

**WEST CHESTER BUSINESS IMPROVEMENT DISTRICT AUTHORITY**

**May 10, 2016**

**Agenda**

**BID Office – 119 N. High Street**

- I. Introductions & Public Comment (Brown)
- II. Approval of April Minutes (Brown)
- III. Comments of Chair (Brown)
- IV. Borough Manager Presentation (M. Cotter)
- V. Executive Director Report (Johnstone)
- VI. Treasurer & Finance (Blakely)
- VII. Borough Updates (Norley/Scott)
- VIII. WCDF (Wileczek)
- IX. Committee Reports:
  - Advocacy (No Meeting/No Update)
  - Business Attraction (May/Walsh)
  - Customer Attraction (Riper)
  - Design (Ott)
- X. Other Business: Executive Session / Personnel

**Next Meeting: Tuesday, June 14, 2016 - 8am – BID Office**

**WEST CHESTER BUSINESS IMPROVEMENT DISTRICT  
BOARD OF DIRECTORS MEETING  
APRIL - 2016**

**Present Board:** C. Blakely, H. Brown, T. Crisp, F. Gusz, R. May, R. Ott, S. Riper,  
W. Scott, T. Walsh, A. Wetzel, K. Wileczek, M. Yoder  
**Absent Board:** M. Kichline, L. Nelson, J. Norley  
**BID Staff:** M. Johnstone, E. McGuire, E. Steinman  
**Present Other:** Larry Maulo, Bill Walton – Maulo & Company, Ltd.

*Recordings of BID Board Meetings available at West-Chester.com - Media Center.*

- I. Introductions & Public Comment:** No Introductions / Comment
- II. Approval of March Minutes**  
  
*Motion to approve March Minutes:  
Motion Passed: (Ott / Walsh)*
- III. Comments of Chair: (Brown) – No Comments**
- IV. Executive Director Report: *See Report***  
The BID, in partnership with the DVRPC is hosting an interactive workshop at the Chester County Historical Society on May 2. West Chester recently hosted two conferences- The Hotel Warner was the host hotel, and CCHS provided meeting space. Malcolm conducted historic walking tours for conference guests, which included visitors from all over the United States, and eleven countries. WCU has launched a community service project focused on cleaning sidewalks within the BID for this spring, titled “Operation Clean Streets”. Malcolm distributed draft copies of the West Chester BID 2015 Annual Report.  
  
**Discussion:**  
*An Ordinance authorized by The Borough of West Chester Home Rule Charter amending the code of the Borough of West Chester by adding a new Chapter 90B Titled “Restaurant – BYOB”.*  
  
The proposed ordinance will go before the Borough’s Public Safety Committee on April 13. Board discussion focused around specific sections of the ordinance. Board members are asked to read through the ordinance and attend tomorrow night’s meeting to share with the committee any comments or concerns.
- V. Treasurer & Finance: (Blakely) Budget Reports Distributed**  
  
*Motion to approve the 2016 Budget.  
Motion passed: (May / Riper)*  
  
**Audit – 2015 – (Larry Maulo, Maulo & Company, Ltd.)**  
Draft copies of the independent auditor’s report and financial statements were distributed and reviewed. The BID received a clean opinion of financial statements; however, certain deficiencies in the BID’s internal controls were identified. These are noted in the report, along with recommendations for addressing and correcting these issues. The final report will be available in the coming weeks, and included in the BID’s presentation of the 2015 Annual Report to Borough Council in May.

- VI. Borough Update (Scott)** The West Chester Food Co-Op has applied to reserve space at the Growers Markets.
- VII. WCDF (Wileczek)**  
Invitations for Up on the Roof are in the mail, and several top-level sponsors have come through. The Preservation Awards nominations period kickoff took place, last evening, with a lecture by Bruce Mowday.
- VIII. Committee Reports:**  
**Advocacy (Gusz) See Report**  
Malcolm distributed Draft Copy of the *West Chester BID 2015 Annual Report*.  
**Business Attraction (Walsh) See Report**  
Malcolm distributed *5 Successful Practices That Have Been Applied by West Chester Businesses*.  
*These include:*  
1) *Mixing complimentary retail categories;*  
2) *Creating depth in a category;*  
3) *Adding events supported by the business;*  
4) *Providing a service relevant to retail products;*  
5) *Using marketing strategies to target customers*  
**Customer Attraction/Marketing: (Riper)** Johnstone and Riper will go before Borough Council to present details of the BID's proposed banner program and request funding as a capital improvement.  
**Design: (Johnstone)** It was recommended that the Architecture banner be reflective of an image that is iconic to the Borough.
- IX. Meeting Adjourned: 9:30 am**

**Next Meeting: Tuesday, May 10, 2016 – 8am – BID Office**

## **Manager's Report to West Chester BID Board of Directors**

Malcolm Johnstone, Executive Director | April 9 – May 6, 2016

### **Mayor Dick Yoder**

Former Mayor Richard "Dick" Yoder died Tuesday, May 3, after a brief illness. Besides serving as mayor from 2001 to 2009, Mayor Yoder was a great friend to the BID and sat on the BID Advocacy Committee. In fact, the last I heard from him was April 23 when he sent me friendly regrets that he could not make the meeting since he was in the hospital.

The viewing and funeral has been scheduled for Wednesday, May 11, 2016, 5:00pm-10:00pm and Thursday, May 12, 2016, 8:00am-12:30pm at St. Agnes Catholic Church located on the 200 block of West Gay Street. Because of the anticipated large number of attendees, that block will be closed to vehicle traffic.

### **Downtown property values**

The 2015 West Chester BID Annual Report is now online and will be presented to Borough Council on May 17, 7:00pm (or thereabouts). One item of interest: there were ten commercial property transactions in 2015. Averaging the annual increase in market value demonstrated a Mean Average Increase of 7.04 percent. The Weighted Average Increase comes in at 6.76-percent annually. This should be considered an excellent economic indicator for downtown; 4-percent is usually considered acceptable. Many thanks to Jim Jones for gathering the information and Chris Blakely for determining the percentages.

### **Malcolm's schedule**

Between May 23 and May 31, I will be vacationing out-of-town and will, among other things, be attending the National Main Street Conference in Milwaukee. Once there, I will be part of the Pennsylvania gang inviting Main Street Managers from around the country to the 2017 NMSC in Pittsburg. Perchance to West Chester.

### **Quotable Quote:**

"I heard only positive comments. All of our attendees were quite pleased with our accommodations, meals and Historic Downtown West Chester. I would certainly recommend West Chester as a base for any organization visiting the greater Philadelphia area." -- Anita Figlar, Magnolia Society International, commenting on the 4-day annual meeting that took place in downtown April 8-11, 2016.

**West Chester Business Improvement District**

**Budget vs. Actual**

January through April 2016

	<b>Jan - Apr 16</b>	<b>Budget</b>	<b>\$ Over Budget</b>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
BID 2014 Interim Assessment	0.00	0.00	0.00
BID Lein Legal Fee Reimbursed	0.00	0.00	0.00
BID Prop. Asmt. - Late Fee 2015	0.00	0.00	0.00
BID Property Assessment - 2014	0.00	0.00	0.00
BID Property Assessment - 2015	0.00	0.00	0.00
Borough of West Chester In Lieu	85,000.00	85,000.00	0.00
Earned Interest	34.52		
<b>GRANTS</b>			
PA DCED Grant	0.00	0.00	0.00
PDC	0.00	0.00	0.00
<b>Total GRANTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Misc. Income	0.00	0.00	0.00
WCDF Program Income	15,000.00	15,000.00	0.00
<b>Total Income</b>	<b>100,034.52</b>	<b>100,000.00</b>	<b>34.52</b>
<b>Gross Profit</b>	<b>100,034.52</b>	<b>100,000.00</b>	<b>34.52</b>
<b>Expense</b>			
<b>BID OFFICE OPERATIONS</b>			
Accounting/Audit	0.00	6,900.00	-6,900.00
Bookkeeping Expense	939.88	1,400.00	-460.12
Depreciation Expense	0.00	0.00	0.00
Downtown Welcome Center	0.00	0.00	0.00
Exec. Dir. - Entertainment Exp.	287.73	260.00	27.73
Exec. Dir. - Travel Expenses	116.15	1,071.37	-955.22
<b>Insurance</b>			
Administrator - Workers Comp.	1,886.00	1,680.00	206.00
Insurance - D&O	2,427.00	2,427.00	0.00
<b>Total Insurance</b>	<b>4,313.00</b>	<b>4,107.00</b>	<b>206.00</b>
Legal Fees / Assessment Coll.	302.15	700.00	-397.85
Memberships / Subscriptions	978.00	833.32	144.68
Office Equip. Maint./Repair	1,321.25	1,000.00	321.25
Office Equipment Lease	565.14	540.00	25.14
Office Supplies	590.31	964.07	-373.76
Parking Validation	406.50	286.00	120.50
Postage	55.45	297.54	-242.09
Printing	141.01	150.00	-8.99
Rent	4,830.00	6,332.00	-1,502.00
Train. & Dev. / Conf.	875.00	1,000.00	-125.00
Travel & Mileage	201.40		
Utilities	631.86	725.15	-93.29
Website / Computer/ Phone	2,106.00	1,800.00	306.00

**West Chester Business Improvement District**

**Budget vs. Actual**

January through April 2016

	<b>Jan - Apr 16</b>	<b>Budget</b>	<b>\$ Over Budget</b>
<b>Total BID OFFICE OPERATIONS</b>	18,660.83	28,366.45	-9,705.62
<b>BID PROJECTS</b>			
<b>ADVOCACY</b>			
<b>Director Salary &amp; Benefits</b>			
Director- Health Insurance Ben.	0.00	7,444.36	-7,444.36
Director - Life Insurance Ben.	0.00	110.00	-110.00
Director Benefits	21,619.62		
Director Pension Costs	280.84	561.60	-280.76
Director Salary	28,084.96	28,000.00	84.96
<b>Total Director Salary &amp; Benefits</b>	49,985.42	36,115.96	13,869.46
Flower Beautification	2,320.00	3,336.00	-1,016.00
<b>Total ADVOCACY</b>	52,305.42	39,451.96	12,853.46
<b>ECONOMIC RESTRUCTURING</b>			
<b>Business Attraction</b>			
<b>PROGRAMS EXPENSES</b>			
Total Business Attraction	0.00	0.00	0.00
<b>Total ECONOMIC RESTRUCTURING</b>	0.00	0.00	0.00
<b>MARKETING</b>			
Total WC DOWNTOWN GUIDE	2,375.05	1,904.19	470.86
Total MARKETING BROCHURES	2,375.05	1,904.19	470.86
<b>MARKETING OUTREACH</b>			
Social Media Advertising	139.85	2,400.00	-2,260.15
<b>Total MARKETING OUTREACH</b>	139.85	2,400.00	-2,260.15
<b>PRINT MEDIA</b>			
Total PRINT MEDIA	6,975.00	3,260.00	3,715.00
<b>RADIO/TV/VIDEO</b>			
TV - Brandywine Visitors Chan.	0.00	2,190.00	-2,190.00
<b>Total RADIO/TV/VIDEO</b>	0.00	2,190.00	-2,190.00
<b>SPONSORSHIPS</b>			
Total SPONSORSHIPS	7,843.44	5,869.00	1,974.44
<b>WC CHAMBER OF COMMERCE</b>			
GALLERY WALK SPONSORSHIP	1,500.00	1,500.00	0.00
<b>Total WC CHAMBER OF COMMERCE</b>	1,500.00	1,500.00	0.00

**West Chester Business Improvement District**

**Budget vs. Actual**

January through April 2016

	<b>Jan - Apr 16</b>	<b>Budget</b>	<b>\$ Over Budget</b>
<b>WEBSITE</b>			
<b>WEBSITE ENHANCEMENTS/SEO</b>	1,360.00	1,833.36	-473.36
<b>Total WEBSITE</b>	<u>1,360.00</u>	<u>1,833.36</u>	<u>-473.36</u>
<b>Total MARKETING</b>	<u>21,283.34</u>	<u>19,746.55</u>	<u>1,536.79</u>
<b>Total BID PROJECTS</b>	73,588.76	59,198.51	14,390.25
<b>Payroll Expenses</b>	953.53	782.00	171.53
<b>PERSONNEL</b>			
<b>BID Employer Taxes</b>	4,719.95	5,216.00	-496.05
<b>Communication Specialist</b>	9,472.25	11,333.36	-1,861.11
<b>Employee - Health Insurance Ben</b>	0.00	3,460.00	-3,460.00
<b>Exec. Dir. - HSA contribution</b>	3,000.00		
<b>Office Manager Pension Costs</b>	137.16	274.32	-137.16
<b>Office Manager Salary</b>	13,717.92	14,196.00	-478.08
<b>Total PERSONNEL</b>	<u>31,047.28</u>	<u>34,479.68</u>	<u>-3,432.40</u>
<b>Total Expense</b>	<u>124,250.40</u>	<u>122,826.64</u>	<u>1,423.76</u>
<b>Net Ordinary Income</b>	<u>-24,215.88</u>	<u>-22,826.64</u>	<u>-1,389.24</u>
<b>Net Income</b>	<u><u>-24,215.88</u></u>	<u><u>-22,826.64</u></u>	<u><u>-1,389.24</u></u>

**West Chester Business Improvement District**

**2016 BID Budget** (revision 2)

January through December 2016

	<u>Jan - Dec 16</u>
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
BID 2016 Property Assessment - 98.5% remittance rate	\$ 283,446.00
Borough of West Chester In Lieu	\$ 85,000.00
<b>GRANTS</b>	
PA DCED Grant	\$ -
PDC	\$ -
<b>Total GRANTS</b>	<u>\$ -</u>
Misc. Income	\$ -
WCDF Program Income	\$ 15,000.00
<b>Total Income</b>	<u><u>\$ 383,446.00</u></u>
<b>Expense</b>	
<b>BID OFFICE OPERATIONS</b>	
Accounting/Audit	\$ 6,900.00
Bank Fees / Overdraft Charges	
Interest - Loan Acct	\$ 165.00
<b>Total Bank Fees / Overdraft Charges</b>	<u>\$ 165.00</u>
Bookeeping Expense	\$ 4,200.00
Depreciation Expense	\$ 500.00
Donations	\$ -
Downtown Welcome Center	\$ -
Exec. Dir. - Entertainment Exp.	\$ 780.00
Exec. Dir. - Travel Expenses	\$ 2,000.00
Exec. Dir. Consulting Exp.	\$ -
<b>Insurance</b>	
Administrator - Workers Comp.	\$ 1,680.00
Insurance - D&O	\$ 2,427.00
<b>Total Insurance</b>	<u>\$ 4,107.00</u>
Legal Fees / Assessment Coll.	\$ 2,100.00
<b>Memberships / Subscriptions</b>	
CLASSIC TOWNS - DVRPC	\$ 2,500.00
Memberships / Subscriptions - Other	\$ 2,499.96
<b>Total Memberships / Subscriptions</b>	<u>\$ 4,999.96</u>
Office Equip. Maint./Repair	\$ 3,000.00
Office Equipment Lease	\$ 1,620.00
Office Supplies	\$ 2,060.81
Parking Validation	\$ 1,081.00
Postage	\$ 847.14
Printing	\$ 150.00
Rent	\$ 18,996.00
Train. & Dev. / Conf.	\$ 3,000.00



**West Chester Business Improvement District**

**2016 BID Budget** (revision 2)

January through December 2016

	<u>Jan - Dec 16</u>
Utilities	\$ 3,738.80
Website / Computer/ Phone	\$ 5,400.00
<b>Total BID OFFICE OPERATIONS</b>	<b>\$ 65,645.71</b>
<b>BID PROJECTS</b>	
<b>ADVOCACY</b>	
<b>Director Salary &amp; Benefits</b>	
Director- Health Insurance Ben.	\$ 22,333.08
Director - Life Insurance Ben.	\$ 330.00
Director Pension Costs	\$ 1,684.80
Director Salary	\$ 84,000.00
<b>Total Director Salary &amp; Benefits</b>	<b>\$ 108,347.88</b>
Facade Enhancement	\$ -
Flower Beautification	\$ 10,008.00
Program Manager	
Program Manager - Salary	\$ -
<b>Total Program Manager</b>	<b>\$ -</b>
W. C. Armory Theater Project	\$ -
<b>Total ADVOCACY</b>	<b>\$ 118,355.88</b>
<b>ECONOMIC RESTRUCTURING</b>	
Business Attraction	
PROGRAMS EXPENSES	\$ -
<b>Total Business Attraction</b>	<b>\$ -</b>
ECONOMIC RESTRUCTURING - Other	\$ -
<b>Total ECONOMIC RESTRUCTURING</b>	<b>\$ -</b>
<b>MARKETING</b>	
<b>Total WC DOWNTOWN GUIDE</b>	<b>\$ 19,994.72</b>
<b>Total MARKETING BROCHURES</b>	<b>\$ 19,994.72</b>
<b>MARKETING OUTREACH</b>	
<b>Total MARKETING OUTREACH</b>	<b>\$ 8,171.00</b>
<b>PRINT MEDIA</b>	
<b>Total PRINT MEDIA</b>	<b>\$ 28,155.57</b>
<b>RADIO/TV/VIDEO</b>	
TV - Brandywine Visitors Chan.	\$ 4,599.00
<b>Total RADIO/TV/VIDEO</b>	<b>\$ 4,599.00</b>

**West Chester Business Improvement District**

**2016 BID Budget** (revision 2)

January through December 2016

	<u>Jan - Dec 16</u>
Sidewalk Sale	\$ 1,000.00
<b>SPONSORSHIPS</b>	
Total SPONSORSHIPS	\$ 12,869.00
<b>WC CHAMBER OF COMMERCE</b>	
Total WC CHAMBER OF COMMERCE	\$ 8,000.00
<b>WEBSITE</b>	
WEBSITE ENHANCEMENTS/SEO	\$ 5,500.08
Total WEBSITE	<u>\$ 5,500.08</u>
Total MARKETING	<u>\$ 89,159.37</u>
Total BID PROJECTS	\$ 207,515.25
Payroll Expenses	\$ 2,346.00
<b>PERSONNEL</b>	
BID Employer Taxes	\$ 15,648.00
Communication Specialist	\$ 34,000.08
Employee - Health Insurance Ben	\$ 11,880.00
Exec. Dir. - HSA contribution	\$ 3,000.00
Office Manager Pension Costs	\$ 822.96
Office Manager Salary	\$ 42,588.00
Total PERSONNEL	<u>\$ 107,939.04</u>
Total Expense	<u>\$ 383,446.00</u>
Net Income	<u><u>\$ -</u></u>

## West Chester BID Property Assessment Data 2016 Update Report

April 23, 2016 DRAFT

Data received April 6 2016 from Chester County Assessment Office.

### Summary

	May 2015	April 2016	Change 2015 to 2016
Number of Benefited Properties	267	265	-2
Total Assessed Value of Benefited Properties	\$107,885,200	\$ 115,140,920	+ \$ 7,255,720
Total BID Assessment before mixed use adjustment	\$296,684.30 (.00275 in 2015)	\$ 345,422.76 (.00300 in 2016)	+ \$48,738.46
Total BID Assessment after mixed use adjustment	\$257,490.98	\$ 287,763.19	+ \$30,272.21

### Summary of Changes in Benefited Property List

1. 124 E Market 0109 03200000, 0109 03240000, 0109 03250000 have been retired and merged into 0109 03210000.
2. Amory Building 220 N High St 0105 02210000 added to benefitted properties list.
3. Land Use Changes *(to be filled in – see spreadsheet)*
4. List of Ownership Changes, Assessed Value Changes and Commercial Square Footage changes available on request.

### Changes in Exempt Property List

Amory Building changed from 0105 0221000E (Exempt) to 0105 02210000 (Taxable)

**WEST CHESTER BID**  
**Business Attraction Committee**  
**MINUTES**  
**May 3, 2016 | 8am**

Present: Richard May, Tom Walsh, Holly Brown, Lani Frank. Staff: Malcolm Johnstone

**Minutes**

The Minutes of April 5, 2016, were reviewed and accepted.

The online historical walking tour was discussed.

The draft/outline for a *Best Practices* article was reviewed and agreed to expand it accordingly. It was suggested to be a serial piece as a resource for downtown businesses.

It has been brought to the attention of Malcolm that Reed Slogoff of Pearl Properties is unwilling or unable to respond to requests from probable tenants at 7 W Market. Malcolm requested that the BID contact the principal, James R. Pearlstein, to figure out a way to gain cooperation to renting the space. Malcolm will speak with Kevin Finn about any details that may be note-worthy and will draft a possible letter for Holly.

Tom indicated that the Wade Building on N Church has been sold to Alfredo Giannaccari. Malcolm will confirm.

**DOWNTOWN BUSINESS ALMANAC**  
**West Chester Business Improvement District**  
**April 5, 2016**

Total Number of Businesses: 560  
Number of restaurants: 75 (14%)  
Number of Retail: 76 (13%)  
Number of Professional Services: 407 (73%)

**Now Open**

**Retail: 1**

Tesoro Design: 21 S High

**Restaurant: 0**

**Office/professional service: 1**

Brow Bar: 121 E Market

**Opening Soon: 5**

Jewelry Store: 113 W Gay

Phineas Gage: 29 S High

Prospect Mortgage: 17 W Gay

Opa Opa: 122 E Gay

Hoagie Shop: 147 W Gay

**Closed/Moved: 3**

Doc Magrogans: 117 E Gay

Cozy Hookah House: 122 E Gay

Beau Etre: 148 W Gay St

**Business changes within the BID: 0**

**Planned Business changes within the BID: 3**

Carlino's is proposing to apply for an economic development liquor license (TBD)

i Pasta set to expand into 136 East Gay Street (TBD)

**Development Projects 5**

Adaptive re-use of Post Office

Hotel at F&M Building

Hotel at 39 E Gay

Chestnut Street Apartments

Uptown Theater

**Transitional properties**

1) First Block (Kahn development)

2) 125-127 N Church (West Chester Soft Pretzel Factory)

4) 127 W Gay (Laurento's)

# West Chester BID Customer Marketing Committee

April 21, 2016 | 8am | West Chester BID

**Present:** D. Fairman, K. Cavin, M. Manning, C. Meadows, S. Riper, A. Tishler

**BID Staff:** M. Johnstone, E. McGuire, E. Steinman

**March Minutes:** *Distributed*

**Marketing Budget & Plan:** (*Revision April 2016 Distributed*) **Total Budget: \$86,388**

## **Updates:**

**Banners** (Riper) Malcolm and Sandy presented the program to Borough's Smart Growth Committee, with a request for funding.

**Downtown Events** – A listing of all downtown events and festivals, and borough vendor applications have been distributed to all downtown restaurant and retail businesses.

**Facebook** – A report showing the results of the FB boost for April First Friday was distributed. The BID will promote May Gallery Walk with e-blasts and another FB boost.

**CCHS Conferences** (Johnstone) Hosted Magnolia Society International, and Pennsylvania Museums conferences in April, and the Hotel Warner provided lodging to guests of the conferences. (This demonstrates that West Chester is positioned to become a conference destination- for organizers who require conference space and lodging in a downtown area.) Directories were supplied to guests, and Malcolm conducted several historic walking tours.

**CCHS Exhibits:** Humphry Marshall Exhibit (Adrian Martinez) Nov. 2016-Sept. 2017 – *Media Index* outlining current and future promotions was distributed.

**Downtown Guides** – A reprint is needed, but the committee decided to hold off on a redesign until next year when more detail is available on the two anticipated downtown hotels. For now, the current guide will be updated by dropping photos into existing layout and applying color changes. Next year's redesign will include new locator map and a "Personal Services" category to include hair/nail salons, spas, health & fitness, etc.

**Connections 2045** – On May 2<sup>nd</sup>, the Delaware Valley Regional Planning Commission (DVRPC) will host an interactive workshop at CCHS to discuss future forces affecting the Greater Philadelphia area. Members of the community are invited to participate.

**DNB** – The Chamber will hold a Coffee Connection on May 2<sup>nd</sup> to celebrate the reopening of the bank's 2 North Church St. location.

**Winter Season Retail** – K. Cavin asked the group for ideas to bring in customers during Jan/Feb/Mar.

**Summer Sidewalk Sale** – July 19-24.

**Next Meeting:** Thursday, May 19, 2016 - 8am – BID Office Conf. Rm.

West Chester Business Improvement District  
Design Meeting  
May 6, 2016; 8:00am

MINUTES

In attendance: Fred Gusz, Roy Smith, Ray Ott.  
Staff: Malcolm Johnstone.

**Banner program**

The banner program will once again be discussed at the Council Smart Growth Committee for consideration of a downtown vertical banner program created and paid for by the Chester County Historical Society to promote the Adrian Martinez/Humphry Marshall exhibit during the course of its run. This will allow about a year to consider the next downtown banner program.

**Graffiti removal program**

Malcolm will ask Meghan to meet and update the committee on this and other items in the downtown.

**Replace outdoor signage at the Chestnut Street Garage**

Malcolm will ask Tom and Steve to come up with a preliminary plan for replacement by permanent signage.

**Explore continuing the façade improvement program**

There was discussion to proceed with the program on a case-by-case basis when funds become available.