



PENNSYLVANIA  
Downtown Center  
• *Since 1987* •

## **What's Happening with Community Revitalization in PA?**

Julie Fitzpatrick, Executive Director -  
[juliefitzpatrick@padowntown.org](mailto:juliefitzpatrick@padowntown.org)

# Pennsylvania Downtown Center

- Statewide nonprofit organization
- 19 member board of directors
- State partner with the PA Department of Community and Economic Development (DCED) for Keystone Main Street & Elm Street designated program communities
- State Coordinating agency with the National Main Street Center/National Trust for Historic Preservation



National Main Street  
Center

a subsidiary of the  
National Trust for Historic Preservation

# Mission of the PA Downtown Center

*...to build and support the capacity of local non-profit organizations, municipalities and individuals to enhance the overall well-being and sustainability of Pennsylvania's core communities.*

# Keystone C.O.R.E. Services

## (Community Oriented Real Estate)

- A subsidiary of PA Downtown Center
- Real estate technical assistance
  - Site Assessment Visits
  - Site Feasibility Studies
    - Developers' RFP
  - Conservatorship Assistance
  - Blight Removal Assistance
    - Small Site Brownfields
    - Phase 1 & Phase 2













1864

OIL CITY NATIONAL BANK

1926



# A healthy downtown/business district and surrounding residential neighborhoods can:

- Spur business development
- Increase the local tax base
- Create jobs
- Stimulate the housing market
- Increase occupancy rates
- Fight sprawl
- Draw investors
- Rehabilitate empty buildings
- Reflect the history of the community
- Promote civic pride
- Utilize existing infrastructure
- Increase community involvement
- Reaffirm commitment and inspire involvement from local leaders



# Why Invest The Effort In Downtown?

- The Avg. Cost of **ONE** Vacant Storefront / Year...
  - \$250,000 in Lost Sales Revenue
  - \$15,000 in Lost Sales Tax Revenue (in PA @ 6%)
  - \$15,000 in Lost Rent
  - \$1,500 in Lost Property Tax Revenue
  - \$51,000 in Lost Building Loan Demand to Banks
  - \$15,000 in Lost Business Loan Demand to Banks
  - \$750 in Lost Property Management Fees
  - \$24,750 in Lost Bus. Profits and Owner Compensation
  - \$16,250 in Lost Employee Payrolls

---

**\$390,000 +/-**

# Why Invest the Effort In Downtown?

- How Is the Environment Changing...?
  - 9-5 shopping has become obsolete
  - Changing nature of the American family
  - Fuel prices may limit many travel options
  - Retail space has grown 400% while retail sales have grown 10%
  - Security concerns are keeping Americans closer to home
  - Transition from a traditional “Industrial” Economy to a “Knowledge-Based” Economy



# Main Street: What Is It?

- *A Registered, Trademarked Revitalization Methodology of the National Trust for Historic Preservation*
- Includes a National Network of State Coordinating Programs and Local Main Street Organizations
- Been In Existence Since 1980



# Main Street Approach®



ECONOMIC VITALITY  
DESIGN  
PROMOTION  
ORGANIZATION

- **Economic Vitality** - establishing new uses for downtown while creating new assets and better utilizing existing assets
- **Promotion** - marketing the best attributes of a downtown
- **Design** - getting downtown into top physical shape
- **Organization** - creating consensus and cooperation amongst downtown stakeholders



# Why does Main Street work?

<b>Social</b>	<b>Perception</b>	<i>Promotion</i>
<b>Political</b>	<b>Organizational Decision-Making</b>	<i>Organization</i>
<b>Economic</b>	<b>Market-Driven Financial Matters</b>	<i>Economic Vitality</i>
<b>Physical/ Environmental</b>	<b>Current Condition</b>	<i>Design</i>

# Main Street: How Has It Performed?

- In PA - From 1987 Through 2019...
  - Dollars Reinvested \$1.72 Billion
  - Net Job Gains 24,040
  - Number of Buildings Rehabilitated 6,174
  - Net Business Gains 7,217
  - Public Space Projects 1,354
  - Volunteer Hours 1,075,142



# 2019 PA Reinvestment Statistics



1) Full-time jobs created (Net)	526
2) Part-time jobs created (Net)	503
3) New Businesses Created (Net)	107
4) Rehabilitation Projects Completed	127
5) Public Improvement Projects Completed	54
6) New Construction Projects Completed	2
7) \$ Public Investment	\$7,358,999
8) \$ Private Investment	\$17,954,872
9) Average Organization Budget	\$166,563
10) Volunteer Hours Contributed	67,049
11) Value of Volunteer Hours	\$1,705,056

# Elm Street: What Is It?

- A Pennsylvania Specific *Neighborhood Revitalization Methodology*.
- Based on The Main Street Approach<sup>®</sup> But Includes Safe-Clean-Green As A 5<sup>th</sup> Point.
- Some Version Adopted In Maryland, Oklahoma & Louisiana
- Being Considered for Adoption by the National Main Street Center
- Been In Existence Since 2004



# Elm Street (PA) Five Point Approach

- **Design** - getting the physical conditions of a neighborhood into top shape
- **Sustainable Organization** - establishing an ongoing structure to support revitalization
- **Image and Identity** - marketing the community to internal and external markets
- **Neighborhood Vitality** - strengthening and creating access to economic resources for people living in the community
- **Safe, Clean and Green** - establishing strategies and partnerships to improve public safety and improve the environment of the neighborhood



# Main Street – Current Perception...

## **DESIGN**

*Examples:*

Facade improvements  
Street banners  
Plantings

## **ORG**

*Examples:*

Newsletter  
Volunteer mgmt.  
Annual fundraiser

## **PROMO**

*Examples:*

Spring festival  
Shop local campaign  
First Fridays

## **ECONOMIC VITALITY**

*Examples:*

Business recruitment  
Business assistance  
Market analysis

# About your community...?

- Does your community have a current comprehensive plan?
- Does your community have a relevant zoning ordinance?
- Does your community have a revitalization strategy?

# The Growing Importance of Metrics

## The Five Conditions of Collective Impact

**Common Agenda**

**Shared Measurement**

**Mutually Reinforcing Activities**

**Continuous Communication**

**Backbone Support**

## Six Core Functions for the Backbone Organization

**Guide Vision and Strategy**

**Support Aligned Activities**

**Establish Shared Measurement Practices**

**Build Public Will**

**Advance Policy**

**Mobilize Funding**

*Backbones must balance the tension between coordinating and maintaining accountability, while staying behind the scenes to establish collective ownership*



# Consider a community-wide revitalization strategy...

- Rather than having separate plans for separate organizations or districts – consider a community-wide revitalization strategy
  - Develop partnerships with an MOU and/or cooperation agreement
  - Share a common vision that is asset-based and market-driven
  - Share common goals, objectives, outcomes & outputs
  - Share staff/consultants/grant writer
  - Potential for shared resources

Build a diverse economic base | Catalyze smart new investment | Cultivate a strong entrepreneurship ecosystem

Create an inviting, inclusive atmosphere | Celebrate historic character | Foster accessible, people-centered public spaces

**ECONOMIC  
VITALITY**

**DESIGN**

**COMMUNITY  
TRANSFORMATION**

**ORGANIZATION**

**PROMOTION**

Build leadership and strong organizational capacity | Ensure broad community engagement | Forge partnerships across sectors

Market district's defining assets | Communicate unique features through storytelling | Support buy-local experience

# Transformation Strategies



© National Main Street Center, 2016, All Rights Reserved.



# Outputs vs. Outcomes (Generally are...)

– **OUTPUTS** are those things you do that can be measured

- How many
- How much
- How often

▣ **OUTCOMES** are the behaviors, circumstances, and/or trends that your are trying to change as a result of OUTPUTS

- More of
- Less of
- Increase in
- Reduction in
- Change/Result

# Transformation Strategies

- Shaped by an understanding of the downtown's economic opportunities
- Reflect community vision
- Guide the direction of the revitalization initiative
- Bring about substantive transformation
- Implemented through all "Four Points"
- Measurable
- Recommended only to chose 1-2
- Re-evaluated every 2-5 years

# The Main Street Approach®

## Key Benefits:

- Increased focus on economic impact
- Broader community engagement
- Tangible, quantifiable outcomes
- Greater organizational flexibility
- Relevance for more communities and organizations

# Two Types of Transformation Strategies

- **Catalyst Strategies**

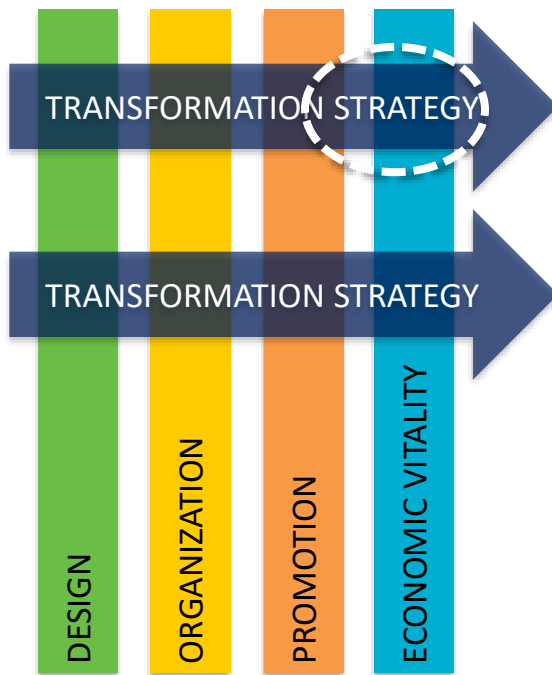
- Help organizations without recent (or with limited) market information *get started*
- Build on the presence of a customer group (i.e.: workers), OR
- Build on the presence of a concentration of a type of product, service, or business (i.e.: arts district)

- **Customized Strategies**

- Based on more substantive market information
- Can help an organization tackle more complex or challenging transformations



# The Main Street Approach®



## IMPLEMENTATION WORKPLANS THROUGH 4 POINT FRAMEWORK + FOCUS ON OUTCOMES:

- ACTIVITIES
- RESPONSIBILITY
- BUDGET
- FUNDING
- TIMELINE
- METRICS

**DESIGN**

Install benches

**ORG**

Elders advisory  
committee

**PROMO**

Home delivery

**ECONOMIC  
VITALITY**

Accessibility grants  
to businesses

Transformation Strategy: Aging-in-Place

**DESIGN**

Mural project

**ORG**

Artist advisory  
committee

**PROMO**

Spring Arts Walk

**ECONOMIC  
VITALITY**

Live/work studios

Transformation Strategy: Arts



# ELM STREET PROGRAM MEASUREMENT AND PERFORMANCE EVALUATION MATRIX

INDICATORS &amp; MEASUREMENTS COLLECTED BY PDC

<b>CLEAN, SAFE &amp; GREEN</b>	<b>DCED Program Measurements Required from Local Organization</b>	<b>PDC Recommended Program Measures</b>
A. CLEAN	A-1: Friendly Spaces & Neglected Places Inventory	A-3: Keep PA Beautiful Litter Index
B. SAFE	A-2: Number of Public Trash Receptacles in the Elm Street Neighborhood	
	B-1: Crime-Related 911 Calls from the Elm Street Neighborhood	B-5: Number of Active Neighborhood Block Watches
	B-2: Part 1 Crimes Committed Within the Elm Street Neighborhood	B-6: Number of Street Lights Out of Operation
	B-3: Part 2 Crimes Committed Within the Elm Street Neighborhood	B-7: Current Foot-Candle Power Reaching Street Level
	B-4: Nuisance Properties Mitigated	B-8: Intersections Perceived To be Unsafe Due to Traffic
C. GREEN	C-1: Number of Trees in the Public Right of Way	C-3 Street Tree Survey
	C-2: Number and Acres of public GREEN space	
<b>DESIGN</b>	<b>DCED Program Measurements Required from Local Organization</b>	<b>PDC Recommended Program Measures</b>
D. FACADES	D-1-a: Number of Façade Projects Completed with Elm Street Funding	D-3: Number of Code Violation Registered (Annually)
	D-1-b: Number of Façade Projects Completed with Private/Other Funding	D-4: Parcel Specific Land Use Inventory
A. STREETSCAPES	D-2: Number of Building Permits Approved Within the Elm Street Neighborhood	D-5 : Number of Historic Structures
	E-1: Linear Feet of Streetscape Improvements	D-6: Neglected Streets and Allies
<b>NEIGHBORS AND ECONOMY</b>	<b>DCED Program Measurements Required from Local Organization</b>	<b>PDC Recommended Program Measures</b>
F. NEIGHBORS	F-1: "Third Place" Inventory	F-3: Neighborhood "Physical" Institutions
	F-2: Reserved for Future Use	F-4: Average Years as a Resident
G. ECONOMY	G-1: Housing Statistics	G-3: Number of Homeownership Program Participants
	G-1-a: Average Household Rents	G-4: Number of Businesses in The Elm Street Area
	G-1-b: Average Home Sales Prices	G-5 Total Number of Structures in The Elm Street Area
	G-1-c: Average Time on Market of Houses Sold	
	G-2: Property Values	
	G-2-a: Total Assessed Value of Land Within the Elm Street Neighborhood	
	G-2-a: Total Assessed Value of Buildings Within the Elm Street Neighborhood	
<b>IMAGE &amp; IDENTITY</b>	<b>DCED Program Measurements Required from Local Organization</b>	<b>PDC Recommended Program Measures</b>
H. IMAGE	H-1: Reserved for Future Use	H-2: "Media Mentions" Inventory
I. IDENTITY	I-1: Number of People Desiring to Stay Living in the Elm Street Neighborhood	I-3: Number of Neighborhood Special Events
	I-2: Number of People Identifying with the Character of the Community	I-4: Number of Neighborhood "Icons"
<b>SUSTAINABLE ORGANIZATION</b>	<b>DCED Program Measurements Required from Local Organization</b>	<b>PDC Recommended Program Measures</b>
J. SUSTAINABLE ORGANIZATIONS	J-1: Attendance Rates at Board and Committee Meetings	J-5: Number of Members of Local Elm Street Organization
	J-2: Number of Volunteer Hours Recorded	J-6: Number and Members of Local Organizations
	J-3: Non-Elm Street Dollars Raised in Support of the Revitalization Effort	J-7: Number of Youth Programs and Participation Rates
	J-4: Reserved for Future Use	



# Elm Street Handbook



- Available online – [www.padowntown.org](http://www.padowntown.org)
- Soon available in Spanish

# Keystone Communities Programs

- Keystone Communities Main Street
- Keystone Communities Main Street Regional
- Keystone Communities Elm Street
- Keystone Community (with a Main Street or Elm Street focus)

For more information, visit: [www.dced.pa.gov](http://www.dced.pa.gov)

# Funding for Designated Programs

- Planning Grant
  - \$25,000; 1:1 match
- Implementation Grant - \$50,000
- Façade Grants
  - \$5,000/property & up to \$250,000/community; 1:1 match
- Redevelopment Grant-to-Loan/Anchor Building Grant
  - Up to \$500,000/30% grant to loan
- Public Improvement Grant
  - Up to \$500,000; 1:1 match
- Accessible Housing Grant
  - Up to \$300,000; 1:1 match

# Additional Benefits of Designation

- Education & Technical Assistance
- Eligibility for Neighborhood Assistance Program (NAP) Tax Credit w/o being considered a distressed community
  - NAP, NPP, SPP, CFP, NAP EZP
- Part of a network of state designated programs
- Potential points in other funding opportunities



# Other PA State Grants

- Department of Conservation and Natural Resources – DCNR
  - Community Connections Partnership Program (C2P2)
  - Conservation Landscapes mini-grants
- Department of Health – DOH
  - WalkWorks: Active Transportation Planning, Complete Streets & Vision Zero planning

# Other PA State Grants

- Department of Transportation – PennDOT
  - Multimodal, Construction, Planning, PennDOT Connects, Technical Assistance, etc.
- Pennsylvania Historical Museum Commission (PHMC)
  - Keystone Preservation Planning & Construction grants (\$5,000-\$100,000)

# Other PA State Grants

- Pennsylvania Council on the Arts (PCA)
  - Creative Communities Initiative - provides multi-year funding to community-driven, arts-based projects that serve as catalysts for livability, economic development, and community connectedness/creative placemaking; projects funded through this initiative will have a demonstrated, positive impact on their respective communities.
  - \$25,000/year for up to four years
  - Currently: Lancaster, Meadville, SEAMAAC (Philly) & Sharon
  - Next round?

# Regional Initiatives

- Wells Fargo Regional Community Foundation
- Federal Home Loan Bank of Pittsburgh – FHLBank
- Destination Marketing Organizations – Visitor’s Bureau
- Other Community Foundations



# Regional Initiatives

- Wells Fargo Regional Community Foundation
  - Neighborhood Planning Grants - \$25,000-\$100,000
  - Implementation Grants/Renewal Grants - \$100,000-\$750,000 & Collaboratives - \$100,000-\$1.25 Million
  - Bradford, Lackawanna, Lycoming, Pike, Potter, Sullivan, Susquehanna, Tioga, Union, Wayne & Wyoming
- Federal Home Loan Bank of Pittsburgh – FHLBank
  - Banking On Business
  - Affordable Housing Grants
  - First Front Door
  - Blueprint Communities

# Regional Initiatives (con't)

- Destination Marketing Organizations – Visitor's Bureau
  - Mini-grants & Promotional Opportunities (TBD)
- Other Community Foundations

# Federal Programs

- USDA Rural Development – USDA-RD
  - Around 50 programs for nonprofits, local municipalities & businesses (grants & loans)
  - [www.rd.usda.gov/pa](http://www.rd.usda.gov/pa)
- Housing and Urban Development – HUD
  - Rural capacity building & affordable housing; sustainable communities, etc.
  - [www.hud.gov/states/pennsylvania](http://www.hud.gov/states/pennsylvania)

# National Programs

- AARP Livable Communities
  - Community Challenge Grants (due 5/15/20)
- National REALTORS Association
  - Placemaking & Smart Growth programs, Rural Outreach Initiative, etc.
  - <https://realtorparty.realtor/community-outreach/rural-outreach-initiative/>
- YMCA
  - Community Transformation Grants/Healthier Communities Grant

# A Few Final Questions

1. Does your community have a Main Street, Business Improvement District (BID) or “Downtown” Manager?
2. Does your neighborhood have an Elm Street Manager?
3. Do you know that person’s name?
4. How engaged are you with that person/organization?





# *Nature-Based* PLACEMAKING

A HANDBOOK FOR UTILIZING A COMMUNITY'S NATURAL,  
OUTDOOR RECREATIONAL RESOURCES TO CREATE A  
TOTAL QUALITY EXPERIENCE AND SUPPORT LOCAL  
COMMUNITY AND ECONOMIC DEVELOPMENT

# Benefits of Membership



PENNSYLVANIA  
Downtown Center  
• Since 1987 •

- Funding, educational & technical opportunities
- Network of fellow revitalization efforts
- Connections to service providers
- Data reports
- Advocacy

# Thank you! Are there any questions?



Please email: [juliefitzpatrick@padowntown.org](mailto:juliefitzpatrick@padowntown.org)  
or visit: [www.padowntown.org](http://www.padowntown.org)