

# ROY Strategic Business Plan



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## **ORGANIZATION DESCRIPTION AND PURPOSE:**

The Revitalization Of Youngsville Association (ROY) is a member of the Regional Main Street Program and is made up of hundreds of dedicated volunteers, with a core group of 30, who have been working together for the past five years with the Borough of Youngsville (BOY) for economic development to organize, plan, and implement numerous projects that would improve the Warren County business climate and enhance the quality of life for Youngsville residents, especially young families.

ROY takes into account the traditional approach to economic development, such as sales promotions, customer service, etc. but also works on underlying factors influencing economic success. The Youngsville community, including business and government, has made downtown development a priority. ROY has developed a strategic plan, which will serve as a roadmap for the next three years. This plan is structured under the four point approach suggested by the Pennsylvania Downtown Center (<http://www.padowntown.org>). Each has measurable goals, objectives and time tables. This plan is subject to amendment as conditions change, objectives are accomplished, and opportunities arise.

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## **PROOF THAT THE MAIN STREET PLAN IS ECONOMICALLY VIABLE:**

The National Trust's Main Street program is one of the most successful economic development strategies in the United States according to HUD. Cumulatively, the 1,200 communities that have taken part in the Main Street program have generated \$5.87 billion in new investment, with an average of \$30.02 in new investment for every dollar used to support local downtown revitalization efforts. Participating towns and cities, as of 1997, have also witnessed a net gain of more than 115,000 new jobs and 33,000 new businesses, as well as the rehabilitation of more than 34,000 commercial buildings.

According to the National Main Street Center's *Main Street Success Stories* book a similar sized community of Corning, Iowa with a population of 1,800, saw 50 new businesses, an increase of 20% for commercial rental rates, 62 new jobs and rehabilitation of 60 properties in a 7 year span of time.



### **ROY MISSION STATEMENT:**

The mission of Youngsville area business and community members is to enhance a safe, friendly, family-focused environment, and develop a healthy economy by utilizing our local assets and outside resources.

### **GOAL:**

To re-invigorate Youngsville so that it will once again be a vibrant downtown that is family-friendly and business-ready and attractive to all age groups especially young families and alluring to tourist and visitors.

### **ACTION:**

- Advance Main Street
- Upgrade deteriorating infrastructure, e.g. sidewalks and utilities
- Improve street lighting and traffic signals
- Improve accessibility for the disabled
- Develop signage
- Support existing amenities
- Support and create community events
- Develop waterfront access and promote water related activities
- Build celebratory entrance
- Entice travelers on Route 6 into the downtown
- Promote tourism enterprises
- Map and improve internet service & increase broad band
- Create joint marketing among the local businesses
- Increase popular support of tourism
- Take advantage of unique local assets, such as the Brokenstraw Creek
- Act on the recommendations of the PA Route 6 Heritage Corporation's Consultants, EADS Group (see appendix)
  - **SUMMARY OF RECOMMENDATIONS-ENHANCING A TRAIL TOWN**
  - **FRAMEWORK OF RECOMMENDATIONS**



### **PARTNERSHIPS:**

Revitalization Of Youngsville (ROY) works jointly with the Borough of Youngsville (BOY) and is organized under the guidelines of the Pennsylvania Downtown Center, <http://www.padowntown.org/>, in partnership with the Regional Main Street Program under the Warren-Forest Counties Economic Opportunities Council (EOC) a 501(c) 3, with the communities of Sugar Grove, Tidioute, and Sheffield. Also, ROY has formed partnerships with the WCCBI (Warren County Chamber of Business and Industry), and Warren County Visitors Bureau, the Buffalo and Pittsburgh Railroad Inc., the Warren County Commissioners, State Representative Kathy Rapp, State Senator Mary Jo White, Pennsylvania Department Of Transportation, the Route 6 Heritage Corp, GRO –Warren, The PA Wilds, and is recognized as being on the Artisans Trail.

### **FUNDING PARTNERSHIPS:**

- Blair Corporation
- The Community Foundation of Warren County
- DeFrees Family Foundation
- Department of Community and Economic Development (DCED)
- Pennsylvania Department of Conservation and Natural Resources (DCNR).
- National City Bank
- Borough Of Youngsville (BOY)
- Clark Foundation
- Warren Forest Counties Economic Opportunity Council (EOC)
- PNC Bank
- Warren County Commissioners
- United Refining Company
- Whirley Drink Works
- Local Businesses
- Youngsville American Legion
- Private Contributors

### **VOLUNTEER PARTNERS:**

Over 325.5 volunteer hours have been logged by Youngsville area residents for the 2008 4<sup>th</sup> quarter and 2,279.5 hours in 2009. Youngsville has the highest percentage of volunteers-to-population in the area and in the Western Pennsylvania Downtown Center (PDC) region. A volunteer hour is worth \$19.61 according to the National Trust. So, for 2009 alone, Youngsville has volunteer hours worth \$44,700.95.



**CURRENT STATE OF DOWNTOWN:**

Youngsville has always been known as a wholesome and pleasant small town, but in recent years sidewalks and buildings have been deteriorating and downtown businesses are struggling, causing closings. Youngsville has 1800 residents calling it home. Plus, visitors come in from all around the county.

In 1925, US Route 6 was incorporated in to a highway system that connects the United State from coast to coast. US Route 6 stretches from Cape Cod, Massachusetts to Long Beach, California. It is one of America’s first transcontinental highways. And, in 2005, Governor Edward Rendell identified Route 6 as a Heritage Corridor. In 2008, the Commonwealth of Pennsylvania recognized Youngsville as a Route 6 Heritage Community.

Youngsville has enjoyed successes over the years. The citizens of Youngsville have raised funds to build the new Public Library, the Brokenstraw Valley Swimming Pool and the new Fire Hall.

**POPULATION OF WARREN COUNTY:**

Warren County Geographic Unit	1990 Population	2000 Population	2005 Population (Estimate)
<b>WARREN COUNTY</b>	<b>45,050</b>	<b>43,863</b>	<b>42,033</b>
Bear Lake borough	193	193	182
<b>Brokenstraw township</b>	<b>1,962</b>	<b>2,068</b>	<b>2,027</b>
Cherry Grove township	155	228	223
Clarendon borough	650	564	530
Columbus township	1,776	1,741	1,670
Conewango township	4,475	3,915	3,708
Deerfield township	274	333	323
Eldred township	669	709	685
Elk township	541	551	538
Farmington township	1,287	1,353	1,303
Freehold township	1,318	1,402	1,382
Glade township	2,372	2,319	2,218
Limestone township	359	418	407
Mead township	1,579	1,555	1,501
Pine Grove township	2,756	2,712	2,592
<b>Pittsfield township</b>	<b>1,543</b>	<b>1,519</b>	<b>1,508</b>
Pleasant township	2,663	2,528	2,419
Sheffield township	2,382	2,346	2,264
Southwest township	626	561	544
Spring Creek township	843	872	877
Sugar Grove borough	604	613	576
Sugar Grove township	1,745	1,870	1,845
Tidioute borough	791	792	746
Triumph township	314	286	281
Warren city	11,122	10,259	9,648

Watson township	276	322	313
<b>Youngsville borough</b>	<b>1,775</b>	<b>1,834</b>	<b>1,723</b>

### **STRATEGIC PRIORITIES FOUR POINT APPROACH:**

The Revitalization Of Youngsville Association (ROY) organized under the guidelines of the PA Downtown Center, <http://padowntown.org/>, a non-profit organization, who advocates the Four-Point Approach to revitalization. Its strategy is for a core group to recruit volunteers, money, forge coalitions, and create a way of thinking that supports Main Street's renewal. It is an idea that many committees working simultaneously on their vision for the future on several coordinated projects (not one at a time) will come together to form the bigger picture. It covers a whole range of interrelated issues that affect revitalization. There are four committees organized under the 4 point approach. However, there are several sub-committees, under the 4 point committees, who meet independently to proactively focus on the economic health of the downtown.

#### **1. Organization:**

- Creates a communication process and funding mechanism by which ROY can take a leadership role to making projects happen
- Gets everyone, including property owners, businesses, residents, employees, visitors, government agencies, and non-profit organization, working collaboratively toward the same goal
- Builds consensus and cooperation among the groups
- Recruit other people in town and stake holders to be members of the committees / Rewards volunteers
- Fundraising

#### **2. Economic Restructuring:**

- Sharpens the competitiveness of business enterprises through educating business owners, a website, and other business objectives
- Helps convert unused space into productive property
- Finds a purpose for Youngsville's enterprises
- Helps retain existing businesses
- Helps existing businesses expand
- Recruits new businesses

#### **3. Design:**

- Helps the town get into top physical shape.
- Capitalizes on its best assets such as historic buildings and traditional downtown layout
- Creates an inviting atmosphere, created through window displays, parking areas, signs, sidewalks, street lights, and landscaping
- Conveys a visual message about what Youngsville is and what it has to offer.

#### **4. Promotion:**

- Sells the image and promise of Youngsville to all prospects.
- Markets the district's unique characteristics to shoppers, investors, new businesses, and visitors
- Plans a promotional strategy that forges a positive image through advertising, retail promotional activity, special events, and

marketing campaigns, carried out by local volunteers and watched most closely



## **STRATEGIC PRIORITY ORGANIZATION**

### **COMMITTEE GOAL:**

Establish a strong working relationship and communication with community members, property owners, business owners, community groups, realtors, government entities to plan, coordinate and implement downtown revitalization programs and projects; develop a long-term, sustainable, organizational program to ensure that downtown business district revitalization efforts are coordinated, supported and managed to maximize valuable volunteer efforts and financial resources.

### **COMMITTEE OBJECTIVES:**

- Build and foster collaboration, and shared efforts with the businesses, community members, surrounding area and surrounding communities
- Lead and manage the communications with one voice to advance the future of Youngsville.
- Raise funds so that the committees may complete their projects
- Develop evaluation criteria

### **ACTION PLAN**

- Contact and coordinate people with the goal of introducing the idea of one voice for downtown Youngsville
- Share information with others through community newsletter, Warren Times Youngsville news page, direct mail, voice and phone calls
- Develop a list of business owners
- Develop a list of community members who have an interest in downtown Youngsville
- Develop a business recognition program
- Send invitations to Stakeholders
- Send correspondence such as thank you, birthday, other cards to community members and stakeholders
- Hold town hall meetings
- Study and implement fundraising strategies to support the organization
- Survey event-goers– prune or add events



## **STRATEGIC PRIORITY ECONOMIC RESTRUCTURING/ ASSET ENHANCEMENT**

### **COMMITTEE GOALS:**

To help Youngsville become a multi-dimensional environment that supports employment, and encourages a prosperous business environment by bringing people downtown because there is entertainment, recreation, and a high quality of living.

### **COMMITTEE OBJECTIVES:**

- Encourage businesses to locate downtown
- Retain existing downtown businesses
- Explore and implement policies that stimulate economic development within Youngsville's boundaries.
- To develop a list of industries and specific businesses to recruit to downtown

### **ACTION PLAN**

- Work with the Borough of Youngsville, and downtown businesses to develop a list of at-risk businesses in need of assistance
- Hold retention meetings with businesses and compile a short list of ideas to improve their businesses
- Marketing the downtown's unique characteristics to investors and old & new businesses.
- The Economic Restructuring Committee took the lead in changing the zoning in the Main Street area to allow for future development and re-use.
- The latest improvement has been the ordinance relegating Adult entertainment to a designated area within Youngsville Borough.
- Serve as an "advocate" on behalf of downtown business.
- Work in collaboration with local and regional economic development organizations.
- Survey existing businesses
- Educate business owners and staff
- Establish low interest revolving loan fund for the businesses
- Become familiar with local, state, and federal funding resources (tax incentives, etc.) available for "deal making."
  - Encourage private sector investment in downtown while also generating an additional revenue stream to support downtown development.
  - Maintain partnerships, and commitment with the Borough to create a dynamic downtown environment.
- Target clusters for new investment (retail / entertainment / housing)



## **STRATEGIC PRIORITY DESIGN:**

### **COMMITTEE GOALS:**

Pursue a coordinated streetscape master plan for downtown Railroad Street and Main Streets. Develop a long-term community public space that is safe, with downtown green space and a unity in its look and design; leading into the downtown from Route 6, and ADA compliant environment with curb appeal

### **COMMITTEE OBJECTIVES**

- Create attractive and safe public spaces
- Show the Brokenstraw Creek as an asset for the community
- Create gateways to delineate clear point of entry to downtown
- Help downtown property owners to see the vision of curb appeal and compatibility
- Improve pedestrian walkways and sitting areas

### **ACTION PLAN**

- Work with contractors for Streetscape improvements
- Investigated accessibility tools to assist contractors and property owners
- Secure funding for streetscape construction
- Select and purchase streetscape furnishings
- Bid the phase
- Façade improvements of businesses
- Erect a ceremonial entrance
- Design and build structures along Route 6



## **STRATEGIC PRIORITY PROMOTION**

### **COMMITTEE GOALS:**

To have visitors from all over the county and further plus local residents think of the downtown as a premier destination. And, for business owners to work together, economically benefiting themselves and the area.

### **COMMITTEE OBJECTIVES:**

- Market the downtown's unique characteristics to shoppers.
- Hold downtown events so that people coming into the downtown for entertainment, and recreation will take away with them a good feeling about the downtown. Therefore, the downtown becomes top of mind when they think to go to a store to buy.
- Create and sell the vision of a friendly country small town where visitors and community members can socialize and forget about a hectic life.

### **ACTION PLAN**

- Conceptualize, design, implement, and evaluate a fully integrated strategic marketing program.
- Promote the history of Youngsville as a hunting, fishing, laid back small town
- Communicate and advocate on behalf of Youngsville businesses
- Design a yearly marketing plan with the advice and input of the businesses.
- Organize the local businesses so that they may pool funds and form a plan to market themselves and the area together.
- Create a marketing program
- Unite the business owners to work together
- Hold special events including downtown parties: Corn Festival, and other annual events and projects
- Advertise the special events to bring people downtown
- Personally visit each business owner and see how ROY may help their business
- Pool a fund contributed by business owners to market regularly

### **ASSESSMENT**

- Survey participants during events
- Count cars
- Count people



## Management and Organization

The Borough of Youngsville manager manages the town's business on a day-to-day basis, which includes the major capital improvement projects. The Regional Main Street Coordinator Kathy Reitinger offers advice and connections. ROY Officers carry out the work of the committees. The volunteers of the revitalization of Youngsville bring a wealth of experience. Many have degrees and past experience in the field in which they choose to volunteer.

### BOY Officials:

- Mayor James Farr 814-563-7870
- Borough Council VP Douglas Peterson 814-563-4587
- Borough Manager Terry Williams 814-563-4604
- Borough Secretary Peggy Nelson 814-563-4604

### ROY Officers:

- President Nancy Holmberg 814-563-7966
- Asset Enhancement VP Sonia Probst 814-563-4746
- Design VP Joanne Oviatt 814-563-4286
- Organization VP Helga Laibacher 814-563-4959
- Promotions VP Anita Cohan 814-563.4475
- Treasurer Gary Franklin 814-563-7548 Ext.13
- Secretary Delores Stec 814-563-4659
- Regional Main St. Coordinator Kathy Reitinger 814-406-0045

### Consultants:

- Attorney John Bevevino
- Insurance through Youngsville Borough



## **PRELIMINARY FINANCIAL PLAN**

See attached report

### **Accounts**

Money raised by fundraisers and donations to the Revitalization Of Youngsville Association may be kept in one of three ROY accounts:

- Warren Forest Counties Economic Opportunity

#### **EOC / ROY account**

Because the Revitalization Of Youngsville works in partnership with the Economic Opportunity Council (Regional Main Street Program) and Youngsville Borough, funding raised for the streetscape and bike/hike trail projects is placed in an EOC account and then electronically transferred into a Youngsville Borough account where it is used only for ROY projects.

- Borough Of Youngsville

#### **BOY / ROY account**

- **ROY account** - used for operating expenses, for events, and if needed to complete a larger project. The 2010 year began with a balance of \$18,525.73



## **Appendices**

- Brochures and advertising materials
- Phase map
- Cooperation Agreement between Borough and EOC
- Photo of revitalized downtown entrance
- Copy of contract with EG&G
- Preliminary financial plan
- Letters of support
- Design Guidelines