



KING OF PRUSSIA DISTRICT

STRATEGIC PLAN

2024-2029





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Introduction & Meet the Team

On behalf of our Board of Directors and staff, we are pleased to share the King of Prussia District 2024-2029 Strategic Plan with you!

This version is quite different than our last (2020-2023) as our previous Strategic Plan was created during the COVID-19 pandemic! But as our goals and objectives have shifted significantly—from supporting businesses through a difficult and unprecedented global challenge to delivering initiatives centered on driving activity and investment in KOP—our programmatic focus remains the same:

- Raise the profile and increase the vibrancy of KOP through marketing and communications.
- Design and build enduring projects that improve the community aesthetic.
- Foster better mobility for pedestrians, cyclists and motorists.
- Engage partners to enact thoughtful strategies for future planning and growth.
- Collect, analyze and report on key performance metrics of the community and our organization.

In this Strategic Plan, we coalesced around our Mission Statement, affirmed our organizational Core Values and developed a Vision Statement and set of Guiding Principles. We worked with our program committees and Board Members to develop goals and objectives that strengthen our ability to help drive investment in KOP, raise property values and improve the vibrancy for those who live, work and play here.

As part of this Strategic Plan, we will engage the public through our first comprehensive Community Engagement Project in 2024. We look forward to hearing from you and learning more about how you view King of Prussia and King of Prussia District.

We hope you enjoy our 2024-2029 Strategic Plan!



Eric Goldstein
President & CEO



Rachel Ammon
Director of Marketing
& Communications



Chris Basler
Director of Capital Projects
& Planning



Shauna Sanchez
Content Marketing Manager



Lauren Sliva
Events Manager



Julie DeMasi
Manager of Finance &
Administration

2023 Board of Directors & Committees

EXECUTIVE COMMITTEE

Lea Anne Welsh, *Chair* | Korman Communities

Eric Davies, *Vice-Chair* | Wurzak Hotel Group

Richard W. Kubach, Jr., *Treasurer* | Kubach Management LLC

Robert Hart, *Secretary* | Simon Property Group

Carol McCoy, *Past Chair* | Retired

BOARD MEMBERS

Ron Bailey, Valley Forge Casino Resort

John Bown, Industrial Investments, Inc.

Michael Brookshier, Keystone Development + Investment

Jeff DeVuono, Brandywine Realty Trust

Cheryl Gebeline-Myers, Children's Hospital of Philadelphia

Audrey Greenberg, Center for Breakthrough Medicines

Anthony Hamaday, Upper Merion Township

Andrew Horning, Bala Consulting Engineers, Inc.

Peter Karakelian, The Autowash Group, Inc.

Joseph Mancuso, CBRE Global Investors

David McManus, Westover Companies

Steven M. Powell, Kravco Company, LLC

Suzanne Ryan, PECO

COMMITTEES

LAND USE & ZONING

John Bown, Industrial Investments

Bruce Hartlein, Exeter Property Group

Dennis Maloomian, Realen Properties

Carol McCoy, Retired

Jeffrey Willner, Willner Properties

MARKETING & COMMUNICATIONS

Alexandrea Amerine, CBRE/KOP Town Center

Vanessa Hantman, Keystone Development + Investment

Don Herbert, Upper Merion Township

Ralph Kearney, UDR

Dale Kline

Cheryl Gebeline-Myers, Children's Hospital of Philadelphia

Marshall Mulloy, SERVPRO of King of Prussia

Todd Putt, Simon Property Group

Rachel Riley, Valley Forge Tourism and Convention Board

PHYSICAL IMPROVEMENTS

Andrew Horning, Bala Consulting Engineers, Inc.

Kim Gasper, Penn Outdoor Services

Jeffrey D. Guzy, PE, RK&K

Dr. Jeffrey Haggray, American Baptist Home Mission Societies

Anthony Hamaday, Upper Merion Township

Robert Hart, Simon Property Group

Bruce Hartlein, Exeter Property Group

Geoff Hickman, Upper Merion Township

Kevin Kyle, MLP Ventures

Kathy Sweeney-Pogwist, Brandywine Realty Trust

Jeffrey Willner, Willner Properties

TRANSPORTATION

Timothy Briggs, PA State Representative

Jeff DeVuono, Brandywine Realty Trust

Scott France, Montgomery County Planning Commission

Audrey Greenberg, Center for Breakthrough Medicines

Jeffrey D. Guzy, PE, RK&K

Anthony Hamaday, Upper Merion Township

Dale Kline

Zachary Koller, Prologis

Carol McCoy, Retired

Casey Moore, McMahan & Associates Engineering

Keith Oldt, Brandywine Realty Trust

Steven Powell, Kravco Company, LLC

Michael Riccardi, CBRE

Suzanne Ryan, PECO

Scott Sibley, Valley Forge Park Alliance

TAX POLICY

Jeff DeVuono, Brandywine Realty Trust

Fred Goebert, Redgo Development

Anthony Hamaday, Upper Merion Township

Carol McCoy, Retired

David McManus, Westover Companies

Scott Sibley, Valley Forge Park Alliance

NOMINATING

Eric Davies, Wurzak Hotel Group

Jeff DeVuono, Brandywine Realty Trust

Robert Hart, Simon Property Group

Richard W. Kubach, Jr., Kubach Management, LLC

Carol McCoy, Retired

Lea Anne Welsh, Korman Communities

Our Process

At the direction of the King of Prussia District Board of Directors, the 2023-2029 Strategic Plan was created with input from District staff, Committees and Board Members.

The months-long process began in July 2023 at the staff level, with a review of the proposed schedule followed by significant discussions about the organization’s Mission Statement and the need to establish a Vision Statement and set of Guiding Principles. Staff prepared preliminary program goals and

objectives in advance of a full staff review. Once staff feedback was incorporated, the District staff met again for a second round of review and discussion.

Following this process, program goals and objectives were discussed at the committee level, informing additional changes to the draft. The draft plan was then shared with the Executive Committee. After incorporating additional comments, the full plan, including the revised Mission Statement and new Vision Statement and Guiding Principles were brought before the Full Board. After further revisions were made based on Board feedback, the final plan was adopted at the November 14, 2023 Full Board meeting.



PLANNING

July 12
Initial strategic planning

July 19
Summarize initial draft

July 24
Second strategic planning

July 25
Present to Executive Committee

July/August
Present to all committees

August 22
Present progress to Executive Committee

Sept 26
Present draft to Full Board

REVISIONS

October 24
Revisions to Full Board

November
Draft sent to Full Board for final review

FINAL

Nov 14
Full Board vote on final Strategic Plan

Mission & Vision

Mission

The staff felt strongly that the current Mission Statement was too long, and that a more concise statement would be easier to communicate and better reflect what we do.

NEW MISSION STATEMENT

King of Prussia District accelerates economic growth by making King of Prussia vibrant, attractive and prosperous.

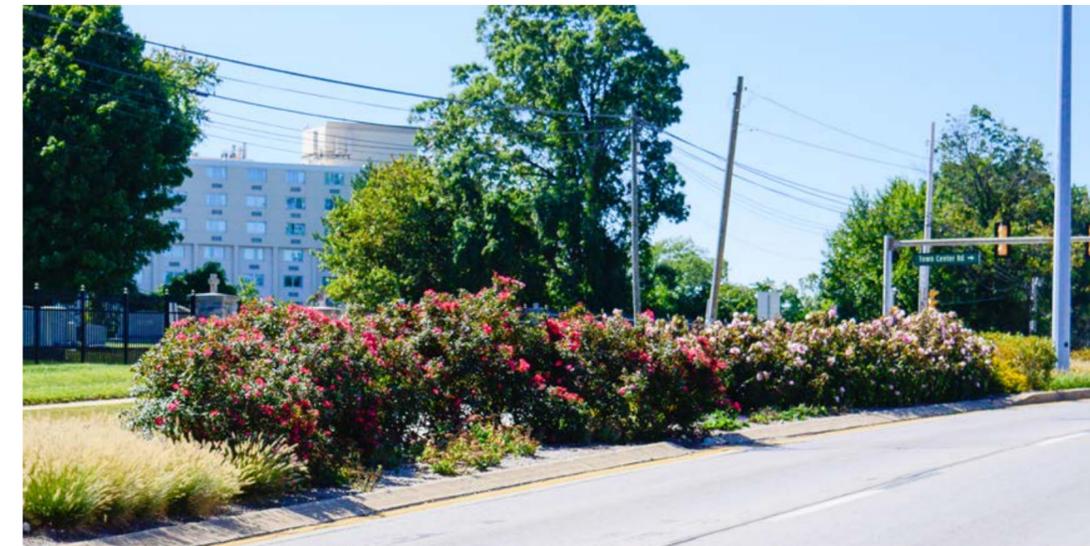
ORIGINAL MISSION STATEMENT

King of Prussia District engages public and private partners to collaboratively improve the economic environment in King of Prussia by making it more vibrant, attractive and prosperous.

Vision

A spirited set of meetings led staff to develop a Vision Statement expressing what we believe we are working toward as we execute our mission for stakeholders.

King of Prussia is Greater Philadelphia's economic powerhouse and premier location for community and commerce.



Values & Guiding Principles

Core Values

Through this strategic planning process, we affirmed our recently-implemented Core Values. Driven by our mission, we infuse our work with the following Core Values.

PROGRESSIVE

We realize opportunity, challenge convention and pursue our vision with passion.

DETERMINED

We strive for excellence, produce with purpose and inspire collaborations that strengthen community.

FUN

*We value humor and personality as much as accomplishment, create extraordinary experiences and have fun while we get sh*t done!*

Guiding Principles

With this Strategic Plan, we've adopted the following Guiding Principles which demonstrate our value to stakeholders.

Inspire collaboration that strengthens community.

Advocate for stakeholders.

Elevate King of Prussia's profile.

Deliver a compelling vision for King of Prussia's future.

Strive to increase property values.

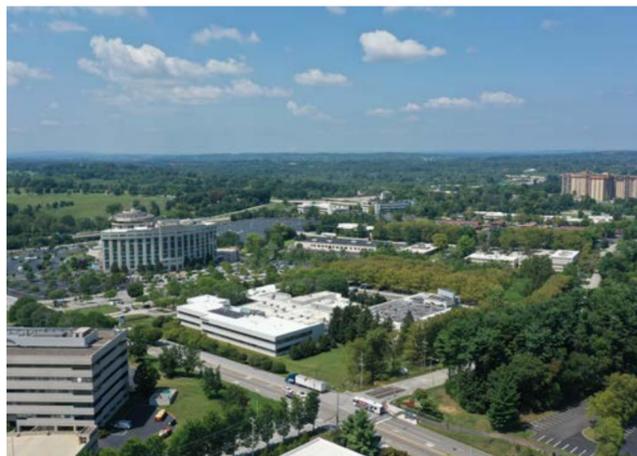
Our Programs

Staff spent time reviewing programs to determine whether they still advance the District's mission and vision. We agreed that, apart from Tax Policy, all of the programs continue to serve the organization and the stakeholders.



Marketing & Communications

Committed to keeping KOP in the spotlight and building on its reputation as one of America's great edge cities, King of Prussia District executes robust marketing and advertising campaigns and produces award-winning events throughout the year.



Land Use & Zoning

King of Prussia District works closely with the Township and County to develop strategies for a comprehensive and cohesive forward-thinking vision for KOP's future.



Physical Improvements

From signage to landscaped medians along some of King of Prussia's most visible and highly-traveled corridors, King of Prussia District manages design, construction and maintenance of landscapes that enhance KOP's aesthetic.



Transportation

King of Prussia District is dedicated to making life flow in KOP, effecting game-changing transportation solutions that enhance vehicular, pedestrian, bicycle and public transportation access.



Tax Policy

Staff proposes a name change for this program to **Research and Data Analytics*** – the Tax Policy reports will be rolled into the newly named program. We believe it is important to strengthen our data collection and analysis work at this juncture in the organization's history. With a more robust data collection and analysis program in place, we will be better positioned to serve stakeholders, the Township, media, the broker community and others seeking accurate information about King of Prussia.

* See Administrative goals for funding, staffing and programmatic fees tied to strengthening this program.

Goals & Objectives

ADMINISTRATIVE

Accelerate revenue growth to ensure staffing reflects increased programming goals.

- Seek a 10% assessment fee increase for new renewal period and/or annual COL increases beginning January 1, 2025. 2024 is the 14th consecutive year without an increase in the assessment fee.
- Seek management fees through grant opportunities.
- Aggressively manage interest bearing accounts to maximize revenue potential on reserves.
- Work with Marketing & Communications Director to continually expand corporate sponsorship support.

Formulate a Special Projects Plan II for excess reserves from prior years and establish minimum/maximum thresholds for future project investments.

Work to renew King of Prussia District for a 10-year period (2025-2035).

- This will require approval of the Upper Merion Township Board of Supervisors.

Operationalize Core Values and elements of Strategic Plan internally and externally.

- Incorporate Core Values into press releases, websites, marketing campaigns, job descriptions, staff meetings, etc.
- Administer elements of the Strategic Plan by ensuring that we have the proper staff, money and time to implement the goals on an annual basis.

Gain better understanding of community perceptions of King of Prussia District and King of Prussia.

- Commission a third-party company to help facilitate a community wide survey of property owners, businesses, residents, visitors and elected officials to gain insight into community sentiment about Upper Merion Township and the work of King of Prussia District.

Investigate opportunities for creating a more robust program for our Transportation Program for King of Prussia ONLY projects, through PennDOT, UMT TA, or other potential avenues.

Improve efficiencies in non-assessment fee revenue collection.

- Implement credit card processing and invoicing through our current Quick Books software program.

Establish a robust research and data collection program, properly staffed, with associated software and programmatic budget.

Explore an expanded office or a renovated existing office to allow for projected staff increases in next 5 years, allow us to bring event materials storage in-house (eliminate outside storage facility), establish a room suitable in size for Board meetings, committee meetings and outside organizational meetings, create a central meeting space for collaboration and eliminate shared staff offices.

Develop a Volunteer Recruitment and Retention Program.

- Create incentives for volunteers to participate King of Prussia District events.
- Assign a Volunteer Coordinator role for every event or project, where applicable.

Expand opportunities for staff professional development.

- Implement a formal employee professional development program with an emphasis on research/program implementation, published findings and conference presentations.

MARKETING & COMMUNICATIONS

Increase visibility for King of Prussia and highlight our role in its transformation.

- Develop efficient and effective tools and systems to communicate to stakeholders, KOP employees and residents.

- Capitalize on research findings and other opportunities, such as grant awards, to pitch stories about King of Prussia's evolution.
- Execute effective and engaging advertising campaigns.
- Look for opportunities to brand our assets and projects.
- Seek out and apply for awards for our programs, events and staff.
- Increase traffic on VisitKOP.com.

Increase engagement in King of Prussia District's programs.

- Use survey results to solicit ideas for programming and grow our email subscriber list.
- Continually monitor social media analytics and create paid and organic campaigns that boost engagement.
- Continually monitor website analytics, including time on site and activity, and make changes to the sites accordingly to increase engagement.
- Increase email open rates and click through rates.
- Develop additional opportunities to include KOP businesses and organizations in our events.

Promote KOP as the natural choice for new or expanding businesses.

- Develop resources and tools geared toward business owners and decision makers, relocation professionals and the CRE community.
- Look for opportunities to get in front of CRE professionals.

Produce exceptional events and activations that drive traffic to KOP, foster networking, highlight KOP's assets and add to the overall vibrancy of the community.

- Improve existing events to ensure that they are more impactful, efficient and memorable each year.
- Develop new events and activations that advance our mission and vision for King of Prussia.
- Explore opportunities to become involved with and enhance existing events produced by other organizations (example: UMT Farmer's Market, VFPA and others).
- Explore opportunities to collaborate with other organizations to bring unique events and activations to KOP that otherwise might be a strain on our resources (example: Parks on Tap/traveling beer garden).
- Generate additional income to support events and activations through sponsorships, ticket sales, grants and other funding sources.

PHYSICAL IMPROVEMENTS

Enhance King of Prussia's aesthetic through well-designed and maintained amenities that benefit and attract stakeholders.

- Add exciting placemaking programs and assets to the business improvement district. This includes new median planting beds, public art, attractive fencing, signage, lighting and other amenities projects to build over time throughout King of Prussia District.
- Develop and implement programs to promote, maintain and evaluate placemaking assets. This includes refreshing existing planting beds, improving Moore Park and Renaissance Park assets, maintaining KOP gateway signage and adding electric service and security cameras in the right of way.

Improve King of Prussia's built and natural environments through sustainable programs and practices.

- Restore health, beauty and function to the waterways flowing through the business improvement district. This includes evaluating and improving waterways and features running through King of Prussia District.
- Improve stormwater management on individual parcels in the business improvement district with projects and workshops that directly impact stormwater flow into right-of-ways.

TRANSPORTATION

Advance multimodal connections to The Circuit trail network throughout King of Prussia.

- Create multimodal connections from First Avenue Linear Park to Schuylkill River Trail and Chester Valley Trail with design and construction of the Moore Road Multimodal Trail and North Gulph Road Trail.

Collaborate with stakeholders to secure a large funding allocation for a comprehensive trail plan for Upper Merion Township (The Upper Merion Circuit Trail System).

- Outline trail routes and connections through Upper Merion Township, include as part of an official map, and secure RACP funds or other sources to build network.

Investigate opportunities to secure funding and develop designs for the Valley Forge Interchange/Moore Park Slip Ramps.

- Conduct feasibility study for Valley Forge Interchange.

Improve pedestrian and bicycle facilities so there are no physical barriers to multimodal transportation in KOP.

- Create and implement connectivity plans for all of KOP that includes options for access to public transportation with bicycle and pedestrian crossings/pathways along major thoroughfares and abandoned railways.
- Insert connectivity plans into an official map to be adopted by Upper Merion Township.

Investigate system structures to accelerate transportation goals.

- Research organizational BMPs that could enhance transportation projects and funding streams necessary for projects outlined in this Strategic Plan.

Promote sustainable and efficient access to King of Prussia.

- Support new transportation initiatives in region that improve commuter journeys to and from King of Prussia.

LAND USE & ZONING

Revamp the Land Use & Zoning Committee.

Finalize a negotiated KPMU ordinance protecting existing land uses and residential development potential going forward.

- Preserve industrial, warehousing, manufacturing and storage of durable and non-durable goods.
- Preserve the ability for property owners to develop residential, as market conditions allow.

Work with Upper Merion Township to create an official map for Moore Park and Renaissance Park that outlines future infrastructure enhancements.

- To lay out Township desires for future roadway, sidewalk and multimodal trail connections in advance of future development or redevelopment.

Work with Upper Merion Township to address other land use amendments and revisions necessary throughout King of Prussia District to encourage future development that allows property owners to respond to future market condition changes.

- Examples include zoning changes in and around King of Prussia Mall that allows vacant retailers to redevelop with uses other than retail.
- Amending zoning in Renaissance Park to allow for multifamily residential and service retail.

RESEARCH & DATA ANALYTICS

Hire a Manager of Research & Data Analytics in Q2 2024.

Develop ways to use Placer.ai, CoStar, US Census and other data sources to help inform future Annual Reports, Quarterly Commercial Reports and additional reports/white papers.

- This will move research, data analytics and subsequent reports from PT work from the President & CEO, Director of Marketing & Communications and Director of Capital Projects & Planning to FT work of a dedicated employee.
- Work with new Manager of Research & Data Analytics to develop a regular research and data reporting schedule to better inform stakeholders, media, elected officials, our Board and staff and others about performance metrics in Upper Merion Township/King of Prussia.





Neiman Marcus

KING OF PRUSSIA
A SHOP MALL

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To learn more about King of Prussia District and to follow along with our progress as we implement the goals and objectives outlined in our Strategic Plan, visit us on social media and at [visitkop.com](https://www.visitkop.com).

