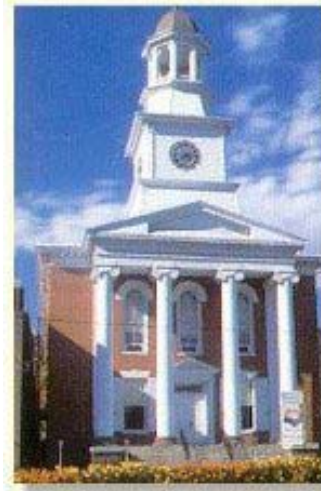


# Juniata River Valley Regional Tourism Plan



Mifflin County

*The Juniata River Valley...*  
*Discover Our Good Nature*

Juniata County

Shepstone Management Company  
100 Fourth Street Honesdale, PA 18431  
570-251-9550 FAX 251-9551  
[smc@ezaccess.net](mailto:smc@ezaccess.net)  
[www.shepstone.net](http://www.shepstone.net)

# *Juniata River Valley Regional Tourism Plan*

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## *Plan Prepared For:*

### **Juniata County Board of Commissioners**

R.L. "Tim" Varner, Chairman  
Jerry L. Leach  
Mark R. Partner

**and**

### **Mifflin County Board of Commissioners**

Charles E. "Yogi" Laub, Chairman  
Susan M. McCartney  
James L. Hilderbrandt

### **Visitors Bureau Board of Directors**

Ken Barger, Big Valley Area Business Association\*  
Don Chapman, Chairman, Board of Directors, Brookmere Farm Vineyard\*  
Connie Clinger, Clarion Inn/Super 8\*  
William Gomes, AICP, Director, Mifflin County Planning and Development Department\*  
Sue Grant, Vice Chairman, Board of Directors\*  
Gayle Landis, Mifflin-Juniata Area Agency on Aging, Inc.\*  
Susan McCartney, Vice Chairman, Mifflin County Commissioner\*  
Dennis McFarland, Buttonwood Campground\*  
Chris Meals, Royal Green Golf Center  
Mark Partner, Treasurer, Juniata County Commissioner\*  
Chris Penner, Inn at McCullochs Mills Bed & Breakfast\*  
Maggie Sander, Secretary, Board of Directors, Big Valley Area Business Association\*

### **Visitors Bureau Visioning Group**

Karen Aurand, Mifflin County Historical Society  
John Breneman, Senator Jake Corman's Office  
Gene Hughes, Lewistown Recreation Board  
Tim and Virginia Orrock, Hemlock Hollow Bed & Breakfast  
Barb Winey, Barb's Bed & Breakfast  
Dale Buchanan, Buchanan's Fabrics  
Joe Cannon, County Observer  
Lynn Conklin, Kish Travel Agency  
Curt Dreibelbis, WJUN Radio  
Paul Fagley, Greenwood Furnace  
Michael Hain, Nittany Media, Inc.  
Pete Herman, WMRF Radio  
Susie Kozar, The Sentinel  
Jerry Leach, Juniata County Commissioner  
Alan Lichtenwalner, Reeds Gap State Park  
Laura McLaughlin, Mifflin County GIS Department  
Rob Postal, Mifflin County Industrial Development Corporation  
Dan Pryor, Allegheny Ridge Corporation  
Mike Ryan, Penn State Small Business Development  
Larry Schardt, Mid-State RC&D  
Pat Shomo, Stevens Motel  
R.L. Tim Varner, Juniata County Commissioner  
Walt Whitmer, Penn State Cooperative Extension  
Jon Zimmerman, Downtown Lewistown, Inc.  
Laurie Zimmerman/Vinny Rhodes, Juniata River Valley Visitors Bureau

### **Project Consultants**

Thomas J. Shepstone, AICP, Shepstone Management Company  
Graham L. Trelstad, AICP, Allee King Rosen & Fleming  
Alan J. Sorensen, AICP

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\*Also served on Visitor's Bureau Visioning Group.

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## **EXECUTIVE SUMMARY**

Mifflin and Juniata Counties, Pennsylvania, constitute the Juniata River Valley region. They joined forces long ago to promote tourism and both have recently adopted a room tax to generate funding for this purpose. This Plan, financed by a combination of local and State funding, is intended to establish the foundation of a comprehensive tourism development and promotion program for the region. It builds on other efforts such as the Mifflin County Comprehensive Plan and the previous activities of the Juniata-Mifflin Counties Tourist Promotion Agency.

Stakeholders in regional tourism development and promotion participated in analyzing the strengths, weaknesses, opportunities and threats to tourism development in the Juniata River Valley region. The following tourism vision for the region was developed using this process.

### **Tourism Development Vision for the Juniata River Valley Region**

*The Juniata River Valley is a region of attractive historical and natural resources. Its blend of history, working landscapes and spectacular features offers visitors relaxing, yet intriguing, experiences. These will be developed and promoted in ways that preserve the Valley's essential character. The Juniata River Valley will be marketed in a coordinated manner as a single region with links to adjoining regions. Tourism development and promotion will be focused on heritage and natural resources based tourism, preserving the quality of life for residents and continuously improving the quality of experience for visitors.*

### **Tourism Development Inventory**

The Juniata River Valley includes many scenic, natural, recreational, historic and cultural resources. These provide visitors with several ways to explore the river valley and learn about its rich heritage. They also provide the basis for a unique tourist destination. It is important that a tourism map and inventory be created to present them graphically.

The Mifflin County Information Technology Department has created the foundation for this inventory and map. It needs to continually improved and upgraded to illustrate the intrinsic qualities of the region while making it easy for visitors to navigate their way from one attraction to another. It is recommended that an attractive general Juniata River Valley Tourism Map be published in both print and Internet versions. More detailed special focus maps can easily be developed from this base.

### **Experience of Other Regional Tourism Promotion Agencies**

Case studies of other multi-jurisdictional tourist agencies in the Northeast have been prepared to

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provide comparative examples of the potential benefit of a coordinated tourist promotion effort to the two-county Juniata River Valley area. The following elements were apparent in nearly all agencies interviewed:

- ◇ “Sharing resources” or “economies of scale” are consistently identified as the primary benefit of multi-county tourism promotion.
- ◇ The existence of a secondary niche that supports the primary tourist economy (e.g., unique architecture, a concentration of antique shops) is apparent in every case.
- ◇ Success and economic impact are hard to quantify but, nonetheless, attempted by all agencies. Common methods used to measure success include surveys, attendance at individual attractions, hotel reports and interviews with business and attraction owners.
- ◇ All agencies studied rely heavily on an agency website to promote their region.
- ◇ Many of the agencies have found it beneficial to work with neighboring tourism agencies on projects that involved large expenditures.

Several of the agencies surveyed also identified particular success with the following action items:

- ◇ Creation of kiosks at heavily trafficked locations to provide information on area attractions and businesses.
- ◇ Creation of pamphlets or directories identifying possible tours or itineraries within the region.

The ability to track the economic benefits of multi-county tourism promotion is important to each of the surveyed agencies’ ability to understand their market area and to attract new visitor profiles. The number of visitors to a website or roadside kiosk, membership surveys, lodging occupancy surveys and personal communication with individuals seeking information and members of the TPA, provide easy methods to track the success of the overall program. More consistent tracking of visitation at the local or individual attraction site level could enhance these methods.

### **Visitor and Economic Analysis**

Juniata and Mifflin Counties already attract large numbers of visitors who play an important contributing role in economic development of the Juniata River Valley. The region offers a number of resources, mostly of an agricultural, cultural, historic or natural basis, that appeal to certain types of tourists. They find their way to the region as a result of individual business advertising, existing JRVVB local promotional efforts, those of larger promotion entities such as

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the Valleys of the Susquehanna program and the simple happenstance of random visitation. Even at the presently low level of regional branding and coordination in tourism promotion, the contributions are major.

Travel expenditures for the Juniata River Valley were an estimated \$60,501,000 in 1999. The trend has been up slightly upward since 1980 but, when examined in constant dollars, the travel industry appears to have suffered some in recent years as tourists have found it easier to travel further and further away from home. The events of September 11, 2001, have shifted the dynamics, however, as traveling by air has become somewhat less appealing. The continued aging of the general population has, at the same time, made the generally passive types of tourism that the Juniata River Valley offers more appealing. Importantly, both Mifflin and Juniata Counties have, since 1980, done better than the Commonwealth as a whole in maintaining their levels of travel expenditures.

The impacts of these travel expenditures are far-reaching as the following table reveals:

| <b>Economic Impacts of Domestic Travel Expenditures (1997)</b> |                           |                           |                     |
|--|---------------------------|---------------------------|---------------------|
|  | <b>Juniata<br/>County</b> | <b>Mifflin<br/>County</b> | <b>Total</b>        |
| <b>Travel Expenditures</b>                                     |                           |                           |                     |
| Transportation   | \$5,054,746               | \$8,974,433               | \$14,029,179        |
| Lodging  | \$3,487,155               | \$6,191,258               | \$9,678,413         |
| Food & Beverage  | \$5,744,998               | \$10,199,938              | \$15,944,936        |
| Entertainment & Recreation                                     | \$2,822,853               | \$5,011,826               | \$7,834,679         |
| Retail   | \$3,802,796               | \$6,751,663               | \$10,554,459        |
| Other  | \$1,100,436               | \$1,953,766               | \$3,054,202         |
| <b>Total Travel Expenditures</b>                               | <b>\$22,012,984</b>       | <b>\$39,082,884</b>       | <b>\$61,095,868</b> |
| <b>Earnings</b>  |                           |                           |                     |
| Accommodations, Amusement<br>and Recreation Services           | \$1,506,205               | \$2,674,187               | \$4,180,392         |
| Eating and Drinking Places                                     | \$1,281,758               | \$2,275,693               | \$3,557,451         |
| Other Businesses   | \$1,256,038               | \$2,232,039               | \$3,488,077         |
| <b>Total Earnings</b>  | <b>\$4,044,001</b>        | <b>\$7,181,919</b>        | <b>\$11,225,920</b> |
| <b>Employment</b>  |                           |                           |                     |
| Accommodations, Amusement<br>and Recreation Services           | 92                        | 174                       | 266                 |
| Eating and Drinking Places                                     | 109                       | 207                       | 316                 |
| Other Businesses   | 61                        | 117                       | 178                 |
| <b>Total Employment</b>  | <b>262</b>                | <b>498</b>                | <b>760</b>          |
| <b>Taxes Generated</b>   |                           |                           |                     |
| Federal (Including Gas Tax)                                    | \$1,138,563               | \$2,021,947               | \$3,160,510         |
| State (Including Sales Tax)                                    | \$817,663                 | \$1,461,354               | \$2,279,017         |
| Municipal/Other  | \$366,831                 | \$651,372                 | \$1,018,203         |
| <b>Total Earnings</b>  | <b>\$2,323,057</b>        | <b>\$4,134,673</b>        | <b>\$6,457,730</b>  |

The data indicates that Juniata River Valley travel expenditures are mostly derived from passive types of tourism such as scenic drives, outdoor recreation (e.g. hiking, hunting, fishing) and agricultural tourism. These forms of tourism are also growing rapidly in popularity throughout Pennsylvania. The Juniata River Valley region possesses much of what the Hershey/Dutch Country has to offer - farm landscapes, Amish culture, camping, Bed and Breakfasts, historic

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architecture, unique shops and special attractions such as the Belleville Livestock Auction and Farmers Market. It also possesses some advantages not always shared by the remainder of the Valleys of the Susquehanna region. These include nearby Raystown Lake, the Juniata River itself (one of Pennsylvania's most scenic rivers), prominent ridge and valley features and industrial heritage.

First among the advantages, however, is that Juniata River Valley is closer to several urban markets than most of the Valleys of the Susquehanna and is, in some respects, a logical extension of the Hershey/Dutch Country region or alternative to it. There are 27 metropolitan areas within 200 miles of the Juniata River Valley. These urban areas are home to over 46,000,000 persons or 16% of the U.S. population. They include most of Pennsylvania and much of New York, New Jersey and Maryland.

There is, therefore, no lack of visitors with an interest in what the JRVVB has to offer. The challenge is to match those customers to a theme that will bring them to the JRVVB to spend money without destroying the very character that attracts them. It is more a supply side challenge than a demand side one.

### **Tourism Promotion Services Delivery**

The Juniata Valley Area Chamber of Commerce (JVACC) has served in a dual capacity as Chamber of Commerce and as the Juniata-Mifflin Counties Tourist Promotion Agency. It has acted as the official agent of two counties in administering financial aid and other tourist promotion support provided by the Commonwealth of Pennsylvania. It is, nonetheless, an inadequate foundation for any major tourist promotion programs.

Chamber members with businesses unrelated to tourism cannot be expected to financially subsidize new ventures in that business sector. The more these activities directly benefit selected businesses (e.g. packaging of lodging with visits to specific attractions), the more difficult it is to justify using general Chamber revenue to support them.

The recent enactment of a 3% hotel room rental tax by both Counties will generate additional revenues that should be used for such programs. Moreover, the greater these revenues, the more difficult it is to use them effectively in the context of other Chamber activities. A separate tourism promotion organization with its own mission, membership, Board of Directors and staff is necessary to effectively promote tourism in the Juniata River Valley.

A separate nonprofit corporation, the Juniata River Valley Visitors Bureau (JRVVB), also organized to be tax-exempt under Section 501(c)(6) of the Internal Revenue Code, is being formed to take over Tourist Promotion Agency functions and both Counties have passed resolutions designating it as their official agency for this purpose. The new group will solicit its own dues-paying membership, although continued support from the Counties and Chamber will be required

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during the transitional period. The organization will be associated with the Valleys of the Susquehanna tourism promotion program.

It is expected that the Chamber of Commerce and JRVVB will continue to share offices and associated support facilities and services. A move of both organizations into the Mifflin County Historic Courthouse has been anticipated. This will reinforce revitalization efforts and take visitors directly to some of the historic attractions the area has to offer. Downtown Lewistown is also relatively easy to access and the Courthouse location is being made available at a limited cost. Therefore, it is a good option in the short-term at least. Long-term, however, the JRVVB, to be most effective, needs to be convenient to visitors as they enter the region. Most are going to enter from the south, meaning that a permanent location in Mifflintown near the industrial park and the Route 35 and Route 322 intersection would be most advantageous, with a satellite location in Milroy. Shared satellite office space in Juniata County is being planned in the interim.

Some continued sharing of staff by the Chamber and JRVVB is expected, probably at the Executive Director level. However, more defined staff positions will be established with clear responsibilities for each to the respective organizations. This is an appropriate method of separating the two organizations without unnecessarily adding to overhead expenses. It also ensures there will be no competition between the agencies to provide duplicate services to the same customers.

The Juniata and Mifflin Counties' room tax contributions will become the major funding source for the JRVVB, at least at the outset until a broad based membership is established. Therefore, the organization must include the Boards of Commissioners from the two Counties as full partners. Indeed, the JRVVB needs to be a public-private partnership in every respect, with a combination of private and public members along the lines of many regional economic development organizations.

### **Marketing Plan**

There is a 20,000,000 person visitor market available to Juniata River Valley Visitors Bureau within 2-3 hours. The secondary market just an hour beyond this is even larger. The JRVVB needs to focus on targeting those portions of the market that want what the region wishes to offer in the context of the vision set forth above. An additional challenge is positioning the Juniata River Valley with respect to its competition.

Market data indicates that the best markets for the JRVVB to target include seven metro areas with a combined population of almost 16 million persons. These include:

- ◇ Washington-Baltimore (the most affluent MSA in the U.S. and also being targeted by the Commonwealth as a whole)

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- ◇ Harrisburg-Lebanon-Carlisle, PA
- ◇ State College (Centre County), PA
- ◇ Philadelphia (includes Wilmington, DE)
- ◇ Lancaster County, PA
- ◇ Reading (Berks County), PA
- ◇ York County, PA

The following advertising and marketing recommendations are offered for the JRVVB:

- 1) The JRVVB should combine the Juniata River Valley name with a theme that can be attached to and become part of the brand image through simple repetition over many years. A good theme encompassing the strengths of the region is "The Juniata River Valley...Discover Our Good Nature."
- 2) History, culture and the natural environment are the products that advertising must sell. This can be done, for instance, by developing simple but effective driving and walking guides that are left at hotels. The natural environment was also very effectively promoted in a publication to celebrate the Juniata River's designation as Pennsylvania's River of the Year 2001. This "Juniata Journey" brochure and the "Juniata River Guide Map" are both very professional pieces that invite visitors to appreciate the River and the surrounding area. The fact that they are prepared on a six-county basis is also good in that it establishes links with other regions for cross-promotion purposes. Examples, stories and professional photos such as used in the "Juniata Journey" brochure are needed to entice interest in other attractions and convey the prominent themes of each participating county.
- 3) Links to these other areas (e.g. the Allegheny Ridge State Heritage Park, the Southern Alleghenies Regional Tourism Federation) and projects such as the Millennium Legacy Trail are essential. The JRVVB cannot rely solely upon its relationship with the Valleys of the Susquehanna program.
- 4) Perry County could be a logical third partner in promoting the Juniata River Valley. It shares the same ridge and valley geography and markets. The JRVVB should explore these opportunities on a case by case basis.
- 5) It is important not to oversell the Amish community. It should be marketed as simply one feature of the Juniata River Valley culture - one reason to "Discover Our Good Nature." The JRVVB can help to ensure this by maintaining such a posture in all its own advertisements.

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- 6) Campgrounds and B&B's are both doing well in Pennsylvania and should be a target of the JRVVB's promotions. Both can do well with websites and a portion of the JRVVB's annual advertising budget (perhaps 10%) should be set aside specifically for the purpose of constantly upgrading the JRVVB website to make it completely interactive, with links to the recreation and tourism inventory and back to individual campgrounds, B&B's and other attractions. Links to ExperiencePA.com are also essential in both directions. The Internet is no longer an extra - it is basic for the travel industry. Additionally, it is cost-effective. The JRVVB needs to ensure 100% of its members have an Internet presence as soon as possible.
- 7) Signage of the new Route 322 Lewistown bypass will be critically important for hotel owners and others. The JRVVB should work with PennDOT to address this need by placing dining and lodging directory signs on the highway.
- 8) Routes 35, 75, 522 and 655 need to be promoted as specific journeys through the heartland of the Juniata River Valley region. Each conveys a particular charm and set of attractions. Scenic drives, "trails" and other tours focused on these Routes are needed.
- 9) Packaging of B&B's, campgrounds and hotels with attractions such as the Brookmere Winery, the Shoop Family Farm, Asher Candies, Raystown Lake and the Historic Greenwood Furnace are essential. The JRVVB needs to lead in putting parties together and arranging for joint advertising in metro market newspapers, websites and brochures.
- 10) The JRVVB needs to continue to work with the Mifflin County Information Technology Department to develop several variations of the Recreation and Tourism Inventory map that will illustrate various trails, trips, tours and groups of similar attractions.
- 11) Tourism promotion seminars are needed for both members and nonmembers of the JRVVB to share its vision, upgrade the professionalism and effectiveness of marketing efforts, achieve more coordination and develop more positive attitudes about tourism in general.
- 12) The JRVVB needs to assume as much control as it is able to achieve over the coordination of events in the Juniata River Valley, both to avoid conflicts where possible and to promote all these events collectively.
- 13) The JRVVB should engage the services of a firm such as the Valleys of the Susquehanna has previously used to gain placement of Juniata River Valley travel stories in the media for major market listed above.

### **Action Plan**

The attached is a summary of major projects recommended in this Plan for the Juniata River Valley Visitors Bureau to implement:

# Juniata River Valley Regional Tourism Plan - Action Plan

| No.      | Description   | Estimated Costs   | Economic Benefits   | Special Needs   | Other Impacts   | Implementation   |
|----------|---|---|---|---|---|--|
| <b>1</b> | <p><b>Interactive Tourism Map.</b></p> <p>Finish developing tourism inventory map assembled by Mifflin County Information Technology Department to create an interactive website version</p>  | <p>In-kind = \$25,000</p> <p>Maintenance = \$10,000</p> <p>Map reproduction = \$2,000</p> <p>Software/support = \$3,000</p> <p><b>Total = \$15,000/year</b></p> | <p><b>For Tourists:</b></p> <p>User friendly map.<br/>Easy to locate attractions.<br/>Convertible map in versions.<br/>Access to lodging/dining data.</p> <p><b>For JRVVB:</b></p> <p>Insert for brochures.<br/>Reduced drafting costs.<br/>Growth in business.<br/>More employment.<br/>Revenue for JRVVB.</p> | <p>Expertise of Mifflin County Information Technology Department.</p> <p>Up-to-date computer infrastructure.</p>                      | <p>Improved prestige.</p> <p>Improved self-image.</p> <p>Increased traffic to area.</p> <p>Some new development.</p>        | <ol style="list-style-type: none"> <li>1) Add layers to map.<br/><b>October 31, 2002.</b></li> <li>2) Add data to web.<br/><b>December 31, 2002.</b></li> <li>3) Interactive website.<br/><b>December 31, 2002.</b></li> <li>4) Print various versions.<br/><b>January 31, 2003.</b></li> </ol>  |
| <b>2</b> | <p><b>Themed Advertising Program</b></p> <p>Establish marketing theme (e.g. "The Juniata River Valley...Discover Our Good Nature") for Washington, Harrisburg, State College, Lancaster, York, Reading and Philadelphia. Base theme on agricultural, cultural, historic and natural assets of the region and relaxing atmosphere.</p> | <p>Harrisburg, Lancaster and York campaign - \$25,000</p> <p>Other markets - \$10,000</p> <p>Ad development - \$15,000</p> <p><b>Total = \$50,000/year</b></p>  | <p><b>For Tourists:</b></p> <p>Communicates image of area.<br/>Preserves quality experience.<br/>Preserves the quality of life.<br/>Directs visitors to best assets.</p> <p><b>For JRVVB:</b></p> <p>New customers.<br/>More employment.<br/>Revenue for JRVVB.</p>   | <p>Professional expertise in advertising and graphic design,.</p> <p>Advertising agency to negotiate rates and place advertising.</p> | <p>Increased traffic to area.</p> <p>Some new development.</p> <p>Higher expectations.</p> <p>More demand for planning.</p> | <ol style="list-style-type: none"> <li>1) Secure professional advice and ad agency<br/><b>January 31, 2003.</b></li> <li>2) Create and test marketing theme.<br/><b>March 31, 2003.</b></li> <li>3) <b>Place advertisements.</b><br/><b>April 30, 2003.</b></li> <li>4) Evaluate effectiveness.<br/><b>December 31, 2003.</b></li> </ol> |

| No. | Description   | Estimated Costs   | Economic Benefits  | Special Needs   | Other Impacts   | Implementation  |
|-----|---|---|--|---|---|---|
| 3   | <p><b>Website Development Program for JRVVB Members</b></p> <p>Provide JRVVB members with a free web page linked to the Tourism Inventory and Map and technical assistance and training to develop that page or a separate website linked JRVVB and ExperiencePA.com.</p>   | <p>\$1,000 - \$2,000/year for each website</p> <p><b>Total = \$15,000/year</b></p>                                  | <p><b>For Tourists:</b></p> <p>Easy to locate attractions.<br/>Creates realistic expectations.<br/>Internet-based reservations.</p> <p><b>For JRVVB:</b></p> <p>Increased competitiveness.<br/>Strong Internet presence.<br/>Foundation for other marketing.<br/>Offers valued member service.<br/>Growth in tourism.<br/>Quality image of the area.</p>   | <p>Up-to-date computer infrastructure.</p> <p>Technical assistance in website development.</p> <p>Capable supervision of any students employed.</p> <p>Funding commitment from the JRVVB.</p>   | <p>Increased traffic to area.<br/>Some new development.<br/>Servicing of tourism providers and visitors.<br/>Higher visitor spending.<br/>High-quality image.<br/>More demand for planning.</p> | <ol style="list-style-type: none"> <li>1) Partner with website developers to offer technical assistance.<br/><b>February 28, 2003.</b></li> <li>2) Develop guidelines and take applications for 50% cost-sharing.<br/><b>April 30, 2003.</b></li> <li>3) Develop websites.<br/><b>September 30, 2003.</b></li> <li>4) Publish initial websites.<br/><b>October 31, 2003.</b></li> </ol> |
| 4   | <p><b>Travel Packaging Program</b></p> <p>Establish a formal travel packaging program for JRVVB members, combining two or more complementary offerings into single-price packages that include a variety of services such as lodging, meals, entrance fees to attractions, entertainment, transportation costs (e.g. Amtrak), guide services or other similar activities.</p> | <p>\$10,000 - \$12,000/year for 1 day/week position less partner chargebacks</p> <p><b>Total = \$6,000/year</b></p> | <p><b>For Tourists:</b></p> <p>Allows visitors to budget.<br/>Saves time in arranging travel.<br/>Good value for the customer.<br/>Easy to find attractions.<br/>Addresses specialized interests.</p> <p><b>For JRVVB:</b></p> <p>Adds value and profits.<br/>Longer stays.<br/>Increased off-season sales.<br/>Reducing marketing costs.<br/>Can target markets<br/>Reaches missed attractions.<br/>Business for small providers.<br/>Capacity to reach new markets.<br/>Develops multi-trip customers.</p> | <p>Staff with entrepreneurial, financial and marketing skills.</p> <p>Training and some professional technical assistance in market research, budgeting, projecting of sales, setting up a point of contact, cross-promotion agreements, booking procedures, promotion and quality control.</p> | <p>Increased traffic to area.<br/>Some new development.<br/>New tourism.<br/>Added jobs.<br/>Sustainable tourism business.</p>  | <ol style="list-style-type: none"> <li>1) Train staff in packaging and establish fee structure.<br/><b>October 31, 2003.</b></li> <li>2) Research market and solicit package partners.<br/><b>December 31, 2003.</b></li> <li>3) Assemble, market, administer and evaluate package programs.<br/><b>December 31, 2004.</b></li> </ol>   |

| No.      | Description  | Estimated Costs  | Economic Benefits  | Special Needs  | Other Impacts  | Implementation   |
|----------|--|--|--|--|--|--|
| <b>5</b> | <p><b>Travel Media Information Program</b></p> <p>Establish a formal travel media information program within the JRVVB to encourage more writing of travel articles and generation of free publicity for the Juniata River Valley.</p> | <p>\$1,000 - \$2,000/year for travel media kits</p> <p>\$2,000 - \$4,000/year travel press tour costs</p> <p>\$5,000 - \$6,000/year JRVVB staff time</p> <p><b>Total = \$12,000/year</b></p> | <p><b>For Tourists:</b></p> <p>Education regarding the area.<br/>Increased appreciation of area.<br/>Higher quality experiences.</p> <p><b>For JRVVB:</b></p> <p>Inexpensive or free advertising.<br/>Tailored brand image.<br/>Increased sustainable tourism.</p> | <p>Staff trained to write news releases, assemble professional press kits and develop story lines for articles.</p> <p>The ability to relate well with travel media representatives.</p> | <p>Increased traffic to area.<br/>Some new development.<br/>Higher expectations.<br/>More demand for planning.</p> | <ol style="list-style-type: none"> <li>1) Establish travel media information page on JRVVB website and assemble travel press kit. <b>December 31, 2003.</b></li> <li>2) Begin regular e-mail communications with local and regional media. <b>January 31, 2004.</b></li> <li>3) Organize first scheduled travel media tour. <b>June 30, 2004.</b></li> </ol> |
| <b>6</b> | <p><b>Promote Agricultural Tourism Ventures</b></p> <p>Encourage the development of additional agricultural tourism businesses to complement other tourism offerings and build on the "Discover Our Good Nature" theme.</p>            | <p>\$1,000 - \$2,000/year for promotion</p> <p>\$3,000 - \$5,000/year JRVVB staff time</p> <p><b>Total = \$7,000/year</b></p>  | <p><b>For Tourists:</b></p> <p>Broader visitor opportunities.<br/>Increased appreciation of area.</p> <p><b>For JRVVB:</b></p> <p>Preserves rural character.<br/>Additional tourism income<br/>Improved farm income.<br/>Preserves working farms.</p>              | <p>Coordination with Cooperative Extension Service.</p> <p>Technical assistance from other sources (e.g. legal advice, design assistance)</p>  | <p>More sustainable tourism.</p>   | <ol style="list-style-type: none"> <li>1) Survey need for specific enterprises and farmer interest. <b>June 30, 2003.</b></li> <li>2) Work with Cooperative Extension Service to identify resources and conduct seminars. <b>December 31, 2003</b></li> <li>3) Publish brochure, guide and map to farms with direct sales. <b>June 30, 2004.</b></li> </ol>  |

| No. | Description   | Estimated Costs  | Economic Benefits   | Special Needs   | Other Impacts   | Implementation   |
|-----|---|--|---|---|---|--|
| 7   | <p><b>Trail and Tour Development</b></p> <p>Support the development of additional trails and tours matching the objectives of this Regional Tourism Plan, including scenic byways, possible scenic river designation, canal trails, bus tours and associated mapping and signing with the "Juniata River Valley...Discover Our Good Nature" theme.</p>  | <p>\$5,000 - \$6,000/year<br/>JRVVB staff time</p> <p>\$10,000/year<br/>for welcome sign program</p> <p><b>Total = \$16,000/year</b></p> | <p><b>For Tourists:</b></p> <p>Increase visitor access to sites.<br/>Higher quality experiences.</p> <p><b>For JRVVB:</b></p> <p>Tailored brand image.<br/>Increased sustainable tourism.</p> | <p>JRVVB staff coordination of public/private efforts.</p> <p>JRVVB leadership to achieve consistency in signage, initiate contacts with governmental entities and pull together various parties.</p> | <p>Increased traffic to area.<br/>Some new development.</p> <p>New tourism.<br/>Added jobs.<br/>Sustainable tourism business.</p> | <ol style="list-style-type: none"> <li>1) Identify best trail and scenic tour opportunities.<br/><b>December 31, 2003.</b></li> <li>2) Establish task force to pursue designations.<br/><b>March 31, 2004.</b></li> <li>3) Develop signage and promotion plans.<br/><b>September 30, 2004.</b></li> <li>4) Erect signage and promote routes.<br/><b>June 30, 2005.</b></li> <li>5) Repeat process for new trails and tours.</li> </ol> |
| 8   | <p><b>Community and Economic Development for Tourism</b></p> <p>Implement community and economic development programs to increase the Region's attractiveness for tourism including; downtown revitalization, revitalization of gateways, planning for future high-quality growth, coordination with surrounding counties, financial incentives for tourism business development and tourism infrastructure investment.</p> | <p>\$5,000 - \$10,000/year<br/>JRVVB staff time</p> <p><b>Total = \$10,000/year</b></p>  | <p><b>For Tourists:</b></p> <p>Preserves rural character.<br/>Higher quality experiences.</p> <p><b>For JRVVB:</b></p> <p>Increased sustainable tourism.<br/>Higher tourism income.</p>       | <p>JRVVB staff participation in community development, planning and economic development activities.</p>  | <p>Community and economic development.</p>  | <ol style="list-style-type: none"> <li>1) Identify needed tourist attractions, businesses and development projects.<br/><b>December 31, 2003.</b></li> <li>2) Participate in work of entities pursuing these community and economic development projects.<br/><b>Ongoing.</b></li> <li>3) Prepare inventory of financial assistance programs for tourism businesses.<br/><b>June 30, 2004 and continue annually.</b></li> </ol>        |