

Bringing more business to Broadway/Monmouth



The Broadway/Monmouth Redevelopment Committee



- Diverse members appointed by the Mayor represent the interests of the business community
- Serves as a catalyst for economic growth at the City's traditional commercial center
- Fosters good relationships between business, government and residents



Feasibility, Grant and RFP



- The City sought to undertake a Feasibility Analysis per State law
- The City won a \$10,000 Challenge grant from the State
- RFP and competitive selection process
- JGSC Group was selected to analyze feasibility of a Business Improvement District for Broadway/Monmouth with their Redevelopment Committee



What is a "BID"?

- Creation of NJ State law
- Known by many names: SID, DID, BID
- About 90 BIDs now in NJ

QuickTime™ and a
decompressor
are needed to see this picture.



Business advantages of a BID

- Full-time management of commercial corridor as a single district, not multiple stores
- Mandatory participation more effective than voluntary
- Funded to achieve budgeted projects; doesn't rely on donations
- Governed by the business community



Why do a “feasibility analysis”?

- To determine if there is a consensus about problems
- To determine whether problems may be addressed by BID response
- To determine the level of funding necessary to address the problems
- To comply with State law

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Who we are. WHAT WE DO.

Why JGSC Group?

Community
Insights™



JGSC GROUP, LLC

Market Analysis

- Tour all commercial areas
- Interview the committee
- Visit stores; survey random merchants
- Survey some property owners
- Identify/verify issues of concern

Identify potential solutions

- Propose solutions for identified problems
- Discuss solutions with committee
- Determine solutions that are appropriate to a BID

Project a sample budget & revenue stream

- Assign costs where applicable to solutions
- Prioritize tasks
- Project a multi-year plan/budget
- Recommend revenue stream(s) to support the budget



What do merchants/owners think?

GLOUCESTER CITY
Merchant Interview

Store name: _____ Interviewer: _____

Location: _____ Date: _____

Do you (the merchant-operator) own or rent this building? own rent

1. How long has your business been here, and why did you locate here?
2. Is this location meeting your needs and expectations? Are your future plans to stay in Gloucester City?
3. How would you describe the business environment here:
 Strong market, trending upward *Any comments:* _____
 Stable, with slow growth _____
 Stable, but not growing _____
 Trending downward _____
4. Do you agree or disagree with the following statements about Gloucester City:
 - a. Our storefronts look good; they need no improvement. AGREE DISAGREE NO OPINION
 - b. We have a good mix of retail stores. AGREE DISAGREE NO OPINION
 - c. We attract enough foot traffic to support our businesses. AGREE DISAGREE NO OPINION
 - d. We have a good mix of restaurants to choose from. AGREE DISAGREE NO OPINION
 - e. We have a clean and attractive shopping environment. AGREE DISAGREE NO OPINION
 - f. We have a safe shopping environment. AGREE DISAGREE NO OPINION
 - g. Our downtown events improve business. AGREE DISAGREE NO OPINION
 - h. Our City promotes its stores and restaurants well enough. AGREE DISAGREE NO OPINION
5. Do you have any recommendations to improve retailing or dining in Gloucester City?
6. Would you like to see an advertising program in place to promote business in Gloucester City?
7. Is there anything that the local government, Business Association, or UEZ could or should do to help your business?

(Add any other merchant comments to reverse side of form.)



- We incorporated our own analysis of interviews with merchants in the Broadway/Monmouth district
- We met with the commercial property owners and business operators that form the Committee, and discussed their ideas and concerns.



Problems/BID solutions:

1. Limited retail offering



- Lack of retail diversity
- Missing retail categories, including grocery
- Absence of an anchor store
- Too much non-retail use
- **SOLUTION: Aggressively pursue the strategies prepared in the Community Insights™ analysis for the Broadway/Monmouth commercial corridor.**



Problems/BID solutions:

2. Parking



- Lack of parking spaces-actual, or perceived; can't accommodate more shoppers/diners
- Poor enforcement of parking
- Uncertainty about metering
- Pedestrian crossings need improvement
- **SOLUTION: Retain parking engineer to analyze parking usage/need. Self-regulate merchant/employee parking. Improve wayfinding to lots; plan for additional parking if warranted!**



Problems/BID solutions:

3. Appearance



- Poor building maintenance; some vacant neglected buildings
- Need appealing facades, signs, displays
- Need for better streetscaping
- **SOLUTION: Need for enforceable commercial Design Standard coupled with incentives, and ultimately enforcement. Retail readiness program: need to take control, repair, and lease some vacancies. Then recruit new businesses.**



Possible BID solutions:

4. Operations



- Business hours not standard;
- No consistent evening/weekend hours
- Hours not competitive with mall
- Stores are dark after-hours
- **SOLUTION: Trial night promotions; “lights-on” campaign; other events on Broadway that are designed to promote business.**



Possible BID solutions:

5. Management



- Lack of retail diversity
- Missing retail categories
- Absence of an anchor store
- Too much non-retail commerce
- **SOLUTION: BID should act as a manager to oversee retail issues; maintain appearance; manage retail balance. Create strategy and implement transition.**



Possible BID solutions:

6. Marketing



Collingswood BID's May Fair

- Need for more foot traffic
- Need for more browse shopping
- Need for market niche; thematic treatments
- Need for branding of the district
- Need for effective events
- Need for marketing of the district
- **SOLUTION: Retain a marketing consultant; budget.**



Sample Budget



BROADWAY/MONMOUTH BID
Preliminary Budget Draft

Preliminary BID Budget	Year 1	Year 2	Year 3	Year 4	Year 5
Management Salary (1)	\$0	\$0	\$0	\$0	\$0
Benefits (2)	0	0	0	0	0
Office & Furnishings (3)	1,200	500	525	551	579
Utilities (4)	0	0	0	0	0
Management Budget	\$1,200	\$500	\$525	\$551	\$579
	2%	1%	1%	1%	1%
Web Site & Updates (5)	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
Database Software (6)	1,300	1,300	1,300	1,300	1,300
Broker Meetings (7)	600	400	300	300	300
Marketing Materials (8)	800	500	500	500	500
Fill Vacancies	\$4,200	\$3,700	\$3,600	\$3,600	\$3,600
	8%	8%	8%	8%	8%
Marketing & Store Mix (9)	\$0	\$0	\$0	\$0	\$0
Awareness Campaign (10)	5,000	5,000	5,000	5,000	5,000
Seasonal Sale Campaigns (11)	5,000	5,000	5,000	5,000	5,000
Marketing Events (12)	5,000	5,000	5,000	5,000	5,000
Attract Shoppers	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
	30%	31%	32%	32%	32%
Business prospects (13)	\$1,000	\$1,000	\$500	\$500	\$500
Recruitment Materials (14)	3,000	3,000	3,000	3,000	3,000
Business Recruitment	\$4,000	\$4,000	\$3,500	\$3,500	\$3,500
	8%	8%	8%	8%	7%
Business Retention Fund (15)	\$0	\$0	\$0	\$0	\$0
Visual Merchandising (16)	10,000	10,000	10,000	10,000	10,000
Co-op Marketing (17)	3,000	3,000	3,000	3,000	3,000
Web Site & Updates (18)	\$0	\$0	\$0	\$0	\$0
Wayfinding (19)	3,000	2,000	1,000	1,000	1,000
Business Retention	\$16,000	\$15,000	\$14,000	\$14,000	\$14,000
	32%	31%	30%	30%	30%
Façade Improvements (20)	\$0	\$0	\$0	\$0	\$0
Signage Improvements (21)	0	0	0	0	0
Streetscape Improvements (22)	10,000	10,000	10,000	10,000	10,000
Other (23)	0	0	0	0	0
Build Asset Values	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
	20%	21%	21%	21%	21%
Estimated Annual Budget	\$50,400	\$48,200	\$46,625	\$46,651	\$46,679
UEZ Match	\$25,200	\$24,100	\$23,313	\$23,326	\$23,339
Net Revenue Requirements	\$25,200	\$24,100	\$23,313	\$23,326	\$23,339

First year:

\$50,400

Revenue sources:

Assessment, and UEZ grant

BID to address:

This reduced budget will address some marketing, business retention, and façade improvement goals

Assessment:

About \$30/month flat fee

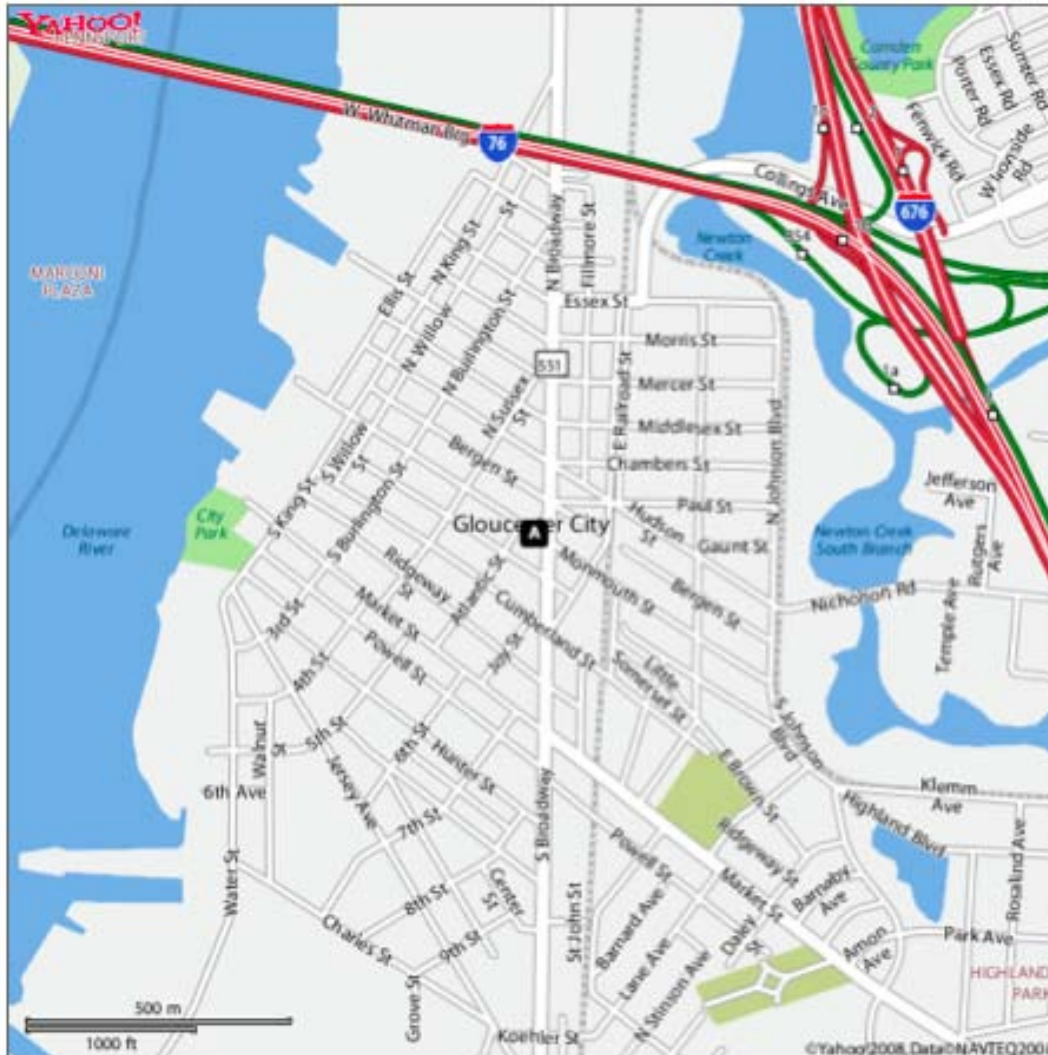
Who pays?

Commercial property owners or their pass-through tenants



JGSC GROUP, LLC

Zone Area



- Broadway, from Middlesex south to Powell Avenue
- Monmouth, from South Railroad Street west to Atlantic Street
- Only affects commercial properties within that zone, which will be identified by block and lot.



Community advantages of BID



- Reliable funding mechanism
- Fair sharing of costs among all businesses
- Managed by the business community
- Enhanced quality of life
- Capacity to compete by marketing our business district
- Increased property values
- Expansion of the tax base

Who will benefit?

PROGRAM BENEFITS	Fill Vacancies	Attract Shoppers	Attract Business	Grow Business	Build Asset Value	Enhance Quality of Life	Attract Investment
Retail Property Owners	•		•		•	•	•
Commercial Property Owners	•		•		•	•	•
Industrial Property Owners	•		•		•	•	•
Apartment Property Owners	•			•	•	•	•
Residents				•	•	•	
Retail Businesses		•		•	•	•	
Commercial Businesses		•		•	•	•	
Industrial Businesses				•	•	•	

NJ Public Policy

It is the public policy of the State of New Jersey to permit the governing body of any municipality to protect the public welfare and health and the interests of the public in the safe and effective movement of persons and **to preserve and enhance the function and appearance of the business districts** of such municipalities by the adoption of ordinances as in this act authorized.

The Legislature further finds: ... that **municipalities should be encouraged to create self-financing special improvement districts** and designated district management corporations to execute self-help programs to enhance their local business climates

NJSA 40:56-65. Legislative findings; public policy

We find a BID to be feasible



- We find that a BID is a feasible method to revitalize business in the Broadway/Monmouth section of Gloucester City
- We recommend that the BID be governed by a District Management Corporation, and that their board include one member of City Council
- The board should also include 6 other business members, some who are property owners and some who are tenants; one may also be a homeowner
- **However, we propose to defer making this recommendation to the City due to the current national economic crisis.**

Next step: talk to Mayor & Council



- In finding feasibility, we would normally encourage the Mayor and Council to enact an ordinance to create a BID
- The Broadway/Monmouth Redevelopment Committee believes that the national economic crisis triggered by bank failures in October create undue stress on all retail.
- The Committee believes that this is not the time to pursue added assessment on business; we intend to defer making the BID recommendation to a more suitable time 6-12 months from now.