

A B R O A D E R V I S I O N

North Broad Strategic Plan Update **2024-2029**

Adopted: July, 2023

THIS STRATEGIC PLAN HAS BEEN SPONSORED BY



#ThinkBroad

Table of Contents

Background	3
Creating the Strategic Plan	5
Mission, Vision, Philosophy	6
Governance and Staff	7
Strategic Plan Update 2024-2029 Overview	8
Strategic Initiative I: Clean & Safe Programming	9
Strategic Initiative II: Marketing & Communications	11
Strategic Initiative III: Business Attraction & Retention	13
Strategic Initiative IV: Maintenance, Landscaping & Capital Improvements	15
Appendix	17

North Broad Strategic Plan Update 2024-2029

Our Background



The North Broad Renaissance (NBR) is a nationally recognized, growing non-profit that currently manages both the North Broad Business Improvement and North Broad Special Service District. The organization is doing the important work of vitalizing North Broad Street by improving its economic vitality and overall quality of life. Our work around cleaning, greening, safety, business attraction, business retention, and employment is directly impacting more than 50,000 residents, in eight neighborhoods, and helping to increase the median income in the district.

Covering an area from Butler Street to City Hall (see map on next page), NBR was created out of a concern and desire of Council President Darrell Clarke to give more attention to North Broad Street—specifically to support and oversee community revitalization along the corridor.

Initially, the primary role of NBR was to provide communication and information to City administrators and City Council, neighborhood and community groups, and others who conduct business, development, or other activities on North Broad Street. In partnership with community stakeholders, the organization has been an effective advocate for revitalizing the community since its inception, creating opportunities for businesses and residents, and improving the economic strength and overall quality of life along the North Broad corridor.

As NBR's success continued, the organization realized the many challenges of community revitalization, including competition with other successful commercial corridors and business districts in the city. NBR determined that obtaining its vision for revitalization would be even more effective with greater funding and community investment. As a result, in 2019, the organization launched a campaign to create a business improvement district (BID) focused specifically on North Broad Street from Spring Garden Street to Indiana Avenue within NBR's existing service area. Through an assessment of commercial properties along the corridor, the BID could create a sustainable source of supplemental funding for enhanced services and programming. After a delay due to the Covid-19 pandemic, the BID planning process resumed in 2022. The ordinance to create the North Broad BID (NBBID) was unanimously adopted by City Council in November 2022. NBR will be the management entity for the NBBID, which constitutes a smaller area surrounded by NBR's larger geography of influence.

With the BID in place and assessments expected to begin in January 2024, NBR is poised to update its original strategic plan to guide the organization's expanded operations over the next five years. NBR's key existing service areas of Clean & Safe Programming, Marketing & Communications, Business Attraction & Retention, and Maintenance & Greening will continue. The BID revenue will allow for the addition of limited Capital Improvement initiatives as well as a new funding category of Personnel & Administration.

North Broad Strategic Plan Update 2024-2029

04

North Broad Renaissance Service Area and North Broad Business Improvement District



- North Broad Renaissance Service Area
- North Broad Business Improvement District

Creating the Strategic Plan

Following the approval of the NBBID, NBR began the process of creating the Strategic Plan update to clarify its priorities considering its new role as the BID management entity. Throughout the spring of 2023, NBR held a series of information sessions engaging corridor-area stakeholders to gather feedback regarding each of the organization's key service areas along North Broad Street from Butler Street to City Hall. The stakeholders—including representatives of the Philadelphia Police Department, Temple University, and corridor-area businesses and non-profit organizations—provided feedback on their respective areas of expertise, suggesting ideas for key strategies, actions and programs, timing, and metrics to gauge progress. This input supplemented the information gathered during the NBBID planning process through research, a corridor-wide survey, and community outreach.

Based on that feedback and collaboration, this Strategic Plan update outlines the suggested mechanics of operation for North Broad Renaissance to continue implementing its vitalization effort through 2029.



Mission, Vision, Philosophy



New Mission

To support North Broad Street’s vitalization by improving its economic vitality and overall quality of life.



New Vision

The 2029 Vision for the North Broad Renaissance is for all the lights of North Broad to shine. Our lights are not only the light fixtures down the middle of North Broad, but also the commerce, culture, and communities of North Broad Street.

North Broad Renaissance is a non-profit organization that supports vitalization efforts along North Broad Street between the boundaries of Butler Street to City Hall. In partnership with community stakeholders, NBR will continue 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.

Governance and Staff

North Broad Renaissance consists of a dynamic team which includes a Board of Directors and Executive Leadership Team. 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.

Board of Directors

- Dr. Kenneth Scott** | Board Chairman, *President of Beech Interplex*
- Eric Blumenfeld**, *Principal of EB Realty Management Corporation*
- Steven Scott Bradley** | Board Secretary, *CEO of Bradley & Bradley Associates, Inc.*
- Randolph K. Brock** | Board Treasurer, *Vice President and Investment Officer Wells Fargo*
- Geoff Gordon**, *President of Live Nation Northeast*
- Mark Harris**, *Managing Partner of Linebarger Goggan Blair & Sampson, LLP's Philadelphia Office*
- Sheila Ireland**, *President and CEO of Philadelphia OIC*
- Anthony Johnson**, *PIA Board Chairman and Director of Operation*
- Lowell Thomas, Esq.** | General Council, *Philadelphia Housing Authority*
- Stephen P. Mullin**, *President and Principal of Econsult Solutions*
- Brian Murray**, *CEO and Founder of Shift Capital*

Staff of Organization

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
- Nichole Burrel** | Executive Assistance

Strategic Plan Update **2024-2029** Overview

Four strategic initiatives will be pursued by NBR during 2024 – 2029 in pursuit of its mission and outcomes:



I. Clean & Safe Programming

Continue current cleaning and trash removal services while implementing focused programming that will enhance safety and address the issues of mental illness, trauma, and homelessness.



II. Marketing & Communications

Maintain and expand the current NBR customer base and identify untapped opportunities while more broadly projecting North Broad as a key destination for hospitality and tourism.



III. Business Attraction & Retention

Expand efforts to support existing businesses and attract new businesses, create a formal business attraction and retention program, grow and promote available commercial space, and customize efforts for the four thematic districts.



IV. Maintenance, Landscaping & Capital Improvements

Maintain & rejuvenate existing planting beds, add new common pedestrian areas, and re-energize the North Poles.

Strategic Initiative I: Clean & Safe Programming

Continue current cleaning and trash removal services while implementing focused programming that will enhance safety and address the issues of mental illness, trauma, and homelessness.

Key Strategy Elements

Augment security between
Spring Garden and Indiana



Actions & Programs

1. Create a safety feasibility plan

- Examine crime data from available sources to identify hot areas to focus resources
- Identify implementation opportunities that consider costs; potential pilot area; highest concentrations of trash (to reflect highest crime areas); potential for additional officers on bikes and additional foot patrol on the corridor.

2. Leverage existing cameras along North Broad

- Inventory existing camera locations
- Decide who should and will monitor cameras
- Train staff to monitor cameras and follow up with authorities with footage when necessary

3. Create a layered approach to community safety that considers a diverse set of needs, and includes a continuum approach and a behind the scene support system.

- Create a Quality Service Ambassador (QSA) program that can serve as an on-the-ground friendly presence and support system along North Broad Street
- Create a more formal process for QSA and NBR to correct business nuisance activity

4. Consider a North Broad corridor overlay area to implement additional patrolling assistance from PPD as necessary (creating predictability and supplementing existing resources)

- Learn from the Stadium District how their structure works

Timeframe

- Year 1

- Years 1-3
- Year 1
- Year 2
- Year 3 and beyond

- Years 3-5

- Year 3

- Year 4

- Year 2

- Year 2

Outcomes

- Feasibility plan completed

- A functional and coordinated camera system corridor-wide
- Evaluate if cameras are increasing safety along the corridor

- Program begun

- Have two CSRs covering each district

- Have the formal process in place

- Direction of overlay concept decided on

North Broad Strategic Plan Update 2024-2029

10



Key Strategy Elements

Address mental illness, trauma, and homelessness along the corridor

Actions & Programs

1. Partner with agencies that specialize in helping citizens with mental health, trauma, and homelessness issues
2. Work with the city's 211 and 311 systems and improve response times
 - Create a phone number (or promote 211) for people to contact when there's an issue
3. Establish a specialized QSA unit to work hand-in-hand with outreach services
 - Establish contacts and protocols for addressing various situations

Timeframe

- Year 1
- Year 1
- Year 3 and beyond

Outcomes

- Partnering agencies confirmed
- Response times improved
- Coordination implemented

Continue implementing City's Vision Zero program

1. Coordinate with the Office of Transportation, Infrastructure, and Sustainability (OTIS) to enhance pedestrian and bicycle safety along the corridor
2. Work with OTIS to implement specific projects:
 - Intersection improvements
 - Bike lanes

- Years 2-3
- Years 2-5

- Coordination effort established
- Various projects completed

Continue existing cleaning contract

1. Continue working with TWB for cleaning and trash removal services along the corridor
 - Clean and maintain new common pedestrian areas

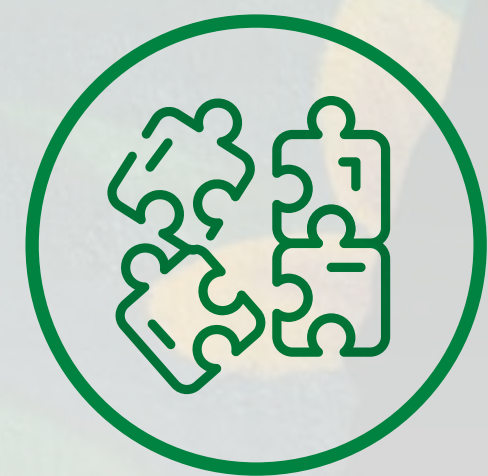
- Years 1-5

- Litter index improves to a consistent "1" across the corridor

Strategic Initiative II: Marketing & Communications

Maintain and expand the current NBR customer base and identify untapped opportunities, while more broadly projecting North Broad as a key destination for hospitality and tourism.

Key Strategy Elements	Actions & Programs	Timeframe	Outcomes
Identify market attraction and constraints based on specific geographies of the corridor	<div>1. Analyze the current customer base and untapped opportunities for an expanded customer base. Markets include residents, students, area and institutional employees, church members, library patrons, visitors, and the regional market.</div> <div>2. Expand customer attracting services and experiences: restaurants; entertainment venues</div> <div>3. Partner with local businesses on signature events</div>	<div>• Year 1</div> <div>• Years 2 and beyond</div> <div>• Years 2 and beyond</div>	<div>• Analysis completed</div> <div>• New businesses opening</div> <div>• Number of co-marketing ventures implemented</div>
Project current NBR branding throughout the North Broad corridor	<div>1. Coordinate North Pole colors with specific events</div> <div>2. Media promotion<ul style="list-style-type: none">• Foster relationships with local media outlets (including WJYN 98.5 FM on the corridor)• Promote activities of individual businesses• Feature a quarterly profile of a corridor business• Promote organizational events<ul style="list-style-type: none">1. Health-related events2. Pop-up activities• Identify opportunities for events within local venues</div>	<div>• Years 2 and beyond</div> <div>• Year 1 and beyond</div>	<div>• Color system working</div> <div>• Annual program of lighting events occurs</div> <div>• Number of businesses profiled</div> <div>• Number of media stories produced</div>





Key Strategy Elements	Actions & Programs	Timeframe	Outcome
Market collaboratively with entities providing significant customer opportunities	<p>3. Hold small events along the corridor</p> <ul style="list-style-type: none">• Continue current small events for the corridor• Add two more events <p>4. Coordinate and have a presence with key regional marketing organizations (e.g. Visit Philadelphia, PA Convention Center, etc.)</p> <p>5. Leverage existing Lights of North Broad Augmented Reality Tour</p> <p>6. Expand and continue digital business directory</p> <ul style="list-style-type: none">• Critique existing pilot with Keepin’ It Small• Work with Google to expand directory, if appropriate	<ul style="list-style-type: none">• Year 1 and beyond• Year 3 and beyond• Year 1 and beyond• Year 1 and beyond• Years 1 and beyond	<ul style="list-style-type: none">• Three events hosted• Two events added• Impactful partnerships solidified• Foot traffic of the corridor and app usage is increased• Accurate, online directory created• Increased visibility
	<p>1. Capture customer opportunities from corridor institutions: Temple University; Temple Hospital; Schools; Churches; Library</p>	<ul style="list-style-type: none">• Years 3 and beyond	<ul style="list-style-type: none">• Partnerships established with at least three entities

Strategic Initiative III: Business Attraction & Retentions

Expand efforts to support existing businesses and attract new businesses, create a formal business attraction and retention program, grow and promote available commercial space, and customize efforts for the four thematic districts.

Key Strategy Elements

Support existing businesses on the corridor



Recruit new businesses to the corridor/fill available commercial spaces

Actions & Programs

- 1. Evolve the North Broad Business Roundtable
 - Shift in-person monthly meetings to podcasts at individual businesses
 - 2. Assess the need for improved digital access
 - Continue relationship with Comcast to assist
 - 3. Include a resource page on the website and on marketing platforms
 - 4. Share and facilitate purchasing/contract opportunities for small businesses along the corridor (with a focus on anchor institutions along North Broad Street)
 - Identifying organizations to purchase from corridor businesses
 - Identify local businesses with potential to respond to opportunities
 - 5. Position the Business District as a key destination for procurement partnerships and opportunities.
-
- 1. Identify and promote available space
 - Create an inventory of available space
 - Promote through NBR website (separate page)
 - Keep inventory up to date

Timeframe

- Year 1
- Year 2
- Year 1 and beyond
- Year 3 and beyond
- Year 1 and beyond
- Year 1 and beyond

Outcome

- At least 6 podcasts per year hosted
- The need along the corridor identified
- 5 businesses connected to resources
- Three more businesses added per year
- Institution-to-business contracting achieved
- Non-local purchasers identified to negotiate with local vendors
- Businesses receive adequate resources
- Accurate inventory of available space on website provided
- Square footage of commercial space occupied/vacant listed

North Broad Strategic Plan Update 2024-2029

14



Key Strategy Elements

Recruit new businesses to the corridor/fill available commercial spaces

Actions & Programs

- 2. Understand how businesses learned about commercial opportunities along North Broad Street
 - Host a Brokers Meet-and-Greets, and continue building a relationship with brokers
- 3. Create a North Broad/Commerce Dept. collaborative business attraction process
 - “Boot camp” to understand needs and opportunities
 - Establishing effective business referral process
 - Identify how to relay business needs to Commerce Dept.

Timeframe

- Year 2 and beyond
- Year 2 and beyond

Outcome

- Host at least one Brokers Meet-and-Greet a year
- Content developed and boot camp conducted (summit)
- Referral process established
- Program fine-tuned

Expand available street-level commercial space along the corridor

- 1. Coordinate with developers to identify projects that include ground-floor commercial space
 - Engage all developers of projects along corridor
 - Maximize potential for viable commercial space

- Year 1 and beyond

- Square footage of commercial space added
- Square footage of commercial space occupied

Explore expansion of the Arts and Culture District

- 1. Develop and promote a calendar of events
- 2. Examine the existence of ancillary businesses related to arts and culture
- 3. Promote various arts and culture venues
- 4. Highlight activities currently taking place
- 5. Develop partnerships with regional promotion (convention center, visitor’s center, World Cup, etc.) to benefit North Broad activities & businesses

- Year 1 and beyond
- Year 3 and beyond

- Calendar produced
- Number of events and venues promoted

North Broad Strategic Plan Update 2024-2029



Key Strategy Elements	Actions & Programs	Timeframe	Metrics
Explore expansion of the Tech District	<ol style="list-style-type: none">1. Identify partnerships to introduce tech opportunities to students in the area<ul style="list-style-type: none">• Leverage social media outlets to create income• Explore partnerships with Philly Tech Week, Nerd Street Gamers, data center, CCP and various high schools	<ul style="list-style-type: none">• Year 2 and beyond	<ul style="list-style-type: none">• Partnerships established
Explore expansion of the Health District	<ol style="list-style-type: none">1. Promote and incentivize health and wellness businesses to locate to the Health District2. Host an annual Health and Wellness Expo3. Explore new health and wellness business opportunities	<ul style="list-style-type: none">• Year 2 and beyond	<ul style="list-style-type: none">• Health and Wellness Expo hosted• New health and wellness business opportunities are created

Strategic Initiative IV: Maintenance, Landscaping & Capital Improvements

Maintain & rejuvenate existing planting beds, add new common pedestrian areas, and re-energize the North Poles.

Key Strategy Elements	Actions & Programs	Timeframe	Metrics
Assess maintenance, landscaping, and capital improvement needs in the corridor	1. Review all needs and prioritize responses	• Year 1	• Needs report prepared
Continue current planting bed landscaping along corridor	1. Maintain existing planting beds	• Year 1 and beyond	• Plants thrive
Rejuvenate planting bed structures	1. Replace perimeter structure of beds <ul style="list-style-type: none">• Add concrete curb base with metal fencing	• Year 1 to 5	• 1/10th of replacement is completed annually pending costs and adjacent construction
Construct new identified common pedestrian areas	1. Monitor completion of Broad & Erie common area improvements; celebrate when completed 2. Maintain funding relationships to construct two new common areas 3. Refine specific design of common area improvements at Broad & Lehigh in collaboration with adjacent developers 4. Build two common areas	• Year 5 • Year 1 and beyond • Year 1 • Year 5	• Monitor; celebration completed • Funding for two common areas secured • Designs finalized • Common areas constructed





Key Strategy Elements	Actions & Programs	Timeframe	Metrics
Maintain new common pedestrian areas	1. Regularly maintain public spaces (graffiti removal, planter maintenance, repair street furniture)	• Year 5 and beyond	• High-quality appearance maintained
Reenergize North Poles	1. Repair lighting 2. Maintain poles and lighting – stockpile inventory of key parts 3. Secure storage location for parts	• Year 1 and beyond • Year 1 and beyond • Year 1 and beyond	• All lighting functional • Adequate supply of spare parts acquired • Storage site secured
Refine base design of North Poles	1. Identify new sustainably maintained base for poles	• Year 1 and beyond	• Replacement bases installed

Appendix

The following items demonstrate NBR's community engagement work to support the development of the Strategic Plan Update:

1. Community Outreach Survey

A Community Outreach Survey was conducted as part of the NBBID planning process to gather feedback on challenges and opportunities facing North Broad. The attached results helped guide the program areas of focus for both the NBBID and NBR.

2. Community Meetings

Several community meetings and workshops were held during the NBBID planning process to inform North Broad business owners, property owners, and tenants about the importance and benefits of a business improvement district. The meetings allowed attendees to voice opinions, ask questions, and take away materials. The attached presentation provided the framework for the meetings.

3. Frequently Asked Questions Flyer

The attached "Frequently Asked Questions" (FAQ) flyer was produced as part of the NBBID planning process to allow constituents to easily understand what a business improvement district is.

4. Strategic Plan Information Sessions

As part of the Strategic Plan Update planning process, a series of committees were formed and information sessions held to gather additional information from key stakeholders on how NBR and the NBBID can best serve their needs. The attached presentation provided the framework for the meetings.