



## STRATEGIC PLAN

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# THE 2020 VISION

#THINKBROAD

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# Executive Summary

## Organization Overview

The North Broad corridor that was considered the "Workshop of the World," with amazing infrastructures, businesses, arts and culture and a thriving community, is today having its share of challenges competing with some of the more vibrant corridors, including South Broad. The good news is, the community wants better and is ready to re-establish one of Philadelphia's most prominent corridors as the huge economic driver it's capable of becoming. A corridor that creates clean and safe places to work and play, booming businesses, employment opportunities and innovation that inspires the entire region.

The creation of the North Broad Renaissance (NBR) was born out of a concern and desire of Council President Darrell Clarke to give more attention and support to North Broad Street. Specifically, there was a great need to support and oversee the community revitalization along the North Broad corridor. As a result, the organization was created and is now organized as a voluntary special service district for this particular section of the city.

The NBR is a federal and state approved 501(c)3 organization located in Philadelphia, PA that was founded in 2015 in order to address the needs of the community of North Broad Street. The area that the organization covers is on North Broad Street from Germantown Avenue to City Hall.

In partnership with community stakeholders, NBR is planning to revitalize the community, create opportunities, and improve the economic power and overall quality of life along one of Philadelphia's most prominent corridors - North Broad Street.

There is a significant need on North Broad to connect people, organizations, businesses, and opportunities. North Broad Renaissance serves a great purpose in being the missing link and assisting these different entities with not only reaching one another but serving as a hub for information and communications.

In order to revitalize North Broad Street, it is vitally important that the North Broad Street Corridor be attractive, clean and safe. To that end, the goals and initiatives of NBR will focus in part in making sure this work is done and that the broader North Broad community feels the area is welcoming, vibrant, clean and inviting to all who live, work, play, or commute along the corridor.

There are many opportunities for development, employment, access to health and education, and arts and culture. However, the North Broad corridor needs to have a consistent advocate whose main focus is the revitalization of the area. NBR will serve as an advocate to address all of the issues that face North Broad Street from economic development opportunities to transportation.

In order to address these issues, North Broad Renaissance has developed areas of strategic focus that will guide the work of the organization over the next five years.

## Areas of Strategic Focus

In order to address NBR's areas of strategic focus - (1) cleanliness and safety, (2) maintenance and landscaping (3) marketing and communications and (4) economic development, the organization has developed four objectives that will be implemented over the next five years. They are the following:

a) Cleanliness & Safety

**Objective:** To make North Broad Street a clean and safe community.

b) Maintenance & Landscaping

**Objective:** To develop and maintain green spaces along North Broad Street.

c) Marketing & Communications

**Objective:** To serve as a connector and information resource for the North Broad community.

d) Economic Development

**Objective:** To oversee and promote smart development and employment opportunities.

## Performance Indicators

In order to measure and track NBR's progress in achieving its strategic goals, key performance indicators have been established. The indicators will enable NBR to evaluate its progress and its impact on the community and ensure that it is meeting its goals in a timely matter.

Indicators have been developed for each area of focus: 1) cleanliness & safety, 2) maintenance & landscaping, 3) marketing, & communications, and 4) economic development. Key performance indicators have been developed for year one, years two and three, and years four and five, adapting metrics to NBR's growing and changing role in the community.

The metrics were developed, vetted, and set by NBR leadership and also obtained through research of performance indicators used by government departments, non-profit organizations, and community groups. For details on specific metrics, please reference Section III.

## I. About North Broad Renaissance

North Broad Renaissance is organized as a voluntary service district whose primary role is to provide connection, communication, advocacy, and a clean and safe corridor on North Broad Street between the boundaries of Germantown Avenue to City Hall. In partnership with community stakeholders, NBR is planning to revitalize the community, create opportunities, and improve the economic power and overall quality of life along one of Philadelphia's most prominent corridors - North Broad Street.

North Broad Renaissance understands that a vibrant corridor creates possibilities for the entire community. It creates safe places to work and play, booming businesses, employment opportunities and innovation that inspires the entire region.

### Mission, Vision, Philosophy

#### Mission

The North Broad Renaissance is a Pennsylvania non-profit incorporated exclusively for the charitable and educational purposes within the meaning of Section 501(c)(3) to promote community economic development, historic preservation, and arts and culture along the North Broad corridor of Philadelphia, and its surrounding community. In partnership with community stakeholders, the organization is working to revitalize, create opportunities, and improve the economic power and overall quality of life along North Broad Street from City Hall to Germantown Avenue.

#### Vision

The 2020 Vision of North Broad Renaissance is to revitalize commerce, culture and communities on North Broad Street.

#### Philosophy

By serving as a connector, a communicator, and an advocate, the NBR strategic plan will help the organization accomplish this vision.

### Governance & Team Members

North Broad Renaissance consists of a dynamic team which includes a Board of Directors and Executive Leadership Team. NBR also plans on creating an Advisory Board to support the organization's work.

The Board of Directors of NBR have a fiduciary responsibility to ensure the organization remains in compliance with all state and federal guidelines for being a non profit organization as well as provides fiscal oversight for the organization.

**The Board of Directors are:** Ken Scott, Chair

Lowell Thomas, General Counsel

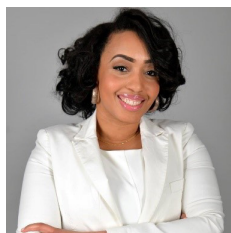
Steven S. Bradley, Secretary

Randy Brock, Treasurer

Ken Lawrence, Board Member

The staff of the organization currently consists of two individuals who are responsible for the day to day operations as well as oversight of all programs, communication and initiatives of NBR.

**Shalimar Thomas**, Executive Director



Shalimar Thomas is the Executive Director of the North Broad Renaissance, a Pennsylvania non-profit organization created to promote community economic development, historic preservation and

arts and culture along the North Broad Street corridor.

In her new role as Executive Director, she is responsible for helping the organization move forward its mission through community planning, community revitalization, business development and community education and engagement. Her results-oriented approach and ability to think strategically will play a pivotal role as the organization works to revitalize North Broad Street.

Mrs. Thomas has experience in leading and transitioning companies to help them become leaders in their industry. Under her leadership as the Executive Director of the AACC, membership increased by more than 78% and more African-American owned businesses are engaged and have a voice in legislation that could impact their business. In addition, she led efforts to help business owners connect with, on average, over \$300 million in contract opportunities, and helped position the organization as one of the largest Chambers of Commerce in the region.

Thomas is also the founder of a peace of PR, a boutique firm that works with non-profits on their brand management, crisis communications, community relations and advocacy initiatives. She has over a decade of corporate experience and her dedication and expertise helped elevate the communications goals of numerous organizations, and elected officials.

Thomas attended Temple University, where she graduated Magna Cum Laude with a degree in Strategic and Organizational Communications. She currently serves as a Commissioner for the Philadelphia Human Relations Commission, is the Chair of the DNC Host Committee - Communications Sub Committee, and served on the transition team for Mayor Jim Kenney.

Thomas has been recognized as a Philadelphia Business Journal 40 Under 40 awardee, an Influential African-American Leader by the Philadelphia Tribune, a Women of Substance and Style by Joan Shepp, an outstanding African-American Woman by PECO and WURD, and one of the region's most influential women in the non-profit sector by Councilwoman Blondell Reynolds-Brown and Vivant Art Gallery.

Shalimar is married to Deacon Jay Thomas and is the proud mother of two sons.

**Imani Glenn**, Executive Assistant to Executive Director

Imani Glenn is a recent graduate of Temple University. She received a Bachelor of Arts degree, majoring in Advertising. Imani began at The North Broad Renaissance in January of 2016 as an assistant. She is reliable, and well organized when it comes to work.

Imani was a leasing consultant at Oxford Village Apartments for one year & six months while obtaining her degree at Temple University as a full time student.

Imani is a Big Sister with the Big Sister Little Sister Organization and also is a mentor at Mighty Writers.

## North Broad Renaissance Advisory Board

The Advisory Board of NBR will be a newly created committee that serves to provide fundraising support as well as fiscal and programmatic advice and input to the leadership of the organization to support the overall goals and initiatives of NBR. As the organization begins to execute on initiatives, it will be able to identify areas where an advisory board member can be helpful.

## Organizational Structure

The North Broad Renaissance prides itself on being an inclusive organization that welcomes the diverse community leaders, elected officials, residents, business owners, civic groups, institutions, and companies along North Broad to provide input and the opportunity to participate and play an active role within the organization. To that end, the organization is structured with very low overhead costs. The Executive Director serves as the leader of the organization and, through this strategic planning process, the NBR will add additional staff to support the work of the organization over the next five years. These positions will include but not be limited to hiring a Development Director, Program Coordinator, and Communications Manager.

In addition, the organization has established six committees which are chaired by North Broad Street Representatives. The NBR established committees are:

1. Safety and Quality of Life
2. Design & Physical Improvement
3. Special Events
4. Economic Development
5. Health & Education
6. Transportation

## Purpose of the Strategic Plan

As a new non profit organization whose purpose is to be a service district for the North Broad Street corridor located in the City of Philadelphia, it was important for the organization to develop a plan to guide the work of the organization over the next five years. In addition, it was equally important for the organization to receive input and information from the broader North Broad Community regarding the areas of focus, goals and objectives that the organization should execute. The purpose of this plan is to articulate our findings from the research that was conducted, NRB's vision and mission as well as the goals, objectives and actions steps that will guide the organization for the next five years. Most importantly, through research and outreach efforts, NBR is confident that it is adopting a plan that address the needs of the North Broad Street corridor and neighboring communities.

## II. The Organization, Research & Our Environment

Through the strategic planning process, North Broad Renaissance (NBR) completed a SWOT analysis to assess the organization's strengths, weaknesses, opportunities and threats. Through that process, NBR determined that some of the strengths of the organization include being a new, well established organization in the community with a very specific marketplace. The organization is mission focused, inclusive in its process and filling a much needed void. Some of the areas that remain a weakness for the organization which they plan to address over the next 2-5 years are the small staff and work capacity and not yet solidifying partners and donors to support the organization's work.

There are significant opportunities that NBR can pursue in order to strengthen not only their organization but provide additional resources and support for the community they are serving. Some of these opportunities include but are not limited to programs to assist business corridor development, seeking multiple funding streams to garner financial support from businesses and anchor organizations along North Broad, serving as a communications link and connector, and creating new partnerships with the community. Some of the challenges that the organization will address over the next five years are high crime and safety, blight and vacant properties and a high concentration of poverty along North Broad Street.

### Industry Analysis

An industry analysis was conducted to assess the current business composition along the North Broad Street corridor, identifying both areas of strength and opportunities for diversification. There are currently 295 businesses located directly on North Broad Street employing a total of 8,526 people. Over 25 percent of these businesses operate in the service sector; 9.8 percent of which are in the Accommodation and Food Services industry while the remaining 15.3 percent are classified as Other Services. Retail Trade is the second largest sector with 10.5 percent of businesses, 2.7 of which offer food and beverage retail trade service.

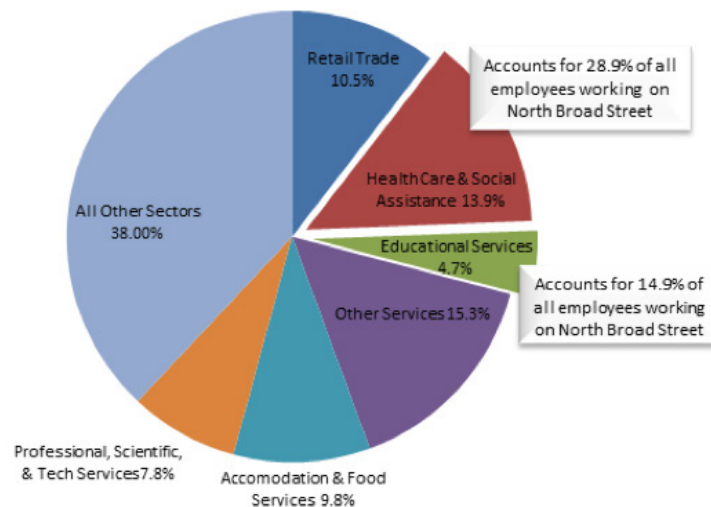
Although the service industry represents a quarter of all businesses, this sector only employs 8.9 percent of the workforce along North Broad. In contrast, the Healthcare and Social Assistance sector represents 13.9 percent of businesses; however, 2,468 individuals or 28.9 percent of all workers are employed in this industry. This occurrence can be explained by the presence of Shriners Hospital for Children and multiple Temple Health System facilities, located between Allegheny and Erie Avenues, all operating with significant workforces. The Educational Services sector, the second largest employer, provides 1,273 jobs, accounting for 14.9 percent of the workforce along North Broad.



Several sectors are underrepresented on North Broad Street providing potential opportunities for development. In the Greater Philadelphia metropolitan area, professional and business services employment increased by 4.2 percent accounting for the largest employment growth in the area from February 2015 to February 2016.<sup>1</sup> However, along North Broad, the professional and business services are relatively marginalized. For example, Management of Companies and Industries accounts for only 0.3 percent of businesses with 3 total employees, while Administrative and Support and Waste Management and Remediation Services represents only 2.4 percent of businesses and 1.0 percent of the workforce.

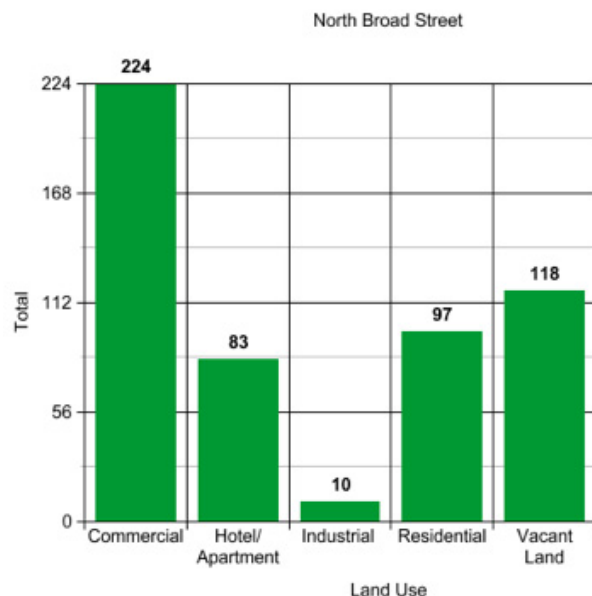
## Figure 1: North Broad Street Businesses by Sector

Source: Esri Business Analyst (2016)



## Market Analysis

In conducting research and obtaining an analysis from the Philadelphia Commerce Department of the type of properties that are along North Broad Street, we have concluded that the North Broad Corridor has a majority of commercial properties but there is also a significant amount of vacant land as well which provides a great opportunity for the organization. Based upon this



<sup>1</sup> United States Department of Labor. Bureau of Labor Statistics. Philadelphia Area Employment-February 2016. [http://www.bls.gov/regions/mid-atlantic/news-release/areaemployment\\_philadelphia.htm](http://www.bls.gov/regions/mid-atlantic/news-release/areaemployment_philadelphia.htm)  
The Professional and Business services supersector consists of the Professional, Scientific, and Technical Services; Management of Companies and Enterprises; and Administrative and Support and Waste Management and Remediation Services subsectors.

information, we have determined that one of the services of this organization will be to provide information and resources for business and property owners, as well as residents along the North Broad corridor. In addition, NBR will have the opportunity to provide marketing for North Broad and identify new developers who may be interested in moving their business to the corridor in order to develop some of the vacant land that currently exists.

## Stakeholders and Partners

### North Broad Street Representatives

*Because the NBR operates exclusively along North Broad Street, the NBR thought it was important to identify North Broad Street representatives, which is anyone who lives or owns a property or business or is an elected official directly on North Broad Street. These individuals work with NBR to help determine the direction and areas of focus for the organization. They also played a major role by providing input in the development of the strategic plan.*

### North Broad Community

*The NBR also realized the importance of having individuals who live around the North Broad Street corridor involved in the planning process. The North Broad Community is any individual, community member, business or civic group east or west of North Broad Street who has an interest in supporting, participating and or being connected to the work of NBR. These individuals play an active role in volunteering, donating and participating in the programs and events of the organization.*

### Friends of North Broad

*The Friends of NBR is a collection of individuals from across the entire city and region who may not be a North Broad Street representative or apart of the North Broad Community but would like to be connected and involved in the work of the organization. These individuals serve as volunteers, donors, supporters and participants in NBR activities.*

### Organizational Partners

*The NBR Partners will be businesses, educational institutions, health networks and civic groups who will support the work of NBR through major funding gifts, and or programmatic and event partnerships. These groups will provide their written commitment to support the work of NBR through the development and signing of a Memorandum of Understanding that outlines the entities role and involvement with NBR.*

### III. Areas of Strategic Focus

By the year 2020, the North Broad Renaissance will work with partners and its committees to accomplish the goals identified in this strategic plan. These partners will use their expertise to help NBR ensure they are meeting and carrying out the goals and initiatives that are identified below.

## CLEANLINESS & SAFETY

**OBJECTIVE:**  
To make North  
Broad Street a  
clean and safe  
community.

## OUR GOALS



#### Year One Goals:

1. Issue an RFP to establish a cleaning service along North Broad responsible for keeping needed areas clean.
2. Partner and participate in events and programs that promote a clean and safe environment.



#### Year Two & Three Goals:

1. Build a relationship with local police districts to assist with safety concerns along North Broad.
2. Create an atmosphere of safety for pedestrians and bikers.
3. Partner with organizations to promote an anti-litter campaign and a clean corridor.



#### Year Four & Five Goals:

1. Evaluate and increase the number of businesses participating in the City's camera program.
2. Create a safer environment by evaluating lighting needs along North Broad Street and establishing an NBR security ambassadors program.

#### Tactics:

The Safety and Quality of Life Committee will engage local police districts and partners in an effort to improve the cleanliness and safety of the corridor by having them actively engage in meetings and projects. Their expertise will help guide the organization and ensure that the projects and programs they support are having a direct impact on safety and cleanliness along North Broad Street. By this time, the community will begin to see visible signs of a clean and safe corridor through an increased presence of police and safety ambassadors, cleaning ambassadors, and improved lighting. In addition, the NBR will work with the North Broad Street community to partner on anti-litter campaigns and street camera programs.

## Performance Indicators:

Strategic Area of Focus	Year One Metrics	Year Two & Three Metrics	Year Four & Five Metrics
Create a Clean & Safe North Broad Street	<ol style="list-style-type: none"> <li>1 Issue an RFP for cleaning services along North Broad Street to start tracking metrics such as pounds of trash and recycled material collected, number of intersections to be cleaned, number of planters and tree pits to be maintained, and number of garbage cans to be collected.</li> </ol>	<ol style="list-style-type: none"> <li>1 Partner with 3 organizations in the anti-littering campaign.</li> <li>2 Partner with 4 police districts to support safety along North Broad Street.</li> <li>3 Improve the City of Philadelphia Litter Index Score along North Broad.</li> <li>4 Inventory all business on North Broad Street to determine participants in the camera program.</li> <li>5 Create and issue an RFP for safety ambassadors.</li> <li>6 Track the cleaning service metrics determined in year one.               <ol style="list-style-type: none"> <li>a. Clean 35 intersections</li> <li>b. Clean and maintain 300 tree pits</li> <li>c. Clean and maintain 135 planters</li> <li>d. Collect and maintain 50 garbage cans</li> <li>e. Collect trash and recycle waste**</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1 Partner with 3 organizations in the anti-littering campaign.</li> <li>2 Partner with 4 police districts to support safety along North Broad Street.</li> <li>3 Improve the City of Philadelphia Litter Index Score along North Broad.</li> <li>4 Increase the number of businesses participating in the camera program by 25%.</li> <li>5 Provide 10 safety ambassadors along the North Broad Street corridor.</li> <li>6 Maintain or improve upon the cleaning service metrics established in years two and three.               <ol style="list-style-type: none"> <li>a. Clean 35 intersections</li> <li>b. Clean and maintain 300 tree pits</li> <li>c. Clean and maintain 135 planters</li> <li>d. Collect and maintain 50 garbage cans</li> <li>e. Collect trash and recycle waste**</li> </ol> </li> </ol>

\*\* The amount of trash and recycling waste collected will be determined after the RFP is issued and the vendor is selected in years 2-3.

# MAINTENANCE & LANDSCAPING

**OBJECTIVE:**  
To develop and maintain green spaces along North Broad Street.

## OUR GOALS



### Year One Goals:

1. Review greening and landscaping projects and identify areas of improvement.



### Year Two & Three Goals:

1. Determine which projects - identified in year one - can benefit from the Green Stormwater Initiative.
2. Maintain current planters on North Broad Street.



### Year Four & Five Goals:

1. Decrease (or improve) the number of vacant lots/vacancies along North Broad Street.

### Tactics:

North Broad Street will be visibly more beautiful! The clean corridor will be complemented by attractive green space and a decrease in vacancies. The Design and Physical Improvement Committee will work with partners to improve green space along North Broad Street. Projects may include transforming the island at North Broad Street, Erie Avenue, and Germantown Avenue into a pleasant green space where residents can sit while waiting on transportation. It might also include turning the vacant lot at Broad and Lehigh (which is frequented by the homeless population) into a community garden that serves this underserved population.

In addition, planters will decorate North Broad and will be maintained by a firm on a regular basis.

## Performance Indicators:

Strategic Area of Focus	Year One Metrics	Year Two & Three Metrics	Year Four & Five Metrics
Implement Maintenance and Landscaping Projects to help KEEP North Broad Street healthy and attractive.	<ol style="list-style-type: none"> <li>1 Take inventory of possible greening and landscaping projects along North Broad Street to promote the health and attractiveness of the corridor.</li> </ol>	<ol style="list-style-type: none"> <li>1 Identify and begin 1 greening and landscaping project in coordination with the Green Stormwater Initiative.</li> <li>2 Maintain 50 current planters.</li> <li>3 Provide 82 new planters along the middle of North Broad Street from Spring Garden Street to Glenwood Avenue.</li> </ol>	<ol style="list-style-type: none"> <li>1 Help coordinate organizations to improve 5% of the vacant lots or vacancies along North Broad Street by adding greenspace.</li> <li>2 Maintain 135 planters along North Broad Street.</li> </ol>

# MARKETING & COMMUNICATIONS

**OBJECTIVE:**  
To serve as a connector and information resource for the North Broad community.

## OUR GOALS



### Year One Goals:

1. Create a marketing platform that promotes ongoing communications across communications outlets (tv, radio, print, social media, face-to-face and word of mouth), and keeps the region updated and informed on all activity impacting North Broad Street.
2. Create a website that allows the organization to monitor engagement.



### Year Two & Three Goals:

1. Ensure that the NBR is recognized as an instrumental and influential organization on North Broad Street.
2. Serve as a connector for stakeholders and partners.
3. Be recognized as a resource for brokers and businesses wanting to connect and locate a business on North Broad Street.
4. Produce an Annual State of North Broad Report that monitors and reports progress along North Broad Street.



### Year Four & Five Goals:

1. Position North Broad Street as one of the most innovative and diverse corridors in Philadelphia that serves as a go-to travel destination for locals and national tourists.
2. Increase the North Broad Street database.

### Tactics:

Thanks to the NBR's strong communication platform, local and national groups will view the NBR as a go-to resource to keep the community connected, informed, and engaged. All committees will support this effort and ensure that communication is spread across our region and promotes the North Broad Street community, businesses, and services.

Some of the activities and events we will do include serving as advocates and testifying on local, state, and federal legislation that impact the North Broad Street corridor and ensuring that game changing and newsworthy activities and information is promoted across media platforms. We will also promote events like - A Week Abroad which will encourage communities from across Philadelphia to patronize various businesses on North Broad who provide discounts for patronizing their store or restaurant. In addition, the NBR will lead efforts to execute campaigns like Beyond that promote North Broad on a national level.



Thanks to these different initiatives and events, by the year 2020, North Broad Street will be able to compete with some of Philadelphia's most popular corridors and will be on the path to attract national retailers and innovative businesses that support job development and improved quality of life.

### Performance Indicators:

Strategic Area of Focus	Year One Metrics	Year Two & Three Metrics	Year Four & Five Metrics
Develop a Marketing & Communications strategy that promotes the vision and brand of North Broad Street, and serve as a vital connector to stakeholders.	1 Add 4,000 contacts to the NBR Mailing List.	1 Facilitate 10 introductions between stakeholders and partners to support NBR initiatives.	1 Increase the North Broad Street database by 50%.
	2 Create an NBR website.	2 Connect 5 brokers and businesses with businesses located along North Broad Street.	2 Increase the overall database by 30%.
		3 Attract 300 attendees to the State of North Broad event.	3 Attract 300 attendees to the State of North Broad event.
		4 Recruit 10 students to participate in the NBR Fellowship Program.	4 Recruit an additional 10 students to participate in the NBR Fellowship Program.
		5 Recruit 25 members to join Friends of North Broad each year.	5 Recruit 25 members to join Friends of North Broad each year.
			6 Work with at least 1 hotel or restaurant partner to help increase tourism activity on North Broad Street.



# ECONOMIC DEVELOPMENT

## OBJECTIVE:

To oversee and promote smart development and employment opportunities.

## OUR GOALS



### Year One Goals:

1. Produce an industry analysis for North Broad that outlines current businesses and opportunities for business development.
2. Monitor and oversee all development occurring on North Broad.



### Year Two & Three Goals:

1. Identify and implement incentives that will attract businesses to North Broad, that supports the educational programs in the area (and vice versa)
2. Work with the businesses to support growth and physical improvement of business storefronts.
3. Work with partners to encourage and communicate capital projects and contract opportunities for projects along North Broad Street (i.e. transportation projects).



### Year Four & Five Goals:

1. Create a health zone that encourages health related businesses to operate near the Temple Health System supports a healthy environment and improve the quality of life in at-risk neighborhoods.
2. Encourage new business development at Broad and Erie and Broad and Glenwood that promotes a positive and thriving intersection.

### Tactics:

The NBR realizes that you cannot discuss revitalization and beautification projects without discussing economic development. The Economic Development Committee will work to attract businesses to the region by creating incentives like grants for new storefronts businesses.

In addition, NBR will work to find new businesses that not only hire from and provide a service to the community, but help combat many of the challenges the North Broad community faces. This includes the creation of a Health Zone which will attract health-related businesses to the corridor and help fight against many of the preventable diseases that low-income communities face. It will also include supporting and increasing pre-k services along North Broad Street and

serving as a connector between the business community and the education community so businesses are also hiring directly from schools and universities along North Broad. By doing this, schools and universities will be able to create a pipeline for graduating students to find gainful employment opportunities from businesses that reside along the North Broad corridor.

Also, as capital projects take place – such as transportation and construction projects – the NBR will ensure that these contracts are communicated to the public and that the North Broad community is prepared to take advantage of these contract opportunities.

Overall, the actual work and impact that the NBR has on North Broad Street will be reported and captured in the annual State of North Broad report and annual fundraiser.

### Performance Indicators:

Strategic Area of Focus	Year One Metrics	Year Two & Three Metrics	Year Four & Five Metrics
Support Economic Development efforts that promote business development, employment and improving the overall quality of life on North Broad Street.	<ol style="list-style-type: none"> <li>1 Identify 20 potential partners to help promote business opportunities identified in the industry analysis.</li> <li>2 Produce an industry analysis.</li> </ol>	<ol style="list-style-type: none"> <li>1 Help 4 businesses find the resources to physically improve storefronts.</li> <li>2 Partner with 4 organizations to help encourage and communicate capital projects and contract opportunities for projects along North Broad Street.</li> <li>3 Help develop and advocate for 2 incentive programs aimed at attracting new businesses to North Broad Street.</li> <li>4 Meet with 4 developers to introduce NBR's mission and goals.</li> <li>5 Work with City to review zoning regulations to support a health zone along North Broad Street.</li> </ol>	<ol style="list-style-type: none"> <li>1 Help 1 new business locate at Broad and Erie to promote a positive and thriving intersection.</li> <li>2 Help 1 new business locate at Broad and Glenwood to promote a positive and thriving intersection.</li> <li>3 Help coordinate efforts to attract new businesses and decrease the number of vacant lots or vacancies along North Broad Street by 5%.</li> <li>4 Partner with Call to Serve and brokers to add 2 businesses each year to the health zone.</li> </ol>

## IV. Organizational Stewardship

### Current Financial Resources

The City of Philadelphia has several different types of service districts in different sections of the city. Some service districts impose a tax on businesses in order to raise money to support the revitalization, cleaning, safety and landscaping of a specific area and other service districts solicit donations from anchor institutions, businesses, and supporters from a specific region.

North Broad Renaissance (NBR) is organized as a voluntary service district which means that it will not impose a tax on businesses, but will instead solicit and partner with organizations, institutions, individuals and businesses to support the fundraising efforts that will provide support for North Broad Street's revitalization, safety and maintenance.

Currently, North Broad Renaissance is funded by the City of Philadelphia and the Commerce Department. The organization's funding began in 2015 and will continue through 2020. NBR is currently receiving \$375,000.00 each year over the next 4 years to focus on the revitalization of North Broad Street and to support the organization's programs.

In addition, the organization solicits donations from private and public contributors and has just recently begun selling NBR promotional products such as t-shirts and hats to support their fundraising efforts.

### Funding Priorities

Based on the strategic areas of focus that North Broad Renaissance has identified through the strategic planning process, the organization has outlined the following areas that will require funding: Clean & Safe Streets, Maintenance and Landscaping, Economic Development, and a Marketing and Communications Plan.

In year two, it is important for NBR to identify fund raising support, and an RCO (registered community organization) manager. In year three, the funding for clean and safe streets program will increase and there will be a need to review the strategic plan to ensure the organization is on target. By year four, NBR will increase staff to include a full time development person and communications person. In year five, NBR will increase the compliment of staff to include a program director, and safety ambassadors.

### Fundraising Goals & Objectives

In addition to the current funding the organization receives, North Broad Renaissance's fund raising goal over the next four years is to raise \$1.75 million. In doing so, the organization will solicit donor support and plans to create partnerships with institutions, businesses, and individuals who have a vested interest in the successful development and revitalization of North Broad Street.

## V. The Strategic Planning Process

North Broad Renaissance (NBR) seeks to be inclusive, diverse and welcoming to the community it serves. Thus, the NBR strategic planning process was both broad and deep. The writing and review team included staff: Shalimar Thomas, Executive Director and Imani Glenn, Executive Assistant, lead strategic planning consultant, Chavous Consulting, supported by Econsult Solutions, Board Chair, Ken Scott, and the Commerce Department. Input and information was gathered from North Broad Street representatives, the North Philadelphia community, North Broad Renaissance working committees, North Philadelphia elected officials, representatives from the Department of Commerce and potential program and funding partners.

The methodology included surveys conducted by a street team who canvassed the Broad Street corridor from JFK Blvd to Germantown Avenue, individual interviews with potential program and funding partners, email outreach, working committee meetings connected to the strategic areas of focus, traditional research related to the industry, and market and funding opportunities. With input from 200+ stakeholders, the final document is a roadmap for the future work of NBR.

Over the course of 3 months, the strategic planning team also conducted a series of meetings and events to obtain information from residents, property owners, business owners, individuals who live or work east and west of Broad, and all other interested parties who wanted to provide support and/or input to the process. Their feedback, comments, concerns and suggestions are what helped and guided the strategic planning committee's work and outcomes of what the focus of the organization will be over the next 5 years.

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## VI. Appendix

You can click on the links below to access each document and view the data that was used to support the development of the strategic plan.

1. Community Outreach Survey Results:

<http://northbroad.org/wp-content/uploads/2016/06/NBR-Survey-Tables-and-Charts-2016-06-10-.pdf>

2. North Broad Street Property Data:

<http://northbroad.org/wp-content/uploads/2016/06/N-Broad-4-18-16-Formatted.xlsx>

3. Industry Analysis Data:

<http://northbroad.org/wp-content/uploads/2016/06/North-Broad-Street-Industry-Analysis-6.29.16.pdf>