

Strategic Plan
For
**The North Fifth Street Revitalization
Project**

2016-2021



Heritage
Consulting Inc.

Prepared by

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Introduction

North Fifth Street is the neighborhood commercial corridor for the Olney neighborhood. The North Fifth Street Revitalization Project (N5SRP), a project of the Korean Community Development Services Corporation, has been working for close to ten years to stabilize and enhance the mile-and-a-half long commercial corridor by promoting special events, beautifying and cleaning North Fifth Street, helping existing businesses to expand while recruiting new ones, and marketing and communicating about the corridor and the project throughout the year.

In the last year, the North Fifth Street Revitalization project has adopted the Main Street Four Point Approach™, a downtown revitalization organizing mechanism, while relying on two City of Philadelphia Commerce Department Contracts, the Targeted Corridor Management Grant and a Sidewalk Cleaning Grant, to support operations and programming. This hybrid model has created a highly effective public-private partnership to revitalize the North Fifth Street shopping district. The Main Street Four Point Approach™ is a volunteer-driven, historic preservation-based, economic development program. The Main Street program is a thirty-five-year-old national model for revitalizing downtowns that is entirely dependent on local fundraising, government support, and volunteer muscle to get things done.

Stakeholder involvement

The North Fifth Street commercial corridor is the core of the Olney neighborhood. North Fifth Street defines the local neighborhood identity and reflects the community's history and "sense of place." The Main Street Approach™ stresses historic preservation as the underlying design principle for the commercial district's revitalization effort. Main Street efforts nationwide aim to maximize the economic potential of each historic commercial corridor while preserving its authentic character. For the N5SRP, the volunteer-led committees are critical to the success of the program and involve stakeholders—residents, business owners, and property owners—in making decisions about the future of the commercial district. These stakeholders participated in all facets of the research leading up to the creation of this new Strategic Plan. This Plan represents the next phase in the organizational development of the N5SRP.

The North Fifth Street Revitalization Project used a Commerce Department grant to pay for an Organizational Development and Sustainability Study over six months, and this Strategic Plan and budget for 2016 are the culminating work products. Heritage Consulting Inc., a Philadelphia-based WBE consulting firm, provided technical assistance to the N5SRP over six months. It assisted the staff in identifying core issues, creating a new Advisory Board, volunteer committees, and work plans for projects, and suggesting revenue sources to expand earned and contributed income to boost the performance of the project to better serve the needs of the 340 businesses along the corridor and to promote the district to a wider audience.

Donna Ann Harris of Heritage Consulting Inc. worked collectively with Philip Green, the Corridor Development Manager, and Stephanie Michel, the Corridor Outreach Manager, to plan the SWOT workshop on July 28, 2015, the Advisory Board meeting on October 22, 2015, and the Volunteer Meeting on December 9, 2015, which were used as the research basis for the creation of this Strategic Plan. There was active participation by North Fifth Street Revitalization Project Advisory Board members, neighborhood organization and civic association representatives, business owners, merchants, and many local residents that serve on the N5SRP committees.

What is a strategic plan?

Board Source[™], a national nonprofit organization whose mission is to advance the public good by building exceptional nonprofit Boards and inspiring Board service, defines a Strategic Plan as a written document that defines an organization's overarching strategies and major areas of work for the next five years to achieve the organization's mission.

Strategic plans for nonprofit organizations are created through a process that builds on research to accumulate wisdom about the organization, its environment, and its economic potential. This process involves stakeholders to ensure that the resulting Strategic Plan contains a comprehensive understanding of the organization's preferred future.

New Mission and Vision Statements

As part of the preparation of the Strategic Plan, Heritage Consulting Inc. reviewed the existing Mission Statement to determine if it needed to be revised or updated. The project did not have a vision statement, so we created one here.

What is a mission statement?

A mission statement articulates where the organization is now, not at some desired point in the future. An ideal mission statement identifies why the organization exists, who it benefits, what the organization does, and, finally, how it does what it does. A good mission statement conveys how the organization relates to its public and communities; why and how it enhances the well-being of others and improves their quality of life; and, finally, what service it provides. A mission statement should be easily memorized, as it becomes a part of the "elevator speech" about the organization.

Current North Fifth Street Revitalization Project Mission Statement

The North Fifth Street Revitalization Project (N5SRP) works to enhance the quality of life of merchants and residents in and near the North Fifth Street commercial corridor by improving the physical environment, preventing crime, cleaning the corridor, increasing economic activity and opportunities, and building community ties.

New Mission Statement

The North Fifth Street Revitalization Project manages, promotes and revitalizes North Fifth Street in Olney as a thriving commercial district for area shoppers, residents and visitors.

New Vision Statement

A vision statement describes the preferred future of both the organization and commercial corridor after five years of hard work towards fulfilling the dreams of stakeholders. The vision statement should focus on the community impact and the power of the organization to transform the commercial district. A good vision statement is ambitious enough to force people out of comfortable routines and is conceptual but practical, taking advantage of fundamental trends from consumer research. A vision statement should be clear enough to articulate the visual changes in the commercial corridor along North Fifth Street

Suggested New Vision Statement

Short Version

By 2021, the North Fifth Street commercial corridor in Olney will be recognized as a thriving commercial district where Olney residents and neighbors find exciting independent shops and restaurants in existing and renovated mixed-use buildings.

Long Version

Our Vision for North Fifth Street in 2021

By 2021, North Fifth Street will be the heart and hub of the Olney neighborhood where residents find a thriving commercial district with exciting restaurants and a growing number of independent retailers and national chain stores. Our district is truly “Where Global is Local.”

The commercial corridor is effectively managed with the North Fifth Street Revitalization Project (N5SRP) taking responsibility for all aspects of the customer experience, including event planning; wayfinding signage; installing banners and holiday decorations; maintaining trees; parking management; and its traditional role of assuring that the corridor is safe and clean.

Throughout the week, customers visit North Fifth Street’s fine mix of retail shops and restaurants or have appointments at the numerous small offices or professional service providers along the street. On weekends, North Fifth Street will be crowded with neighbors running errands, trying the newest restaurant, or shopping in an independent shop that is new to the corridor.

North Fifth Street is both clean and safe for residents, shoppers, and business owners. Our expanding tree cover shades pedestrians in summer and provides visual interest in spring and fall. The organization takes responsibility for maintaining and placing quality wayfinding signage.

North Fifth Street is always sparkling as the result of regular sweeping and cleaning. There is consistent and visible policing, thus assuring that our corridor is safe. The extensive stock of historic buildings along North Fifth Street will continue to be upgraded and renovated for shoppers and other cultural events.

The N5SRP is the “go to” place for businesses that wish to locate or expand on North Fifth Street. When the rare storefront vacancy occurs, new and appropriate uses are found, as the N5SRP maintains a list of interested local and national retailers.

The N5SRP works closely with other neighborhood nonprofit organizations to host special events throughout the year that bring people to North Fifth Street and keep our sidewalks and street parking full. Our North Fifth Street business owners actively participate in the events and co-op advertising sponsored by the N5SRP. Year round, our shops and restaurants keep North Fifth Street hopping. We work closely with the merchants to promote a handful of high-quality and creative retail events each year that appeal to neighborhood residents and visitors alike.

Our partnerships with Olney’s civic and religious organizations are highly developed and beneficial to both parties, thus fostering renewed civic involvement and community pride. The N5SRP continues its long-standing, productive, and cordial working relationships with our elected officials at the City, Commonwealth, and Federal levels. The N5SRP is a full partner with the Commerce Department on merchant and storefront issues. We work closely with the City of Philadelphia on any local planning or capital project in the corridor and host ribbon cuttings, events, and other publicity to promote a positive image of North Fifth Street.

By 2021, the operating budget for the N5SRP has increased to more than \$350,000. There is a superb Advisory Board and staff leadership. The Advisory Board manages a staff of five, including a Corridor Development Manager, a Corridor Outreach Manager, an administrative assistant, two full time-and one part-time North Fifth Street Sanitation Specialists, and an array of interns and student workers. More than 80 volunteers on the roster provide leadership for and mount our award-winning festivals and retail events for the neighborhood.

The hard work of the N5SRP to improve North Fifth Street during the last five years has been a real catalyst and the economic well-being of the greater Olney neighborhood has markedly improved.–In 2021, the North Fifth Street commercial corridor is truly an exciting place to shop, live, work and play.

2015-2020 North Fifth Street Revitalization Project Strategic Goals

1. **ORGANIZATION** By 2021, the N5SRP annual budget has grown to \$350,000. We raise funds primarily through a new CDC Tax Credit Partner and continuing support from the Commerce Department for commercial corridor grants. We increase earned and contributed revenue from private sector fundraising, including net profits from special events, Olney Business Association Memberships, residential memberships, fundraising events, and sponsorships. We aggressively communicate good news about the North Fifth Street commercial district as the heart and hub of the Olney neighborhood using traditional and social media.
2. **ECONOMIC VITALITY** Understand the corridor's trade area and encourage a diverse business mix on North Fifth Street. Stimulate expansion of existing business and recruit new business to locate here.
3. **PROMOTION** Maintain our year-long calendar of fun retail and special events to drive customers into stores and to promote our corridor as a quality place to shop and dine.
4. **DESIGN** North Fifth Street will be a clean, safe, green and attractive commercial corridor. Our work to plant additional street trees adds visual interest and welcomes shoppers year round. We encourage merchants and property owners to undertake quality façade renovation, and to install handsome and appropriate signage.

An ambitious agenda

This Strategic Plan sets out a very ambitious improvement agenda for the North Fifth Street Revitalization Project over the next five (5) years. All of these activities are important and worthy, but the N5SRP Advisory Board must reach an agreement about how it will staff these activities.

While there are already some volunteers involved with the organization, there are not enough to implement even a small portion of these activities. More consistent and committed volunteers are needed to add to the already hard-working existing volunteer group.

The four Strategic Goals serve as a new vision for the future of North Fifth Street. All of the short- and long-term projects, individually and collectively, move the organization towards making this vision into a reality by allocating all of its financial and volunteer resources accordingly.

The activities and programs that the North Fifth Street Revitalization Project will implement in the future, through the combination of the Advisory Board, staff, committees, partners, and individual task force volunteers, all must be aligned to achieve at least one (1) of the four (4) above Strategic Goals. If a project does not *clearly* meet any of the Strategic Goals, the project

should neither be staffed nor funded, as the organization has a finite number of volunteers and financial resources.

Role of work plans

Work plans for each project are completed by the volunteer committees and are approved by the Advisory Board. Work Plans for 2016 are attached as an appendix to this Strategic Plan. The work plans provide details on how to implement an effective project. Every work plan contains the following elements: who (person or partner organization), what, when, how much expense, how much revenue, volunteer hours, staff hours, anticipated results, and the Strategic Goal(s) met. Collectively, these work plans become the substance of the materials submitted by the committees to the Advisory Board and to the Commerce Department to create the proposed budget for support each year. Work plans can be used to sell sponsorships, support fundraising efforts, recruit volunteers, identify and recruit partners.

Conclusion

This 2016-2021 Strategic Plan for the North Fifth Street Revitalization Project is a review of the past performance of the organization and a representation of its bright future. This Strategic Plan contains new mission and vision statements. The four Strategic Goals mentioned above organize the rest of the document and should be used to guide all of the organization's work in the next five (5) years, which is the useful life of this planning document.

Organization Committee

Strategic Goal: By 2021 the N5SRP annual budget has grown to \$350,000. We raise funds primarily through a new CDC Tax Credit Partner and continuing support from the Commerce Department for commercial corridor grants. We increase earned and contributed revenue from private sector fundraising, including net profits from special events, Olney Business Association Memberships, residential memberships, fundraising events, and sponsorships. We aggressively communicate good news about the North Fifth Street commercial district as the heart and hub of the Olney neighborhood using traditional and social media.

Expand committee membership

- Expand committee membership. Work with the committee chair to identify skills needed for the committee and create job descriptions for specific volunteer jobs. Recruit, train, and orient new volunteers to their committee assignments as described in the work plans.

Create work plans for all committee projects

- Create work plans for all committee projects so that the Advisory Board can track all projects on a monthly basis. All committees and task forces should review the profit/loss for their event/activity as soon as it is complete and adjust the work plan for the event next year.

1. Assist the Advisory Board with fundraising strategies

Budget growth, training and oversight

- By 2021, the annual operating budget of the North 5th Street Revitalization Project will be \$350,000. To meet this aggressive budget target, we need to raise close to one hundred thousand dollars (\$100,000) in unrestricted operating funds each year. Likely earned and contributed revenue include: net profits from special events, fundraising events, sponsorships, Olney Business Association memberships, residential memberships, and foundation and corporate grants.
- To meet the budget target by 2021, the N5SRP Advisory Board will need to grow its capacity to raise funds from the private sector. The Advisory Board and staff will participate in fundraising training of various kinds to expand their skills, so they can confidently raise more money each year and meet this ambitious budget goal of raising \$100,000 in earned and contributed revenue in five years.

Expand fundraising skills on the Advisory Board

- Work with Advisory Board members to identify new volunteers who will help with fundraising efforts. Identify the skills needed for the project and create job descriptions

for specific volunteer jobs. Recruit, train, and orient new volunteers to their fundraising assignments as described in the work plans.

CDC Tax Credit program

- Plan to apply for the Community Development Tax Credit Partner for 2017, when one slot for the Tax Credit Program for \$100,000 will be available. During 2016, identify one or more likely Tax Credit Partners by midyear and begin to make pitches in 2016 to several prospects to identify one \$100,000 or two \$50,000 partners. Prepare to enter lottery when it is announced with a qualified and willing Tax Credit partner already in hand.

Investigate and implement a variety of fundraising activities

- Seek 100% participation from N5SRP Advisory Board members in a new Board giving effort with a goal of raising \$1,000 in 2018.
- Continue to review the fees charged to vendors and sponsors for events and increase it by a small amount each year.
- A volunteer committee will organize one fundraising event in 2017 with the intention that the event could grow over time.
- Develop an annual gifts program from residents to financially support N5SRP projects. Create a small task force to implement. Set a goal of raising \$5,000 from residents in 2017.

Seek appropriate project grants

- Continue to identify appropriate corporate, government, and foundation grant opportunities for N5SRP projects and make applications as needed. Create a goal of raising \$20,000 in grant revenue for 2018.

2. Develop and assure organizational leadership

Advisory Board Leadership

- Continue to build the Advisory Board and host quarterly meetings. Provide training to Advisory Board members on their roles and responsibilities as Advisory Board members at least every other year. Consider organizing an Advisory Board retreat in 2017.

Nominating Committee

- Create a Nominating Committee to identify candidates for Advisory Board leadership in the coming year. Identify training or mentoring to bring likely Advisory Board officer

candidates into more responsible positions, so they can step into future leadership positions.

- Consider sending an Advisory Board member or volunteer to training offered by the Pennsylvania Downtown Association, another Main Street related group, to get an overview of the Main Street Four Point Approach™ to provide baseline orientation for N5SRP's work. Alert Advisory Board members and volunteers to training opportunities from other planning and economic development organizations in the region and pay for their participation in any training.

2. Recruit, retain and reward volunteers

- Host biannual volunteer planning meetings to expand the volunteer pool to help implement activities. Expand the volunteer pool through aggressive recruitment at N5SRP sponsored events and by publishing volunteer job descriptions on Facebook, Twitter, and in the e-newsletter.
- Continue to add to current volunteer database. Add anyone who has expressed interest in volunteering on any project. Use this list to solicit for volunteers for any project across committees/task forces. Add to this list as new volunteers come forward.
- Create short volunteer job descriptions for specific projects where expertise is needed.
- Encourage the most interested volunteers to take on increasing leadership roles by chairing events, becoming committee leaders, or serving on the N5SRP Board. Offer to send these star volunteers to trainings as available.
- Host an annual volunteer appreciation event.

Expand existing partnerships

- Actively partner with the civic associations, neighborhood groups, and area schools that sponsor events along North Fifth Street. Work with these partners to offer shopping opportunities before and after their events.

3. Assist in personnel and office management

- Continue to review and update the Employee handbook, evaluations, and job description documents as needed.

4. Present the program to the public using traditional and social media methods

Create a new N5SRP website

- Launch new website in early 2016 for the North Fifth Street Revitalization Project that is mobile friendly and is integrated with the N5SRP Facebook page, Twitter feed, and other social media platforms. Utilize a content management system that permits N5SRP

staff to make updates easily. Use Google Analytics to understand who visits the website and to maximize content through Search Engine Optimization.

- Host an online calendar of community events happening on and near North Fifth Street on the N5SRP website.
- Determine if there is merchant interest in creating simple web pages for corridor businesses without an online presence in 2018. Charge a small fee for this service as part of the business directory on the new website.

Market and advertise Olney

- Continue to prepare and distribute a monthly resident e-newsletter in 2016.
- Update the new website and Twitter feed and make Facebook postings on at least a weekly basis.
- Continue to aggressively collect email addresses and add these names to the e-blast list so that it continues to grow into the thousands.
- Gather the names of all Olney area elected/appointed representatives and their staff members in their home district offices and in City Hall, Harrisburg, or Washington, and put them on the N5SRP mailing list and e-blast. Add them to the N5SRP's Facebook page and Twitter feed.
- Invite all elected representatives to all major announcements, ribbon cuttings, or events and provide an opportunity for them to speak. Join the mailing lists, email list, and Facebook pages of all elected and appointed officials to get their news on a regular basis.
- Review and revise the advertising and marketing efforts for all events and activities as needed.
- Continue to invest in social media. Maintain an active presence on Facebook, Twitter, and consider adding Instagram. Consider adding other social media platforms as they become available.

Public relations

- Use social media outlets to drive traffic to the new N5SRP website, where additional event information and maps will be available about all N5SRP sponsored events and activities.
- Use both digital and traditional marketing tools (post cards, flyers, posters) to communicate about event happenings.
- Use the N5SRP Facebook page, email newsletter, and Twitter feed to promote partner events that occur in the district.
- Write and distribute a monthly merchant e- newsletter and work with the Economic Vitality Committee on content and distribution.
- Consider creating a handsome annual report each year and make the annual Reinvestment Statistics widely available.

Work with individual business owners

- Work with existing businesses to help them to understand various customer review platforms, such as Yelp and Google Business and the impact of customer reviews on their business success.
- Continue to feature individual businesses on the e-newsletter, Facebook page, Google Plus, and Twitter as appropriate.

Promote positive change on North Fifth Street

- Promote any successes in attracting new business, new investment, and new jobs on the North Fifth Street corridor by publishing stories in the e-newsletter, N5SRP website, and other social media platforms. Pitch these stories to local and regional news sources.

5. Continue to manage the Olney Business Association

- Continue to provide regular assistance to the merchants' association, call and host meetings, and provide minutes.
- Collect annual dues for the Olney Business Association and expand revenue to \$3,000 in 2016.
- Work with the Promotion Committee to provide a merchant e-newsletter at least once a month.

Economic Vitality Committee

Strategic Goal: Understand the corridor's trade area and encourage a diverse business mix on North Fifth Street. Stimulate expansion of existing businesses and recruit new businesses to locate here.

Expand committee membership

- Expand committee membership. Work with the committee chair to identify skills needed for the committee and to create job descriptions for specific volunteer jobs. Recruit, train, and orient new volunteers to their committee assignments as described in the work plans.

Create work plans for all committee projects

- Create work plans for all committee projects so that the Advisory Board can track all projects on a monthly basis. All committees and task forces should review the profit/loss for their event/activity as soon as it is complete and adjust the work plan for the event next year.

1. Understand and analyze market information about the commercial district

- Update the existing business inventory, including first and second floor businesses in the commercial corridor, at least once a year. Maintain and regularly update this data on the business directory portion of the new N5SRP website.
- Provide useful advice to merchants and property owners about the changing demographics in Olney, the dominant customers in the commercial corridor, and opportunities for business expansion as needed.
- Write and distribute a monthly merchant e-newsletter and work with the Organization Committee on content and distribution.

2. Monitor the economic performance of the district and report statistics

- Continue to monitor the district's vacancy rate, rental rates
- for all properties in the corridor, job creation, and sales data at least once a quarter, report findings to the Commerce Department, and make the corridor's Reinvestment Statistics widely available.

3. Find ways to strengthen existing businesses and help them expand

- Walk the district monthly, regularly disseminate information, and document this with merchant assistance log for Commerce Department Grant.
- Continue to provide technical assistance to merchants whose primary language is not English by finding competent translation assistance.

- Host biannual merchant workshops to improve business skills. Conduct additional workshops with area merchants as needed to help them to expand their product lines or to refocus their business. Work with existing businesses to make their ventures more successful.
- Make referrals to existing technical assistance and financing providers. Make referrals to Kiva Zip as appropriate.
- Continue to regularly visit existing businesses to keep up to date with their concerns, to hear about any possible business expansion plans, and to alert them to any North Fifth Street Revitalization Project-created business promotions and events.
- Undertake an annual needs survey of merchants.
- Organize and print a handsome business directory and make one printed update in 2016. Work with the Design Committee on design elements and the Organization Committee on sponsorship sales of ads.
- Work with the Design Committee to promote and implement Commerce Department Storefront Improvement Program to merchants and property owners on the corridor.
- Work with the Design Committee to promote and implement Commerce Department Business Security Camera and InStore Programs to merchants and property owners on the corridor.

4. Recruit new complementary business

- Review existing marketing materials for business recruitment and retention purposes in the corridor and create new materials as needed.
- Recruit new types of restaurants and retail shops for any vacant space.

5. Find viable uses for Main Street buildings

- Regularly update the “Hot List” information on the N5SRP web site and in the e-newsletter.

Promotion Committee

Strategic Goal: Maintain our year-long calendar of fun retail and special events to drive customers into stores and to promote our corridor as a quality place to shop and dine.

Create work plans for all committee projects

- Create work plans for all committee projects so that the Advisory Board can track all projects on a monthly basis. All committees and task forces should review the profit/loss for their activity as soon as it is complete and adjust the work plan for the activity next year.

Expand committee membership

- Expand committee membership. Work with the committee chair to identify skills needed for the committee and to create job descriptions for specific volunteer jobs. Recruit, train, and orient new committee members to their assignments as described in the work plans.

1. Develop and improve special events—to reacquaint residents and visitors with shops so they can come back later to shop

Create new special events

- Organize a committee to promote a quarterly, first-ever North Fifth Food Street Tour for 2016.
- Organize a committee to create a first-ever Restaurant Week for North Fifth Street for 2017.
- Organize a committee to create a first-ever Small Business Saturday event on North Fifth in 2016.
- Organize a committee to create a first-ever Valentine’s Day “Why I love Olney...” event in 2016.

Continue N5SRP sponsored special events

- Continue to host and expand Winterfest with the Olney Business Association. Create a volunteer committee to organize this event in 2016.
- Continue to host and expand Trick or Treat on North Fifth Street and work with a committee to expand this event in 2016.
- Continue to participate in Olney Youth Festival and work with a volunteer committee to expand this event in 2016 and involve more merchants in this event.

- Integrate corridor promotion into Open Mic night or find new sponsor for Open Mic Night in 2016.
- Continue to host Park(ing) day in Olney with merchant sponsors for the event.

Review existing special events

- The Promotion Committee should review existing special events and make changes to them based on the key consumer groups that shop in Olney.
- Conduct simple evaluations of every North Fifth Street Revitalization Project-sponsored special and retail events to determine merchant, volunteer, and attendee satisfaction.
- Create an annual calendar of special events and retail events, listing N5SRP and non-N5SRP events, and promote these opportunities widely on the N5SRP website and through traditional and social media outlets.

2. Create unique, retail-oriented activities and events –designed to ring cash registers that day

- Over the next four years, fill out the calendar of corridor events to bring shoppers to North Fifth Street by creating new retail events designed to ring cash registers at corridor businesses throughout the year. Work with area merchants to identify retail events that would most benefit them and enlist them in planning and implementing these events.
- Create new retail or special events based on volunteer interests.
- Review existing sponsorship opportunities and vendor fees for all existing events, determine if some of the sponsorship fees could be increased each year, and implement increases as needed.

3. Define the commercial district’s market niche and target appropriate markets

- Investigate funding to prepare a complete retail market analysis for the commercial corridor and to clarify the existing market for Olney businesses. Work closely with the Economic Vitality Committee to secure funding that results in a usable report for both merchants and the N5SRP.

4. Create campaigns to improve the image of the corridor

- Create a handsome pocket business directory sample and sell advertising to area merchants to pay for biannual printing/updating. Post a PDF of the directory on new website.

Design Committee

Strategic Goal: North Fifth Street will be a clean, safe, green, and attractive commercial corridor. Our work to plant additional street trees adds visual interest and welcomes shoppers year round. We encourage merchants and property owners to restore historic buildings, to undertake quality façade renovation, and to install handsome and appropriate signage.

Create work plans for all committee projects

- Create work plans for all committee projects so that the Advisory Board can track all projects on a monthly basis. All committees and task forces should review the profit/loss for their event/activity as soon as it is complete, and adjust the work plan for the event next year.

Expand committee membership

- Expand committee membership. Work with the committee chair to identify skills needed for the committee and to create job descriptions for specific volunteer jobs. Recruit, train, and orient new volunteers to their volunteer assignments as described in the work plans.

1. Assure that the district is Clean, Safe, Green, and Attractive

- Continue to clean the corridor as specified in the Commerce Department grant for litter removal and landscape maintenance with a two-person, full-time crew of Sanitation Specialists.
- Expand the N5SRP's street cleaning services. Hire another part-time staff member to provide cleaning services in 2016
- Report any vandalism, graffiti, broken streetlights, or broken parking meters to the City's 311 program and follow up until repaired.
- Sanitation Specialists will document bandit sign removal, removal of bandit benches, and blighted newsstands removal.
- Continue our existing partnership with the Keep Philadelphia Beautiful campaign.
- Continue to partner with local area high schools and local community stakeholders to host spring and fall cleanups and to recruit volunteers for the Martin Luther King Day of Service and other corridor clean up events during the spring, summer and fall.
- Continue to monitor the general condition of corridor sidewalk and gutter cleanliness, trash, dumpsters, and city placed trashcans.
- Continue to undertake litter surveys and appearance reports/litter index of area shoppers in 2016 to determine if North Fifth Street is perceived as cleaner as part of the Commerce grant.
- Continue to participate in regular corridor vacant lot cleaning and on-going efforts at community engagement regarding litter education.

2. Combat misconceptions about the corridor's safety

Public safety, trees, and neighborhood promotion

- Continue regular meetings with the 35th District Captain and Officer Hoppe and host biannual safety meetings with merchants. Publicize the results of any meetings widely.
- Encourage merchants to keep police log books in stores and expand this program to twelve merchants in 2016.
- Begin to monitor crime statistics for North Fifth Street in the 35th Police District.
- Combat misconceptions about the corridor's safety by publicizing any positive change in crime statistics in the corridor to a broad network of stakeholders using traditional and new media.
- Encourage merchants and property owners to participate in any crime or safety programs for commercial corridors.
- Work with Tree Philly and Olney Tree Tenders to remove any dead trees along North Fifth Street and to replace them with new, healthy trees. Install trees in every tree pit currently available by 2020. Publicize any new tree installations.
- Use the new website to promote Olney as a great place to buy a home, open a business, raise a family, and shop and dine. Provide referrals as needed.

3. Encourage quality improvements to private buildings and public spaces in the corridor

- Create a project to beautify the Rail Road Bridge that crosses North Fifth Street
- Continue to encourage property owners to maintain and restore their buildings. Provide high quality design advice when needed. Use existing design guidelines to promote quality work. Work with the Commerce Department's Storefront Improvement Program (SIP) to provide matching grants for restoration/rehabilitation.
- Continue to provide good advice to any commercial corridor property owner or business owner by becoming the "go-to" office for assistance with signage, façade, and exterior improvements by maintaining abundant materials, including examples and vendors.
- Provide free sign designs for Olney Business Association members as time is available.
- Work with the merchant and a small committee to plan and install a mural on the Fern rock Hardware Store wall.

4. Provide incentives for quality improvements to buildings

- Continue to market the Commerce Department's Storefront Improvement Program and InStore and Business Security Camera Program rebate/incentive.

5. Educate others about good design

- Participate as needed in the Community Design Collaborative (CDC) Restore program, which provides pro bono storefront design services to merchants.

6. Influence appropriate public design and planning processes

- Work with the Council person's office and the Philadelphia Parking Authority to plan the placement of parking meters on the lower portion of the corridor. Work with merchants in the vicinity to ensure that all of their parking issues are addressed.
- Develop a program to encourage merchants and their employees NOT to park in front of their stores and find safe and convenient places for merchants/employees to park nearby.
- Continue to make referrals for merchants for zoning, L&I, permits, trash, etc. Provide translation assistance as needed.
- Continue to assist resolution of merchants' concerns with city services.

7. Continue to address the district's on-going maintenance needs

- Work with merchants, property owners, and residents to identify specific maintenance issues in the corridor to address with the City on an annual basis.

N5SRP Work Plans List for 2016

Organization Committee

1. Prepare to find a Tax Credit Partner for 2017 NEW
2. Continue to build the Advisory Board and to host quarterly meetings NEW
3. Host biannual volunteer planning meetings NEW
4. Launch new website NEW
5. Organize one fundraising event NEW
6. Prepare and distribute monthly resident e-newsletters
7. Update website, Twitter, and Facebook weekly
8. Host quarterly Olney Business Association meetings and collect membership renewals

Economic Vitality Committee

1. Organize and print a handsome business directory and make one printed update in 2016
2. Write and distribute a monthly merchant e-newsletter
3. Promote and implement Commerce Department's Storefront Improvement, Business Security Camera and InStore programs.
4. Promote and implement Kiva Zip program
5. Host biannual merchant workshops to improve business skills NEW

Promotion Committee

1. Organize and promote a quarterly, first-ever North Fifth Street Food Tour NEW
2. Plan restaurant week NEW
3. Organize a committee to create a first-ever Small Business Saturday event on North Fifth Street NEW
4. Organize a committee to create a first-ever Valentine's Day "Why I love Olney" community/retail event NEW
5. Continue Winterfest
6. Continue Trick or Treat on North Fifth Street
7. Continue Parking Day and organize a retail promotion
8. Create two new retail events NEW
9. Participate in Olney Youth Festival, involve more merchants
10. Integrate corridor promotion into Open Mic night or find new sponsor for Open Mic Night in 2016.

Design Committee

1. Continue and expand cleaning program
2. Create a project to beautify the Rail Road Bridge that crosses North Fifth Street

3. Install more street trees
4. Hold biannual Police Meetings
5. Install a mural on the Fern Rock Hardware Store wall
6. Plan and implement the installation of parking meters in the lower part of the corridor
7. Host spring, summer and fall cleanups, and Martin Luther King Day of Service

N5SRP Calendar of Events for 2016

January

Advisory Board meeting
MLK Day Cleanup

February

I love Olney Promotion

March

Food Tour (tentative date)

April

Spring clean up
Advisory Board meeting

May

Mother's Day retail promotion
Volunteer appreciation event

June

Summer Cleanup

July

Advisory Board meeting
Summer cleanup

August

Summer Cleanup

September

Olney Youth Arts Festival
Park(ing) Day

October

Fall clean up
Advisory Board meeting
Trick or Treat North Fifth Street

November

Small Business Saturday shop local campaign

December

Winterfest

2016 N5SRP budget

<i>Line item</i>	<i>Revenue</i>	<i>notes</i>
REVENUE		
TCMP grant	\$150,000.00	Increase from 120K
Cleaning Grant	\$57,000.00	Increase from 40K
Philadelphia Activity Fund	\$2,000.00	Councilwoman Bass
Philadelphia Activity Fund	\$6,500.00	Councilwoman Tasco
Olney Business Assoc memberships	\$3,500.00	Increase in number and type of memberships
Other small grants	\$7,500.00	Santander Bank, others
Fundraising event profits	\$3,000.00	New, first-time event
Special event profits and fees	\$4,000.00	New, first-time efforts
Sponsorship Business Directory	\$2500.00	New, first-time solicitation
Total revenue	\$236,000.00	NOTE: NO TAX CREDIT PARTNER LOTTERY UNTIL 2017
EXPENSES		
<i>Staff</i>		
Outreach & Development Managers	\$107,000.00	Full-time, health insurance
Sanitation Specialists	\$37,500.00	Full-time, no benefits
Occasional Sanitation Specialist	\$7,200.00	New position
Other consultants	\$1,000.00	Organizational Development consultant
Interns and assistants	\$13,000.00	Part-time, no benefits
<i>Total all personnel</i>	<i>\$165,700.00</i>	
FICA employers contribution	\$12,676.05	7.65% % for all employees
Unemployment	\$0.00	From Korean Center
Health insurance (only for managers)	\$11,275.00	Estimate, 10% increase in current
<i>Total employer costs</i>	<i>\$23,951.05</i>	
<i>Other costs</i>		
In-state travel	\$1,750.00	Work related car and SEPTA travel
Out-of-state travel	\$3,000.00	One professional development conference for each manager
Supplies for cleaning	\$1086.00	
Printing	\$4,000.00	Membership brochures, merchant directory, 2 printings
Office supplies	\$800.00	
Postage	\$400.00	Membership mailing
Constant contact fees	\$360.00	
Committee expenses	\$5,000.00	New
Miscellaneous office repairs	\$500.00	
New Storefront office	\$3000.00	
Internet hosting/subscriptions	\$1500.00	
Dues and subscriptions	\$350.00	
<i>Total other costs</i>	<i>\$21,746.00</i>	
<i>Occupancy</i>		
Rent, Utilities, Phone	\$3500.00	Free rent Korean Center, project pays utilities
Pest control	\$360.00	
<i>Total occupancy</i>	<i>\$3,980.00</i>	
Total	\$216,377.05	
SURPLUS	\$20,662.95	

N5SRP Short, Medium, and Long Term Goals 2016-2021

Organization Committee

Within one year

- Create work plans for Board and committee projects
- Recruit and train volunteers to help with fundraising activities
- Prepare to find a Tax Credit Partner for 2017
- Continue to identify corporate, government, and foundation project grant opportunities
- Participate in fundraising training to expand Board skills
- Review sponsorship and vendor fees annually
- Build the Advisory Board
- Offer training opportunities to any Advisory Board member or volunteer who is interested
- Create a Nominating Committee to identify candidates for Advisory Board and officer positions
- Host biannual volunteer planning meetings
- Continue to add to current volunteer database
- Create short volunteer job descriptions for all volunteer jobs
- Host an annual volunteer appreciation event
- Actively partner with civic associations, neighborhood groups, and area schools
- Launch new website in early 2016 and update monthly
- Host an online calendar of community events
- Send monthly resident and business owner e-newsletters
- Gather emails and invite all elected representatives to all major announcements, ribbon cuttings, and events
- Maintain an active presence on various social media platforms and update them weekly
- Use traditional and social media to market and promote events
- Promote positive change using traditional and new media
- Continue to manage the OBA, to collect membership dues, to expand membership, to host meetings, and to provide minutes.

Within two to three years

- Enter lottery for Tax Credit Partner in 2017
- Develop a residential annual gifts program for N5SRP projects
- Organize one fundraising event in 2017
- Develop a residential annual gifts program with the goal of raising \$5,000 in 2017
- Provide Advisory Board training every other year
- Update employee handbook, job descriptions, and evaluations as needed
- Advisory Board retreat
- Help merchants understand social media and online reviews of their businesses

Within four to five years

- Reach 100% participation in a new Board giving program
- Grow the N5SRP operating budget to \$350,000
- Consistently raise \$100,000 in unrestricted operating funds
- Create a goal of raising \$20,000 in grant revenue annually by 2018

Economic Vitality Committee

Within one year

- Expand committee membership and create volunteer job descriptions
- Create work plans
- Update the business inventory annually
- Submit yearly reinvestment statistics and publish them widely
- Walk the district monthly and document through merchant assistance log
- Conduct twice yearly workshops and training for businesses to make their ventures more successful
- Continue to visit with businesses on North Fifth Street and undertake annual needs survey
- Make referrals to technical assistance and financing partners
- Continue to monitor the corridor's reinvestment statistics
- Promote positive news about new business openings
- Use e-newsletter to promote news about the district and to provide useful advice
- Continue to promote SIP, InStore, and Business Security Program programs
- Continue publishing merchant newsletter monthly

Within two to three years

- Identify funding for a complete retail market analysis report for the corridor
- Help merchants understand changing demographics in the area and the current customers shopping on North Fifth Street
- Regularly update Hot List portion of website
- Review marketing materials and update as needed

Promotion Committee

Within one year

- Expand committee membership and create volunteer job descriptions
- Create work plans
- Create new N5SRP website, host online calendar for all events on North Fifth Street, and create pages for events and maps
- Create an annual calendar of events and post to website
- Review existing special events and make changes as needed
- Review existing sponsorship opportunities and vendor fees
- Create new special events or retail events
- Conduct evaluations of every event
- Review all special events and make changes as appropriate
- Conduct simple evaluations of all N5SRP events
- Create an annual calendar of events and post to website
- Create some new retail events
- Create a handsome pocket business directory and reprint twice a year
- Organize a new North Fifth Street Food Tour
- Continue to host Park(ing) Day, Winterfest, Trick or Treat on North Fifth Street, and Olney Youth Festival
- Continue to host or find a new sponsor for Open Mic Night in 2016.

Within two to three years

- Organize a new Restaurant Week promotion
- Investigate funding for a complete retail market analysis for the corridor
- Consider creating simple webpages for area businesses without an online presence for a small fee
- Coordinate with other event sponsors and encourage them to make changes based on customer demographics
- Review existing sponsorship and vendor fees and increase some each year
- Create new retail or special events

Within four to five years

- Work with partners to offer shopping opportunities before and after their events
- Fill out the calendar of corridor events to bring shoppers to North Fifth Street by creating new retail events designed to ring cash registers at corridor business throughout the year

Design Committee

Within one year

- Expand committee membership and create volunteer job descriptions
- Create work plans
- Continue to clean the corridor and remove bandit signs, benches, and newsstand as needed
- Expand cleaning program if funds are secured
- Monitor cleanliness and continue partnership with Keep Philadelphia Beautiful
- Report vandalism, graffiti, etc. to 311 and follow up
- Plant trees in the corridor with local Tree Tender group
- Regularly clean lots with volunteer groups
- Undertake litter surveys as needed
- Begin to monitor crime statistics for North Fifth Street in the 35th Police District
- Combat misconceptions about the corridor's safety and encourage the use of police log books
- Encourage merchants and property owners to participate in any crime or safety programs
- Encourage the use of SIP, InStore and business security camera programs
- Plan for a mural on the Fern Rock Hardware Store wall
- Provide free design assistance for OBA members for signs as needed
- Work with the PPA to plan placement of parking meters in the lower part of the corridor
- Encourage owners to maintain and restore their buildings and encourage use of SIP
- Provide quality design advice and work with the Community Design Collaborative as needed
- Identify specific maintenance issues in the corridor to address with the City
- Continue to make referrals for merchants for zoning, L&I, permits, trash, etc.
- Develop a program to encourage merchants and their employees NOT to park in front of their stores
- Continue "Free Holiday Window Display Workshop"
- Use the new website to promote the Olney neighborhood

Within two to three years

- Expand the N5SRP's street cleaning services in 2017

Credits

Donna Ann Harris wrote this 2016-2021 Strategic Plan for the North Fifth Street Revitalization Program.

Donna Ann Harris is the principal of Heritage Consulting Inc., a Philadelphia-based Women's Business Enterprise (WBE) boutique consulting firm that provides assistance to nonprofit organizations and government agencies nationwide in the following practice areas: downtown and commercial district revitalization, historic preservation, tourism product development, and nonprofit organizational development.

Prior to starting her firm eleven years ago, Ms. Harris was the State Coordinator for the Illinois Main Street program for two years and the Manager of the Illinois Suburban Main Street program for four years. During her tenure as the State Coordinator, Ms. Harris served 56 Illinois Main Street Communities, led a staff of 12, and managed a budget of over one million dollars.

Since 2004, Ms. Harris has worked with state, countywide, and local Main Street programs in 23 States. She has spoken for the last eleven years at the National Main Street Center annual conference and at the International Downtown Association annual meetings in 2008, 2009, and 2013. Ms. Harris has published six feature articles in the National Main Street Center's quarterly journal *Main Street News* on fundraising, business improvement districts, and advocacy. She also writes regularly for The Main Street Story of the Week for the National Main Street Center.

AltaMira Press published her book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* in 2007. Ms. Harris is a Certified Main Street Manager.

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