

2009

Borough of Palmyra

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**FINAL REPORT**

**of the**

**PALMYRA BUSINESS  
IMPROVEMENT  
DISTRICT  
STEERING COMMITTEE**

**PROCESS AND PROPOSAL**

The report describes the planning process and findings, and proposes a Borough-wide Business Improvement District (BID) including boundaries, services and a budget that brings together all business and commercial properties --except industrial and residential properties-- in one organization to improve business and revitalize Palmyra's commercial corridors.

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**PROCESS AND TASKS**

**OF THE STEERING COMMITTEE**

This is the final report of the Palmyra Special Improvement District Steering Committee. The Committee met on Thursday evenings beginning , and thereafter to prepare and disseminate this report, support the BID ordinance process, and establish the BID Management Corporation. In this report Special/Business Improvement Districts will be referred to as both **BIDs** and/or **BIDs**. The Committee's tasks were to:

1. Determine the applicability of a BID according to New Jersey statute for the Borough of Palmyra;
2. Conduct a discussion and study of business community needs; and,
3. Present a final report of its findings and recommendations to the Mayor and Borough Council.

More than ten years ago, the Mayor and Council of the Borough of Palmyra set as one of its goals the revitalization of the business districts. The reconstruction of the light rail line in the late 1990's certainly invigorated the town and provided much needed renovations along Broad Street, but there was no sustaining effort to build a business development program. Discussion about establishing business improvement district began as early as 2000, but an Economic Development Committee was established first, which was supported by a business effort establishing a business alliance (The Palmyra Business Alliance). Both efforts worked with the new PATCO high speed light-rail system, the Burlington County Bridge Commission, and the Palmyra Cove, and the Community Planners to work on business and street infrastructure. Early on Cooperative Professional services made a presentation on BIDs as well as the NJ Main Street Program, and Downtown NJ, Inc. provided a Downtown Assistance Team (DBAT) to evaluate and discuss business revitalization strategies.

In 2005, Palmyra was selected to receive the Neighborhood Preservation Program Grant from the New Jersey Department of Community Affairs. As an NPP community, Palmyra will receive a five year

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\$525,000 grant. The money will be used to revitalize a targeted area. In that targeted area the monies can be used for various projects for example: establish a neighborhood planning committee, home rehabilitation, acquiring property for public use, infrastructure repairs, planning of neighborhood programs and so forth.

The targeted area selected for this program is West Broad St. from Weart Blvd to Route 73 inclusive of Legion and Orchard Aves also all of the 6th St. addresses from Legion Ave to Weart Blvd.

Continued efforts by the Borough together with members of the Economic Development Committee, business leaders, and the Palmyra Business Alliance resulted in a positive action to study and establish an inclusive, professional, and organized business effort utilizing the New Jersey BID/BID laws.

At the special meeting on January 22, 2009, CPS was invited to talk about the Special/Business Improvement District Project (BIDs/BIDs) similar to BIDs in 85 other New Jersey municipalities including Collingswood, Haddon Township, Red Bank, Haddonfield, and Seaside Heights. There was great anticipation to move forward on the Economic Development Committee's work. It was recognized that progress was deeply hampered if local government and business could not come together in a viable partnership. The success of the Borough's businesses were threatened by the current recession, lack of coordinated management, and previous poor planning of the Route 73 corridor, which tended to isolate rather than connected the Borough to the region..

In 2008, the Economic Development Committee received a Special Improvement District Challenge Grant from the NJ Department of Community Affairs to plan a BID. On March 1, 2009, the Borough contracted with Seth Grossman, Ph.D., President of Cooperative Professional Services, former Director of the NJ - DCA Business Improvement District Program and a recognized expert on Special (Business) Improvement Districts and community development, to work with the Economic Development Committee and conduct a Special Improvement District Planning and Feasibility Study. With the support of this grant the Borough formed a new advisory group titled: The Palmyra Borough Special Improvement District Steering Committee, which consisted of members of the Economic Development Committee, the Palmyra Business Alliance, residents, and other representatives of the

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business community, and the Mayor acted as the Borough liaison representative.

**COMMUNITY OUTREACH**

The BID planning process began on March 24, 2009 and concluded its planning on August 27, 2009. Key to the Palmyra Borough BID planning process was the agreement to be as comprehensive and inclusive as possible. To this extent, the Steering Committee sent out letters to all Palmyra business By April 23, 2009 and members contacted people personally. Each meeting was opened to anyone who was interested and a cross section of the community is represented on the Committee. As discussions became clearly centered around a united Palmyra BID, on July 23, 2009 a well attended special meeting was held with the Rt. 73, Market Street, and Public Rd. businesses as invitations were sent by regular mail. On The press attended a number of meetings and reported on our progress. Also, the Committee conducted a survey in June, personally handing out and mailing survey forms and picking up the completed ones. The community meeting was held on August 27, 2009 was announced by press releases, reports, and notices. Committee members will continue to meet with people in the proposed BID through August and September, i.e., after the community meeting.

The Steering Committee met once a week on Thursday evenings except for the third Thursday of the month, 7:15pm, in the Council Chambers at Borough Hall and went through a process of learning about BIDs and the BID statute, the technologies that are used to manage BIDs, and the strategies necessary to create an effective BID. Upon the passage of these recommendations and the final vote on the proposed Palmyra Borough BID ordinance, the Steering Committee has fulfilled all its tasks and will be dissolved. The designated Management Corporation will take over and also act as a BID Advisory Board to the Mayor and Borough Council.

BID Steering Committee members are active in discussing with government officials, property owners, business owners, and residents alike about what the BID would mean to the community. They addressed the need to coordinate with the Borough's redevelopment efforts, and work with the Borough Administrator and Borough staff who assisted in the research of the BID.

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The Palmyra Business Improvement District Steering Committee conducted a community meeting on Thursday evening, August 27, 2009 at 7:15pm at The Palmyra Borough Hall in the Borough Council Chambers located at 20 West Broad Street in Palmyra, NJ. The meeting was open to the public . A presentation on the proposal to establish a Business Improvement District (BID) in Palmyra to include both Broad Street, Market Street, Public Road, and Rt. 73 business areas was discussed. The Steering Committee answered questions and accepted input on the proposal.

**RECOMMENDATIONS**

The committee's recommendations are summarized as follows:

1. **One inclusive municipality-wide BID be created:** The committee recognized two key items: **a)** the district must be inclusive of all commercial interests and represent the variety of people, apartments, and businesses that Palmyra Borough is known for; **b)** the district must have a Board that represents the Borough and works with the greater community; **c)** the district requires a comprehensive partnership to realize its potential and implement the its revitalization plans; **d)** there are only a handful of industrial properties in Palmyra and in negotiations although benefit can be realized with the BID, it was not as determinable in this process, and industrial properties are proposed to be left out of the BID until this determination can be made..
2. **The boundaries of the Palmyra Borough BID include:** All commercial businesses, apartments of 4 units or more, and commercial vacant land. Residential properties will be excluded from the BID assessment. Revitalization is a town-wide effort.
3. **Addressing the synergy of Broad Street, Rt. 73, Cinamminson Avenue, Market Street, and Public Rd.** is paramount to the municipality's economic success, health, vitality, and welfare.
4. **The BID match up with the Borough's redevelopment plans,** housing programs, Neighborhood Preservation

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Program, public relations, economic development and revitalization efforts.

5. Addressing infrastructure and restoring the architectural integrity of the buildings is fundamental to defining the BID's role
6. Rt. 73 as it is currently designed is detrimental and discouraging for business. The lack of proper signage, pedestrian access across the road, and safe entrances to Broad Street are a continuing drain on the Borough's success. This has encouraged the Rt. 73 entrance to the downtown to be ineffective and dangerous, creating neglect and confusion.
7. There be one coordinating professional management corporation for the BID.
8. The BID Management Corporation hire the best professional management possible.
9. The BID use the property tax formula as the fair method of assessment.
10. Plans and activities of the BID be comprehensive to include the following service areas: Management and Administration, Promotions and Public Relations, Environmental Improvement and Maintenance, Business Recruitment and Retention, Business Practices, Planning, and Legal.
11. Government and the community work together on the tasks and vision of the BID: to honor the community's traditions, maintain community values and enhance value through excellent service to the Borough's customers exceeding their expectations and needs.

**PROPOSAL**

1. Create a Special Improvement District (SID/BID), according to N.J.S.A. Title 40:56-

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65 et seq., that provides administrative and other services is beneficial to the

Borough of Palmyra's businesses, employees, residents, and customers;

2. It is in the best interest of the municipality and the public to create a Special

(Business) Improvement District, and to designate a district management

corporation governed predominately by the private sector businesses and, property owners, and that has at minimum the following Board of Directors

Attachment A):

1 – restaurants (4A)

1 - professional (4A)

1 – Market St./ Public Rd. At - large (4A & 4C)

5 – Broad St. area at large (4A & 4C)

2 – Rt. 73 at-large (4A & 4C)

1 – residents

1 - commercial property owner (4A, 4C & 1

1 – Elected official of the Borough of Palmyra, NJ

**TOTAL: 13**

3. The BID will be administered by a non-profit Management Corporation (such as: the Palmyra Borough Business Improvement District Management Corp.) that meets the requirements of the New Jersey BID and non-profit corporation statutes, and represents the various stakeholder groups in the BID.

4. The following properties in the Borough shall be in the BID. All zoned: 4A 4C, and 1 that are zoned 4A & 4C. This BID will be municipality-wide in area coverage.

5. The BID will utilize the property tax assessment method form of assessment financing.

6. The first-year BID assessment budget will be \$72,000.

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**BASIS FOR ACTION**

**HISTORIC SUMMARY**

Palmyra, New Jersey is situated on the Delaware River across from Philadelphia, Pennsylvania. The Borough, in the County of Burlington is two square miles in area and has a population of 7,600. Residents live predominantly in older homes on tree-shaded streets. This historic community is about 20 minutes from downtown Philadelphia, and 40 minutes from Trenton, the state capital, by car, bus or commuter rail.



The Talcony-Palmyra Bridge-Looking Southwest

The area that is now Palmyra was settled in the late 17th century by Swedes, marking the northernmost border of New Sweden. A farmhouse built in 1761 by the third generation settlers still remains as the oldest house in Palmyra. This remained a farming area until after the building of the Camden and Amboy Railroad in 1834, after which railroad workers bought lots along the railroad and built their homes there. The community was originally known as Texas, but a local landowner, Isaiah Toy, a descendant of the original Swedish settlers, wanted to have a post office established, and felt the name Texas undignified. Toy, a stockholder in the Camden and Amboy Railroad, convinced the railroad to change

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the name of the station in 1849 to Palmyra, which came from his love of ancient history. Palmyra was the name of an important city in ancient times located in central Syria. The post office was established in 1851. Palmyra, along with Bordentown, Burlington, Moorestown, and Mount Holly, established its high school in the late 1890s, making it one of the oldest high schools in Burlington County and in New Jersey.

The town was laid out in 1850, when Joseph Souder's land was broken up into building lots to pay his debts. The street names match those of Center City Philadelphia - Market, Arch, Race, and Vine (from south to north), and Front Street and numbered streets from the Delaware River. What is now Palmyra was part of Chester Township, one of the original townships in Burlington County. Palmyra became a part of Cinnaminson Township when that township was set off from Chester in 1860. Palmyra Township was set off from Cinnaminson in 1894, and Palmyra was incorporated as a borough in 1923.

Palmyra is governed under the Borough form of New Jersey municipal government. The government consists of a Mayor and a Borough Council comprising six council members, with all positions elected at large. A Mayor is elected directly by the voters to a four-year term of office. The Borough Council consists of six members elected to serve three-year terms on a staggered basis, with two seats coming up for election each year.

**Economic Development**

The Borough of Palmyra's Economic Development Committee (EDC) was established by ordinance to promote the economic vitality of the Borough. The Committee sponsored the business improvement district planning process.

**Redevelopment Projects**

Palmyra Borough Council, in accordance with state law, is empowered to act as a redevelopment agency. As such, it is currently pursuing two projects: the South side of Route 73 (including the old Drive-in property) and the area of "Little Broad Street" between Borough Hall

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and Legion Field. This second redevelopment zone is expected to include the construction of a new Community Center.



Broad St. @ Cinnaminson Ave. Intersection-Looking North

The purpose of the Route 73 South Redevelopment Plan is to provide a framework for the improvement and revitalization of the area as designated by the Planning Board, Mayor, and Borough Council. The overarching goals for the Route 73 South Redevelopment Area are to:

- Eliminate blighted conditions which are negatively impacting the quality of life

for residents;

- Develop new opportunities to increase ratables;
- Create new opportunities for community recreation and cultural activities;
- Create a visually appealing gateway into the Borough of Palmyra, Burlington

County, and the State of New Jersey;

- Create a core node of mixed use development to preserve existing open space,

and to better utilize the frontage and access to the Route 73 South transportation

corridor; and,

- Provide for the remediation of contaminated parcels within the Area.

Specific objectives for the Route 73 South Area include:

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- Eliminating nonconforming uses in the area and create a new mixed use district;
- Remediating existing brownfields;
- Creating opportunity for new commercial, hospitality and cultural/recreational facilities; and,
- Providing new passive recreational opportunities to complement existing facilities at the Palmyra Cove Nature Park.

The Redevelopment Plan will facilitate the Borough's efforts to achieve these goals and objectives, and will improve the quality of life for residents and the economic development climate for the entire Borough. In addition, any redevelopment should have minimal significant impact on existing Borough facilities, utilities and roadways.

The Route 73 South Redevelopment Area contains approximately 186-acres of land area. This 186-acres includes wetlands and brownfields which either are undevelopable due to state and federal regulations, or will likely require remediation prior to development, dependent on the final use and citing of facilities.



Rt. 73 South - Redevelopment Zone

The area includes: Block 77, Lots 1 - 3; Block 78, Lots 2.01 - 3; Block 135.01, Lot 1; Block 138, Lots 1 - 3; Block 139, Lot 1; Block 140, Lots 1 - 3;

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Block 142.01, Lot 1; Block 143, Lot 1; Block 144, Lot 1; Block 145, Lot 1; Block 146, Lots 1 & 2; Block 154, Lots 2.01 & 4.01; Block 156, Lots 1, 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 2, 2.01, 3.01, 4.01, 5.01, 6.01 and 16; and, Block 156.01, Lots 1 - 1.03.

Physically, the area is located in the westernmost portion of the Borough and is bounded by the Pennsauken Creek or New Jersey Department of Transportation owned lands to the north, west, and south, and Route 73 to the east.

At the heart of these plans is a rediscovery of the significant value of the community developed through its history and interpersonal relationships. It is these values that the Redevelopment and BID plans intend to build on. In the recent BID study a community-wide survey collected statements citing the most valuable aspects of the community:

**ASSETS OF PALMYRA**

- History
- Small town charm
- The river
- Location
- Cultural diversity
- Light rail train
- Convenience
- Memories
- Potential

**COMMUNITY VALUES**

- Honesty and integrity of personal/ professional relationships
- Communication
- Variety and acceptance of businesses
- Commitment to success
- Commitment to excellence
- Convenience and accessibility
- Safe/ Clean
- Respect for others
- Caring and helpful
- People of action
- Self-worth

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Summed up, these attributes speak to a great sense of “small town” life. In Palmyra Borough this is present in the nature and structure of the town, and fully recognized as a valuable asset. Palmyra Borough's Broad Street is “Main Street America”. Little wonder that an eroding of these values, real or perceived, cause anxiety in a traditional town. The challenge the Borough, and consequently the proposed BID, is to revitalize and build on its assets (including the Delaware River), and expand and maintain the community's identity and essential value. As proven in other developing areas, much of the current anxiety of the community will prove unnecessary as intrinsic value is seen to be enhanced rather than eroded by the challenges of well-planned future growth. Factually, people coming newly to the area are attracted for exactly the value that exists and often become staunch supporters of community-based planning. They seek walkable public/ community places that build a sense of community and meet real social and economic needs.

Palmyra Borough is one of the important gateways to much of the region and the shore communities. Its small town assets can project a vibrant, well-maintained, upscale, safe, clean and attractive downtown and adjacent business corridors. Revitalization should be pedestrian friendly and provide facilities to accommodate vehicles and bicycles ... a vibrant business environment with mercantile and service type businesses ... (the community) ... would provide shopping, dining, socializing, entertainment and commercial activities for daytime and evening hours.” The Borough recognizes that to maximize its potential a legal and capable community partnership must be present. One that brings together free enterprise participants, government and the community. “ Perhaps one of the most important findings of the Steering Committee was the lack of a comprehensive organization actively promoting the interest of the local merchants ... and commercial property owners. Fundamental to the success of the Borough is its ability to bring the community together as “one community”, and elevate the management of services that significantly enhance community assets. Revitalization plans are “daunting” if left to one aspect of the community such as local government. Its success relies on an integrated community approach and the maintenance of focused community partnerships.

**WHAT IS A SPECIAL (BUSINESS) IMPROVEMENT DISTRICT?**

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A Special Improvement District (BID) is a legal self-governing body that provides services to a specific district of properties through a self-imposed public assessment.

The BID works with the Borough to improve existing services to the district and provide additional enhancements and focus. Funding is created through an annual assessment on property in the district, collected by the Borough, but transferred and controlled by the BID. The BID management team (The Board of Directors and the professional manager) implements an annual strategic and operating plan. There are over 66 BIDs in New Jersey providing comprehensive services that result in increased sales, property values and community pride.

BIDs are not government programs, but a partnership of business, government and the community. BIDs are created at the local municipal level and do not require state approval. The primary purposes of a BID are to:

- Increase customers and sales
- Expand business opportunities
- Keep the customers coming
- Work as an organized and professional team
- Be a good and reliable partner to government, financial institutions, and the community
- Define a future vision (see vision statement)
- Be competitive, safe, clean and fun.

The questions a BID asks are: ***How well are we serving our customers? Are these services well planned and managed professionally?***

The technology of BIDs is similar to malls or commercial parks as they also: **A)** provide services that consider the customer's needs. **B)** provide a comprehensive array of services at the same time such as: promotions, security, cleanliness, design and development, business recruitment, business support, transportation, and financial resources. **C)** provide services that are common to all businesses in the district. **D)** provide professional management. BIDs work on the principles that ***management is the key to success, and that service is the competitive edge in business.***

**BELOW, ARE ANSWERS TO TYPICAL QUESTIONS REGARDING BIDS/SIDS**

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1. **HOW IS THE BID CREATED?** The BID, itself, is created by local ordinance supported by a community planning process, and does not require approval by the state or county. A community-based planning process establishes the extent, purpose, mission, and budget of the BID.
2. **HOW IS A BID TERMINATED?** The municipal government can rescind the BID ordinance in the same manner that it was created.
3. **WHO GOVERNS THE BID?** The BID is governed by a non-profit management corporation designated in the enabling ordinance. It is required that the BID have at least one local elected official on this board as a voting member, and that the board be comprised of a majority business and property owners of the BID. All members of the BID are usually members of the non-profit corporation.
4. **WHO DETERMINES THE BID BUDGET?** The BID and its Board of Directors determine the budget of the BID not the local government, although the municipal council must approve it annually by resolution.
5. **WHAT SPECIFIC BENEFITS WILL I GET FROM A BID?** The services and benefits of a BID are summarized in the budget. Also, the BID will produce an annual report summarizing its services and accomplishments. The chief benefit a BID provides is a voice for the business community and the ability to professionally manage advocacy and services to improve business capability for the district as a whole.
6. **WHO COLLECTS THE BID ASSESSMENT?** - One of the chief partnerships of a BID is with the local government, which acts as collector of the BIDs funds. It is their responsibility to bill and collect the funds as a special assessment and insure that **100%** of the funds are given to the BID.
7. **WHO PAYS THE BID ASSESSMENT?** NJ Law requires that the property owner pay the BID assessment.
8. **CAN THE BID ASSESSMENT BE PASSED THROUGH TO A TENANT?** YES, NJ law allows a landlord to pass along public assessments

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like property taxes and special assessments to tenants unless otherwise specifically stipulated in the lease agreement.

9. **CAN THE BID HAVE FUNDRAISERS?** YES, the Non-profit management Corporation of the BID can raise additional funds.
10. **DOES THE BID REPLACE ANY MUNICIPAL SERVICES?** No, by state statute a BID can only “ enhance” not replace municipal services.
11. **DOES THE BID REPLACE UEZ PROGRAMS OR REDEVELOPMENT AUTHORITIES?** No, UEZ programs. Redevelopment Authorities, and BIDs are designed to complement each other with the BID acting as a business constituency focused on improvements and customer satisfaction, and the UEZ on business recruitment and job creation. Both are intended to revitalize activity business in commercial, retail and industrial areas.
12. **IS THERE MUNICIPAL OVERSIGHT OF THE BID?** - YES. There are four primary oversights: **1)** ordinance oversight by the Municipal Council; **2)** the BID statute requires at least one elected person to be a voting member of the BID Board of Directors; **3)** the municipal council must approve the annual BID budget and be presented with an annual report; and, **4)** the BID must conduct an annual certified audit which must be submitted to the municipal government.
13. **Examples of success in BIDs:**

It is reported that BIDs leverage up to 3 times their BID assessment budget, which brings the total amount of funds for BIDs in New Jersey at approx. \$52,500,000 per year.

To track successes some BIDs have tracked vacancy rates, amount of private investment, rent values, and customer volume. **Union Township BID** claims a 5% or less vacancy rate compared to 30% pre-BID. **Collingswood** claimed a 30% - 40% pre-BID vacancy rate and a year later 0%. **The Times Square BID** did a survey in 1996: 86% said they saw overall improvement, 86% said it was cleaner, and 80% said it was safer and there has been an influx of new businesses and renovation. **Red Bank** saw its ratable base grow from \$84.3 million in 1990's to \$121 million

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in 2000; retail rents were \$9-\$12 in 1994 and \$20-\$25 in 2003; 35% vacancy rate in 1990's to a 98% occupancy rate in 2003; and, has attracted better stores going from being known as "dead bank" in 1990 to "the hippest town in New Jersey" in 1995. Towns that have BIDs are also surveying as showing a greater sense of town pride, cooperation between business and government, and cooperative development processes. *Newark's Ironbound BID* states that it has leveraged twice its budget for clean-up efforts, façade improvements, and has enhanced its designation as a tourist destination, built a partnership with local government, and sustained a less than 5% vacancy rate in 2009 with over \$10,000,000 in commercial investments.

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**THE BID STRATEGY**

Much of the challenge about BIDs is that they are an amalgamation of a number of legal, organizing and management capabilities. In almost every analysis of a BID it has normative public and private functions. For instance, the BID public-private partnerships can be interpreted both as a public or private contract, or an organization term. All of these interpretations are valid. In this study, BID are referred to regarding their legal interpretation. BIDs tell us that public-private partnerships can be government entities where that partnership is described in the enabling legislation by requiring public and private actors to participate in an advisory capacity and the management of the BID.

BIDs provide a local subgovernmental mechanism for managing business and community revitalization and development efforts by establishing a governing and special assessment district. This mechanism operates as a public-private partnership both contractually and politically. The BID's partnership stems not only from the combination of public and private property brought together to form the district, but from the requirement to have representatives of such properties manage and contribute to the financial stability of the district. Also, although BIDs are generally identified in the enabling ordinances by the lot and blocks of each property contributing financially to the BID, all BIDs have an area-wide designation laid over these properties, public property, and public right of ways thereby identifying the jurisdiction of the district, which supersedes the individual listed properties. This may seem obvious, but again it points to the combined public-private partnership intention of the BID. BIDs are not set up to operate individual businesses or properties (even though in many states they may own and operate property). They are set up to manage the designated business community as a whole. "Public-private partnership" describes the functional community-nature of BIDs. It further infers that BIDs function directly within larger real communities, and are not separate from their host community. This function is a function of government even as the techniques of business development are utilized. The partnership is managed by an organization--either a private non-profit corporation or a Committee--thereby establishing the BID management as in but not of government often referred to as quasi-governmental.

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There are two aspects to a BID. First, the business improvement district itself is a part of the local government and is a public entity governed by the enabling ordinance and legislation. Second, the management entity is a separate concern. In the enabling ordinance, the management entity is specifically identified and can be altered at any time by the municipal legislature. It is common, but also confusing when the management entity and the BID are unknowingly collapsed into one object. This tends to skew a true assessment of what the BID is and how it functions.

We must understand that the management entity of a BID manages as a privilege while the responsibility for the BIDs political function lies with the municipal legislature. Management corporations and Committees serve at the discretion of the municipal legislature. Nonetheless, most enabling statutes provide some guidance as to the representation of management actors, and those requirements can be enhanced by and are the responsibility of the municipal legislature who in turn through the enabling ordinance make it the responsibility of the management entity. Additionally, the public-private partnership, which comes about due to mutual (or intended) respect between government (public sector) and the business community (private sector), often creates a less direct oversight by the municipal government, and a discretionary approach intended to allow the partnership to evolve as naturally as possible. This can give the appearance at times of a laissez faire approach by government regarding the BID further complicating a clear understanding of BID functions.

Participating, caring for, and being committed to our communities are time honored concerns, and this certainly includes business communities. More and more communities are looking for and finding ways to build successful organized approaches to development, revitalization and improvements by creating Special (Business) Improvement Districts. BIDs began in Toronto, Ontario, Canada in the 1960s, and in New Orleans, LA the USA in the 1970's. It was in the late 1980's and early 1990's when BID creation accelerated, and in the mid-1990 when BIDs began to be exported around the world. In 2007 there was an estimated 750 plus BIDs in the USA, 400 plus in Canada, 1000 plus BIDs in North America, 350 plus in Europe, and over 60 BIDs in the UK. BIDs are growing in South Africa (50), Japan (290), Australia (200), New Zealand (180), France, Belgium, and Germany (International Downtown Association, 2007).

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The premise for a BID tends to be based on the observation that community revitalization without reliable resources and strong administrative support is limited and often ineffective. Having a non-profit community organization, or a non-governmental organization, is not enough to sustain long term revitalization, which requires legal structures and committed ongoing funds to sustain hard earned plans. Government programs also have their limits, and are held responsible for economic trends they cannot control, services that are not in line with immediate business needs, and service delivery systems that do not meet the day to day requirements of dynamic and changing business environments. Special (Business) Improvement Districts (SIDs/BIDs) are designed to remedy this problem, particularly in traditional downtown business areas (although the model has been extended to industrial, multi-use, and residential area) by transferring both the legitimacy of government and the resources of the private sector to a new entity—the BID.

Special (Business) Improvement Districts (SIDs/BIDs) define not only the specific business district (commercial, industrial or mixed use), but also the municipality as a whole. The saying, "as the downtown goes, so goes the town" is true. What is most challenging and rewarding in a BID planning process is discovering a new concept of the business community, and as a community what it is committed to and can be counted on for. This type of planning is at the core of BIDs.

People get their lives out of the communities they belong to. If a community, be it residential, mixed-use, commercial or industrial, has this clear then it will shift direction and begin to work at having the community experience be enjoyable, accessible, and fulfilling for those people who live, work, shop and have business and employment in their district. This shift is enormous and where it occurs, it is structured by a Special or Business Improvement District or its equivalent.

From the Ironbound in Newark, Freehold in Monmouth County, Seaside Heights in Ocean County to Collingswood in Camden County, the towns that have BIDs are simply safer and more fun to be in. Consequently, they are also more effective at promoting business success. That is because the structure of the BID allows the business community to participate at a more dignified and accountable level. It is unmistakable in all 66-plus BIDs in New Jersey and over 1500 throughout the country (be they commercial or industrial) that the community with a BID is more vibrant and organized.

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BIDs are the most effective legal tool to structure the capability and concept of cooperative commercial management (“community”) in traditional business districts with multiple owners. BIDs are structured to unite the community as an economic force derived from its natural vitality; the cooperative organization of the skills of its participants, and by practicing current asset-based business planning methods. The success of a BID is in its authority and organization. BIDs bring an appropriate level of governance to the community level that secures the investment of social capital, thereby enhancing efforts by local, county, and state governments by providing a more accessible and reliable private sector partner.

BIDs are the catalyst for “from the ground up” (community-based) sustained growth because of the legal authority provided and the high level of commitment from those actually effected. BIDs elevate the business public to the level of legal partner in the development and maintenance of municipal economic generators, i.e., downtowns, shopping zones, industrial tracts, ports, and entertainment zones.

BIDs are a compelling prospect for any town. A BID requires the willingness to work together and interact on the basis of what is good for the community as a whole. It is the “mining” of the knowledge, experience, goodwill and commitment of people in our communities that is the foundation of the community in the first place, and provides the vital reason to aspire to reaching higher degrees of excellence. BIDs maximize the potential of a community by providing a capable, dignified and respectful means of tapping into and maintaining community resources required to meet current economic demands. Utilizing these community resources through a BID structure increases economic capacity and accelerates success. This is because the success is owned by the community, and maintained by appropriate standards.

The future of successful community development relies on the integration of these key approaches:

- 1) Supporting asset-based planning rather than “fix it” project-based solutions.
- 2) “Mining Social Capital” by providing organizational structures that dignify social investment.
- 3) Supporting economically oriented community-based organizations with partnership capability and bonafide legal self-help authority.
- 4) Supporting interdependent social and team building education and training.

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In the USA, Business Improvement Districts (BIDs), Neighborhood Improvement Districts (NIDs), and Special Improvement Districts (SIDs) are similar terms. In Canada BIDs are called Business Improvement Areas. BIDs are a type of governmental authority allowable in 49 (excluding New Mexico) by state statute that give authority to municipalities to create special districts to improve business and community development in local communities. States provide statutory authority for municipalities to create mandatorily financed business improvement districts (BIDs) that enhance local management capacity for local business and community developments and improvements so they can compete more effectively. "The general aim of BIDs is to put public places within cities on same footing as the private places outside them—shopping centers and strip malls" (Mitchell, 2008, p. 6). In order to do this, public and private actors must be brought together in a professionally managed and committed partnership. The districts provide supplemental services to encourage and support a cooperative form of retail/ commercial economic activity and provide a competitive edge. Similar to shopping malls, the BID provides services common to all business in the district such as: street and sidewalk cleaning, customer service, identify and manage community assets, and use destination marketing practices. Business improvement district legislation is designed to provide municipalities with the ability to focus, increase, and manage services specifically designed to enhance the economic viability of business areas and downtown business centers. The services that are provided by a business improvement district are specific and unique to that business district.

- The Great Falls Tourism Business Improvement District in Great Falls, Montana provides and supports tournaments, sporting events, conventions, and trade shows.
- The Fashion Center Business Improvement District in New York City (from 35th to 41st from 5th to 9th Avenue) provides an information kiosk.
- The Wisconsin Dells BID in Wisconsin Dells, Wisconsin, has developed design guidelines.
- The Missoula Montana Downtown BID provides a safe and clean streets program and has hired two Downtown Ambassadors to provide visitors information and work with police officers to deal with graffiti and panhandling, and has led a two-year downtown master plan development, furthered streetscaping and

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flower-basket programs, and is a clearinghouse for downtown rental information.

- The Lakeshore/Lake Park Business Improvement District in Oakland, Ca runs an annual festival. And, the Creek North Business Improvement District in Denver. Cooperates the Cherry Creek Arts Festival. The VINELAND, NJ Downtown Improvement District-operates the Vineland's Annual Downtown Seafood Festival.
- The Ironbound Business Improvement District (IBID) in Newark, NJ provides extensive advertising and marketing, and designed and acquired funding for a 6,000 sq. ft., streetscape renovation project.
- The East Passyunk Avenue Business Improvement District in Philadelphia, PA coordinated a fundraiser to preserve the Tasker Street Fountain known as the "Singing Fountain" of South Philadelphia.
- The Twin Falls BID in Twin Falls, ID took over management of the BID, hired an enforcement officer, and addressed planning and parking problems.
- The Chadron, Neb. Business Improvement District has a beautification program, provides planting and trees services, and is developing a flag plaza at the corner of Main and Second Streets.

The purposes of state BID legislation is to promote economic growth and employment, encourage self-financed business districts, designate the professional management of the districts, and develop public-private partnerships that implement supplemental services consistent with local needs, goals and objectives. In *Kessler Vs Grand Central District Management Association (GCPMA)*, the NY court decided (and most jurisdictions agree), that the GCPMA (and by extension, other BIDs) is a limited purpose institutional design because its services are: **(1)** supplemental and secondary to municipal services; **(2)** quantitatively dwarfed by those of the City; and **(3)** qualitatively different from core municipal functions" (*Kessler Vs GCPMA, 1998*). Most existing state BID legislation empower a municipality to designate a non-profit management corporation or Committee to provide business management and economic development activities including administering district affairs (adopt by-laws), purchasing and managing property, and managing the provision of specific services and standards (design, promotions, marketing, rehabilitation, clean-up, security). BIDs

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have no police power and cannot be construed as private governments, but act as agents of local government. Like many specialized government activities, BIDs are expected to advocate for their district and business in general, but services are tempered to be beneficial to the quality of life of the entire community.

BIDs are also defined as special assessment districts enabled by state legislation, approved by the local government by an ordinance, and initiated by property and business owners. They deliver public services, but are managed by private interests and often private management corporations. Today, BIDs are not targeted solely for downtown revitalization efforts, but have extended into multi-use districts, suburban highway corridors, industrial, and purely residential neighborhoods.

**THE BID PLANNING PROCESS**

The Palmyra Special Improvement District Steering Committee meets at the municipal building at 7:15pm, every Thursdays, except the third Thursday of each month. A preliminary meeting was held with the Palmyra Economic Development Committee on March 24, 2009. At this meeting terms of the CPS contract were discussed, the role of the SID Steering Committee, and the initial steps to form the Committee. It was agreed that the initial meeting would be at 6pm on Thursday April 9, 2009 at the municipal building. At the April 9, 2009 meeting the SID Committee reviewed the overall purpose and procedures of the committee. The Committee discussed the *inclusion* of more people that would accurately represent the stakeholders in the business community. At the April 23, 2009 meeting the Committee doubled its participants.

The beginning of the Steering Committee process is to train the committee regarding the legal status of the SID (BID) as a private-public partnership with the Borough, obtain an understanding of cooperative retail/commercial management technologies and apply this to determining the boundaries, services and budget, and train about public-private partnership management that applies to SIDs

Below are summaries of the planning and training process to date.

**PURPOSE OF THE STEERING COMMITTEE**

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The BID (SID) \* Steering Committee will lead the community-based planning process necessary to determine if a BID is applicable, and if so how it will be organized and what it will do to enhance business. The planning process outline is attached and consists of three essential stages: (\*) A BID is a Business Improvement District, and a SID is a Special Improvement District. They are virtually the same thing, and the terms are used interchangeably. BID will be used here.

- 1) **Getting Started** – which consists of getting organized and understanding what a BID is and how a BID works;
- 2) **Analysis, Planning & Product** – which consists of research, discussion, and reaching out to the public;
- 3) **Presentation to Governing Body** – which consists of the necessary public hearings and reports to municipal mayor and council.

**This planning process will take 3-5 months.**

**STEERING COMMITTEE RESPONSIBILITIES**

The Steering Committee will meet weekly over the 3-5 month planning period and is responsible for administering an inclusive and comprehensive analysis and discussion of how a BID will benefit the community. The Steering Committee will present its conclusions as a proposal for or against the establishment of a BID to the community and Municipal Council. Upon submission of this proposal, the Steering Committee will have concluded its tasks. If a BID is established (by ordinance) a Board of Directors will be convened and this Board will replace all BID Steering Committee functions and be legally responsible for managing the BID.

**WHAT IS A BUSINESS (SPECIAL) IMPROVEMENT DISTRICT (BID/  
BID)?**

In most states, Special Improvement Districts (BIDs) are also known as Business Improvement Districts (BIDs). State laws governing business (special) improvement districts provide statutory authority for municipalities to create publicly financed business improvement districts in partnership with their municipality *and* to designate business-led non-profit corporations to manage them. The statutes recognize that *business viability is related to the proper identification and management of*

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*services* to encourage and support retail/ commercial economic activity and development. SIDs/BIDs are public-private partnerships.

**THE BID PLANNING PROCESS**

The BID Steering Committee(s) will be engaged in a process to plan a Special (Business) Improvement District (SID/BID) according to the state statute, downtown revitalization methods, and community needs. The following is an outline of the stages of this process over an approximate 2-3 month period. *The bulk of our work is in Stage Two.*

**STAGE ONE - GETTING STARTED**

**First Step: Communication/Organization**

The initial convening of the BID Steering Committee, the establishment of leadership and establishing the purpose and process.

**Second Step: Education**

What are we doing and why, and who are we? What is a Business/Special Improvement District? What must we do to become one?

**Third Step: Strategy and Accountability**

How will we do it and who will do what? Management and Vision.

**STAGE TWO – ANALYSIS, PLANNING & PRODUCT**

**Fourth Step: Concept and Direction**

Research, discussion, planning and product.

**Fifth Step: Inclusion and Consensus**

Present preliminary proposal for a BID to the community effected. This will include public meetings, communication to public, explanation of planning process and conclusions. Broad community input. Prepare final formal proposal.

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**STAGE THREE – SUBMISSION OF REPORT TO GOVERNING BODY**

**Sixth Step: Commitment**

Submit proposal and, if appropriate, the BID ordinance and budget to municipal governing body for approval.

**Seventh Step: Completion**

Conclude all BID Steering Committee business, assess process, create non-profit corporation to manage the BID, and welcome new BID Board of Directors.

**THREE ESSENTIAL ELEMENTS TO SUSTAINING AN EFFECTIVE BID**

- 1) **AGREEMENTS** – BIDs manage agreements not disagreements. These agreements become the strategy and the services the BID provides.
- 2) **MANAGEMENT** – Professional management is the key to success. Volunteers generally do not manage BIDs.
- 3) **COMMITMENT** – BIDs are committed to accomplishing their agreements, everyone in the BID contributes equitably, and BIDs have a guaranteed source of basic funds from a mandatory public assessment. This enables the BID to be fully accountable and no nonsense about fulfilling its promises.

*\* -- Agreements, Management & Commitment -- \**

**DEFINITIONS: A Business Improvement District (BID)** {AKA: Special Improvement District (BID)} enables local property owners, merchants and residents to plan for, manage, and finance supplemental services and improvements beyond those already provided by the municipality. The BID is funded by a “special assessment” levied against properties within the district designated in the BID ordinance. The level of assessment is determined by the BID. Although the municipal government collects the special assessment, it is not commingled with other general government funds. BIDs concentrate on improving customer service—adding value to the customers experience of the business district and the community.

The local government, by statute, collects the BID assessment. BID funds are held in a special account and returned to the BID management entity in its entirety to be used for BID purposes. A nonprofit corporation, usually called a District Management Corporation (or DMC), or a municipal Committee comprised of property owners, tenants, residents, other non-profits, and public officials, is responsible for administering the

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BID. The establishment of the BID is the decision of the local property owners, merchants and tenants who feel that additional services, improvements and professional management of the business environment are needed.

The Committee began discussions about the preliminary discussion of boundaries. Upon establishing preliminary boundaries CPS will conduct a budget probability analysis.

**FOCUS OF A BID:** *The customer.* By managing community assets, BIDs provide services to add value to their customer's experience of the community.

**RETAIL/ COMMERCIAL COOPERATIVE MANAGEMENT**  
**THE CONCEPT**

Special (Business) Improvement Districts (BIDs/ BIDs) utilize the same "technology of management" that Cooperative Apartments, Malls and Commercial Parks use. This technology is "Cooperative Professional Management" and it is designed to manage communities in a comprehensive manner. The technology does not address individual property directly, but rather the community as a whole accomplishing a community purpose. For instance, malls may be owned by a sole proprietor, and town centers and co-ops may be owned by many proprietors. This may affect the management process, but it does not affect the goal of management, which is to address common concerns. In each one of these places there are multiple users renting or owning, and the users are tied to a specific environment with a specific purpose. Being clear about that purpose is fundamental to this cooperative professional management technology.

Town centers and the BIDs that manage them are not unlike malls, which have overall business growth and development as their primary and common purpose. All business areas are communities. A common purpose in itself defines a community. A clear vision of what is possible for the community and shared by all causes the purpose to grow and develop. Communities (of all kinds) thrive when a shared vision is achieved and well managed as the underlying means of addressing common concerns. The chief concern of a business district is the customer's satisfaction with the value they receive.

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Value is accessed by the customer in four (4) ways:

1. The environment
2. Media
3. The type of shop and products offered
4. the professional level of management provided.

Cooperative Professional Management is comprehensive in addressing each of these four ways the customer accesses value in the community. Success is directly attributed to the clear expression and availability of the community's vision. Cooperative Professional Management is a management technology that fundamentally ensures the successful delivery of a community's vision and values.

**A COMPREHENSIVE APPROACH**

Business Improvement Districts are service districts and public-private partnerships between the business community and the local government. Their interest is in serving their customers so that the customer has an efficient and enjoyable experience - an experience of receiving value.

It goes without saying that customers need to be generated and once generated they need to be taken care of, attended to and adjusted to. As we pointed out in the previous section there are four ways a customer gets their perspective of your district and accesses value. For this reason BIDs are not single project oriented, or in fact "project-oriented". BIDs are service-oriented with each project expanding or establishing a service that articulates the community's values inherent in a shared vision. The four ways the customer accesses your community and its values are by specific types of managed services that fit into general "service domains". These domains are required by the BID to be successful and able to manage each aspect of "The Conversation". It is essential to be balanced and comprehensive with each domain. Each service domain manages an aspect of the conversations your customers have about your district. Most BIDs have the following service domains: Management, Environmental Maintenance & Design, Communications - Promotions & Public Relations, Business Recruitment & Retention, Business Practices and Performance, Planning & Development, and Volunteerism & Leadership.

At the April 23, 2009 meeting the Committee reviewed the purpose and tasks of the committee for newly arrived members. Again, the

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committee was asked if other people, or areas of the proposed BID should be asked to join the committee, as well as the time and date of the committee meetings –7:15pm, Thursday (unless otherwise announced). A concern was raised about the Rt. 73 businesses and whether they would be part of the BID. There was a sense that they were supportive of the downtown business management, but unsure of how and where they would fit in. It was noted that Route 73 is the primary gateway to Palmyra that has little directional signage and needs attention.

Numerous questions were asked regarding the authority of the BID and the autonomy of the BID management group noting that the BID is a partnership with the local government, which enhances but does not replace municipal services. The management organization which can be a non-profit or a public Committee, determines the budget. The budget is reviewed and approved by the municipal council. The enabling BID ordinance is the contract between the municipality and the BID, which can be altered, amended, or terminated through a normal ordinance process. Plus every year the budget be approved, which acts as a review of the BID. Technically the BID can be terminated at any time, but is usually done upon request of the business community. The BID may be suspended by not approving a budget thereby restricting funds.

Although all BIDs use similar technologies to suburban malls and other retail-commercial cooperatives, they operate not as a private-private partnership as a public-private partnership, and can address services that the state statute allows to improve the district and promote customer service. Each BID is uniquely and specifically designed for the community it is in. The first budget is estimated using industry averages, and what is felt can be supported by the district. BIDs are chiefly concerned with adding value to customer experiences of eh district and do this with a high level of customer service not unlike a suburban mall. BIDs are similar in management technology to suburban malls and can be considered to be “malls without walls”. The greatest similarities are in customer service, management of common areas and concerns, and the district’s destination capacity. The difference is that suburban malls are singularly owned and use tenant/lease arrangements in a private-private partnership whereas BIDs have multiple owners and public right of ways in a public-private partnership.

At the April 30 and May 7<sup>th</sup> meetings, the Committee continued with a discussion about the legal status of BIDS, and the asset based planning. Palmyra’s assets that were pointed out: Palmyra is a “gateway”

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to New Jersey & Pennsylvania; it is convenient and has a great regional location; the river; it has a positive small town feel where everyone knows your name and you feel welcome; It has great potential based on its many assets.

The May 7<sup>th</sup> meeting focused on how asset-based planning helps us arrive at a strategic vision and what blocks that process.

**COMPREHENSIVE COMMUNITY DEVELOPMENT**

*Cooperative Community Development addresses quality of life standards that your customers experience as added value.* This is achieved by clearly identifying and managing the community's assets. The District's Vision Statement must be a profound expression of these assets.

To reach the key objectives of downtown revitalization and management there are various descriptions of the areas that must be worked on and evolve simultaneously. For instance: The Main Street Program identifies **four** (4) comprehensive aspects: Organization, Promotions; Design; and Economic Restructuring. **CPS** identifies **seven** (7): **1) Management & Resources; 2) Quality of Life; 3) Communications-**(Promotions-Public Relations); **4) Business Recruitment & Retention; 5) Business Practices and Performance; 6) Design & Development; and 7) Partnership and Leadership.**

The Committee continued a discussion on how asset-based planning helps us arrive at a strategic vision and what blocks that process. An exercise on Complaints Vs Commitments was conducted, which highlighted our access to developing a community vision, and what blocks it.

A lengthy discussion regarding the possible boundaries of business improvement districts in Palmyra. The discussion was open and did not intend to complete the process of determining actual boundaries and participants. It is noted that the "boundaries" of a BID in New Jersey may have a general area, but in the enabling ordinance, each property intended to be in the BID must be listed on a Schedule by Lot and Block. The discussion about boundaries is not a discussion about how to manage the BIDs although it indicates the quality of the BIDs, their importance and interrelationship with the town. Some municipalities have multiple BIDs managed by separate entities (Newark, Jersey City, Maplewood), and others have multiple BIDs managed by one entity (Collingswood), while

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others put all commercial properties in one BID with one management entity.

The Committee looked at the entire town noting that Broad Street is the official downtown corridor, but other areas also had the right to be included or have their own BID. Three zones were identified. The BID Steering Committee has made no determination of actual boundaries and is only beginning its discussion of potential boundaries. It is very likely that these "boundaries" will change.

One of the essential parts of the BID study is an analysis of proposed properties in the BID --the BID boundaries. State law specifies that BIDs must be made by properties listed by lot and block. In order to analysis boundaries and budgets of the BID I will need tax assessment and property information for properties in the following areas. The committee has agreed that **only commercial properties and vacant lots** will be analyzed at this time (coded as: **4A, 4B, 4C, and 1**), residential properties (2) will not be considered in the district.

**Zone 1 - Downtown BID** - Broad Street from Elm St (Riverton border) to Rt. 73 ON the west/north side-- including all side streets in that area one block in on both sides (west side to: 5th up to Delaware Av. and after Legion Av, and 6th after Delaware and up to Legion Ave.). Also, Cinnaminson Ave. from Charles's St. to the border.

**Zone 2 - Market Street BID** - Market Street from 6th St. to Temple Blvd.

**Zone 3 - Rt. 73 BID** - Rt. 73 the entire length on both sides within the Borough of Palmyra borders.

There was clear indication that Rt. 73 businesses although supportive of a downtown BID would not be as receptive to a Rt. 73 BID. There appears to be an historic sense that RT. 73 is not directly impacting downtown Palmyra, that its needs are different, and often are not seen as part of Palmyra in the same way as the downtown. Also, Rt. 73 businesses did not want to fund downtown revitalization at this time because the translation of one area to the other is unclear. Nonetheless, the Committee agreed to at least analysis Rt. 73 as a potential BID, which may not be proposed at all, may be proposed to be a totally separate BID, or proposed as a joint venture. Indications are that a BID is a difficult translation for the Rt. 73 area even as it is the key gateways to the downtown.

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Cooperative Professional Services will request property and tax data for the identified zones. In order to obtain a realistic perspective of potential BID capability, based on the tax data an analysis of the budget potential will be conducted based on 5%-10% industry averages. These averages are 5%-10% additional assessment based on the total property tax of the most recent year provided by the Borough's tax assessor.

In meetings that followed, boundaries were further discussed. The downtown BID area is Broad Street from the Riverton border to Rt. 73 and one block in on both sides. The Cinnaminson Ave at Henry St. Rt. 73 certainly is the key gateway to downtown and its impact must be considered even if the proposed BID centers at first only on Broad Street. It is clear that Rt. 73 has been cut off both physically and politically from the day to day operations of the Borough. When it was built, considerations about its impact on Palmyra were clearly neglected as there are poor access ramps to the downtown and the design is a high-speed getaway rather than an arrival to a destination. The object it seems was to get people to the NJ Shore as soon as possible. This ruined the positive aspect of the bridge, which was originally designed to bring people to Palmyra. The current Rt. 73 design hurts Palmyra, but it can be corrected with a boulevarding effect and a left hand turn onto Broad Street. Of course accomplishing this involves the state Department of Transportation and a change in the mindset of their planners and the public's desire to speed up rather than slow down. Again, the issue of poor and obscure signage on Rt. 73 for downtown Palmyra is a glaring problem, but again a correctable one. A Rt. 73 design, wayfinding signage, and a strong marketing program would be key elements of a BID program. This may be accomplishable in part with the Rt. 73 Redevelopment Area. Additionally, the segregation of Rt. 73 businesses from downtown Broad St, business is also a glaring problem. It is understandable that Rt. 73 businesses, many of which are larger commercial corporations and retail establishments, would be wary of being asked to foot the bill for improvements targeted solely for Broad St. But, as mentioned above, there is substantial and arguably necessary improvements that can be targeted for Rt. 73. Also a strong marketing program will help everyone. Plus it is clear that a united, integrated, Palmyra business community can make better progress working together. However, overcoming the "political" differences of RT. 73 and Broad Street will take political action, which must be resolved prior to any BID

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application. To this extent, creating a Broad Street–Palmyra BID is most workable now and Rt. 73 can gain from this impetus.

To get at a unified business development concept or “Vision Statement that launches a strategic approach to the BID, the Committee did a exercise on about complaints that identified not only where these complaints came from, but how they obscure planning processes, and breed adversity. BIDs manage agreements not disagreements. The Strategic Vision of the BID is its primary agreement indicating in what direction the community is going and what it will look like. The Committee approach utilizes a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis format from an asset based management perspective.

**SWOT ANALYSIS SUMMARY**

<p><b><u>Strengths:</u></b>          Potential, River, Location, Gateway to NJ&amp;PA, Small Town Friendly Transportation, Parking.          Strong name recognition          Good relationship with Bridge Comm.</p>	<p><b><u>Opportunities:</u></b>          To be better known.          Develop south end of Broad Street.          Develop around train station.          Restaurant and dining destination          Welcoming center</p>
<p><b><u>Weaknesses:</u></b>          Poor signage and access          Design of Rt. 73          Obscure marketing</p>	<p><b><u>Threats:</u></b>          Rt. 73 geography that separates Palmyra and diverts customers.          Being isolated and forgotten.</p>

The committee reviewed the previous discussion. Broad Street is the main focus and Market Street and RT. 73 are more closely aligned. It was identified that although Rt. 73 and Broad St. could work together and there is important impact and correlations, geographic and political concerns have divided the two. The Committee strongly felt that RT. 73 needs better signage for downtown Palmyra as well as access. The committee will move forward to complete the vision statement at the next meeting. A community survey was discussed to accomplish two things: **1)** Get the Committee in contact with potential BID members and discuss the BID process; **2)** to gather information on what potential BID members may feel are needed services. BID members include but are not limited to property owners, business owners, residents, and public entities. The Committee will work on agreed assets from a community perspective.

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The Committee discussed the idea that 1) an agreement to manage town values and provide a "quality" experience is the basis of community-agreement; and 2) that "selling out" or diminishing our values is the cause of divisiveness, disagreement, stagnation, and deterioration. A community's success is directly linked to the maintenance and delivery of its values. This emphasis provides the arena of an asset-based rather than "fix-it" based planning approach capable of accomplishing a community-vision. With this approach, each service, project and expression of the BID enhances specific identifiable community-values rather than disagreement based on problem identification or mis-identification. A community "adds value" by enhancing what is authentically valuable about the community.

Boundaries were further discussed. The primary BID area of concern to the Committee is Broad Street from the Riverton border to Rt. 73 and one block in on both sides. The Cinnaminson Ave at Henry St. and the Market Street corridors are not well suited at this time to be in a BID. Rt. 73 certainly is the key gateway to downtown and its impact must be considered even if the proposed BID centers at first only on Broad Street. It is clear that Rt. 73 has been cut off both physically and politically from the day to day operations of the Borough. When it was built, considerations about its impact on Palmyra were clearly neglected as there are poor access ramps to the downtown and the design is a high-speed getaway rather than an arrival to a destination. The object it seems was to get people to the NJ Shore as soon as possible. This ruined the positive aspect of the bridge, which was originally designed to bring people to Palmyra. The current Rt. 73 design hurts Palmyra, but it can be corrected with a boulevarding effect and a left hand turn onto Broad Street. Of course accomplishing this involves the state Department of Transportation and a change in the mindset of their planners and the public's desire to speed up rather than slow down. Again, the issue of poor and obscure signage on Rt. 73 for downtown Palmyra is a glaring problem, but again a correctable one. A Rt. 73 design, wayfinding signage, and a strong marketing program would be key elements of a BID program. This may be accomplishable in part with the Rt. 73 Redevelopment Area.

Additionally, the segregation of Rt. 73 businesses from downtown Broad St, business is also a glaring problem. It is understandable that Rt. 73 businesses, many of which are larger commercial corporations and retail establishments, would be wary of being asked to foot the bill for improvements targeted solely for Broad St. But, as mentioned above,

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there is substantial and arguably necessary improvements that can be targeted for Rt. 73. Also a strong marketing program will help everyone. Plus it is clear that a united, integrated, Palmyra business community can make better progress working together. However, overcoming the “political” differences of RT. 73 and Broad Street will take political action, which must be resolved prior to any BID application. To this extent, creating a Broad Street–Palmyra BID is most workable now and Rt. 73 can gain from this impetus.

To get at a unified business development concept or “Vision Statement that launches a strategic approach to the BID, the Committee did a exercise on about complaints that identified not only where these complaints came from, but how they obscure planning processes, and breed adversity. BIDs manage agreements not disagreements. The Strategic Vision of the BID, is its primary agreement indicating in what direction the community is going and what it will look like.

The Committee reviewed the previous discussion. Broad Street is the main focus and Market Street and RT. 73 are more closely aligned. It was identified that although Rt. 73 and Broad St. could work together and there is important impact and correlations, geographic and political concerns have divided the two. The Committee strongly felt that RT. 73 needs better signage for downtown Palmyra as well as access. The committee will move forward to complete the vision statement at the next meeting. A community survey was discussed to accomplish two things: **1)** Get the Committee in contact with potential BID members and discuss the BID process; **2)** to gather information on what potential BID members may feel are needed services. BID members include but are not limited to property owners, business owners, residents, and public entities. The Committee will work on agreed assets from a community perspective.

The Committee discussed the idea that **1)** an agreement to manage town values and provide a “quality” experience is the basis of community-agreement; and **2)** that “selling out” or diminishing our values is the cause of divisiveness, disagreement, stagnation, and deterioration. A community’s success is directly linked to the maintenance and delivery of its values. This emphasis provides the arena of an asset-based rather than “fix-it” based planning approach capable of accomplishing a community-vision. With this approach, each service, project and expression of the BID enhances specific identifiable community-values rather than disagreement based on problem identification or mis-

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identification. A community "adds value" by enhancing what is authentically valuable about the community.

The Committee approved the survey and will conduct it following the seventh meeting and submit results at the June 11<sup>th</sup> meeting.

A lengthy discussion continued about the importance of Rt. 73 to downtown Palmyra and the BID process. It was felt by some that the issue was being discussed to much since it seemed difficult o bring them into the BID at this time. Others felt that eventually Rt. 73 would become part of the BID. But, all agreed that Rt. 73 is very important and cannot be ignored in the BID process. Grossman pointed out that it is not a dead issue and that there may be reasonable ways and costs that might be acceptable to all as the Committee proceeds.

The Committee worked on the Vision Statement. This "vision" sets the direction of the BID, the future it intends to achieve, and the BID's essential agreement of purpose. It combines an understanding of the town's assets to the level of accountabilities and resources to the level of commitments having weighed assets and liabilities in a quasi-SWOT analysis. The following is reworded by CPS as a composite of the Committee's attempts to formulate a joint vision statement conducted. Committee members expressed being well received and that many people seemed to know something about a BID. There was strong support for the items listed I the survey indicating that the Committee is on the correct path. Surveys will be conducted in the week up to June 25<sup>th</sup> after which CPS will analysis the data in more detail below.

Also discussed was the possibility of the Economic Development Committee being the manager of the proposed BID, or if a non-profit corporation should be set up to do this.

Briefly discussed was the budget analysis, which members will review over the next two weeks and comment on at the next meeting.

The Mayor attended the meeting and a discussion of the proposed BID boundaries was conducted including Rt. 73. All were in favor of including all commercial properties and adjusting the rate of the BID assessment to reflect current benefit supporting the budget analysis that reduced the assessment to Rt. 73 because Board Street is considered to receive more benefit in the initial years of the BID. The proposed budget was consider reasonable at \$100,000 at approx. a 10% of total property

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tax for the Broad Street oriented part of the district and approx. 4% of total property tax for those properties in the Rt. 73. part of the district. The survey (Figure 1) , will be conducted between June 5 and June 25, 2009, is expected to reach 25% of business and potential members of the proposed Broad St. area BID, and may include some sampling of customers and residents. A property and budget analysis is being conducted by CPS in conjunction with the municipal tax assessor and administrator.

**FIGURE 1: SURVEY RESULTS ( Percentages)**

**NUMBER OF SURVEYS RECEIVED: 9/15%Total**

**PERCENTAGE OF BUSINESS PROPERTIES ON BROAD STREET: Total – 61**

<b><u>QUESTION</u></b>	<b><u>RESULT - %</u></b>
Did you know that a BID can	<b><u>YES/ NO (%)</u></b>
• Is a public-private partnership between business and the municipality	44/56
• Works with but does not replace other government services	44/56
• Supplement and enhance services provided by the municipality to improve business	34/66
• Publicize, promote and recruit new business in the BID	66/34
• Make capital improvements and signage for the district	66/34
• Employ full-time or part-time personnel	34/66
• Apply for, accept and administer grant money or gifts	23/77
• Have a special annual assessment for participating member properties for funding	56/44
• Enter and administer contracts	56/44
• Pay bills and contractors	56/44
• Borrow money	56/44
• There are BIDs in Collingswood, Audubon, Haddonfield, Seaside Hts., and Freehold?	12/88

Do you feel that the business districts in Palmyra can improve if business and government work together? 77/23

To help the steering committee, please give us some input by filling out this short survey.

**IF** a Business Improvement District was created, how important would these activities and services be to you.

	<u>Very Important</u>	<u>Important</u>	<u>Not Very Important</u>	<u>Not Important at All</u>
Promoting and Advertising Palmyra	(56)	(33)	(11)	(0)
Recruiting new businesses	(45)	(33)	(11)	(11)
Coordinating special events and promotions	(45)	(33)	(11)	(11)
Obtaining grants	(45)	(45)	(0)	(10)
Additional clean-up services	(56)	(22)	(11)	(11)
Additional security	(56)	(22)	(11)	(11)
Working on signage and capital improvements	(56)	(33)	(0)	(11)
Improving the relationship between Rt. 73 and Broad St.	(45)	(22)	(22)	(11)

**IF** a Business Improvement District was created, how positive would you think these changes would be to Palmyra.

	<u>It would help my business</u>	<u>It would not matter</u>	<u>It would hurt my business</u>
A Palmyra Advertising Program	(67)	(33)	(0)

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Façade Renovation	(67)	(33)	(0)
Installation of Benches and Planters	(67)	(33)	(0)
Expansion of Public Parking Facilities	(56)	(44)	(0)
Keeping the downtown open late one night	(33)	(67)	(0)
Better access and signage from Rt. 73	<b>(89)</b>	(11)	(0)

<u>Is your business</u>	<u>How Many Employees</u>
(78) Retail sales	(22) Owner only
(22) Service	(33) 1-3
( ) Professional	(33) 4-10
( ) Residential	(0) 10-20
	(12) over 20

The Vision Statement was briefly discussed (below), and Committee members will review the statement and report at the next meeting. The Survey will also be tabulated for the next meeting, but initial results indicate that the services discussed by the Committee are in line with community needs. Also, a high percentage agreed that better access and signage from Rt. 73 was very important.

**VISION STATEMENT**

**The Palmyra Business Improvement District is a team of dedicated citizens, professionals and entrepreneurs who value the beauty and charm of our riverfront community.**

**We are committed to being a safe, clean town, considering all as friends, working together with honesty and integrity, and being accountable for making our town an enterprising magnet for the region.**

*This is who we are. This is what you can count on.*

\*\*\*\*\*

The Committee reviewed the Vision Statement and approved the version above. The survey was also reviewed and although not statistically valid due to the number responses, it was an exercise that put the committee into action and in dialogue with those affected by a proposed BID and this increased the level of knowledge about the BID in the community. Most importantly, the survey supported the purpose of the BID study (77% approved) the direction that the Committee is taking regarding boundaries that include Rt. 73 (67% important, uniting all business in the Borough, and the key topics of interest such as, marketing (89% important), clean up (78% important), the impact of Rt. 73 redevelopment (67% important), having an annual assessment (56% approved) and access and signage to downtown Palmyra (89% very

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important). The Committee discussed briefly an informal Community Meeting that will present the Committee's findings and request community input into the BID plan. This will occur in early August 2009 after the Committee approves all necessary parts of the plan including but not limited to: boundaries, budget, governance, and services. In regard to governance, the Committee discussed the possibility of the business and professional association becoming the BID management corporation. This was initially seen as a possible proper evolution of the association.

The Committee wanted more time to discuss the proposed BID budget. Additionally, around the issue of the budget, serious concerns were expressed about oversight to make sure that the budget was not arbitrarily increased or decreased. It was suggested that maybe a cap of \$100,000 be instituted to restrict the BID. Grossman stated that the oversight requirements already in place are quite substantial—the budget must be approved by Borough Council and not just be the BID; an annual report is due with the budget request; a certified public audit must be conducted, and the enabling ordinance and oversight by the Borough controls the BID. An arbitrary cap on the budget circumvents this process and does not allow the BID or the Borough to adjust to real situations, or have the authority to be responsible to the community.

The following items were approved by the Committee:

1. A BID by providing administrative and other services is beneficial to businesses, employees, residents, and customers;
2. ***It is in the best interest of the municipality and the public to create a special improvement district, and to designate a district management corporation r Committee that has at minimum one member of the governing body of the municipality on its board of directors as a voting member.***
3. ***The BID will be administered by a non-profit Management Corporation such as: the Palmyra Business Improvement District Management Corp., or the Economic Development Committee that meets the requirements of the BID statute and represents the various stakeholder groups in the BID.***
4. **The BID will utilize the property tax assessment method form of assessment financing.**

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5. *The minimum Board of Directors of the BID will consist (as follows) of:*

- 1 – restaurants
  - 1 - professional
  - 1 – Market St./ Public Rd. At - large
  - 5 – Broad St. area at large
  - 2 – Rt. 73 at-large
  - 1 – resident
  - 1 - commercial property owner
  - 1 – Elected official of the Borough of Palmyra, NJ
- TOTAL:: 13**

The Committee reviewed the budgets proposed at the Eleventh Meeting and no consensus was reached regarding a final budget. However, the budgets were generally agreed to be in the general area of acceptance, but the specific budget was not agreed on. Paul Villari expressed concern that the Committee's proposal that now includes a combined BID (Broad St. Market St., and Rt. 73) was not the original conversation. The Committee agreed, but stated that this concept evolved over three plus months as they learned more about the BID and examined the real needs of the Palmyra business community. Villari also expressed his concern that he has been the only one representing Rt. 73 and that he could not speak for that area except from his personal viewpoint. It was agreed that Rt. 73 and Market Street were invited to participate in the Steering Committee and were at the initial BID meeting in January 2009, and that Villari had expressed having conversations with various Rt. 73 business owners indicating that they were aware of the BID planning process. Villari recommended that Rt. 73 and Market Street business, proposed to be in the BID, be invited to the next Steering Committee Meeting on July 23, 2009 upon special invite (by regular mail) to provide an opportunity to discuss the proposed municipal-wide BID that included them. The Committee agreed and CPS agreed to send the letters out by obtaining confirmed mailing addresses from the municipal business administrator. It was further agreed that the Committee cannot force invitees or guarantee the invitees will come and that progress needed to continue when or if they do.

**Letter to RT. 73 and Market Street Businesses**

**NOTICE - July 16, 2009**

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This is an invitation to attend the Palmyra Special Improvement District Steering Committee Meeting on Thursday, July 23, 2009 at 7: 15pm at Town Hall – Council Chambers. The District may include your business or property. Please attend as we are discussing the boundaries and budget of the proposed District and value your input.

The Special Improvement District planning process began with a community meeting in January 2009, and the Committee went into action on April 9, 2009. Over the course of our discussions, it became clear that the District was more than just Broad Street and that Rt. 73 as well as Market Street and business throughout town were linked. If real revitalization and improvement were to be successful, we all had to work together. From this idea a broader Palmyra business proposal that brought together Rt. 73, Broad St. Market St. and other commercial properties including apartment buildings emerged and developed.

A Special, or Business, Improvement District (SID/BID) is a public-private partnership between business/commercial interests and the municipal government. It is created by municipal ordinance, acts as a public authority and a business development agency, and is supported by a mandatory special public assessment collected by the municipality of which 100% of it is provided to the District. The District is managed by a separate entity that includes representatives of business and commercial interests, property owners in the District, and must include at least one local elected official. The average assessment is approximately an additional 4-8% of the total property tax payment each property pays. The District provides supplementary marketing, quality of life, planning, business development, and infrastructure improvement services.

Please come to this meeting, learn about the Palmyra Business Improvement District Plan, and provide your insights and input.

Call, Seth A. Grossman, at 973-493-4251, or email at: [cpsgrossman@aol.com](mailto:cpsgrossman@aol.com) if you have any questions.

Sincerely,

Palmyra Special Improvement District Steering Committee

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Proposed BID members from Rt. 73 and Market Street were invited to the past meeting on July 23, 2009, and over 10 came. The consensus was that many came a bit confused and opposed to the BID, many were concerned that they would be subsidizing improvements on Broad Street while receiving little benefit, and others especially more industrial properties felt that much of the activity of the BID would not necessarily benefit them. Most left less confused and more knowledgeable about what a BID was, and how a united business community could provide real advocacy and benefit to everyone. Negativity or skepticism was still apparent, but reduced. This confirmed the Committee's premise that RT. 73 particularly and Broad St. have a history of separation rather than integration even though they are connected and have significant impact on each other—a point everyone at the 11<sup>th</sup> meeting agreed upon.

The Committee felt they had good evidence they had assessed the strengths, weaknesses, opportunities, and threats (SWOT analysis) correctly. Most importantly, there was strong support for a more unified Palmyra business community even if the payment issues have both challenging exogenous and endogenous influences such as the economy and the segregation issue being at play. The Committee saw that the

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commercial properties and business see a BID differently from Industrial operators, and that it would take time to fully articulate the benefit that the Industrial members received. Nonetheless, almost all the Industrial members are located at the key gateway (Rt. 73/ Market St. and/or Broad Street) to Palmyra Apartments--mostly in the Broad St. area-- would benefit greatly from an improved Broad St. business area.

The Committee requested that CPS conduct the budget analysis according to type of business by code: 4A-Commercial; 4B-Industrial; 4C-Apartments; and, 1 Vacant land as this may reflect the concerns expressed at the meeting, and may provide a more equitable budget assessment formula.

**MANAGEMENT--GOVERNANCE**

Here are two type of management that BIDs can consider often reflecting the type of public-private partnership that the BID is. One of the chief roles of the BID manager is to manage the public-private partnership, and then the services it provides. This partnership can set a new tone for government and business relations in the municipality, and leverages the assets and capabilities of each sector to provide real improvements and ongoing management of those improvements.

**The first type** of management and the preferred type in New Jersey is the private non-profit Corporation. The Corporation manages the BID and its public-private partnership, and although a separate and distinct corporation under NJ Law, it is designated in the enabling BID ordinance to manage the BID and is subject to all the requirements of a BID. The non-profit has a Board, which elects its members, although the first Board of Directors is appointed by the Trustees of the Corporation according to its bylaws. All BIDS must have a few selected positions such as one elected official from the Municipality. The Corporation hires the manager and has no public requirements in this contract, and the municipal government has less direct influence. The Corporation would be the Palmyra Business Improvement District Management Corporation (P-BID).

**The second type** of management of which approx. 3 % of New Jersey BIDS utilize is the Committee. In this case a Committee is designated in the enabling ordinance to manage the BID, and it hires the manager, but it may purchase the services of the municipality by utilizing and subsidizing a designated staff member and then it may be subject to public regulations, or it may hire someone outside of government not

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unlike the non-profit Corporation. The Committee is usually appointed by the Municipal Council, but would also have bylaws articulating how it is organized, its purpose, and functions. In the case of the Committee, the local government has more direct influence.

The Committee agreed on a nonprofit corporation form of governance. This organization may merge other similar organizations.

The Committee approved a BID Assessment budget, as follows:

**BID BUDGET INCLUDING ALL OF BROAD STREET &  
ONLY COMMERCIAL/ RETAIL & APARTMENTS (4A , 4C, 1) IN SCHEDULES B&C  
\* NO INDUSTRIAL ZONED PROPERTIES \*  
With Schedule A at 7% and Schedule B&C at 4%  
TOTAL: \$72,000**

**NOTE: Almost all business on Rt. 73 & Market/Public Rd. are 4A**

**General Administration (\$25,000)**: This amount serves to cover the costs of a part-time office manager, an accountant, office supplies and equipment, and other administrative costs.

**Insurance (\$2,000)**: Liability and other insurances.

**Marketing & Public Relations (\$25,000)**: One of the primary goals of the BID is to promote and market the district as a destination to shop and conduct business, newsletters, banners, and advertisement.

**Quality of Life (\$10,000)**: A focus on pedestrian crossing upgrades, signage, and lighting. Upgrades and planning.

**Special Events (\$10,000)**: These funds will be used for festivals and other promotional events.

**BID COMMITTEE FINDINGS**

The BID Steering Committee found that:

1. There is currently no management of the Palmyra Borough business, commercial, and industrial districts as a whole. We tend to react rather than plan and manage. Volunteers are good and achieve some results, however, they can only do so much without professional

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management. There is no one coordinating authority managing the business of businesses in Palmyra Borough specifically.

2. There is no locally coordinated effort or organization to address customer and business needs.
3. The business communities, local government and residents can be in a better partnership.
4. The business zones require enhanced services beyond what the municipality can provide.
5. Working in a professional and organized manner leverages better results, and builds partnerships necessary to keep the municipality competitive and growing correctly.
6. Businesses in Palmyra Borough need to be included at the level of real partners with government in the revitalization effort.
7. In order for customers to feel welcomed and cared for, a business community must be well managed and customer-conscious.
8. A coordinated and effective business community is key partner in the entire Borough's success.
9. Maintaining and building upon community assets is an effective strategy that provides enhanced value to our community and guests.
10. A professional organizational structure is necessary to build a community-based effort that has real authority, works on the basis of managed agreements, honors its commitments, and respects the skills and knowledge of its contributors.

**STRATEGIC PLAN AND BUDGET**

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The Steering Committee engaged in a strategic vision process to address these concerns. The process started with agreeing to a "Vision Statement" and the Values (Standards of Excellence) of the Palmyra Borough Special Improvement District:

**VISION STATEMENT**

**The Palmyra Business Improvement District is a team of dedicated citizens, professionals and entrepreneurs who value the beauty and charm of our riverfront community.**

**We are committed to being a safe, clean town, considering all as friends, working together with honesty and integrity, and being accountable for making our town an enterprising magnet for the region.**

**MISSION STATEMENT**

The Mission of the PALMYRA BOROUGH BUSINESS IMPROVEMENT DISTRICT is to be professionally managed so that our Standards of Excellence are delivered effectively to our customers, exceed their expectations, and provide an experience of enhanced value.

**STANDARDS OF EXCELLENCE (VALUES)**

- Honesty and integrity of personal/ professional relationships
- Communication
- Variety and acceptance of businesses
- Commitment to success
- Commitment to excellence
- Convenience and accessibility
- Safe/ Clean
- Respect for others
- Caring and helpful
- People of action
- Self-worth

**COMPREHENSIVE STRATEGY**

The Steering Committee discussed how to include the community survey input, achieve the vision, and provide comprehensive services that could be built on over the years. Six general service areas were identified and a budget, which allows for furnishing those services.

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- 1) Management and Administration
- 2) Promotions, Advertising, Public Relations, and Special Events
- 3) Environmental Improvements and Maintenance
- 4) Business Recruitment and Retention
- 5) Planning and Legal
- 6) Business Development, Practices and Support

**FIVE KEY COORDINATED SERVICE AREAS**

Cooperative business management starts by understanding that every aspect of the business environment contributes to a successful experience by the customer. Cooperative business management is a comprehensive and coordinated approach. It requires the attention of an active professional management effort. Successful business districts (including malls, shopping centers, and shopping strips) manage the business environment in a comprehensive manner as a service to the customer. Service is the competitive edge. Management is the key to success. Services are grouped into the following six categories:

**Management & Administration:** The BID will be managed by the Palmyra Borough Business Improvement District Management Corporation, a non-profit corporation. The Management Corporation will hire a professional manager or consulting service and maintain a professional office.

**Promotions, Public Relations, and Special Events:** The BID will develop corporation design theme; provide joint advertising; conduct appropriate market surveys; support and design special events; support retail promotions; coordinate public relations; and have a customer information center.

**Improvements & Maintenance:** The BID will support the Downtown Revitalization Plan, the connection of Rt. 73 to Broad Street, and provide for better managed and enhanced parking sites; improved safety & clean-up efforts; enhanced street lighting, signage, and more pedestrian friendly designs. The BID will also provide for more user- friendly outdoor design for streets and sidewalks including: benches, trees, lighting, facades, etc. It will also address pedestrian access, wayfinding and signage improvements as well as traffic problems in general.

**Business Recruitment & Retention:** The BID will develop business investment guides and financing programs; business development, support and training programs; develop cultural, retail and dining theme plans; develop long-range strategies; and pursue public and private funding.

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**Planning & Legal:** The BID will develop Board training, an annual BID budget and work plan, as well as short and long-term business plans. The management will work on redevelopment strategies and coordinate with the city's economic and redevelopment plans and projects. It will work as a team player, with local banks, community organizations and cultural organizations. The BID management will also address upgrades to local regulations and codes.

**Business Practices and Performance:** The BID will operate as a business community in a cooperative and planned manner necessary for effectively responding to customer demands. Common business standards and operating procedures, such as standardized times when all businesses are open, address the organizational capacity of the district, and communicate a higher level of business sense and service.

**PALMYRA BOROUGH BUSINESS IMPROVEMENT DISTRICT**  
**PROPOSED FIRST YEAR BUDGET**

The BID assessment preliminary budget: \$72,000. This budget does not include any grants, gifts, contributions, or other public funds such as private grants or city funds. The 2010 budget is summarized as follows:

**BID BUDGET INCLUDING ALL COMMERCIAL/ RETAIL & APARTMENTS (4A , 4C,  
1)**

\* NO INDUSTRIAL ZONED PROPERTIES \*

**With Schedule A ( Broad St) at \$\$60,000 and Schedule B ( Rt. 73) &  
Schedule C( Market/ Public Rd.) at 4% - \$12,000**

**PROPOSED 2010 BUDGET TOTAL: \$72,000**

**NOTE: Almost all business on Rt. 73 & Market/Public Rd. are 4A**

**General Administration (\$25,000):** This amount serves to cover the costs of a part-time office manager, an accountant, office supplies and equipment, and other administrative costs.

**Insurance (\$2,000):** Liability and other insurances.

**Marketing & Public Relations (\$25,000):** One of the primary goals of the BID is to promote and market the district as a destination to shop and conduct business, newsletters, banners, and advertisement.

**Quality of Life (\$10,000):** A focus on pedestrian crossing upgrades, signage, and lighting. Upgrades and planning.

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**Special Events (\$10,000):** These funds will be used for festivals and other promotional events.

**NOTE:** BID funds are to be leveraged where possible. This budget is only the BID assessment budget. The true budget will include grants, loans, and charitable gifts the BID obtains.

**BUDGET ANALYSIS**

<b><u>AREA</u></b>	<b><u>AMOUNT</u></b>
Schedule A (Broad Street Business Area)	
\$60,000.	
<u>Schedule B ( Rt. 73 Business Area &amp; C</u>	
<u>(Market St./ Public Rd. Business Area)</u>	
\$12,000	
	<b>TOTAL:</b>
<b>\$72,000</b>	

The committee recognized that the BID will be capable of leveraging additional funds. It can also seek and receive funds from the Borough and other public sources, from fundraisers, from receiving fees for services, and the BID may also obtain grants and loans that will augment the budget provided by the assessments and build appropriate partnerships.

It is important to emphasize that only commercial property owners will be assessed; homeowners will not be impacted directly by the assessment, but rather will reap the benefits that the Special Improvement District will bring to the community.

**COMMUNITY MEETING**

Citizen participation is an essential part of any BID planning process. The BID has impact and relies on its members to move forward. Receiving input from the BID members and establishing an open process will help the BID succeed. Not unlike the 11th Meeting, the Committee must schedule an informal meeting with the proposed BID Community and discuss what a BID is as a public-private partnership, the Committee's findings, recommendations and draft proposal, and answer questions while recording input.

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After the Community Meeting, the Committee must decide whether the input received changes their proposal. After changes are made, the Committee may decide to send a report and proposal to the Municipal Mayor and Council. The report may be accepted as is or sent back to the Committee for adjustments. If it accepted as is, the Municipal Council will schedule two (2) hearings: the first to place the BID ordinance and budget on the docket, and the second as a public hearing and vote on the establishment of the BID and its first year budget. This process takes at least two months.

It is not until the BID ordinance is passed or fails that the Committee's work is complete. If the BID is established, the BID Corporation or Committee takes over. The Corporation can be established immediately. But the budget will not begin until January 1, 2010. Funds should arrive around April 2010, but the BID may borrow funds until the first payment arrives.

The Committee did not agree with a budget based on type of business, and supported one based on area. It was agreed that industrial properties (4B) could have been in the BID, but at this time benefit was not determinable. When it is these properties should be included in the BID. Schedule A is the Broad Street A, Schedule B is the Rt. 73 business area, and Schedule C is Market Street and Public Rd. business areas.

The Community Meeting was held on Thursday, August 27, 2009 at 7:15opm, Council Chambers, Borough Hall. The Committee concluded that the report and proposal were satisfactory, and instructed Co-Chairman: Anthony Fratto and Paul Villari to transmit the report and proposal to the Mayor and Borough Council.

\*\*\*\*\*

**PALMYRA SID STEERING COMMITTEE**

**Ellie Blackwell**

**Tom Borgers**

**Bridget Elmes**

**Anthony Fratto**

**REPORT**  
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Mayor, John Gural

Scott Santos

Suzanne Schwering

Joseph Tomarchio

Paul Villari

Ward Welsh

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# **ATTACHMENT A**

**Recommended Minimum Board of Directors**  
**for the**  
**Palmyra Business Improvement District Management**  
**Corporation**

- 1 – restaurants (4A)
  - 1 - professional (4A)
  - 1 – Market St./ Public Rd. At - large (4A & 4C)
  - 5 – Broad St. area at large (4A & 4C)
  - 2 – Rt. 73 at-large (4A & 4C)
  - 1 – residents
  - 1 - commercial property owner (4A, 4C & 1
  - 1 – Elected official of the Borough of Palmyra, NJ
- TOTAL:: 13**

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**ATTACHMENT B**

**PROPOSED BID ORDINANCE**

**WITH**

**SCHEDULES A & B**

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**BOROUGH OF PALMYRA  
COUNTY OF BURLINGTON, NJ**

**ORDINANCE CREATING A SPECIAL IMPROVEMENT DISTRICT FOR  
PALMYRA BOROUGH BUSINESS COMMUNITY.**

**WHEREAS**, business and property owners in Palmyra Borough have petitioned the Governing Body to create a Special Improvement District also known as a Business improvement District with a non-profit Management Corporation pursuant to N.J.S.A. 40:56-65 et seq.; and

**WHEREAS**, the Governing Body finds that all business, industrial, and commercial properties in Palmyra Borough are integral, vital, economic and social; and

**WHEREAS**, the anticipated services to be provided to this Special Improvement District will serve to enhance the safety, welfare and economic growth of Palmyra Borough, its inhabitants, and the Borough of Palmyra as a whole; and

**WHEREAS**, based upon these findings and the desires of business owners, merchants and property owners in Palmyra Borough, the Governing Body hereby desires to establish the Palmyra Borough Special Improvement District designated in Schedules A & B as the Palmyra Borough Business Improvement District;

**NOW, THEREFORE, BE IT ORDAINED BY THE GOVERNING BODY OF THE BOROUGH OF PALMYRA as follows:**

**SECTION 1: Definitions.**

- a. "Special Improvement District" (sometimes also referred to as the "District") means an area within the Palmyra Borough designated by

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**STEERING COMMITTEE**  
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this Ordinance as an area in which a special assessment on property within the District shall be imposed for the purposes of promoting the economic and general welfare of the District and the Municipality.

- b. "District Management Corporation" means the "PALMYRA BOROUGH BUSINESS IMPROVEMENT DISTRICT MANAGEMENT CORPORATION"(also referred to as "Management Corporation"), an entity to be incorporated pursuant to Title 15A of the New Jersey Statutes and designated by Municipal Ordinance to receive funds collected by a special assessment within the Special Improvement District as authorized by this Ordinance and any amendatory supplemental ordinances.

**SECTION 2: Findings** - pursuant to N.J.S.A. 40-56-65 et seq. ("The Act") the Governing Body of the Borough of Palmyra hereby determines the following:

- a. That the areas within Palmyra Borough that are described by block and lot and by street address as set forth in Schedules A & B of this ordinance, and the property owners, tenants and inhabitants therein benefit from being designated as a Special Improvement District uniting the business community and will benefit the whole of Palmyra Borough with the exception of the following properties that will not be assessed members of the Special Improvement District:
  - i) Any property owned and operated by the municipal, county and state governments, and,
  - ii) 100% of residential structures 3 units or under;
- b. That a district management corporation would provide administrative and other services to benefit the businesses, employees, residents, and consumers in Palmyra Borough, the Palmyra Borough Special Improvement District, and will also assist the Borough of Palmyra in promoting economic growth and employment;
- c. That a special assessment may be imposed and collected by the Borough of Palmyra either with the regular property tax payment (or payment in lieu of taxes) or otherwise on properties located within the Borough's limits and that these payments shall be transferred to the

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district management corporation to effectuate the purpose of this ordinance and to exercise the powers given to it pursuant to this ordinance;

- d. That it is in the best interests of the Borough of Palmyra and its inhabitants to create a Special Improvement District and to designate a nonprofit District Management Corporation to manage the Special Improvement District; and
  
- e) That the business community should be encouraged to provide self-help and self-financing programs to meet local needs, goals and objectives and should be encouraged to supplement any of the authorized services and improvements through formation of an independent District Management Corporation formed under Title 15A of the New Jersey statutes.

**Section 3 – Creation of the District.**

- a. There is hereby created and designated within the Borough of Palmyra a Special Improvement District authorized pursuant to N.J.S.A. Title 40:56-65 et seq. to be known as the Palmyra Borough Special Improvement District (“District”) and is hereby established consisting of the properties designated and listed on Schedules A & B, annexed hereto by tax block and lot numbers and street addresses. The Special Improvement District will be governed by a District Management Corporation.
  
- b. Schedules A & B of this ordinance may be amended by ordinance to add and delete particular properties which have a change in use affecting the appropriateness of including them as part of the Special Improvement District. Any change in the classes of properties to be considered part of the Special Improvement District will require an ordinance. amendment

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**Section 4 – Assessments.**

- a. All costs of improvements and maintenance, other than the costs of improvements and maintenance ordinarily incurred by the Borough of Palmyra out of general funds, shall be determined and approved pursuant to N.J.S.A. 40:56-80 or N.J.S.A. 40:56-85 as determined by the District Management Corporation. The formula for the assessment is as follows: each property's current assessed value, as determined by the Borough of Palmyra Tax Assessor for real estate tax purposes, will be multiplied by the appropriate factored amount to sustain the approved annual budget to determine the amount of the special improvement district assessment. The foregoing assessment shall be collected as a special assessment against the properties that are within the district as defined in Schedules "A & B".

**Section 5 – Designated District Management Corporation**

- a. The Governing Body of the Borough of Palmyra hereby designates THE PALMYRA BOROUGH BUSINESS IMPROVEMENT DISTRICT MANAGEMENT CORPORATION ("district management corporation"), a non-profit corporation, as the District Management Corporation for the District.
- b. That the District Management Corporation, in addition to acting as an advisory board to the governing body, shall also have all powers necessary and requisite to effectuate the purposes of this ordinance, as specified in N.J.S.A. 40-56-65 et seq. including but not limited to:
  1. Adoption of by-laws for the regulation of its affairs and the conduct of its business and prescribe rules, regulations and policies for the performance of its functions and duties;
  2. Employ such persons as may be required, and fix and pay their compensation from funds available to the Corporation;

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3. Apply for, accept, administer and comply with requirements respecting an appropriation of funds or a gift, grant or donation of property or money;
4. Make and execute agreements which may be necessary or convenient to the exercise of the powers and functions of the Corporation including contract with any person, firm, corporation, government agency or entity;
5. Administer and manage its own funds and accounts and pay its own obligations;
6. Borrow money from private lenders;
7. Fund the improvement of exterior appearance of properties in the district through grants and loans;
8. Fund rehabilitation of properties in the district;
9. Accept, purchase, rehabilitate, sell, lease, or manage property in the district;
10. Enforce the conditions of any loan, grant, sale or lease made by the corporation;
11. Provide security, sanitation, and other services in the district, supplemental to those normally supplied by the Borough of Palmyra;
12. Undertake improvements designed to increase safety, attractiveness of the district to businesses which may locate there or visitors to the districts, including, but not limited to parking, litter clean-up and control, landscaping, signage, and those improvements generally permitted for pedestrian malls under N.J.S.A. 40:56-66 pursuant to pertinent regulations of the governing body;
13. Publicize, promote, and plan for the district and the businesses included within the district boundaries.
14. Recruit new businesses to fill vacancies in, and to balance the business mix of, the district;
15. Organize special events in the district;
16. Provide special parking arrangements for the district;

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17. Design and enforce environmental and building design criteria under N.J.S.A. 4:50-66 as amended;
  18. Regulate vending;
  19. Provide temporary decorative lighting in the district; and,
  20. Effectuate the purposes and intents of N.J.S.A. 40:56-66 as amended.
- 
- a. That the District Management Corporation shall utilize affirmative action goals and guidelines in its hiring and expenditures whenever possible. Pursuant to N.J. A. C. 17:27-5.2, the District Management Corporation will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, or sex. The District Management Corporation will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment without regard to their age, race, creed, national origin, ancestry, marital status or sex.
  - b. Upon further written agreement, the Borough of Palmyra may delegate to the District Management Corporation the contracting of work to be done on any street, or on other municipal property, included in the Special Improvement District. In that event, the Corporation shall be a "contracting unit" within the " Local Public Contracts law" P.L. 1971, c.198 (N.J.S.A. 40A:11-1 et seq.). The plans and specifications shall be approved by the municipal engineer prior to initiation of any action for the award of a contract under the act.

**Section 6 – Annual Report and Budgets.**

- (a) The district management corporation shall submit a detailed business plan and budget for the upcoming year, no later than November 1 of the current fiscal year starting the year after this ordinance is adopted, for the approval by resolution of the governing body, pursuant to the provisions of N.J.S.A. 40:56-84. The budget shall be submitted with a

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report, which explains how the budget contributes to the goals and objectives for the Special Improvement District.

(b) The fiscal year of the district management corporation shall be January 1<sup>st</sup> to December 31<sup>st</sup>.

**Section 7 – Annual Audit of the District Management Corporation**

The District Management Corporation shall also cause an audit of its books, accounts and financial transactions to be made and filed with the governing body. This audit shall be completed and filed with the Governing Body within four (4) months after the close of the fiscal year of the corporation. A certified duplicate copy of the audit shall be filed with the County of Burlington Tax Assessor, Director of the Division of Local Government Services in the State of New Jersey Department of Community Affairs within five (5) days of the filing of the audit with the governing body.

**Section 8 – Annual Report to Municipality**

The District Management Corporation shall submit an annual report to the governing body pursuant to N.J.S.A. 40:56-80 within 90 days of the close of the fiscal year. This report shall consist of a narrative covering the previous year's operation and detailed financial statements.

**Section 9 – Municipal Powers Retained**

Notwithstanding the creation of the Special Improvement District, the Borough of Palmyra expressly retains all its powers and authority over the area designated as the Palmyra Borough Special Improvement District.

**Section 10 – Severability**

If any section, subsection, sentence, clause, phrase or portion of this ordinance is for any reason held to be invalid or unconstitutional by a

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court of competent jurisdiction, such portion shall be deemed a separate and distinct and independent provision, and such holding shall not affect the validity of the remaining portions hereof.

**Section 11- Effective date**

This ordinance shall take effect upon passage, approval and publication as required by law.

**SCHEDULES "A & B"**

The attached list of properties make up this Special Improvement District as well as an area wide impact area of both districts as a whole.

**STATEMENT**

This Ordinance provides for the designation of a Special Improvement District (BID) pursuant to N.J.S.A. 40:56-65 et seq., and the designation of the Palmyra Borough Business Improvement District Management Corporation to manage same. It further provides for the powers of said Corporation and the manner of assessment for funding and operation of the BID.

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**SCHEDULES A & B**

**PALMYRA BOROUGH  
SPECIAL IMPROVEMENT DISTRICT**

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**SCHEDULE A**

<b><u>BLOCK</u></b>	<b><u>LOT</u></b>	<b><u>PROPERTY ADDRESS</u></b>
23	6	201 Spring Garden
24	1	620-22 Highland Ave.
25	9	100 E. Broad Street
26	2.01	16 E. Broad Street
26	3	615 Garfield Ave.
26	7	Garfield Ave.
26	10	12-14 E. Broad Street
26	11	600 Cinnaminson Ave.
26	12	602 Parry Ave.
29	1	36 W. Broad Street
29	2.02	Broad & Walnut Streets
37	1	Cinnaminson Ave. 2 Bldgs.
39	1	2 Memorial Ave.
56	2	610 Public Road
56	9	New Jersey & Broad
59	3	427 W. Broad Street
59	9.01	W. 6th Street
59	15	W. 6th Street
60	1	531 W. Broad Street
60	3	W. Broad Street
60	5.01	519-521 W. Broad Street
71	5	804 W. 5th Street
71	8	Broad & Orchard Ave.
72	13	533 Legion Ave
72	17	501 Legion Ave.
74	5	W. Broad Street
74	9	W. Broad Street
74	9.01	W. Broad Street
74	13	W. 6th Street
74	14	W. 6th Street
75	1	1 Filmore Street
75	1.01	Filmore & Spring Garden
75	2	665 Public Road
75	4	600 W. Broad Street
76	1	806 Broad Street So
76	3.01	806 Broad Street So
76	3.02	806 Broad Street So
76	3.04	806 Broad Street So
76	4	806 Broad Street So
76	6.01	707 W. Spring Garden Street
77	2	Rt. 73 & River Road

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80	7	317 E. Broad Street
80	8	313 E. Broad Street
80	9	309-311 E. Broad Street
80	10	305 E. Broad Street
81	4.01	521-23 Maple Ave. 213 E. Broad St. & Maple
81	5	Ave.
81	9.01	518 Morgan Ave.
81	10	211 E. Broad Street
81	11	207 E. Broad Street
81	13	E Broad & Morgan Ave.
82	3.01	517 Morgan Ave.
82	5	527-29 Morgan Ave.
82	6	121 E. Broad Street
82	9	117 E. Broad Street
82	9.01	115 E. Broad Street
82	11	111 E. Broad Street
82	13	109 E. Broad Street
82	15	103 E. Broad Street
82	19	508 Garfield Ave.
83	5	519 Garfield Ave.
83	8	504-506 Cinnaminson Ave.
83	10	510 Cinnaminson Ave.
83	11	516 Cinnaminson Ave.
83	12	520 Cinnaminson Ave.
83	13	19 E. Broad Street
83	13	21 E. Broad Street
83	14	15 E. Broad Street
83	14	17 E. Broad Street
83	15	11 E. Broad Street
83	15	519 Garfield Ave.
83	16	7 E. Broad Street
83	17	3 E. Broad Street
83	17	526 Cinnaminson Ave.
83	18	1 E. Broad Street
84	5	519 Cinnaminson Ave. Cinnaminson & W. Broad
84	14	Street
84	14	3 W. Broad Street
84	14	535 - 537 Cinnaminson Ave.
84	14	531-533 Cinnaminson Ave.
84	14	525-529 Cinnaminson Ave.
84	15	5-7 W. Broad Street
84	16	9-11 W. Broad Street
84	17	13 W. Broad Street
84	18	17 W. Broad Street
107	3	131 W. Broad Street

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107	12	111 W. Broad Street
107	14	107-109 W. Broad Street
107	15	103 W. Broad Street
107	15	105 W. Broad Street
107	24	523 Leconey Ave.
108	3	Delaware Ave.
108	5	237 W. Broad Street
108	6	227 W. Broad Street
108	9	219 W. Broad Street
108	9.01	217 W. Broad Street
108	10	213 W. Broad Street
108	11	209-211 W. Broad Street
108	12	201 W. Broad Street
110	2	331 W. Broad Street
110	2.01	W. 6th Street
110	7	W. 6th Street
110	12	307 W. Broad Street
132	1	13 Market Street
136	8	Market & Jefferson Streets
137	1	Rt.073 & Madison Street
141	1.02	Market & Madison Street

**SCHEDULE B**

<b><u>BLOCK</u></b>	<b><u>LOT</u></b>	<b><u>PROPERTY ADDRESS</u></b>
67	1	Rt. 73 & 4th Street
67	3	300 Rt. 73
67	4	Rt. 73 & 4th Street
67	6	Rt. 73
67	7	Rt. 73.
67	8	Rt. 73 & E. Cor Front St.
67	1.B01	Rt. 73 & 4th Street
70	1	Rt. 73 & Cor of 5th Street
70	3	Rt. 73 & 4th Street
71	2	Rt. 73 & 5th Street
71	7	W. Broad Street
76	3.03	808 Broad St. So
76	6	705 W. Spring Garden Street
76	6.02	Rt. 73 & Penna RR
76	6.03	Rt. 73 & Spring Garden Street
76	3.03B	808 S. Broad Street
77	1	Rt. 73 & River Road
77	2	Rt. 73 & River Road

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78	3	Rt. 73 & River Road
78.01	2.03	723 Public Road
78.01	2.05	Public & River Roads
78.01	3	Spring Garden & Filmore
78.01	3.02	Rt. 73 & Spring Garden Street
78.01	1.B01	Rt. 73
133.01	1	Rt. 73
135	1	Rt. 73 & De Klyne
135	2	De Klyne & Jefferson Street
135	4	Rt. 73 & Kennedy Street
135	5	De Klyne & Kennedy Street
137	1	Rt. 73 & Madison
138	1	Rt. 73 & Mad & Jefferson Street
140	2	Rt. 73 & Vanderveer Street
141	1.03	Rt. 73 & Madison
141	1.04	Rt. 73 NO & Vanderveer Street
142	1.01	Rt. 73
142	1.01	100 Rt. 73
142	1.01B	Route 73
142.01	1	Rt. 73 & Souder Street
146	2	19 Rte, 73 South
146	2 B01	19 S Rt. 73
154	2.01	Rt. 73 & Souder Street
	2.01	
154	B01	Rt. 73 & Souder St
156	1	201 Rt. 73 South
156	1	201 Rt. 73 South
156	1.03	Rt. 73
156	1.04	Rt. 73
156	1.05	207 Rt. 73 Hwy
156	1.06	209 Rt. 73 Hwy South
156	16	Rt. 73 Below Front Street
	16 /	
156	B01	Rt. 73 Below Front Street
156	2.B01	Rt. 73 & Pennsauken Creek
156	2.B02	Rt. 73 & Pennsauken Creek
156.01	1.02	Rt. 73
156.01	1.03	Rt. 73 & Broad Street

REPORT  
PALMYRA SPECIAL IMPROVEMENT DISTRICT  
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**ATTACHMENT C**

**RESOLUTION**

TO ACCEPT THE

PALMYRA BID YEAR 2010 BUDGET

**REPORT**  
**PALMYRA SPECIAL IMPROVEMENT DISTRICT**  
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**REPORT**  
**PALMYRA SPECIAL IMPROVEMENT DISTRICT**  
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**RESOLUTION**

**APPROVING THE BUDGET OF:**

**THE PALMYRA BOROUGH SPECIAL IMPROVEMENT DISTRICT**

**WHEREAS**, at its meeting of \_\_\_\_\_2009, the governing body of the Borough of Palmyra introduced and approved the Palmyra Borough Special Improvement District budget for the period January 1, 2010 – December 31, 2010, which budget is annexed hereto; and

**WHEREAS**, after individual notice to the owners, and notice of advertisement in a newspaper of general circulation, the governing body of Palmyra Borough conducted a public hearing on \_\_\_\_\_,2009; and

**WHEREAS**, the governing body of Palmyra Borough has determined that at least one (1) week prior to the hearing a complete copy of the proposed budgets were (a) advertised; (b) posted in the Borough Clerk's office; and (c) made available to each person requesting the same before and during the public hearing; and

**WHEREAS**, all persons having interest in the budget were given the opportunity to present objections; and

**WHEREAS**, the governing body of Borough of Palmyra having considered the comments at the public hearing is of the opinion that it is appropriate and desirable to ratify and adopt the budget without amendment as advertised; and

**WHEREAS**, pursuant to N.J.S.A. 40:56-80 and N.J.S.A. 40:56-84, the governing body of Borough of Palmyra is required to adopt the budget by resolution after closing the hearing;

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**NOW, THEREFORE, BE IT RESOLVED** the governing body of the Borough of Palmyra that:

- (1) The Palmyra Borough Special Improvement District budget is approved by the governing body of the Borough of Palmyra and it is approved for the period of January 1, 2010 – December 31, 2010 in the amount of \$72,000 to the Palmyra Borough Business Improvement District Management Corporation
  
- (2) This special assessment is hereby imposed and shall be collected with either the regular tax payment (or payment in lieu of taxes), or otherwise, on properties located within the Borough of Palmyra as set forth within the ordinance and the assessment as follows:  
  
Schedule A shall be assessed at \$60,000; and, Schedule B shall be assessed at \$12,000;
  
- (3) Payments the District received by the Borough of Palmyra shall be transferred to the Palmyra Borough Business Improvement District Management Corporation to be expended in accordance with the approved budget; and
  
- (4) The Borough Clerk is hereby authorized to forward a certified copy of this resolution to Palmyra Borough Business Improvement District Management Corporation, the Burlington County Board of Taxation, and the Director of the Division of Local Government Services in the State of New Jersey Department of Community Affairs.

**(5) BUDGET**

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**2010 BUDGET**  
**PALMYRA BUSINESS IMPROVEMENT DISTRICT MANAGEMENT**  
**CORPORATION**

**General Administration (\$25,000):** This amount serves to cover the costs of a part-time office manager, an accountant, office supplies and equipment, and other administrative costs.

**Insurance (\$2,000):** Liability and other insurances.

**Marketing & Public Relations (\$25,000):** One of the primary goals of the BID is to promote and market the district as a destination to shop and conduct business, newsletters, banners, and advertisement.

**Quality of Life (\$10,000):** A focus on pedestrian crossing upgrades, signage, and lighting. Upgrades and planning.

**Special Events (\$10,000):** These funds will be used for festivals and other promotional events.

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STEERING COMMITTEE  
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**NOTES**

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