

Downtown Revitalization Strategies for Dunellen, New Jersey

Downtown Improvement Districts, Main Street Program, & Arts and Culture



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Executive Summary

Study Objective & Research Approach

- This Rutgers, the State University of New Jersey, Edward J. Bloustein School of Planning and Public Policy (Rutgers) graduate urban planning student studio report examines Downtown Improvement Districts (DIDs)¹ as a strategy to revitalize community downtowns and other neighborhoods.
- Many New Jersey municipalities have faced challenges to their retail and other historical downtown functions in the post-war period and a DID can address some of these challenges.
- This report focuses on a variety of downtown revitalization strategies for the Borough of Dunellen, New Jersey, Main Street Program as well as related arts and culture-themed enhancement.
- The report followed a multidimensional research approach encompassing:
 - » *Communicating* with knowledgeable Dunellen leaders and residents, including Jason Cilento (Dunellen City Council President and Dunellen Liaison) and Julie Grof (Dunellen Liaison).
 - » *Consulting* leading experts on the subjects covered including: Stuart Koperweis (President of Economic Development Strategists, LLC), Jef Buehler (Placemaking and Place-Based Revitalization Specialist of the New Jersey Department of Community Affairs), and Duda Pentendo (Fine Artist and Filmmaker from Jersey City, NJ).
 - » *Implementing* a survey of downtown Dunellen businesses.
 - » *Completing* case studies of effected DIDs in New Jersey.
 - » *Reviewing* national and NJ reports, articles, and studies on DIDs and related subjects.
- The full Rutgers studio report comprises approximately 100 pages and highlights are synopsized here.

Study Perspective and Dunellen Downtown Retail Potential

- While Dunellen's downtown corridor faces economic challenges similar to many other New Jersey communities, it is a downtown with critically important community assets, like the New Jersey Transit train station and a delineated main street in North Avenue.
- Further, Dunellen residents are highly motivated to revitalize their downtown corridor and make it an attractive destination for residents and visitors alike.
- Dunellen's growing multi-ethnic diversity, transit-accessibility to New York City, and strong interest in revitalization primes Dunellen's downtown corridor for renewed growth and new development.
- There is much latent economic potential within the Dunellen community. Applying United States Bureau of Labor Statistics estimates, we found that current Dunellen residents have \$195 million of household expenditures of all types (housing, transportation, medical, etc.), while likely downtown retail expenditures alone total \$59 million. Capturing more of these retail expenditures could be of tremendous benefit to Dunellen's revitalization efforts. That being said, there are numerous ways to capture this latent potential and a DID is one such approach.
- A Rutgers studio survey of Dunellen downtown businesses identified need for various enhancements, such as more downtown events (e.g., street fairs and music festivals) and physical improvements (e.g., sidewalk benches and additional lighting and planters). These enhancements could be provided by a DID; a segment, but only a minority of the respondents (40 percent), voiced support for paying an additional fee (over and above current property taxes) for these enhancements through a fee or charge that would be forthcoming from a DID.

¹ Both nationally and in New Jersey, there is no consensus on how to describe the downtown revitalization strategy being discussed—here called the DID. Besides Downtown Improvement District (DID), other common nomenclature includes: Special Improvement District (SID), Improvement District (ID), Business Improvement District (BID), Neighborhood Community Improvement District (NCID), or Economic Improvement District (EID). The New Jersey state law authorizing the revitalization strategy studied here (N.J.S.A. 40:55-65) speaks of Special Improvement Districts. We recognize and respect this varied nomenclature, however for ease of reference we shall use the term DID throughout this report.

Downtown Improvement District (DID)

- A DID is an organizing and financing tool for stimulating and supporting downtown and other area revitalization through such activities as enhancing area maintenance and appearance, and providing marketing, hospitality and other services.
- A common DID feature is that business or property owners within the district pay an assessment or other charge for services and improvements that specifically benefit the area.
- DIDs have been affected nationally in the United States for the past half century and there are over 1,000 such entities nationwide.
- DIDs in New Jersey date from the 1980s and today about 70 municipalities in the Garden State have at least one DID; these municipalities alone cumulatively contain 30 percent of the state's total population and about one-quarter of the entire state's private employees.

Potential Dunellen DID

- Based on guidance and advice from expert practitioners, we:
 - » Identified a potential DID area on North Avenue for downtown Dunellen. This ran from Madison Avenue to Jefferson Avenue while also covering additional blocks on Washington Avenue, including the Dunellen Train Station and the Art Color Print development site. This area comprised 79 total parcels, and contained a total assessed net value of \$14,670,600 million as of 2017.
 - » Formulated two potential DID financing models for the above-described area: (1) traditional model based on proportional assessment, and (2) a weighted or tiered assessment approach.
 - » Considered varying budgets for the potential Dunellen DID based on the budgetary magnitude of existing DIDs in comparable Dunellen-sized New Jersey communities.
 - » Calculated from all the above that a \$100,000 budget for a potential Dunellen DID would require an average annual assessment fee of \$1,034 per parcel under the traditional model and an average annual assessment fee of \$1,017 per parcel under the weighted tiered assessment approach.
- The written report describes these models assumptions and calculations in detail.

DID Map



DID Case Studies

- Dunellen City Council President Jason Cilento requested we examine three local municipalities with DIDs: Bound Brook, Metuchen, and Somerville. These three case studies show-case how differently improvement districts may be implemented, and they have realized varying degrees of success.
- Our research shows that the two factors most closely linked with DID success are coupling an improvement district with the Main Street program and adequately staffing the managing organization.
- Other case study findings include:
 - » The Bound Brook Revitalization Partnership (BBRP) which serves as Bound Brook's current DID organization. This Partnership represents the Borough's latest strategy of downtown revitalization efforts beginning more than three decades earlier. Although these past efforts have been somewhat adversely impacted by a variety of factors, the BBRP has established a remarkable foothold since its 2015 inception. Should current trends continue, the BBRP's overall success is inevitable.
 - » The Metuchen DID is exemplary of what can be done with an arts and culture oriented revitalization strategy. The DID is fairly new (ca. 2016) and was simultaneously started with a Main Streets program. Through the Metuchen Downtown Alliance, the District Management Corporation of Metuchen's DID, Metuchen has an up-and-coming Arts District that was chosen for a \$3.5 million grant from the Middlesex County Cultural and Arts Trust Fund. This grant is being applied directly to the purchasing of the Forum Theater for an estimated \$1.4 million, and then using the rest of the grant for renovation.
 - » The Somerville DID is a highly successful example of downtown revitalization; the DID prospers due to residential, governmental, and business support. One of the most important aspects of the DID and its managing corporation is that they continue to adapt to changing the demographics and economy of the town and region.

Main Street and Arts & Culture Revitalization Strategies

- Other strategies besides a DID can foster downtown Dunellen and other community revitalization.
- The Main Street Program was initiated by The National Trust for Historic Preservation in 1980 and to date (to 2017) there are over 1,000 such initiatives nationwide that have cumulatively realized about \$4.5 billion in reinvestment, aided in opening 6,200 net new businesses, generated 30,000 jobs, and catalyzed the rehabilitation of 8,700 historic buildings (EJB, 2017a).
- Main Street emphasizes the preservation of the unique character of community downtowns and emphasizes a four points approach fostering economic vitality, design, promotion, and organization.
- The Main Street Program is very applicable to downtown Dunellen and can be complementary to a DID as the latter offers a funding mechanism for Main Street activities.
- Of additional significance and related to the historic preservation theme of Main Street is that numerous properties in Dunellen's downtown likely qualify for historic designation. As such, historically appropriate rehabilitation of these properties would qualify for an existing federal 20 percent historic tax credit (HTC; e.g., a \$1 million rehabilitation investment would lower federal taxes by \$200,000). Furthermore, NJ may likely add a 25 percent State HTC; rehabilitation of downtown Dunellen historic properties would realize a combined tax credit of nearly 50 percent.
- Additionally, the arts and cultural activities of creative placemaking are increasingly utilized for urban and community regeneration. Creative placemaking is commonly defined as when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work, making sure the arts find a permanent home in community development.

- Cities and communities across the United States are increasingly seeing new cultural institutions, cultural districts, and commissions for art in public spaces, and activities such as these could be an significant and cost-effective driver of economic development and community-building in Dunellen. Examples of such Dunellen applications include community art projects (such as an expanded local mural program or ergonomic art such as painted benches or tables), music and arts festivals, and further preservation of the Dunellen Theater.
- Further, arts and culture can successfully be incorporated as a guiding management structure for a potential Dunellen DID. Rahway, NJ, exemplifies downtown improvement through the arts, and the strategies used by Rahway’s downtown management organization could be pertinent to Dunellen moving forward. Illustrative Rahway activities in this regard include a designated “Art Building”; the Union County Performing Arts Center; various classes; an artwork display program; a summer concert series; and the city’s annual Culture Crawl event (RABP, 2019b).

Murals & Public Spaces

- Murals are an affordable strategy for operationalizing arts and culture initiatives for downtown revitalization.
- To learn more about murals and public art initiatives the Rutgers Studio met with Jersey City artist Duda Penteado. Penteado shared his methods on constructing murals through public participation and student collaboration. As well, Penteado shared the effectiveness of sustaining a community arts following via murals by building a program and curriculum with the local public school. Specifically, proposing the local high school to create and sustain an art program for students to have a hand in creating the local murals is a way to build and maintain a coalitional process for arts and culture in Dunellen.
- Public art has played a significant role in greater community development strategies. As well, public art and murals requires a shared vision that the Borough of Dunellen must decide and act upon. If Dunellen is less inclined to build a community initiative around murals, there are also great templates of alternatives like the Walldogs (www.thewalldogs.com), an international network of artists, that can produce murals on behalf of the community.

Creative Placemaking: Dunellen

- Specific placemaking strategies were conceptualized for Dunellen.
- Ideas include “rail” line dancing, community street quilts, large lounging installations and planter installations.

Dunellen Profile

Background on Dunellen

The Borough of Dunellen is a small, suburban town located in central New Jersey with a population of 7,392, according to the 2017 American Community Survey estimates. Incorporated in 1887, Dunellen was established as a railroad town and suburban enclave approximately 35 miles west of New York City, with the official motto of, “Small Enough to Know You, Large Enough to Serve You.” Dunellen’s proximity to New York City has historically made it an advantageous location for both families and young professionals alike. New Jersey Transit offers service to Dunellen on the Raritan Valley Line, and in 2012, Dunellen was designated as a Transit Village. This new designation reflects both the increasing desire for more walkable, multimodal transit-oriented communities from younger, increasingly diverse New Jersey populations, along with Dunellen’s interest in fostering such a community. This is especially illustrated by the recent approval for the new Art Color Print Development. The development will feature 252 apartments, 130 townhouses and 9,249 square-feet of retail space fronting on Washington Avenue, directly across from the Dunellen train station, and will play a pivotal role in the renewed efforts to revitalize Dunellen’s downtown corridor.

Similar to many other New Jersey communities, Dunellen has experienced significant demographic and socioeconomic shifts over the past ten years. As observed when comparing selected demographic and socioeconomic metrics from the 2010 and 2017 American Community Surveys (Figure 1 and Appendix TBD), a clear change can be seen in the demographic makeup of Dunellen. To this point, Dunellen’s total population rose at a relatively consistent rate from 2010 to 2017, while Dunellen’s overall population became increasingly diverse, as the white population share fell from 65.2% to 53.4%; comparatively, a similar shift in diversity can be seen at the Middlesex County and New Jersey state levels.



Source: Stephen Madeson

Of note, though, is Dunellen’s Hispanic population share of 29.1%, indicating that Dunellen’s Hispanic population represents a larger share of their community compared to both Middlesex County and New Jersey. Also significant, Dunellen, along with Middlesex County and New Jersey, saw increases in their median household incomes while experiencing decreases in their median house values from 2010 to 2017. Dunellen’s rent burdened (those paying more than 30% of income on housing) population share of 47.7% also stands out, especially when compared to Middlesex County and New Jersey rent burdened population shares of 37.5% and 39.8%, respectively. Taken together, these metrics reflect that Dunellen is a changing, increasingly diverse New Jersey municipality.

	Dunellen	Middlesex County	New Jersey
Social Profile			
Population	7,143	798,882	8,721,577
Density	6815.8	2586.1	1186.0
Median Age	36.5	36.9	38.5
% High School Graduate or Higher	88.3%	88.0%	87.3%
% Bachelor's Degree or Higher	27.4%	38.4%	34.6%
% Family Households	70.4%	72.1%	69.2%
Racial/Ethnic Profile			
% White	65.2%	51.3%	60.6%
% Black or African American	4.7%	8.8%	12.9%
% Hispanic or Latino	29.5%	17.6%	16.8%
Economic Profile			
Median Household Income	\$74,375.00	\$77,615.00	\$69,811.00
Poverty Rate	8.3%	7.4%	9.1%
Unemployment Rate	5.5%	7.1%	7.8%
Housing Rate			
Median House Value	\$329,100.00	\$356,000.00	\$357,000.00
Median Gross Rent	\$1,082.00	\$1,187.00	\$1,092.00
% Owner-Occupied	68.7%	67.0%	66.9%
% Vacant Units	12.0%	5.2%	10.0%
<i>Source: U.S. Census Bureau, 2006-2010 American Community Survey</i>			

Downtown Retail Potential

Situated near major retail locations along Route 22's business corridor, Dunellen residents have a wealth of retail options outside the Borough for their current expenditures. With a revitalized downtown corridor, however, Dunellen residents may be more likely to spend more of their daily expenditures within the Borough's limits; a 2016 study on national consumer expenditures found that consumers will travel no more than 10 minutes from home for frequent purchases, and no greater than 20 minutes for less frequent purchases (Access Development, 2016). To better understand and quantify how much Dunellen's downtown corridor stands to gain from enhanced capture of the latent retail potential of Dunellen residents, we examined the Bureau of Labor Statistics' (BLS) 2017 Consumer Expenditure Survey Annual Report to determine how much the average United States consumer spends on a variety of different outlays. Applying corresponding proportional shares from the 2017 Consumer Expenditure Survey to Dunellen's 2017 mean household income, we calculated an estimated value for both the total Borough's and average Dunellen household's likely downtown retail expenditures. For the purposes of this analysis, we determined that likely downtown retail expenditures would include the purchases of food from both grocery stores and restaurants; alcoholic beverages; apparel; drugs, medical supplies and services; and entertainment - all expenditures that can currently be made in Dunellen's downtown corridor. Through our analysis, we found that Dunellen's current residents had estimated annual total expenditures of all categories of approximately \$195 million, with an estimated \$59 million comprising likely downtown retail expenditures. Figure 2 details the estimated annual downtown retail expenditures for Dunellen, and is representative of the Dunellen community's consumer spending power:

Dunellen - Downtown Retail Expenditure Analysis (2017)	
Mean Household Income - Dunellen	\$98,280
Total Household Income - Dunellen	2,428
Total Household Income - Dunellen	
Total Household Income - Dunellen	\$238,623,840
Average U.S. Consumer share of Income on Annual Expenditures	81.63%
Estimated Total Annual Expenditures - Dunellen	\$194,796,295
Estimated Total Annual Expenditures - Dunellen	
Food (At Home)	\$25,067,941
Food (Away from Home)	\$10,913,912
Alcoholic Beverages	\$1,809,796
Apparel	\$5,945,082
Drugs, Medical Supplies and Services	\$4,910,449
Entertainment	\$10,388,487
Estimated Total Annual Downtown Retail Expenditures - Dunellen	
Estimated Total Annual Downtown Retail Expenditures - Dunellen	\$59,035,667
<i>Source: 2013-2017 American Community Survey Estimates; Bureau of Labor Statistics (BLS) Consumer Expenditure Survey 2017 Annual Report</i>	

Downtown Business Survey

To better assess the needs and goals of local businesses in Dunellen's downtown, a brief survey was distributed to several stores along the North and Washington Avenue corridor (the potential DID area). The English version of the survey was created by Dunellen resident and Dunellen Council Liaison Julie Grof, consisting of fifteen concise yet comprehensive questions geared towards local business owners. Julie also helped to distribute the survey, along with Tim Jenssen and Lindsey Connors of The Bloustein School. A total of 100 businesses were surveyed, out of the 181 total businesses located in the DID area. The reason all 181 businesses could not be surveyed was due to either new vacancies, current renovations, or being closed during the time the surveys were distributed. All businesses within the potential DID area were distributed across a total of 79 separate parcels.

Survey

The survey's primary purpose was to garner constructive feedback and general consensus of what could be done to draw more pedestrian traffic to the diverse array of businesses downtown, along with additional revitalization strategies and the willingness to implement them. As noted earlier, Dunellen's Hispanic and Latino population comprises about 30% of all community residents, a figure reflected in the considerable share of Hispanic-owned businesses within the DID. As such, a Spanish language survey was distributed to these types of downtown businesses as well, with the same questions as the original English version. This version was prepared by Tim Jenssen. The complete Spanish and English versions of the surveys can be found in Appendix A.

Downtown Business Survey Results

The general consensus of businesses owners in the potential DID area was that there was not sufficient parking along North Avenue, and insufficient free parking for business owners and their employees. Another major concern was making the downtown section more appealing for pedestrian traffic, which many respondents suggested could be done through providing more downtown events, such as street fairs, music festivals, etc. Adding additional pedestrian infrastructure was also a top priority among respondents, who suggested that sidewalk benches, wayfinding points, additional lighting and planters would draw more pedestrians and businesses to the downtown area. However, despite this clear consensus, out of the roughly 100 surveys distributed, only thirteen total responses were gathered by the March 31st deadline. Out of these thirteen responses, only five expressed any interest in paying a minimal fee to fund such improvement measures for the DID area, and none of the respondents selected "Strongly Agree" for this option. Out of the remaining eight respondents, five "disagreed" with this proposal, and three "strongly disagreed." This may suggest that the prevailing feeling among business owners in the DID area believe that their rents and property taxes should already be sufficient to implement any type of DID initiative. Each business owner's individual, verbatim response to this survey can be found in Appendix A.

Downtown Dunellen



Downtown Improvement Districts (DIDs)

Introduction to DIDs

A Downtown Improvement District (DID) is an organizing and financing tool for stimulating and supporting local, often, but not necessarily, downtown central business district (CBD) revitalization (National Council for Urban Economic Development, 1988, p. 1). A common feature is that businesses or property owners within a designated area agree or are obligated to pay an assessment to support improvements or services that specifically benefit the area. In that vein, the New Jersey enabling legislation for this district improvement strategy defines it as an area “in which a special assessment on all property within a district shall be imposed for the purpose of promoting the economic and general welfare of the district and the municipality” (NJSA, 40:55-65). The DID’s improvements and services in a district are distinguished from those “normally” provided by the municipality to the area and, as such, are paid for by the property owners within the district.

While the laws outlining improvement districts vary from state to state, New Jersey allows for a broad interpretation of the eligible activities, financing methods, and naming nomenclature. For the purposes of our study, we refer to these structures as “Downtown Improvement Districts” or DIDs. Other common names include: “Business Improvement Districts” and “Special Improvement Districts.”

DIDs may constitute a sub-unit of local government and are public/private partnerships in which property and business owners elect to make a collective contribution to the maintenance, development, and promotion of their commercial district. In New Jersey, the obligation to pay special assessments is mandatory for owners within the district as imposed by ordinance of the governing body.

The idea for the DID is modeled on the shared maintenance program of many suburban shopping centers. In fact, in New Jersey, the enabling statute authorizing DIDs was born out of the already-existing statute authorizing pedestrian malls. Tenants of a mall pay a common area maintenance fee to underwrite services that enhance the appearance of the common areas and provide cooperative advertising for the mall and its stores. A DID works in much the same way. However, because a DID has multiple property owners (stakeholders), not one as in a mall, they need to agree to the extra maintenance fee (assessment). Thus, stakeholders in a commercial district can align themselves in much the same way as a mall operation, to improve their area (district) via an assessment fee

DIDs have been formed to realize such objectives as:

- A cleaner, safer and more attractive business district
- A steady and reliable funding source for supplemental services and programs
- The ability to respond quickly to changing needs of the business community and district
- The potential to increase property values, improve sales, and decrease commercial vacancy rates
- A cohesiveness as a district that is better able to compete with nearby retail and business centers

Figure 3 from national and New Jersey DID surveys by Becker, Grossman, and Santos (2010 and 2011) illustrates some specific services that DIDs across the United States and in the Garden State either provide directly or contracted for with an outside vendor. Evident is the frequent emphasis on marketing and myriad other activities to strengthen the customer draw and attractions of the district. Such services can provide both tangible and intangible benefits to the property owners and businesses located within the district.

Example Services Provided by DIDs in the Nation and New Jersey		
Selected Service	National DIDs	New Jersey DIDs
Marketing Advertising Campaigns	86%	57%
Holiday Decorations	76%	90%
Festivals	71%	95%
Business Recruiting	65%	85%
Street Guides or Ambassadors	41%	69%
Maps and Area Information	81%	95%
Litter and Graffiti Removal	74%	78%
Rubbish Collection	53%	57%
Uniformed, Unarmed Ambassador	28%	57%
Parking System Management	15%	20%

Sources: Becker, 2010; Becker, Grossman, and Dos Santos, 2011.

It is important to stress that a DID delivers a range of supplemental services in coordination with municipal services; by New Jersey state statute for example, a DID can “only enhance and not replace” municipal services. These supplemental services and improvements may include, but not be limited to, the following:

- *Maintenance* - Street/sidewalk cleaning, graffiti removal
- *Public Safety/Hospitality* - Public safety officers, visitor assistance
- *Business Development* - Commercial Vacancy Reduction, business mix improvement
- *Marketing* - Special events, public relations, promotional materials, holiday decorations and banners
- *Capital Improvements* - Improved street lights, custom trash receptacles, directional street signage, custom news boxes, and flower boxes, as well as sidewalks, curbing and pavers in partnership with municipal and state funding
- *Landscaping* - Planting trees/flowers, tree pit maintenance and hanging flower baskets
- *Community Service* - Fundraising, charitable events, homeless and youth services

To reiterate, the above DID services are a supplement to, and not a replacement for, municipal services. The ideal DID will enhance and partner with municipal services already in place and will work to ensure a cost effective, accountable and reliable delivery of services.

A DID will often complement parallel efforts to organize local businesses (e.g., a downtown merchants association) and to revitalize the downtown or central commercial area (e.g., through designation of an Urban Enterprise Zone or UEZ). Yet, there are differences as well. For instance, while business participation in a merchants association is voluntary, all downtown property owners in a DID are automatically included. The DID enjoys a steady and reliable source of funding (the DID assessment is described later) not available to the merchants association. And while a downtown or central commercial area may have both a DID and a UEZ, the former acts as a business constituency focusing on improvements and customer satisfactions while the latter typically concentrates on business recruitment and job creation.

Historical and Financial Background

Downtown Improvement Districts to revitalize older business centers date from roughly the late 1970s (beginning in Toronto, Canada; the first United States DID was located in New Orleans) to the early 1980s when they were first applied in such states as New York and Maryland (Smartt and Berlin, 1987, p. 44). There are 48 states that allow DIDs. State enabling legislation authorizing DIDs in New Jersey dates from 1985, and the first such districts in the state - in Trenton and Cranford - were formed that year, with Englewood and a number of other communities soon following suit. However, forces prompting these districts, both nationally and in New Jersey, began much earlier.

Beginning in the early post-World War II period, the retail and commercial dominance of older Central Business Districts (CBDs) was challenged. Where once people shopped and worked in urbanized downtowns, now increasing shares of commercial activity, in tandem with residential construction, were found in newly developing suburbs. For instance, Englewood, New Jersey, was once known as one of the major retail hubs of Bergen County, and in 1948 captured nearly one-tenth of the county’s retail sales; but by the late 1980s, Englewood captured only 2 percent of Bergen County’s retail sales - a precipitous decline experienced in many older communities (Listokin and Beaton, 1983).

At one time, the response to declining downtowns would have been more public spending for revitalization supported through general taxation, but there were a number of countervailing forces to such action by the 1970s, extending into the early 1980s. This period saw a resistance to added local public spending, especially if the result was higher general property taxes. A property tax revolt, spearheaded by Proposition 13 in California, arose, and alternatives to higher taxes were sought. Local governments, for instance, began to charge more for services to specific beneficiaries as opposed to having services funded from general taxation.

These developments influenced the response to declining commercial centers. While the problem was acknowledged, the solution would not be solely public investment paid from general taxation. Instead, a Downtown Improvement District would be established, independent of - albeit subordinate to - local government, wherein the beneficiaries of the DID's revitalization activities would be charged for the services and improvements tendered. Note that while independent of local government, DIDs are best understood as genuine public-private partnerships that serve simultaneously as instruments of public policy which advance general public interests and as self-help entities which serve more particular interests. In many instances, DIDs serve as a "responsive, non-bureaucratic, and private sector-led approach to reinventing the provision of local public services." In fact, the New Jersey Supreme Court has opined that DIDs "are an attempt to achieve privately what municipal government has struggled unsuccessfully to do" (2nd Roc-Jersey Associates v. Town of Morristown).

The separate-entity nature of the DID from local government offered another advantage. It was perceived that one of the shortcomings of older commercial centers, vis-à-vis their newer suburban shopping and planned office development competitors that burgeoned in this period, was the absence of coordinated marketing, publicity, improvements, and the like. To counter that, a professional and business-like approach to coordinated downtown marketing and upgrading was sought, and it was believed that this role would be sooner realized by a DID than through a unit of local government..

These forces prompted the formation of DIDs in the United States, beginning roughly in the 1970s to early 1980s. First came a spate of enabling legislation. In 1973, Illinois authorized differential taxing areas (Special Service Areas) within a municipality for services or improvements that were not generally available (National Council for Urban Economic Development, 1988, p. 10). In 1981, the State of New York enacted a Business Improvement District law, as did Kansas. A year later, Baltimore, Maryland, enacted a home-rule ordinance allowing the establishment of Retail Business Districts. New Jersey legislation enacted in 1985 (described in detail shortly) permitted municipalities in this state to create Special Improvement Districts.

With the legal authorization established, DIDs were formed throughout the United States. In the late 1970s, for instance, twenty-three Special Service Areas were proposed in more than a dozen Illinois localities (National Council for Urban Economic Development, 1988, p. 10).

By the mid-1980s, Baltimore had established six Retail Business Districts with aggregate assessments of approximately \$700,000 on some 1,000 businesses; the Baltimore program was funded from business license fees.

The 1980s saw the creation of major-scale DIDs throughout the United States in terms of both physical size and budget. For instance, in 1982, the Denver Partnership formed a DID centered around the 16th Street Transit Mall. This ultimately encompassed a 120-block area and a DID budget of almost \$7 million annually to fund such activities as managing the mall, providing security, marketing the area, and offering business support and other services. Over the next decade and into the early 1990s, significant numbers of DIDs were in place in cities across the United States, including Seattle (Retail Core and other BIDs formed from 1986 onward), Buffalo (Buffalo Place Incorporated formed in 1987), New York City (Grand Central Business Improvement District formed in 1988, and numerous other DIDs), and Philadelphia (Center City District incorporated in 1990).

While national statistics are sparse, in the late 1980s the International Downtown Association (IDA) reported that between one-half and two-thirds of its 300 members established Downtown Improvement Districts or related efforts (e.g., special assessments) for downtown revitalization (National Council for Urban Economic Development, 1988, p. 5). The incidence and presence of DIDs nationally has increased from the late 1980s, although exact statistics are unavailable. One 2006 study (Ratcliffe and Flanagan, 2006) mentioned the existence of 400 DIDs throughout the United States. That 400 national DID count, however, is likely a significant understatement. Seth Grossman (2008, p. 15) observes that “there are more than 1,600 Business Improvement Districts in the United States and Canada... There are 48 states in the USA that have SID/BID capability.”

In New Jersey, following the passage of Special Improvement Districts state enabling legislation in 1985, Cranford Township became one of the first communities to form such a district. As described in one article:

In 1985, the Township of Cranford...took a hard look at the status of commerce in the municipality. The results were not encouraging. Business owners were choosing to locate elsewhere, and consumers were patronizing area malls that offered variety, parking, convenience, and more pleasant surroundings. Nothing was being done to develop what downtown Cranford had to offer.

Convinced that revitalization would pay off, Cranford published in 1985 “Improvement Implementation Plan for the Central Business District.” This document recommended a five (5) year physical improvement program and establishment of a SID [Special Improvement District] and a DMC [District Management Corporation] (Zimmerman, 1992, p. 13).

The Trenton, New Jersey DID was also formed in 1985. This was followed by similar districts established in Elizabeth (1986), Englewood (1987), and New Brunswick and Somerville (1988) (Houstoun, 1990). In 1991, the New Jersey Department of Community Affairs directed Seth Grossman to design the Business Improvement District Program and to disseminate information on the planning and implementation of DIDs in the Garden State (Grossman, 2008, p. 15). This led to the formation of 10 New Jersey DIDs by 1992, with 30 more created by 1998, for a total of almost 50 SIDs. As of early 2009, there were 73 such districts in New Jersey in 62 communities.

A 2010 survey of downtown improvement districts and related district management corporations (DMCs) by the New Jersey Department of Community Affairs identified (see Appendix B for full details):

- 81 improvement districts/71 DMCs in New Jersey in 18 of the state’s 21 counties. Gloucester, Salem, and Sussex counties did not have any of these districts. In contrast, Essex County had 13 and Bergen County had eight.
- The above entities were found in 64 municipalities; therefore some municipalities had more than one improvement district or DMC. For example, Jersey City had four of these districts as did Woodbridge Township. Newark contained three and Clifton, Elizabeth, Paterson, and Wildwood had two apiece.

It is important to acknowledge the tremendous diversity both nationally and in New Jersey concerning the physical scale, budget, and other characteristics of business improvement districts. Nationally, DIDs range in terms of district size from huge (e.g., almost 300 square blocks of the Seattle Metropolitan Improvement District [MID] and over 200 square blocks of both the Philadelphia Center City District and the Portland Clean and Safe District) to a compact size of a few blocks. Similarly, in New Jersey, the physical scale of the Atlantic City Community Reinvestment Development Authority (CRDA) Special Improvement District dwarfs that of many other SIDs in this state.

In tandem with the tremendous diversity in the DID’s physical scale and attendant activities is the considerable range in the budgets of these districts, both nationally and in New Jersey. For example, whereas the Philadelphia Center City District annual budget exceeds \$20 million, the Los Angeles Chatsworth DID’s yearly budget is under \$150,000. In a similar vein, the New Jersey Atlantic City CRDA DID annual budget of about \$5.8 million is about 50 times the yearly expenditure (about \$100,000) of the Central Avenue DID in Jersey City.

In addition to a wide range in budget scale, improvement districts' budgets vary in terms of funding structure. A combination of dollars from the assessment fee, governmental support (e.g., dollars given directly from municipal, county, state, or federal organizations for the DID), grants (e.g., federal and state economic development aids), voluntary contributions (e.g., a local business offering free services), and contracted services (e.g., a public entity pays a DID to provide services for public blocks outside the district) make up the DID budget. Thus, the assessment could be the entirety (as is the case with Somerville, NJ's DID), the majority, or a small portion of the DID budget. See Figures 4 and 5 for select national and New Jersey examples, respectively, of DID budget revenue sources.

Current Status of New Jersey DIDs

To clarify on the contemporary landscape of DIDs in New Jersey the Rutgers Studio met with Jef Buehler of the New Jersey Department of Community Affairs (DCA). Mr. Buehler, Placemaking & Place-Based Revitalization Specialist/MSNJ & ID Programs, is a leading expert on DIDs in New Jersey and met with our Studio class on April 3, 2019. Mr. Buehler shared with us invaluable insight regarding the recently compiled 2018 census on DIDs in New Jersey. The initial findings from the 2018 census and significant lessons derived from our meeting with Mr. Buehler included the following insights: it is strongly suggested to combine a DID with a Main Streets program; scale is less of a deciding factor for a municipality in New Jersey, due to the high density of New Jersey; and proper staffing of the District Management Corporation is a major factor in long term DID success.

Revenue Sources of Select National Downtown Improvement Districts						
BID	Budget	Revenue Sources				
		Assessment	Voluntary Contributions	Grants	Contracted Services	Other
Bryant Park, NYC (2015)	\$11,139,288	10%	45%	0%	38%	6%
CCD, Philadelphia (2013)	\$20,076,088	74%	0.40%	0%	21%	4%
Central Avenue Historic BID, LA (2016)	\$423,802	99%	0%	0%	0%	1%
Chatsworth BID, LA (2015-2016)	\$135,900	78%	0%	0%	0%	22%
Denver Downtown District (2016)	\$6,870,000	80%	2%	0%	7%	11%
Grand Central BID (2014)	\$13,644,634	93%	0.10%	0%	3%	4%
Mount Vernon Triangle CID, DC (2016)	\$894,959	79%	0%	14%	0%	7%
NoMa, DC (2016)	\$3,695,877	62%	0%	25%	8%	5%
Portland Clean & Safe District (2015-16)	\$4,811,322	100%	0%	0%	0%	0%
Seattle MID (2014-15)	\$9,399,782	80%	2%	4%	1%	13%
Union Square BID (2015)	\$2,061,717	97%	0%	2%	0%	1%
Yerba Buena CBD, San Francisco (2015-16)	\$3,151,836	95%	0%	0%	0%	5%

Source: Small and Listokin, 2017, p.14

Revenue Sources of Select New Jersey Downtown Improvement Districts						
BID	Budget	Revenue Sources				
		Assessment	Voluntary Contributions	Grants	Contracted Services	Other
CRDA SID, Atlantic City (2015)	\$5,752,685	37%	0%	0%	0%	63%
Historic Midtown Elizabeth (2016)	\$226,000	88%	12%	0%	0%	0%
Central Avenue SID, Jersey City (2016-17)	\$114,370	100%	0%	0%	0%	0%
Jackson Hill Main Street, Jersey City (2016)	\$289,250	84%	16%	0%	0%	0%
McGinley Square Partnership, Jersey City (2016)	\$91,671	79%	0%	0%	0%	21%
Montclair Center BID (2014-15)	\$534,838	100%	0%	0%	0%	0%
New Brunswick SID (2013)	\$506,582	94%	3%	2%	0%	1%
Ironbound District, Newark (2016)	\$835,000	100%	0%	0%	0%	0%
Bunker Hill, Paterson (2016)	\$180,500	100%	0%	0%	0%	0%
Downtown Paterson (2016)	\$304,000	100%	0%	0%	0%	0%
Red Bank River Center (2015)	\$923,551	55%	0%	1%	0%	3%

Source: Small and Listokin, 2017, p.15

Combining a Main Street program coextensively with a DID proposal is strongly encouraged to catalyze the success and momentum of the DID. This is especially relevant for municipalities interested in arts and culture oriented DIDs not only because the Main Streets program managing template structurally fosters more arts-development due to its roots in historic preservation, but also because the Main Street program offers a network of resources for downtown revitalization that has been applied nationwide. Accessing the network of resources is the first step toward establishing and operationalizing a full functioning Main Street program.

The scale of a municipality (i.e. a town being “too small”) is often brought up to discourage the use of a DID based on the premise that there won’t be enough assessment capture if the DID is too small. This is less relevant in the New Jersey context due to New Jersey’s density. The scale of DIDs in New Jersey is noteworthy. According to the 2018 Improvement District Census, 30% NJ residents reside in a municipality with an Improvement District. Overall New Jersey has 69, out of 565, municipalities with Improvement Districts, and 90 Improvement Districts total as of 2018.

Staffing the District Management Corporation (DMC) for the DID is often overlooked. Properly staffing the DMC with paid part- or full-time positions has a strong correlation to the long term success of a DID. The structure and financing of the DMC is dependent on the DID ordinance written up by the municipality. 72% of managed districts in NJ are funded all or in part by assessments on commercial property and business owners in locally-defined improvement districts (Buehler, 2018). As well, 48 of the 90 DMC budgets range from \$1 to \$299,000, with the entire range of DMC budgets ranging from \$1-\$5,000,000 (Buehler, 2018). The DMC paid staff size ranges from 0 to 73 staff members, where 46 of the DMCs in New Jersey staff 1-2 people. Lastly, the number of businesses within the improvement district range from of business included range from 99 (fewer) to 1,000 (more), with a majority (21 improvement districts) having 100-199 businesses.

The 7 DIDs that have started since 2011 speak the to the growing success of implementing DIDs in New Jersey. The increasing success of pairing a DID with a Main Streets program, while taking into account proper staffing of the DMC is tantamount to the success of the DID. What follows are some proposals for how a DID could look in the Borough of Dunellen.

Dunellen DID Scenarios

As previously mentioned, a Downtown Improvement District is an organizing and financing tool for stimulating and supporting local neighborhood revitalization. Given DIDs’ objectives and component revitalization activities in both a state and national context, a DID strategy merits consideration by a town like Dunellen. After thorough research and multiple discussions with expert practitioners, we prepared two potential DID financing scenarios, detailed below.

Potential DID Study Area

Before preparing each DID financial scenario, we first established the potential DID area in consultation with Dunellen Borough Council President Jason Cilento. As mentioned in the earlier report section, the potential DID area informs which parcels and corresponding property owners would pay an assessment to support a portion of the DID budget. Based on the delineation of the downtown corridor and a recommendation from Jason Cilento, the potential DID area in Figure 6 became central to our DID scenario analyses. The potential Dunellen DID area is situated on North Avenue, running from Madison Avenue to Jefferson Avenue, while also covering additional blocks on Washington Avenue, including the Dunellen Train Station and the Art Color Print Development site..

Class and Value of Properties

With the potential DID area delineated, we then developed a DID financial profile model using tax and property data available through the New Jersey Department of Community Affairs’ Community Asset Map and New Jersey Department of Taxation. Based on our analysis of the property and tax data, we found 79 total parcels in the potential DID area. Out of the 79 total parcels, only 58 parcels in the DID area are considered traditional DID property classes, more specifically those being Class 4A (Commercial), 4B (Industrial) and 4C (Multi-Unit Apartment, >5 units), while 21 of the parcels (20%) fell into other property classes, such as Class 2 (Residential, 1-4 units) and Class 15C (Public Property) which are not included within traditional DID financing models. We found that the total assessed value of the 79 parcels in the potential DID area is \$14,670,600. The value of property classes that comprise the DID financial profile model, or 4A, 4B, and 4C property classes, make up \$11,695,300 or 80% of the total parcel value in the potential DID area.

Figures 8, 9 and 10 show these statistics. Using this information and the profile model, we prepared two DID scenarios outlining possible budgets and assessment fees, each using a different financing structure, which are outlined in the following paragraphs. For the purpose of our analysis, we assumed financing structures that both used a 60% budget share rate. In other words, 60% of the DID budget would come directly from assessment fees, while the remaining 40% would come from available grants and other applicable revenue streams.

Figure 8:

Parcels	Count	Assessed Net Value
4A	55	\$8,966,100
4B	2	\$2,582,500
4C	1	\$146,700
Other	21	\$2,975,300
Total	79	\$14,670,600

Figure 9: Potential DID Area - Total Parcels

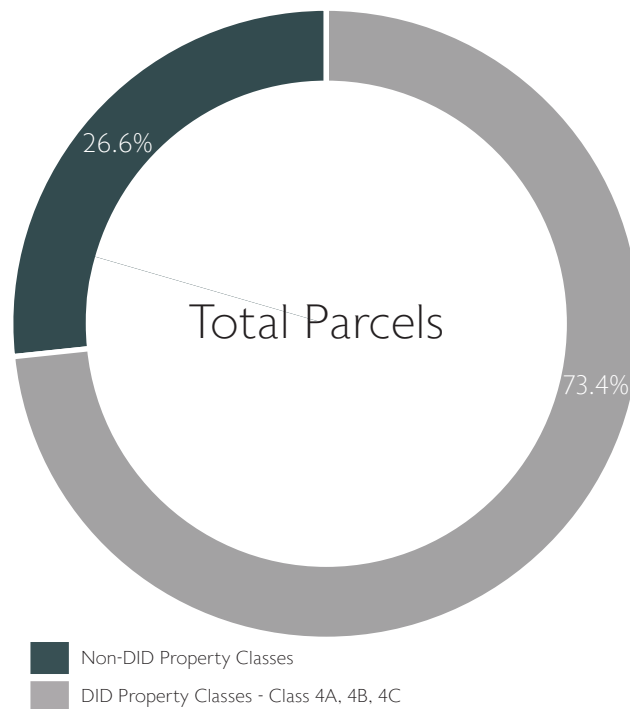
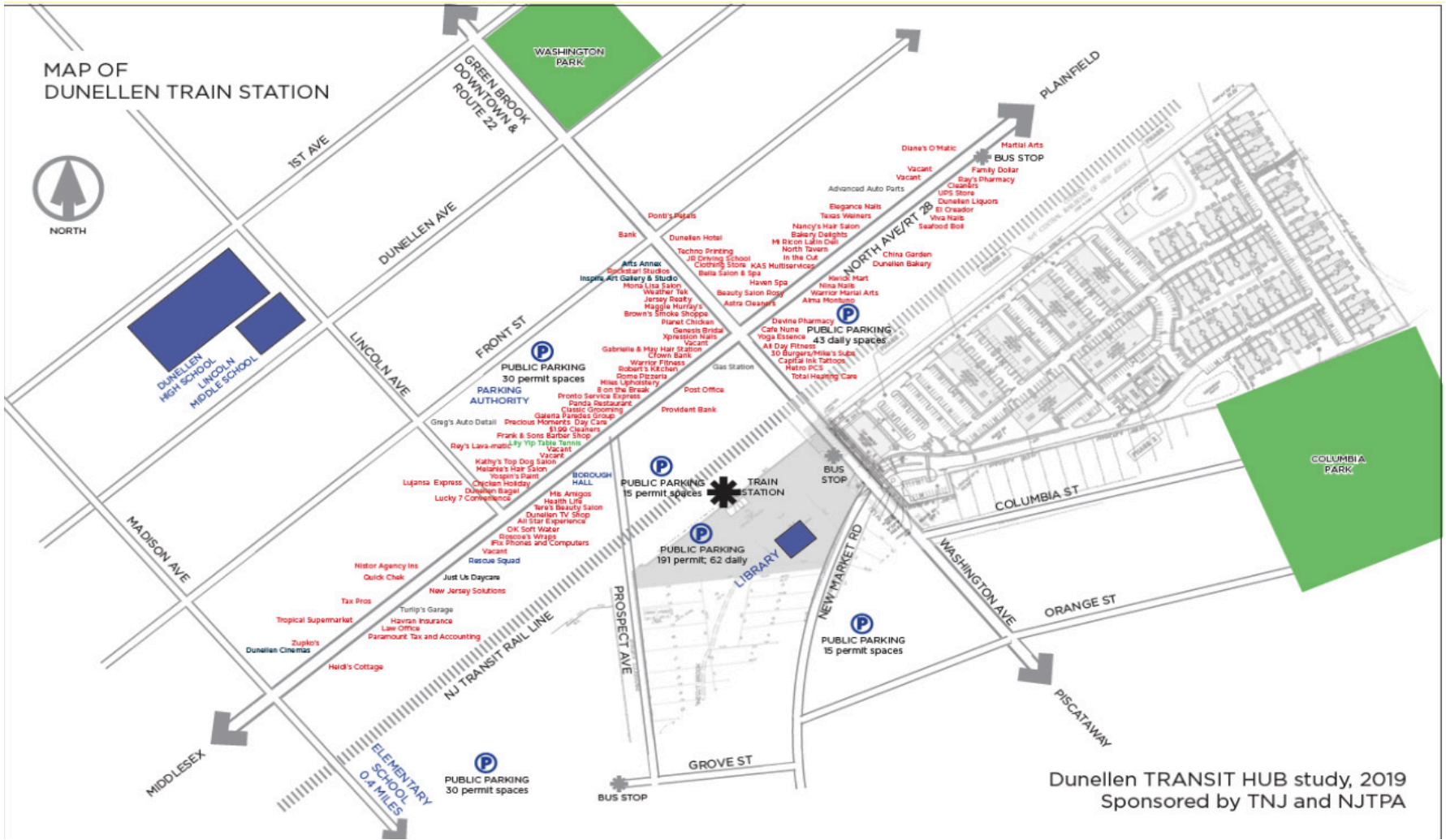


Figure 6: Potential Downtown Improvement District (DID)



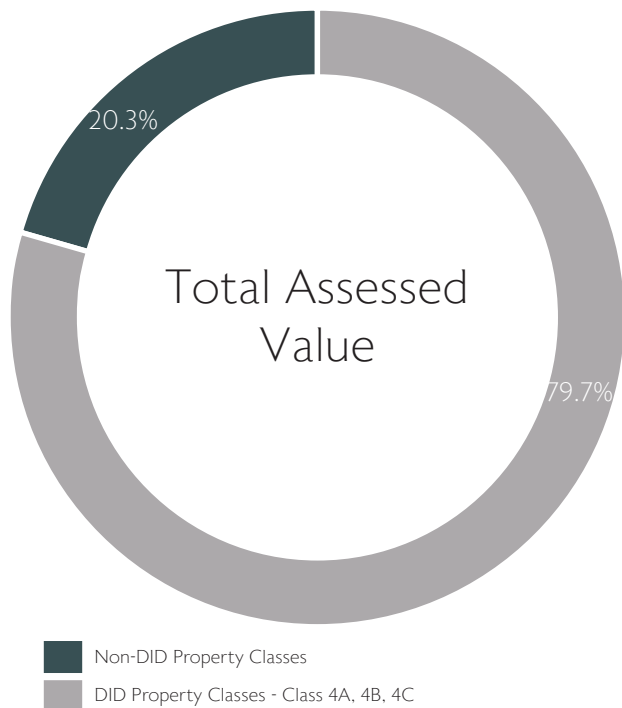
Figure 7:



Dunellen TRANSIT HUB study, 2019
Sponsored by TNJ and NJTPA

Source: TNJ & NJTPA, Dunellen Transit Hub Study 2019

Figure 10: Potential DID Area - Total Assessed Value



Potential DID Scenario 1

The first scenario uses the traditional DID financing model to outline the average assessment fee per parcel for three different budget options appropriate to the proposed scale and scope of Dunellen’s proposed DID: \$50,000; \$100,000; and \$200,000. These budget options were chosen and informed by our meeting with Jef Buehler, whose 2018 census on improvement districts showed that the median budget for New Jersey improvement districts was between \$200,000 and \$299,999. Using the traditional financing model, individual DID assessments are calculated based on the application of a proportional assessment rate on the total assessed value of relevant properties (\$11,695,300) in the DID study area. Using these DID financing variables, we derived the following proportional assessment rates and assessment fee structures, with average assessment fees ranging from \$517 in a \$50,000 budget and \$2,068 in a \$200,000 budget:

Figure 11:

Potential DID Budget	DID Assessment Rate	Average Assessment
\$50,000	0.26%	\$517
\$100,000	0.51%	\$1,034
\$200,000	1.03%	\$2,068

Methodology:

The proportional DID assessment rate for this scenario was calculated using a traditional proportional share formula, which is expressed below using the corresponding DID variables. The \$50,000 budget required an assessment rate of 0.26%; the \$100,000 budget, an assessment rate of 0.51%; and the \$200,000 budget, an assessment rate of 1.03%. For context, Dunellen’s 2017 general property tax rate was 12.96%.

Figure 12:

$$\left[\frac{(DID\ Budget) \times (\% \text{ Budget Share})}{Total\ Assessed\ Value\ of\ DID\ Study\ Area} \right] = \text{Assessment Fee}$$

Once we determined an assessment rate for each budget, we were able to calculate the assessment fee for each individual parcel by multiplying the parcel’s assessed value by the proportional DID assessment rate, which is expressed in the formula below (Figure 13).

Figure 13:

$$Parcel\ Assessed\ Value \times Assessment\ Rate = \text{Assessment Fee}$$

For illustrative purposes, we've outlined an example below showing how an assessment fee would be calculated for a parcel with an assessed value of \$100,000 in the \$50,000 budget scenario. By first multiplying the \$50,000 budget by the budget share rate of 60%, and then dividing that product by the total assessment value of the 58 relevant DID area parcels, \$11,695,300, we derive a proportional assessment rate of 0.0026, or 0.26%. If a parcel has an assessed value of \$100,000 in this budget scenario, the parcel would be assigned an assessment fee of \$260, or the parcel's assessed value multiplied by DID's proportional assessment rate.

Figure 14:

$$\left[\frac{(\$50,000) \times (0.6)}{\$11,695,300} \right] = 0.0026$$

Figure 15:

$$\$100,000 \times 0.0026 = \$260$$

To calculate the average assessment fee for each budget using this financing structure, we multiplied the DID assessment rate for each budget to the assessed value for all 58 relevant parcels in the DID study area. We then summed together all these assessment fees and divided them by the total number of relevant parcels to calculate the average assessment fee for each budget scenario within this financing structure.

Potential DID Scenario 2

The second scenario is based on a weighted or tiered assessment financing structure recommended by Jef Buehler of the New Jersey Department of Community Affairs. Conceptually, a tiered assessment is based on which property classes stand to most benefit from DID improvements and services. After researching other DIDs with a similar tier structure, we created a tiered financing approach with four separate classifications, detailed in the table below: General Commercial and Retail, responsible for 65% of the budget; Office Space and Services, responsible for 15% of the budget; Vacant Lots and Property, responsible for 15% of the budget; and Residential Apartments, responsible for 5% of the budget. Based on our DID profile model, we found 59 relevant parcels within the proposed DID area with a total assessed value of \$11,579,900.

Figure 16:

Tiers	Assessed Weights
TIER 1: General Commercial & Retail	65%
TIER 2: Office and Services	15%
TIER 3: Vacant	15%
TIER 4: Residential Apartments	5%

Using this tiered financing approach, we determined the average assessment fee for each tier within the three suggested budget scenarios of \$50,000, \$100,000, \$200,000, outlined in Figure 17.

Figure 17:

Potential DID Budget	Tier 1	Tier 2	Tier 3	Tier 4
\$50,000	\$464	\$500	\$750	\$750
\$100,000	\$929	\$1000	\$1500	\$1500
\$200,000	\$1857	\$2000	\$3000	\$3000

The second scenario is based on a weighted or tiered assessment financing structure recommended by Jef Buehler of the New Jersey Department of Community Affairs. Conceptually, a tiered assessment is based on which property classes stand to most benefit from DID improvements and services. After researching other DIDs with a similar tier structure, we created a tiered financing approach with four separate classifications, detailed in the table below: General Commercial and Retail, responsible for 65% of the budget; Office Space and Services, responsible for 15% of the budget; Vacant Lots and Property, responsible for 15% of the budget; and Residential Apartments, responsible for 5% of the budget. Based on our DID profile model, we found 59 relevant parcels within the proposed DID area with a total assessed value of \$11,579,900.

Methodology:

Using the tiered financing structure, we first had to determine the tiered assessment rates for each corresponding tier that. Multiplying each budget scenario by the budget share rate of 60%, we then multiplied this amount by each tier's assessed weight to determine how much of the total budget each tier would be responsible for. We then divided this amount by the total assessed value of the corresponding tier, which calculated the tiered assessment rate. The structure of this formula is devised in Figure 18:

Figure 18:

$$\left[\frac{(DID\ Budget) \times (\% \text{ Budget Share})}{Total\ Assessed\ Value\ of\ Tier\ Class} \right] = \text{Assessment Rate}$$

Similar to the traditional financing model, this tiered assessment rate could then be applied to each relevant parcel's assessed value to ultimately determine their individual assessment fee. To determine the average assessment fee for each tier within each budget scenario, we applied the corresponding tiered assessment rates to each parcel's assessed value, summed this amount, and then divided it by the total amount of parcels within the corresponding tier.

Frequently Asked Questions and Guide to Starting a DID

What is a Downtown Improvement District (DID)?

- A DID is a defined area which businesses pay an additional tax (or levy) in order to fund projects within the district's boundaries. The DID is often funded primarily through the levy but can also draw on other public and private funding streams.
- DID's may go by other acronyms, such as Business Improvement District (BID) or Community Improvement District (CID).
- DID's make local businesses and property owners the driving force in establishing the identity for their downtown. By communicating with the local property and business owners and developing a long-term strategy for success, a DID can help an area retain new property and business owners, and market a downtown area as a shopping and restaurant destination.
- Downtown Improvement Districts drive economic growth and create job opportunities for local residents. DIDs also make it easy for businesses to relocate to a specific community by offering a guide to meet municipal requirements.
- DID's generally focus on quality of life issues: upgrading sidewalks, removing graffiti, street cleaning and creating an environment where local businesses can thrive, along with serving as a supplement to municipal services.
- An improvement district is generally in the central business district of a downtown or a mixed-use corridor (typically downtown area) that is authorized by state law and created by an ordinance of the local government to collect a special assessment on the commercial properties and/or businesses in that area.
- This assessment is granted to a District Management Corporation (DMC), which is governed by a board of directors comprised of business and property owners who set the agenda, priorities and initiatives of the organization.
- The DMC will hire an Executive Director and staff determined by the annual budget and assessment amount.

How are these types of initiatives funded?

DID operations and activities are funded in primarily two ways; property assessments and outside funding sources. The assessments or taxes levied on each property within a DID form the heart of the DID's budget, often 60-90% of the total budget. Assessments are paid by property owners and collected by the city, who then returns those funds to the district. The DID then determines the assessments formula it will use.

Property Valuation

- Assessments may be calculated as a function of property valuation, in which property owners are charged as a percentage of the assessed value of their property (an assessment equal to a percentage of the total structure's property taxes).

Outside Funding Sources

- Funding from outside sources (private grants, donations, etc.) can be a valuable resource of additional revenue and provide funding above and beyond assessment income for expanding DID services and activities.

How is a DID administered and managed?

- New Jersey law requires DIDs to create a district management association to operate the program. Management may consist of a director and any number of full-time or part-time professionals. Most DIDs operate with staffs of two or four employees. Some DIDs can also operate with a district manager and a part time administrative assistant.
- The DID management is responsible for the day-to-day operations and administration, but its responsibilities stretch beyond these routine functions. DID management must also create and maintain relationships with community players (i.e., local government officials, non-profit organizations, etc.).
- The DID Director/Manager must be visible within the neighborhood as well as available to local merchants in the designated area.

Who and what is a DID's Board of Directors comprised of?

A DID's Board of Directors serves in an advisory capacity to the district, establishing priorities and providing expertise and experience in decision-making. Board members also provide important links to funding, political officials, and other neighborhood resources. These Boards can be made up of:

- Both commercial tenants and property owners
- Local residents
- Local government (City Council, Planning & Zoning Board, etc.)
- Non-profit organizations and institutions

What is the role of a DID's Executive Director?

- To oversee the administration of the DID and ensure compliance of the DID by-laws.
- To oversee the daily operations of the DID.
- To provide and ensure the ability to work with and foster collaboration among various organizations in the city.
- Must be a spokesperson and liaison (on behalf of businesses) with public officials, community leaders, media, etc.
- Must be well versed overall in public relations.

What are some specific examples of improvements provided by DID?

The overall goal of services and improvements is to make a district more attractive to potential customers, and to encourage spending at businesses within the district. However, the services provided by DIDs are intended to supplement and enhance rather than replace basic city provided services. DIDs should be made up of service working committees: Some examples of typical committee subdivisions include:

- **Improvements:** Physical improvements to the district. Facades, planters, flags, wayfinder signs, gardens, pocket parks and other possibilities as they arise.
- **Events:** Special events are an opportunity not only to attract additional customers, but also to bring the community together for celebration, enhance district image, and create Community traditions.

- **Marketing:** Overall plan to decide theme, advertising matrix (print, tv, radio, social media) and to serve two functions:
 - » To bring shoppers into town from surrounding areas and to entice current residents to keep their "Dollars Local" and frequent existing businesses.
 - » To attract entrepreneurs and businesses to locate to the area.
- **Maintenance:** Cleaning up the area will encourage more residents to shop locally and improve resident's self-image. Cleaning the streets, removing graffiti and maintaining the area's overall aesthetic appearance. This enhances overall quality of life.
- **Security:** Improved security measures may not only reduce crime but also increase a customer's sense of safety. Efforts often include security patrols / bike patrols, additional or high intensity streetlights or even a police substation. (Borough of Bound Brook, Ord. 2014-08)

New Jersey DID Case Studies

The studio studied Bound Brook, Metuchen, and Somerville as examples of New Jersey municipalities with improvement districts at the request of Dunellen City Council President Jason Cilento. Based on the case study research, the two factors most closely linked with DID success are pairing an improvement district with the Main Street program and adequately staffing the managing organization. Jef Buehler of the NJ Department of Community Affairs echoed these factors as being critical for success.

Bound Brook



Source: Zeete

History of Bound Brook

The Borough of Bound Brook was first settled in 1681 when a small community of European settlers was established between the Middle Brook and Green Brook streams, both tributaries of the Raritan River. Raritan River from the Green Brook on the eastern side of the borough.

A wooden bridge over the Raritan River was erected as early as 1761 and was named the Queen's Bridge in 1767. Later, it became a covered bridge. During the American Revolutionary War, the bridge was an important piece of infrastructure utilized by both sides during the Battle of Bound Brook in 1777.

The total area of Bound Brook measures 1.7 square miles, and its downtown area is home to three sites listed on both the National and New Jersey Historical Preservation Registers:

- The Bound Brook Train Station c. 1913
- The Brook Theatre c. 1927
- The Old Stone Arch Bridge c. 1731

The majority of Bound Brook's historical site and buildings are located on its Main Street corridor adjacent to the Raritan River. This area also serves as the Borough's central business district and public transit hub, with Bound Brook Station offering rail access to NYC as well as points west of the Borough. (Borough of Bound Brook, 2019)

With a tight-knit downtown section and pedestrian access across the Raritan River to the D & R Canal Trail, Bound Brook offers a pedestrian friendly mix of small-town charm with easy access to NYC and other large NJ cities.

Community Profile of Bound Brook

Population

Approximately 10,191 people lived in Bound Brook as of the 2013-2017 American Community Survey (ACS). This is a population increase of 3.13% since the 2000 census.

Most of Bound Brook's residents between 2013-2017 identified as White (84.67%). The rest of the population identified as African American (4.24%), Asian (2.15%), American Indian or Alaskan Native (0.60%), "some other race" (6.86%), two or more races (1.47%). In terms of ethnicity, non-white Hispanics amounted to (52.19%) of Bound Brook's total population, while non-Hispanic whites accounted for 32.48% of the total. Note: percentages do not add up to 100 percent because they are presented on the decennial census and ACS in terms of "race" and "ethnicity".

The Bound Brook racial and ethnic populations changed between 2000 and 2013-2017: the White population (including Hispanics) by 5.71%, the African American population by 64.58%, the Asian population by -32.74%, and the Hispanic population by 54.03%.

Most of the population was classified as of working age (65.92%) in 2013-2017. Individuals over age 65 made up 10.02% of the population, while those under 18 made up the remaining 32.37%.

Bound Brook's median household income was \$65,199 in 2013-2017, compared to New Jersey's median of \$76,475, as estimated by the ACS. During the same time, 36.08% of households in Bound Brook had an annual income of less than \$50,000, compared to 33.93% of total households in New Jersey.

Data from the U.S. Census Bureau for 2013-2017 indicate that 3,187 people or 30.32% of the population living in this area were "foreign born". Census defines foreign born as anyone who is not a U.S. citizen at birth. According to the Department of Homeland Security, New Jersey was home to 54,440 people who were granted Legal Permanent Residence status in 2017. Those LPRs, or "green cards", represent 4.83% of green cards issued throughout the United States that year.

Of the 2,393 families residing in Bound Brook, 31.34% were married with children. Families are groups of related people who live together, whereas households refer to the person or group of people living in any one housing unit. Generally, households that do not contain a family are made up of unrelated people living together (e.g.: roommates) or people living alone. While it is possible for two families to share a household, the difference between the number of households and the number of families in an area shows, approximately, the number of non-family households in a place (PM Comm. Prof. Bound Brook).

Employment

The Bureau of Labor Statistics reports that 167,140 individuals in Somerset County were employed in December 2018, as compared to 5,074 unemployed individuals. The Bureau does not collect data for Bound Brook specifically (PM Comm. Prof. Bound Brook).

Housing

There were 1,917 single family detached homes in Bound Brook in 2017 according to the 2013-2017 ACS. This represents 42.14% of the total housing stock.

Throughout Bound Brook an estimated 50.75% or 1,853 households owned their home between 2013-2017. The average size of a household in this area was 2.87 between 2013-2017, as compared to the average household size for the county and the state, 2.84 (Somerset) and 2.74 (New Jersey) respectively. Of the approximately 4,539 housing units in Bound Brook, 19.74% were vacant, compared to 11.01% in New Jersey (PM Comm. Prof. Somerville).

Crime

According to the FBI's Uniform Crime Reports, there was 26.55 aggravated assaults per 100,000 people in Bound Brook in 2015, slightly above the 2015 rate for Somerset County. Bound Brook also had higher rates than Somerset County for burglary or larceny and robbery. Rates of motor vehicles thefts were below the county average. (PM Comm. Prof. Bound Brook).

Property Tax Information

The New Jersey Department of Community Affairs shows the average median home value in Bound Brook is \$337,725 and generates on average \$8,199 in real estate property tax. The table below shows property tax data by census tract in Bound Brook (NJ DCA B).

Arts and Culture

Bound Brook hosts many arts and cultural events year-round, which are targeted towards many different demographics. The Borough's website ("Bound Brook Events", 2019), promote many of these events and include an announcements page and calendar to notify residents of these upcoming festivities. Some major annual events include:

- Holiday Tree Lighting Ceremony - December
- Fall Festival - October
- Veteran's Day Ceremony - November
- Bound Brook Riverfest - July
- Costa Rican Festival - September
- Classic Car Show - June

Improvement District Background

Origins, Formations, Objective

Since the early 1980's, Bound Brook has discussed various way of implementing a Downtown Improvement District (DID) for its downtown. The most recent proposal in 2014 reassessed the downtown area which would be covered by the SID and was amended with a 4-2 vote by the Borough's City Council. (Deak, Pg. 1). The Borough's current DID was established in 2015 shortly after this vote and currently operates under the the name "Bound Brook Revitalization Partnership" (BBRP)

The DID's objective is to "achieve an economically-healthy, transit-friendly and socially-vibrant downtown" (BBRP, 2019). To fulfill this mission, the DID has established three main long-term goals:

- Development of a dynamic promotional campaign incorporating general image/branding building, special events promotion and retail event sponsorships
- Enhancement of Downtown Bound Brook's physical environment through thoughtful planning of business district design including window and signage design; resolving maintenance issues including those dealing with historic preservation and safety; coordination of zoning issues.
- Expansion of cultural, commercial, institutional, transportation, recreational and residential opportunities through aggressive economic restructuring programs and committees. (BBRP, 2019)

More specific target objectives for the partnerships include:

- Establish and maintain communication with member businesses
- Assess Bound Brook's business landscape, keeping consumer needs in mind
- Assess Bound Brook's business landscape, keeping consumer needs in mind
- Regularly evaluate how the DID is achieving its goals
- Advertise and promote the BBRP and its business
- Apply for grant opportunities to expand services
- Plan and implement street improvements
- Recruit new businesses and implement strategies to retain businesses (BBRP, 2019)

In addition to these stated objectives, Bound Brook's DID website (downtownboundbrook.com) also offers comprehensive facts, guides and strategies to entice new businesses and entrepreneurs to locate to the downtown area, as well as how to become engaged in the DID process. Some of the pages on the website that geared towards prospective and existing businesses are:

- Business Resources
- This is Our Bound Brook
- Volunteer
- Why Downtown Bound Brook?
 - » Starting Your New Business in Downtown Bound Brook
- Commercial Real Estate Listings
 - » Artist Space in Bound Brook

To help ensure that that businesses within the DID are able to prosper, Downtown Bound Brook has also included a section on their site which is geared towards residents and visitors, encompassing such subjects as:

- Shopping and Dining
 - » Downtown Business Directory
 - » Borough Business Directory
 - » Restaurants
 - » Artist Survey

The website also includes a comprehensive events page and calendar, which helps to direct residents, visitors, and potential new businesses to the DID area. The vast majority of these events are also held within the DID's boundaries, which spurs exposure to the various commercial options in Bound Brook's downtown.

Organization and Membership

The Bound Brook Revitalization Partnership is a 501(c)(3) tax exempt organization which is also registered with NJ's Office of Attorney General's Charitable Organizations list. Many of the contributions to The Partnership come from individual and commercial sponsorships, which are usually derived from fundraising for specific events. A hierarchical membership level is also structured depending on the donation amount.

Governance and Finance

Since its 2015 establishment, Bound Brook's DID currently consists of twelve board members. Out of these twelve members, five serve on the board as governing officers with the titles of:

- Chair
- Vice Chair
- Treasurer
- Secretary
- Borough Liaison

The remaining seven members serve as volunteers and consultants assigned to ensure the successful implementation of the DID. All twelve also serve directly with the four committees that comprise the DID in its entirety. The four Committees are as follows:

- Promotion, Marketing and Business Recruitment Committee
- Maintenance and Security Committee
- Planning and Improvements Committee
- Nominating and Membership Committee

Improvement District Impact and Future

A variety of factors have hindered the effectiveness and permanence of Bound Brook's DID efforts. First and foremost is the Borough's geographic location within a major flood zone on the Raritan River. During Hurricanes Floyd (1999) and Irene (2011), many commercial structures along Main Street (almost the entirety of the BBRP) were damaged to the point of being razed and rebuilt. As a result, flood insurance rates are significant for business owners, and when combined with the already high property taxes rates in New Jersey, this can cause a financial strain on many businesses within the district. (Valinski, 2012) Therefore, the prospect of adding even a small property surtax (one cent per \$100 assessed) is unappealing to many businesses. Before its 2014-2015 amendment and restructuring, these adverse factors made business participation inconsistent, and a uniform DID platform was difficult to establish. (Deak, 2019) However, the amended 2015 BBRP seems to be drawing attention to Bound Brook's DID, both from a press standpoint and financially.

However, the amended 2015 BBRP seems to be drawing attention to Bound Brook's DID, both from a press standpoint and financially. In 2019 alone, Bound Brook has already received \$6,500 in grants from Somerset County earmarked for its BBRP. This is in addition to the established surtax for BBRP members and from other private contributions from residents, visitors, and additional contributions from BRP members. (BBRP, 2019) The financial impact of the amended DID is somewhat early to quantify. However, substantial flood mitigation measures must be taken to ensure that Bound Brook's Main Street businesses are not compromised in the increasing likelihood of a hurricane or powerful storm.

Metuchen



Source: "Metuchen Downtown"

History of Metuchen

Like many other boroughs in central New Jersey, Metuchen came to prominence in the 19th century due to the rail network that connected the town to cities like New York City, Newark, Trenton and New Brunswick. In the early 19th century, Metuchen grew as a way station for coaches carrying passengers between New York City, Newark, Perth Amboy, New Brunswick and Trenton, as two of the most important of the early turnpikes passed through the town. One was the Middlesex-Essex Turnpike (now Route 27), which ran from Newark to New Brunswick, and the second, the Perth Amboy Turnpike, followed the current Amboy Avenue from Perth Amboy to Piscataway (Metuchen: A Brief History, p. 2).

In 1835, Metuchen became a stop on the New Jersey Railroad (later the Pennsylvania Railroad, now Amtrak) and the easy travel it afforded allowed Metuchen to become, in the period after the Civil War, a bedroom community of New York City. Many of Metuchen's older homes were built during this era, as was Metuchen's train station (1888), one of the oldest in New Jersey. Known as the "Brainy Borough" for its pronounced community of teachers, artists, and innovators, Metuchen attracts a multitude of activities while also maintaining its historical and quaint character.

Community Profile of Metuchen

Population

According to American Community Survey (ACS), Metuchen has an approximate population of 13,940 as of 2013-2017. This is a 8.6% increase in Metuchen's population since the 2000 census population of 12,840. Metuchen's population is 75.7% white between 2013-2017. The rest of the population is comprised of those who identify as African American (5.2%), Asian (14.7%), and "some other race" (1.4%), two or more races (2.6%), or Hispanic (7%). Note: percentages do not add up to 100 percent because they are presented on the decennial census and ACS in terms of "race" and "ethnicity," and 0% recorded for "American Indian," "Alaskan Native," and "Pacific Islander".

Metuchen has a median household income of \$116,632 in 2013-2017, compared to New Jersey's median of \$76,475, as estimated by the ACS. During the same time, 34.8% of households in Metuchen had an annual income between \$25,000 to \$99,999, compared to 45.3% of households in greater Middlesex County. Lastly, of the 3,748 families residing in Metuchen, 37.6% were married with children.

In regards to immigration, Data from the U.S. Census Bureau for 2013-2017 indicate that 2,819 people or 20.22% of the population living in this area were "foreign born". Census defines foreign born as anyone who is not a U.S. citizen at birth. This area is located in New Jersey, which, according to the Department of Homeland Security, was home to 54,440 people who were granted Legal Permanent Residence status in 2017.

Employment

The Bureau of Labor Statistics reports that as recent as March 2019, 418,511 individuals in Middlesex County were employed, as compared to 15,100 unemployed individuals. The Bureau does not collect data for Metuchen specifically (PM Comm. Prof. Metuchen).

Housing

Of the 5,182 housing units, 3,591 were single family detached homes in Metuchen in 2017 according to the 2013-2017 ACS, representing 67.2% of the total housing stock. As well, 17.2% or 922 of the housing units were in small and large apartment buildings.

In Metuchen, an estimated 77.69% or 4,026 households owned their home between 2013-2017. The average size of a household in this area was 2.7 between 2013-2017, as compared to the average household size for the county and the state, 2.8 (Middlesex) and 2.7 (New Jersey) respectively.

Crime

According to the FBI's Uniform Crime Reports, there was 50.5 aggravated assaults per 100,000 people in Metuchen in 2015, compared to 78.69 per 100,000 people of Middlesex County. Metuchen also had lower rates than Middlesex County for burglary or larceny, motor vehicle thefts, and robbery (PM Comm. Prof. Metuchen).

Property Tax Information

The New Jersey Department of Community Affairs shows the average median home value in Metuchen is \$371,620 and generates on average \$8,240 in real estate tax (NJ DCA B)

Arts & Culture

The Chamber of Commerce in Metuchen has traditionally played a large role in facilitating the Arts & Culture initiatives in the community. These activities highlight the vibrancy of the downtown and encourage community, some of the activities explicitly organized through the chamber of commerce include:

- Country Fair
- Winter Parade, and the Miss Merry Christmas Contest
- Spring Arts & Crafts Festival
- Town-wide Garage Sale

- Taste of Metuchen (showcases foods from local restaurants)
- Community Service Award Dinner, and naming the Metuchen Citizen of the Year (designed to recognize outstanding individuals and organizations who have greatly contributed to improving the quality of life in the borough) (Metuchen: A Brief History, p. 9)

Improvement District Background

Origins, Formations, Objective

In conjunction with the Chamber of Commerce, the Downtown Improvement District in Metuchen has been actively promoting Arts & Culture initiatives as well. The DID was founded in March 2016, under an ordinance that declared the SID (as it's referred to in the Ordinance itself) addresses the following goals:

1. Beautification, Cleanliness, Maintenance and Design Standards
2. Marketing, Advertising, Public Relations and Events
3. Business Recruitment and Retention;
4. Coordination of downtown activities and clearinghouse for information; and
5. Integration of new developments with existing business district. (Ordinance 2016-10, p. 1).

Organization and Membership

Through their DID, Metuchen established a 501(c)(3) organization, the Downtown Metuchen Alliance to be the vehicle through which their district management corporation operates. The official website, www.downtownmetuchen.org, acts as a hub for events and initiatives going on downtown, with satellite posting on other social media avenues like Facebook and Instagram. Their Board of Trustees consists of 14 members: four representatives of District Owners, four representatives of District Businesses, one member of the Borough Council of Metuchen, one member of the Metuchen Area Chamber of Commerce Board of Directors, one Metuchen resident who does not own commercial real estate and/or operate a business in the District and who is not on the Borough Council nor employed by the Borough, one member of the Metuchen Arts Council to be appointed by and serves at the pleasure of the Metuchen Arts Council, one board member of the Metuchen Parking Authority (Ordinance 2016-10, p. 3).

Governance and Finance

All commercial properties, multi-family rental properties with four or more units and mixed use properties within the District are deemed included in the assessing and taxing provisions of this ordinance and are expressly subject to assessment and payment of taxes for SID purposes, including properties making payments in lieu of taxes (Ordinance 2016-10, p. 2). From here, in 2016, Metuchen assessed their fees initially via “a percentage of the quarterly real estate taxes due on each District block and lot calculated as follows: as determined by the approved budget” (Ordinance 2016-10, p. 5). As well, the Borough transfers the collected assessments to the corporation on the fifteenth of February, May, August and November; the initial budget and approved assessment transfer amounted to \$150,000 in 2016 (Ordinance 2016-10, p. 5).

Improvement District Impact and Future

When our studio met with Jef Beuhler of the New Jersey DCA, he mentioned that Metuchen’s nascent DID is showing very promising signs of success because of how Metuchen fortified its DID with a Main Streets program. In addition, the focus on Arts & Culture has proven successful for Metuchen over the last 2-3 years of their DID, as they are now promoting a Metuchen “Arts District.” The centerpiece of this Arts District is the renovation of the Forum Theater being financed by the Borough (image above). In Fall 2018, Metuchen was granted a \$3.5 million grant from the Middlesex County Cultural and Arts Trust Fund to help create the Metuchen Arts District (middlesexcntynj, 10/6/2018). This grant is being applied directly to the purchasing of the Forum Theater for an estimated \$1.4 million, and then using the rest of the grant for renovation (D’Elia, 2019, par. 2). The borough plans to acquire the theatre, as well as an abandoned gas station and a small strip of landscaped area owned by the University Radiology on Amboy Avenue, and make an arts district. The district would include a restaurant and an all-weather space. The borough plans to name the property “The Spot!” after the first gas station that originally existed there in the 1940s (D’Elia, 2019, par. 7). So far, Metuchen is a tremendous example of expanding the benefits and capacity of a DID with a Main Street to produce an Arts District promoting Arts & Culture in the town.

Somerville



Source: "Somerset County Tourism"

History of Somerville

Somerville Borough was settled in 1683 and incorporated in 1909. The Borough was pivotal in Somerset County's growth: Somerville was the center of the Middlebrook Revolutionary War encampment of 1778 to 1779 and became the seat of Somerset County in 1799, as it remains so today. Additionally, Somerville has long been an educational and cultural center of the county ("Somerville History", 2019).

Though only two square miles, Somerville is home to multiple National Register and Register-Eligible properties spanning various eras. Its downtown area (including Main, Division, High, and parts of Doughty and Bridge streets) is a part of a proposed Somerville Historic District that includes late Victorian and early 20th century town architectural examples ("Somerville History", 2019).

Main Street Somerville maintains the majority of the Borough's historical buildings, many of which have been converted to specialty stores and second-hand shops. Somerville has a large and diverse collection of restaurants that draws people from the surrounding areas and contributes to a lively downtown. It is also home to the oldest competitive bicycle race in the United States, starting in 1940. The Raritan Valley Line of NJ Transit stops just south of the downtown center of Somerville. Passengers can access midtown Manhattan with some direct Somerville to New York Penn Station trains. Elsewise, passengers must transfer in Newark. The combination of a rich past with modern amenities makes Somerville a unique destination for living and visiting.

Community Profile of Somerville

Population

Approximately 12,234 people lived in Somerville as of the 2013-2017 American Community Survey (ACS). This is a population decline of 2% since the 2000 census. The majority of individuals living in Somerville between 2013-2017 were White (71.1%). The rest of the population is comprised of those who identify as African American (9.6%), Asian (11.2%), American Indian or Alaskan Native (0.1%), "some other race" (5.4%), two or more races (2.6%), or Hispanic (21.8%). Note: percentages do not add up to 100 percent because they are presented on the decennial census and ACS in terms of "race" and "ethnicity".

The Somerville racial and ethnic populations changed between 2000 and 2013-2017: the White population by -1.8%, the African American population by -24.5%, the Asian population by 58.4%, and the Hispanic population by 26.1%. Most of the population was of working age (67.4%) in 2013-2017. Individuals over age 65 made up 15.1% of the population while those under 18 made up the remaining 22.3%.

Somerville's median household income was \$72,731 in 2013-2017, compared to New Jersey's median of \$76,475, as estimated by the ACS. During the same time, 31.3% of households in Somerville had an annual income of less than \$50,000, compared to 33.9% of people in New Jersey.

Approximately 2,764 people (22.6%) in Somerville were "foreign born" in 2013-2017. 56,187 individuals in New Jersey were granted Legal Permanent Residence status in 2016 according to the Department of Homeland Security. Those "green card" recipients represent 4.8% of all green cards issue in the nation that year.

Of the 2,682 families residing in Somerville, 33.9% were married with children. Families are groups of related people who live together, whereas households refer to the person or group of people living in any one housing unit. Generally, households that do not contain a family are made up of unrelated people living together (e.g.: roommates) or people living alone. While it is possible for two families to share a household, the difference between the number of households and the number of families in an area shows, approximately, the number of non-family households in a place (PM Comm. Prof. Somerville).

Employment

The Bureau of Labor Statistics reports that 167,140 individuals in Somerset County were employed in December 2018, as compared to 5,074 unemployed individuals. The Bureau does not collect data for Somerville specifically (PM Comm. Prof. Somerville).

Housing

There were 2,487 single family detached homes² in Somerville in 2017 according to the 2013-2017 ACS. This represents 45.7% of the total housing stock.

An estimated 2,338 households (or 52.7%) owned their home between 2013-2017 in Somerville. Somerville's average size of a household was 2.7 at that time, as compared to the average household size for the county and the state, 2.8 (Somerset County) and 2.7 (New Jersey) respectively. Of the approximately 5,438 housing units in Somerville, 18.4% were vacant, compared to 11% in New Jersey (PM Comm. Prof. Somerville).

Crime

According to the FBI's Uniform Crime Reports, there was 49.3 aggravated assaults per 100,000 people in Somerville in 2015, double the rate of Somerset County. Somerville also had higher rates than Somerset County for burglary or larceny, motor vehicle thefts, and robbery (PM Comm. Prof. Somerville).

Property Tax Information

The New Jersey Department of Community Affairs shows the average median home value in Somerville is \$371,442 and generates on average \$8,506 in real estate tax (NJ DCA B).

Arts and Culture

Somerville hosts many arts and cultural events year-round. Some are targeted towards families and children, others focus on millennials and young adults, and others are tailored to Somerville's aging residents. The Downtown Somerville's website ("Somerville Main Events", 2019) and Facebook page, in addition to the Borough's website ("Somerville History", 2019), promote many of these events. Some events include:

- Girls' Night Out, shopping, food, and beverage deals
- St. Patrick's Parade
- Summer Stage, live music every Friday and Saturday night during the summer
- Cruise Nights, classic cars on display
- Central Jersey Jazz Fest
- Starlit Cinema, outdoor movies on Thursday nights in July and August
- Resale Extravaganza
- Spooktacular, Halloween event

² Single family homes include all one-unit structures, both attached and detached. Townhouses or duplexes include one-unit attached homes, as well as housing units with two units. Units in small apartment building are buildings with 3 to 49 units; large apartment buildings include buildings with 50 units or more. Other types of housing include vans, boats, recreational vehicles, or other units.

- Girls on the Run 5K
- Holiday Jubilee
- Community Yoga
- Detox and Retox, yoga and beer
- Division Street Yoga
- Guided walking tours

Improvement District Background

Origins, Formations, Objective

Somerville began its downtown revitalization by joining the Main Street Program when this national initiative from the National Trust for Historic Preservation originated some four decades ago (the Main Street Program is described in detail in the following section). Following the success of the Program, Somerville formed the second-ever improvement district in New Jersey in 1988 and “led the way”, according to Seth Grossman, a Rutgers professor of public administration who specializes in business district management (Cooper, 2011). Somerville’s DID was originally an extension of the Borough and a quasi-governmental organization; towards the end of 2018, the district management corporation split from the borough and became a standalone nonprofit called The Downtown Somerville Alliance (DSA) (N. Pineiro, personal communication, April 30, 2019).

The DSA manages Somerville’s improvement district and “promotes, enhances and revitalizes Somerville’s downtown as a thriving commercial district and community-gathering place for residents, shoppers and visitors from Somerville, Somerset County, and Central New Jersey” (“About Downtown Somerville Alliance”). The DSA’s nonprofit status helped widen the scope of potential projects and programs. By reducing red tape, the DSA is able to work more closely with local business owners to execute their shared vision.

The DSA is currently working on an updated strategic plan for the DID. Though the vision and mission will remain the same, the specific goals will adapt to support a growing and progressive downtown. The 2013-2018 Strategic Plan is available online at www.downtownsomerville.com.

Location, Organization, and Membership

The DID runs from Mountain Avenue to Meadow Street along Main Street, and extends one block north and south, including High Street and Veterans Memorial Drive. It takes approximately 15 minutes to walk across the district. Division Street, a pedestrian-only zone, is similarly encompassed in the SID. During the warmer months, tables and chairs are set up for public use (N. Pineiro, personal communication, April 30, 2019). The Downtown Somerville Alliance’s board is comprised of twelve local business owners, elected officials, and public administrators (“About Downtown Somerville Alliance”). Natalie Pineiro, the Executive Director of DSA, joined the nonprofit in January of 2019.

Governance and Finance

The special assessment fee for businesses in the improvement district in Somerville as of 2001 is 0.087% of assessed property value (Cooper, 2011). Though currently in flux due to the change in DMC structure (public to nonprofit), the 2019 operating budget is approximately \$560,000. Nearly 100% of the funds are raised by the assessment fee. The remaining dollars are generated through sponsorships of programs and events, grants, and in-kind services from the Borough (such as police presence at events for security and help from the Department of Public Works) (N. Pineiro, personal communication, April 30, 2019). Somerville approves the DSA’s budget each year.

The DSA’s budget funds downtown physical improvements and projects to the downtown (such as streetscape plantings and holiday decorations), offsets the cost of business-generating events (such as the Somerville Jazz Festival and ever-popular classic car nights), “helps finance studies and reports intended to convince the governing body to make changes to laws or regulations that could help further improve the area” (such as making some streets one-way or adding parking) (Cooper, 2011), and employs a lean staff of approximately two.

A project in 2011 raised funds to fully rebuild Somerville’s public parking lots 1 and 2 and install a new pay-station system. The DSA arranged approximately \$1 million in loans to help fund the project, including a \$600,000 zero-interest loan (Cooper, 2011).

Improvement District Impact and Future

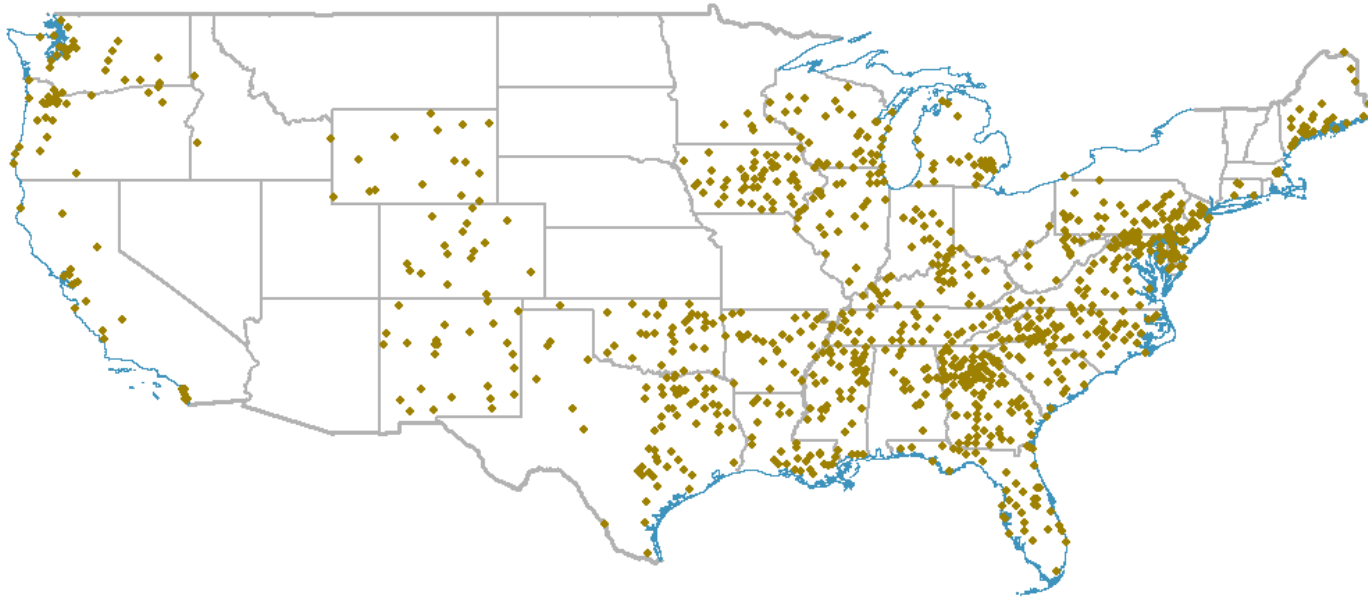
The Somerville DID has been extremely successful in years past and shows no sign of slowing down. Many projects are slated for the coming months and years, including: treescaping to address overgrown trees in the area, placemaking features and events, installing new infrastructure (banner poles, banners, and seasonal plantings), and a rebranding campaign for the DSA (N. Pineiro, personal communication, April 30, 2019).

Previously, a high-end ShopRite grocery store opened in downtown Somerville in 2011, in addition to a revitalized rail station. The DSA's goal is to push for continued growth and envisions in the near future a "24-hour bustling, thriving center" that spans the downtown area and hosts all different groups coming at all different times" (Cooper, 2011). Division Street is slated to become an arts destination.

The DID's success, however, has altered Somerville's housing market and demographics. The Borough now draws in more young professionals, newly-weds, and single people who live in downtown studio and one-bedroom apartments, near the train station; the blue collar legacy families continue to prefer single family detached homes. There are at times a disconnect between the two populations. DSA actively works to provide benefits to the community at large (N. Pineiro, personal communication, April 30, 2019).

Other Downtown Revitalization Strategies

Figure 19:



Main Street Program

Introduction

Main Street America is a nationally-utilized, historic preservation-focused approach to community revitalization. The national historic preservation movement first began in 1931, and today there are over 2,300 historic districts in the United States (DVRPC, nd). The Main Street approach was subsequently created in the 1980's and since has been successfully used in conjunction with Downtown Improvement Districts. Moreover, this program is especially recognizable for its use in small towns (Robertson 2004). The Main Street program incorporates an approach called the "Four Points Approach", which is known to offer a useful organizational structure for planned revitalization. Downtown Improvement Districts, furthermore, offer expanded funding mechanisms that compliment the management structure offered by the Main Street approach (Wagner, personal communication, 2-26-19). Historic preservation may furthermore be especially significant in New Jersey in the near future; there is a current proposed state Historic Tax Credit of 25 percent for the state of New Jersey (Insider NJ, 2019).

If enacted, this state Historic Tax Credit coupled with the broader preexisting national Historic Tax credit could provide Dunellen with historic tax credits of almost 50 percent.

The Main Street Program Nationally

Since its founding in 1980, the Main Street America has been a nationally-utilized historic preservation-focused tool that is centered on community-based revitalization initiatives. According to Robertson (2004), "The Main Street Approach is arguably the most widely used and heralded method of downtown revitalization - especially for smaller cities - in the United States" (p. 56). Main Street America was originally created out of a demonstration program from the National Trust for Historic Preservation in 1977 (Prusak, 2017). By 2017, Main Street America programs generated \$4.48 billion in local reinvestment, aided in opening 6,211 net new businesses, generated 30,294 net new jobs, catalyzed the rehabilitation of 8,737 historic buildings, and clocked 2.7 million volunteer hours." (DFM, 2018).

The Main Street program has touted a variety of benefits and challenges since its creation. A 2017 survey of 190 of the nation's Main Street America programs found that the greatest challenges experienced by Main Street program organizers were of filling business vacancies, retaining downtown businesses, expanding housing in the Main Street district, parking, averting construction, and sustaining financing (MSA, 2017). Benefits experienced by survey respondents included support of businesses, strength in partnerships, facade improvements, successful events, strategies for planning development, and improved streetscapes (MSA, 2017). The following section describes observations from national overview data pertaining to Main Street America, collected by a graduate redevelopment studio course at the Edward J. Bloustein School of Planning and Public Policy.

Figure 20:

Findings from the 2017 Main Street Trends Survey	
Most Recent Common Benefits of the Main Street Program	Most Recent Challenges associated with the Main Street Program
Business Support	Filling Vacancies
Strong Partnerships	Sustaining Financing
Facade Improvements	Retaining Downtown Businesses
Successful Events	Expand Housing
Strategic Planning	Parking
New Streetscapes	Dealing with Construction
<i>Source: (MSA, 2017)</i>	

In 2017, graduate student researchers at the Bloustein School of Planning and Public Policy found that as of 2016, over four billion dollars have been allocated to communities with a Main Street program. Investment peaked in 2006, shortly followed by a significant drop from 2007-2012. Dollars invested nationally in the Main Street program have been steadily rising since 2014. In New Jersey, reinvestment through the Main Street Program may result in positive benefits. From 1995 to 2016, State-supported Main Street New Jersey efforts garnered over \$1 billion of private reinvestment in the state's Main Street districts. As of May 2018, a reinstatement of funding for New Jersey's Main Street programs was established in the sum of \$500,000 (NJB Magazine, 2019).

Coinciding with the pattern of dollars invested nationally in the Main Street program, the number of building rehabs performed nationally, as shown in chart two, skyrocketed in 2005, and has since evened out. The recorded number of new jobs similarly increased in 2004. While we do not have access to longitudinal data for the state of New Jersey for comparison, a local business news source recently reported that "For the last two decades, Main Street New Jersey districts created a net gain of 10,301 full-time jobs in 2,560 new and expanded businesses. Additionally, MSNJ local districts have supported more than 6,000 building preservation, improvement and construction projects, resulting in more than 1,700 downtown residential units at all affordability levels" (NJB Magazine, 2019).

Main Street Program in New Jersey and Four-Point Approach

The Main Street Program in New Jersey has been in effect since 1989 (OMSNJ, 2016). Currently, there are 18 Main Street Programs in New Jersey (EJB, 2018). New Jersey's Main Street programs are located throughout the state, largely along the Delaware River Gateway regions (EJB 2018).

Locally, as well as nationally, the Main Street program incorporates an approach involving transformation strategies organized around "Four Points" (Brightfind, 2019). These points include Economic Vitality, Design, Promotion, and Organization. The National Main Street Center writes that "A revitalization program's work - and its transformation strategies - need to be informed by a solid understanding of local and regional market data, and sustained and inclusive community engagement" (Brightfind, 2019).

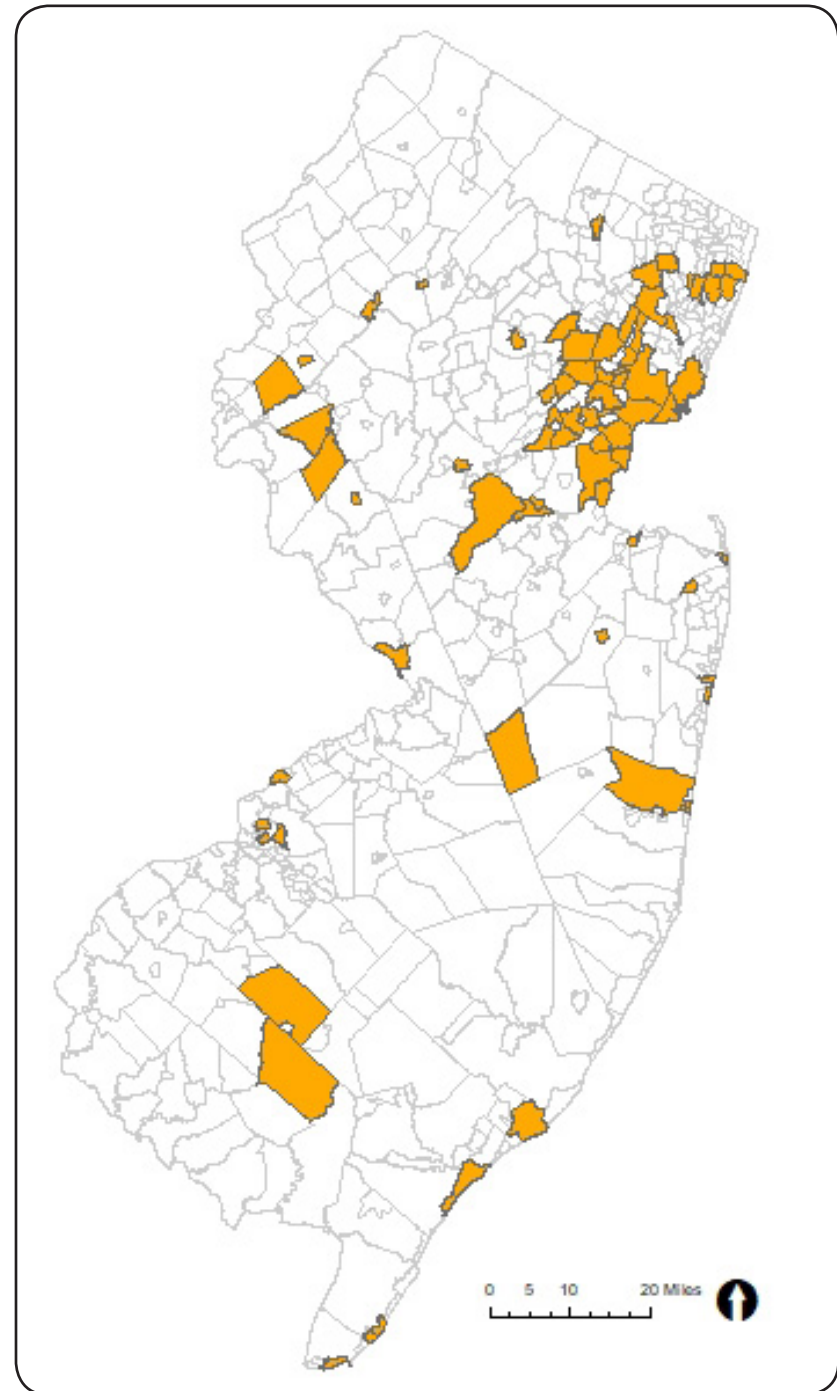
Used in conjunction, the Main Street "Four Points" Approach is utilized by communities across the United States to help to garner revitalization and economic development. Economic Vitality, or economic value, involves a focus on market mechanisms to create long-term revitalization changes. These changes could include strategies such as, but not limited to, recruiting new businesses, finding new markets for existing businesses, and making use of existing unused spaces for business. Design, or "place value", emphasized the aesthetics of the commercial district's physical image. Changes in design could include, for instance, street cleanup, landscaping, and street furniture.

Figure 21:

The National Main Street Program Activities, 1995-2016					
Year	Dollars Reinvested in Billions	Net New Businesses	Net New Jobs	Number of Buildings Rehabs	Volunteer Hours
1995	5.80	33,000	115,000	34,000	-
1996	1.20	6,732	27,927	-	-
1997	1.60	4,068	18,673	48,800	-
1998	2.30	3,200	12,400	12,100	-
1999	1.90	4,000	19,000	1,100	-
2000	2.40	1,000	13,000	17,000	-
2001	0.90	4,300	20,900	9,700	-
2002	0.90	1,100	4,782	5,034	-
2003	1.30	3,177	12,863	2,549	-
2004	5.00	6,423	63,825	10,896	-
2005	8.20	5,387	23,047	71,548	-
2006	10.10	5,412	17,731	8,093	5,573,976
2007	3.30	5,110	21,366	12,699	6,886,603
2008	3.90	4,941	20,536	7,081	8,512,015
2009	0.10	6,326	26,869	7,663	10,056,258
2010	2.20	5,332	18,990	7,512	11,822,142
2011	2.50	5,453	11,926	7,389	14,141,768
2012	2.10	4,703	24,604	7,037	-
2013	0.03	5,298	26,778	7,343	1,965,377
2014	3.10	5,548	28,340	8,294	2,231,403
2015	3.90	5,966	28,403	8,173	2,288,502
2016	4.65	5,616	27,462	8,042	2,134,301
Total	67.38	132,092	584,422	302,053	65,612,345

3 According to the NJ Bureau of GIS, there are 18 New Jersey Main Street Programs. Seven of these Main Street Programs are simultaneously located within Downtown Improvement Districts. These seven Main Street programs are: Highland Park; Jersey City; Montclair; Plumstead Township; Somerville; South Orange; and Vineland. The remaining eleven Main Street Programs are: West Orange; Westfield; Boonton; Bridgeton; Hammonton; Lawrence Township; Maple Shade; Millville; Mount Holly; Salem; and Woodbury (Prepared by EJB, 2018).

Figure 22:



Source: NJ Office of Information Technology, Office of GIS (NJOT - OGIS)³

Promotion, or social value, emphasizes the importance of marketing and promoting the commercial district by creating a brand for the district that leaves the public excited to explore and spend money there. Promotion may be an especially important point of the Four-Point approach; a 2004 study on the Main Street Four-Point approach found that promotion was consistently the most heavily used component (Robertson). Organization, or civic value, places an emphasis on the importance of a diverse, stable, and representative group of organizers for the commercial district, under the reasoning that these factors are a catalyst for long term positive economic change (OMSNJ, 2016).

Figure 23:

The Main Street “Four Points” Approach				
	Economic Vitality	Design	Promotion	Organization
Asset Leveraging Purpose	“Economic Value”	“Place Value”	“Social Value”	“Civic Value”
General Leveraging Purpose	“Leverages entrepreneurs and capital”	“Leverages the built history and place”	“Leverages the cultural history and present”	“Leverages an engaged public”
Strategy for Economic Development	Leasing	Property Development	Marketing	Human and Financial Resource Management
Sources: Asset leveraging row, OMSNJ, 2016; General Leveraging Purpose row, Brightfind, 2019; Strategy for economic development, OMSNJ, 2016.				

The Main Street Program and Business Improvement District

According to Kennedy Smith, director of the National Main Street Center, “as many as 20 percent of Main Street programs (nationally) already have a DID. That number is likely to grow as downtown businesses recognize the importance of supporting a viral downtown” (Houston, 2010, NP). In New Jersey, there are nine communities that have both a DID and a Main Street (Bloustein Data, 2017). Two factors that could lead to the simultaneous incorporation of a Main Street and a DID are that (1) DIDs are a potential financing tool for a Main Street program, and (2) the Main Street program could provide a useful, community-oriented implementation structure for Downtown Improvement Districts.

A 2017 survey of 190 Main Street programs found that respondent received the majority of their funding for their Main Street from public funding sources (40 percent), events and festival revenue (18 percent), sponsorships (10 percent), and memberships (10 percent) (MSA, 2017). A Downtown Improvement District is an important option out of a variety of potential funding sources for a Main Street. Matt Wagner of the National Main Street Center, Inc., explains that “DIDs are not as much as a revitalization approach or methodology but simply a funding mechanism/tool to do revitalization work. Whereas Main Street is a methodology, and often will use Whereas Main Street is a methodology, and often will use DID legislation as a funding tool to help carry-out the “Approach,” along with other funding tools like memberships, fundraisers, corporate and business sponsorships, city contributions, etc.” (Wagner, personal communication, 2-26-19). As a financial Analogy for the relationship between Downtown Improvement Districts and the Main Street program, the office of Main Street New Jersey explains that “an Improvement District is a mechanism for funding, not a business model. Think of your commercial district as a car. The Improvement District represents the gasoline (or up to 70% of it), while the Main Street Approach serves as the driver and the GPS.” (OMSNJ, 2016, p.36).

Lawrence Houston explains further that “the four Main Street principles ... give participants a blueprint to follow, while [DIDs] plan, organize and operate based on local priorities that can differ widely. The overall objective- producing better commercial centers – is common to both, although DIDs define this more in terms of economic functioning and Main Streets with greater emphasis on appearance and design” (2010, NP).

Timing of Implementation

While DID's may offer a complimentary funding structure for Main Street programs, the Main Street Approach may offer a dependable management structure for Downtown Improvement Districts. To elaborate, a 2010 survey of Main Street programs implemented in Pennsylvania found that two variables emerged as significant predictors of MSP sustainability: the existence of a Downtown Improvement District (DID), and managers' perceived effectiveness at using the Main Street Four-Point Approach (Kimmel and Schoening, 2011).

Timing is also a topic of interest regarding the implementation of a Main Street program and Downtown Improvement District. Research on the timeline for forming a DID and a Main Street simultaneously are mixed; for instance, findings from a state-wide 2016 study by the University of Wisconsin found that while some respondents held strong beliefs about one program needing to be implemented before the other, others found that the programs work best when implemented at the same time (Prusak, 2017). The New Jersey Department of Community Affairs provides a local perspective, explaining that "Assigning an already effective Main Street Program as the DMC of an Improvement District (or adding a Main Street Program to an existing Improvement District) is often a very successful approach to ensuring ongoing success in your downtown" (NJDCA, 2019). Regardless of the timing of implementation, it is clear that the incorporation of a Downtown Improvement District alongside a Main Street is increasingly of interest, both nationally and locally.

National Main Street Examples

Figure 24:

Economic Development Strategies	Strategy Details	Main Street Program Funding/Structure
<ul style="list-style-type: none"> • Saving of the Green Beer Walk; • Music on Main; • Wings in the Spring; • Bikes and Burgers; 	<ul style="list-style-type: none"> • Craft beer festival; • Monthly music performances on main street; • Chicken wing cook-off in the park; • Motorcycle festival with local restaurants; 	<p>Main Street Program is strictly volunteer-run, and they only have one paid person on staff. Additionally, the Main Street Program is operated out of the Town's Chamber of Commerce.</p>

Economic Development Strategies	Strategy Details	Main Street Program Funding/Structure
<ul style="list-style-type: none"> • Adopt a Planter Event 	<ul style="list-style-type: none"> • Focuses on beautifying the downtown by adding planters outside of businesses. 	<ul style="list-style-type: none"> • The program partnered with the local 4-H club to install and upkeep them; together they added 32 planters to their downtown corridor. • Partnership with the department of local affairs in the town.
<ul style="list-style-type: none"> • Painted murals throughout their community; • Decorate the community for the holiday season; • Annual Arbor Day celebration • Annual Brewfest 	<ul style="list-style-type: none"> • Each mural represents aspects of the community. • Yearly hanging of lights during the December holiday season. • Arbor Day involves cardboard recycling, tree education and plantings. • Brewfest is a craft beer festival which brings breweries from around the area. This is a main fundraiser for the mainstreet. 	<ul style="list-style-type: none"> • The materials and time were all donated to the community by a local painting company, business, and a local artist created a painting; • funded by the town and labor is put forth by the Kiwanis club; • This event is paid for by/sponsored by the Rotary Club, Kiwanis, and the Boys and Girls Club of Willington; • Brewfest funds the Main Street program's beautification projects and promotion for the downtown; they received a grant from AARP to install lighted crosswalks in their downtown
<p>Sources: ("About Main Street Mount Pleasant - Mount Pleasant Area Chamber Of Commerce" 2019); ("Flowers On Main" 2019); ("Wellington Chamber Update - June/July 2018 - Wellington Main Streets Program" 2018).</p>		

Arts and Culture

Nationally

Art is an increasingly utilized tool for urban and community regeneration. Cities and communities are increasingly seeing new cultural institutions, cultural districts, and commissions for art in public spaces (Miles, 2007). Though inclusion of the arts and culture in community development practice is not yet universal, the degree to which investors and policy makers are looking towards the arts and creative industries is far greater than it was several years ago (Jackson, 2012). For instance, The Arts and Cultural Production Satellite Account (ACPSA) by the U.S. Department of Commerce's Bureau of Economic Analysis (BEA) show that arts and cultural economic activity nationwide increased by an inflation-adjusted 4.9 percent in 2015. That compares with a 0.4 percent increase in 2014. Moreover, arts and cultural economic activity accounted for 4.2 percent of gross domestic product (GDP), or \$763.6 billion, in 2015 (BEA 2018). In comparison to prior years, the share of arts and culture in the GDP has increased; in 2011, 3.2 percent, or \$504 billion, of the gross domestic product was attributable to arts and cultural production (Bennett, 2014). Moreover, the Americans for the Arts National statistical economic report explains that nonprofit arts and culture organizations in the US accumulate into a \$135.2 billion dollar industry. They support 4.1 million full-time jobs and generate \$22.3 billion in government revenue annually (AFTA, 2010).

Cultural Economies and Creative Placemaking

The creative economy represents the latest wave of interest in the arts and culture as a post-industrial urban revitalization strategy (Stern & Seifert, 2008). The logic is that attracting the "creative class" to a region or community will generate jobs and tax revenue; eventually benefiting all citizens (Stern & Seifert, 2008). Artists represent a powerful labor force whose contributions are just beginning to emerge recognizably, and proximity to arts and cultural offerings is increasingly believed to alter people's tastes and preferences in ways that change the types of goods and services that they spend their money on (NEA, 2008; Markusen, Gadwa, & Barbour, 2013). Moreover, along with holding a significant place in our economy, artists and art organizations carry a cultural extensiveness and a unique ability to express and communicate across an array of diverse groups. The arts are argued to inspire intrinsically, entertain, deliver beauty, critique social issues, communicate our rich differences and make us think in new ways (Webb, 2013).

In as little as a decade, arts and culture have begun to contribute to meeting community conditions and fostering development on an intrinsic social level. The use of creative engagement to foster community development, not only in a market oriented fashion, is just beginning to be seen with significance through research (Stern & Seifert, 2008). In 2009, Ann Markusen and Anne Gadwa refined the concept of "creative placemaking" as "an action of partners from public, private, nonprofit, and community sectors that strategically shapes the physical and social character of a neighborhood, town, tribe, city, or region around arts and cultural activities. Creative placemaking animates public and private spaces, rejuvenates structures and streetscapes, improves local business viability and public safety, and brings diverse people together to celebrate, inspire, and be inspired." (Markusen & Gadwa, 2014, p.1).

Creative placemaking is also defined as when artists, arts organizations, and community development practitioners deliberately integrate arts and culture into community revitalization work, making sure the arts find a permanent home at the "table." Additionally, creative placemaking can be a way to strategically engage the arts in economic development priorities. Jamie Bennett, executive Director of Artplace America, outlined four foundational functions of creative placemaking; these functions include 1) Strengthening economic development, 2) encouraging civic engagement, 3) building resiliency, and 4) contributing to quality of life (Bennett, 2014).

Figure 25:

Jamie Bennett's "Foundational Functions of Creative Placemaking"			
Strengthening local economic development	Envouraging civic engagement	Build resiliency	Contributing to quality of life
Arts are often consumed in-person: supports Foot traffic (arts venues, museums, etc) (Bennett, 2014)	Can provide a sense of community identity and agency (people are stewards of a shared space) (Bennett, 2014) People who participate in arts are more likely to engage civically beyond the arts. (Catterall, 2012)	A shared sense of identity is a stepping stone to resiliency: Arts and arts organizations can drive "community atactgment" by fostering social offerings, a welcoming atmosphere, and aesthetic beauty (TKF, 2010)	"Creative placemaking creates more vibrant and livable places by offering social activities and improving an area's aesthetics." (Bennett, 2014) Arts and cultural leisure activities are regularly among the quality of life offerings that are present in the "vibrant, close-in neighborhoods" that are seeing population growth.(Cortright, 2005)

Arts and Culture Case Study: Rahway, New Jersey



Source: RABP, ND

Development History of Rahway

Rahway was first settled in 1665 after the US government granted the land to settlers from Long Island and New England. The major attraction of the settlement was the Rahway River, named after chief Rahwack of the Lenni-Lenape tribe. The river was used by various settlements for the first 20 years of Rahway's colonial history. By 1700 there were several roads to Rahway, and by 1835, the building of a railroad furthered development and population increase. Rahway soon became the Union County's most industrialized municipality, with carriage making as its primary industry, later followed by a successful clothing manufacturing industry.

Rahway was incorporated as a City in 1858, the year following the formation of Union County. Rahway became increasingly urbanized with the lighting of city streets in 1857, the creation of a library in 1869, and with the construction of an opera house in 1874. By the 1900's new enterprises such as Merck and Company (1903) and the Wheatena Company (1907) replaced Rahway's original carriage making and clothing manufacturing industries. With these changes came both new affluent suburban housing as well as worker housing. Housing development again boomed shortly after the depression, as well as the redevelopment of various areas in the city. Later urban renewal programs of the 1960s brought the redevelopment of older structures on the Rahway River.

Following urban renewal Rahway's development was considered by some full and stable. Following decades brought little new development and a subsequent loss in population, followed by a decline in employment. The city's once thriving downtown retail sector soon declined impactfully during the 1980's. This shift fostered a pro-active role by the residents and local government to foster economic development and support growth and employment in Merk & Company, Inc, the city's remaining industry. Following the 1980's was an expansion of the Rahway Hospital and a variety of the city's smaller manufacturing and business enterprises. The City formulated a plan to revitalize the Central Business District in 1990, resulting in the formation of the Rahway Center Partnership.

By 2010 many plans for revitalization continued. The City rebuilt its community facilities- most notably City Hall, developed a new firehouse and post office, and undertook a renovation of the Union County Arts Center, the city's main cultural center. Housing rehabilitation and development, including storm-water damage prevention, was underway. By 2010 plans to revitalize Rahway's riverfront were created. New walkways and bike trails were added into the riverfront area, and a plan for stormwater drainage and water quality improvement, as well as improvements to the city's schools, library, and police force were established (TCR, 1996).

The Improvement District

Rahway first adopted an ordinance to create a Downtown Improvement District in September of 1993 with the formal intention to "promote economic growth and encourage commercial development and improve the business climate (Hrwna 2018; (SCNJAD, 2018, NP). By 2014, an ordinance was enacted to expand Rahway's Downtown Improvement District to include all non-residential and non-public properties in the city, as well as all residential properties containing more than four units (SCNJAD, 2018). Before this enactment, the DID properties of Rahway Downtown Improvement District were largely scattered throughout the middle, northern, eastern, and southern regions of the city (SCNJAD, 2018). While the DID has been approved, the decision to expand Rahway's Downtown Improvement District has been unsuccessfully argued against in trial court into October of 2018 through the case titled Friends of Rahway Business, LLC, v. Rahway Municipal Council (Segal, 2018).

The Rahway Arts and Business Partnership (RABP), District Management Corporation

The Rahway Arts and Business Partnership (RABP) is a nonprofit arts and economic development organization that serves as a District Management Corporation for Rahway's Downtown Improvement District (Hrwna, 2019). Moreover, the RABP is operated by funds from the city's Downtown Improvement District (NEA 2019). As a district management corporation, the RABP acts as an advisory board to Rahway's Mayor and Council, while also providing an organizational structure for arts and culture-focused development in Rahway. The Rahway Arts and Business Partnership was first established in 2009 to "promote and enhance the business, educational, civic, and cultural life of the [Downtown] Improvement District of Rahway" (RABP, 2019a).

RABP Management and Financial Structure

The RABP is a nonprofit corporation that is governed by a board of trustees, one council member who serves as a representative, and two staff members. The board of trustees comprises seven members, including a president, a vice president, a treasurer, and four trustees (RABP, 2019a). Staff members include an executive director and a managing director. The managing director and executive director are operational managers for the RABP. Moreover, the managing director's responsibilities for the RABP overlap with other responsibilities in serving the city of Rahway; the RABP director acts as an Economic Development Specialist for the city (RABP, 2017).

Figure 26:

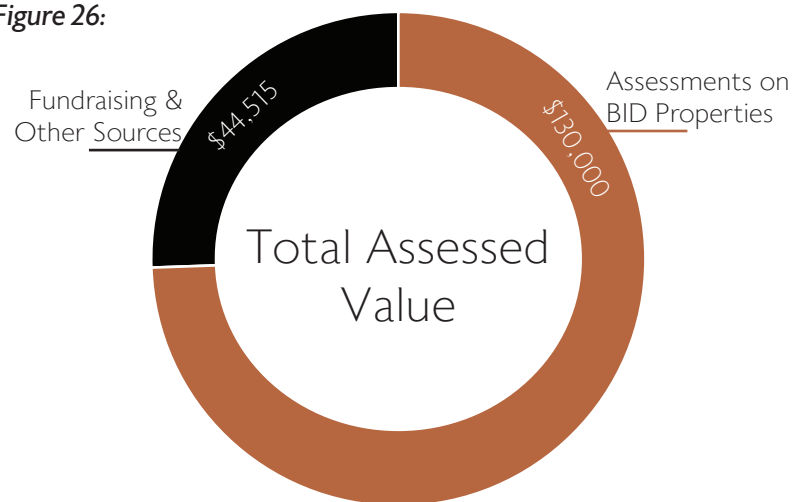
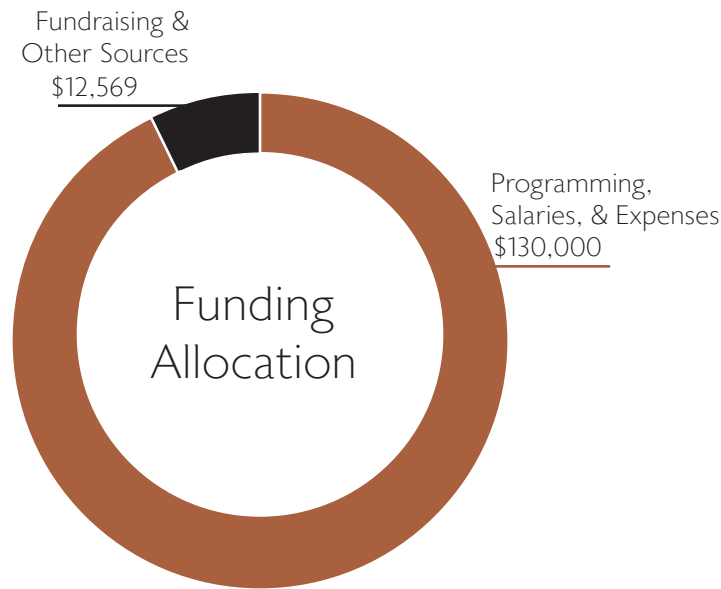


Figure 27:



Funding for the RABP’s programs comes from two sources: 1) a special assessment on properties within the Downtown Improvement District, and 2) fundraising events undertaken by the RABP which promote the District and its goals. In 2017, the RABP was provided \$130,000 from the City of Rahway through a special assessment on properties within Rahway’s Downtown Improvement District. An additional \$44, 515 was provided through the RABP’s events, as well as other sources. Most of the RABP’s operating budget was allocated towards programming, salaries, and expenses (\$161, 946) (RABP, 2017).

Activities, Programs, and Other Key Elements of the RABP

The RABP organizes the Rahway’s-development activities into two categories: Special Events and Ongoing Programs. Rahway’s Taste of Spring is an example of a special event that has been occurring annually since the year 2000. This event has developed to become one of the largest and best-attended tasting events in New Jersey (RT, 2019). Ongoing programs happen on a regular basis; Cinco Rahway is an example of low-cost, ongoing program (CR, 2019). Cinco Rahway is a social media facilitated event that occurs on the 5th of every month. Participants simply make the effort to do something fun/social and post their activities to social media using a designated hashtag.

This event is unique because it is a low-to-no-cost cultural development tool that offers a flexibility to overlap with aspects of business development beyond arts-related activities. In addition to special events and ongoing programs, the RABP has supported its arts-and-culture-based development with correspondence to six additional key elements: The “Art Building”; the Union County Performing Arts Center; various classes; an artwork display program; a Summer Concert Series; and the Culture Crawl (RABP, 2019b).

Two physical structures of importance to Rahway’s arts-based development are the “Art Building” and the Union County performing Arts Center (UPAC). The Union County Performing Arts Center (UCPAC) was first built in the 1930’s. After falling into disinvestment from the 1950’s into the 1970’s, the UCPAC was redeveloped by Rahway Landmarks, and local preservation nonprofit corporation. Today. The UCPAC serves as a multipurpose venue for the performing arts and is listed in both the state and national registers of historic sites. The center is managed by a nonprofit organization, volunteers, and residents (UCPAC, 2019). The Art Building is a gallery Space that provides a platform for artists to showcase their work.

The Art Building



Source: RABP, NDa

UCPAC



In addition to the Art Building, the RABP facilitates a program dedicated to artwork display and rehearsal space. The city's Local Artists, Local Venues program is organized to connect local artists with businesses in Rahway's town center that seek a rotating display of artwork, or the professional skills that artists possess. The RABP stores artists' digital application materials, sent exclusively through an online platform, within a database available to Rahway businesses (RH, 2019). The RABP also facilitates a variety of arts and culture-related educational opportunities throughout the city. Classes and private lessons for adults and children are hosted through a variety of organizations including the YMCA, UCPAC, and others. The RABP also offers workshops and camps for children facilitated through the UCPAC, including the UCPAC Summer Theater Camp and Acting Academy (RABP, 2019c).

In addition to a variety of special events and ongoing programs, there is one program and one event facilitated by the RABP that are both especially relevant: The Mayor's Summer Concert Series and the Culture Crawl (RABP, 2019d). The Mayor's Summer Concert Series is a weekly ongoing event that occurs each Thursday in August: the City of Rahway partners with the UCPAC to host a variety of musicians in front (or inside) of the theater.

The Culture Crawl is a free, one-day arts festival that occurs in Rahway's downtown area. The Culture Crawl comprises of classes and activities, dance, music, and performance artists, shopping, and a film festival, all located within designated zones throughout the downtown area. Shopping in the downtown area retail businesses and eating at local restaurants is encouraged during the culture crawl (RABP, 2019e).

Murals and Enhancing Public Spaces

Both the Main Street program and the Rahway case study embody themes of incorporating aesthetic enhancement and related arts and culture activities as means to revitalize, especially in a downtown setting. There are clearly further dimensions to this quality of life enhancement approach to revitalization and we briefly consider two such elements in the concluding portions of this report dealing with encouraging public arts through murals and enhancing public spaces.

Public art is most effective when it is created through a comprehensive orientation toward community approaches and involvement. Utilizing arts-based development and revitalization as an overall community development strategy has been. As in the example of Rahway, arts and culture was used as the basis of the plan, rather than serving as one component of a development plan, the underlying conviction for the community-wide revitalization effort is that the arts are a key to revitalizing the community. While arts events alone are not enough, Phillips (2004, p. 118) notes, "it is the integration of the arts into overall community development strategy and planning, including encouraging wide-spread citizen participation, that seems to be [the most] effective community development approach."

The arts can be a powerful catalyst for community development and stimulating local economies. Public art is an increasingly useful tool for economic development in downtowns. Public art can take on a lot of different forms, mediums, and representations, and the Rutgers studio focused specifically on murals as a source of public art. Murals are a relatively inexpensive method for downtown revitalization, which often makes public art and murals a desirable first step in arts and culture oriented revitalization. In order to expand on the literature on murals and downtown revitalization, and with special thanks to Stuart Koperweis the Rutgers Studio met with renowned artist Duda Penteadó (www.dudapenteadó.com).

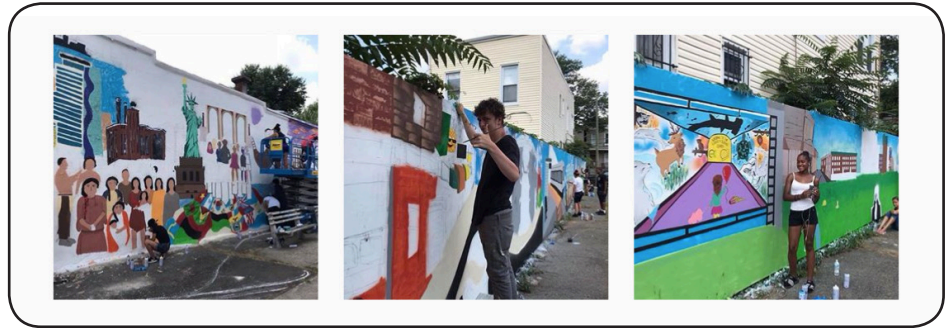


Image series of Penteadó's Jersey City student collaboration. Source: "123dudapenteadó"



Mural by Duda Penteadó. Source: Penteadó, 2014, p. 167

Penteadó is a Brazilian artist and New Jersey resident who has done impressively extensive public art work within his community in Jersey City. Penteadó met with our Studio class, representatives from the community of Dunellen, Cassandra Olivera-Moreno from Mason Gross School of the Arts, and DID expert Stuart Koperweis on March 25, 2019. He presented his work and his process and began an enriching conversation around the role of public art in communities and, specifically, working with the local schools to create the public art. According to Penteadó, the main premise of his process for public art is to address and understand how cities can make a difference not just by building structures, but through community connection. Penteadó's methods for public art are embedded in a larger history of informal public art such as graffiti and street art installation. From this history, Penteadó began expanding on the role of murals and their access to the public in his community of Jersey City.



Mural by Duda Penteadó. Source: Penteadó, 2014, p. 164

To build a sustainable public arts initiative in a community, Penteadó carefully walked us through his process of how to get local school and students involved. He has cultivated a thriving and self-sustaining--both financially and institutionally--public arts program for students in Jersey City through a program called Jersey City Mural Arts Program (JCMAP). In addition, media company Unshakeable Productions has created an associated film directed by Penteadó about the JCMAP murals in Jersey City titled "How Many Lives?" The film relates the larger social and political aspects of public art and highlights the multidimensional aesthetic, social and economic accomplishments of the JCMAP.

The infrastructure and sustainability of the mural and education program in Jersey City, Penteadó noted, can also be largely credited to coalitions with non-profit partnerships that make the public art a success.

These types of public art works and programs can be scaled up and scaled down according to the community needs and budgets within which they are embedded. The Borough of Dunellen, while it is not the size and density of Jersey City, has a significant and latent capacity for building an arts initiative tethered to education curriculum and development. This would require participation and

commitment from the Dunellen public school system to begin building and sustaining a mural arts program. Following the template of JCMAP, this would be a coalitional effort to fortify the prospect of a multi-pronged effort of forming a murals program through the public school system, that is then sustained through non-profit partnerships, and other funding streams for training students.

Another alternative to producing murals in the Borough of Dunellen is to hire artists from within or outside the community. The Walldogs (www.thewalldogs.com), for example, is an international network of skilled artists who specialize in murals that are creative and represent the community within which they're made. The Walldog movement began in Allerton, Iowa in 1993 and was hosted by Nancy Bennett, when dozens of sign artists arrived in Allerton to paint several large historic wall advertisements signs and military-themed murals. Since then, the Walldog Movement has continued to grow ("Hire a Walldog"). Through the "Hire a Walldog" process, a locally registered Walldog would be assigned to the mural project in the community, which often gets a great deal of good publicity, and is often turned into an event for the community. Financing a mural with Walldogs varies on the project scale and community, but it is an internationally established collection of artists that the Borough of Dunellen should certainly look into if they want privately sourced mural production.

Creative Placemaking: Dunellen

Creative placemaking is a considerable approach to a downtown revitalization strategy. As discussed earlier in the Arts and Culture section, creative placemaking aims to create strong public spaces using strategies that increase interactions and strengthen connections between people in existing spaces. Dunellen's downtown currently suffers from social disinvestment due to a sense of lost place, perceptions of crime, and strict zoning regulations. Creative placemaking offers Dunellen light, short term, and affordable strategies for transforming their public spaces that invigorate safety, ownership, and connection. While creative place making offers broad solutions such as integrating arts and culture, successful public spaces are unique to a community's characteristics. Thus, we felt it would be helpful to brainstorm placemaking strategies tailored for Dunellen. We hope the following ideas will kindle further projects for placemaking in Dunellen:

- *"Rail" Line Dancing:* The concept here is to use the train station commuter parking lot during a weekend for a social event such as "Rail" Line Dancing. Renting lighting, flooring and musicians can transform the ambiance and atmosphere of a dead, empty parking lot to one with dancing, music and fun.



Source: Project for Public Spaces

- *Community Street Quilt:* Community street quilt is a borrowed idea from Montclair, New Jersey. In partnership with high school students, the community painted murals in the town's busiest intersections as a traffic calming technique. While the project's initial goal was traffic safety, the murals became a catalyst for a collaborative and social experience for the community. Inspired by this idea, Dunellen can imitate a similar project at the heavy crosswalk intersections, namely North Ave and S Washington and North Ave. and Madison (ideally near Uncle Louie G's Ice-cream shop).



Source: Project for Public Spaces

- *Pop Rocks*: Pop rocks was born out the idea to shut down part of North Ave to reclaim the downtown roadway as a place for residents to enjoy and relax. Large lounging installations will welcome visitors to experience the downtown in a different way.



Source: Project for Public Spaces

- *Planter Installations*: Planter installations will enhance the beauty of the downtown area, transforming the space to a visually positive one. Planter installations can also be a community engagement activity by involving local residents and students with planting.



Source: Project for Public Spaces

Other possible placemaking strategies include sidewalk libraries, digital placemaking, murals, chalk art, pop-ups in vacant lots and stores, “parklets”, painting rail bridges, community gardens, festivals, large game installations, and many more. While the creative placemaking process results in changes to physical spaces, it is also an opportunity to build relationships between diverse partners and to build positive change. A key element in the creative placemaking process is to have stakeholders, including artists, engaged early in the process. This provides opportunities to look at community challenges in an inclusive manner, gathering and deciding on creative placemaking actions based on a variety of community perspectives.

For future interest in placemaking, additional resources can be found at these sources below:

- Project for Public Spaces (<https://www.pps.org/>)
- Fantastica (<https://totembrooklyn.com/urban-design-consultants>)
- Better Block Foundation (<http://betterblock.org/>)

Appendix A: Dunellen Business Outreach Surveys & Results

English Version:

OPINION POLL 2019

For the downtown Dunellen business community | Deadline: 3/30/19

Your input is important!

The Dunellen Transit Hub study team of planners is working with graduate students at the Bloustein School of Planning and Public Policy (Rutgers) this semester to determine the best economic development strategies for downtown Dunellen and we need your help. Please complete this opinion poll as best you can by 3/30/19 and submit your responses in 1 of 3 ways:

- Complete online at <http://tinyurl.com/BizOpinionPoll2019>; or at <http://tinyurl.com/NegociosDunellen>
- Email a scanned copy to DunellenTransitHubStudy@gmail.com; or
- Mail to Dunellen Borough, ATTN: Council President Jason Cilento, 355 North Ave, Dunellen, NJ 08812.



- 1 What kind of downtown do you prefer?
- Sleepy, quiet
 - Busy in the businesses BUT no activity on sidewalks and public spaces
 - Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)
 - Bustling, lively
 - Don't know
- 2 What do you want to see happen in the Dunellen Transit Hub:
- Transform (dramatic change)
 - Evolve (gradually change)
 - Enhance (a little bit of change)
 - Preserve (keep the same)
- 3 Outside your business, would you support the placement of:
- Public seating/bench
 - Artwork
 - Planter
 - Shade tree
 - Trash/recycling receptacle
 - Bike rack
 - Other _____
 - None of the above
- 4 What was the greatest challenge in locating or starting your business in Dunellen?
- _____
- _____
- _____

- 5 What can be done to make doing business in Dunellen better and/or easier?
- _____
- _____
- _____

FOR 6-8, COMPLETE EACH SENTENCE.

- 6 My customers/patrons/clients would enjoy Dunellen more if...
- _____
- _____
- _____
- 7 The best way to attract customers to the downtown from the to-be-built Dunellen Station development (estimate of 500 new residents) on the former Art Color property is...
- _____
- _____
- _____
- 8 I will know the Dunellen Transit Hub is a success when...
- _____
- _____
- _____

OPINION POLL 2019 for the downtown Dunellen business community

p2

9 Please mark all initiatives that you would support:

Marketing and Promotion

- Branding campaign for downtown Dunellen
- Someone to organize and plan downtown events
- Seasonal banners for light polls

Maintenance and Improvements

- Improved sign standards and sign code enforcement
- Financial assistance for building facade improvements
- Improved sanitation services
- Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.)
- More public art
- Training sessions for window display design

Public Security

- Added police services

Hospitality and Tourism

- A single source to distribute info about what's going on downtown (including special promotion/events that you are doing)
- More lighting in general and extension of new style light poles throughout more of the downtown
- Wayfinding (signs for parking and important buildings, etc.)
- Info kiosks with map and business directory
- Gateway markers to indicate the "Dunellen Transit Hub" to visitors
- Creation of public plaza in downtown
- Improved pedestrian connection from the train station to downtown
- Safer crosswalks (markings, flashing lights, bump outs, etc.)
- More public benches

Parking Related Services

- Bicycle routes/lanes and bike racks
- Signage to public parking lots
- Parking meters which accept an app payment or credit card payment

10 Please rate each topic in importance on a scale of 1 (most important) to 5 (least important):

- ___ Marketing and promotion
- ___ Maintenance and improvements
- ___ Public security
- ___ Hospitality and tourism
- ___ Parking related services

11 I would be willing to pay a fee for services to help the downtown (for things such as marketing & promotion, maintenance & improvements, hospitality & tourism, parking services, public safety, etc.) Please select one response.

- Strongly Agree
- Agree
- Disagree
- Strongly disagree

12 Please select all items you would support from the list of additional revenue sources for the downtown area.

- Advertising revenues
- Art festival
- Beer and wine sales at an event
- Business license fees
- Farmers market revenues
- Parking lot revenues
- Fundraising
- University partnerships
- Charitable contributions from businesses

13 Are you a Dunellen resident?

- Yes
- No

14 How many properties do you own in Dunellen?

- Zero
- 1
- 2 or more

15 Please select your perspective (mark all that apply):

- Business manager
- Business owner
- Commercial property owner
- Other _____

Business Name _____
 Street Address _____
 Email _____

THANK YOU

for participating in the Opinion Poll 2019 for the downtown Dunellen Business Community.

Results will be available by Summer 2019.

Follow us on Facebook at facebook.com/DunellenTransitHubStudy and on Instagram @[dunellen_transit_hub_study](https://instagram.com/dunellen_transit_hub_study). Questions or comments? Email DunellenTransitHubStudy@gmail.com.

Spanish Version:

Encuesta de Opinión – 2019

Para la comunidad empresarial del centro de Dunellen. | Fecha límite: 3/30/19

Tu aportación es importante!

El equipo de estudio de planificadores de Dunellen Transit Hub está trabajando con estudiantes graduados en el campo de la planificación urbana y de Bloustein (La Universidad Rutgers, New Brunswick) en el desarrollo de estrategias de desarrollo económico para el centro de Dunellen. Si tienes una opinión o sugerencia, envíe sus respuestas de una de tres maneras:

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- Completa en línea en <http://tinyurl.com/BizOpinionPoll2019>; o en <http://tinyurl.com/NegociosDunellen>
- Enviar por correo electrónico una copia escaneada a DunellenTransitHubStudy@gmail.com
- Enviar a la dirección: Dunellen Borough, ATTN: Council President Jason Cilento, 355 North Ave, Dunellen, NJ 08812.



English

Español

1 ¿Qué tipo de centro comercial prefieres?

- Solícito, tranquilo
- Ocupado en los negocios PERO no hay actividad en aceras y espacios públicos
- Ocupado en los negocios Y aceras y espacios públicos activos (con eventos especiales para los negocios y la comunidad)
- Atestado, animado
- No se

2 ¿Qué desea que suceda en el Centro de Tránsito Público de Dunellen?

- Transformar (cambio dramático)
- Evolucionar (cambiar gradualmente)
- Mejorar (un poco de cambio)
- Conservar (mantener lo mismo)

3 Afuera de su negocio, apoyaría el incorporación de:

- Asientos públicos / bancos
- Obra de arte
- Plantadores
- Árboles de sombra
- Recipiente de basura / reciclaje
- Portabicicletas
- Otras Mejoras _____
- Ninguna de las anteriores

4 ¿Cuál fue el mayor desafío al ubicar o comenzar su negocio en Dunellen?

5 ¿Qué se debe hacer para que hacer negocios en Dunellen sea mejor o más fácil?

PARA LAS PREGUNTAS 6-8, COMPLETE CADA ORACIÓN.

6 Mis clientes disfrutarían más dunellen si.....

7 La mejor manera de atraer clientes al centro de la ciudad desde el futuro desarrollo de la Estación Dunellen (estimación de 500 residentes nuevos) en la antigua propiedad Art Color es ...

8 Sabré que el Centro de Tránsito Público es un éxito cuando...

Encuesta de Opinión – 2019 Para la comunidad empresarial del centro de Dunellen.

p2

9 Por favor, marque todas las iniciativas que apoyaría:

- Mercadotecnia y Promoción**
- Una campaña de marca para el centro de Dunellen
 - Alguien para organizar y planear eventos en el centro de la ciudad.
 - Banderolas estacionales para postes de luz.
- Mantenimiento y Mejoras**
- Estándares de señalización mejorados y ejecución de código de señal
 - Asistencia financiera para mejoras de fachadas de edificios.
 - Servicios de saneamiento mejorados.
 - Plano de calles (asientos públicos, comedor al aire libre, recipientes de basura / reciclaje, bastidores de bicicletas, árboles de sombra, macetas, etc.)
 - Más arte público
 - Sesiones de entrenamiento para el diseño de escaparates.
- Seguridad Pública**
- Servicios policiales adicionales
- Hospitalidad y Turismo**
- Una única fuente para distribuir información sobre lo que está sucediendo en el centro (incluidas las promociones/eventos especiales que está realizando)
 - Más iluminación exterior en general y extensión del nuevo estilo de postes de luz en más del centro de la ciudad.
 - Mapas y letreras de información general para aparcamientos y edificios importantes.
 - Kioscos informativos con mapas y directorios de empresas
 - Marcadores de pasarela para indicar el "Centro de Tránsito de Dunellen" a los visitantes
 - Creación de plaza pública en el centro.
 - Conexión peatonal mejorada desde la estación de tren hasta el centro de la ciudad.
 - Pasos de peatones más seguro (marcas, luces intermitentes, etc.)
 - Más bancos públicos

- Servicios Relacionados con el Estacionamiento**
- Rutas / carriles para bicicletas y portabicicletas.
 - Señalización de aparcamientos públicos.
 - Párguímetros que aceptan pago de la aplicación o pago con tarjeta de crédito.

10 Por favor califique cada tema en importancia en una escala de 1 (más importante) a 5 (menos importante):

- ___ Mercadotecnia y promoción
- ___ Mantenimiento y mejoras.
- ___ Seguridad Pública
- ___ Hospitalidad y Turismo
- ___ Servicios relacionados con el aparcamiento

11 ¿Estaría dispuesto a pagar una tarifa por servicios para ayudar al centro de la ciudad (para cosas como mercadotecnia y promoción, mantenimiento y mejoras, hospitalidad y turismo, servicios de estacionamiento, seguridad pública, etc.)? Por favor seleccione una respuesta.

- Totalmente de acuerdo
- De acuerdo
- Discrepar
- Totalmente en desacuerdo

12 Seleccione todos los elementos que apoyaría de la lista de fuentes de ingresos adicionales para el área del centro de la ciudad:

- Ingresos publicitarios
- Festivales de arte
- Venta de cerveza y vino en un evento
- Tarifas de licencia de negocios
- Ingresos del mercado de agricultores
- Ingresos de estacionamiento
- Recaudación de fondos
- Asociaciones universitarias

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de las empresas de Dunellen?

- Sí
- No

14 ¿Cuántas propiedades tienes en Dunellen?

- 0
- 1
- 2 o Más

15 Por favor seleccione su título (marque todos los que correspondan):

- Gerente de negocios
- Proprietario de la empresa
- Dueño de propiedad comercial
- Otro _____

Nombre del Negocio: _____

Dirección del Negocio: _____

Correo Electrónico: _____

¡GRACIAS por su participación en la encuesta de opinión de 2019 para la comunidad de negocios de Dunellen en el centro de la ciudad!

Los resultados estarán disponibles para el verano de 2019.

Síguenos en Facebook en: [facebook.com/DunellenTransitHubStudy](https://www.facebook.com/DunellenTransitHubStudy) y en Instagram @dunellen_transit_hub_study. ¿Preguntas o comentarios? Enviar un correo electrónico a DunellenTransitHubStudy@gmail.com.

Results:

What kind of downtown do you prefer?	What do you want to see happen in the Dunellen Transit Hub?
Bustling, lively	Enhance (a little bit of change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Enhance (a little bit of change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Evolucionar (cambiar gradualmente)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Evolve (gradual change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Evolve (gradual change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Evolve (gradual change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Evolve (gradual change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Transform (dramatic change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Transform (dramatic change)
Busy in the businesses AND active sidewalks and public spaces (with special events for the businesses and community)	Transform (dramatic change)
Busy in the businesses BUT no activity on sidewalks and public spaces	Transform (dramatic change)
Busy in the businesses BUT no activity on sidewalks and public spaces	Transform (dramatic change)
Ocupado en los negocios Y aceras y espacios <u>publicos</u> activos (con eventos especiales para los negocios y la comunidad)	Transform (dramatic change)
Outside your business, would you support the placement of	What was the greatest challenge in locating or

(select all that apply):	starting your business in Dunellen?
Artwork;Planter	Being located on the other side of the train station made it slightly difficult to reach local residents and those passing through.
Artwork;Planter;Trash/recycling receptacle	Competition
Artwork;Shade tree;Trash/recycling receptacle	Enough <u>costumers</u>
None of the above	Finding employees, having Rahway connection would have worked better for us.
Public seating/bench;Artwork;Planter;Shade tree;Trash/recycling receptacle;Bike rack	My business is not in the downtown area. I would say that the visual and intellectual image is a challenge.
Public seating/bench;Artwork;Planter;Trash/recycling receptacle	N/A
Public seating/bench;Artwork;Planter;Trash/recycling receptacle	parking
Public seating/bench;Artwork;Planter;Trash/recycling receptacle;Bike rack	Parking is very challenging for businesses.
Public seating/bench;Artwork;Shade tree;Trash/recycling receptacle;Bike rack;Art work and public seating .	POVERTY LEVEL/HOUSEHOLD INCOME/PARKING SPACE
Public seating/bench;Planter;Bike rack;I already have shade tree, trash receptacle, meter, light pole, and decorative light pole.	Que sea agradable a la vista del <u>publico</u> para obtener reconocimiento
Public seating/bench;Trash/recycling receptacle	Support
Recipiente de basura / reciclaje	The Parking, we as well as numerous other locations lack sufficient parking to <u>acomodate</u> all the customers we receive.
Shade tree	
What can be done to make doing business in Dunellen better and/or easier?	Complete the sentence. My customers/patrons/clients would enjoy Dunellen more if...
a public parking lot	If there was more parking and variety of different businesses
Different types of businesses instead of the same, like nail and hair salons	If there was more variety
Free advertisement for downtown Business. Or <u>activity's</u> for the Business owners.	It was more attractive and lively and had a better mix of businesses.

Improve parking. Town continues to develop without additional parking.	it were more of a walking town
La ciudad es <u>pequena</u> , por lo que creo que debemos incorporar a la ciudad fachadas vistosas y coloridas, calles limpias y en perfecto estado, <u>asi</u> como ofrecer seguridad a los peatones	More parking is needed.
more community events in downtown area	Organizamos <u>mas</u> ferias en las calles
More convenient parking for patrons of downtown businesses. It would be great to have a place to advertise at the train station itself as a partnership with local businesses.	Safer, cleaner
More parking	The streets had seasonal or historical decorations.
More working together and promoting downtown and town wide activities.	there was more <u>events</u> and better parking
NEED MORE WALKING PUBLIC AND LIVELIER DOWNTOWN	There was more fun family activity
The town could host more local events, that are attractive both locals and outsiders.	THERE WERE LESS HOMELESS PEOPLE IN AREA
Town allowing advertising signs/lawn signs , also having town maintained electronic display boards that businesses can use to pay and advertise at focal points.	There were more community spaces that families could utilize. having a safe direct trail/path to the library & more signage to the library.
	They could park more easily.
Complete the sentence. The best way to attract customers to the downtown from the to-be-built Dunellen Station development (estimate of 500 new residents) on the former Art Color property is...	Complete the sentence. I will know the Dunellen Transit Hub is a success when...
a wonderful idea	Business has picked up
BY BRINGING IN MORE DIVERSE/UNIQUE BUSINESSES	changes are actually made.
Easier access and a wider variety of business	i see an increase in volume sales
Having a variety of different types of shops	I see it.
if the train would go directly to new york instead of stp in newark	It is beautiful and lively
Modernizar la <u>estacion</u> de tren, pintando las paredes de colores, o con ayuda de los artistas locales.	More people look forward to moving to Dunellen.
more and better retail.	MY SALES GO UP!

Organize different shows/events.	Observe <u>mas</u> personas caminando por las aceras de la ciudad
Provide compelling food/service that is safely walkable.	Parking and traffic is alleviated
Same as answer above. Also extend lighting and visual connections to the downtown.	people outside of Dunellen have a reason to come here to shop and eat.
To add a traffic light or crosswalk for pedestrians at the intersection of New Market Rd and Washington Ave. Also, if there was a community bulletin board for businesses that could be used to advertise events and promotions.	Small businesses and nonprofits such as the library are fully utilized and enjoyed by both pedestrians and drivers.
To create more attractive walkways, perhaps a running or bike lane throughout the down town.	We see more people walking through our downtown. Very sparse now.
Marketing and Promotion	Maintenance and Improvements
Branding campaign for downtown Dunellen;Someone to organize and plan downtown events	<u>Estandares</u> de <u>senalizacion</u> mejorados y ejecucion de codigo de senal;Mas arte publico
Branding campaign for downtown Dunellen;Someone to organize and plan downtown events;Seasonal banners for light poles	Financial assistance for building facade improvements;Improved sanitation services;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.)
Branding campaign for downtown Dunellen;Someone to organize and plan downtown events;Seasonal banners for light poles	Financial assistance for building facade improvements;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public art
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Branding campaign for downtown Dunellen;Someone to organize and plan downtown events;Seasonal banners for light poles	Financial assistance for building facade improvements;Training sessions for window display design
Branding campaign for downtown Dunellen;Someone to organize and plan downtown events;Seasonal banners for light poles	Improved sign standards and sign code enforcement;Financial assistance for building facade improvements;Improved sanitation services;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public

	art;Training sessions for window display design
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Someone to organize and plan downtown events	Improved sign standards and sign code enforcement;Financial assistance for building facade improvements;Improved sanitation services;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);Training sessions for window display design
Someone to organize and plan downtown events	Improved sign standards and sign code enforcement;Financial assistance for building facade improvements;Improved sanitation services;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public art;Training sessions for window display design
Someone to organize and plan downtown events;Seasonal banners for light poles	Improved sign standards and sign code enforcement;Financial assistance for building facade improvements;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public art;Training sessions for window display design
Una <u>campana</u> de marca para el centro de Dunellen	Improved sign standards and sign code enforcement;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public art
	Improved sign standards and sign code enforcement;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public art
	Improved sign standards and sign code enforcement;Streetscaping plan (public seating, outdoor dining, trash/recycling receptacles, bike racks, shade trees, planters, etc.);More public

	art;Training sessions for window display design
Public Security	Hospitality and Tourism
Added police services	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);Creation of a public plaza in downtown
Added police services	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);Gateway markers to indicate the "Dunellen Transit Hub" to visitors;Creation of a public plaza in downtown;Improved pedestrian connection from the train station to downtown;More public benches
Added police services	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);More lighting in general and extension of new style light poles throughout more of the downtown;Creation of a public plaza in downtown;Improved pedestrian connection from the train station to downtown
Added police services	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);More lighting in general and extension of new style light poles throughout more of the downtown;Creation of a public plaza in downtown;Improved pedestrian connection from the train station to downtown
Added police services	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);More lighting in general and extension of new style light poles throughout more of the downtown;Wayfinding (signs for buildings, parks, etc.);Info kiosks with map and business directory;Creation of a public plaza in downtown;Improved pedestrian connection from

	the train station to downtown;Safer crosswalks (markings, flashing lights, bump outs, etc.);More public benches
Added police services	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);More lighting in general and extension of new style light poles throughout more of the downtown;Wayfinding (signs for buildings, parks, etc.);Info kiosks with map and business directory;Creation of a public plaza in downtown;Improved pedestrian connection from the train station to downtown;Safer crosswalks (markings, flashing lights, bump outs, etc.);More public benches
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	A single source to distribute info about what's going on downtown (including special promotion/events that you are doing);Wayfinding (signs for buildings, parks, etc.);Info kiosks with map and business directory;Safer crosswalks (markings, flashing lights, bump outs, etc.)
	<u>Mas arte publico</u> ;Mapas y <u>letreras</u> de informacion general para aparcamientos y edificios importantes.
	Wayfinding (signs for buildings, parks, etc.);Gateway markers to indicate the "Dunellen Transit Hub" to visitors;Creation of a public plaza in downtown;Improved pedestrian connection from the train station to downtown
	Wayfinding (signs for buildings, parks, etc.);Improved pedestrian connection from the train station to downtown;More public benches
Parking Related Services	Rank in order of importance from 1 (most important) to 5 (least important). Use each number only once. [Marketing and promotion]
Bicycle routes/lanes and bike racks;Signage to public parking lots	4
Bicycle routes/lanes and bike racks;Signage to public parking lots	3
Bicycle routes/lanes and bike racks;Signage to public parking lots;Parking meters which accept an app payment or credit card	5

payment	
Bicycle routes/lanes and bike racks;Signage to public parking lots;Parking meters which accept an app payment or credit card payment	3
Bicycle routes/lanes and bike racks;Signage to public parking lots;Parking meters which accept an app payment or credit card payment	2
Bicycle routes/lanes and bike racks;Signage to public parking lots;Parking meters which accept an app payment or credit card payment	2
Parking meters which accept an app payment or credit card payment	1
Parking meters which accept an app payment or credit card payment	3
<u>Senalización de aparcamientos públicos.</u>	1
Signage to public parking lots	4
Signage to public parking lots	1
Signage to public parking lots;Parking meters which accept an app payment or credit card payment	5
Signage to public parking lots;Parking meters which accept an app payment or credit card payment	3
Rank in order of importance from 1 (most important) to 5 (least important). Use each number only once. [Maintenance and improvements]	Rank in order of importance from 1 (most important) to 5 (least important). Use each number only once. [Public security]
1	1
1	1
1	1
1	1
1	2
2	2
2	2
3	2
3	3
3	3

4	3
4	5
5	5
Rank in order of importance from 1 (most important) to 5 (least important). Use each number only once. [Hospitality and tourism]	Rank in order of importance from 1 (most important) to 5 (least important). Use each number only once. [Parking related services]
1	1
1	1
2	1
2	1
2	1
2	2
3	3
3	3
3	4
4	4
4	4
4	5
5	5
I would be willing to pay a fee for services to help the downtown (for things such as marketing & promotion, maintenance & improvements, hospitality & tourism, parking services, public safety, etc.). Please select one response.	Please select all items you would support from the list of additional revenue sources for the downtown area:
Agree	Parking lot revenues;Fundraising
Agree	Advertising revenues;Art festival;Beer and wine sales at an event;Business license fees;Farmers market revenues;Parking lot revenues;Fundraising;University partnerships;Charitable contributions for businesses
Agree	Advertising revenues;Beer and wine sales at an event;Charitable contributions for businesses

Agree	Advertising revenues;Art festival;Farmers market revenues;Fundraising;University partnerships;Charitable contributions for businesses
Agree	Art festival;Beer and wine sales at an event;University partnerships;Charitable contributions for businesses
Disagree	Art festival;Beer and wine sales at an event;Farmers market revenues;Parking lot revenues;Fundraising;University partnerships;Charitable contributions for businesses
Disagree	Art festival;Farmers market revenues;Parking lot revenues
Disagree	Beer and wine sales at an event;Farmers market revenues;Fundraising;Charitable contributions for businesses
Disagree	Art festival;Farmers market revenues;Charitable contributions for businesses
Discrepar	Festivales de arte;Venta de cerveza y vino en un evento;Ingresos de estacionamiento;Recaudacion de fondos;Contribuciones <u>beneficas</u> de las empresas
Strongly Disagree	Advertising revenues;Art festival;Beer and wine sales at an event;Parking lot revenues;Fundraising;University partnerships;Charitable contributions for businesses
Strongly Disagree	Art festival;Parking lot revenues;University partnerships
Strongly Disagree	Advertising revenues;Art festival;Beer and wine sales at an event;Parking lot revenues;University partnerships
Are you a Dunellen resident?	How many properties do you own in Dunellen?
No	2 or more
No	0
No	1

No	0
No	0
No	0
No	1
Yes	1
Yes	1
Yes	1
Yes	1
Yes	1
Yes	1
Please select your perspective (mark all that apply):	How many years has your business operated in Dunellen?
Business manager	7
Business manager	4
Business manager;Business owner	18
Business owner	1
Business owner	30
Business owner	29
Business owner	3
Business owner	25
Business owner	15
Business owner	5
Business owner;Commercial property owner	20 & 6
Gerente de negocios	15
Resident and Employee	45
Please provide any additional comments or ideas that you would like to share.	
I think this study is important to the future of business in Dunellen	
Would not be in favor of additional SID tax on businesses, as property/sewer tax is very high give use (i.e., ***** in particular); existing amusement, liquor, county, and food tax/licensing as w proposed rain tax already result in a high tax burden.	

Agree	Advertising revenues;Art festival;Farmers market revenues;Fundraising;University partnerships;Charitable contributions for businesses
Agree	Art festival;Beer and wine sales at an event;University partnerships;Charitable contributions for businesses
Disagree	Art festival;Beer and wine sales at an event;Farmers market revenues;Parking lot revenues;Fundraising;University partnerships;Charitable contributions for businesses
Disagree	Art festival;Farmers market revenues;Parking lot revenues
Disagree	Beer and wine sales at an event;Farmers market revenues;Fundraising;Charitable contributions for businesses
Disagree	Art festival;Farmers market revenues;Charitable contributions for businesses
Discrepar	Festivales de arte;Venta de cerveza y vino en un evento;Ingresos de estacionamiento;Recaudacion de fondos;Contribuciones <u>beneficas</u> de las empresas
Strongly Disagree	Advertising revenues;Art festival;Beer and wine sales at an event;Parking lot revenues;Fundraising;University partnerships;Charitable contributions for businesses
Strongly Disagree	Art festival;Parking lot revenues;University partnerships
Strongly Disagree	Advertising revenues;Art festival;Beer and wine sales at an event;Parking lot revenues;University partnerships
Are you a Dunellen resident?	How many properties do you own in Dunellen?
No	2 or more
No	0
No	1

Crossing Washington Ave at Dunellen Hotel and Annex is the equivalent of attempting suicide.

We need to see more police presence at night riding through parking lots and side streets. Not just waiting to get speeders. Also, this small town does not need any more nails or hair salons. Give people a variety and a reason to walk down North Ave.

I AM PLEASED TO SEE OUR TOWN WILL BE GOING THROUGH A DRASTIC CHANGE IN THE RIGHT DIRECTION IN THE COMING YEARS.

Create town center with food courts and parking.

I hope Dunellen gets more promotion

Appendix B: New Jersey Special Improvement Districts

List of Special Improvement Districts in New Jersey, as of 2010

County	Municipality	District Management Corporation Contact Information
Atlantic	City of Atlantic City	AC SID: Don Guardian or James Kutch; 609-344-6990; www.acsid.com; jrivera@acsid.com; The Garage in Gordon's Alley, Atlantic City, NJ 08401
Bergen	Bergenfield Borough	Bergenfield SID: Donald Smartt, Administrator, director@bergenfieldsid.org; http://bergenfieldsid.org; Post Office Box 443, Bergenfield, NJ, 07621; 201/384-8555;
Bergen	Englewood City	Englewood Economic Development Corp: Karen Rawl, Downtown Manager; info@englwoodstyle.com, englewoodstyle.com; 201-871-6664; 2-10 N. Van Brunt, Englewood, NJ 07631
Bergen	Fair Lawn Borough	Broadway Improvement Corporation: Donald Smartt, Administrator; admin@commercialdistricts.com; 973-857-1467, info@broadwaysid.com; www.broadwaysid.com; PO Box 1296, Fair Lawn, NJ 07410

Bergen	Fair Lawn Borough	River Road Improvement Corp: Donald Smartt, Administrator; 201 797-3442; admin@commercialdistricts.com; www.fairlawnriverroad.com; PO Box 1296, Fair Lawn, NJ 07410
Bergen	Hackensack	Hackensack Upper Main St. Alliance: Albert Dib, ExecUTIVE dIRECTOR; http://www.uppermain.org; info@uppermain.org; 201-498-1690; 238 Main Street - Suite 110, Hackensack, NJ 07601
Bergen	Maywood Borough	Maywood Business SID Management Corp: Jean M. Pelligra, Borough Clerk 201-845-2900 ext 201 maywood.clerk@verizon.net; Gerry Gallitano; www.maywoodboro.org
Bergen	Rutherford	Rutherford Downtown Partnership: Robin Reenstra-Bryant, Exec. Director; http://www.rutherfordnjdowntown.com; 201-460-3000 x3156; 176 Park Avenue Rutherford, NJ 07070
Bergen	Teaneck Township	Cedar Lane Management Group: http://www.cedarlane.net; staff@cedarlane.net 201-907-0493; 555 Cedar Lane, Teaneck, NJ 07666
Bergen	Tenafly Borough	Tenafly Business Improvement District Management Corp.: Norman Dorf, President, 201-988- 1100, normand@dcantos.com; Councilwoman Nadia LaMastra, nlamastra@tenafly.net, 110 Riveredge Rd. Tenafly 07670
Burlington	Palmyra Borough	Palmyra Business Improvement District: Anthony Fratto, Director, afratto@boroughofpalmyra.com; 856/ ; 200 West. Broad St. Palmyra, NJ 08065
Camden	Collingswood	Collingswood Partners, Inc.: Terry Seeley, Secretary; http://www.collingswood.com/shopping/collingswood-partners; terry@collingswood.com; 856- 858-9275; PO Box 9000, 678 Haddon Avenue Collingswood, NJ 08108

Camden	Haddon Township	Haddon Township Business Improvement District: Kate Burns, Director; www.htbid.org; kburns@haddontwp.com, 135 Haddon Ave. Haddon Twp, NJ 08108; 856/854-1176 ext.4194
Camden	Haddonfield Borough	Partnership for Haddonfield: Lisa Hurd, Retail Coordinator; Rosalie Shapiro, Admin. Asst.; rosalie.shapiro@gmail.com; pfh@haddonfieldnj.org; Deanna Bennett, 856-429-4700, ext. 204, dbennett@haddonfield-nj.gov; 242 Kings Hwy East, Haddonfield, NJ 08033; www.haddonfieldnj.org
Camden	Audubon Borough	Audubon SID: Administrator David Taraschi 856-547-1240; Renee Mettinger, SID President 856-546-3056; flowersbyreeneen@aol.com; 111 West Merchant St., Audubon, NJ 08106
Cape May	Cape May City	Washington Street Mall Management Company, Inc.: Joe Bogle, Chair; sales@fudgekitchens.com; 609-884-2834; Bruce MacLeod, Cape May City Manager; brucem@capemaycity.com; www.washingtonstreetmall.com; Po Box 2338, Cape May, New Jersey 08204
Cape May	North Wildwood	Wildwoods Boardwalk SID Management Corp. Patrick Rosenello, Executive Director; www.dowildwood.com; wildwoodsb@aol.com; 609-523-1602; PO Box 1135 Wildwood NJ, 08260* with Wildwood City
Cape May	Ocean City	BAND/Main Street Ocean City, Marica Shallcross, Executive Director; mainstreetoceancity@verizon.net; http://downtownocnj.com 609-298-4662; 901 Asbury Ave, Ocean City, NJ 08226
Cape May	Wildwood	Wildwoods Boardwalk SID Management Corp. Patrick Rosenello, Executive Director; www.dowildwood.com; wildwoodsb@aol.com; 609-523-1602; PO Box 1135 Wildwood NJ, 08260

Cape May	Wildwood	Wildwood BID Management Corp.: Patrick Rosenello, Executive Director; www.dowildwood.com; wildwoodsb@aol.com; 609-523-1602; PO Box 2635, Wildwood NJ, 08260 with North Wildwood
Cumberland	Vineland	Main Street Vineland/VDID: Todd Noon, Executive Director; http://www.mainstreetvineland.org; tnoon@vinelandcity.org; 603 E. Landis Ave., Vineland, NJ 08360; 856-794-8653
Essex	Bloomfield Township	The Bloomfield Center Alliance, Inc.: Executive Director, Stuart Koperweis; info@bloomfieldcenter.com; www.bloomfieldcenter.com; 973-429-8050; 2 Broad Street, Suite 201 Bloomfield, NJ 07003
Essex	East Orange City	Central Avenue Business Improvement District: Melanie Malawich, Administrator; FirsTEAM Management; mmalawich@ftm-nj.com; (973) 673-5013; PO Box 2244; East Orange, NJ 07019
Essex	Irvington	Camptown Business Improvement District: Luz Carde, Executive Director; FirsTEAM Management; lcarde@ftm-nj.com; (973) 395-89000; www.irvington-nj.com; c/o FTM, 604 Irvington Central Avenue, Suite #4-5; East Orange, NJ 07018
Essex	Irvington	Irvington Springfield Avenue Business Improvement District: Luz Carde, Executive Director; FirsTEAM Management; lcarde@ftm-nj.com; (973) 673-0205; www.irvington- Irvington nj.com; PO Box 323; Irvington, NJ 07111-0323
Essex	Livingston Township	Livingston Community Partnership Mgmt. Corp.: Beth Lippman, Executive Director; blippman@intownlivingston.com; www.intownlivingston.com; 973-992-8080; 25 South Livingston Ave., 2nd Floor Suite E, Livingston NJ 07039

Essex	Maplewood Township	Maplewood Village Alliance: Julie Doran, Manager; maplewoodvillagealliance@yahoo.com, 973-762-4556, www.maplewoodonline.com/village; PO Box 1360 Maplewood, NJ 07040
Essex	Maplewood Township	Springfield Avenue Partnership: Don Smartt.; www.springfieldavenue.com; admin@commercialdistricts.com; 973-763-6011; P.O. Box 1294 Maplewood, New Jersey 07040
Essex	Millburn Township	Downtown Millburn Development Alliance: Harold Klein, exec. Director; www.downtownmillburn.org; hklein@downtownmillburn.org; 973-379-2341; 350 Millburn Ave., Millburn, NJ 07041
Essex	Montclair	Montclair Center BID: Thomas Lonergan, Director; tom@montclaircenter.com, www.montclaircenter.com; 973-509-3820; 7 North Willow Street, Suite 4A, Montclair, NJ 07042
Essex	Newark City	Ironbound Business Improvement District: Seth Grossman, Executive Director/CEO; nwkibid@aol.com, 973-491-9191, www.goironbound.com; 56 Congress Street, Newark, NJ 07105
Essex	Newark City	Mount Prospect Partnership: Frank Petolino; Iris Torres; www.mppside.org; mppsid@verizon.net; 973-482-2200; 643 Mount Prospect Ave, Newark, NJ 07104-3109; (973) 482- 2200
Essex	Newark City	Newark Downtown District: Anthony McMilan, Executive Director; info@downtownnewark.com; 973-733-9333, www.downtownnewark.com; (973) 733-9333 x 23 anthony@downtownnewark.com
Essex	West Orange	Downtown West Orange Alliance: Denise Esposito, Executive Director; http://www.downtownwestorange.org; 973-325-4109 downtown@westorange.org; 66 Main Street, West Orange, NJ 07052

Hudson	Bayonne	Bayonne Town Center: Mary Divoock, Executive Director; http://www.bayonnetowncenter.com; info@bayonnetowncenter.com; 201-339-9409; 8 East 22 Street Bayonne, NJ 07002;
Hudson	Jersey City	Central Avenue SID: David Diaz, District Manager; http://www.centralavesid.org; casid@jcheights.com; 366 Central Avenue, Suite 201, Jersey City 07307, Tel.- 201-656-1366
Hudson	Jersey City	Historic Downtown SID: Nikol Floros, Director; http://www.jcdowntown.com; nikol@jcdowntown.com; 317 Grove Street,Suite #2; Jersey City, NJ 07302, (201) 547-3554;
Hudson	Jersey City	Journal Square Restoration Corporation: Don Smartt, Administrator; www.thenewjournalssquare.com; admin@comm.com; 4 Path Plaza Jersey City, NJ 07306, 201- 795-1854
Hudson	Jersey City	McGinley Square Partnership SID: Christine Barresi, Executive Director, FirsTEAMgmt.; www.mcginleysquare-jerseycity.com; McGinley.Square@verizon.net; 761 Montgomery Street, Jersey City, NJ 07306; 201-200-9600
Hunterdon	Flemington	Flemington Borough
Mercer	Trenton City	Trenton Downtown Association, Taneisha Laird,Exec. Director; tnl@trenton-downtown.com; www.trenton-downtown.com; 609-393-8998 x11
Middlesex	Carteret	Carteret Business Partnership, Inc.: Kathaleen Shaw, Director of Economic Development; 732- 541-3835, shawk@carteret.net; www.carteret.net; Memorial Municipal Building, 61 Cooke Avenue, Carteret, NJ 07008
Middlesex	Highland Park	Main Street Highland Park: Jamie McCrone, 732-828-8444: www.mainstreethp.org; jmccrone@mainstreethp.org; 421 Raritan Avenue, Highland Park, NJ 08904

Middlesex	New Brunswick City	New Brunswick City Market: Pamela Stefanek, Executive Director; citymarket@newbrunswick.com www.NewBrunswick.com; 732-545-4849; One Penn Plaza, Suite 3, New Brunswick, NJ 08901
Middlesex	Perth Amboy	Perth Amboy Business Improvement District: Robert McCoy (732) 826-0290 rmccoy@perthamboynj.org; www.ci.perthamboy.nj.us; 732-442-6421
Middlesex	Woodbridge	Inman Avenue SID: Carolyn Ehrlich, Executive Director (Woodbridge Redev. Agency); www.twp.woodbridge.nj.us (under "Boards & Commissions"); caroline.ehrlich@twp.woodbridge.nj.us; 732/634- 4500 x2032
Middlesex	Woodbridge	Main Street SID/Downtown Merchants Association: Jennifer Burns, Chairperson; 732/634 6015; jennifer.burns@twp.woodbridge.nj.us; www.twp.woodbridge.nj.us (under "Boards & Commissions"); http://www.woodbridgedowntown.com/
Middlesex	Woodbridge	New Brunswick Avenue SID: Robert Landolfi, Chairman; 732 634 4500 x6492; robert.landolfi@twp.woodbridge.nj.us; www.twp.woodbridge.nj.us (under "Boards & Commissions");
Middlesex	Woodbridge	Oak Tree Road SID: John M. Mitch, Chairman; 732/634-4500 x6404; john.mitch@twp.woodbridge.nj.us; www.twp.woodbridge.nj.us (under "Boards & Commissions"); www.oaktreeroad.org
Monmouth	Belmar Borough	Unknown - being formed at time of report
Monmouth	Freehold Borough	Freehold Center Partnership dba Downtown Freehold: JA. Richard Gatto, CEO; www.downtownfreehold.com; happenings@downtownfreehold.com; 732-333-0094; 10 East Main Street; Freehold, NJ 07728

Monmouth	Highlands	Mayor Anna Little 732/872-1224; Borough Hall at 171 Bay Avenue, Highlands, NJ 07732
Monmouth	Keyport Borough	Keyport Business Alliance: Joe Wedick, Coordinator; J.wedick@verizon.net; 732/739-0690 P.O. Box 636 Keyport, NJ 07735
Monmouth	Red Bank Borough	Red Bank River Center: Nancy Adams, Executive Director; www.redbankrivercenter.org; 732- 842-4244; nancy@redbankrivercenter.org; 20 Broad St. Red Bank, NJ 07701
Monmouth	Spring Lake Borough	Spring Lake Business Improvement District dba Spring Lake Business Development Corporation; Michael Redpath, Executive Director; 1207 Third Avenue, Suite D; Spring Lake, NJ 07762; 732-449-0037; info@visitspringlake.com
Morris	East Hanover Township	East Hanover Community Partnership: Mario Accumano, President; Mario@Design- Technica.com; http://www.easthanoversid.com
Morris	Morristown	Morristown Partnership: Michael Fabrizio, Executive Director; /www.morristown-nj.org; 973- 455-1133, mfabrizio@morristown-nj.org; 14 Maple St. Avenue, Suite 201, Morristown, NJ 07960
Morris	Netcong Borough	Netcong Special Improvement District, Inc. dba Netcong Community Partnership: Ralph Blakeslee, Borough Administrator; www.netcongcp.com; (973) 347-7307 (x126); sid@netcong.org; 23 Maple Avenue Netcong, New Jersey 07857; Brian Olenko, President: 973/219-9036
Ocean	Plumsted Township	Main Street New Egypt: Peter Ylvisaker 609-758-7539 peterylvisaker@aol.com; 31 Main Street New Egypt, NJ 08533; http://www.mainstreetne.org/

Ocean	Seaside Heights	Seaside Heights Business Improvement District, Inc.: Maria Lynn Maruca, Director; www.seasideheightstourism.com; 732-854-8000; sshbid@optimum.net; P.O. Box 43, Seaside Heights, NJ 08751
Ocean	Toms River Township	Downtown Toms River: Arlene Read, Marketing Director; www.downtownomsriver.com; info@downtownomsriver.com 218 Main Street, Toms River, NJ 08753; 732-341-8738
Passaic	Clifton City	Clifton's Historic Botany District; Gregory Mayo; CHBDinformation@aol.com; http://www.historicbotany.com; 315 Parker Ave. Clifton, NJ 07011
Passaic	Clifton City	Downtown Clifton Economic Development Group; http://www.downtownclifton.com/; angela@downtownclifton.com; Angela Montague; 973-253-1455; 1119 Main Avenue Clifton, NJ 07011
Passaic	Paterson City	Bunker Hill SID: John Fressi, Chairman 973/881-7300, 973/345-1802; basfood@aol.com; PO Box 274 Paterson, NJ 07544; Joey Torres, Executive Director; 973/261-4351
Passaic	Paterson City	Downtown Paterson SID, Inc.: Sheri Ferreira, Executive Director; sheri@greaterpatersoncc.org, www.shoppaterson.org; 973/881-7300, 973/417-7259; 100 Hamilton Plaza, Paterson, NJ 07505
Passaic	Pompton Lakes	Pompton Lakes Community Partnership: Beth Lippman, Exec. Dir.; Art Kafka, Manager; info@pomptonlakesbid.com; Telephone: 973-865-5906; http://pomptonlakesbid.com; 25 Lenox Avenue Pompton Lakes NJ 07442
Somerset	Franklin Township	Hamilton Street Business & Commercial Corp: Efen Dato, 732-873-2500 ext 400; www.hsbcc.org; 604 Hamilton St., Somerset, NJ 08873

Somerset	Somerville Borough	Somerville Downtown Alliance: Cynthia Hollod, Executive Director; www.findsomerville.com; 25 West End Avenue Somerville, NJ 08876; dsa@findsomerville.com; 908-541- 1600
Union	Cranford	Cranford Downtown Management Corporation; Kathleen Miller Prunty, Exec.Director; http://www.cranford.com/downtown; 908-709-7208, DMC@cranfordnj.org; 8 Springfield Avenue, Cranford, NJ 07016
Union	Elizabeth City	Elizabeth Avenue Partnership; Dave Stochak, Executive Director www.elizabethavenue.org; 815 Elizabeth Avenue, Suite # 302, Elizabeth, NJ 07201 Phone 908.965.0660; cap@elizabethavenue.org
Union	Elizabeth City	Historic Midtown Elizabeth SID; Janice DeAvila, Ex. Director; www.elizabethsid.org; 908- 355-9600; 1139 East Jersey Street Suite 616 Elizabeth, NJ 07201; mesid@verizon.net
Union	Linden City	Linden Special Improvement District: Mike Bono, Director; 908/419-1515; www.linden-nj.org; 301 North Wood Avenue, Linden, NJ 07036
Union	New Providence	New Providence Downtown Improvement District, Inc: Joe Steiner, Consultant; 908-598-2532, jsteiner@organizationresources.org; William Ferdinand, President DID; billferdinand@gmail.com; christineferdinand@msn.com; 908-665-1400 x401;
Union	Plainfield City	Plainfield Special Improvement District: FirstTEAM Management, David Biagini, President; www.positivelyplainfield.org; info@positivelyplainfield.org; 908/756-1088; c/o Netherwood Auto Repair Center, 1000 South Ave., Plainfield, NJ 07062

Union	Rahway City	Rahway Arts District; Anthony Deige; http://www.rahwayartsdistrict.org ; 1663 Irving Street Rahway, NJ 07065 Telephone: 732-669-3617; adeige@cityofrahway.com
Union	Roselle Park	Roselle Park Special Improvement District Management Corporation: Doreen Cali; 908/245- 6222; dcali@rosellepark.net ; David Biagini, President. FirsTEAMgmt. 973/763-5288; 110 East Westfield Avenue Roselle Park, NJ 07204
Union	Scotch Plains	Scotch Plains Management Corporation: David Biagini, President. FirsTEAMgmt. 973/763- 5288 info@prideinscotchplains.com ; http://prideinscotchplains.com ; 908/755-0280; PO Box 772, Scotch Plains, NJ 07076
Union	Summit City	Summit Downtown, Inc.: Marin Mixon, Executive Director; P.O. Box 1502 - 18 Bank Street, Suite 1E, Summit, NJ 07902-1502, Phone: 908/277-6100, Fax 908-277-6101; email: office@summitdowntown.org ; www.summitdowntown.org
Union	Union Township	Union Center Special Improvement District: Michael Minitelli; (908) 851-4666; mMinitelli@uniontownship.com ; 1976 Morris Ave Union, NJ 07083; http://www.unioncentergateway.com/
Union	Westfield	Downtown Westfield Corp.: Sherry Cronin, Executive Dir.; 105 Elm Street, Westfield, NJ 07090; www.westfieldtoday.com ; s.cronin@westfieldtoday.com ; 908/789-9444;
Warren	Hackettstown Town	Hackettstown Business Improvement District: David Rucki, Executive Director; www.hackettstownbid.com ; 207 Main Street, Hackettstown, NJ 07840; Phone: (908) 850-5004; director@hackettstownbid.com

Warren	Washington Borough	Washington Business Improvement District: Sandi Cerami, Executive Director; sandi@washingtonbid.org ; www.washingtonbid.org ; 908/689.4800; 21 Belvidere Ave., Washington, NJ 07882
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Summary of New Jersey Special Improvement Districts, as of 2010.

Municipalities with Improvement Districts/District Management Corporations	64
Improvement Districts/District Management Corporations	82
Counties with Municipal Improvement Districts/District Management Corporations	18
Municipalities with Most Improvement Districts/District Management Corporations	Jersey City and Woodbridge Township (4)
County with Most Improvement Districts/District Management Corporations	Essex (13)
Counties with no Improvement Districts/District Management Corporations	Gloucester, Salem, and Sussex

Source: NJ DCA A.

Appendix C: Renderings

Before:



After:



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Student Biographies

Gregory Brodie

Master of City and Regional Planning, 2020

Concentration in Community Development and Transportation

Gregory started at the Bloustein School to pursue a career in urban planning, with special attention to the political, housing, transportation, and industrial sectors of cities. He holds a degree in Political Studies from Prescott College, in Arizona, where he built networks working with community development corporations and labor unions. Originally from New York, after Rutgers, he hopes to move back to New York City and work in politics or consulting. In his spare time he enjoys swimming, and thinking about how we accommodate community needs around housing and economic development.

Lindsey Connors

Master of City and Regional Planning, 2019

Concentration in Community Development and Housing

Lindsey is originally from Massachusetts. She received her bachelor's degree from the University of Massachusetts Boston in community economic development. There she developed a strong interest in how equity relates to many urban planning topics, and in learning about the factors that help produce inequitable housing systems. Lindsey seeks to help people meet their housing needs and will continue to do so at the University of Kentucky where she will begin her doctoral studies in urban planning in the fall of 2019. In her free time, she likes to experiment in the kitchen and spend time outside.

Tim Jenssen

Master of City and Regional Planning, 2019

Concentration in Environmental Planning and Real Estate Development & Redevelopment

A New Jersey native since the age of five, Tim has always been intrigued by local infrastructure developments and overall improvements to the built environment in NJ and the NYC Metro Area. Originally obtaining his Bachelor's Degree in International Business and Spanish from Northeastern University, Tim spent a year living in Mexico and spent an additional five years working in the finance industry. After going through a midlife crisis in his late twenties, Tim decided to make a career out of his intrigue and enrolled in the MCRP program. In his free time, Tim enjoys golfing, camping, skiing and is an active volunteer on the Family Selection Committee with Habitat for Humanity in Paterson, NJ.

Stephen Madsen

Master of City and Regional Planning, 2020

Concentrations in Community Development, Housing and Redevelopment

A former long-time resident, Stephen is thrilled to be back in New Jersey at Rutgers. Prior to pursuing his master's degree, Stephen earned his bachelor's degree in political science from the College of the Holy Cross in Worcester, Massachusetts and spent the past five years working for Morgan Lewis in Washington, DC. In pursuing his master's degree, Stephen has focused on promoting and researching inclusive economic and neighborhood redevelopment strategies, along with the financing mechanisms supporting them. During his free time, Stephen enjoys large cups of coffee, working on his bike, and watching basketball.

Evan Wise

Master of City and Regional Planning, 2020

Concentrations in Transportation and Urban Informatics

Evan, a Philadelphia resident, earned his bachelor's degree in community development from Temple University where he minored in political science, business, and GIS. He is particularly interested in working with low-income communities in the areas of economic development, and technology disparities. Evan is currently pursuing a master's degree in city and regional planning, and he hopes to work toward advancing marginalized communities in cities. In his free time, Evan volunteers as a reading coach for elementary school students, rides public transportation, and explores Philadelphia.

Julia L. Wong

Master of City and Regional Planning, 2019

Concentration in Urban Informatics

Julia, a New Jersey native, is thrilled to work on a project so close to home! Her bachelor's degree from Washington University in St. Louis is in environmental studies, with minors in public health and American cultural studies. Combined with a master's degree in city and regional planning focused on urban informatics, Julia aims to build healthier, thriving, and more equitable communities in the greater New Jersey region; she will join the New Jersey Department of Environmental Protection as a Program Specialist, working with the department of Environmental Public Health and Safety in June of 2019. Julia spends her free time exploring new places, playing with her puppy, and making homemade pasta.

Cansu Yerdelenli

Master of City and Regional Planning, 2019

Concentration in Design and Redevelopment, Certificate in Coastal Resilience

Cansu takes much pride in being born and raised in New Jersey. Her passion for the natural and built environment began as a child when her father would drive her and her siblings around to share and explore the beauty of parks, neighborhoods and downtowns in the tristate area. She graduated from Rutgers University with a degree in Environmental Policy, Institutions and Behaviors and chose to compliment her undergraduate studies with a masters in urban planning. Her ambition is to design resilient communities vulnerable to extreme weather events. When Cansu is not in school, she enjoys spending time with her friends and family, trying out new sports, reading, and exploring new places.

