

Strategic Plan for Downtown Chambersburg Inc. (DCI)

January 2025 – December 2028

Mission Statement

To promote, advance, and stimulate economic health and vitality in the Downtown Chambersburg community.

Vision Statement

Actively support local businesses, commerce, residents, and visitors in Downtown Chambersburg, Pennsylvania, to promote and establish the downtown area as the premier destination for living, working, and exploring.

Core Values

- 1. Inclusivity and Diversity:** Embrace and reflect the diversity of downtown Chambersburg by creating opportunities for dialogue and learning with a variety of groups, including residents, business owners, property owners, the minority business community, young adults, and others.
- 2. Collaboration:** Actively seek input and assistance from diverse groups and stakeholders in designing and implementing events and activities.
- 3. Community Development:** Foster entrepreneurial and business skills among downtown and neighborhood residents to stimulate growth.
- 4. Partnerships:** Collaborate with surrounding downtown neighborhoods, organizations, and stakeholders to achieve shared goals.
- 5. Sustainability:** Ensure the long-term viability of DCI through strong governance, board development, and financial stewardship.

Strategic Goals and Objectives (2025-2028)

1. Economic Vitality

Objective 1.1: Attract and retain diverse businesses in downtown Chambersburg.

- Conduct surveys to understand the needs of local businesses.
- Develop programs for diversification of entrepreneurial startups and business ownership.
 - Connect prospective entrepreneurs with resources and vacant spaces.
 - Integrate translated materials to ensure our initiative is inclusive, accessible, and effective in servicing a diverse community of entrepreneurs.

Objective 1.2: Strengthen partnerships with existing businesses.

- Engage in listening sessions with business partners to understand their challenges, priorities, and needs.

Objective 1.3: Strengthen revitalization efforts through Main Street Matters.

- Identify and apply for available funding opportunities to support downtown planning, aesthetic improvements, and safety initiatives.
- Collaborate with the Main Street Matters program to develop tailored business support services, including marketing and operational resources.
- Align revitalization goals with Main Street Matters principles.

2. Infrastructure Development and Environmental Initiatives

Objective 2.1: Improve downtown aesthetics and functionality.

- Complete beautification projects such as improved lighting, greenery, signs, and benches
- Leverage Main Street Matters funding to obtain additional grants for streetscape upgrades, signage, and façade improvements.

Objective 2.2: Develop a community amphitheater.

- Secure funding through grants, sponsorships, and fundraising events.
- Collaborate with architects and planners to complete Phase 1 construction by end 2025.
- Put a focus effort on evaluating the feasibility of a Phase 2 construction plan and establish a realistic timeline for its initiation.

Objective 2.3: Collaborate with community stakeholders to identify community-driven solutions.

- Facilitate discussions to understand community priorities and gather input, fostering knowledge sharing to support evidence-based program development.

3. Community Engagement and Events

Objective 3.1: Increase resident participation in downtown activities.

- Host at least six events annually, ensuring they reflect the interests of diverse community groups.
- Create targeted marketing campaigns for different audiences, including young adults, minority communities, and families.

Objective 3.2: Strengthen partnerships with local organizations and neighborhoods.

- Collaborate on cross-promotional activities with nonprofits and cultural organizations.

4. Marketing and Branding

Objective 4.1: Position Chambersburg as a destination for visitors and businesses.

- Complete the DCI website by 2025 to include an updated events calendar, business directory, amphitheater information and visitor resources, which has an established standard for routine maintenance and updates.
- Launch a social media 'campaign' highlighting success stories of downtown businesses and residents.

Objective 4.2: Promote Chambersburg as an event hub.

- Work to extend the reach of promotional materials of downtown events to surrounding communities.

Objective 4.3: Highlight downtown Chambersburg's diversity.

- Feature stories of residents and business owners in marketing materials and on social media.
- Collaborate with local media.

Objective 4.4: Increase community awareness of Downtown Chambersburg, Inc. as a key organizer and supporter of local events, initiatives, and economic development projects.

- Ensure that DCI's logo, tagline, and messaging are promoted in event materials, both online and offline. Position DCI's brand alongside sponsors in all materials, including event posters, flyers, digital content, and press releases.
- Launch a campaign showcasing DCI's contributions to the local economy, including spotlight features on the organization's impact, testimonials from local business owners, and behind-the-scenes looks at event planning and coordination.
- Develop a social media content calendar that emphasizes DCI's role in supporting local businesses and orchestrating events to engage with the community and promote upcoming events while showcasing DCI's impact.

5. Organizational Sustainability

Objective 5.1: Strengthen governance through board recruitment and development.

- Establish a structured board recruitment process to attract diverse, skilled, and engaged members.
- Develop an annual orientation program for new board members to ensure understanding of DCI's mission, vision, and responsibilities.
- Conduct board development workshops focused on strategic planning, fundraising, and advocacy.

Objective 5.2: Ensure financial sustainability.

- Set annual revenue growth targets.

- Diversify revenue streams by refining sponsorships, increasing event participants, and obtaining grants.
- Host signature fundraising events to support operational and project-based goals.

Objective 5.3: Monitor and evaluate organizational performance.

- Develop key performance indicators (KPIs) for all programs and initiatives.
- Conduct annual performance reviews of strategic goals and adjust plans, as necessary.

Downtown Chambersburg, Inc. is committed to creating a thriving, inclusive, and sustainable downtown community. Through innovative initiatives, partnerships, and the adoption of programs like Main Street Matters, we are equipping our organization and our community with the tools needed to build a vibrant and welcoming future.

Timeline and metrics to be created and supported by committees. Timeline and metrics will be submitted to board for approval. Timeline and metrics will be subject to change depending on feedback from prior year.

Implementation Timeline (The timeline and the Metrics for success should have board participation)

- 2025: Launch foundational initiatives, including board recruitment, Main Street Matters integration, and final website updates.
- 2025: Focus on core event expansion and improvements.
- 2025 Q1 Begin phase 1 amphitheater construction.
- 2025 Q1 Complete DCI Website
- 2025 Q2 Research planning grants for late Q3 submission for phase 2
- 2025 Q3 Create a balanced schedule and selection process for 4.1 and 4.3.
- 2025 Q3 Discuss and set 2026 timelines and consider 27/28 goals.
- 2026 Put a focus effort on evaluating the feasibility of a Phase 2 construction plan and establish a realistic timeline for its initiation.
- 2026 Q3 submit for construction grant funding for the amphitheater
- 2028 Evaluate organizational performance to inform the next strategic plan.

Metrics for Success (Identify the driver (committee) for each strategic initiative and then have the driver put forth for board consideration metrics for success)

- Increase in downtown business openings by two (2) by 2026
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- 15% increase, year over year, in attendance or ticket sales at underperforming events
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- Completion of phase 1 amphitheater construction by Q40 2025 and host 1st event
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- _____% growth in board member participation and satisfaction.
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- Securing Public Acknowledgements for revitalization efforts