



FY2023–2027 Strategic Plan

May 2023

Five-year key objectives
and implementation
strategy

Presented to:
**Hobart's Run
Board of Directors**

Presented by:
**Twila Fisher
and Cathy Skitko**



Table of Contents

Acknowledgments	3
Focus Area	4
Demographics	5
Marketing Highlights	6
Timeline for Strategic Goals Implementation	7
Goal 1: Quality of Life	8
Goal 2: Equitable Community	13
Goal 3: Economic Opportunity	15
Goal 4: Organizational Effectiveness	17
Goal 5: Public Trust	19
Summary and Call to Action	21
Contact Information	22



Acknowledgments

This strategic plan was developed and reviewed through a collaborative effort of the Hobart's Run staff, board of directors, and Block Captains.

Hobart's Run Staff

Twila Fisher, Executive Director

Cathy Skitko, Director of Communications and Community Relations

Jacque Steinman, Administrative Coordinator

Hobart's Run Board of Directors

Michael Harris, Chairman

David Archer

Matthew Bates

Doug Bishop

David Charles

Paul Fulmer

Jay Lankford

Dennis Maguire

Annie McLaughlin

Andrew Monastra

James Sheward

Tracy Steele

Jessica Sykes

Hobart's Run Block Captains

Gloria Boswell, Block Captain

Melody Hartman, Block Captain

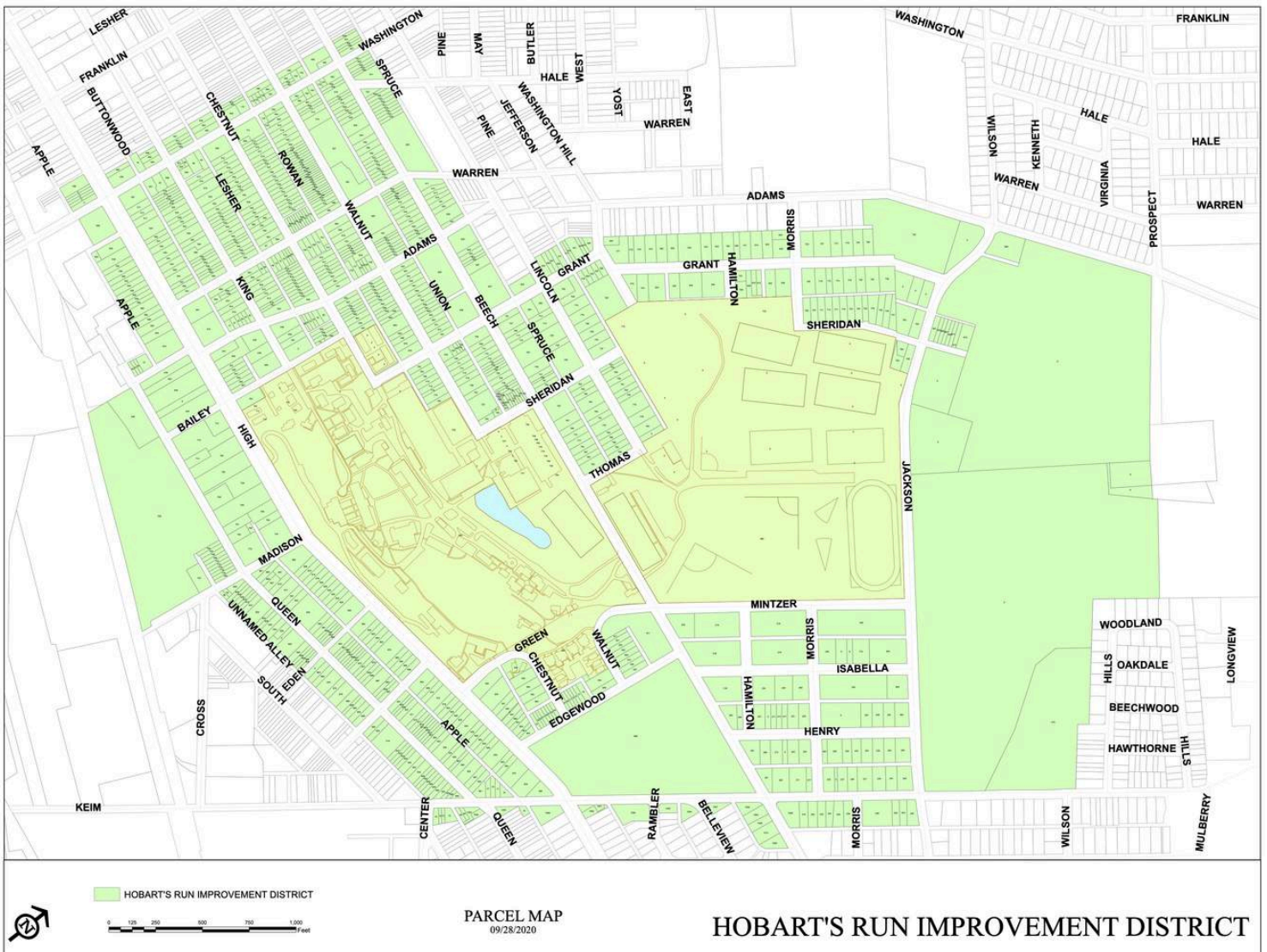
Beckie Richmond, Block Captain

Bill Richmond, Block Captain

Jessica Sykes, Block Captain

The Hobart's Run Board of Directors will assume an ongoing advisory role to provide accountability and to measure progress during execution of the five-year strategic plan.

Hobart's Run Neighborhood is comprised of approximately 900 parcels located in the green area as shown. The focus area boundaries are roughly Jackson Street (north); N. and S. Keim Streets (east); Queen Street (south); N. Washington Street (west).



Borough of Pottstown Demographics

Population: 23,433

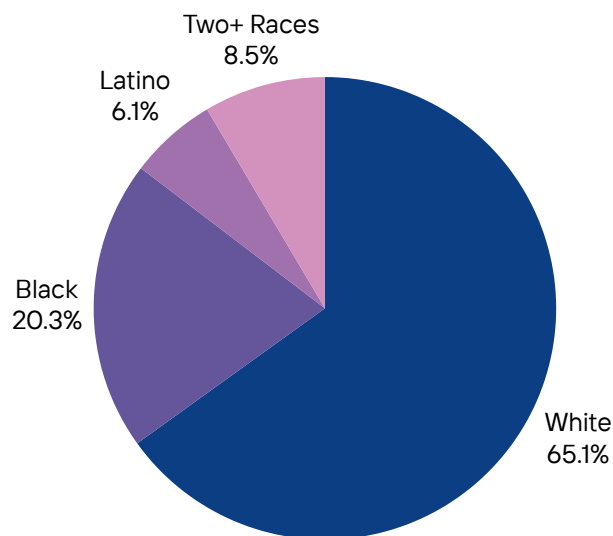
Median Home Value (Owned): \$131,100

Persons in Poverty: 15.3%

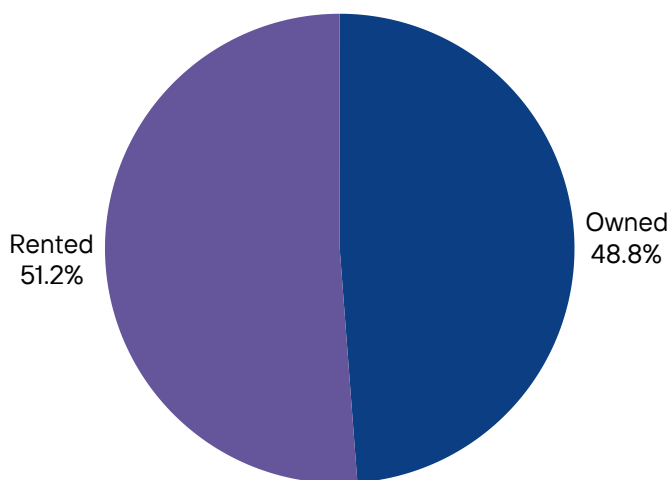
Mean Travel Time to Work: 27.3 minutes

United States Census Bureau 2021

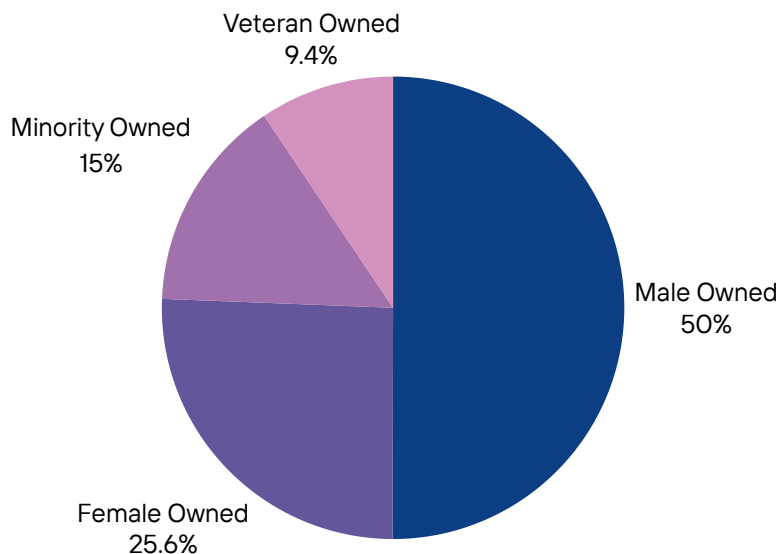
Race and Hispanic Origin



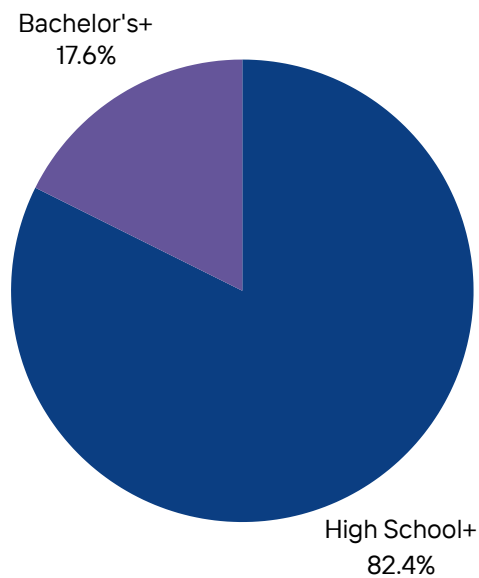
Housing Occupancy



Businesses



Education



Communications Highlights

Hobart's Happenings Newsletter

TOTAL SUBSCRIBERS	OPEN RATE	DISTRIBUTION
900	24.4%* *Industry averages for newsletter open rates vary from 17%/Mailchimp, to 15-25%/Constant Contact	Monthly

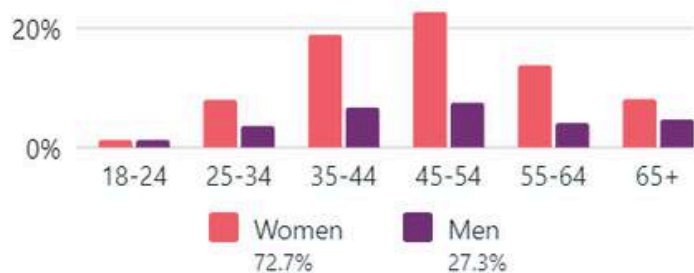
Social Media Engagement

Facebook is our primary social media platform, with an organic and steadily increasing number of followers; Instagram also is increasing.

Facebook Page followers ⓘ

2,095

Age & gender ⓘ



Instagram followers ⓘ

726

Age & gender ⓘ



Community Leaders Breakfast Invitations

TOTAL INVITATION LIST	AVERAGE ATTENDANCE	EVENT FREQUENCY
133	25-35	10X/YR, monthly, with breaks January and July

Timeline for Strategic Goals Implementation

FY22–23

Level 1 KPIs

FY23–24

Level 2 KPIs

FY24–25

Level 3 KPIs

FY25–26

Level 4 KPIs

FY26–27

Level 5 KPIs

Hobart's Run will use monthly and annual reports to document projects, cash flow and finances, employee performance, marketing strategies, social media engagement, and more.

Our **Key Performance Indicators** (KPIs) will serve as primary benchmarks for success in the areas below. Each area will outline five levels of goals, which will correspond to a fiscal year for implementation, as seen on the left.

1. Quality of Life

- a. Safe Community
- b. Clean Streets and Sidewalks
- c. Environmental Stewardship
- d. Housing

2. Equitable Community

- a. Inclusive Community Standards
- b. Culture and Recreation
- c. Workforce Development
- d. Food Coop and Hill Community Gardens

3. Economic Opportunity

- a. East High Street Innovation District
- b. Business Incentive Grant
- c. Zoning Overlay District
- d. Micro Lending Program

4. Organizational Effectiveness

- a. Planning, Monitoring, and Documenting
- b. Awareness of Top Priorities
- c. Feedback from Residents and Business Owners

5. Public Trust

- a. Financial Reviews
- b. Networking with Area Leaders
- c. Board and Committee Involvements



Goal 1: Quality of Life

We commit to creating and maintaining a safe and clean community with crime reduction and prevention as a top priority. We will support public spaces, arts and culture, recreational facilities, parks and trails, and community wellness initiatives that increase the quality of life in our neighborhood.

Our Mission

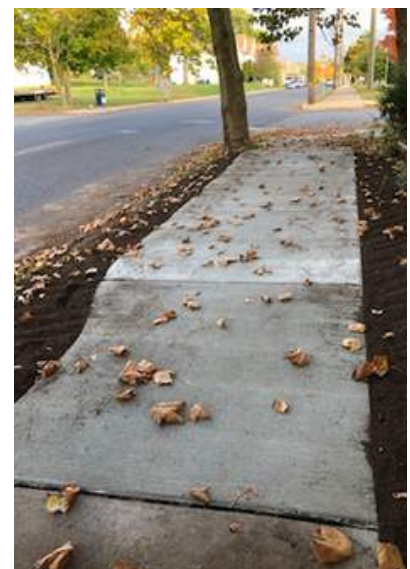
To be a community where all feel welcomed, secure, and encouraged to enjoy beautiful public spaces and life-enriching amenities.



KPIs	Safety Cameras	Block Captain Program	LED Lights/Lamp Posts
FY2022 Baseline	6	6	5
FY2023	Install 1	Add 4 in West Quadrant	Apply for \$150,000 MMT grant (\$45k match)
FY2024	Install 2	Add 2 in South Quadrant	Install 6 lights on 600 block Beech St.; replace sidewalks
FY2025	Install 2	Add 4 in East Quadrant	Apply for \$150,000 MMT grant (\$45k match)
FY2026	Install 2	Add 4 in Northwest Quadrant	Install 6 lights on 500 block Beech St.; replace sidewalks
FY2027	Install 2	Add 5 in Innovation District	Apply for \$150,000 MMT grant (\$45k match)
Total Impact	15 cameras	25 block captains	\$450,000 in MMT funding (\$135,000 Hill match)



Level KPIs	Block Cleanups	Adopt-a-Trashcan	Replace Sidewalks	Curb Prep and Sealant
FY2022 Baseline	6	75	500 ft.	0
FY2023	Add 2	Add 5 (added 6; total 81 as of 5/23)	Part of MMT grant app	500–900 Beech St.
FY2024	Add 2	Add 5	500 ft. on 600 Beech St.	500–900 E. High St.
FY2025	Add 2	Add 5	Part of MMT grant app	N. Adams and Washington Sts.
FY2026	Add 2	Add 5	500 ft. on 500 Beech St.	Walnut and Chestnut Sts.
FY2027	Add 2	Add 5	Part of MMT grant app	N. Keim St.
Total Impact	16 cleanups	100 trashcans	1,000 ft. sidewalks replaced	9,000 ft. curbs sealed



Level KPIs	Participation in Recycling Events	Climate Action Workshops	Zero Waste Cafe
FY2022 Baseline	0 residents	None	None
FY2023	Add 25	Discuss with Pottstown CARES and local residents	Launch Zero Waste Cafe
FY2024	Add 25	Hold quarterly workshops with planning committee	Apply for community impact grant with PAHWF
FY2025	Add 25	Add Town Halls	Expand Zero Waste Refill Bins
FY2026	Add 25	Add MontCo and Borough Goals	Add 50 customers
FY2027	Add 50	Publish on Borough Website	Add 50 customers
Total Impact	150 residents participating	Published Climate Plan	100 active users at Zero Waste Cafe



Hobart's Run also actively partners with the Friends of Edgewood Historic Cemetery, working to hold two major annual cleanups (fall and spring) and conduct various awareness and fundraising events benefitting the mowing and beautification fund for this abandoned resting place and green space in our focus area.

Level KPIs	Blight Remediation	Homeowner Incentive Program (HIP)	Facade Improvement Program (FIG)	Housing Education and Assistance
FY2022 Baseline	5 "Walk-to-Work" Homes	2 awarded (\$10,000)	10 awarded (\$5,000)	2 homebuyer seminars
FY2023	Form housing strategy group	Add 2	Add 5	2 homebuyer seminars Create transitional housing fund
FY2024	Develop five-year goals and budget	Add 3	Apply for DCED FIG Add 5	2 homebuyer seminars Create Temporary Housing Assistance (THA) grant (\$500)
FY2025	Secure funding	Add 4	Apply for DCED FIG Add 5 contiguous with "Paint the Town" Add 5 scattered site	2 homebuyer seminars Award 2 Temporary Housing Assistance (THA) grants
FY2026	Identify and secure five parcels for housing trust	Add 5	Apply for DCED FIG Add 10 contiguous with "Paint the Town" Add 5 scattered site	2 homebuyer seminars Award 4 Temporary Housing Assistance (THA) grants
FY2027	Find occupants for housing trust homes	Add 6	Apply for DCED FIG Add 10 contiguous with "Paint the Town" Add 5 scattered site	2 homebuyer seminars Award 6 Temporary Housing Assistance (THA) grants
Total Impact	5 WTW homes 5 HT homes	22 HIP incentives awarded (\$110,000)	50 incentives awarded (\$25,000)	10 homebuyer seminars 14 THA grants (\$7,000)



Goal 2: Equitable Community

We will build individual and community capacity by enhancing the inclusivity of social, physical, cultural, and economic assets in our focus area and supporting equity-enhancing initiatives throughout our greater community.



Our Mission

To be an active partner in promoting social justice by enhancing understanding and removing economic and social barriers to community resources.



Hill Afternoon Community Service now falls under the Hobart's Run umbrella. Through this program we work to address issues of inequity and need, not only in Hobart's Run but throughout the Borough.

A Hill alumnus has made a significant gift that will be used, in part, to fund a program at **the Ricketts Center**, one of the main Hill Community Service partner sites, a facility that addresses underserved families in our neighborhood. This initiative, entitled "Pick You," will encourage children and youths enrolled in Center programming to practice positive, anti-bullying behavior. The donor has pledged \$5,000 over the coming year to get the program started. We will work with the Center to evaluate Pick You's progress and determine possible future funding.

Level KPIs	Inclusive Community Standards (ICS)	Culture and Recreation	Workforce Development	Food Coop and Hill Community Gardens
FY2022 Baseline	Create and conduct a community needs survey	Promote availability of free tickets to events at Hill's Center For The Arts (ongoing).	Four Pottstown Area Social Innovation Lab (PASIL) cohorts	Committee Participation on Pottstown Area Food Collaborative Trellis MOU (3 yrs.)
FY2023	Form ICS strategy group and five key goals with survey results	Launch free bikeshare site with Bike Pottstown and Schuylkill River Greenways.	Open PASIL Learning Lab at 249 E. High Street with Hill students (30)	Maintain Memorandum of Understanding with Trellis for Tomorrow
FY2024	Implement Goal 1	Hold an outdoor concert with 100 attendees	Apply for PAHWF grant; maintain PASIL Learning Lab (10)	Work with Trellis for Tomorrow to expand gardens
FY2025	Implement Goals 2 & 3	Purchase and develop a lot for placemaking per survey needs	Apply for PAHWF grant; maintain PASIL Learning Lab (20)	Maintain Trellis MOU to increase food distribution by 20%
FY2026	Implement Goals 4 & 5	Install a pop-up park that attracts regular community use (100)	Apply for PAHWF grant; maintain PASIL Learning Lab (30)	Maintain Trellis MOU to increase food distribution by 20%
FY2027	Reconvene with team to review results and revise strategy	Offer four community clinics in basketball, football, squash and climbing wall (100)	Apply for PAHWF grant; maintain PASIL Learning Lab (40)	Maintain Trellis MOU to increase food distribution by 20%
Total Impact	Full implementation of ICS strategy	Attendees: 400 Creation of community space	PASIL Learning Lab launched with 130 participants	Increased food distribution by 60% from baseline Trellis MOU (8 yrs.)



Goal 3: Economic Opportunity

We commit to renewing, stabilizing, and developing our local business community -- with a focus on the 500 through 900 blocks of High Street as a neighborhood catalyst -- while supporting economic growth and stability throughout Pottstown.

Our Mission

To advance the Hobart's Run commercial corridor as a competitive, innovative, and sustainable economic hub.



Level KPIs	E. High Street Innovation District	Business Incentive Grant (BIG)	Zoning Overlay District	Small Business Microlending
FY2022 Baseline	Formalize commercial corridor with owner and business meetings	3 incentives awarded (\$4,500)	Begin conversations with Zoning Administrator	Research community microlending programs
FY2023	Support opening of one new retail or restaurant on E. High 800–900 blocks	Add 2	Retain attorney to draw up paperwork and present to Borough Council	Form microlending committee to structure program; secure seed money
FY2024	Support opening of one new retail or restaurant on E. High 800–900 blocks	Add 2	Promote established Zoning Overlay District from 800–900 blocks of E. High St.	Approve 2 microloans
FY2025	Support opening of one new retail or restaurant on E. High 800–900 blocks	Add 2	Offer four support sessions for new businesses	Add 2
FY2026	Support opening of one new retail or restaurant on E. High 800–900 blocks	Add 2	Offer four support sessions for new businesses	Add 2
FY2027	Support opening of one new retail or restaurant on E. High 800–900 blocks	Add 2	Offer four support sessions for new businesses	Add 2
Total Impact	Five new retail shops or restaurants opened on 800–900 E. High Street	\$15,000 in BIG incentives awarded	New Zoning Overlay District 12 support sessions for new businesses	Creation of microlending program 8 approved loans

Goal 4: Organizational Effectiveness

We commit to enhancing awareness of our top priorities, improving public perception in our community, providing support to our residents, analyzing program impacts, developing professionally, and collecting feedback from residents and community partners.

Our Mission

To be a community leadership organization that is pioneering, adaptable, transparent, and metrics-focused.



Organizational Effectiveness

Level KPIs	Planning, Monitoring, Documenting	Awareness of Top Priorities	Feedback from Residents and Business Owners
FY2022 Baseline	Excel spreadsheet with Hobart's Run resident info	Community Impact Statement (CIS); revise as needed.	None
FY2023	Document community assets. Regular reviews with Scott for accounting purposes.	Ongoing, intentional distribution of current CIS and key content via multiple mediums. Work with Hill's Academic Council / H Term planners to connect faculty to community for experiential, place-based learning utilizing Pottstown resources.	Create, distribute a community survey; expand knowledge of demographics via door-to-door survey.
FY2024	Evaluate current staffing levels. Consider increasing hours in current part-time position.	Evaluate website content, format, functionality; explore options/costs for website CMS upgrade/redesign. Review CIS and vision to ascertain mission creep; re-evaluate and revise to align with core values. Renew and enhance Hobart's Run Neighborhood placemaking initiatives.	Collect and analyze results. Discuss at neighborhood meetings.
FY2025	Discuss implications for Hobart's Run staff leadership transition; create plan.	Execute work to launch redesigned website.	Create a three-year action plan that addresses key concerns and goals
FY2026	Ensure all board members review annual 990 and sign the Conflict of Interest Statement	Update CIS, adjust planning based on re-evaluation/revisions.	Implement Phase 1 of Community Action Plan
FY2027	Review mission and vision statement	Continue to measure community impact of top priorities.	Implement Phase 2 of Community Action Plan; prepare to implement Phase 3.
Total Impact	Increased compliance and organizational management	Consistent evaluation and realigning of top priorities as needed	Organic input from residents that shape mission and goals

Goal 5: Public Trust

We commit to clear communication, transparency, consistent follow through, and genuine concern for matters facing our neighborhood. We will intentionally gather input, share information, ask questions, and seek to provide solutions through networking and leveraging access to resources.

Our Mission

To affirm and enhance public trust through ethical business practices, responsive and professional communications, and transparent governance.



Level KPIs	Financial Reviews	Networking with Area Leaders	Board and Committee Involvements
FY2022 Baseline	n/a	Community Leaders Breakfast Regular neighborhood meetings . Serve on various nonprofit Boards/Committees	Quarterly Board Reports
FY2023	Twila resume monthly meetings with Scott	Explore reimagining, re-establishment of a Pottstown Investors Conference focused on affordable housing	Publish board reports on website Ensure that HR board meets DEI standards
FY2024	Regular financial reports at board meetings; Obtain board input on finances	Hold spring and fall investor/landlord meetings with owners of Hobart's Run properties	Release additional newsletter with consolidated Board Reports
FY2025	Focus on fundraising 20% of annual budget	Evaluate the re-installation of Mid-day Cafe or HR Happy Hours (spring to fall)	Evaluate board involvements. Drop or add as deemed most effective by the board.
FY2026	Re-evaluate annual program budget with SWOT analysis	Increase attendance by 10% at the above events	Re-evaluate board composition
FY2027	Increase annual budget by 40% (20% fundraised, 20% Hill contribution)	Increase attendance by 20% at the above events	Form a Hill student advisory board for Hobart's Run
Total Impact	Fundraising increased by 40% of annual budget	Increased attendance by 30% at the above events	Improved board performance, reporting, and DEI composition

Hobart's Run will continue to create and distribute strategic communications to **local news media**, sharing information about key initiatives, events, and outcomes affecting the public. **We will follow best media and public relations practices** by being honest, responsive, proactive, and professional in all interactions with all local organizations and individuals.

Summary and Call to Action

We commit to advancing the quality of life in Hobart's Run by maintaining a safe and clean community, with a proactive focus on crime reduction.

We will support public spaces, arts and culture, recreational facilities, parks and trails, and community wellness initiatives that increase neighborhood quality of life and Hobart's Run's connections to the greater community.

We will adopt policies and programs that support equity, developing initiatives that engage diverse stakeholders in planning and implementation. We will build individual and community capacity by enhancing social, physical, cultural, and economic assets.

We strive to renew, stabilize, and/or improve our neighborhood economy and develop local business ties to our overall Pottstown community.

We will work to enhance local and regional awareness of our top priorities; improve public perception of Hobart's Run and The Hill School's commitment to our community through this initiative; analyze program impacts; and collect feedback from residents and community partners. We also will strive to ensure that The Hill School family understands, values, and supports the work of Hobart's Run.

We pledge to communicate clearly and transparently, consistently follow through on objectives, and demonstrate tangible concern for matters facing our neighborhood. We will intentionally gather input, share information, ask questions, and facilitate solutions as possible through networking and leveraging access to resources.



Questions?
Contact us.

www.hobartsrunpottstown.com
hobartsrun.pottstown@gmail.com
610-780-6324



HOBART'S —RUN—

A POTTSTOWN
NEIGHBORHOOD

