



CENTER *Piece*

SPRING 2021





Remember,

you do not have to do this alone: consider new partnerships, ones whom you have never pursued in the past. They may be able to provide new services, new ideas, new volunteers, and even new matching funds. Many funding applications are open now, and other opportunities are constantly changing – look for ongoing updates in PDC communications as we learn of new initiatives.

EXECUTIVE
DIRECTOR'S
CORNER



Sounding like a broken record, this past year has been a lot of things to all of us. It has been challenging. It has been life-altering. It has been an opportunity to re-evaluate the things that are important to us – personally and professionally. We have all experienced some form of personal loss – the loss of a loved one, the loss of face-to-face smiles, hugs, coffee breaks, happy hours, and dinner with family and friends. We have experienced the loss of our day-to-day routine, the faces we no longer see throughout the day, those whom we know by name and those whom we recognize by their daily walk by our windows, and we may have experienced the loss of our favorite local business.

However, it is now time for a re-evaluation of our communities. This is a time of a rebirth – a potential renaissance. Let's use this time to take a step back, to consider working through a visioning or planning process – to determine new priorities or dust off and give consideration to reviving older, existing ones that may now be more relevant than ever.

As an art history major, my favorite art period has always been the Renaissance – a time of renewal after the Dark Ages and the Bubonic Plague. It was a time that was influenced by the classical past but rooted in the present and looking forward. It was a time of imagination, invention, growth, and creativity, in art, architecture, science and literature. I believe we are at this critical juncture once again.

As you are moving forward planning the future of your community, here are a few ideas on what to consider:

RECONNECT – host small discussion groups (virtually or in person, as safety allows) to check-in with your stakeholders.

LISTEN – to their needs and be aware of their level of confidence in moving forward.

RECOMMEND – how you may be able to assist them. Remind them of your existing initiatives or assess whether a new initiative is needed as a response to their current needs.

INNOVATE – be willing to be creative. Identify new ways of thinking about and doing things differently.

Remember, you do not have to do this alone: consider new partnerships, ones whom you have never pursued in the past. They may be able to provide new services, new ideas, new volunteers, and even new matching funds. Many funding applications are open now, and other opportunities are constantly changing – look for ongoing updates in PDC communications as we learn of new initiatives.

Julie Fitzpatrick, PDC Executive Director

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PLEASE NOTE: DUE TO STATEWIDE RESTRICTIONS RELATED TO COVID-19 AND RECOMMENDATIONS BY THE CDC, THESE DATES AND LOCATIONS ARE SUBJECT TO CHANGE.

For more information or to register for an event or training, please [visit our online events calendar](#).

| EVENT | DATE | TIME | LOCATION |
|--|---|--|-------------|
| Community Revitalization Academy: Safe, Clean, & Green | Monday, April 26 - Thursday, April 29 | 9:00 a.m. - 12:00 p.m. | Virtual |
| New Manager Training | Monday, May 17 - Thursday, May 20 | 9:00 a.m. - 12:00 p.m. | Virtual |
| Manager's Meeting – Statewide | June 29 & 30 | 9:00 a.m. - 12:00 p.m. | Virtual |
| Regional Leadership Forum | Tuesday, June 29 & Wednesday, June 30 | 2:00 p.m. - 4:00 p.m. | Virtual |
| Community Revitalization Academy: Organization | Monday, July 26 - Thursday, July 29 | 9:00 a.m. - 12:00 p.m. | Virtual |
| Annual Revitalization Conference | September 12 - 15 | Ongoing Events | Reading, PA |
| Regional Leadership Forum | Sunday, September 12 | 1:00 p.m. - 4:00 p.m. | Reading, PA |
| Manager's Meeting – Statewide | Tuesday, September 14 | 1:00 p.m. - 4:00 p.m. | Reading, PA |
| Community Revitalization Academy: Design | Monday, September 27 - Thursday, September 30 | 9:00 a.m. - 12:00 p.m. | Virtual |
| Regional Leadership Forum | Tuesday, November 9 | 10:00 a.m. - 12:00 p.m. 2:00 p.m. - 4:00 p.m. | Virtual |
| Community Revitalization Academy: Community Marketing | Monday, November 15 - Thursday, November 19 | 9:00 a.m. - 12:00 p.m. | Virtual |

FEBRUARY

#NOPLACELIKELOCAL CONTEST WINNER

West Reading

"I am so grateful for an opportunity to give back to our terrific community that is a continued source of joy and happiness for me. I read about Barley Mow's "Feed the Frontline" initiative on their social media pages, and I am happy to contribute in a small way to their efforts. I work for international medical nonprofit ECRI and have many friends and family working on the frontlines, so COVID-19's immense impact is constantly on the top of my mind. I cannot think of individuals who are more deserving of some cheer. Thank you Pennsylvania Downtown Center and Barley Mow for making this a possibility!"

- ALYSHA MELNYK, WEST READING

"The Barley Mow had started an initiative called Feed the Frontline in April 2020 right after Covid hit. We accepted any and all donations from customers, community, businesses, etc.

We then prepare fresh, warm meals and delivered them to frontline workers all throughout our community. Including all units impacted by Covid in our local hospitals, our urgent care centers, our EMTs, our postal workers, and more. So far, we have donated over 1000 meals!

I safely hand deliver the meals to each unit at the time that works best for them - the workers are overwhelmingly appreciative. This has been the silver lining to the COVID crisis, for sure.

With Alysha's generous donation, we will be able to feed about a dozen hard working frontline workers next week!"

- CLAIRE STARR, CO-OWNER OF THE
BARLEY MOW CRAFT BEER HOUSE
WWW.BARLEYMOWBEER.COM



*Winners from top to bottom:
Danville, Quakertown & West Reading*

OTHER FEBRUARY WINNERS:

STEFANIE CLARK, QUAKERTOWN ALIVE!
SARAH SWANK, DANVILLE BUSINESS ALLIANCE



ANNOUNCING
**PDC and WalkWorks
Partnership**

Pennsylvania Downtown Center is pleased to announce that as of March 1st, 2021, PDC is the new Pennsylvania Department of Health (PA DOH) WalkWorks partner. PDC is assuming this role from the University of Pittsburgh Graduate School of Public Health, the originator of the program since its inception in 2014. To assist PDC through these initial transitional months, Carol Reichbaum has joined our team as the PDC WalkWorks Project Specialist.

Carol will continue to lead the program as she has for the last seven years, providing guided support and targeted technical assistance to communities receiving WalkWorks planning grants to facilitate Active Transportation Plans, as well as Complete Streets and Vision Zero policies. WalkWorks has awarded funds to 33 municipalities and agencies, which have generated 37 Plans and Policies. Carol will also be supporting PA WalkWorks Affiliates as these community partners work to create and sustain connected and safe walking routes throughout their communities. Over 100 routes in 28 of the State's 67 counties make up the network.

PDC looks forward to this newly developed partnership with PA DOH as it is an ideal companion to many of our PA Main Street

and Elm Street programs as they work to implement and support initiatives around health and wellness, creating more walkable and bikeable communities. Supported by the Preventive Health and Health Services (PHHS) Block Grant program, and as one of 16 states awarded the Centers for Disease Control and Prevention's (CDC) State Physical Activity and Nutrition (SPAN) grant, PA is able to utilize this grant to support investments that improve nutrition and support safe and accessible physical activity. Using SPAN funding, the PA DOH is prioritizing its work across four key strategy areas in 35 target counties with demonstrated disparities in nutrition, physical activity and obesity.

The responsibilities and activities are integral to accomplishing obesity related strategies as directed in a number of Centers of Disease Control and Prevention (CDC) funding opportunities. PA DOH strives to prevent and control adult obesity through built environment approaches that combine interventions to connect activity-friendly routes to everyday destinations to make it safer and more convenient for people of all abilities to walk, run, bike, skate or use wheelchairs, establishing activity-friendly routes that connect to everyday destinations through the development and adoption of active transportation plans and policies.

With PDC being the new programmatic partner, WalkWorks will remain much like it has over the last few years, with additional components being added to address and emphasize diversity, equity and inclusion for future programming. For more information on the program and the May 14th deadline, please visit the program's website.



ABOUT

Carol Reichbaum

Carol comes to the Pennsylvania Downtown Center from the University of Pittsburgh Graduate School of Public Health where she has served as Project Director of WalkWorks since 2014. Carol will continue in that role by providing technical assistance to municipal entities throughout the development of their active transportation plans and policies. Aimed at expanding opportunities for physical activity through the establishment of activity-friendly routes that connect to everyday destinations, the plans and policies recommend infrastructure improvements to ensure safe access for all users of all modes of transportation – pedestrians, bicyclists, public transit and motor vehicles. Carol also works with community-based organizations to create walking routes, thereby increasing opportunities for physical activity.

Prior to her role with WalkWorks, Carol assisted the Pennsylvania Department of Health in assessing its readiness for national accreditation and helped to train public health professionals, throughout Pennsylvania, in preparedness. Prior to that, and before returning to Pennsylvania – where she was raised – Carol was Vice President for Strategic Development and Planning for a multi-institutional health care system in south Florida.

Carol holds Masters Degrees in Law from the University of Pittsburgh and in Public Administration from Drexel University. She also holds a Certificate in Health Law. She was one of 25 Fellows of the 2016 Walking College, a national educational program for walkable community advocates.

Carol is a member of the Steering Committee of the Pennsylvania Chapter of the American Planning Association working to bridge municipal planning and health. She also serves on the Chapters Healthy Communities Task Force. She has been a guest speaker at the Transportation Engineers and Safety Conference, the Active Transportation Forum of the Southwest Planning Commission, National Walking Summit and Pennsylvania Pedestrian and Pedalcycle Advisory Committee.



REVITALIZATION TOOLS OVERVIEW

by
Mary Tate



Thank you to all who attended the February Managers' Meeting. We found the breakout sessions to be beneficial. Our Programs and Services Committee had the opportunity to discuss some of the topics that came up in these sessions. One such topic was the use of financial incentives, and it was suggested that PDC provide some educational opportunities around this. We also held the Asset Enhancement Community Revitalization Academy at the end of February and the need for additional education was again brought up. We hear you and will work to get this scheduled in April or May.

In the meantime, I wanted to provide a quick overview of some of the tools we see utilized

in revitalization efforts:

LOCAL ECONOMIC REVITALIZATION

TAX ASSISTANCE (LERTA): a tax abatement program created by the Commonwealth of Pennsylvania in 1977 authorizing local taxing authorities to provide tax exemption. The purpose of the legislation is to incentivize redevelopment of aging or deteriorating properties.

TAX INCREMENT FINANCING (TIF):

a tool used by municipal governments to stimulate economic development in a targeted geographical area. TIFs are used to finance redevelopment projects or other investments using the anticipation of future tax revenue resulting from new development.

TAX CREDITS: a tax credit is an amount of money that taxpayers are permitted to subtract, dollar for dollar, from the income taxes that they owe. Tax credits are more favorable than tax deductions because they reduce the tax due, not just the amount of taxable income. Pennsylvania offers a variety of tax credits to qualifying businesses and individuals. Details can be found [here](#). We look forward to exploring this topic with you in more detail very soon!

THE NEWEST FACES on Main Street & Elm Street



LISA SURMA BORICK, was recently appointed Nazareth Downtown Manager by the Nazareth Downtown Economic Commission. Lisa, a 20 year resident of Main Street comes to the NEDC from the Easton Redevelopment Authority where she is the Housing Program Manager. Responsibilities there include grant writing and management, preservation and development of housing, landlord training and numerous other community and economic development activities. She has held that position for the last seventeen years. Previously, she was employed by the City of Green Bay, WI in the same capacity. Prior to Green Bay, Lisa worked as the Environmental Planner for the Monroe County Planning Commission in Stroudsburg, PA. She earned her BS in Environmental Science from East Stroudsburg University. Lisa grew up in Pittston, PA a small town much like Nazareth. She sought to plant roots in a place similar to where she grew up and once she set foot in Nazareth, she knew she was home. Lisa has watched Nazareth experience many changes over the years and is very excited to help guide and grow her new hometown. Lisa is married to Christopher Borick, has two sons, Sam and John and a dog Marty. In her spare time, Lisa enjoys reading and tolerates running.



JOHN O'BRIEN joined the West Chester Business Improvement District in July 2020. Prior to joining the BID as executive director, John worked for the Pennsylvania House of Representatives for nearly 10 years specializing in communications and legislative policy. During his time in the House, John focused on helping to craft the annual state budget. John wants to use his legislative experience to help leverage grant opportunities for the town, advocate to our elected officials on behalf of the business community, and promote sustainability and growth in the borough. John received his undergraduate degree from West Chester University in 2010 and completed his MBA from West Chester University in 2016. As a lifelong resident of the West Chester area, John is passionate about serving his community. Since 2003 he has been an active member of First West Chester Fire Company and currently serves as a Lieutenant with the West Chester Fire Department.



LUCY PRATT is a native Gettysburgian and is ecstatic to have her first non-profit job back in her own hometown. Lucy received her Bachelor of Arts in Sociology from the University of Pittsburgh in 2019. Originally, she planned to attend law school, but since graduating has been inspired to pursue public service in other ways. Over the years Lucy has performed environmental conservation work with the National Park Service, researched historical and social explanations for food insecurity in rural areas, and explored her interest in the legal system through volunteering at law firms and non-profits. She is excited to learn all she can in this new chapter of her life and hopefully give back to the town that raised her in return.



SUSAN WILLIAMS is the new Executive Director for Downtown Shenandoah, Inc. in Schuylkill County. She replaces Mary Luscavage who retired in December 2020 after 14 years of leading the nonprofit organization. Susan a resident of Schuylkill County brings more than 30 years of marketing, entrepreneurial, and nonprofit experience to DSI. She has worked with the DSI team over the past few years on a variety of projects and looks forward to continuing fulfilling the organization's mission. "I look forward to working with the Shenandoah and Schuylkill County communities to develop partnerships, strengthen existing programs and continue the progress of The Center for Education, Business and Arts (CEBA). CEBA, is an innovation center where entrepreneurs and community members can acquire affordable education, business space, and valuable resources they need to start and grow their businesses. "When a community comes together, great things will happen and representing DSI on initiatives like CEBA is a perfect example," Williams said.



SADIYAH SABREE serves as The Enterprise Center's Commercial Corridor manager for 52nd Street in West Philadelphia, a corridor with a historic legacy as a place of arts and culture in Philadelphia. A Philadelphia native, Sadiyah holds a Master of Science degree in Urban Planning from the London School of Economics, and a Bachelor of Arts degree in Urban Studies from Columbia University. She is excited to be back in her hometown and working on various community development initiatives to strengthen and revitalize the 52nd Street corridor. Outside of work, Sadiyah volunteers as a running coach for youth involved in the juvenile justice system, hosts a weekly workshop on leadership development for high school students, and is a budding abstract artist.

Thinking Strategically About
STRATEGIC ACTIONS

by
Bill Fontana

Over the last several editions of this series we have talked about the “pandemic time” providing an opportunity for your local revitalization organization to undertake a review and/or update of your organization’s strategic plan. This would include reviewing your vision statement, making sure your vision statement included your transformative strategies, and reviewing an updating your vision/transformative strategies associated five-year plan. We also stated that this was great time for you, your board and your committees to get educated on those trends that may, or may not, impact your strategic plan coming out of the pandemic. In most of these articles we linked strategic thinking with a strategic plan.

But in this article, we want to shift focus a bit and move from strategic plans to strategic actions. Not everything that we do strategically has to be plan focused. In fact, there are many important

strategic actions, as opposed to day-to-day - or tactical – actions that we should be thinking about. There are many strategic actions that should, or must, be taken to ensure the success of your revitalization effort. In this article I want to talk about two of these strategic actions and provide a concrete example or each.

The first strategic action that you should consider is development, or expansion, of the database that serves as the measure of success for your revitalization effort. As I hope we all know by now, long-term, strategic outcomes are all about effectuating change – there is some factor we want to increase, decrease, maintain, establish or eliminate. But unless we know where we are today, there is no way to really know if we have met the goal of increasing, decreasing, maintaining, etc., that particular factor. Think of the goal of reducing crime in your district. If you don’t know what the crime rate is today, there is no way to know if you have reduced the crime rate in a year. Recently the PDC staff, through its subsidiary Keystone CORE Services (KCS) has been assisting Oil City with the development of a blighted property inventory (BPI) in that city’s Historic South Side neighborhood. The study conducted involved a building-by-building evaluation of blighting factors in the 230+ properties in the district. Using the International Property Maintenance Code- 2015 Edition, each property was rated on a scale from 5 to 1 (5 being little or no deterioration and 1 being dilapidated) across seventy-five structural elements including yards, foundations, exterior walls, door, windows, roofs, etc. The result was a quantified blight rating for each property and an overall blight index for the neighborhood as a whole. The study will allow the decision-makers in Oil City to determine what

tactical actions they can take to better address the strategic goal of reducing blight in the neighborhood. As it turns out, while there are numerous properties that exhibit evidence of significant deterioration, much of that deterioration is cosmetic – porches, stairways, decks, chipping and peeling paint, etc., and could be addressed by a well-designed Elm Street-type rehabilitation program. By the same token, should the City decide to take more aggressive action in the neighborhood in pursuit of some other development goal, the BPI would provide an indicator as to which properties should be addressed first. And then five years or so down the road, a follow up BPI survey of the neighborhood would allow the community to determine the quantifiable improvement made in the neighborhood by comparing the future, 2026 BPI index with the 2021 BPI index, thereby demonstrating the benefit to the neighborhood, and the municipality, in very demonstrative, quantifiable terms – E.g. a 25% reduction in blight.

The second strategic action which you should consider in the near future is a review of your municipality’s zoning ordinance. There are few components of a comprehensive revitalization strategy that can do more to derail your organization’s effort than an “unfriendly” zoning ordinance. And while we understand that the local revitalization organization has no power to change the zoning ordinance, they certainly have the ability to review the current zoning and recommend amendments to the municipality that would support the attainment on the vision and associated transformative strategies. This is also a very real reason for the local municipality to be in agreement with the vision and transformative strategies adopted by the revitalization organization. Once again, PDC staff worked with the board and staff of Downtown Shenandoah Inc. (DSI), to develop a series of proposed zoning amendments.

As I hope we all know by now, long-term, strategic outcomes are all about effectuating change – there is some factor we want to increase, decrease, maintain, establish or eliminate. But unless we know where we are today, there is no way to really know if we have met the goal of increasing, decreasing, maintaining, etc., that particular factor.

As I am sure many of you know by now, DSI has spent the last few years creating and working on implementing a transformative strategy to establish a portion of the Shenandoah business district as an entrepreneurial hub for the greater northern Schuylkill County region. The heart of this transformative strategy is the construction of an “innovation and event center” on Main Street in downtown Shenandoah. But more than just constructing a new building, Shenandoah is interested in creating the “entrepreneurial eco-system” that would compliment the new building. A review of the current zoning ordinance showed that the definitions, permitted uses, etc., had no mention of things

such as coworking space, business incubators, makerspace, artist live-work space, etc.

In addition, many of the social network components of a successful entrepreneurial eco-system such as micro-breweries, micro-distilleries, out-door dining regulations and other critical zoning-related standards and controls were absent. With help from PDC staff, a series of proposed amendments have been drafted and are in the process of being submitted to the Borough of Shenandoah for review. The amendments are not likely to have any immediate, short-term (tactical) impact, but over time, as the new innovation and event center comes on-line, the potential to establish Shenandoah as a true hub of entrepreneurship increases substantially.

So, now is a really good time to begin to address these strategic actions. Assuming that the current trends of the pandemic hold and/or improve, by the time the fall gets here, we will be back to dealing much more with the day-to-day actions of planning and implementing special events, operating façade programs, assisting with filling up vacancies, etc. The opportunity to take some of these strategic actions, while not lost, will be diminished. Do yourself a favor and take some time during the last few months of the pandemic to take some of these strategic actions.

GETTYSBURG HAS HAD ITS CHALLENGES *IT IS NO EASY STREET!*

BY STEFAN KLOSOWSKI



We are inclined to think, that given the national historical significance of Gettysburg, that it is an ‘easy street’ for economic development. The undertaking of such a Main Street program has its additional challenges. According to destination Gettysburg, more than 3 million tourists from around the world annually visit the town to experience the Gettysburg Battlefield and hear the Gettysburg address. This has not been the case for the past year with COVID. The town depends heavily on tourism and this year COVID crushed the tourism business.

The year 2020 shed light on a set of critical elements that had a heavy impact on Gettysburg. While the pandemic has also affected everyone everywhere, the reliance on tourism as an economic engine for the community has especially affected Gettysburg. The tourism business is seasonal and is heavily dependent on the hospitality industry. These factors have had a devastating financial impact on the economy. It should also be noted that the civil unrest in our country has drawn attention to its roots and there has been a tendency to focus on the Civil War. A number of groups have taken a stand in the Gettysburg square.

The historical attributes of Gettysburg also place a tremendous responsibility on the community to preserve the historical events that occurred here and to ensure that the Gettysburg story is told for generations to come in a relevant and proper manner. This responsibility to interpret the history and to provide the resident community with a quality of life is a challenge that requires additional financial and human resources.

The Gettysburg National Park is comprised of 6,000 acres of land that surrounds two-thirds of the town. There are expectations to preserve the feel of this historic treasure which includes height restrictions for buildings due to viewsheds. This presents an issue for businesses that want to grow in the 21st Century and a battle can ensue between these competing forces. There is a constant economic dance between preserving witness buildings and the desired spectrum of commercial growth.

Gettysburg is unique in that it is a small community of 7,600 (2,600 college students) that supports 3 million visitors per year. Without a sales tax to help revenues, the Borough is cash strapped. The community’s responsibility to maintain and preserve this national historic treasure is expensive. The community has over 100 non-profits seeking and competing for financial support from a low-income community.

Deb Adamik was recruited by the Chair of Main Street Gettysburg fourteen years ago. At that time, she was asked if she wanted to be the Executive Director and she responded with “What is a Main Street Manager?” Deb has a BS in Business Management from Towson University in Baltimore. Prior to this position Deb had worked ten years in the Baltimore banking industry and moved to PA in 1992. She still commuted to Baltimore’s Inner Harbor for another eight years as an organizational leadership consultant. From 2000-2007 she operated her own consulting business, providing leadership coaching and training to clients such as Gettysburg College and Dickinson College.

With such a background of experience Ms. Adamik was equipped to approach the skirmishes in Gettysburg. She believes that Main Street Gettysburg (MSG) can succeed when it becomes the catalyst for the achievements of the community. She feels that the role has been to listen to the community’s priorities and develop the strategic plans, gather a team of community leaders inspired to carry out related activities, seek the funds



and facilitate the implementation of the plans. The following initiatives listed below had an important economic and historic impact on the town and required strong community-wide teams of individuals with skills and dedication.

Deb has assisted in and facilitated the following initiatives:

GETTYSBURG 10 YEAR INTERPRETIVE PLAN

In 2000 MSG was appointed facilitator of a 10-year Interpretive Plan by a Gettysburg group of leaders that identified major preservation and revitalization projects that would attract more visitors. In 10 years, more than \$55M was invested. This work included managing the David Wills House, revitalizing Steinwehr Avenue, and participation in the planning of the Seminary Ridge Museum.

DAVID WILLS HOUSE OPENING AND MANAGEMENT

A National Park Museum, the David Wills House opened in the heart of downtown Gettysburg in 2009. This was the house President Lincoln stayed the night before he gave his famous Gettysburg Address.

STEINWEHR AVENUE REVITALIZATION INITIATIVE AND BUSINESS IMPROVEMENT DISTRICT

In 2009 MSG provided support to the Steinwehr community in planning, fundraising and executing this \$7.2M revitalization plan. This included the creation of the Steinwehr Business Improvement District (BID) and heritage lighting, visitor amenities and a major upgrade in infrastructure. The BID is going into its 12th year and MSG continues to provide administrative support and leadership.

150TH COMMEMORATION OF THE BATTLE OF GETTYSBURG

In 2013, a multi-day commemoration of the Battle of Gettysburg 150th Anniversary attracted thousands of people from all over the world to the downtown and National Park. In 2009, foreseeing the sunset of the Interpretive Plan, a small group of MSG directors identified the 150th as an important commemoration that could showcase the millions of dollars of investments and newly revitalized Interpretive Plan historic sites in town. MSG’s leadership role in the 150th was initiator, organizer, fundraiser and coordinator of the event.

10-YEAR MAIN STREET GETTYSBURG REVITALIZATION PLAN

With the sunset of the Interpretive Plan in 2010 and success of the 150th in 2013, MSG had to define their own future and role based on Gettysburg’s needs. MSG created a 10-year Gettysburg Revitalization Plan based on 4 years of community feedback from retreats, surveys, focus groups and various other methods.

BALTIMORE STREET HISTORIC PRESERVATION AND REVITALIZATION PLAN

The success of the Steinwehr Revitalization Project acted as the catalyst for the businesses and residents of Baltimore Street to ask MSG to take on a similar project in 2013 for the 1 ½ mile street that President Lincoln traveled on his way to give the Gettysburg Address. The MSG committee had raised more than \$97,000 in addition to securing a \$1.2M federal grant for the project design. The project was \$11.2 M.

2019 A GETTYSBURG CHRISTMAS FESTIVAL

The origin of this festival began with the Victorian Christmas Festival sponsored by the Steinwehr BID in 2014. In 2019, the

(DEB) BELIEVES THAT MAIN STREET GETTYSBURG (MSG) CAN SUCCEED WHEN IT BECOMES THE CATALYST FOR THE ACHIEVEMENTS OF THE COMMUNITY. SHE FEELS THAT THE ROLE HAS BEEN TO LISTEN TO THE COMMUNITY'S PRIORITIES AND DEVELOP THE STRATEGIC PLANS, GATHER A TEAM OF COMMUNITY LEADERS INSPIRED TO CARRY OUT RELATED ACTIVITIES, SEEK THE FUNDS AND FACILITATE THE IMPLEMENTATION OF THE PLANS

festival had over 100 sponsors, 100 community events and activities, and 100 volunteers who helped draw thousands of visitors to Gettysburg during a 3-day weekend.

LONG, LONG, LONG, LONG DINNER

MSG closed down four blocks along Baltimore Street to set up one long dinner table. People from all over town donated a fee to share a meal together. The Pennsylvania Municipal League's Annual Conference joined in on the event.

MAIN STREET GETTYSBURG CARES – COVID COMMUNITY RELIEF PROGRAM

When COVID blindsided the Gettysburg community, MSG quickly contacted business owners and learned what they needed most was timely and accurate information, funding, and encouragement. Free MSG Cares kits contained PPE, signage, and sanitizers, that were put together and distributed to 126 businesses by volunteers. MSG developed a new free website, GettysburgPro.com, as a one-stop-shop for Gettysburgians to make online purchases at the local businesses.

The amount of funding achieved by the collaboration of the town through MSG initiatives is overwhelming. The community has over 100 non-profits who seek and compete for financial support. Deb strives to motivate people in the community to maximize their investment of time and talents for the greater good. As a follower of Dale Carnegie, who defines leadership as "Getting things done through others," with little money to pay anyone, no authority or power over anyone and high-impact visionary goals to achieve, turning high stake plans into reality presented the ultimate challenge for her.

Her sense of accomplishment is not counted in dollars but stems from the success of building volunteer teams of enthusiastic and talented leaders, scholars, community members, visitors, businessmen, and public officials from national, state, and local walks of life who planned multi-million-dollar projects and executed them successfully.

Ms. Adamik and Main Street Gettysburg Main have received the following awards:

Manager of the Year from the PA Downtown Center in 2014.

Recognition from the Gettysburg National Military Park for their work for the 150th Battle Commemoration.

Top 5 Main Streets (close) consideration for the National Main Street Center recognition of the Great American Main Street Award in 2014.

Volunteer of the Year from the Gettysburg Chamber of Commerce.

"One of the hardest things about being a Main Street Manager in Gettysburg is juggling priorities! It is a challenge to determine how to handle things, so everyone feels they have been heard and respected. Even though it is impossible to satisfy everyone. The MSG Manager answers to the community, the Board, the businesses, elected officials, local, county, state and national partners, partner organizations, DCED, PDC, grant sources and of course donors and sponsors. "

"It's all about building an effective team!" Deb strongly believes that nothing about Main Street should be about "me" or any other individual.

“As Director of a Main Street program, to succeed means seeking the talents and showcasing those community volunteers in a way that they all feel special. Everyone wants to feel they made a difference and appreciated. If you are successful in building this community team of volunteers, you leave an intangible legacy of people willing to carry on the best practices for continued growth in your town.”

HONORING ALL MAIN STREET MANAGERS

“Over the past 14 years I have met so many Main Street and Elm Street folks of all ages, gender, backgrounds and the common thread woven through everyone was their love and commitment to their community. The pay is small, the hours long and the challenges sometimes feel insurmountable, but everyone still forges ahead. Several years ago, I thought I was ready to leave. After a potential job interview, I realized something important. How many jobs that offer you the opportunity to be creative and make things happen in a way that can impact the entire community for years to come. Hats off to all Main Street and Elm Street managers for the huge contribution that they give to their community. Very few people will ever understand what it takes to move those Main Street mountains....but you know! And that is all that matters.”

DYNAMIC DUO

There is an old saying, “You are measured by the company that you keep.” I have been so blessed to have met and interacted with hundreds of outstanding individuals during my time at MSG. I could never thank all of them enough and if I started, I would offend someone for leaving them out. However, when you are a staff of two working in a tiny 500 square foot office with no windows, it is imperative that you find the perfect working partner. That I did with Annie Frazee. The results of our six years together will be legendary for both our successes and “good attempts.” Without Annie’s partnership, I know results would have never been the same. Thank you, Annie! There will never be another “Dynamic Duo” like us for sure!

A MEMORABLE EVENT

An interesting episode occurred during the Battle of Gettysburg’s 150th Commemoration Event. Just three months prior to the 150th commemoration, our nation experienced a terrorist event known as the Boston Bombing. As the leader of the 150th planning group, Deb was petrified of how they would be able to create a safe 150th multi-day commemoration with reenactors coming with cannons and muskets, and no entrance boundaries to surround the town for security during the events. The Superintendent of the Gettysburg National Park and local and state police assured her that they would be safe. On July 3, 2013, there were more than 40,000 people, midafternoon on Pickett’s

charge field to reenact “Shaking of the Hands.” The town was also packed. Deb was on the corner of Lincoln Square selling engraved bricks to raise funds for MSG with phone in hand in case anyone needed her from the 150th planning committee.

Then she overheard someone say, “The hospital is on lock-down!” “Did you see the snipers on the roof of the Heritage Center?”

Standing on the corner of Lincoln Square, completely vulnerable in 90+ degree heat, selling bricks, while her greatest fear was playing out. She quickly returned to her office only to find out the entire town was on lock down while 40,000 people continued to walk the fields of Pickets Charge enthralled with the reenactment event. Apparently, some teenage kids decided to randomly steal a car during the peak of the commemoration, a chase ensued, and they ran the car into a bank building in the middle of tens of thousands of people in town. Given the heightened sensitivity of terrorism due to the Boston Bombing, the terrorism security plans (federal, state and local) kicked into gear. Lockdown, snipers on buildings, hundreds of undercover police and dogs were called in. Clearly the security teams kept their word and had it under control. This was definitely a memorable moment for Ms. Adamik!!

Hats off to all Main Street and Elm Street managers for the huge contribution that they give to their community. Very few people will ever understand what it takes to move those Main Street mountains....but you know! And that is all that matters.”

Deb has been married for 37 years and has had one miracle daughter, who was 1.5 pounds when she was born in 1988. The miracles that she has experienced completely changed her life in so many ways. Through this experience she learned how to take risks with courage and have faith both spiritually and in her own abilities.

She owns a Bernese Mountain Dog named Madison or otherwise known as “Main Street Maddie.” She became a social media hit when she donned her purse and went shopping downtown during the pandemic.

Deb enjoys the theatre, especially Broadway musicals, Turner Classic movies, all types of music and art. She LOVES to dance! There is no place in Gettysburg to dance! She would very much like to see a business open up in Gettysburg that offers the opportunity to dance.

When she retires, she is looking forward to enjoying her 33-acre farmette, particularly the wildlife and experimenting with gardens of flowers and vegetables. Traveling is also something that she looks forward to. In 2019 her family took an incredible tour of Eastern Europe and it just created the hunger to see more. When the COVID situation is over, she looks forward to traveling within the states, as well as throughout the world.



Deb Adamik

Executive Director

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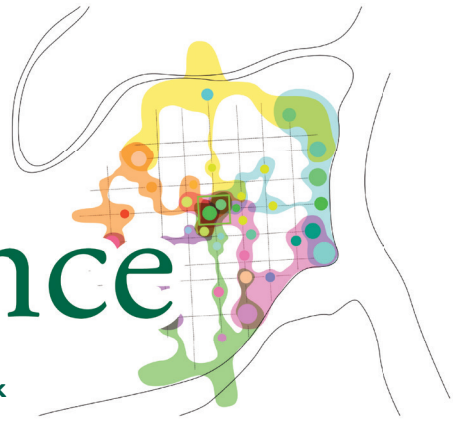
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Designing *for* Distance

by Julie Fitzpatrick



The Designing for Distance (D4D) project was an idea that came out of PDC's COVID-19 Recovery and Resiliency Task Force, Public Space Working Group. PDC had an existing grant agreement with Pennsylvania Historical Museum Commission (PHMC) to develop a Design Guidelines handbook, but when COVID hit, it became evident that there was an opportunity to develop something that could be more responsive to the needs of the communities, and the Designing for Distance project was born.

The basic premise was to develop design-based solutions to specific social distancing-related challenges affecting the public realm. Recognizing that sometimes a picture speaks a thousand words, the goal of the Designing for Distance program was to provide municipal leaders and the community revitalization organizations with practical design and planning solutions and accompanying implementation strategies to help their businesses and communities adapt to the difficult circumstances created by COVID-19.

PDC and PHMC selected the four pilot communities of Easton, Erie, Lewisburg, and Reading. Easton and Reading are Certified Local Governments (CLGs), and Erie and Lewisburg could be eligible to apply to be CLGs. Additionally, all four communities are currently designated or recently designated Keystone

Communities Main Street programs, and most had past Elm Street programs. The communities represented a variety of different types of public spaces and configurations that could be relatable and applicable to other communities throughout the commonwealth. PDC and PHMC released a request for qualifications to design firms: architecture, landscape architecture, planning, engineering, etc. and selected four firms to work with the four communities for a small stipend.

Over the last few months, the firms have worked with the community leaders and developed outstanding conceptual plans to identify each community's individual focus and needs. We anticipate that life will be different, even after wide-spread vaccination, so we believe these projects will be relevant and applicable into the future. Each community project was very different, and we are excited to share these examples and encourage you to apply components from these examples to Design for Distance in your own community.

The full reports of the conceptual designs and the recorded virtual workshop will be posted to PDC's website. [Check back often for the latest!](#)

“Could there be a way to rethink the ‘return to normal’, in this way building upon the lessons of the pandemic to solve immediate needs for social distancing, while improving the public realm long term?”

- EASTON "DESIGN FOR DISTANCE" PRESENTATION

[SEE ONLINE RESOURCES](#)

EASTON

THE PLAN

THE EASTON MAIN STREET INITIATIVE, PART OF THE GREATER EASTON DEVELOPMENT PARTNERSHIP, AND THE CITY OF EASTON, WORKING WITH THE CREATIVITY, INGENUITY, AND GUIDANCE FROM OSD OUTSIDE

The focus is creating greater integration and connection between Centre Square, historically the hub of ongoing events and activities, in the City of Easton and the Riverfront.

- **Specifically, through Northampton & Sitgreaves and Scot Park to the Riverfront** - “transforming corridors into journeys”, by expanding outdoor destinations for social distancing, events, and gatherings
- **Strengthening the pedestrian network from the Centre to the edge**, by creating safe options for crossing Larry Holmes Drives to the Riverfront
- **Creating dynamic options for open streets and outdoor lounging**; with a combination of temporary, movable furniture with more permanent features; offering a variety of activities, events, and options; incorporating public art & graphics to enliven and energize the space



ERIE

THE PLAN

THE ERIE DOWNTOWN PARTNERSHIP AND THE CITY OF ERIE WORKING WITH THE CREATIVITY, SENSITIVITY, AND GUIDANCE FROM THE SMITHGROUP

The focus is based on guiding principles that include an educational component that builds empathy to the wider community and to the needs of the homeless residents of downtown, by creating equitable spaces where all people feel welcome, safe, comfortable, and able to fully participate – Designing for Distance & Dignity.

- **Using Maslow's Law of Hierarchy** – to determine the needs and wants of the area to include: public restrooms and food lockers, warming pods and wind screens, movable furniture, charging stations, murals, and games.
- **A variety of options were offered from quick, cheap, and easier tactical interventions** to more expensive methods and permanent fixtures.
- **Specific sites were identified that included:** areas along State and French Street, the City Mission, and other pocket parks.
- **Designs were included for movable and purposeful barricades** that could also serve as planters, bike racks, and billboards.



POCKET PARK



READING

THE PLAN

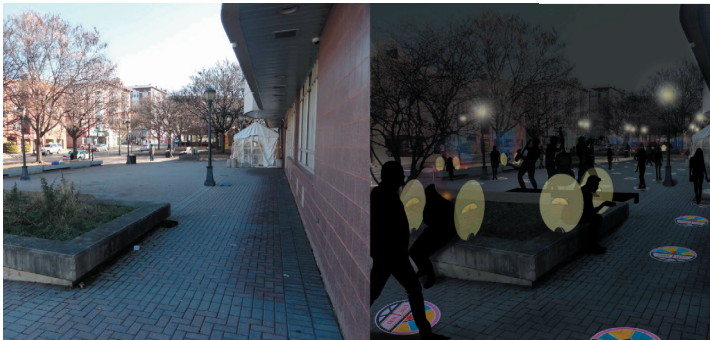
THE READING DOWNTOWN IMPROVEMENT DISTRICT AUTHORITY AND THE CITY OF READING WORKING WITH THE CREATIVITY, RESOURCEFULNESS, AND GUIDANCE FROM NAVARRO & WRIGHT CONSULTING ENGINEERS, INC.

The main area of focus is developing a strategy for safe gathering and social distancing along Penn Street between 4th and 9th Street where the majority of events have traditionally taken place. The other areas of focus are located in three courtyards along Penn Street.

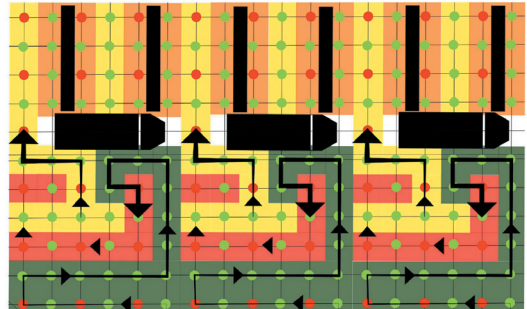
- **Identified public parking areas, walking routes visitors would take from their car to the event**, and timing of activities are incorporated into the concepts.

- **Each plan contains a matrix of dots that outline the total maximum number of how many people can be within a general block** of area in the downtown for each event at any given time, and arrows providing a guided flow of movement. Each dot is spaced exactly six feet apart for the recommended social distancing requirement.

- **Fire and Ice Festival is typically the largest event**, which was used as the example to include elements such as food truck design and a sequence for flow of people waiting at the food truck lines, a warming tent tunnel, improvements to the courtyard plaza spaces, and added interactive murals/digital screens.



PA DOWNTOWN CENTER READING DESIGN FOR DISTANCE- FOOD TRUCK MOVEMENT DESIGN



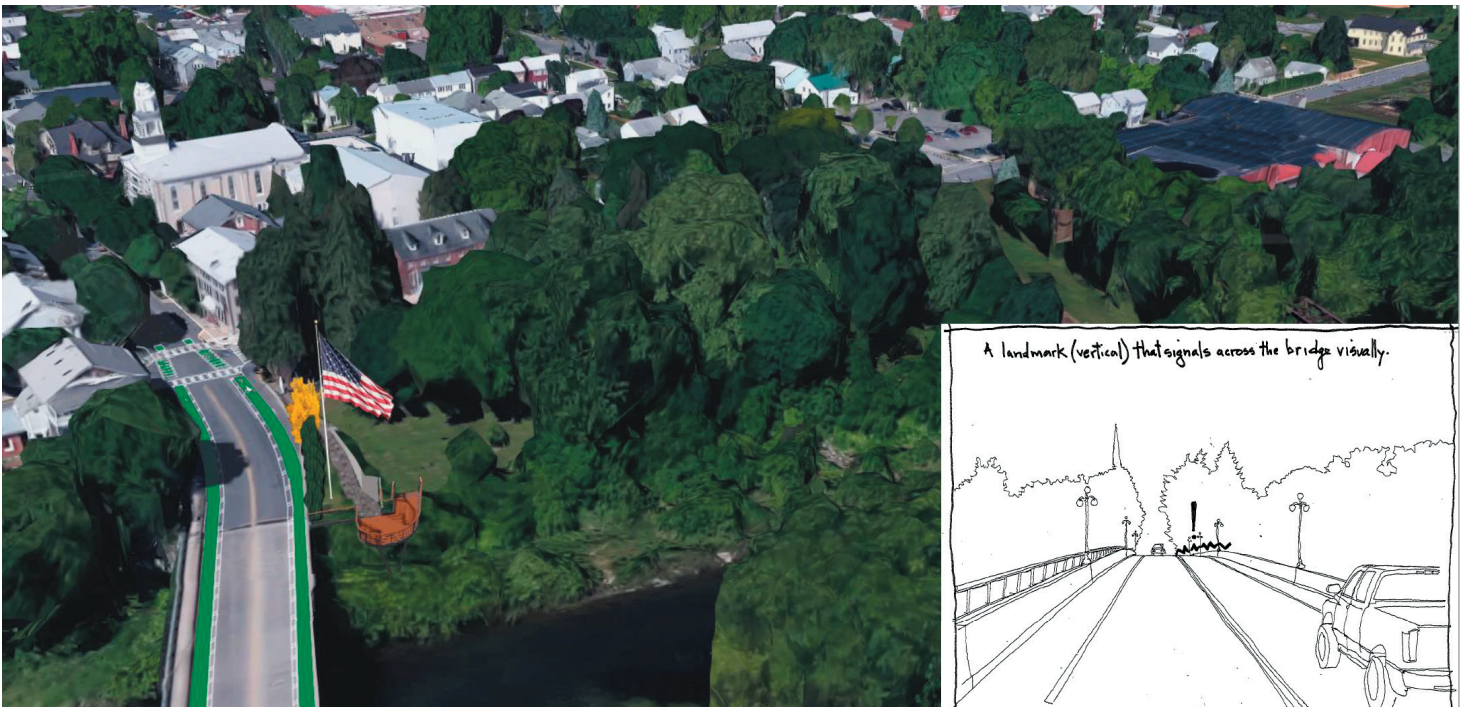
LEWISBURG

THE PLAN

THE LEWISBURG NEIGHBORHOOD CORPORATION, THE LEWISBURG DOWNTOWN PARTNERSHIP, AND THE BOROUGH OF LEWISBURG, WORKING WITH THE CREATIVITY, IMAGINATION, AND GUIDANCE FROM BERGMANN.

The focus is a little different than the others as it is addressing the increase in outdoor activity and recreation as it has been impacted during the pandemic, concentrating on the intersection at Market Street and Water Street, and the Susquehanna River Overlook at the edge of the downtown.

- **Coordination with the project team that also included PennDOT District 3.0**
- **Alternatives that were examined included:** traffic calming, multi modal options, gateway treatments, and wayfinding with a potential signing district.
- **A variety of creative options were offered to celebrate and delineate Soldier's Park,** from more traditional to natural, to artistic, playful, and interactive.



SEE ONLINE RESOURCES

The activity that is the subject of this project, Designing for Distance, has been financed in part with Federal funds from the National Park Service, U.S. Department of the Interior made available through the Pennsylvania Historical and Museum Commission. However, the contents and opinions do not necessarily reflect the views or policies of the Department of the Interior, nor does the mention of trade names or commercial products constitute endorsement or recommendation by the Department of Interior.

This program receives Federal financial assistance for identification and protection of historic properties. Under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, as amended, the U.S. Department of the Interior prohibits discrimination on the basis of race, color, national origin, disability or age in its federally assisted programs. If you believe you have been discriminated against in any program, activity, or facility as described above, or if you desire further information, please write to: Office of Equal Opportunity, National Park Service, 1849 C Street, N.W., Washington, D.C. 20240.

KEYSTONE COMMUNITY DESIGNATIONS

by Kyle Bailey

With Spring just around the corner and the hope of more widely available COVID-19 vaccines on the horizon, good news seems to keep coming. Meanwhile, we at the Pennsylvania Downtown Center have been working diligently with several communities and revitalization organizations throughout the commonwealth to assist in the application of Keystone Community Designations. We are excited to share that three designations have been accepted into the program including Quakertown Alive! Greater Easton Development Partnership, and DON Enterprise Inc.'s Elm Street designation in the city of New Castle.

As a previously designated Main Street program, **QUAKERTOWN ALIVE! (QA!)** will implement a variety of programs that have been in development over the past several years. One of their priority areas will be Nature-Based Placemaking in which they will take advantage of natural assets and recreational opportunities to encourage economic growth and local development. Quakertown Alive! has also demonstrated success through their highly sophisticated program of events that bring thousands of people into the community each year. QA! Main Street Manager, Naomi Naylor shares, "Our Main Street organization and our community are thrilled to be re-designated and renewing our partnership with DCED and PDC staff which we have found to be invaluable over the last 5 years! Our strategic planning, our revitalization efforts, and new initiatives of Nature Based Placemaking are on the forefront of great impact to our community. However, it's the relationship with these two

organizations and their responsive staff that will help guide, direct, and encourage us to expand and complete our updated transformative strategies to enhance our community for our residents while drawing visitors to our downtown business district and our recreational assets. Getting us closer to our goal of becoming a destination."

The **GREATER EASTON DEVELOPMENT PARTNERSHIP (GEDC)** is also a previously designated program hoping to utilize the benefits of Main Street designation to create a bigger impact in their community. The efforts will be implemented by the Easton Main Street Initiative, a subsidiary of GEDC. Priority areas for the Main Street initiative include a variety of program areas including, increasing the daytime economy connectivity and walkability, and enhancing their relationship with Lafayette College.

The **LOWER EASTSIDE NEIGHBORHOOD** in the **CITY OF NEW CASTLE'S ELM STREET** designation will be managed by DON Enterprise Inc., a western Pennsylvania based nonprofit organization that empowers people with disabilities to live independently. The focus of the program will be blight remediation and home maintenance assistance. The program also plans to implement quality of life projects such as community gardens, pocket parks, and safety programs.

If you or your organization is interested in learning more about designation, please reach out to a PDC staff member for more information.

DESIGN

BEYOND THE
STRUCTURES

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