



CAMDEN BUSINESS IMPROVEMENT DISTRICT FY 2021 ANNUAL REPORT

OVERVIEW

All activities provided through the CBID are intended to supplement and enhance existing city services. The importance and value of providing additional services to support viable, thriving downtowns through business improvement districts has been recognized and utilized in communities worldwide for the last 50 years.

Contained herein is a summary report of the activities of the CSSD/CBID for FY 2021. These activities are listed chronologically to show the history of the BID in Camden (up to 2021), board meeting dates/topics, and work performed by budget category.

The 2021 CSSD/CBID Organizational Budget of \$3,056,348 was approved by the CSSD Board on May 6th, 2021 and the Camden City Council on May 11th, 2021.

The amended 2021 CSSD/CBID Organizational Budget of \$3,659,010 was approved by the CSSD Board on July 7th, 2021 and the Camden City Council on July 13th, 2021.

Camden Special Services District (CSSD)

The City of Camden is amid a momentous transformation and the CSSD, a 501(c)(3) nonprofit, is part of the movement, working tirelessly to present the city's best face to its business community, residents, students, and visitors. CSSD collaborates with key institutions, businesses, corporations, community stakeholders and neighborhood groups in various capacities for a common purpose: to make Camden a beautiful vibrant city and a better place to live, work, visit and do business. Contributions, grants, and fee-for-service contracts support general CSSD activities and contracted work on private properties.

Camden Business Improvement District (CBID)

CSSD serves as the District Management Corporation for Camden Business Improvement District (CBID). Opportunities to improve the district are limited only by our imaginations as the CBID has a broad scope including cleaning, landscape enhancements, placemaking and marketing to support our business community. The CBID is funded through a city assessment.

BRIEF HISTORY

1992 – City Council creates a Special Improvement District within the City of Camden and designates a District Management Corporation by submission of an ordinance to Public Referendum.

2018 – On December 4, 2018, city ordinance amends and supplements the 1992 ordinance to amend the boundaries of the business improvement district and designated CSSD as District Management Corporation with direction to conduct a feasibility study. Subaru of America moves to Camden and commits to improving the properties outside their headquarters with contracts to paint the Federal Street Bridge and maintain nearby open space, roads and islands.

2019 – CSSD forms a Steering Committee and together they complete a six-month feasibility study, culminating in a comprehensive BID Report. On December 17, 2019 City Council accepts the findings and recommendations of the study and passes an ordinance to amend and supplement Chapter 309 of City Code "Improvement Districts" and

implement a CBID. Concurrently, the CSSD has one of its best years with 24 contracts, 9 new to include cleaning for the newly opened Joint Health Sciences Center, a Camden County beautification initiative for high traffic corridors, county buildings and parks and Cooper Health Care and DRPA's contract for painting and branding of the Haddon Avenue Bridge.

2020 – CSSD keeps Yellowjacket Ambassadors employed throughout the COVID 19 crisis, despite pandemic-related reductions in funding. In response to the pandemic and working under strict safety and social distancing protocols, CSSD adds sanitizing of high-touch public amenities, such as benches, light pole buttons, parking meters and trash cans to the daily work scope. Twenty-six fee-for-service contracts are procured, including new contracts for parking lot landscaping, 4 contracts for cleaning and landscaping for American Water Triad and Ferry Terminal Building, and event support for socially distanced Drive-in Movie Nights. CSSD administration addresses the transition for the Camden Business Improvement District.

2021 BOARD MEETING SCHEDULE AND TOPICS COVERED

In total there were six (6) Board Meetings and two (2) Special Meetings in 2021. Those meetings are listed below. Previous meeting agendas and minutes are available online at the CSSD website and by request.

March 24th - Orientation and Board Meeting #1

- Board membership approved, executive leadership and board committees established
- Orientation from Mayor Moran and key staff. Discussion and overview of the BID, duties and key responsibilities.

May 6th – Board Meeting #2

- Approval for the 2021 CSSD Organizational Budget in the amount of \$3,056,348

July 7th - Special Meeting #1

- Approval for the Amended 2021 CSSD Organizational Budget in the amount of \$3,659,010

August 25th – Board Meeting #3

- Appointment of Executive Director
- Adopted Organizational Bylaws
- Appointment of CSSD Counsel

September 29th - Special Meeting #2

- Executive Session for matters involving land acquisition

October 27th – Board Meeting #4

- Authorized clean and safe services contract with Block by Block, Inc.

December 8th – Board Meeting #5

- Execution of purchase and sales agreement for 34-46 N. Fourth Street, Camden, NJ
- Entered lease agreement with Camden County at 200 Federal Street for office space
- Appointment of Placemaking and Public Space Manager
- Appointment of Community Manager
- Adopted CSSD Accounting Procedures
- Adopted CSSD Employee Handbook
- Draft budget approval and authorization to proceed

January 26th, 2022 – Board Meeting #6

- Approved the 2022 CSSD/CBID Organizational Budget
- Authorized staff to proceed with a line-of-credit of \$500,000 with Truist
- Authorized staff to proceed with an application for property financing with Truist
- Award of a contract for Landscaping Services, Street Tree Services and Maritime Debris Cleanup Services
- Authorization to purchase a power-washer trike

SERVICE AREAS

CSSD activities for FY 2021 are summarized by budget category with key highlights listed.

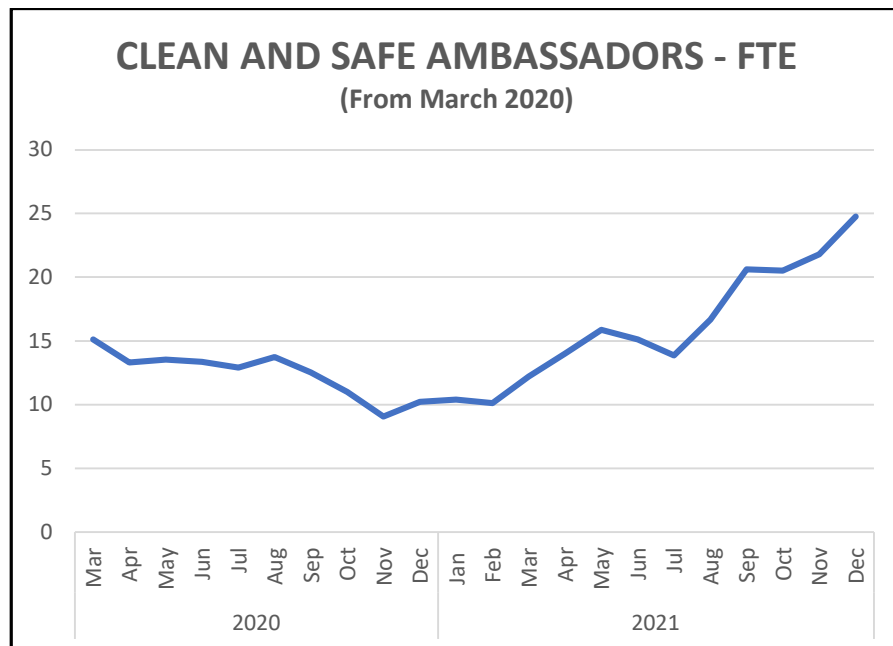
Cleaning, Landscape Maintenance, and Hospitality–Yellow Jacket Program

Overview

This multi-faceted effort to supplement and enhance city services includes daily removal of trash, debris and hazardous materials from public streets and sidewalks; wiping down and disinfecting high touch public amenities such as trash cans, benches, light poles and parking meters; removing posters, handbills, and lawn signs from public spaces; sweeping sidewalks and curb lines; emptying trash cans and replacing yellow trash bags; removing graffiti from public spaces; trimming weeds from sidewalk cracks, curb lines and tree wells; removing snow from handicapped access ramps and fire hydrants; and providing hospitality assists. It also includes working with city offices and Metro Police to report and address public safety and quality of life issues, such as non-working street lights, damaged or missing signage, and illegal dumping. CBID efforts address approximately 1.97 square miles in 153 blocks within the district.

Key Highlights

- Procured and authorized a new clean and safe contract with Block by Block, Inc. in October 2021.
- Increased staffing began April 2021 and has stayed consistent throughout the year. We anticipate/budget for full staffing for the entirety of 2022.
- Additional Shift Coverage – “Second Shift” added at end of 2021 for Special Projects and enhanced cleaning. This is a smaller crew supporting the main shift.
- Increased Hourly Rates began in July 2021. We anticipate keeping these increased hourly rates for the entirety of 2022.
 - Ambassadors: from \$12 to \$15 per hour
 - Team Leaders: from \$17 to \$19 per hour
 - Administrative Assistant/Hotline Dispatcher: from \$18 to \$20 per hour
 - Operations Manager – salaried



CSSD SERVICES

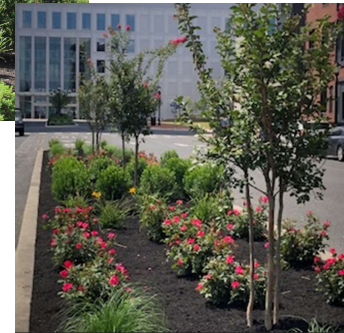
Cleaning - *to supplement and enhance routine city services*

- Trash and Debris Removal
- Graffiti, Handbill and Signage Removal
- Cleaning and Sanitizing Public Amenities – lights, benches, trash cans
- Power Washing



Landscape Beautification –

- Landscape Design and Planting
- Landscape Bed Maintenance
- Tree Care
- Hardscape Design, Install and Repair



General Landscape Maintenance – *For Downtown and contracted areas*

- Mowing
- Weed Removal
- Leaf Cleanup
- Tree Well Maintenance
- Snow Removal

Hospitality - *CSSD hospitality often goes unnoticed – except to the thousands assisted each year*

- Directions
- Suggestions on places to eat or park
- 9-1-1 calls
- Assist to change a tire, charge a battery
- Guide visitors to specific businesses or local attractions
- Communicate with Metro, appropriate agencies and government for quality-of-life issues



Event Support - *from Presidential and Papal visits to ribbon cuttings and community days, government and businesses jointly rely on our Ambassadors*

- Pre and post event cleaning and event supervision – on an event-by-event basis
- Flagger assistance for parking and general pedestrian guidance

General Support and Assistance

CSSD knows how to best leverage contacts and resources to help address quality of life issues and problems.

Landscaping and Placemaking

Key Highlights

- Maintenance of landscaping in and along Coopers Poynt Park, Roosevelt Plaza Park, RCA Pier Park, MLK Boulevard, Cooper Plaza and related areas. See “Attachment C – Map of CSSD Landscaping Areas”.
- Cooper Grant Neighborhood Association tree and stump removal project, in preparation of Spring planting with the NJ Tree Foundation.
- Maritime debris clean-up along the shoreline. Crews contracted for four (4) days of cleaning.
- Procurement of seasonal lighting and new tree ornaments for holiday decorations.

Marketing

Key Highlights

- Continued to promote employment opportunities through the clean and safe program by attending job fairs and strategic press placements.
- Created print collateral for recruitment efforts and use at job fairs and community events.
- Upgraded and enhanced branding of mega-brutes, trash-cans and truck decals.
- Developed and managed CSSD social media and websites for marketing purposes and for notifications of board meetings, procurement, etc.

Administration

Key Highlights

- Hired a new Executive Director, Nathaniel Echeverria, September 2021.
- Hired remaining staff of a Placemaking and Public Space Manager and Community Manager, Dec 2021.
- Procured and established professional services contracts for accounting/controller, IT, and general counsel.
- Developed and approved organizational Employee Handbook, By-Laws, Accounting Procedures, Board Governance procedures and related organizational infrastructure.
- Developed/selected board terms and process for the upcoming nomination schedule.

Operations

Key Highlights

- Moved from an online/work-from-home office environment to new offices in the Florio Center for Public Service at 200 Federal Street in December 2021.
- Set up new office space for new staff of three and clean and safe contractor operations. Includes space for training, dispatch and back-office functions.
- Explored purchase of current leased garage location at 34-46 N. Fourth Street for the co-location of CSSD offices and clean and safe operations. Conducted due diligence related to the purchase of the property, including environmental assessment, engineering/architectural assessments, and cost estimating. Exploring long-term solutions for a headquarters for the program and organization.

ATTACHMENT A – BID BOUNDARIES MAP



ATTACHMENT B – CSSD/CBID GOALS AND OBJECTIVES

GOALS AND OBJECTIVES

The Camden Downtown is one of the important gateways to the South Jersey region, serving as a center for commerce, transportation, education, health care and government. Its small-town assets can project a vibrant, well-maintained, safe, clean and attractive downtown. Revitalization should be pedestrian-friendly and provide for a vibrant business environment with mercantile and service type businesses, providing an environment that supports shopping, dining, socializing, entertainment and commercial activities for daytime and evening hours. Success relies on an integrated community approach and the maintenance of focused community partnerships.

GOALS AND OBJECTIVES AND THE BUDGET CATEGORIES THAT CONTRIBUTE TO GOALS AND OBJECTIVES

Goal #1 Implement and manage a Business Improvement District to support the growth of a vital, healthy, thriving district for everyone - residents, businesses, employers, employees, students and visitors.

Objectives

- To be a reliable partner to all represented within the CBID, by working together to honor the community's traditions and maintain and support community values
- To develop Public/Private collaboration that encourages investment, interest, ideas, increased foot traffic and activity to local businesses, educational and health facilities, local attractions, public events, and support neighborhood growth
- To encourage public input, through meetings and surveys, to help identify targeted initiatives
- To continue to hire local residents to work on the Yellow Jacket Ambassador team, pay a fair hourly rate with benefits and increase staffing

Goal #2 Provide dedicated and enhanced CBID on-the-street activities to create a more welcoming district

Objectives

- To provide enhanced cleaning, landscaping, and hospitality assists
- To increase staffing and maintain services seven days a week
- To clean streets and sidewalks in neighborhoods within the CBID catchment area
- To be accountable, produce and measure results

Goal #3 Administer the District Management Corporation

Objectives

- To fairly represent the various stakeholders in the CBID
- To work with a Board of Directors that represents the district
- Participate in neighborhood community meetings to establish and maintain cooperation, understanding, collaboration
- To manage the district to be inclusive of all interests and represent the downtown as identified on the property map
- To maintain a balanced budget

Goal #4 Promote and support the various communities through new marketing and branding/identity efforts to drive customers, visitors, residents, employees into local businesses and attractions and support community and neighborhood initiatives.

Objectives

- To utilize local sourcing when available, appropriate and economically responsible
- To develop digital and print marketing materials to promote the district
- To disseminate district news to the community via ongoing communication with community groups, neighborhood associations, religious institutions, business groups.

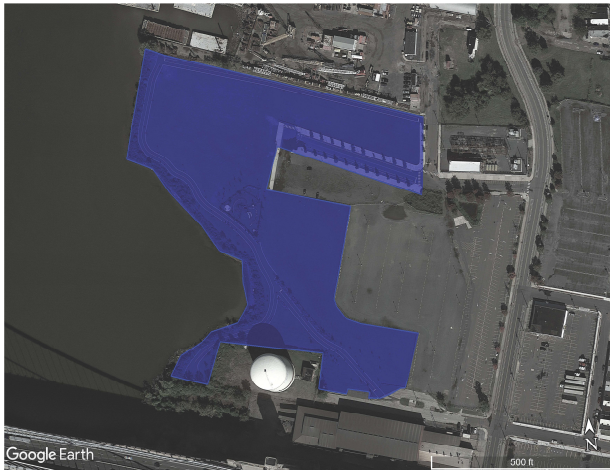
ATTACHMENT C – MAP OF CSSD LANDSCAPING AREAS



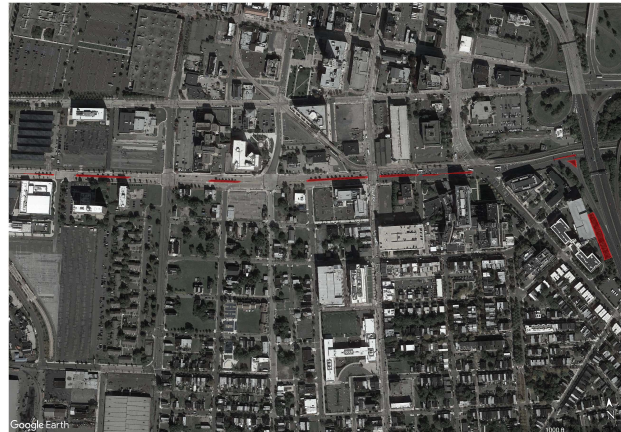
Roosevelt Plaza Park



Cooper Plaza Neighborhood



Cooper's Poynt Park



Martin Luther King Boulevard

ATTACHMENT D – PHOTOS



Market & 6th Street



MLK Blvd by Walter Rand Station: RiverLine Stop



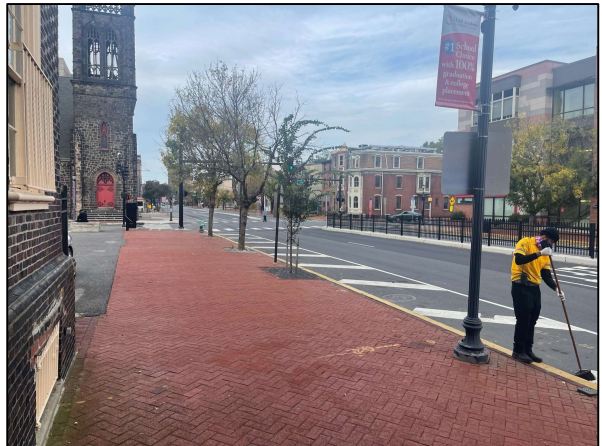
Broadway



Federal Street



Walter Rand Transportation Center

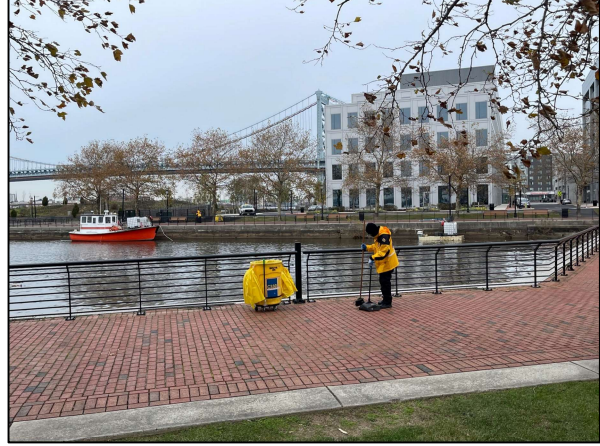


Cooper Street

ATTACHMENT D – PHOTOS (continued)



Wiggins Waterfront Park



Waterfront Promenade



RCA Pier Park



Riverside Drive & Arch St

ATTACHMENT D – PHOTOS (continued)



Cooper Plaza Neighborhood



Cooper Grant Neighborhood



North Camden Neighborhood

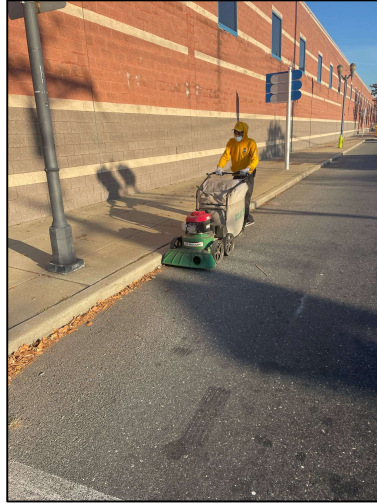


Lanning Square Neighborhood

ATTACHMENT D – PHOTOS (continued)



CSSD Billy Goat: Outdoor Litter Vacuum



CSSD Mega Brute



CSSD Community Assist



CSSD Team Photo