



Municipal Reporter



The

Success

of

Murals



TOURISM

EDITION

How To Make It Work For You!

TOURISM

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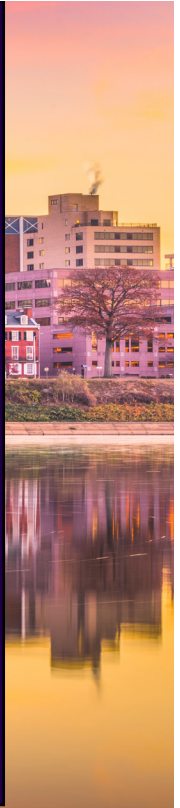
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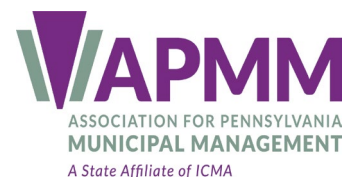
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The Pennsylvania Municipal League strengthens and empowers effective local government through advocacy, education, and support for our members.

The League is a nonprofit, nonpartisan organization established in 1900 as an advocate for Pennsylvania's 3rd class cities. Today, The League represents participating Pennsylvania cities, boroughs, townships and home rule communities that all share The League's municipal policy interests. Our Board of Directors oversees the administration of a wide array of municipal services including legislative advocacy (on both the state and federal levels), publications designed to educate and inform, education and training certification programs, membership research and inquiries, programs, and group insurance trusts.

We are continually monitoring the needs of our members and are committed to providing the commonwealth's municipalities with cost-effective programs and services required to meet the distinct needs of their communities.

The *Municipal Reporter* is a publication of the Pennsylvania Municipal League, the Pennsylvania State Association of Township Commissioners and the Association for Pennsylvania Municipal Management. It is published six times a year on a bimonthly basis. Opinions expressed by

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Original articles on subjects of interest to municipal officials are welcome, but subject to review by editorial staff. The publisher has the right to reject unsuitable advertising.

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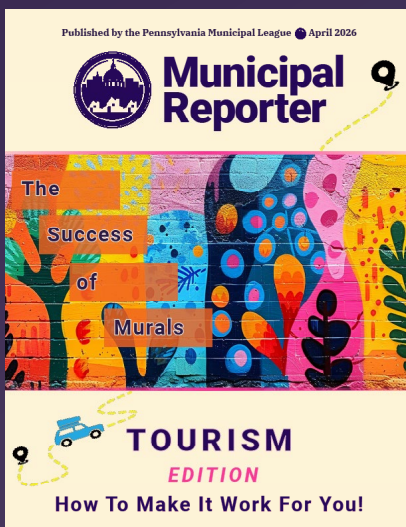
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APRIL 2026 | TOURISM EDITION



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Mark Your Calendar



2026

League Learning Academy
**Public Procurement & Bidding Essentials
 for Municipal Officials**
April 21-22
 Virtual

**PennPRIME Board of Trustees
 Subcommittee & Board of Trustees
 Meeting**
May 7-8
 Hotel Hershey

Northwest District Meeting
April 28
 City of Warren | Conewango Club

League Learning Academy
**Municipal HR Best Practices
 Performance Management**
May 12-13
 Virtual

Southwest District Meeting
April 29
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2026 APMM Annual Conference
May 15-20
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May 5



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The League President's Message



WILLIAM J. REYNOLDS
MAYOR
CITY OF BETHLEHEM



Pennsylvania Municipal
League

Across Pennsylvania, our communities are telling their stories in new and compelling ways. In Bethlehem, we've seen firsthand how tourism and public art can shape identity, drive economic activity, and foster pride of place.

Bethlehem has long been recognized as a destination. From being named one of the best historic small towns and top holiday markets in national publications, to earning its well-known title as "Christmas City," our community consistently appears on "must visit" lists across the tourism industry. Each December, hundreds of thousands of visitors come for the Christkindlmarkt Bethlehem, our historic districts, and the unmistakable charm that defines the season. But Bethlehem's story doesn't begin and end in December.

This year marks a milestone as we celebrate our designation as part of a UNESCO World Heritage site, an honor that elevates our Moravian history onto the global stage and opens the door to increased international tourism. It's an exciting moment, and one that reinforces what we already know: authenticity matters.

At the same time, we continue investing in how our story is told visually. The Bethlehem Fine Arts Commission plays a critical role in guiding thoughtful,

community-driven public art. Murals are not just decoration, they are storytelling tools. They reflect who we are, where we've been, and what we value.

This year there will be FIFA World Cup matches in Philadelphia and cities across the commonwealth will honor the United States' 250th birthday. This is a perfect opportunity to welcome visitors to our communities. Art and murals express a community's heritage and values, and foster collaboration and cooperation. Bethlehem is currently advancing two new mural projects: one in the Walnut Street Parking Garage that will transform an everyday space into a vibrant gateway, and another commemorating America's 250th



The League President's Message



anniversary. This second project is being developed in partnership with Discover Lehigh Valley, a key collaborator in promoting Bethlehem and the broader region as a year-round destination.

Bethlehem's busiest season remains the holidays. But like many municipalities, we've had to ask: how do we translate that success into year-round vitality?

Here are a few lessons we've learned that may resonate across the Pennsylvania Municipal League:

1. **Invest in identity** - Murals, public art, and historic preservation give people a reason to stop, stay, and share. Distinctiveness is your strongest asset.

2. **Build partnerships** - Collaboration with regional organizations like Discover Lehigh Valley amplifies reach and aligns messaging across municipal boundaries.

3. **Leverage nearby assets** - Major events, whether in Philadelphia or elsewhere, create ripple effects. Position your community as part of the broader experience.

4. **Program the calendar** - Events drive visitation. From Musikfest at SteelStacks to food and cultural celebrations, consistent programming fills the gaps between peak seasons.

5. **Make it visual** - In today's digital landscape, murals and placemaking aren't just amenities, they are marketing tools. If people photograph it, they promote it.

Tourism is not just about attracting visitors, it's about telling your story in a way that invites others to be part of it. Whether through murals on a city wall or traditions that span generations, every Pennsylvania community has a story worth sharing.

As we look toward a year of global attention and historic celebration, I encourage municipalities across our Commonwealth to lean into what makes them unique. When we do that, we don't just welcome visitors, we create lasting connections.

And that's what keeps them coming back.

Sincerely,

William J. Reynolds

William J. Reynolds
Mayor, City of Bethlehem



The League Executive Director's Message

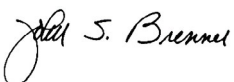
Two and a half centuries ago, July 2nd, 1776, the Continental Congress voted for independence – 12 colonies in favor and 1 abstaining (NY). The final version was adopted on July 4th, Independence Day.

A committee of five, yes some committees actually get stuff done, drafted the monumental document. Thomas Jefferson, John Adams, Benjamin Franklin, Roger Sherman and Robert P. Livingston served on the committee. The Declaration of Independence, adopted in Philadelphia would set the stage for the nation's first working constitution, the Articles of Conference, adopted in York, November 15, 1777. These and other historical events will be celebrated this year for our nation's 250th anniversary. Visitpa.com/2026 to learn about various events and activities in Pennsylvania during this year. Or better yet, visit York and Philadelphia to learn firsthand about the founding of our United States of America.

This issue of the Municipal Reporter shines a light on tourism in our Commonwealth and some of the amazing opportunities to learn about our past, present and people through creativity like public art & murals. Public art is beautiful and often awe inspiring, but it has a significant economic impact as well. Share what you are doing in your community with our communications team, and we will amplify your success through social media.

Let's celebrate 250 years by building better neighborhoods and strengthening our communities.

Sincerely,



John S. Brenner



JOHN BRENNER



Pennsylvania Municipal
League

Executive Director's Video Report



Inside The League



ABE AMORÓS
DEPUTY EXECUTIVE DIRECTOR -
OPERATIONS – CHIEF DIVERSITY OFFICER

One of the best parts of my role at The League is being able to interface not only with our members, elected and appointed officials and our business partners, but also our fine staff. Having concluded three sessions with the League Learning Academy (LLA) on Diversity, Equity, Inclusion and Belonging (DEIB), developing stronger media relations and Leadership with a Purpose was a real pleasure. I look forward to more collaboration with Membership and Training in the upcoming months in anticipation of our next LLA session.

The League is also engaged with Penn State and Kefferlin Associates on the creation of a local government institute certificate program which will be housed at Penn State Harrisburg this fall. Thus far, we've had several productive meetings to discuss course offerings, logistics on how the program will work, costs associated and how it could lead to further credits toward an associate degree or bachelor's degree for individuals completing the program. Look for the program to begin this fall and stay tuned for more information this spring and summer.

We also want to wish Da Chanelle Hall, our Insurance Services Representative, the very best as she leaves The League to finish nursing school to fulfill a life-long dream. In her short time, Da has served our Trusts department quite well and will be missed.

During the PELRAS conference in March, Josh Linsenbach, our Director of Information and Technology, began discussions about the need to provide basic training in Artificial Intelligence and how to best harness its power. Many of you have already begun working on AI and still have questions on how it's best used, potential perils and pitfalls and how it can be manipulated. Look for webinars later this year that will tackle some of these basic issues as we do our best to keep up with changes that feel as if they're coming at us at lightning speed.

Enjoy this issue of the Municipal Reporter as it focuses on murals, architecture and public spaces which not only tell the stories of those that live within our municipalities but also showcases local talent in our communities. Artistic collaboration not only brings residents together but also serves as catalysts for civic engagement which encourages pride in a community's local heritage.

From Inside The League,

Abe Amorós

Abe Amorós



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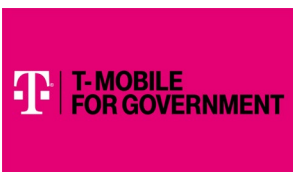
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Building Tourism Economy: A Framework for Putting Your Town on the Map

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE

“Our town can become a destination.” It is a statement uttered by many visionaries in towns and cities across America. Getting people to come visit a community, see its good assets and unique features, and support its local businesses is a goal for many, but it’s not always easy. When tourism goals and strategies have not historically been included in administrative discussions, it can be difficult to know where to begin, particularly for communities that have never thought they had the ability to attract visitors.

That last obstacle is often the most formidable of all: convincing your own residents that their town has something worth sharing with the world before you ever try to convince the outside world to come. For municipalities standing at this starting line, the conventional tourism playbook of building a visitors’ center, printing brochures, and sponsoring festivals is rarely enough on its own. The communities that break through tend to be the ones willing to think differently about what tourism actually is, who it is for, and what a “visitor experience” can look like in a town that has never hosted one before. What follows are some creative, non-traditional approaches that Pennsylvania municipalities and peer communities elsewhere have used to generate genuine visitor interest, not by inventing something artificial, but by reframing what was already there in ways that people outside the community had never been invited to see.

Understand Your Assets

The single biggest mistake municipal leaders make is skipping the asset inventory. Every town, no matter how small or overlooked, has something. The challenge is that locals stop seeing what visitors find remarkable. [Erie](#) and [St Mary’s](#) are two excellent

examples of municipalities that capitalize on their unique features.

Before you spend a dollar on marketing or infrastructure, you need to conduct a rigorous audit of your community’s assets.

Your tourism asset inventory should examine the following categories:

- Natural assets: rivers, trails, parks, scenic viewsheds, wildlife corridors, and seasonal landscapes
- Historical and cultural assets: architecture, cemeteries, battlefields, ethnic heritage, industrial history, and local legends
- Culinary and agricultural assets: farms, orchards, local food producers, breweries, bakeries, and unique restaurants
- Arts and creative assets: murals, galleries, studios, music venues, and community theater
- Event and recreation assets: festivals, fairs, athletic facilities, and community gatherings
- Proximity assets: what are you near to? Many towns thrive by positioning themselves as the “gateway” or “base camp” for a nearby attraction

“Every town has something. The challenge is that locals stop seeing what visitors find remarkable.”

Define Your Tourism Identity

Once you know what you have, you need to make a strategic choice: what is your town’s primary tourism identity? Trying to be everything to everyone is the surest path to failure. The municipalities that succeed

in tourism pick a lane and own it. **Gettysburg has a lot of experience in creating an identity and evolving that identity as people's interests change. Lititz is another example of creating a successful identity.**

Common successful identities for Pennsylvania municipalities include the outdoor adventure town, the heritage and history destination, the arts and culture hub, the agritourism gateway, the culinary and craft beverage trail stop, and the event-driven weekend destination. These identities are not mutually exclusive, they can complement one another, but one should be the lead.

Your identity should be grounded in authenticity. Visitors are sophisticated. They can tell the difference between a community that genuinely reflects a heritage and one that has bolted on a "theme" for commercial purposes. The towns that develop loyal, return-visitor audiences are the ones where the tourism identity grows organically from real community character.

To settle on your identity, try forming a Tourism Identity Workshop with a cross-section of community stakeholders: business owners, long-time residents, young adults, cultural organizations, and your planning and economic development staff. Give everyone the opportunity to answer the question: "What do you love most about this place, and what do you wish the world knew about it?" The answer is usually your identity.

Build Welcoming Infrastructure

No amount of marketing will save a destination that isn't ready to receive visitors. Before you invite people, you must honestly assess what happens when they arrive. Create "the tourist's 48 hours" exercise: trace every step of a hypothetical visitor's experience in your town from the moment they exit the highway to the moment they drive home.

Key infrastructure areas to evaluate and invest in include:

- Wayfinding and signage: Are your assets findable? Clear, well-designed directional and interpretive signage is one of the highest-return investments a municipality can make.
- Parking and accessibility: Adequate, convenient parking is non-negotiable for most tourists. ADA accessibility at key sites is both a legal obligation and a visitor experience issue.
- Public restrooms: This is unglamorous but critical. Clean, accessible public restrooms are cited repeatedly in visitor satisfaction surveys as a significant factor in whether people stay longer or return.
- Lodging: Work with your regional planning commission and economic development office to identify gaps in lodging supply. Consider how zoning accommodates short-term rentals, bed and breakfasts, and boutique hotels.
- Dining hours and options: A town where every restaurant closes at 7 p.m. cannot retain overnight visitors. Engage your restaurant community early about the opportunity to extend service.
- WiFi and connectivity: Visitors expect connectivity. Many states and regional organizations offer grant programs for public WiFi infrastructure in downtown districts.
- A physical visitor welcome point: Even a simple, well-staffed visitors center or welcome kiosk can dramatically improve the visitor experience and increase length of stay.

"No amount of marketing will save a destination that isn't ready to receive visitors."

Organize Your Stakeholders

Tourism is not a government program. It is an ecosystem. The municipality's role is to create the conditions and framework within which the private sector, nonprofits, and community organizations can thrive together. This means you need an

organizational structure that brings all the key players into alignment. **State College is a borough that relies on stakeholder input and engagement.**

At a minimum, you should establish a Tourism Advisory Committee with representation from hospitality and lodging, food and beverage, retail, arts and culture, outdoor recreation, local history organizations, and your chamber of commerce. This committee should have a clear mandate, meet regularly, and have a direct line to elected officials.

Many municipalities in Pennsylvania have found it valuable to create or partner with a formal Destination Marketing Organization (DMO) either a standalone entity or one housed within the chamber or a local economic development corporation. A DMO can focus exclusively on marketing and visitor development in ways that municipal government is structurally not well-suited to do.

You should also actively engage with your county and regional tourism promotion agencies. Building a strong relationship with that agency can unlock marketing support, cooperative advertising opportunities, and regional itinerary development that places your municipality in broader destination packages.

Develop a Funding and Sustainability Plan

Tourism development requires investment, and municipal budgets are constrained. The good news is that Pennsylvania has a rich ecosystem of funding sources available to municipalities serious about tourism-driven economic development. A thoughtful funding strategy will draw from multiple streams:

- **Act 13 / Impact Fee Funds:** In municipalities in gas-producing counties, these funds can be directed toward tourism-related infrastructure and amenities.
- **DCED Grants:** The Pennsylvania Department of Community and Economic Development offers multiple grant programs applicable to downtown revitalization, heritage tourism, and trail development.

- **PHMC Grants:** The Pennsylvania Historical and Museum Commission administers grants for heritage tourism, historic preservation, and the interpretation of historic resources.
- **DCNR Community Conservation Partnerships:** For municipalities with natural assets, the Department of Conservation and Natural Resources offers substantial grant funding for trail development, park improvements, and outdoor recreation infrastructure.
- **RACP (Redevelopment Assistance Capital Program):** For larger capital projects, RACP can fund significant tourism infrastructure investments.
- **Federal programs:** USDA Rural Development, EDA (Economic Development Administration), HUD CDBG, and others offer relevant funding streams depending on your community's demographics and geography.
- **Hotel Tax Revenue:** If your municipality or county has a hotel tax, advocate for a meaningful portion to be reinvested in tourism development and marketing.
- **Private and philanthropic investment:** Local foundations, corporate sponsors, and individual philanthropists can be significant partners in heritage and cultural tourism development.

The key to funding sustainability is not dependence on any single source, but the development of a diversified, layered funding model that allows tourism programming to continue even as individual grant cycles end.

Market Authentically and Strategically

With your assets identified, your identity established, your infrastructure improving, your stakeholders organized, and your funding in place, you are ready to market. The principles of effective destination marketing have shifted dramatically in the digital era, and municipalities that succeed are those that embrace authentic storytelling over polished promotional messaging.

... How to Make it Work For You!

Your most powerful marketing asset is the genuine voices of your own community. Encourage residents and local business owners to share their stories on social media. Develop partnerships with travel bloggers, outdoor enthusiasts, food journalists, and cultural writers who can bring their audiences to your destination authentically. Invest in professional photography and videography that captures the real character of your community.

Digital marketing priorities for destination municipalities should include a well-designed, mobile-optimized tourism website; active social media presence on platforms relevant to your target visitor demographic; listings and reputation management on Google, TripAdvisor, and Yelp; presence on Pennsylvania tourism platforms including Visit PA; and email marketing to a growing subscriber list of past and prospective visitors.

In-person and print marketing should not be neglected. Brochure distribution through regional welcome centers and AAA offices, presence at outdoor recreation expos and travel shows, and cooperative marketing with nearby attractions and trail systems can all drive significant visitor traffic.

Tourism development is not a project with a beginning and end; it is an ongoing civic commitment. To manage it well, you must measure it. Establish baseline metrics before you begin your efforts and track them consistently. Key performance indicators for a municipal tourism program typically include

estimated visitor counts and trends, visitor spending estimates (your county tourism agency can help with this), lodging occupancy rates and accommodation revenue, restaurant and retail sales tax receipts, downtown vacancy rates, new business formation in the visitor economy sector, and community sentiment surveys.

Review these metrics with your Tourism Advisory Committee at least annually. Be willing to adjust your strategy based on what the data tells you. Some initiatives that seem promising will underperform; others will exceed expectations. The municipalities that build durable tourism economies are the ones that treat this as an ongoing learning process rather than a one-time marketing campaign.

“Tourism development is not a project with a beginning and end — it is an ongoing civic commitment.”

“Tourism development is not a project with a beginning and end - it is an ongoing civic commitment.”

Experience Erie: A Four-Season Destination

BY MARY WASSELL, MEDIA & PUBLIC RELATIONS COORDINATOR FOR THE MAYOR'S OFFICE OF COMMUNITY AFFAIRS, CITY OF ERIE

Picture this: you're walking down the street on a sunny summer day, with the city alive all around you. To one side, you have a park filled with families enjoying the fresh air and kids running through a splash zone. Ahead, the doors of local shops and restaurants are open and busy, while window displays draw you in. Friends gather at outdoor tables, bars are buzzing with conversation, and just steps away, local attractions invite you to explore, from live music to plays to mini golf and everything in between.

You might be picturing a lively downtown somewhere miles away, but surprise! It's right here in Erie, Pennsylvania. And that description is barely breaking the surface of what our city has to offer.

Erie, a growing city, is known for a few things. History aficionados may recognize our city from the Battle of Lake Erie and Commodore Oliver Hazard Perry's famous "Don't Give Up the Ship" line. Perfectly positioned on Lake Erie, summer visitors know Erie as a place to enjoy the beach. And, during election season, we are often referred to as a bellwether city.

But Erie is much more than that. Thanks to the incredible work of VisitErie, a leader in promoting Erie's tourism and economic growth, we are continuing to showcase what makes our community special. Erie is a true four-season destination with something to offer year-round, so let's get into it.

Rich colors and breathtaking foliage mark the start of fall in Erie. As summer winds down and sweater weather sets in, fall brings a season full of community events. Our West Bayfront's PorchFest brings the neighborhood to life, with local musicians filling porches and front yards with live music, creating a lively and quaint atmosphere, showcasing some

of Erie's best qualities. Neighbors, families, and visitors gather to walk from house to house, enjoying performances, and connecting with one another.



Photo: Patrick Grab

Continuing to highlight the fall festivities, the Erie Downtown Partnership, along with community partners, host Erie's annual Downtown Fall Festival. This event features craft vendors, kids' activities, and live music, along with a classic car Trunk or Treat, free Paint-A-Pumpkin, trick-or-treating throughout the Flagship City District, and that's barely touching the surface. Fall is a time to connect in Erie, a vibrant in-between before winter arrives and the snow begins.

Which brings me to the next, and arguably the most polarizing, season: winter. For snow lovers, winter in Erie is an experience you do not want to miss.

The season comes to life with a community ice skating rink downtown at Perry Square. Community partners and local businesses come together to host Small Business Saturday, highlighting local shops and encouraging residents and visitors to shop small. Erie Downtown Partnership's Downtown d'Lights event

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adds even more energy to the season. With festive activities for both adults and kids, it brings the holiday spirit right into the heart of the city, with Santa making an early visit to check on our youngest residents. As the park lights up with twinkling lights adorning the park lamps and a towering Christmas tree at its center, a sense of nostalgia and community fills the space and brings everyone together.

At Frontier Park, sledding takes over as residents of all ages bundle up, race down the hills, and embrace the excitement of winter. On Lake Erie, tiny ice fishing shelters fill the frozen landscape with fishermen hoping to catch something big. And the best part is that you can actually walk on the ice, an experience that is truly unforgettable.



Photo: Kevin Gates

Winter in Erie is more than just cold weather. It is an experience filled with tradition, celebration, and ‘snow’ many moments that make the season memorable for residents and visitors alike.

With a winter that often feels like it lasts forever, spring in Erie takes on a whole different meaning. After months of snowy days and cold nights, the city finally starts to come alive again with contagious energy. Patios and seasonal restaurants reopen, snowbirds return, and sidewalks begin to fill again as people

take advantage of the warmer weather. Spring in Erie often feels short, sandwiched between a long winter and a busy, warm summer on the horizon. But either way, spring is a moment of transition, when Erieites begin to reemerge and are reminded of everything our community has to offer.

Finally, summertime, our most famous season, when Erie comes alive with residents and visitors ready to enjoy the sun. Presque Isle State Park is a true gem in our region, drawing people from near and far to its beaches, trails, and natural beauty. And while millions of visitors come to relax on the beaches and enjoy nearby attractions like Waldameer Park & Water World and Sara’s Restaurant, there’s so much more to discover.

With Memorial Day kicking off the unofficial start of summer, the Troika Russian Festival begins a season filled with ethnic festivals throughout our community. From the Italian Festival to the Polish Festival, Erie is a community rich in history and culture, where traditions are shared and celebrated in meaningful ways. Through performances, authentic food, and cultural experiences, these festivals bring that heritage to life and put it on full display for all to take advantage of.

Music echoes throughout the city during summer with concerts happening nearly every day. Events like 8 Great Tuesdays, Sounds of Summer, and the Blues and Jazz Festival each bring their own unique way of inviting people together to enjoy live, local music, warm evenings, and the energy of Erie’s waterfront and downtown spaces.

Beyond the music and festivals, community events like CelebrateErie showcase the very best of our region, highlighting the food, entertainment, shops, and local pride in one of the city’s most anticipated celebrations.

And with so much happening, it’s easy to work up an appetite. Throughout the summer, local organizations host farmers markets at both Perry Square and

Frontier Park, giving community members the opportunity to experience fresh, local goods while supporting our local growers and vendors.

Alongside our four seasons, Erie is a place filled with arts, sports, and culture that bring our community

waterfront dining along Lake Erie, there is no shortage of different cuisines to explore. A growing mix of restaurants, cafes, and breweries give both residents and visitors a true taste of the city, whether you are looking for a casual bite or a night out.

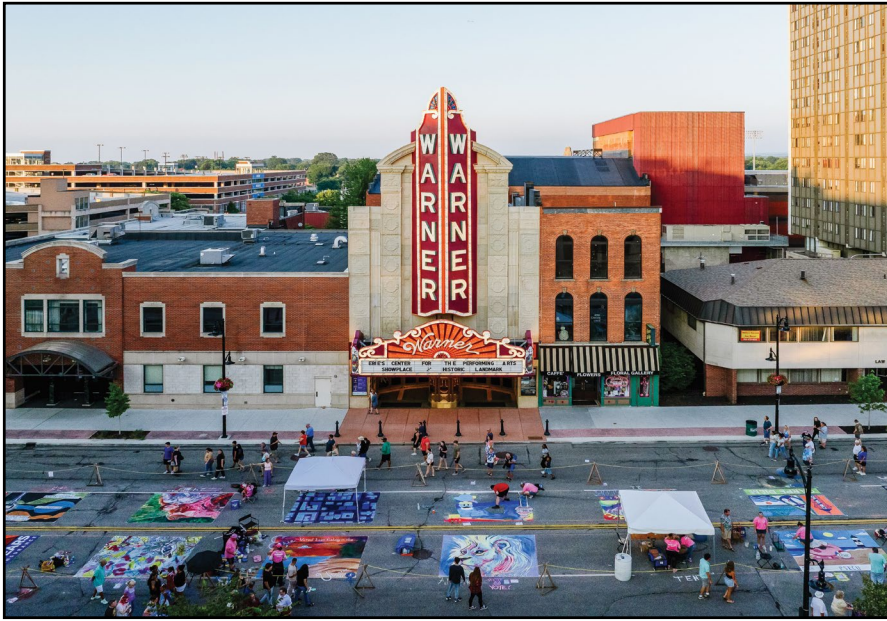


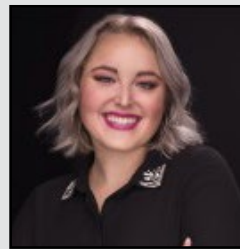
Photo: Kevin Gates

Whether it is catching a live performance, attending a game, or exploring local dining and events, Erie offers something for everyone. As a proud Erie native, I can say with personal experience that every season in Erie offers a new way to experience the city, and this is only a glimpse of the incredible businesses, organizations, events, and attractions that make our city so special. At the heart of it all is a community that is welcoming, safe, and vibrant, always ready to welcome visitors and new residents alike. We cannot wait for you to come and experience it for yourself.

and visitors together year-round. From the Erie Philharmonic to the Erie Playhouse, the city offers a vibrant performing arts scene, with live music, theater, and performances that highlight local talent and creativity. Organizations like Erie Arts & Culture and community spaces like 1020 Collective continue to support and grow the arts, making it easy to experience something new throughout the year.

Sports are also a cornerstone of life in Erie, bringing fans of all ages together. From the Erie SeaWolves at UPMC Park to the Erie Otters at the Erie Insurance Arena, there is always a game to catch and an enthusiastic crowd ready to go. College athletics also play a major role, with teams from Gannon University, my alma mater, and Mercyhurst University adding to the excitement and energy.

And for the foodies, Erie continues to grow in this space. From cozy diners and local favorites to



Mary Wassell - Media & Public Relations Coordinator for the Mayor's Office of Community Affairs, City of Erie

Exploring St. Marys:

A Gateway to the Pennsylvania Wilds

BY JOSEPH FLEMING, CITY MANAGER, CITY OF ST. MARYS

Tourism in the Pennsylvania Wilds isn't merely about scenic overlooks, it's about communities like St. Marys transforming their natural and cultural assets into a sustainable local economy, one visitor at a time. As the city manager, I view tourism as both an opportunity and a responsibility. Nestled in the heart of the Pennsylvania Wilds, St. Marys naturally serves as a gateway community to the region's stunning landscapes, which include expansive forests, serene state parks, and abundant wildlife. This prime location allows us to operate as a central hub for lodging, dining, and services for travelers drawn to activities like hiking, wildlife viewing, paddling, and stargazing under the dark skies of the Wilds. By embracing this role, we can not only extend visitor stays and spending but also reinforce our identity as "the city in the big woods."

Heritage and Authentic Experiences

One of St. Marys' most unique tourism assets is its rich Bavarian Catholic heritage, intertwined with a long-standing brewing tradition. The city's story comes alive through its historic churches, community parks, ethnic food festivals, and legacy manufacturers like Straub Brewery. Here, guests can enjoy free tours and tastings that connect them to the local history and culture. By framing these experiences as "living heritage" rather than static attractions, we create an environment where visitors feel welcomed as guests in our community, not just consumers in a theme park.

For a memorable day in St. Marys, visitors can embark on an itinerary that includes a tour of the Straub Brewery, a leisurely stroll through our historic neighborhoods, and a visit to the local historical society. This experience culminates with dinner at a

family-owned restaurant featuring the best of regional cuisine.

Nature-Based Tourism

Being part of the Pennsylvania Wilds, St. Marys benefits from the region's reputation as a premier outdoor recreation destination. With easy access to state parks, trout streams, and elk-viewing areas, our city provides the perfect base for visitors. After their outdoor adventures, visitors can explore antique shops, boutiques, cafés, and galleries showcasing the stories of our local artisans and makers. By encouraging businesses to participate in regional branding and promote one another, we effectively transform our downtown into a living visitor center.

Building a Culture of Tourism

For St. Marys and other communities in the Pennsylvania Wilds, the most significant opportunity lies in fostering a true "culture of tourism." This involves:

- Engaging residents to see tourism as a means to support local businesses and amenities they value.
- Integrating tourism initiatives into city planning, downtown revitalization, and infrastructure development.
- Partnering with the PA Wilds network to align marketing efforts and conservation priorities.

When visitors can spend their day immersing themselves in nature watching elk or hiking among old-growth trees, they return to a charming, historic community for a brewery tour, local shopping, and a heritage walk as they experience the full value of what the Pennsylvania Wilds offers. Our tourism story should authentically reflect our community's

identity, sustain our city's vibrancy, and preserve the landscapes that make this region unique.

A Historic Mountain City with Bavarian Roots

St. Marys proudly traces its origins to Bavarian Catholic settlers who shaped the town amidst the Allegheny highlands. This heritage is still palpable in our architecture, churches, and community traditions. The charming streets, historic stone buildings, and church spires infuse the city with an Old-World feel, nestled against sprawling forested hills. This history is not merely a relic of the past as it influences the way residents connect with each other, demonstrate community spirit, and actively participate in local events. Visitors often remark that it feels like stepping into a close-knit European town, situated right in the heart of Pennsylvania's elk country.

Everyday Life: Safe, Friendly, and Community-Focused

St. Marys is a truly livable city. With low crime rates and schools that are a source of pride, our community fosters an atmosphere where neighbors look out for one another. This camaraderie is evident in crowded

stands at high school games, bustling festivals, and volunteers gathering for park cleanups and youth sports. For families and retirees, St. Marys is a place where neighbors know one another, kids play in parks until dusk, and local businesses greet visitors by name. For tourists, this warm environment means being treated not as strangers, but as cherished guests.

A Hub for Tradition, Beer, and Local Business

In St. Marys, our proud brewing tradition and German Catholic heritage come alive through festivals, parish events, and the local food and beverage scene. Our establishments serve not just as places to eat and drink, but they are vibrant gathering spots where stories are exchanged, and visitors gain a true sense of place. As we continue to embrace our role as a gateway to the Pennsylvania Wilds, St. Marys stands ready to welcome travelers to experience our rich history, beautiful landscapes, and genuine hospitality as a blend that creates a memorable experience for all who visit.



*Joseph Fleming - City Manager
for the City of St. Marys*

Gettysburg's Tourism Identity:

From Battlefield Memory to a Multi-Layered Visitor Economy

BY JILL SELLERS, PRESIDENT & CEO, MAIN STREET GETTYSBURG

Few towns in the world are as closely tied to a single moment in history as Gettysburg. For more than 160 years, visitors have traveled here to stand on the fields where the Battle of Gettysburg helped change the course of the Civil War.

For generations, Gettysburg's tourism identity was straightforward: a place to understand the Civil War and the pivotal battle fought here in July 1863. Over time, however, that identity has expanded into a diverse visitor economy that includes heritage travel, paranormal tourism, events, culinary experiences, and family recreation. The town's ability to adapt while protecting its historic character offers a compelling example of how tourism identities evolve.

Town Within a Battlefield

To understand Gettysburg's tourism identity, it helps to understand the town itself.

Founded in 1786, Gettysburg developed at the intersection of ten major roads, making it a regional hub for commerce and travel. The town's strategic location attracted settlers and businesses alike. By 1860, roughly 450 buildings lined its streets, housing carriage manufacturers, shoemakers, tanneries, and other trades that supported a thriving local economy.

That same network of roads that built Gettysburg's early prosperity would ultimately lead two massive armies to converge here in July 1863.

In the years following the battle, Gettysburg's identity quickly became inseparable from the battlefield. Initially, visitors arrived to search for loved ones or to see where soldiers had fought and died. As the decades passed, the town became a destination for remembrance and historical reflection.

By the late nineteenth century, monuments, museums, and commemorative sites began to shape the landscape. Eventually, the federal government established Gettysburg National Military Park to preserve thousands of acres of battlefield and protect the site's historical significance.

As visitation increased, tourism infrastructure developed alongside the park. Early museums, observation towers, and interpretive displays helped visitors understand the battle and its consequences.

In 1962, the Cyclorama Building opened to house the massive panoramic painting of the Battle of Gettysburg and serve as the National Park Service's primary visitor center. Over time, visitation outgrew the facility. In 2008, the Gettysburg Museum and Visitor Center opened nearby, consolidating exhibits, theaters, orientation services, and battlefield tour operations into a modern visitor hub.

Today, Gettysburg remains one of the most visited historic sites in the United States. In 2023 alone, more than 742,000 people visited Gettysburg National Military Park, generating more than \$61 million in spending in surrounding communities and supporting hundreds of local jobs.

Beyond Civil War Tourism

While Civil War heritage remains Gettysburg's foundation, the town's tourism identity has gradually expanded to include new ways of experiencing and interpreting its history.

One of the most visible examples is the growth of the ghost tour industry. Over the past two decades, Gettysburg has become widely promoted as one of the most haunted towns in America—an idea rooted in the

staggering human cost of the battle, which left more than 50,000 soldiers killed, wounded, or missing.

Ghost tours have become a significant part of Gettysburg's tourism economy. Walking tours, paranormal investigations, and haunted pub crawls blend storytelling, folklore, and historical interpretation. These experiences attract visitors who might not otherwise travel to Gettysburg solely for Civil War history.

Many tours operate nightly during the summer and fall, and some run year-round, bringing thousands of visitors into the historic district each evening. In doing so, they support seasonal employment, extend visitor activity into nighttime hours, and contribute to increased overnight stays.

This industry developed organically and broadened Gettysburg's tourism identity. Rather than abandoning its historical roots, local entrepreneurs built upon them—expanding from battlefield interpretation to a narrative that includes memory, mystery, and folklore.

New Attractions and Experiences

Over the past decade, Gettysburg's tourism offerings have continued to diversify. Visitors now encounter a broad mix of attractions and experiences throughout the town and surrounding regions.

Living history demonstrations and battle anniversary commemorations continue to recreate military and civilian life during the Civil War, particularly during the July 1–3 anniversary of the battle.

At the same time, culinary tourism has grown significantly. Breweries, wineries, distilleries, and farm-to-table restaurants highlight the agricultural heritage of Adams County and offer visitors a contemporary taste of the region.

Museums and interpretive centers now explore specialized aspects of the war, including military medicine and civilian life during the conflict. New technologies have also reshaped interpretation. Virtual reality experiences allow visitors to engage with historical events in immersive ways, helping connect younger generations to the story of Gettysburg.

Seasonal festivals and community events further expand the visitor experience, encouraging travelers to explore the modern town for dining, shopping, entertainment, and overnight accommodations.

Transportation heritage has also returned to Gettysburg. In 2025, railway excursions were reintroduced, reconnecting visitors with the town's historic rail corridor and exceeding ridership projections in their first year of operation.

Together, these developments reflect broader shifts in travel behavior. Today's visitors often seek immersive, multi-day experiences rather than a single historic attraction. Gettysburg has adapted by encouraging visitors to explore beyond the battlefield and experience the town as a destination in its own right.

Infrastructure Built for Visitors

As Gettysburg's tourism base expanded, both the National Park Service and the local community invested in infrastructure designed to support growing visitor demand.

The 2008 Gettysburg Museum and Visitor Center created a centralized location for visitor orientation, exhibits, dining, and transportation for guided battlefield tours.

Additional museums and interpretive programs continue to broaden the educational experience. The Children of Gettysburg 1863 Museum offers an interactive interpretation of the battle through the experiences of local children, while Ticket to the Past uses virtual reality technology to immerse visitors in historical events.

The borough has also invested in new public infrastructure to support downtown tourism. The Gettysburg Welcome Center, scheduled to open in 2026, will provide a centralized location for visitor information, event guidance, directions, and ADA-accessible public restrooms in the heart of the historic district. The facility is designed to increase foot traffic and improve visitor orientation within the town.

Beyond visitor centers and museums, Gettysburg's hospitality sector has expanded to accommodate

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millions of visitors annually. Hotels, bed-and-breakfasts, restaurants, and retail shops now serve a diverse range of travelers. Local businesses have adapted to changing expectations with offerings that range from craft breweries and locally distilled spirits to farm-to-table dining and boutique lodging.

Transportation infrastructure has also evolved. The battlefield and surrounding area now accommodate automobile, bicycle, and pedestrian tourism, while public transportation connects visitors to destinations throughout the park, borough, and county.

How Stakeholders Adapted

Gettysburg's evolving tourism identity has developed through collaboration among many partners.

The National Park Service preserves and interprets the battlefield while protecting its historical landscape. The Borough of Gettysburg manages infrastructure, zoning, and municipal services that support visitors and residents alike.

Tourism marketing organizations promote the destination and coordinate regional visitor outreach. Private businesses create the tours, attractions, lodging, and restaurants that define the visitor experience. Nonprofit organizations contribute to preservation, education, and community development.

Together, these stakeholders have helped Gettysburg adapt to changing travel trends while maintaining the authenticity that defines the town's appeal.

Challenges of a Tourism Identity

Tourism identities are never static. They evolve as new generations reinterpret the past and as travelers seek new kinds of experiences.

Gettysburg's tourism identity today can best be understood as layered:

- 1. Foundational:** Civil War history and the battlefield
- 2. Interpretive:** museums, living history, and educational programming

- 3. Experiential:** ghost tours, events, and immersive storytelling

- 4. Community:** local food, shopping, festivals, and downtown culture

Rather than diluting Gettysburg's historical brand, this layered identity has strengthened it. Visitors may initially come to see the battlefield, but they often stay longer—and return—for the broader experience the town offers.

Sustainability and the Future

Gettysburg's tourism story is ultimately one of adaptation.

What began as a destination for battlefield pilgrims has grown into a multifaceted heritage tourism center. Yet the central challenge remains the same: balancing preservation with growth.

The battlefield, town, and surrounding landscape must remain authentic enough to convey the meaning of the events that occurred here in 1863 while still welcoming modern visitors.

New storytelling approaches, technology-driven interpretation, and expanded cultural experiences will shape the next chapter of Gettysburg's visitor economy.

Gettysburg's tourism identity will continue to evolve. Yet its foundation remains unchanged: a small Pennsylvania town whose history shaped a nation—and continues to draw visitors from around the world.



Jill Sellers began as President of Main Street Gettysburg in April 2021. Jill comes to Main Street with a wide array of experience split between two distinct professional careers.

In her first career, Jill served as an Intelligence Officer for the Defense Intelligence Agency. She believes in building relationships that bring people together to create a positive impact.

Be Our Guest in Lititz

AN INTERVIEW WITH JANE LAWLER SMITH, PRESIDENT OF VENTURE LITITZ

1. How did Lititz go about starting their tourism push- did you create an identity first? How did you arrive at a decision on this?

In 2008, a downtown master plan was created by and for the Lititz community. One of the key questions that was asked, discussed, and debated was, who are we planning for?

Time and time again, the planning team circled back to the roots of our downtown, a place that has consistently serviced the needs of the residents of the community and also welcomed guests. This core focus – residents first, welcoming guests always – has sustained Lititz over time.

As an example, as part of the Downtown Master Plan, a market analysis was performed and revealed some key areas of leakage – categories of products or services where people who lived within the community were going elsewhere to spend their money. One of the most glaring was Dining Out.

According to the data, hundreds of thousands of dollars were being spent by people who lived in Lititz, on dining out somewhere other than downtown Lititz. It was a glaringly big number. Even when accounting for people going on vacation or visiting friends, it was still a very big number.

We were able to use that data to help recruit a wider variety of restaurants to the downtown. These new eateries had a ready-made pool of people who already lived here and were already dining out. This was the beginning of an enhanced offering here. Now, we have a wonderful selection of options for dining out, for every price point and palette, that complements the fantastic base of restaurants we already have, offers a wide range of options to our local community, and delights visitors too.

2. How did you get stakeholder buy-in and cooperation?

Stakeholder engagement was built into the downtown master plan process. Over and above that, Lititz has



photo: Taste of Lititz, Venture Lititz

a history of people who care about this community and have done the hard work, every day, to support and sustain all the great things that happen here. Change is inevitable and we have had our share, but the people of this community continue to step up and meet challenges in a way that continues our collective legacy.

3. Lessons learned- what has worked well for you and what has not worked well for you? (if anything)

Residents first, welcoming guests always – this overriding theme has worked for us. It guides most of our decisions.

Also, consistently asking how are things going? helps us to better understand what is working and what is not. This is true after big events, but it is also important to check in with stakeholders on a random Tuesday.

And our stakeholders are many: downtown merchants and downtown visitors; residents of our borough, surrounding township, senior living communities, school-age students and their families; so many people have an interest and stake in Lititz and claim it as their downtown. Which is exactly what we want!

4. For a small or medium sized municipality that is hoping to start or do more with tourism, what would you recommend as the first step?

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PA DCED defines a tourist as “people who live within a four-hour drive of Pennsylvania” who are coming to Pennsylvania to experience what we have to offer.

To begin down this road, we would suggest focusing on the people and other assets you already have. What is working for your residents? What places do they support, where do they go, where do they take their friends and family? Do these places need enhancement? How can you make them more appealing, interesting, or simply get the word out to more people?

In Lititz, we believe we have one of the best independent-retailer, historic shopping districts on the East Coast. But that did not happen overnight. Like our experience with restaurants, this all began with a collection of established, independent retailers. These were true assets to our community. So, we had to ask ourselves, these same questions: What is working for our residents? What places do they support, where do they go, where do they take their friends and family? Do these places need enhancement? How can we make them more appealing, interesting, or simply get the word out to more people?



photo: Lititz Fire Ice Festival, Venture Lititz

5. How has tourism changed the town?

We work hard to ensure that tourism doesn't change the town. We believe that one of the things visitors like most about Lititz is that it is a real community. Our residents shop at our shops and eat at our restaurants, and enjoy Lititz Springs Park and our downtown every single day. We don't want to lose that magic.

6. What have you had to do to be able to accommodate visitors? And was this difficult?

To best accommodate visitors, providing more restroom facilities and parking are the biggest issues and we are still working on them. And we know we are not alone in this! We believe almost every community in Pennsylvania is faced with these same challenges.

The most difficult part is striking a balance and maintaining focus. We constantly revisit our core focus: **residents first, welcoming guests always**. While we recognize that we need and value both – the support of the local community and our guests.



photo: Wilbur Chocolate Co., Jen Foster Venture Lititz



Jane Lawler Smith, MBA, is the board president of Venture Lititz, a Main Street America Affiliated program. She is also a Community Liaison and Marketing professional for Derck & Edson, LLC, and is involved with many of the firm's downtown client engagements. She is passionate about marketing, creativity, storytelling, and Pennsylvania's downtowns!

State College...More Than PSU Football Weekends

BY CHILUVYA ZULU, DEIB DIRECTOR, STATE COLLEGE BOROUGH; JESS WHITLEY, ASSISTANT MANAGER, STATE COLLEGE BOROUGH; LESLEY KISTNER, PUBLIC RELATIONS DIRECTOR, HAPPY VALLEY ADVENTURE BUREAU; AND ELTON HAYES, COMMUNITY ENGAGEMENT MANAGER, STATE COLLEGE BOROUGH

To those outside of the Centre Region, the “Happy Valley” moniker likely evokes images of Penn State football and scenes of the 107,000-plus seat Beaver Stadium awash in hues of blue and white.

While these scenes offer a glimpse into life here, they represent but a small sample of the 365 days during which visitors to the Borough of State College and Central Pennsylvania explore and enjoy the many attractions the area offers.

Tourism and cultural arts have always been essential to the vibrancy and economic prosperity of local communities. The Borough and its surrounding municipalities are fortunate to have a strong relationship with key stakeholders in both areas. The Happy Valley Adventure Bureau (HVAB), Centre County’s official destination marketing organization, and the Happy Valley Sports and Entertainment Alliance (HVSEA), among others, remain committed and supportive of expanding cultural and arts endeavors. In fact, many of the Borough’s events and festivals are funded by HVAB’s annual Tourism Grant Program, conducted in partnership with Centre County Commissioners.

The results of that commitment reinforce the idea that, although State College is widely known for Penn State University and football weekends, visitors discover a vibrant community where the arts and events thrive, offering a window into the community itself.

In 2024, the HVAB and the HVSEA commissioned a study to benchmark the impact that arts, culture, and entertainment have on the State College and Centre County economies.

EConsult Solutions conducted the study, which quantified the current economic impacts from arts, entertainment and cultural events; associated



visitor activity; employment; and operations of the county’s creative industries. The study uncovered that annual patronage at Centre County arts and cultural venues, festivals, and events amounted to 897,000 unique visitors in 2023.

Arts and cultural venues such as Penn State’s Bryce Jordan Center and Eisenhower Auditorium, the State Theatre (Borough of State College), among others, accounted for 722,000 of those visitors. Events and festivals like the Central Pennsylvania Festival of the Arts, Boalsburg’s People’s Choice Festival, and Philipsburg Heritage Days drew 175,000.

The study also found that arts, culture and entertainment, including Penn State activities and ancillary visitor spending, generated nearly \$181 million in direct annual spending and a total economic impact for Centre County of \$282 million.

Penn State University’s Palmer Museum of Art, which moved to a new campus location in 2024, features more than 11,000 artworks. Its exhibits and galleries attract thousands of visitors both locally and from the commonwealth.

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Rhoneymeade Fest enters its sixth year as one of the most popular and anticipated summer events. The free music festival not only attracts scores of visitors to Downtown State College but also draws artists from around the globe. The multi-day event offers interactive workshops, live music performances, and art installations, and it continues to underscore the region's vibrant music scene.

State College is home to The Central Pennsylvania Festival of the Arts, one of the most acclaimed arts and crafts showcases in the country, that attracts more than 125,000 visitors from the country as one of the nation's top-ranked juried art fairs. As 2026 marks the 60th anniversary of The Central Pennsylvania Festival of the Arts, the five-day event remains an economic driver for the region. More than 300 vendors from around the nation line downtown streets with tents to exhibit and sell their handiwork, while live entertainment and food trucks.

The weeklong Centre Film Festival attracts local and global filmmaking talent each fall. Under the leadership of Creative Director and Penn State Associate Professor of Film Production Pearl Gluck, the Centre Film Festival prides itself on sharing multigenerational stories that highlight the creative ingenuity and the human spirit on the big screen. The Centre Film Festival is truly a collaborative town-and-gown effort, as Penn State students and community partners join Gluck in producing a week-long celebration of film and conversation.

The State College Downtown Improvement District (DSCID) also shares a strong partnership

with the Borough. The organization actively promotes opportunities for tourists to make the most of their visit to State College. The DSCID-led Art Walk is just one example, as it offers an interactive way to view the many murals and artworks scattered throughout downtown.

Later this year, the DSCID, in collaboration with Penn State's Palmer Museum of Art, will celebrate the nation's 250th birthday by installing imposing murals from the Palmer Museum of Art's American Collection on structures in the Borough. Diversity is one of the Borough's cornerstone values, and many of its festivals and events reflect this commitment to inclusion and recognition of different cultures. These gatherings attract visitors from Pennsylvania and beyond to celebrate identity, heritage, and belonging.

The Borough's Juneteenth Celebration Weekend, which commemorates the day (June 19, 1865) that marked the symbolic end of slavery in the United States, has grown into one of the Borough's premier events. Juneteenth Celebration Weekend in State College features an art exhibition, live performances, and a lively downtown block party that brings together artists, musicians, local vendors, and families. The weekend combines celebration with reflection.

State College Pride, hosted by Centre LGBT+ in partnership with the Borough and other local organizations, draws thousands of locals and visitors. A vibrant parade through downtown kicks off the event, followed by a festival at Sidney Friedman Park with performances and information stations from local organizations. Local storeowners participate in an annual PRIDE Storefront Competition, and community members vote for their favorite display.

For the fourth consecutive year, the Penn-State-student-led APIDA Festival in April will highlight Asian, Pacific Islander, and Desi American Heritage Month. The spring festival features food, music, cultural performances, and community storytelling.





Downtown State College comes alive during Hispanic Heritage Month with the Happy Valley Latin Festival, a lively, tourism-supported event that celebrates Latino and Hispanic cultures. This festival showcases the cultural contributions of the region's Latino community while inviting residents and visitors to experience the energy and traditions of Latin-American culture.

Again, the numbers show that investment and partner buy-in in the Borough's arts and culture scene drive strong tourist demand and produce positive economic impacts on the community.

The 591-seat State Theatre on Downtown State College's College Avenue is a premier destination for live shows in the Centre Region. The State Theatre attracts local and national acts. When it's not hosting bands, its state-of-the-art projection system casts classic and newer films for viewers across its 29'x40' stage.

While State College takes pride in sharing its unique festivals, events, and outdoor offerings with those who visit Centre County, the fun isn't limited to the arts.

HVSEA in 2025 brought talented cyclists from around the country to compete in the State College Criterium. The event transformed several downtown streets into a closed-road circuit, as cyclists competed for national rankings. Race organizers have already tabbed State College as a location in 2027.

In June, the IRONMAN 70.3 Pennsylvania Happy Valley will return for its fourth installment in State College.

The competition this year carries the designation of the North American Championship. According to HVSEA, IRONMAN generates several million dollars for the local economy.

Special Olympians, their families and volunteers spend time in State College each year for the Summer Games, which are held at various venues on Penn State's University Park campus. In 2026, State College is expected to welcome approximately 6,000 athletes from around the country for the State Games of America.

Whether listening to the unique sounds of a Colombian band at Rhoneymeade Fest, marveling at thought-provoking paintings at the Central Pennsylvania Festival for the Arts, or competing in a high-stakes event, the Borough of State College and its community partners offer something for everyone.



Chiluvya Zulu is the DEIB Director for State College. With over a decade of experience in DEIB, dialogue facilitation, and cross-cultural engagement, she works at the intersection of local government and community to advance meaningful, equity-driven change.



Jess Whitley is the Assistant Manager for State College. Whitley was the Borough's ICMA Local Government Fellow from 2023 to 2025. Her passions lie with program design, youth advocacy, and arts and culture.



Lesley Kistner serves as Public Relations Director for The Happy Valley Adventure Bureau, the official destination marketing organization for Centre County.



Elton Hayes is the Community Engagement Manager for State College. He joined the Borough's staff in 2023 after previous positions as a journalist and a staffer in the United States Senate.

Public Art: The Conversation Starts with LOVE

BY GLORIA J. DAUDIER, SENIOR RELATIONSHIP MANAGER & SENIOR VP FOR GOVERNMENT BANKING, WELLS FARGO

For me, thinking about public art in Pennsylvania begins and ends with the “LOVE Sculpture” in Philadelphia. I grew up with it. It’s a centerpiece of my family memories.

As a native of Philly who grew up in the mid-1980s and early 90’s in the southwest part of the city, just miles from the airport, I recall riding the SEPTA trolley on Market Street with my parents, brother and sister. I was the youngest. We would ride to City Center, walk around City Hall, and then the “LOVE Sculpture” would emerge at JKF Plaza.

In those years, crossing busy Broad Street with my family and seeing the towering red letters a dozen feet above my head, it felt like I had stumbled onto something that no one else was aware of.

Fast forward to today working in Government Banking for Wells Fargo – living in New Jersey for the last 15 years – I’ve been to the Philadelphia City Treasurer’s Office a million times. The world can be a chaotic place. Yet every time I recall memories of the “LOVE Sculpture” with my family, or see it again these days, it gives me hope.

To me, that’s the power of public art. And that’s why Philly and Pennsylvania are such hopeful places. The city and state brim with public art. In fact, in 2025, Philly was voted the best city for street art in America for the second time, and New Hope in Bucks County was named the No. 1 Small Town for Arts & Culture in the U.S.

In addition to pop artist Robert Indiana’s iconic LOVE, which he loaned to Philly in 1976 for the nation’s bicentennial, Philly brims with sculptures: the “Rocky” statue at the bottom of the stairs at the Philadelphia Museum, donated by former Philadelphian Sylvester Stallone to the city after it was created for the 1982 movie “Rocky III”; renown pop artist Keith Haring’s “We the Youth” mural at 22nd and Ellsworth; and many other public art works.



Photo Visit Philadelphia

Elsewhere across Pennsylvania, public art celebrates local culture, honors historic figures, and commemorates events. In Swissvale, near Pittsburgh, sits “Carrie Deer,” a massive sculpture made from reclaimed industrial materials, at the Carrie Furnaces, a former steel mill that’s now a historic site. In Meadville, there’s PennDOT Road Sign Sculpture Garden, a 1,200-foot mural made from recycled road signs. In Scranton, there’s “The Story of Us” mural, a tribute to the sitcom “The Office.” The list goes on.

I’m proud of the active role that local government plays in promoting public art in Pennsylvania – in Lancaster, for example, where the city actively promotes public art that tells stories and enhances the city’s identity and pride.

To me, that’s what LOVE is: The power of public art here in the Keystone State to create memories for all its residents to cherish.



Gloria J. Daudier is a Senior Relationship Manager and Senior Vice President for Government Banking at Wells Fargo.

Following the Art Trails: A New Form of Tourism

BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE

In the past few decades, murals and street art have evolved. What was once largely considered vandalism in the 1960s and 70s transformed into an underground movement of graffiti focused on individual identity and expression by the 1980s. In the new century, murals and street art are now considered a symbol of cultural pride and community heritage.

The mural movement started in large cities like Philadelphia, New York, and Chicago. The Mural Arts Philadelphia is the largest mural program in the world with more than 3,600 walls transformed into works of art. You can read more about their impressive program at the [Mural Arts blog](#). While it is certainly the largest, it is not Pennsylvania's only place to see vibrant street art. Pennsylvania has 18 recognized, active [mural tours](#).

These mural tours reflect the broader shift in how people travel and visitors are seeking experiences as well as attractions. Murals are accessible, free, self-guided, and perfectly suited to social media sharing. Visitors don't just "see art", they move through streets, stop in

local cafés, and discover shops along the way. It's tourism by way of curiosity.

We explored The Brandywine Valley tour where five municipalities joined together to form a living, breathing gallery that reflects the rich character and heritage of their communities, turning each town into a gallery that tells their stories and their evolving cultural identities.

In Phoenixville, a "Welcome" mural reimagines a 1930s factory scene, connecting visitors to the borough's industrial roots.

This is just one of many murals decorating the town.



Located at 106 Bridge Street; Artist Teresa Haag, 2016; photo BrandwineValley.com

This mural on the Phoenix Apartments is affectionately nicknamed 'Godzilla' due to its apocalyptic feel. It actually depicts a phoenix rising from the "ashes" showing the resilience of a town that once depended on steel and coal industries to sustain its economy.



Located at 131 Bridge Street; Artist Charles Sagal; photo BrandwineValley.com

Malvern boasts at least six murals through their Community Arts Project. Some of the artwork showcases life in the early Victorian era of the town, while others depict life in more modern Malvern.

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Located at King & Warren; Artist Carrie Kingsbury; photo BrandwineValley.com

The mural pictured above is a replica of a painting of a horse and buggy beneath a railroad bridge while Lincoln's funeral train passes through town.

West Chester proudly displays murals honoring social movements, including women's suffrage and community advocacy, reinforcing the town's civic identity.



Located at 119 E Market; Artist Kenda Beitzel; photo BrandwineValley.com

This mural depicting life in West Chester is an example of how mural art can be interactive. The artist hid 33 hearts in the painting and encourages visitors to find as many as they can.



Located at 319 West Gay; Artist Erica Dehart; photo BrandwineValley.com

In Kennett Square, a large-scale mural sums up what it means to be a part of the town's identity. The mural celebrates diverse influences in the formation of the town, starting with an homage to the Lenape people that initially inhabited the land.

The Votes for Women mural to the left honors the 100th anniversary of the 19th Amendment, which granted many women the right to vote, and celebrates the suffrage movement of the past, present and future.



Located at 310 East State St. Artist Al Moretti; photo BrandwineValley.com

This community mural showcases Harriet Tubman and the town's role in the Underground Railroad and honors its Latino heritage. It includes the prominent features that define it today, including Bayard Taylor and Longwood Gardens.

The League interviewed Phoenixville Borough Manager Jean Krack, and West Chester Mayor Lillian DeBaptiste, and West Chester Public Arts Commission Chair Jimmer Breen, about the mural movement in their communities.

How did the murals “movement” get started in your community and how many do you have now?

Krack: In 1992 Barbara Cohen was the Executive Director of the Phoenixville Chamber of Commerce. She recognized that telling the story of the steel heritage of the Borough through a large mural would be the genesis of the downtown revitalization. Working with the Chamber and the Phoenixville Area Economic Development Corporation, they acquired the vacant parcel of land adjacent to the building where the mural now stands. The original structure on the land was destroyed by fire in the 1970's. In 1994, they commissioned the mural through a National Endowment for the Arts grant. However, at that time they did not realize the wall the mural was painted on was actually an interior wall between the two buildings. As an interior wall, it was not designed or constructed for external weather conditions. The wall had to be renovated to the standards of an exterior wall. As such, the mural was destroyed. Fortunately, the design drawing was still available. New technologies allowed the mural to be reinstalled using what is commonly referred to as Parachute Cloth. Unfortunately, that too did not hold up, and the mural was once again removed. Other technologies were available and for the third time, the mural was replaced on the wall as it still stands today.

In 2013 we created the Beautification Advisory Commission (BAC) by Ordinance to bring more art to the Borough through murals on walls and buildings as well as traffic control boxes. The BAC was around for about ten years and got a lot of work commissioned. After ten years, it was determined that having a legislative body was no longer necessary and the ordinance was rescinded. Mural work continues through other resources.

Breen: Someone would come to the borough with a public art idea, and the borough had no way to receive it.” It was clear we needed a way to receive these ideas. We started the Public Arts Commission in 2018. “It was a game changer- we hit the ground running, and we’ve had real good success with many of our murals.

West Chester has six murals right now and is working on creating a 7th showcasing the celebration of America 250. (See sidebar story on the process of mural creation)

The PAC was relatively easy to form. We set it up like an advisory board to the borough council. The council saw a need for it, and we had interest in terms of volunteers serving on it.

DeBaptiste: You basically need three things: funding, wall space, and an artist.

Are they expensive to create and maintain?

Krack: They are very expensive and can range upwards of over \$100,000. I believe with the initial mural, nearly a half million dollars has been spent due to the need to repair the wall and the several versions of the mural being installed.

DeBaptiste: At first, it can seem like a hefty price tag on art, if you can put a price tag on art. Our motto is “value the artist and the intellectual value they bring to the project.” For example, I think the Women’s Suffragette mural is particularly moving and inspires people to remember this important movement. There is an initial expense, but after that, it’s easy to maintain. It’s important to start out with quality artists and paint. We ask that it stay on the wall for 5 years.

Breen: There’s a lot of conversation about someone has an idea for a mural, - start talking dollars and cents, but what they’re not factoring in is the talent and artists’ perspective. We advocate on behalf of the artist and the community.

Do they enhance the overall community? And if so, in what ways?

Krack: They absolutely enhance the community. They promote various aspects of economic development and provide a visual of our past history in ways that, but for the mural, many folks would never know that back story.

DeBaptiste: They end up being a real collaborative effort in the community and it brings the community together to talk about things. We put out a public call for artists to do the 250th

anniversary, and artists submit their work and ideas. We collaborate with the American Legion post for wall space and gather funds from public and private sources.

Breen: This really puts the public in public art. The murals act as a catalyst for improvement in the neighborhood. If you want to improve a neighborhood, introduce the arts, studies show it improves the neighborhood. It requires people to get together and communicate.



Artist Noah Burns; photo BrandwineValley.com

West Chester's Public Arts Commission

BY JIMMER BREEN, WEST CHESTER PUBLIC ARTS

In August of 2017 the Borough of West Chester adopted a new ordinance that created a Public Arts Commission "...to provide guidance, advocacy, and leadership to support the reach and impact of public art...", and they hit the ground running. For too long, ideas for public art would be presented in West Chester, but there was no system in place to receive them. The closest thing on the books was the sign ordinance, which was utilized a few times, but proved to be a poor fit. Public art and commercial signage are simply two different animals.

Once the ordinance was in place the Commission was formed with members consisting of residents, artists, an architect, and an urban planner. They immediately took up a project to develop lamp post banners that not only celebrated West Chester's achievement of receiving the Great American Main Street Award but also served to showcase artwork from local artists. A graphic design student at West Chester University was hired to create the concept for the Main Street Award side of the banner, and artwork was selected from submissions presented by local artists. The streets became a gallery of artwork for all to enjoy.

Soon after, the Public Arts Commission (PAC) was approached by a local non-profit who was interested in creating a permanent public art installation to celebrate their anniversary. They weren't sure exactly where to start so the PAC assisted in the development of a mural project from the ground up.

A prominent wall downtown was selected, and the property owner gave permission to utilize it as the canvas. A Call for Art, that explained the project's objectives, parameters, and benefits, was drafted and publicly released. Many amazing designs were submitted and reviewed by a jury of PAC members, representatives from the non-profit, and the property

owner. A winning design was selected and installed by the artists, who was a resident of the Borough herself.

Many local donors stepped up to assist with the preparation of the wall, the needed equipment rentals, etc. It truly was a community effort.

Many local dignitaries spoke at the unveiling ceremony, and once installed, the mural instantly became a landmark with significant cultural value. It not only served to beautify the neighborhood, but its theme, which celebrated the 100th anniversary of the 19th Amendment, made it a stopping point for many who wanted an opportunity for a closer look, and a selfie.

In the years since, several other prominent murals have been installed around West Chester, and each emits its own brand of sunshine. Studies have shown that public art makes for better neighborhoods. They beautify public spaces, create tourism, minimize crime, and provide a sense of place for residents. Sure, a town can exist without public art, but a town with public art is all the better for it.

However, as West Chester's catalogue of public art has grown it has become clear that the program needs to remain fluid. Things change over time and issues can develop about maintenance and/or ownership. A property serving as host to a noteworthy mural recently changed hands and the new owner would prefer to not have the artwork on his building. It is his right to remove the mural from his property, and although this would be disappointing, it will also be just another chapter in the continuously unfolding story of West Chester's public art scene.

Another challenge recently arose with a plan for a mural to commemorate America's Semiquincentennial. The property owner initially onboard has decided to

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back away from the project due to an inability to come to an agreement on the design.

There has also been some pushback over the PAC's use of Calls for Art as opposed to Calls for Qualifications.

All of this is to say that a public art program is not without its share of ups and down. However, anything that's worthwhile usually isn't cut and dry.

West Chester continues to develop more and more public art projects, and the PAC is always looking for ways to create opportunities for local artists to exhibit their talents. Furthermore, public art projects also create occasions for: local business to participate in a community project, real estate entrepreneurs to provide the spaces, house painters to prep the wall, and of course all are welcome to offer financial contributions to ensure fair compensation to the artists. It truly does take a village to develop and install a significant public art project, and then the village gets to reap the rewards.



Jimmer Breen is a team leader for all R&B projects, marshalling a team of skilled restoration carpenters. He is a member of the Historical and Architectural Review Board for the Borough of West Chester since 2010, and currently sits as the Board's Vice-Chair Person. He also serves as Chair Person for West Chester's Public Arts Commission and has been a member of the West Chester Preservation Awards Committee since 2016.



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Painting a City: How Mural Arts Philadelphia Turned Walls into a World-Class Tourism Experience

SUBMITTED BY SUSAN SCHRACK WOOD, DIRECTOR OF COMMUNICATIONS, THE LEAGUE

In a city where history lives on every block, [Mural Arts Philadelphia](#) has transformed Philadelphia into something even more extraordinary: The Mural Capital of the World. It is an outdoor gallery with thousands of murals spanning neighborhoods from Center City to Germantown. The roots of Mural Arts Philadelphia are as compelling as the murals themselves. The program began in 1986 as part of the city’s Anti-Graffiti Network, an initiative designed to combat vandalism by redirecting graffiti writers toward constructive public art. Under the leadership of artist Jane Golden, what started as a pragmatic solution evolved into a visionary movement. Instead of erasing graffiti, the program invited graffiti writers to express themselves as artists. As they collaborated with more traditional artists, these partnerships extended to collaborations with communities allowing for the creation of murals that reflect local stories, cultures, and aspirations.

Over time, the program expanded beyond beautification. Today, Mural Arts employs hundreds of artists, engages youth and justice-impacted individuals, and produces between 50 and 100 public art projects annually. For visitors, the experience is immersive. Art is not confined to museums but woven into the daily rhythm of the city. For residents, it’s a point of pride, identity, and storytelling. And in 2026, as the nation marks its 250th anniversary, Mural Arts is once again placing Philadelphia at the center of a uniquely American cultural moment.

A City-Sized Gallery

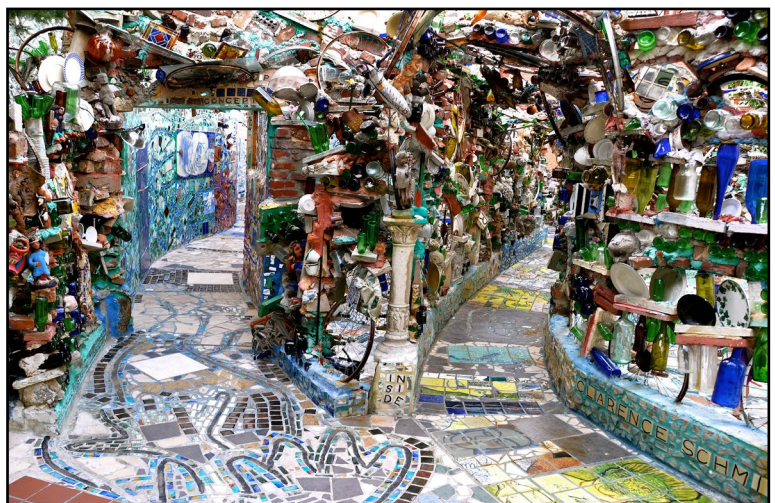
What makes Philadelphia’s mural scene unique is its scale and accessibility. Unlike curated museum collections, these works are embedded in neighborhoods. You can find them towering above rowhouses, tucked into alleyways, or stretching across entire city blocks.



Photo by Keith Haring

Iconic works like Keith Haring’s “We the Youth” mural was a collaboration between artists and high school students celebrating cultural identity.

The influence extends beyond paint. Artists like Isaiah Zagar transformed South Street with immersive mosaic environments, demonstrating how public art can shape entire districts into destinations. The mosaics are inlaid with poetry, quotes, names of artists who inspired Zagar, and portraits and forms of people and animals. The gardens use a variety of materials, including bottles, bike wheels, and folk art.



Philadelphia Magic Gardens. photo: ArrivalGuides

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The murals bring in about 15,000 visitors each year and inject almost \$3 million into the local economy. For tourists it's a chance to explore the city through art. Guided experiences like the "Mural Mile" walking tour and neighborhood-specific routes invite visitors to discover Philadelphia block by block with plentiful social media sharing experiences. The impact is tangible with cultural tourism of neighborhoods, and increased foot traffic to local businesses.

As cities across the country seek new ways to attract visitors and strengthen communities, Philadelphia offers a compelling model: invest in art, and the world will come.

See what Mural Arts is planning for [America's 250th Celebration](#).



Painted Bride Art Center, photo: Beyond My Ken



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Royal Square Mural Park: Public Art, Revitalization, and Community Impact

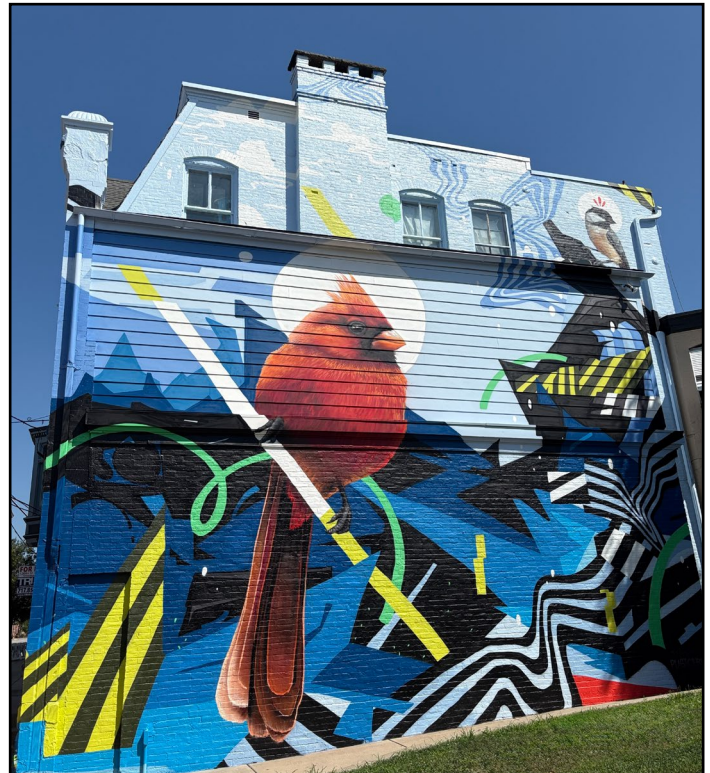
SUBMITTED BY JOSH HANKEY, CHIEF STRATEGY OFFICER & PARTNER, ROYAL SQUARE DEVELOPMENT & CONSTRUCTION & SUSAN SCOFIELD, DISTRICT COORDINATOR, ROYAL SQUARE DISTRICT, YORK

The Royal Square Mural Park, located in downtown York, is a vibrant outdoor art destination that reflects the city’s evolving cultural identity and strong commitment to creative placemaking. Situated within the Royal Square District—bounded by King, Queen, Duke, and Princess Streets—the park transforms an urban neighborhood into a walkable, open-air gallery featuring large-scale murals by both local and nationally recognized artists.

The development of Royal Square Mural Park is closely tied to York’s broader arts and redevelopment movement that began in the early 2010s. Central to this effort was the integration of real estate development with arts advocacy. Principals of Royal Square Development & Construction, founded in 2009 to revitalize underutilized urban properties, played a key role in establishing the Parliament Arts Organization in 2012. This collaboration created a strong foundation for embedding public art into the district from the outset. The vision for the Royal Square District extended beyond physical redevelopment to include cultural enrichment driven by artists and community engagement.

Building on this foundation, Sprocket Mural Works, founded in 2014, became an important partner in the district’s artistic transformation, facilitating a plan to convert blank walls and structures into dynamic works of public art. Rather than emerging all at once, the mural park would be developed organically over several years through festivals, commissioned projects, and ongoing artist contributions.

Royal Square Development & Construction played a central role in bringing this vision to life. As both developer and general contractor, the company led the



acquisition, restoration, and adaptive reuse of a once-blighted section of downtown York. Through a phased redevelopment strategy, vacant and underutilized buildings were transformed into a thriving mixed-use neighborhood that now includes apartments, artist studios, small businesses, restaurants, and event spaces. Public art was intentionally integrated into this process, turning walls and shared spaces into an accessible outdoor gallery that enhances everyday life in the district.

The first phase of murals was installed in 2017, consisting of 6 murals by local artists, coordinated by the Parliament Arts Organization and Sprocket Mural Works. The next installment of 7 murals in 2019 brought national and international artists into the mix. The artists were found through public “calls for

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artists” by Sprocket, in which artists were invited to apply to create a mural by submitting samples of their work. Once selected, the artists then create their designs for the murals, often influenced by feedback from the local community, received through surveys.

The artists are commissioned to create the murals, and Sprocket provides supplies and equipment. They work closely with artists at all experience levels, meeting them where they are - whether that means helping a first-time muralist navigate the process, assisting with paint colors and quantities, projecting designs onto the wall, or providing any additional support needed to successfully complete their work.

In 2023 the largest phase was initiated, with buildings being restored in preparation and new innovative structures being added as painting surfaces. The



old dilapidated parking lot was replaced with a fresh one that included an outlined walking path. That summer 17 new murals were added, in an exciting unprecedented event which participating artists described as feeling like summer camp for mural artists, with camaraderie and mutual support, socializing, and eating meals together. The resulting influx of so many massive artworks in a concentrated area created a true wow-factor, especially for those who had seen the area prior to this project, but also for a whole new influx of visitors as well.

Today, Royal Square Mural Park features more than 30 larger-than-life murals within a compact and highly walkable area. The artworks vary widely in style and subject matter, ranging from realistic portraits to abstract and conceptual designs. But we aren't done yet, murals will continue to be added in phases over time. The park is free and open at all times, and invites both residents and visitors to explore at their own pace, making it a popular cultural destination and a key attraction within the city. The Mural Park has also become a focal point for local and state tourism agencies, bloggers, and travel writers.

All of the organizations and partners involved in this project believe in the power and impact of accessible public art: contributing to economic revitalization by attracting visitors, supporting local businesses, and increasing foot traffic. But even beyond that, it encourages community engagement by making art



accessible to all, breaking down barriers often associated with traditional gallery spaces. Viewing art has shown to positively affect the brain—boosting serotonin levels, fostering new ways of thinking, and even helping to alleviate conditions such as anxiety, depression, and mood disorders. As such, art should be for everyone, and at the Royal Square Mural Park, it is.

Free Mural Park maps are available at district merchant locations, Explore York displays around downtown York, or can be accessed on-line at royalsquaredistrict.com. Several of the murals also contain augmented reality (AR) features, which can be viewed by downloading the free VisionSolutions AR app. You can find more information and images of the Royal Square Mural Park project at sprocketmuralworks.org/murals.



Josh Hankey - Chief Strategy Officer & Partner, Royal Square Development & Construction



Susan Scofield - District Coordinator, royal square district, York

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Managing Special Events

SUBMITTED BY ELIZABETH HENRY, TRUSTS MEMBER SERVICES MANAGER

Many municipalities host special events like fairs, parades, arts & crafts shows and fireworks. These events are important for the community, but they can also create risks and lead to insurance claims.

Good planning is essential. Reviewing the event in advance helps identify hazards, reduce risk and clarify who is responsible if something goes wrong.

Determine the Municipality's Role

Understanding the municipality's role helps identify risk exposure and decide how to manage liability. When another organization sponsors an event, some liability can often be shifted away from the municipality.

Consider the following roles:

Municipality Manages the Event

- A municipal employee or manager oversees the event.
- This person:
 - Hires Contractors
 - Organizes and plans the event
 - Oversees safety measures

The municipality has primary responsibility for the event.

Municipality Sponsors the Event

- Sponsorship may include
 - Funding
 - Staff Support
 - Equipment or supplies

If the municipality sponsors but does not manage the event:

- This should be clearly stated
- Unclear roles can increase liability risk

Organizations Work on Behalf of the Municipality

Community groups may help run events, such as

- Service organizations
- Church groups
- Celebration committees

Important questions to answer:

- Is the group acting for the municipality
- Is it a separate organization or a municipal volunteer group?

In small communities, people may belong to multiple groups which can blur responsibility.

Confirm whether the municipality carries volunteer insurance or whether the group carries its own liability insurance.

Municipality Provides Property of Equipment

Many events take place on municipal property:

- Streets
- Parks
- Sidewalks
- Buildings or equipment

Even without sponsoring or managing the event, the municipality still has risk.

A permit process should be used when others use municipal property. The application should request details of that affect safety. Reasonable safety conditions may be required, such as:

- Security plans
- Traffic and parking control
- Adequate number of volunteers

Insurance and Liability

The municipality's liability coverage generally applies to special events unless a specific activity is excluded.



Common excluded activities include:

- Motor vehicle and motorcycle races or stunts
- Mobile equipment races (such as tractors), or letting the public on a piece of equipment
- Mechanical amusement rides
- Trampolines
- Bounce houses and inflatables
- Zoos

Manage Excluded Activities

If excluded activities are part of the event, the municipality can:

- Purchase special event insurance from a specialized insurer, or
- Hire an independent contractor to run the activity.

When using a contractor, the contract should require:

- Hold harmless and indemnification provisions
- Appropriate insurance limits
- The municipality listed as an additional insured

Contractors often have experience managing these higher-risk activities safely.

Other Organizations and Contractors

Any group responsible for part of the event should:

- Carry insurance for their activities
- Provide a certificate of insurance
- Name the municipality as an additional insured

Handling Claims

Roles and responsibilities should be agreed upon before the event. In general:

- Liability follows the party doing the work
- Property-related claims usually fall on the property owner
- Written agreements can include both Mutual indemnification and Hold Harmless clauses

Key terms:

Indemnification: The contractor agrees to defend and protect the municipality from third party claims caused by the contractor.

Hold harmless: The contractor agrees not to hold the municipality responsible for injuries or damage to the contractor's people or property.

Written Agreements

Written agreements help manage risk when municipal property is used. Municipalities should:

- Consult legal counsel when drafting agreements
- Have an ordinance or policy requiring permits for special events

Contracts

Contracts with vendors and contractors should include:

- Event date, time and location
- Purpose of the agreement (for example shelter rental)
- Payment of other consideration
- Indemnification and hold harmless language
- Signatures from all parties

Permit Applications

Permit applications help the municipality:

- Review event details
- Identify hazards
- Assess risks to
- Participants
- The public
- Municipal property

Safety of Facilities and Operations

The municipality must keep its property reasonably safe and review how it will be used.

Key areas to review:

- Condition of municipal facilities and equipment
- Crowd control
- Warning signs and barricades
- Food handling
- General safety and security

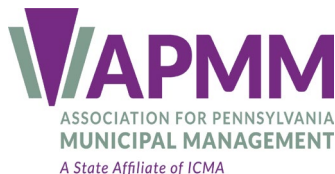
Records of planning and inspections should be kept showing that reasonable precautions were taken before the event.

Please contact Elizabeth Henry for a non-binding proposal at: ehenry@pml.org or by calling 1-800-922-8063 ext 250.

APMM President's Message



DAN SANTORO
MANAGER
CRANBERRY TOWNSHIP



APMM.net

As my (extended) term as President of the Association of Pennsylvania Municipal Management comes to a close, I find myself reflecting on a rewarding experience defined by an unshakable faith in our members' shared commitment to advancing our profession.

Local governments today operate in an increasingly complex environment, requiring not only technical expertise but also adaptability, communication, and leadership. Professional Municipal Managers continue to serve as a vital resource to our elected officials and our communities, making our work rewarding, important, and relevant in today's world. APMM's role is to serve our members to be better equipped to serve in this capacity.

One of the efforts that has been the most meaningful to me personally has been the collaborative effort to develop our next strategic plan. This work is designed to position APMM for continued relevance and impact in the years ahead. The plan focuses on strengthening member engagement, expanding professional development opportunities, and enhancing our role as a leading voice for municipal management in Pennsylvania. I am especially proud that this effort was inclusive, forward-looking, and grounded in the real needs of our members.

I am pleased that this new strategic plan will be formally unveiled at our upcoming conference. It represents not just a roadmap, but a renewed commitment to excellence and innovation within our organization. I am confident it will guide APMM in the years to come.

None of what we have accomplished would have been possible without the support and dedication of so many. I would like to extend my sincere gratitude to my colleagues across

the Commonwealth who give their time, energy, and expertise to this organization. Your willingness to engage, lead, and support one another is what makes APMM so strong.

I would also like to thank our partners at the Pennsylvania Municipal League for their continued collaboration and support. Their partnership is invaluable and enhances our ability to deliver meaningful value to our members.

Finally, I want to wish incoming President Crandall Jones the very best as he begins his term. Crandall is a dedicated professional and thoughtful leader, and I have no doubt he will continue to move APMM forward in important and impactful ways.

It has been an honor to serve as your President. I am grateful for the opportunity and proud of what we have accomplished together. I look forward to continuing to support this organization and all of you in the years ahead.

Sincerely,

Dan Santoro

Dan Santoro

2026 APMM ANNUAL CONFERENCE

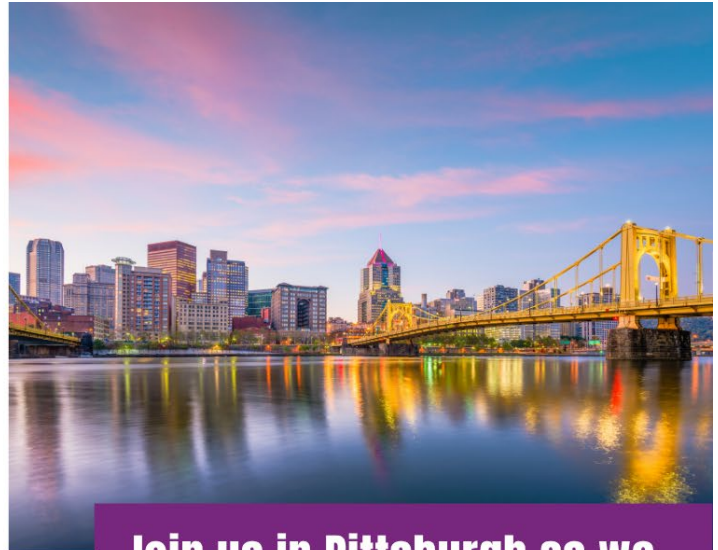


May 18–20, 2026



The Landing Hotel
757 Casino Dr
Pittsburgh, PA 15212

The Landing Hotel would like to welcome the 2026 APMM Annual Conference with the discounted group rate of \$189 per night + 14% taxes. Reservations are available until Friday, April 24, 2026, or the hotel room block is sold-out.



Join us in Pittsburgh as we bring Municipal Managers together for the 2026 APMM Annual Conference.

Topics to Look Forward to:

- The Arch: A Framework For Leadership & Life
- Effectively Leading Change in an Organization as a Newcomer
- Interpersonal Negotiations
- The Power of Influence Up and Down
- Coffee Clatch with SheLeadsGov
- A Candid Conversation with Centrice Martin
- Paving the Way for the Next Generation
- The Power of Mentoring and Coming to the Table

Keynote Speaker:



The Arch: A Framework For Leadership and Life
by Jim Uhl



Sponsored by
Delaware Valley Trusts

Registration Rates:

Member Regular Registration: \$450
(through April 24)
Member Late Registration: \$499 (on or after April 25)
Tuesday Only: \$350
Wednesday Only: \$175
Non-Member Registration: \$650
Student: \$150
Spouse / Personal Guest Full Conference: \$400*

*Guest registration rates are exclusively available for spouses or personal guests of a fully registered attendee. This rate is not applicable to colleagues, associates, or additional individuals affiliated with the registrant's municipality.

Activities to Look Forward to:

- **Golf Outing at the Cranberry Highlands Golf Course- \$175**
 - (Registration Required)
- **Explore the Power of Pride and Tradition in the Steel City - \$30**
 - (Registration Required)



TODD K. MILLER
COMMISSIONER
CRESENT TOWNSHIP



firstclasstownship.org

How Tourism Affects Local Communities

Tourism plays a significant role in the development and transformation of local communities across the globe. It encompasses travel for leisure, business, and numerous other purposes, providing a wide range of experiences. Activities such as visiting historical sites and sampling regional cuisines contribute to tourism's influence. The effects of tourism on local communities are substantial, affecting economic conditions, cultural practices, and environmental sustainability, presenting both advantages and challenges.

Tourism has a clear influence on local economies, primarily through job creation. Employment opportunities arise in areas such as hospitality, dining, tour guiding, and transportation. Local businesses often see increased revenue from the steady arrival of visitors, which helps drive economic development. Recent research shows that regions welcoming tourists tend to enjoy noticeable improvements in financial stability, paving the way for upgraded infrastructure and services.

In addition to economic impacts, tourism facilitates social interaction and cultural exchange. It promotes community pride and offers residents opportunities to present their cultural heritage. Nevertheless, such engagement may result in modifications to local traditions and lifestyles, requiring communities to adapt or potentially compromise aspects of their cultural identity. A thorough understanding of these social transformations is crucial for communities aiming to balance tourism-driven development with the preservation of established cultural values and practices.

Tourism's impact on the environment is complex. On one hand, it can help protect natural areas by drawing attention to their importance and securing conservation funding. On the other hand, it brings challenges such as pollution from airplanes and vehicles, and even heavy foot traffic can stress local ecosystems, causing pollution and damaging habitats. As a result, encouraging sustainable tourism is essential to lessen these negative effects.

Local tourism has the potential to substantially contribute to community development. It frequently leads to enhancements in infrastructure, including improved roadways and public transportation networks. Furthermore, tourism can serve as a catalyst for investment in community initiatives, such as parks and cultural centers, thereby elevating the quality of life for local residents.

Tourism significantly contributes to the preservation of local cultures. Through the promotion of distinctive traditions and crafts, communities foster interest among visitors while motivating residents to uphold and celebrate their heritage. Such initiatives can result in the revitalization of local arts and crafts, thereby ensuring their continuity for subsequent generations.

Tourism brings advantages like better parks and cultural activities, giving residents more ways to enjoy their free time and enrich community life. As local businesses prosper, communities usually benefit from upgraded services and facilities.

PSATC President's Message

Tourism also provides substantial revenue for local governments, which can be used to fund services such as education and healthcare that benefit the community.

Tourism can rejuvenate small businesses, enabling local entrepreneurs to flourish by providing distinctive products and services that highlight regional traits. As more visitors discover these offerings, local brands gain greater recognition and secure their position in the marketplace.

Even though tourism can bring benefits, it also creates challenges for local communities. Too many tourists can overload resources like water and sanitation systems, causing infrastructure problems. The constant flow of visitors may also interrupt daily life and weaken traditional culture.

As previously noted, environmental degradation presents a significant challenge. The expansion of tourism frequently leads to elevated pollution levels and loss of natural habitats. The adoption of responsible tourism policies is essential to ensure the protection and sustainability of local environments.

Tourism dependent communities are vulnerable to economic instability. To maintain resilience when tourist numbers change, it is crucial for these areas to diversify their economies.

In summary, tourism exerts complex influences on local communities, presenting both positive outcomes and notable challenges. While tourism may stimulate economic development, foster community pride, and support cultural preservation, it also poses risks including over tourism and environmental degradation. To address these concerns, communities are encouraged to collaborate and implement sustainable practices that accommodate the interests of residents and visitors alike.

Sincerely,

Todd K. Miller

Todd K. Miller



PSATC 2026 Legislative Priorities

The Pennsylvania State Association of Township Commissioners (PSATC) is a non-partisan association representing the Commonwealth's first class townships. Over 1.5 million citizens live in first class townships throughout the Commonwealth.

Public Safety

Local Use of Radar

Speeding in neighborhoods is a paramount public safety concern for local elected officials, as it is the number one complaint from residents. Radar is a reliable, accurate and efficient public safety tool, unlike the antiquated VASCAR and ENRADD systems currently in use by local police. PSATC strongly supports the authorization for local police to use radar.

Delivery of Fire and EMS Services

The delivery of the basic public safety services is in crisis. As organizations struggle to survive,

townships and their residents who rely on these services are at risk of ambulances that don't arrive and too few firefighters to adequately respond and protect lives and property. PSATC supports legislation that will promote sustainable delivery of emergency services, including state funding; authorization for EMS authorities; state tax credits; recruitment and retention initiatives; incentives for voluntary coordination of services; and direct payment to ambulance companies for services rendered.

Affordable Housing

Pennsylvania is facing a growing shortage of housing that our workforce can afford. Living in a safe, stable and affordable home is out of reach for many Pennsylvanians, including essential workers such as police officers, healthcare aides, teachers, and municipal employees. This lack of affordable housing impacts not only families, but also employers who struggle with recruitment and retention, and it constrains local economic

growth by limiting workforce availability and delaying development opportunities.

PSATC supports legislation that encourages the building of new, affordable housing, as well as preservation of our current housing stock. PSATC also supports local solutions through housing incentives, flexible development, and funding tools. Finally, the preservation of local zoning and land use authority is a top priority for township officials.

Mandate Relief

Public Notice Advertising

Making public information accessible should be efficient and affordable for those seeking the information, as well as for those providing it. As printed newspapers continue to decline in number and frequency, the current mandate to exclusively use print media for advertising public notices is inefficient and wasteful.

PSATC supports use of modern methods of public notice. Whether through a publicly accessible statewide depository, a municipal website or a newspaper with county circulation, the emphasis must be on increasing access to public information while saving tax dollars.

Municipal Fiscal Health

Modernization of Municipal Revenue Tools

Revenue tools authorized in the 1960's are not meeting the needs of twenty-first century municipalities. While the expense of providing necessary and expected services has risen over the last 50 years, the tools to meet those expenses have remained unchanged. This friction creates fiscal pressures leading to fiscal distress. Modern townships need modern tools and the flexibility to put those tools into action.

PSATC supports updating Act 511, The Local Tax Enabling Act, to give all municipalities a level playing field of a menu of local taxing options.

Please contact Amy Sturges, Deputy Executive Director - Advocacy at asturges@pml.org with any questions.



Legislative Status Report STATE



PREPARED BY AMY STURGES, LEAGUE DEPUTY EXECUTIVE DIRECTOR – ADVOCACY – asturges@pml.org
KAITLIN ERRICKSON, GOVERNMENTAL AFFAIRS MANAGER – kerrickson@pml.org

All legislation can be found on the General Assembly's website:

legis.state.pa.us

Legislative Update

Keep Up Your Advocacy Efforts!

As we head into the final months of session, it is more important now than ever for your legislators to hear from you. Our [Advocacy Action Center](#) has several letters ready to send to your Representatives and Senators. Simply click on the take action links below to help in our advocacy efforts!

Take Action!



Support the Road to Housing Act

A significant, comprehensive housing package that recently passed the Senate could accelerate local leaders' efforts to improve housing affordability. The bill has substantial bipartisan backing and includes housing priorities championed by the White House. Please reach out to your member of Congress and encourage them to pass the Road to Housing Act without any changes.

Take Action!



Urge the House to Vote No on HB 1291

House Bill 1291, introduced by Representative Freeman, fails to bring public notice requirements into the 21st century. It does not provide municipalities with the flexibility to reach more of their constituents, address the costs of advertising, or deal with reduced printing schedules. The bill was voted out of the House Local Government Committee on February 4. Help us express our opposition to the bill by sending a letter to your Representative.

Take Action!



Increasing the Local Services Tax

A bipartisan cosponsorship memo introduced by Representatives Jamie Flick and Ismail Smith-Wade-El proposes an increase to the Local Services Tax (LST). Currently, the tax is capped at \$52. The future legislation would increase the cap to \$156, providing all municipalities with the option to decide if an increase would help their fiscal outlook. Please reach out to your Representative and ask them to sign on as a co-sponsor to this important measure.

Take Action!



Parking Protected Bike Lanes

House Bill 291, introduced by Representative Mary Jo Daley, would amend Title 75 (Transportation) allowing for the establishment of park protected pedestrian plazas and bike lanes by repealing current law that requires vehicles to park within 12 inches of a curb. Please reach out to members of the Senate Transportation Committee and ask them to support this important measure!

ARPA Reporting Open April 1-30

The ARPA portal is officially open from April 1-April 30, and everyone (annual + quarterly reporters) must submit their reports this month. NLC is offering [biweekly office hours](#) or you can reach out to Dante Moreno, Legislative Advocacy Manager for NLC, at moreno@nlc.org with any questions. NLC has also gathered a few [reporting FAQs](#) and insights on how to [closeout early](#).

The League's Spring District Meetings and Resolutions Process

As a member driven organization, it is important we hear from you to accurately represent your municipality's needs with the General Assembly.

Each spring, League members receive the opportunity to submit policy suggestions through resolutions, shaping The League's policy agenda. Simply propose a policy resolution during your district meeting. Resolutions adopted at the district level will go to the Annual Municipal Leadership Summit for consideration by the resolutions committee and full League membership. This is a particularly important process because it sets the future policy priorities and positions of The League.

View The League's [2025 adopted resolutions](#) as a sample to prepare for this year's district meetings. Please contact Kaitlin Errickson, Governmental Affairs Manager, at kerrickson@pml.org if you have any questions.

Enacted Legislation

Act 9 of 2026

Senate Bill 862

Signed: April 1, 2026

Effective: May 31, 2026

[Act 9](#) amends the Borough Code regarding vacancy boards and the filling of vacancies.

- If a majority of seats on a governing body are vacant, the Court of Common Pleas shall fill the vacancies upon petition from the remaining board members or fifteen registered voters;
- If a resignation precludes the majority of a board from accepting the tendered resignation, the resignation is effective the second business day after being tendered;
- If a governing body convenes to fill a vacancy, the proceedings may end after 15 days instead of the current 30 days, if the seated members vote to disband because they cannot fill the vacancy; and
- A vacancy board chair may not vote for themselves to fill any vacancy.

Cosponsor Memos

Fire Company Transformational Grant Program

Representative Jim Haddock has announced his intention to introduce legislation creating the Fire Company Transformational Grant Program through the Office of the State Fire Commissioner, which would distribute \$30 million annually through the program.

Data Center Moratorium

Representative Paul Friel announced his intention to introduce legislation allowing municipalities the option to put a 180 day pause on all data center applications while they develop the proper ordinances and protections for their community.

Legislation Affecting Local Government

Publication of Proposed Ordinances

Received First Consideration in the House, February 4, 2026

[House Bill 2177 \(PN 2832\)](#), introduced by Representative Bob Freeman, would amend the Borough, Third Class City, and County Codes setting out what must be included in the publication of a proposed ordinance. It is in response to a recent court challenge of a brief summary used to publish a proposed ordinance in the City of Lancaster.

The bill would require either the full text of the proposed ordinance or a brief summary. A brief summary shall include, as applicable, a description of each of the following.

- An adoption, amendment, or repeal of a tax, fee, charge or assessment.
- An adoption, amendment, or repeal of a regulation that provides for an offense or civil or criminal penalty.
- A provision that does one or more of the following:
 - Provides payment for goods, services, or contractual obligations.
 - Restrict funds for a specific purpose or obligation.
 - Pledges funds for a specific purpose or obligation.
- A reference to the municipal office where copies of the proposed ordinance may be examined.
- A reference to the publicly accessible website, if any, where the full text may be examined.

If a published summary is challenged, it shall be legally sufficient if it contains the information required and made publicly available at the municipal office and on the municipal website. This legislation would not supersede the requirements of a proposed ordinance published under the Municipalities Planning Code.

Fire Fighter Cancer Presumption

House Labor and Industry Committee, February 3, 2026

[House Bill 2191 \(PN 2853\)](#), introduced by Representative Jeanne McNeill, would amend the PA

Workers' Compensation Act removing the requirement that a firefighter have served four or more years in continuous duty before being able to establish direct exposure to a carcinogen.

Training Reimbursement for Newly Elected Municipal Officials

House Local Government Committee, March 25, 2026

House Bill 2320 (PN 3094), introduced by Representative Brett Miller, would amend the Borough Code and Third Class City Code permitting local governments to reimburse newly elected officials for attending municipal training events prior to officially taking office.

Both first class and second class townships already have this language included in their codes.

Prohibiting Non-Disclosure Agreements for Data Center Development

House Energy Committee, April 6, 2026

House Bill 2359 (PN 3136), introduced by Representative Joe Ciresi, would amend the Right to Know Law prohibiting an agency, which includes a municipality, from entering into a non-disclosure agreements with a data center developer. Any agreement contradicting this prohibition would be contrary to public policy and considered void.

House and Senate Session Days 2026

House

May 4-6

June 1-3, 8-10, 15-17, 22-30

Senate

May 4-6

June 1-3, 8-10, 22-26, 29-30

*reminder - session dates are subject to change



UNDERSTANDING EPA'S REUSE CONSIDERATIONS FOR DATA CENTERS ON BROWNFIELD AND SUPERFUND SITES

**AUTHORED BY CHRISTOPHER JORDAN, SENIOR SPECIALIST ON URBAN INNOVATION AT
THE NATIONAL LEAGUE OF CITIES.**



Artificial intelligence (AI) data center development is accelerating across the country. New guidance from the U.S. Environmental Protection Agency (EPA) aims to help local leaders build these developments on designated Superfund or brownfield sites. While there are many factors that determine whether a community may decide to host an AI or “hyperscale” data center in general, the inclusion of Superfund or brownfield sites offers another option to revitalize these properties for economic development purposes.

On July 23, 2025, the White House released the Executive Order on Accelerating Federal Permitting of Data Center Infrastructure (EO) in alignment with the Administration’s goal to “facilitate the rapid and efficient buildout of this infrastructure by easing Federal regulatory burdens.”

The order contains directives to various agencies to support this effort, including providing financial

support for qualifying projects, streamlining environmental and permitting and identifying suitable federal land for siting new data centers.

The EO directed EPA to “develop guidance to help expedite environmental reviews for qualified reuse and assist State governments and private parties to return such Brownfield Sites and Superfund Sites to productive use as expeditiously as possible.”

Pursuant to the EO, EPA issued new guidance (PDF) to help decision-makers identify sites that may be suitable for hosting AI data centers. The guidance includes specific considerations that must be evaluated in the development of AI data centers on Superfund and Brownfield sites.

Here are some key takeaways from the guidance for local leaders to understand.

What are Superfund and Brownfield Sites?

- **Superfund sites** include contaminants that pose risks to human health and the environment. They include manufacturing facilities, processing plants, landfills and mining sites that contain improperly managed hazardous substances and pollutants. Where there is no viable responsible party, EPA is granted authority and funding to clean up these sites.
- **Brownfield sites** are properties where current or future use is affected by concerns over environmental contamination due to commercial or industrial activities. EPA does not regulate brownfield sites but does provide “funding and technical assistance resources to support community-led efforts to revitalize and reuse” these sites.

Guidance on the Redevelopment of Superfund and Brownfield Sites as AI Data Centers

Prior to the EO, EPA already hosted a number of resources to assist local, state and tribal governments in revitalizing brownfield and superfund sites. Many of these are applicable in helping local leaders consider these sites for data center development, including:

- Leading Local Revitalization Fact Sheet (PDF)
- Navigating Funding for Brownfields Revitalizations Fact Sheet (PDF)
- Technical Assistance and Reuse Planning Support for Superfund Sites
- EPA’s Redevelopment Mapper for Superfund and Brownfield Sites How would an AI lead fit within the city’s existing leadership structure and decision-making processes?

Key Considerations for AI Data Center Development on Superfund and Brownfield Sites

EPA has identified criteria for site characteristics that are compatible with AI data center development. The key things to consider are that AI data centers must be compatible with site conditions; have easy

access to infrastructural support, including energy and fiberoptic cables; and be compatible with all applicable local, state and federal regulations.

Important Considerations when Siting AI Data Centers

Note: A full list of criteria can be found in Appendix A in the Guidance on the Redevelopment of Superfund and Brownfield Sites as AI Data Centers (PDF).

Size & Topography

- A minimum of 100 acres is typically needed for a 100 mega-watt (MW) campus-style data center. Data centers generating fewer MW may be accommodated on smaller sites.
- Additional land for power generation, substations, cooling, stormwater management, parking, security and phased expansion is usually desired.
- Rectangular sites with slopes less than 2-5 percent are generally preferred. 5-10 percent are riskier and slopes greater than 15-20 percent are not generally pursued.

Energy

- High demand for power requires sufficient grid capacity, substation access, redundancy and favorable tariffs. Onsite generation and backup sources are often needed to ensure uninterrupted power supply.
- Often, data centers are built directly next to or together with substations or power plants.
- Multiple power sources (hydro, nuclear and fossil) could be beneficial.
- Some data centers utilize renewable energy, such as solar, with solar arrays or turbines built on-site or located within a few miles.

Water

- Operations require substantial cooling, which may use millions of gallons per MW per year. Access to reclaimed or reliable water source is necessary.
- 1-10 miles from municipal water supply (with dedicated pipelines and large contractual agreements).

- Some data centers are directly adjacent to or less than 1 mile from major rivers/lakes or treatment plants (especially true for hyperscale sites in water-rich areas).

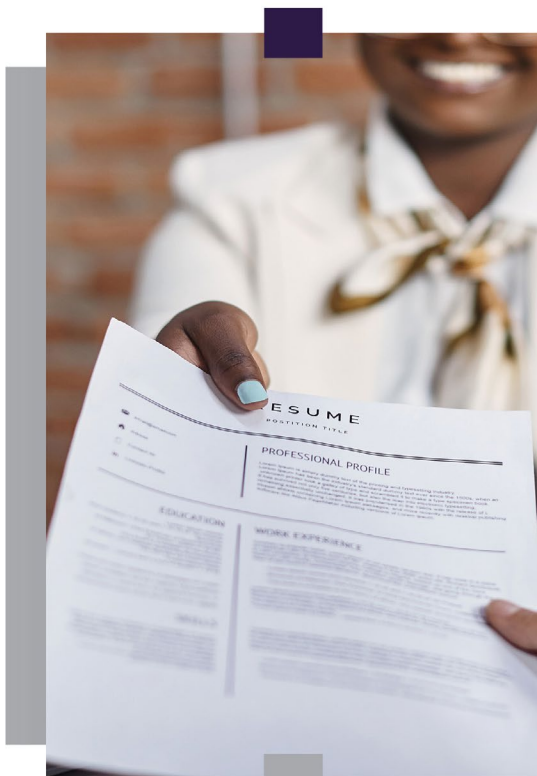
Fiber Optic Cable/Connectivity

- Redundant high-capacity connections via diverse routes required.
- Proximity to major internet exchanges, fiber optic networks and telecommunications infrastructure (often less than 1 mile) ensures low latency and high bandwidth. Cities with robust telecom infrastructure are preferred.

Next Steps for Local Leaders

- Learn more about AI Data Centers in NLC’s fact sheet series.
- Watch NLC’s webinars cohosted with the American Association for the Advancement of Science on data center water and grid impacts.

LOOKING TO HIRE QUALIFIED LOCAL GOVERNMENT CANDIDATES?



THE LEAGUE’S MUNICIPAL JOB JUNCTION*

- **Free for League Members**
- **Flat \$250 fee** (for non-members) — no surprise charges or hidden fees
- **Up to 2 full months of visibility** per job post
- **Targeted audience** of serious, job-ready professionals
- **Less clutter, more visibility** than overcrowded job boards
- **Better value per day** than other hiring platforms



PML.org/programs-and-services/municipal-job-junction-mjj

Public Finance

SPOTLIGHTING PLGIT SERVICE

PLGIT CLIENT SERVICES SUPPORTS MUNICIPALITIES IN THEIR INVESTING PROCESS AND OPTIONS

BY TAMARA KEMMLER, INSTITUTIONAL SALES & RELATIONSHIP MANAGER, PFM ASSET MANAGEMENT, A DIVISION OF U.S. BANCORP ASSET MANAGEMENT, INC.

PLGIT has always made it a priority to commit energy and resources toward both its “do-it-yourself” and “one-to-one” services for its clients.

Why?

As beneficial as PLGIT products are for local governments, it takes a clear path and informed specialists to connect the two, answer questions, and maintain an environment for a good relationship.

Where local government investing is concerned, skilled client services specialists are essential in navigating complex regulatory frameworks and addressing legal and logistical challenges. Their ability to provide clear, timely information helps mitigate risks and build trust.

The digital component of client services is no less important. Investors increasingly rely on digital platforms to access information and streamline processes. Providing intuitive, self-service digital tools offers convenience and accessibility, allowing investors to manage

certain aspects of their tasks independently.

In this article, we will give our attention to the two areas of our Client Services team: the services available via Connect that enable investors to manage their own accounts, and the people who make up our Client Services Group and provide personal service to local government representatives.

How Municipalities Connect With PLGIT

PLGIT’s significant revamp of our secure online transaction and reporting system, Connect, was unveiled in May 2022, and is used by the majority of PLGIT’s 3,300+ local government, municipal authority, and school investors. We created this portal to give investors more options to manage their PLGIT account. Here are a few examples of Connect’s reporting and management tools:

Increased Record Keeping Options *Connect* users can view and download historical month-end holdings via the “Activity History” section.

Current Yields at Your

Fingertips Daily liquid rates (PLGIT-Class, PLGIT/Reserve-Class and PLGIT/PRIME) and fixed rates (PLGIT/TERM) are accessible within a user’s account access. Investors don’t have to wait to see liquid and fixed-rates. Current 7-day yields for the liquid PLGIT investment options are always available on www.PLGIT.com.

More Data Users have quick access to key data points such as ‘Pending Activity,’ ‘Recent Activity,’ and much more. This historical account activity can be filtered by transaction type, investment type, account and/or date. An updated search feature allows users to search for specific activity with ease.

Transaction Module *Connect’s* transaction module -- one of the portal’s newest features -- is where users can transfer funds between their accounts and share classes and initiate transactions (by ACH and wire) to and from other financial institutions.

Detailed reporting capabilities and functionality *Connect* users can access monthly statements

and daily confirmations, send and receive documents, and more.

View account activity and initiate transactions Users can query and download historical account activity, as well as initiate wire and ACH transactions and internal transfers.

The next anticipated *Connect* update will offer the ability to open subaccounts through the portal. This is particularly useful for any PLGIT investors who want to segregate different kinds of funds for tracking and reporting purposes, or if they'd like to better distinguish between short-term liquidity and longer-term reserves.

Gradual adoption of these self-service capabilities has helped free up capacity for our Client Services Group so they can better serve PLGIT investors with more complex or detailed questions.

PLGIT's Client Services Group

Where investor questions are concerned, there are times when personal communication is irreplaceable. Complex inquiries and nuanced issues benefit from direct interaction with knowledgeable professionals like the individuals of our Client Services team.

These individuals understand that their objective is to provide the highest level of customer service to investors, establish and reinforce trust with PLGIT and PFMAM, and make investors' efforts easier.

The members of our Client Services Group include:

Stevie Blackston II, Director
Blackston joined PFMAM in 2022 and oversees the Investor Client Services Team, which provides customer service and support to PFMAM's LGIP program participants and investors. Prior to joining the organization, Stevie spent 15 years as a Relationship Manager in the Global Capital Markets division of Wilmington Trust N.A.

Twinkle Malhotra, Senior Investor Client Relations Consultant, Workflow Supervisor, East Region

Twinkle joined the Client Services Group in 2024. She supports the process of client onboarding, account maintenance, and investor inquiries related to market activity and investment solutions.

Jaida Lopez, Investor Client Relations Consultant, East Region
Jaida began working in financial services in 2022 and joined PFMAM in 2024. She supports client onboarding, account maintenance, and investor inquiries.

Bethany Alkhrissat, Investor Client Relations Consultant, East Region

Bethany started working in the financial sector in 2017 and joined PFMAM in 2023. She supports client onboarding, account maintenance, and investor inquiries related to

market activity and investment solutions.

Anne Parker, Investor Client Relations Consultant, East Region

Anne joined PFMAM in 1995 and specializes in assisting with the purchase of PLGIT's CD- and TERM products. Anne works with new investors as part of the onboarding process and troubleshoots client issues with *Connect*.

Having a mix of accessible digital resources and approachable client services personnel ensures that investors can choose the most efficient method of communication for their needs, while still receiving personalized support when necessary.

For more information about PLGIT's Client Services, contact your PLGIT representative.

Tamara Kemmler is an Institutional Sales & Relationship Manager with PFM Asset Management, PLGIT's investment administrator. She services PLGIT clients in western Pennsylvania. She can be reached at kemmlert@pfmam.com

Important Disclosure Information

This information is for institutional investor use only, not for further distribution to retail investors, and does not represent an offer to sell or a solicitation of an offer to buy or sell any fund or other security. Investors should consider the investment objectives, risks, charges and expenses before investing in any of the Trust's portfolios. This and other information about the Trust's portfolios are available in the current Information Statement, which should be read carefully before investing. A copy of the Information Statement may be obtained by calling 1-800-572-1472 or is available on the Trust's website at www.plgit.com. While the PLGIT and PLGIT/PRIME portfolios seek to maintain a stable net asset value of \$1.00 per share and the PLGIT/TERM portfolio seeks to achieve a net asset value of \$1.00 per share at its stated maturity, it is possible to lose money investing in the Trust. An investment in the Trust is not insured or guaranteed by the Federal Deposit Insurance Corporation or any other government agency. Shares of the Trust's portfolio are distributed by U.S. Bancorp Investments, Inc., member FINRA (www.finra.org) and SIPC (www.sipc.org). PFM Asset Management is a division of U.S. Bancorp Asset Management, Inc., which serves as administrator and investment adviser to the Trust. U.S. Bancorp Asset Management, Inc. is a direct subsidiary of U.S. Bank N.A. and an indirect subsidiary of U.S. Bancorp. U.S. Bancorp Investments, Inc. is a subsidiary of U.S. Bancorp and affiliate of U.S. Bank N.A.

pfm  **asset
management**



Member
The League's
Business Leaders Network