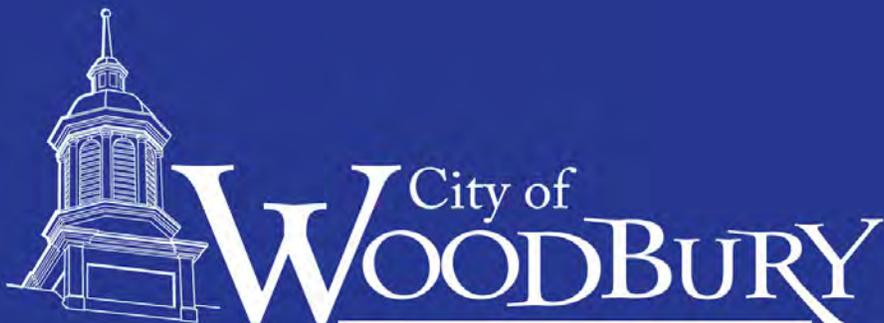

Neighborhood Preservation Program 2020

SOUTH WOODBURY
NEIGHBORHOOD
IMPLEMENTATION
PLAN

January 15, 2020



Revised: March 10, 2020

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INTRODUCTION

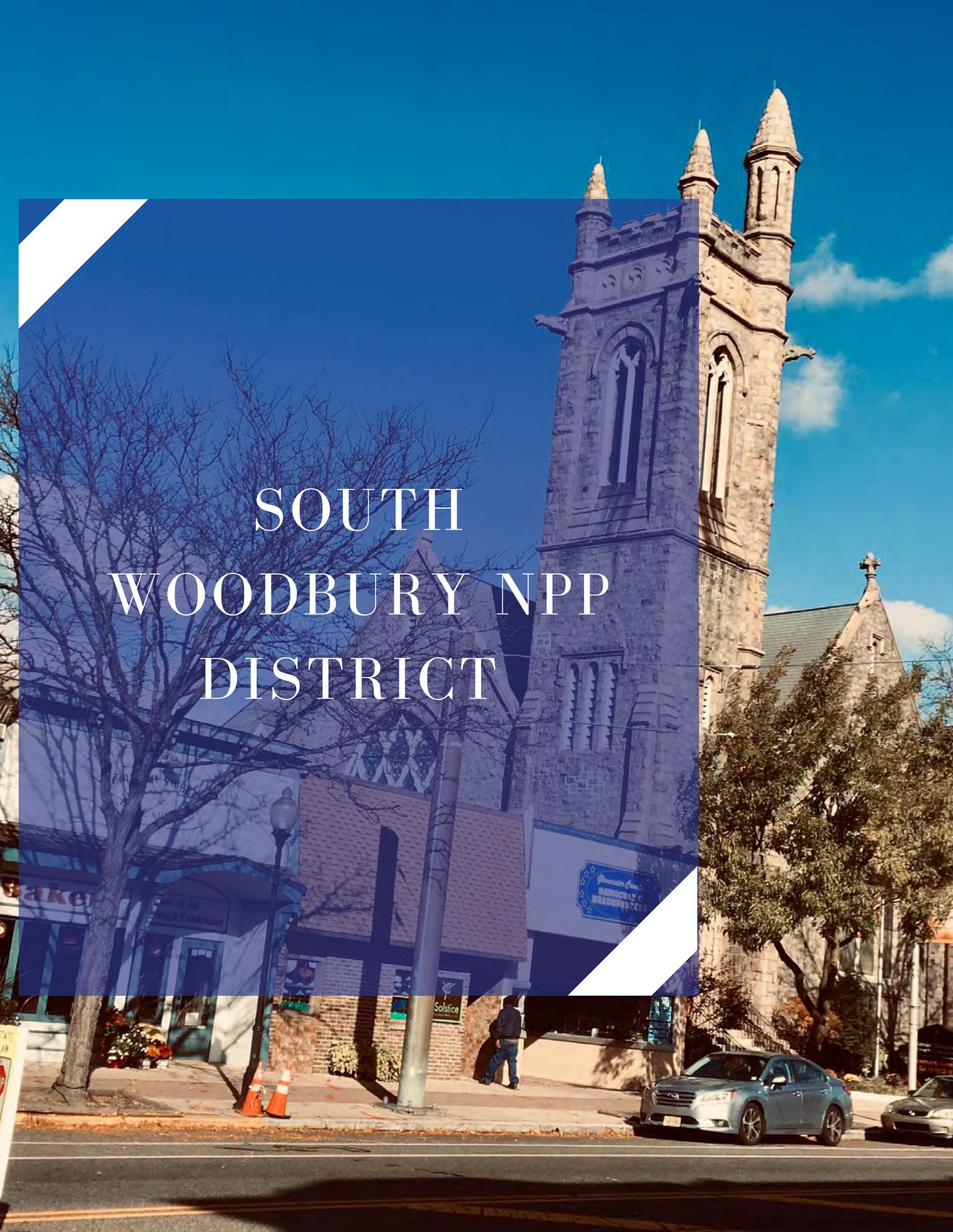


The City of Woodbury is Awarded a Neighborhood Preservation Grant

On July 1, 2019, the City of Woodbury was awarded a Neighborhood Preservation Program (NPP) grant by the State of New Jersey, Department of Community Affairs. The intention of this grant is to act as a catalytic instrument for the transformation of the approved neighborhood district boundary. Woodbury's NPP grant includes an initial award of \$125,000 to be expended over an 18-month grant period (July 1, 2019 to December 31, 2020) and will include two phases.

The Two Phases of the NPP Grant

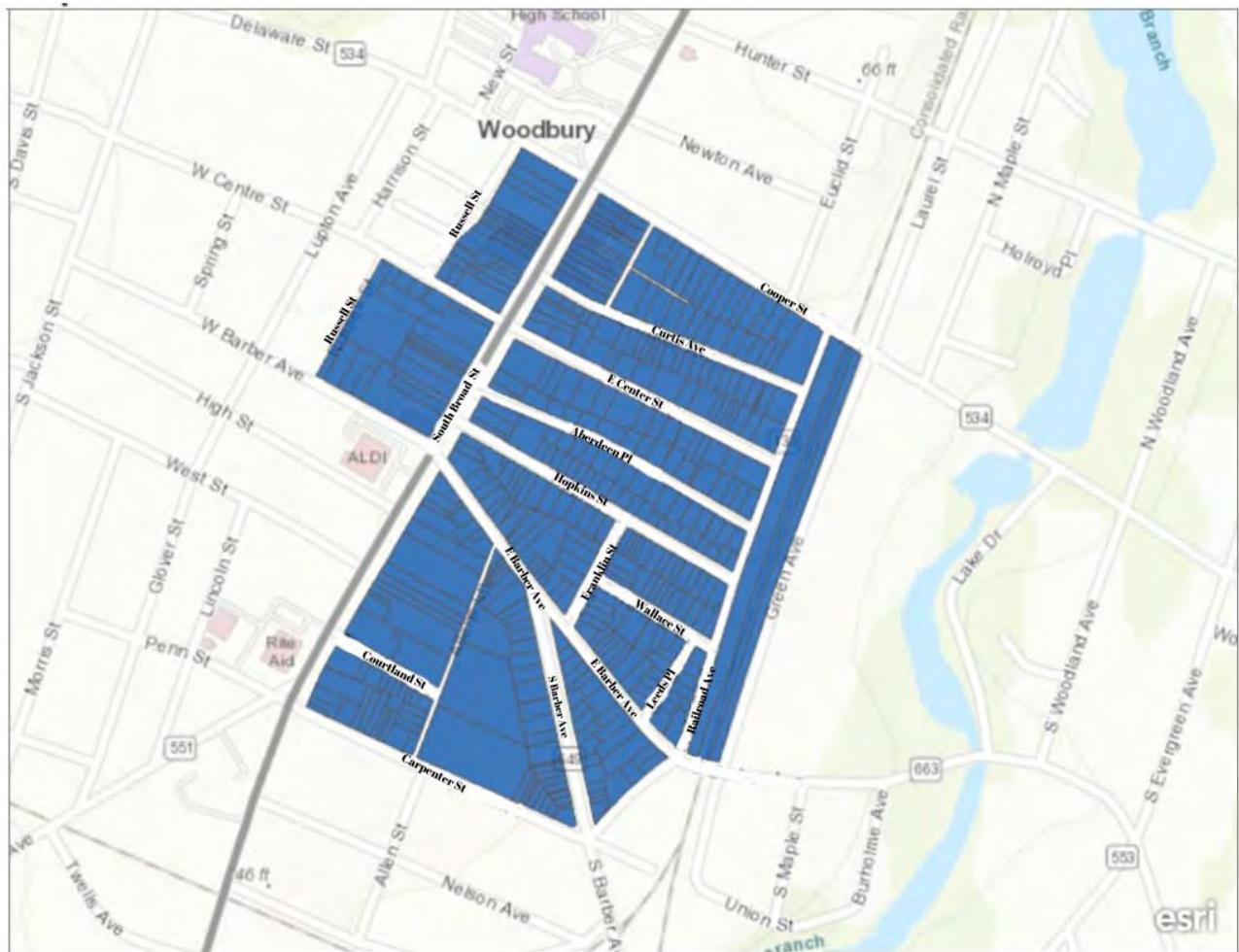
- A Planning phase and an implementation phase.
 - Phase 1- Planning – July 1, 2019 to December 31, 2019.
 - The first 6 months of the NPP program are used to collect information that will be used to develop a data-based community driven plan. This plan will be implemented during the following 12 months.
 - Phase II - Implementation
 - Along with six months for development of a Neighborhood Preservation Plan there are 12 months for program implementation. Applicants must commit to a 20% match from non-State sources in its application. Grantees may receive subsequent NPP funding of \$100,000 (for up to four additional years), as determined annually by DCA based on performance.



SOUTH
WOODBURY NPP
DISTRICT

Map of the South Woodbury NPP District

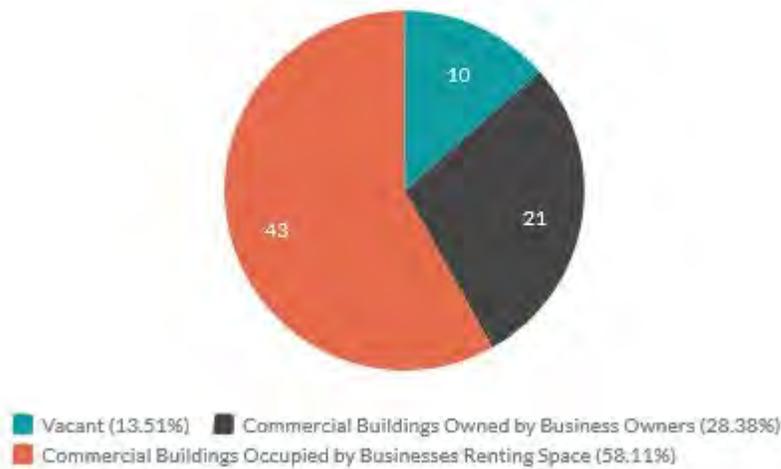
On November 12, 2019, the City of Woodbury passed a resolution designing the South Woodbury District as geographic area in which all NPP funds (and NPP leveraged funds) will be targeted. The boundaries of this district are as follows



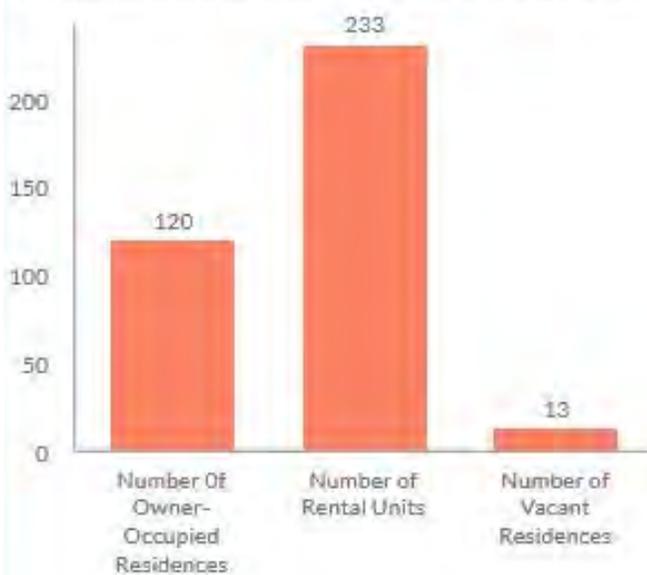
600ft

Breakdown of Properties in the South Woodbury NPP District

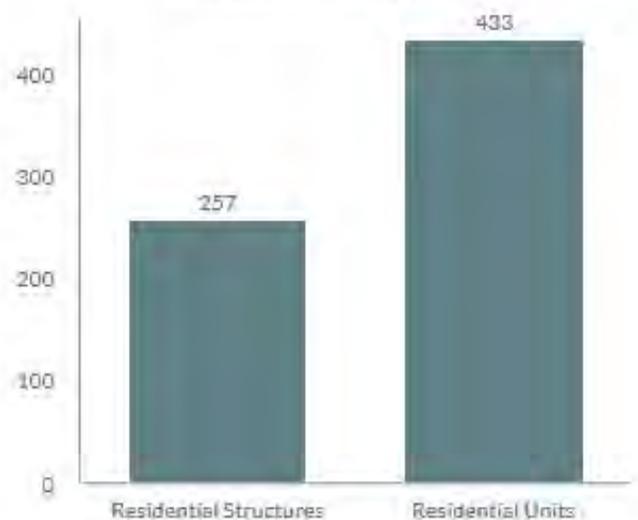
Breakdown of Commercial Buildings



Breakdown of Residential Structures



Residential Data



Total Number of Commercial Buildings	64
Total Number of Residential Structures	257
Total Number of Residential Units	433



ACKNOWLEDGEMENTS

Acknowledgements

Woodbury City Council

Congratulations to Woodbury's City Council for their involvement and support of this grant; Mayor Jessica Floyd, Council President Tracey Parker, Councilwoman Donna Miller, Councilwoman Danielle Carter, Councilwoman Karlene O'Connor, Councilman Theodore Johnson, Councilman William Fleming, Councilwoman Heather Tierney (2019), Councilman Reed Merinuk (2020), Councilman Ken McIlvaine, and Councilman Philip Hagerty.



Pictured above left to right: Councilman Merinuk, Mayor Floyd, Councilman Fleming, Councilwoman O'Connor, Council President Parker, Councilwoman Miller, Councilman McIlvaine and Councilman Hagerty.
Not pictured: Councilwoman Carter and Councilman Johnson

Acknowledgements (It Takes a Village) Neighborhood Preservation Participants

The Neighborhood Preservation Program award, and the resulting development of the NPP plan would not have been possible without the dedication of key Woodbury stakeholders.

Our sincere thanks to every one who played a role in this process.

- Jessica Floyd, City of Woodbury Mayor
- Ken McIlvaine, City of Woodbury Third Ward Councilman
- Phil Hagerty, City of Woodbury Third Ward Councilman, Third Ward
- Franklin Brown, City of Woodbury Administrator
- Robert Law, City of Woodbury Chief Financial Officer
- John Leech, City of Woodbury Planning/Zoning Administrator
- Cassidy Swanson, City of Woodbury NPP Coordinator
- Jake Bottticello, Triad Associates
- Fall Arts Festival, Representatives Tom Mirochna and Anastasia Nappen
- Greater Woodbury Chamber of Commerce, Representative John Campbell
- Main Street Woodbury, Representative Mary Carter
- Ocean First Bank, Representative William Whelan
- South Woodbury Residents, Representative Dr. Melinda Kelly Johnson
- Woodbury Old City Restoration Committee, Representative, Gerald O'Connor
- Woodbury Business Owners, Representative Jeff Morris

Special thanks to:

Phil Murphy, Governor of New Jersey
Lt. Governor Sheila Oliver, DCA Commissioner
Robert Long, DCA Deputy Commissioner
Kimberly Holmes, DCA Assistant Commissioner



DEMOGRAPHICS, CHALLENGES AND ASSETS

Why Woodbury? Why Now?

The City of Woodbury, one of the oldest “small cities” in the United States, had its beginning in 1683. Henry Wood, a Quaker from Bury, England, settled here. By 1715 Woodbury had become a Quaker religious center and was a thriving hamlet at the onset of the American Revolution. Given our close proximity to Philadelphia, Woodbury had a significant place in the history of our nation’s birth. The Red Bank Battlefield, where Fort Mercer is located and where in 1777 six hundred determined Americans defeated a Hessian force of six thousand, lies just two miles west of Woodbury. The famous British General Lord Cornwallis, who would later surrender to George Washington at Yorktown, had his headquarters in Woodbury during his advance to capture the City of Philadelphia in 1777.

The City of Woodbury is a wonderful place to visit. We have 19 public parks, dozens of Victorian homes, 10 public memorials, and several historic buildings. Many of our main street businesses display colorful and unique facades. And the City is home to the historic Gloucester County Courthouse, numerous churches and synagogues, and many great eateries.

Woodbury is located only seven miles from Philadelphia, 54 miles from Atlantic City, NJ and 27 miles from Wilmington, DE. Interstate #295 crosses through Woodbury. Route #55 and the Deptford Mall are just 10 minutes away.

Why Woodbury? Why Now?

Key Facts About Woodbury

- County seat of Gloucester County, established in 1683
- Central business district of Gloucester County's metropolitan area
- Host of over 20,000 professional employees daily
- Drive through exposure of 18,000 to 20,000 cars daily
- A rich history and many small city amenities such as fine eateries, restaurants, historic sites, natural parks, waterways, beautiful architecture and recreational facilities
- Hub of public transportation in Gloucester County
- A diverse population of white-collar residents
- Just seven miles from Center City Philadelphia
- 25 minutes from Philadelphia International Airport
- A "Main Street" business district

What Woodbury Has to Offer

Within the Woodbury Area, there are:

- 6 Art groups and organizations
- 54 Fine artists
- 8 Dance groups/professionals
- 4 Galleries and museums
- 8 Musical groups & musicians
- 4 Poetry & storytelling groups
- 3 Theatres and theatrical groups
- 3 Vocal groups
- Libraries
- 113 Acres of parks & recreational facilities
- Y.M.C.A.
- Churches & organizations
 - 28 Civic, community and business organizations:
 - 11 Civic organizations
 - 9 Community organizations
 - 5 Business organizations
 - 39 Churches

South Woodbury's Demographics and Key Trends

- Population is 1,094
- Median Age is 38.6
- Average Household Size is 2.4
- Median Property Value (City as a whole) is \$165,300
- Homeownership Rate (City as a whole) is 58.5%
- Median Household Income is \$40,386
- Poverty Rate is 21.8%
- Total Number of Businesses is 133
- Number of Employees is 1,781
- Unemployment Rate is 9.2%
- 16% Have no High School Diploma
- 39% are High School Graduates
- 27% Have Some College
- 18% Have a Bachelor's/Grad/ Prof Degree

South Woodbury's Challenges

The presence of vacant/abandoned/blighted properties in the South Woodbury Neighborhood, coupled with neglected homes and mixed-use buildings in the same area, have created a perception in the mind of the public that the neighborhood is unsafe; and this perception threatens to undermine the viability of the South Woodbury Neighborhood: when an area is perceived as being unsafe, people tend to stay away, which leads to less economic activity. With that decrease in commerce come shuttered businesses, more neglect of properties, less foot traffic, a growing sense of the neighborhood being unsafe, and fewer people staying in or moving to the area.

Along with the abovementioned challenges there is:

- A Declining Population
 - Woodbury's population has been on a steady decline since 1990. Since then, the city has lost 10% of its population.
- Lower Educational Attainment
- High Poverty Rates
- A Glut of Investor Owned Property
- Poor Housing Affordability
- Business Recruitment and Retainment
- Crime
- Poor Foot Traffic
- Parks and Community Outlets in Disarray
- Unkept Lawns and Streetscape

South Woodbury's Assets

One of the primary assets of the South Woodbury Neighborhood is the Broad Street commercial corridor which has a designated Main Street District where most of the small businesses in Woodbury are concentrated. There is also a significant number of single-family housing, much of which is historic or architecturally-unique. Several County and State roads run through the Commercial and Residential Districts, which has four highway access points. Thousands of people come through Woodbury daily, especially through the Commercial District. This not only increases the visibility of the Commercial and Residential Districts, but the pool of potential consumers.

Along with the abovementioned assets there is:

- Downtown Beautification
- Accessibility
- Diverse Architecture
- Footprint for new Businesses
- Accessible Services
- Community Engagement



THE
NEIGHBORHOOD
PRESERVATION
PROGRAM GRANT
PROCESS

The NPP Process

Assigns Human Resources

- One of the first steps of initiating the Neighborhood Preservation Program (NPP) in the South Woodbury District was the designation of a NPP Coordinator.
- The primary responsibility of the South Woodbury NPP Coordinator is to ensure that all program requirements are met. These requirements include:
 - Data collection and analysis
 - Partnership formation between the municipality, businesses, residents, investors and other stakeholders.
 - Plan development and implementation.
- Assigning a dedicated staff person to the expeditious and responsible administration of the NPP program in Woodbury is the single most effective activity in ensuring the neighborhood's transformation and their likelihood of receiving additional funding from the NPP program for the course of 5 years.

THE CITY OF WOODBURY

Neighborhood Preservation Program

2019 South Woodbury Neighborhood
Community Engagement Survey

As a Woodbury stakeholder we would love to hear your thoughts about how you see the present and future of South Woodbury as it works with the Neighborhood Preservation Program. This brief and private survey of your opinions and idea is one of the ways the South Woodbury NPP will use public stakeholder input to guide the creation of its NNP Neighborhood District Implementation Plan. This survey will close at midnight on November 20th.

City of Woodbury | 33 Delaware Street | 856-845-1300



The NPP Process Data Collection

Community Engagement Survey

On November 18th, 2019 the South Woodbury Community Engagement Survey was made available to all Woodbury stakeholders through Facebook, Twitter, Instagram and the What's Up Woodbury email blast.

This brief and private survey of Woodbury stakeholders' opinions and ideas is one of the ways we used public stakeholder input to guide the creation of this plan. This survey closed at midnight on November 30th, 2019. 204 stakeholders, both resident and business owners completed this survey. Questions were geared toward current surfacing attitudes about the downtown, perspective aesthetic of the downtown, present concerns and future projects for Woodbury's Downtown District. The analysis of the survey results breaks down the demographics, perspective aesthetic, the top five present concerns and the top six future projects they would like to see.

The NPP Process Data Collection

Business Focus Group

The focus group was held on December 2nd, 2019 at 7:00 pm in the City of Woodbury Council Chambers. South Woodbury Business owners were notified in-person and through email. The meeting lasted an hour and

minutes where the four business owners discussed the current business conditions in South Woodbury, the potential for South Woodbury, and project ideas and strategies for South Woodbury. Great ideas and thoughts were discussed. The top items and biggest takeaway from this focus group was the need for empty storefront gaps to be taken care of, whether it is vinyl screening or something else. Lighting downtown needs to be improved, to make the stores more accessible and inviting, especially at night. Lastly, that the public parking signs need to be more visible, so the public parking lots can be taken advantage of.

THE CITY OF WOODBURY
NEIGHBORHOOD PRESERVATION PROGRAM

If you live in South Woodbury, and within the NPP Boundary Area, please join us for the

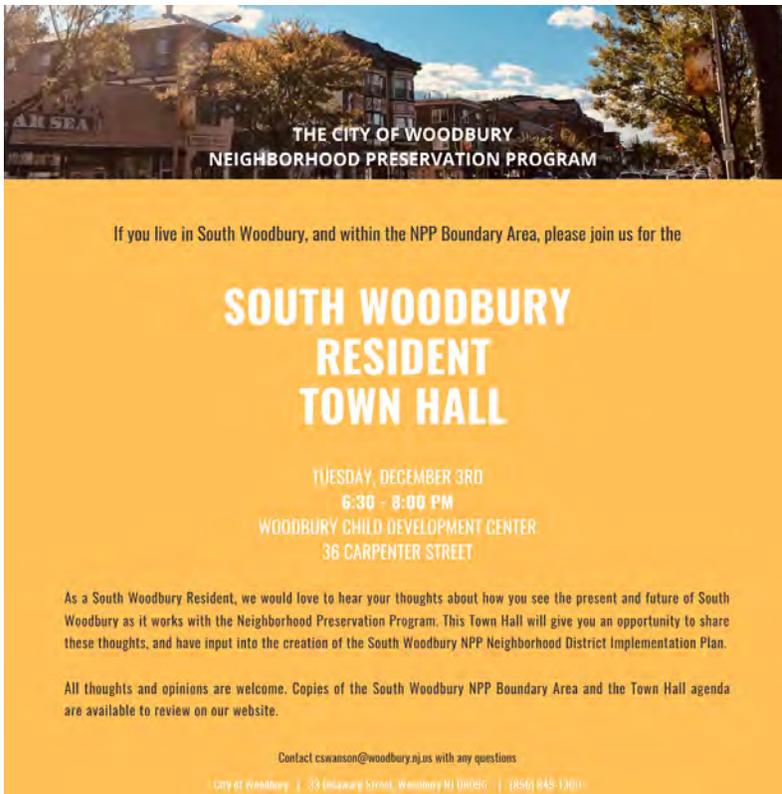
SOUTH WOODBURY BUSINESS FOCUS GROUP

MONDAY, DECEMBER 2ND,
7:00 - 8:30 PM
CITY HALL COUNCIL CHAMBER
33 DELAWARE STREET

As a South Woodbury Business Owner, we would love to hear your thoughts about how you see the present and future of South Woodbury as it works with the Neighborhood Preservation Program. This Town Hall will give you an opportunity to share these thoughts, and have input into the creation of the South Woodbury NPP Neighborhood District Implementation Plan.

All thoughts and opinions are welcome. Copies of the South Woodbury NPP Boundary Area and the Town Hall agenda are available to review on our website.

Contact cswanson@woodburynj.us with any questions



The NPP Process Data Collection

Resident Town Hall

The town hall was held on December 3rd, 2019 at 6:30 pm at the Woodbury Child Development Center.

Woodbury Residents were notified through Facebook, Twitter, Instagram, What's Up Woodbury email blast and by mail.

The meeting lasted an hour and forty minutes, where the 24 residents discussed the current conditions in South Woodbury, the potential for South Woodbury, and project ideas and strategies for South Woodbury. Great ideas and thoughts were discussed. The top items and biggest takeaway from this focus group was. Park/Community rehabilitation and housing rehabilitation are the most important items that need to be addressed. The community needs to be kept clean by having accountability and community clean ups. Lastly, to host classes, seminars and or programs that engage and bring the community together, while teaching life skills that better the person and community.

The NPP Process Data Collection

Market Analysis Study

For many years, the City has been working diligently to redevelop its downtown and to bring new investment and vitality to the City Center. The purpose of this analysis is to explore some of the existing strengths of the business activity in Woodbury, both downtown and city

wide, and to examine sectors of the retail and service industries where new investment may be possible.

To accomplish this, the following pages of the report focus on three areas of interest. The first area takes a look at the economic composition of Center City Woodbury today. The current composition of business activity is presented; employment figures are analyzed; and these figures are compared to regional statistics to assess some of the strengths of the existing business community.

The second area that is explored contrasts three economic markets. These markets are defined by estimated "drive times" from Center City. The five minute drive time market is called the "convenience market." This is the market within which people may be willing to walk or get in their cars to run a quick errand at a bank or pick up a gallon of milk. The second drive time market is the fifteen minute market.



The NPP Process

Data Collection

Market Analysis Study Continued

This is the area within which people might run out for lunch, fast food, a personal service such as hair cut or beauty Treatment, or to tackle a more complex shopping run.

The third area encompasses the 30 minute drive time market. This market includes regional residents who may be willing to drive 30 minutes to a fine restaurant or to take in a major shopping trip, purchase a unique or specialty item, or undertake a service that may not be available elsewhere in the region. By examining these three markets, it is possible to identify “gaps” in the local economy and to assess where new retail and service investments might be possible. For the purpose of this analysis, Center City has been defined by the boundaries shown on Map 2. These boundaries approximate the Neighborhood Preservation Program boundaries but extend them slightly to encompass more of the downtown area.

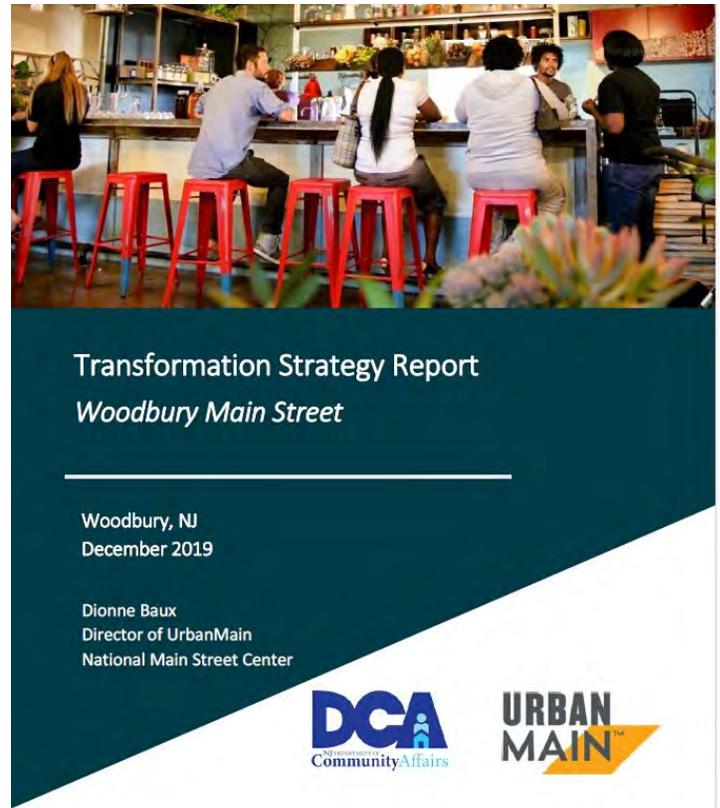
The report concludes by offering some recommendations about the range of new businesses that might be prospective recruits for the Central Business District or for locations elsewhere in the City. There are a series of next steps offered that provide City officials and stakeholders with a strategy for pursuing such investment.

The NPP Process Data Collection

Transformation Strategy Report - Community Survey Results - Woodbury Main Street

For downtown Woodbury a survey was employed to gather input from residents, businesses and key stakeholders from the community. In total, over 70 surveys were completed.

Questions were geared toward surfacing attitudes about the downtown, challenges and opportunities the downtown is facing, desired business types and attitudes and perceptions about Woodbury's downtown district. The following represents a breakdown of those responses. An excel spreadsheet with each survey response was provided in electronically to downtown Woodbury's leadership in advance of this report. The Community Survey was open to anyone who might live, work, or visit downtown Woodbury. The purpose of the survey was to obtain information, seek knowledge people possess about the district, understand community attitudes towards the district, find out shopping preferences, and learn when, why, and how often people visit the district.





The NPP Process Data Collection

Gloucester County Chamber of Commerce Survey

As a way to validate the statistical base and complement the data with consumer sentiment, the Greater Woodbury Chamber of Commerce conducted a survey of its members and affiliate

contacts. Survey participants were asked to identify those businesses they would like to see in Woodbury's downtown or elsewhere in the City. They were also asked to identify those business sectors that are missing and that would complement their own ability to conduct business in the area. This survey data also helps refine a vision for the City's downtown, which paint a picture of a retail environment aimed more pointedly at the large number of employees and visitors to downtown which Woodbury reflects on a daily basis. Whether it is government employment, or residents of the County visiting Woodbury on business, the results of the Chamber survey show that there is a desire to diversify the range of eating, drinking and specialty food shops in town. This does not imply any sense of dissatisfaction with the restaurants and eateries that exist now; only a need to expand the options.



NEIGHBORHOOD
PRESERVATION
PROGRAM
DISTRICT TEAM

Partnership Formation

NPP District Team

The NPP District Team is a partnership formation between the City of Woodbury, businesses, residents, investors, non-profits and other stakeholders.

The NPP District Team has held three meetings so far, to discuss to develop this plan and have started the initial discussions on how the plan will evolve over the next five years. Each member, being from a different contributing group in the City of Woodbury offer a unique perspective, which assists in making this plan represent South Woodbury in its entirety.

Several meetings had taken place between October 2019, and December 2019. Through these meetings, the Team identified the NPP District's assets and challenges and developed ideas of how our plan would be able to play off of our assets, while addressing the challenges. The Team then analyzed the South Woodbury Community Engagement Survey results, ideas from the Business Focus Group and Resident Town Hall, the Market Analysis Study, Main Street Woodbury Survey results and the Greater Woodbury Chamber of Commerce survey results. After identifying the concerns, and ideas, the Team created the objectives for year 1 that best fit the City of Woodbury, the people that visit South Woodbury and the Residents that live in South Woodbury. Along with the meetings, each member has put in countless hours of volunteer work, to ensure the year 1 implementation plan is as effective as possible.



SOUTH WOODBURY
NEIGHBORHOOD
IMPLEMENTATION PLAN -
YEAR 1

STRATEGIC GOALS

GOAL 1
ECONOMIC DEVELOPMENT

Goal 1

Economic Development

Improve the vitality of Downtown Woodbury by promoting the recruitment and retention of an optimal retail mix, providing education opportunities for business owners, updating signage, minimizing the appearance of vacant store fronts, and providing adequate lighting.





Economic Development Objectives

DOWNTOWN LIGHTING

Objective 1.1: Downtown Lighting

Challenge

- The current lighting in Downtown Woodbury is sparse, and dim. Once it gets dark, and businesses close, the visibility of the businesses is non-existent. We are currently working with PSE&G to gain access to their existing utility street lights. We will be bringing in ambient lighting, in phases, on Broad Street, between Cooper Street and Barber Avenue, to replace the current lighting.

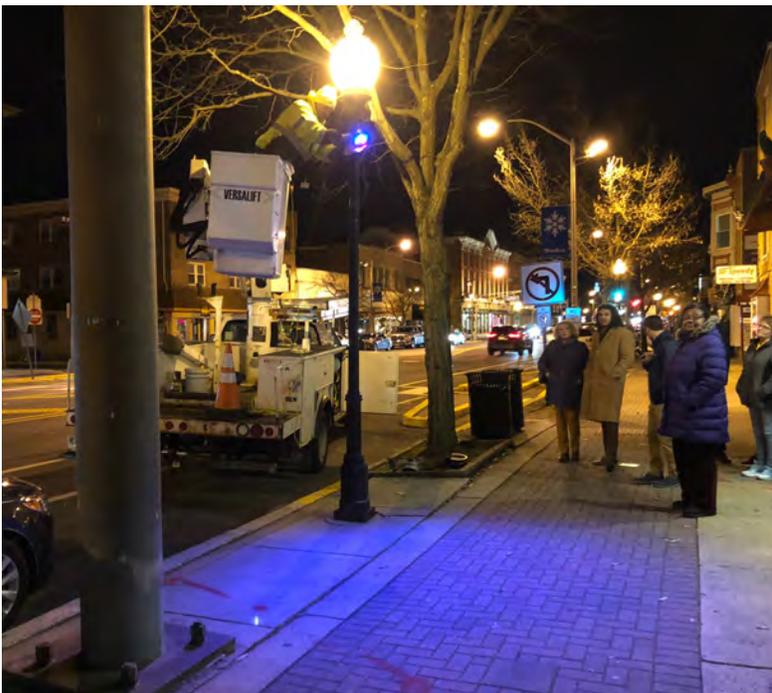
Objective

- The NPP District Team will be examining various types of lighting, and associated cost, that could be installed in on for Year One, how many phases there will be, and the amount of money that will be budgeted for each phase. The amount of lights that get replaced in phase one; will depend on the type of lighting we choose, and the overall cost.

Objective 1.1: Downtown Lighting

Lighting Demonstration

January 29, 2020



We tested out the first series of potential lighting, this being a form of Dynamic Lighting. No decision has been made on the type of lighting that will be purchased. Dynamic Lighting would not only make S. Broad Street brighter, but more inviting. The type of lighting that was tested would allow the lights to change from 16,000 color options and be timed with music. Currently, we are waiting on the next series of lighting to arrive, to hold a second demonstration. Once they arrive, Information on the second demonstration will be made available.

Pictured: Councilman Merinuk, Jake Botticello, Councilwoman Miller, Council President Parker, Councilman Johnson and Dr. Melinda Johnson

Economic Development Objectives

WINDOW DESIGN ON EMPTY STOREFRONTS



Objective 1.2: Window Design on Empty Storefronts

Challenge

- Currently, there is no consistency with the empty and vacant storefronts. Some have for rent signs, some have trash, some have signs that are in disarray and are overall unsightly. This also causes issues with business recruitment. We are looking into different types of vinyl decals or window dressings to make Downtown Woodbury more inviting.

Objective

- While the long-term goal is to reduce the number of vacant businesses, using window dressings on the current storefronts will increase the business value in Downtown Woodbury, walkability and the ability to recruit new businesses. The specifics of what size, type, design of window improvements, and what enforcement measures will be taken are being worked out, but by beautify the downtown area we expect to bring in more businesses and customers.



Economic Development Objectives

NEW PUBLIC PARKING SIGNS

Objective 1.3: New Public Parking Signs

Challenge

- There are currently 15 public parking signs within the NPP Area. There are four types of signs and they are outdated, faded and placed in areas that are difficult for drivers to see. There are five public parking lots, in addition to on street parking that does not get fully utilized because of the poor visibility. Per the list below, two of the lots have no signage at all:
 - North Bound Broad St: East Barber Ave. - 1 sign, East Centre St. - 2 signs, Cooper St. - 1 sign
 - South Bound Broad St: At Delaware St. on Broad St. - 2 signs
 - West Baber Ave. - 1 sign
 - Free Parking sign; rear of Pep Boys parking lot
 - Corner of Russel St. and West Centre Street - 2 signs
 - City Hall rear parking lot - 1 sign
 - Delaware and Harrison - 1 sign
 - Railroad Ave. and Cooper St. - 1 sign
 - Railroad Ave. parking lot - 1 sign
- No legible public parking signs for the Aberdeen and Hopkins parking lots
- Having new and visible public parking signs will help increase customer traffic in Downtown Woodbury.

Objective

- We will first update, and properly relocate (when necessary) the current parking signs that direct drivers on Broad Street, to our Public Parking lots. From there, we will update the remaining public parking signs in phases.

Economic Development Objectives

**BUSINESS
EDUCATION
SEMINAR
PROGRAM**



Objective 1.4: Business Education Seminar Program

Challenge

- There is a problem with business retention on Broad Street, in Downtown Woodbury. To assist in business retention on Broad Street, Main Street Woodbury will be introducing a Business Education Seminar Program that will be available to any business in the NPP Area.

Objective

- The intent of the program is to provide free or low-cost business financial education to small-business merchants in the Woodbury district (it is meant for the "mom-and-pop" type shops and service retailers, not for large chains or franchises).
- The general plan is to roll out the program as described on the following page. A sub-committee of Main Street Woodbury Board members is being formed to design the specifics of the program.

Objective 1.4: Business Education Seminar Program

General Plan

- January 2020: Introduce the Program through email and direct conversation with Woodbury merchants. The initial focus will be for merchants to sign on to the program. Benefits of the program to include: monthly article on business written by volunteer Main Street Woodbury Business Education group; and a two-part Business Education consultation with MSWI and Nick DellaRova.
- February/March 2020: Promote and gain sign-up participants
- March/April 2020: Begin scheduling private consultations
- April 3, 2020: First Group Workshop. Contact Main Street Woodbury at info@mainstreetwoodbury.org or at (856) 845-8655 with questions.
- June 15, 2020: Second date for Group Workshop. Same program, or slightly modified based on attendance in April



Economic Development Objectives

**RECRUITING
BUSINESSES
IDENTIFIED IN
THE MARKET
STUDY**

Objective 1.5: Recruiting Businesses Identified in the Market Study

Challenge

- To identify what businesses that would be beneficial to Woodbury's Downtown district, you explore three economic markets, called the Five Minute Market, the Fifteen Minute Market and the 30 Minute Market.
- Per the Market Study, the businesses that would be beneficial to Woodbury's Downtown district are: Health and Personal Care Stores, Beer, Wine and Liquor Stores, Office Supplies, Stationery and Gift Shops and Restaurants and Specialty Food Stores. The results from the Greater Woodbury Chamber of Commerce Survey and the NPP South Woodbury Neighborhood Community Engagement Survey reflected this, with a heavy emphasis on the need for Non-Chain Restaurants and Specialty Food Stores.

Objective

- With this in mind, we want to recruit a Restaurant, with a liquor license, to Downtown Woodbury. We will do this by reaching out to existing restaurants and providing some form of financial assistance, to help offset their costs.
- Applications will be made available at a later date, upon which applicable businesses will be notified.



SOUTH WOODBURY
NEIGHBORHOOD
IMPLEMENTATION PLAN -
YEAR 1

STRATEGIC GOALS

GOAL 2
URBAN ENHANCEMENTS



Goal 2 Urban Enhancements

Increase home value, sense of community and improved beautification by renovating existing homes, improving community assets, and bringing in various scales of artwork.

A photograph of a residential street with several houses. The houses have porches and are set against a clear blue sky. Power lines are visible in the upper right corner. The text is overlaid on the image.

Urban Enhancements Objectives

**FAÇADE
RENOVATION
DEFERRED LOANS**

Objective 2.1: Façade Renovation Deferred Loans

Challenge

- There are 257 residential structures in the NPP Area. Several residential structures are in fair or poor condition. These homes need assistance with paint, and façade, landscaping.

Objective

- To assist residents with homes in need of façade repairs, we will have deferred façade loans available. This deferred loan would be able to go towards, paint, repairs to porches or fences, and landscaping. The deferred loans may be forgivable based on the homeowners requirements. If a resident needs non-façade repairs done, we will assist them in finding different resources to complete the repairs.
- Applications will be made available at a later date, upon which applicable South Woodbury residents will be notified.

A photograph of a residential street scene. The sun is high in the sky, creating a bright lens flare. Bare trees are scattered throughout the scene, with their shadows cast long on the asphalt road. In the background, there are several houses, including a prominent two-story white house with a porch. A street lamp is visible on the right side of the frame. The overall atmosphere is bright and clear.

Urban Enhancements Objectives

**LIGHTING AT
TRIANGLE PARK**

Objective 2.2: Lighting at Triangle Park

Challenge

- Triangle Park which is located on the corner of East Barber Avenue and South Barber Avenue, is a thoroughfare between the residential and commercial districts. The current lighting is dim and does not present itself as a gateway or a welcoming residential area

Objective

- The NPP District Team is looking to bring in similar lighting as to what will be put on Broad Street. Bringing in lighting will improve the quality and safety of both the residential and commercial areas.

Objective 2.2: Lighting at Triangle Park



The type of lighting we are looking at for Triangle Park is called Static Lighting. You can choose on light color that will shine permanently. Adding additional lighting to Triangle Park will brighten up the bus stop, and make the second major throughway into downtown more inviting.



A photograph of a city street scene. In the foreground, two dark-colored trash cans with a slatted top are positioned on a brick-paved sidewalk. The background shows a street with several cars, including a white pickup truck and a white van, and buildings with various storefronts. A large tree stands on the sidewalk to the right, and a street lamp is visible. The scene is captured in bright daylight, with long shadows cast across the sidewalk.

Urban Enhancements Objectives

**PAINTING/ART
ON TRASH CANS**

Objective 2.3: Painting/Art on Trash Cans

Challenge

- Another way to brighten up Downtown Woodbury is to add art. The current trash cans are bulky and an eye sore. By painting the trash cans, we could bring color and personality to Broad Street, while using existing space.

Objective

- We would bring in local artists and community groups to design and implement the art. Examples of art done to utility boxes are listed at the end. This exhibits the same concept as art on the trash cans.

Objective 2.3: Painting/Art on Trash Cans

Examples





Urban Enhancements Objectives

**LANDSCAPING
WORK PROGRAM**

Objective 2.4 : Landscaping Work Program

Challenge

- To combine the need for community involvement and improved upkeep of lawns and streetscape, we will be creating and implementing a Landscaping Work Program.

Objective

- The premise of the program is to have young adults, in need of work, be trained in lawn services, and take care of the properties in need of these services. There will be a thorough vetting process that must be completed to be accepted into the program. Different services and or groups would be brought in to teach and train the individuals in the program. These individuals would then be able to provide these services to the residents in the NPP Area, and receive monetary compensation for their work.
- Applications will be made available at a later date, upon which applicable South Woodbury residents will be notified.

The background image shows a street scene. On the right, a tall, ornate stone church tower with three spires rises against a clear blue sky. In the foreground, a brick building with a sign that says "Bake" is visible. A person is walking on the sidewalk, and a silver car is parked on the street. The scene is overlaid with a semi-transparent blue rectangle containing white text.

SOUTH WOODBURY
NEIGHBORHOOD
IMPLEMENTATION PLAN -
YEAR 1

STRATEGIC GOALS

GOAL 3
COMMUNITY
ENGAGEMENT



Goal 3 Community Engagement

Improve business owners and South Woodbury residents sense of community by hosting social events within the NPP Boundary area, keeping everyone updated on social media, and engaging with social media users as much as possible.



Community Engagement Objectives

NEIGHBORHOOD EVENTS

Objective 3.1: Neighborhood Events

Challenge

- Currently there are very few community events that take place in South Woodbury.

Objective

- To host events that will take place within the NPP Boundary Area, that benefits both residents and businesses. Events will be added to this section as the City of Woodbury confirms each event.

Objective 3.1: Neighborhood Events

Small Business Resource Workshop

There will be a Small Business Resource Workshop, hosted by the NJEDA at Gather (115 S. Broad Street) on April 15th, from 10 am - 12 pm. There will be between 15 - 17 resource groups in attendance, that can offer ways to assist businesses. This will be open to any businesses in Gloucester County. The NJEDA is creating a flyer with additional information, which will be made available as soon as it is complete.

Juneteenth

Different community groups celebrate African American history throughout the month of June, especially on Juneteenth. NPP assistance and funds will be available to these groups to help make the Juneteenth events successful.

Objective 3.1: Neighborhood Events

CITY OF WOODBURY, GLOUCESTER COUNTY
BOARD OF CHOSEN FREEHOLDERS & GLOUCESTER
COUNTY IMPROVEMENT AUTHORITY

EARTH DAY COMMUNITY CLEAN UP

April 25th, 2020
Rain date: May 2nd, 2020

Help celebrate Earth Day
by cleaning up our
community!

All groups will meet at **GATHER, 115 S. Broad Street** between **7:30 and 8 am**. Light refreshments will be served, and groups will be given their clean up locations, equipment and instructions.

Any non-profit organization or volunteer group, with 10 or more members participating, can receive \$500 from GCIA. All groups need to complete an application, provide a copy of your organization's non profit / tax id form and provide proof of insurance. If you would like to participate and are not associated with a non-profit organization or volunteer group, please email cswanson@woodbury.nj.us.

Applications are available on the City of Woodbury's website, Woodbury.NJ.US. Questions can be directed to Cassidy Swanson at cswanson@woodbury.nj.us

April 25th, 2020. Rain date will be May 2nd, 2020

All groups will meet at GATHER, 115 S. Broad Street between 7:30 and 8 am. Light refreshments will be served, and groups will be given their clean up locations, equipment and instructions.

Any non-profit organization or volunteer group, with 10 or more members participating, can receive \$500 from GCIA. All groups need to complete an application, provide a copy of your organization's non profit / tax id form and provide proof of insurance.

LANE
ST
LEFT



Community Engagement Objectives

**SOUTH
WOODBURY NPP
SOCIAL MEDIA
ACCOUNTS**



Objective 3.2: South Woodbury NPP Social Media Accounts

Challenge

- Keeping the public informed and involved in the plan, and projects that take place through the Neighborhood Preservation Program. To reach residents, a flow of information needs to happen in as many capacities as possible.

Objective

- There will be a South Woodbury NPP Facebook page, Twitter account and Instagram account that will be used regularly to educate the community on the NPP and the Projects we will be doing with the NPP. There will be opportunities for the residents to interact with the accounts to ask questions and gain more information, while being direct and transparent about what projects are being implemented via the program.

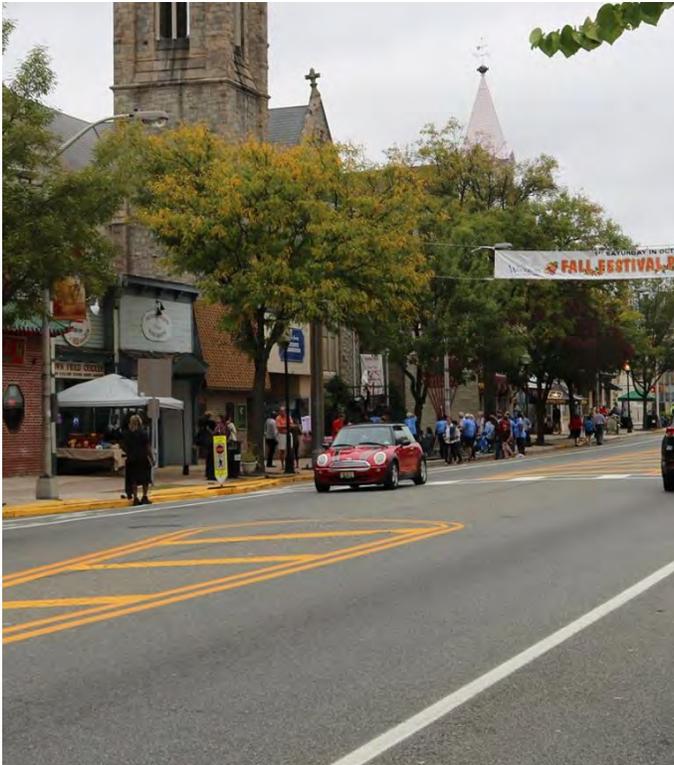




SOUTH WOODBURY
NEIGHBORHOOD
IMPLEMENTATION PLAN -
YEAR 1

STRATEGIC GOALS

GOAL 4
CIVIC ENGAGEMENT



Goal 4 Civic Engagement

To further the sense of community by creating programs and outlets that not only get residents involved but to give back to the community, and get rewarded when applicable.

Civic Engagement Objectives

**FACILITATE THE
CREATION OF A
NEIGHBORHOOD
ADVISORY BOARD**

Gwendolyn J. Brown ^{Way}

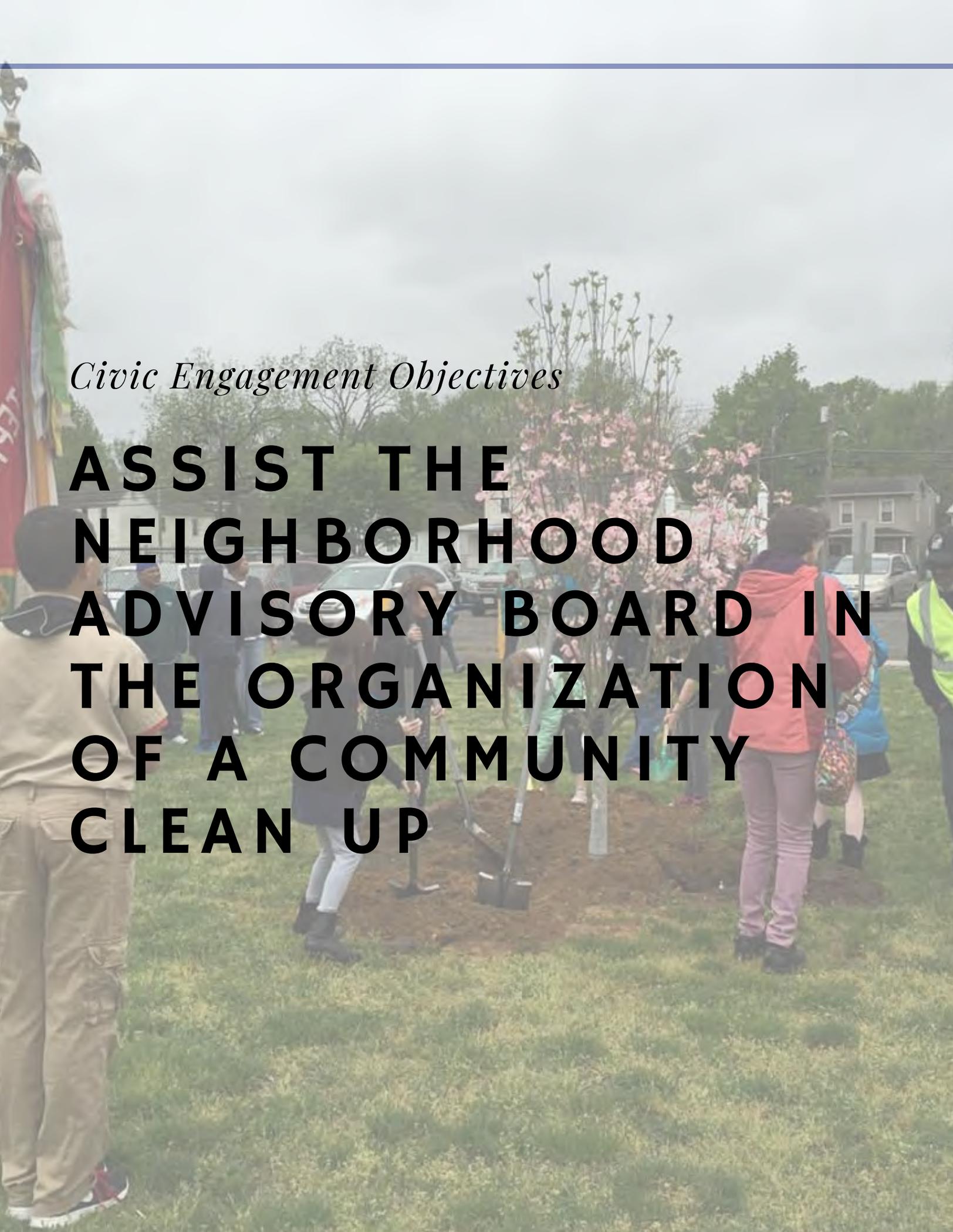
Objective 4.1: Facilitate the Creation of a Neighborhood Advisory Board

Challenge

- Neighborhood Advisory Board's create a voice and advocate for a community, one that South Woodbury currently doesn't have. By assisting in the creation of the South Woodbury Neighborhood Advisory Board, we will give the residents in the NPP Area a unified voice, and an easier way to contribute to the NPP Neighborhood District Implementation Plan.

Objective

- The general plan will go as follows:
 - Recruit residents to be on the Neighborhood Advisory Board and provide information to help them learn to properly run a Neighborhood Advisory Board.
 - Assist the South Woodbury Neighborhood Advisory Board in the initial startup process; creating a mission statement, goals, projects and concerns they would like the association to discuss and address, meeting location and times, member recruitment, etc.
 - Assist the South Woodbury Neighborhood Advisory Board with additional needs as they arise, while encouraging them to function after the initial creation and assistance.



Civic Engagement Objectives

**ASSIST THE
NEIGHBORHOOD
ADVISORY BOARD IN
THE ORGANIZATION
OF A COMMUNITY
CLEAN UP**

Objective 4.2 :

Assist the Neighborhood Advisory Board in the Organization of a Community Clean Up

Challenge

- Streetscaping improvements are needed in South Woodbury. Litter in the streets creates a bad portrayal of the area and decreases home's value.

Objective

- The City of Woodbury is in the process of setting up community clean ups for 2020. We can assist the Neighborhood Advisory Board in the process of setting up and executing a community cleanup for the NPP Area, and giving access to funds and materials to help make it a successful event.
- The Earth Day Clean Up, which is a City wide clean up will be used a



STRATEGIC GOALS OUTLINE

Strategic Goals & Values Outline

- **Goal 1 - Economic Value**
 - Objective 1.1
 - Downtown Lighting
 - Objective 1.2
 - Window Design on Empty Storefronts
 - Objective 1.3
 - New Public Parking Signs
 - Objective 1.4
 - Business Education Seminar Program
 - Objective 1.5
 - Recruiting Businesses Identified in the Market Study
- **Goal 2 - Place Value**
 - Objective 2.1
 - Façade Renovation
 - Objective 2.2
 - Lighting at Triangle Park
 - Objective 2.3
 - Painting/Art on Trash Cans
 - Objective 2.4
 - Landscaping Work Program
- **Goal 3 - Social Value**
 - Objective 3.1
 - Neighborhood Events
 - Objective 3.2
 - South Woodbury NPP Social Media Accounts
- **Goal 4 - Civic Value**
 - Objective 4.1
 - Facilitate the Creation of a Resident Action Committee
 - Objective 4.2
 - Assist the Resident Action Committee in the Organization of a Community Clean Up



BUDGET

Budget Year 1

Objectives	NPP Funds Updated	Municipal Match	Other Sources
Administrative	\$ 20,000.00	\$ 25,000.00	
Programmatic Objectives			
Economic Development	\$ 46,425.00		
Downtown Lighting	\$ 31,425.00		
Window Design	\$ 5,000.00		
New Public Parking Signs	\$ 5,000.00		
Business Education Seminar			\$ 750.00
Recruiting Businesses	\$ 5,000.00		
Urban Enhancements	\$ 41,500.00		
Façade Renovation Grants	\$ 30,000.00		
Lighting at Triangle Park	\$ 5,000.00		
Art on Trash Cans	\$ 1,500.00		
Landscaping Work Program	\$ 5,000.00		
Community Engagement	\$ 5,000.00		
Neighborhood Events	\$ 5,000.00		\$ 6,000.00
Social Media Accounts			
Civic Engagement	\$ 2,000.00		
Neighborhood Association	\$ 1,000.00		
Neighborhood Association - Clean Up	\$ 1,000.00		
Total*	\$ 114,925.00	\$ 25,000.00	\$ 6,750.00

*Carry over \$14,925 from planning

Projected Budget Years 2-5

Year 2	
Objective	NPP Funds
Administrative	\$20,000
Housing Rehabilitation	\$25,000
Lighting	\$22,500
Façade Grants	\$5,000
Blade Sign Program	\$5,000
Security Cameras	\$2,500
Wing-Dickerson Park Rehabilitation	\$10,000
Mural	\$10,000

Year 3	
Objective	NPP Funds
Administrative	\$20,000
Housing Rehabilitation	\$25,000
Lighting	\$5,000
Façade Grants	\$10,000
Blade Sign Program	\$5,000
Security Cameras	\$2,500
Wing-Dickerson Park Rehabilitation	\$12,500
Archway Sign	\$20,000

Year 4	
Objective	NPP Funds
Administrative	\$20,000
Housing Rehabilitation	\$25,000
Lighting	\$5,000
Façade Grants	\$10,000
Blade Sign Program	\$5,000
Security Cameras	\$2500
Archway Sign	\$22,500
Mural	\$10,000

Year 5	
Objective	NPP Funds
Administrative	\$20,000
Housing Rehabilitation	\$25,000
Lighting	\$5,000
Façade Grants	\$15,000
Blade Sign Program	\$10,000
Security Cameras	\$2500
Street Paint/Crosswalk Art	\$10,000
Barber Avenue Lighting	\$12,500



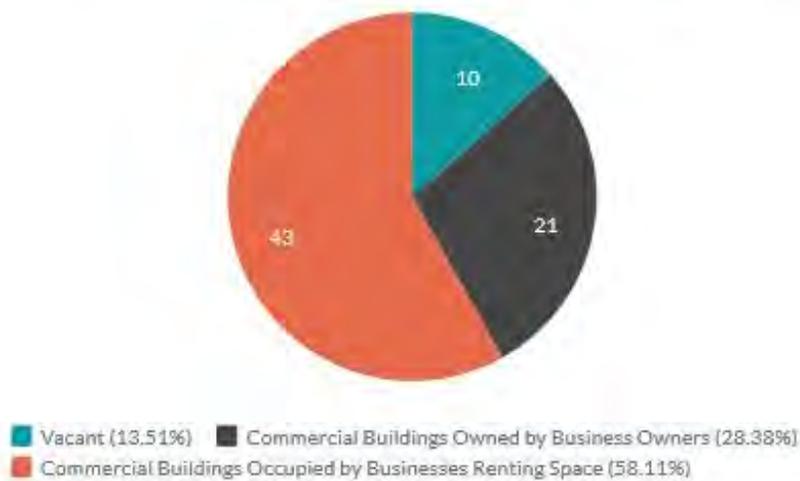
DISTRICT DATA

District Data

Commercial Buildings

Total Number of Commercial Buildings: 64

Breakdown of Commercial Buildings



Condition of Commercial Buildings

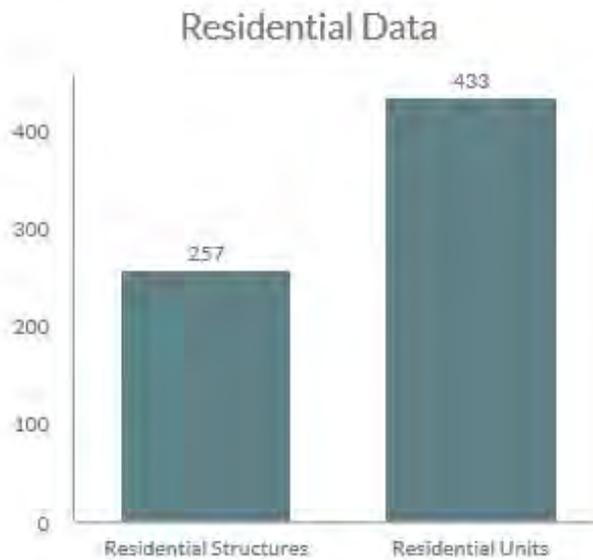


District Data

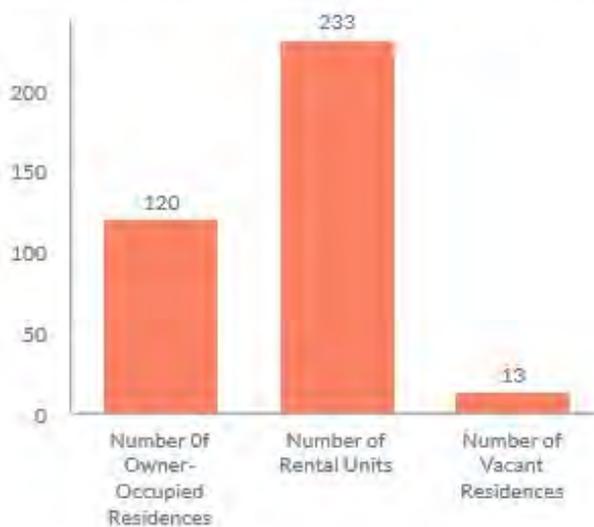
Residential Structures

Total Number of Residential Structures: 257

Total Number of Residential Units: 433



Breakdown of Residential Structures



Condition of Residential Structures



APPENDICES

Community Engagement Survey Results	Page 78
Business Focus Group	Page 94
Resident Town Hall	Page 98
Market Data	Page 102
Gloucester County Chamber of Commerce Survey Results	Page 121
Woodbury Main Street Survey Results	Page 127

EXHIBIT A

Community Engagement Survey Results



Neighborhood Preservation Program (NPP) South Woodbury Community Engagement Survey 2019

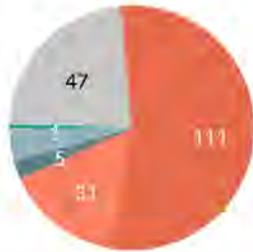
This survey was created by the NJ Department of Community Affairs as a way for the City of Woodbury's Economic Development Team to gather public stakeholder input to guide the creation of the South Woodbury NPP Neighborhood District Implementation Plan. Shared via Facebook, Twitter and email, 204 stakeholders, both residents and business owners completed this survey. This report breaks down the survey responses.

Questions were geared toward current surfacing attitudes about the downtown, perspective aesthetic of the downtown, present concerns and future projects for Woodbury's Downtown District. The analysis of the survey results breaks down the demographics, perspective aesthetic, the top five present concerns and the top six future projects they would like to see.

Demographics

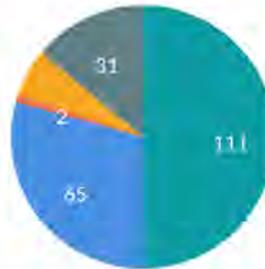
Age

- Under 21 years old (0.49%)
- 21 - 41 years old (23.04%)
- 41 - 65 years old (54.41%)
- Over 65 years old (15.2%)
- Prefer not to say (2.45%)
- No response (4.41%)

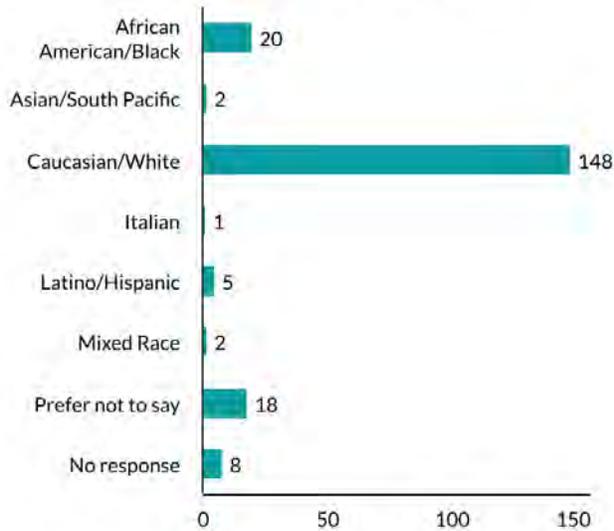


Gender

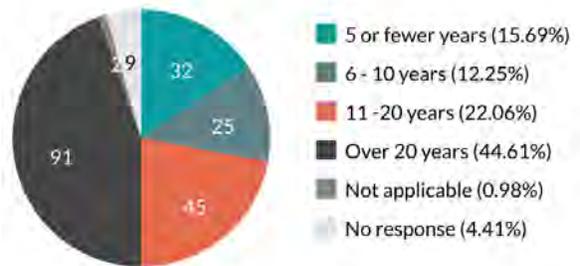
- Female (50%)
- Male (29.28%)
- Other (0.9%)
- Prefer not to say (5.86%)
- No response (13.96%)



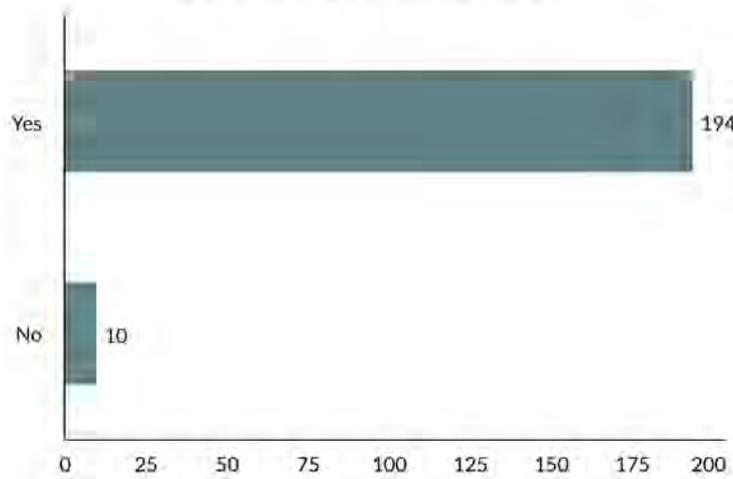
Race/Cultural Identity



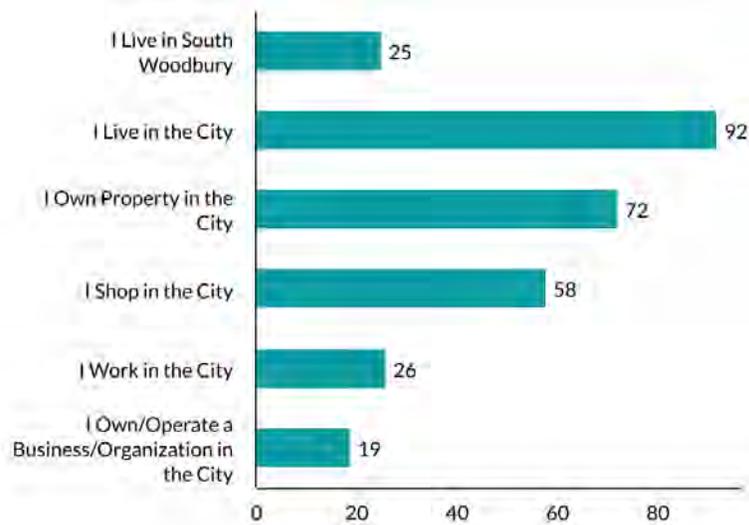
Years Living in Woodbury



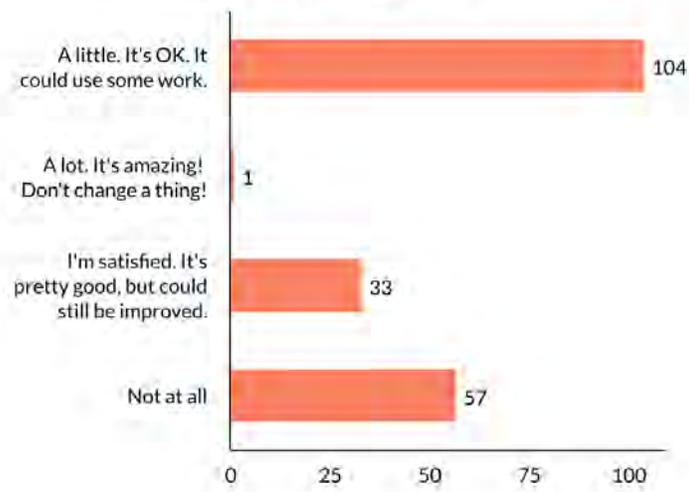
Do you live in Woodbury?



What kind of stakeholder are you in Woodbury?



How much do you like South Woodbury (as a whole) right now?



Which image best captures the "feel" you would like South Woodbury's commercial area to have in the future.



Example 1



Example 2



Example 3



Example 4



Example 5



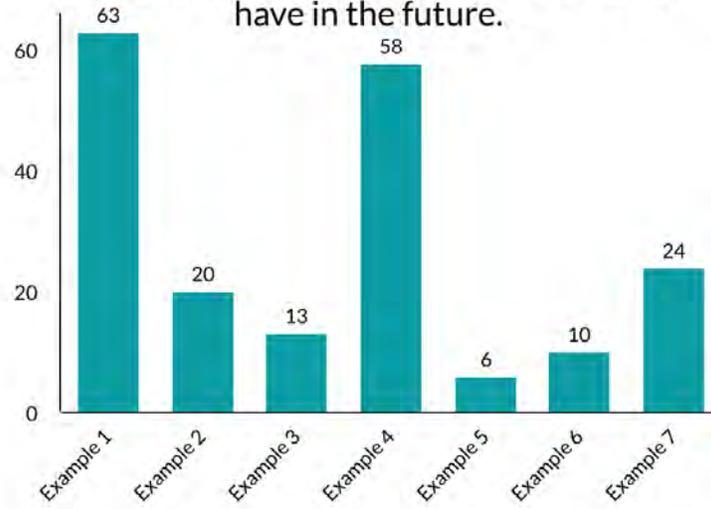
Example 6



Example 7



Look at the following images. Pick the one image that best captures the "feel" you would like South Woodbury's commercial area to have in the future.



Example 1

Which one do you prefer when you think about the kinds of buildings the South Woodbury commercial area should have in the future?



Example 1



Example 2



Example 3



Example 4



Example 5



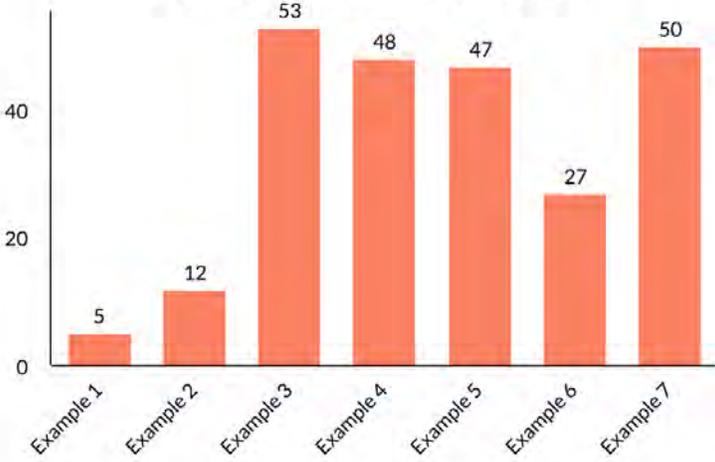
Example 6



Example 7

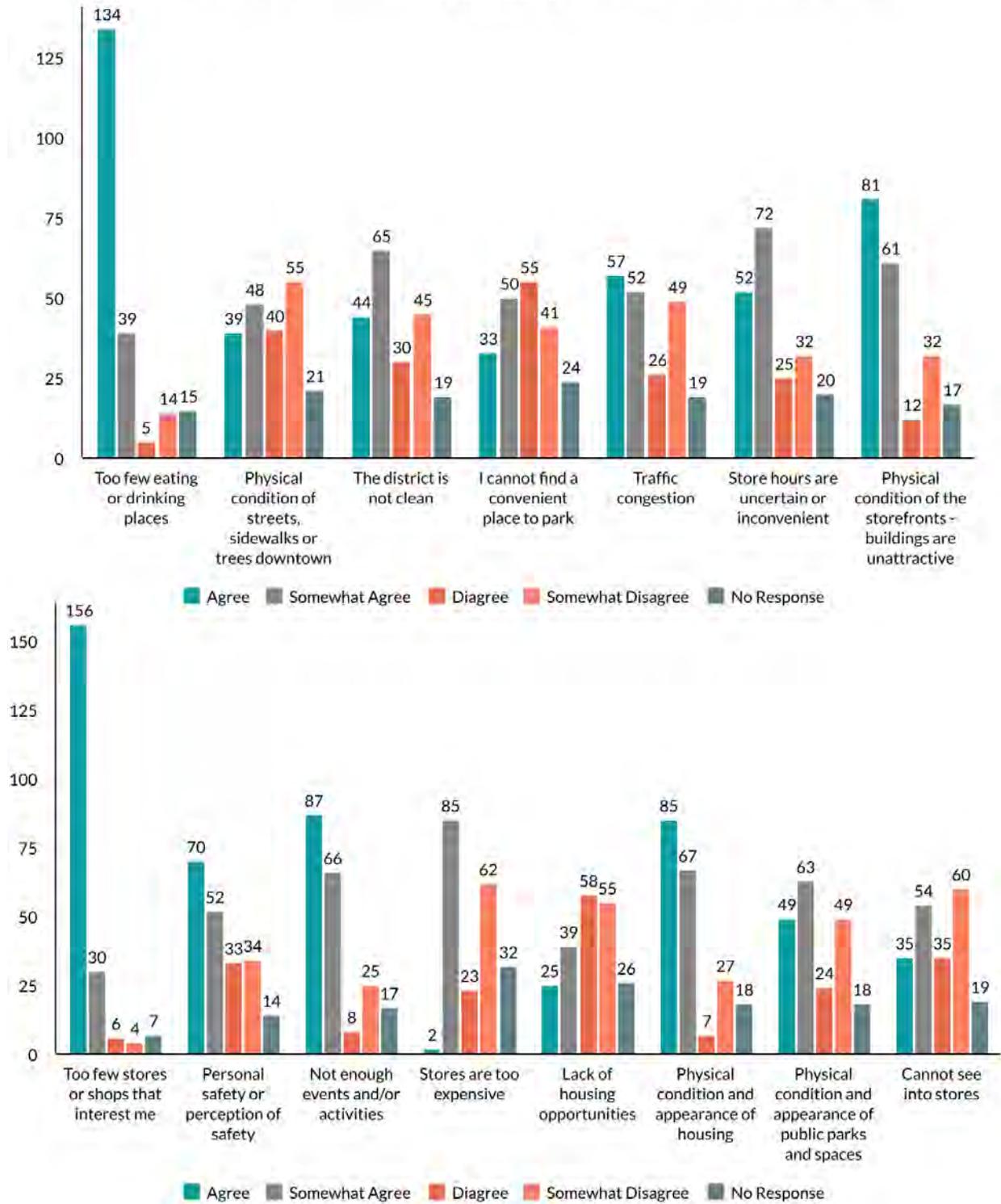


Look at the following images. Which one do you prefer when you think about the kinds of buildings the South Woodbury commercial area should have in the future?



Example 3

The Present Day: Which one of the following are the main reasons you do not visit South Woodbury more often? How true do you find each statement?



Present Concerns

Over 70% of respondents signified these five areas as the main reasons they do not visit South Woodbury

Too few Eating or Drinking Places

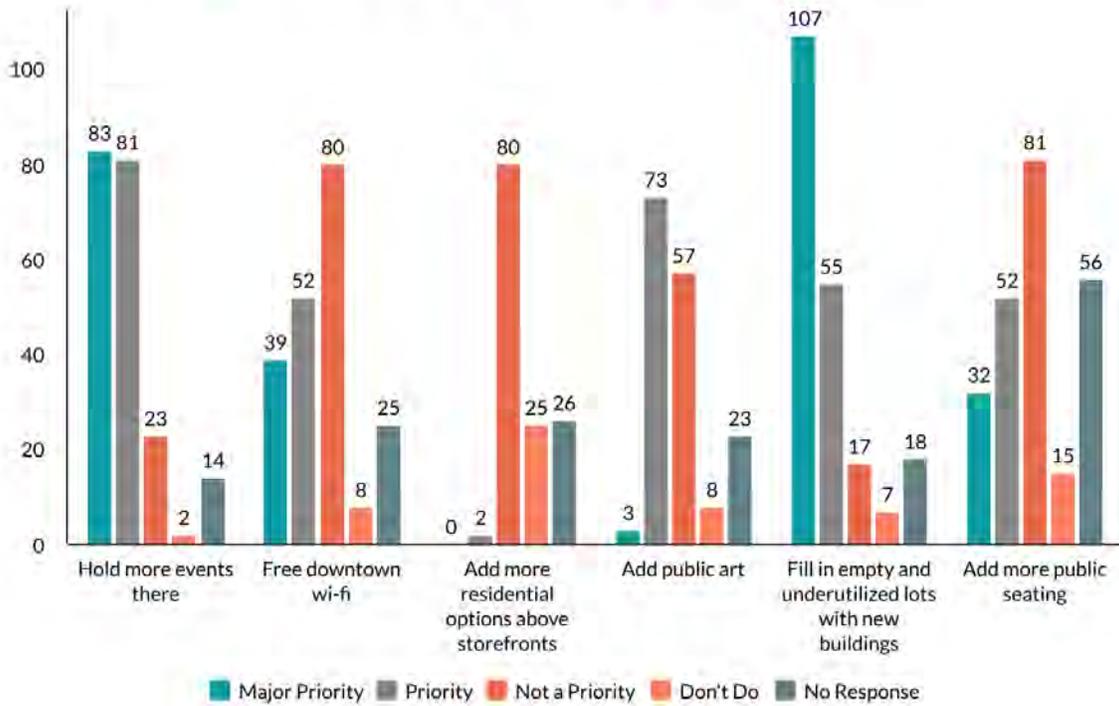
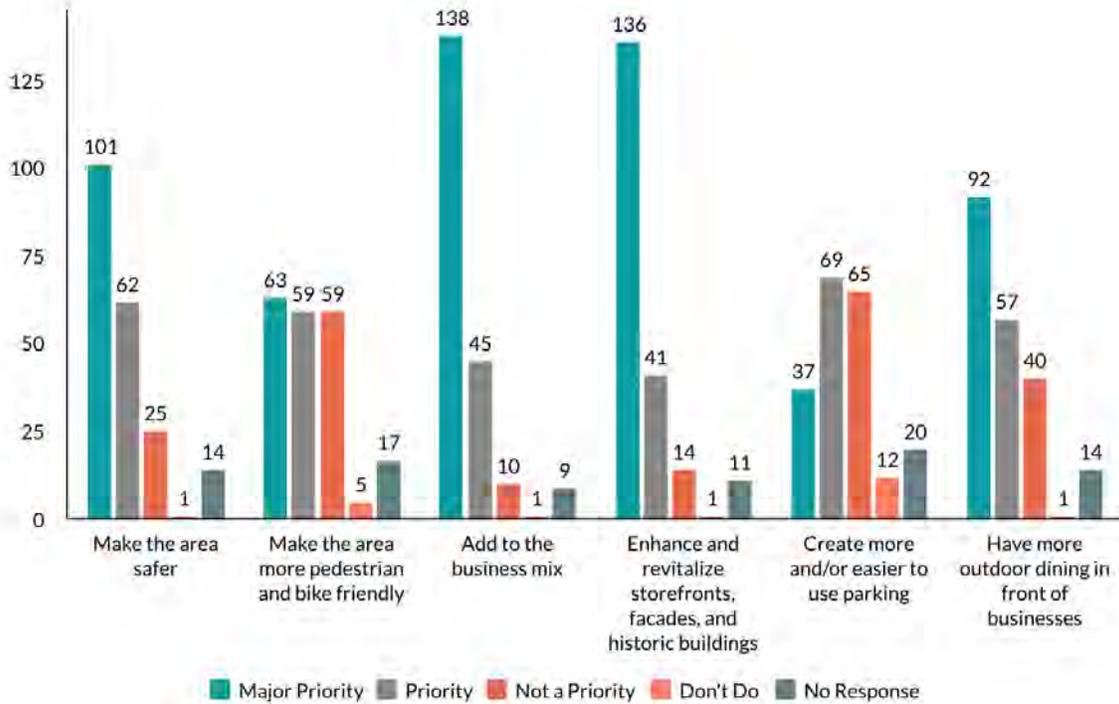
Physical Conditions of the Storefronts - Buildings are Unattractive

Too few Stores or Shops That Interest me

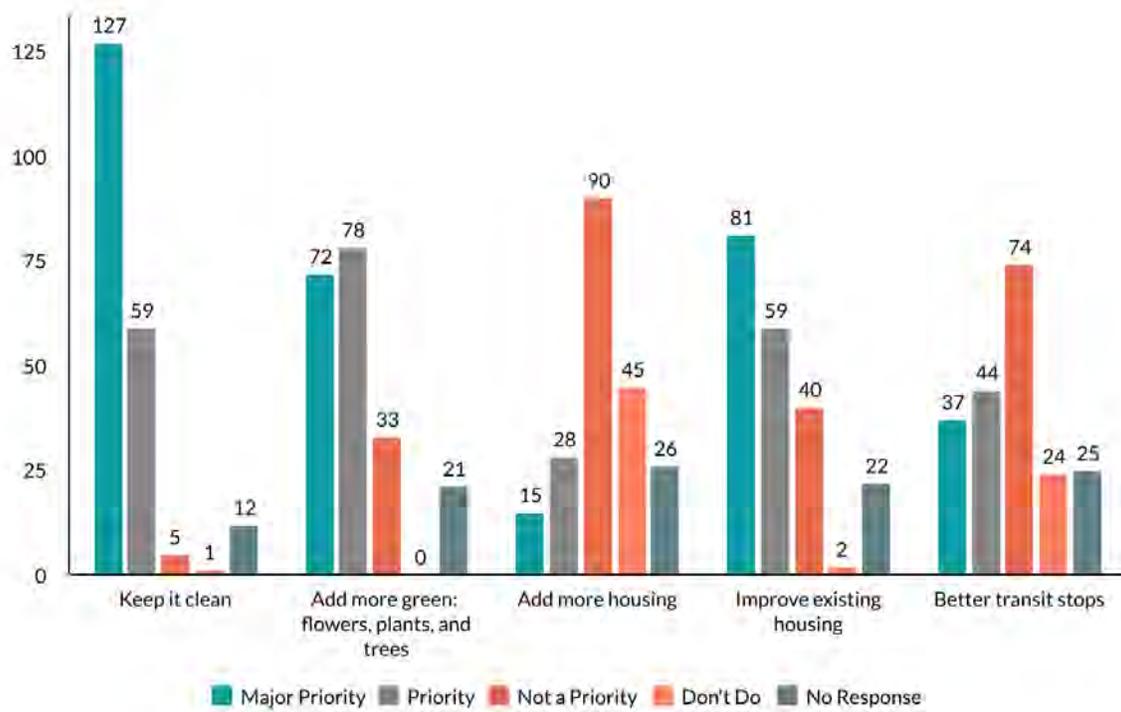
Not Enough Events and/or Activities

Physical Condition and Appearance of Housing

The Future: Which of the following do you want to see happen the most in South Woodbury?



The Future: Which of the following do you want to see happen the most in South Woodbury?



Future Projects

Over 79% of respondents signified these six areas as the future projects they would like to happen in South Woodbury

Make the
Area Safer

Add to the
Business
Mix

Enhance and
Revitalize
Storefronts,
Facades, and
Historic Buildings

Hold More
Events

Fill in Empty and
Underutilized
lots with new
Buildings

Keep it
Clean

EXHIBIT B

Business Focus Group Minutes



Neighborhood Preservation Program Business Focus Group

Meeting Notes

December 2nd, 2019

A meeting of the Neighborhood Preservation Program for the business owners of South Woodbury was held on December 2nd, 2019 at 7:00 pm in the City in Woodbury Council Chamber. The following individuals from the City of Woodbury were in attendance: Robert Law, John Leech, and Cassidy Swanson. Four South Woodbury business owners were in attendance.

After Cassidy Swanson explained what the Neighborhood Preservation Program is and how this meeting was going to assist in the creation of the Neighborhood Preservation Program District Implementation plan, the floor was open up to residents to explain their current thoughts and concerns of South Woodbury.

Thoughts on the Current Business Conditions of South Woodbury

Business Owner A would like to see something done to the businesses that are empty and for lease/sale. Business Owner A suggested vinyl screens or window art on the empty windows. Business Owner B would like to see consistency in enforcement regarding the store signs and the empty buildings. They would also like to see the businesses more presentable in general. No broken windows, windows are clean when you look inside, so potential buyers actually want to move their business there.

All of the business owners believe that there's a lot of potential on Broad Street, we just have to make that more visible. Business Owner B suggested giving match grants to businesses for upkeep. Business Owner C added that it is great idea for those businesses that care, but not all do. Also, how would this be enforced?

Business Owner D asked if we should try to bring big companies in. There was never a straight answer, but everyone was more concerned about the potential that is already here.

Business Owner C suggested a grant or some kind of incentive to solicit businesses on the outskirts/ off of Broad to relocate to Broad Street, like relocation funding. Business Owner C

also suggested concentrated holiday lights downtown would help bring more people into businesses.

Business Owner A brought up how the lighting is poor right now and that it needs improvement. Downtown Woodbury is very walkable, until it gets dark. Business Owner C suggested lighting on or facing storefronts that are lit all the time. They continued with lighting on the corner of Broad Street and E Barber Ave. is currently poor and could be improved. Business Owner B suggested (ambient) lighting in Triangle Park and on the corner of E Barber Ave., in the grassy area in front of the Police Station. They also mentioned both of the abovementioned areas are bus stops and that all of the bus stops should have adequate lighting

Thoughts on the Potential of South Woodbury and Projects to help Achieve This

Business Owner C would like to see the Downtown aesthetic similar to the GG Green Building type of feel, a restored/modernized brick. Most businesses have the potential for this but just need to be restored and then up kept. Business Owner B suggested “loose” sign standards. That you don’t want to take away the individuality of the businesses, but you want to create a cohesive feel of all the businesses. Business Owner A would like to see better parking signs, either larger or more prevalent. Currently it is hard to see the signs, and people don’t realize the amount of parking that is available.

Business Owner C suggested a way to bring art into Downtown Woodbury is by having “statue’s” They gave an example of a New Jersey town that placed frog statues around town. These could be painted by different community orgs or groups could sign up and each got to paint a “statue.” A more realistic way is to have artists paint utility boxes and or trash cans. Business Owner A suggested murals on the “flat and open” sides of buildings, like on El Manantial’s building or something similar to what was placed at GATHER on Town Liquors. Business Owner suggested a “Welcome to Downtown Woodbury” sign, possibly somewhere near the Railroad Ave. /E Barber Ave.

Business Owner D would like to have united and organized merchants, something where all of the businesses/organizations can come together. Where this organization can hold events for the businesses and education events/seminars to assist the businesses. They would like to see this come from other funds and not NPP but have the NPP assist in the process.

Business Owner C suggested to use fees to pay consultants to make sure projects are done right. They also suggested trying to partner with Rowan, RCSJ, and or Rutgers Camden to do Feeder-system and bring in college interns to assist/consult on projects.

Business Owner C would like to see more events in general, but specifically on Broad Street, something like a Food Truck Festival. Business Owner A brought up a music event where there are different musicians playing in different parts of town.

Business Owner C believes a long-term project should be to connect North and South Woodbury. That a trolley, of some sort, should go to major spots downtown and connect both parts of town.

Other

The meeting ended with discussion about what Neighborhood Preservation Program can do for the residents. They were excited to see what the outcome would be, and they liked the housing rehab on the houses leading up to Broad Street.

Top Items & Biggest Takeaways

- Empty storefront gaps taken care of, whether it be vinyl screening or something else
- Better lighting downtown
- Create better parking signs

There being no more business, NPP Coordinator Cassidy Swanson adjourned the meeting at 8:15 pm.

EXHIBIT C

Resident Town Hall Minutes



Neighborhood Preservation Program Resident Town Hall

Meeting Notes

December 3rd, 2019

A meeting of the Neighborhood Preservation Program for the residents of South Woodbury was held on December 3rd, 2019 at 6:30 pm at the Woodbury Child Development Center. The following individuals from the City of Woodbury were in attendance: Mayor Jessica Floyd, Councilwoman Karleen O'Connor, John Leech, and Cassidy Swanson. The following individuals from the Neighborhood Preservation Program stakeholder team were in attendance: Dr. Melinda Johnson and Jared Hunter, representing the Fall Arts Festival. Twenty-two South Woodbury residents were in attendance.

After Cassidy Swanson explained what the Neighborhood Preservation Program is and how this meeting was going to assist in the creation of the Neighborhood Preservation Program District Implementation plan, the floor was open up to residents to explain their current thoughts and concerns of South Woodbury.

Current Thoughts and Concerns of South Woodbury.

Resident A currently is comfortable with the community, as well with the feel, residents and aesthetic of South Woodbury. Resident A feels like there is plenty of historical sites in the NPP zone that could benefit. Resident B feels like the Woodbury Child Development Center has a lot of community value and could greatly benefit from NPP assistance.

Resident C was very adamant that speeding is a big issue in the neighborhood and had three suggestions on how to solve the problem; add "Slow Down" signs, add speed bumps and have police officers pull more people over for speeding.

Thoughts on the Potential of South Woodbury and Project Ideas on how to Achieve This

Resident A suggested a way to improve Broad Street and Downtown Woodbury is to bring in attractive & more modern businesses downtown, like a Juice bar. Several residents suggested

that the buildings downtown is outdated and that they needed to be more attractive, especially the ones that are vacant. Landlords are making the building rent too high to bring in/keep current businesses afloat. Resident D said that vacant housing is a big issue in the area, and something needs to be done. They suggested stronger code enforcement on abandoned houses, especially ones with landlords, as a way to combat this. Several other residents agreed.

Resident E was very adamant on having improvements to Wing-Dickerson Park, and how vital it is to South Woodbury. Wing-Dickerson Park is in need of a lot of repairs and kids and residents need a place to play and have an outlet. With repairs to the park, events can be held there and create more of a sense of community. Resident F added to this by saying that Triangle Park, which is adjacent to Wing-Dickerson Park, is a good center point. Having more lighting in that area would be beneficial to the residents and the businesses

All of the residents in attendance agreed that the houses in South Woodbury need assistance, fresh paint being the focal point. Resident G mentioned that the focus should be on more than just painting, like fencing and lawns. You don't want to paint and house when the fence is half down.

Another focal point that all of the residents in attendance agreed on was the acquisition of other grants or funding to fix other needs of the houses (possibly a class or seminar to go over other resources). Resident H mentioned that rehab should only be open to homeowners not landlords and to find a way to make those who receive the grant money to rehab, accountable. All of the residents in attendance agreed that they would like to be updated in the process of the creation of the rehab application. Resident I suggested the creation of a "Best Practices" list for whatever rehab gets done and echoed the need for strict code enforcement.

Resident B suggested to have quarterly clean ups to keep neighborhood clean, which many in attendance agreed with. Resident C suggested to get recycling bins with lids on them to help.

Resident J brought up the idea of using funds (or just create) a "Summer Work Program." Have kids or those in the community, get paid to do upkeep on lawns and gardens that are either

abandoned or of residents that would pay to have it. Resident J also suggested to teach trade aspects to those in the community or bring in VoTech schools to show trades and explore the career options. Resident K suggested a lawn and garden care class/seminar. They had previously attended one the last time the NP Program happened in South Woodbury. Resident L brought up the Idea of creating a Neighborhood Association, and how that could help with the upkeep and sense of community.

Resident L brought up the concern of security and many residents in attendance echoed this concern saying that the cameras don't deter crime and that they only can look at it afterwards. They would like to see the security, by having patrol cars patrolling the area.

Two additional concerns that were brought up by several residents was the upkeep, or lack thereof, at the entrance of Hopkins Street and the need for sidewalk repair.

Top Items & Biggest Takeaways

- Parks/Community Rehab and Housing Rehab are tied for most important – no set direction on what needs to be done first, but something needs to be done
- Keeping the community clean by the way of community clean ups and accountability
- Classes, seminars and programs that engage and bring the community together while teaching life skills that better the person and the community

There being no more business, NPP Coordinator Cassidy Swanson adjourned the meeting at 8:10 pm.

EXHIBIT D

Market Analysis



**CITY OF
WOODBURY,
NEW JERSEY**



2020 MARKET ANALYSIS



**An Examination of Business
Opportunities in Woodbury and its
Downtown Market District**

January 2020

Facilitated by:



2020 CITY OF WOODBURY, NEW JERSEY MARKET ANALYSIS

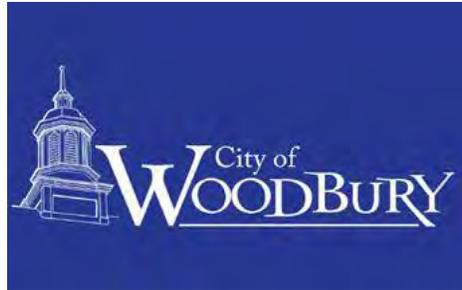


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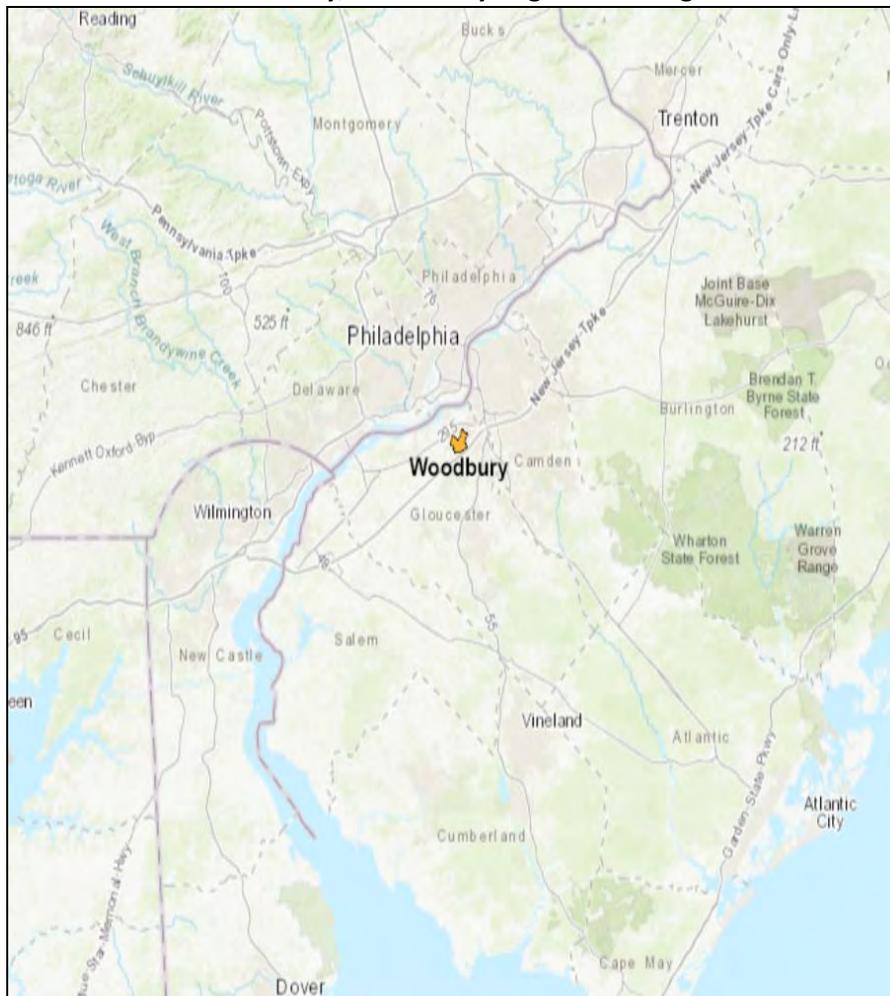
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WOODBURY MARKET STUDY Final Document

INTRODUCTION

The City of Woodbury is the County seat of Gloucester County, New Jersey. Located in the northwestern part of the County, Woodbury is situated in proximity to some of the region's most significant highway corridors including Interstate 295, the New Jersey Turnpike, U.S. Route 130 and N.J. Routes 45 and 55. In addition, the City is situated on the principal freight rail line which runs from Camden south to Glassboro, Vineland and other locations in the far reaches of southern New Jersey. This line is particularly important given that it is also a proposed route for the future extension of a light rail transit system. Map 1 highlights the City's regional location.

**Map 1
Woodbury, New Jersey Regional Setting**



CITY OF WOODBURY MARKET ANALYSIS

For many years, the City has been working diligently to redevelop its downtown and to bring new investment and vitality to the City Center. The purpose of this analysis is to explore some of the existing strengths of the business activity in Woodbury, both downtown and city wide, and to examine sectors of the retail and service industries where new investment may be possible.

To accomplish this, the following pages of the report focus on three areas of interest. The first area takes a look at the economic composition of Center City Woodbury today. The current composition of business activity is presented; employment figures are analyzed; and these figures are compared to regional statistics to assess some of the strengths of the existing business community.

The second area that is explored contrasts three economic markets. These markets are defined by estimated “drive times” from Center City. The five minute drive time market is called the “convenience market.” This is the market within which people may be willing to walk or get in their cars to run a quick errand at a bank or pick up a gallon of milk. The second drive time market is the fifteen minute market. This is the area within which people might run out for lunch, fast food, a personal service such as hair cut or beauty treatment, or to tackle a more complex shopping run. The third area encompasses the 30 minute drive time market. This market includes regional residents who may be willing to drive 30 minutes to a fine restaurant or to take in a major shopping trip, purchase a unique or specialty item, or undertake a service that may not be available elsewhere in the region. By examining these three markets, it is possible to identify “gaps” in the local economy and to assess where new retail and service investments might be possible. For the purpose of this analysis, Center City has been defined by the boundaries shown on Map 2, on the right. These

Map 2
Woodbury Center City Market Area



CITY OF WOODBURY MARKET ANALYSIS

boundaries approximate the Neighborhood Preservation Program boundaries, but extend them slightly to encompass more of the downtown area.

The report concludes by offering some recommendations about the range of new businesses that might be prospective recruits for the Central Business District or for locations elsewhere in the City. There are a series of next steps offered that provide City officials and stakeholders with a strategy for pursuing such investment.

EXAMINING THE BASELINE DATA

The Center City Business and Employment Base

Within the Center City area as defined by Map 2, there are approximately 212 businesses employing 2,875 people. The various business and employment sectors are broken down as shown in Table 1.

Table 1
Business and Employment in Center City Woodbury

BUSINESS SECTORS	BUSINESSES		EMPLOYMENT	
	Numbers	Percent	Numbers	Percent
Agriculture & Mining	0	0%	0	0%
Construction	8	3.8%	27	0.9%
Manufacturing	4	1.9%	26	0.9%
Transportation	5	2.4%	18	0.6%
Communication	3	1.4%	10	0.3%
Utilities	1	0.5%	2	0.1%
Wholesale Trade	4	1.9%	32	1.1%
Retail Trade	24	11.35	293	10.2%
Finance, Insurance, Real Estate	27	12.7%	208	7.2%
Services	100	47.2%	1,020	35.5%
Government/Public Administration	32	15.1%	1,239	43.1%
Unclassified	5	2.4%	0	0%
TOTALS	212	100.0%	2,875	100.0%

Source: ESRI, 2019

Table 1 clearly shows that Woodbury’s downtown is dominated by two sectors – services and government/public administration. Retail trade and finance, insurance & real estate are the only other sectors where either the percentage of businesses or employment approaches double digits. Therefore, a closer look at these sectors is warranted.

Within the services sector, the largest employers are health services, followed by legal services and educational/library services. Food services (restaurants) are also contributors to local employment.

CITY OF WOODBURY MARKET ANALYSIS

Not surprisingly, given that Woodbury is the County seat for Gloucester County, government and public administration comprise a large percentage of the local employment base. This sector includes City, County, State offices and other government organizations and agencies. Retail trade employment is dominated by two sub-sectors – motor vehicle parts and repair and health and personal service stores.

How does this breakdown of the Center City economic base compare with the City as a whole and the surrounding region? Table 2 makes this comparison. The comparison is important because it illustrates the concentrations of certain sectors within Center City that then may be magnets for attracting other, similar businesses.

Table 2
Business and Employment Comparisons

BUSINESS SECTORS	BUSINESSES (%)			EMPLOYMENT (%)		
	Center City	Citywide	Region ¹	Center City	Citywide	Region
Agriculture & Mining	0%	0.2%	1.9%	0%	0%	1.0%
Construction	3.8%	4.6%	7.6%	0.9%	1.8%	6.8%
Manufacturing	1.9%	1.3%	3.5%	0.9%	1.6%	7.7%
Transportation	2.4%	1.8%	2.5%	0.6%	0.7%	3.6%
Communication	1.4%	0.7%	0.8%	0.3%	0.6%	0.4%
Utilities	0.5%	0.2%	0.4%	0.1%	0%	0.8%
Wholesale Trade	1.9%	2.4%	4.0%	1.1%	1.6%	4.4%
Retail Trade	11.35%	16.6%	22.2%	10.2%	14.5%	21.4%
Finance, Insurance, Real Estate	12.7%	10.5%	7.6%	7.2%	5.8%	4.9%
Services	47.2%	50.3%	43.4%	35.5%	50.1%	42.8%
Government/Public Administration	15.1%	9.6%	3.3%	43.1%	23.7%	5.1%
Unclassified	2.4%	1.7%	2.9%	0%	0%	1.2%
TOTALS	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: ESRI, 2019

As can be seen from this table, there are only two sectors where the percentage of businesses and employment in the City Center was greater than the City and Region. Those are the Finance, Insurance & Real Estate and the Government/Public Administration Sectors. Both of these sectors benefit from Woodbury being the seat of County government. With regard to retail trade and services, Center City's other large business and employment sectors there are many other concentrations of these establishments elsewhere in the City and Region, which puts downtown in direct competition with these locations.

¹ The region was defined as Gloucester and Camden Counties, since Woodbury is approximately central to both counties.

Employment Migration

Where people work and the extent to which the City imports or exports employment can also be indicators of economic potential. As noted in Table 1, there are approximately 2,875 people working in Woodbury's downtown business district. According to the 2017 American Community Survey, (U.S. Census), 65% of the population in Woodbury is part of the labor force. In Woodbury's downtown, there are 1,503 residents, so only 977 individuals are in the labor force. That means that there is an influx of 1,898 people on the average, every working day.

Citywide, there are 6,487 residents of the 9,980 people living in Woodbury who are part of the labor force. Yet, there are 8,461 jobs provided by businesses throughout the City. In addition, 84% of Woodbury's resident labor force works outside of the City. This means 3,883 people commute to work at locations elsewhere in the region. So, this means that 4,578 people commute into the City for work. This demonstrates Woodbury's strength as an employment center given that it imports 695 more workers than it exports.²

Examining Drive-Time Markets

There are three "drive-time" markets examined in this study: the 5 minute, 15 minute, and 30 minute markets. Map 3 on the following page shows the geographic range of these markets. As can be seen from the map, the 5 minute market encompasses much of the City. So anyone living anywhere in Woodbury can get into their car and be at a shopping destination in the City in approximately 5 minutes driving time. The 15 minute market extends well beyond the City boundary to the central parts of Gloucester County and into portions of Camden County. The 30 minute market reaches across the river into parts of Pennsylvania, south to Cumberland and Salem Counties, and north into portions of Burlington County.

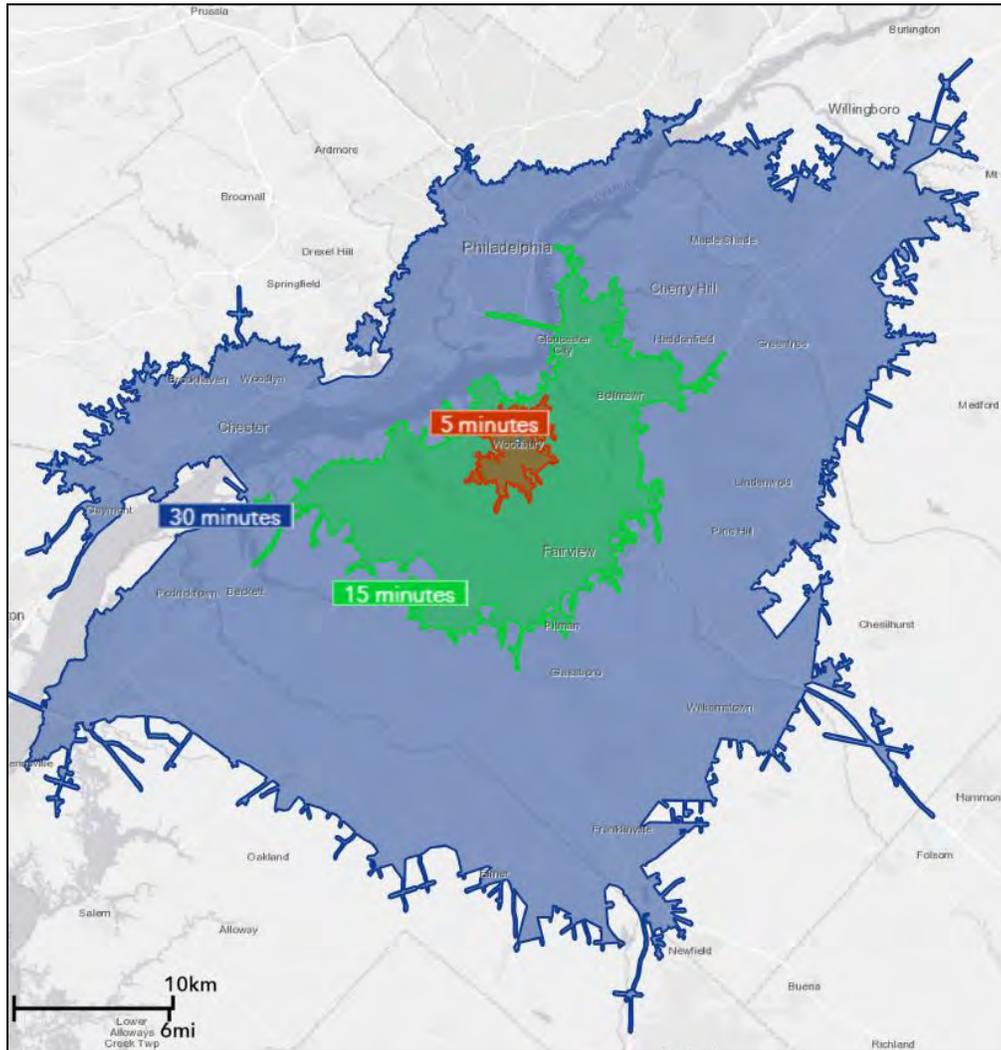
The following analysis looks at both statistical data as well as survey results from the Greater Woodbury Chamber of Commerce. The statistical analysis examines the business sectors where there is a surplus of spending or in other words, where businesses with the market area are attracting consumers from outside of that area. The analysis also looks at the flip side of that equation, and accounts for business sectors where there is a purchasing gap. In these areas, consumer purchasing is being lost to businesses outside of the defined market area.

Each of these market areas has different characteristics and a different composition of businesses. By examining the mix of businesses and the level of consumer spending that occurs within each drive time area, it can be determined how much spending is "lost" to other areas outside of the drive time jurisdictions.³

² Because Woodbury residents commute

³ Consumer purchasing statistics compiled by ESRI, 2019.

Map 3
Drive Times from Center City Woodbury



The 5 Minute Market

Within the 5 Minute Drive Time Market from Center City Woodbury, there are three sectors of the economy where consumer purchasing is being lost to areas outside of that market. They are:

- Health and Personal Care Stores: \$17,689,562 dollars are being spent outside this market
- Clothing, Shoes and Clothing Accessories: \$15,558,793 dollars are being spent outside this market
- Sporting Goods: \$4,672,884 dollars are being spent outside this market
- Beer, Wine & Liquor Stores: \$3,679,781 dollars are being spent outside this market

CITY OF WOODBURY MARKET ANALYSIS

- Office Supplies, Stationary, and Gift Stores: \$221,804 dollars are being spent outside this market
- Special Food Services: \$289,994 dollars are being spent outside this market
- General Merchandise: \$31,111,402 dollars are being spent outside this market

The 15 Minute Market

This market area reflects a drive time distance for people willing to spend a more significant amount of time in the car for more substantive purchases. The business sectors where there are gaps in this market's spending include the following:

- Motor Vehicle and Parts Dealers: \$102,658,637 dollars are being spent outside this market
- Home Furnishing Stores: \$20,344,729 dollars are being spent outside this market
- Electronics and Appliance Stores: \$2,873,630 dollars are being spent outside this market
- Beer, Wine & Liquor Stores: \$12,883,843 dollars are being spent outside this market
- Health and Personal Care Stores: \$67,669,153 dollars are being spent outside this market
- Jewelry, Luggage and Leather Goods: \$15,696,083 dollars are being spent outside this market
- Book, Periodical and Music Stores: \$2,303,471 dollars are being spent outside this market
- Florists: \$84,272 dollars are being spent outside this market
- Office Supplies, Stationary and Gift Stores: \$7,573,209 dollars are being spent outside this market
- Food Service & Drinking Places: \$13,539,321 dollars are being spent outside this market
- Restaurants and Other Eating Places: \$18,766,756 dollars are being spent outside this market

The 30 Minute Market

Within this market area, people are generally willing to travel some distance to a shopping or retail/service experience that is truly unique, or one that is offered nowhere else in the region. This can include an excellent restaurant, a special entertainment venue, a large shopping complex, or some other specialty experience. Within this market, the following retail spending gaps exist:

- Motor Vehicle and Parts Dealers: \$601,874,623 dollars are being spent outside this market
- Home Furnishing Stores: \$133,823,734 dollars are being spent outside this market

CITY OF WOODBURY MARKET ANALYSIS

- Electronics and Appliance Stores: \$151,354,357 dollars are being spent outside this market
- Building Materials, Garden Equipment and Supply Stores: \$67,984,252 dollars are being spent outside this market
- Gasoline Stations: \$194,210,624 dollars are being spent outside this market
- Sporting Goods, Hobby and Musical Instrument Stores: \$23,157,138 dollars are being spent outside this market
- Florists: \$16,215,077 dollars are being spent outside this market
- Office Supplies, Stationary, and Gift Stores: \$55,687,917 dollars are being spent outside this market

Implications

So, what do all of these consumer spending patterns mean? A simple way of looking at these numbers is to ask, which of the business sectors would be worth a five, fifteen or thirty minute drive? Or which ones might clearly fit within a downtown business district or along a highway commercial corridor?

In the case of the five minute market, there are only a couple sectors that might fit what is typically the convenience market. They are health and personal care stores – nail salons, barber shops, beauty parlors and similar experiences. The other might be beer, wine and liquor. As can be seen from the statistics on page 6, more than \$17 million dollars in consumer purchases on health and personal care is being spent outside of the 5 minute market. Retailers in the Health and Personal Care business can include pharmacies, beauty supply stores, optical supplies, health foods, and other such businesses. Health and Personal Care, and Beer, Wine and Liquor are also lines of business that show large numbers of consumer dollars being lost outside of the 15 minute market, which is another strong indication that these types of businesses would be strong competitors in a downtown location.

Another way to examine these numbers is to see which of the sectors appear in all of the market areas, and which ones might disappear from one of them. The example, again, of health and personal care stores is a good place to start this analysis. That sector exists in the five and fifteen minute market, but within the thirty minute market, that sector has disappeared. This is a good measure of how far people are willing to travel for these particular services and in this case, not much more than fifteen minutes. The same can be said for beer, wine and liquor. On the other hand, office supplies, stationary and gift stores appear in all three drive time markets, which clearly implies that this service is lacking both locally and within the region. Food Services and Eating and Drinking Places are also losing a large number of consumer dollars to locations outside of the 15 minute drive time market.

LOCAL STAKEHOLDER INPUT

Membership Surveys from the Chamber of Commerce and Main Street

As a way to validate the statistical base and complement the data with consumer sentiment, the Greater Woodbury Chamber of Commerce conducted a survey of its members and affiliate contacts. Survey participants were asked to identify those businesses they would like to see in Woodbury’s downtown or elsewhere in the City. They were also asked to identify those business sectors that are missing and that would complement their own ability to conduct business in the area. The Main Street Organization also polled its membership. These survey results reflected a good mix of business leaders from downtown Woodbury, other areas of the City, and from those outside of the City.

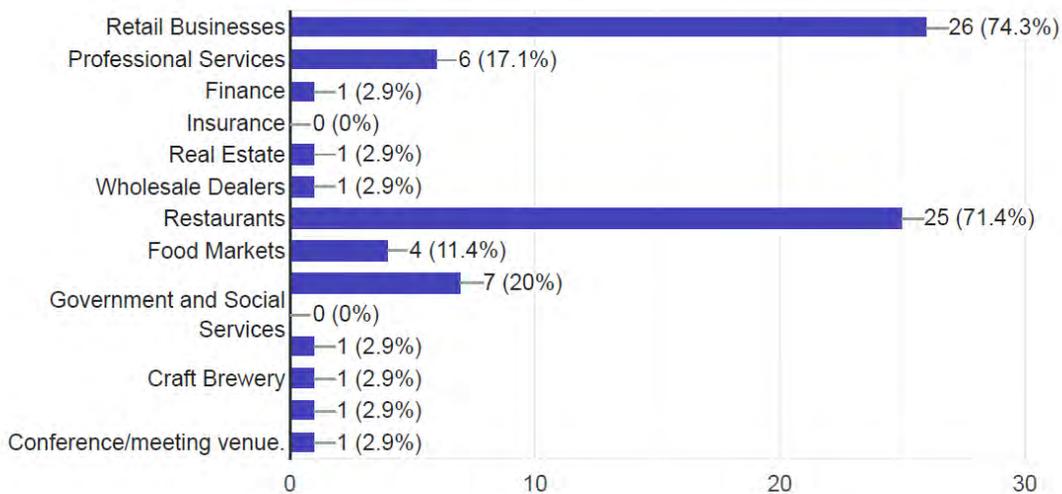
The results revealed the following:

The Chamber of Commerce Survey

There was an overwhelming sense among respondents to the Chamber of Commerce Survey that traditional retail and hospitality businesses are missing in Woodbury’s downtown, including restaurants and specialty food shops. There was specific mention of full service restaurants, coffee shops such as Starbucks, delis, and other shops. Figure 1 illustrates the survey question and results.

Figure 1
Graphic Showing Results of Missing Business Activity in Downtown Woodbury

Which of the following business sectors do you think is missing in Woodbury’s downtown?

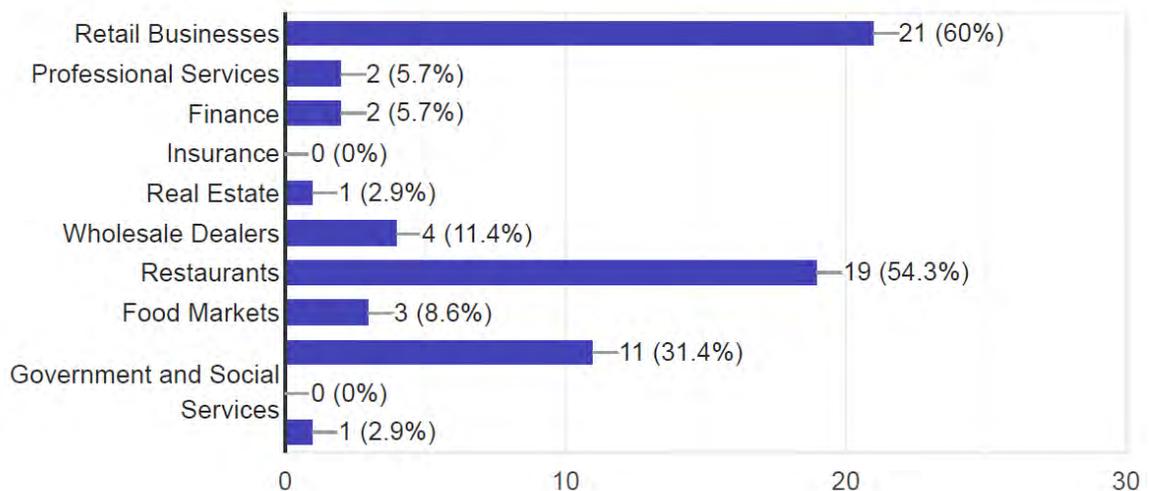


CITY OF WOODBURY MARKET ANALYSIS

As for the City as a whole, survey results were very similar with restaurants and traditional retail again reflecting a significant need, based on the impressions of the Chamber of Commerce respondents. However, there were two additional business types which showed sizeable percentages of responses. These were wholesale businesses and the food markets. Figure 2 illustrates the results to this question.

Figure 2
Graphic Showing Results of Missing Business Activity City-Wide

As opposed to the downtown exclusively, which of the following business sectors to you think is missing throughout the City of Woodbury?



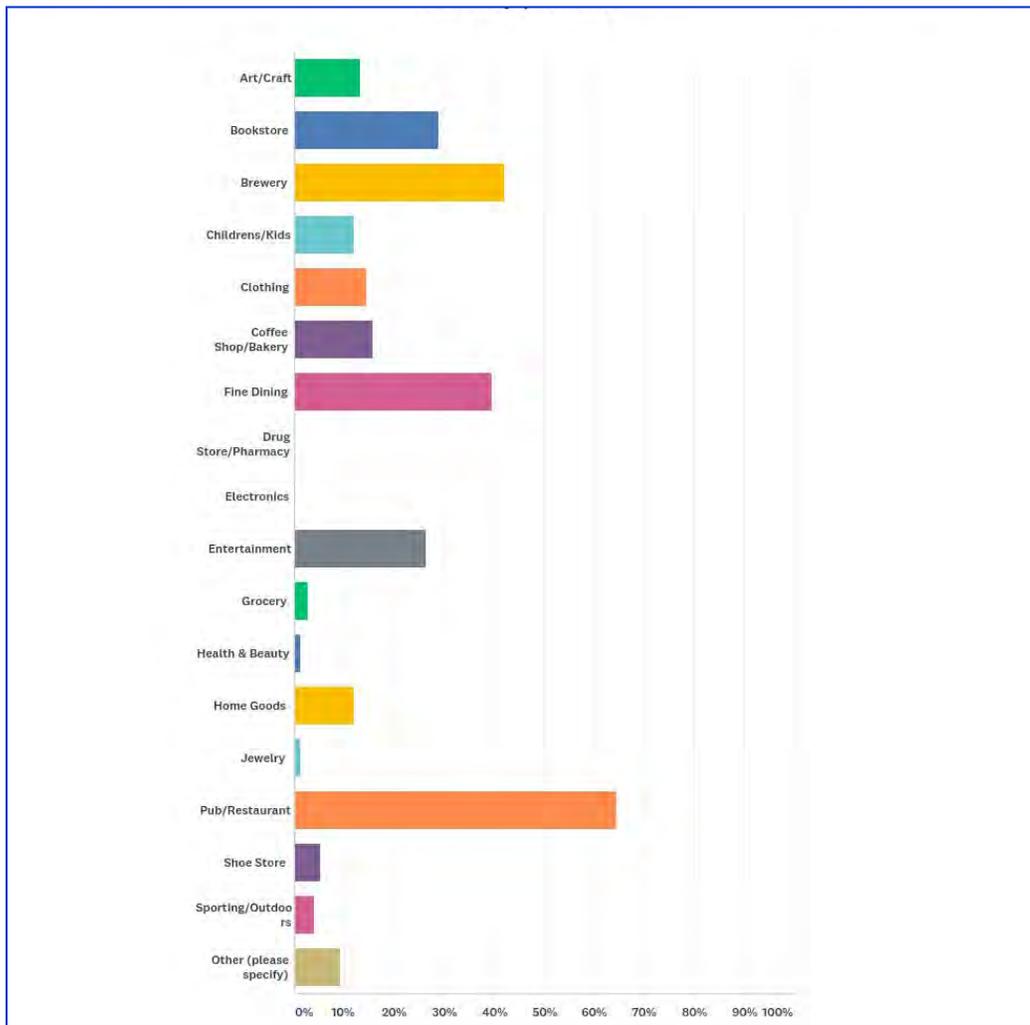
These results correspond very closely to what the raw data illustrated earlier. The survey data also help to refine a vision for the City's downtown, which paint a picture of a retail environment aimed more pointedly at the large number of employees and visitors to downtown which Woodbury reflects on a daily basis. Whether it is government employment, or residents of the County visiting Woodbury on business, the results of the Chamber survey show that there is a desire to diversify the range of eating, drinking and specialty food shops in town. This does not imply any sense of dissatisfaction with the restaurants and eateries that exist now; only a need to expand the options. One respondent mentioned Collingswood as an example. By increasing the diversity of restaurants in Collingswood, it has made the community a restaurant Mecca, where all restaurants benefit from the increased level of patronage.

Another interesting finding from the Chamber survey was that most respondents saw the City as a reasonably good place to do business, with just over half of all respondents indicating an average or above average response. When asked about the key strengths that the City has to offer, three responses dominated the field: 1) Location; 2) Business Friendly Environment; and

3) Highway Access. These responses also point to critical perspectives that can be reflected in the marketing material that the City uses to attract new business.

The Woodbury Main Street Survey

The Woodbury Main Street Program also conducted a survey of its membership. The results again, substantiate the findings provided by the other analytics of this report. A question posed by the survey asked what types of businesses that are not currently present the respondents would like to see in the downtown district. The answers are shown below.



Restaurants again, provided the dominant response (and with the addition of “brewery,” and “coffee shop/bakery” eateries of some sort became the overwhelming response.) Responses reflecting specific retail or service uses such as bookstores, clothing stores, and other sundries were also borne out by the ESRI and retail demographics outlined previously.

Complete copies of the Chamber of Commerce and Main Street Survey results can be found in the appendix of this document.

Other Market Considerations

The statistics and survey responses that comprise this Market Analysis provide guidance on what is a larger revitalization and business attraction effort ongoing in the City. The Chamber of Commerce and Main Street Surveys pointed to considerations such as lighting, streetscape needs, parking and other issues that should be addressed to enhance the retail and service environment. The Neighborhood Preservation Program also conducted a survey which yielded similar themes and results.

A comprehensive approach to downtown marketing and redevelopment is needed. Clearly, this is something that City officials understand and are initiating.

CONCLUSIONS/NEXT STEPS

The business data and survey data point to a number of areas of agreement.

Center City Woodbury is missing the types of convenience retail that can service the sizeable employment base and numbers of visitors that frequent center city on a daily basis

Promoting opportunities for new restaurants, coffee shops and other eateries are viable pursuits since the data show that over \$13 million dollars of consumer spending on food service and drinking places within the 15 minute market is being lost to locations outside of that market.

There are a number of business profiles that are also missing in both the immediate (5 minute) market and the convenience (15 minute) market that could be good sectors in which to recruit new businesses, particularly for Woodbury's downtown district. These include:

- Health and Personal Care Stores
- Beer, Wine and Liquor Stores
- Office Supplies, Stationary and Gift Shops
- Restaurants and Specialty Food Stores
- Sundries of various kinds

This brief overview offers preliminary suggestions regarding the business sectors and specific types of businesses that are targets for recruitment in Woodbury. Data alone cannot determine the likely success of these businesses, since operation, management, precise location, and other factors play very large roles in the ultimate success of any business.

The next steps in the business development process should be as follows:

1. Develop a consensus with City officials and business organizations about which business sectors to target;
2. Develop and coordinate a marketing strategy and materials among the key marketing partners (eg. Main Street, Chamber, City, County, State) to target selected business sectors. This strategy should be inclusive of business incentive programs such as Opportunity Zone financing, NPP financing, other governmental loan programs, and similar regulatory or financing programs;
3. Prepare an inventory of the specific type of business that is being recruited, (eg. full service family restaurant, coffee shop such as Starbucks or Dunkin Donuts, etc.);
4. Identify preferred sites in downtown or elsewhere in the City that can be marketed to prospective businesses or real estate brokers;
5. Prepare a strategy for accommodating additional parking, traffic, streetscape and any additional improvements needed to service the prospective business locations;

Woodbury has a prime location near major highways and population centers. It is a magnet for employees who work in downtown and elsewhere in the City, which means a daily, workday influx

of people. There are gaps in the local retail and service sectors that can be filled with new business recruits. The hospitality sector can be enhanced with overnight accommodations that can serve both the government and private sectors throughout the City and Region.

This analysis offers some suggestions for first steps in advancing new business development. The opportunities exist. With the coordination among levels of government and the business community, exciting new retail, service, and other business interests can be attracted to the City. The findings of this analysis offer important first steps.

APPENDICES

COMPLETE COPIES OF THE CHAMBER OF COMMERCE
AND MAIN STREET SURVEYS

2020 MARKET ANALYSIS

CITY OF WOODBURY, NEW JERSEY

we grow communities



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EXHIBIT E

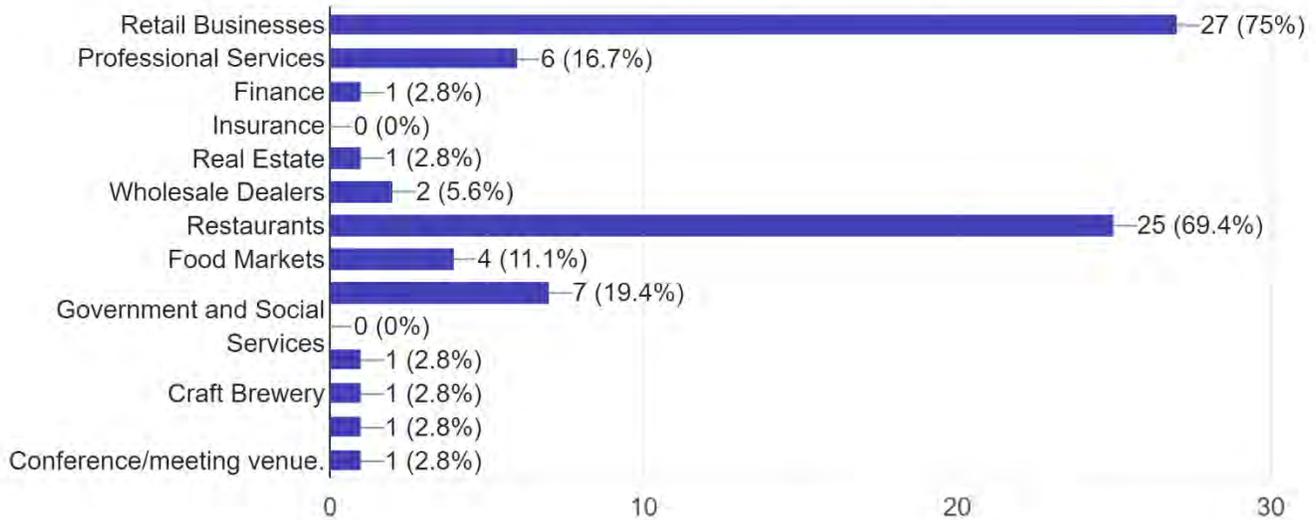
Greater Woodbury Chamber of Commerce
Survey Results



Downtown Woodbury

Which of the following business sectors do you think is missing in Woodbury's downtown?

36 responses



If you had to choose one - and only one - new business for Woodbury's downtown, what would it be?

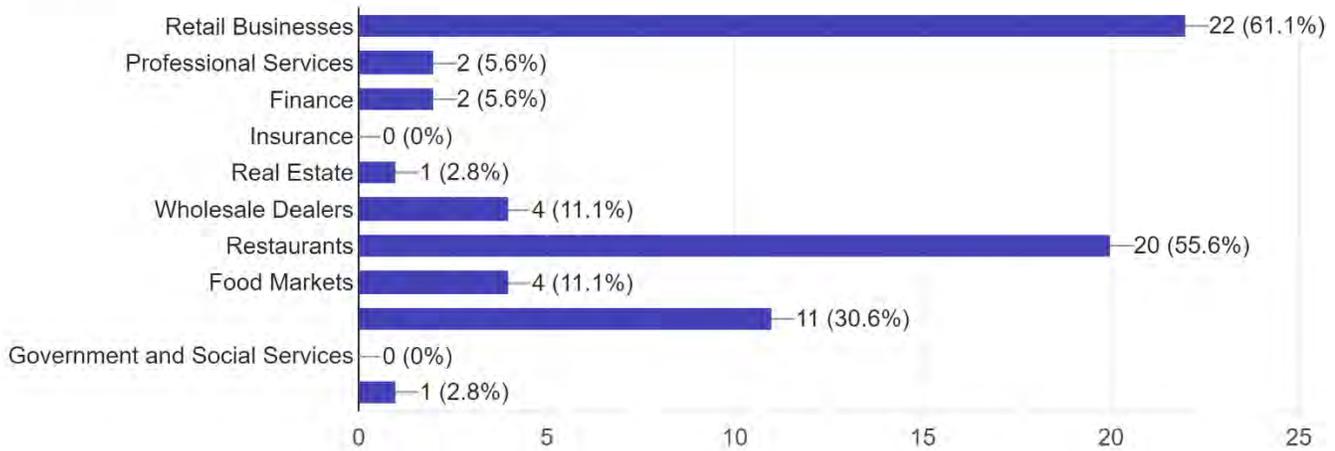
36 responses



City of Woodbury

As opposed to the downtown exclusively, which of the following business sectors do you think is missing throughout the City of Woodbury?

36 responses



If you had to choose one - and only one - new business for the City of Woodbury as a whole, what would it be?

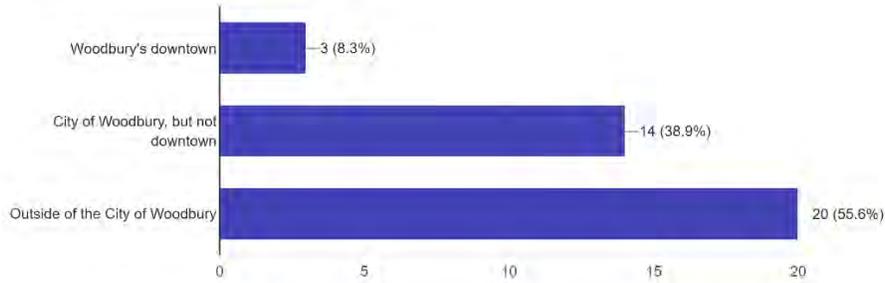
36 responses



Your Business and You

Where is your business located? (Select all that apply.)

36 responses



If you had to identify one business that would enhance your ability to do business in Woodbury, what would it be? 36 responses

Not sure

N/A

Restaurant

Light Rail

Top restaurant

A decent place to host a client lunch or an after work drink with clients.

Chamber of commerce

Isn't one answer

Transportation Hub

Young Peoples Housing

Retail stores.

Restaurants

restaurants

Professional doctor's office

Higher end Restaurant, not Pizza

good restaurant w/liquor license

More specialty shops

I don't have the need of other services for my business

not sure

Independent medical offices

none

Restaurant

N/A - all business is referral based

Large Chain Restaurant or Grocery Store

Hospitals or rehabs

I am not sure that just one business could enhance my ability to do business in Woodbury.

Anything that brings people in - nightlife and retail

More quality retail businesses

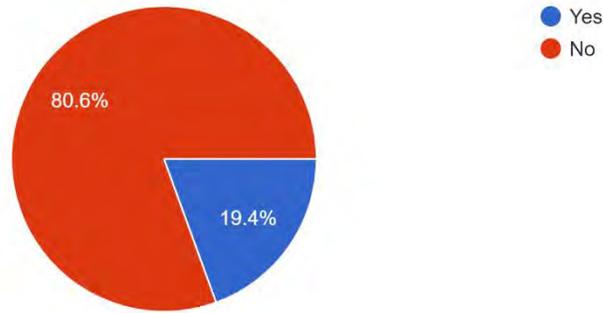
Does not matter for my business

Fine dining

Starbucks

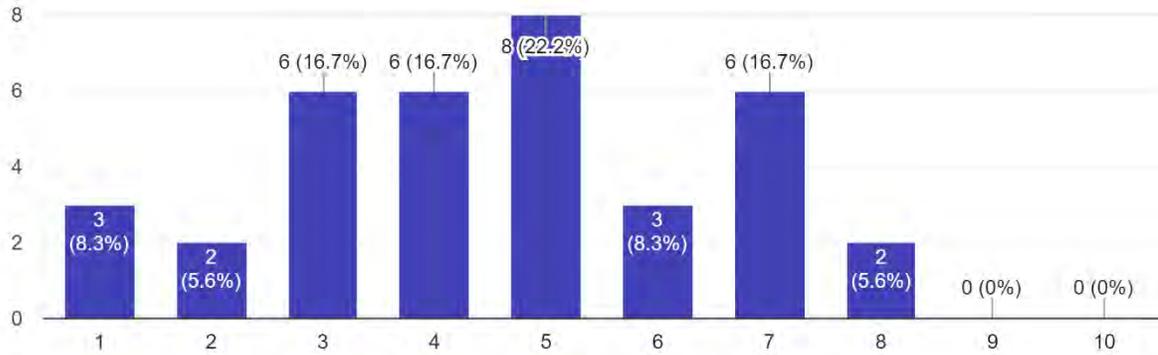
Do you live in Woodbury?

36 responses



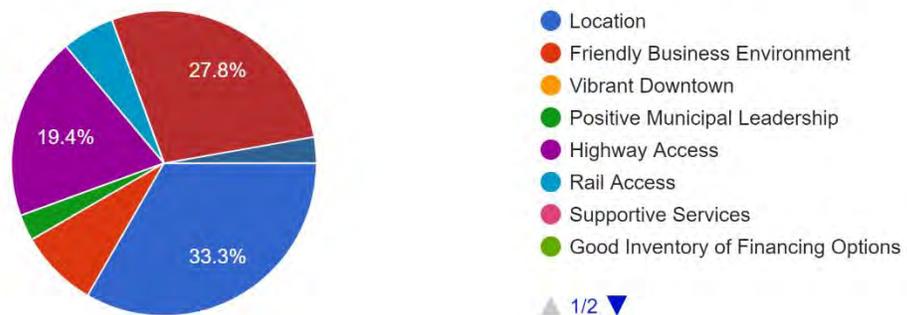
On a scale of 1 to 10, how would you rate Woodbury's business environment?

36 responses



Which of the following do you believe is Woodbury's greatest strength as a place to do business?

36 responses



Is there anything else you would like to tell us about Woodbury's business environment? (Not required.)¹⁶ responses

Developer to build on the hospital site, and other places in the opportunity zone

A number of the business properties need repairs.

The worst thing ever done was the traffic calming

Hospital

Need to create a Collingswood type of environment

Friendly and supportive businesses to each other, but we need more downtown businesses to support the community

It's the center of downtown that is hurting the most, there basically is no business environment. There are a couple stand outs...The Train Station Café, Charlie Browns, Woodbury Antiques, Pep Boys, the Mexican Restaurant and Gather for events.

The city needs need a full-time director of Economic Development and a better working relationship with local business and business organizations.

Some of the shops in Woodbury are run-down or are empty now.

The city government and its inability to be flexible or creative in its thinking is usually the biggest roadblock to progress in the downtown.

The city is in its own way a should redevelop downtown and enforce exiting ordinances . The appearance of downtown is the main reason I choose not to locate my business in Woodbury.

anyone advising to open a retail business from Cooper to Barber should be put in jail

The social economic climate must be addressed. If there was a draw like a Whole Foods, upscale restaurants or Trader Joe's people would come from all over the area, perhaps start investing in properties and improve the town. Like Collingswood-they also have the rail to take younger executives into Philly.

It needs everyone with the same mission. Too many organizations with different visions of what they want Woodbury to be.

Need to promote as a place people want to come to and do business.

Strong Chamber

EXHIBIT F

Main Street Woodbury Survey Results





Transformation Strategy Report

Woodbury Main Street

Woodbury, NJ
December 2019

Dionne Baux
Director of UrbanMain
National Main Street Center



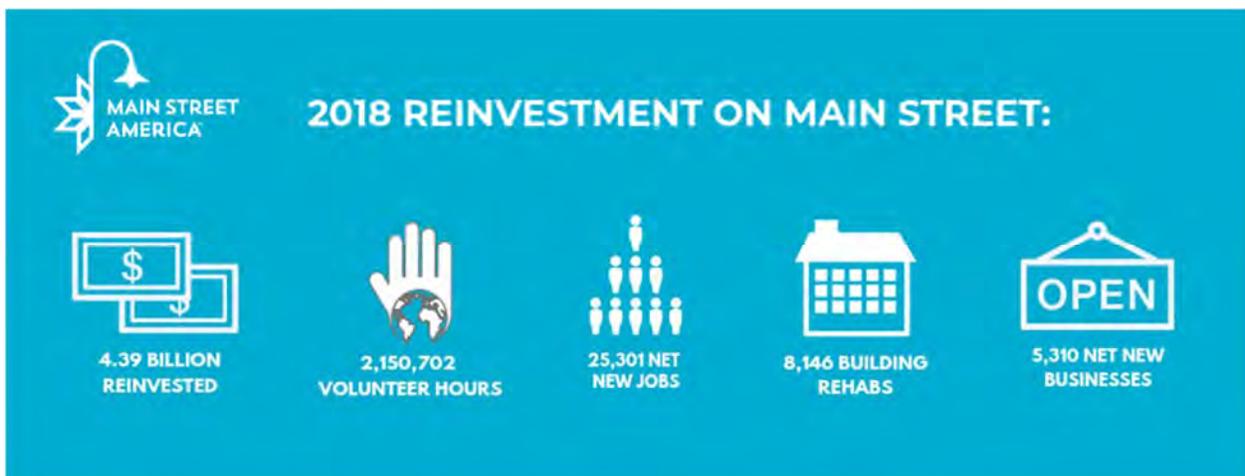
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About the National Main Street Center

Main Street America has been helping revitalize older and historic commercial districts for more than 35 years. Today it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation.

Since 1980, over 2,000 programs have used the Main Street Approach, our time-tested framework for community-driven, comprehensive revitalization. The National Main Street Center conducts research to document our impact by annually collecting statistical information on the preservation, revitalization, and economic activities in local Main Street programs throughout the country.



About the Main Street Approach

The “Main Street Refresh” initiative aims to rethink the traditional Main Street model, so the program is more responsive to economic context and its outcomes are directly measurable.



Every community has a unique set of place-based assets, anchors, and consumer markets that help to define a healthy business district. Enhancing those efforts through a targeted economic development strategy requires a more thorough understanding of the marketplace. One of the best ways to help retain existing businesses and recruit new ones is by preparing information about the specific customers who are currently served or who could be served by your business district. The local commercial revitalization program provides a very important benefit by developing a comprehensive analysis of the district market that aligns vision and consumer data with transformation strategies that drive the organization’s revitalization programming. Most market analysis consultants perform their work and provide local community leaders simply with information. The Main Street approach is to work together with organization leaders to understand the market data and develop comprehensive and execution-driven strategies to deliver economic development results. This approach accomplishes several goals:

- Builds local knowledge and understanding of your district’s economy to create a foundation for successful revitalization
- Identifies current strengths of the business mix and existing business clusters
- Supplies relevant consumer data to the revitalization program so it can help existing businesses become stronger
- Identifies opportunities for future business attraction and business cluster expansion
- Builds a strategic framework for niche development, including real estate development, business development, promotions, marketing, branding, etc.

This philosophy is enveloped within the new Main Street Refresh. At the core of the Main Street Refresh are economically-grounded “Transformation Strategies.” These Strategies will serve as the foundation for the revitalization program’s work. Most of activities within the organization’s annual workplan as part of the Main Street Approach should then be guided by the Strategies and aligned around an agreed direction and outcome. As part of the technical assistance, and as an aid to making the new format easier to adopt, the National Main Street Center developed nearly 20 “off-the-shelf” strategies that can be employed in a range of conditions seen across a variety of communities. These are, essentially, ready-made Transformation Strategies. They are a place to begin and can be customized along the way. We have called this initial set “Catalyst Strategies.” The goal of the provided service was to assist the Laramie community and program leadership to identify the strategies that are the best fit by using information they already have in hand or that can be easily obtained through data and survey collection.

Executive Summary

October 28, 2019, Dionne Baux, Director of UrbanMain participated in a site assessment of downtown Woodbury Main Street with Board President, Mary Carter, New Jersey Dept. of Community Affairs, staff member Terry Kizer, board members and Woodbury city officials. The goal of the site visit were to 1) highlight input received from a pre-survey distributed to the community and leadership, and 2) conduct on-site interviews with Woodbury Main Street staff, board, merchant association, political officials, property owners, business owners, and the community to gather input from people that have a long record of direct involvement with the district and hear their perception and attitudes about the district.

The visit further refined the development of transformation strategies for the community utilizing market – based research, business inventory and community input. The visit helped highlight for the NMSC team how to best work with district leadership and produce an implementable plan to revitalize the corridor that both leadership and the community owns and can successfully fulfill.

The visit consisted of direct observation of the historic commercial district and focus group meetings. It also involved a meeting with board members and city stakeholders to discuss the proposed strategies and share direct input received from the community survey and focus groups on issues facing the district, attitudes about the district, and how the community could best work with together to complete both small-and large scale economic development efforts on the district.

As such, we met with downtown Woodbury leadership, political leaders, anchor institutions, and several key business and property owners located in the district:

<ul style="list-style-type: none">• Jessica Floyd, Woodbury Mayor• Donna Miller, Council Member• Tracy Parker, Council member• Franklin Brown, City Administrator• John Leech, Sr. Housing Official / Zoning Officer• Gerald O'Connor, Board Member• Vince Gattinella, Board Member & Resonance School	<ul style="list-style-type: none">• Susan Anderson, Board Member & resident• Peter Kaprelyan, Inspira Health• Bob Langi, Developer & Owner of Woodbury Crossings• Ed Fox, Woodbury resident• Marco & Jazmin Coronado, El Manantial
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We thank the interviewees for their input on the district successes, challenges and thoughtful suggestions to help guide the growth of Woodbury Main Street.

Key Observations

The following is a summary of observation based on the site visit.

- **Organization (Active Boards and Committees):** Currently Woodbury Main Street Board does not include a broad representation of property owners, businesses, and resident. To ensure all voices of the community are heard, an intentional focus on actively recruiting residents, youth and organizations not previously engaged with the main street (i.e. schools, art organizations, the City of Woodbury) will offer a comprehensive view of services residents are interested in. This is an exciting opportunity for the Main Street to energize the board with new members, and deepen work with new partners.
 - Development of a focused outreach plan to engage businesses, property owners and residents, and local non-profits will increase buy-in and ownership of residents and stakeholders.
 - Recruit board members from the all members of the community (i.e. local churches, block clubs, youth groups, schools, etc.)
- **Design:** Parking is perceived as a problem by some residents and businesses; however, there are a multitude public surface parking lots within walking distance of the downtown Woodbury. Development of clear signage directing drivers to parking structures would increase awareness of available parking in the district for residents and visitors alike.
- **Partnership:** Woodbury has relationships with local businesses, stakeholders and property owners; however, there are opportunities to leverage and deepen relationships with local partners to help implement change on the district.
 - Leverage current relationship with the FAF to explore new placemaking, arts projects in the district to enliven its look and feel.
 - Development of a Business Success Kit to help new and existing businesses navigate Woodbury's rules, regulations and general responsibilities to operate a business
 - Deepen partnerships with MADE's local artisan incubator to recruit arts-based business and entrepreneurship activities in the district.
- **Fundraising & Staff capacity:** A stable funding source to support programmatic activities for the Main Street, a full-time executive director and administrative assistant to ensure there is someone to focus on the following:
 - Organize and collaborate with community stakeholders in Woodbury (residents, block club leaders, property owners, businesses owners, etc.) and political leaders.
 - Effectively carry-out and manage joint economic development change efforts.

- **Guiding Principles:** Woodbury representatives and their partners have an economic development philosophy that is consistent with the National Main Street Center’s guiding principles of incrementalism, comprehensiveness, grassroots, partnerships, and a focus on existing assets.
- **Ongoing Training:** Continued access to online and in-person professional development tools, current economic development trends and best practices in community engagement, board development, and volunteers recruitment will assist in the implementation of growth strategies in the program:

How to Use This Report

The National Main Street Center's Transformation Strategy Report aims to guide the reader through our refreshed Four-Point Approach. It is more responsive to the economic context, community input, and how outcomes are directly measurable to revitalizing the district. One of the best ways to understand how your district is performing, help retain existing businesses, and recruit new businesses is by preparing information about the specific customer base that is currently being served and who could be served by the downtown main street district. This report looks at the following factors that help the main street program develop a comprehensive analysis of the downtown that aligns vision and consumer data with catalyst strategies that drive revitalization programming.

- Create a foundation for successful revitalization by tapping into local knowledge to understand the district's economy to;
- Identify current strengths of the business mix with existing business clusters;
- Supply relevant and up-to-date consumer data to the local revitalization organization so it can help existing businesses become stronger;
- Identify opportunities for future business attraction, district programming, and business cluster expansion;
- Build a strategic framework for market niche development, including real estate development, business development, promotions, marketing and branding, etc.

The transformation strategy can serve as the foundation of the revitalization program's work. Most activities in the local revitalization program should be guided by the recommended transformation strategy and aligned around an agreed direction and outcome.

Please remember the following:

- Stay on the same page
 - As new partners and volunteers come onboard, communicate how you got here.
- Understand the market
 - As the local revitalization program pursue new businesses and customer segments, refer to the market data.
- Vet new project ideas
 - Do they fit/reinforce identified transformation strategy”?
- Inspire
 - Use this report and previous reports, case studies, and best practices to inspire when you get stuck!

What are the top three issues facing downtown Woodbury?

Rank	Challenge	Number	Percentage
1	Store Variety	58	76%
2	Vacancies	53	69%
3	Buildings in Need of Repair	21	27%

Analysis:

The number one challenge for the district is store variety, patrons do not feel they can get the goods and services in the downtown, and the aesthetics of the district is not pleasing to the eye. Working with property owners to spruce up properties and recruit businesses residents want to patronize should be included as part of the main street strategy.

Which businesses do you most often patronize in downtown Woodbury?



Analysis:

It is important to understand what attracts people to the downtown. By understanding what currently attracts people to the downtown, Woodbury's leadership can begin to ascertain what kinds of businesses would succeed in the district – in part because they would likely share a similar customer base.

What type of businesses would you like to see on the Main Street?

Rank	Top five businesses desired on the district	Number	Percentage
1	Pub / Restaurant	49	64%
2	Brewery	32	42%
3	Fine Dining	30	39%
4	Bookstore	22	28%
5	Entertainment	20	26%

Analysis:

This data is telling us what types of businesses and amenities residents and non-residents alike desire to see in the district.

Demographic Characteristics Summary

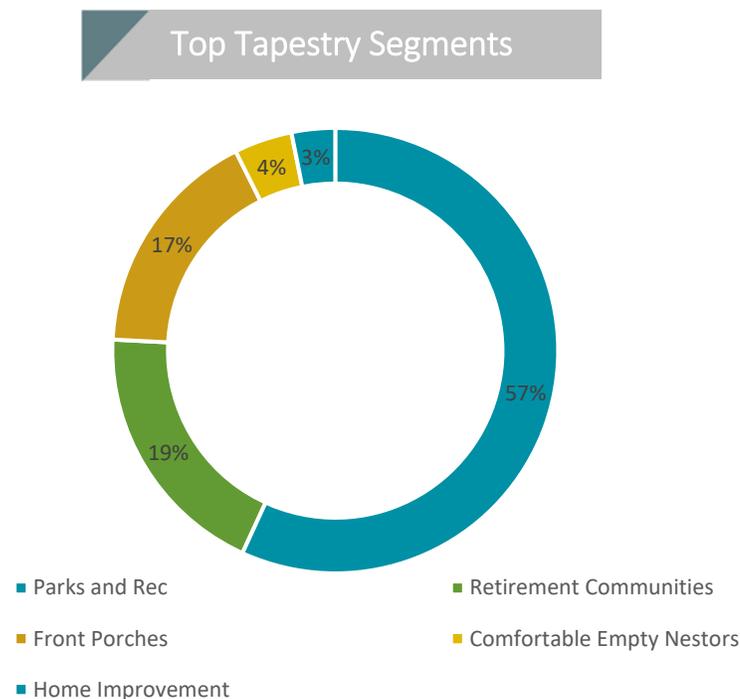
The following represents a summary of key points that contribute to the development of the transformation strategies from demographics and psychographic review.

Psychographics is the study of personality, values, opinions, attitudes, interests, and lifestyles. Psychographic studies of individuals or communities can be valuable in the fields of marketing, demographics, opinion research, prediction, and social research in general. They can be contrasted with demographic variables (such as age and gender), behavioral variables (such as usage rate or loyalty), and organizational demographic variables (sometimes called firmographic variables), such as industry, number of employees and functional area.

When a relatively complete profile of a person or group’s psychographic make-up is constructed, this is called a “psychographic profile.” Psychographic profiles are used in market segmentation, as well as in advertising. Some categories of psychographic factors used in market segmentation include:

- Activity, interest, opinion (AIOs)
- Attitudes
- Values
- Behavior

Tapestry psychographic data helps communities and businesses understand consumer lifestyle choices, what they buy, and how they spend their free time. Tapestry classifies US residential neighborhoods into 67 unique segments based on demographic and socioeconomic characteristics. The following chart outlines downtown Denville’s top groups within a five-minute drive of the district:



Transformation Strategies



Dining and Entertainment (inc. Families)

Defined: A Dining + Entertainment districts tend to have large trade areas, often regional, and they generally function as destinations. These districts tend to include a blend of the following types of businesses:

- › Restaurant dining
- › Breweries, Wine Bars
- › Music (from small jazz club to larger, more formal performance spaces)
- › Performing arts
- › Arts are often part of the mix in an entertainment district, but active engagement (eating, dancing, socializing) is often the primary driver for customers

Dining and Entertainment districts catering to families offer a range of service offerings for all members of the family. These inclusive dining and entertainment districts provide special events, store hours and an overall atmosphere that caters to the entire family. Special events serve as an opportunity for families to have fun together, children to have a safe environment in which to play, and for young people to build lasting memories of the district. Businesses adapt their menus, and merchandise mix to meet the needs of families. Residents and families alike come to the district and browse restaurant menus to decide where to eat before or after an event or a show. The district is the draw, rather than an individual business.

Benefits and Tradeoffs

Benefits

- Longer business days with economic activity after many other traditional business districts have turned off the lights
- Parking demand at hours complementary to retail and office demand
- Strategy fits well with historic building and can make use of larger spaces
- Can function as complement to a daytime-oriented strategy.

Tradeoffs

- Less activity during the day
- Quality of life issues, including noise and drinking.
- Fickle consumers - a place that may be “hot” now may find itself out of favor in a couple of years
- Districts catering to families are not compatible with districts heavily dependent on bars and nightlife.

Sample Activities

There are many different activities that your organization and its partners might do to successfully implement this strategy. The activities you choose should address problems and opportunities that are specific to your district. Start with activities that are relatively easy, then gradually tackle more challenging ones. Be sure to include activities in all Four Points of the Main Street Approach; this is essential!

Sample Promotion Activities		
Status/Timeline	Activities	Partners
	Organize a “night market” with food truck vendors, retail pop-ups and a “beer garden”	
	Stage a play that takes place on the street or in a store window, at night.	
	Ensure that all promotional events include activities specifically for children.	

Sample Economic Vitality Activities		
Status/Timeline	Activities	Partners
	Survey evening patrons in order to describe the customer profile and trade area.	
	Work with a few daytime retail businesses to create pop-up evening businesses within their stores.	
	Broaden products, menu offerings in district businesses catering the entire family.	
	Create a daycare center within the district, serving district workers and shoppers (Drop -in – Daycares)	

Sample Design Activities		
Status/Timeline	Activities	Partners
	Install improved sidewalk lighting to increase public safety at night.	
	Encourage retailers to create active window displays and to keep their windows lite until very late evening.	
	Add Kid-friendly, street furniture to public spaces.	
	Install a public restroom available to the public offering baby-changing and accessible options.	

Sample Organization Activities

Status/Timeline	Activities	Partners
	Engage residents before adopting the strategy to make sure they support it and to identify ways to mitigate adverse impacts.	
	Engage owners of entertainment businesses in a regular conversation of “responsible hospitality” so you can address problems quickly and as they arise.	
	Partner with area high schools to offer internships and summer jobs in downtown businesses.	
	Add one or more student representatives to downtown Denville’s board.	

Potential Products and Services

- After-hour restaurants (e.g. for servers)
- Ballroom dance
- Cocktail bars, taverns, and lounges
- Cafes (esp. late night)
- Dance Clubs
- Fast food, take-out food (e.g. to eat while walking)
- Ice cream
- Liquor Store
- Martial Arts
- Music instrument rentals
- Music and Jazz clubs
- Nightclubs
- Party Rental Spaces
- Performance / Concert Space
- Pool and Billiards
- Record stores (e.g. vinyl)
- Restaurants (ethnic to fine dining)
- Tattoo Parlor
- Theaters (cinema and live)
- Teen focused recreational events
- Toys and games



Next Steps

- After you review the report and formalize the Transformation Strategies in a way that truly define the nuances of Woodbury Main Street, it is critical that the board adopts the suggested strategies to focus on in the immediate future.
- The National Main Street Center will facilitate a webinar to begin outlining the key goals and tactical elements within each of the Four Points that will further implementation of the selected Transformation Strategy (s).
 - Align current projects with identified strategies
 - Brainstorm new projects
 - Set measurable outcomes for EVERY project
 - Lastly, begin to outline who is responsible, budgets and timelines.
- See links to additional resources that can serve as a tool to implement identified strategies:
 - Ramirez de Miess, N. and Bowden, R. (2016). *Cultivating Effective Leadership to Transform Communities*. Retrieved from <https://www.mainstreet.org/search?executeSearch=true&SearchTerm=transforming+your+communitie&l=1>
 - National Main Street Center. (2016). *Strategic Planning Through Transformation Strategies – Saline, Michigan*. [Web blog post]. Retrieved August 7, 2019 from <https://www.mainstreet.org/blogs/national-main-street-center/2017/05/25/strategic-planning-through-transformation-strategies-saline-michigan>
 - National Endowment for the Arts. (2019). Little Rock, AR Main Street Creative Corridor. *How can an urban corridor be revitalized into a “creative corridor” centered on affordable housing and arts-based, mixed-use development?* Retrieved from <https://www.arts.gov/exploring-our-town/main-street-creative-corridor>
 - Arts related events, Quad Communities Development Corporation: Bronzeville Summer Nights. <http://bronzevillesummernights.com/>
 - Arts related events, DC’s Mayor Muriel Bowser Art All Night Festival. <https://dcartallnight.org/>



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