

BENCHMARK COMMUNITIES REPORT

FOR THE NEW CUMBERLAND REVITALIZATION STRATEGY

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BENCHMARKING

Benchmarking makes constructive comparisons and draws valuable lessons learned from peer organizations over time, comparing conditions, strategies, implementation approaches and progress metrics. Benchmarks can be qualitative or quantitative in nature. Initial benchmarks are largely qualitative in nature and derived through informal conversation and data sharing. Therefore, some benchmarking can be done remotely but the greatest value is in person-to-person communication.

Gannett Fleming researched and/or interviewed peer revitalization communities on behalf of New Cumberland. General criteria for selection included: community is known and/or awarded for its revitalization intent and activity, size of population and land area, and location relative to a larger metropolitan center and state highways.

Each interview asked:

- What factors have contributed to success?
- What factors have worked against success or contributed to some failures along the way?
- What are some of your greatest lessons learned?
- What has been your experience involving all community sectors: public, private, non-profit, faith-based, education, etc.?
- Describe your structure, organization, mix of public, private sector leadership, etc.

New Cumberland should determine which of these communities, and/or other communities, it would want to benchmark over time. The Leadership Team should consider exploring benchmark communities and speaking with their leadership organizations firsthand.

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BOYERTOWN, BERKS TOWNSHIP

Settled in 1720; incorporated in 1866

Formed Building a Better Boyertown (BaBB), a non-profit organization, in 2002

Accredited as a Main Street America program since 2002

Recognized as a top Main Street program in Pennsylvania by the National Main Street Center since 2016

Key features:

- 16 miles east of Reading
- 0.8 square miles
- 4,055 people
- State highways: PA Route 73, PA Route 100, and PA Route 562

The 2017 Vision and Action Plan received a 2018 PA Downtown Center Townie Award for Organization Development

The Free Press Building received a 2018 PA Downtown Center Townie Award in the Anchor Building Award category

Comparative Revitalization Themes and Activities

Economic Vibrancy: The local economy (and culture) is focused on state-of-art technology and creativity, e.g. Berk Wiper International, The State Theatre, and Dancing Tree Creations Artisans’ Gallery & Studio. BaBB offers façade grants to business and property owners to enhance exterior appearance and preserve downtown charm.

Arts, Culture & Entertainment: BaBB dedicates a committee to increase the appreciation and understanding of the visual and literary arts and area artists and to build community connections around visual and literary art, health and wellness, the mind/body/spirit connection, and the creative process.

Safe, Active, Healthy: BaBB blends this theme with arts and culture.

Community Identity & Promotion: Boyertown embraces its Pennsylvania Dutch heritage, Victorian architecture, and value for arts and quality of fine craftsmanship. These can be appreciated by locals and visitors alike.

Organization

Building a Better Boyertown

Vision	Downtown Boyertown is where our friends and families want to be!
Mission	To keep Boyertown a special place by preserving its historical heritage, maintaining its link to the past and cultivating a vibrant present and prosperous future by providing the opportunities for business, industry, and the arts while enhancing the quality of life today and for future generations.
Board	18-member board of directors comprised of community leaders meets monthly; executive committee (president and vice-president, secretary and treasurer) makes everyday decisions
Staff	Full-time Main Street Manager – the leader and face of BaBB, focused within the community Full-time Main Street Assistant Manager – focused on tourism and administration
Committees	Economic Vitality: business retention, drawing businesses into town Arts & Activities: organizes art exhibits, activities, tours and field trips; develops a community calendar of activities (includes BaBB and other organization’s events) Tree: safe/clean and green aspect, tree city USA responsible for beautifying, maintaining ancient trees Design: streetscapes, infrastructure, beautification Organization: responsible for membership, fundraisers, volunteer development, recognition Promotions: events, working with merchants
Volunteers	Come from all ages in the community
Contact	Adrienne Blank, Main Street Manager; Emily Jones, Main Street Assistant Manager 610-369-3054; manager@boyertownpa.org

Key Relationships

Boyertown Borough

- Mayor initiated the revitalization effort and uses connections to the county
- Coordinates to maximize public funding and assistance
- Police department is key to safety services at public events

Berks County Planning Commission, Economic Development, and Tourism/Visitors Bureau

- County has invested in the effort
- The tourist train is a destination itself and a huge economic driver for extended days and spending
- Partners on tourism promotion and trails

Other Keys to Success

- Tourism gave focus to varied community improvement concepts.
- PA Downtown Center helps the local organization structure its management practices.
- Commonly start-up is a little rocky; monthly meetings with township helped everyone find their place
- BaBB has cultivated relationship with PA DCED resulting in over \$2 million in investment in Boyertown including: Façade Program of \$170,000 rehabilitating over 67 properties and spurring \$332,086 in private investment to the downtown; Boyertown Welcome Center Colebrookdale Railroad Preservation Trust \$1,500,000; and \$300,000 Anchor Building Grant.
- Great leadership and communication enables everyone to know what's going on and why.
- Not every community has the same challenges. Know what yours are, then network with other communities for ideas on how to address them.

LITITZ BOROUGH, LANCASTER COUNTY

Named in 1756; incorporated in 1888

Established Venture Lititz as the local Main Street Program in 2006, in partnership with adjoining Warwick Township

Accomplishments and Achievements, 2007-2011:

- Secured \$60,000 in grants to assist with 24 Downtown facade improvement projects.
- Helped resolve the "Open" flag issue for downtown merchants.
- Ongoing facilitation of successful Downtown "Second Friday" Program.
- Conceived and operated the Downtown Lititz Farmers Market.
- Created and began implementation of a comprehensive Downtown Master Plan which won the Lancaster County Planning Commissions Envision Award.
- Recently completed a comprehensive parking management study.
- Won the National Trust for Historic Preservation's Distinctive Destination award (2009).
- Completed the pedestrian wayfinding portion of an overall wayfinding project.
- Sold \$40,000 in Lititz Dollars, a dedicated gift certificate program for the Downtown.
- Maintained the LititzPA.com web site which averages nearly 5,000 visits per month.
- Advertised Downtown Lititz inside and outside of Lancaster County as a destination.
- Each year, organized and underwrote the printing and distribution outside of our community of 60,000 tourism promotion directories and brochures.

Key features of Lititz:

- 8 miles north of City of Lancaster
- 2.3 square miles
- 9,385 people
- State highways: PA Route 722 (Main Street, east-west) and PA Route 501 (Broad Street, north-south)

Voted America's Coolest Small Town by Budget Travel in 2013

Comparative Revitalization Themes and Activities

Economic Vibrancy: While the Lititz area is home to several locally grown and internationally known companies, such as Wilbur Chocolate, Sturgis Pretzel, Johnson & Johnson, Woodstream, Tait Towers, Clair Global and Atomic Design, retail activity on Main Street dwindled as new commercial centers opened along the borders. A retail market analysis showed what kinds of resident spending were leaking to other areas and enabled Lititz to target recruitment efforts and policy updates to these types of merchants.

Arts, Culture & Entertainment: The Rotary Club of Lititz organized the first Annual Craft Show in August 1979 for local vendors. Today, the craft show is one of the largest on the east coast. In 2005, the Fire & Ice Festival was launched as a complementary winter event by Venture Lititz and the Lititz Lions Club.

Housing & Property Value: The downtown master plan identifies the need and possibilities for more downtown housing.

Safe, Active, Healthy: The Warwick Regional Recreation Commission (WRRC) formed in 2006 to serve Lititz Borough and surrounding areas with an enhanced and efficient park and recreation system. The Commission manages use and maintenance of the parks and is working to expand outdoor programming for all ages.

Community Identity & Promotion: Through public and private efforts, Lititz has preserved its building stock and character to offer residents, businesses and visitors an authentic small town experience. It promotes this experience locally and beyond.

Organization

Venture Lititz, Inc.

Vision	A comprehensive and integrated environment in downtown Lititz which attracts people, investment, and commerce through the promotion of existing resources, and the development of new community resources. An active organization that supports and celebrates the continued preservation of the community's rich architectural and cultural heritage.
Mission	To enhance and sustain social and commercial vibrancy of the Lititz community, i.e. business retention and recruitment, and downtown events
Type	501(C)(3) not for profit organization; evolved from a merchant association
Leadership	Board of Directors
Staff	Executive Director; operates from an office in the borough building, adjacent to the community planner
Contact	Holly Dekarske, Executive Director 717-626-6332, venturelititz@lititzborough.org

Key Relationships

Lititz Borough

- Applied for Pennsylvania's Main Street designation
- Makes annual financial contribution and provides office space
- Serves as a financial conduit for coordinated public funding

Lancaster County Planning Commission / Economic Development

- Supports and advises planning and economic development

Lancaster County Tourism/Visitors Bureau

- Promotes Lititz for its everyday things to see and do and its events

Other Keys to Success

- Becoming a Keystone Main Street community, which follows the proven principles of the National Trust for Historic Preservation’s Main Street Approach.
- Developing and maintaining good relations with the PA Downtown Center and PA DCED for technical assistance and funding.

QUAKERTOWN, BUCKS COUNTY

Organized in 1855

Became Main Street certified in 1999

Launched the annual In Town Guide community guide in 2009

Celebrated the inclusion of the Quakertown Historic District in the National Register of Historic Places on April 20, 2011.

Raised over \$2.7 million and implemented Phase One of the Streetscapes Project since 1998.

Accredited in 2015 for five years

Quakertown Alive! received the 2018 PA Downtown Center Townie Award for Board Leadership

The Town Vision Video received the 2018 PA Downtown Center Chairman’s Award for Youth Involvement

Key features:

- 16 miles south of Allentown
- 2 square miles
- 8,798 people
- State highways: PA 309, PA 313, PA 66, and I-476

Comparative Revitalization Themes and Activities

Economic Vibrancy: Local businesses provide a financial boost because most sales revenues remain in the community. Quakertown Alive supports businesses with façade improvements and streetscapes adding benches, streetlights, landscapes, planters, etc.

Arts, Culture & Entertainment: Quakertown offers a high-quality arts and culture environment, in part through sponsorship. An art park with mural represents Quakertown’s historical landmarks; landscaping will follow.

Safe, Active, Healthy: N/A.

Community Identity & Promotion: Focused on community pride, annual events include the Garden Affaires Garden tour, Pumpkin Ball, Arts Alive! Fine Arts & Crafts Festival, Upper Bucks Brewfest, Autumn Alive!, and Christmas Tree Lighting. Quakertown Alive! assisted the Quakertown Train Station Historical Society prepare a \$594,000 grant application that helped fund the restoration of the Quakertown Train Station. Grants from tourism partners helped pay for signage and marketing.

Organization

Quakertown Alive!

Mission	To create strong broad-based partnerships that provide the leadership and resources necessary for a successful revitalization effort in downtown Quakertown, PA, resulting in an enhanced quality of life for all in and around the Borough
Type	501(C)(3) not for profit organization
Board	14-member Board of Directors
Staff	Full-time executive director plus an administrative assistant
Contact	Naomi Naylor, Executive Director 215-536-2273, info@quakertownalive.com

Key Relationships

Quakertown Borough

- Partners for economic development
- Holds quarterly meetings with everyone main street and leadership of chamber of commerce

Bucks County Planning Commission / Economic Development

- Offers guidance and direction
- Supports and provides grants

Bucks County Tourism/Visitors Bureau

- Partners on tourism grants

Other Keys to Success

- PA DCED Keystone Community designation help elevate the priority for funding.
- Received large grant for the restoration of Quakertown Train Station.
- Active volunteers and local businesses are important in generating revenue for the organization.

WEST READING BOROUGH, BERKS COUNTY

Settled in 1873 and incorporated on March 18, 1907.

Initiated Main Street revitalization in 1999 and Elm Street in 2006.

The Cherry Street Mural Corridor was awarded the 2018 PA Downtown Center Townie Award for Public Space Improvement; the Elm Street program has been named Program of the Year since 2016

Key features:

- 1 mile west of City of Reading
- 0.6 square miles
- 4,175 people
- State highways: PA Route 422 (Penn Avenue, east-west)

Comparative Revitalization Themes and Activities

Economic Vibrancy: To complement existing businesses, namely the Reading Hospital and Medical Center and the VF Outlet Village, housed in the former Berkshire Knitting Mills, West Reading focused its revitalization on hospitality. Today, it is home to small businesses started from scratch and many locally-owned restaurants where professionals in the Reading area entertain recruits. The Main Street Program invites and nurtures entrepreneurs with online business startup FAQs.

Arts, Culture & Entertainment: Beyond dining, the Main Street and Elm Street host numerous public art displays, e.g. Cherry Street Mural Corridor; weekly events and seasonal festivals; summer concerts in the park.

Housing & Property Value: A privately-funded program acquires, rehabilitates and resells troubled properties in the neighborhood. The façade improvement grant is available to homeowners addressing only the exterior of their homes.

Safe, Active, Healthy: While there are no specific goals in this area, the arts and culture theme makes use of the 23-acre park along Wyomissing Creek for select events.

Community Identity & Promotion: A new identity gives new reasons to visit and to “Love West Reading.”

Organization

West Reading Community Revitalization Foundation, <http://visitwestreading.com/> or lovewestreading.org

Contact Mark Ratcliffe, Main Street Program Manager
610-685-8854; info@wrcrf.org

Phil Wert, Vice President of Borough Council

HERSHEY, DERRY TOWNSHIP

Named a census designated place in 2003

Economic Vibrancy: Revitalization efforts aimed at retaining local businesses through façade improvements, landscaping, plazas, etc. Unique local retailers include Knock Knock Boutique, Pronio’s Market, and Maria’s Flowers.

Key features:

- 14 miles east of Harrisburg
- 14.4 square miles
- 14,257 people
- State roads: PA Route 39

Arts, Culture & Entertainment: With many in town and nearby destinations for visitors, downtown businesses wanted to offer an environment where residents (and visitors) could gather, socialize and linger. The Downtown Hershey Association holds unique, seasonal events such as Choctoberfest, Culturefest, Music on Chocolate, Life on Chocolate, and a Holiday celebration.

Housing & Property Value: N/A.

Safe, Active, Healthy: N/A.

Community Identity & Promotion: Closely associated with the history of Hershey’s chocolate factory, Hershey Park, and Hershey Hotel and Spa.

Organization

Downtown Hershey Association

Mission	To enhance the beauty of downtown, attract new businesses, and improve the quality of life for everyone with a walkable, bike-able, safe, and welcoming downtown that respects Hershey’s heritage
Type	Business Improvement District
Leadership	39-member Board of Directors representing community organizations, historical society, entertainment, education, ministry, etc.
Staff	Economic Development Manager; 60% of time spent on DHA, 40% on Derry Township; \$68,000 salary paid with benefits by the township
Committees	Organizing committee for higher level strategy and policy issues Brand team for promotion and reporting; includes interns through Hershey High School who take pictures at events, write news articles/social media posts, etc. Economic development function is not formalized, people come in out and contribute to different areas of expertise Separate event committees, ex: spring event, fall event, concert series Downtown Core Design committee, an official advisory board to the township supervisors
Volunteers	Engaged in all committees except downtown core design committee
Helpers	200 people (plus high school students) who volunteer for event set-up, support and tear-down
Contact	Lauren Zumbrun, Economic Development Manager 717-533-2057 option 5, lbzumbrun@derrytownship.org

Key Relationships

Derry Township

- Provides shared staff, office space

Dauphin County Economic Development Corporation

- Partner in economic development efforts

Dauphin County Tourism/Visitors Bureau

- Has representation on the board of directors
- Shares tourism goals: hold meetings and conventions, drive visitor traffic into Hershey

Hershey Chamber of Commerce

- Does business to business networking
- Provides support for DHA

Other Keys to Success

- Use Keystone Community five-point strategic framework: Organization, Design, Asset Enhancement, Promotion, and Safe, Clean, and Green.
- Develop and follow a five-year action plan. Think big and broad first, then be realistic and scale back. Focus on quick wins and low-hanging fruit first.
- Make sure everyone has a seat at the table.
- Part-time paid staff can accomplish a lot. Full-time staff may or may not be necessary.
- Develop collaborative relationships that benefit all parties.
- Distinguish each committee’s role, especially among volunteers, to minimize overlap and potential conflict
- Keep momentum going by telling and showing that change is happening through marketing and advertisements.
- Setbacks and obstacles occur. Carefully consider which are worth the effort to overcome and which should be set aside (for future consideration after conditions change) or abandoned.
- Manage the number of “volunteers” who only want to do the fun stuff (not the actual important volunteer work).

WEST CHESTER BOROUGH, CHESTER COUNTY

Incorporated in 1799

Established the West Chester Business Improvement District (BID) Authority in 2000; re-authorized in five-year cycles

Received a Keystone Communities designation

Named one of Pennsylvania’s most successfully preserved small towns by the Preservation of Place in 2013

Received the Great American Street Award from the Main Street American Network in 2017

Key features of West Chester:

- 35 miles west of Philadelphia
- 1.85 square miles
- 18,461 people
- PA 3 connects to US Route 322

Comparative Revitalization Themes and Activities

Economic Vibrancy: The BID works to increase customer traffic and sales, retain and recruit businesses, and advocated the interests of downtown to government agencies.

Arts, Culture & Entertainment: Downtown features art exhibits and supports performing arts by Uptown! Downtown hosts annual events such as Swingin’ Summer Thursday, Autumn Gallery Walk, Restaurant Festival, a Halloween Parade, and a Christmas Parade.

Housing & Property Value: A public safety services area was delineated to capture an additional assessment from property owners (primarily bars and restaurants) to support police services to mitigate alcohol-related incidents in adjacent neighborhoods.

Safe, Active, Healthy: A local growers market is held every Saturday.

Community Identity & Promotion: Reflects a small-town charm and suits cosmopolitan tastes.

Organization

West Chester Business Improvement District (BID)

Vision	To celebrate and encourage engagement in the features that make West Chester special, including: West Chester's 300-year history; outstanding architecture; public art; walkability; an inclusive culture and demographic diversity of the population; contribution to the performing arts; downtown as a shopping and dining destination and the region's social gathering place; cultural events presented by such institutions as the Chester County Historical Society and West Chester Library.
Mission	To create the perfect town where friends and family love to meet
Type	Business Improvement District
Leadership	15-member Board of Directors comprised of downtown business and property owners with Executive Committee
Staff	Executive Director, Communications Specialist, and Administrator
Budget	\$410,000; \$85,000 from Borough, \$395,000 from property owners, \$15,000 from a non-profit source
Contact	Malcolm Johnstone, Executive Director and Downtown Development Specialist 610-738-3350, mjohnstone@wcbid.com
Committees	Advocacy and Design Committee - improves facades, liaisons with Borough Council Business Attraction Committee - decides which businesses would work best and help recruit to suitable locations Customer Attraction Committee – develops downtown directory and informational kiosks; advertises in visitors guides; manages tours and tour groups; public relations

Key Relationships

West Chester Borough

- Established and re-authorized the BID as a municipal authority every five years
- Borough Council selects Board of Directors including two council members
- Supports the BID with \$85,000 a year

Other Keys to Success

- Utilize the National Main Street approach. Connect with the Pennsylvania Downtown Center first. It is the official coordinating program in Pennsylvania. (There is a difference between Main Street vs. Destination. For example, Jim Thorpe PA uses a different model because they are a destination location.)
- PA DCED is a key source of state designation and state funding. West Chester has received nearly \$1 million in PA DCED grant funding for neighborhood and commercial improvements
- National accreditation from the National Main Street Center increases opportunities for funding. The process can take 2-3 years.
- Regional designations, such as a “Classic Town” per the Delaware Valley Regional Planning Commission, are important factors that set your community apart from others competing for funds.
- Board members need to understand how to acquire and maintain board managers to minimize turnover.
- Have a written, multi-year plan that directs activity in specific areas. Update it every five years or as needed.
- Be active with social media on all platforms – Facebook, Instagram, and Twitter
- Engage volunteers but a sustainable effort cannot be exclusively volunteer-driven.
- Acquire a café license so that there can be tables outside of restaurants
- Keep morale high. There must be a good working situation among all participants.

EASTON, NORTHAMPTON COUNTY

Spring into Easton received a 2018 PA Downtown Center Townie Award for Retail Promotion

Comparative Revitalization Themes and Activities

Economic Vibrancy: Easton aims to attract local families, local college students, and visitors to its authentic historic riverfront downtown with a mix of businesses and arts and cultural events and activities. Retailers that appeal to young adults (and their parents) are recruited to foster interaction between college students and the downtown.

Arts, Culture & Entertainment: The riverfront is the social gathering point and a short walk from Centre Square, the shopping core.

Housing & Property Value: Upper floors in historic buildings are envisioned as market rate housing convenient to the vibrant downtown.

Safe, Active, Healthy: Safety is paramount to others. Ambassadors work to keep streets safe and clean and in doing so, talk with residents among local concerns.

Community Identity & Promotion: Easton’s riverfront location and historic architecture are its “place factors” that distinguish it from other communities. Preserving this architecture is essential to a unique sense of place.

Key features:

- 15 miles east of Allentown
- 4.86 square miles
- 26,800 people
- State highways: I-78, US Route 22, PA Route 611

Organization

Easton Main Street Initiative

Type	Subsidiary of the Greater Easton Development Partnership, a volunteer-driven, non-profit entity focused on Easton’s economic well-being, historical integrity, programmatic development, vibrant culture and urban hospitality. Staff: 18 Budget: >\$3 million
Leadership	15-member Board of Directors
Staff	Main Street Manager; Assistant Main Street Manager; Events Coordinator; Graphic Designer
Committees	Organization; Promotion; Design; Economic Restructuring
Contact	Kim Kmetz, Main Street Manager; Amy Boccadoro, Assistant Manager & Marketing Director 610-330-9940; kim@eastonpartnership.org

Key Relationships

Lehigh Valley County Planning Commission / Economic Development

- Assists with façade grant program
- County participates in economic vitality committee
- Cross promotion of events: Main Street cultural events, economic development education opportunities

Other Keys to Success

- Be a grassroots, bottoms-up organization.
- Put blood, sweat, and tears into the program.
- Work with the people who want to work with you.
- Invest in the number one initiatives. For Easton, citizens did not perceive downtown as safe and clean. Easton contracted with Block by Block for city ambassadors – paid, trained staff to pull weeds, pick up trash, hold an

umbrella on a rainy day, tie shoes, hold extra quarters for parking meters, give directions, etc. The initial money was raised by donation. The ambassador program proved successful in changing perception.

- Remember the 4 Ps: **patience, perseverance, positivity, and partnerships** with stakeholders, city hall, and volunteers, business owners, and the general public
- Slow incremental progress is sustainable.
- Invite new people to the table regularly
- Keep momentum going and local ideas flowing. Our people communicate and generate ideas best face to face. Examples of new ideas that they'd have success with = mural projects, wall poems (using alleyways for art), bike racks designed by local artists
- Gift card program- can be used at all businesses downtown

OTHER POTENTIAL BENCHMARK COMMUNITIES

Lansdowne, Delaware County

Lansdowne Economic Development Corporation

- Key features
 - 6 miles southwest of center city, Philadelphia
 - 1.18 square miles
 - Population: 10,620

Contact: Deborah Brodeur: 610-745-4063,
debbie@lansdownesfuture.org

City of Lancaster, Lancaster County

Lancaster City Alliance

- Key features
 - 7.4 square miles
 - Population: 59,322

Contact: Lancaster City Alliance: 717-394-0783

City of York, York County

York City Revitalization and Improvement Zone Authority

- Key features
 - 5.34 square miles
 - Population: 43,718
 - Major roads: U.S. Route 30 & Interstate 83

Contact: Tommy Williams, CRIZ Authority:
717-849-702, twilliams@yorkcity.org

Jim Thorpe, Carbon County

- Key features
 - About 80 miles north of Philadelphia
 - 14.92 square miles
 - Population: 4,781
 - Major roads: U.S. 209 and PA 903

Contact: info@jimthorpe.org

Ambler, Montgomery County

Ambler Main Street

- Key features
 - 14 miles to Philadelphia
 - 0.85 square miles
 - Population: 6,417
 - Major roads: PA Route 309 runs to the east, Interstate 276 has interchange with PA 309 just south of Ambler

Contact: Ambler Main Street: 215-646-1000, ex. 121,
Manager@borough.ambler.pa.us or
info@amblermainstreet.org

Souderton, Montgomery County

Souderton Alive

- Key features
 - 35 miles north of Philadelphia
 - 1.12 square miles
 - Population: 6,618
 - Major roads: PA Route 113 passes along Main Street and Broad Street, also has interchange with PA Route 309, heading north to Quakertown

Contact: Souderton Alive: 215-340-7692

Wellsboro, Tioga County

- Key features
 - 52 miles northwest of Williamsport
 - 4.93 square miles
 - Population: 3,263
 - Major roads: Route 15

Contact: Chamber of commerce: 570-724-1926

Oil City, Venango County

- Key features
 - 70 miles from Pittsburgh
 - 4.84 square miles
 - Population: 10,557
 - Major roads: PA Route 257, U.S. Route 62
- Contact
 - Kelly Amos, director of community development: 814-678-3017

Media, Delaware County

Media Business Authority

- Key features
 - 13 miles west of Philadelphia
 - 0.76 square miles
 - Population: 5,327
 - Major roads: Baltimore Pike, Route 1, and Route 252 along eastern border

Contact: Borough office: 610-566-5210,
Media Business Authority: 610-566-5039 or
info@mediabusinessauthority.com

New Hope, Bucks County

Greater New Hope Chamber of Commerce

- Key features
 - 31 miles from Philadelphia
 - 1.42 square miles
 - Population: 2,258
 - Major roads: Old York Road, U.S. Route 202 passes just north of New Hope

Contact: Chamber of commerce: 267-742-2279;
Borough office: 215-862-3347

SUMMARY & FINDINGS

1. Several revitalization initiatives in Pennsylvania have successfully been led by a non-profit organization with the active involvement and/or support of the municipality.
2. Only one organization surveyed, the West Chester BID, is a municipal business improvement district authority, created by the municipality.
3. One initiative, the Easton Main Street Initiative, was organized under an existing, broader community non-profit.
4. Boards of directors are not uniform in size. Among these organizations, boards range from 14 members to 39 members.
5. All organizations have at least one paid staff position. This position maintains direction and manages volunteers.

Initiative	Lead Organization Type	Board of Directors	Staff	Municipal Engagement / Support
Building a Better Boyertown	Non-profit	Yes (14)	2	Yes, to maximize external public assistance and for police services
Venture Lititz, Inc.	Non-profit	Yes	1	Yes, originated Main Street, provides office space, makes annual financial contribution, and coordinates to maximize external public assistance
Quakertown Alive!	Non-profit	Yes (18)	2	Yes, partners for economic development and convenes monthly coordination meetings
West Reading Community Revitalization Foundation	Non-profit	Yes	1	Yes, via representation on the board of directors
Hershey	Non-profit	Yes (39)	<1	Yes, funds staff, provides office space
West Chester Business Improvement District	Municipal Authority	Yes (15)	2	Yes, authorizes the authority and makes annual financial contribution
Easton Main Street Initiative	Subsidiary of non-profit	Yes in parent non-profit (15)	4	No direct involvement

6. All use and highly recommend the National Main Street program, PA DCED, and the PA Downtown Center.
7. Tourism can be a unifying theme for drawing people into downtown from nearby neighborhoods and larger regions. Tourism agencies are a common partner for funding and promotion.