

The regular meeting of the **ECONOMIC DEVELOPMENT TASK FORCE (EDTF)** for October 2016 was held tonight. Members in attendance were: Dwight Pedro Lewis, Jonathan Essoka, Ken Mirsky, Fred Milbert, Charley Harmar, David Rosenberg, Rita Rosen Poley, Caryl Levin, David Kratzer, Kim Rose, Debbie Campbell and Sif Malik. Guests present: Commissioner Drew Sharkey; Graham Copeland, Downtown Dynamics; Margo Scavone; and Jeff Chirico. Staff present: Alyson Elliott, Assistant Township Manager.

1. **CALL TO ORDER.** Mr. Lewis called the meeting to order at 7:00 p.m. and made introductions. He also welcomed new members Deb Campbell and Kim Rose.
2. **APPROVAL OF MINUTES.** A motion was made by Mr. Rosenberg, seconded by Mr. Harmar, and unanimously passed to approve the meeting minutes of September 20, 2016.
3. **COMMITTEE REPORTS**

**A. Design**

- 1) *Signage Application for 409 West Cheltenham Avenue, Elkins Park* – Ms. Elliott explained that the applicant previously submitted an application for a freestanding sign, which was approved in September. This application is for an unlit awning sign and meets the zoning criteria with respect to design and dimension.

**Action:** A motion was made by Mr. Kratzer, seconded by Mr. Harmar, and carried by an 12-0 vote, to convey to the Planning and Zoning Department a recommendation to issue a Certificate of Appropriateness for the proposed awning sign at 409 West Cheltenham Avenue, provided the applicant applies for and receives a business privilege license.

- 2) *Signage Application for 8110B Old York Road* – Ms. Elliott explained that the proposed freestanding sign is designed to match the wall sign that was approved in May. The background is white; however, it is designed using the same opaque material as the wall sign. EDTF expressed concerns that the background is not truly opaque and was not sure if the sign is internally illuminated. The sign face is being placed on an existing sign structure that does not meet the dimensional requirements of the zoning ordinance and is considered nonconforming. The sign structure has not had a sign on it since 2007 at the earliest.

Mr. Milbert expressed concern that the sign was put up without a permit and that EDTF was being asked to rubberstamp the application. Ms. Elliott explained that the application is currently going through the appropriate processes for approval, which is how unpermitted signs and other work are handled. The EDTF and the Township have the ability to make the applicant remove or correct the sign, if it does not meet the zoning code. The EDTF expressed concern about the nonconformity of the sign. Ms. Elliott said that nonconformity is permitted and the Township's zoning ordinance is vague on abandoned signs, so the Township Zoning Officer is determining in favor of the property owner on the nonconformity, which follows established zoning code precedence.

**Action:** A motion was made by Mr. Essoka, seconded by Ms. Poley, and carried by a 12-0 vote, to table the discussion on this application until the November meeting so staff can provide answers to the questions of the EDTF.



## B. Commercial Districts

Ms. Campbell reported the following activities in Glenside:

- 1) The food truck fest on September 29 was rescheduled to October 27 due to rain. It will take place on Glenside Avenue and Wesley Plaza.
- 2) Free parking in all the commercial districts on Saturdays will start in November and continue indefinitely, and will be re-valuated by the Board of Commissioners at the end of December 2017. Signs will be made up for distribution throughout the business districts.

4. **CHAIR'S REPORT** – Mr. Lewis inquired about the status of the sign applications from last month's meeting and when Staff would have a procedure for licensing new businesses in Cheltenham. Ms. Elliott said it will be a project that staff will work on in 2017.

## 5. STAFF REPORT

- A. **Sewer Meeting Video.** Ms. Elliott reported that the Township hosted a public meeting on September 28 to make a presentation to the public about the status of the Township's sanitary sewer system and lateral inspection program. While the meeting was well-attended, the public asked that a video of the meeting be made available more widely than on Channel 42. The video will be shown at the Elkins Park Library on October 27 at 2:00 PM. It is also available on the Township's website and a DVD can be purchased at the Township Building. Ms. Elliott asked the members of the EDTF to spread the word about the availability of the meeting video.
- B. **Sewer Grant.** Ms. Elliott reported that the Township will be making an application under the PA Small Sewer and Water grant program for a sewer main cleaning and repair program in Elkins Park and Melrose Park. She said the grant is specifically for public projects between \$30,000 and \$500,000. The Township is asking for support from Senator Haywood and Representative McCarter. The Township is seeking out as many ways as possible to reduce the burden of the sewer program on taxpayers.
- C. **Realtor Meeting.** Ms. Elliott, Commissioner Rappoport and the public relations representative from the School District attended a meeting with realtors out of the Berkshire Hathaway office in Jenkintown. She said the intent was to highlight the positives of the Township and the School District, as well as to have a frank discussion with the realtors about things that make it difficult to sell houses in Cheltenham. There was significant discussion about the lateral inspection program and student test scores. Both the Township and School District worked to dispel myths about both issues. It is anticipated that there will be meetings with additional real estate offices and this will be a continual program to help realtors sell properties in Cheltenham.

Mr. Milbert strongly recommended the Township and School District work with realtors who are successful at selling in Cheltenham and have them meet with other realtors and discuss what works.

- D. **Montgomery County Department of Commerce Meeting.** Ms. Elliott attended a MontCo TEAM meeting, organized by the Montgomery County Department of Commerce, which is a group of economic development related agencies at the county, state, federal, nonprofit and for profit levels that work to recruit, retain and otherwise support businesses choosing to locate in the area. Much of their work is focused on manufacturing, technology and other large industries. Ms. Elliott made a connection with the Small Business Administration (SBA) and asked EDTF if they would be interested in



hearing from it and how it might be able to assist Cheltenham and its small businesses. The SBA will be invited to a future meeting.

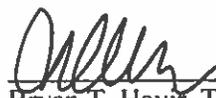
**6. OLD BUSINESS**

A. **Presentation by Graham Copeland, Downtown Dynamics.** Graham Copeland, consultant at Downtown Dynamics and economic development specialist at Upper Dublin Township, discussed economic development challenges and opportunities in Cheltenham Township (see attached presentation). Mr. Copeland discussed Main Street management, Business Improvement Districts (BIDs), design, business recruitment, business retention and other economic development tools that the Township can consider. When asked what economic development initiatives Cheltenham should implement, Mr. Copeland said that each municipality is unique in its circumstances and Cheltenham would need to decide its economic development priorities (more business, better performing business, filling up vacancies, increased residential, etc.) and take into consideration its limited resources before determining how it should proceed with implementation.

7. **NEW BUSINESS – None.**

8. **CITIZENS' FORUM – None.**

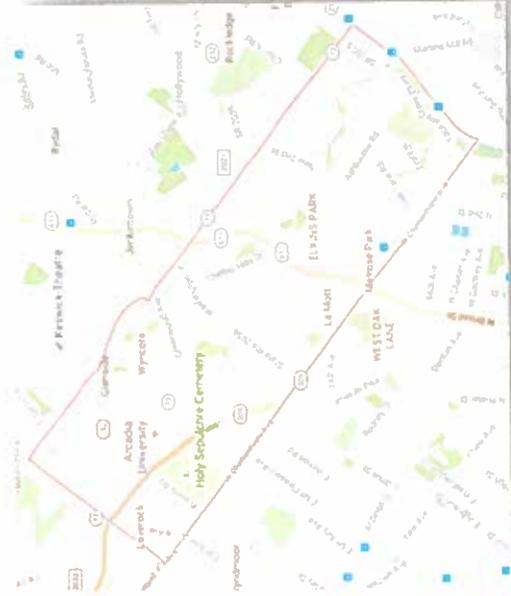
9. **ADJOURNMENT.** There being no further business, Mr. Lewis adjourned the meeting at 8:31 p.m.



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Bryan T. Havir, Township Manager

Submitted by: Ashley Lupino





Presentation to  
Cheltenham Township  
Economic Development Task Force

Graham Copeland

October 18, 2016



## Bio in Brief

- Montco native – Lower Merion Twp.
- Colgate University – B.A., Political Science 
- Commercial/Industrial Real Estate
  - Development – Denver CO
  - Brokerage – South Jersey
- Sales/Business Development/Management
  - Group Health Benefits
  - Management Consulting Services
- Urban Revitalization, Economic Development and Downtown District Management
  - Main Street Highland Park – Middlesex Co. NJ 
  - Old City District – Center City Philadelphia 
  - Revitalization Training: “Main Street” 4 Point Approach
    - PA Downtown Center
    - NJ DCA Downtown Revitalization Management Institute
- Downtown Dynamics – Consulting Services 





## **DOWNTOWN** Consulting Services **DYNAMICS**

- Serving Municipalities and Downtown Districts
- Strategic Planning, Program Management and Implementation
- Economic Development
  - Business Attraction and Retention
  - Real Estate Market Analysis and Promotion
- Business Improvement District Formation
- Streetscape, Storefront Façade and Capital Improvement Program Management
- Placemaking Program Development
- Organizational Effectiveness
- Community Consensus Building and Mobilization
- Fundraising and Grant Writing
- Current Projects:
  - Revitalization of Fort Washington Office Park - Upper Dublin Township (p/t staff)
  - Real estate feasibility study - Lansdowne Economic Development Corp

# Understanding of Cheltenham Township's Situation

- Storied history – hometown of successful ventures and multi-generational family businesses
- Great civic pride and highly-engaged community
- Inner ring suburb
- Diverse demographics
- EDTF organized to work on Cheltenham Township's economic challenges & opportunities
- Ongoing revitalization of six commercial corridors
- Challenges:
  - Insufficient commercial property rates > high tax rate
  - Abundance of nonprofit institutions
  - Aging infrastructure, including sewerage system
  - Business attraction / recruitment
  - Business retention / support
  - Commercial building design and maintenance standards (e.g. signage)



## Economic Development Opportunities

- How to best organize resources
- Successful models and economic development tools
  - Rezoning
  - Redevelopment
  - Business Improvement District
  - Muni authority
  - LERTA
  - Other forms of tax abatement
  - Retail recruitment
  - Fundraising / grant writing
- Prioritization of tasks for implementation
- Consensus building in community and amongst decision makers

# Old City District – Center City Philadelphia

## Context

- 3.5 million tourists/year visit Independence National Historic Park - international destination.
- Delaware River waterfront – major redevelopment planned.
- Diverse local economy with regional importance.
- Private and public investment = \$\$ hundreds of millions.



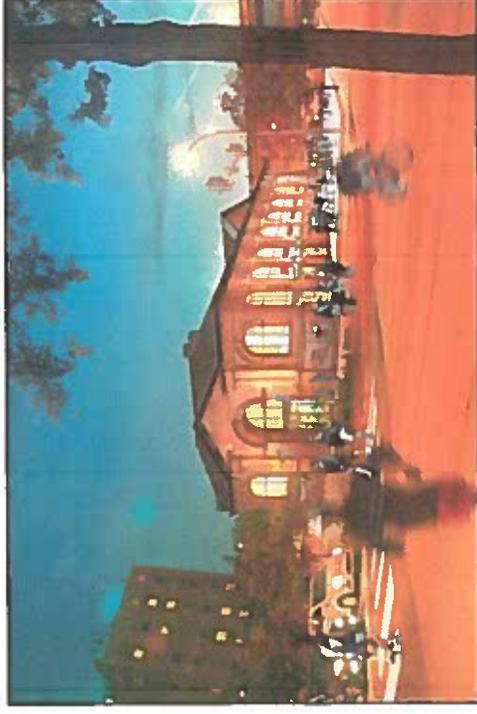
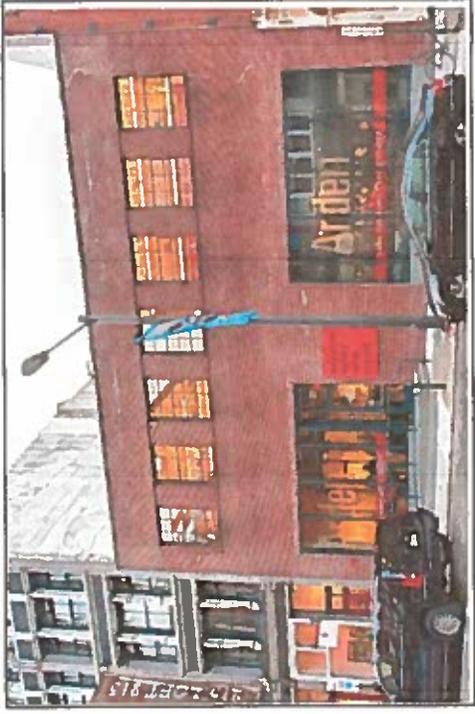
# Creating Business Attraction & Retention Programs

## Campaign approach

- Build commercial property inventory and marketing materials
- Coordinate with property owners, real estate brokers, economic development agencies
- Develop/promote incentives: storefront improvement and operating funds grants
- Real estate broker events

## Results

- 38 new business openings
- 5 business expansions and relocations



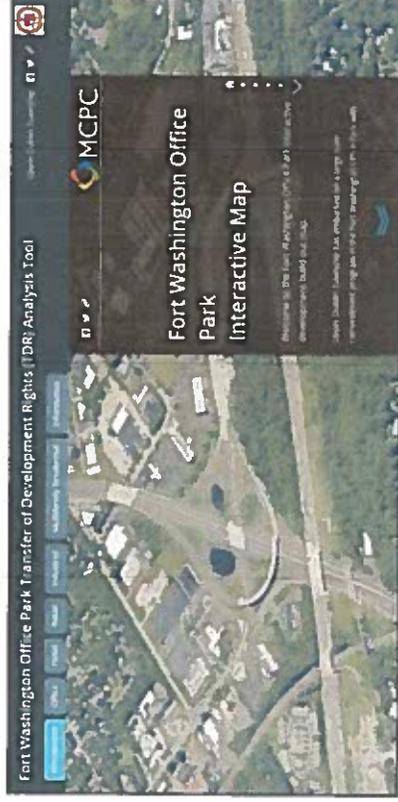
# Recruiting Real Estate Development and Investment

## Old City District

- 247 - 259 Market Street - new mixed use project: 59 apartments + CVS Pharmacy.
- 223 – 227 Chestnut Street – historic rehab of blighted property -> mixed use

## Upper Dublin Township

- Fort Washington Office Park Promotional Brochure
- Transfer of Development Rights Ordinance



# Strategic Planning

## Old City District – Five Year Plan & Budget for BID reauthorization

- Conducted program review and budget projections, coordinated with elected officials, planned and executed public communications campaign.
- Result: BID reauthorized with zero negative votes from the 1,082 ratepayers – unprecedented in the City of Philadelphia.



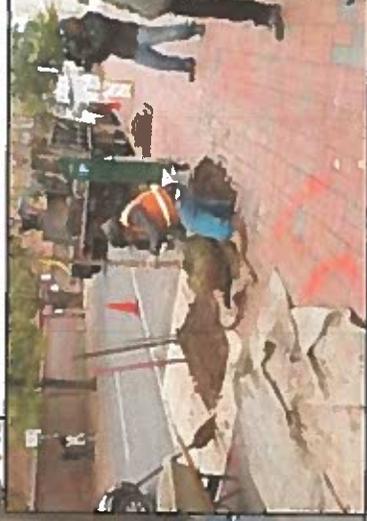
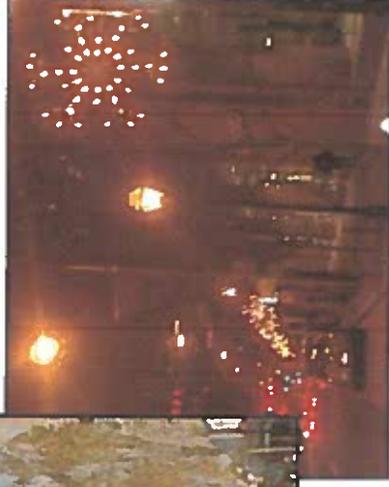
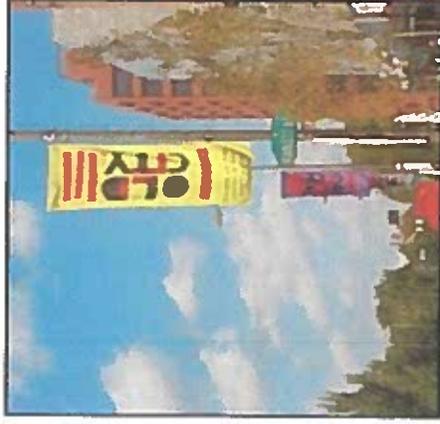
## Haddon Township Business Improvement District, Camden Co., NJ

- Hired to help HTBID to “get to the next level.”
- Led a strategic planning process with the Mayor and BID Advisory Council.
- Facilitated group sessions for strategic goal setting, SWOT analysis, update of mission and vision and implementation planning.



## Streetscape & Infrastructure Improvements

- Street lighting installation
- Secured funding, coordinated with city agencies and businesses
- Maintained legacy street lights
- Managed holiday lighting program
- Street banners with new brand
- Street trees – contracted to:
  - Plant 100+ new trees
  - Maintain existing trees and create a new inventory.
- Utility construction – served as liaison between utility and business community.





**Thank you!**

I welcome the opportunity to be of service to Cheltenham Township.

Graham Copeland, Principal



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[www.DowntownDynamics.com](http://www.DowntownDynamics.com)

610.331.0729





# Meeting Attendance Sheet

## Economic Development Task Force



Tuesday, October 18, 2016, 7:00 P.M.

Cheltenham Township Administration Building  
8230 Old York Road | Elkins Park, PA 19027

(Please Print Clearly)

No.	Name	E-mail or Other Contact Info, if desired	Member (Y/N)
1	Dwight Passafium		X
2	Kim Rose	Kim.Krose@comcast.net	X
3	CHARLEY HARMAR	CHARMAR@USREALETYCAPITAL.COM	Y
4	DAVID KRAJZER		Y
5	SIF MALIK		Y
6	David Rosenberg		Y
7	Jonathan Esoka		Y
8	Kenneth Misk		Y
9	FRBO MILK		X
10	Dick Campbell		Y
11	MARIO SCAVONE	Margo.Scafone@fastsigns.com	
12	Graham Copeland	graham@downtowndynamics.com	N
13	Caryn Levin		Y
14	Rita Foley		Y
15	Drew Sharkey		Y
16	Jeff Chinico		Y
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