

**WEST CHESTER BUSINESS IMPROVEMENT DISTRICT AUTHORITY**

**November 10, 2015**

**Agenda**

**BID Office – 119 N. High Street**

- I. Introductions & Public Comment (Brown)
- II. Approval of October Minutes (Brown)
- III. Comments of Chair (Brown)
  - Resolution 2015-#5 – (Municipal Claims)
  - Resolution 2015-#6 – (Anchor Building Grant)
- IV. Executive Director Report (Johnstone)
- V. WCDF (Wileczek)
- VI. Treasurer & Finance – (Blakely)
- VII. Committee Reports:
  - a. Advocacy (Gusz)
  - b. Business Attraction (May/Walsh)
  - c. Design (Ott)
  - d. Marketing (Riper)
- VIII. Other Business:

**Next Meeting: Tuesday, December 8, 2015 - 8am – BID Office**

**WEST CHESTER BUSINESS IMPROVEMENT DISTRICT  
BOARD OF DIRECTORS MEETING  
October 13, 2015**

**Present Board:** H. Brown, C. Blakely, T. Crisp, F. Gusz, R. May, R. Ott, S. Riper,  
B. Scott, T. Walsh, K. Wileczek, M. Yoder  
**Absent Board:** M. Kichline, L. Nelson, J. Norley, A. Wetzel  
**BID Staff:** M. Johnstone, E. McGuire

**I. Introductions & Public Comment:** (No Introductions/Public Comment)

**II. Approval of September Minutes:**

*Motion to approve September Minutes:*

*Motion Passed: (Blakely / Ott)*

**III. Comments of Chair: (Brown)**

On September 22, 2015, at a public meeting, the Borough Council voted to accept the West Chester BID Preliminary Five Year Plan as the Final Plan. The 45-day period for stakeholders to cast their objection to the BID will end on November 6<sup>th</sup>. If fewer than 40-percent of the stakeholders file objections by that date, the Borough Council will advertise to hold a hearing on November 17<sup>th</sup>, to consider an ordinance to adopt the Final Plan that will extend the West Chester BID another five years.

**IV. Executive Director Report: *See Report***

Malcolm will make a presentation to Borough Council to request the annual contribution to the BID. Holly Brown suggested that BID move forward with a request for \$100,000, with justification for the increase. BID Staffing – Malcolm will draft job description and work with the hiring committee and board to fill the anticipated full-time position. Attending the following required PDC meetings: Oct. 14 (Hazleton), Oct. 26 (Harrisburg), Dec. 16 (Downingtown)

\*One Board member is required to attend the Dec. 16<sup>th</sup> meeting.

*Motion to purchase (2) \$100 gift cards; one for Suzanne Adams and one for Steve Pitcharella.*

*Motion passed: (Scott / Blakely)*

**V. WCDF (Wileczek):** The 2015 West Chester Preservation Awards will take place on Thursday, October 22 at 5:30 pm at CCHS.

**VI. Treasurer & Finance: (Blakely) *See Reports***

Month-End Bank Balance: \$79,615. A virus wiped out the BID's financials. Most of the QB data has been recovered. The BID should soon receive the 4<sup>th</sup> Quarter allocation from the Borough. The Finance committee will convene a meeting to discuss the budget.

**VII. Committee Reports:**

**Advocacy:** (Gusz) *See Report*

A communication to the downtown business and property owners is needed as a reminder to clean their sidewalks and to advise that the Borough will be enforcing fines.

**Business Attraction:** (May) *See Report*

Continue work on the mapping project.

**Design** – No meeting.

**Marketing** – (Riper) *See Report*

Work on the banner program will continue in January, with a goal to have 25-percent of the banners installed by the spring. Working with the Borough to offer free parking through Black Friday/Small Business weekend.

**Next Meeting: Tuesday, November 10, 2015 - 8am – BID Office.**

## **Manager's Report to West Chester BID Board of Directors**

Malcolm Johnstone, Executive Director | October 10 – November 6, 2015

### **BID ordinance**

Borough Council will hold a hearing to consider an ordinance authorizing a new five-year term for the BID commencing January 1, 2016 through December 31, 2020. That meeting will take place Tuesday, November 17, 2015 at 6:00pm at Borough Council Chambers.

### **PDC to perform annual assessment**

The Annual Program Assessment is a once-a-year opportunity for the West Chester BID, the Pennsylvania Department of Community and Economic Development (DCED) and the Pennsylvania Downtown Center (PDC) to review the progress being made by the West Chester in implementing its local Main Street Program. The purpose of the assessment is to review the activities of the last year as presented in the BID's most recent five year strategy and as reported on the On-Line Reporting System. The result should be better progress in the subsequent year, the identification of training needs and the identification of issues which may be hampering success. It is not meant to be an adversarial or confrontational process, although the process may uncover a significant concern that should be addressed quickly by the local organization. The result of the assessment will be a report to DCED and serve as the basis for the accreditation of Main Street.

As with last year, I have scheduled the assessment to be on the same day of the regular BID Board meeting--December 8--to have the BID Board, committees, and staff participate in the assessment visit which will require between 9 to 10 hours. Thus the scheduled Board meeting should be condensed to the most important items.

### **Leadership Forum**

The Pennsylvania Downtown Center is also offering a Leadership Forum in Downingtown on December 16, from 6pm to 9pm. It is a requirement to have one or more BID Board members attend at least once a year in order to maintain our Keystone Designation and Main Street Accreditation. Talk to Holly or Malcolm to attend.

### **Black Friday & Small Business Saturday**

The BID has joined the Greater West Chester Chamber of Commerce and Borough Council in making the Thanksgiving weekend as big as possible for downtown West Chester. The Chamber is managing Small Business Saturday, the BID Black Friday and the Borough offers free parking all weekend.

### **Public Transportation**

The Delaware Valley Regional Planning Commission (DVRPC) has been conducting a study focused on improving bus service along West Chester Pike between West Chester Borough and the 69th Street Transportation Center. The final presentation of this study is Friday, November 13, at 9am at the Newtown Township Municipal Building. If you wish to attend, please speak with Malcolm.

**West Chester Business Improvement District**  
**Advocacy Meeting**  
**October 23, 2015 | 8am**  
**Minutes**

In Attendance: Fred Gusz, Chair; Bruce Cavin, Ray Ott, Pat Comerford, Holly Brown, and David Mozzocco. Staff: Malcolm Johnstone.

The previous meeting minutes were reviewed and approved.

**BID re-authorization**

After a three-hour Borough Council meeting, the BID Preliminary Plan was approved by a narrow margin to become the Final Plan. With the Preliminary Plan now adopted as the Final Plan, re-authorization is subject to a negative vote by persons representing ownership of 40-percent of the properties within the proposed district. Any objections to the Plan or re-establishment of the West Chester BID must be filed, in writing, by benefited property owners with the Borough Manager, c/o West Chester Borough, 401 E. Gay St., West Chester, PA 19380 by Friday, November 6, 2015.

**Borough allocation**

On October 21, at the regular Borough Council meeting, Malcolm presented a request for an \$85,000 allocation for 2016.

**BID support of the theater grant request**

The Uptown Theater group will be seeking an Anchor Building grant-to-loan request of \$500,000 from the Pennsylvania Department of Community Development (DCED). Malcolm reviewed this pending request with Beverly Hutzler, the contact person at DCED, and has been advised to have the BID Board approve a Resolution of Support and a Cooperative Agreement with the Theater Group.

**Council President discussion points**

During the BID re-authorization process, Borough Council President Jordan Norley had presented ten discussion points that was presented by Mr. Norley to be considered by the BID Board. There were several questions about the meaning or intent of some of the points and discussion will need to be carried out at the next Board meeting.

**Other stuff**

Pat brought attention to the committee that a draft of the Comprehensive Plan reflected closing East Prescott Alley between High and Law Alley to traffic and allow only pedestrian usage. While there is support for improving the alley, there is no support from the affected properties and businesses for closing it to traffic.

David Mozzocco announced that this will be his last meeting as he moves to another job and BLUER has been replaced by another agency. Meghan Fogarty will be the contact person for issues pertaining to clean & green.

Next Meeting: November 20, 2015, 8am.

Here are the items from Jordan Norley with and a couple additional thoughts:

September 9, 2015

1. Assist neighborhoods with grants and neighborhood enhancement projects or districts from a creation and administrative support perspective.
2. Act as a communication facilitation role, always striving to help understanding and putting in place verification processes to communicate accurate and helpful information
3. Advocate the creation of a Bar BID to provide resources to help mitigate quality of life & safety issues in the assessed area.
4. Advocate for higher income residential development in the town center to help drive demand for a mix of retail and services that serve to retain balance.
5. Advocate for a mix of retail and services that aren't related to alcohol service.
6. Clarify role of the advocacy committee. The current chair of the advocacy committee that is listed as a borough liaison on the BID site, has recently engaged in door to door advocacy to remove council members. This is not a productive role for a borough liaison and serves to isolate instead of corporative on activities with the BID & Council.
7. Develop a Borough Liaison position that in order to cooperate on matters of mutual concern.
8. Support what is in the best interest of the Borough of West Chester community over just what's in the assessed area.
9. On page. 9: Not necessarily support just public space. There may be development sufficient to support just that & the BID shouldn't just continue to advocate for even more public space.
10. Prioritize activities based upon the feedback from the assessed properties and businesses.

Best Regards,

Jordan C Norley

President of Borough Council  
Councilmember, 4th Ward  
The Borough of West Chester  
jnorley@west-chester.com  
M: 610-389-0973

Response from the Ad Hoc Re-authorization Committee:

Dear Members of Council,

Thank you for the opportunity to dialogue regarding the BID Five Year Plan during the Finance and Smart Growth committee meetings. Your engagement in this process is certain to improve the outcomes. We are taking this opportunity to respond to comments received from Council President Jordan Norley and Council Members Brian Abbot and Bill Scott during those meetings.

As you know, the law which governs the BID is the Neighborhood Improvement District Act of 2000. In crafting the Plan, the BID hewed closely to the foundational principle of NIDs as the legislation envisions them, "assessment-based programs most consistent with neighborhood needs, goals and objectives as determined and expressed by property owners in the designated district" (NID Section 1 (4)). As conveyed during the committee meetings, the Plan before you was created through a property owner driven process, from which it derives its legitimacy.

Note also that the Plan creates direction through goals and objectives but largely refrains from detailed prescriptives, as these are inappropriate in a planning document. We believe that some of the more detailed suggestions offered by Council are captured in principle within the goals and objectives of the Plan, and can be incorporated into implementation as the Plan moves forward.

In response to the comments received from Council President Norley:

1. "Assist neighborhoods with grants and neighborhood enhancement projects or districts from a creation and administrative support perspective."

BID property owners largely view the fortunes of the BID as being tied to that of the Borough as a whole. From the outset, the BID has provided assistance to neighborhood organizations in partnership with Council. An example is the Elm Street project in the southeast which was funded through BID efforts to acquire over \$600,000 in grant funds. Assistance has always been provided under the leadership of the Council and we fully expect that this practice will continue during the next five years. We do not think it appropriate to include language in the Plan concerning this specifically, however, because the NID powers granted to the BID (Section 7 (a) (4)) are limited to improvements, programs and services within the BID.

2. "Act as a communication facilitation role, always striving to help understanding and putting in place verification processes to communicate accurate and helpful information."

The Plan before you represents a concerted effort by the BID Board to address all of the program areas of PA Downtown Center's Main Street. For the first time, the BID's plan has a section (Program Area 1) devoted to the BID Authority Organization. Much attention was given to development of this section during the strategic planning process, and it contains the greatest number of new goals for the BID within the Plan. The BID vividly recognizes the need for better communication and has articulated that



in goals 1.D: "Increase understanding between the BID and its stakeholders through active marketing and communications" and Goal 1.E: "Strengthen relationship with Borough Council."

3. "Advocate the creation of a Bar BID to provide resources to help mitigate quality of life & safety issues in the assessed area."

The BID has been an active partner with the Borough and WCU in addressing alcohol related issues and will continue in that role. By definition, the NID Act, (Section 3, paragraph entitled "Neighborhood improvement district"), "A designated property may not be included in more than one neighborhood improvement district" appears to prohibit a Bar BID overlay.

4. "Advocate for higher income residential development in the town center to help drive demand for a mix of retail and services that serve to retain balance."

By its very mission, the BID aims to create a town center that stimulates demand for higher end residential dwellings. With the current development of over 300 high-end apartments in the downtown, the market is being tested as to its strength to support high-end residential development. Within a year, it will be self-evident as to what extent the market will support such development. It is incumbent upon the BID to monitor this dynamic but caution should be exercised not to be premature in positive support.

5. "Advocate for a mix of retail and services that aren't related to alcohol service."

A desire for a more diverse and sustainable mix of uses in the BID was one of the most prominent themes in the comments received from business and property owners in our survey and the Plan strongly reflects that in Section 3.A. It recognizes the need for basic services to residents (a grocery store) and creation of cultural/recreational opportunities (performing arts venue). More importantly it sets the stage for achieving a sustainable mix of uses based on West Chester's assets and market conditions, "Guided by Pennsylvania Downtown Center (PDC) vision, create a market based and asset driven approach for identifying and securing desired additions to the BID occupancy mix, including mapping and other tools needed to support this objective." We believe this will achieve an enduring utilization of real estate in the BID and avoids potentially polarizing statements. BID stakeholders identified the mix of uses as one of the top concerns.

6. "Clarify role of the advocacy committee. The current chair of the advocacy committee that is listed as a borough liaison on the BID site, has recently engaged in door to door advocacy to remove council members. This is not a productive role for a borough liaison and serves to isolate instead of cooperate on activities with the BID & Council."

This is not a Plan item but needs to be addressed at the Board level as a policy matter. The actions described above were not performed in the committee chair's official capacity but rather as a private citizen.

7. "Develop a Borough Liaison position in order to cooperate on matters of mutual concern."

Stronger relations with Council were another matter to which a great deal of attention was devoted in the planning process. It is clearly an area which both parties wish to improve. Section 1E: "Strengthen relationship with Borough Council" includes as an objective, to define the role of the Council representative on the BID Board. This representative is the most obvious and empowered person to insure cooperation on matters of mutual concern.

8. "Support what is in the best interest of the Borough of West Chester community over just what's in the assessed area."

One of the standards for downtown development planning is identifying community impact including impact on services and opportunities for enhanced tax revenues. As an example, items from the Mayor's series of Community Conversations have directly helped shape the activities of the BID.

9. "On page 9: Not necessarily support just public space. There may be development sufficient to support just that & the BID shouldn't just continue to advocate for even more public space."

Goal 2.A. specifically embraces what the National Main Street Center recognizes as good design: "Successful Main Streets take advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art..." Goal 2.A. is not intended as a prescription for any particular project, development, or public space but merely reinforces the BID's role in advocating for good downtown design.

10. "Prioritize activities based upon the feedback from the assessed properties and businesses."

This, of course, is the charter of the BID. Our goals and objectives are as determined and expressed by property owners in the BID and have been captured in the Plan before you.

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Comments from Brian Abbott

"Make sure there is coordination and not duplication with the Borough's proposed Economic Development program."

This is addressed directly in Goal 3.A: "Coordinate with the Borough's [Borough-wide] economic development efforts."

Comments from Bill Scott

BID should "support and participate in planning for the East Market St/Gay St corridor."

This is interpreted that BID itself should not extend its boundaries along the GAY/Market Corridor, but rather to have some role in the process at the request of the Borough. This is addressed directly in Goal 3.A: "Coordinate with the Borough's [Borough-wide] economic development efforts."

**WEST CHESTER BID**  
**Business Attraction Committee**  
**MINUTES**  
**November 3, 2015 | 8am**

Present: Richard May, Tom Walsh, co-chairs; Chris Blakely, Ray Ott, and Mike Reese. Staff: Malcolm Johnstone

**Minutes**

The Minutes of October 6, 2015, were reviewed and accepted (Walsh, May).

**Property ownership changes**

117 W Gay St has sold to Lani Frank and Malcolm has met with her.

200 W Gay has sold to Salvatore A. DePrisco and Laura O. Woodcox.

Both proposed hotels, Gay & Walnut and High & Market (F&M) are in the process for final approval.

**Mapping program**

The committee agreed that mapping will be applied incrementally. The goal is to create maps for vacant properties, occupied retail space, occupied office space, occupied restaurant space and development projects.

**Manager's Report**

Kim Wardell opened Design Life Kids, a pop-up retail store, at 136 E Gay St through October, 2015.

The committee agreed to a BID program for windows of un-occupied retail space to soften the effect that vacant structures have on the curb appeal. Targeted is space at 127 W Gay.

**DOWNTOWN BUSINESS ALMANAC**  
**West Chester Business Improvement District**  
**November 3, 2015**

Total Number of Businesses: 554  
Number of restaurants: 79 (14%)  
Number of Retail: 74 (13%)  
Number of Professional Services: 402 (73%)

**Now Open**

**Retail/Restaurant: 2**

T'Ever Café: 124 East Market  
Calios: 237 E Gay St

**Office: 0**

**Opening Soon: 7**

Dazzling Diamonds: 113 W Gay (Fall 2016)  
Lorenzo & Sons pizzeria: 27 N High (August 2015)  
Shawarma: 38 East Market (2015)  
The Master's Baker: 319 West Gay (Former Beans): (June 2015)  
Mediterranean Bakery: 154 W. Gay Street (2015)  
Firehouse 51: 30 North Church (2015)  
West Chester Coffee & Ice Cream Shop: 6 East Gay (2015)

**Closed/Moved: 0**

**Business changes within the BID 1**

Baco Taco expanded to adjacent property (8 West Gay Street)

**Planned Business changes within the BID: 6**

Susquehanna Bank is changing its name to BT&T Bank  
DNB temporarily located to 120 W Market during construction at Market & Church  
Hotel Warner expanding into adjacent space of Salon Ooh La La  
Carlino's is proposing to apply for a liquor license (TBD)  
i Pasta set to expand into 136 East Gay Street (TBD)  
Synchrony is moving from F&M to a purchased property at 20-22 N Church

**Development Projects 3**

Hotel at F&M Building  
Hotel at 39 E Gay  
Chestnut Street Apartments  
Uptown Theater

West Chester Business Improvement District  
Design Meeting  
November 6, 2015; 8:00am

MINUTES

In attendance: Fred Gusz, Roy Smith, Tim Vaughan.  
Staff: Malcolm Johnstone.

The committee considered action for the current goals:

Develop a downtown banner program:

Malcolm will re-schedule a meeting Steve Pinkston and the Marketing Committee to facilitate the graphic design for downtown banners.

Partner with the Borough on a graffiti removal program:

Malcolm to contact Meghan and Bernie to create a plan for this.

Replace outdoor signage at the Chestnut Street Garage:

Agreed that the outdoor sign panels should be replaced by permanent sign. Will approach the Borough for replacement costs.

Replace signage on the Big Belly trash/recycling cans:

Need to work with Borough Public Works for design and funding.

Work with Borough for a uniform mural program and regulations:

Will refer to this as a public arts program and will convene a BID ad hoc committee to draft guidelines and ordinance.

Explore continuing the façade improvement program:

Probably two years away.

Develop a sustainable gum removal program:

Roy is in contact with Mark Yoder and Mars Corp for resources.

Project completed: Ashtrays placed in downtown on Big Belly trash/recycling.

# West Chester BID Customer Marketing Committee

October 15, 2015 | 8am | West Chester BID Conf. Rm.

**Present:** P. Comerford, D. Fairman, M. Manning, S. Riper

**BID Staff:** M. Johnstone, E. McGuire

## **WC BID Reauthorization:**

On September 22, 2015, the West Chester Borough Council voted to accept the West Chester BID 5-Year Plan as the Final Plan. This began the 45-day remonstrance (objection) period, ending on Friday, November 6, 2015. If fewer than 40-percent of stakeholders file objections by that date, Borough Council will advertise to hold a hearing on November 17, 2015, to consider an ordinance to adopt the Final Plan (2016-2020).

## **Budget:**

Borough Contribution – The Borough has not yet made a commitment to the BID regarding the \$85,000 contribution for 2016. Malcolm will provide the Borough with a scaled plan with varying amounts to demonstrate the need for the contribution.

## **Holiday Advertising / Promotions:**

- The Borough Parking Committee is likely to recommend to Borough Council that FREE parking be offered at the Bicentennial, Chestnut Street, and County Justice Center garages during Black Friday, Small Business Saturday, and Sunday. BID & Chamber will work together on garage signage to promote the free parking.
- November (6<sup>th</sup>) First Friday “Holiday Wish List Night” – BID will promote with a full-page ad in November County Lines (distributed at the end of October), and distribute posters and Wish List cards to businesses.
- BID will promote Black Friday shopping in a full-page ad in the DLN Weekender on November 20<sup>th</sup> & 27<sup>th</sup>.
- Small Business Sat. - The Chamber will send links to members, through which Amex packets can be requested.
- BID will share costs with businesses that participate in December/Holiday advertising with County Lines.

## **Programs:**

- Banners - Work on the banner program will continue in January, with a goal to have 25-percent of the banners installed by spring 2016.
- Destination Marketing - BID will continue to develop the campaign- “to be inclusive of the Brandywine Valley Attractions through internet and social media that would attain a reach of over 2,000,000”

**Next Meeting: Thursday, November 19, 2015 – 8am – BID Office**