

Collaboration is Key: An Analysis of Local Business Associations

July 16, 2013

Presented To:
Mr. Eddie Turner
Norristown Business Association
edward@turnerconcepts.com

By:

Patricia Bellows, Sandra Benedict-Ziegler, Julianna Calaciura, Dawn Dietrich, Carolyn Hobbs, Jean Jacobson, Elisa Kahn, Maura Koehler Jacqueline Lemma, Karen McAlonen, Meghan Reilly, Stephanie Salinis, Alexis Sinkow

> Cabrini MS Leadership Program Entrepreneurial Leadership Class Summer 2013

> > Supervised By:

Dr. Eric Malm Eric.malm@cabrini.edu



Executive Summary:

This report was the result of a research project conducted for the Norristown Business Association (NBA) by students from a graduate course on Entrepreneurial Leadership at Cabrini College. The purpose of the study was to provide input to the NBA as it takes some critical steps towards increased growth, membership and impact in the community. Students examined 13 business associations in similarly-sized communities within our region and analyzed factors that seem to be important to the success (or failure) of the organizations. Students also examined the academic literature on leadership in civic and business associations to identify themes that appear to be important for civic and business organizations across the country.

Collaboration was a central theme that emerged from the study. While key dimensions of funding, function, partnerships, transportation, signature events, structure and promotional programs were identified (and are discussed in detail within the report), collaboration pervades all of these themes. No association can have a broad, meaningful impact without the help, assistance and buy-in of countless individuals, businesses and partner organizations. Whether the collaboration stems from funding, staging signature events, or marketing, successful organizations seamlessly merge with countless other community members.

The academic literature on leadership also contains a strong theme of collaboration. Collaboration is key in the ability of multiple community organizations to come together around a common goal. Collaboration also requires a delicate balance between pursuing a consistent vision of what a community might look like, and adapting that vision based on many different forms of feedback. Collaboration and accountability are also linked; unless an organization is accountable to stakeholders (members, funders, business owners, community members) collaboration is likely to falter and jeopardize the continued strength of collaboration.

Five specific areas were identified which may be particularly important for the NBA. They include building a critical mass of members, defining a small number of key functions for the organization, collaborating with multiple local partners, collaborating with potential funders, and maintaining a sensitivity to Norristown's cultural dimensions.



Overview of this Study:

During the Summer 2013 session, students in the Cabrini Entrepreneurial Leadership class were given two individual research assignments. In the first assignment students studied a business association from a town or city in the region. Students researched the history, basic characteristics, programming and funding of each organization. Students then worked together in teams to synthesize what they learned, attempting to uncover common themes and key success factors. The second assignment asked students to investigate the academic literature on leadership issues involving business associations and economic development initiatives. Students again worked in groups to synthesize key models and issues from the literature on leadership. This report was created collaboratively by the class and contains the key findings from both of these sets of research assignments.

The communities that were studied include:

Media	Collingswood
West Chester	Conshohocken
Manayunk	Bethlehem
Easton	Oxford
Newtown, Bucks County	Paoli
Phoenixville	Doylestown
Glenside	

Context and Current State of the Norristown Business Association:

According to their website (http://www.norristownba.org/) "The Norristown Business Association (NBA) is a networking organization comprised of local businesses and professionals in Norristown. The NBA was formed to create and nurture an atmosphere where business owners, merchants, bankers, citizens, and other professionals can come together to network and support local businesses.

The mission of the Norristown Business Association:

- Promote business growth by offering programs designed to strengthen and expand the income potential of businesses within the area.
- Encourage programs of a civic, social and cultural nature to further develop the Business Association's area.
- Assist small businesses through the promotion of education and resources."

Desired Outcomes:

The Norristown Business Association would like to

- 1. expand its membership
- 2. begin charging dues
- investigate organizing a targeted marketing program (possibly including security, sanitation, marketing) to bring additional consumers to local theaters and restaurants.

The NBA has asked the Cabrini Entrepreneurial Leadership class to research these areas and provide a report that will provide background that will help the NBA design an optimal program for Norristown.

Key Dimensions: (summary)

Our research has found several key dimensions that describe basic ways that associations are similar (and different). These dimensions are listed briefly below. The following sections provide more detail about each dimension and includes examples from the associations considered in this study.

<u>Funding</u>: Funding is a critical aspect. Some associations receive some sort of significant funding, either from a governmental organization or through BID revenues. Other associations are less well funded, relying primarily on member dues and event sponsorships.

<u>Function</u>: While most associations have multiple functions, some seem to focus more on networking and business support, while others focus more on promoting specific events supporting targeted geographies.

<u>Partnerships</u>: Associations tended to differ with respect to the type and number of partnerships. No association can be effective without working closely with many other groups. Associations receiving funding from particular sources understandably seemed to work more closely with these funding organizations; associations with little outside funding tended to work with a larger number of partnering organizations.

<u>Transportation</u> (SEPTA, PATCO, etc.): For some municipalities partnering with the local transportation authority was an important part of their mission.

<u>Signature Events</u>: Most associations had one or more signature community events. In some cases the association ran one or more of the events themselves; in many others the events were planned by other groups with varying levels of support by the association.

<u>Size, structure and transparency</u>: Associations varied significantly in the number of members, member committees and officers. Some associations tend to try to engage a high percentage of members in some sort of leadership capacity; others have a small number of leaders who make decisions possibly with little input from members or other stakeholders.

<u>Promotional programs</u>: While each association was involved in some sort of efforts to promote the local community, these efforts varied widely in quality and execution. Some partnered with outside groups (for app development, couponing, newspaper spots, etc.); others focused on more home-grown solutions.

Detailed Findings:

This section provides detailed comments on each of the seven 'Key Dimensions' listed above. Within each section you will find commentary on each individual business association considered in the study (where appropriate).

Funding (Government, non-government, BID):

Table 1 provides an overview of the structure of each association, including the approximate number of members, board members, dues and primary foci. The purpose of this section is to provide a simple snapshot of each association.

Table 1: Association Size and Funding Sources

Association	# of members	# of board members	Annual dues	Main focus	Comments
Doylestown Business & Community Alliance (DBCA)	110	5	30 - individual 50 - business 100 - business with website	beautification , close knit community	volunteer based
Newtown Business Association	250+	11 (Pres, VP, Tres, 8 members at large)	\$175.00/y ear (prorated to \$87.50 if joining after midyear) \$1,750/ye ar to become a sponsor	Business networking, marketing, exposure, advertising	Very active association and provides a good consumer's guide for the area
Manayunk Development Corporation	Unknown	19	Standard Membershi p: \$360.00 Non-Profit: \$150.00	Main focus is on events, which tend to be social and focused on young professionals	

			Business Rate: \$270.00 3rd Business Rate: \$180.00		
Downtown Bethlehem Association	120 +	25	\$350 application fee	Networking, events, advertising, and promotion	The DBA is very well established and active
Paoli	72	0	\$150/year	economic and cultural vitality in Paoli	
Phoenixville (Business networking Group or PBNG)	33	0	\$50/year first time then \$20 per year renewal	Family centered events around history and culture.	The Phoenixville Area Business Association (PABA) is not very active - PBNG is.
Collingswood (Collingswood Partners Inc)	100+	0	None, tax assessed by BID; advertising fees to be on website	Business Development Marketing, Community Events	
Oxford Mainstreet, Inc.	Unknown	15-21	No dues. Tax assessed on businesse s within BID.	Objectives: includes (1) customer marketing, (2) business attraction, (3) design, (4) downtown advocacy and (5) organization	The mission is "Progress through Partnerships"
Media Business		13	\$300 Paid	Focused on	Monthly

Authority Media Business Association	13 Members	Members 2 Members	to the Board, then assigned a committee to work with in the community	100 restaurants in the business district, networking, town beautification and events.	mixers for members held onsite at businesses
West Chester B.I.D.	unknown Sounds like a lot	15 members	Funding is generated by an annual assessme nt equitably shared by all commercia I properties in the district.	The vision of the West Chester Business Improvement District is to celebrate and encourage engagement in the features that make West Chester special	
Easton Business Association	unknown	5-11 board members 4 officers	Free - Individual and Retail members \$50 fee for online business directory listing	Business networking and promotion of community and business events in Easton	Volunteer
Greater Glenside Chamber of Commerce	74	11	\$90- small retail shops \$150- large corporatio ns and financial institutions	Marketing	They have been in existence for nearly 50 years
Greater Conshohocken	30	4	\$199.00 Annual	Marketing	Marketing has been a

Merchants and Professionals Association	Membersh ip Fee	very successful tactic in the growth of this association
---	--------------------	--

Doylestown Alliance counts on membership dues as a source of funding. These annual membership pay for very specific annual events that the DBCA pays for. Anything extra, for instance, new historical signage, the DBCA will apply for grants.

Newtown Business Association relies on membership and sponsorship. Membership is \$1,750/year and sponsorship is \$1,750/year. Benefits of membership include (in part, because the list is long) job posting, employee searches, ability to promote and post coupons, advertising opportunities, monthly card exchange (networking opportunity), membership breakfasts (\$15.00), access to community events. Sponsorship includes the above and premium placement of logo in the Newtown Business & Community Guide, recognition at awards ceremony, £ee waived for Newtown Holiday Parade and First Night Newtown (a non-profit community event held on New Year's Eve in Newtown)

The Greater Glenside Chamber of Commerce charges annual membership fees. The fee for retail, service and repair and professional offices is \$90. The fee for all other business types is \$150. There are also sponsorship fees for advertising in First Friday events which range from \$10-\$1000.

Easton Business Association relies on membership fees for the directory listing and sponsorships for events.

Oxford Mainstreet, Inc. Every business is assessed a tax in partnership with the borough of Oxford. Business owners then may pass the tax on to residential tenants who rent space in their buildings. A directory of the organizations within the business district is maintained on their website. Current funding sources for OMI include individuals, foundation support and the borough of Oxford.

Collingswood is managed by Collingswood Partners, Inc. a non-profit management corporation that oversees three Business Improvement Districts within Collingswood. This group is funded in part by a business tax and also by the Borough. They also raise funds through grants, fundraisers and investments.

As a member of the Downtown Bethlehem Association (DBA) you receive a number of benefits, free marketing opportunities, and hundreds of member-to-member discounts. Applying is a simple four step online application process which costs \$350.00 and that gives each member over \$4,000 in free advertising.

Paoli has membership dues of \$150/year. They also have input into projects funded by Septa and Amtrak, such as the Paoli Transportation project. They partner with Paoli Blues Fest, which gets funding from state and federal sources

Phoenixville Business networking group is funded by annual dues or \$50 for the first year and \$20 per renewal. Monthly meetings are \$12 per person. Phoenixville First Friday events primarily funded by business sponsorships \$500 - \$2750.

Media Business Authority membership dues are \$300/year towards the MBA's general fund. The board takes in-kind donations in lieu of financial donations which can be arranged as a running credit. Any volunteer time will be credited at the rate of \$10.00 per hour for any non-required MBA volunteering (such as volunteering during one of the MBA sponsored events).

West Chester B.I.D.- Funding is generated by an annual assessment equitably shared by all commercial properties in the district. The assessment rate is calculated as .00275 of assessed value of the commercial portion of the property. 100% of the funds collected go toward programs of the West Chester BID

Greater Conshohocken Merchants and Professionals Association is funded through annual dues. Each member pays \$199.00 for a yearly membership. These dues are mainly used for marketing.

Function (Marketing, Networking):

Table 2: Social Media/Web/Promotion

Association	Comments on web presence	Comments on Social Media presence	Comments on Promotional initiatives
Doylestown Business & Community Alliance (DBCA)	Pretty, inviting, they keep current with upcoming community events but limited information, very basic	Facebook and Twitter	they advertise coupons but there aren't that many, they do have a Spin Saver coupon similar to Groupon
Newtown Business Association	Cery current and professional looking website	Facebook, Twitter, LinkedIn, Pintrest, RSS feeds	
Manayunk Development Corporation	Beautiful website that is easy to navigate and has almost any information you could want	Facebook, Twitter, RSS Feeds, youtube, Pinterest	
Downtown Bethlehem Association	This site is easy to manage and always up to date	The "visit Bethlehem" page is very active but not the association one	
Paoli	decent website but recent meeting notes not up to date	facebook page with no information	does offer links to member businesses on the website
Phoenixville Area Business Association	Primitive design and not easy to find.	Facebook active in 2012, no comments or posts recently or in response to inquiry submitted March, 2013	None
Collingswood	Updated, interactive website, easy to navigate	Active Facebook &	\$27 on 27th, Blue & Gold

		Twitter, Town Crier online newsletter	discount Card, Collingswood Cash
Oxford Mainstreet, Inc.	Excellent website. Very informative, colorful and attractive.	Active Facebook account with posts, comments & likes.	Many initiatives. A link for news & events and shop & dine on the website. Activities include First Fridays, 20% on Tuesdays, Downtown Oxford Village Market and cultural events.
Media Business Authority Media Business Association	Authority - This website is updated and very informative. Association - Just a website for networking	 Facebook, Blogs, Twitter Fig, online magazine, iphone app. and you tube. Email and Facebook. 	1. 2nd Saturday of every month includes stroll the streets with 40 business and Arts exhibits. Every Tuesday La Bistro Wine Tasting. A lot of other events on the website.
West Chester B.I.D.	Share a website for downtown West Chester	have a facebook page and contact information for the board	
Easton Business Association	EastoNow - online site with and event calendar listing and basic information on EBA membership and by-laws. Previous website appears to have been hacked	Facebook page also promotes events Easton Main Street Initiative has developed a downloadable app for Easton events	None listed
Greater Glenside Change of Commerce	http:///glensidechamber.org - nice website but could be more up to date www.shopdinebuylocal.com -	Facebook and Youtube pages	

Greater Conshohocken Merchants and Professionals Association	Very eye catching, with alot of information. Conshohocken Coupon is updated weekly.	Facebook Page - could be updated a litte more	N/A
		frequently.	

The Doylestown Alliance will collaborate with other organizations in the Doylestown area for Networking functions, however, they do not hold any of their own. They do market the members of the Alliance on their website, however, they don't seem to do much more than that. They are more interested in the towns appeal.

The Newtown Business Association promotes marketing and networking. Marketing is seen in the publication of the Newtown Business & Community Guide and networking is seen through the Monthly Card Exchange and member breakfasts

The Manayunk Development Corporation (MDC) was formed in 1992 as a non-profit corporation with both a primary business development mission and a cooperating community development mission with the idea that through amalgamation of assets, knowledge, and ingenuity, the business district can become resilient, forward thinking and prosperous. As a business development organization, MDC takes primary responsibility for the management, promotion, and positive business development of the Main Street business district. As a community development corporation, MDC cooperates with other civic and community organizations in the Manayunk area to plan and carry out community programming and physical improvement projects of interest to both businesses and residents in Manayunk. (Manayunk Development Corporation).

The Greater Glenside Chamber of Commerce (GGCC) was formed in 1965 and mainly promotes marketing opportunities. Between it's website, Facebook page, and sponsorship opportunities businesses are provided with great opportunities to advertise to the public.

Easton Business Association is developing an online directory. It promotes member events through it online calendar EastoNow, Facebook and weekly email blasts. The Easton Main Street Initiative has developed a downloadable smartphone app for Easton events.

Oxford Mainstreet, Inc. originally was an extension of the Oxford Area Chamber of Commerce and incorporated under "Oxford Mainstreet, Inc". The group of leaders originally met to discuss a revitalization project for the downtown commercial business district of Oxford. The OMI mission is to foster and promote economic growth and stability within downtown Oxford while preserving its historical and cultural identify. Resources to assist with new start-ups are freely available to interested merchants for business development, growth and expansion. The goal is to attract customers and businesses to the downtown district; expand business opportunities and reduce vacancy rates; promote historical preservation and streetscape enhancement (providing financial assistance for such improvements); ensure a safe and clean borough through partnering with public entities;

and provide funding for management and program initiatives. Their website was launched in 2001.

Collingswood Partners Inc. is a property management group that promotes business development and marketing through numerous community events and promotion of the businesses within the town. The revitalization of Collingswood began in 1996 when a new mayor took over. At that time, a building project in the downtown area with new apartment, townhouse and condominium buildings.

Paoli association does have banners throughout the town that a business can pay to have their name on. They are also working closely with the Paoli transportation center project to ensure that the needs of businesses are represented as this project impacts the downtown area significantly.

Phoenixville Business Association and Networking Group support the primary efforts of Phoenixville First Fridays where this is marketed on line, through the Phoenixville Burough and key businesses such as the Colonial Theater who participate in and sponsor events.

Media Business Authority supports the 2nd Saturday of every month with the Media Arts Council, Civil Groups and Media Theater Association.

Greater Conshohocken Merchants and Professionals have emphasized a great deal of focus on their marketing. They developed the Conshohocken Coupon website which i believe has been a large part of their growth and success. The website is updated frequently, and keeps the community up on the latest specials in the area.

Partnerships (# and type of partners, government ties, chambers, etc.)

Association	Key Partnerships (you can list more than one)	Comments
Doylestown Business & Community Alliance (DBCA)	Bucks County Alive	There is a link to Bucks County Alive, that is the only one
Newtown Business Association	92.5 XTU Philadelphia's Country Station	Radio Ads
Downtown Bethlehem Association	Lehigh Valley Chamber of Commerce	Their websites are linked and they have a strong relationship
Phoenixville	Phoenixville First Fridays . Phoenixville Burough Radio Stations Phoenixville Hospital	Linked websites and merchants have flyers and information displayed about first Fridays and signature events.
Collingswood	1st Colonial Community Bank Spark Borough of Collingswood	-Bank sponsors many of the community events & provides financing for local businesses -Spark is local design firm that designs Collingswood.com -Officials of Borough participate in planning & events
Oxford Mainstreet, Inc.	Oxford Area Chamber of Commerce; Oxford Borough; Chester Co. Conference & Visitors Bureau; Oxford Arts Alliance; Oxford Arts Connection; the 3/50 project.	All have links on the OMI website. Very partnership-oriented.
Media Business Authority	2nd Saturdays, Media Arts Council. Delaware County Chamber of Commerce Media Civil Groups Media Borough	Visit Media, PA is linked and has many partnerships, through local business.

Easton Business Association	Greater Easton Development Partnership Easton Main Street Initiative City of Easton Greater Easton Chamber of Commerce	EBA is listed as a resource to businesses on the website of these other organizations. The groups cross promote community events in the downtown district. Unsure if there is any funding support for EBA from these other
		organizations.

The Doylestown Alliance asks for financial support from the Chamber of Commerce including applications for grants. However, on their site there isn't much evidence that they collaborate with other local partners other than Doylestown Alive.

It seems that funding for events around town come from big name sponsors such as Opentable or Three Olives Vodka. Physical land development projects such as the Schuylkill Project appear to be funded by the state and city.

The Easton Business Association partners with the Greater Easton Development Partnership (GEDP) and its subsidiary, the Easton Main Street Initiative (EMSI) on events and urban planning. GEDP appears to have access to grants and government funding. The Main Street Initiative in partnership with the City of Easton launched the Easton Ambassadors program which supports through tax dollars and donations a group of 7 employees that provide extra security and street beautification efforts in downtown Easton.

Oxford Mainstreet, Inc. Partnerships were critical to OMI, especially in its early stages. As previously noted, OMI was originally established as an extension of the Oxford Area Chamber of Commerce & incorporated as "Oxford Mainstreet, Inc." In 2000 when it was incorporated, the majority of funding was obtained through the Pennsylvania Department of Community and Economic Development Main Street program. The Board of Directors met regularly & formed a focus committee along the guidelines of the National Main Street Center under the National Trust for Historic Preservation.

OMI offers a variety of resources to assist business development and enhance the community through revitalization, partnering with the Small Business Development Center at Kutztown University and the Program Development Team at Lincoln University to provide assistance for this purpose. OMI is also a member of the Oxford Area Chamber of Commerce and the Brandywine Conference and Visitors Bureau.(Dawn D.)

Collingswood has over 80 businesses which include retailers and restaurants. Collingswood Partners Inc. oversees three business improvement districts within Collingswood and is closely partnered with the Collingswood Borough officials. Additionally many of the events are sponsored by 1st Colonial Community Bank, the local Collingswood community bank.

The Collingswood website is also designed and maintained by Spark, a local Collingswood marketing and graphic design firm.

The Downtown Bethlehem Association (DBA) has a partnership with the Greater Lehigh Valley Chamber of Commerce. The mission of this organization is to "improve the economy and quality of life in the Lehigh Valley. Some ways this is achieved is through business-to-business networking and marketing, affinity programs, government affairs, training programs, and community development. The DBA having a connection to this kind of resource is very crucial in its growth.

First Friday's in Phoenixville include for profit and nonprofit businesses, entertainers and artists. It is a collaborative effort between the Phoenixville Area Business Association, Community Development Corporation and the Chamber of Commerce. Events are highlighted on various websites including the First Friday Downtown Phoenixville Website. First Friday's are basically a walking tour to visit local business in arts and dining, and to enjoy street entertainment in crafts and music. To absorb costs for First Friday events such as additional personnel, or bands, sponsorships are offered each year to local businesses. Sponsorships range from \$50 per year for a Friend of First Fridays to \$2750 per year for a Partner of First Fridays. (Karen M)

Media Business Authority has over 100 restaurant and 40 business. They partner with the Delaware County Chamber of Commerce, including non-profit, religious and civil organizations, Media Borough, Delaware County Municipality, Media Theater Council and the Media Fair Trade Committee.

Transportation (SEPTA, PATCO, etc.):

Doylestown does not appear to have a primary transportation strategy.

Manayunk has a large Septa bus hub at one side of Main Street as well as regional rail access at different points throughout Main Street. Buses run regularly to, from, and through Manayunk.

Collingswood is one of the stops on the PATCO high speedline which travels from New Jersey through Philadelphia. Additionally, Collingswood was the first New Jersey town to join the ZipCar car sharing service.

Paoli has a SEPTA/Amtrak train station as well as many bus routes that stop at the station. Many people come to Paoli to commute on a daily basis. a project is currently under way to make the transportation center bigger and more accessible. This will also increase accessibility to the downtown area with more parking.

Media has SEPTA Trolley that runs through the town, SEPTA regional rail that runs from Philadelphia to Media and buses that run through Chester Co to Montgomery County to Delaware.

Conshohocken relies on its close proximity to 76 and 476. Their is a SEPTA line located over the bridge which allows walking distance to local dining and shops.

Signature Events

Association	Signature Events	Comments or Role of the association
Doylestown Business & Community Alliance (DBCA)	 the spring flowering hanging basket the annual Doylestown memorial 5K Race the Fall Arts Festival, Winter Holiday decorations Lighted Tree and Dreidel, Santa Coming to Town Santa's House and Midnight Magic. 	
Newtown Business Association (EKahn)	Monthly Business Card Exchange, NBA Antique and Classic Car Show. Monthly member breakfasts, Every Fall - Business Expo, Annual Charity Golf Outing, Easter Egg Hunt, Welcome Day	Each event is run by a committee lead. In addition, committee members hold positions like marketing, membership, technology, nominations, recognitions and Welcome Day. There are 12 committees
Manayunk DevelopmenCorporationon (Julianna C.)	First Friday In Manayunk Manayunk Loves Mom Manayunk On Ice Saturday Summer Concert Series Manayunk StrEAT Food Festival & Restaurant Week Manayunk Fit Fest & Walk The Wall Philly Cycling Classic Manayunk Arts Festival Fashion's Night Out Halloween In Manayunk Small Business Saturday Holidays In Manayunk	
Downtown Bethlehem Association (Stephanie S.)	Restaurant week, Art Walk, Veg Fest, Christmas Event, Harvest Festival, First	The DBA sponsors a number of events and advertises other ones

	Fridays	
Paoli	Paoli Blues Fest	involved but not the main sponsor
Phoenixville	The Blob Fest (Colonial Theater showing and re- enactment of filming) Firebird Festival Holiday parades	Involved
Collingswood	1st Thursday Jazz 2nd Saturday May Fair Farmers' Market Community Theater Green Festival	involved in planning,
Oxford Mainstreet, Inc. (Dawn D.)	First Fridays Downtown Oxford Village Mkt. Chesco Grand Prix Various arts & cultural events	OMI is a sponsor of these events.
Media	1. Every Tuesday Wine Tasting 2. 2nd Saturday Business and Arts sidewalk stroll. 3. Every Thursday - Farmers Market Fresh taste testing 4. Every Wednesday dining under the Stars (blocks off entire street for table seating) 5. Food Festival 6. Fine Arts and Craft Festival 7. Car Show 8. Blue's Stroll 9. Roots Rambler 10. Chinese New Year	Each member is assigned a committee to handle events under logistic, marketing and promotional.
Easton Business Association	EBA specific events include monthly mixers and meetings for members. Signature events in downtown Easton sponsored by the City of Easton and the Easton Main Street Initiative include: Farmers Market (year round) Summer Concert Series -	EBA has a committee for promotions of events

	First and Last Friday evenings and weekday noon concerts. Fam tours - walking tours to promote the historic sites of downtown Easton and showcase business development.	
Greater Glenside Chamber of Commerce	-First Fridays -Cruzin' Glenside Car, Truck and Motorcycle Show	-The GGCC runs the first Friday events and partners with other organizations for the annual car show
Greater Conshohocken Merchants and Professionals Association	Fun Fest	The event involves all local merchants, family based. This is their largest event of the year and main event.

DBCA plays in the traditions that Doylestown locals have come to expect and appreciate. Some of the traditions that Doylestown residents look forward to during the years are the spring flowering hanging basket, the annual Doylestown memorial 5K Race, the Fall Arts Festival, Winter Holiday decorations, Lighted Tree and Dreidel, Santa Coming to Town and Santa's House and Midnight Magic. All of these events are sponsored yearly and paid for by the membership dues of the DBCA's business and resident memberships.

Newtown's signature events include Easter Egg Hunt, Welcome Day Street Fair, Antique & Classic Auto Show, Charity Golf Outing, Business Expo, Holiday Parade (Elisa K.).

The MDC holds a multitude of events throughout the year including but not limited to: <u>First Friday In Manayunk</u>, <u>Manayunk On Ice, Manayunk StrEAT Food Festival & Restaurant Week</u>, <u>Philly Cycling Classic</u>, <u>Fashion's Night Out</u>, <u>Small Business Saturday</u>, <u>Manayunk Loves Mom</u>, <u>Saturday Summer Concert Series</u>, <u>Manayunk Fit Fest & Walk The Wall</u>, <u>Manayunk Arts Festival</u>, <u>Halloween In Manayunk</u>, and <u>Holidays In Manayunk</u>.

The GGCC hosts First Friday events that take place in the center of town which is called Keswick Village. Many of the local business and restaurants participate in this event. They also host the annual Cruzin' Glenside Car, Truck and Motorcycle show that brings in approximately 30,000 people each year.

Easton holds tours of the historic downtown center weekly during the summer. The City also hosts a summer concert series on the first and last Fridays of the month in the evenings and at noontime on Wednesdays. The Easton Farmers' Market runs Saturdays downtown May through November and a Winter Market is held indoors downtown at a local museum.

Oxford Mainstreet, Inc. Downtown Oxford First Fridays is held the first Friday of the month where local businesses remain open later in the evening. Patrons can enjoy family activities, local art and music. The Downtown Oxford Village Market runs from May through October and offers fresh, local produce, vegetables and baked items for the local community.

Collingswood has numerous community events which include Some of the special events include 1st Thursday Jazz, 2st Saturday, Collingswood Community Theater, Farmers' Market, May Fair and the Green Festival, which celebrates efforts to rehabilitate and support environmental initiatives in the community.

The Downtown Bethlehem Association has over 90 events a year. These are often partnered with other organization. Some of the summer events include: VegFest, Restaurant Week, Tunes at Twilight, Art Walk, First Fridays, and a Rooftop Party. There are also events that are family centered such as an event for pets and holiday events. All of these are listed on their website.

Paoli Blues Fest occurs in October and attracts over 15,000 a year. It includes a street fair for local vendors, and this year is adding a 5k race as well. The Blues Fest is its own 501c3 and gets its own funding. But it works with the association on coordination and promotion.

In addition to First Friday's, Phoenixville hosts several additional events to include a Blob Fest at the Colonial Theater and holiday parades. Colonial Theater, best known for being the location of The Blob movie filmed in 1957 is a cornerstone of the revitalization efforts for the business district in Phoenixville. The Blob Fest is an annual event that re-enacts a scene from the movie where patrons run from the theater. Streets are blocked off from traffic for the event and visitors are free to patron shops and restaurants while there are multiple movie showings and various street entertainment. The Firebird Festival has been in place for 10 years and had 12,000 guests in 2012. (Karen M)

Media Business Authority host several large events during the year. They have Per Lei Labor Day Sale were business give 20% off on all fall merchandise. They host an Oktoberfest in the fall with activities, pig roast and beer. Another event is the Veterans Day Parade with different celebrates or government officials.

GCMPA has a strong focus on the community and family, which reflects in their main event of the year. This event held in September, includes face painting, balloon art and countless family activities.

Size and structure (tight/broad, role of \$)

The DBCA has about 110 members. A resident will pay \$30.00, non-profits pay \$50.00 and business professionals pay \$100.00 with a website listing, all due annually.

The Newtown Business Association has over 250 member businesses with more joining frequently.

The MDC does not say how many members they have, however, their board consists of 24 Members who are small business owners in the area.

The GGCC consists of 74 members in addition to a board consisting of 10 board members.

Easton has a five to eleven member board according to its by-laws with four officers. The EBA uses committees to conduct its work, these include Membership, Finance, Promotions and Political Liaison. Each board officer sits on a committee.

Oxford Mainstreet, Inc. There are no membership dues, however, each business within the business improvement district is assessed a tax in conjunction with the borough of Oxford. There is a Board of Directors, officers and seven committees which include Organization/Executive, Design, Economic Development, Promotions, Theatre, Chesco Grand Prix, and Town Tours/Village Walk.

Downtown Bethlehem Association. There is a staff of the Downtown Business Association which includes an Assistant Manager (Kasara McLaughlin) and a Member Relations and Events Coordinator (Loly Reynolds). The association also has five partners: Bennett Automotive, The Bethlehem Parking Authority, Hotel Bethlehem, Northampton Community College, and the Hyatt Place Bethlehem. There are over 25 members on the board of directors.

Paoli association is run by volunteers. There are no paid staff members.

Media Business Authority has two paid member positions and a 13 member board. The board is made up of individual from local businesses or property owners. The President on the board makes \$78K a year. The liaison on the board is on 10 different committees, which the liaison has connections to bring in great events to the local area.

The GCMPA has 4 board members and 30 association members.

Associations with BIDs:

The West Chester B.I.D. has no dues, they pay based on an annual assessment. The group is formed of mainly property owners in the town. They have a board that consists of 15 members with an executive director who has a history of working on boards in Business Associations.

Collingswood Partners Inc. is a nonprofit management corporation that oversees Collingswood's three Business Improvement Districts.

There are currently thirty one members in the PBNG invited to a weekly breakfast and networking meeting at Nudy's Café in the heart of the business district. I found this association to be more active than the Phoenixville Business Association which has 8 members.

Promotional Activities:

The DBCA has teamed up with Bucks County Alive with a great "Spin Saver" coupon. Similar to Groupon or Living Social, Spin Saver is a <u>deal-of-the-day</u> website that features discounted gift certificates usable at Bucks County area businesses. I loved this option. The DBCA site does have a shortcut to general coupons for the merchants that are members of the association. The members are encouraged to offer coupons to generate business.

THe Newtown Business Association posts coupons on their websites and used the Newtown Business & Community Guide as a major clearinghouse for all businesses. This guide is distributed to all the residents in Newtown (like the Yellow Pages)

Oxford Mainstreet, Inc. OMI has several promotion/marketing initiatives in place in addition to Downtown Oxford First Fridays and Downtown Oxford Village Market previously mentioned. The "20 on Tuesday" program offers downtown specials on services and goods of participating businesses, most offering a 20% discount on select merchandise. Downtown Oxford gift certificates are also available for purchase and can be redeemed at participating downtown businesses.

OMI promotes the arts and culture in conjunction with the Oxford Arts Alliance and Oxford Arts Connection with various events hosted throughout the year including summer art and music camps, social activities and participation in First Friday activities. OMI encourages patron participation in the 3/50 project which is a nationwide, grassroots effort designed to support the local economy and independent-owned businesses. (Dawn D.)

Phoenixville Business Association did not appear to have coupons or promotions on the Business Associations or Networking Groups website. Businesses do offer some various weekly specials.

Media promotes the theater and the arts. Media has activities throughout the year that is listed on their website under calendar and events. These activities are link to different promotions and specials.

GCMPA promotional tactic was to promote the growth of local business. Shop Dine and Buy Local was a slogan created to focus on what the community has to offer. Conshohocken Coupon goes hand in hand with Shop Dining and Buying Local. By giving people the ability to access the latest deals they have no reason to go elsewhere!

Collingswood has a few unique revenue generators for the community which include \$27 on the 27th Shop Local Event, Blue & Gold Card, and Collingswood Cash. The \$27 on the 27th Shop Local event asks shoppers to spend at least \$27 at Collingswood businesses on a specific night in order to raise money and make a greater economic impact in the community. The Blue & Gold Card is a discount card that consumers can purchase in order to receive exclusive discounts at Collingswood businesses. Finally, Collingswood Cash is Collingswood's form of a gift card to spend in any of the Borough's businesses. With certain purchase amounts of the Cash, consumers receive a certain amount of Collingswood Cash as a promotional bonus.

Key Challenges:

Our review of other associations has helped us identify a variety of key challenges that we feel the Norristown Business Association is likely to face as it continues to grow and evolve.

<u>Building critical mass</u>: Building a critical mass of active members may be the most important challenge. Associations with few members tend to do relatively little, tend to have websites that are either not up-to-date or contain little useful information, and likely have limited impact in the community. In contrast, other associations have found ways to actively engage a large number of members. This engagement can take many different forms- from sitting on association committees, to strategically partnering with other local business or organizations, or working to plan and promote signature events. It appears that building this 'critical mass' requires transparency and an openness to collaboration that enables a shared vision to evolve.

<u>Partnerships</u>: The associations that appear to be most successful also seem to leverage many types of partnerships. These range from working with other local Chambers of Commerce, local government, transportation authorities, local arts and culture organizations and other local businesses. While this type of partnering necessitates some lack of control on the association's part, it also enable the association to leverage the resources that are truly needed to build a thriving community. Important potential partnership in Norristown may include working with the municipality, the other community business associations, county chamber, Arts Council, and other local groups.

<u>Defining critical functions</u>: No association can do it all, so defining key goals and critical functions is important. An important question in deciding upon key functions may be the question of how capable is the association on "delivering" on the goal. Choosing goals that are achievable and utilize resources of active community members are more likely to succeed, and thus are more likely to lead to successful growth.

<u>Funding</u>: Associations with no significant funding source seem to have trouble being impactful or sustainable. Associations can be successful by relying primarily on member dues, but these associations must be able to build a critical mass of businesses who see value in becoming members. More sizable funding streams appear to be available, but may be limited to quasi-governmental organizations or 501c3s.

<u>Cultural dimensions</u>: The Norristown community is culturally diverse. While any association needs to work hard to understanding the needs, perceptions and desires of the community, this is particularly important in a diverse community. Successful collaboration with a variety of groups and constituencies, however, may be a tremendous asset.

Academic Trends in Business Association Leadership:

In addition to studying specific business associations the class also researched a broader literature on business association leadership. Drawing upon a wide variety of resources, including town case studies, studies of specific community leaders, and more theoretical studies of civic leadership the class has identified a variety of themes that we believe may be helpful to the Norristown Business Association. They include:

<u>Collaboration</u>: While some unique individuals sometimes are able to work to help change a community, in the vast majority of cases collaboration is key. Collaboration requires an ability to sense or hear a 'collective voice' and engage association members and community leaders.

(Elisa K.) From the literature that I reviewed (Bibliography below), collaboration was essential. With a combined voice, public recognition is obtained and the organization is regarded as an authoritative advocate and respected resource. Another source stated that communities need a culture that foster community problem solving from people with different backgrounds and points of view (Elisa K.)

(Jean J) In looking at a specific case study of the Village of Arts and Humanities in which the arts were used to revitalize a struggling community, a key factor was the ability of the leader to involve community members at all levels as well as reach out to groups/individuals outside the community that could lend support or serve as a resource.

(Dawn D.) Oxford Mainstreet, Inc. Partnerships and collaboration are critical to any successful BID or Main Street. Strong, sustainable partnerships with local government and key organizations provide an essential foundation for downtown development and revitalization. These groups can include Chambers of Commerce, city government, merchant groups, civic and business organizations and local development authorities. The base of support can be broadened as all have a vested interest. (Dawn D.)

(Carolyn H) Paoli has to collaborate because they have 3 townships with 3 zoning boards. They have to work together through the association to get things done and make Paoli feel cohesive. They don't seem to have a lot of other local groups that they coordinate with, but I was thinking about Norristown really leveraging other groups doing community work and trying to achieve the same goals that you are.

(Karen M) The common theme throughout all case studies and stories was that all successful revitalizations were the result of collaborative leadership efforts primarily between volunteer civic associations, local government, state governments, and most importantly community members or participants. Fostering this collaborative effort requires a leader who is strategic in thinking. A prevailing theory discovered is that there must be a clear understanding that each community is unique. (Karen M) Creating a Shared Vision:

(Sandy Z)

The Doylestown Business & Community Alliance is a non-profit, member-supported volunteer organization that brings an active business community, local residents and government together through activities that preserve and create the pride and spirit that make Doylestown a vibrant place to live, work and visit.

(Elisa K.) The research showed that mutual relationships of trust amongst residences, community networks that support each other, community problem solving mechanisms, consensus building and a common vision support a culture of collaboration and shared vision. (Elisa K.)

(Julianna C.) There are a few factors that influence a leader's decisions and whether to base decisions on what is best for the group or base upon what is best for themselves and maintenance of power. The first factor is that "prioritization of power was observed only among leaders high in dominance motivation" The second factor is that "the tendency to prioritize one's power over group goals was seen when a leader's power could be threatened by instability within the group" The third and final factor is that "the tendency to deprioritize group goals was reversed by the presence of a rival outgroup. Intergroup competition caused even dominance-oriented leaders to make decisions consistent with a desire for group success. Moreover, among those individuals, intergroup competition heightened perceptions of intragroup cooperativeness and reduced perceptions of intergroup threat; i.e. the focus changes from a me versus you to us versus them mentality" (Maner, J.K.& Mead, N.L. (2010). The Essential Tension Between Leadership and Power: When Leaders Sacrifice Group Goals for the Sake of Self-Interest. Journal of Personality and Social Psychology,993, 482-497)

(Jean J.) Dynamic inspirational leaders need to learn to delegate power and create a framework for democratic participation and shared vision to create sustainable structures and systems.

(Carolyn) being able to articulate a vision is really important - particularly having obtainable goals where you can see success happening. Sharing in success helps build momentum towards a vision and brings people together.

(Karen M) Leaders must identify and believe in the culture, heritage and key strengths of the community to build upon them. A visionary leader has the ability to identify these unique aspects of a community and engage others in seeing the same possibilities. Lastly, the process identified that supported successful revitalization can be found in resources and case studies, however include multiple layers of initiatives that require strong, collaborative, and passionate leadership to develop and execute. (Karen M)

(Meghan R) I felt that Conshohocken was based significantly on team work. Angela Hendrix the President of GCMPA was a big advocate regarding the involvement of the community. She is also a firm believer in networking. She is part of the BNI and feels that has also brought alot of traffic and growth to the area.

Quality of Life:

Balancing Growth and History:

(Dawn D.) Oxford Mainstreet, Inc. was resourceful in their start-up phase by enlisting the professional resources available. They capitalized on their history as the Oxford Historic District and Oxford Hotel are included on the National Registry of Historic Places. It is important, if not critical, to utilize the resources already available at the federal, state or regional/local level. There are many successful models, or principles, that can be beneficial for a new BID or Main Street. (Dawn D.)

Long term focus:

(Eisa K.) In a word, there must be an objective. Or as one article phrased it "A crisis is a terrible thing to waste (Elisa K.)

(Jean J.) Undertake projects that are doable and will be successful.

Understanding biases:

(Julianna C.) There are ways to avoid, acknowledge, or work on one's biases. As a leader this is an important skill to obtain. There are three major types of biases to look out for: Confirmation, Anchoring, and loss aversion. "Confirmation bias, for instance, leads people to ignore evidence that contradicts their preconceived notions. Anchoring causes them to weigh one piece of information too heavily in making decisions; loss aversion makes them too cautious... however, awareness of the effects of biases has done little to improve the quality of business decisions at either the individual or the organizational level" (Kahneman, Lovallo, & Sibony, 2011). There are some steps that executives should can take prior to making a decision in order to determine if there are biases involved. "First, they need to guickly grasp the relevant facts (getting them from people who know more about the details than they do). Second, they need to figure out if the people making the recommendation are intentionally clouding the facts in some way. And finally, they need to apply their own experience, knowledge, and reasoning to decide whether the recommendation is right" (Kahneman, Lovallo, & Sibony, 2011). Although it is difficult to remove one's own bias or self-interest from their own business vision, having a strong team surrounding them is a critical component to making decisions based on what is best for the group. (Kahneman, D., Lovallo, D., & Sibony, O. (2011). Before You Make That Big Decision.. Harvard Business Review, 89(6), 50-60.)

(Karen M) Not all communities have affluent surrounding areas to lead the growth and revitalization of town. Leaders of areas economically depressed and challenged areas may first need to rebuild resident faith in the community before embarking on a revitalization effort. Some inner city neighborhoods in Los Angeles, South Bronx, Miami and Minneapolis have all benefitted from revitalization programs that focus on empowering residents to take a leadership role in community development. Many residents of these poor communities may be cynical about change, distrustful of local

leaders and feel as though they are "victims" of community circumstances and may not even take advantage of existing social programs available. The Health Realization Institute has addressed these issues through an educational program that removes these barriers by organizing residents around community issues and concerns. Residents meet with Police to better understand why certain bias or distortions existed, they meet with Chambers of Commerce and Private Industry Councils to explore job training programs, and as a result become involved in efforts such as neighborhood watches to control criminal influence and support and participate in GED or other educational programs. This approach has proven to spark positive change in resident involvement and as a result communities begin to thrive and support future small business growth, becoming an important part of the rebuilding process (Mills, 2005).

Adaptive Leadership:

(Jean J) Working with a community of people is messy. A good leader needs to deal with ambiguity and change and take advantage of new opportunities as they arise. Don't worry about the things you cannot do, focus on the things you can accomplish.

Civic Leadership:

(Elisa K.) All the literature that I read pointed to leadership in the form of a champion BUT with the recognition that no one can do this alone. Further, leadership should be comprised of respected community members and institutions

(Jean J.) Allow people to participate in a meaningful way. Otherwise, their participation is not empowering. People's participation must change the environment or produce results significant enough that they experience a palpable contribution. Don't concentrate on recruiting participation. Instead, create a project people can't resist

(Maura K.) Business associations are organized community groups whose efforts are dedicated to the support, sustainability, and furtherance of their community. "Community development involves participants in constructive activities and processes to produce improvements, opportunities, structures, goods, and services that increase the quality of life, build individual and collective capacities, and enhance social solidarity, (Ayon & Lee, 2009)." Ayon, C., & Lee, C. (2009). Building strong communities: an evaluation of a neighborhood leadership program in a diverse urban area. *Journal of Community Psychology*, *37*(8), 975-986.

(Carolyn H) A civic entrepreneur is someone who has the leadership qualities of an entrepreneur, and is willing to take risks and try new things, along with the civic responsibility and spirit. Eddie is a civic entrepreneur! Civic leadership is great because anyone can be involved - there is usually no formal way of gaining authority, other than stepping in and being a leader. It is really valuable to have a leader that can build consensus and listen to all different view points, because communities have people with lots of different views!

(Stephanie S.) An organization called Leadership Philadelphia might be a helpful group to contact. They have a training program for civic leadership and then their graduates help make a different in the community so they may be able to help. Also a theory called Adaptive Leadership may be helpful to be familiar with. This style basically states that a leader should always adapt to the changing needs of the environment so in the case of a Main Street, over time the needs in the community may change and the group must act to fit this need.

(Karen M) Civic leadership collaboration can include several other members to drive revitalization efforts. What was prevalent in my research was that no two case studies shared exactly the same structure or participants. It seemed that the uniqueness of each community dictated who would be involved in the efforts. In some cases the business leaders working in collaboration with smaller community groups included CEO's of major banks or corporations, and in others CEO's of major non-profit groups such as hospitals or universities played a large role. Non –profit business leaders can often solicit and secure funding for rehabilitation efforts and small business startups. They are also often some of the largest employers and since they benefit from tax-exempt status are often viewed as responsible for giving back to the community at large. Government leaders from the Mayor to the State Governor may also play a role in this collaborative effort. (Karen M)

(Dawn D.) Civic leadership entails bringing together the various stakeholders in the commercial district who represent a cross-section of the community. Partnerships are key for successful collaboration and to build consensus with everyone working toward the same goal. Community partnerships and good working relationships are effective tools for community involvement. The downtown of a community is important for a variety of reasons - a healthy tax base, community identity and heritage, visitor destination and strong sense of community. (Dawn D.)

(Meghan R) Allowing participation of the community is a strong part of leadership. Building relationships with existing associations, and allowing an opportunity for change to occur is also a strong form of leading a community.

Execution and Accountability:

(Elisa K.) Ultimately, the major takeaways from my research can be summed up as follows "leadership, collaboration, networking and identification of objectives - are basic building blocks to creating, growing and maintaining strong civic associations. Put in a colloquial nature, "no man is an island" and "it takes a village to raise a civic association" (liberties taken here)" (Elisa K.)

(Jean J). Don't discard collaborators when you've gotten what you wanted. Bring out the best in people. Foster loyalty and dedication. Teach by example. In the current environment, audiences, stakeholders, investors and funders are increasingly stringent about holding groups responsible for accomplishing their goals. Consistently delivering on promises puts organizations and individuals at a distinct advantage. Communicate regularly with your stakeholders.

(Patti B.) Effective Business Leadership. As an effective leader, you never know when a crisis could arise and a good leader analyzes and plans to resolve the crises before it gets out of hand. Communication among stakeholders and partnership annually. Continue to build relationships with community, governments and committees.

(Karen M) Leaders involved in community revitalization must focus on the three components outlined to be efficient and successful and be strategic, visionary and organized in their approach. This is a complex and lengthy process but one that produces significant rewards economically and socially for years to come. Working in collaboration with others, identifying and highlighting the unique aspects of the community, and building a plan and process to meet the goals of the revitalization will produce extraordinary results.((K

(Dawn D.) The emphasis on partnership involvement is critical to the success of a downtown business district, and their participation also provides mutual benefits. Community partnerships and good working relationship are effective tools and strong, sustainable partnerships provide an essential foundation. They can include both public and private community organizations - Chambers of Commerce, city government, merchant groups, civic and business organizations and local development authorities - a cross-section of stakeholders who have a vested interest. (Dawn D.)

Resources and Bibliography: Contact Information:

The Doylestown Business Association Board includes the following, however, they do have a general phone and mail box.

President: Cathy HootVice President: openTreasurer: John DownesSolicitor: Richard Kempes

215-340-9988 info@doylestownalliance.org

Mail: PO Box 1066, Doylestown, PA 18901 Office: 63 E. State St., Doylestown, PA 18901

The West Chester B.I.D.'s Executive Director is Malcolm Johnstone. He was very helpful throughout my research. His information is below:
119 N High St
West Chester, PA 19380
610-738-3350
miohnstone@wcbid.com

Newtown Bucks County: General leadership information from the President and VP might be very helpful:

Mike Petrucci, President; mick1973@comcast.net; 267-987-6589 Amy McKenna, VP; amckenna@buckscountybank.net; 267-226-0153 Information about dues and funding would be helpful from: Miguel Sison, Treasurer; msison@thirdfedbank.com; 215-968-4444 (Elisa K.)

Manayunk: For additional information regarding opening a business in Manayunk, the website directs you to contact:Joan Denenberg, Business Attraction & Recruitment office: 610-896-8884 | email: ibdenen@manayunk.org. For additional information and information found on the website the address is: http://manayunk.com/.

Easton: Contact: President Troy Reynard via email at info@eastonow.com PO Box 146, Easton PA 18044. EBA does not list a phone number.

Media: Contact: Media Business Association is Drew Porter @ tel: 484-472-7402 and Media Business Authority is Executive Director: Zubair Khan via email @ zubairkhan@mediaauthority.com

Oxford Mainstreet, Inc. The contact information is Oxford Mainstreet, Inc., 19 South Third Street, PO Box 315, Oxford, PA 19363 (T: 610 - 998 - 9494; F: 610 - 998 - 0866) Melissa Pacella, Office Manager: dox2@zoominternet.net

Collingswood Partners Inc.- Terry Seeley 678 Haddon Ave. Collingswood, NJ 08108 Phone: 856-858-9275 terry@collingswood.com

Downtown Bethlehem Assoication- Kasara McLaughlin – DBA Assistant Manager 610-577-6962 | <u>kasaram@lehighvalleychamber.org</u>; Loly Reynolds – Member Relations & Events Coordinator 610-739-1273 | lolyr@lehighvalleychamber.org

Paoli: there is a contact form on the website but no one got back to me.

Debbie Naughton is the president at 610-854-1642

Vice Presidents: Judy Huey 610.644.3274 Jay M. Levin, Esquire 610.565.3700 x270 Brad Zerr 484.565.1270

Conshohocken: Angela Hendrix is the President of GCMPA her email is

beaniebouncepartyrentals@yahoo.com

Cell: 610-585-2827

Web Links And Resources:

Newtown, PA: http://www.newtownba.org

Bethlehem - http://www.downtownbethlehemassociation.com

Doylestown Business Community Alliance http://doylestownalliance.org/

West Chester B.I.D.- http://www.downtownwestchester.com/about.php

Manayunk: MDC Website: http://manayunk.com/. The MDC also has a facebook page

which can be found at: https://www.facebook.com/#!/Manayunk

Greater Glenside Chamber of Commerce - http://glensidechamber.org/

Easton Business Association - http://www.eastonow.com/

Easton Main Street Initative - http://www.eastonmainstreet.org/

Collingswood- http://www.collingswood.com/

Media, PA - http://www.mediabusinessassociation.com and http://www.mediabusinessassociation.com

Oxford - www.downtownoxfordpa.org Paoli :http://www.paolibusiness.com/

Phoenixville; http://www.phxfirstfriday.com/contact-us.html and http://www.pbng.org/

Conshohocken: www.shopdinebuylocal.com

Bibliography:

Andrews, K., Baggetta, M., Ganz, M., Han, H., Lim, C. (2010). Leadership, Membership, and Voice: Civic Associations that Work". American Journal of Sociology (January, 2010), 1191-1243.

Martin, S. & Morehead, E. (2013). Regional Indicators as Civic governance; Using measurement to Identify and Act Upon Community Priorities. *National Civic Review* (Spring, 2013), 33-43.

Nalbandian, J. & Carttar, K. (2011). Learning from Experience; What Do All-America Cities Projects have in Common? *National Civic Review* (Summer 2011), 13-20

Shoul, M. & Rabinowitz, P. (2011). Building Hoe in a De-industrializing Community; Creating a New Kind of Community Organization to Mobilize the Politically Sidelined Majority Around the Issue of Building Civic Cultures of Collaboration. *National Civic Review* (Summer 2011), 36-48.

The Community Toolbox (2013). Home page. Retrieved June 15, 2013, from http://ctb.ku.edu/en/default.aspx

Maner, J.K.& Mead, N.L. (2010). The Essential Tension Between Leadership and Power: When Leaders Sacrifice Group Goals for the Sake of Self-Interest. Journal of Personality and Social Psychology,993, 482-497

Kahneman, D., Lovallo, D., & Sibony, O. (2011). Before You Make That Big Decision.. Harvard Business Review, 89(6), 50-60.

Cleveland, W. (2011). Arts-based Community Development: Mapping the Terrain. Retrieved June 16, 2013, from Americans for the Arts: www.artsusa.org/animatingdemocracy

Placemaking for Change. (2003). Placemaking for Change. Retrieved June 16, 2013, from www.brunerfoundation.org: http://www.brunerloeb.org/fora/placemaking.php

Moskin, B., & Jackson, J. (2004, October 21). Warrior Angel: The Work of Lily Yeh. Retrieved June 16, 2013, from Barefoot Artists: www.barefootartists.org

National Main Street Center, a subsidiary of the National Trust for Historic Preservation http://www.preservationnation.org/main-street/

Partners for Livable Communities, a national nonprofit organization working to restore and renew communities.has over thirty years of experience in solving community problems by providing information, leadership and guidance that help communities help themselves. http://www.livable.org/about-us

Boehm, A., Enoshm, E., & Michal, S. (2010). Expectations of grassroots community leadership in times of normality and crisis. *Journal of Contingencies and Crisis Management*, *18*(4),184-194.

Community leadership summit. (2013). Retrieved

from http://www.communityleadershipsummit.com/about/

Forman, M., & Harvey, M. (2007). The ten commandments of community leadership.

Retrieved from

http://www.awcnet.org/Portals/0/Documents/publications/TenCommandments.pdf

Hahrie, H., & Andrews, K. & Ganz, M. & Baggetta, M. & Lim, C. (2012). *The Relationship of Leadership Quality to the Political Presence of Civic Associations*. Retrieved from:

http://leadingchangenetwork.com/files/2012/05/The-Relationship-of-Leadership-Quality-Perspectives-on-Politics.pdf

Norristown Art Hill. (2013). Festival of Arts.

Retrieved from: http://norristownartshill.org/listings.html

MainStreet.org - National Trust for Historic Preservation. (http://www.preservationnation.org/main-street/)

Keystone Communities Program (KCP) - PA Department of Community & Economic Development

(http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/main-street-program)

Leadership Philadelphia. (2012). *Leadership philadelphia*. Retrieved from http://www.leadershipphiladelphia.org

Morçöl, G., & Gautsch, D. (2013). INSTITUTIONALIZATION OF BUSINESS IMPROVEMENT DISTRICTS: A LONGITUDINAL STUDY OF THE STATE LAWS IN THE UNITED STATES. *Public Administration Quarterly, 37*(2), 238-277. Retrieved from http://ezproxy.library.cabrini.edu/login?url=http://search.proquest.com/docview/1355493620?acc ountid=40240

Black, K. (2012). *Community Revitalization Desktop Guide*. Guide, State of Pennsylvania, Pennsylvania Department of Community and Economic Development, Harrisburg.

Mills, R. G. (2005). Sustainable Community Change: A New Paradigm for Leadership in Community Revitalization Efforts . *National Civic Review* (Spring), pp. 9-11.

Colonial Theater. (2013, June). Retrieved June 01, 2013, from http://thecolonialtheatre.com/about-the-colonial/history/

Holmes, S. (1993, June 13). *Consultant Hired to Lead Revitalization of Phoenixville*. Retrieved June 01, 2013, from Philly.com: http://articles.philly.com/1993-06-13/news/25972601 1 downtown-revival-revitalization-storefronts

Lawrence, S. (2006, September 10). *Phoenixville Revitalization gets a big boost from State*. Retrieved June 01, 2013, from The Mercury: http://www.poottsmerc.com/article/20060910/NEWS01/309109995&template=printart

Banyan, M. (2008). Making Civic Capacity Work through Business Improvement Districts. *Public Administration Review*, *68*(5), 933-936. doi:10.1111/j.1540-6210.2008.00934.x

Houstoun, L. (2009). Business Improvement Districts: Partnering Local Governments and Business. *Public Management (00333611)*, *91*(7), 14-17.

Newhouse, M., Glatter, G., Mittiga, S., & Kam, L. (n.d.). Retrieved from http://www.nyc.gov/html/sbs/downloads/pdf/bid_guide_complete.pdf

Knucklehead Productions. (2012). *Greater Conshohocken merchants & professionals association*. Retrieved from http://www.shopdinebuylocal.com/

Google Search: Conshohocken Business Association Google Search: Greater Conshohocken Merchants & Professionals Association

Hendrix, A. (2013, June 02). Interview by MR Reilly []. Business association research.