



CLASSIC TOWNS

OF GREATER PHILADELPHIA:

CAMPAIGN DEVELOPMENT AND IMPLEMENTATION



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Delaware Valley Regional Planning Commission

The Delaware Valley Regional Planning Commission is dedicated to uniting the region's elected officials, planning professionals and the public with a common vision of making a great region even greater. Shaping the way we live, work and play, DVRPC builds consensus on improving transportation, promoting smart growth, protecting the environment and enhancing the economy. We serve a diverse region of nine counties: Bucks, Chester, Delaware, Montgomery, and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester and Mercer in New Jersey. DVRPC is the federally designated Metropolitan Planning Organization for the Greater Philadelphia Region - leading the way to a better future.



Our logo is adapted from the official DVRPC seal, and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole, while the diagonal bar signifies the Delaware River. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey.

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Executive Summary

Older communities are often at a competitive disadvantage when it comes to attracting new businesses and residents. While Greater Philadelphia as a region is promoted as a tourist destination and center of commerce, many suburban municipalities and urban neighborhoods lack the resources necessary to launch sophisticated and effective marketing programs that target specific segments of the public. At present, only a small number of the region's classic communities have undertaken comprehensive promotional campaigns.

In response, DVRPC has created a regional marketing program, Classic Towns of Greater Philadelphia, to help designated communities promote their assets to potential homebuyers and relocating businesses.

The goal of this report is to outline the campaign development and implementation. Classic Towns are communities and neighborhoods that offer a high quality of life and provide people with location choices that minimize automobile use. These special communities are close to public transportation, have attractive and historic houses, and are destinations for dining, shopping, working, and playing. Classic Towns may be colonial settlements, streetcar suburbs, college towns, or river towns that matured prior to or immediately after World War II.

A summary of the report's five chapters follows:

Chapter 1 contains a general introduction of the campaign and the goals and objectives of DVRPC.

Chapter 2 outlines the research and findings of the data collection, staff exercises, focus groups, market research, and community tours. This chapter explains how the campaign developed its brand and what type of residential and business markets would respond.

Chapter 3 illustrates the creative process and logo for the Classic Towns brand. The creative pieces for the campaign include a community design toolkit, website, promotional video, and style guide.

Chapter 4 provides a summary of the implementation process for the Classic Towns program. The program has experienced tremendous success through paid media and public relations efforts of consultants.

Chapter 5 is the report conclusion, which includes a discussion of marketing and campaign development issues. Included are recommendations for the Classic Towns program.

Two appendices are included:

Appendix A contains sample print advertisements with possible copy.

Appendix B contains questionnaires used in the focus groups to gauge reaction to the campaign.

CHAPTER ONE

Campaign Overview

Introduction

The Delaware Valley Regional Planning Commission (DVRPC) received a grant from the William Penn Foundation to support its *Strategies for Older Suburbs* (SOS) initiative. The FY 2004 and 2005 work programs and tasks for this initiative included various components for increasing communication and collaboration between the cities and suburbs in order to develop key revitalization strategies such as regional conferences, peer-to-peer training activities, an assessment of opportunities for multi-municipal collaboration, and a range of city-suburb demonstration projects.

Through work previously completed and findings from the regional conference and city-suburb demonstration projects, it was learned that many communities lacked the ability to market the assets that are often overlooked by potential homebuyers such as transit accessibility, walkability, and unique architecture. In response, DVRPC undertook a real estate and community marketing effort to lay the groundwork for a regional marketing campaign. The campaign promotes opportunities and lifestyle choices in older suburbs and urban neighborhoods throughout the Greater Philadelphia region. Demographic analysis has shown that older communities are often at a competitive disadvantage when it comes to attracting new businesses and residents. Regional agencies promote Greater Philadelphia as a tourist destination. Many suburban municipalities and neighborhoods lack the resources necessary to launch sophisticated and effective marketing programs that target specific segments of the public.

Through the creation of a regional marketing strategy, DVRPC designated municipalities and provided them with the tools they need to launch their own successful campaigns. By identifying needs, developing effective messages, and creating strategies for targeted distribution, a regional marketing campaign can help communities within the Greater Philadelphia region brand themselves as attractive places to live, work, shop, and play. It will also pinpoint sources of public and private support that can leverage regional marketing efforts into the future.

The *Strategies for Older Suburbs (SOS) Initiative* has been able to evolve from providing data and reporting findings to communities to providing technical assistance and guidance for older communities and urban neighborhoods in the region. This report will explain how the *Strategies for Older Suburbs (SOS)* initiative developed the Classic Towns campaign.

Destination 2030

Adopted in June 2005, DVRPC's long-range transportation and land use plan, *Destination 2030*, provides an integrated transportation and land use vision and policies for the region's growth through the year 2030. The key tenets of the Plan are to "support land use goals by transportation decisions" and to "advance economic development through transportation." The Plan seeks to achieve this vision by supporting projects and improvements within targeted growth areas. To respond to the region's identified challenges and create vibrant communities, the Plan also focuses on greater transportation choices, essential infrastructure, and local and regional economic development initiatives. The regional policies outlined in *Destination 2030* lay the foundation for the Classic Towns program. These policies include the following:

- ▶ Revitalization of the region through the maintenance and restoration of existing systems and services, and building capacity to support and attract new growth;
- ▶ Stabilization of the region by maintaining and improving the social, economic, and physical character of the Delaware Valley's communities;
- ▶ Management of growth by controlling development in new areas of the region and encouraging center-based planning and alternatives to conventional suburban design;
- ▶ Preservation of farming and rural areas by limiting the development of major infrastructure systems;
- ▶ Conserving natural areas and open space within the region by encouraging compact development.

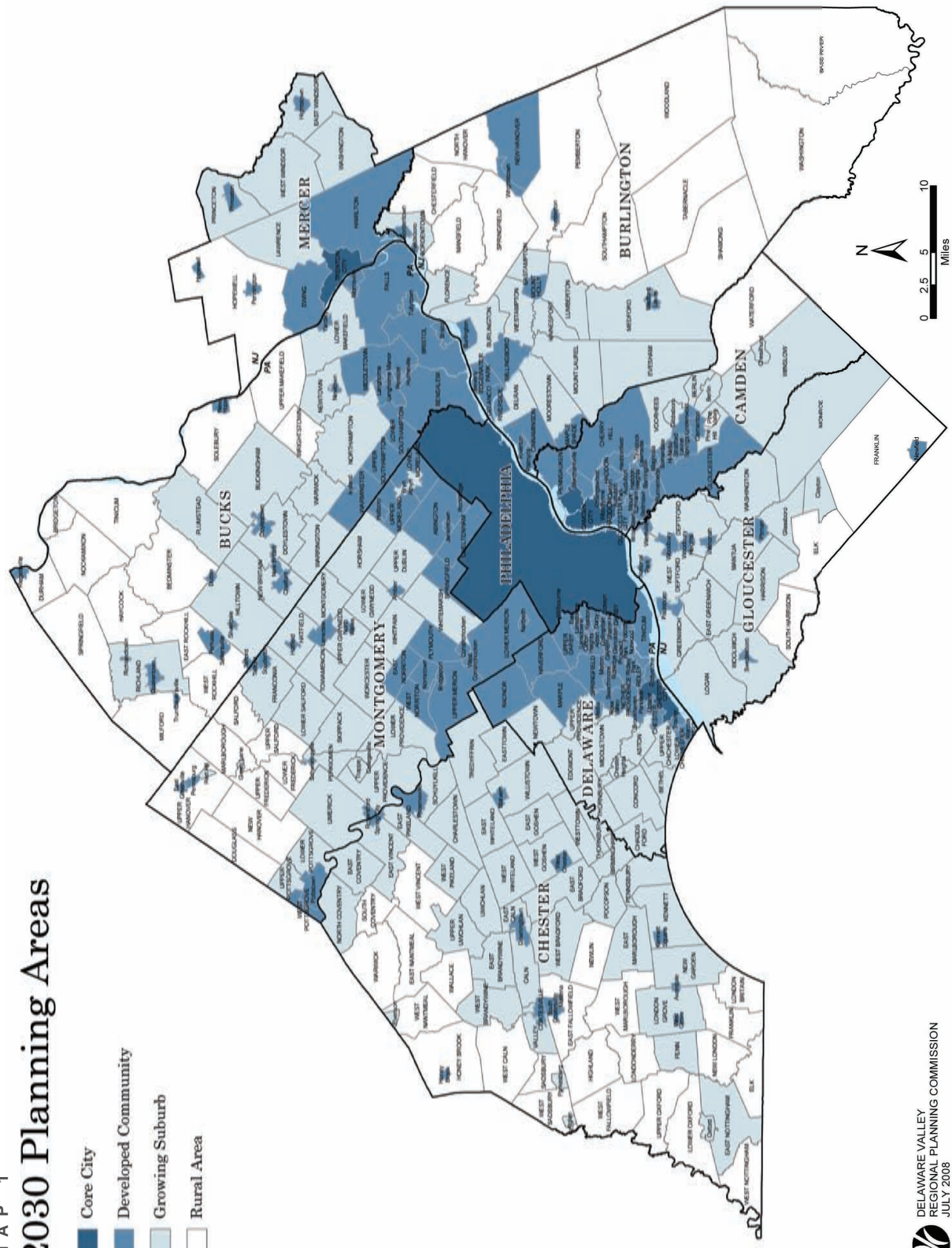


The development of this marketing program for the older suburbs and core city neighborhoods of the region is the first of its kind for the region and promotes the livability of these communities. The *Destination 2030* plan categorizes municipalities into four areas: Core Cities, Developed Communities, Growing Suburbs, and Rural Areas. Map 1 illustrates the distribution of the Core Cities and developed communities of the region. These two categories account for more than half of the region's municipalities and are the target locations for the *Strategies for Older Suburbs* Program. The development of the marketing campaign targets the core cities and developed communities of the region.

M A P 1

2030 Planning Areas

- Core City
- Developed Community
- Growing Suburb
- Rural Area



DELAWARE VALLEY
REGIONAL PLANNING COMMISSION
JULY 2008

CHAPTER TWO

Research and Findings

Introduction

The research and outreach process for the campaign took approximately six months and involved community research, focus groups, and community tours. The first step in the research process was to collect and evaluate background data on the region's development patterns, demographics, and the real estate markets in each community. Staff evaluated the data and mapped the communities accordingly. After evaluating the communities, the focus shifted toward understating the supply and demand of each community's existing and potential real estate. DVRPC staff then engaged in two separate exercises. One with DVRPC staff, Connect the Dots, and one with professional focus groups.

Connect the Dots Exercise

The Connect the Dots exercise provided an understanding of community preferences among residents of the region. Using the Strategies for Older Suburbs (SOS) Steering Committee and DVRPC staff, the exercise provided insight into which areas of the region are attractive to different market segments to live and work. Each participant in the exercise picked the county most familiar to him or her and used color-coded stickers that pertained to a particular target residential and business market. The six residential markets and four business target markets are explained in Table 1.

T a b l e 1 : Population and Business Profiles

Residential Profiles	Age Range	Desired Amenities
Young Professionals	19-29	Compact communities, active entertainment, walkability, transit-accessible, design excellence, high energy
Childless Couples	30-45	Compact communities, affordable housing types, mix of uses, established neighborhoods, walkability, high energy
New Immigrants	19-50	Affordable housing, job accessibility, ethnically homogenous, transit-accessible
Families with Children	30-55	Mature neighborhoods, school quality, cultural and religious institutions, open space, job accessibility, walkability, single-family homes
Empty Nesters	50 -64	Variety of housing types, low taxes, arts and culture, mix of uses, downtown environment, transit-accessible
Seniors	65+	Cultural and retail, urban area, transit-accessible, historic character, open space, and access to health care
Business Profiles		Characteristics
Knowledge Economy	n/a	Focus on young workforce, historic community, low rent, dense development, access to wireless Internet and mass transit, walkable to amenities such as restaurants and recreation
Restaurants	n/a	Ethnic communities, smaller stores, supportive infrastructure, underserved markets, older communities
Retail (non-chain)	n/a	Affluent communities, personal services, existing stores for reuse, market niches
Developers	n/a	Structures in need of rehabilitation, existing infrastructure, government incentives, favorable acquisition opportunities

Source: DVRPC/Levlane, 2007

Community Descriptors

Using the following description of targeted geographic areas, each participant placed stickers on a map that represented their preferences. Below are the community descriptors used for the Connect the Dots exercise.

Walkability

Walkable neighborhoods provide easy access to public transit for work/school commutes. They encourage a compact form of community building for easier access.

Mixed Uses and Downtowns

Downtowns are often more densely developed and offer interesting architecture and mixed-use buildings. Resident often can walk to retail shops, specialty shops, goods and services, restaurants, and government offices.

Open Space and Parks

Trees and green space are an integral part of communities. Open spaces soften the asphalt of streets, and create more inviting and pedestrian-friendly environments.

Transitional Communities

These communities are discovered by the adventurous. Attracted by inexpensive real estate and the “potential” of the building stock, people are starting to transform these places, making them safer and more attractive, while simultaneously providing the market demand that makes communities attractive for new business.

Focus Groups

DVRPC convened focus groups to provide a deeper understanding of how target markets select a place to live. They are a sample of the different types of residential and business markets the campaign is directed towards. The discussions were designed to reveal informational sources used in evaluating potential places to live. The goal of the focus groups was to evaluate different campaign messages with potential appeal across segments that could encourage potential homebuyers to consider older neighborhoods. The focus groups did not identify the specific language or creative phrasing that would be most effective in the campaign, but focused on visuals and community assets. Questionnaires for the focus groups are in Appendix B.

Focus Group Participants

Young Adult Participants

- ▶ Female, Lindenwold, NJ, apartment resident, Public Affairs
- ▶ Female student, age 26, moved from New Jersey to Glenolden, PA, purchased house
- ▶ Female, age 22, lives in Marlton, NJ, moving to Virginia, works in elementary education
- ▶ Female, moved to South Philly; looking to buy a house in the next year, possibly in South Jersey, teacher
- ▶ Male, age 24, wants to purchase a home in Moorestown, works at leasing company
- ▶ Male, age 32, homeowner in Mt. Laurel, NJ, store owner
- ▶ Male, Marlton resident for 11 years, considering relocation to Florida, artist
- ▶ Female, 23, moving to Philadelphia (9th and Pine Streets) from Cherry Hill, NJ, real estate broker
- ▶ Male, Maple Shade resident, looking for a house, engineer

Family Participants

- ▶ Female, Westmont resident, lives in 110-year-old home
- ▶ Female, age 60–70, grew up in Collingswood, current Pennsauken resident, moving because husband has a new job
- ▶ Male, Willingboro resident, has wife, two children, school system isn't that good, can't afford private school; looking for a decent school system, looking in Delran, Delanco

- ▶ Female, age 50, has four children, wants a yard, would buy older or newer, loves the older homes for charm, but also price
- ▶ Male, age 38, lives in an old home in Moorestown, beautiful home with lots of upkeep, but would like a new home because it's easier to care for, but the 100-year-old trees keep him in his current home
- ▶ Male, lives in South Jersey, moving because needs larger house, has lived in big, concrete places, wants a walkable town with streets that are not hard to cross
- ▶ Female, lives in Philadelphia, three children, might want to move to Claymont, Delaware, get out of Philadelphia because of the violence
- ▶ Male, Haddon Heights resident, grew up in an older community, likes the parks, town center, taxes are tough but not enough to drive us away, need to accommodate growing family; likes the charm and character of an old home
- ▶ Male, bought first house after renting for 17 years; moved to Audubon, same area he was renting in because wants to keep his children in the school system

Active Seniors Participants

- ▶ Male, lives in Philadelphia, works for Temple food services, looking to move for the past year
- ▶ Female, lives in Maple Shade in an old house that requires maintenance; has grown children and thinks about relocating to the shore and to a house with no maintenance needs
- ▶ Male, lives in Delaire Landing, newly retired, moved into a condo near friends and children
- ▶ Female, lives in Overbrook, private duty nurse with grown children, looking to move, looking for something better

- ▶ Female, lives in a condo, no children, lives in Philadelphia, looking to move every five years
- ▶ Female, lives in Center City, recently moved with husband, lives in a co-op with valet parking, goes out every night
- ▶ Female, works in communications, hoping to relocate, has to consider her daughter, but would love to move with her mom to a location with walking access to amenities

Business Participants

- ▶ Female, works for Drexel Hill real estate firm serving Lansdowne, Upper Darby and Drexel Hill; clients are primarily residential; lives in Chester County
- ▶ Male, owns consulting firm, works with developers and agents on redevelopment programs and mixed-use
- ▶ Male, real estate developer and consultant, works in residential development in Mt. Airy
- ▶ Female, involved in business recruitment and development for Mt. Airy USA
- ▶ Male, commercial and residential developer, works for Phoenixville Main Street
- ▶ Male, works with lifestyle centers; trying to get retail in a complementary way
- ▶ Female, works with Historic Kennett Square; work is mostly economic development with independent realtors in the Delaware Valley; commercial and some residential
- ▶ Female, realtor mostly in Lansdowne; committed to the town; serves on Lansdowne Historic Architectural Review Board

Campaign Photos

The focus group sessions used photos and keywords to generate emotions from each of the target markets. The review of possible campaign photos generated several consistent reactions across all groups, which were:

- ▶ Visual images are critical, more critical than words.
- ▶ People need to be included in most photos, preferably people involved in some desirable activity.
- ▶ People like photos with people similar to them in terms of age, life stage, and activities.
- ▶ There is a strong feeling that photos need to convey diversity, which is an asset for many older communities.
- ▶ Photos needed to capture the uniqueness and specific features of each community; generic photos often do not generate the same level of interest.
- ▶ Downtown often defines the character of a town, so downtown photos with lots of foot traffic are essential.



Built-In Character, sample photo



Built-In Character, sample photo



Discovery, sample photo



Be Part of It, sample photo



Be Part of It, sample photo

Campaign Concepts

The consultant team developed three campaign concepts tested during the focus groups. They are Built-In Character, Be Part of It, and Discovery.

Built-In Character

These towns have distinctive personalities, a rich heritage, the flavor of small-town USA with big-city access, a vibrant community life, a sense of neighborhood, and attempt to preserve their community's character. Characteristics of the Built-In concept include:

- ▶ A special emblem differentiates these towns from newer, urban sprawl communities.
- ▶ Creative materials that highlight the rich histories of these towns
- ▶ Focus on architectural variety and character

Be Part of It

These dynamic evolving towns allow community members to connect with other involved people. They are large enough to matter but small enough to be responsive where residents can have a direct impact on growth and change. Characteristics of the Be Part of It concept include:

- ▶ A public exhibit tracing important events in each town's history (with room for future additions).
- ▶ Plaques in a public square or along a main street can honor residents who have made an impact in the community.
- ▶ Local residents are encouraged to take charge of sprucing up blocks within neighborhoods, as well as spreading positive word of mouth about their town.

Discovery

An invitation to explore the great towns of the Delaware Valley and the many wonderful things they offer such as blending historical with contemporary, great finds, and many elements of which you were not aware. Characteristics of the Discovery concept include:

- ▶ A festival-like event designed to give people and businesses a chance to become acquainted with a town. Tents and booths are provided for local schools, town mayor, local restaurants, realtors, houses of worship.

- ▶ Map highlighting a walking or driving route or a self-guided tour of local points of interest.

Campaign Concept Reactions

While all four groups had a different first preference for the campaign concepts, the three consumer groups agreed that *Built-In Character* had the potential to be expanded. This was the only concept to which all three-consumer groups reacted favorably. Although the business group reacted more strongly to tangible messaging rather than the emotional perspectives, each of the groups reacted positively to individual ideas embedded within each concept. More specifically, the following was discovered:

- ▶ Young adults gave their highest ratings to the *Built-in Character* concept and their lowest rating to *Be Part of It*. *Discovery* was not objectionable but also did not excite participants.

- ▶ Among families, the *Discovery* concept played most positively, but was not greeted with equal enthusiasm by all participants.

- ▶ Active adults found the *Be Part of It* concept to be the most favorable and considered the *Discovery* theme the least appealing.

- ▶ Members of the Business group, speaking from their perceptions of the interests and needs of their commercial and residential clients, did not favor any of the campaign themes, noting that most customers buy for very realistic and practical reasons, reasons that need to be incorporated with other themes in a marketing campaign.

A difficulty encountered in all groups, despite direction, was participants' inability to discern the distinction between the concept of the position and the actual words as advertising copy written as characteristics. This is a common occurrence even with experienced focus group attendees. None of the campaign concepts was seen as inspirational from an advertising copy perspective, nor should they have been, because advertising copy was not presented. All of the groups were able to highlight the characteristics that resonated for the *Built-in Character* campaign. There was agreement on the people, neighborliness, and the feeling that these communities created. These characteristics were:

- ▶ Small established communities
- ▶ Focus on history
- ▶ Safe/quiet, big-city access
- ▶ Unique towns
- ▶ Not cookie cutter
- ▶ Generations living there
- ▶ Distinctive personalities

Consistent with the consumer groups, the business group felt that the characteristics of small-town, big-city access, fabulous historic architecture, and towns with personality and character would resonate with potential homebuyers and retailers. The business group members do not want to move into a community that is less than great, facing challenges to improvement or requires too much work to get the neighborhood into great shape. They also liked the communications that conveyed a resident rather than a tourist or visitor viewpoint.

Community Selection Criteria

The selection criteria used in finding a new place to live vary somewhat by group.

For young adults, the top two criteria in the selection of a new place to purchase a new home or rent are access to amenities (to restaurants, bars, shopping, etc., preferably walkable) and taxes. Also important are real estate appreciation potential, friends in the area, safety, and the quality of the school system.

For families, the top two criteria in the selection of a new place to live are schools (quality) and character of the neighborhood (low turnover, mostly single-family). Also

important are housing prices, proximity to activities and local amenities available in a walkable downtown and the condition of the home.

For active adults, the top criteria in the selection of a new place to live are safety, security, and affordability. Also of importance to active adults are building/design (amenities access, one floor, quality design, and construction, maintenance-free) and access (highway access) considerations.

Business people thought that the top two criteria considered for locating in an established community are foot traffic and walkability of the commercial area and spending power/demographics of the residential neighborhood. Also important to prospective businesses are space/rent costs, the variety of the business mix, and customer parking options.

Information Sources and the Search Process

Across all groups, the Internet, real estate agents, and friends/family consistently ranked among the top three or four sources for information related to finding a new place to live, either rental or purchase.

Not surprisingly, these same sources were consistently at or near the top in participant ratings of how often they used various information sources. The slight variation is among active adults, for whom the *Philadelphia Inquirer* and real estate brochures were among the most commonly used sources (supplanting the Internet). Participants in all consumer groups singled out the free real estate guides distributed in supermarkets as a medium for information searching.

In ranking the usefulness of various information sources, real estate agents were most likely to rank at the top, followed by the Internet and friends/family. However, young adults voiced a preference for more “hands-on” ways of learning about a community and postponing realtor involvement until necessary.

Among the business group, brokers (real estate agents) consistently ranked near the top compared with other sources. Main Street programs, community development programs, and brochures were also highly ranked. The Internet, surprisingly, is an important information source for businesses exploring locations in an established community. Almost universally, business participants felt that large chain stores were not worth pursuing for communities with established Main Streets.

Business people, reflecting on their residential customers, gave Main Street and Business Improvement Districts (BIDs) higher ratings than did the residential customer groups in their ability to provide information about a town. They also ascribed higher importance to brochures and community events/festivals than did the three groups of residential customers.

Communication Vehicles

The communication vehicles viewed most positively as ways to engage all demographic groups about potential areas to live in were informational websites, festivals and events, and historic tours. Across all target groups, participants reacted positively to communication vehicles that offer the ability to observe and interact with current residents in a given community, such as vehicles that capture that personal connection angle.

It is clear that the Internet and real estate agents must be an essential part of the marketing mix. Regardless of where these two elements fit into the decision-making process, they are an essential piece of the multimedia plan for the Classic Towns campaign.

Naming the Region

As part of the focus groups, the region's name, Delaware Valley, was tested. It was important to understand what people thought of geographically when they heard Delaware Valley and if this had any effect on their knowledge of the region. The focus groups tested the following: Delaware Valley region, Delaware Valley, Greater Philadelphia region, Metro Philadelphia, Philadelphia region, and Greater Philadelphia area. There was no consensus on a preferred name for the region, but there was a general preference to include Philadelphia in the name because this clarifies the region's location for out-of-area consumers.

There was no consensus on a preferred name for this campaign however; Young adults and families preferred HomeTowns while the active adults and businesses preferred Classic Towns. It was decided that the characteristics which make up the *Built-in Character* concept would be added to the thinking about the naming and branding of the campaign. In addition to testing the campaign name with focus groups, DVRPC also met with regional agencies to gain perspective on how they related to the region. It became clear that including "Philadelphia" was important, regardless of the descriptor. Several regional agencies have changed their name to include Greater Philadelphia. Based on

this information and DVRPC preference, the campaign moved forward as *Classic Towns of Greater Philadelphia*.

Community Tours

As a component of the research and data collection, a series of guided tours of municipalities were arranged. These visits allowed DVRPC staff to:

- ▶ Obtain county and local perspectives on the attractions, progress, challenges, and potential in many of the region's older developed communities;
- ▶ Supplement ongoing Internet research in identifying marketing initiatives currently underway around the region and begin assessing their potential applicability within the regional campaign framework;
- ▶ Apply the results of previously completed target market research/data analysis classifying the appeal/appropriateness of communities to various demographic markets with "on the ground" realities; and
- ▶ Begin networking and creating awareness about this regional marketing initiative and gathering stakeholder feedback and ideas, including recommendations for additional outreach prospects.

The tours included a combination of countywide tours and selected local community visits including the cities of Trenton, Camden, and Chester. (Philadelphia was not included at this stage). Communities toured were chosen based on the market research analysis identifying places with appeal to various demographic market segments, along with input from DVRPC's Strategies for Older Suburbs (SOS) Steering Committee and DVRPC staff through the Connect the Dots exercise.

Initial contacts and tour guides were mostly members of the SOS Steering Committee or other individuals referred by the members; other contacts were made through identifying relevant public officials. Visits began with an overview meeting (up to one hour) in the guide's office followed by a 2-3 hour walking or driving tour, depending on the territory to be covered. Follow-up included requests for future stakeholders including realtors, developers and business and institutional leaders.

The community visits and discussions were greeted with varying degree of interest and enthusiasm. From these visits, leaders indicated a clear need and appetite for a regional and local marketing campaign aimed at fostering residential and business investment in developed communities. These visits fulfilled their intended purpose by enhancing our understanding and appreciation of the challenges, complexities, and opportunities inherent in marketing older communities and urban neighborhoods in the Greater Philadelphia region. In addition to providing creative direction and inspiration, the tours revealed important implementation considerations for the projects such as working with communities that currently have their own marketing programs.

CHAPTER THREE

Campaign Creative

Introduction

In order to translate the data and focus group feedback into a creative campaign, a brand was created that excited residents and businesses to move back into older communities. The creative pieces of the campaign promote positive images of the region's older suburbs and urban neighborhoods as a favorable alternative to sprawl development. Such images should convey the following benefits of living in a Classic Town:

- ▶ Affordability
- ▶ Community
- ▶ Proximity to amenities
- ▶ Sense of history
- ▶ Character and personality
- ▶ Quality of life

The creative pieces of the campaign include the brand logo, sample print advertisements, website design and architecture, community toolkit, and promotional video.



Figure 1: Brand Logo

Brand Logo

The brand logo, shown in Figure 1, was developed to represent the unique character of the region's classic communities and their varying life stages.

The buildings represent the mix of retail, commercial, and residential common in older communities, while the tree signifies roots and community maturity. The logo is extremely intricate and instructions for communities have been provided in the toolkit.



Figure 2: Modified Brand Logo

For replication purposes, we also developed a modified logo. The modified logo uses the Classic Towns header and the blue bird as a symbol of the Classic Towns brand. This can be used in place of the original logo.

Sample Advertisements

As part of the campaign development, regional advertisement layouts were developed that would be appropriate for magazines or newspapers. The advertisement samples are aimed at audiences within the Greater Philadelphia region, as well as out-of-region audiences from northern New Jersey/New York Metro and Baltimore Metro. Each of the advertisements includes photos of what a Classic Town has to offer with sample copy. Sample advertisements are shown in Appendix A.

Website Architecture and Design

The Classic Towns campaign requires a website that potential homebuyers and businesses could easily access and navigate. The market research indicated that a majority of potential homebuyers utilize the Internet prior to speaking with a realtor. Therefore, it is important that the regional campaign provide information about the Greater Philadelphia region, as well as highlight the amenities offered in each Classic Town. The website is interactive and has direct links to each of the Classic Towns' municipal webpages as well as other important information such as contacts, schools, businesses, and home prices. The website, www.classictowns.org, became live in July 2008. The website is the centerpiece of the marketing campaign and strives to communicate the value of the program to potential homebuyers, real estate agencies, developers, funding partners, and the press.

The homepage introduces the Classic Towns brand and offers visitors two choices: Explore and About. The first choice is to explore the individual towns. Those who elect to explore Classic Towns land on a regional map. Upon scrolling over the map, visitors can choose a specific Classic Town. Visitors will be brought to that specific town's landing page, which then leads to other options to search: explore, live, work, play, visit, and move.

The website's other choice is to educate visitors and potential homebuyers about the value of the Classic Towns program. By clicking on the About button on the homepage,

seven new choices are highlighted - *How it Works, Become a Classic Town, Partners and Programs, Advertise Here, Press Room, About DVRPC, and Contacts*. *Become a Classic Town* includes information on the requirements of becoming a designated community. *Partners and Programs* provides information on potential funding partners. *Advertise Here* provides information about why getting the business community involved in your town is important. Advertising rates and an agreement are available for download. The *Press Room* page has all up-to-date press releases, newspaper articles, and radio spots promoting the Classic Towns brand. *About DVRPC* provides information about DVRPC's mission. Visitors can find links to the DVRPC homepage. Figure 3 illustrates the website architecture. The *Contacts* page provides information on DVRPC staff working with the Classic Towns communities.

Community Toolkit

As part of the initial campaign development, marketing materials were created to promote the Classic Towns brand. The campaign's creative pieces have individual elements for each designated Classic Town. Within each marketing piece, each target market need is addressed.

Housed on www.classictowns.org, the community toolkit is a password-protected area for designated Classic Town communities. Each town has access to the toolkit materials to help promote each town as a proud Classic Towns member. The toolkit materials include:

- ▶ Style Guide
- ▶ Classic Towns decal sticker
- ▶ Specifications
- ▶ Classic Towns street banners
- ▶ Classic Towns brochures
- ▶ Classic Town website banners
- ▶ Classic Town posters

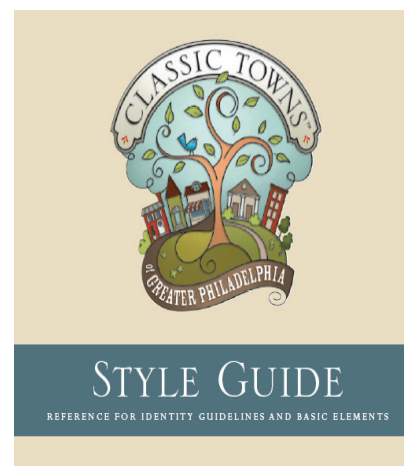
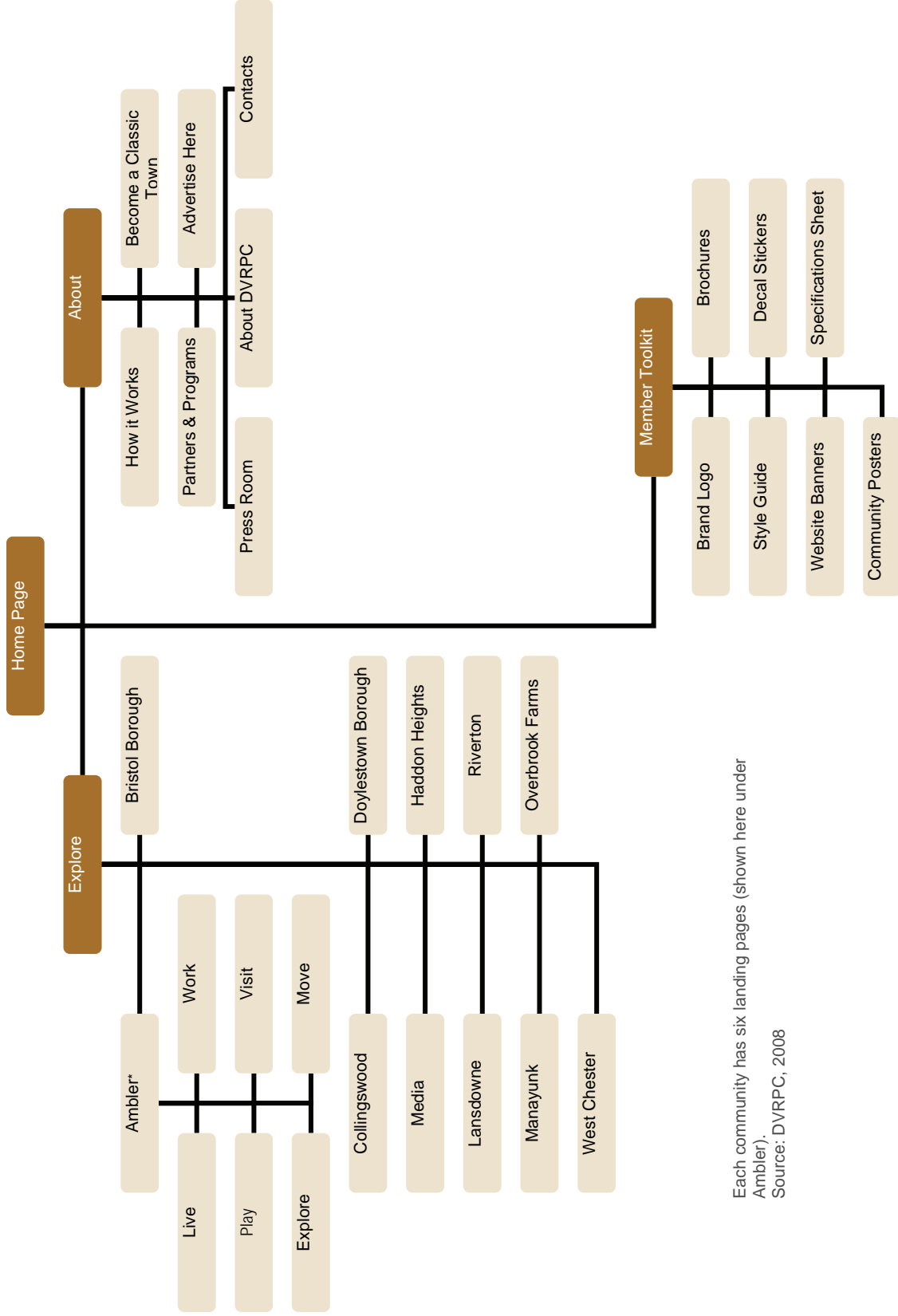


Figure 3 : Website Architecture



Each community has six landing pages (shown here under Ambler).
Source: DVRPC, 2008



Promotional Video

To help promote the program, a video was developed that highlighted the Classic Towns communities and their attributes. This video is available on the Website and visitors to the site can watch by clicking on the Classic Towns logo. The copy and message of the video was developed by our consultant team and builds on the message, “Remember when, still is.”

CHAPTER FOUR

Implementation

Introduction

The campaign development phase did not address implementation or community participation. Staff needed to focus on what a planning agency can do to implement a regional campaign for older neighborhoods and meet the goals of the DVRPC. To help gain buy-in from local communities, any implementation strategy would need to provide measurable benefits for designated communities and enable them to market themselves as individual communities. The Classic Towns of Greater Philadelphia program was created to implement the campaign development recommendations.

Classic Towns of Greater Philadelphia Program

The cornerstone of the Classic Towns Program is a regional marketing strategy to benefit the Greater Philadelphia region's older communities and neighborhoods. The following guiding principles are the framework of the program:

Identify niche markets

The core cities and older communities of the region are home to a wide range of amenities that are appealing to many homebuyers and business owners. Amenities that could be highlighted as part of the Classic Towns program include access to transit, pedestrian friendliness, housing options, and well-established neighborhoods.

Invest in and build on quality of place

DVRPC is rich with communities that are unique, attractive, exciting, and welcoming to residents and visitors. Building upon these amenities will make individual communities and the region more attractive places to live, work and play.

Create new partnerships

New partnerships should be pursued that will benefit the future of our communities. These new partnerships should bring together residents, businesses, and local

governments, and provide the synergy and momentum necessary to bring new ideas to fruition.

Think regionally, act locally

The Greater Philadelphia region is stronger and more competitive when communities work together. It is difficult for any single community to measure the enormous opportunities and amenities that a region can provide. Regional cooperation strengthens local initiatives.

Program Eligibility

Inclusion in the Classic Towns program is based on both quantitative and qualitative measurements. Because every community is unique, Classic Towns can be difficult to identify using objective and empirical criteria. DVRPC's Transit Score Tool, a methodology that assesses a locality's appropriateness for various modes and levels of transit service, was utilized to identify an initial list of municipalities and neighborhoods that may be classified as Classic Towns. Based on two similar analyses for New Jersey and Pennsylvania, the DVRPC Transit Score Tool has been refined and expanded to consider a series of demographic variables believed to have positive impacts on transit ridership. These can be applied to Classic Towns. They include: (1) densities of population; (2) number of households; (3) zero-car households; (4) one-car households; (5) elderly population; (6) youth population; (7) and job density.

However, the DVRPC Transit Score does not account for current transit access; therefore, some communities that have a high transit score do not have transit service though a demand exists. Some communities that have transit service are not Classic Towns. Therefore, a qualitative measurement was needed to identify those communities that have attributes of Classic Towns. These communities may be colonial settlements, streetcar suburbs, college towns, or river towns that matured before or immediately after World War II - prior to increased auto-dependence. These communities were built to provide walkability to the Central Business District and have a natural mix of residential, retail, and commercial uses. Classic Towns are unique and often do not embrace any single characteristic that makes them considered "classic."

Using the Transit Score Tool as an initial basis for Classic Towns eligibility also permits an estimation of which modes of transit service would be appropriate in a given area in light of its existing land use character. In order to be eligible for the Classic Towns designation, the municipality or neighborhood has to be in areas where growth and

redevelopment should be concentrated and appropriate for transit investments or improvements. Combining the transit score tool with qualitative characteristics such as historic settlement and diverse housing stock provide an indication of transit appropriateness and where smart growth should occur in the region. Based on this analysis, below is a list of communities that may be appropriate for the Classic Towns program and illustrated in Map 2. For some communities the Classic Town Marketing efforts are to be directed toward a particular area of town, such as specific neighborhoods of Philadelphia.

New Jersey

Burlington County

Beverly City, Bordentown City, Burlington City, Delran Township, Edgewater Park Township (Edgewater and Cambridge), Florence Township (Roebing and Village of Florence), Maple Shade Township, Moorestown Township – Village of Moorestown, Mount Holly Township, Palmyra Borough, Pemberton Township (Browns Mills), Riverside Township, Riverton Borough

Camden County

Audubon Borough, Barrington Borough, Bellmawr Borough, Camden City (Morgan Village, Fairview, Cooper Plaza, Cramer Hill, Beideman, Parkside and others), Collingswood Borough, Gloucester City, Haddon Township, Haddonfield Borough, Haddon Heights Borough, Laurel Springs Borough, Lindenwold Borough, Magnolia Borough, Merchantville Borough, Mount Ephraim Borough, Oaklyn Borough, Pennsauken Township, Runnemede Borough, Somerdale Borough, Stratford Borough

Gloucester County

Glassboro Borough, Paulsboro Borough, Pitman Borough, Westville Borough, Woodbury City

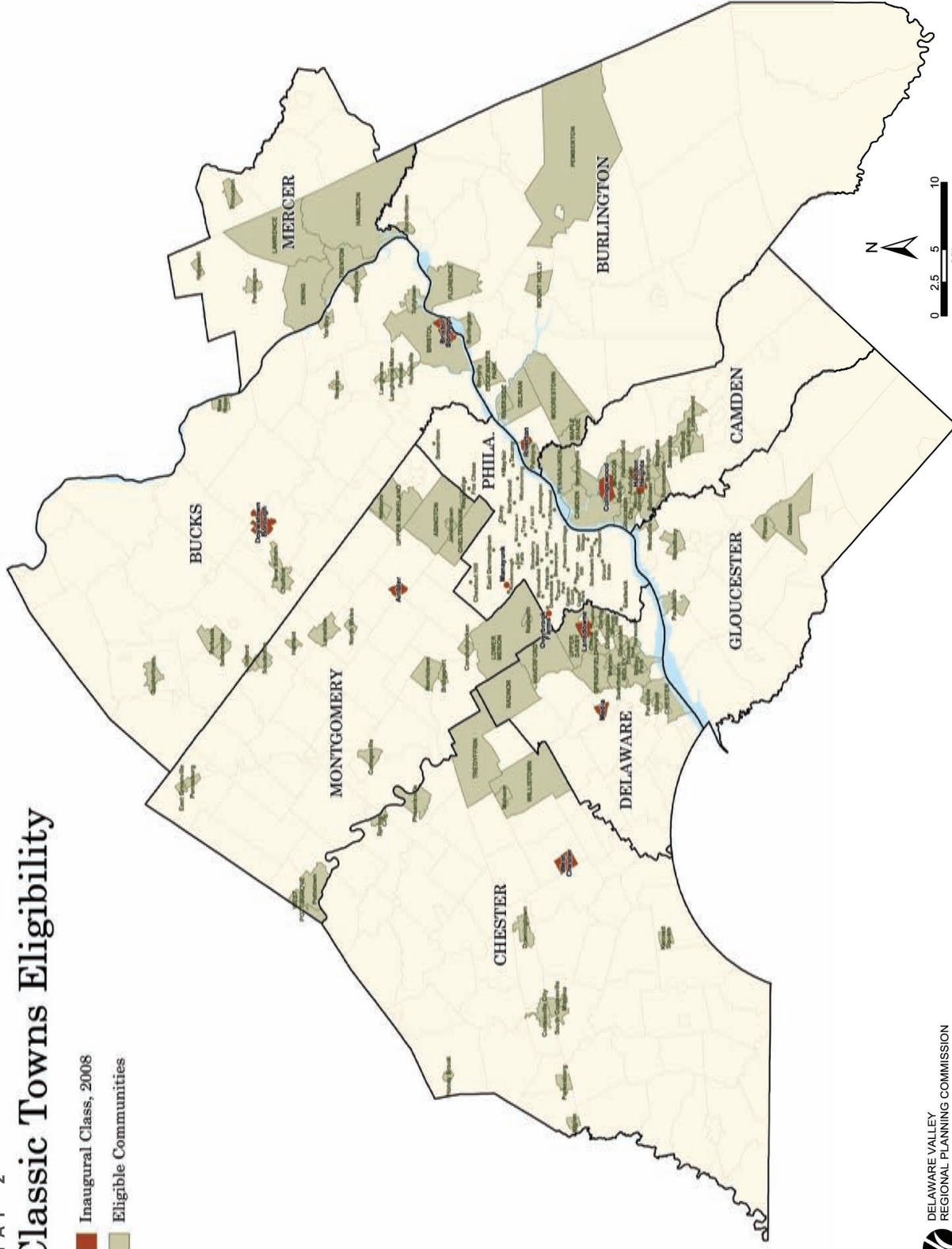
Mercer County

Ewing Township, Hamilton Township (Mercerville, Hamilton Square and others), Hopewell Borough, Pennington Borough, Lawrence Township, Lawrenceville, Princeton Borough, Trenton City (Chambersburg and Franklin Park)

M A P 2

Classic Towns Eligibility

-  Inaugural Class, 2008
-  Eligible Communities



 DELAWARE VALLEY
REGIONAL PLANNING COMMISSION
JULY 2008

Pennsylvania

Bucks County

Bristol Borough, Bristol Township, Chalfont Borough, Doylestown Borough, Hulmeville Borough, Langhorne Borough, Langhorne Manor Borough, Morrisville Borough, New Britain Borough, New Hope Borough, Newtown Borough, Penndel Borough, Perkasie Borough, Quakertown Borough, Sellersville Borough, Tullytown Borough, Telford Borough, Yardley Borough

Chester County

Atglen Borough, Coatesville City, Downingtown Borough, Honey Brook Borough, Kennett Square Borough, Malvern Borough, Medina Borough, Parksburg Borough, Phoenixville Borough, South Coatesville Borough, Spring City Borough, Tredyffrin Township (Berwyn, Devon, and Paoli), West Chester Borough, Willistown Township (Paoli)

Delaware County

Collingdale Borough, Chester City, Clifton Heights Borough, Darby Borough, Glenolden Borough, Haverford Township (Havertown, Beechwood, Brookline, Oakmont, and Llanerch), Lansdowne Borough, Media Borough, Morton Borough, Norwood Borough, Parkside Borough, Prospect Park Borough, Radnor Township (Wayne and Garrett Hill), Ridley Park Borough, Ridley Township (Woodlyn), Sharon Hill Borough, Springfield Township (Saxer Avenue Area), Swarthmore Borough, Upland Borough, Upper Darby Township (Drexel Hill), Upper Darby East (69th Street, Cardington, Bywood, Beverly Hills, Highland Park, and Kirklyn), Yeadon Borough

Montgomery County

Abington Township (Keswick), Ambler Borough, Bridgeport Borough, Cheltenham Township (Elkins Park, Glenside), Collegeville Borough, Conshohocken Borough, East Greenville Borough, Hatboro Borough, Hatfield Borough, Jenkintown Borough, Lansdale Borough, Lower Merion Township (Bala Cynwyd, Cynwyd-Merion, Haverford, Ardmore Bryn Mawr), Narberth Borough, Norristown Borough, North Wales Borough, Pennsburg Borough, Pottstown Borough, Rockledge Borough, Souderton Borough, Telford Borough, Upper Moreland Township (Willow Grove), West Pottsgrove Township

Philadelphia County

South Philadelphia (Queen Village/Southwark, Pennsport, Girard Estate), Southwest Philadelphia (Eastwick), West Philadelphia (Parkside, Carroll Park, Cedar Park, Garden Court, Spruce Hill, Powelton Village, Overbrook, Overbrook Farms, Wynnefield), Lower North (Brewerytown, Kensington South, Strawberry Mansion, North Central), Upper North (Fairhill/St. Hugh, Nicetown, Tioga), New Kensington, Port Richmond, Roxborough,

Manayunk, East Falls, Germantown, Chestnut Hill, Olney, Near Northeast (Wissinoming, Tacony, Northwood, Mayfair, Fox Chase), Far Northeast (Somerton)

Inaugural Classic Towns

The inaugural class of communities was chosen through a quantitative and qualitative process. Once the Transit Score analysis was conducted, it provided for over 130 communities as “eligible” for the program. Along with the Transit Score analysis, communities were nominated by the county planning director. With the assistance of the county planning directors, 13 communities were invited (11 accepted the invitation) to be part of the inaugural group. The inaugural group of Classic Towns is shown in red on the Classic Towns eligibility map and include: Ambler Borough, Bristol Borough, Doylestown Borough, Lansdowne Borough, Media Borough, and West Borough in Pennsylvania; Collingswood Borough, Haddon Heights Borough, and Riverton borough in New Jersey; and the neighborhoods of Manayunk and Overbrook Farms in the City of Philadelphia.

The first 11 chosen communities are in various life stages. For example, West Chester is a college town, Collingswood is a NJ Transit Village, Doylestown Borough is the county seat of Bucks County, and Riverton is a river community with new transit access. This provided us with communities that were already conducting their own marketing initiatives as well as those that were too small to market themselves but all had the infrastructure in place that included assets that homebuyers would be interested in such as walkability, access to transit, historic homes, and a mix of uses.

Benefits of the Classic Towns Program

Regional Campaign website

Classic Towns have a profile page created that includes links and information provided by each community. A contact from each community is designated to field questions.

Member Toolkit

The Classic Towns Design Toolkit includes the Classic Towns brand logo, fonts, colors, specifications, and copy for the campaign. The Classic Towns logo is for use on all local promotional materials. Appropriate font size should be followed. Brochure templates and a systematic guide for announcing your community as a Classic Town are also included.

Commitment

Communities must commit to participate in the Classic Towns program for two years, with an option to renew participation. DVRPC will host two workshops for designated Classic Towns on topics such as marketing and media buying. Following each workshop, materials will be shared online. Other voluntary events will include additional workshops, networking events, and stakeholder forums.

Support

Selection into the Classic Towns program will include DVRPC staff support for press releases, press events, funding opportunities/grant writing, and design assistance. Consultants retained by DVRPC to promote Classic Towns will be available to advise designated communities on launching localized marketing campaigns.

Classic Towns Media and Marketing Plan

The public relations and media element for the Classic Towns program will need to build meaningful awareness of the product (the communities) and drive the public to the website. As the market research indicated, a majority of the target markets use the Internet when choosing a place to live. The key will be to reach those looking for a new home or rental during the relocation process. The campaign must also be able to reach the major influencers in the relocation process – current Classic Town residents, real estate professionals, and government officials.

Targeted Media Purchases

The media usage profile for each of the target markets has similarities and differences. Young families proved to be the most difficult to reach as they had average to low usage levels across all media – Internet, newspapers, and magazines. Young professionals and marrieds have distinct research patterns. They are above average in terms of magazine reading, cable television, and Internet access. Seniors used many of the traditional media – newspapers and magazines – and were below average for Internet use when deciding on a place to live. A successful media plan will need to reach each of these different segments using different methods of media – Internet, television, and magazine/newspapers.

With municipal commitments and the launch of the Classic Towns website, DVRPC will promote and increase awareness of the program by driving target audiences to the Classic Towns website. Given the high costs of traditional advertising, DVRPC will have

more impact on the program by focusing on an online strategy for the initial six months of the program. The proposed media campaign includes search engine optimization, website hosting, and advertising creative and placement.

Search Engine Optimization

The focal point of the Classic Towns program is the website, so it is only natural that the first priority for marketing Classic Towns is search engine optimization. Optimizing the site to increase natural search result ranking, along with paid placements, can increase our ability to reach our target audiences.

Natural search optimization includes identifying keywords for strategic placement across the site; developing descriptions and page titles for each page; placing keywords into image descriptions; and identifying other websites that can be used as referral sites.

Paid search engine placement can also target visitors through sponsored links on selected keywords. By identifying popular keywords that correlate with the content of the Classic Towns website, and monitoring and refining our keywords on an ongoing basis, we can market to audiences at the precise moment they are seeking the information the Classic Towns website provides.

Website Hosting and Services

The Classic Towns website requires a full-feature content management system that enables DVRPC planning staff to manage and update content. The website hosting will include firewall protection, monitoring, daily backups, and website traffic analysis. The traffic analysis reporting will include views and click-thru statistics on the website ads once added.

Advertising Placement

The Classic Towns advertising will maximize our budget and direct target audiences to the Classic Towns website. The website will be the centerpiece of the campaign since most people, regardless of their demographic group, visit the Internet when learning about new communities. Additional paid advertising will focus on our region's Classic Towns brand, as opposed to each of the individual Classic Towns and will encourage potential homebuyers, visitors, and business owners to learn more about the region's individual Classic Towns by visiting classictowns.org. Messages will promote the qualities that are unique to these first generation suburbs and urban neighborhoods and

encourage people to consider these communities. With rising gas prices, a shift towards public transportation and a growing desire for authentic communities is quite timely.

Advertising will focus on the outlying counties beyond the Classic Towns in order to attract people seeking relocation closer to the urban core. Advertisements will be placed in the New York market as research has shown that New Yorkers are being drawn to the Philadelphia area. Advertising will be in print and online in real estate sections of weekly papers, including Philadelphia's City Paper, Philadelphia Weekly, and possibly NYTimes.com. Placements will be targeted to local exurban papers as well as the Philadelphia Business Journal and Philly.com.

Public Relations

The Classic Towns program needs to have a significant amount of publicity in order to reach our target audience. The ultimate goal is to increase public awareness of the positive attributes of the older suburbs and urban neighborhoods and to drive traffic to the website. In order to gain an awareness of this initiative, DVRPC contracted with a public relations firm to handle all media for a launch in July 2008. Press releases were sent to all major newspapers in the region before and after the launch. Quotes from community officials and pictures were gathered and sent to the local newspapers.

The Classic Towns campaign is supported by a communication plan that will sustain a high level of awareness. Outreach will focus toward the established target markets: young professionals/childless couples, young families, and empty nesters.

Public awareness of the towns is also important. There are several ways to enhance publicity for Classic Towns. They include conducting whistlestop tours; meeting with editorial boards; establishing a presence on networking websites; drafting a series of Op-Ed articles from various town representatives; booking DVRPC staff on public affairs, radio, and television shows; and establishing a holiday-themed angle for the Classic Towns program. While it is important to promote the program on a regional basis, it is equally important to distinguish the attributes of each individual Classic Town. Local community efforts include packaging neighborhood towns together in story pitches; developing a "Town of the Month" program; targeting community newspapers and other print materials and providing opportunities for cross-promotions with other websites.

CHAPTER FIVE

Conclusion

The development and launch of the Classic Towns program is only the beginning. Work on the Classic Towns campaign will continue as part of the Strategies for Older Suburbs Program. With designated communities and a website to market, the campaign must turn its attention toward self-sustaining implementation. The program needs to develop a relationship with key regional institutions and stakeholders in order to collect advertising dollars and develop cross-promotional opportunities with other regional marketing agencies.

While the campaign concepts, development, and market research have received positive feedback, there are several lessons that were learned. The major lessons of the research and early development component are presented below in two categories: Town development issues and marketing campaign issues.

Town Development Issues

- ▶ “Product” improvement—in this case the physical and economic health of communities—is a critical component of the marketing cycle. Promotion and advertising can give development efforts a boost, but tangible evidence of development momentum may be necessary for a marketing campaign to take hold.
- ▶ Subject communities are very diverse with different physical characteristics (e.g. some with downtowns/main streets and others without) and in varying stages of economic health. A “one size fits all” approach to marketing may be difficult.
- ▶ Imaginative, persistent, and risk-taking political leadership gets results, supplemented by strong Main Street and other types of business and development-focused organizations that foster buy-in to a shared vision.
- ▶ Retail business attraction has been one of the initial steps in successful community revitalization. Where it works, the residential and business components build on one another.
- ▶ Residential real estate—existing and new construction—is reportedly moving well in most of the communities eligible for Classic Towns designation.

- ▶ A combination of transit, green space, rivers, and a town center appears to spur the strongest development and offer the greatest potential.
- ▶ Public schools are of mixed quality, but are less of a deterrent for families living in older communities in New Jersey than in Pennsylvania.
- ▶ Public improvements completed or underway may present marketing opportunities, even if initial funding sources did not encompass marketing activities.
- ▶ There may be multiple partnership prospects for the Classic Towns of Greater Philadelphia Campaign (CTGP). DVRPC staff must work toward building relationships with organizations not previously involved in traditional transportation work to ensure the success of the program.

Marketing Campaign Issues

- ▶ The region is not a blank marketing slate. Slogans, logos, materials (e.g. banners, ads, brochures) and place-based campaigns exist at the regional, county, and local levels, although not necessarily with precisely the same mission as Classic Towns of Greater Philadelphia. While this regional marketing campaign is the first of its kind in the country, it must take into account other ongoing marketing efforts.
- ▶ The intent of Classic Towns is to promote the common assets of all developed communities in comparison to sprawling communities and other places outside the region. Nevertheless, communities are accustomed to competing against one another, so achieving the necessary change in mindset and getting some measure of cross-community collaboration will be a special challenge of the marketing campaign.
- ▶ Current marketing campaigns for revitalizing communities are aimed toward attracting visitors to experience these towns, usually through special events and/or retail promotions, as a precursor to gaining permanent residents and business investment. Classic Towns will need to accommodate this by encouraging and promoting community events.
- ▶ Developed communities present a wide variety of physical environments, economic circumstances, and market readiness. Whether a single brand can effectively speak to the conditions and aspirations contained in this great variety of towns is a core question.

- ▶ Communities that do not currently engage in any significant marketing efforts have many reasons, including a lack of physical/economic development direction and momentum and an absence of funding and/or no or limited staffing capacity to support fulfillment/response to a marketing campaign.
- ▶ A majority of communities engaged in development and marketing initiatives are targeting the same “young professionals,” “DINKS” (Dual Income No Kids), and active “empty nesters.” Communities should be encouraged to look critically at the market research analysis alongside their assets and opportunities to identify accurately their strongest market prospects.

Lessons learned have illustrated the need for dedicated staff time toward implementation and longevity. The Strategies for Older Suburbs work program will now include community relations with each of these Classic Towns. The Classic Towns program recognizes those communities who have done an exceptional job at providing a high quality of life for residents. Staff will monitor community satisfaction as well as work with outside regional marketing agencies to gain support for this effort. DVRPC staff will continue work with our member governments to create local buy-in for future community designation and support of our work program tasks.

Older communities throughout the Greater Philadelphia region have many assets and a quality of life that is often overlooked. The creation of a regional marketing strategy for these important communities will help DVRPC to continue to build relationships with our local governments while promoting our region as a great place to live, work, and play!

APPENDIX A:

Sample Advertisements



PROUD TO BE SELECTED

This seal signifies a town recognized for possessing a unique combination of character, history and neighborliness that elevates the area's quality of life.



Town Sweet Town A number of communities in and around Philadelphia have succeeded in preserving their sense of history, neighborliness, and main-street charm. Each has its own special character. Yet all offer easy access to the city and a quality of livability uncommon in this age of suburban sprawl. People are drawn to them to connect with other people, to relish the moment, to live life uniquely. Now you can get to know these Classic Towns at a new online destination. Today, a web site to visit. Tomorrow, a perfect place to live. FindClassicTowns.com





Town Sweet Town

A number of communities in and around Philadelphia
have succeeded in preserving their sense of history,
neighborliness, and main-street charm.

Each has its own special character.

Yet all offer easy access to the city and a quality of livability
uncommon in this age of suburban sprawl.

People are drawn to them to connect with other people,
to relish the moment, to live life uniquely.

Now you can get to know these Classic Towns
at a new online destination. Today, a web site to visit.

Tomorrow, a perfect place to live.

FindClassicTowns.com



APPENDIX B

Focus Group Background Information

Technical details

Time, location and participant group

The focus locations, the times of their meetings and the composition of the groups are outlined below.

Type of Group	Group Location	Date of Group	Group Time
Young adults	Marlton, NJ	Monday, July 16, 2007	6PM
Families	Marlton, NJ	Monday, July 16, 2007	8PM
Older adults	Bala Cynwyd, PA	Thursday, July 19, 2007	6PM
Business people	Bala Cynwyd, PA	Thursday, July 19, 2007	8PM

Screener and Residential Groups: Background and Recruitment Script

<i>Recruit 10 for 8 to show</i>	Quotas						
	State		Ethnicity			Gender	
	PA	NJ	White	Black	Other	Male	Female
<u>New Jersey</u> Monday July 16 Group 1 Young People	2 - 3	5 - 7	4 - 5	2 - 3	1 - 2	4 - 5	4 - 5
<u>New Jersey</u> , Monday July 16 Group 2 Families/Middle Aged	2 - 3	5 - 7	4 - 5	2 - 3	1 - 2	4 - 5	4 - 5
<u>Pennsylvania</u> Monday July 19, Group 3 Older People	5 - 7	2 - 3	4 - 5	2 - 3	1 - 2	4 - 5	4 - 5

State From Sample (CHECK QUOTAS BEFORE CONTINUING)

- PA
- NJ

Record Gender by Observation (CHECK QUOTAS BEFORE CONTINUING)

- Male
- Female

1. Have you moved within the past year?

- Yes **(GO TO QUESTION 3A)**
- No

2. Are you thinking of moving within the next 9 months?

Yes (**GO TO QUESTION 3B**)

No (**TERMINATE**)

(ASK Q.3A IF YES TO Q.1, OTHERWISE GO TO Q.3B)

3A. Would you say that the average age of the homes in the community where you live is... **(READ)**...? **(IF NOT SURE, ASK FOR BEST GUESS, ACCEPT ONE ANSWER)**

Less than 50 years old (built later than 1957) (**TERMINATE**)

More than 50 years old (built before 1957) (**GO TO QUESTION 4**)

Not sure (**TERMINATE**)

(ASK Q.3B IF YES TO Q.2, OTHERWISE GO TO Q.4)

3B. Would you say that the average age of the homes in the community or communities you are thinking of moving to is... **(READ)**...? **(IF NOT SURE, ASK FOR BEST GUESS, ACCEPT ONE ANSWER)**

Less than 50 years old (built later than 1957) (**TERMINATE**)

More than 50 years old (built before 1957) (**GO TO QUESTION 4**)

Not sure (**TERMINATE**)

4. Which of the following best describes you? Would you say you are... **(READ)**? **(READ ALL CATEGORIES BEFORE ACCEPTING ONE RESPONSE, CHECK GROUP QUOTAS AND CONTINUE IF GROUP IS OPEN)**

A person under 40 living on your own or with another adult, but with no children **(GROUP 1: YOUNGER PEOPLE)**

A married person under 40 age living with your spouse but with no children or other adults **(GROUP 1: YOUNGER PEOPLE)**

A married person under 40 living with your spouse and other adults but with no children **(GROUP 1: YOUNGER PEOPLE)**

A parent of any age (married or unmarried) living with children under the age of 5 only **(GROUP 2: FAMILIES/MIDDLE AGED PEOPLE)**

A parent of any age (married or unmarried) living with children between the ages of 5 and 17 only **(GROUP 2: FAMILIES/MIDDLE AGED PEOPLE)**

A parent of any age (married or unmarried) living with children under 5 and between the ages of 5 and 17 **(GROUP 2: FAMILIES/MIDDLE AGED PEOPLE)**

A person over 40 living on your own or with another adult/adults, with no children **(GROUP 2: FAMILIES/MIDDLE AGED PEOPLE)**

An empty nester, with no children living at home **(GROUP 3: OLDER PEOPLE)**

- An older person with no children who is retired or is approaching retirement (**GROUP 3: OLDER PEOPLE**)
- (**DO NOT READ**) None of the above (**TERMINATE**)
- (**DO NOT READ**) Refused (**TERMINATE**)

5. Would you describe yourself as...(**ACCEPT ONE RESPONSE, IF BI-RACIAL RECORD AS SOMETHING ELSE**)

- White
- African American
- Latino or Hispanic
- Asian, OR
- Something else
- (**DO NOT READ**) Refused (**TERMINATE**)

(**CHECK QUOTAS, IF QUOTA OPEN CONTINUE TO INVITATION**)

INVITATION

We will hold a group discussion among people who have recently moved or are thinking about moving in the near future. The discussion will focus on factors people consider in deciding where to live. The discussion should take about 90 minutes of your time and we will pay you \$40 in appreciation of your time.

The group will be held (**INSERT GROUP DATE, TIME, and LOCATION**)

Will you be able to participate in this group discussion?

- Yes
- No (**TERMINATE**)

NAME _____

ADDRESS _____

CITY, STATE, ZIP _____

PHONE (DAY): _____

PHONE (EVENING): _____

CONFIRMATION LETTERS SHOULD BE SENT OUT WITHIN 1 DAY OF RECRUITING,
CONFIRMATION PHONE CALLS SHOULD BE MADE NO MORE THAN 2 DAYS PRIOR TO THE
GROUP MEETING

Screener and Business Group: Background and Recruitment Script

Background for Focus Group

We want to speak with people who are working in older communities and neighborhoods, including first ring suburbs, in the greater Philadelphia region. We will be asking them about the kinds of people who are seeking to move to their communities, including both those interested in purchasing homes and renters and about those are seeking to open businesses in their communities.

We will be showing them some prototype marketing materials and asking them if they think these materials address the interests/concerns of people looking to move into their communities (as residents or businesses) and if they think the words and the graphics in these marketing materials will communicate will for these people.

The group will be held on July 19 (Thursday night) at 8PM at Group Dynamics. Group Dynamics is located at 555 E. City Line Avenue, 6th floor in Bala Cynwyd. We will be mailing (or emailing or faxing) them a confirmation of the specifics for the group and directions for how to get to Group Dynamics.

We will be recruiting 10 people and seeking to have 8 – 10 of them show up for the focus group.

The occupational groups that we would like to see represented are:

- ▶ 4 - 5 realtors (residential and/or commercial)
- ▶ 2 - 3 real estate developers (residential and/or commercial)
- ▶ 2 or 3 CDC/main street reps specializing in commercial or residential development
- ▶ 2 -3 planners/community development officials/media

In addition to this occupational distribution, we would like to have a mix by age, by gender and by race/ethnicity (no specific quotas) AND we would like to have at least one or two of the participants come from NJ.

Introduction

We will be conducting a Focus Group among real estate, planning and economic development professionals to gain an understanding of how they work in older communities and first ring suburbs in this region. Your name has been suggested to us as a person who is knowledgeable about development in older communities.

Record from Sample

Occupation from Sample (CHECK TARGET QUOTAS BEFORE CONTINUING)

- Realtor
- Real estate developer

- CDC/main street/commercial development specialist
- Planner/community development official/media

State from Sample (CHECK TARGET QUOTAS BEFORE CONTINUING)

- PA
- NJ

Record Gender by Observation (CHECK TARGET QUOTAS BEFORE CONTINUING)

- Male
- Female

1. Which of the following best describes the work you do? Are you a... (**READ ALL CATEGORIES BEFORE ACCEPTING ONE RESPONSE, CHECK TARGET QUOTAS AND CONTINUE IF TARGET QUOTA IS OPEN**)

- A real estate agent
- A real estate developer
- Someone who works for a community development corporation in an older community
- A person who works on a main street program or similar commercial revitalization program
- A planner or economic development specialist, OR
- Do you work in some other job related to the revitalization of older communities
- (DO NOT READ) None of the above (TERMINATE)**
- (DO NOT READ) Refused (TERMINATE)**

2. Would you describe yourself as...(READ)...? **(ACCEPT ONE RESPONSE, IF BI-RACIAL RECORD AS SOMETHING ELSE)**

- White
- African American
- Latino or Hispanic
- Asian, OR
- Something else
- (DO NOT READ) Refused (TERMINATE)**

(CHECK TARGET QUOTAS, IF QUOTA OPEN CONTINUE TO INVITATION)

Invitation

We will hold a group discussion among people whose work focuses on older communities and first ring suburbs. The discussion will focus on factors people consider in deciding whether to live or develop a business in an older community. The discussion should take about 90 minutes of your time and we will pay you \$125 in appreciation of your time.

The group will be held at 8PM on Thursday evening, July 19, at Group Dynamics at 555 East City Line Avenue in Bala Cynwyd, PA.

Will you be able to participate in this group discussion?

- Yes
- No (TERMINATE)

**CONFIRMATION LETTERS SHOULD BE SENT OUT WITHIN 1 DAY OF RECRUITING,
CONFIRMATION PHONE CALLS SHOULD BE MADE NO MORE THAN 2 DAYS PRIOR TO
THE GROUP MEETING**

Confirmation

We will be sending you a confirmation for this focus group together with directions to the focus group facility. How would you like to receive this confirmation and the directions, would you prefer to receive them by mail, by fax or via email?

- Mail
- Fax
- Email

NAME

ADDRESS

CITY, STATE, ZIP

PHONE (DAY):

PHONE (EVENING):

FAX NUMBER

**EMAIL ADDRESS (READ
BACK TO CONFIRM)**

Focus group discussion guide, Residential

Focus Group Discussion Guide – Consumer Groups

1. Introduction (5 minutes)
 - a. Introduce myself
 - b. Rules of the group:
 - c. Purpose of the group
2. Live in or considering living in or doing business in one of the established communities in the region.
3. Have thought about where you want to live or work and why, and we would like to understand more about how you go about that thought process and what factors are important to you (or not)
4. Are working on helping to market established communities in the region, and to that end have some preliminary marketing approaches that we would like to get your reactions to:
 - a. All information gathered in these groups will be held strictly confidential. Will record, have colleagues behind mirror
 - b. Any questions?
5. (TO UNDERSTAND GROUP COMPOSITION RE: FOCUSING DISCUSSION)
6. Introductions (10 minutes, 15 minutes cumulative)
 - a. Who you are (first names only needed)
 - b. Have you recently moved (if so how long ago and where are you living, where did you move from) or are you considering moving (if so, how seriously looking and where)
 - c. Have you ever lived in an established community before?
 - d. Anyone considering opening a business in an established community?
7. (THE SEARCH PROCESS)
8. How do you go about searching for a new place to live? (10 minutes, 25 minutes cumulative)
9. Possible probing topics:
 - a. Descriptions of the process
 - i. What do you do first, second...?
 - ii. how long take
 - iii. when does it start to get serious
 - b. how decide on location to look at
 - c. What sources for information (media, realtors, etc?)
 - i. how decide where to look (sources of info)
 - ii. which sources use most often, and why

- iii. which sources most useful, and why
 - iv. What would they want to see on a Website for a community?
- 10. *(Followed by sources importance, sources usefulness exercise)*
- 11. (THE SEARCH CRITERIA)
- 12. As you think/thought about moving, what were your criteria, what were you looking for?
(10 minutes, 35 minutes cumulative) (record on flip charts)
- 13. Possible probing areas:
 - a. The space
 - i. Size and type (single, twin, apt...)
 - ii. Price range
 - iii. Old, new, renovated
 - b. The community
 - i. Friends
 - ii. Characteristics
 - iii. Feel/
 - c. The amenities
 - i. Transportation
 - ii. Schools
 - iii. Recreation
 - iv. Parks/green
 - v. Walkability
 - d. Other considerations
 - e. What least willing to trade-off?
 - f. What would inspire you to check out a neighborhood/community? How would you find out about the neighborhood/community to check out?
 - g. What neighborhoods have you checked out?
 - i. What led you to check out these neighborhoods?
 - ii. How did you check them out? (Media, realtors, drive by...)
 - h. Changed your mind in search process? How? Why?
- 14. *(Followed by a rating exercise, check of importance of search criteria from flip charts)*
- 15. (CONCEPTS EVALUATION, ROTATED ORDER)
- 16. Concept presentation (10 minutes each , 65 minutes cumulative)
 - a. Presentation of concept, read and answer questions
 - i. Is it clear
 - ii. What does it mean, in your own words
 - iii. What characteristics do you think would define this concept?
 - b. How well do these characteristics define the concept

- c. Is the concept of interest to you? How? How not?
 - d. How does the concept get communicated
 - i. Review possible executions and get reactions to each
 - ii. How would you expect to find out about each execution?
 - iii. Which execution is strongest, and why; weakest and why
 - iv. Other execution suggestions
 - e. How well do the photos resonate for you (show only relevant target cluster photos)
 - i. Which ones resonate and why
 - ii. What other kinds of pictures would communicate the concept for you
17. (CONCEPTS EVALUATION, COMPARISON)
18. Concept comparisons (10 minutes, 75 minutes cumulative)
- a. Which of the concepts do you think is the strongest/weakest and why?
 - b. Is there something that we should be communicating to these target segments about established communities that we are missing?
 - c. For which concept are the defining characteristics the best/worst and why?
 - d. Which of the concepts most/least interests you? How? How not?
 - e. Which of the communication strategies do you think will work best/least and why?
 - f. Which of the photos resonate best/worst for you? How? Why?
 - g. Is there something we are missing?
 - h. How would you approach this market given your personal views and what you have seen? What changes? Combine? New concept(s)? Etc.
19. Branding Ideas and Regional Designation (5 minutes, 80 minutes cumulative)
- a. What think of with each branding idea (serially)?
 - b. Which like most/least and why?
 - c. Other suggestions for how you would describe these established communities?
 - d. Which REGIONAL designation like most/least and why?
 - e. Other suggestions?
20. What would make the search process easier and what would it look like? (10 minutes, 90 minutes cumulative)
21. Areas for probing:
- a. At what stage in the process would you make changes
 - b. What information is needed to aid search
 - c. How should that information be made available, including search terms if Internet
22. Thank and close

Focus group discussion guide: Business

Focus Group Discussion Guide – Business Group

1. Introduction (5 minutes)
 - a. Introduce myself
 - b. Rules of the group:
 - i. opinions, no right or wrong
 - ii. OK to disagree, OK to change mind
 - iii. Talking over and recording
 - c. Purpose of the group
 - a. Professional dealing with some aspect of development in one of the established communities in the region.
 - b. You work with/for people who may want to live or work in an established community, and we would like to understand more about your understanding of how they go about making these decisions – both the decision process itself and the factors they consider important in making these decisions
 - c. Are working on helping to market established communities in the region, and to that end have some preliminary marketing approaches that we would like to get your reactions to
 - d. All information gathered in these groups will be held strictly confidential. Will record, have colleagues behind mirror
 - e. Any questions?
2. (TO UNDERSTAND GROUP COMPOSITION RE: FOCUSING DISCUSSION)
3. Introductions (10 minutes, 15 minutes cumulative)
 - a. Who you are (first names only needed)
 - b. What business are you in, what kind of experience do you have re: established communities and their development and who are your typical clients
 - i. residential and business
 - ii. target clusters
 - c. Have you recently moved (if so how long ago and where are you living) or are you considering moving (if so, how seriously looking and where)
 - d. Have you personally ever lived in an established community?
4. (THE SEARCH PROCESS)
5. In your experience, how do people go about searching for a new place to live/work? (10 minutes, 25 minutes cumulative)
6. Possible probing topics:

- a. Descriptions of the process
 - i. What do they do first, second...?
 - ii. how long take
 - iii. when does it start to get serious
 - b. how do they decide on location to look at
 - c. What sources for information do they rely on (media, realtors, etc.)
 - i. how decide where to look (sources of info)
 - ii. which sources use most often, and why
 - iii. which sources do they find most useful, and why
 - iv. What would they want to see on a Website for a community?
7. *(Followed by sources importance, sources usefulness exercise)*
8. (THE SEARCH CRITERIA)
9. As you speak with people about moving, what are their criteria, what were they looking for? (10 minutes, 35 minutes cumulative) (record on flip charts)
10. Possible probing areas:
- a. The space
 - i. Size and type (single, twin, apt...)
 - ii. Price range
 - iii. Old, new, renovated
 - b. The community
 - i. Friends
 - ii. Characteristics
 - iii. Feel/
 - c. The amenities
 - i. Transportation
 - ii. Schools
 - iii. Recreation
 - iv. Parks/green
 - v. Walkability
 - d. Other considerations
 - e. What are they least willing to trade-off?
 - f. What would inspire them to check out a neighborhood/community? How would they find out about the neighborhood/community to check out?
 - g. What types of neighborhoods have they typically checked out?
 - i. What led them to check out these neighborhoods?
 - ii. How did they check them out? (media, realtors, drive by...)
 - h. Changed their minds in search process? How? Why?
11. (CONCEPTS EVALUATION, ROTATED ORDER)

12. Concept presentation (10 minutes each , 65 minutes cumulative)
 - a. Presentation of concept, read and answer questions
 - i. Is it clear
 - ii. What does it mean, in your own words
 - iii. What characteristics do you think would define this concept?
 - b. How well do these characteristics define the concept
 - c. Is the concept likely to be of interest to people you work with? How? How not?
 - d. How does the concept get communicated
 - i. Review possible executions and get reactions to each
 - ii. How would you expect that your clients would find out about each execution?
 - iii. Which execution is strongest given your clients, and why; weakest and why
 - iv. Other execution suggestions
 - e. How well do you think the photos would resonate for your clients (show all target cluster photos)
 - i. Which ones do you think will resonate for each target cluster and why
 - ii. What other kinds of pictures would communicate the concept for each target cluster?
13. (CONCEPTS EVALUATION, COMPARISON)
14. Concept comparisons (10 minutes, 75 minutes cumulative)
 - a. Which of the concepts do you think is the strongest/weakest and why (from the perspective of your clients in the three target segments)?
 - b. Is there something that we should be communicating to these target segments about established communities that we are missing?
 - c. For which concept are the defining characteristics the best/worst and why (from the perspective of your clients in the three target segments)
 - d. Is the concept likely to be of interest to your clients? How? How not?
 - e. Should these be distinct concepts, blended in some way or is there some other concept that might work too?
 - f. How well do you think the communications of the concepts work? Strengths/weaknesses?
 - g. How well do you think the photos would resonate for your clients (target clusters)
 - i. Which ones, across all concepts, will resonate best, and why
 - ii. Which ones, across all concepts, will resonate least, and why
15. Branding Ideas and Regional Designation (5 minutes, 80 minutes cumulative)
 - a. What think of with each branding idea (serially)?
 - b. Which like most/least and why?
 - c. Other suggestions for how you would describe this group of established communities
 - d. Which REGIONAL designation like most/least and why?
 - e. Other suggestions?

16. What would make the search process easier and what would it look like? (10 minutes, 90 minutes cumulative)

17. Areas for probing:

- a. At what stage in the process would you make changes
- b. What information is needed to aid search
- c. How should that information be made available, including search terms if Internet

18. Thanks and close

Sources exercise used in groups: The Searching Process

Listed below are a number of sources that people have mentioned using while finding places to live or set up businesses in established community. Next to each listed source:

1. Please put a check on column A if you have used this source
2. Circle one of the alternatives in Column B to tell us how often you use this source
3. Circle one of the alternatives in Column C to tell us how useful you have found this source

Please feel free to add additional sources that we have not included and rate each of those sources in Columns A, B and C.

	(check if you have used this source)	How Often you Use this Source?	How Useful is this Source?
Internet Specific Sites (<i>Specify</i>)		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
A:		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
B:		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
C:		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
D:		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
E:		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Print media		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Inquirer		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Daily News		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Metro		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
City Paper		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Philadelphia Weekly		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful

Philadelphia Magazine		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
OTHER (List)		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Print materials			
Brochures		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Other (Specify)		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Real Estate Professionals			
Real Estate Agents		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Real Estate Developers		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Community Development Organizations		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Main Street programs		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Other (Specify)		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Activities and Events			
Community Festivals or Events		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Guided Community Tour		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Self-Guided Community Tour		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Other (SPECIFY)		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Friends and Family			
Friends		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Family		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Co-workers		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful
Other (Specify)		A little Medium A lot	Not very Somewhat Useful Very Useful Not Useful

Abstract Page

Title: Classic Towns of Greater Philadelphia: Campaign Development and Implementation

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Key Words: Classic Towns, developed communities, website, creative campaign, market profiles, business community, Greater Philadelphia, developers, young professionals, childless couples, mixed use, walkability, transit-accessibility, advertisements, West Chester, Media, Lansdowne, Bristol Borough, Ambler, Collingswood, Riverton, Haddon Heights, Manayunk, Overbrook Farms, Philadelphia, Doylestown Borough, classictowns.org, older suburbs, historic architecture

Abstract: This report details the campaign development and implementation of Classic Towns of Greater Philadelphia, a marketing program that promotes the region's older communities as great places to live, work, and play. In 2008, DVRPC announced the inaugural group of Classic Towns. This report details the associated market research, data review, and Website development. Recommendations include media purchases, public relations tasks, and staff follow-up. In addition, information on the types of market research conducted is illustrated.

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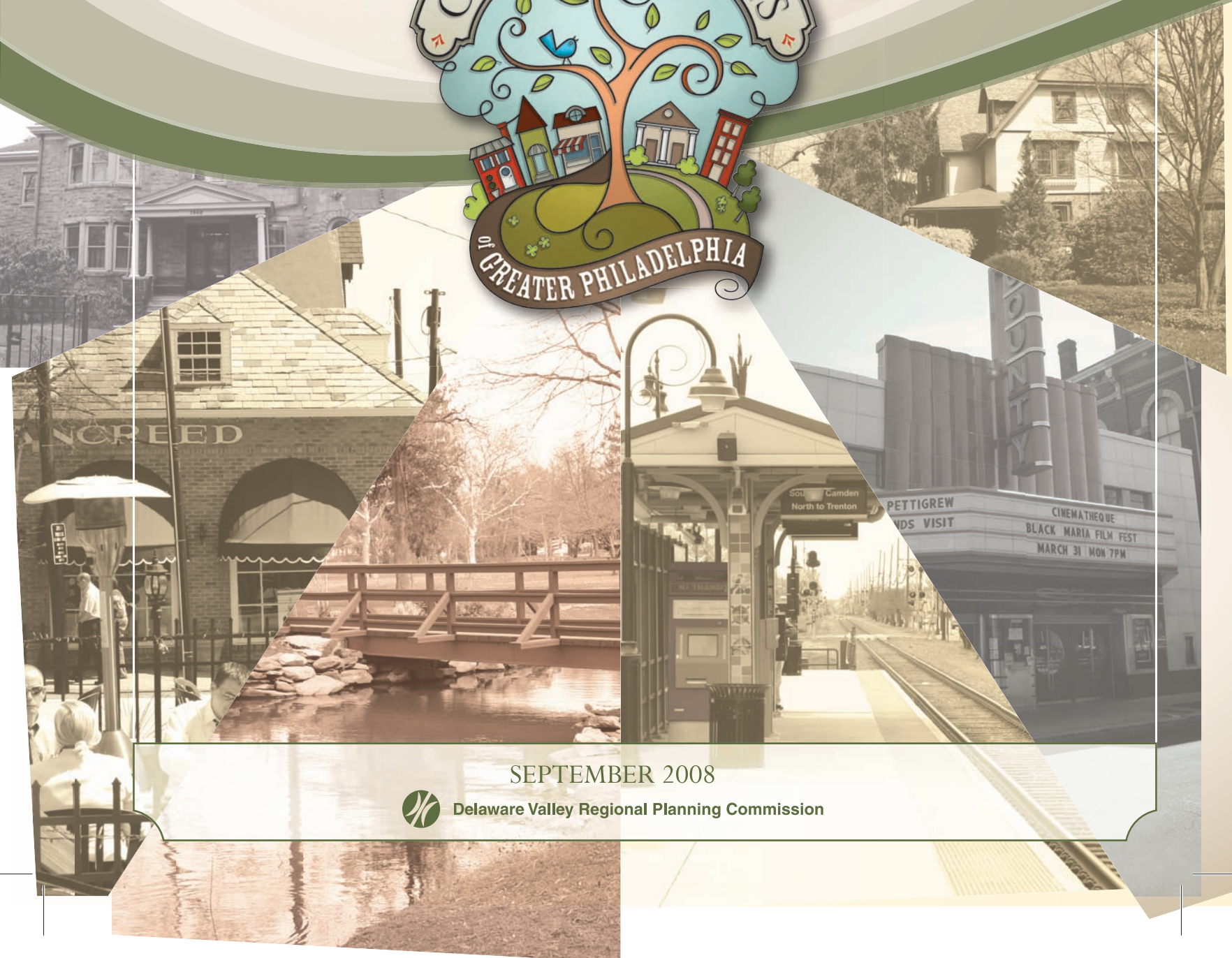
Delaware Valley Regional Planning Commission





CLASSIC TOWNS OF GREATER PHILADELPHIA:

CAMPAIGN DEVELOPMENT AND IMPLEMENTATION



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