

Dickson City

Downtown Market Study and Business Plan



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Dickson City Borough Council

Shepstone Management Company, Inc.

Dickson City Downtown Market Study and Business Plan

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1.0 Background Brief and Executive Summary

The Borough Council of the Dickson City desires to revitalize its downtown area and initiated this study for purposes of determining the feasibility and direction of such a program.

The study area encompassed the area along Boulevard Avenue and Main Street where the two streets intersect. It represents a business community of 25 or so enterprises, including eight retail businesses, two financial institutions and nine service businesses, employing roughly some 200 people.

Three market areas were defined by driving times from downtown Dickson City; a primary market within 5 minutes, a secondary market within 5 to 7.5 minutes and a tertiary market area 7.5 to 10 minutes from downtown. These are the areas from which customers could reasonably be expected to come for downtown Dickson City businesses. Traffic counts also indicate not only that downtown Dickson City is surrounded by high traffic on Business Route 6, Route 6, Route 11 and Route I-81, but that Main Street and Boulevard Avenue carry considerable traffic; roughly 10,000+ ADT and 6,800+ ADT, respectively.

Retail gap analysis indicates total unmet retail demand of \$22,024,497 in sales within 5 minutes driving time of downtown Dickson City. Assuming downtown businesses are able to capture 50% of this, there is roughly \$11 million in potential retail demand that is realistically possible to satisfy in the foreseeable future with good marketing of the downtown.

Dickson City's downtown needs to be promoted with a continuous ongoing series of events throughout the year and a combination of permanent and temporary signage (as well media promotions) that reinforces the link to the Lackawanna River, access to which is what can set Dickson City apart from other downtowns in the Lackawanna Valley. There is also a need for an effective website that markets the area and its assets, including the identification of retail opportunities and potential sites available.

Most important to promoting the downtown is the development of an effective business association, whatever form that might take. Events and promotions are key and can only come about through the efforts of an active group of businesses acting in concert.

Though the community possesses high visibility from a traffic perspective and has several interesting attractions as well as a cultural heritage that could be marketed, downtown Dickson City lacks continuity and identity as a recognizable center of activity that can be promoted. Filling that gap means developing a vision that can be easily communicated to and absorbed by others. That theme should be the connection to the Lackawanna River, which is within walking distance of the center of downtown, with high visibility and excellent access through Polonia Park.

There are four key elements to realizing this vision which include the following:

- Creating a downtown visual anchor that connects the Lackawanna River to downtown as viewed from the river direction along Boulevard Avenue, so as to draw river recreators and visitors to Main Street.
- Making street and streetscape Improvements that will serve to make both Boulevard Avenue and Main Street more attractive to both visitors and the high volume of existing travelers on

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these two streets. This demands some reconfigurations, street furniture and landscaping where possible, facade upgrades and some redevelopment of existing sites.

- Creating a much better access to the Lackawanna River for visitors, using Polonia Park as a high profile location where events can take place to re-inforce the theme and open new opportunities to draw visitors to both the river and downtown.
- Promoting downtown with a continuous ongoing series of events throughout the year and a combination of permanent and temporary signage (as well media promotions) that reinforce the Lackawanna River connection theme.

Other recommended elements of the program such as signage and zoning recommendations, along with implementation guidance are included as part of the plan, the first step being the organization of an effective business association to help implement it and do something to improve this picture and replace it with the one on the front of this report.



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2.0 Market Analysis

2.1 Market Area Profile

The Borough of Dickson City is a community of roughly 6,000 people that marks the southern terminance of both the Lackawanna County road known as Main Street, and the highway known as Business Route 6, with Route I-81. One of a chain of former mining communities in that part of the Anthracite Region known as the Lackawanna Valley, it was once home to over 12,000 people. The long decline over a period of decades left the downtown area in a difficult position, particularly as what is now known as Business Route 6 became the main throughfare and new retail development took place along it.

That retail development has continued and now involves an entirely new section of the Borough, drawing large amounts of traffic to the area. Some of that traffic also started to spill over into the downtown area when a connection between Main Street and the retail area was established several years and the new Route 6 (Casey Highway) opened up access to the area from the east side of the valley with interchanges in Dunmore and Olyphant. The result has been some revitalization downtown area at the south end of Main Street and further north closer to Olyphant. The central part of downtown, however, remains aesthetically economically challenged for several reasons, including infrastructure issues, access and lack of a cohesive marketing program, although there are several bright spots demonstrating future potential.

The Borough Council, therefore, decided to pursue this study to determine what revitalization measures were feasible to undertake today. The study area was defined (and later refined) to include the following areas, yellow shaded areas being those offering particular challenges or opportunities for revitalization of Dickson City's downtown:

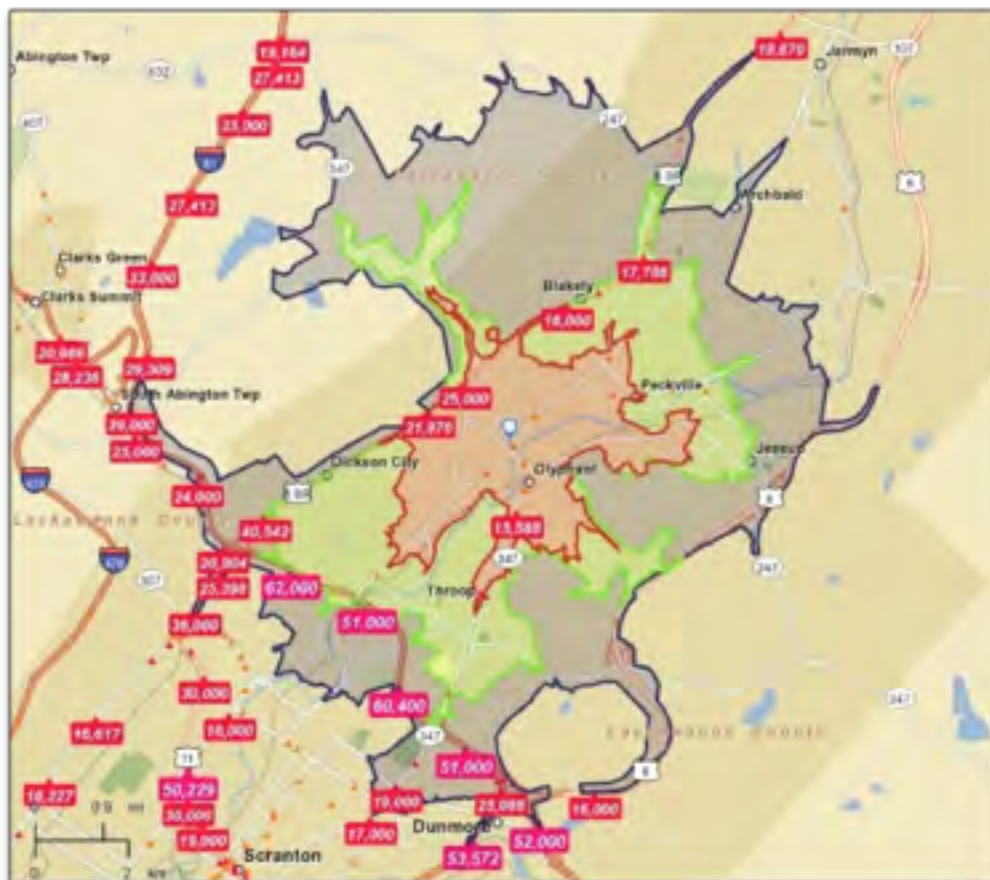


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This study area, generally centered on the intersection of Main Street and Boulevard Avenue, also reflects what may be described as the supply side market area. It is characterized by the following:

- A current population of roughly 180-200 people in 80-85 households with a median age of 38.8 years, which is relatively low for a downtown area where seniors would typically be expected to reside in higher numbers.
- A housing stock consisting of 105-110 dwelling units of which roughly 20% are vacant, 45% are owner-occupied and 35% are renter-occupied.
- A median household income of \$39,131 and a per capita income of \$21,785, both of which are relatively low.
- A business community consisting of 25 enterprises, including eight retail businesses, two financial institutions and nine service businesses, employing roughly 200 people.

The demand side market area is a different story. Three market areas were defined by driving times from downtown Dickson City; a primary market within 5 minutes, a secondary market within 5 to 7.5 minutes and a tertiary market area 7.5 to 10 minutes from downtown. These are the areas from which customers could reasonably be expected to come for downtown Dickson City businesses. The following map depicts these three areas, along with traffic counts, which are very revealing



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The traffic counts indicate not only that downtown Dickson City is surrounded by high traffic on Business Route 6, Route 6, Route 11 and Route I-81, but also that Main Street and Boulevard Avenue carry considerable traffic; roughly 10,000+ ADT and 6,800+ ADT, respectively.

2.2 Retail Market

A detailed demand-side market analysis was conducted using a combination of local resources, interviews with key business and community leaders and projections by ESRI-Business Information Solutions.

As noted above, reports were downloaded from ESRI for geographies extending 5, 7.5 and 10 minutes from downtown to measure the retail gap that exists. The retail gap is the difference between retail demand as defined by the prevailing demographics of each area and the actual sales as measured from sales tax and similar data. The results, attached hereto, may be summarized as follows, with the retail categories having the most potential being ranked the highest:

DOWNTOWN DICKSON CITY MARKET AREAS - RETAIL SALES GAPS												
BUSINESS TYPE	5 MINUTES DRIVING TIME				7.5 MINUTES DRIVING TIME				10 MINUTES DRIVING TIME			
	Potential	Actual	Gap	No.	Potential	Actual	Gap	No.	Potential	Actual	Gap	No.
Gasoline Stations	\$14,580	\$4,210	\$10,370	5	\$8,980	\$11,861	-\$2,881	3	\$10,763	\$22,135	-\$11,372	10
Health & Personal Care	\$8,771	\$6,560	\$2,212	13	\$5,367	\$15,246	-\$9,879	12	\$6,541	\$20,129	-\$13,588	23
Electronics & Appliance	\$3,571	\$1,972	\$1,600	5	\$2,145	\$8,536	-\$6,391	5	\$2,712	\$8,736	-\$6,025	12
Miscellaneous Retailers	\$2,888	\$1,624	\$1,264	17	\$1,811	\$2,561	-\$750	8	\$2,109	\$4,251	-\$2,143	29
Other Motor Vehicle Dealers	\$1,726	\$466	\$1,259	2	\$1,104	\$1,697	-\$593	3	\$1,264	\$1,152	\$113	2
Department Stores	\$8,671	\$7,501	\$1,170	3	\$5,227	\$41,126	-\$35,899	3	\$6,539	\$38,753	-\$32,214	7
Clothing Stores	\$5,967	\$5,137	\$830	13	\$3,547	\$27,836	-\$24,289	13	\$4,541	\$27,810	-\$23,269	27
Shoe Stores	\$1,293	\$561	\$732	2	\$777	\$2,218	-\$1,440	4	\$971	\$2,216	-\$1,245	7
Book & Music Stores	\$846	\$135	\$710	1	\$504	\$1,437	-\$933	3	\$645	\$19,916	-\$19,271	4
Home Furnishings Stores	\$1,249	\$581	\$667	5	\$749	\$661	\$88	2	\$961	\$1,112	-\$151	8
Office Supplies & Gifts	\$1,203	\$644	\$559	7	\$729	\$2,706	-\$1,977	3	\$905	\$2,888	-\$1,983	14
Limited-Service Eating Places	\$6,794	\$6,502	\$292	16	\$4,082	\$7,833	-\$3,751	13	\$5,158	\$10,006	-\$4,847	32
Lawn & Garden Stores	\$952	\$787	\$165	1	\$608	\$393	\$215	1	\$712	\$260	\$452	2
Specialty Food Stores	\$736	\$653	\$83	6	\$448	\$747	-\$299	5	\$550	\$650	-\$100	10
Used Merchandise Stores	\$416	\$341	\$75	3	\$250	\$841	-\$591	1	\$316	\$1,344	-\$1,028	7
Florists	\$252	\$229	\$23	2	\$155	\$316	-\$161	3	\$197	\$730	-\$533	6
Jewelry, Luggage & Leather	\$711	\$697	\$14	5	\$419	\$1,415	-\$996	2	\$546	\$1,628	-\$1,082	7
Beer, Wine & Liquor Stores	\$2,548	\$2,630	-\$82	2	\$1,519	\$1,003	\$516	1	\$1,947	\$1,919	\$28	3
Auto Parts & Tire Stores	\$1,750	\$2,221	-\$471	4	\$1,051	\$3,904	-\$2,853	5	\$1,332	\$4,980	-\$3,648	10
Drinking Places	\$925	\$1,509	-\$584	10	\$540	\$1,628	-\$1,088	10	\$722	\$917	-\$195	14
Furniture Stores	\$1,671	\$2,559	-\$889	4	\$998	\$6,555	-\$5,557	4	\$1,264	\$6,404	-\$5,140	9
Sporting & Hobby Stores	\$3,107	\$4,027	-\$920	10	\$1,908	\$18,643	-\$16,735	11	\$2,330	\$17,318	-\$14,989	19
Building Supplies	\$4,017	\$5,005	-\$988	10	\$2,462	\$24,107	-\$21,645	9	\$3,049	\$22,073	-\$19,024	17
Special Food Services	\$635	\$1,844	-\$1,209	3	\$386	\$935	-\$549	2	\$486	\$1,850	-\$1,364	4
Automobile Dealers	\$26,779	\$29,770	-\$2,991	9	\$16,482	\$19,489	-\$3,006	6	\$20,002	\$39,113	-\$19,110	16
Full-Service Restaurants	\$6,402	\$11,052	-\$4,649	7	\$3,830	\$9,822	-\$5,993	10	\$4,884	\$7,193	-\$2,309	18
Other General Merchandise	\$11,948	\$18,119	-\$6,171	2	\$7,294	\$132,188	-\$124,894	3	\$8,920	\$126,345	-\$117,425	6
Grocery Stores	\$23,157	\$83,149	-\$59,991	10	\$14,127	\$36,457	-\$22,329	6	\$17,254	\$42,428	-\$25,174	17

Notes: Sales data in thousands. No. column refers to number of stores in retail category.

This data suggests the following possibilities for business recruitment to Dickson City downtown:

Convenience Store with Gas Station – Downtown Dickson City has very high traffic and, yet, it has no modern convenience store over gasoline. Some of the undeveloped or redevelopable sites that exist

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(potentially including a portion of the current Gibbons Ford site) would be ideal for a modern Turkey Hill facility, for example.

Health & Personal Care Stores – These types of businesses are very individualized and serve small markets of loyal customers who can be attracted to downtown locations that are not adequate for higher volume activity. Visibility, which is high in this instance, is very valuable and the downtown area includes several vacant residences and storefronts that could serve for this purpose. Pharmacy chains have, in fact, already expressed interest in Dickson City.

Electronics & Appliance Stores – While the big box stores in the area capture most of this business, they are not especially stable and there is a gap that can be filled by merchants offering particular services (e.g., computer repair) that can fit with downtown locations such as those nearby the video gaming facility, for example.

Miscellaneous Retailers – These are the niche businesses that are, typically, too low volume to make it economically in a high-rent mall location, but they can be very successful, particularly if the Borough is able to help create the niche by branding the downtown as the Lackawanna River gateway. Boulevard Avenue locations would be ideal in this regard.

Other Motor Vehicle Dealers – While Gibbons is leaving, it's location remains a good one for a smaller motor vehicles dealer focused on used cars, for example, along with repair and service, particularly if a portion of the site were developed as a convenience store with gasoline service that would accentuate visibility.

2.3 Projected Demand

The retail gap analysis discussed above indicates total unmet retail demand of \$22,024,497 within 5 minutes driving time of downtown Dickson City. Assuming downtown businesses are able to capture 50% of this, there is roughly \$11 million in potential retail demand that is realistically possible to satisfy in the foreseeable future with good marketing of the downtown. Surveys of businesses and shoppers conducted during this study confirm this potential (see [Appendices B](#) and [C](#) for details). There is also some additional demand from the areas between 5 and 10 minutes of downtown but it is negligible. Notwithstanding this, the \$11 million of potential sales would make a substantial impact on the economy of downtown Dickson City if realized.

2.4 Marketing Recommendations

Realizing downtown Dickson City's retail potential is largely a matter of effective marketing. The following are the three key recommendations in this regard:

- Dickson City's downtown needs to be promoted with a continuous ongoing series of events throughout the year and a combination of permanent and temporary signage (as well media promotions) that reinforces the "Dickson City, Doorway to the Lackawanna River" theme (see Section 3.0). The precise slogan isn't important but there should be a link to the Lackawanna River, access to which is what can set Dickson City apart from other downtowns in the Lackawanna Valley.

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- Dickson City needs an effective website that markets the area and its assets, including the identification of retail opportunities, potential sites available and the data contained herein. The emphasis should be businesses with large retail gaps, those being convenience stores with gas, health and personal care stores, electronics and appliance stores and miscellaneous other retail enterprises.
- Most important to promoting the downtown is the development of an effective business association, whatever form that might take. Events and promotions are key and can only come about through the efforts of an active group of businesses acting in concert. An informal association will suffice in the interim, but a more formal organization and perhaps even a business improvement district is needed for the long term, both for purposes of planning and recognition, as well as effective implementation.

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3.0 Downtown Vision and Theme

Though the community possesses high visibility from a traffic perspective and has several interesting attractions as well as a cultural heritage that could be marketed, downtown Dickson City lacks continuity and identity as a recognizable center of activity that can be promoted. Filling that gap means developing a vision that can be easily communicated to and absorbed by others. A theme is needed, around which downtown promotion can take place on both an individual business basis and as a community.

Given the competition with other communities, the theme also needs to be special to Dickson City. Simply marketing the downtown as “Historic Dickson City” will not do, because it will not sufficiently set this particular downtown apart from others such as those in nearby Jessup and Olyphant.

Moreover, while the Dickson City has its share of interesting history, it is not particularly unique, nor does it possess a distinctive architecture such as several others offer. The truly interesting buildings such as this former Dickson City Borough Building are largely gone today.



What Dickson City does possess is especially good access to the Lackawanna River, which is within walking distance of the center of downtown, with high visibility and excellent access through Polonia Park. The Lackawanna River enjoys a resurging reputation as a recreational resource and is right there.



Lackawanna River, Dickson City

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The logical theme, therefore, is “**Dickson City, Doorway to the Lackawanna River.**” There are four key elements to realizing this vision, each of which is examined in more detail in Section 4.0 of this report, but which include the following:

- Creating a downtown visual anchor that connects the Lackawanna River to downtown as viewed from the river direction along Boulevard Avenue, so as to draw river recreators and visitors to Main Street.
- Making street and streetscape Improvements that will serve to make both Boulevard Avenue and Main Street more attractive to both visitors and the high volume of existing travelers on these two streets. This demands some reconfigurations, street furniture and landscaping where possible, facade upgrades and some redevelopment of existing sites.
- Creating a much better access to the Lackawanna River for visitors, using Polonia Park as a high profile location where events can take place to re-inforce the theme and open new opportunities to draw visitors to both the river and downtown.
- Promoting downtown with a continuous ongoing series of events throughout the year and a combination of permanent and temporary signage (as well media promotions) that reinforce the “Dickson City, Doorway to the Lackawanna River” theme.

There are additional elements as well, but these are the primary actions required to implement the theme and bring the vision to fruition. This theme will have the advantage of relying upon underutilized resources (the much improved Lackawanna River, which is now recognized as a valuable fishing stream, and Polonia Park, which has much additional potential as an event site. It also avoids trying to rely upon architecture that often defines downtowns but is missing in this case and allows for a more eclectic mix of building types and uses that can be distinctive in its own right.

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4.0 Downtown Action Plan

4.1 Creating Downtown Visual Anchor

Downtown Dickson City lacks a point of definition; a visual anchor that tells both residents and visitors this is Dickson City. Accordingly, it is recommended that anchor be created at the intersection of Main Street and Boulevard Avenue, which now looks like this:



Acquisition and improvement of this corner, highly visible as one approaches Main Street from Boulevard Avenue, would allow something along the following lines, which would create the required anchor and also provide a public space for events promoting the downtown.



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4.2 Street and Streetscape Improvements

Downtown Dickson City is not an appealing environment from an aesthetic perspective. It lacks any immediately identifiable theme and though an eclectic mix of styles is not necessarily a problem, the poor appearance of numerous structures and complete lack of style is a huge negative.



Very simple storefront facade improvements, combined with other streetscape improvements including sidewalk improvements, better lighting and some modest landscaping can make a huge difference, as the following illustration demonstrates. It is recommended the Borough pursue both private and public funding for such improvements, which should be done to guidelines that ensure higher quality facades and streetscapes.



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4.3 Lackawanna River and Polonia Park Connection

No recommendation is more important than establishing a theme for promotion of downtown Dickson City. That theme should revolve around Dickson City's connection to the Lackawanna River, which now enjoys a reputation as a premier fishing resource as well as a recreational asset for canoing. There is already a major recreational facility offering access to the Lackawanna River in the form of Polonia Park. It is currently owned by the Roman Catholic Diocese of Scranton and is in active use but the connection to the river is poorly defined.

The following illustration shows how a better access to the river might be developed, including a boardwalk. The access can be developed in the interim without a boardwalk by simply improving the existing dik to better serve as a walking trail. Utilizing the park for this purpose and for fishing and Lackawanna River recreational access and events will require acquisition from the Diocese or a lease arrangement.

The access can also be greatly improved by acquiring the original Gibbons Ford site as a prominent gateway to the park from Boulevard Avenue. Alternative accesses also exist, including another through Polonia Park and another Gibbons parcel to the north of the park, but visibility from Boulevard Avenue is highly desirable and will help establish the downtown linkage desired.



Polonia Park is an ideal location for a “riverfest” type annual event that could be conducted to draw attention and visitors to the downtown. The Lackawanna River Corridor Association has offered to help develop and promote such an event, including an educational component and this opportunity should be seized by the Borough and business association as a way to put downtown Dickson City on the map and bring new potential shoppers to the downtown area.

It is recommended this project and its various elements be a high priority for the Borough and that, in the absence of funding to fully realize the opportunities, some interim arrangements be made to launch it.

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4.4 Downtown Events, Signage and Promotion

Downtown Dickson City needs more effective signage to promote its very existence as well as events. The impact of such signage is evidenced by the following illustration of how banners can work:

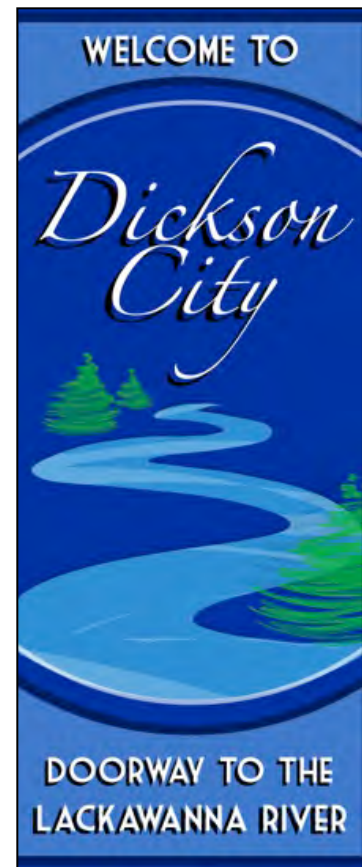


Those banners can be of the overhead type (used primarily for event promotion) or a more permanent type that hangs from poles and promotes the downtown in a generic fashion. The banner to the right is an example of what might be done in that regard, although the slogan itself should be determined by the business association after consideration of several alternatives. Some possible alternatives include:

- “Gateway to the Lackawanna River”
- “The Lackawanna River Gate”
- “The Downtown on the Lackawanna River”
- “A River Runs Through It”
- “Where the River Meets Main Street”
- “The Lackawanna River and Much More”

Whatever slogan is ultimately selected, the banner should, though, be sure to emphasize the Lackawanna River connection, which will help to distinguish Dickson City from other Lackawanna Valley communities and promote the prime river access it possesses and is now dedicated to improving. That is the central point of such a banner; to emphasize downtown Dickson City’s marketable competitive advantage.

Some signage will require zoning changes (see Section 4.7 hereof) and other signage is already permitted or can be done under the auspices of the Borough itself.



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4.5 Redevelopment and Business Incentives

There are numerous properties in downtown Dickson City that could benefit by redevelopment. It is recommended the Borough take an active role in this redevelopment as opportunities arise by assembling public and/or private parcels for redevelopment or entering into agreements with private building owners to solicit developers for those properties. An important element of this must be the combining of these solicitations with the offering of financial incentives, zoning accommodations, parking allocations and similar incentives.

Upon assemblage of a group of properties, the Borough should solicit requests for proposals. Prospective developers should be required to submit a description of the proposed redevelopment including conceptual plans, model floor plans and unit sizes, elevation drawings from adjoining streets and identification of other major exterior and interior features.

The developer should further be required to prepare and submit a financial analysis of the development including the developer's firm bid for the acquisition price of the property, equity contribution, construction cost estimate, square footage of development, square footage by type of space to be built (retail, office, residential), lease and operating expense estimates for the space, proposed financing, leasing timetable and lease, operating expense estimates and proposed formula for revenue sharing with the Borough.



Finally, the developer should be required to submit a development schedule for the proposed development indicating dates for major milestones, such as start of project design, construction bids and start of construction. A sample type of solicitation used with other redevelopment projects is included in the Appendices.

An additional aspect of this program, which should also be pursued independently of such a project, is the active promotion of the sale and development of individual properties. Most successful downtown programs include a major real estate promotion feature in cooperation with local realtors and Dickson City should develop something similar.

The Borough of West Chester, Pennsylvania does this effectively with very simple listings of both [office](#) and [retail](#) sites as tabs on their [Downtown West Chester website](#) run by the Borough's Business Improvement District (BID), which is funded by an annual assessment equitably shared by all commercial properties in this special taxing district. The assessment rate is calculated as .00275 of assessed value of the commercial portion of the property and 100% of the funds collected go toward programs of the [West Chester BID](#). Dickson City may also wish to eventually create a BID but it is desirable to first establish an active business association that would serve as a foundation if and when a BID was later thought to be appropriate.

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The Borough needs to develop some incentive packages to attract new business downtown and encourage the expansion of existing businesses. These could include;

- The development or promotion of revolving loan fund(s) for micro-enterprises and small businesses.
- The establishment of a Local Economic Revitalization Tax Assistance (LERTA) district to provide property tax incentives for redevelopment and property improvements.
- Business planning, start-up and promotion assistance through established providers of such services, making Dickson City a particular focus.
- Incubator type programs in partnership with developers/building owners.

4.6 Downtown Residential Development

There is potential for bringing additional residential development downtown to create more of a market for retail and this should be encouraged by considering increases in density, allowing for mixed-use development and promoting home ownership downtown as well as the promotion of Dickson City and its downtown as a place to live.



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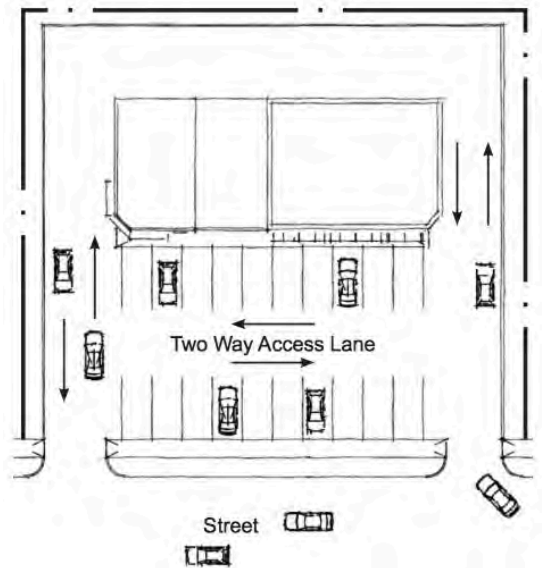
4.7 Zoning for Downtown Development

It will be necessary to amend several sections of the Borough's Zoning Ordinance to implement this business plan, attract the types of development proposed and promote the downtown. Proposed amendments are, as follows:

A. Off-street Parking

Currently, much of the parking in the downtown area has been developed between the public right-of-way and the commercial buildings in the manner depicted to the right. This weakens the appearance of the area and discourages pedestrian circulation along the shopping streets. A far better approach in most downtown cases is to put the parking in the rear and keep the fronts of all buildings aligned along the street.

Accordingly, it is proposed the zoning ordinance be amended to support and encourage the development of off-street parking in the rear yards of any new commercial structures, also including more flexibility with respect to parking standards so as to incentivize parking in the rear. A good example of new development with parking in the rear is offered below (illustrations courtesy of the [Town of North Castle: Hamlet Design Guidelines](#)).



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B. Banners

The current ordinance includes language that restricts and discourages the placement of overhead and other street banners in the shopping area; but the use of banners can be very beneficial for the identification of Dickson City's downtown shopping area. Banners can also be used to add some color and interest to the streetscape of the downtown area and to advertise special events that will be scheduled for the downtown shopping area. See example to the right.



Accordingly, the following amendment is proposed in order to facilitate these activities:

AMEND SECTION 5.982 C. – SIGNS IN C AND M ZONES

Add the following additional paragraph:

Except as otherwise set forth below, the foregoing regulations regarding banners shall apply to the MU zone on Main Street and to the section of Boulevard Avenue, between Cherry Street and Main Street. Banners shall be permitted in the above-referenced sections of Main Street and Boulevard Avenue in accordance with the following requirements:

- 1. Banners shall be permitted only for the announcement of special events to be conducted within the delineated area of the Downtown Business District and for the purpose of defining the area of the Downtown Business District, and for public events authorized by the Borough Council.*
- 2. Banners for Public events and for other special events shall be erected not more than ten (10) days prior to the event and shall be removed within 48 hours following the end of the event.*
- 3. Except for public events, permits shall be required for such banners, but no fee will be charged. The purpose of the permit is to identify the organization erecting the banners and designating the responsible party for the removal of the banners. If the banners are not removed within the specified time, the Borough may remove them and shall impose a fine in the amount of \$200.00 to be payable by the responsible party.*
- 4. Visual depictions of proposed banners shall be presented to the Borough Council for review and comment, not on the content, but on the aesthetics of the proposal.*

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5.0 Business Plan and Implementation Program

5.1 Financial Sources and Priorities

The several different types of activities and projects proposed to further economic revitalization of Dickson City's downtown will demand capital funding sources in many instances. The available potential financial resources include government grants as well as other strategies. The Borough Council should pursue both approaches as follows:

A. Government Grant Applications

Application window dates should be determined for all potential state funding sources, and applications should be filed in accordance with such state schedules. However, before initiating the application process, the Borough should determine the cost of each proposed project and determine the extent to which Borough funds or other resources will be available to meet the local matching requirements. This will require engineering and/or architectural designs, at least of a preliminary nature.

The following are potential sources of state financial assistance:

1. Pennsylvania Department of Community and Economic Development (DCED)

This appears to be the agency with the greatest potential for funding most of financial needs associated with projects recommended in this plan. DCED has a variety of financial assistance programs to support these projects.



The most advantageous program for the Borough to explore is the Keystone Communities Program. It requires a 50% match of local funds, but, fortunately, there are other sources that may be accessed to provide all, or part of the local matching requirements. These include Community Development Block Grant (CDBG) program and the Local Share Assessment/Monroe County program described below.

The Keystone Communities Program source can support such project activities as facade improvements, demolition of blighted properties, property acquisition that may be needed to improve economic development potential downtown, provide off-street parking, streetscape improvements and similar activities, all of which can be extraordinarily impactful in realizing the revitalization of Dickson City's downtown.

Dickson City Downtown Market Study and Business Plan

Facade improvement projects will require design guidelines. The maximum grant per business is \$5,000 and the grantee must match the grant. The match can be provided by the business or by the Borough, or a combination of both.

For acquisition projects, there must be a reuse plan.

2. Governor's Office of the Budget

This is also a matching funds program and other non-local funds can again be used to make up the match requirement. Economic development activities and related activities can be funded under the Governor's Redevelopment Assistance Capital Projects (RACP) program. The RACP is intended primarily for economic development-type projects. The downtown revitalization project would be a suitable project under the RACP guidelines.

3. Pennsylvania Department of Conservation and Natural Resources (DCNR)

DCNR would be the primary source for recreation projects, including acquisition and site improvements. This is also 50/50 matching funds program, but non-cash resources can serve as the local match. Projects to be pursued through this agency would be the proposed gazebo site on Main Street, Polonia Park (including access to the Lackawanna River, and canoe launching at the Elm Street Park).



4. Pennsylvania Department of Environmental Protection

The former dry cleaner site on Boulevard Avenue represents a substantial land area that could support commercial development adjacent to the former Borough Building. There is the possibility of chemical contamination of this site related to the previous use. This may require the assistance of the Pennsylvania Department of Environmental Protection (DEP) to reclaim this area as a potential development site.

If the site evidences contamination (unclear without more detailed study) there may also be potential to access brownfields development incentives, which are very considerable in Pennsylvania. The Commonwealth's Land Recycling and Environmental Remediation Standards Act (Act 2) of 1995 is [a national model in this respect](#) and includes both financial help (through DCED) and certain protection from liability. The amount of DEP assistance potentially available depends on the property ownership (privately or publicly owned) and the stage of the cleanup or development.



Dickson City Downtown Market Study and Business Plan

5. Local Share Assessment/Monroe County

This is a program providing financial assistance (on an application basis) to communities in proximity to gambling casinos. Dickson City and other Lackawanna County communities are in the pool of funds related to the casino in Monroe County. No matching funds are required, but local cash contributions improve the competitiveness of local applications for financial assistance. All of the proposed projects would be eligible for funding under this program

B. **Priorities**

There are numerous projects proposed as part of this Dickson City downtown revitalization program. The Borough should consider the following criteria in setting the priorities.

1. Project Readiness

Projects that can be realized in a short period of time should enjoy a priority as a means of launching the overall program and building credibility.

2. Critical Projects

Projects of an anchor nature that provide a basis for other projects to follow should also receive priority, as retail development very much follows this pattern. The anchor project always comes first and provides the destination attraction that serves to bring in customers for those who come after.

3. Timeliness



Some projects depend upon the relationships with the activities of others (e.g., Storrs Street and Main Street intersection activities). Because Lackawanna County is currently developing plans for various improvements on Main Street, including proposed streetscape improvements on Main Street, the potential closing of a portion of Storrs Street (depicted in photo to right) should be pursued immediately to fit into that design.

4. Availability of Properties

If there is a property the Borough desires to acquire and it becomes available, it will behoove the Borough to immediately negotiate for its acquisition so as to take advantage of the willing seller opportunity, which avoids controversy, challenges and disputes that can be costly,

Dickson City Downtown Market Study and Business Plan

5. Affordability

Availability of financial assistance from outside sources, as well as local funds will determine which projects can be pursued in the short-term versus the long-term.

Given these general guidelines, a suggested list of project priorities follows:



PROPOSED DICKSON CITY DOWNTOWN PROJECT PRIORITIES

(Note: Project No.'s are as shown on above Proposed Project Activities Map)

PROJECT DESCRIPTION / NO.	RECOMMENDED INITIAL ACTIVITIES	KEY	NOTES
1. Gazebo/Park	Contact owner and determine availability	S	Also consider bank & adjoining home
2. Storrs St./Main Street	Contact owners and County Commissioners	P	Coordinate with County road project
3. Polonia Park	Meet with Church and Diocese	P	Acquire/develop shared use agreement
4. Gibbons Access to Polonia Park	Contact owner and determine availability	P	Preferred access, depends on park status
5. Parcels 5,6,7 and 8	Contact owner and determine interest	O	Potential redevelopment site
9. Gibbons River Access Alternate	Contact owner and determine availability	P	Alternate parcel for providing river access
10. Vacant Garage on Main St.	Contact owner and determine interest	O	Potential redevelopment site
11. Vacant Lot on Boulevard	Contact owner and determine availability	O	Potential redevelopment site/parking
12. Parcels 12-13, Pronko/Beck's	Work with Pronko to use Beck's as parking	O	Environmental status needed
14. Pizza Shop @ Storrs & Main St.	Contact owner and determine interest	O	Potential redevelopment site
15. Streetscape and Lighting	Craft detailed plan and estimate costs	P	Plans/costs needed for grant applications
16. Facade Improvements	Develop design standards	S	Needed for grant applications
17. Banners	Design and identify vendors	O	For pole-mounted banners
18. Zoning Revisions	In process	S	Will address signage and other issues
19. River Access Improvements	Design after access is confirmed	O	Includes riverwalk improvements
20. Canoe Launch @ Elm Street Park	Design	S	Out of study area, but complementary

P = Priority Item, S = Start Process, O = Other Lesser Priority or Dependent Project

Dickson City Downtown Market Study and Business Plan

5.2 Organization and Schedule

This plan demands an organization to implement it and, while the Borough itself, together with an ad hoc committee of business owners, can serve in the role in the interim, a more formal organization and spin-off to private leadership is essential to long-term success. It is, accordingly, recommended a more formal business association capable of accepting grants be incorporated at the earliest opportunity, with consideration later being given to the creation of a business improvement district pursuant to Pennsylvania's Neighborhood Improvement District Act.

There are several good examples of BID's in the Commonwealth, including the West Chester Business Improvement District (previously discussed in Section 4.5 hereof). West Chester Borough, the county seat of Chester County, is a community of 17,800 persons, which includes a large student population. It formed its BID as a municipal authority in 2001 with the mission of creating a "partnership of business and property owners to achieve long-term economic growth for businesses in Downtown West Chester." Its goals include; 1) increasing customer traffic and sales, 2) retaining, expanding and recruiting viable businesses, and 3) advocating the interests of downtown to governmental agencies. The BID is funded by an assessment on all commercial properties in the service area. The assessment is 0.25% of assessed value for commercial property. The BID is governed by a 15 member Board of Directors that meets monthly. It also has a paid Executive Director and other staff.

The West Chester BID programs include wayfinding signage, downtown beautification, a Destination Downtown campaign, web design and development, media tours, bus tour management, business expansion and recruitment, real estate listings and property directory, facade improvements, downtown design guidelines, business planning assistance and cooperative advertising. It operates a very dynamic website (downtownwestchester.com) that includes retail, professional services and restaurant directories as well as listings of available office and retail space.

Much of its West Chester BID effort is devoted to packaging material for media use as part of an aggressive public relations program that positions the Borough as a dining and shopping destination. A Downtown Dickson City Business Association can do many of these things in the absence of a BID by simply organizing, collecting dues and working with the Borough, which is what is recommended at this time, with the possibility of later evolving into a BID.

The association, whatever form it takes, needs both volunteer and professional leadership. The latter can be provided on a part-time and/or consulting basis at the outset, the obtaining of which is recommended as the first step in the schedule of implementation. The following are the other top priorities for the schedule:

1. Contacting the owners of key parcels of land involved as part of the proposed downtown revitalization plan (see Section 5.1 above) and determine the level of owner interest and likely cooperation in the endeavors, laying the groundwork for grants, negotiations and planning of the details.
2. Preparing applications for grant assistance, along with all necessary documentation required, for the facade, streetscape and public improvement programs recommended. There will also need to be a private component with respect to much of this (e.g. storeowner contributions, bank funding) that will need to be structured.

Dickson City Downtown Market Study and Business Plan

3. Putting the marketing and promotional program into operation at some level as quickly as possible with a downtown website, event planning and initiation of signage projects recommended herein.

The revitalization effort will, of necessity, evolve as it goes forward but these are the essential ingredients. The thrust of the effort needs to be to deliver more business to Main Street and Boulevard Avenue businesses, with the vision including not only a new look for Main Street, but also the Lackawanna River and Polonia Park connection, with the river at one end and a small community park as a visual anchor on the other end where Boulevard and Main intersect. Working with Lackawanna County to change the look and operation of that intersection by taking the west side of Storrs Street out it (creating a new access through a property trade) and potentially creating new parking in several locations are all critical physical pieces of plan to which the effort needs to be directed.



Polonia Park - Looking toward a potential new major access from Boulevard Avenue, with the Lackawanna River behind.

APPENDIX A

Market Data



Retail MarketPlace Profile

Dickson City, Pennsylvania, United States
Drive Time: 5 minute radius

Latitude: 41.47147
Longitude: -75.60769

Summary Demographics

2014 Population	15,919
2014 Households	7,139
2014 Median Disposable Income	\$35,015
2014 Per Capita Income	\$23,266

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$161,588,812	\$237,556,470	-\$75,967,658	-19.0	185
Total Retail Trade	44-45	\$146,832,268	\$216,649,593	-\$69,817,325	-19.2	148
Total Food & Drink	722	\$14,756,544	\$20,906,877	-\$6,150,333	-17.2	37

Industry Group

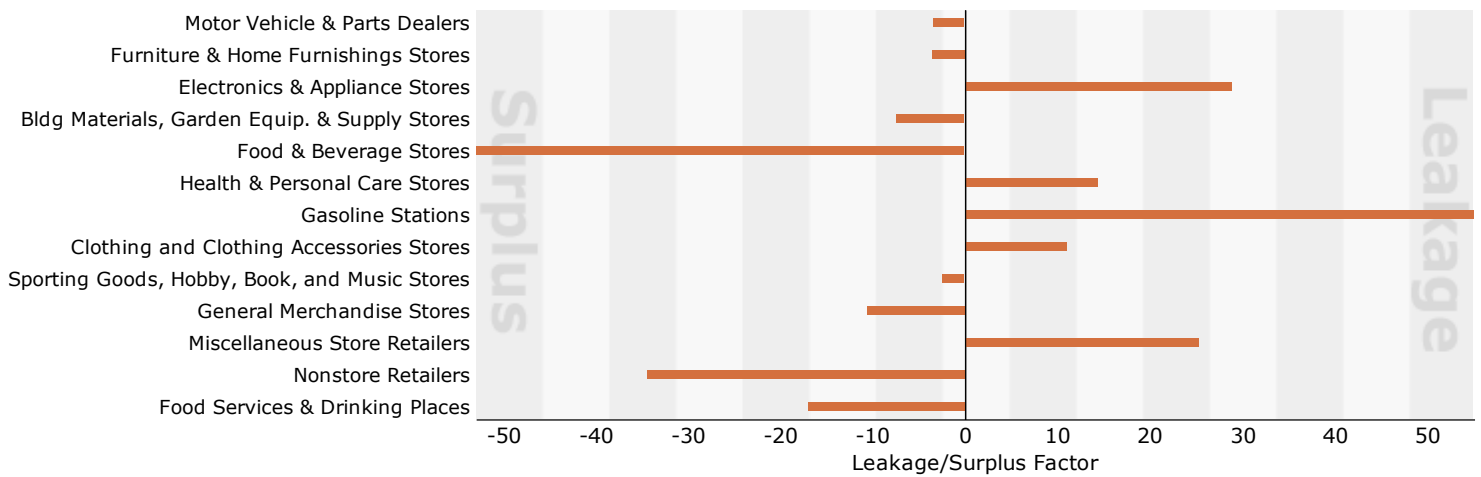
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$30,254,693	\$32,457,244	-\$2,202,551	-3.5	14
Automobile Dealers	4411	\$26,779,423	\$29,769,990	-\$2,990,567	-5.3	9
Other Motor Vehicle Dealers	4412	\$1,725,522	\$466,079	\$1,259,443	57.5	2
Auto Parts, Accessories & Tire Stores	4413	\$1,749,747	\$2,221,175	-\$471,428	-11.9	4
Furniture & Home Furnishings Stores	442	\$2,919,589	\$3,140,984	-\$221,395	-3.7	9
Furniture Stores	4421	\$1,670,988	\$2,559,490	-\$888,502	-21.0	4
Home Furnishings Stores	4422	\$1,248,601	\$581,494	\$667,107	36.5	5
Electronics & Appliance Stores	443	\$3,571,414	\$1,971,615	\$1,599,799	28.9	5
Bldg Materials, Garden Equip. & Supply Stores	444	\$4,969,037	\$5,791,894	-\$822,857	-7.6	12
Bldg Material & Supplies Dealers	4441	\$4,017,239	\$5,005,020	-\$987,781	-10.9	10
Lawn & Garden Equip & Supply Stores	4442	\$951,797	\$786,875	\$164,922	9.5	1
Food & Beverage Stores	445	\$26,441,997	\$86,431,641	-\$59,989,644	-53.1	17
Grocery Stores	4451	\$23,157,387	\$83,148,554	-\$59,991,167	-56.4	10
Specialty Food Stores	4452	\$736,371	\$653,348	\$83,023	6.0	6
Beer, Wine & Liquor Stores	4453	\$2,548,239	\$2,629,739	-\$81,500	-1.6	2
Health & Personal Care Stores	446,4461	\$8,771,444	\$6,559,824	\$2,211,620	14.4	13
Gasoline Stations	447,4471	\$14,579,984	\$4,210,271	\$10,369,713	55.2	5
Clothing & Clothing Accessories Stores	448	\$7,970,119	\$6,394,517	\$1,575,602	11.0	20
Clothing Stores	4481	\$5,966,778	\$5,137,278	\$829,500	7.5	13
Shoe Stores	4482	\$1,292,728	\$560,659	\$732,069	39.5	2
Jewelry, Luggage & Leather Goods Stores	4483	\$710,614	\$696,580	\$14,034	1.0	5
Sporting Goods, Hobby, Book & Music Stores	451	\$3,952,845	\$4,162,839	-\$209,994	-2.6	11
Sporting Goods/Hobby/Musical Instr Stores	4511	\$3,107,106	\$4,027,438	-\$920,332	-12.9	10
Book, Periodical & Music Stores	4512	\$845,739	\$135,401	\$710,338	72.4	1
General Merchandise Stores	452	\$20,618,446	\$25,619,694	-\$5,001,248	-10.8	6
Department Stores Excluding Leased Depts.	4521	\$8,670,660	\$7,500,778	\$1,169,882	7.2	3
Other General Merchandise Stores	4529	\$11,947,786	\$18,118,916	-\$6,171,130	-20.5	2
Miscellaneous Store Retailers	453	\$4,758,918	\$2,838,006	\$1,920,912	25.3	29
Florists	4531	\$252,343	\$228,881	\$23,462	4.9	2
Office Supplies, Stationery & Gift Stores	4532	\$1,202,729	\$643,787	\$558,942	30.3	7
Used Merchandise Stores	4533	\$416,266	\$341,422	\$74,844	9.9	3
Other Miscellaneous Store Retailers	4539	\$2,887,579	\$1,623,915	\$1,263,664	28.0	17
Nonstore Retailers	454	\$18,023,782	\$37,071,064	-\$19,047,282	-34.6	8
Electronic Shopping & Mail-Order Houses	4541	\$15,042,651	\$34,360,480	-\$19,317,829	-39.1	2
Vending Machine Operators	4542	\$401,757	\$346,390	\$55,367	7.4	1
Direct Selling Establishments	4543	\$2,579,374	\$2,364,194	\$215,180	4.4	5
Food Services & Drinking Places	722	\$14,756,544	\$20,906,877	-\$6,150,333	-17.2	37
Full-Service Restaurants	7221	\$6,402,362	\$11,051,609	-\$4,649,247	-26.6	7
Limited-Service Eating Places	7222	\$6,794,320	\$6,502,185	\$292,135	2.2	16
Special Food Services	7223	\$634,953	\$1,844,212	-\$1,209,259	-48.8	3
Drinking Places - Alcoholic Beverages	7224	\$924,909	\$1,508,871	-\$583,962	-24.0	10

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

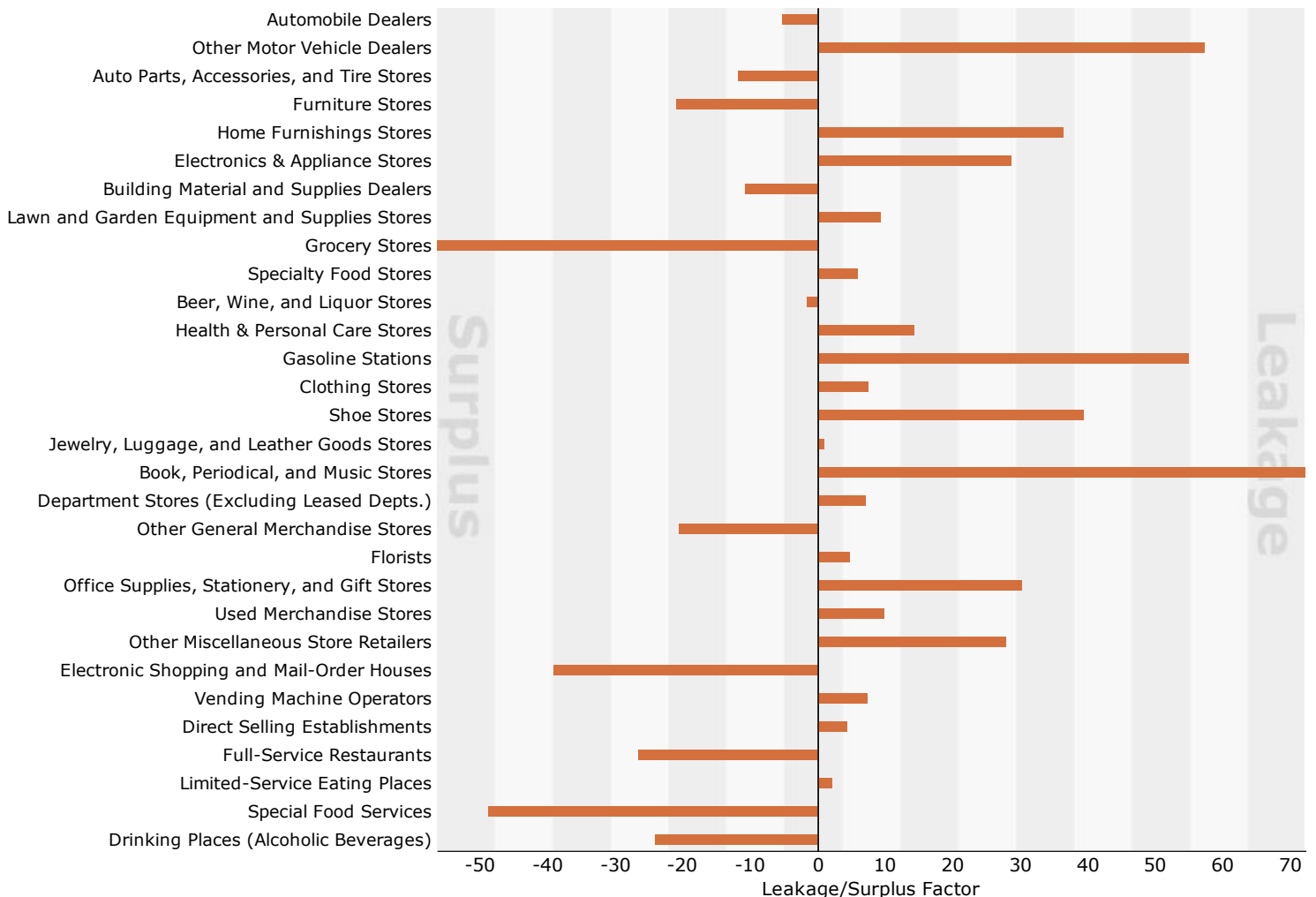
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March 09, 2015

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Dickson City, Pennsylvania, United States
Drive Time: 7.5 minute radius

Latitude: 41.47147
Longitude: -75.60769

Summary Demographics

2014 Population	25,496
2014 Households	11,323
2014 Median Disposable Income	\$35,714
2014 Per Capita Income	\$23,279

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$260,105,129	\$728,704,405	-\$468,599,276	-47.4	340
Total Retail Trade	44-45	\$236,510,494	\$687,578,829	-\$451,068,335	-48.8	270
Total Food & Drink	722	\$23,594,635	\$41,125,576	-\$17,530,941	-27.1	70

Industry Group

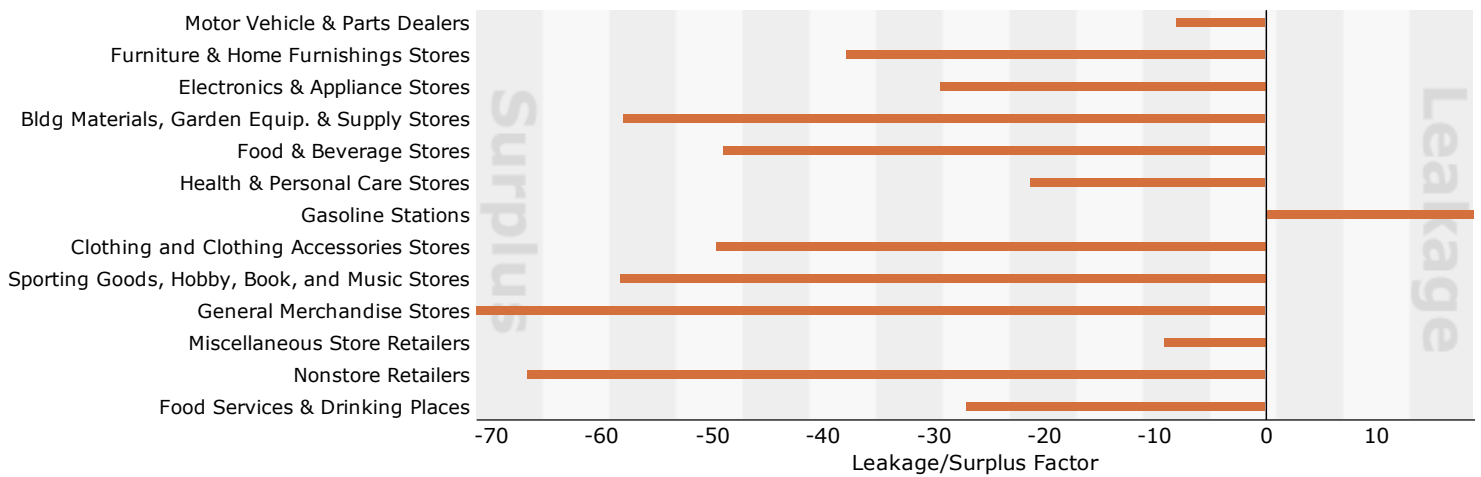
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$48,891,578	\$57,546,418	-\$8,654,840	-8.1	29
Automobile Dealers	4411	\$43,261,920	\$49,258,694	-\$5,996,774	-6.5	15
Other Motor Vehicle Dealers	4412	\$2,829,338	\$2,162,808	\$666,530	13.4	5
Auto Parts, Accessories & Tire Stores	4413	\$2,800,319	\$6,124,916	-\$3,324,597	-37.2	9
Furniture & Home Furnishings Stores	442	\$4,665,913	\$10,356,374	-\$5,690,461	-37.9	15
Furniture Stores	4421	\$2,668,681	\$9,114,200	-\$6,445,519	-54.7	8
Home Furnishings Stores	4422	\$1,997,232	\$1,242,175	\$755,057	23.3	7
Electronics & Appliance Stores	443	\$5,716,659	\$10,508,071	-\$4,791,412	-29.5	10
Bldg Materials, Garden Equip. & Supply Stores	444	\$8,038,997	\$30,292,012	-\$22,253,015	-58.1	21
Bldg Material & Supplies Dealers	4441	\$6,479,158	\$29,111,887	-\$22,632,729	-63.6	19
Lawn & Garden Equip & Supply Stores	4442	\$1,559,839	\$1,180,125	\$379,714	13.9	2
Food & Beverage Stores	445	\$42,536,372	\$124,638,080	-\$82,101,708	-49.1	30
Grocery Stores	4451	\$37,284,804	\$119,605,451	-\$82,320,647	-52.5	16
Specialty Food Stores	4452	\$1,184,454	\$1,400,113	-\$215,659	-8.3	11
Beer, Wine & Liquor Stores	4453	\$4,067,113	\$3,632,515	\$434,598	5.6	3
Health & Personal Care Stores	446,4461	\$14,138,358	\$21,806,218	-\$7,667,860	-21.3	25
Gasoline Stations	447,4471	\$23,559,697	\$16,070,884	\$7,488,813	18.9	8
Clothing & Clothing Accessories Stores	448	\$12,713,373	\$37,863,470	-\$25,150,097	-49.7	40
Clothing Stores	4481	\$9,513,550	\$32,973,196	-\$23,459,646	-55.2	26
Shoe Stores	4482	\$2,069,840	\$2,778,250	-\$708,410	-14.6	6
Jewelry, Luggage & Leather Goods Stores	4483	\$1,129,983	\$2,112,023	-\$982,040	-30.3	7
Sporting Goods, Hobby, Book & Music Stores	451	\$6,364,474	\$24,242,686	-\$17,878,212	-58.4	25
Sporting Goods/Hobby/Musical Instr Stores	4511	\$5,014,756	\$22,670,221	-\$17,655,465	-63.8	21
Book, Periodical & Music Stores	4512	\$1,349,718	\$1,572,465	-\$222,747	-7.6	4
General Merchandise Stores	452	\$33,139,420	\$198,933,468	-\$165,794,048	-71.4	11
Department Stores Excluding Leased Depts.	4521	\$13,897,695	\$48,626,380	-\$34,728,685	-55.5	6
Other General Merchandise Stores	4529	\$19,241,725	\$150,307,088	-\$131,065,363	-77.3	5
Miscellaneous Store Retailers	453	\$7,703,766	\$9,262,030	-\$1,558,264	-9.2	44
Florists	4531	\$407,678	\$544,719	-\$137,041	-14.4	5
Office Supplies, Stationery & Gift Stores	4532	\$1,931,362	\$3,349,700	-\$1,418,338	-26.9	10
Used Merchandise Stores	4533	\$666,107	\$1,182,467	-\$516,360	-27.9	4
Other Miscellaneous Store Retailers	4539	\$4,698,620	\$4,185,144	\$513,476	5.8	25
Nonstore Retailers	454	\$29,041,886	\$146,059,119	-\$117,017,233	-66.8	13
Electronic Shopping & Mail-Order Houses	4541	\$24,178,707	\$142,766,687	-\$118,587,980	-71.0	3
Vending Machine Operators	4542	\$645,971	\$472,553	\$173,418	15.5	2
Direct Selling Establishments	4543	\$4,217,209	\$2,819,879	\$1,397,330	19.9	9
Food Services & Drinking Places	722	\$23,594,635	\$41,125,576	-\$17,530,941	-27.1	70
Full-Service Restaurants	7221	\$10,232,109	\$20,873,937	-\$10,641,828	-34.2	17
Limited-Service Eating Places	7222	\$10,876,115	\$14,334,710	-\$3,458,595	-13.7	29
Special Food Services	7223	\$1,021,112	\$2,779,570	-\$1,758,458	-46.3	5
Drinking Places - Alcoholic Beverages	7224	\$1,465,298	\$3,137,359	-\$1,672,061	-36.3	20

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

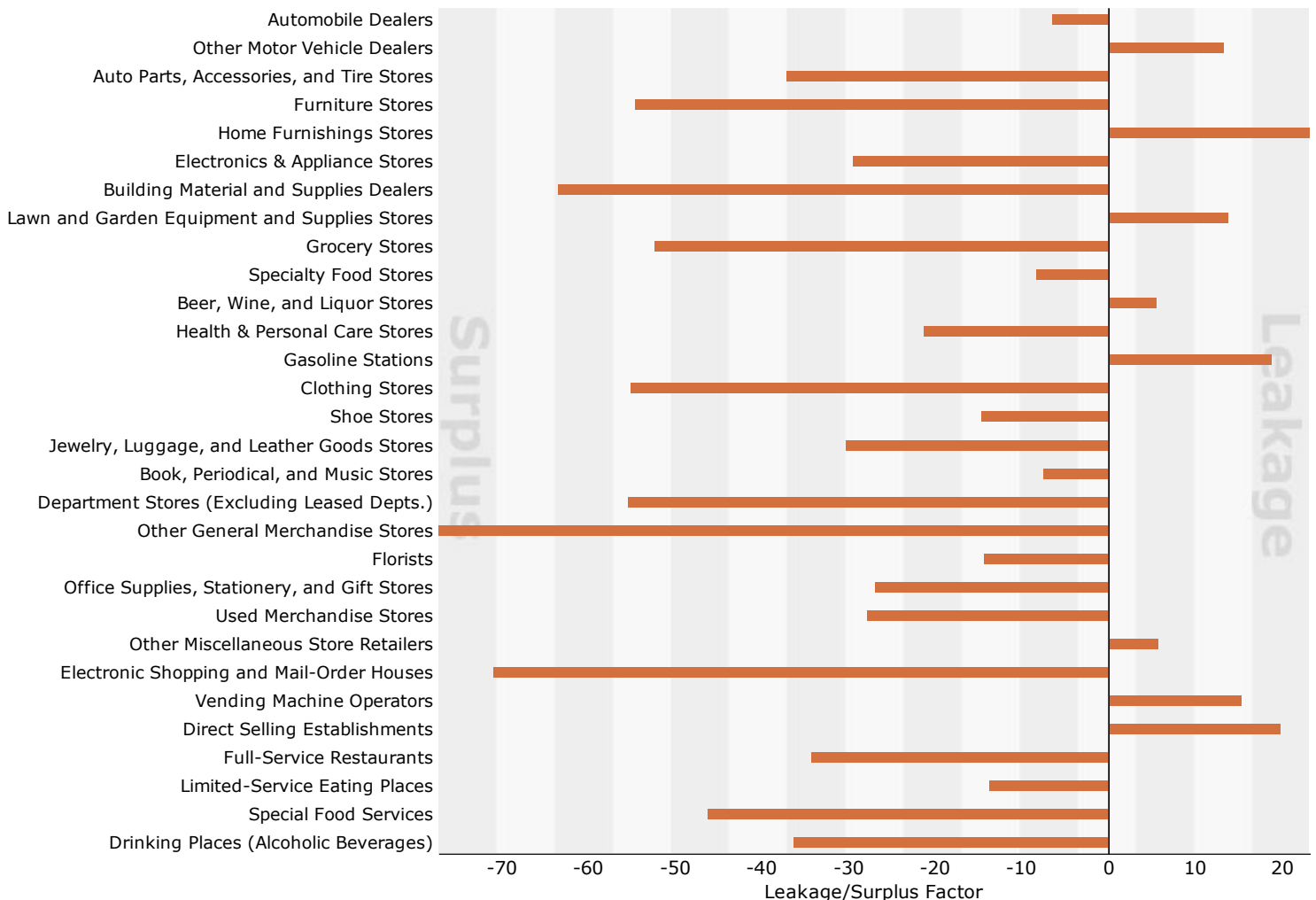
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March 09, 2015

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group





Retail MarketPlace Profile

Dickson City, Pennsylvania, United States
Drive Time: 10 minute radius

Latitude: 41.47147
Longitude: -75.60769

Summary Demographics

2014 Population	36,826
2014 Households	16,064
2014 Median Disposable Income	\$36,488
2014 Per Capita Income	\$23,550

Industry Summary

	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink	44-45,722	\$381,221,363	\$1,266,090,814	-\$884,869,451	-53.7	511
Total Retail Trade	44-45	\$346,375,911	\$1,204,999,070	-\$858,623,159	-55.3	408
Total Food & Drink	722	\$34,845,452	\$61,091,744	-\$26,246,292	-27.4	103

Industry Group

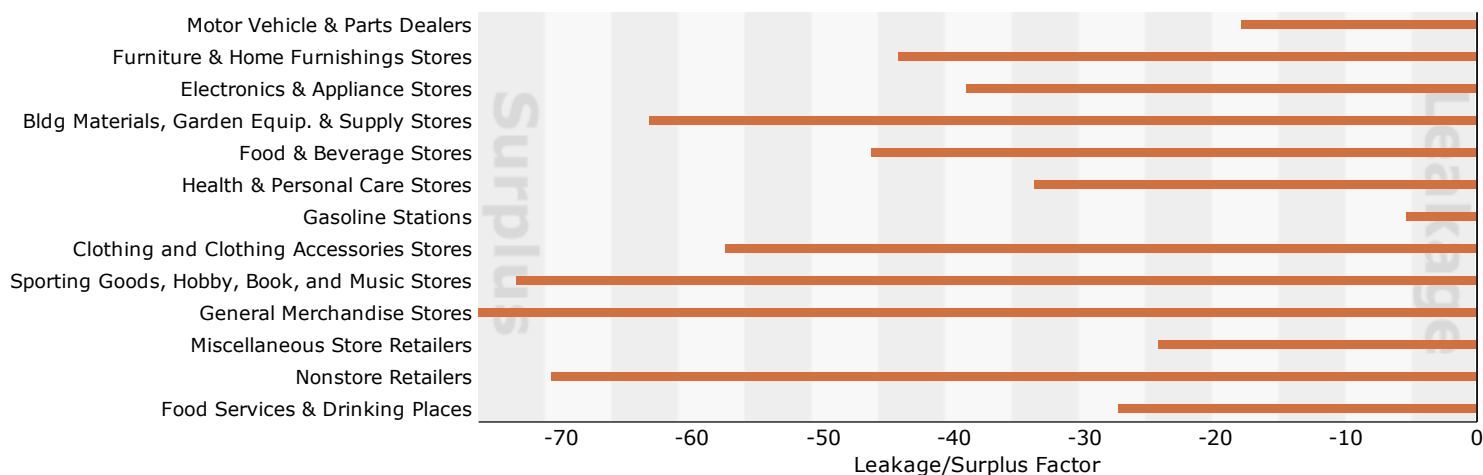
	NAICS	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers	441	\$71,489,500	\$102,790,571	-\$31,301,071	-18.0	43
Automobile Dealers	4411	\$63,264,214	\$88,371,297	-\$25,107,083	-16.6	22
Other Motor Vehicle Dealers	4412	\$4,093,465	\$3,314,371	\$779,094	10.5	5
Auto Parts, Accessories & Tire Stores	4413	\$4,131,820	\$11,104,902	-\$6,973,082	-45.8	15
Furniture & Home Furnishings Stores	442	\$6,891,101	\$17,872,565	-\$10,981,464	-44.3	23
Furniture Stores	4421	\$3,932,816	\$15,518,136	-\$11,585,320	-59.6	13
Home Furnishings Stores	4422	\$2,958,285	\$2,354,429	\$603,856	11.4	10
Electronics & Appliance Stores	443	\$8,428,306	\$19,244,249	-\$10,815,943	-39.1	17
Bldg Materials, Garden Equip. & Supply Stores	444	\$11,800,245	\$52,624,988	-\$40,824,743	-63.4	29
Bldg Material & Supplies Dealers	4441	\$9,528,309	\$51,184,773	-\$41,656,464	-68.6	26
Lawn & Garden Equip & Supply Stores	4442	\$2,271,936	\$1,440,214	\$831,722	22.4	3
Food & Beverage Stores	445	\$62,287,608	\$169,634,822	-\$107,347,214	-46.3	42
Grocery Stores	4451	\$54,538,760	\$162,033,257	-\$107,494,497	-49.6	23
Specialty Food Stores	4452	\$1,734,603	\$2,050,304	-\$315,701	-8.3	15
Beer, Wine & Liquor Stores	4453	\$6,014,245	\$5,551,261	\$462,984	4.0	4
Health & Personal Care Stores	446,4461	\$20,679,242	\$41,935,506	-\$21,256,264	-33.9	35
Gasoline Stations	447,4471	\$34,323,077	\$38,205,977	-\$3,882,900	-5.4	13
Clothing & Clothing Accessories Stores	448	\$18,771,745	\$69,517,645	-\$50,745,900	-57.5	60
Clothing Stores	4481	\$14,054,221	\$60,782,895	-\$46,728,674	-62.4	40
Shoe Stores	4482	\$3,041,315	\$4,994,272	-\$1,952,957	-24.3	11
Jewelry, Luggage & Leather Goods Stores	4483	\$1,676,209	\$3,740,478	-\$2,064,269	-38.1	9
Sporting Goods, Hobby, Book & Music Stores	451	\$9,338,787	\$61,476,574	-\$52,137,787	-73.6	37
Sporting Goods/Hobby/Musical Instr Stores	4511	\$7,344,468	\$39,988,533	-\$32,644,065	-69.0	30
Book, Periodical & Music Stores	4512	\$1,994,319	\$21,488,041	-\$19,493,722	-83.0	7
General Merchandise Stores	452	\$48,598,289	\$364,031,560	-\$315,433,271	-76.4	19
Department Stores Excluding Leased Depts.	4521	\$20,436,489	\$87,379,416	-\$66,942,927	-62.1	10
Other General Merchandise Stores	4529	\$28,161,800	\$276,652,143	-\$248,490,343	-81.5	9
Miscellaneous Store Retailers	453	\$11,230,091	\$18,475,820	-\$7,245,729	-24.4	72
Florists	4531	\$604,597	\$1,275,041	-\$670,444	-35.7	9
Office Supplies, Stationery & Gift Stores	4532	\$2,836,289	\$6,237,746	-\$3,401,457	-37.5	17
Used Merchandise Stores	4533	\$981,816	\$2,526,445	-\$1,544,629	-44.0	8
Other Miscellaneous Store Retailers	4539	\$6,807,389	\$8,436,589	-\$1,629,200	-10.7	37
Nonstore Retailers	454	\$42,537,918	\$249,188,794	-\$206,650,876	-70.8	19
Electronic Shopping & Mail-Order Houses	4541	\$35,466,619	\$243,887,955	-\$208,421,336	-74.6	3
Vending Machine Operators	4542	\$946,314	\$1,503,407	-\$557,093	-22.7	4
Direct Selling Establishments	4543	\$6,124,985	\$3,797,432	\$2,327,553	23.5	12
Food Services & Drinking Places	722	\$34,845,452	\$61,091,744	-\$26,246,292	-27.4	103
Full-Service Restaurants	7221	\$15,116,421	\$28,067,299	-\$12,950,878	-30.0	28
Limited-Service Eating Places	7222	\$16,034,501	\$24,340,429	-\$8,305,928	-20.6	45
Special Food Services	7223	\$1,507,246	\$4,629,515	-\$3,122,269	-50.9	6
Drinking Places - Alcoholic Beverages	7224	\$2,187,284	\$4,054,500	-\$1,867,216	-29.9	24

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector. For more information on the Retail MarketPlace data, please view the methodology statement at <http://www.esri.com/library/whitepapers/pdfs/esri-data-retail-marketplace.pdf>.

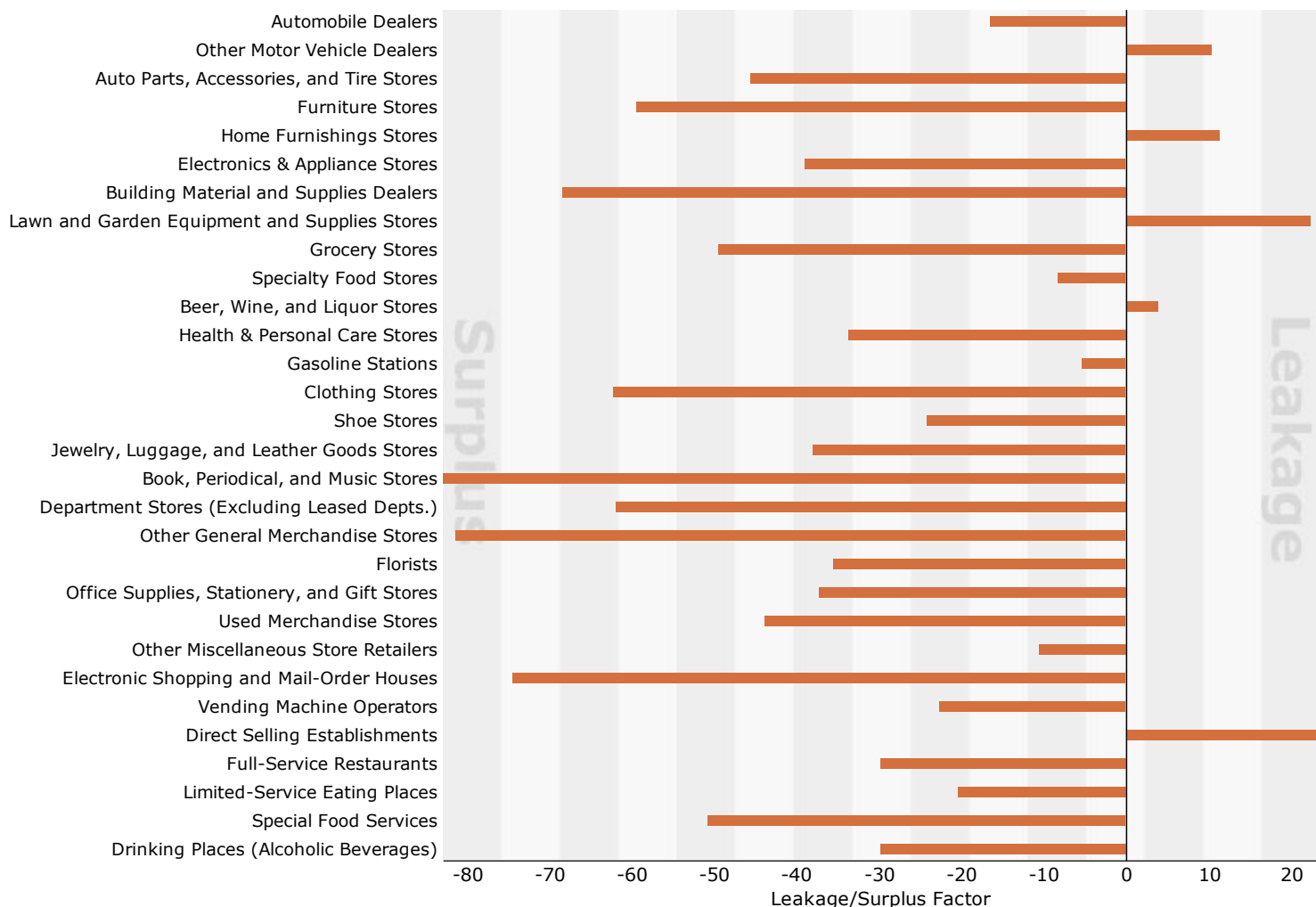
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March 09, 2015

Leakage/Surplus Factor by Industry Subsector



Leakage/Surplus Factor by Industry Group





Business Summary

Dickson City, Pennsylvania, United States
Drive Times: 5, 7.5, 10 minute radii

Latitude: 41.47147
Longitude: -75.60769

Data for all businesses in area			5 minute		7.5 minute		10 minute					
Total Businesses:			1,137		1,945		3,011					
Total Employees:			5,237		11,690		20,607					
Total Residential Population:			15,919		25,496		36,826					
Employee/Residential Population Ratio:			0.33:1		0.46:1		0.56:1					
by SIC Codes	Employees				Employees				Employees			
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture & Mining	20	1.8%	55	1.1%	33	1.7%	90	0.8%	48	1.6%	132	0.6%
Construction	101	8.9%	336	6.4%	175	9.0%	583	5.0%	265	8.8%	990	4.8%
Manufacturing	39	3.4%	479	9.1%	70	3.6%	836	7.2%	107	3.6%	2,077	10.1%
Transportation	35	3.1%	154	2.9%	58	3.0%	621	5.3%	83	2.8%	965	4.7%
Communication	5	0.4%	59	1.1%	8	0.4%	93	0.8%	15	0.5%	125	0.6%
Utility	3	0.3%	57	1.1%	6	0.3%	100	0.9%	12	0.4%	215	1.0%
Wholesale Trade	48	4.2%	309	5.9%	78	4.0%	591	5.1%	128	4.3%	1,226	5.9%
Retail Trade Summary	218	19.2%	1,440	27.5%	404	20.8%	4,319	36.9%	603	20.0%	7,114	34.5%
Home Improvement	12	1.1%	98	1.9%	22	1.1%	387	3.3%	31	1.0%	652	3.2%
General Merchandise Stores	6	0.5%	116	2.2%	11	0.6%	853	7.3%	19	0.6%	1,573	7.6%
Food Stores	19	1.7%	344	6.6%	33	1.7%	643	5.5%	45	1.5%	939	4.6%
Auto Dealers, Gas Stations, Auto Aftermarket	20	1.8%	94	1.8%	38	2.0%	216	1.8%	58	1.9%	390	1.9%
Apparel & Accessory Stores	16	1.4%	58	1.1%	34	1.7%	265	2.3%	52	1.7%	446	2.2%
Furniture & Home Furnishings	16	1.4%	55	1.1%	30	1.5%	143	1.2%	47	1.6%	241	1.2%
Eating & Drinking Places	61	5.4%	456	8.7%	117	6.0%	988	8.5%	170	5.6%	1,452	7.0%
Miscellaneous Retail	68	6.0%	218	4.2%	118	6.1%	825	7.1%	181	6.0%	1,421	6.9%
Finance, Insurance, Real Estate Summary	73	6.4%	224	4.3%	119	6.1%	447	3.8%	190	6.3%	746	3.6%
Banks, Savings & Lending Institutions	10	0.9%	68	1.3%	19	1.0%	180	1.5%	31	1.0%	311	1.5%
Securities Brokers	2	0.2%	5	0.1%	4	0.2%	12	0.1%	6	0.2%	21	0.1%
Insurance Carriers & Agents	16	1.4%	39	0.7%	24	1.2%	80	0.7%	34	1.1%	119	0.6%
Real Estate, Holding, Other Investment Offices	46	4.0%	112	2.1%	72	3.7%	175	1.5%	119	4.0%	295	1.4%
Services Summary	445	39.1%	1,723	32.9%	747	38.4%	3,445	29.5%	1,179	39.2%	6,285	30.5%
Hotels & Lodging	4	0.4%	25	0.5%	7	0.4%	55	0.5%	12	0.4%	101	0.5%
Automotive Services	30	2.6%	84	1.6%	50	2.6%	201	1.7%	85	2.8%	429	2.1%
Motion Pictures & Amusements	24	2.1%	61	1.2%	45	2.3%	142	1.2%	72	2.4%	222	1.1%
Health Services	74	6.5%	578	11.0%	116	6.0%	1,099	9.4%	171	5.7%	1,594	7.7%
Legal Services	17	1.5%	41	0.8%	22	1.1%	52	0.4%	36	1.2%	86	0.4%
Education Institutions & Libraries	15	1.3%	92	1.8%	25	1.3%	312	2.7%	44	1.5%	743	3.6%
Other Services	279	24.5%	841	16.1%	480	24.7%	1,584	13.6%	758	25.2%	3,111	15.1%
Government	19	1.7%	393	7.5%	35	1.8%	553	4.7%	49	1.6%	717	3.5%
Unclassified Establishments	131	11.5%	7	0.1%	214	11.0%	12	0.1%	334	11.1%	15	0.1%
Totals	1,137	100.0%	5,237	100.0%	1,945	100.0%	11,690	100.0%	3,011	100.0%	20,607	100.0%

Source: Copyright 2014 Dun & Bradstreet, Inc. All rights reserved. Esri Total Residential Population forecasts for 2014.

March 09, 2015



Business Summary

Dickson City, Pennsylvania, United States
Drive Times: 5, 7.5, 10 minute radii

Latitude: 41.47147
Longitude: -75.60769

by NAICS Codes	Businesses		Employees		Businesses		Employees		Businesses		Employees	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	6	0.5%	8	0.2%	8	0.4%	13	0.1%	11	0.4%	20	0.1%
Mining	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Utilities	1	0.1%	53	1.0%	3	0.2%	89	0.8%	4	0.1%	120	0.6%
Construction	102	9.0%	338	6.5%	177	9.1%	587	5.0%	267	8.9%	996	4.8%
Manufacturing	43	3.8%	503	9.6%	73	3.8%	861	7.4%	108	3.6%	2,090	10.1%
Wholesale Trade	47	4.1%	308	5.9%	77	4.0%	590	5.0%	126	4.2%	1,222	5.9%
Retail Trade	155	13.6%	979	18.7%	285	14.7%	3,321	28.4%	431	14.3%	5,629	27.3%
Motor Vehicle & Parts Dealers	16	1.4%	83	1.6%	33	1.7%	182	1.6%	48	1.6%	309	1.5%
Furniture & Home Furnishings Stores	9	0.8%	27	0.5%	17	0.9%	78	0.7%	25	0.8%	137	0.7%
Electronics & Appliance Stores	6	0.5%	20	0.4%	13	0.7%	66	0.6%	21	0.7%	117	0.6%
Bldg Material & Garden Equipment & Supplies Dealers	12	1.1%	98	1.9%	22	1.1%	387	3.3%	31	1.0%	652	3.2%
Food & Beverage Stores	19	1.7%	348	6.6%	32	1.6%	645	5.5%	46	1.5%	948	4.6%
Health & Personal Care Stores	13	1.1%	67	1.3%	25	1.3%	184	1.6%	35	1.2%	310	1.5%
Gasoline Stations	4	0.4%	11	0.2%	7	0.4%	36	0.3%	12	0.4%	84	0.4%
Clothing & Clothing Accessories Stores	21	1.8%	65	1.2%	41	2.1%	280	2.4%	62	2.1%	478	2.3%
Sport Goods, Hobby, Book, & Music Stores	10	0.9%	46	0.9%	23	1.2%	191	1.6%	35	1.2%	330	1.6%
General Merchandise Stores	6	0.5%	116	2.2%	11	0.6%	853	7.3%	19	0.6%	1,573	7.6%
Miscellaneous Store Retailers	30	2.6%	72	1.4%	47	2.4%	364	3.1%	76	2.5%	612	3.0%
Nonstore Retailers	9	0.8%	26	0.5%	15	0.8%	55	0.5%	21	0.7%	80	0.4%
Transportation & Warehousing	31	2.7%	118	2.3%	49	2.5%	523	4.5%	69	2.3%	867	4.2%
Information	9	0.8%	66	1.3%	19	1.0%	113	1.0%	36	1.2%	203	1.0%
Finance & Insurance	32	2.8%	126	2.4%	55	2.8%	292	2.5%	86	2.9%	485	2.4%
Central Bank/Credit Intermediation & Related Activities	10	0.9%	68	1.3%	19	1.0%	181	1.5%	33	1.1%	314	1.5%
Securities, Commodity Contracts & Other Financial	7	0.6%	18	0.3%	12	0.6%	31	0.3%	18	0.6%	51	0.2%
Insurance Carriers & Related Activities; Funds, Trusts &	16	1.4%	39	0.7%	24	1.2%	80	0.7%	35	1.2%	121	0.6%
Real Estate, Rental & Leasing	40	3.5%	111	2.1%	67	3.4%	192	1.6%	112	3.7%	330	1.6%
Professional, Scientific & Tech Services	81	7.1%	230	4.4%	126	6.5%	384	3.3%	208	6.9%	762	3.7%
Legal Services	18	1.6%	46	0.9%	24	1.2%	57	0.5%	40	1.3%	95	0.5%
Management of Companies & Enterprises	3	0.3%	7	0.1%	5	0.3%	18	0.2%	9	0.3%	33	0.2%
Administrative & Support & Waste Management & Remediation	108	9.5%	302	5.8%	195	10.0%	541	4.6%	310	10.3%	913	4.4%
Educational Services	19	1.7%	99	1.9%	32	1.6%	320	2.7%	52	1.7%	757	3.7%
Health Care & Social Assistance	87	7.7%	719	13.7%	138	7.1%	1,455	12.4%	202	6.7%	2,026	9.8%
Arts, Entertainment & Recreation	19	1.7%	53	1.0%	34	1.7%	123	1.1%	55	1.8%	183	0.9%
Accommodation & Food Services	66	5.8%	481	9.2%	125	6.4%	1,061	9.1%	183	6.1%	1,603	7.8%
Accommodation	4	0.4%	25	0.5%	7	0.4%	55	0.5%	12	0.4%	101	0.5%
Food Services & Drinking Places	61	5.4%	456	8.7%	117	6.0%	1,006	8.6%	172	5.7%	1,501	7.3%
Other Services (except Public Administration)	137	12.0%	335	6.4%	228	11.7%	641	5.5%	359	11.9%	1,636	7.9%
Automotive Repair & Maintenance	27	2.4%	69	1.3%	45	2.3%	156	1.3%	74	2.5%	337	1.6%
Public Administration	19	1.7%	393	7.5%	35	1.8%	553	4.7%	49	1.6%	717	3.5%
Unclassified Establishments	131	11.5%	7	0.1%	214	11.0%	12	0.1%	334	11.1%	15	0.1%
Total	1,137	100.0%	5,237	100.0%	1,945	100.0%	11,690	100.0%	3,011	100.0%	20,607	100.0%

Source: Copyright 2014 Dun & Bradstreet, Inc. All rights reserved. Esri Total Residential Population forecasts for 2014.

March 09, 2015

APPENDIX B

Survey Forms

Dickson City is undertaking a project to revitalize the Boulevard Avenue/Main Street shopping area ("downtown"), and your place of business is located within this area.

We have received a grant from the Commonwealth of Pennsylvania and we have matched that grant with Borough funds in order to develop this plan. We have employed the services of an economic development consultant to guide us through this planning process; but, the success of this planning effort will rest largely on the extent of participation by the businesses located within this area.

The following is brief survey form that provides you with the opportunity to inform us of your current needs and future plans.

Please complete the survey on-line by going to www.shepstone.net/DicksonCity or returning it in the enclosed stamped/self addressed envelope within the next week (or-bring it with you to one of our two public meetings to be held on Wednesday, April 1, 2015 at the Municipal Building, one at 8 AM and another at 6 PM)

You will also be contacted by our consultants, Thomas Shepstone or Marvin Brotter within the next few days to determine your availability to serve on the planning committee.

Please plan to attend and to participate in this program to improve the shopping area and to provide further support for your business activities. By doing so, you will help us understand the needs of downtown Dickson City businesses and what is needed to help you grow. All information is strictly confidential.

Thank you very much!

1. Name of business or enterprise:

2. Address:

Street 1:

Street 2:

City:

Zip Code:

E-Mail:

Telephone:

Fax:

Website:

3. How long has your business or enterprise existed (regardless of ownership)?

Number of years business has existed:

4. What type of business or enterprise do you operate? [Please check all that apply]

- | | | |
|---|---|--|
| <input type="checkbox"/> Auto service/transportation | <input type="checkbox"/> Grocery store | <input type="checkbox"/> Retail (other) |
| <input type="checkbox"/> Clothing and/or footwear store | <input type="checkbox"/> Museum or community facility | <input type="checkbox"/> Second-hand or Antique Shop |
| <input type="checkbox"/> Convenience store | <input type="checkbox"/> Office | <input type="checkbox"/> Service business |
| <input type="checkbox"/> Gift shop | <input type="checkbox"/> Restaurant | <input type="checkbox"/> Tavern |
| <input type="checkbox"/> Other (please specify) | | |

5. How much of your customer base is related to each of the following sources, in your estimation?

	0%	1-25%	26-50%	51-75%	75-99%	100%
Downtown Dickson City neighborhood residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lackawanna River recreationists such as fishermen or canoeists	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Main Street drive-by traffic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shoppers attracted to other Downtown Dickson City businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shoppers coming from the Viewmont Mall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visitors to local lodging facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

6. How many individuals are directly employed by your business or enterprise? [Please enter only whole numbers with no commas or other punctuation]

Full-time

Part-time

7. Where do your customers come from (to the best of your knowledge)? Please indicate the percentage that comes from each location and make sure the total is 100%.

[Please do not use percentage symbols]

Dickson City

Adjoining municipalities

Elsewhere in Lackawanna Valley

Somewhere else

8. When is your business open? [Check all that apply]

- ☐ Weekdays during day (if any)
- ☐ Weekdays during evening (if any)
- ☐ Saturday during day (if any)
- ☐ Saturday during evening (if any)
- ☐ Sunday during day (if any)
- ☐ Sunday during evening (if any)

Other (please specify)

9. How many total hours per week are you open? [Please use whole numbers with no punctuation]

Total Weekday Hours

Total Weekend Hours

10. Are there any residences on your property?

- ☐ Yes
- ☐ No

11. If so, how many residential dwelling units (apartments) are there? [Please use whole number with no punctuation]

Number of Dwelling Units

12. If you had the opportunity, would you expand your business?

- ☐ Yes
- ☐ No

13. What keeps you from expanding your business? [Check all that apply]

- ☐ Customer characteristics (e.g. low incomes)
- ☐ Zoning issues
- ☐ Lack of customer traffic
- ☐ Lack of financial capital
- ☐ Lack of land
- ☐ Conditions of the area
- ☐ Lack of parking
- ☐ Competition from Viewmont Mall

Other (please specify)

14. What types of other businesses or enterprises would you like to see in Downtown Dickson City? Put another way, what businesses or enterprises would help your business or the community most? [Please check all that apply]

- | | | |
|---|---|---|
| <input type="checkbox"/> Antique/second-hand shop | <input type="checkbox"/> Gift shop | <input type="checkbox"/> Restaurant |
| <input type="checkbox"/> Arts and/or entertainment | <input type="checkbox"/> Grocery store | <input type="checkbox"/> Retail (other) |
| <input type="checkbox"/> Auto service/transportation | <input type="checkbox"/> Lodging places | <input type="checkbox"/> Senior housing |
| <input type="checkbox"/> Clothing and/or footwear store | <input type="checkbox"/> Museum or community facility | <input type="checkbox"/> Service business |
| <input type="checkbox"/> Convenience store | <input type="checkbox"/> Office | <input type="checkbox"/> Tavern |
| <input type="checkbox"/> Other (please specify) | | |

15. Which of these would be most helpful in building your business or making it more successful?

[Please rank each]

	Very Unhelpful	Not Helpful	Not Sure	Helpful	Very Helpful
Improved street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tree plantings / beautification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street furniture (e.g., benches)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support events (e.g., "River Day")	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial help for facade improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other financial help for expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assistance with sales events and marketing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More downtown residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalk improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Improvement District (BID) or association	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown park for events and activities to attract people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Dickson City is undertaking a project to revitalize the Main Street shopping area from the Boulevard Avenue intersection to Gibbons Ford and down to the River ("downtown").

We have received a grant from the Commonwealth of Pennsylvania and we have matched that grant with Borough funds in order to develop this plan. We have employed the services of an economic development consultant to guide us through this planning process; but, the success of this planning effort will rest largely on information you can help provide.

The following is brief survey you can use to help us. All information is strictly confidential. We don't even need your name.

Thank you very much!

1. Where do you live?

- ☐ Dickson City
- ☐ Adjoining community
- ☐ Elsewhere in Lackawanna Valley
- ☐ Somewhere else

2. What is your age?

- ☐ Under 25 years
- ☐ 26-35 years
- ☐ 36-55 years
- ☐ 55-65 years
- ☐ 66 years or older

3. Please tell us whether you agree or not with these statements.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
Business facilities in Downtown Dickson City are well maintained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Dickson City could be attractive as a place to live	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Dickson City could be attractive as a place to shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Dickson City has an interesting history	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Dickson City is an appealing place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Dickson City needs more activities and events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe in Downtown Dickson City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I find it necessary to go outside Downtown Dickson City for most things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'd like to shop more in Downtown Dickson City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merchants in Downtown Dickson City provide friendly service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking in Downtown Dickson City is convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stores in Downtown Dickson City provide things I need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Lackawanna River could be used as an attraction for Downtown Dickson City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When I eat out I prefer to eat outside of Downtown Dickson City	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

4. I would spend more time and money in Downtown Dickson City if had better or more:

[Please rank each]

	Very Unlikely	Not Likely	Not Sure	Likely	Very Likely
Restaurants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taverns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art Galleries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Antique Shops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Specialty Stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entertainment Facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Retail Stores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Activities and Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

5. Which of these would be most likely to get you to shop in Downtown Dickson City?

[Please rank each]

	Very Unlikely	Not Likely	Not Sure	Likely	Very Likely
Improved street lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tree plantings / beautification	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street furniture (e.g., benches)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support events (e.g., "River Day")	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Storefront facade improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sidewalk improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown park for events and activities to attract people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More stores and services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Better maintained properties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

APPENDIX C

Survey Summaries

Q1 Name of business or enterprise:

Answered: 12 Skipped: 1

Downtown Dickson City Business Survey

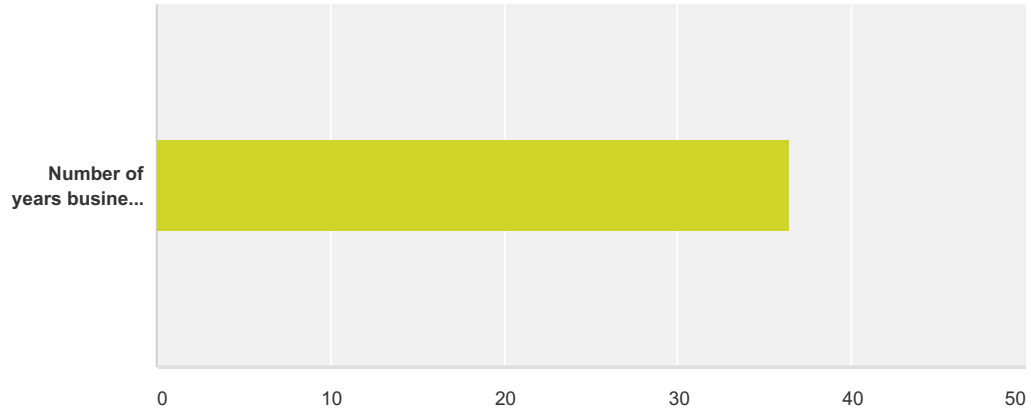
Q2 Address:

Answered: 12 Skipped: 1

Answer Choices	Responses	
Street 1:	100.00%	12
Street 2:	0.00%	0
City:	100.00%	12
Zip Code:	100.00%	12
E-Mail:	66.67%	8
Telephone:	100.00%	12
Fax:	25.00%	3
Website:	25.00%	3

Q3 How long has your business or enterprise existed (regardless of ownership)?

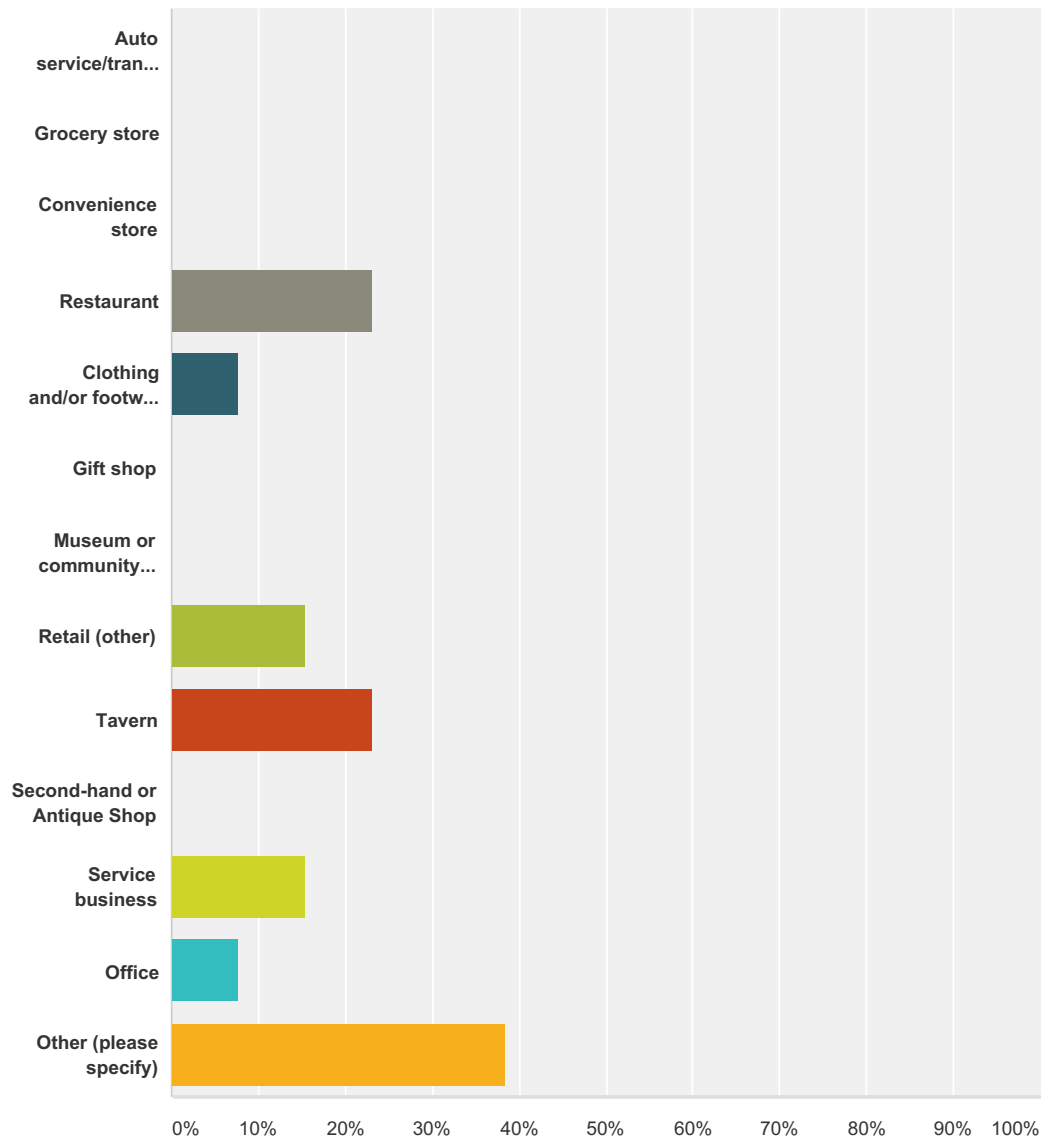
Answered: 12 Skipped: 1



Answer Choices	Average Number	Total Number	Responses
Number of years business has existed:	36	437	12
Total Respondents: 12			

Q4 What type of business or enterprise do you operate? [Please check all that apply]

Answered: 13 Skipped: 0



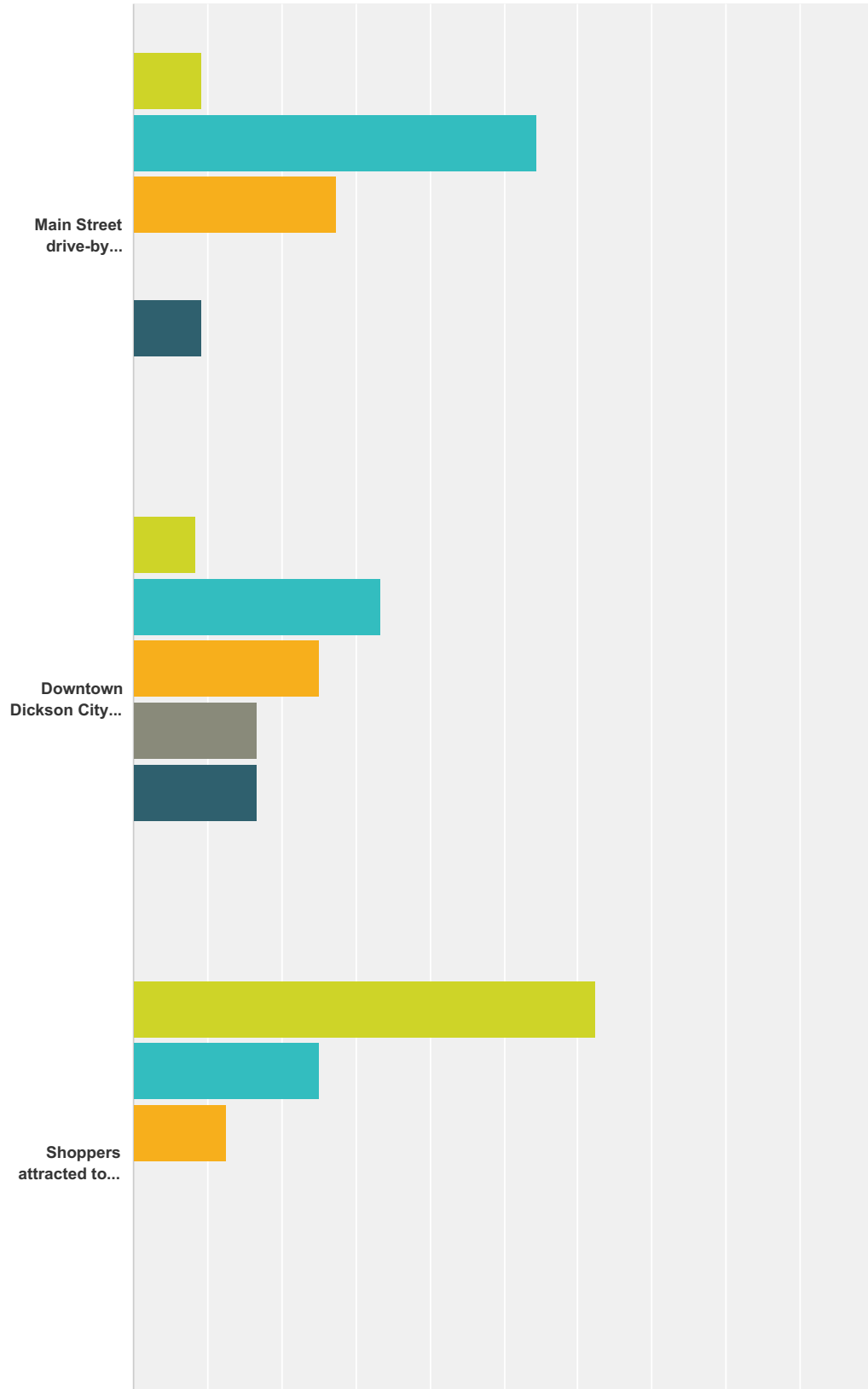
Answer Choices	Responses
Auto service/transportation	0.00% 0
Grocery store	0.00% 0
Convenience store	0.00% 0
Restaurant	23.08% 3
Clothing and/or footwear store	7.69% 1
Gift shop	0.00% 0
Museum or community facility	0.00% 0

Downtown Dickson City Business Survey

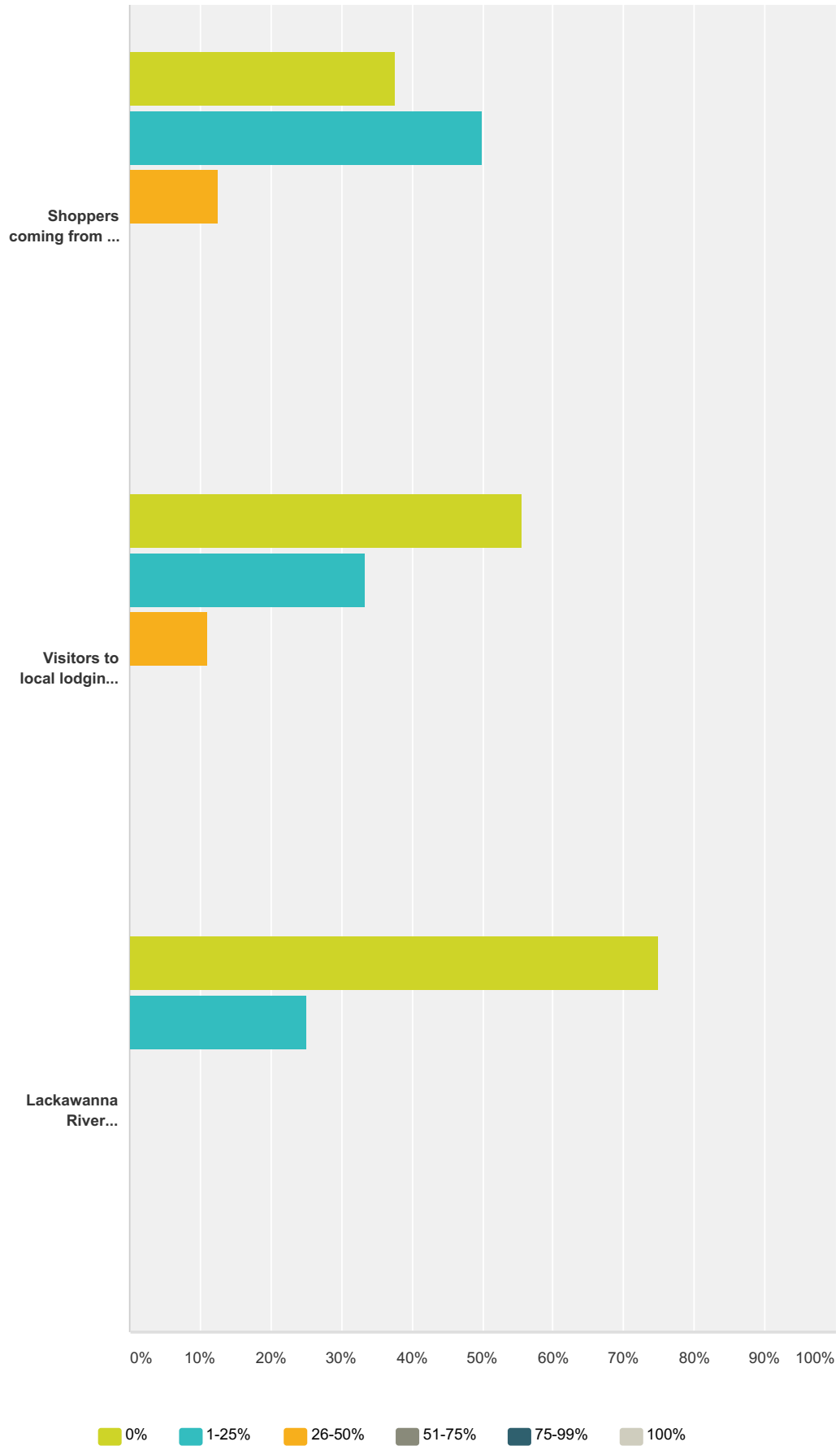
Retail (other)	15.38%	2
Tavern	23.08%	3
Second-hand or Antique Shop	0.00%	0
Service business	15.38%	2
Office	7.69%	1
Other (please specify)	38.46%	5
Total Respondents: 13		

Q5 How much of your customer base is related to each of the following sources, in your estimation?

Answered: 12 Skipped: 1



Downtown Dickson City Business Survey

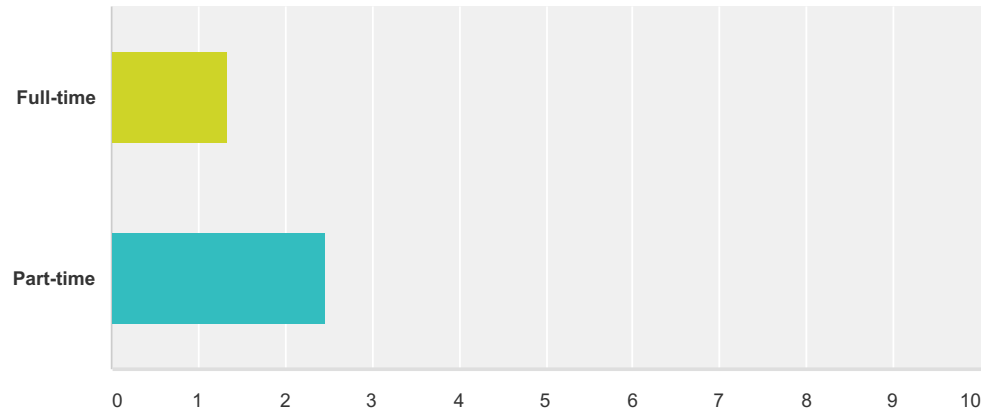


Downtown Dickson City Business Survey

	0%	1-25%	26-50%	51-75%	75-99%	100%	Total
Main Street drive-by traffic	9.09% 1	54.55% 6	27.27% 3	0.00% 0	9.09% 1	0.00% 0	11
Downtown Dickson City neighborhood residents	8.33% 1	33.33% 4	25.00% 3	16.67% 2	16.67% 2	0.00% 0	12
Shoppers attracted to other Downtown Dickson City businesses	62.50% 5	25.00% 2	12.50% 1	0.00% 0	0.00% 0	0.00% 0	8
Shoppers coming from the Viewmont Mall	37.50% 3	50.00% 4	12.50% 1	0.00% 0	0.00% 0	0.00% 0	8
Visitors to local lodging facilities	55.56% 5	33.33% 3	11.11% 1	0.00% 0	0.00% 0	0.00% 0	9
Lackawanna River recreationists such as fishermen or canoeists	75.00% 6	25.00% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	8

**Q6 How many individuals are directly employed by your business or enterprise?
[Please enter only whole numbers with no commas or other punctuation]**

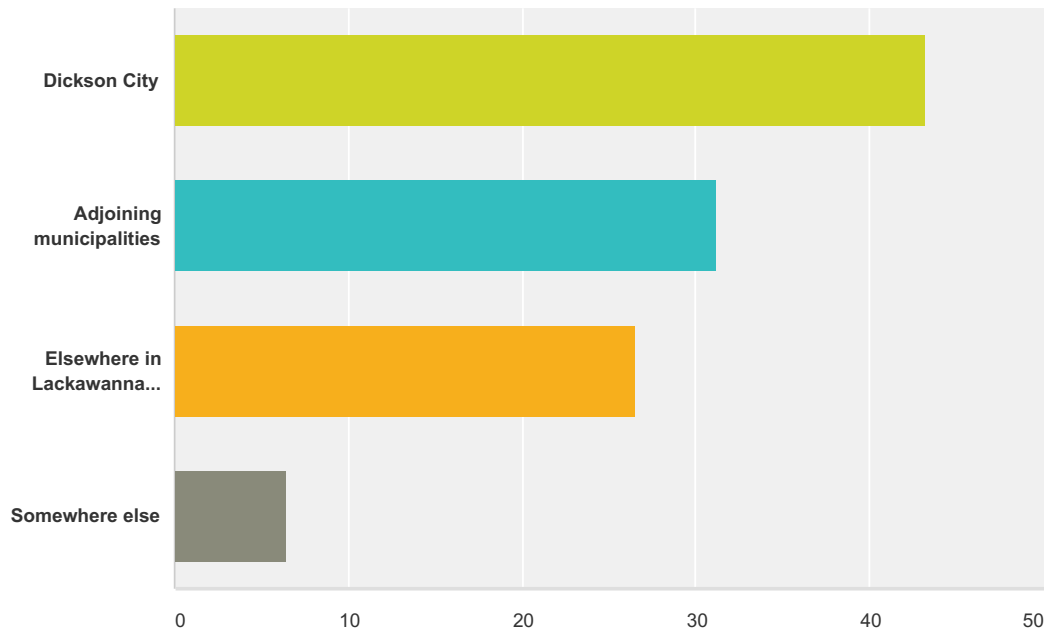
Answered: 12 Skipped: 1



Answer Choices	Average Number	Total Number	Responses
Full-time	1	16	12
Part-time	2	27	11
Total Respondents: 12			

Q7 Where do your customers come from (to the best of your knowledge)? Please indicate the percentage that comes from each location and make sure the total is 100%. [Please do not use percentage symbols]

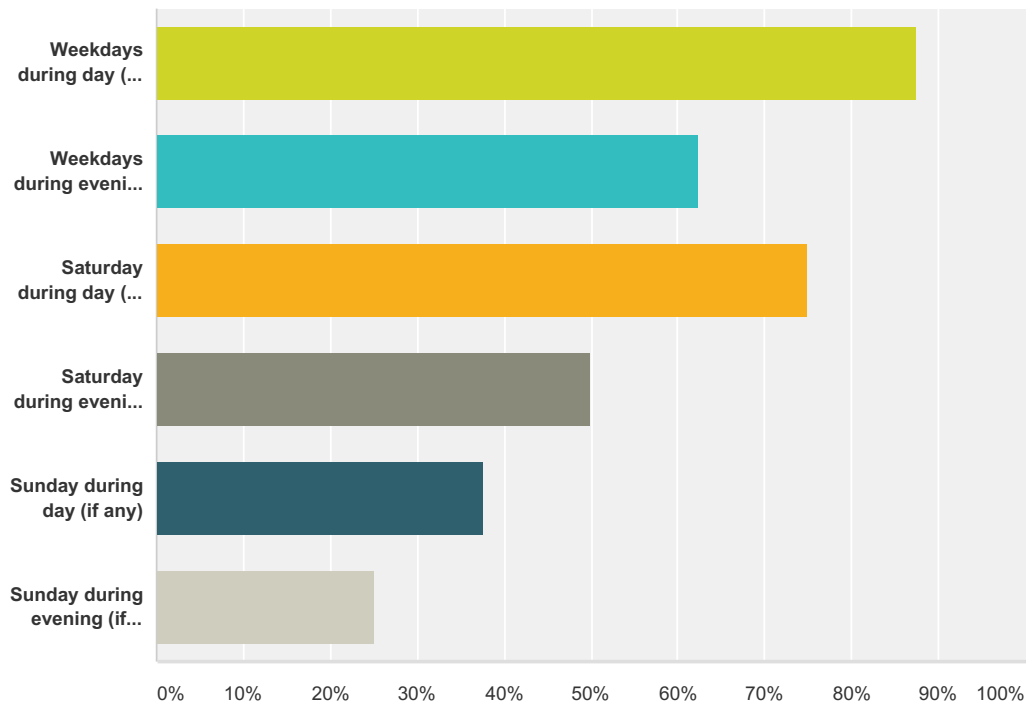
Answered: 12 Skipped: 1



Answer Choices	Average Number	Total Number	Responses
Dickson City	43	475	11
Adjoining municipalities	31	375	12
Elsewhere in Lackawanna Valley	27	292	11
Somewhere else	6	58	9
Total Respondents: 12			

Q8 When is your business open? [Check all that apply]

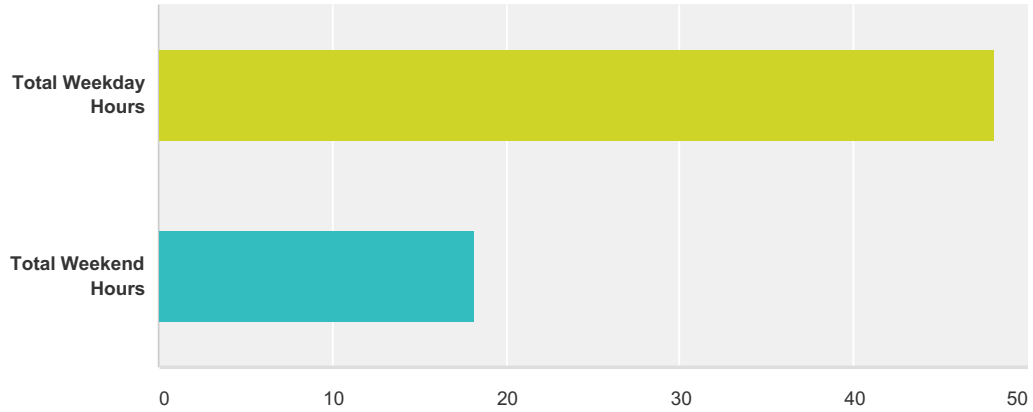
Answered: 8 Skipped: 5



Answer Choices	Responses
Weekdays during day (if any)	87.50% 7
Weekdays during evening (if any)	62.50% 5
Saturday during day (if any)	75.00% 6
Saturday during evening (if any)	50.00% 4
Sunday during day (if any)	37.50% 3
Sunday during evening (if any)	25.00% 2
Total Respondents: 8	

Q9 How many total hours per week are you open? [Please use whole numbers with no punctuation]

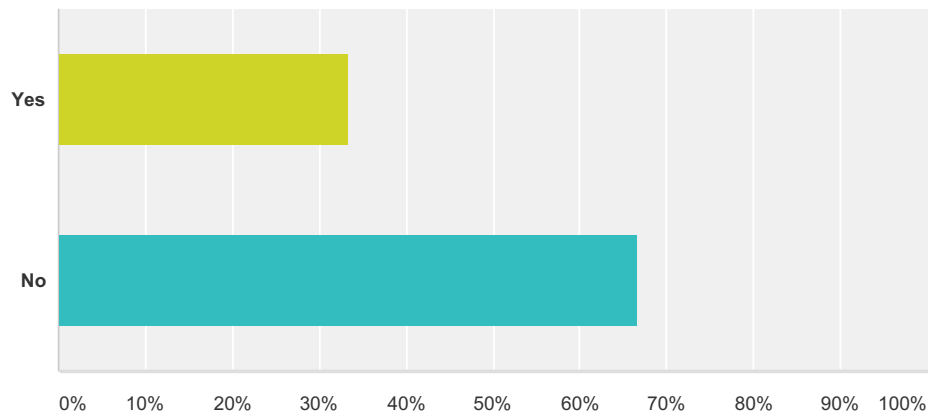
Answered: 12 Skipped: 1



Answer Choices	Average Number	Total Number	Responses
Total Weekday Hours	48	577	12
Total Weekend Hours	18	163	9
Total Respondents: 12			

Q10 Are there any residences on your property?

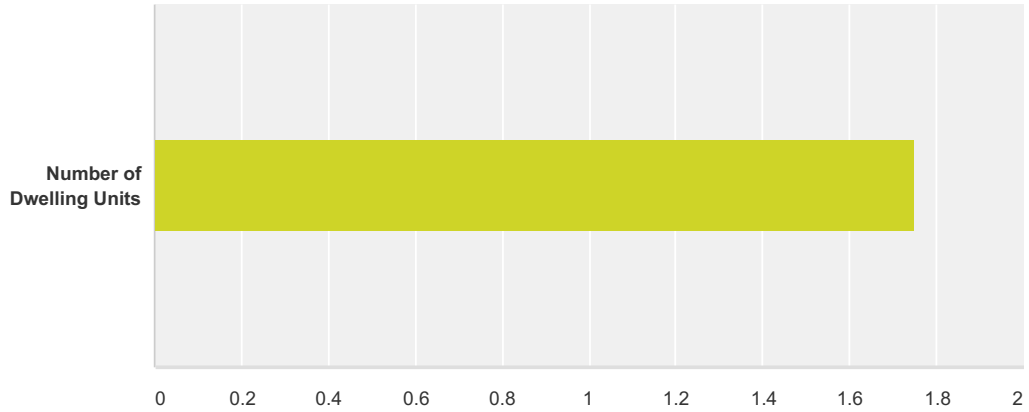
Answered: 12 Skipped: 1



Answer Choices	Responses	
Yes	33.33%	4
No	66.67%	8
Total		12

Q11 If so, how many residential dwelling units (apartments) are there?[Please use whole number with no punctuation]

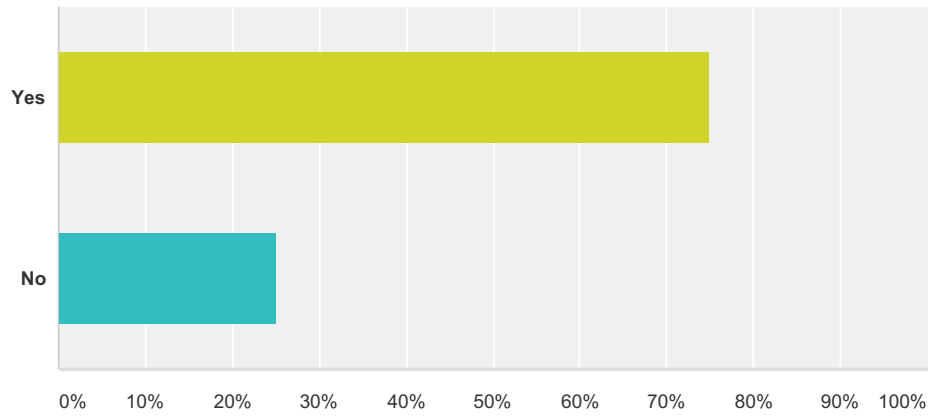
Answered: 4 Skipped: 9



Answer Choices	Average Number	Total Number	Responses
Number of Dwelling Units	2	7	4
Total Respondents: 4			

Q12 If you had the opportunity, would you expand your business?

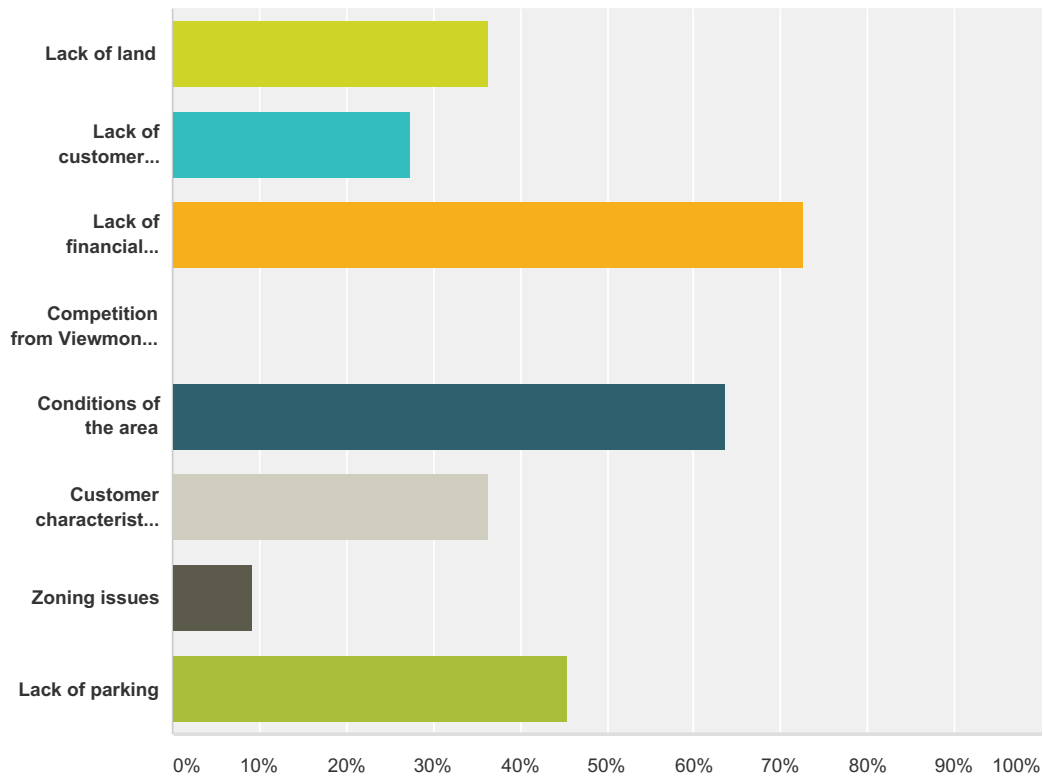
Answered: 12 Skipped: 1



Answer Choices	Responses	
Yes	75.00%	9
No	25.00%	3
Total		12

Q13 What keeps you from expanding your business? [Check all that apply]

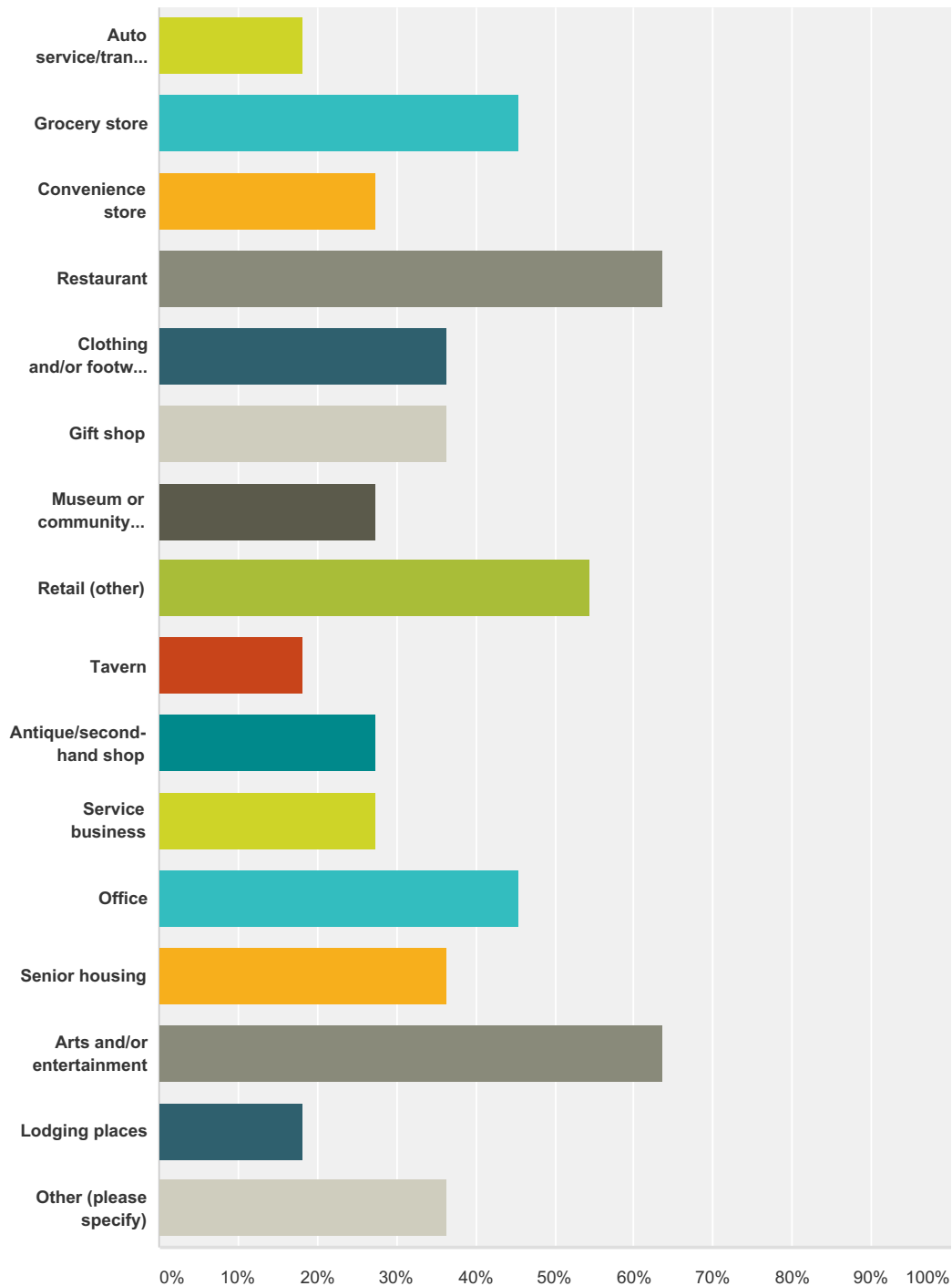
Answered: 11 Skipped: 2



Answer Choices	Responses	
Lack of land	36.36%	4
Lack of customer traffic	27.27%	3
Lack of financial capital	72.73%	8
Competition from Viewmont Mall	0.00%	0
Conditions of the area	63.64%	7
Customer characteristics (e.g. low incomes)	36.36%	4
Zoning issues	9.09%	1
Lack of parking	45.45%	5
Total Respondents: 11		

**Q14 What types of other businesses or enterprises would you like to see in Downtown Dickson City? Put another way, what businesses or enterprises would help your business or the community most?
[Please check all that apply]**

Answered: 11 Skipped: 2

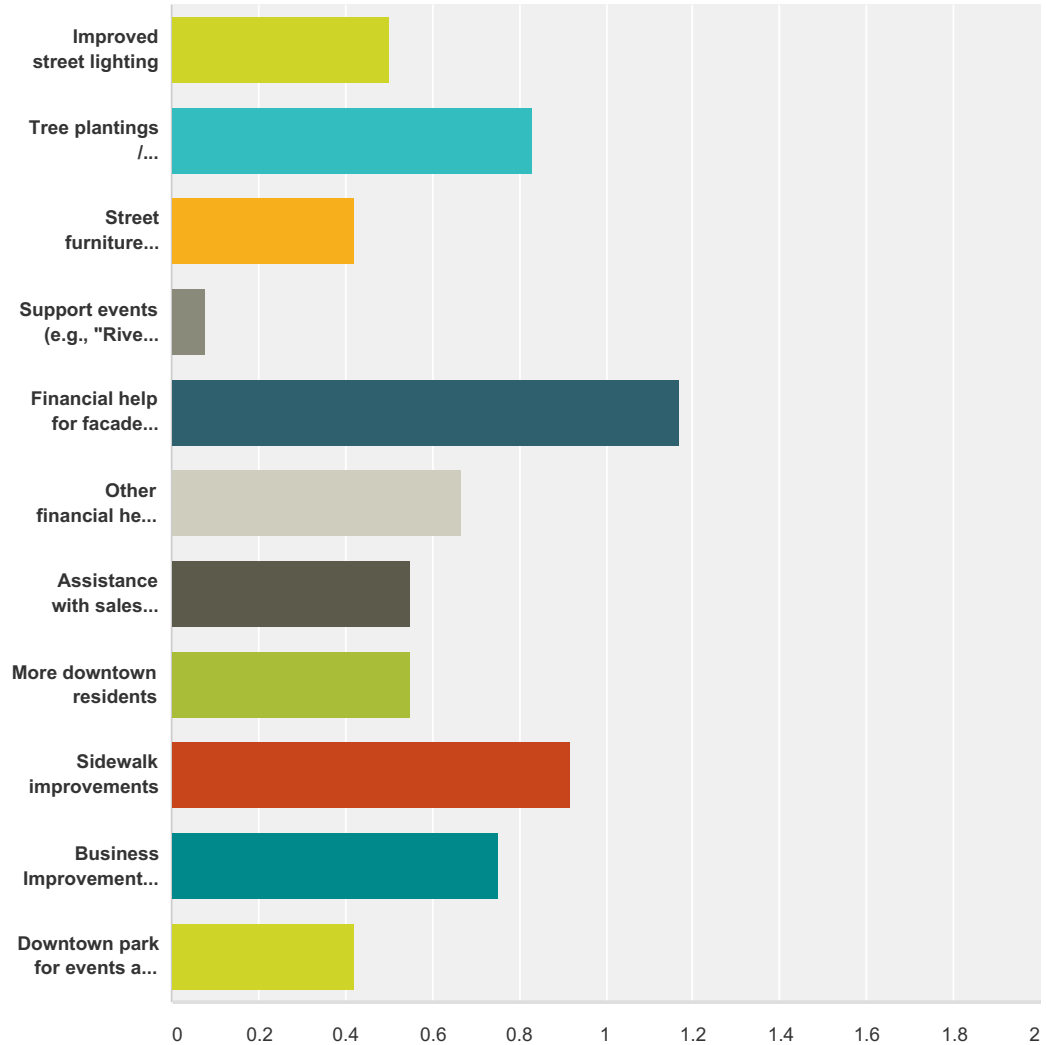


Downtown Dickson City Business Survey

Answer Choices	Responses	
Auto service/transportation	18.18%	2
Grocery store	45.45%	5
Convenience store	27.27%	3
Restaurant	63.64%	7
Clothing and/or footwear store	36.36%	4
Gift shop	36.36%	4
Museum or community facility	27.27%	3
Retail (other)	54.55%	6
Tavern	18.18%	2
Antique/second-hand shop	27.27%	3
Service business	27.27%	3
Office	45.45%	5
Senior housing	36.36%	4
Arts and/or entertainment	63.64%	7
Lodging places	18.18%	2
Other (please specify)	36.36%	4
Total Respondents: 11		

**Q15 Which of these would be most helpful
in building your business or making it more
successful?[Please rank each]**

Answered: 12 Skipped: 1



	Very Unhelpful	Not Helpful	Not Sure	Helpful	Very Helpful	Total	Weighted Average
Improved street lighting	8.33% 1	16.67% 2	25.00% 3	16.67% 2	33.33% 4	12	0.50
Tree plantings / beautification	8.33% 1	8.33% 1	0.00% 0	58.33% 7	25.00% 3	12	0.83
Street furniture (e.g., benches)	8.33% 1	0.00% 0	33.33% 4	58.33% 7	0.00% 0	12	0.42
Support events (e.g., "River Day")	8.33% 1	25.00% 3	25.00% 3	33.33% 4	8.33% 1	12	0.08
Financial help for facade improvements	8.33% 1	0.00% 0	16.67% 2	16.67% 2	58.33% 7	12	1.17

Downtown Dickson City Business Survey

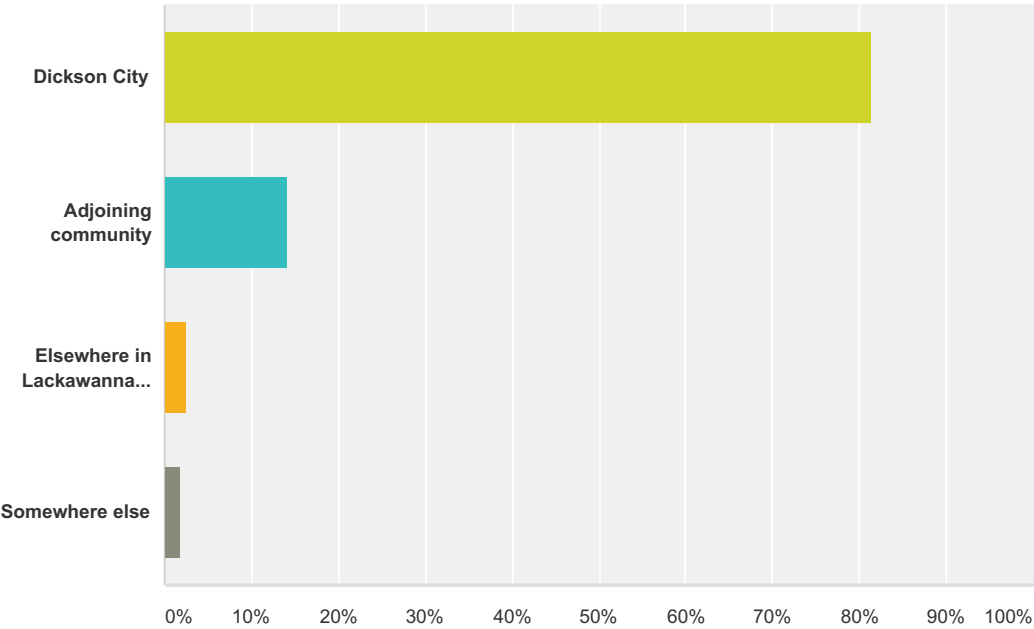
Other financial help for expansion	8.33% 1	16.67% 2	25.00% 3	0.00% 0	50.00% 6	12	0.67
Assistance with sales events and marketing	0.00% 0	36.36% 4	9.09% 1	18.18% 2	36.36% 4	11	0.55
More downtown residents	9.09% 1	9.09% 1	27.27% 3	27.27% 3	27.27% 3	11	0.55
Sidewalk improvements	8.33% 1	0.00% 0	16.67% 2	41.67% 5	33.33% 4	12	0.92
Business Improvement District (BID) or association	8.33% 1	0.00% 0	25.00% 3	41.67% 5	25.00% 3	12	0.75
Downtown park for events and activities to attract people	8.33% 1	16.67% 2	16.67% 2	41.67% 5	16.67% 2	12	0.42

Q16 Is there anything else you would like to tell us about to improve the business environment of Downtown Dickson City?

Answered: 11 Skipped: 2

Q1 Where do you live?

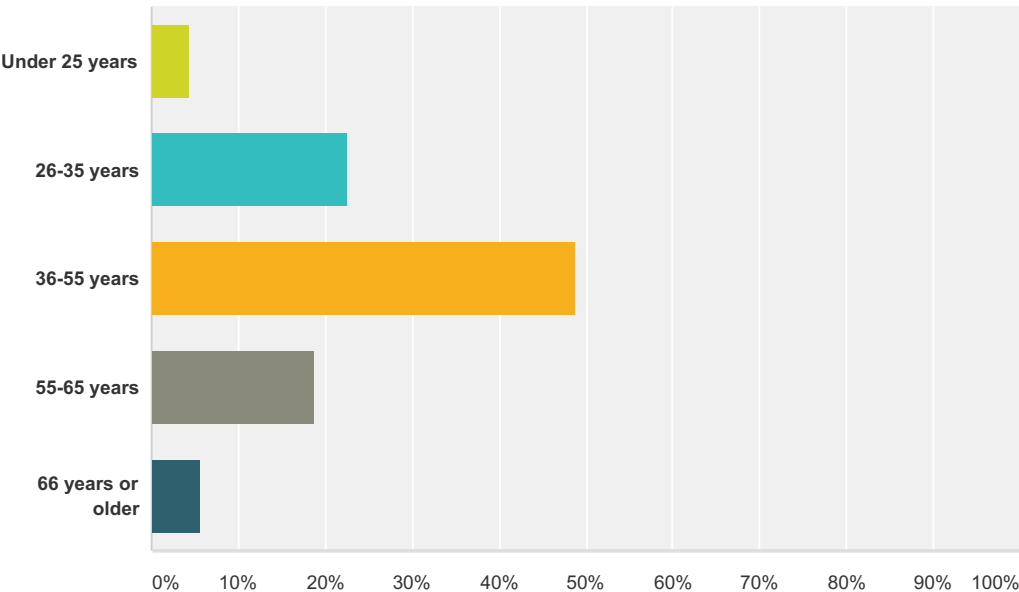
Answered: 161 Skipped: 0



Answer Choices	Responses	
Dickson City	81.37%	131
Adjoining community	14.29%	23
Elsewhere in Lackawanna Valley	2.48%	4
Somewhere else	1.86%	3
Total		161

Q2 What is your age?

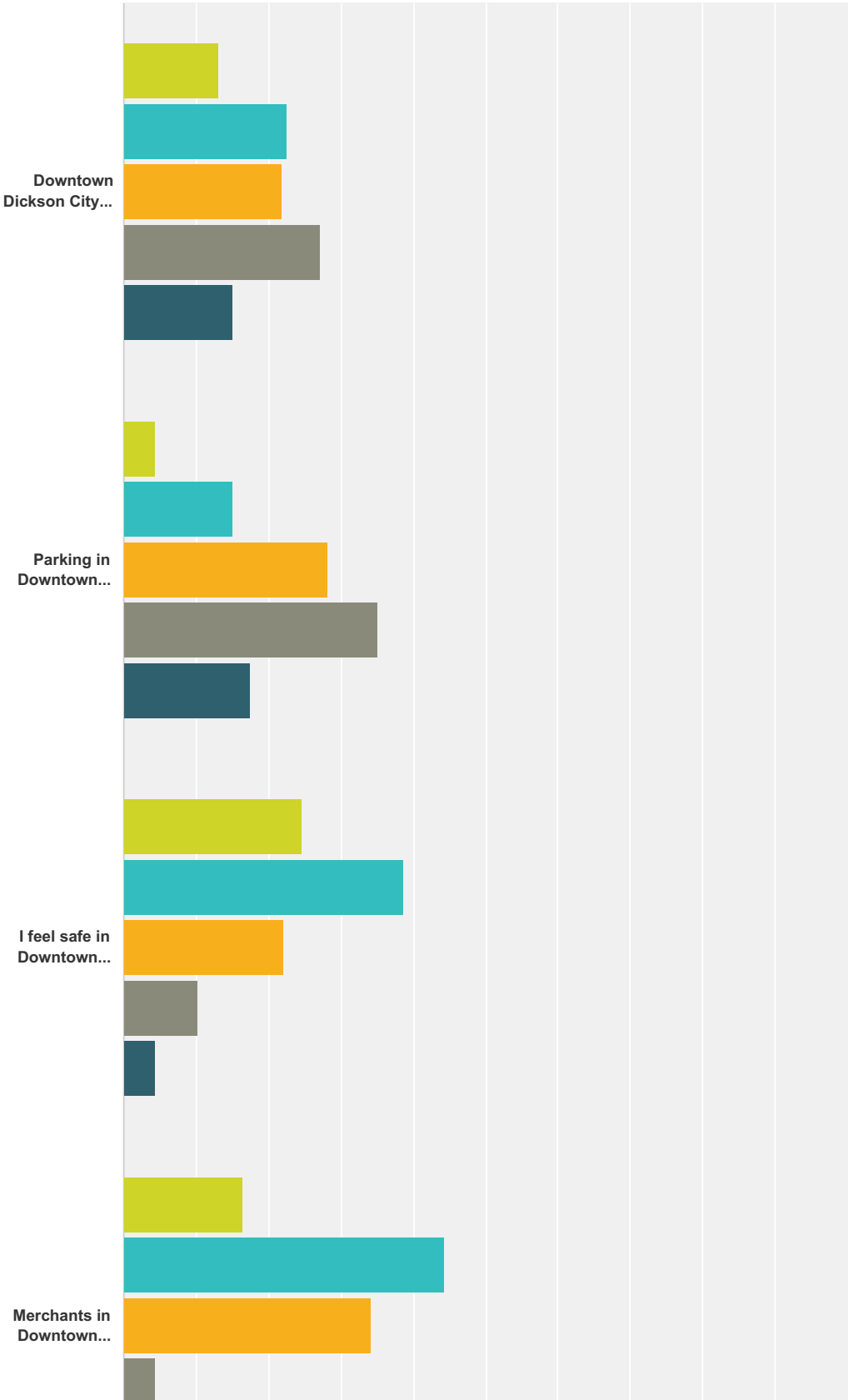
Answered: 160 Skipped: 1



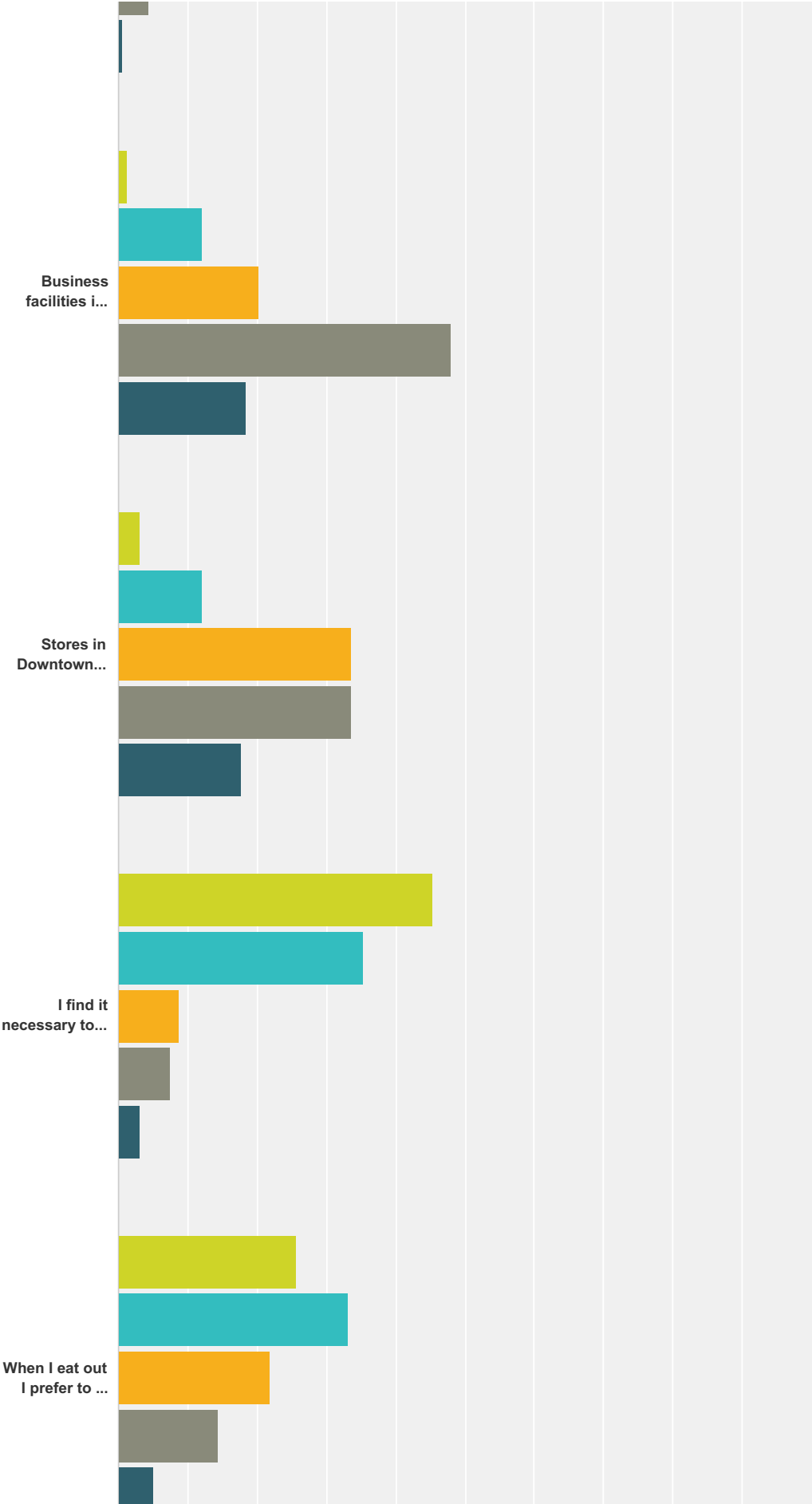
Answer Choices	Responses	
Under 25 years	4.38%	7
26-35 years	22.50%	36
36-55 years	48.75%	78
55-65 years	18.75%	30
66 years or older	5.63%	9
Total		160

Q3 Please tell us whether you agree or not with these statements.

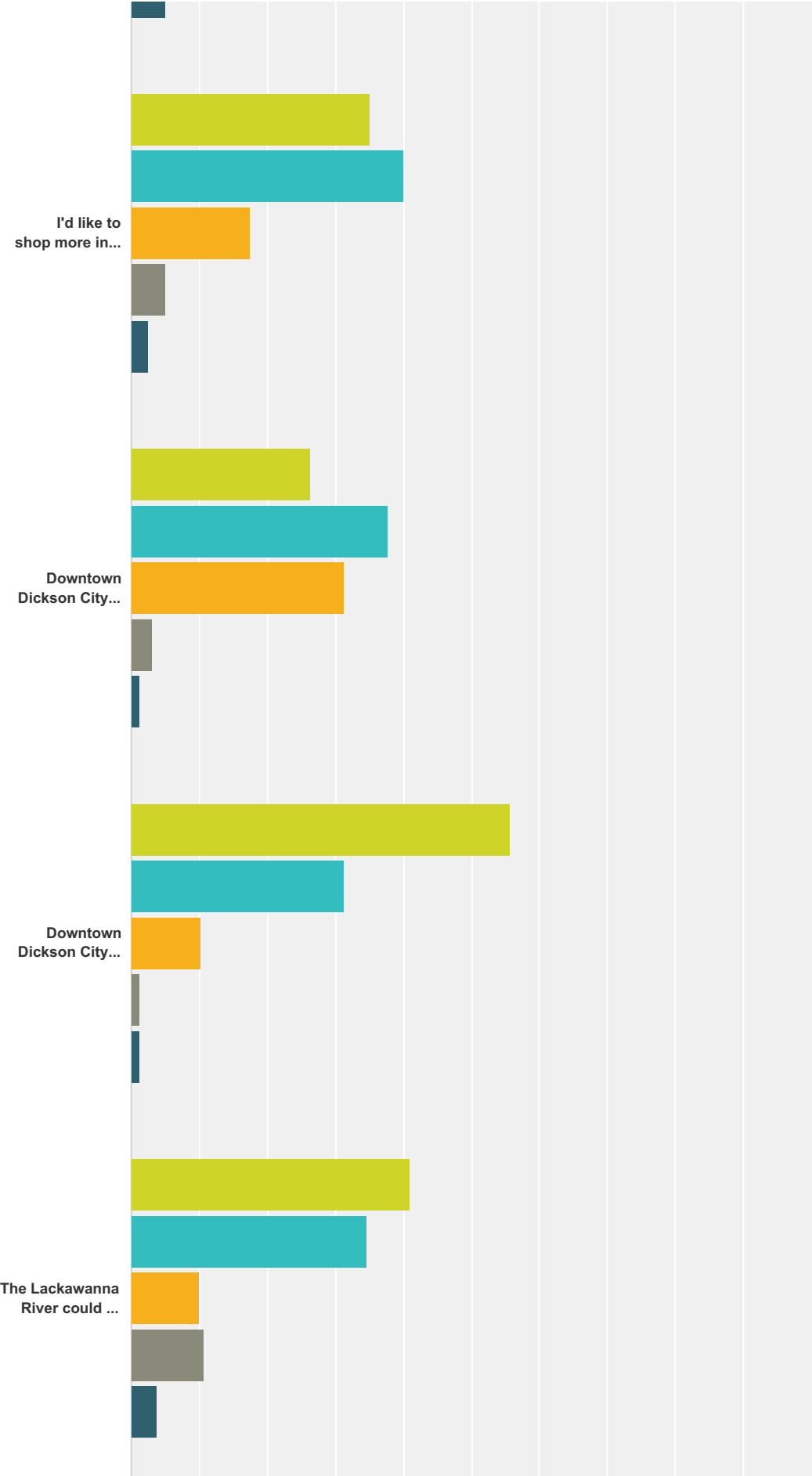
Answered: 160 Skipped: 1



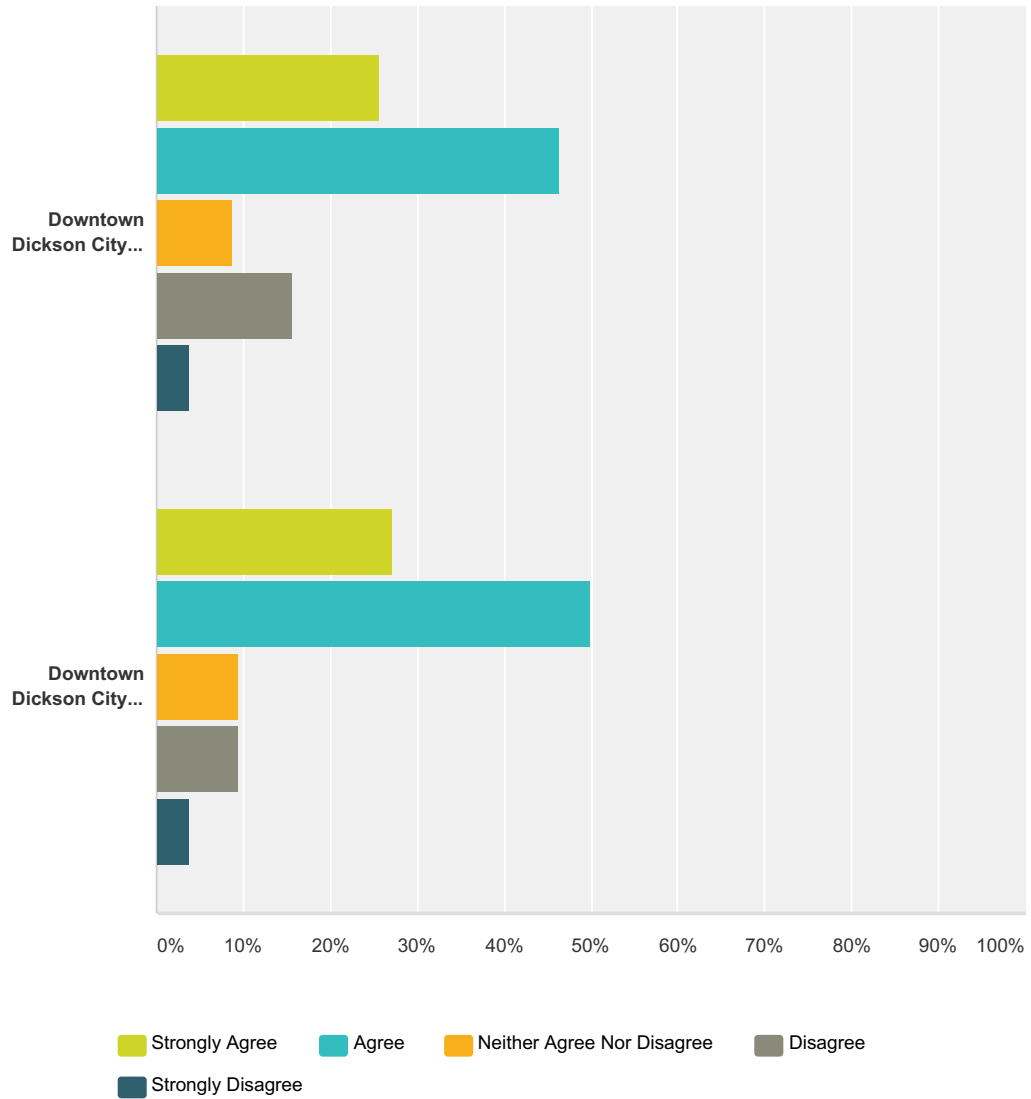
Downtown Dickson City Shopper Survey



Downtown Dickson City Shopper Survey



Downtown Dickson City Shopper Survey



	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Total
Downtown Dickson City is an appealing place	13.21% 21	22.64% 36	22.01% 35	27.04% 43	15.09% 24	159
Parking in Downtown Dickson City is convenient	4.38% 7	15.00% 24	28.13% 45	35.00% 56	17.50% 28	160
I feel safe in Downtown Dickson City	24.68% 39	38.61% 61	22.15% 35	10.13% 16	4.43% 7	158
Merchants in Downtown Dickson City provide friendly service	16.46% 26	44.30% 70	34.18% 54	4.43% 7	0.63% 1	158
Business facilities in Downtown Dickson City are well maintained	1.27% 2	12.03% 19	20.25% 32	48.10% 76	18.35% 29	158
Stores in Downtown Dickson City provide things I need	3.16% 5	12.03% 19	33.54% 53	33.54% 53	17.72% 28	158
I find it necessary to go outside Downtown Dickson City for most things	45.28% 72	35.22% 56	8.81% 14	7.55% 12	3.14% 5	159
When I eat out I prefer to eat outside of Downtown Dickson City	25.62% 41	33.13% 53	21.88% 35	14.37% 23	5.00% 8	160

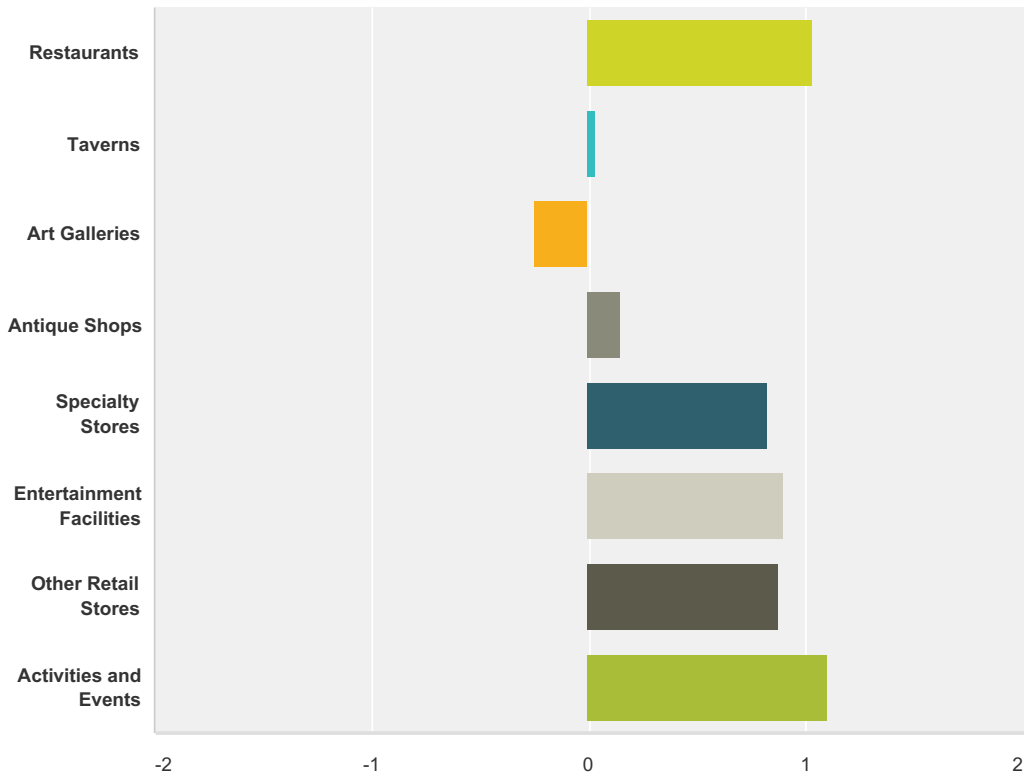
Downtown Dickson City Shopper Survey

I'd like to shop more in Downtown Dickson City	35.00% 56	40.00% 64	17.50% 28	5.00% 8	2.50% 4	160
Downtown Dickson City has an interesting history	26.28% 41	37.82% 59	31.41% 49	3.21% 5	1.28% 2	156
Downtown Dickson City needs more activities and events	55.77% 87	31.41% 49	10.26% 16	1.28% 2	1.28% 2	156
The Lackawanna River could be used as an attraction for Downtown Dickson City	40.88% 65	34.59% 55	10.06% 16	10.69% 17	3.77% 6	159
Downtown Dickson City could be attractive as a place to live	25.62% 41	46.25% 74	8.75% 14	15.63% 25	3.75% 6	160
Downtown Dickson City could be attractive as a place to shop	27.22% 43	50.00% 79	9.49% 15	9.49% 15	3.80% 6	158

Downtown Dickson City Shopper Survey

Q4 I would spend more time and money in Downtown Dickson City if had better or more: [Please rank each]

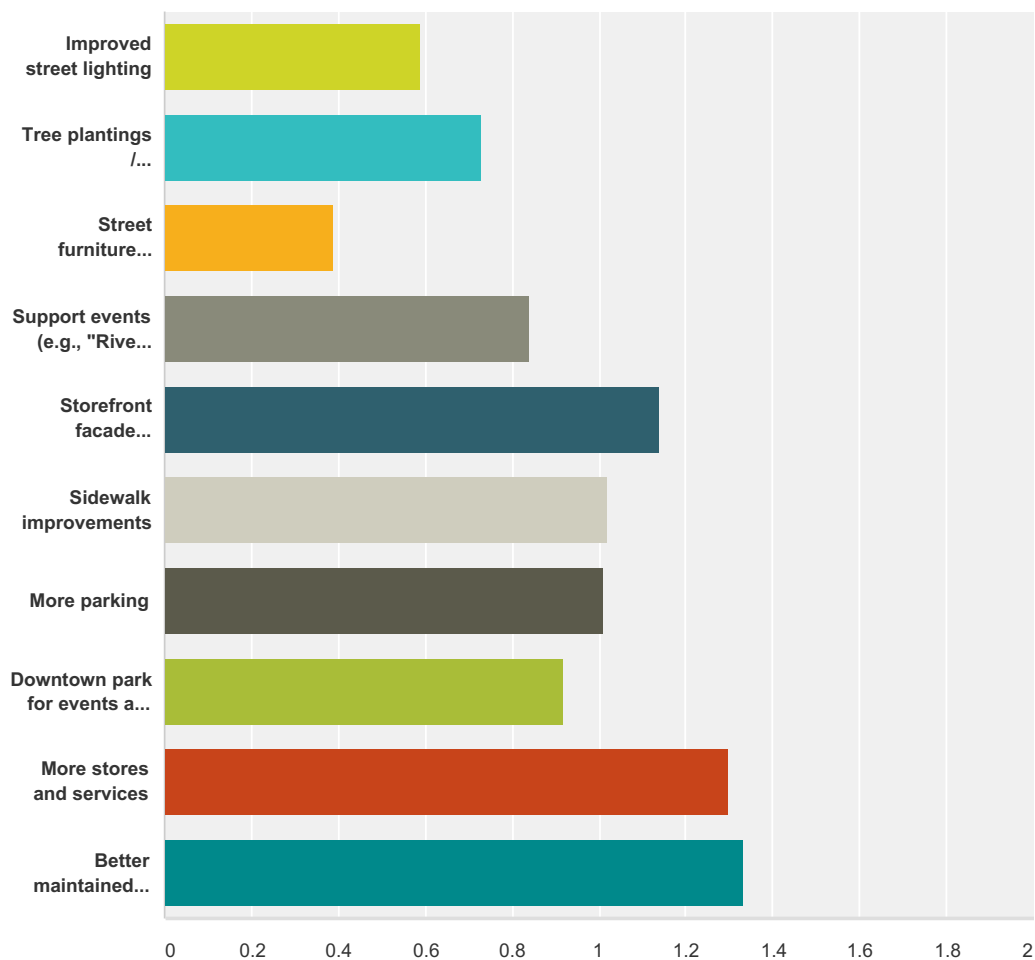
Answered: 158 Skipped: 3



	Very Unlikely	Not Likely	Not Sure	Likely	Very Likely	Total	Weighted Average
Restaurants	6.37% 10	1.91% 3	8.28% 13	49.04% 77	34.39% 54	157	1.03
Taverns	17.22% 26	21.85% 33	18.54% 28	25.83% 39	16.56% 25	151	0.03
Art Galleries	21.29% 33	24.52% 38	21.29% 33	23.23% 36	9.68% 15	155	-0.25
Antique Shops	15.92% 25	15.92% 25	21.02% 33	31.21% 49	15.92% 25	157	0.15
Specialty Stores	9.49% 15	2.53% 4	10.76% 17	51.27% 81	25.95% 41	158	0.82
Entertainment Facilities	7.14% 11	4.55% 7	11.04% 17	45.45% 70	31.82% 49	154	0.90
Other Retail Stores	7.05% 11	3.85% 6	14.10% 22	44.87% 70	30.13% 47	156	0.87
Activities and Events	5.19% 8	3.25% 5	7.14% 11	45.45% 70	38.96% 60	154	1.10

**Q5 Which of these would be most likely to get you to shop in Downtown Dickson City?
[Please rank each]**

Answered: 159 Skipped: 2



	Very Unlikely	Not Likely	Not Sure	Likely	Very Likely	Total	Weighted Average
Improved street lighting	5.10% 8	13.38% 21	18.47% 29	43.31% 68	19.75% 31	157	0.59
Tree plantings / beautification	6.29% 10	11.95% 19	14.47% 23	37.11% 59	30.19% 48	159	0.73
Street furniture (e.g., benches)	8.28% 13	17.83% 28	20.38% 32	33.76% 53	19.75% 31	157	0.39
Support events (e.g., "River Day")	5.77% 9	9.62% 15	12.18% 19	39.74% 62	32.69% 51	156	0.84
Storefront facade improvements	5.70% 9	3.80% 6	7.59% 12	36.71% 58	46.20% 73	158	1.14
Sidewalk improvements	5.06% 8	6.33% 10	11.39% 18	36.08% 57	41.14% 65	158	1.02

Downtown Dickson City Shopper Survey

More parking	3.18% 5	8.92% 14	14.65% 23	29.94% 47	43.31% 68	157	1.01
Downtown park for events and activities to attract people	5.70% 9	10.76% 17	9.49% 15	34.18% 54	39.87% 63	158	0.92
More stores and services	3.82% 6	2.55% 4	3.82% 6	39.49% 62	50.32% 79	157	1.30
Better maintained properties	4.49% 7	3.21% 5	3.21% 5	32.69% 51	56.41% 88	156	1.33

Q6 What one recommendation would you have to improve Downtown Dickson City?

Answered: 92 Skipped: 69