



KING OF PRUSSIA DISTRICT

**STRATEGIC PLAN
2020-2023**

SUMMARY VERSION



I. EXECUTIVE SUMMARY

From the period December 2019 through July 2020, the leadership of King of Prussia Business District engaged in a 3-Year Strategic Planning process. The planning was supported by the team of Dunleavy & Associates, who had also worked in support of the 2017-2020 plan.

As this period encompassed the COVID-19 Pandemic outbreak, it is important to mention how the planning process was impacted.

- All stakeholder interviews were completed before the pandemic reached the United States in any measurable way. While 2 calls did take place in March, the impact of the outbreak was not yet known. As such, the assessment findings did not include any information related to the pandemic.
- The stakeholder findings were presented to the Strategic Planning Committee in late April. At this time more was understood about the outbreak impacts although the data presented did not reflect that knowledge.
- In May, when the Strategic Planning Committee determined the priorities moving forward, they established both short- and long-term prioritizations to take into consideration immediate needs.
- As the staff laid out strategies and tactics for the goals, they too looked at multiple time horizons.

So, while the assessment findings did not reflect the status of the King of Prussia District as it related to the pandemic, both the Strategic Planning Committee and Staff teams did work to accommodate that important factor into determining priorities and strategies.

II. PROCESS

The strategic planning process encompassed three unique phases. These phases and corresponding tasks were as follows:

PHASE I: STRATEGIC VISIONING

Initial meeting with Leadership to:

- Articulate desired outcomes & deliverables
- Review the planning process
- Identify intended and unintended outcomes
- Seat the full SPC
- Identify preliminary list of stakeholders for assessments

Kick-off Meeting with SPC to:

- Review desired outcomes & deliverables
- Review the planning process (workplan)
- Review SPC roles & responsibilities
- Review timeline
- Identify intended and unintended outcomes
- Discuss SPC culture
- Affirm list of stakeholders for assessments

- Review Interview Guide

PHASE II: ORGANIZATIONAL AND ENVIRONMENTAL ASSESSMENT

- Confirm stakeholder questions and formats
- Distribute interview request invitations
- Schedule all interview outreach/calls
- Conduct one-on-one interviews (12)
- Consolidate all assessment data
- Create SWOT/SOAR analysis
- Prepare Assessment Findings presentation
- Present Findings to include SWOT, to SPC

PHASE III: STRATEGIC DIRECTION & PLAN

Working meeting with SPC to:

- Discuss outstanding questions, comments, feedback from Assessment findings
- Affirm Mission & Value Proposition language
- Determine high level strategic goals and priorities

Working with the Staff:

- Identify metrics and outcome/success statements to support the goals
- Finalize draft Strategic Plan

III. PARTICIPATION

There were 3 primary groups involved in the planning process:

STRATEGIC PLANNING COMMITTEE

- Lea Anne Welsh, Korman Communities, Board Member
- Rachel Ammon, King of Prussia District, Marketing Director
- Eric Goldstein, King of Prussia District, Executive Director
- Carol McCoy, Radial Inc., Board Chair
- Alice Budno-Hope, Upper Merion Area School District Board Member
- Richard Kubach, Best Western/RWK Enterprises, former Board Member
- Suzanne Ryan, PECO, former Board Member
- Geoff Hickman, UMT, Director of Public Works
- Eric Davies, Wurzak Hotel Group, past Chair of the Board

The Strategic Planning Committee was responsible for determining the stakeholder cohort, evaluating the assessment findings, and making the strategic priority recommendations. The team gathered in person on January the 23rd, participated in numerous electronic based correspondences, and gathered again via Zoom on April the 28th to learn of the stakeholder findings. The final strategic priority language was approved in early May 2020.

STAKEHOLDER INTERVIEWEES

- Jerry Sweeney, President & CEO, Brandywine Realty Trust, Rail Coalition Chair
- Anthony Hamaday, Township Manager - Upper Merion Township, *Board Member*
- Tim Briggs, State Representative
- Guntram Weissenberger, President of Westover Companies
- Rob Bown, Industrial Investments, Inc.
- Maureen Hansberry, CHOP, Director of Real Estate, *Board Member*
- Paul French, Avison & Young, Commercial broker
- Denise Yarnoff, Riley Riper Hollin & Coligreco, Attorney
- Brian McElwee, President of Valley Forge Investment Corporation
- Bill Jenaway, Upper Merion Township Supervisor
- Anonymous - Company that did NOT select KOP location

The stakeholders selected to participate in one-on-one interviews, represented a cross section of constituents, partners and community members. The interviews were conducted via phone during the month of February, with 2 taking place in early March.

STAFF MEMBERS

- Eric Goldstein
- Rachel Ammon
- Christopher Basler
- Shauna Sanchez
- Julie DeMasi
- Alison Kahan

After the Strategic Planning Committee finalized their recommendations, the work was passed to the staff. The team above took the priorities and crafted high level Goals and Objectives, as well as supporting strategies and tactics for achieving the goals. The team met via zoom on 2 separate occasions.

IV. OUTCOMES

The following reviews the goals and supporting strategic approaches.

BUSINESS RECOVERY

Goal - Position King of Prussia District as the leader and driver of King of Prussia's Business Recovery initiative.

- **Marketing**
 - Support KOP's recovery and reopening by driving traffic back to KOP.
 - Keep people entertained, informed, and engaged with KOP businesses during quarantine and after reopening.

- Build upon our already successful events to: Drive more traffic to KOP; allow for more opportunities for networking and cross promotion within the business community; and highlight KOP's incredible assets.

➤ **Land Use and Zoning**

- Ease or eliminate impediments that prevent property owners from quickly adapting to the post-COVID environment.

PARTNER AND COMMUNITY ENGAGEMENT

Goal - Maximize the opportunities to expand and reinforce engagement with partners and community members.

➤ **Marketing**

- Strengthen our connection to the Upper Merion Township community and other nonprofits that it serves.
- Encourage a culture of networking and cross-marketing within the KOP business community.
- Expand the BIDs influence in the region.
- Improve BID's contact/database information.
- Determine the needs of industrial properties in the District.
- Determine the needs of multi-family properties in the District.
- Utilize government relationships effectively.
- Refine our current events and develop additional events to drive more traffic to KOP; allow for more opportunities for networking and cross promotion within the business community; and highlight KOP's assets.
- Strengthen our connection to the Upper Merion Township community and other nonprofits that it serves.

➤ **Land Use and Zoning**

- Improve lobbying efforts with the township, county and state officials to support critical infrastructure projects and development projects to preserve momentum in KOP.

➤ **Physical Improvements/Marketing/Transportation**

- Improve connectivity and create placemaking opportunities in expanded District.
- Integrate Renaissance Corporate Park into KOP Proper with a Master/Action Plan, a Marketing Plan and a series of Physical Improvement projects.
- Implement next projects on Physical Improvement Action Plan.

ACCESS AND MOBILITY

Goal - Continue to advocate for transformative transportation projects and maximize our existing transportation programs.

➤ **Marketing**

- Advocate for KOP Rail.
- Improve the impact of *theconnector*.

➤ **Transportation**

- Continue to provide effective management of the Amazon shuttle system.

- Identify other Multimodal Transportation projects and concepts to advocate for – future of KOP (Valley Forge slip ramp, TDM, physical improvements to reduce traffic and congestion & other).

➤ **Physical Improvements**

- Improve connectivity and create placemaking opportunities in Moore Park.
- Improve connectivity and create placemaking opportunities in Renaissance Park.

BUSINESS RECRUITMENT AND RETENTION

Goal - Develop and deploy a Proactive Business Recruitment Plan

➤ **Marketing/Physical Improvements/Administration**

- Working with township, determine the BIDs role and identify a funding source.
- Look for opportunities, programs and improvements to make KOP as attractive as possible for businesses.
- Obtain and use direct messages from existing residents and businesses about benefits of KOP.
- Relaunch the Make the Move business recruitment advertising and marketing campaign.
- Highlight KOP's assets.

➤ **Land Use and Zoning**

- Determine opportunities for further development or redevelopment on underutilized parcels.

➤ **Tax Policy**

- Update the existing tax policy reports in 2022 as a follow up to the 2017 study and continue to monitor the total tax impacts on business in Upper Merion and the largest competitive commercial centers in the region.