- Regional Arts and Cultural Center-Gallery
- Warren County Historical Society – genealogical research
- Warren-Forest Higher Educational Council
- Warren Public Library

Warren Will Include:

New Businesses/Uses

- Restaurants
- Breweries
- Ice cream shop
- Boutique hotel
- High tech company
- College branch/satellite campus (newly established Rural Regional Community College)

Amenities such as

- Convention Center
- Downtown housing
- Festivals
- Outdoor dining
- Active streets day, night and week-ends

All...to attract more people Downtown to Experience Warren



Examples of Our Aspirations

We have looked at and have been inspired by what's been happening in other communities – with the passionate belief we can accomplish the same. Here's a capsule of pictures and bullet points of success elsewhere that provide examples we strive to achieve here. Additional details on each of these communities are in Appendix D.



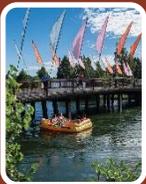
Battlecreek, MI

- has undertaken an extensive riverfront access project



Grove City, PA

- known for its public art and murals
- has successful downtown theater



Bend, OR

- known for its outdoors and breweries
- has a growing population



Hamilton, MO

- created a unified vision of what they wanted to do and got buy-in from businesses
- branded as Quilt Town, USA



Berlin, MD

- named "coolest small town in America" in 2014
- known for its architectural history and well-designed signage



Olean, NY

- adopted a vision for a "walkable, thriving downtown"
- updated form-based zoning code to strength downtown



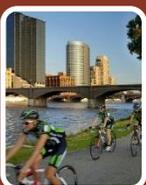
Elizabethtown, PA

- known for its historic charm
- uses paintings/murals to tell its story



Savannah, GA

- historic riverfront city
- provides a good model for providing events and amenities that take advantage of the outdoors



Grand Rapids, MI

- leverages branding: "foodie" city; "city for runners"; "fishing city"
- has successful year-round market



Moving Forward

While the fundamental needs for Downtown Warren may be simply stated the road that lies ahead is considerably more complicated. The effort needs to be multi-faced – comprehensive - to achieve the longer term vision, recognizing that *“...the whole is greater than the sum of the parts...”* The four elements of the nationally recognized **Main Street** program – *design, economic vitality, promotion and organization* (under which downtown Warren previously operated) – reflect the combined elements that represent a comprehensive approach. The initial steps to “get there,” however, must start now and be the beginning of a continuing commitment to reach the finish.

“Downtown revitalization is not simply retail development. It is community development, which fosters economic growth and improves the quality of life for residents.”

The Center for Rural Pennsylvania

To this end, this section includes the **core principles** that will guide the process, the **multitude of possibilities and initiatives** that should be pursued – no doubt, not all at once, but over time – and the **suggested first steps**. In any continuing process, however, “things shift” and the City must be poised to change priorities and, likewise, adjust to shifting opportunities and challenges. While all cities are different there are similar themes that guide the process and upon which we can learn and be guided.

Guiding Principles

Regardless of the future uncertainty - shifting sands, so to speak- and the need to seize new and changing opportunities as they emerge, we will be constantly guided by the following fundamental principles as we continuously and passionately pursue this vision:

- *Be comprehensive.*
- *Recognize the importance of all the multiple elements – the full mix of uses, quality of the environment, public amenities, and activities. All contribute to the vibrancy of downtown.*
- *Think big but act on smaller multiple fronts concurrently.*
- *Think long-term and remember – you’re never done.*
- *While priorities are important, retain flexibility to seize opportunities.*
- *Be continuously committed with staff capacity to fully coordinate all of the revitalization facets.*
- *Recognize that a strong downtown benefits everyone.*

Possibilities

The Steering Committee advocates a variety of strategies that range from capital improvements, beautification, marketing, regulatory amendments, financial assistance, administrative responsibilities and constant coaxing. These have been organized according to the Main Street principles, recognizing though that some of the strategies may fall into multiple categories.

Design	Economic Vitality	Promotion	Organization
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Design/Development – Investment, Public Improvements, Connections

This element includes enhancing the physical environment with attention to public space through the creation of pedestrian connections, walkable, people friendly streets, gathering spaces that can host a variety of activities, and inclusion of public art in unexpected areas.

1. Create better connections to Allegheny River and Conewango Creek:
 - Provide public access to, and create/enhance public spaces along the river, including a sizeable gathering space that can support large outdoor events – festivals, live music – and be activated with smaller activities such as yoga and Zumba. Include spaces that are kid-friendly and family-friendly such as durable structures that can be climbed, etc.
 - Expand the downtown canoe launch on the Allegheny - currently in the works;
 - Attract restaurants that directly face the river; and
 - Attract other commercial enterprises that complement the current river activities (including ice cream shops, outdoor recreation stores, etc.).
2. Enhance walkability. A complex interplay of design elements are necessary to optimize and encourage walking—and details matter. People need to feel safe, welcomed and comfortable in their walkable environment, and destinations need to be convenient and pathways connected:
 - Provide connections between major downtown attractions;
 - Complete the trail in the City's easement along the riverbank from Breeze Point to the Penn Ave Bridge.
 - Provide/improve connections between downtown and the waterfront, especially along Liberty and Market Streets; improve the intersection crossings and pedestrian experience by providing bump-outs, streetscape enhancements, wayfinding signs, etc. Streetscape recommendations, illustrated below, previously prepared for the city are still valid.

Improving the walking experience to the downtown garage is important to convey a sense of safety and connectedness to downtown.

Pennsylvania Avenue: with Improvements



E. G. & G., Inc.
Landscape Architecture • Planning • Engineering

Market Street: with Improvements



E. G. & G., Inc.
Landscape Architecture • Planning • Engineering



3. Foster renovation of existing buildings through the reinstatement of the façade improvement program.
4. Ensure the historic integrity/cohesion of downtown is maintained. The “image” of downtown, and your experience, is formed by “the quality of a place that makes it distinct, recognizable and memorable.” This is what provides a “sense of place” and distinguishes historic downtowns with landmark buildings and place-based architecture from “anywhere USA” strip and big-box development.
 - Review and enhance as needed the local historic preservation plan – to be sure it includes the State’s recommended elements to help guide activities:
 - Discussion of the Issues, problems, and opportunities associated with our historic resources;
 - Summary of approaches that work best to preserve our important heritage assets; and
 - Goals and strategies related to the appropriate use, conservation, preservation, and protection of our assets, given the unique circumstances that exist in Warren and our region.
 - Establish regulations governing the demolition of buildings in the historic district, including a review process and minimum waiting period.
 - Evaluate the zoning code to ensure that new and reconstructed buildings maintain downtown’s traditional form including mandating buildings be located at the street and requiring typical downtown massing and articulation in terms of number of stories, windows and door rhythm, street level interest, use of materials, etc. and other form-based regulations.
 - Create a local historic district; generally encompass the commercial buildings and the adjacent residential areas with the richest historical fabric.
 - Develop local design guidelines/standards for the rehabilitation of existing buildings (consistent with the Secretary of the Interior’s Standards but not as stringent) and for new construction. Consider a two tiered approach for the current historic district that recognizes that some parts of the historic district (such as the commercial core) have more historic character that warrants a different set of guidelines than other areas of the district. This action will require the city and stakeholders working closely together to develop a plan review process and guidelines that are mutually acceptable, and which do not unintentionally deter investment and upgrades.
 - Identify and maximize the resources available through the State’s Bureau of Historic Preservation:
 - Become a certified local government – here are 45 certified local governments (CLG) in PA, including Bradford. The State’s Bureau of Historic Preservation provides assistance to CLG. One program provided design assistance.



- Utilize the Pennsylvania Statewide Historic Preservation Plan as a guide. One of the Plan's goals is to "Increase Preservation Planning at the Local Level" and includes objectives and strategies for assisting local governments in implementing effective historic preservation programs - funding and investment for municipal historic preservation programs that are not dependent of government funding.

"A survey conducted for the State's planning effort found that 93% of Pennsylvania respondents feel that preserving historic places is important to their community's future."

The Pennsylvania Statewide Historic Preservation Plan

- Encourage (facilitate, foster) property owners to seek funding through the Historic Tax Credits program. The city, historical society and new Main Street [or whatever the new program is called] should collaborate on providing support and education about the funding program to local property owners.
5. Provide important downtown amenities to create an inviting and pleasant ambiance, such as:
 - Provide and maintain trees on public property;
 - Add way-finding signs to direct people to downtown (from the highway) and around downtown;
 - Provide comfort stations (restrooms) in logical and convenient locations;
 - Provide adequate – and stylish- benches, lighting, rubbish receptacles;
 - Replace the cobra head street lights;
 - Add landscaping to screen and reduce the visual impact of parking lots.
 - Add more flowers and public art, including colorful murals, to enhance the appearance.
 6. Promote electric vehicle charging stations in response to new technology and as a convenience and opportunity to attract more people to downtown.

Economic Vitality

Revitalizing downtown requires focusing on the district's underlying Economic Vitality: making the most of our unique sense of place and local economic opportunities.

1. Fill empty buildings and in so doing consider:
 - Promoting pop-up, temporary stores, galleries, etc.;
 - Encouraging reuse for incubators;
 - Providing financial incentives for entrepreneurs; and
 - Striving to attract new enterprises and facilities such as: a branch college, more offices, a high tech company (with a minimum of 200 employees) residential and convention center.



- Encouraging adaptive reuse for a boutique hotel that leverages the unique qualities of an historic structure.

“The number one complementary activity of visitors is shopping, dining and entertainment in a pedestrian-friendly intimate setting – like downtown.”

Roger Brooks International, Branding Consultant

- Promote development of underutilized or vacant parcels such as along Clark Street for such priority facilities as:
 - A high tech company (min of 200 employees);
 - A college branch campus; and
 - Hotel and/or convention center.
- Increase downtown housing:
 - Review codes to ensure housing is possible and feasible, especially in older buildings not originally designed for residential use.
 - Target empty nesters, young professional and corporate housing for business travelers.
 - Provide financial Incentives.
 - Ensure adequate, well-lighted and paved parking areas are provided for residents.
- Establish a permanent location for a year-round Farmers Market.
- Continue to monitor and adjust as needed the city’s downtown parking management strategy. Research shows that there are benefits to having a coordinated multi-pronged parking strategy to ensure that there is a balance to the competing interests of business and their shoppers, employees and residents.

Organization

Improving upon our Downtown requires a lot of work and attention to details. History shows that a strong organizational foundation as well as cooperation among all stakeholders are key for a sustainable revitalization effort.

1. Establish/restore a nonprofit organization focused on downtown, which has the capacity and authority to accept donations and can function as a community improvement organization.
2. Develop a work program and hire a coordinator to make sure these activities happen; or, restore the elements of the “Main Street program” perhaps under a different name. This requires hiring the right people with the right personality who can be a promoter, cheerleader) and who is committed to achieving the vision. Based on the progress we hope to achieve in the immediate future, we believe this effort will require a minimum of two dedicated people. Their responsibilities would entail:



- Provide promotional assistance;
- Spearhead a branding and marketing program;
- Foster a steady stream of downtown activities;
- Seek new business, building renovation and new development;
- Preserve the historic integrity;
- Encourage the use of the City's financial incentives;
- Coordinate volunteers;
- Advise retailers how to improve their businesses with respect to: cleanliness and attractiveness of the premise, merchandise, marketing, business hours; and
- Other services to help local businesses meet the needs of both visitors and residents.

“We must make it a goal to be continuously focused on cultivating ownership among everyone in the community, not just among a few very loyal and dedicated people, to ensure successful revitalization efforts well into the future.”

Main Street America

3. Work with the City to develop a “package” of financial incentives – with criteria as to when they should be used – to foster renovation and new investment and considering such tools as:
 - Real estate tax abatement;
 - Tax increment financing; and
 - Grants and loans, including a revolving loan fund, a storefront improvement program.
4. Upgrade and embrace technology - provide fiber optic – as a way to entice new businesses. One example is Fairlawn, OH that recently created a public/private partnership for establishing FairlawnGig, a municipal broadband utility that will make wireless and gigabit fiber optic internet services available to all residents and businesses throughout the City. This also would allow us to leverage the exposure available through Twitter, Facebook and Instagram and to understand the local customer base at a granular level (which is more valuable than ever), in order to be able to build complete customer profiles so retailers are able to anticipate customer desires.
5. Consider reinstating the police presence downtown with a police officer dedicated to walking around.
6. Create and maintain programs to make it easy and pleasant to be downtown and which foster “pride of place”, such as a comprehensive sidewalk cleaning and snow removal program, regular street sweeping, litter cleaned up, maintenance of landscaping, etc.



Promotion - Marketing and Events

The ultimate goal with our downtown plan is to position downtown as the center of the community. This includes creating a positive image by highlighting and celebrating our key assets (important cultural traditions, architecture and history), marketing effectively, operating as a cohesive district and hosting special events aimed at exposing more people to our downtown.

1. Embrace digital platforms. With the ubiquitous use of smart phones and near universal access to the internet, having an online presence is critical. Research shows that people seek out experiences, best restaurants and exciting things to see and do; location is secondary. This underscores the importance of getting the marketing right by maximizing use of internet resources so that Warren offerings are easy to find through common searches. “Plug into the grid completely!”

“If you want new business, residents or visitors, it starts in front of a computer screen.”

Roger Brooks International, Branding Consultant

2. Develop and embrace a branding message and encourage local business and nonprofits, etc to use it extensively. The Steering Committee discussed a number of possibilities, including Warren.... Naturally, which could build on all of the city’s and region’s assets.
3. Host more events downtown to expose visitors to local businesses. Establish a regularly occurring public event that showcases downtown merchants, music and food:

Events help expose both locals and visitors to the amenities that are downtown. During these events, people who might not otherwise come downtown discover stores and restaurants that they might not have been aware of and then are more likely to come back downtown to patronize these places. Events are also a way to engage local merchants, artists, and entrepreneurs, helping to make these business people champions for downtown revitalization.

- Year-round Farmers Market. One important regular event to continue and enhance is the farmers market. Make this a year-round event downtown, which requires finding an indoor location for the winter season (similar to the Shaker Square market).
 - Bring back events that used to be downtown but have moved to other locations.
4. Provide services to meet the needs of tourists by promoting:
 - Clean, litter-free sidewalks and public spaces;
 - More streetscape amenities such as trees and benches, which encourage shoppers and visitors to linger longer;
 - More outdoor oriented retail, outdoor dining;
 - More consistent business hours; and
 - Street vendors.



5. Foster more activity in the already burgeoning Arts and Culture “industry.”
6. Create a coordinated and comprehensive marketing program, with improved web presence - aimed at:
 - Promote Downtown as a safe place;
 - Recognize and market to three distinct groups to encourage them to come downtown:
 - Locals (residents and employees in the Market Area) who are shopping, eating, etc. elsewhere in the Market Area
 - Regionally – to visitors who are already in the area for regional attractions;
 - Beyond the Region – to attract people to specifically come to Warren
 - Specifically target tourists, outdoor enthusiasts (the millennial generation), cultural crowd (seniors);
 - Coordinate with other regional locales, such as Chautauqua and other entities to encourage longer visits to the region;
 - Entice people (millennials and seniors) to move to the City or at least to the Warren area;
 - Develop a brand and use way-finding signs and banners to promote the brand; and
 - Capture/market the “experience” of the outdoors and other features that attract people from outside the area.
7. Encourage “community serving organizations” to be downtown. City Hall, the County Court House and the Warren County Chamber of Business and Industry are all downtown or adjacent to downtown; other organizations are not. Being downtown sends a strong message that “downtown” is supported by the “public”.
8. Develop a “shop local” campaign.

PUBLIC ART AS PHOTO OP

Destination Cleveland, Cuyahoga County's convention and visitors bureau, installed its popular Cleveland script signs at three postcard-worthy locations.

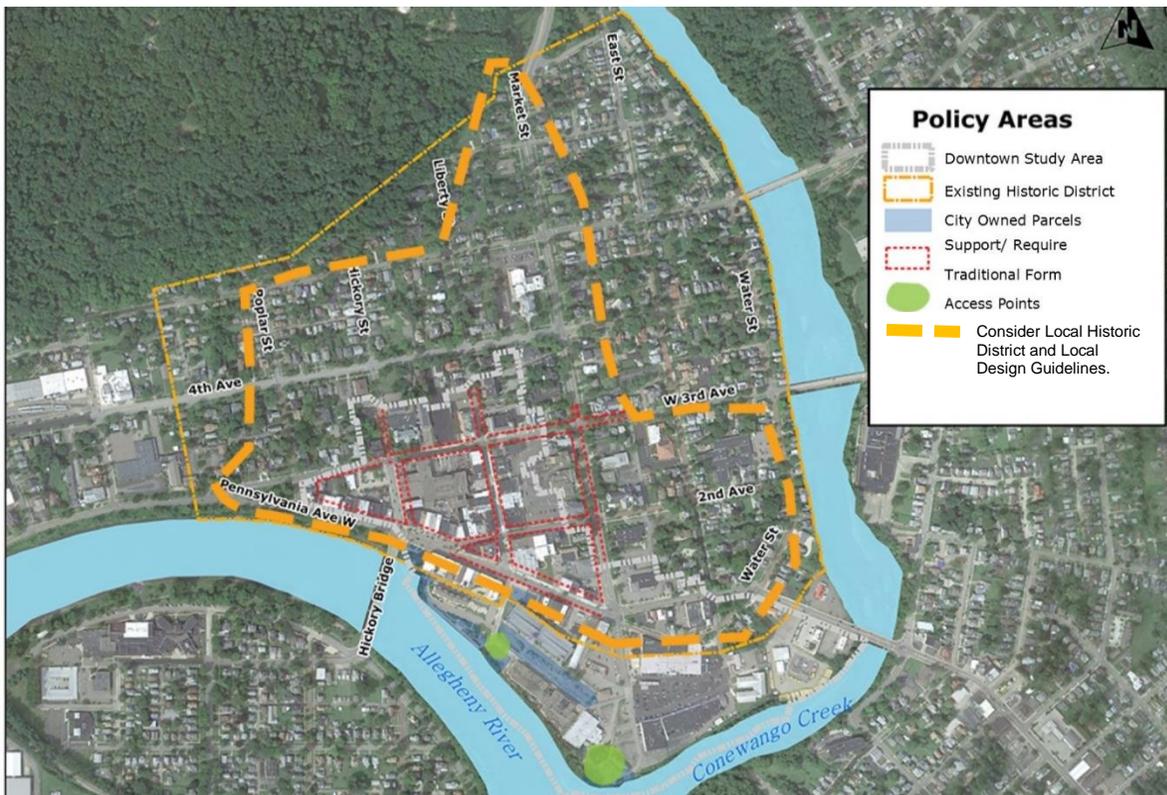
The installations are an outgrowth of the agency's "This is Cleveland" promotional campaign, launched in 2014.

The idea is to stoke local pride and provide spots where visitors will snap selfies and pictures of friends and relatives and share the resulting images through social media.

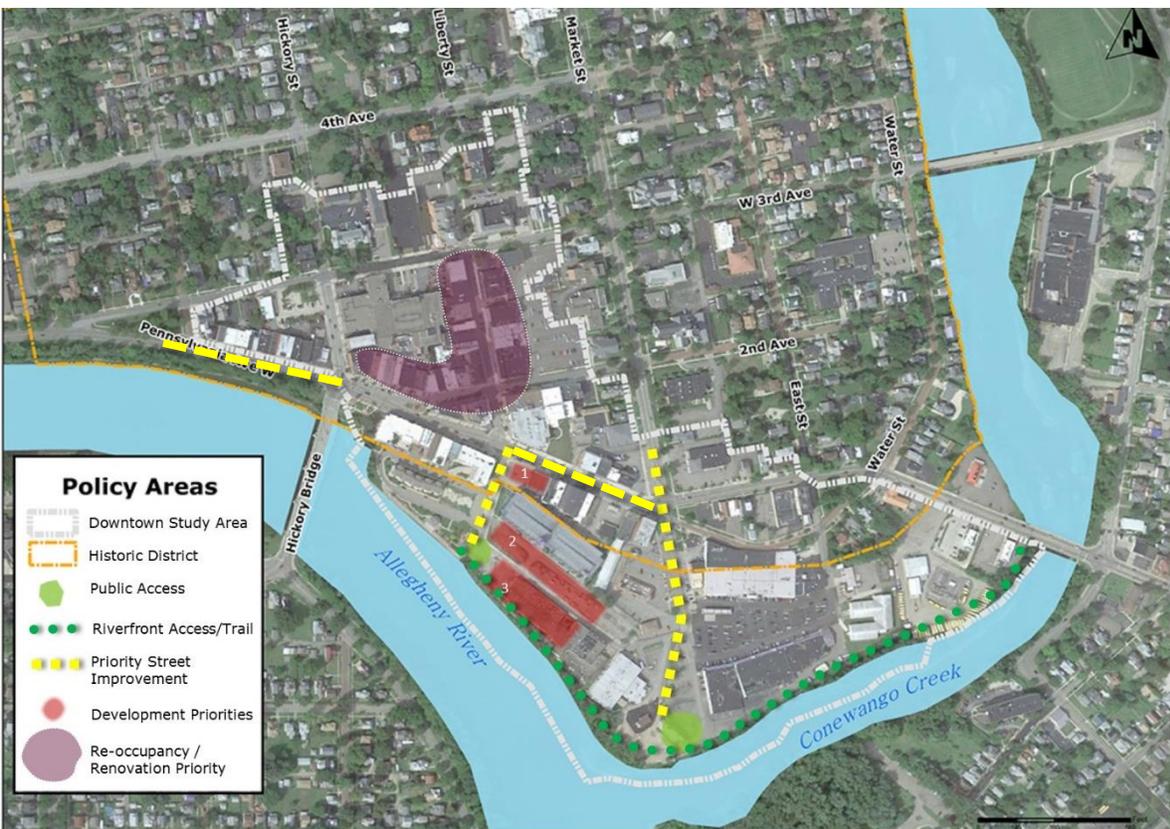




Map 13. Architectural Preservation Possibilities



Map 14. Design & Economic Development Possibilities





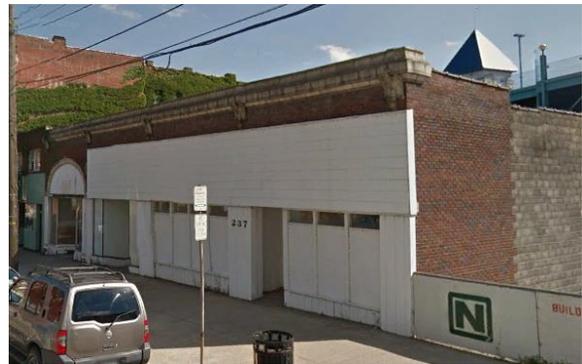
Potential Development Sites

There are three specific development sites in downtown, most of the land is owned by the City and all of the parcels are located between Pennsylvania Avenue and the waterfront and between Liberty and Market. A description of the sites follows, and concept plans will be distributed at the meeting.

1. Southeast corner of Pennsylvania and Liberty Street.

This site is approximately 0.33 acre, generally rectangular in shape with approximately 140 feet of front on Pennsylvania Avenue. The eastern half of the site is occupied by a one-story 4,900 square foot building constructed in 1920. The western half is vacant. Observations and considerations include:

- Pennsylvania Avenue is a major east-west street through downtown. Liberty Street provides an important link between the waterfront and the rest of downtown. This intersection also serves as the gateway to the downtown riverfront.
- This is a key infill development site due to its location at this primary intersection. It is critical that a new building be constructed on this site as an anchor, and to fill the gap along both Pennsylvania Avenue and Liberty Street. Gaps or voids along the sidewalk interrupt the continuity of experience, discourage pedestrian activity, and undermine downtown vitality.¹ Constructing a new building with street-level activity will provide an important and needed connection between downtown, the City garage and the waterfront, and enhance the overall walkable, pedestrian environment.
- In no way should this site be utilized for parking. Parking lots fronting on main streets erode the vitality of downtowns.² The state's Manual for Revitalization agrees: "Surface parking lots should not be located directly along the main street, but behind main street buildings."³
- New building construction should respect the traditional character: building at the sidewalk, a minimum of 2 to 3 stories.
- First floor should have retail uses, upper stories are appropriate for a mix of uses: offices, apartments
- For maximum benefit, redevelopment should include the whole site, as the existing one-story building does not contribute to the traditional downtown character.



¹ (Re)Building Downtown: A Guidebook for Revitalization Smart Growth America, 2015.

² Turning Around Downtown: Twelve Steps to Revitalization, Christopher B. Leinberger. The Brookings Institution, 2005.

³ A Manual for Small Downtowns, Pennsylvania State University, 2001, for the Center for Rural PA.



2. Parcels along the north side of Clark Street adjacent to the Garage. The city owns 4 parcels with a total area of 1.48 acres. The parcels are approximately 100 feet deep, back up the garage and approximately 640 feet of frontage along Clark Street. Considerations include:

- New construction on this site could accommodate a hotel with connections to a convention center across the street.
- New building should be located close to the garage to maximize the shallow depth of the lot, and be multi-story to maximize views of the waterfront.



3. Parcels along the south side of Clark Street adjacent to the waterfront. The City owns a vacant parcel (0.3 ac) at the southeast intersection of Clark Street and Liberty Street. To the east are three parcels occupied by an industrial building, which is partially vacant. Its location on the river makes it an ideal spot for a regional outdoor-oriented store.

The entire area (including the City's parcel) is 1.95 acres. Geothermal Energy owns a 15-foot wide sliver of land between the site manufacturing parcel and the river, on which the City has an access easement to build a walking path.

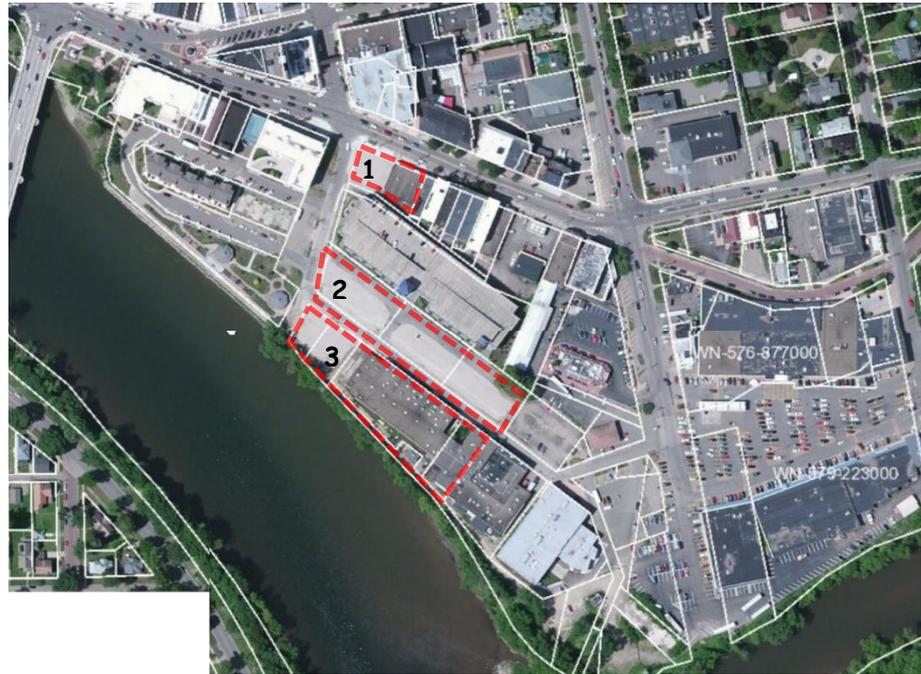
Redevelopment considerations include:

- This is a prime location for connecting downtown to the river.
- Create a public gathering space on the city-owned land and consider using a portion of land the northeast corner.
- Renovation/new construction should face the river
- The City has proposed a trail along the easement adjacent to the river.
- Consider locating the mini-visitors center near the garage to take advantage of easily accessible parking.

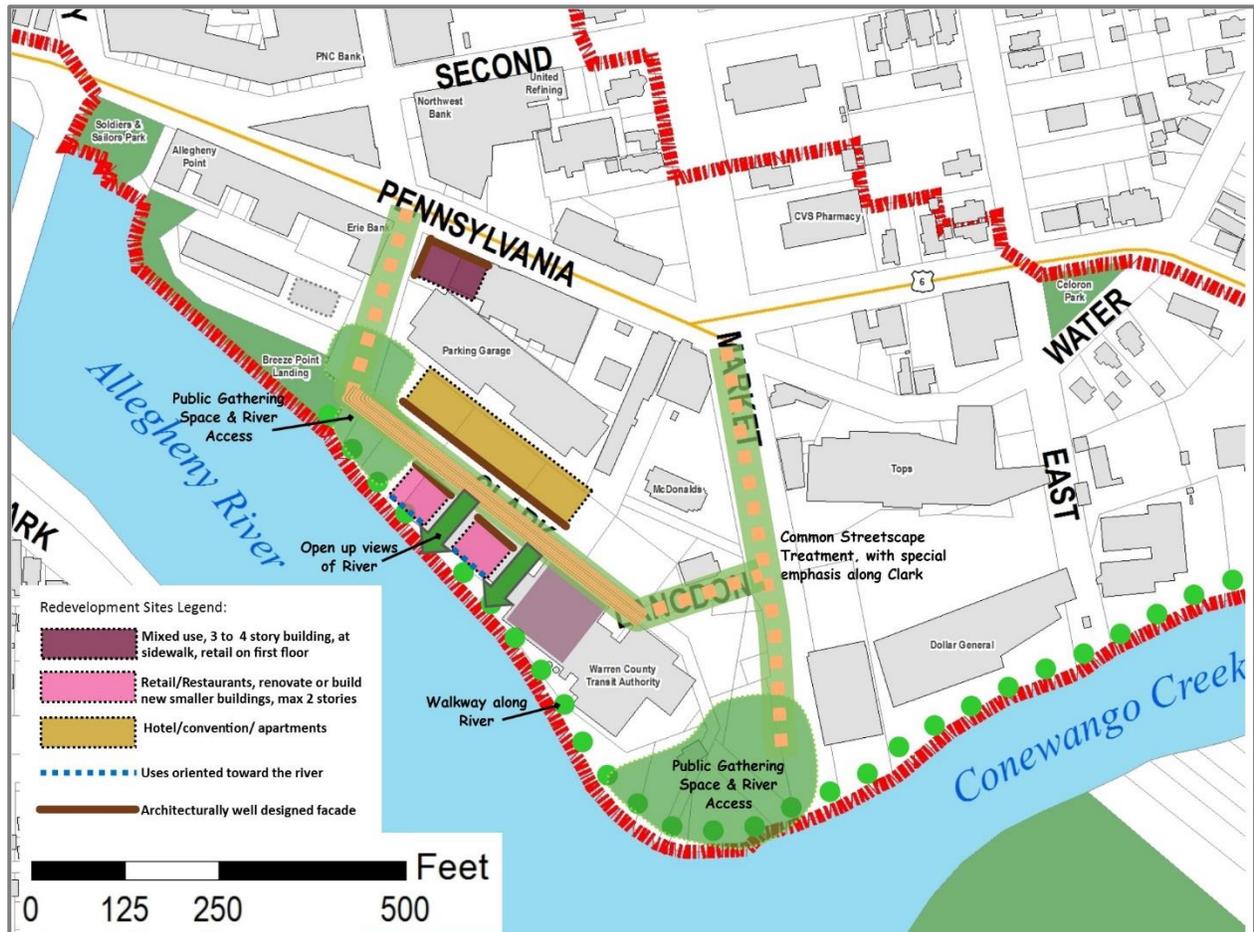




Map 15. Aerial Photo of Priority Development Sites



Map 16. Preliminary Redevelopment Concept Plan





Our Action Plan - What's Next?

Well, a lot of things! To “live into our vision” we will start now and continue in a cohesive, comprehensive and committed way so that many more will experience Warren, and Downtown will have the character, services, diversity and vibrancy we all expect. With our list of strategies outlined, the next step is to prioritize!

We’ve agreed to take this journey, so to get started we have identified our priority action steps that need to be accomplished in the first three years. Table 6 lists the action steps, the entities responsible for spearheading each action step, a ballpark cost estimate and potential funding sources.

We know this is an ambitious list. We also know that it is important to keep in mind the need to be flexible and take advantage of opportunities as they arise.

This is just the beginning; and we won't stop here.

WHAT DOES SUCCESS LOOK LIKE?

1. Comprehensive: Downtown revitalization is a complex process requiring a comprehensive strategy. No single project such as lavish public improvement, “name-brand” business recruitment, or endless promotional events can revitalize the downtown.
2. Incremental: Basic, simple activities lead to a more sophisticated understanding of the revitalization process and help members of the community develop skills to tackle more complex problems and ambitious projects.
3. Self-Help: Local leaders must have the will and desire to mobilize local resources. That means convincing residents and business owners alike of the rewards for their investment of time and money in the downtown as the heart of the community.
4. Partnership: Both the public and private sectors have a vital interest in the downtown. Partnership means that all stakeholders are contributing time, money, and expertise—often individually, but sometimes sitting as a group around the same table.
5. Assets: To give people a sense of belonging and pride, downtown revitalization must capitalize on the unique assets it already has – distinctive buildings, neighborly shop owners, and human scale that cannot be copied at a strip or shopping mall.
6. Quality: A high standard of quality must be set for every aspect of the downtown district, from window displays to marketing brochures, and from public improvements to storefront renovations.
7. Change: Changes in attitude and practice are slow but definite and essential.
8. Action-Oriented: The downtown focus is to simultaneously plan for the future while creating visible change and activities now.

The Center for Rural Pennsylvania



Table 6. Three-Year Action Plan

	Responsibility ⁽¹⁾	Cost	Year			Notes /effort	Funding Sources ⁽²⁾
			1	2	3		
Organization Recommendations							
1. Develop organizational structure to implement plan (501(c) entity and provide “bridge services” until permanent organizational structure established a. Develop legal structure of 501(c)(3) (WDC) b. Secure funding to support staff for minimum 5 yrs c. Conduct interim promotions/marketing d. Be the cheerleader - promote plan to gain buy-in	SC		X				Volunteers DCED
2. Recruit/hire qualified staff to set up office space and develop work plan (once organization is established)	WDC	\$10,000 - \$20,000	X			min 3 year contract	Local funding / donations from private businesses, foundations
3. Provide organizational functions to support downtown businesses. WDC Coordinator/staff ongoing responsibilities include: a. Coordinate events with other nonprofits/ local jurisdictions to avoid competition & duplication b. Provide support services for existing events (e.g. First Fridays) c. Develop / train volunteers d. Obtain & maintain accreditation as a Main Street program (~\$500 - \$1,000/yr for memberships) e. Encourage hospitality businesses to participate in the Ambassador Program training	WDC	\$200,000/ annually	X	O	O	Anticipate hiring 2 full-time persons. Continuing responsibility; take advantage of PA Downtown Center’s training	Local foundations, membership dues, events
4. Establish benchmarks for marketing/attracting new businesses and to measure progress (e.g. develop/conduct business surveys)	WDC	Included in #3 above	X			Data collection should be ongoing	
5. Event planning – create new events for downtown	WDC						
a. Organize (plan, coordinate)		\$2,000 - \$5,000/ event		X	O	could contract with special events person	Foundations, business sponsors
b. Event costs – hard costs such as food, fireworks, etc.		Depends on event					

X= year of initial implementation O= continuation of program



Table 6. Three-Year Action Plan

	Responsibility ⁽¹⁾	Cost	Year			Notes /effort	Funding Sources ⁽²⁾
			1	2	3		
Marketing Recommendations							
6. Develop a multi-faceted marketing/branding plan							DCED Marketing to Attract Tourists
a. Improve City’s website - provide links to Visitor’s Bureau, other sites that promote local attractions (“everyone should be linked with everything”)	City	In-house	X			See Tidioute for website example	
b. Compile and post/maintain a business directory	City/ WDC	In-house	X			Maintenance is ongoing	Ad sales
c. Phase 1 - Basic elements – online platforms, coordinate marketing efforts with other nonprofits	WDC	\$25,000 - \$30,000		X		Continuing responsibility to maintain marketing efforts	
d. Phase 2 – Develop branding campaign with materials	WDC	\$25,000 - \$100,000			X		
Design/Public Amenities Recommendations							
7. Implement/Construct priority downtown public infrastructure improvement projects. (see also Map 17)							
a. <u>Complete Streetscape Improvements:</u>						High priority to improve walkability; incorporate bike planning/ sharrows as part of streetscape improvements	1. RACP Grant application submitted; 2. City is working on grant application to CFA Multimodal Transportation Fund (MTF)
1. Pennsylvania Ave between Liberty and Market	WDC/City	\$1,500,000		X			
2. 400 block of W Pennsylvania Ave (between Hickory and Poplar, north side of street)	WDC/City	\$613,000			X		
b. <u>Complete combined public gathering space and streetscape improvements</u> Liberty Street south of Pennsylvania Ave, with public space at foot of Liberty Street	WDC/City	\$800,000 to \$4.5M ⁽³⁾		X			RACP, PennDOT-MTF, NEA, CFA-MTF, KCP, H2O, LWCF

X= year of initial implementation O= continuation of program



Table 6. Three-Year Action Plan

	Responsibility ⁽¹⁾	Cost	Year			Notes /effort	Funding Sources ⁽²⁾
			1	2	3		
c. <u>Market Street/intersection Improvements</u> : Market St/Penn Ave roundabout, coordinated with streetscape improvements along Market Street south of Pennsylvania Ave, and public space improvements at foot of Market St	WDC/City/ PennDOT	\$1.4M to \$8M ⁽³⁾				Likely longer-term than 3 yr based on PennDOT’s schedule	PennDOT-CMAQ, TA, MTF, Safety, CFA-MTF
d. <u>Improve Pennsylvania/Liberty Street intersection</u> to improve pedestrian experience	City	\$100,000-\$120,000		X		Requires traffic study, and traffic calming elements (bump-outs)	PennDOT-CMAQ, TA, MTF, CFA-MTF
e. <u>Improve Hickory St./Penn Ave intersection</u> to improve walkability/pedestrian crossings	City	\$110,000-\$130,000			X		PennDOT-CMAQ, TA, MTF
f. <u>Complete the path along the Riverfront - Phase 1</u> , from Liberty St to Market St behind Loranger building – requires securing wider easement (about 1,140 feet)	WDC/City	\$250,000			X	Work is underway	DCNR, DEP, H ₂ O PA, PennDOT-TA, MTF, GTRP
g. <u>Other (separate from streetscape projects):</u>							
1. Install River Landing/ floating dock beneath Hickory St bridge (endorsed by Council 5/22/17)	Leadership Warren/City	\$450,000		X			Local foundations
2. Provide wayfinding signs <u>within</u> downtown area for parking, landmarks, etc. (signs directing traffic from RT 6 to downtown are underway)	WDC/City	\$50,000 - \$60,000 ⁽⁴⁾		X		City received funding for wayfinding signs along Rt 6	Route 6 Alliance, PennDOT
3. Develop a catalog of preferred designs/styles for street furniture, trash cans, bike racks, etc. for a coordinated image throughout downtown	WDC/City	\$5,000 - \$10,000	X			Would include specs	
4. Provide additional street furniture (need some along Liberty Street – important to provide for mobility impaired pedestrians)	WDC/City	\$10,000-\$20,000 ⁽⁴⁾		X		City is adding tables to the park off Liberty	DCED, Sponsorships
h. <u>Continue to work with property owners to maintain/repair sidewalks</u> (throughout downtown and surrounding area)	City	--	O	O	O		SRTS, TA
i. <u>Additional wayfinding signs to direct people to downtown Warren</u> . Identify locations within a 10-mile radius of downtown, including: <ul style="list-style-type: none"> • Longhouse Dr and 59 • At County visitors center • At 59 and US 6 • Visitor’s center near the dam • Out by the mall 	City	\$10,000 - \$15,000 ⁽⁴⁾		X			DCED, ARC

X= year of initial implementation O= continuation of program



Table 6. Three-Year Action Plan

	Responsibility ⁽¹⁾	Cost	Year			Notes /effort	Funding Sources ⁽²⁾
			1	2	3		
Economic Vitality Recommendations							
8. Pursue development on priority development sites a. Continue to talk to developers b. Work with property owner (SITE #3)	City/WDC/ WCCBI	Included in #3 above	O	O	O	City manager & mayor serve on WCCBI board	DCED, Building PA, BOS, FIF, MUDTC
9. Establish year-round Farmers Market with common kitchen	City	\$350,000		X			RACP Grant application submitted
10. Establish mini visitor’s bureau downtown -need to have bathroom facilities. Start as a “pop-up” store in donated space that is currently vacant (target Liberty St north of Penn Ave) recognizing that better site may materialize when priority development sites are developed.	WCVB	Included in #3 if shared space/staff		X		Could be staffed by Coordinator	FIF
11. Create, expand and market incentives							
a. Reinstate/maintain the Downtown façade improvement program and market it to local businesses and property owners	City/RDA/ WDC		X	O	O	Take proactive approach to encourage participation. Pursue historic district once all facades are improved.	City underway with applying for grant \$ from Rt 6 Alliance DCED
b. Develop sample design /façade improvement sketches to make it easier for property owners to envision upgrades (work with local architect)	City/RDA/ WDC	\$15,000 - \$25,000		X			DCED
c. Amend the city’s Local Economic Revitalization Tax Assistance (LERTA) ordinance to extend the abatement period to 5 - 10 years based on amount of investment	City/RDA/ WCSD/County	In-house	X			within limits of law	
d. Prepare and adopt a financial assistance package	City/RDA/ WCCBI/ WDC	In-house		X			DCED
Regulatory Changes and Studies Recommendations							
12. Review/monitor downtown parking policies	City	In-house	O	O	O		

X= year of initial implementation O= continuation of program



Table 6. Three-Year Action Plan

	Responsibility ⁽¹⁾	Cost	Year			Notes /effort	Funding Sources ⁽²⁾
			1	2	3		
13. Promote installation of electric vehicle charging stations	WDC	Private		X		Expectation that the installation would be a private investment.	
14. Regulatory Changes							
a. Review city codes to identify and remove provisions that may hinder/prevent “pop-up” stores/restaurants from filling empty storefronts	City/PC	<\$5,000 (or In-house)	X				
b. Review and consider possibility of open container law	City	In-house		X			
c. Revise zoning district standards (e.g. establish mandatory building setback for downtown area)	City/PC	<\$5,000 - \$25,000 ⁽⁴⁾ (or in-house)		X		Consider new form based code, would be more extensive process	
d. Revise sign regulations, incorporate design guidelines, allow projecting signs	City/PC/ WDC	<\$5,000 ⁽⁴⁾ (or in-house)		X			
e. Adopt local historic district with associated regulations and design guidelines – establish a working committee, determine extent of regulations, identify boundary(ies), draft guidelines, review procedures and board organization, formal adoption	City/PC with assistance from WDC & WCHS	Included in #3 above, unless consultant needed			X	Require good design, but don't dictate architectural style	LERTA funding assistance for façade. Certified Local Govt.
15. Undertake feasibility studies (as needed) for attracting desired businesses (hotel/convention center)	City/WDC	\$20,000 - \$50,000		X			

X= year of initial implementation O= continuation of program



Map 17. Public Improvement Priorities

Phasing from 2005 Downtown Revitalization Project 

-  Phase One Part A
-  Phase One Part B
-  Phase Two

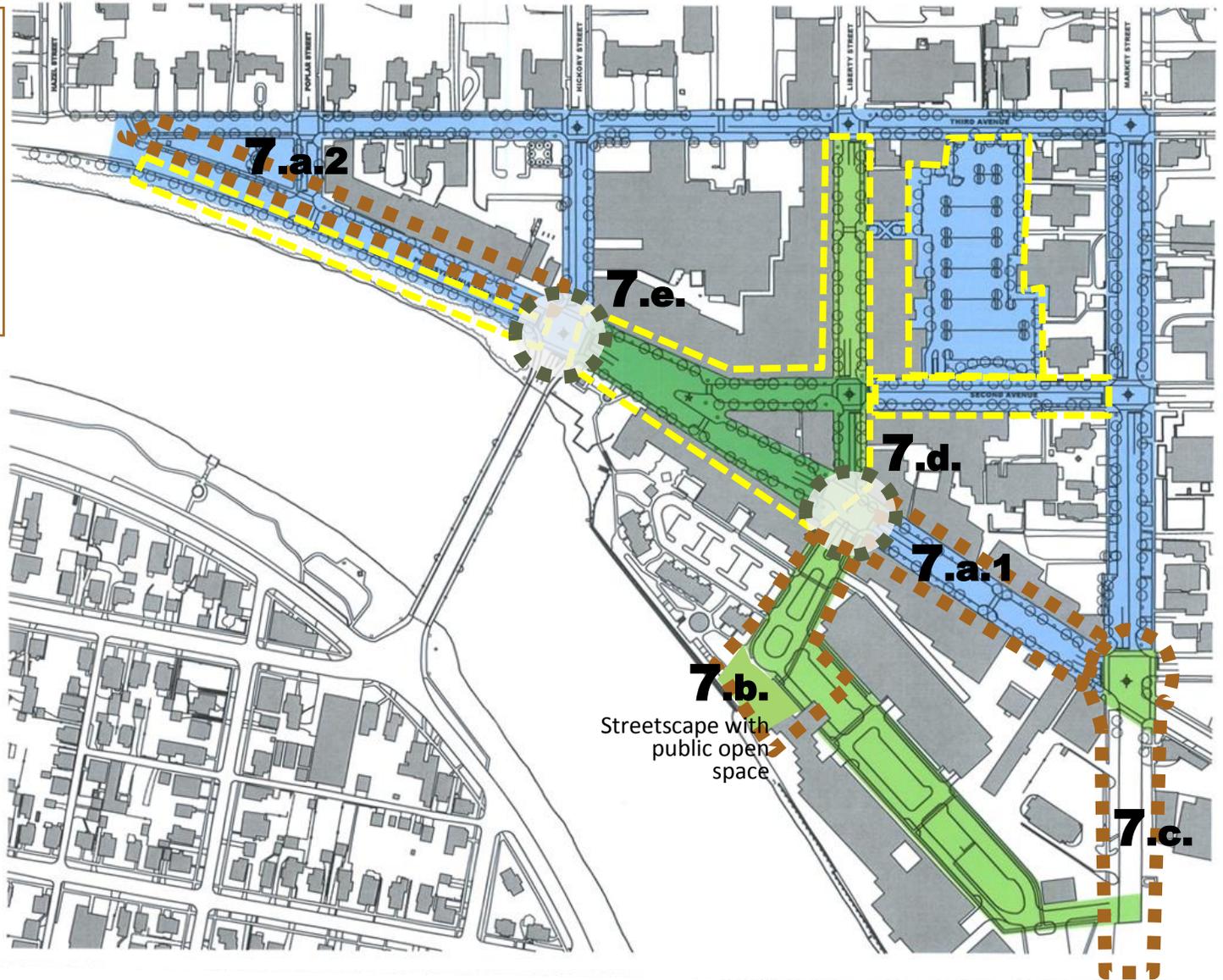
 Area Completed

Priority Public Improvements
refers to action step on Table 6

 Streetscape Areas

 Public Open Space

 Intersection Improvements





⁽¹⁾ Entities involved in the success of Downtown:

City - City of Warren
 County- Warren County
 PC – Warren Planning Commission
 PennDot - Pennsylvania Department of Transportation
 RDA – Warren Redevelopment Authority
 SC – Steering Committee
 WCCBI – Warren County Chamber of Business and Industry
 WCHS – Warren County Historical Society
 WCSD – Warren County School District
 WCVB – Warren County Visitors Bureau
 WDC –Warren Development Corporation – The new nonprofit organization; name could be changed.
 WPL – Warren Public Library

⁽²⁾ Funding Sources Legend:

ARC – Appalachian Regional Commission grants, administered by PA DCED
 BOS- Pennsylvania Business in Our Sites grants/loans, administered by PA DCED
 CFA - Pennsylvania Commonwealth Financing Authority
 CMAQ- Congestion Mitigation and Air Quality grants, administered by PennDOT
 DCED- Pennsylvania Department of Community and Economic Development
 DCNR- Pennsylvania Department of Conservation Natural Resources
 DEP- Pennsylvania Department of Environmental Protection
 FIF- First Industries Fund, loan guarantee program to promote and develop agriculture and tourism, administered by PA CFA and DCED
 GTRP – Pennsylvania Greenway Trails and Recreation Program, administered by PA DCNR
 H2O PA– Pennsylvania Water and Projects Programs, administered by PA DCED
 KCP - Pennsylvania Keystone Communities Program, administered by PA DCED
 LERTA – City of Warren’s Local Economic Revitalization Tax Assistance ordinance
 LWCF - Land and Water Conservation Fund, administered by PA DCNR
 MAP – Pennsylvania Municipal Assistance Program, administered by PA DCED
 MTF –Multimodal Transportation Funding, Two separate programs administered by PennDOT and CFA
 MUDTC- Pennsylvania Mixed Use Development Tax Credit Program, administered by PA Housing Finance Agency
 NEA –National Endowment for the Arts Our Town, creative placemaking grants program
 PennDOT - Pennsylvania Department of Transportation
 RACP – Pennsylvania Redevelopment Assistance Capital Program, administered by PA Office of the Budget
 SRTS- Safe Routes To School, a federal initiative administered by PennDOT

⁽³⁾ Public improvements – Range of costs, depending on project elements

- Streetscapes: \$600 - \$3,600 per LF of roadway (varies upon design treatment intensity and utility upgrades (incl. undergrounding of overhead utilities)
- Public Spaces: \$7 - \$35 per SF (varies upon design treatment intensity and utility upgrades (incl. undergrounding of overhead utilities)

⁽⁴⁾ Cost Estimate - Depends on project elements



Appendices

- Appendix A. Worksheet for Benchmarking Annual Visitors to Warren and Vicinity
- Appendix B. Annual Retail Support by Category
- Appendix C. Summary of Interviews
- Appendix D. Examples from Other Communities
- Appendix E. Resources



Appendix A. Worksheet for Benchmarking Annual Visitors to Warren and Vicinity

	City and Vicinity (5 to 10 mile radius)		Regional	
	No. of Visits	Est. % of Regional	No. of Visits	%
Allegheny National Forest	?	?	1,000,000	
Allegheny National Recreation Area				
Mountain Biking	5,000 – 40,000		5,000 – 40,000	
Struthers/Library Theater	22,000	100%	22,000	
Warren Public Library	130,567	100%	130,567	
Historical Society Genealogy Research				
Crary Art Gallery				
Historic Tours				
Accommodations				
Local Lodging: (400 rooms at 60% occupancy) ?	87,000	100%	87,000	
Regional Lodging: including cabins, seasonal rentals, hotels, etc				
4 th of July Festival		50%		
Music in the Park*	500-1,000	100%		
First Friday Events*				
Canoers/kayakers on the Allegheny River	12,000-15,000			

**Mostly local attendees*

Note: This table provides an example of the type of data that should be gathered in order to be able to document success and to estimate the economic impact economic of visitors.



Appendix B - Annual Retail Support by Category

	Downtown & Vicinity (5-mile radius)	"Regional Market" 15-mile Radius
No. of Retail Employees	1,038	1,728
No. of Retail Businesses	151	241
Households	8,142	16,615
Current Retail Sales	\$210,800,000	\$263,000,000
<i>Home Furnishings</i>	\$500,000	\$3,700,000
<i>Electronics and Appliances</i>	\$5,400,000	\$8,500,000
<i>Food and Beverage</i>	\$62,100,000	\$81,700,000
<i>Health and Personal Care</i>	\$10,700,000	\$17,000,000
<i>Clothing and Accessories</i>	\$4,600,000	\$5,500,000
<i>Sporting Goods, General Merchandise</i>	\$95,100,000	\$103,700,000
<i>Restaurants and Drinking Places</i>	\$32,400,000	\$42,900,000
Retail Sales per Business	\$1,400,000	\$1,100,000
Potential Retail Expenditures (based on residents' income)	\$172,600,000	\$360,100,000
<i>Home Furnishings</i>	\$7,300,000	\$15,100,000
<i>Electronics and Appliances</i>	\$11,500,000	\$24,100,000
<i>Food and Beverage</i>	\$47,500,000	\$98,500,000
<i>Health and Personal Care</i>	\$14,600,000	\$32,300,000
<i>Clothing and Accessories</i>	\$11,100,000	\$24,200,000
<i>Sporting Goods, General Merchandise</i>	\$58,100,000	\$118,800,000
<i>Restaurants and Drinking Places</i>	\$22,500,000	\$47,100,000
Potential Expenditures per Household	\$21,125	\$21,667
Retail Sales in Excess of Potential (sales higher than residents' spending)	\$38,200,000	---
<i>Home Furnishings</i>	(\$6,800,000)	
<i>Electronics and Appliances</i>	(\$6,000,000)	
<i>Food and Beverage</i>	\$14,600,000	
<i>Health and Personal Care</i>	(\$4,000,000)	
<i>Clothing and Accessories</i>	(\$6,500,000)	
<i>Sporting Goods, General Merchandise</i>	\$37,000,000	
<i>Restaurants and Drinking Places</i>	\$9,800,000	
Retail Sales less than Potential (sales lower than residents' spending)	----	\$97,100,000
<i>Home Furnishings</i>		\$11,400,000
<i>Electronics and Appliances</i>		\$15,600,000
<i>Food and Beverage</i>		\$16,800,000
<i>Health and Personal Care</i>		\$15,400,000
<i>Clothing and Accessories</i>		\$18,700,000
<i>Sporting Goods, General Merchandise</i>		\$15,000,000
<i>Restaurants and Drinking Places</i>		\$4,200,000

NOTE: Expenditures are based on HOUSEHOLD spending

Source: Data obtained from Esri, Retail MarketPlace 2016 Release 2. Consolidated by CT Consultants.

Data Note: Estimates are in 2016 dollars. Current Retail Sales (supply) estimates sales to consumers by establishments; sales to businesses are excluded. Potential Retail Expenditures (demand) estimates the expected amount spent by consumers at retail establishments.

Methodology: Esri's proprietary database incorporates the 2007 and 2012 US Census of Retail Trade (CRT) combined with business data from a number of sources, such as receipts (net of sales taxes, refunds, and returns) of businesses. Estimation of retail potential by industry incorporates data from 2012 Census of Retail Trade (CRT), the latest Consumer Expenditure surveys (2014 and 2015) from the Bureau of Labor Statistics.



Appendix C – Summary of Interviews

1. What are your aspirations for Downtown?

Downtown Warren is a top destination spot

- The city is in the top 10 places in PA to retire
- Top destination spot for outdoor activities, outdoor oriented adventure
- An arts and music destination – expand on cultural aspects of the community
- Attracts more young people
- There is a hotel downtown
- But the city retains its historic, small town character and is not exploited with commercialism

Downtown is vibrant:

- More businesses, more diverse specialty shops, upscale restaurants, etc. – no empty buildings
- Build on the local businesses already here
- Local residents support downtown
- There is lots of activity - people eating outside, with festivals and other events, always something going on
- Employees stay downtown for after work activities – restaurants, galleries, etc.
- More people are living downtown
- People feel safe, comfortable to be downtown
- Entrepreneurs are encouraged

Downtown is clean and buildings and parks are well-maintained:

- Older buildings are renovated
- It is visually pleasing, with benches
- All city parks are retained
- There is a strong sense of place

History is well-known

- The city is well known for its high number of intact historic structures, attracts visitors because of the historic walking tours, educational value
- Route 6 Heritage Corridor
- There is a good understanding of the area's history

There is a strong connection to the Allegheny River

- Celebrate / capitalize on the river – new development is river focused with outdoor seating, promenade,
- The river is more accessible from downtown
- The Allegheny River and Conewango Creek are well maintained and green space is preserved

There is good collaboration

- City, county and private sector - everyone is working together for the common goal
- Partnerships with Allegheny National Forest
- Everyone working together to promote the city
- Develop a formal sister city relationship with the city of Vadstena, Östergötland, Sweden

There is a good marketing/promotional program

- People are aware of all the good things
- There is good signage



There is a vibrant arts culture

- Quality public art
- Strong arts/cultural environment with an arts cooperative

2. What are Downtown's strengths?

The riverfront – Allegheny River and Conewango Creek

- Accessible from downtown
- Plans for a dock, canoe launch
- Number of canoes and kayaks along the river
- Conewango Creek was designated as an official state water trail

Strong local businesses/employers that are committed to Warren

- Northwest Bank
- United Refining
- New Tops grocery store
- About 14-18 active retail businesses in the immediate downtown, 6 restaurants, have a nice variety.
- Medical center – hospital provides cancer care
- PNC
- Whirley Industries
- Superior Tire
- Pet Treats
- Hospital
- County government

Area attractions

- Struthers Library Theatre (draw from beyond County)
- Warren is known as a recreation destination with kayaking, canoeing (12,000-15,000 on the river), fly fishing charters, mountain bike trails at Jakes Rocks; hiking trails, 4 golf courses, hunting, snow mobiling, ice fishing, cross country skiing, etc. –
- Access to the Allegheny National Forest - over 1 million come to the Allegheny Forest,
- Historical Society genealogical research facility
- Crary Gallery, Allegheny Center for the Arts
- Warren Public Library

There are some good retail/restaurant/service businesses that are serving a niche:

Downtown is compact, walkable

- Retains its original 1795 grid layout
- City maintains the tree canopy – Tree City Designation
- Buildings close to street
- Surrounded by strong residential neighborhood

City's History / Historic Preservation

- Warren Historic District - a national historic district, one of the largest with 587 buildings in 28 blocks, a strong cohesive district with beautiful old buildings
- Walking tours of historic district
- Rich history – oil, lumber, underground railroad

Recent positive revitalization efforts

- Architectural integrity of the newer buildings: Northwest was conscientious with its new construction, Allegheny Point, Liberty West
- Streetscape – Pennsylvania Ave, Liberty St
- Hickory Street bridge



Events – there are a number of events hosted downtown

- Music in the Park, attracts several hundred people to downtown
- First Friday events
- 4th July festival
- Nearby events including Claredon’s WinterFest as Chapman Dam

Local Community

- Leadership Warren County
- Rich pool of talented employees
- A strong contingent of artists, designers, musicians, writers’ guild
- Local foundations that provide resources and services
- Active downtown group: First Friday committee. Has about 10-12 businesses that plan small events (under the umbrella of the chamber)
- Strong professional workforce – bankers, lawyers
- Strong network, supportive environment
- Deep roots

3. What are Downtown’s challenges that make it hard to achieve goals for Downtown?

Geography

- Hard to get to Warren – not on a main thoroughfare
- City is landlocked - not able to expand boundaries (annex) *[This can also be viewed as an asset]*
- Winters are cold, tough to get people out

Difficult to foster local growth

- Financing can be difficult
- Limited number of jobs for college educated
- Need to figure out the right niche for local businesses
- Key property ownership along the river is held by outsiders – industrial building along river, vacant for 10 years, not maintained, wants ridiculous amount for the property
- Hard to attract talent
- Can be frequent turnover
- Developing downtown to meet the needs of the local population as well as tourists without losing Warren’s charm

Past development projects

- Convention center/hotel didn’t materialize – bad memories, hesitancy to try again
- Unfinished condominium project on the river - Not the right product – only 3 sold, priced too high
- Parking garage is “too far away”, in the wrong place, bad color, has construction issues
- Buildings turn their backs on the river

Some successful programs no longer exist

- Main Street
- Downtown façade improvement

Lack of activities/attractions Downtown

- Need more businesses downtown
- Downtown lacks anchor/magnet to keep people downtown after work
- No hotel downtown



- Some events have moved out of downtown
- Don't have the types of businesses, services that attract college graduates
- Need supporting services for recreational activities
- Empty buildings
- Not enough foot traffic

Demographics

- Not a large population base – market area is primarily Warren County
- Losing population - households with higher incomes moved out when Blair Corp restructured
- Aging population
- Younger generation goes to college and does not return
- Need to figure out who City should be attracting
- Disposable income of households is declining
- Need to be able to survive during the off months (all-year long)

Lack of coordinated promotions/marketing efforts

- Need signs for downtown
- Not well represented in area tourism brochures
- Need more Public Relations campaigns, marketing, branding, promotion

Parking

- Not everyone likes the on-street meters
- On-street parking can be hard to find

Competition

- Big boxes in North Warren
- Bradford
- North Warren has a lower tax rate and people move out of Warren for that reason
- Jamestown NY – people go to Jamestown for dinner, but not vice versa
- Chautauqua

Local attitudes

- It can be tough to get volunteers involved
- People complain there is nothing to do in Warren
- Need to help residents understand the goals - there is a huge artist colony, but longer-term residents need to understand they are a good thing
- Negative perceptions

Building stock

- Age of buildings makes it challenging to renovate/revitalize
- concerns about empty buildings

Transportation network

- Truck traffic through downtown

Infrastructure

- Need better WiFi service

Regional Collaboration

- Need to get the various small communities coordinating marketing efforts etc.

Safety

- Opportunity to provide state of the art technology for safety – which could help with perceptions



4. What is CITY'S role?

Provide assistance

- Reinstatement of the façade program to help improve facades
- Need to assist with financing
- Support the Main Street program – provide guidance, funding for historic colors, signs, etc
- Need a support structure to help small businesses identify and leverage their niche
- Upgrade technology
- Provide incentives to bring people downtown

Be a champion of Downtown

- Foster a positive attitude about downtown
- Provide good leadership and be a good facilitator – need to break down barriers with surrounding townships
- Improve communication about projects to garner support
- Educate residents about the benefits of shopping local
- Promote First Friday Events and other private events
- Encourage private capital investment
- Help with promoting businesses
- Host or partner with other organizations to host more events
- Help attract younger population to move to Warren
- Work more closely with stakeholders

Provide a more business friendly environment for getting things done

- Be more supportive with code enforcement
- Foster communication with local businesses
- Make opening and expanding businesses as easy as possible
- Eliminate unnecessary red tape

Provide services

- Use the parking meter \$ for more services/maintenance
- In wintertime, clean off the sidewalks – need to figure out where to put the snow
- Ensure safety – concerns about Jamestown becoming dangerous from gangs moving in from Buffalo, concerned they could move south to Warren
- Improve the parking system, Chief of police has ideas about a token program

Improve the look of Downtown

- Finish the sidewalk/streetscape improvements
- Add more flowers
- Add more river access

Develop a plan for the City-owned vacant land



5. What is PRIVATE SECTOR'S role?

Provide items, services, events to bring people downtown

- The Blair Corporation used to have a huge annual warehouse sale that attracted large crowds of people. Other businesses could host similar types of events
- Provide parking tokens to customers
- Look for innovative ways to fill empty spaces – the East Street School could be transformed into an artist space
- WCCBI has been working on events – talking to Millennials about what they want – live music, free beer

Invest in building façade/building renovations

- Make sure windows have interesting displays

Attract talented employees to Warren

- Local employers should make an effort to hire younger people to add to the local population, provide a good wage to attract smart people

Collaborate

- Collaborate with other businesses, clubs etc
- Help identify what will bring people to Warren
- Do common marketing, common hours. (No one is open on Sundays, few open in the evenings except during the Music in the Park.)
- Successful businesses should be civic minded recognizing the partnership they have with the city/residents

Be civic minded



Appendix D - Examples from Other Communities

We have been to numerous small towns that provide us with inspiration regarding the types of programs, investments, etc that have led to prosperous and vibrant downtowns. The communities included in this appendix are:

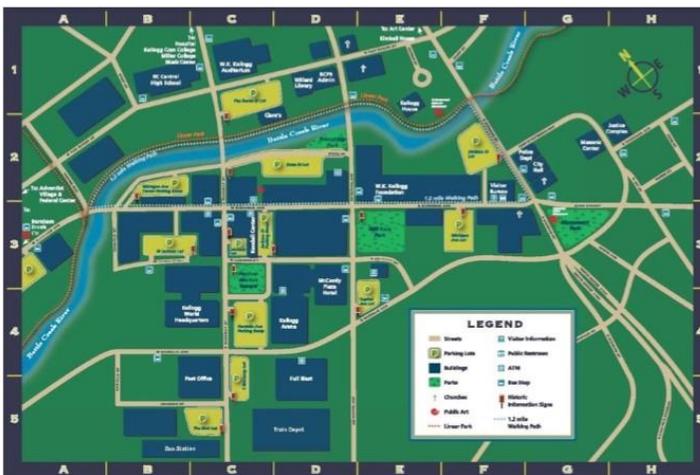
- Battlecreek, MI
- Bend, OR
- Berlin, MD
- Elizabethtown, PA
- Grand Rapids, MI
- Grove City, PA
- Hamilton, MO
- Olean, NY
- Savannah, GA



Total population: 51,830

Total housing units: 24,484

Battle Creek, MI



Events take place in downtown **Festival Market Square** or at **Friendship Park**, an amphitheater and site of the battle creek river front mural (overlooks performance deck on the bank of Battle Creek River)



The Arts:

- Explore **outdoor public art/murals**
- Visit several local **art galleries**



International Food Protection Training Institute:

- Funds city infrastructure improvement projects
- Provides food safety training to professionals from all over the world

Active City:

- 17 mile linear park (paved path) through downtown
- American Heart Association walking path for downtown employees
- Increased infrastructure for biking

Fun for the whole family:

- Interactive **water feature** downtown
- Outdoor movies** in the park
- Festivals** all year long

-Stop at the **farmers market** May-October or for the **food trucks** on Wednesday's for lunch

-Home of **W.K. Kellogg Institute** and **Keebler**, Kellogg company's snack division as well as **Kellogg World Headquarters** and **W.K. Kellogg Foundation**





Total population: 76,639

Bend, OR

Total housing units: 36,579

Outdoor adventure playground. A mountain that's got it all....

Attractions:

-Drake Park: outdoor stage, popular boat launch, 1/2 mi of riverfront

-Les Schwab Amphitheater: seating capacity is 8,000...Brings big name artists despite its small size

-Old Mill District: a historic area that was home to two of Bend's lumber mills, now a mixed use area with shops, galleries and restaurants (southwest of downtown)

-Bend Urban Trail System: soon to be a 19 mile uninterrupted river trail... Bend also has 80+ public parks

-Tin Pan Alley Art Collection: award winning collection of public art, found on parking garage walls, alleyways downtown, etc...Take the Bend Roundabout Art Tour



Endless outdoor activities:

Prime destination for ecotourism

- Canoe or Kayak on the Deschutes river
- Hike and camp
- Visit the many Cascade Lakes
- Skate park
- Winter ice skating rink
- Skiing/snowboarding

Friendly City:

-Incredible visitors center: several guided tour options for tourists

-Dog friendly: many restaurants accommodate walking pets and walking paths welcome pets.

-Bikers heaven: ride your bike everywhere you go



Total population: 4,485

Total housing units: 1,894

Berlin, MD



Named the **coolest small town in America in 2014**, visitors find their way around town easily with **clear and well designed signage**.

Main Street-

- Over **50 retail** shops and 10 places to dine
- A number of **art galleries** to visit
- Businesses embrace the well kept nature of town and mark shops and restaurants with charm and clarity



Historical buildings-

- Berlin has 47 individual structures in the National Register of Historic Places
- Two centuries of architectural history
- Easily found by visitors with classic signs and self guided tour option





Total population: 11,591

Total housing units: 4,446

Elizabethtown, PA

A city in nature:

- Visit Bellaire Woods-Lancaster **County Conservancy**
- Bicycle pathway and pedestrian network continues to grow
- Take advantage of **PA, Dutch Country**



Masonic Village: not-for-profit “continuing care **retirement community, children’s home** and community **service organization.**”

- Population of more than 1,400 residents and 1,300 staff



Located along an Amtrak line. Local **Amtrak station.**



Main street:

- Historic charm:** many preserved 19th and early 20th century buildings
- Public square, galleries, shops, cafes
- Historical stories are shown through **paintings** around town



Mars Chocolate manufacturing facility in town.... 10 mi. from **Hershey, PA**



Total population: 192,416

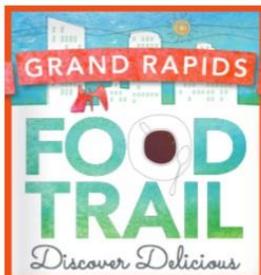
Grand Rapids, MI

Total housing units: 80,230



Downtown Market:

- 22 vendors
- 2 full service restaurants
- Monthly outdoor market events
- Rent for private events



MoDiv:

- A “**retail incubator**” located in historic building
- Combines start-ups and established businesses
- Favorite **downtown shopping** destination

Named:

- America’s #2 most **affordable foodie city**
- “**Beer City USA**”
- A “**city for runners**” : hosts America’s largest 25k road race
- America’s 6th best **fishing city**



Visit:

- Rosa Parks Circle**: public park and sculpture at the center of town
- 27 **downtown sculptures** and **historic buildings**: take smartphone-guided tour
- Heritage Hill Historic District**: see 60 architectural styles and 1300 houses from 1844-1920’s
 - Attend the annual home tour in October



Enjoy:

- Ah-Nab-Awen Park**, runs along the west bank of the Grand River
- Millennium park** six acre beach and kids splash pad
- Summer **outdoor movies**
- Festivals** embracing the city’s cultural diversity and spirit:
 - Grand Rapids Asian Festival
 - Pride Festival
 - Balloon Festival Night Glow
 - Polish Festival



Total population: 8,210

Total housing units: 2,929

Grove City, PA

Downtown Art:

-**Eight outdoor sculptures** designed and constructed by at risk youth and/or incarcerated youth, each sculpture marks free parking downtown

-**Three large murals** created with public participation and input feature Grove City iconic buildings and landmarks



ArtWorks:

-Non-profit **art gallery** that hosts art work and performances

-First Friday **workshops**

-Helps foster Grove City's "**downtown arts community**"



The Guthrie:

-Downtown **movie theater** built in **1927**

-Shows **feature films**

-Referred to as the "**Queen of Broad Street**"



Joseph D. Monteleone Youth Festival Park:

-Outdoor **concerts**

-Farmers' **Market**

-**Art Walk**

-Winter **Wine Walk**



Total population: 1,663

Hamilton, MO

Total housing units: 878

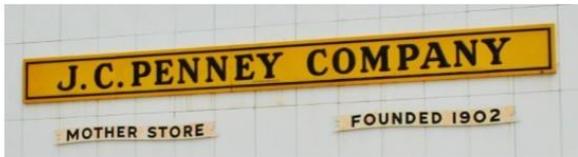
A town revitalized by a family quilting business

Missouri Star Quilt Co. :

- Established in 2008
- Own 21 building in Hamilton and part owner of 3 restaurants
- 11 quilt shops on Main Street, each with a unique theme
- Over 300 employees
- Brings approximately 3,000 quilters monthly to the city
- National tourist destination for quilters



“What we’re trying to do is sort of be the Disneyland for quilting...Bring them to town, give them a place to stay, some food to eat and you know, some things to do where every time they come they have a great experience and love what they see here.” (Al Doan, part-owner and founder)



Hamilton is the **home town of James Cash Penney**, Starter of the J.C. Penney Mall china. Visit the J.C. Penney Museum.

10+ QUILT SHOPS ON MAIN STREET
GREAT RESTAURANTS IN TOWN TOO!

Come to Hamilton and experience the world's largest selection of pre-cut fabrics along with adorable fabric themed shops, down-home cooking and mid-west hospitality. We'll be looking for you, see you soon!

MISSOURI STAR QUILT CO.
114 W. Duane St. Hamilton, MO 64644
www.missouristarquiltco.com



Total population: 14,452

Total housing units: 7,154

Olean, NY



Walkable Olean: A vision for Union Street

-Creation of a “Complete Street”

-Purpose:

- Improved safety for pedestrians and car traffic
- Updated and vibrant streetscape with wider sidewalks, encouraging economic development
- New infrastructure, including improved water and sewer lines and lighting, lowering continual maintenance cost

Project Highlights:

- Roundabouts:** better traffic flow, slows down vehicles
- Bicycle lanes:** bike lanes added to encourage pedestrian traffic for recreational and utilitarian usage, slower cars should make riders feel more safe
- Snow storage:** median lane can be used for snow storage with additional room added adjacent to the median in event of more severe weather
- Large trucks:** designers made sure to accommodate the oversized trucks that use N. Union Street

Roundabouts:

- Community was initially highly skeptical about the addition of roundabouts
- After installation, found many positive benefits:
 - Cross walks are further back, giving pedestrians a larger buffer from traffic
 - Islands to wait when crossing
 - 90% drop in severe accidents and 60% drop in accidents overall
 - More efficient traffic flow, less overall waiting
 - Easier to plow





Total population: 136,286

Total housing units: 62,335

Savannah, GA

River front city:

-**River street:** former cotton warehouses along the Savannah River converted into boutiques, galleries, antique shops, pubs, etc.

-Take a **river boat tour**



Historic city:

-Many buildings preserved as major points of attraction:

- Telfair Academy of Arts and Sciences
- First African Baptist Church
- Temple Mickve Israel

Savannah's downtown is **one of the largest National Historic Landmark Districts** in the United States.

-Take an Old Town Trolley of Savannah tour and "**bring history to life**"



Famous architecture and landscaping:

- Andrew Low House
- Cathedral of St. John the Baptist
- Owens-Thomas House

Downtown area boasts **22 park like squares**. City voted one of the **10 most beautiful places** in America by USA Weekend



Other attractions:

- Georgia State **Railroad Museum**
- Birth place of Juliette Gordon Low, founder of Girl Scouts of America
- 2nd largest **St. Patrick Day Parade** in US
- Fort Jackson**
- Savannah theater:** built in 1818, the oldest continually operating theaters in the US





Appendix E – Resources

Main Street America *Excerpts from the organization's website www.mainstreet.org*

For more than 35 years, the National Main Street Center has been helping communities revitalize their downtowns and commercial districts. Collectively, the movement is the leading voice for preservation-based economic development and community revitalization across the country. Made up of small towns, mid-sized communities, and urban commercial districts, **Main Street America™** represents the broad diversity that makes this country so unique. Working together, the programs that make up the Main Street America network help to breathe new life into the places people call home

The Main Street Approach

The National Main Street Center has a revitalization framework—the Main Street Approach—that helps communities leverage both the art and science of downtown revitalization to create a better quality of life for all. The Main Street Approach is a guiding framework: Economic Vitality, Promotion, Design, and Organization, known collectively as the Main Street Four Points.

National Main Street Accreditation

The Main Street America™ program accreditation process evaluates local Main Street programs according to 10 Standards of Performance and provides national recognition to those that meet these standards. The national accreditation program strives to:

- Provide local and national visibility to local Main Street programs that understand and fully utilize the Main Street Four-Point Approach® and eight Main Street principles and that continue to evolve organizationally to meet new challenges;
- Provide national standards for performance for local Main Street programs; and
- Provide realistic goals and a tangible incentive for local Main Street programs that do not yet meet the criteria for national recognition.

Receiving Main Street America status is a prestigious designation. While every affiliate local Main Street program can work toward accreditation, not every Main Street program receives it. Main Street coordinating programs evaluate their local programs every year and submit their eligible programs to the National Main Street Center. Because the Center works with coordinating partners to determine accreditation status, **only local programs affiliated with a coordinating program are eligible. In Pennsylvania, the coordinating program is the Pennsylvania Downtown Center www.padowntown.org.**

The 10 Standards of Performance

1. Has broad-based community support for the commercial district revitalization process, with strong support from both the public and private sectors
2. Has developed vision and mission statements relevant to community conditions and to the local Main Street program's organizational stage
3. Has a comprehensive Main Street work plan
4. Possesses an historic preservation ethic
5. Has an active board of directors and committees
6. Has an adequate operating budget
7. Has a paid professional program manager
8. Conducts a program of ongoing training for staff and volunteers
9. Reports key statistics
10. Is a current member of the Main Street America™ Network



2017 Main Street America™ Accredited Programs in Pennsylvania

Borough of Hollidaysburg
401 Blair Street
Hollidaysburg, Pennsylvania
Phone: 814.696.0544
Email: partnership@hollidaysburg.org
Website: www.hollidaysburg.org

Building A Better Boyertown
3 E. Philadelphia Avenue
Boyertown, Pennsylvania
Phone: (610) 369-3054
Email: manager@boyertownpa.org
Website: www.boyertownpa.org

Castle Shannon Revitalization Corp
3310 Mcroberts Road
Castle Shannon, Pennsylvania 15234
Phone: 484-880-1530
Email: barrycassidy@comcast.net

Clearfield Revitalization Corporation
125 E. Market Street
Clearfield, Pennsylvania
Phone: (814) 765-6000
Email: discoverclearfield@gmail.com
Website: www.discoverclearfield.com/

Community Action Dev. Corp. - Seventh
Street Dev. Committee
443 N. 7th Street
Allentown - 7th Street, Pennsylvania
Phone: (610) 433-5703
Email: petelewnes@aol.com

Danville Business Alliance
17 East Mahoning Street
Danville, Pennsylvania
Phone: (570) 284-4503
Email: dbamst@ptd.net

Downtown Bedford Inc.
P.O. Box 286
Bedford, Pennsylvania
Phone: (814) 623-0048
Email: manager@downtownbedford.com
Website: www.downtownbedford.com

Downtown Bradford
PO Box 490
Bradford, Pennsylvania
Phone: 814.598.3865
Email: cschwab@bradfordpa.org
Website: www.bradfordpa.org

Downtown Lewistown, Inc.
1 West Market St., Suite 3
Lewistown, Pennsylvania
Phone: (717) 248-9606
Email: jim@downtownlewistown.com

Downtown Shenandoah, Inc.
116 North Main Street
Shenandoah, Pennsylvania
Phone: 570.462.2060
Email: dsi@downtownshenandoahinc.com
Website: www.downtownshenandoah.com

Eastburg Community Alliance
5 South Kistler Street
East Stroudsburg, Pennsylvania
Phone: (570) 424-7540
Email: info@eastburgalliance.com
Website: <http://eastburgalliance.com/>

Easton Main Street Initiative
35 S. Third St
Easton, Pennsylvania
Phone: (610) 330-9940
Email: kim@eastonpartnership.org

Ebensburg Main Street Partnership
300 High Street
Ebensburg, Pennsylvania
Phone: (814) 472-8414
Email: dkoss@ebensburgpa.com
Website: www.ebensburgmainstreet.com

Erie Downtown Partnership
140 E. 5th Street
Erie, Pennsylvania
Phone: 814.455.3743
Email: john.buchna@eriedowntown.com
Website: www.eriedowntown.com

Hamilton District Main Street Program
840 Hamilton Street
Allentown - Hamilton Dist. ,
Pennsylvania
Phone: (484) 226-6323
Email: betsyk@lehighvalleychamber.org

Main Street Gettysburg, Inc.
116 Baltimore Street
Gettysburg, Pennsylvania
Phone: (717) 337-3491
Email: adamik@mainstreetgettysburg.org

Main Street Hanover
146 Carlisle Street
Hanover, Pennsylvania
Phone: 717-637-6130
Email: jtrucksess@ycea-pa.org
Website: <http://mainstreethanover.org/>

Main Street Mount Joy
15 Marietta Avenue
Mount Joy, Pennsylvania
Phone: 717.653.4227
Email: mainstreetmountjoy@embarqmail.com
Website: www.msmj.org

Mt. Lebanon Municipality
710 Washington Road
Mt. Lebanon, Pennsylvania
Phone: 412.343.3412
Email: emilliron@mtlebanon.org
Website: www.mtlebanon.org

Oil City Main Street
217 Elm Street
Oil City, Pennsylvania
Phone: 814-677-3152
Email: kbailey@oilregion.org

Our Town Foundation
335 State Street
Hamburg, Pennsylvania
Phone: (610) 562-3106
Email: OTFmanager@aol.com
Website: <http://hamburgpa.org/our-town-foundation/>

Quakertown Alive!
312 W. Broad Street
Quakertown, Pennsylvania
Phone: (215) 536-2273
Email: info@quakertownalive.com

Reading Downtown Improvement
District Auth.
645 Penn Street, Suite 505
Reading, Pennsylvania
Phone: (610) 376-6424
Email: charles.broad@downtownreading.com

Selinsgrove Projects, Inc.
Box 377
Selinsgrove, Pennsylvania
Phone: 570.541.1932
Email: jchandlan@verizon.net
Website: www.selinsgrove.net



The Ardmore Initiative
 56 E Lancaster Ave
 Ardmore, Pennsylvania
 Phone: (610) 645-0540
 Email: christine@ardmoreinitiative.org
 Website:
<http://www.ardmoreinitiative.org>

West Chester Business Improvement
 District
 PO Box 3109
 West Chester, Pennsylvania
 Phone: (610) 738-3350
 Email: mjohnstone@wcbid.com

Waynesburg Prosperous & Beautiful
 PO Box 246
 Waynesburg, Pennsylvania
 Phone: 724.627.8119
 Email: lmarshall@waynesburgpa.org
 Website: www.waynesburgpa.org

Wilkinsburg Development Corporation
 1001 Wood Street
 Wilkinsburg, Pennsylvania
 Phone: 412-727-7855
 Website: www.wilkinsburgcdc.org

(Re)Building Downtown: A Guidebook for Revitalization. This publication is a resource for local elected officials who want to re-invigorate and strengthen neighborhood centers of economy, culture, and history through a smart growth approach to development.

This guide uses Smart Growth America’s seven-step approach to downtown redevelopment:

1. **Understand your community.**
2. **Create an attractive, walkable place.**
3. **Diversify economic uses.**
4. **Plan for equity.**
5. **Improve government regulations and processes.**
6. **Finance projects.**
7. **Establish on-going place management.**

The Importance of Retail (*from The Case of the Disappearing Main Street Retail, Camion Associates and Innovation Economy Partners, January 2017*). This resource provides a number of insights about changes in retailing.

Retail does not produce or export “value-added” products or services, but does provide a vital service to residents and visitors alike. Retail establishments exist to make available a wide array of items from necessities to luxuries, as well as by contributing to the overall quality of place in a community.

If these goods are not provided locally, residents have no choice but to spend their dollars somewhere else to meet their needs and satisfy their wants. Creative retail establishments have the opportunity to capture revenue that would otherwise leave the community as consumers seek out items they cannot get locally.

Recommendations for helping Main Street Retail succeed. Especially in the face of online retailers. Ask, what can’t Amazon do?

1. Provide an authentic local experience through products and services: Products with greater opportunity:
 - a. Hard to ship items
 - b. Freshly prepared foods with local ingredients
 - c. Items that highlight pride or community spirit
 - d. Experiences that are dependent on local setting or social interactions



2. Embrace the sharing economy – Uber, Airbnb – toy lending library, rental equipment for sporting
3. Build a multi-sensory product and service experience – develop your online presence to promote your bricks and mortar storefront – pair up with a national manufacture and encourage people to come to your shop to try on – experiment with the product – to test and evaluate - and then be able to order the product directly from a kiosk at the shop or
4. Embrace technology – to leverage the exposure available through twitter, Facebook and Instagram and to understand the local customer base at a granular level (which is more valuable than ever), in order to be able to build complete customer profiles so retailers are able to anticipate customer desires.
5. Use Demographics to your advantage. Online shopping can be difficult for senior citizens which is a growing segment of the population (but more of them will be adept at it based on familiarity with it as a working adult)

Who uses the internet to shop: Office of Policy Analysis and Development, March 2016

<https://www.ntia.doc.gov/blog/2016/first-look-internet-use-2015>

- Young adults (15 and 24): 85% of them use the internet to shop
- 25-44 year olds: use the internet slightly less than 15-24 year olds
- 45 to 64 year olds: 77% use the internet to shop
- People 65 and older: 55% use the internet to shop

Internet connectivity: the rise of freelancers working on a flexible schedule has brought renewed purpose to the corner coffee shop – it becomes a multipurpose work and leisure space. “For an independent worker, the coffee shop serves as an office, conference room and meeting place.”

6. Be local and sell global. Connect local manufactures with the global marketplace

