



2026-2030 Strategic Plan Summary Report

MISSION STATEMENT

The mission of the Barrett Economic Development Corporation (BEDCo) is to strengthen and support the Barrett community by enhancing the local economy and the economic opportunities of town residents.

EXECUTIVE SUMMARY

BEDCo has developed a comprehensive five-year strategic plan to fulfill its mission and to build the organization. This detailed plan includes a series of goals, initiatives and action items that will be implemented from 2026 to 2030, with clear delineation of the steps needed to achieve each goal and specific information about the timeframe and resources needed.

The five program goals are to:

1. Advocate for the completion of the buildout of the Barrett Administration and Recreation Complex (BARC)
2. Support the revitalization of the Four Corners of Canadensis
3. Support existing businesses and attract new ones
4. Enhance the Route 390 corridor as a commercial district
5. Advocate for township policies that promote the fair and equal enforcement of building code and short term rental regulations.

The plan also features a set of goals designed to build the capacity of BEDCo as an organization.

These include goals in four functional areas:

1. Operations
2. Community engagement
3. Communications
4. Finances

The expectation is that program initiatives such as junk removal and façade/storefront improvements will begin in 2026. Barrett residents will see physical improvements to BARC and the Four Corners beginning in 2027.

OUR VISION

Barrett Township is a place of deep roots, natural beauty and hard-working residents. It is also home to those who have chosen this community as a treasured second home or retreat. BEDCo exists to bring these groups together in service of a shared vision:

- Homes and storefronts that reflect pride and care
 - Opportunities for local businesses to grow and thrive
 - Clean, welcoming spaces that invite visitors – and investments
 - A community where every resident, long-term or new, feels connected to a better future
-

INTRODUCTION

BEDCo was founded to address long-standing concerns in Barrett Township about the health and vitality of the local economy and the proliferation of neglected properties in the community. Township officials, business and property owners and many town residents were asked to share ideas to address these concerns. A consensus emerged that it would be beneficial to form a community-based nonprofit organization to focus on economic development initiatives. BEDCo was incorporated in April of 2025 in Pennsylvania as a 501(c)3 nonprofit organization. It is one of many economic development corporations that operate in the Poconos and throughout the Commonwealth to bolster business and economic growth.

The purpose of the strategic plan is to set a path for BEDCo to follow to fulfill its mission and to realize its vision. The plan was developed by the Board of Directors from October 2025 to February 2026. The process to create the plan involved broad outreach to town residents and community leaders, business and property owners and nonprofit partners. It employed analytical methods that are considered best practice in the nonprofit and strategic planning fields. The specific steps followed were:

- Defined mission
- Drafted vision statement
- Assessed the strengths, weaknesses, opportunities and threats of the organization (SWOT Analysis)
- Decided on program and operations goals
- Researched economic development corporations and downtown management organizations in Pennsylvania
- Held public forum with 250 residents in attendance to discuss goals, program priorities and concerns and to engage residents in visioning process
- Solicited ideas from Community Advisory Board and Business Advisory Board
- Met with leaders of other economic development corporations and downtown management organizations to discuss their programs and operations
- Met with municipal officials to discuss elements of plan
- Developed budget plan
- Wrote detailed five-year strategic plan with program and operations goals and the initiatives and action items needed to achieve these goals

The detailed strategic plan consists of the following sequenced over five years:

22 goals

80 initiatives

219 action items

Formatted as an Excel spreadsheet, it shows the start and completion date for each action item, quarter by quarter, each year and includes information about the entity or individual responsible for each initiative and action item, the cost, the facilities needed and notes on implementation. The detailed spreadsheet is intended to guide the implementation of the goals and initiatives in the strategic plan. This summary report is intended to explain the key elements of the strategic plan to the public.

PROGRAM GOALS AND INITIATIVES

BEDCo plans to pursue five program goals:

1. Advocate for the completion of the buildout of the Barrett Administration and Recreation Complex (BARC)
2. Support the revitalization of the Four Corners of Canadensis
3. Support existing businesses and attract new ones
4. Enhance the Route 390 corridor as a commercial district
5. Advocate for township policies that promote the fair and equal enforcement of building code and short term rental regulations.



These are ambitious goals. Realistically, it will take more than five years to achieve all of them. The strategic plan outlines the key initiatives and action items to launch and make meaningful progress on these projects.

1

The first initiative to advocate for the completion of the buildout of BARC and to support the revitalization of the Four Corners of Canadensis will be to prepare a study of these areas. BEDCo retained Derck & Edson to prepare this study in the fourth quarter of 2025. Derck & Edson is a leading planning firm in Pennsylvania with decades of experience working with economic development corporations, downtown management companies, municipalities and colleges on planning and economic development projects. Derck & Edson will create a master plan for the 39-acre study area at the Four Corners in Canadensis. The firm will create another master plan for the 31-acre BARC property.

The master plan for BARC will show how this site can serve as a community and recreational center for Barrett residents. The plan will build on the current uses of the complex and offer a vision for future developments and improvements. The master plan will feature a conceptual land use plan for the entire 31-acre site. It will offer ideas, based on community preferences and an assessment of sustainable projects, about

physical improvements to the site. The plan will include proposed land uses, photos, color maps and a development summary.

The land use ideas generated by residents at BEDCo's November 18, 2025 public forum were, in order of frequency cited:

- Community garden
- Swimming pool
- Band shell
- Wildflower garden
- Sports fields
- Sports fieldhouse
- Trails
- Playground
- Farmer's market
- Post office

These ideas will be investigated further as part of the study. Derck & Edson will also engage the community in terms of land use ideas through other methods during the study period. The firm will meet with the Community Advisory Board, Business Advisory Board and township officials and conduct a community survey. The master plan will reflect the ideas received from all these sources as well as an assessment of which projects are feasible and sustainable.

2

The master plan for the Four Corners of Canadensis, at the crossroads of Route 390 and Route 447, will identify community

PROGRAM GOALS AND INITIATIVES *continued*

assets, document the defining landscape and architectural characteristics of the area to be protected and enhanced, identify commercial and residential market opportunities, illustrate the intended character of the study area with 3D renderings and document the land planning principles and design approach that can guide investment in the commercial district. The study will include a site and zoning assessment, environmental assessment and a visual preference survey that captures the character of buildings, civic spaces, streetscapes and building heights and forms. The visual preference survey will be informed by public sentiment obtained at the November 18, 2025 public forum and meetings and conversations with township officials, the Business Advisory Board and Community Advisory Board and town residents as well as real estate market research.

The real estate market assessment will be conducted by Urban Partners, a planning firm that often works in tandem with Derck & Edson on redevelopment projects. Urban Partners will assess the range and characteristics of viable new uses appropriate for the study area, based on community preferences. The market assessment will focus on a variety of possible uses including retail, housing, professional, healthcare/service office and entertainment and recreation. For each type of use, Urban Partners will develop ideas for public comment and review based on a market analysis of the region. A key consideration of new uses will be maintaining the architectural character of the community.

At the November 18 public forum, Urban Partners received valuable input from town residents about the types of buildings and improvements that residents prefer.

Once the master plans are prepared by Derck & Edson they will be presented to the community for public review. BEDCo will host another public forum in the fall of 2026 to share the elements of the master plans and to ask

for comments and recommendations from town residents. During this same timeframe, the plans also will be shared with township officials, nonprofit partners, the Community Advisory Board, Business Advisory Board and with potential funders including the Pennsylvania Department of Community and



Economic Development, Department of Transportation, US Department of Housing and Urban Development, local foundations and prospective individual donors. Following this process of public engagement, BEDCo will work with township officials to create a formal plan and schedule to build out BARC and revitalize the Four Corners based on the Derck & Edson master plans, community input, funding possibilities and guidance from elected and appointed municipal officials.

BEDCo anticipates that projects to enhance BARC and revitalize the Four Corners will start in 2027 and continue through 2030. BEDCo will form a BARC Committee and Four Corners Committee in early 2027 to facilitate these projects, working in partnership with municipal officials. Each committee will be

PROGRAM GOALS AND INITIATIVES *continued*

led by a member of the Board of Directors and will consist of community residents. The Executive Director of BEDCo, a position that will be created and staffed in the fourth quarter of 2026, will work with the Board and the committees to implement projects based on the schedule and funding. It is expected that the full implementation of the project plan for each site will extend well beyond 2030. The plan will be reviewed and amended on an annual basis as projects are completed, funds secured and circumstances and community preferences evolve and change.



The third program goal in the strategic plan is to support existing businesses and attract new ones. **This goal will be fulfilled through six initiatives over the next five years:**

- Help businesses improve their properties
- Address the infrastructure needs of businesses
- Represent the interests of businesses in Barrett Township
- Offer technical and professional development to current businesses
- Recruit new businesses to Barrett Township
- Host events to bring customers to local businesses

BEDCo plans to help businesses improve their properties in two ways: 1) assist businesses with the disposal of junk on their properties; and 2) offer grants for façade/storefront renovations. BEDCo intends to coordinate efforts for junk removal with the existing Barrett Township program. BEDCo will defray the cost of junk removal and make it more convenient to discard neglected items on properties. This project will start in 2026 and will be offered on a regular basis over the next five years. Funds have already been secured for 2026 through donations from town residents to move forward with this work. BEDCo has already discussed

details for this project with township officials and dates will be announced for 2026.

Funds are also on hand to launch the façade/storefront renovations program in the fall of 2026. Interested property or business owners will be asked to complete an application for a grant to make physical improvements to their property. The program will be structured as a matching grant program with applicants expected to contribute a portion of the construction costs. Grants will be awarded for masonry repairs, cladding panels, display windows, entryway doors, exterior painting, new signage and awnings, new lighting and other improvements that will make storefronts more functional and attractive. This program will be managed by the Executive Director who will work in coordination with the Business Advisory Board on the grant review process and grant administration. BEDCo intends to raise sufficient funds from the Pennsylvania Main Street Matters program and individual donors every year to make several grant awards in future years. The expectation is that construction work on façade/storefront renovations will commence by the end of 2026.

BEDCo plans to work with township officials, the Business Advisory Board and individual property and business owners to identify the infrastructure needs of current and prospective businesses. The goal is to develop a plan for infrastructure improvements that will bolster the business community throughout the township. This plan will be comprehensive in its approach, covering roads, bridges, paths, utilities (water, sewage and electricity), waste management and communications networks. BEDCo will work with the township to assess funding sources for infrastructure improvements and collaborate with Barrett officials to secure grants. The organization also will advocate on behalf of the business community during

PROGRAM GOALS AND INITIATIVES *continued*

construction projects to make sure that the interests of the business community are represented. This is a long-term initiative that is expected to be led by BEDCo's Executive Director starting in 2027.

BEDCo also will work to represent the business community more broadly. The Township is home to many successful, thriving industrial, commercial and retail businesses but does not have a local Chamber of Commerce or other entity that is a voice for business interests in the local community. BEDCo plans to organize regular meetings with the business community through its Business Advisory Board and advocate for businesses with township officials and local and regional nonprofit groups. This work will commence in 2026 once the organization hires a Community Relations Coordinator.

Beginning in 2027, BEDCo plans to offer technical and professional development programming to local businesses. The goal is to tap local talent to help local businesses with a range of business services. As a first step, the Business Advisory Board will canvass the local business community to identify needs. These needs, for example, might include IT, sales and marketing, inventory management, accounting and legal services, etc. BEDCo intends to offer a series of training workshops designed to strengthen and support local businesses, funded by outside sources. The expectation is that a schedule of programming will be made available to local businesses for 2027.

Once the master plan is created for the Four Corners and work to enhance the Route 390 corridor has commenced, BEDCo plans to work with the business community to recruit new businesses to the township. BEDCo will create and maintain a directory of industrial, commercial and retail properties available for sale and lease. It will develop and implement a campaign to promote Barrett to prospective business owners in the region. This initiative will be led by the Executive Director of the organization, in coordination with the Business Advisory Board and the local business community beginning in 2028.

BEDCo also plans to strengthen and support local businesses by hosting major events to bring customers to local businesses. The organization will convene

a two-day music concert in July of 2026. The goal is to attract 1,000 people to the event. Special discounted tickets will be made available to Barrett residents through a collaborative agreement with the Pocono Mountains Music Festival. BEDCo will then partner with the producer of the concert to market the event – and the Barrett community – to residents within a 150-mile radius. BEDCo will work with the local business community through the Business Advisory Board to help local businesses make the most of this opportunity. BEDCo intends to organize a major event like this concert in future years to draw customers to Barrett Township.



The fourth program goal in the strategic plan is to enhance the Route 390 corridor as a commercial district. Route 390 is, of course, the main business district in Barrett

PROGRAM GOALS AND INITIATIVES *continued*

Township, with a wide mix of successful industrial, commercial, retail and professional services businesses. BEDCo aspires to work with the business community to build on the existing strengths of this business district. The first initiative to achieve this goal will be to pursue designation of the corridor as a Pennsylvania Department of Community and Economic Development Main Street. This designation will make the district eligible for state funds to plan and manage infrastructure improvements, create new signage, make grants for façade/storefront renovations and access resources for planning. The Main Street program is one of the signature vehicles for commercial centers in the state to promote economic development. This initiative will be pursued in 2026.



A second initiative will be to retain Derck & Edson to conduct a site study for the Route 390 corridor and create a master plan for improvement projects. The master plan will identify community assets, document the defining landscape and architectural characteristics of the area to be protected and enhanced, identify commercial and residential market opportunities, illustrate the intended character of the study area with 3D renderings and document the land planning principles and design approach that can guide investment in the commercial district. The study will include a site and zoning assessment, environmental assessment and a visual preference survey that captures the character of buildings, civic spaces, streetscapes and building heights and forms. The visual preference survey will be informed by public sentiment obtained through a public forum, meetings and conversations

with township officials, the Business Advisory Board, Community Advisory Board and town residents as well as real estate market research. Funds will be secured by BEDCo to pay for the study, scheduled for 2027.

Once the study is completed, BEDCo will share the master plan with the community for public review. BEDCo will host a public forum in the fall of 2027 to share the elements of the master plan and to ask for comments and recommendations from town residents. During this same timeframe, the plans also will be shared with township officials, nonprofit partners, the Community Advisory Board and Business Advisory Board and with potential funders

including the Pennsylvania Department of Community and Economic Development, Department of Transportation, US Department of Housing and Urban Development, local foundations and prospective individual donors. Following this process of public engagement, BEDCo will create a formal plan and schedule to enhance the Route 390 corridor based on the Derck & Edson master plan, community input, Main Street resources, other funding possibilities and guidance from elected and appointed municipal officials.

BEDCo anticipates that projects to enhance the Route 390 corridor will start in 2028 and continue through 2030. BEDCo will form a Main Street Committee in early 2028 to facilitate these projects, working in partnership with township officials. The committee will be led by a member of the Board of Directors and will consist of community residents. The Executive Director of BEDCo will work with the Board and the committee to implement projects based on the schedule and funding.

PROGRAM GOALS AND INITIATIVES *continued*

It is expected that the full implementation of the project plan will extend well beyond 2030. The plan will be reviewed and amended on an annual basis as projects are completed, funds are secured and circumstances and community preferences evolve and change.



The fifth program goal is to advocate for township policies that promote the fair and equal enforcement of building code and short-term rental regulations. Both issues emerged from BEDCo's public engagement process in 2025 as major concerns of the community that have a negative impact on the local economy and economic opportunities of Barrett residents. Ultimately, these are problems that need action from Barrett Township officials to address. BEDCO intends to be an advocate on these issues, working in cooperation with Barrett Township Citizens Coalition (BTCC) and other residents. BEDCo's aspiration on both issues is the same: to encourage the township to apply the regulations pertaining to the

building code and short-term rentals in a way that is consistent.

All short-term rentals in Barrett Township need to be properly registered, pay the appropriate fees and taxes and comply with township regulations regarding their operations. All property owners need to comply with the township's building code regulations. These are simple principles that will guide BEDCo's advocacy work. To be an advocate on these issues, BEDCo plans to continue attending meetings of the Board of Supervisors regularly to stay informed on building code and short term rental regulations, engage township residents to understand their views on these issues, work with township officials and Barrett Township Citizens Coalition (BTCC) to identify new policies and measures that will make the enforcement of regulations more fair and equal and advocate for the adoption of new policies and measures in collaboration with concerned residents. This work will start in 2026 and will continue through 2030.

ORGANIZATIONAL GOALS AND INITIATIVES

In order to achieve the program goals outlined in this strategic plan, BEDCo needs to build the capacity of the organization. BEDCo was established in 2025 and formed a Board of Directors along with a Business Advisory Board and Community Advisory Board. It also made connections with many constituencies in the community, including the Board of Supervisors, appointed township officials, business and property owners, nonprofit organizations and township residents.

The strategic plan details the path for BEDCo to build the organization in four key functional areas:

1. Operations
2. Community engagement
3. Communications
4. Finances

In the area of operations, the strategic plan has five goals:

1. Build the Board of Directors
2. Develop a volunteer program
3. Create a staffing plan
4. Establish an office
5. Adopt personnel policies.

ORGANIZATIONAL GOALS AND INITIATIVES *continued*

As of February 2026, BEDCo has six members on its Board of Directors. The aspiration is to grow the Board to seven members and to create a pathway for volunteers to expand their involvement with the organization to emerge as Board candidates based on the needs of the organization. Over time, the Board plans to add Board Committees to meet the needs of the organization. In 2026, the Board will form an Executive Committee, Finance Committee and Fundraising Committee. As program goals are pursued, the Board will create a BARC Committee and Four Corners Committee in 2027 and a Main Street Committee in 2028 for the enhancements to the Route 390 corridor. The Board may also consider the formation of a Communications Committee and Façade/Storefront Improvements Committee.

A large, active volunteer team will be instrumental to the ability of BEDCo to fulfill its mission and achieve its goals. BEDCo created the Business Advisory Board and Community Advisory Board in 2025 in order to bring volunteers together and ask them to work on initiatives. A Volunteer Coordinator was tapped at the end of 2025. Moving forward, BEDCo plans to create a formal volunteer program with a list of skills needed from community residents, an outreach plan to recruit interested residents from multiple sources, a brochure with information about volunteer opportunities, metrics to measure and manage the growth of the volunteer program and vehicles to educate volunteers about the work of the organization and to recognize volunteers for their service. These initiatives will start in 2026 and will develop over the five years for the strategic plan.

Work on the staffing plan also will begin in 2026 and develop in the years ahead. The plan is to hire a part-time Community Relations Coordinator in early 2026 and then transition to a full time Executive Director by the end of the year. Funds have already been secured from individual contributors to pay for the

salaries of these positions through June of 2027. Depending on the results of the studies for BARC and the Four Corners, BEDCo may hire an additional staff person in 2027 to handle grant applications for funding projects as well as a Project Manager to oversee the construction projects. BEDCo currently has a part-time Administrative Coordinator. The organization may consider leasing an office at BARC or in a building in the Four Corners in 2027 depending on the needs of the organization.

Community engagement has been critical to the work of BEDCo. Outreach to the Board of Supervisors and township officials, business and property owners and town residents has given the organization valuable information about the needs of the community and strategies to consider to address these needs. BEDCo intends to create and implement a formal plan to obtain information, ideas and insights from the community on a regular basis. BEDCo will develop a list of core constituencies to engage, create a database with contact information, identify strategies to connect with these constituencies, set clear goals for community engagement and evaluate community engagement activities against these goals.

The new Community Relations Coordinator will work with the Board of Directors to establish goals for the organization's public engagement work in 2026. The primary goal of BEDCo's community engagement work will be to understand public sentiment about ideas and strategies to enhance the local economy and expand economic opportunities for township residents. It is anticipated that additional goals will be to educate the community about BEDCo's programs, advocate for projects that will fulfill the mission of the organization, recruit volunteers and connect with partner organizations that have common interests. Activities to achieve these goals will include regular public forums, community surveys,

ORGANIZATIONAL GOALS AND INITIATIVES *continued*

meetings with business and property owners and attendance at meetings of community groups and township committees. BEDCo may also create new forums to gain perspective on public opinion such as a monthly breakfast meeting with Barrett businesses. The Community Advisory Board and Business Advisory Board will play key roles in community engagement. The Executive Director of BEDCo will be the principal point person to lead community engagement activities in 2027 and in the years that follow.



An important companion to BEDCo's community engagement efforts will be its communications plan. The Community Relations Coordinator will work with the Board of Directors in 2026 to develop a communications plan. The plan will define communications goals, activities and methods as well as metrics to use to assess the effectiveness of the communications work of the organization. The primary goal of the communications activities will be to educate the constituencies of the organization about the mission and work of BEDCo. The communications plan will articulate the audiences for different types of communications, the best vehicles to use to reach these audiences and will include a schedule and budget for communications initiatives.

BEDCo has already created a website that features information about the structure and work of the organization. It has a database of community contacts, including town officials, business and property owners, volunteers, donors and interested citizens. Contacts currently receive ad hoc eblasts with news and updates. The strategic plan calls for the introduction of additional

methods of communication over the next five years. These new methods may include a newsletter or e-newsletter, stories in local media outlets, flyers or brochures on projects, an educational video and a podcast. The specific mix of communications methods

will depend on audience reach, cost, volunteer capacity and results. The communications plan will include metrics to measure the results of communications initiatives such as the number of views on the website, the number of subscribers to the newsletter, etc.

To achieve the program goals outlined in this strategic plan, BEDCo will need to develop strong systems for financial management and fundraising. One of the key goals in the strategic plan is to create a five-year budget for the organization. This budget will include an itemized account of projected program and operations expenses as well as forecasts for revenue. To facilitate this process, BEDCo intends to form a Finance Committee as well as a Fundraising Committee. The Finance Committee will be led by the Treasurer of the Board of Directors and will include volunteers from the community with knowledge and skills in financial planning and management.

The Finance Committee will project expenses for programs and operations based on the initiatives in the strategic plan on an annualized basis from fiscal year 2026 to 2030, work with the Fundraising Committee to assess the potential for contributed income from grants and donations from institutional donors and individual contributors, consider the potential for the organization to earn income, monitor expenses and income, prepare the annual income statement, cash flow statement, balance sheet and functional expenses

ORGANIZATIONAL GOALS AND INITIATIVES *continued*

statement and work with the organization's accounting firm to complete the annual audited financial statement and submit all federal and state compliance documents.

The Fundraising Committee will assemble a team of volunteers to create a five-year fundraising plan. The plan will set annual fundraising goals based on budget needs, identify funding sources for programs and operations, determine the best strategies to cultivate donors, create solicitation vehicles to maximize the giving potential of prospective donors, outline strategies to steward current donors and develop the infrastructure to create a state-of-the-art fundraising operation. The Aubrey Group, a fundraising firm led by a member of the Board of Directors, has already created a prospect database system and donor acknowledgement system and drafted a Case for Support Statement for BEDCo. A fundraising campaign at the end of 2025 raised sufficient funds to pay for BEDCo's projected operations expenses through June of 2027 and to launch the junk removal

initiative and façade/storefront improvement program in 2026. Later in 2026, The Aubrey Group will draft a series of templates for grant applications for other program projects. In 2027 and future years the Executive Director and the Fundraising Committee will work together to apply for grants from state and federal agencies, foundations and individual donors.

Depending on the needs of the fundraising program, BEDCo may hire a fundraising professional to orchestrate fundraising initiatives starting in 2027. This individual will be responsible for all aspects of the fundraising program including prospect identification and research, the planning of all cultivation activities such as tours, meetings and fundraising materials, the solicitation of donors through targeted appeals, events and grant applications and the stewardship of current donors. It is anticipated that individual donors will be a key source of operations funding along with the Pennsylvania Main Street program and that institutional donors will be the primary source of funds for capital projects in Barrett Township.

CONCLUSIONS

BEDCo aspires to build on a long legacy of citizen involvement and leadership in the community to "make Barrett even better." As an economic development corporation, it has a particular mission focused on enhancing the local economy and the economic opportunities of town residents. Other organizations, such as service clubs, community groups and houses of worship, also aspire to make Barrett even better and pursue this common goal through different programs and initiatives. BEDCo seeks to work with all organizations and residents in a spirit of cooperation and common enterprise.

The purpose of this strategic plan is to delineate how BEDCo can advance its mission and work to "make Barrett even better." This is an ambitious plan that will, no doubt, evolve and change, as initiatives are pursued, opportunities emerge and circumstances change over the next five years. Residents can expect to see tangible results in the community starting in 2026 with major projects making an impact on the local economy and the quality of life in Barrett Township in 2027 and the years to follow. BEDCo seeks the support of Barrett residents and welcomes the active participation of members of the community.

To learn more about the work of the organization, please visit our website at www.betterbarrett.org.