

TESTIMONY
BY
DEPUTY COMMISSIONER BLAISE BACKER
NEW YORK CITY
DEPARTMENT OF SMALL BUSINESS SERVICES
BEFORE
THE COMMITTEE ON SMALL BUSINESS
OF THE
NEW YORK CITY COUNCIL
THURSDAY, SEPTEMBER 20, 2018

Good afternoon Chair Gjonaj and the members of the Committee on Small Business. My name is Michael Blaise Backer and I am the Deputy Commissioner for Neighborhood Development at the New York City Department of Small Business Services ("SBS"). I am joined today by Roxanne Earley, Director of the NYC Business Improvement District ("BID") Program. At SBS, we aim to unlock economic potential and create economic security for all New Yorkers by connecting them to quality jobs, building stronger businesses, and fostering thriving neighborhoods across the five boroughs. Today I will be providing Council with an overview of the City's Business Improvement District program and the vital roles BIDs play in commercial districts across the city. **I have broken down my testimony in 5 key buckets: (1) the core relationship between SBS and the City's BID network and how BIDs work, (2) SBS' oversight and program support to BIDs, (3) the BID formation and legislative processes, (4) our capacity building and organizational development support, and (5) our efforts at interagency coordination.** After my testimony we are happy to take your questions.

SBS oversees the largest network of BIDs in the country, with 75 BIDs delivering more than \$147 million in supplementary services in commercial districts that are home to approximately 93,000 businesses throughout the five boroughs. We are proud that this administration has continued to support the formation of more neighborhood-retail based BIDs located in outer boroughs, giving business communities across the city an opportunity to pool their resources for supplementary services and raise their collective voice when working to troubleshoot issues with City agencies. We recently celebrated

the creation of the city's 75th BID, the Morris Park BID in the Bronx, located in Chair Gjonaj's district. We are also proud that this administration has continued to demonstrate its support for the BID network by doubling the size of the staff dedicated to supporting and overseeing the City's BIDs.

The core of SBS's relationship to BIDS is rooted in partnership. The expertise of local, on-the-ground partners is essential to tackling the unique challenges faced by New York City's diverse neighborhoods and business communities. BIDs provide essential services for all residents and are most effective when they can work closely with City agencies, particularly those that are providing direct services in their communities. BIDs work hard to develop and maintain relationships with City agencies at the most local level – those with whom they can interact with frequently to troubleshoot immediate concerns – and City agencies work hard to be responsive. But as the network of BIDs grows, the BID model itself continues to evolve, and the City works to tackle increasingly complex challenges, efforts to coordinate between BIDs and City agencies has also grown increasingly complex. SBS is aware of these challenges and is working closely with both the BID Association and multiple City agencies to improve communication and coordination.

BIDs 101

BIDs represent a geographical area where local stakeholders have agreed to assess themselves above and beyond their real estate taxes to fund and oversee the maintenance, improvement, and promotion of their commercial district. BIDs are a public-private partnership with two integral components. The first is the District itself -

described by the District Plan - and composed of a specific geographic area where individual tax lots contribute to an assessment. The second is the District Management Association, or DMA, a not-for-profit entity composed of a board of directors of at least thirteen members, of which nine must be local stakeholders within the district, the other four being elected officials. The District Plan includes the precise geographic boundaries, assessment formula, and a description of supplemental services that the BID is able and expected to perform, and it is enshrined in local law upon BID formation. The District Management Association is governed by its bylaws, a contract with SBS, and New York State non-profit law. Together these entities form what we commonly refer to as a BID. The programs, activities, and support that BIDs provide to their business communities are locally tailored to the needs of their district, determined by their locally-controlled board of directors, and are supplementary to the direct services provided to the district by City agencies. Services provided can generally be altered, as determined by the organization's board, as long as it continues to comply with its District Plan and its contract with SBS.

Most often, BIDs provide supplementary sanitation, public safety, marketing, and streetscape services – but services provided by BIDs go beyond the City's standard services. Those BIDs whose boards have determined that supplementary sanitation services are required, tend to offer some combination of daily sidewalk sweeping, lining corner litter baskets and placing the bagged litter for DSNY collection, power washing and gum removal from sidewalks, removal of graffiti, and the removal of snow and ice from corners. These are responsibilities that would usually be expected of individual merchants to keep their districts clean and attractive. By pooling resources from the

district, BIDs work to lift these burdens from local merchants and create a more welcoming and vibrant commercial district.

We believe that BIDs are strong local partners in commercial revitalization, and a powerful voice for their members on an individual, and aggregate level. The hyperlocal nature of BIDS allows for a tailored approach to services that directly address the needs of individual neighborhoods. Since BIDs are locally governed, each individual Board of Directors determines the priorities and programs of their BID. In the 1970s, that priority was typically to make districts “clean and safe”. As the needs of commercial corridors have shifted, many BIDs have taken on additional programs that address quality-of-life issues, and the managing and programming of new public spaces. This adaptability and nimbleness in addressing specific community needs is one of the greatest strengths of BIDs. As the scope of BID services evolves, we intend to continue partnering with BIDs and creating the necessary feedback loops to inform and improve City services.

Each BID Board of Directors is made up of property owners, commercial tenants, residential tenants, and representatives of the Mayor, Borough President, Comptroller and City Council Member. The elected officials are voting board members of BID boards with the same fiduciary responsibilities as any other class of member on the board. Many BIDs also have a Community Board member as a non-voting member. SBS staff represent the Mayor on all BID boards, serving as full voting members of the Board of Directors.

BID Oversight

BIDs are funded by a special assessment on the properties in their boundaries. BID law states that each property must pay in proportion to the benefit they receive from BID services – therefore, each BID uses a unique assessment formula to reflect the realities of its own built environment.

Each BID reinvests the assessment back into their districts in the form of supplemental services. Assessment dollars can only be spent on services that benefit the entire district. These services are outlined in the District Plan for each BID, which is drafted when the BID is formed and dictates what services they can and will provide.

Since SBS serves as the primary oversight agency of BIDs, we ensure that these assessment dollars – which are being paid by the individual property owners and businesses stakeholders in each district – are being spent responsibly and in compliance with the law. To do that, it is incumbent upon SBS to provide monitoring and oversight, without creating an undue administrative burden or micromanaging the local programmatic decisions of each BID that allow them to be highly responsive to local needs. This oversight includes monitoring the fiscal and organizational health of all 75 BIDs, managing each BID's contract with the City of New York, monitoring for contractual compliance, and ensuring assessment billing review and delivery for all BIDs.

SBS believes that a strong organizational foundation will set each BID up to successfully deliver great local programs and services. We focus our oversight on three categories:

1) Good Governance, 2) Contract Adherence, and 3) Transparent Operations

Good governance is essential to having a highly effective and well-functioning BID. Given that BIDs are locally governed, their boards should be representative and their operations must reflect the BID board's strategic direction. As voting members of the Boards, SBS can be more hands-on in the governance of the Board to ensure BIDs are adhering to their bylaws and procurement requirements and making decisions with robust input from the Board.

Our BID team also manages the contracts that each BID has with the City. We monitor that BID contracts are up to date, and that organizations are following the provisions of the contract. They must submit audited financial statements, an operating budget, and a year-end annual report to SBS each year. We use this data to help measure the organizations' financial health.

We also work to ensure that BIDs are transparent and accessible to their stakeholders in multiple ways: for example, by having an office in the community for stakeholders to meet with BID staff, as well as by deploying appropriate tools for feedback through surveys and outreach, including during the legally required annual meeting when members of the BIDs have an opportunity to elect the Board of Directors and steer the direction of the organization.

When an organization is at risk in one or more of these three categories, or falls below our minimum expectations, we work directly with our partners to address these issues. It is in our collective interest to facilitate improvements across these areas, so SBS offers targeted support to BID Executive Directors and boards and has developed a suite of capacity building programs to help organizations meet our expectations. From leadership development, to individualized coaching services focused on board

recruitment, fundraising, digital marketing tools, and annual meeting execution, we aim to help all our BID partners succeed. I will expand further on this when I speak more about our capacity building efforts

BID Formations

Beyond our support for existing organizations, we are also very involved in the efforts by communities to form a new BID. When a community is interested and ready to form a BID, SBS assists in the multi-year formation process. BIDs in New York City are formed through a community driven process that starts with the active engagement of property owners, business owners, residents, and other local stakeholders and ends with legislation passed by City Council. SBS is currently working with upward of 20 communities throughout the five boroughs that are in various stages of the BID planning process.

When local stakeholders approach SBS about BID formation, our first step is to work with the group to evaluate the feasibility of a BID in the proposed area and the capacity of the stakeholders. If the group determines that a BID is not the best course to pursue at the time, then SBS can provide guidance and resources for alternative commercial revitalization and neighborhood development options.

For commercial corridors involved in BID formation, SBS serves as a resource for the steering committee, which is the group of local stakeholders that leads the formation effort and decides on the details of the plan for the proposed BID. Each steering committee receives the support of one or more SBS project managers. SBS expects steering committees to have representation from all stakeholder groups,

including property owners and commercial and residential tenants, and to involve them in outreach throughout the entire process of BID formation. SBS works closely to guide these groups through the planning, outreach, legislative, and start-up phases of the BID formation process to ensure that it proceeds fairly and properly.

SBS will only introduce proposed BIDs into the legislative phase of the process if we believe that the steering committee has followed the planning process correctly, solicited community input, and has demonstrated broad-based support across all stakeholder groups of property owners and tenants.

BID Expansions, Assessment Increases, and District Plan Amendments

Other legislative processes that SBS helps to guide forward are for BID expansions, assessment increases, or District Plan amendments. If a BID wants to change anything about their District Plan, they must also receive legislative approval from City Council. There are three primary ways that BIDs change: by modifying their boundaries, increasing their total assessment, or changing their District Plan. An existing BID may want to expand to include additional properties, especially if their neighborhood has developed and changed over time or if they want to extend the reach of their services.

Additionally, each year, about 10-12 BID Boards select to increase their BID's total assessment. SBS reviews these decisions, requesting detailed justification for the increase and line-by-line budget explanations, and introduces legislation to allow these BIDs to increase their total assessment. If a BID wishes to change formula they use to assess their district properties or change what services they are expected and allowed

to provide, they need to amend their District plan. SBS helps BID staff and boards through these processes and helps to get legislation introduced.

BID Capacity Building

In addition to providing oversight of BIDs, their governance and legislative processes, and the services required by their District Plans, SBS also provides several types of technical assistance, grant opportunities, and capacity building services to BIDs, as well as other community-based development organizations serving the City's commercial districts. We especially strive to support small-budget BIDs and BIDs in low-to-moderate income neighborhoods. For example, every year, SBS works with the Coro New York Leadership Center to run the Neighborhood Leadership Program, a 9-month-long, cohort-based program for non-profit leaders in economic development and place management organizations. About 20 individuals participate every year, and we are just completing our 8th year of the program - almost 100 BID directors and staff have participated in this program since its inception in 2011.

We also provide legal assistance to BIDs to ensure their governance structure and legal policies and procedures are up-to-date and protecting each organization. Seventeen BIDs have worked with pro-bono lawyers to update their organization's governing documents. SBS also offers about 12-15 non-profit management workshops on such topics as board governance, financial management, project management, and marketing, which all BID directors are invited to attend. Two years ago, we began offering one-on-one coaching via the Support Center for Non-profit Management, and have found this to be especially useful for new BID leaders in building a strong

organizational foundation or helping an executive director to overcome a particularly vexing management challenge they are facing. Thirteen BIDs have worked with coaches over just the last two years. Overall, 45 out of 75 BIDs participated in our capacity building programs last year.

In addition to these capacity building programs open to BIDs and other non-profits, our BID team is always supporting the network through BID-specific assistance. Every month, we send out our “BID Bulletin”, an electronic newsletter, of which you have some copies in your packet, to the entire BID network, sharing important resources and information from SBS and other agencies. The BID Bulletin provides information directed specifically toward BID staff from SBS and other City agencies, as well as information directed toward BIDs’ member businesses and property owners, which can then be copied and inserted into BIDs’ own newsletters for wider distribution. We also maintain a library of document templates which BIDs can use, including sample bylaws, internal policies, and annual meeting materials. To help BIDs facing leadership changes, SBS introduced a new onboarding process, so whenever a new BID executive director is hired, we provide a thorough orientation, focused on compliance and resources available through SBS.

One resource that we provide to the entire BID network and beyond is our annual BID Trends Report – you have a copy before you. This report aggregates program and expense data from all BIDs in New York City. It demonstrates the impact that BIDs make in their neighborhoods and highlights innovative programs that BIDs have taken on, spreading best practices throughout the network. BIDs can also use this report to help them budget and compare their expenses to peer organizations.

Outreach & Interagency Coordination

This summer, SBS staff met with nearly every BID executive director to discuss challenges and helpful resources. We held nine separate listening sessions across the five boroughs and will be holding one more session at the end of this month. These meetings were an opportunity for BIDs to discuss the issues they face today, and we heard that issues involving the coordination with City agencies were front and center. BIDs are on the front lines of the challenges the City is confronting, and we as a City can enhance our ability to confront these challenges and to deliver locally-responsive services by working with the BID network to create a real-time feedback loop. They have invaluable local knowledge and understanding of complex issues from the ground level. Our goal is to improve communication between the BIDs, SBS and other City agencies. This is a work in progress but a role that we take seriously for our BID partners.

Over the last few years we have made progress in developing better processes for how other agencies communicate with BIDs. For example, we successfully worked with the Mayor's Office of Citywide Event Coordination and Management to grant BIDs access to the City's online event management system – an important first step toward better coordination with these essential City partners who not only proactively program our streets and public spaces with community events, but also clean up after them, liaise with NYPD and other City agencies, and communicate regularly with impacted businesses and residents. We would be interested in collaborating with other City agencies to replicate this model, working to create a more seamless mechanism for

information sharing and operationalizing service delivery with local feedback and on-the-ground intelligence from BIDs.

For many years, our staff have convened borough roundtables with local New York City Police Department precincts, allowing BIDs to discuss and improve coordination with NYPD. And for the last several years, we have worked closely with the BID Association to interface with the Department of Design and Construction (“DDC”) to streamline the process for notifying and involving BIDs in City-initiated capital improvement projects that might impact local merchants, property owners, and residents.

Currently, we are in active conversations with the Department of Transportation (“DOT”) and the Law Department to address the BID Association’s concerns regarding the concession agreements in place for the City’s pedestrian plazas. And we have just announced two more efforts with the BID Association and Public Policy Lab to address local challenges that BIDs have raised: (1) to work with the Mayor’s Office of People with Disabilities (“MOPD”) to address ADA compliance for storefront businesses; and (2) to work with DOT to enhance outreach, coordination, and data sharing when rolling out new transportation policies in commercial districts.

This kind of good partnership starts with SBS, of course, where we have worked collaboratively with BIDs to improve on their contracts with our agency, as well as solicited their direct feedback on the way we collect data from them and deliver on our suite of support programs and oversight responsibilities. These are all significant undertakings, and we look forward to getting started on more ideas for improvements. We would like to thank our BID partners for their continued collaboration on behalf of

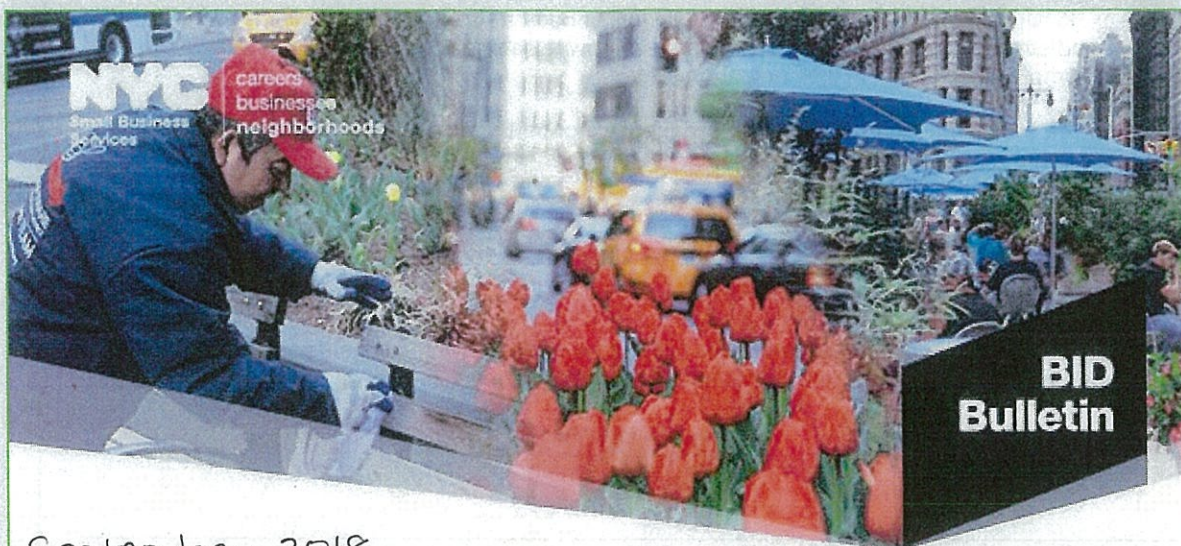
our neighborhoods and small businesses as well as our sister agencies and Council for their continued work with these integral community partners.

While the role of BIDs has evolved over the years, the fundamental structure of the model makes BIDs unique from other non-profit organizations that contract with the City because:

1. BIDs are governed by locally-controlled Boards of Directors, elected by their membership;
2. BIDs use their non-City Tax Levy assessment dollars to provide highly-customized and adaptable supplemental services, all of which do not replace City services, and all designed to meet locally-identified needs; and
3. BIDs have a unique relationship with City government – they were created by local law, operate under a renewing contract with SBS, and have 4 government and elected officials with voting seats on each board.

The opportunities for close collaboration between BIDs and the City – in both the delivery of local services and as a feedback loop for local challenges – is considerable.

We look forward to ongoing conversations between the City Council, our sister agencies, and our BID partners to continuously refine existing processes and channels of communication, and we will continue our efforts to more fully realize and leverage the BID network as a meaningful, real-time feedback loop for the City.



September 2018

News for BID Directors

SBS BID Annual Report - Due October 15th

On August 31st, you should have received our annual report survey for BIDs. The annual report collects data on BID programs, services, and expenses for the previous fiscal year, which SBS aggregates into our BID Trends Report. The annual report consists of two parts:

- SurveyMonkey online survey
- Three-tab Excel spreadsheet (Budget/Board/Contracts)

Both parts are due back to SBS on **Monday, October 15th by 5:00pm**. Please reach out to Stephen Lee at slee@sbs.nyc.gov with any questions.



Applications Now Open - 2019 Coro Neighborhood Leadership Program

The [Neighborhood Leadership](#) program empowers established and emerging leaders with the

knowledge and skills to further develop their leadership abilities and organizational management practices. Kicking off in January 2019, this nine-month cohort-based program will offer leadership retreats and strategy days to train each participant on how to use specific tools and resources to address complex challenges in their neighborhoods.

This year, we are planning unique learning experiences for participants through strategy days and alumni programming, which may explore topics such as:

- Neighborhood Logic Study
- Retail Attraction
- District Marketing
- Navigating Government
- Deep-Dive into Policy Issues

Applications must be received by November 5, 2018, at 11:59 p.m. to be considered for the Neighborhood Leadership program. For questions, contact Garrett Lucien at garrett@coro.nyc.

[Apply Here](#)



Applications Now Open - FY19 Neighborhood Design Lab Program

Program Application

We are now accepting applications for the [Neighborhood Design Lab](#) program! In partnership with [Worldstudio](#), Neighborhood Design Lab will provide strategic design services to selected community-based organizations. Participants will develop their internal design skills and capacity, as well as execute neighborhood-wide branding and marketing projects.

This year, we will be using SurveyMonkey Apply to accept applications. If you need any technical assistance with the submission process, please contact us at NDevelop@sbs.nyc.gov.

Applications must be received **by October 12, 2018, at 11:59 p.m.** to be considered for the Neighborhood Design Lab program.

[Apply Here](#)

Kickoff Event and Community Workshop

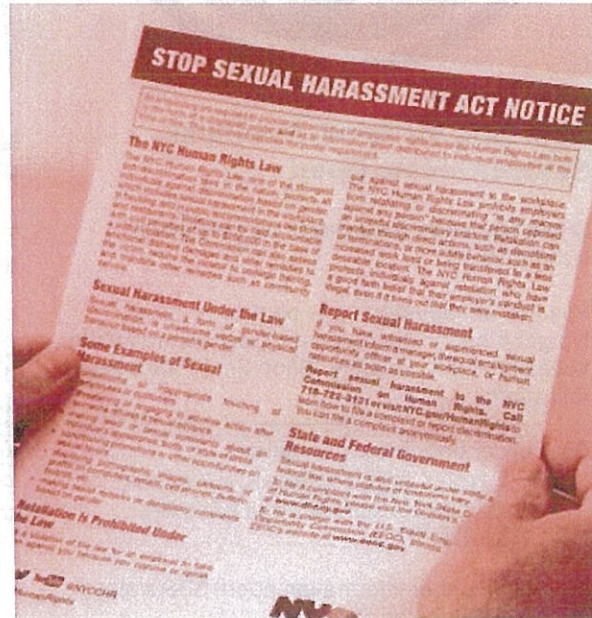
Attend our upcoming Neighborhood Design Lab kickoff event and community workshop to learn more about how to utilize the power of good design.

On **Wednesday, September 26, from 2-5 pm**, join us to:

- Learn more about the Neighborhood Design Lab program & application process
- Hear from 2018 Neighborhood Design Lab participants and view their branding and campaigns
- Understand how design thinking can work for your organization, and participate in activities facilitated by Worldstudio designers
- Chat with fellow CBDO leaders and SBS staff to brainstorm your next design projects.

RSVP Here

Stop Sexual Harassment Act Requirements for Employers



New Sexual Harassment Requirements for Employers and Employees

Last May, Mayor de Blasio signed the **Stop Sexual Harassment in NYC Act**. This package of legislation expands the City Human Rights Law and includes new requirements for distribution and posting of materials and other mandates for all employers in New York City.

Effective September 6, 2018:

- Employers are required to conspicuously display this anti-sexual harassment rights and responsibilities [notice](#) in [Legal size](#) (also available in [Letter size](#)) in both [English](#) and [Spanish](#).
- Employers are required to distribute a [factsheet](#) to individual employees at the time of hire which may be included in an employee handbook. The information sheet will be made available in additional languages, however, employers are only required to distribute the sheet in English.

Effective April 2019:

- Employers with 15 or more employees are required to conduct annual anti-sexual harassment training. The Commission will launch an online training that employers may use to fulfill this requirement in 2019.

Learn More and Download Materials



Sign Ups for Small Business Saturday Now Open

Small Business Saturday is coming up on November 24.

You can already sign up to participate as a Neighborhood Champion and receive marketing collateral to promote the "Shop Small" message this year!

Sign up for both programs below:

- [Become a Neighborhood Champion](#)
- [Join the Small Business Saturday Coalition](#)

Watch for further information about SBS's plans for Small Business Saturday.

New Map Resources Available From the City

The City has released two helpful new mapping resources.

NYC Department of Building's [Active Major Construction tool](#) is an interactive map and dashboard that provides real-time insight into all currently active major construction sites.

NYC Department of City Planning just added a POPS (privately-owned public spaces) layer to their [Capital Planning Platform](#).

Voice Your Opinion About Property Tax Reform

Mayor Bill de Blasio and City Council Speaker Corey Johnson [established an advisory commission](#) to develop recommendations to make the City's property tax system simpler, clearer, and fairer, while ensuring that there is no reduction in revenue used to fund essential City services.

The Commission will hold a series of public hearings this fall and next spring to hear from all who pay property taxes directly or indirectly.

Below are the dates for upcoming borough hearings:

- **Staten Island - September 27**, 6:30pm, P.S. 58 (77 Marsh Avenue)
- **Queens - October 3**, 6:30pm, York College (94-45 Guy R. Brewer Blvd, Jamaica)
- **Bronx - October 11**, 6:30pm
- **Brooklyn - October 15**, 6:30pm
- **Manhattan - October 23**, 6:30pm

Some locations are still TBD. We will share additional information when it is available. Check [the commission's website](#) for additional updates.

[Download Staten Island Flyer](#)

[Download Queens Flyer](#)

Host a DSNY Roundtable About Commercial Waste Zones

Commercial Waste Zone Business Roundtable
DSNY is proposing reforms to the commercial waste hauling industry to improve New Yorkers'

Join the NYC BIDs Google Group

Have a question you'd like to ask other BID staff? Not sure who to reach out to? Join the NYC BID Google Group to ask your question or post on a topic.

quality of life, promote a cleaner environment, and ensure the efficient and orderly collection of commercial waste.

DSNY would like to provide businesses the opportunity to learn more about the Commercial Waste Zone proposal. If you are interested in hosting a roundtable with your businesses, please reach out to cwz@publicworkspartners.org.

Host a Roundtable

Downtown Alliance staff initiated this forum to share best practices and build capacity across the BID network. The forum is by BID staff and for BID staff.

Join the NYC BIDs Google Group

Send Questions to Jane Wolterding



Participate in Climate Week NYC

Climate Week NYC 2018 is next week, from September 24-30.

For the initiative's 10th year, The Climate Group has created a "Climate Action is Our Business" window vinyl for NYC-based businesses and organizations to proudly display their support for Climate Week NYC and raise awareness of leadership on ambitious climate action.

Organizations and businesses can participate in Climate Week 2018 in various ways:

- [view the calendar of events](#)
- [purchase a window vinyl](#)
- [register to host an event](#)

Send Questions to Kristin Hanczor



Free LinkNYC Advertising for Small Businesses & Non-Profits

Use your local LinkNYC kiosks to run marketing campaigns free of charge. Target and attract new customers in your neighborhood, connect with your local community, promote events and offers, and track your success.

Submitting content is easy – just fill out the simple online form and select your location.

Email linklocal@link.nyc with any questions.

Submit Content to LinkNYC

Access Template Governance Policies on SBS Website

Do you need to update your Conflict of Interest policy for the new year? Is it time to refresh your financial procedures?

Access template governance documents on the SBS website, then work with your Board to customize and adopt them.

CEMS Problems? New Resources Available

All BIDs have access to the **Citywide Events Management System (CEMS)**, where you can view permitted events in your district and make comments when needed.

We have created links to the most common issues with accessing this portal. Please

All BIDs are required to have by-laws and a Conflict of Interest policy, according to New York State Non-profit Law. BIDs with budgets over \$1 million and more than 20 employees are required to adopt a whistleblower policy.

bookmark them for future reference:

- [Log in to CEMS](#)
- [Reset your password](#)
- [Review instructions on how to reset your password and login](#)

Access Template Policies & Procedures

Questions or Issues? Contact Emily Edwards

Best Practice Suggestions from the BID Team

Enter the fall with these good governance best practices:

- Complete the FY18 BID annual report for SBS (due Monday, October 15). Reach out to stlee@sbs.nyc.gov with any questions.
- Convene your finance committee and Board for a fall meeting. Calendar quarterly Board meetings for the rest of the fiscal year.
- Ensure that your auditor has your FY18 financial records and is preparing your annual audit and management letter.

Opportunities for BID Businesses

Business Owners: We want to hear from you

Are you a small business owner or entrepreneur? We want to ensure your voice is heard.

Please take a few minutes to help us better understand the common challenges small businesses are facing and how the City can support local entrepreneurs.

This survey is optional and all information collected will be confidential.

Take the Survey



Restaurant Owners - Sign Up for a SBS Compliance Consultation

Restaurant owners -- SBS can help you make the grade!

SBS compliance consultations provide an in-depth overview of how to understand key city rules and regulations and how to avoid fines and violations that stand in your way of receiving an A grade. SBS staff will visit your restaurant and walk you through possible violations but will never issue fines or summonses.

Call 311 or visit nyc.gov/bizconsult to request a free compliance consultation

Request a Compliance Consultation

VIOLATIONS GUIDE

Learn how to avoid common small business fines.



Learn How to Avoid Common Small Business Fines

Our Violations Guide outlines the causes of common fines and how to avoid them.

Consult this guide to learn about:

- waste collection
- fire safety
- price display
- refund policies
- additional restaurant requirements

The guide also includes convenient links to additional information about avoiding and appealing fines.

Download Violations Guides (PDF)

BID Staff Updates

Current Job Opportunities

SBS Neighborhood Development is hiring!

- [Project Manager, Neighborhood Planning](#)
- [Storefront Improvement Program Manager](#)

Make sure to check out our [job board](#) for BID and CBO partner job openings.

- [Meatpacking, Executive Director](#)
- [Southern Boulevard, Executive Director](#)

Looking To Hire Staff or Interns?

If you have job postings that you would like us to share in the BID Bulletin and on our brand new job board, please submit them via our [Contact Us](#) page.

Does staff at your BID want to receive this newsletter each month? [E-mail Emily Edwards](#)





August 2018

News for BID Directors



Place Management Leaders Convene for NYC IDA Ideas Forum

Last month, place management leaders from across the world came together to discuss strategies for collective action to achieve local impact. NYC Department of Small Business Services co-sponsored the **NYC IDA Ideas Forum**, along with the NYC BID Association, Times Square Alliance, the International Downtown Association (IDA), and Cozen O'Connor.

Professionals from 25 cities in 4 countries attended, representing 9 city governments and 54 BIDs. Over two days, attendees participated in 26 breakout sessions, covering topics like:

- how government and BIDs engage with each other
- how associations/councils of BIDs take shape and structure themselves
- how large BIDs provide support and assistance to small or new BIDs
- how shared learning between BIDs can generate best practices

A huge thank you to the Times Square Alliance, who spearheaded and underwrote a significant part of the forum, and to the NYC BID Association, who covered the attendance fees for any small BIDs who requested it.

We are in ongoing conversations with IDA about creating a special membership level for small NYC BIDs, in order to help provide many of you with more affordable access to their capacity building tools and policy resources. [Please provide feedback to Emily Edwards](#) about whether you would find this valuable and what resources from IDA you would find most helpful.



SBS Awards Grant to Public Policy Lab to Work with NYC BID Association

SBS has awarded an Avenue NYC organizational development grant to [Public Policy Lab \(PPL\)](#) to partner with the NYC BID Association on navigating specific policy issues impacting many BIDS and their member storefront businesses.

PPL will work with BID Association working groups, City agencies, and a few pilot BIDs, to research and develop improved ways to operationalize services and outreach for two key policy areas that many BIDs have identified as major challenges: (1) ADA compliance for storefront businesses and (2) the development and communication of new DOT transportation policies in commercial districts.

Watch for more information from the NYC BID Association or contact BID Association leadership about opportunities to get involved.

[See Other FY19 Organizational Development Grantees](#)

Start Planning for Small Business Saturday at BID Roundtable

It isn't too early to start thinking about Small Business Saturday, coming up on November 24. To help you start preparing for activities and events, SBS will convene a BID roundtable discussion of best practices and successes.

This will be the first roundtable of an upcoming series, where BIDs can learn from their peers about specific issues and topics. A few BIDs will discuss what strategies and activations they have found impactful for Small Business Saturday, then there will be a chance for informal discussion and sharing. [Email Emily Edwards](#) if you are interested in co-facilitating and sharing your expertise.

Date: Tuesday, September 18

Time: 9:00 - 10:30 a.m.

Location: 110 William Street, 7th Floor Board Room

[RSVP](#)

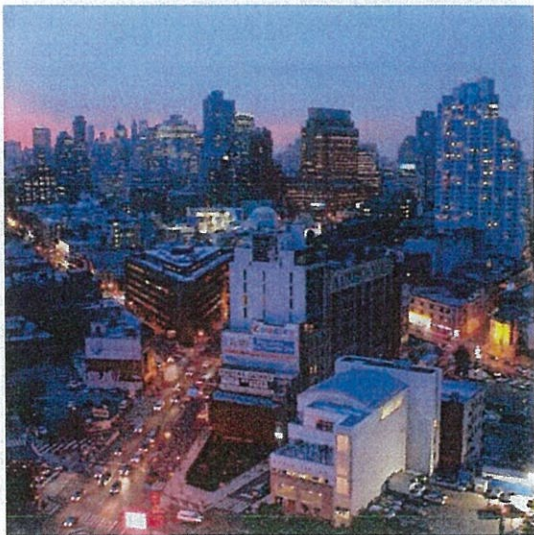
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Have a question you'd like to ask other BID staff? Not sure who to reach out to? Join the NYC BID Google Group to ask your question or post on a topic.

Downtown Alliance staff initiated this forum to share best practices and build capacity across the BID network. The forum is by BID staff and for BID staff.

[Join the NYC BIDs Google Group](#)

[Send Questions to Jane Wolterding](#)



BID Young Professionals Happy Hour in Downtown Brooklyn

Come join our next happy hour, hosted by Downtown Brooklyn Partnership.

Open to all BID professionals. Meet new friends and colleagues, and recap summer highlights from your districts.

Date: Wednesday, August 29

Time: 5:30 - 7:30 p.m.

Location: [Circa Brewing \(141 Lawrence St\)](#)

Light snacks will be provided by Downtown Brooklyn Partnership.

[RSVP to Emily Edwards](#)



Free LinkNYC Advertising for Small Businesses & Non-Profits

Use your local LinkNYC kiosks to run marketing campaigns free of charge. Target and attract new customers in your neighborhood, connect with your local community, promote events and offers, and track your success.

Submitting content is easy – just fill out the simple online form and select your location.

Email linklocal@link.nyc with any questions.

[Submit Content to LinkNYC](#)



Participate in Climate Week NYC

Climate Week NYC 2018 is coming up, from **September 24-30**.

For the initiative's 10th year, The Climate Group has created a **"Climate Action is Our Business"** window vinyl for NYC-based businesses and organizations to proudly display their support for Climate Week NYC and raise awareness of leadership on ambitious climate action.

Organizations and businesses can participate in Climate Week 2018 in various ways:

- [view the calendar of events](#)
- [purchase a window vinyl](#)
- [register to host an event](#)

[Send Questions to Kristin Hanczor](#)



Join Our Webinar to Learn About SBS Services

SBS wants to teach community leaders like you how to help new and growing businesses in your neighborhoods. Join us at our upcoming webinar workshop to learn how to navigate our website and access business services.

Date: Thursday, August 30

Time: 2:00 - 3:00 p.m.

[RSVP for Webinar](#)



Commercial Waste Zones (CWZ)

The NYC Department of Sanitation is proposing reforms to the commercial waste hauling industry to:



Host a DSNY Roundtable About Commercial Waste Zones

Commercial Waste Zone Business Roundtable DSNY is proposing reforms to the commercial waste hauling industry to improve New Yorkers' quality of life, promote a cleaner environment, and ensure the efficient and orderly collection of commercial waste.

DSNY would like to provide businesses the opportunity to learn more about the Commercial Waste Zone proposal. If you are interested in hosting a roundtable with your businesses, please reach out to cwz@publicworkspartners.org.

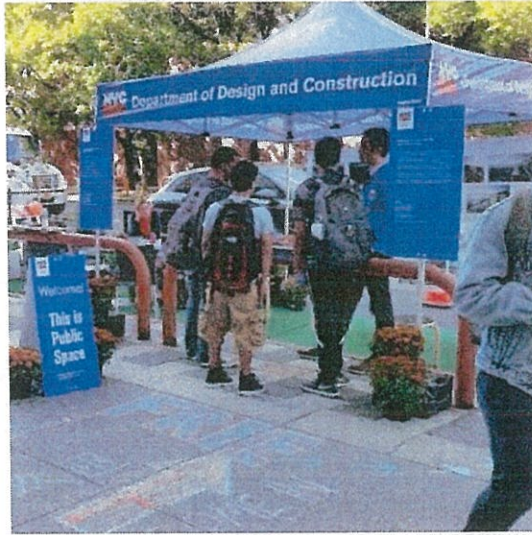
[Host a Roundtable](#)



Request Bike Parking in Your District

DOT can help with the installation of [CityRacks](#) or [Bike Corrals](#) to address your district's bike parking needs. Bike Corrals are installed in the curbside lane of the street and require a maintenance partner. CityRacks are individual racks located on the sidewalk.

Email bikecorrals@dot.nyc.gov or cityracks@dot.nyc.gov to start the conversation



Park(ing) Day is September 21st

The curb isn't just for cars - it can be public space too! Park(ing) Day is **Friday, September 21** and across the city people will be transforming NYC parking spaces into public space for the day. The deadline for permits for this year has passed, but contact DOT to learn more and plan for next year.

[Learn More](#)

Access Template Governance Policies on SBS Website

Do you need to update your Conflict of Interest

CEMS Problems? New Resources Available

All BIDs have access to the **Citywide Events Management System (CEMS)**, where you can

policy for the new year? Is it time to refresh your financial procedures?

Access template governance documents on the SBS website, then work with your Board to customize and adopt them.

All BIDs are required to have by-laws and a Conflict of Interest policy, according to New York State Non-profit Law. BIDs with budgets over \$1 million and more than 20 employees are required to adopt a whistleblower policy.

Access Template Policies & Procedures

view permitted events in your district and make comments when needed.

We have created links to the most common issues with accessing this portal. Please bookmark them for future reference:

- [Log in to CEMS](#)
- [Reset your password](#)
- [Review instructions on how to reset your password and login](#)

Questions or Issues? Contact Emily Edwards

Best Practice Suggestions from the BID Team

Enter the fall with these good governance best practices:

- Ensure that your auditor has your FY18 financial records and is preparing your annual audit and management letter.
- Begin completing the FY18 BID annual report for SBS. Reach out to stlee@sbs.nyc.gov with any questions.
- Circulate your Conflict of Interest policy and annual disclosure forms to your entire Board to sign, especially if new Board members were recently elected at your annual meeting.

Opportunities for BID Businesses



City Announces Free Legal Clinics for Women Entrepreneurs

Last month, SBS and Deputy Mayor Alicia Glen announced that free legal clinics will be available to women entrepreneurs through the City's Women Entrepreneurs (WE) NYC Initiative.

The clinics are part of a new program called WE Legal, which will work in partnership with leading local law firms and legal organizations.

Read the Press Release



Restaurant Owners - Sign Up for a SBS Compliance Consultation

Restaurant owners -- SBS can help you make the grade!

SBS compliance consultations provide an in-depth overview of how to understand key city rules and regulations and how to avoid fines and violations that stand in your way of receiving an A grade. SBS staff will visit your restaurant and walk you through possible violations but will never issue fines or summonses.

Call 311 or visit nyc.gov/bizconsult to request a free compliance consultation

Request a Compliance Consultation

VIOLATIONS GUIDE

Learn how to avoid common small business fines.



Learn How to Avoid Common Small Business Fines

Our Violations Guide outlines the causes of common fines and how to avoid them.

Consult this guide to learn about:

- waste collection
- fire safety
- price display
- refund policies
- additional restaurant requirements

The guide also includes convenient links to additional information about avoiding and appealing fines.

Download Violations Guides (PDF)



donateNYC
give goods. find goods. do good.

Donate, Don't Throw Away

[donateNYC](#), a program of the NYC Department of Sanitation, makes it easy for New Yorkers to donate or find gently-used and surplus items. Donating and reusing goods instead of discarding them reduces waste, conserves energy and resources, saves money, and supports organizations doing vital work in our communities.

Businesses and nonprofits -- give and receive large quantities of materials with the [donateNYC Exchange](#), a platform that connects companies looking to reduce overhead and cut carting costs by donating goods to recipients in need of free supplies.

Residents -- check out the [donateNYC Directory](#), an online and mobile search tool that locates convenient places to give or find gently-used

Businesses Affected by Superstorm Sandy Eligible to Receive Grants

Assess your risk. Receive a grant. Protect your business.

Was your business impacted by Superstorm Sandy? If so, you may be eligible for an **on-site, one-on-one risk assessment** through the New York City Department of Small Business Services. SBS staff will come to your place of business to review your physical space, business operations, and insurance coverage then make recommendations and provide you with a customized report on how you can be better prepared for future emergencies

Following the assessment, you can receive a **grant of up to \$3,000** to buy items and equipment recommended for your business, such as a wireless Point-of-Sale system, fireproof storage containers, and portable generators.

To qualify your small business needs to have been registered at the time of the storm in

goods, and supports nonprofit reuse organizations through the [donateNYC Partnership program](#).

October 2012 and have been impacted by flooding and/or power outage as a result of the storm

[Learn More about donateNYC](#)

[Learn More and Apply](#)

BID Staff Updates

Current Job Opportunities

Make sure to check out our [job board](#) for BID and CBO partner job openings.

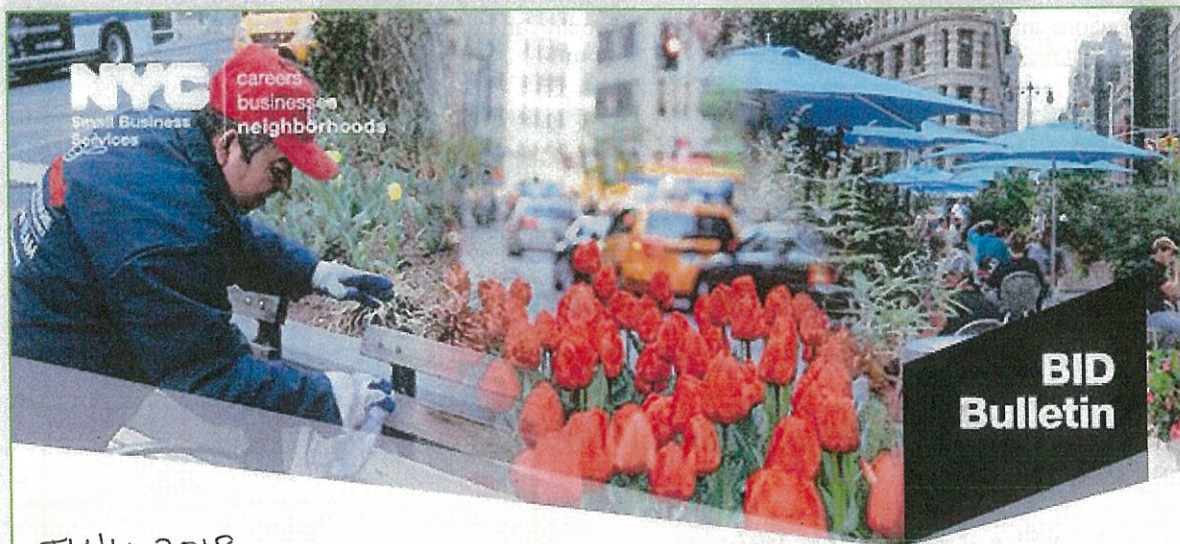
- 47th Street - [Executive Director](#)
- Southern Boulevard - [Executive Director](#)
- Washington Heights - [Executive Director](#)
- Woodhaven - [Executive Director](#)

Looking To Hire Staff or Interns?

If you have job postings that you would like us to share in the BID Bulletin and on our brand new job board, please submit them via our [Contact Us](#) page.

Does staff at your BID want to receive this newsletter each month? [E-mail Emily Edwards](#)





July 2018

News for BID Directors

SBS BID Team Goes on Summer Listening Tour



This summer, the SBS BID team is holding listening sessions with all BIDs in the city. As we map out programming for the next fiscal year, we want your feedback and input about how we can best support you. We will also discuss how we are using data to strategically support all BIDs in matters of governance and transparent operations.

We have already begun meeting with small groups of BIDs, convened by borough. Executive Directors -- please watch out for invites and plan to attend one of these sessions.

Questions? E-mail [Roxanne Earley](mailto:Roxanne.Earley@nyc.gov)

Love Your Local Offers \$1.8 Million in Grants to Help Longstanding Small Businesses Compete and Grow

NYC Love Your Local grants are now open to small businesses operating for at least three years in New York City's five boroughs. Selected businesses will receive up to 20 hours of in-depth consultations from industry experts to determine how best to adapt to rising real estate costs, and up to \$90,000 in grant funding to implement recommendations.

The deadline for applications has been extended!

Applications are now open until August 10, 2018.



Apply Now!

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Best Practice Suggestions from the BID Team

Start the fiscal year off right with these good governance best practices:

- Reconcile final FY18 payments and hand your closed books over to your auditor. If switching auditors for FY18, finalize the selection of a new auditor.
- Begin gathering FY18 data for completing your annual report (SBS will send out further information about the annual report in August).
- Circulate your Conflict of Interest policy and annual disclosure forms to your entire Board to sign, especially if new Board members were recently elected at your annual meeting.

Opportunities for BID Businesses

Nightlife Businesses - Give Input to the Office of Nightlife



The brand new Mayor's Office of Nightlife is conducting an economic impact study of nightlife to set the foundation for its work.

The office is asking nightlife owner/operators and employees/artists to share their experiences and perspective through an online survey. Answers are being collected by a third-party and are anonymous. The survey should take no more than 15 minutes to complete.

Complete the Survey

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Assess your risk. Receive a grant. Protect your business.

Was your business impacted by Superstorm Sandy? If so, you may be eligible for an **on-site, one-on-one risk assessment** through the New York City Department of Small Business Services. SBS staff will come to your place of business to review your physical space, business operations, and insurance coverage then make recommendations and provide you with a customized report on how you can be better prepared for future emergencies.

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[Learn More and Apply](#)



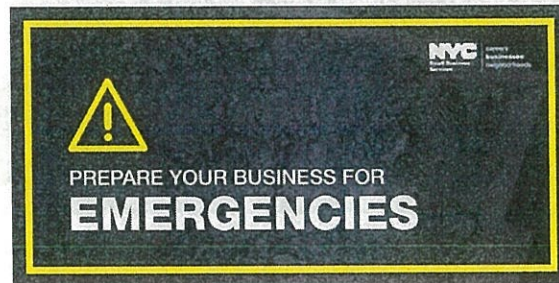
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Call 311 or visit nyc.gov/bizconsult to request a free compliance consultation

[Preview a Compliance Consultation](#)



Businesses - Learn How to Prepare for Fall Hurricanes

Join us for the start of our Fall Hurricane Preparedness Webinar Series where you can learn how to prepare yourself and your business for emergencies! From gas leaks and fires, to major storms and flooding, NYC business owners face many challenges that can impact your operations and assets. You will learn how to stay in business, protect your investments, understand how to protect your assets and navigate insurance processes.

Date: Tuesday, August 21

Time: 10:00 a.m. - 11:00 a.m.

[RSVP](#)

Access Financial Incentives for Grocery Stores

The [Food Retail Expansion to Support Health \(FRESH\) Program](#) gives financial incentives, such as land and building tax abatements, sales and use tax exemptions and mortgage recording tax exemptions, to grocery store operators renovating existing retail space or developers seeking to construct or renovate retail space that will be leased by a full-line grocery store operator. [Send questions to Jenny Osman.](#)



[Download a Flyer](#)

[Learn More & Check Eligibility](#)

BID Staff Updates



Erin Piscopink is the new Executive Director for the [Grand Street BID](#).

Erin has a background in community and economic development and brings her experience as a marketing and communications professional to the work of placemaking. Before joining the Grand Street BID, Erin worked in communications in both government and higher education. Prior to those appointments, she worked with planning and development non-profits in Detroit and served as the Marketing and Communications Manager for LIC Partnership.

Erin can be reached at
episcopink@grandstreetbk.org

David Estrada began as the new Executive Director of [Sunset Park BID](#) this month.

A 30-year Brooklynite, David comes to the BID with a background in web design, corporate sales, and training. He previously managed technology integration and web development for global human resources firm, Lee Hecht Harrison. Most recently, he worked for Council Member Carlos Menchaca in the roles of Communications Director and Chief of Staff, with a focus on community relations in Sunset Park and Red Hook.

David can be contacted at
david@sunsetparkbid.org

Current Job Opportunities

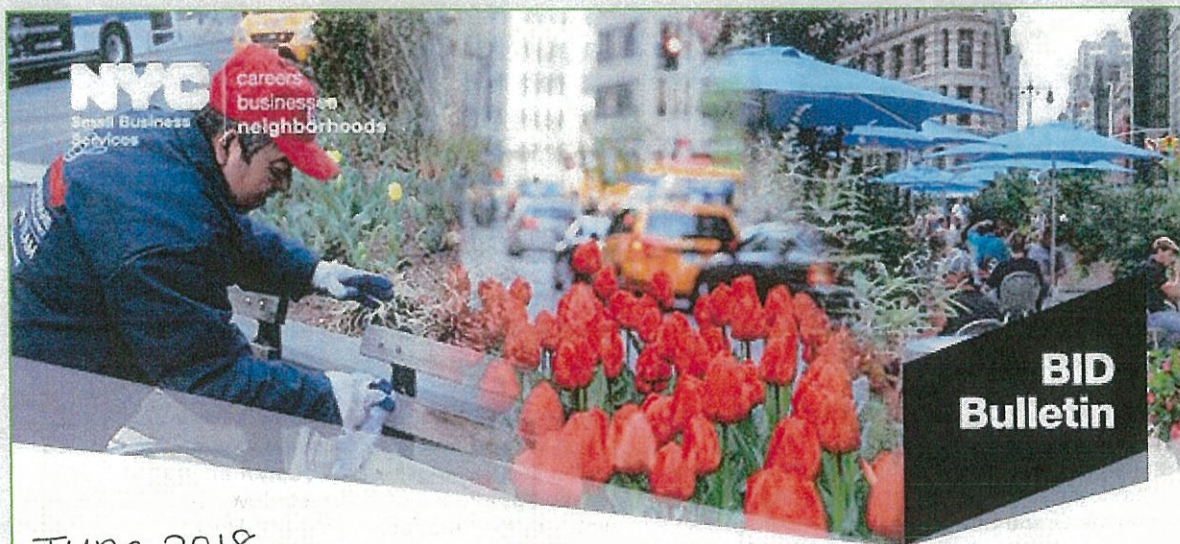
See our new [job board](#) for BID and CBO partner job openings

Looking To Hire Staff or Interns?

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June 2018

News for BID Directors

FY19 Budgets & Assessment Increase Requests Due to SBS by June 30

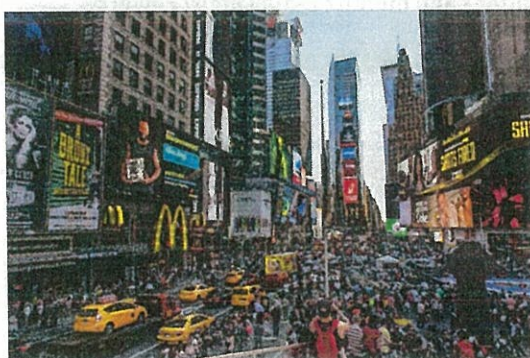
As you are winding down your fiscal year and planning for the upcoming year, please remember to submit your Board-approved FY19 budgets to SBS by June 30.

The budget approval process is generally:

- Finance Committee convenes, deliberates, votes, and approves a recommended FY19 budget
- Board votes and approves the FY19 budget as final
- BID submits the approved final FY19 budget to SBS before June 30

If your BID is interested in pursuing an assessment increase, your Finance Committee and Board should also be discussing and reviewing various budget scenarios. After obtaining Board approval, you will also need to submit a complete assessment increase application to SBS **by June 30, 2018**.

Submit FY19 Budgets & Send Questions to Stephen Lee



BID Young Professionals: Meet at the Crossroads of the World

Come join our next BID Young Professionals happy hour, hosted by [Times Square Alliance](#).

All are welcome. Grab a drink and talk to your peers about one of the most innovative public spaces in the world!

Date: Tuesday, June 26
Time: 6:00 - 8:00 p.m.



SBS Convenes Roundtables for BIDs & NYPD

This spring, SBS continued to facilitate gatherings of borough BIDs and their NYPD precincts and borough commands. Recently, BIDs in the Bronx, Brooklyn South, and Manhattan North had the opportunity to meet with local police chiefs and Neighborhood Coordination Officers (NCOs).

At each roundtable, BIDs presented specific

Location: [Bourbon Street Bar & Grille](#)
(346 W 46th Street)

Times Square Alliance will cover first drinks for the first 30 attendees -- first come, first served.

[RSVP to Emily Edwards](#)

issues in their districts, and local police precincts responded to concerns and gave updates. BIDs and NYPD shared stories and successes.

Thanks to Leon Fonfa for continuing to coordinate these roundtables.

[Send Questions to Leon Fonfa](#)

SBS Launches Job Board for BIDs & Partner Organizations

We recently launched a [job board](#) for full and part-time employment opportunities in neighborhood economic development and commercial revitalization with our partner organizations.

We hope to assist in the promotion of job opportunities and continue to build a talent pipeline between SBS leadership development programs and job openings with partner organizations.

Please submit your job postings through our [contact form](#).



[View the Job Board & Submit Job Postings](#)



Street Seat Season is Here

Street Seats is a citywide program that transforms underused NYC streets into vibrant, social, public spaces between the months of March through December. Street Seats are installed in the curbside roadbed to create an attractive setting for eating, reading, meeting a friend or taking a rest.

Street Seats is application-based and DOT can provide partners reimbursement for eligible purchase.

DOT is accepting applications now for the 2018 season.

[Learn More and Apply](#)



Request a Bike Corral or CityRack in Your District

If you have a high demand for bike parking but a lack of available sidewalk space, bike corrals are a great solution for your neighborhood. Bike corrals are rows of CityRacks installed in the curbside lane of the street instead of on the sidewalk.

Anyone can request a bike corral but every bike corral needs a maintenance partner to keep it clear of snow and debris.

[Learn More and Apply](#)

Don't have room for a Bike Corral? [You can also suggest locations for individual CityRacks.](#)

Thanks to our partnership with [CECM](#), BIDs have access to the **Citywide Events Management System (CEMS)**, a valuable resource to view permitted events in your district and make comments when needed.

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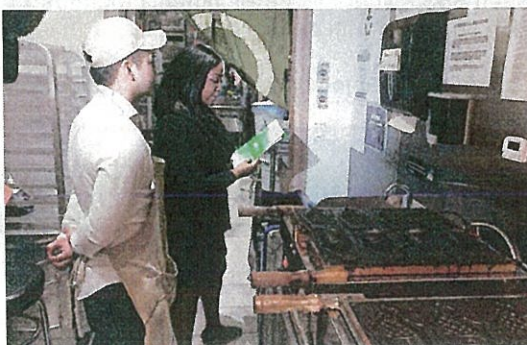
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Join this webinar to learn about common business violations from various City agencies and how to avoid them. You will also learn how to schedule a free on-site compliance consultation at your business to help you understand City rules.

Select a Date & RSVP



[Preview a compliance consultation in action!](#)

Host Talented NYC Interns This Summer

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By partnering with the City, you'll gain hard working students to help push your business forward, and provide crucial learning experiences for students ready to begin their careers.

For more information, [please contact Devin Corrigan](#) at the Center for Youth Employment.

Learn More and Sign Up To Host an Intern



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FRESH

Food Retail Expansion to Support Health

use tax exemptions and mortgage recording tax exemptions, to grocery store operators renovating existing retail space or developers seeking to construct or renovate retail space that will be leased by a full-line grocery store operator. [Send questions to Jenny Osman.](#)

[Download a Flyer](#)

[Learn More & Check Eligibility](#)

BID Staff Updates

Current Job Opportunities

SBS Neighborhood Development Division is Hiring

Assistant Commissioner, Neighborhood Development

We are seeking an Assistant Commissioner for the Neighborhood Development Division. The Assistant Commissioner is responsible to assist with the daily supervision and management of NDD, which currently includes 25 staff members across four teams, to ensure successful delivery and fulfillment of program objectives and outcomes. The Assistant Commissioner will play a leading role with internal agency communications with the executive office, intergovernmental affairs, legal, procurement, communications, and other SBS programmatic divisions, as well as assisting with external communications and problem solving with neighborhood partners.

If your organization has any qualified candidates to refer, please email us at NDevelop@sbs.nyc.gov

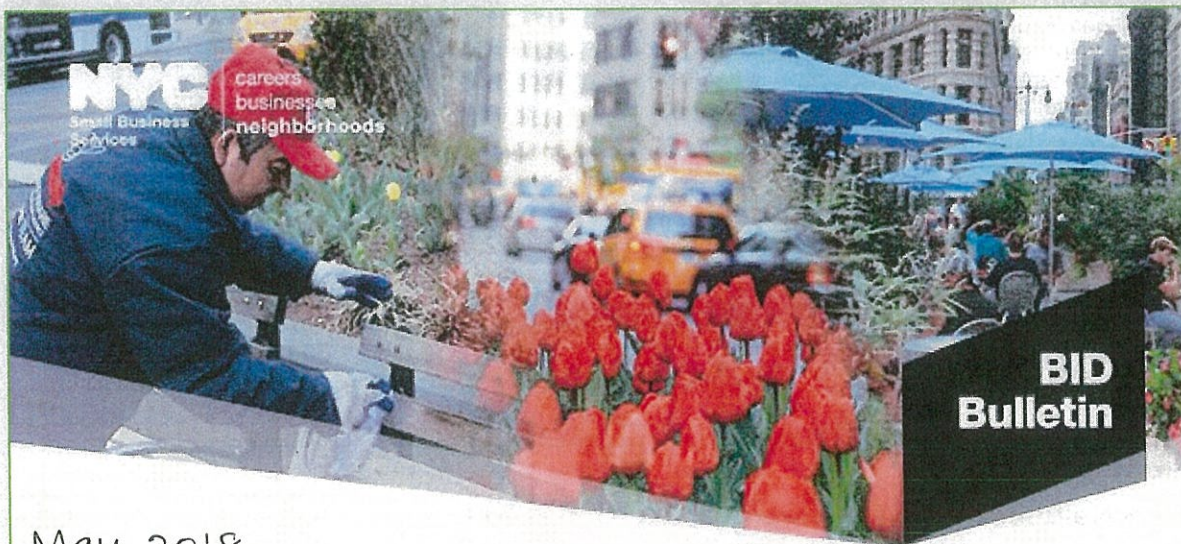
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May 2018

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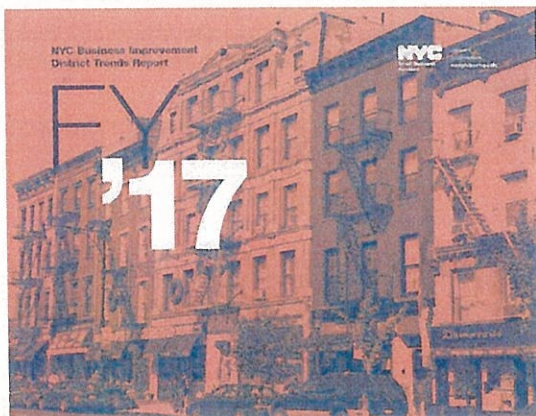
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Please submit your job postings through our [contact form](#).



[View the Job Board & Submit Job Postings](#)

ICYMI: BIDs Invested More Than \$147M in NYC Neighborhoods in FY17



SBS released the [FY17 BID Trends Report](#) last month and announced that BIDs invested over \$147 million in NYC neighborhoods in FY17, boosting 93,000 small businesses.

The report presents impact and spending data and highlights the incredible work of BIDs in the City. Please share this report with your staff and Board members. We will be mailing printed copies to each BID soon.

[Read the press release >>](#)

[Read the Report](#)

Schedule a Workshop in your District to Learn About SBS Business Services

CEMS Problems? New Resources Available

Thanks to our partnership with [CECM](#), BIDs have

SBS wants to teach community leaders how to help new and growing businesses in their neighborhoods.

Please [reach out to Deshaun Mars](#), Director of Business Outreach, to schedule a workshop to learn about:

- Free resources for businesses ranging from courses to legal services
- Funding options to help entrepreneurs launch or grow a business
- Free on-site compliance consultations to help businesses understand and follow City rules

Schedule a Workshop or Ask Questions

access to the **Citywide Events Management System (CEMS)**, a valuable resource to view permitted events in your district and make comments when needed.

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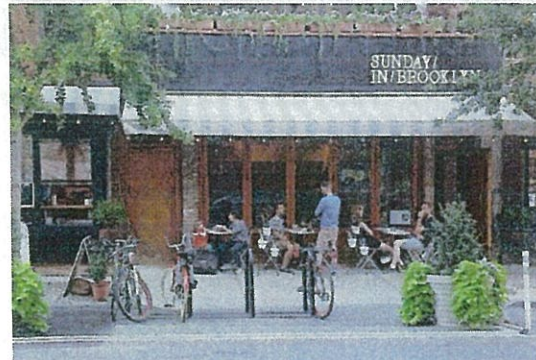
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DOT is accepting applications now for the 2018 season.

[Learn More and Apply](#)

[Learn More and Apply](#)

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Best Practice Suggestions from the BID Team

Strive for these good governance best practices. This month, you should:

- Work with your nominating committee to propose a slate of Directors to elect at the annual meeting (if upcoming).
- Convene your Board to approve an FY19 budget (after approval by the finance committee) and to approve a slate of Directors to elect at your annual meeting (if upcoming).
- If your Annual Meeting will be in the spring, ensure that members are registered by the record date and verify registration.

Upcoming Workshops & Programs

BID Staff: Join Our Final Workshop of FY18

Reporting on Your Impact, Learning from Your Results

Reflect on your program outcomes and data you collect. Learn how to report your program outcomes and match your stories with the interest of stakeholders.

Date: Thursday, May 31

Time: 10 a.m. - 1 p.m.

Location: NYC Department of Small Business Services, [110 William Street, New York, NY 10038](#)

[RSVP](#)

Opportunities for BID Businesses

Upcoming Webinars for Business Owners



WE Connect Event: M/WBE Certification Webinar

WENYC is hosting our first Minority- and Woman-Owned Business Enterprise (M/WBE) Certification Webinar to help guide sole proprietors like you through the certification application. Becoming M/WBE certified can help you gain a competitive edge to do business with New York City government agencies, or any organization that cares about diversity. During this webinar, we will walk you through the certification application, discuss common pitfalls, and help you identify the documentation you will need in order to complete the process quickly

PREPARE YOUR BUSINESS FOR
EMERGENCIES



Business Continuity Planning: Prepare Your Business for Emergencies

From gas leaks and fires, to major storms and flooding, NYC business owners face many challenges that can impact your operations and assets. You will learn how to stay in business, protect your investments, understand how to protect your assets and navigate insurance processes.

Date: Thursday, May 24

Time: 11 a.m. - 12 p.m.

and accurately.

RSVP

Date: Wednesday, May 23

Time: 10:30 a.m. - 12 p.m.

RSVP

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Join this webinar to learn about common business violations from various City agencies and how to avoid them. You will also learn how to schedule a free on-site compliance consultation at your business to help you understand City rules.



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FRESH

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Download a Flyer

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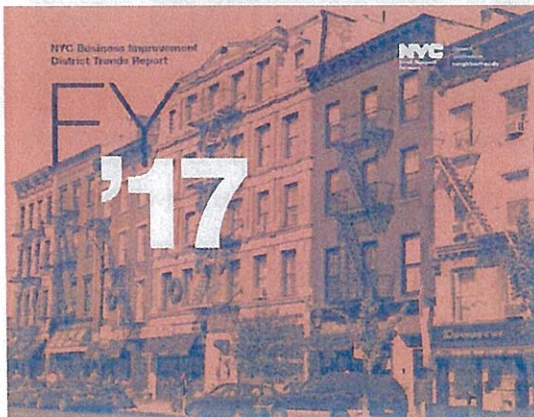




April 2018

News for BID Directors

BIDs Invested Over \$147 Million in NYC Neighborhoods During FY17



SBS released the [FY17 BID Trends Report](#) this week and announced that BIDs invested over \$147 million in NYC neighborhoods in FY17, boosting 93,000 small businesses.

The report presents impact and spending data and highlights the incredible work of BIDs in the City. Please share this report with your staff and Board members. We will be mailing printed copies to each BID in the next few weeks.

[Read the press release >>](#)

[Read the Report](#)



Welcome SBS' New Director of the BID Program

Roxanne Earley joined the SBS Neighborhood Development division as the new Director of the BID Program in early April. She comes to the role with considerable experience working with BIDs, particularly those located in Lower Manhattan. She has experience in economic development and small business support throughout the five boroughs, most recently from her role as the Director of Land Use & Planning with Council Member Margaret Chin. Roxanne holds a Masters in City and Regional Planning from the Pratt Institute.

Roxanne will oversee the BID team, which includes:

- [Emily Edwards](#), Program Manager, BID Program
- [Stephen Lee](#), Senior Program Manager, BID Program
- [LeMel Lindsey](#), Senior Program Manager, BID Development
- [Michael Melamed](#), Senior BID Information Analyst
- [Zach Owens](#), Program Manager, BID Data & Development

Please reach out and welcome Roxanne at rearley@sbs.nyc.gov or 212-618-8956.

National Small Business Week is April 29-May 5

What is your BID doing for National Small Business Week?

The week of **April 29-May 5** is an annual event hosted by the U.S. Small Business Administration to recognize the nation's top small businesses, entrepreneurs, small business advocates and champions.

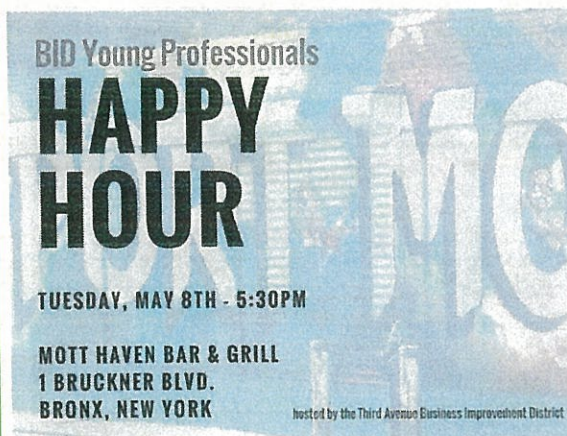
This is a great chance to promote the small businesses in your BID and encourage New Yorkers to support their local merchants.



Tell us what you have planned, and we can help promote it! [E-mail Emily Edwards](#) with event or promotion details.

Share Your Plans With Us

BID Young Professionals: Come Boogie Down in the Bronx with Us



Join us for the next BID young professionals happy hour, hosted by [Third Avenue BID](#) in the Bronx.

All are welcome. Come grab a drink and get to know your BID network colleagues. The location is an easy 30 minute trip on the 4/5/6 train from Union Square.

Date: Tuesday, May 8

Time: 5:30 p.m.

Location: [Mott Haven Bar & Grill, 1 Bruckner Blvd. Bronx, NY 10454](#)

Questions? Email [Zach Owens](#)

RSVP

Submit Your Comments about LPC Rule Changes

[Landmarks Preservation Commission \(LPC\)](#) is proposing new rules and amendments to some of its

existing rules. The proposed rule changes are intended to streamline the process for approving everyday work on designated properties, and make the regulatory process more efficient and transparent for applicants, neighbors and the public.

Learn more with these resources:

- [Proposed Rules](#)
- [Copy of presentation](#)
- [Presentation video](#)

The deadline for submitting written comments is **May 8, 2018**. We encourage BIDs, especially those located in Historic Districts, to submit comments.

[Learn More & Submit Comments](#)



Street Seat Season is Here

Street Seats is a citywide program that transforms underused NYC streets into vibrant, social, public spaces between the months of March through December. Street Seats are installed in the curbside roadbed to create an attractive setting for eating, reading, meeting a friend or taking a rest.

Street Seats is application-based and DOT can provide partners reimbursement for eligible purchase. DOT is accepting applications now for the 2018 season.

Visit nyc.gov/streetseats to apply or [email DOT](#) to start the conversation.

[Learn More and Apply](#)



Request a Bike Corral or CityRack in your District

If you have a high demand for bike parking but a lack of available sidewalk space, Bike Corrals are a great solution for your neighborhood. Bike Corrals consist of sleds installed in the curbside lane of the street instead of on the sidewalk.

Anyone can request a Bike Corral but every Bike Corral needs a maintenance partner to keep it clear of snow and debris.

Visit nyc.gov/bikecorrals to apply or [email DOT](#) to start the conversation.

Don't have room for a Bike Corral? You can also suggest locations for individual CityRacks at nyc.gov/cityracks

[Learn More and Apply](#)

Apply for an Assessment Increase by June 29

If your BID is interested in pursuing an assessment increase, your Finance Committee and Board should be discussing and reviewing various budget scenarios. After obtaining Board approval, you will need to submit a complete assessment increase application to SBS by **June 29, 2018**.

A complete application includes **three parts**:

1. Minutes from the Board of Directors meeting when the assessment increase was

- approved
2. Letters of Support from District Council Members
 3. Completed assessment increase justification template (available from SBS upon request)



Contact Us To Learn More About the Process and Requirements

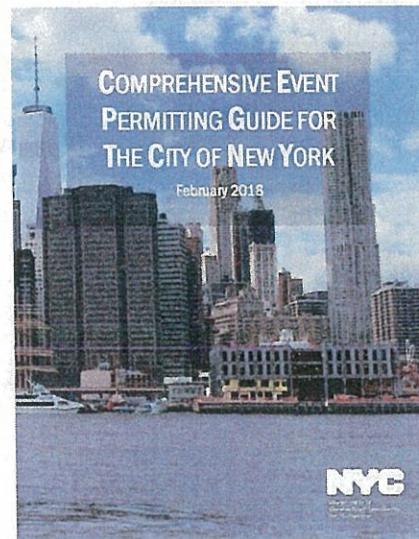
City Releases Comprehensive Event Permitting Guide

Mayor's Office of Citywide Event Coordination and Management (CECM) has released a comprehensive guide to event planning in NYC.

The guide includes permitting guidelines and regulations for all primary event permitting agencies, as well as information from every agency that provides support permits for events and productions.

Questions? [E-mail CECM](#)

Read the Guide



CEMS Problems? New Resources Available

Thanks to our partnership with [CECM](#), BIDs have access to the **Citywide Events Management System (CEMS)**, a valuable resource to view permitted events in your district and make comments when needed.

For those who have misplaced their login credentials or have difficulty logging in, we have created links to the most common issues. Please bookmark them for future reference:

- [Log in to CEMS](#)
- [Reset your password](#)
- [Review instructions on how to reset your password and login](#)

Questions or Issues? Contact Emily Edwards

Best Practice Suggestions from the BID Team

Strive for these good governance best practices. This month, you should:

- Convene your finance committee to prepare a proposed FY19 budget for Board approval before budgets are due to SBS on June 30.
- Ensure that all Board members have signed a Conflict of Interest disclosure statement for this year.
- If your Annual Meeting will be in the spring, send out notice to all registered members between 10-50 days before your meeting.

Upcoming Workshops & Programs

Essentials of Nonprofit Project Management

Prepare plans for your organization's summer and new fiscal year projects! Learn how to lead project teams through clearly defined deliverables within specific time frames, identified resources, and by tracking and monitoring key milestones through to project completion.

Date: Thursday, April 26

Time: 10 a.m. - 1 p.m.

RSVP

Good Governance: Best Practices for Hiring (Webinar)

Learn the legal side of employee hiring best practices for your organization. A pro-bono attorney will guide you through steps for hiring, legal restrictions, onboarding requirements, responsibilities of a hiring manager, code of conduct in workplace, etc.

Date: Thursday, May 3

Time: 12:30 - 2 p.m.

RSVP

Financial Management and Budgeting for Nonprofits

Review the components for financial management: the structure of the accounting system, control of restricted income, and internal controls to protect your assets.

Date: Thursday, May 10

Time: 10 a.m. - 1 p.m.

RSVP

Reporting on Your Impact, Learning from Your Results

Reflect on your program outcomes and data you collect. Learn how to report your program outcomes and match your stories with the interest of stakeholders.

Date: Thursday, May 31

Time: 10 a.m. - 1 p.m.

RSVP

All workshops are free and take place at [110 William Street, New York, NY 10038](#)

BID Staff Updates

Current Job Opportunities

NYC Business Improvement Districts & Community-Based Organizations

- Flatiron/23rd Street - [Research & Marketing Associate](#)
- Lincoln Square - [Program Assistant](#)
- Times Square Alliance - [Director, Times Square Arts](#)
- Times Square Alliance - [Public Art Assistant](#)

NYC Department of Small Business Services

- [Project Manager, Neighborhood Planning](#)

SBS Communications Office

- [Press Secretary](#)

If your organization has any qualified candidates to refer, please [e-mail us](#).

Looking To Hire Staff or Interns?

If you have job postings that you would like us to share in the BID Bulletin and on our social

media, please [e-mail Emily Edwards](#).

Does staff at your BID want to receive this newsletter each month? [E-mail Emily Edwards](#)



NYC Business Improvement District Trends Report

NYC
Small Business
Services

careers
businesses
neighborhoods

FY 2017



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INTRODUCTION

How to Read this Report

The FY17 Business Improvement District Trends Report contains information intended to illustrate basic comparisons between BIDs and groups of BIDs in NYC, using data for FY17 (July 1, 2016 - June 30, 2017).

This report is generally organized by most common BID expense areas: Sanitation, Marketing & Public Events, Public Safety, Streetscape & Beautification and General & Administrative.

For comparison purposes, BIDs are divided into five (5) budget brackets based on total expenses in FY17 throughout this report. Detailed data at the individual BID level can be found in the corresponding appendices.

Recommendations

BID services and expenses vary greatly by district, and many local factors can determine differences between individual BID data. No BID is directly comparable to another BID. This report presents data by budget bracket and program area for comparison and should be treated as a guide.

Methodology

BID Programs & Expenses

- ▶ BID program outputs and expenses were self-reported by BIDs in their FY17 Annual Reports, as a requirement of their contract with NYC Department of Small Businesses. Each BID has their own methods for tracking and collecting data throughout the year.
- ▶ SBS verified data by comparing each BID's year-to-year data and confirming outliers.
- ▶ Program expense averages in Section 4 include all BIDs. Averages in the appendices only include those BIDs providing a given service.

Sales & Sales Tax Data

- ▶ Sales & sales tax data were provided by the NYC Department of Finance (DOF). Sales only capture taxable goods and services.
- ▶ The data were aggregated by combining individual filer data, then geocoding. About 25% of citywide tax filers failed to geocode and were not included in this report.
- ▶ For each year, tax filers were reported according to their most recent address, which may not be the actual location where sales took place. To improve data accuracy, outliers were removed based on yearly taxable sales. For Manhattan, the top 5% of filers were removed for each year. For outer boroughs, the top 1% were removed.
- ▶ Growth in sales in BIDs over time was normalized by the number of BIDs operating in a given year.

Assessed Value

- ▶ NYC Department of Finance (DOF) uses “assessed value” (AV) to determine property taxes. AV is often used to calculate BID assessment charges.
- ▶ Assessed value is based on a percentage of a property's market value, as calculated by DOF, and depends on a property's tax class.

Linear Feet

- ▶ In order to improve accuracy and make better comparisons, this year's report presents BID service area in terms of linear feet, rather than block faces.
- ▶ Linear feet for each BID was measured with mapping software and took into account the specific service area of each district (e.g. side streets, corners).

Regressions

- ▶ Regressions in the appendices are calculated based on all BIDs in a given program area, both allocated and unallocated.
- ▶ Some regressions are non-linear. For each program area, the regression with the best fit (highest r^2) was selected.

2

OVERVIEW

BIDs in New York City

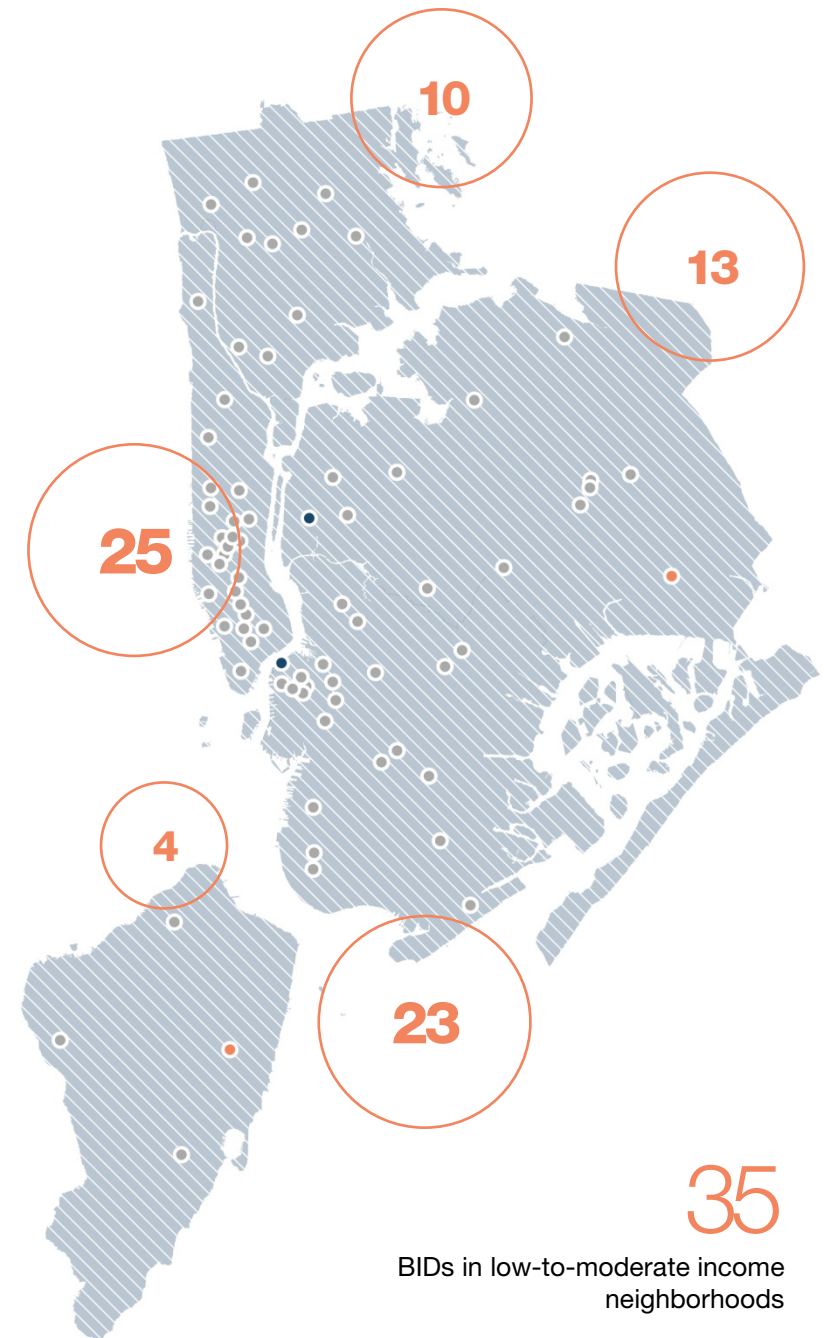
A Business Improvement District (BID) is a geographical area where local stakeholders oversee and fund the maintenance, improvement and promotion of their commercial district.

For more than **40 years**, BIDs have been valuable and proven partners in ongoing initiatives of neighborhood revitalization and economic development across the five boroughs, making NYC neighborhoods cleaner, safer and more vibrant. The City's **75 BIDs*** – the largest BID program in the country – service approximately **93,000 businesses**** and invest over **\$147 million** into local economies in the form of supplemental services.

- ▶ BID services are primarily funded by a special assessment on district properties
- ▶ BIDs provide services to supplement, not replace, the services already provided by the City
- ▶ BIDs are governed by a locally-controlled non-profit board of directors consisting of property owners, commercial tenants, residents and elected officials
- ▶ BIDs serve as a critical liaison between City government and neighborhood stakeholders

*Data presented in the FY17 BID Trends Report reflects a total of 72 BIDs. The 73rd, 74th and 75th BIDs (Greater JFK, Queens; New Dorp, Staten Island; Morris Park, Bronx) had not yet begun services in FY17.

**Source: ReferenceUSA Info Group, 2017



BID Formations & Expansions

BID formation and expansion efforts are initiated by the community. A committee of local stakeholders leads the effort to plan for the BID and gain support from district property owners, merchants and residents. SBS serves as an advisor and resource, guiding groups through the planning, outreach and legislative approval process.



Greater JFK (\$500,000)

Greater JFK became the 73rd BID in New York City in fall 2016. This industrial BID is located adjacent to JFK Airport in the Springfield Gardens neighborhood of Queens. The district includes more than 600 businesses providing logistical support to the millions of tons of goods that flow through JFK. These freight-forwarders, customs brokers, logistics service providers and trucking companies coexist with hotels, government facilities and over 150 single family homes.



New Dorp (\$135,000)

New Dorp is the 74th BID in New York City and was approved in spring 2017. The fourth BID located on Staten Island, this district serves as a key commercial corridor and economic hub for the Mid-Island. Over 180 businesses make up the vibrant one-mile long strip of restaurants, boutiques and services.

Formations

2

New BIDs formed
in FY17

Expansions

2

BIDs expanded in FY17,
DUMBO and **Long
Island City**

Morris Park, the 75th BID in NYC, was formed in FY18 and is not included in this report.

BID Program Highlights

The Department of Small Business Services Neighborhood Development Division works with community-based organizations to build vibrant neighborhoods where New Yorkers can shop, work and live. We oversee and support the largest BID program in the country; offer training, tools and one-on-one assistance to local community-based organizations; administer grant programs to strengthen and revitalize commercial districts; and work with community partners to identify local commercial district needs and plan targeted solutions.



Assessment Increases

\$3.6M

Additional funds invested in **12 BIDs** through legislative authorization

Capacity Building

45

BIDs participated in SBS Capacity Building Programming*

Commercial Revitalization Grants

\$400K

Awarded to **5 BIDs** for Neighborhood Challenge projects

\$600K

Awarded to **12 BIDs** through Avenue NYC** and Neighborhood 360°

*FY17 Capacity Building Programming included: Coro Neighborhood Leadership, Neighborhood 360° Fellows, Legal Assistance, Nonprofit Management Coaching and Workshops

**Avenue NYC is made possible by Community Development Block Grant funding and is available to organizations serving low- to moderate-income neighborhoods

BID Program Highlights

BIDs in New York City represent a diverse network of neighborhood-serving organizations and stakeholders with a broad impact on New York City communities in all five boroughs. Each district is unique, locally-governed and invests 100% of assessment dollars directly back into its neighborhood.

Overall BID Impact

75

BIDs in NYC*

277

Linear miles served by BIDs

457

Total full-time BID employees**

93,000

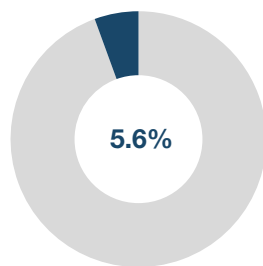
Total number of businesses in BIDs***

30,118

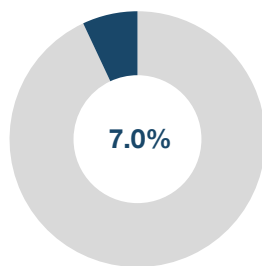
Number of retail businesses in BIDs

42,126

Total number of properties serviced by BIDs



Average storefront vacancy rate



Median storefront vacancy rate

FY17 Investment Highlights

\$147.8M

Total invested in NYC neighborhoods

\$147.4M

Total revenue

\$108.9M

Total assessment revenue

\$38.5M

Additional revenue raised

*Data presented in the FY17 BID Trends Report reflects a total of 72 BIDs. The 73rd, 74th and 75th BIDs had not yet begun services in FY17.

**Total full-time BID employees includes only administrative staff, not sanitation or public safety personnel

***Source: ReferenceUSA Info Group, 2017

Value in BIDs

BIDs represent a small area of land in NYC, yet they account for significant sales and property value. BIDs are typically located in commercial areas, including many of NYC's central business districts and neighborhood shopping corridors. BIDs seek to support their local merchants and encourage spending in their neighborhoods.



BIDs cover **2%** of NYC's land area and account for

27% **\$9.6B**
% of total sales Total sales

25% **\$87B**
% of assessed value Assessed value

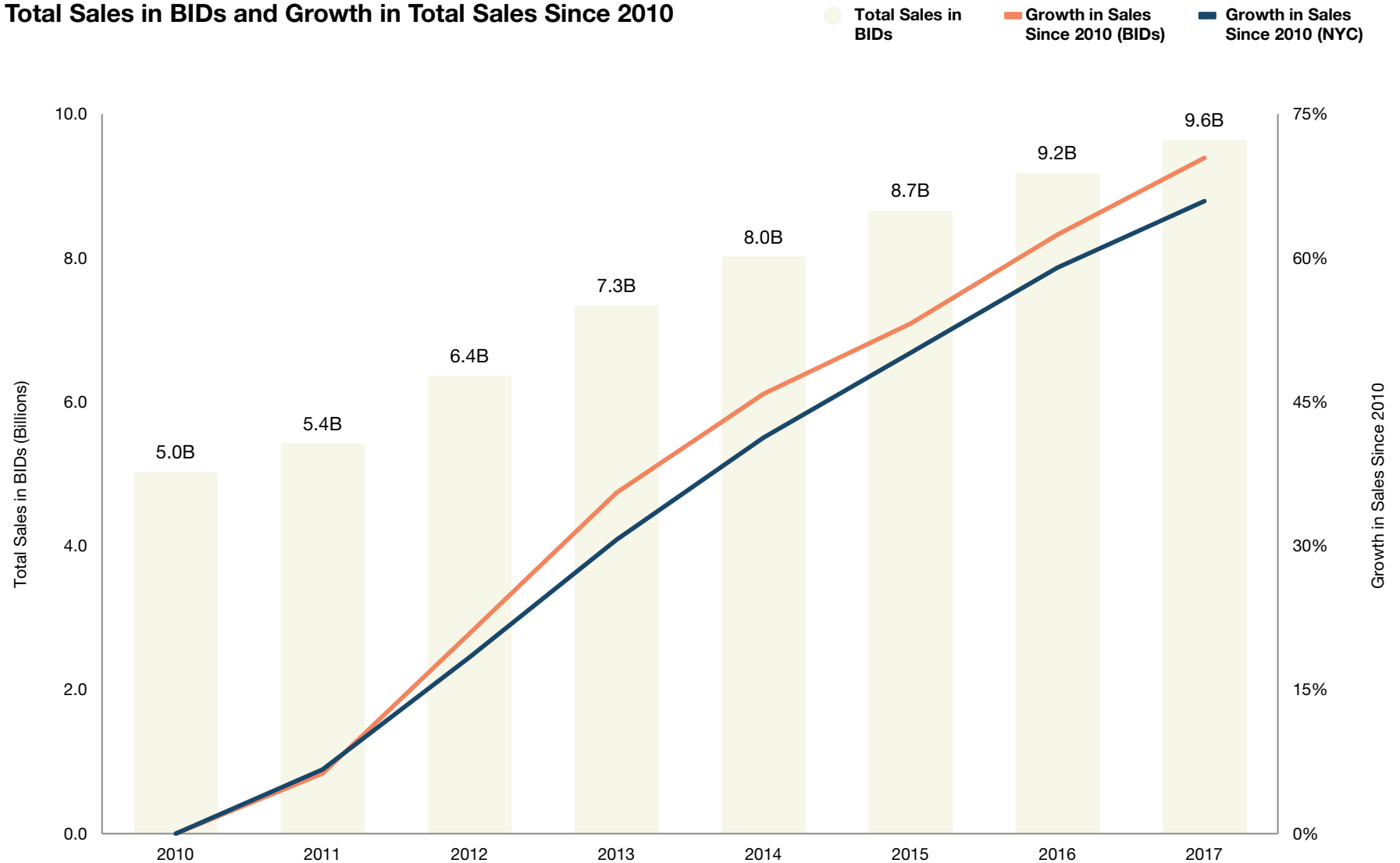
28% **\$474M**
% of sales tax Sales tax revenue

25% **\$6.6B**
% of property tax Property tax revenue

Data Source: NYC Department of Finance, 2017
See methodology (pg. 5)

Value in BIDs

Total Sales in BIDs and Growth in Total Sales Since 2010

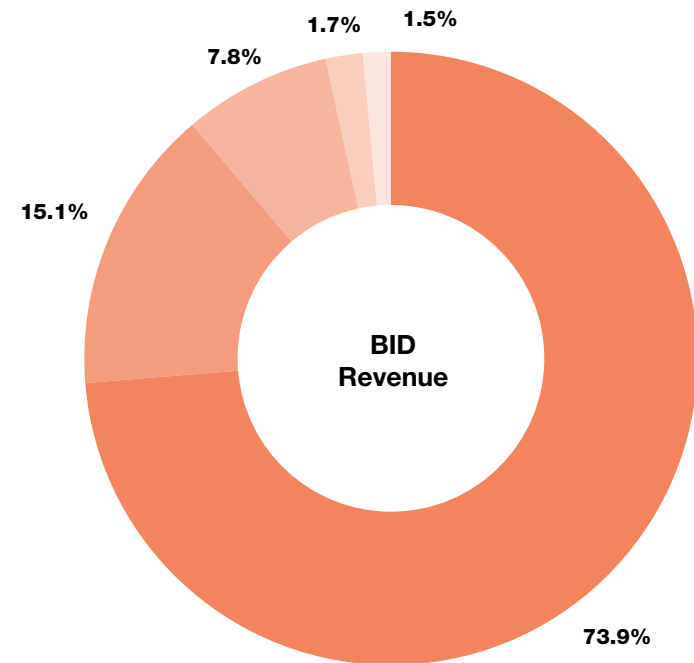


Data Source: NYC Department of Finance, 2017
See methodology (pg. 5)

BID Revenue

Generating the BID Dollar (FY17)

CATEGORY	FY17 AMOUNT	%	FY16 AMOUNT
Assessment	\$108,910,589	73.9%	\$105,845,241
Contracts & Program Service Revenue*	\$22,256,982	15.1%	\$13,924,218
Fundraising**	\$11,507,111	7.8%	\$11,339,574
Grants	\$2,555,400	1.7%	\$1,474,297
Other Revenue***	\$2,179,097	1.5%	\$1,296,005
Total	\$147,409,179	100%	\$133,879,335



*Contracts and program service revenue may include revenue from plaza maintenance contracts, concession contracts, banners, parking lots, trash cans, additional user rights, etc.

**Fundraising may include revenue raised from events, campaigns or similar programs

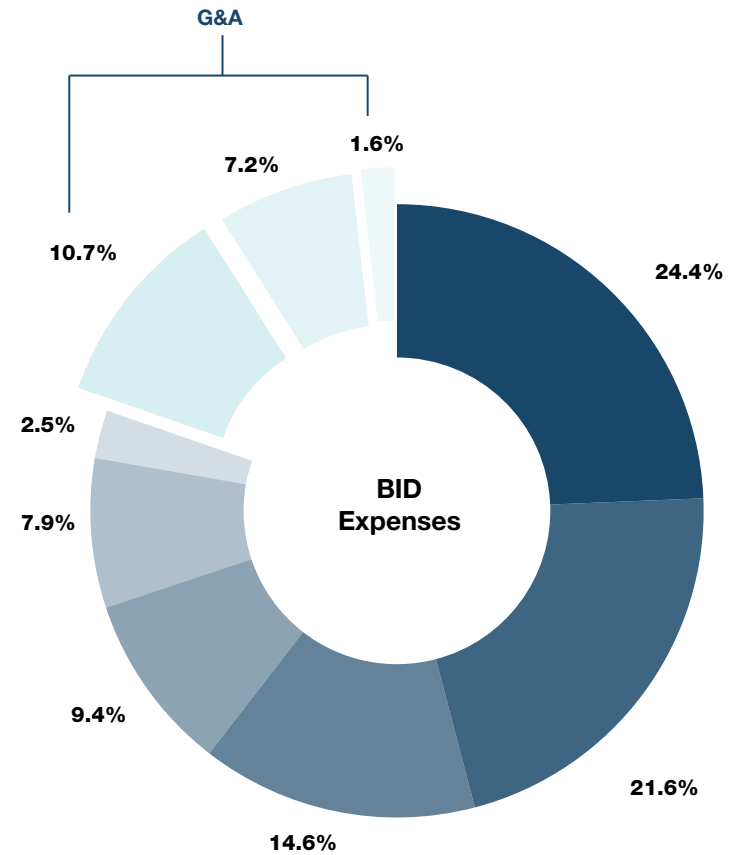
***Other Revenue may include interest income and miscellaneous revenue

BID Expenses

Spending the BID Dollar (FY17)

CATEGORY	FY17 AMOUNT	%	FY16 AMOUNT
Sanitation	\$36,092,052	24.4%	\$33,712,712
Marketing & Public Events	\$31,900,497	21.6%	\$19,767,729
Public Safety	\$21,572,657	14.6%	\$22,253,214
Other Services*	\$13,926,561	9.4%	\$18,379,171
Streetscape & Beautification	\$11,662,919	7.9%	\$10,927,897
Capital Improvements	\$3,756,326	2.5%	\$4,921,355
Salaries & Payroll	\$15,855,869	10.7%	\$14,368,090
Other G&A**	\$10,594,651	7.2%	\$7,625,555
Outside Contractors	\$2,428,186	1.6%	\$2,749,500
Total	\$147,789,718	100%	\$134,705,223

G&A



*Other Services may include social services, business development, debt service cost and miscellaneous programs

**Other G&A includes rent, office supplies, insurance and miscellaneous expenses

DAILY IMPACT

of BIDs Across New York City

10,960

Trash bags collected
every day



1,012

New social media
followers every day

6,449

Interactions with visitors
every day



295

Incidents of graffiti
removed every day

9,528

Marketing materials
distributed every day



13

Public events held
every day

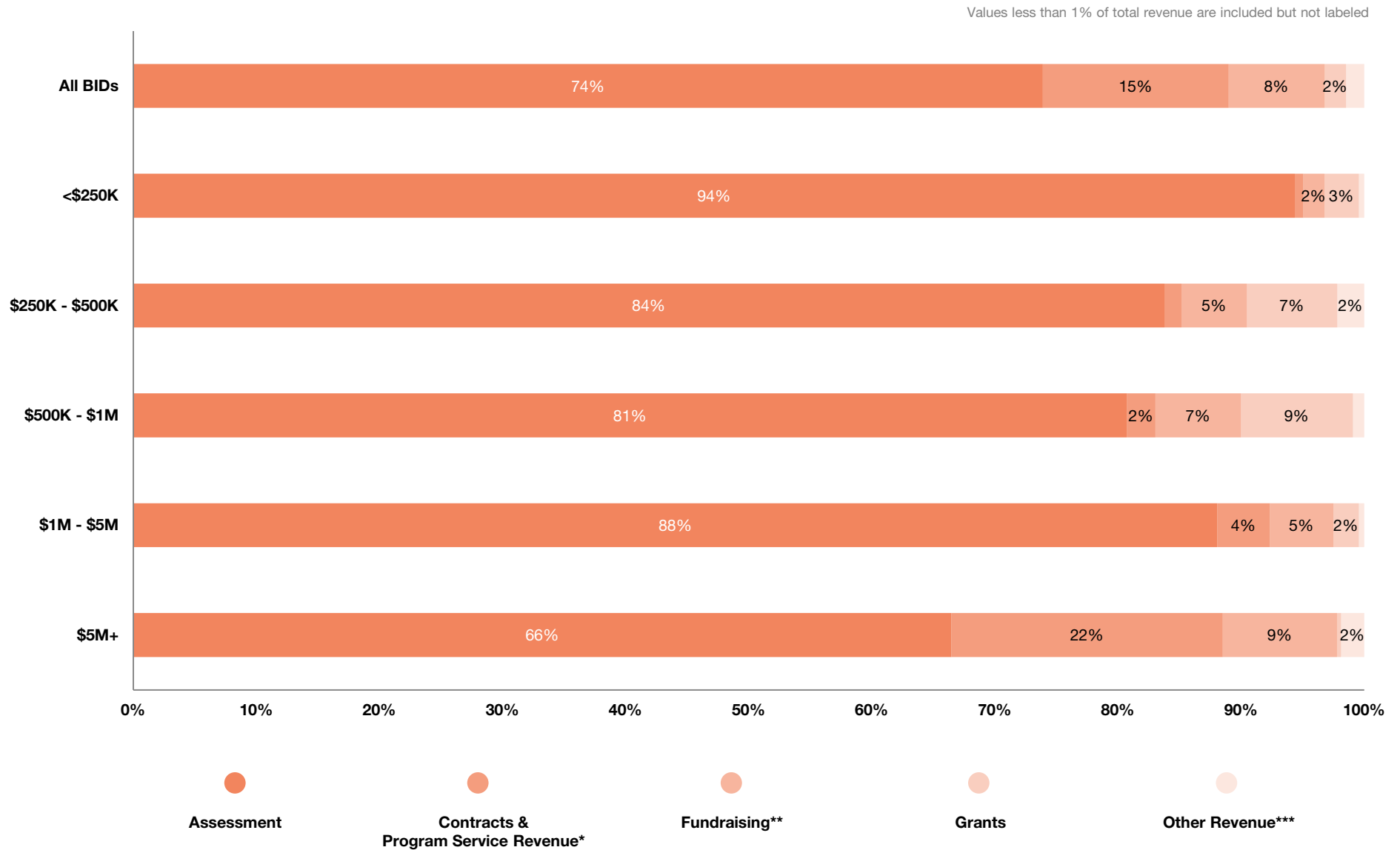
BIDs by Budget

Throughout this report, BIDs are separated by budget according to total expenses. BIDs are ordered alphabetically in each budget bracket below.

- ▶ Smallest FY17 Expenses: **\$62,158 (180th Street)**
- ▶ Median FY17 Expenses: **\$516,541**
- ▶ Largest FY17 Expenses: **\$19,814,477 (Bryant Park Corporation)**

<\$250K16	<\$250K - \$500K19		\$500K - \$1M15	\$1M - \$5M16	\$5M+6
165th Street Mall	161st Street	Park Slope 5th Avenue	Bed-Stuy Gateway	125th Street	34th Street Partnership
180th Street	82nd Street Partnership	Pitkin Avenue	Columbus Avenue	47th Street	Bryant Park Corporation
Bayside Village	86th Street Bay Ridge	Steinway Street	Court-Livingston-Schermerhorn	Chinatown Partnership	Downtown Alliance
Brighton Beach	Atlantic Avenue	Sunset Park	Downtown Flushing Transit Hub	East Midtown Partnership	Garment District
Church Avenue	Bay Ridge 5th Avenue		DUMBO Improvement District	Fifth Avenue	Grand Central Partnership
East Brooklyn	Belmont		Fordham Road	Flatiron/23rd Street Partnership	Times Square Alliance
Forest Avenue	Columbus-Amsterdam		HUB/3rd Avenue	Fulton Mall Improvement Association	
Graham Avenue	Flatbush Avenue		Jamaica Center	Hudson Square Connection	
Montague Street	Flatbush-Nostrand Junction		Long Island City Partnership	Hudson Yards/Hell’s Kitchen Alliance	
North Flatbush	Fulton Area Business (FAB) Alliance		Myrtle Avenue (BK)	Lincoln Square	
South Shore	Grand Street		Myrtle Avenue (QN)	Lower East Side	
Southern Boulevard	Jerome-Gun Hill		SoHo-Broadway	Madison Avenue	
Sutphin Boulevard	Kings Highway		Sunnyside Shines	Meatpacking	
West Shore	Kingsbridge		Washington Heights	MetroTech	
White Plains Road	NoHo NY		Westchester Square	Union Square Partnership	
Woodhaven				Village Alliance	

BID Revenue by Budget



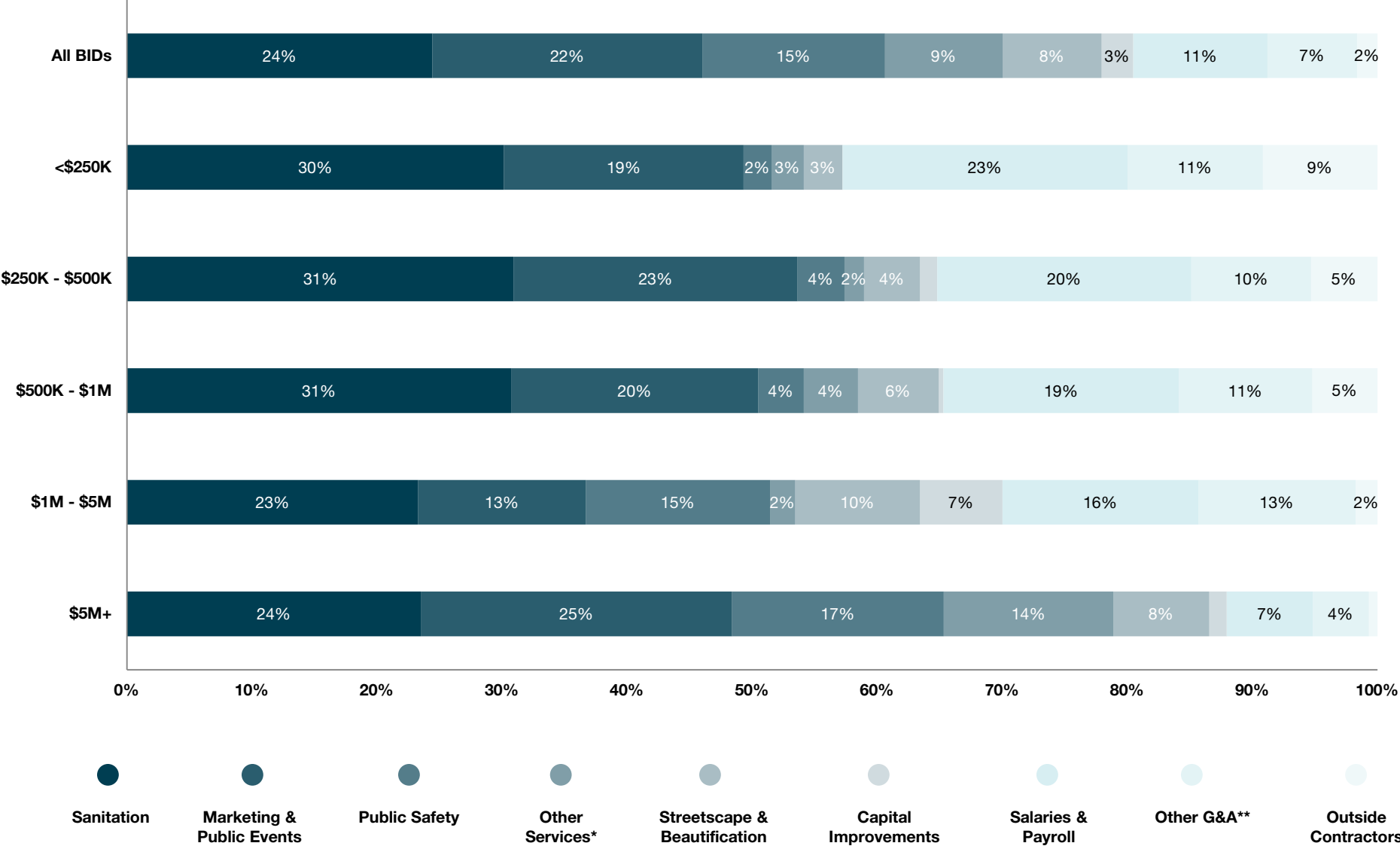
*Contracts and program service revenue may include revenue from plaza maintenance contracts, concession contracts, banners, parking lots, trash cans, additional user rights, etc.

**Fundraising may include revenue raised from events, campaigns or similar programs

***Other Revenue may include interest income and miscellaneous revenue

BID Expenses by Budget

Values less than 1% of total expenses are included but not labeled



*Other Services may include social services, business development, debt service cost and miscellaneous programs
**Other G&A may include rent, office supplies, insurance and miscellaneous expenses

3

HIGHLIGHTS



BIDs

Keep their districts clean and safe



Sanitation Study

As new development and increased pedestrian traffic in Harlem have generated more trash along the corridor, **125th Street** partnered with Columbia University to develop creative sanitation solutions. Their study analyzed the types, quantity, sources and locations of trash. The results yielded policy suggestions and recommendations to assist the BID in customizing a litter reduction campaign. The campaign kicked off with locating four new solar-powered trash cans in the most problematic areas identified by the study. The BID wrapped the cans with artwork from Harlem artists.

Emergency Communication

The **Times Square Alliance** manages some of the most iconic public spaces in the world. In order to keep the district safe in the case of emergency, the BID has designed an extensive communication system to alert stakeholders of the latest news. The BID also serves as a liaison between City agencies and district members during emergencies, providing on-the-ground information to the City and disseminating messages in the area. These systems have been especially vital in recent years, in the cases of terrorist incidents and major weather emergencies.



Photo credit: Liz Ligon for Union Square Partnership

BIDs

Market their corridors and businesses



Hate Has No Business Here

More than 20 BIDs worked together to launch the Hate Has No Business Here marketing campaign last summer. Businesses across the city hung posters in 10 different languages in storefront windows beginning on Independence Day. With this message, the campaign sought to promote inclusivity and celebrate the diversity within the NYC small business community. The idea originated with a small business owner in Clinton Hill, and **Myrtle Avenue (Brooklyn)** helped expand the campaign across the city.

Coupon Books

BIDs implement a number of creative strategies to attract shoppers to their districts and local businesses. **Downtown Flushing Transit Hub** launched a new coupon book to incentivize shoppers to frequent the area during a major street reconstruction project that was negatively impacting foot traffic. Through door-to-door outreach, the BID solicited participation from 92 different businesses impacted by the construction and distributed 10,000 printed coupon books and 2,000 digital downloads throughout the neighborhood to drive customers to their stores. Ultimately, all 92 participating businesses survived the construction period.

Restaurant Crawls

Many BIDs host restaurant weeks and crawls to encourage dining in their districts. **South Shore** adapted the typical model to work for their non-contiguous district, which includes three distinct towns in Staten Island. The BID recruited restaurants in Annadale, Eltingville and Great Kills and organized a trolley ride for participants to travel between the towns. On the trolley, visitors received maps and information about the participating restaurants.

Construction Mitigation

When large construction projects threatened the visibility and viability of businesses in their districts, **FAB Alliance, Myrtle Avenue (Brooklyn)** and **North Flatbush** launched creative marketing campaigns to support them. FAB Alliance promoted special deals from businesses “in the zone” – the construction zone. Myrtle Avenue and North Flatbush produced extra signage branded with “Open for Business” and “Stop By. Shop. Buy.” to draw attention to storefronts hidden by scaffolding and construction equipment.



BIDs

Implement creative solutions for addressing vacancies



Holiday Pop-Up Market

HUB/Third Avenue launched a brand new holiday market in a vacant 10,000 square-foot retail space in their district. They recruited local artists, makers, street vendors and small businesses to sell their wares in the pop-up market during the winter. The holiday market sought to address and combat business displacement and storefront vacancies along the corridor. The BID held a real estate event on the market premises to showcase the vacant space, its potential, as well as other vacancies along the corridor.

Arts & Technology Space Activation

Meatpacking activated a vacant storefront in their district with an interactive art and technology experience for school age children and their families. The BID partnered with the Children's Museum of the Arts and the New York Hall of Science to produce ARTech. Programming included a ball pool, gif making station, indoor planetarium, interactive art installation and building blocks. The BID offered all activities for free.



Commercial Vacancy Showcase Tour

Pitkin Avenue organized a commercial vacancy showcase tour to highlight opportunities for businesses to locate in Brownsville. The BID coordinated with real estate brokers, who were on-site to answer questions of prospective tenants. Each tour featured 5-6 vacancies, and BID staff provided demographic and retail leakage information about the neighborhood.

BIDs

Create a sense of place



Local Artist Banner Campaign

Many BIDs install banners on light poles in their districts in order to brand the district and make visitors aware of the presence of a BID. Some BIDs also raise revenue through the sponsorship of these banners. When **82nd Street Partnership** revamped their banners last year, they took the opportunity to feature original work from local artists. The updated banners uniquely capture the history, diversity and culture of Jackson Heights and Elmhurst.

Storefront Improvement

Pitkin Avenue received funding from New York Main Street and Avenue NYC to implement a façade improvement program. The BID conducted outreach to district property owners, recruited an architectural consultant and produced district design guidelines. The Pitkin Avenue Renaissance Program provides matching grants to businesses in their BID for qualifying improvements. Two projects have already been completed, with three more in planning for this year.



Pedestrian Crossing Guards

Home to the busy Holland Tunnel, **Hudson Square Connection** focuses on ensuring pedestrian safety in their district. The BID places Pedestrian Traffic Managers (PTMs) at key intersections to help pedestrians and cyclists cross streets during rush hour traffic. For several days during the holidays, Hudson Square deployed elf-costumed PTMs to spread holiday cheer and draw attention to the program and the work of the BID.

Storefront Art Installations

As a recipient of the Neighborhood Challenge grant, **Flatbush-Nostrand Junction** developed Intersection @ the Junction, a placemaking project intended to attract customers to district businesses. The BID installed art displays by local artists in storefront windows along the corridor and promoted a guide to the installations with a new website and map. The project included several pop-up events and culminated with an art walk and block party.

Photo credit: Ryan Muir for Hudson Square Connection

BIDs

Activate public space



Performing Arts Festival

To celebrate their newly completed public plaza, **Village Alliance** hosted the Astor Alive! performing arts festival. The BID set up two stages in Astor Place and coordinated performances by local acts, including the Blue Man Group, The Public Theater and Bowery Poetry. The festival honored the neighborhood's rich history, including a celebration of the iconic Alamo sculpture's 50th birthday and the restoration of artwork by the legendary Mosaic Man.

Winter Village

For more than ten years, **Bryant Park Corporation** (BPC) has been responsible for the annual Winter Village in the park. Each winter, BPC converts the park's lawn into a skating rink and erects a skate deck, pavilion and temporary restaurants, all surrounded by a pop-up holiday market. Last year, Bryant Park took the \$8 million production of the Village in house, rather than contracting with a third party. BPC managed the design, construction, installation, maintenance and operations of the Village. Through the BID's solicitation of corporate sponsors, Bryant Park remains the only skating rink with free admission in NYC.



Broadway Temporary Plazas

Garment District worked with NYC Department of Transportation to close two blocks of Broadway to vehicular traffic for the summer. Emulating a garden environment, the BID brought in tall birch trees, turf boxes, parklets and street seating to the expanded public space. The Urban Garden was also activated by custom programming, including temporary restaurants, a free pop-up lemonade stand, weekly fitness classes and a 400-foot-long "road tattoo" art installation, which featured the names of long-term Garment District workers.

Leverage innovative tech solutions

District Data Visualization

Long Island City Partnership has worked with a tech partner to extensively map their district and its data. The BID's mapping includes geolocation of local businesses and attractions as well as real estate data like vacancies and upcoming developments. The mapping tool can also integrate City and public data sources such as Department of Building's permit filings and Census information. This consistently updated data allows the BID to market their district to prospective commercial tenants, promote BID businesses and track the neighborhood's changing landscape.

3D Mapping

Downtown Alliance launched *LM3D*, an interactive online map of Lower Manhattan. This new resource allows planners, residents, investors and other stakeholders to strategize and envision the neighborhood's future. The BID regularly updates data about land use changes and developments in the pipeline. **Meatpacking** developed a similar 3D map of their neighborhood with an accompanying narrated virtual tour that visualizes future developments and upcoming streetscape projects.

BIDs

Foster community partnerships



Fundraising for Local Schools

DUMBO Improvement District partnered with two local public schools to host The Great DUMBO Drop, a block party and fundraiser. Participants adopted toy elephants for \$20, which were then released from rooftops along Washington Street. The sponsor of whichever elephant landed closest to the target on the ground won a DUMBO shopping spree. The block party also featured local DUMBO restaurants, activities hosted by neighborhood retailers and performances from the schools. The BID ultimately donated \$8,000 to each school.

Encouraging Healthy Food Options

Jerome-Gun Hill has worked closely with Montefiore Medical Center in their district to promote healthy eating options in the neighborhood. The BID initiated a campaign that encouraged restaurants, delis and bodegas to add healthier lunch specials to their menus and locate fresh fruit baskets near the check-out line. In turn, Montefiore has helped market nearby food options to its many employees and clients.

Build capacity of local merchants

Merchant Workshops

Many BIDs educate merchants in their districts and serve as a liaison to understanding City regulations. **Westchester Square** held multiple merchant meetings, focused on marketing your business, avoiding violations and community participation. Prior to the workshops, BID staff visited businesses to ask owners what topics would be most beneficial for trainings and personally invited them to attend. Each meeting featured a professional trainer, often a merchant from within the BID.



Business Assistance Forum

The **Flatiron/23rd Street Partnership** partnered with Baruch College to hold a Business Assistance Forum which featured networking and educational opportunities for local businesses. The 2017 forum was titled “The Launch. The Buzz. The Buy-In” with a focus on entrepreneurship and the changing landscape for small businesses. The event included a panel discussion with prominent NYC entrepreneurs as well as breakout sessions focusing on the business launch, team building, personnel management and choosing co-working space versus the traditional office.

Connecting Merchants to Resources

Located in an industrial part of Jamaica, Queens, **180th Street** connects its industrial and manufacturing businesses to relevant resources and benefits. Namely, the BID educates business and property owners of tax incentive and rebate programs. Promotion of the City’s Commercial and Industrial Energy Efficiency Program assists BID members in saving money and encourages energy efficiency.

Photo credit: Phil Greenberg for DUMBO Improvement District

BIDs

Partner with City agencies



Rat Reduction Plan

As part of the Mayor's neighborhood rat reduction plan, BIDs in three target areas partnered with the NYC Department of Health and Mental Hygiene to strategically install new trash receptacles. **Bed-Stuy Gateway**, **Chinatown Partnership** and **Fordham Road** received additional solar trash compactors to replace wire waste baskets in order to restrict rodent access to trash.

Green Infrastructure

BIDs can promote the development and installation of green infrastructure like bioswales, planted areas which collect and manage stormwater. A few years ago, **Columbus Avenue** transformed a block into a green streetscape featuring NYC's first bioswale and seating, plantings, trees and in-ground solar lighting. This year, **Sunnyside Shines** began working with the NYC Department of Parks to develop bioswales in their district as well. These green infrastructure developments are vital steps in developing more sustainable neighborhoods.



Street Seats

Several BIDs have taken advantage of the NYC Department of Transportation (DOT) Street Seats program to add outdoor seating to their districts. Street Seats are temporary decks installed in street parking spaces, which transform underused streets into vibrant, social public spaces during the summer. **MetroTech*** worked with DOT to design, install and maintain multiple Street Seats, which provide outdoor gathering spaces and improve pedestrian connectivity near the MetroTech Center.



Weekend Walks

NYC Department of Transportation partners each year with community groups and BIDs to present Weekend Walks – multi-block neighborhood events on commercial streets temporarily closed to vehicles and open to walking and other activities. Last year, 16 BIDs hosted Weekend Walk events in all five boroughs. **Columbus-Amsterdam** featured local musicians, social service organizations, neighborhood restaurants and even constructed a "Box City" for children.

*Downtown Brooklyn Partnership manages MetroTech, as well as Court-Livingston-Schermerhorn and Fulton Mall

BIDs

Conduct research to plan for the future



L Train Shutdown Preparation

BIDs can serve as a collective voice for their districts' stakeholders, especially when neighborhoods face upcoming challenges or changes. In preparation for the L train shutdown, **Grand Street** conducted a merchant and resident survey in the BID and advocated for its businesses to the City. **Union Square Partnership** has played a vital role in informing its members about the effects of the L train shutdown by creating digital resources to provide stakeholders with the latest information and aggregating community feedback for relevant government agencies.

Comprehensive Streetscape Study

Hudson Yards/Hell's Kitchen Alliance undertook a large streetscape study to review the district's existing character and generate future public realm proposals. In a rapidly developing neighborhood, the BID has a unique opportunity to shape the future of the district's open spaces. The BID worked with an architectural landscape firm and other consultants to produce the extensive report. Leveraging suggestions from the study, the BID plans to begin implementing streetscape improvements in phases starting this spring.

Encourage sustainability

Adopt-a-Plant

Downtown Alliance came up with a creative way to give their district's plants a second life. When the BID replanted its flower beds and removed annuals before the winter, they offered the flowers for free through an Adopt-a-Plant event. Residents and workers in Lower Manhattan adopted over 3,000 flowers to add some color to their homes and offices. The BID gifted the plants in branded "Down is What's Up" tote bags.

Wetland Mitigation

West Shore, an industrial BID, participated in NYC's first wetland mitigation bank effort to restore Saw Mill Creek, serving on the taskforce and providing background data. The BID and SIEDC completed a Brownfield Opportunity Area study, which included stormwater, drainage and wetland mitigation plans for the area including Saw Mill Creek. This study provided vital data for the NYCEDC-led MARSHES initiative to re-establish and restore the wetland into a natural ecosystem.





4

BID SERVICES

Sanitation

All BIDs

Most NYC BIDs provide supplemental sanitation services to keep corridors vibrant, storefronts free of debris and sidewalks clear for pedestrians. BID sanitation programs typically include sidewalk sweeping, trash bagging, power washing, snow and ice removal, gum scraping and graffiti removal.

Sanitation

271

Linear miles serviced

4.0M

Trash bags collected

108K

Total instances of graffiti removed*

6,317

Receptacles maintained

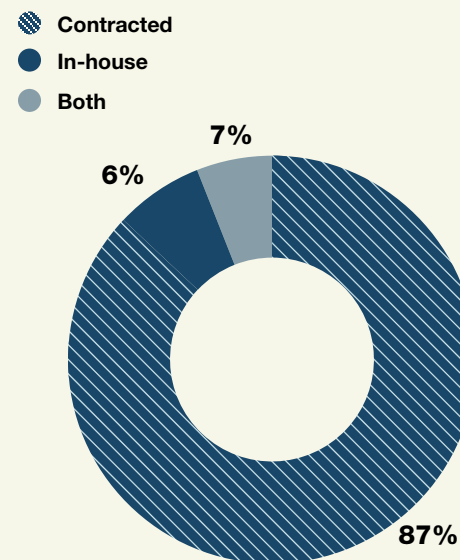
770

Sanitation workers employed

1.4M

Sanitation hours logged

How do BIDs employ their sanitation staff?



FY17 Sanitation Highlights

70

BIDs with sanitation programs

\$36.1M

Total BID sanitation investment

\$516K

Average BID sanitation investment

\$142K

Median BID sanitation investment

25.1%

Average % of BID expenses

*The increase in instances of graffiti removed from FY16 is partly due to the inclusion of sticker and poster removal in total graffiti count

Sanitation

By Budget

Budget Bracket	# of BIDs	Average Total Expenses	Average Sanitation Expenses	% of Total Expenses	Average Linear Feet Serviced	Average Sanitation Expenses / Foot	Average Sanitation Hours Logged	Average Sanitation Expenses / Hour Logged
<\$250K	15	\$178,787	\$54,919	30.7%	12,263	\$4.48	2,835	\$19.37
\$250K - \$500K	19	\$359,151	\$111,110	30.9%	12,412	\$8.95	5,430	\$20.46
\$500K - \$1M	15	\$687,708	\$211,216	30.7%	15,164	\$13.93	11,835	\$17.85
\$1M - \$5M	15	\$2,067,512	\$544,944	26.4%	29,321	\$18.59	26,773	\$20.35
\$5M+	6	\$15,467,965	\$3,635,210	23.5%	57,167	\$63.59*	112,793	\$32.23
All BIDs	70	\$2,052,025	\$515,551	25.1%	20,429	\$25.24	20,022	\$25.75

*This ratio appears relatively large due to the inclusion of Bryant Park, which services a small area of sidewalk, but funds sanitation services throughout the park

Marketing & Public Events

All BIDs

BID marketing programs promote the district and its businesses, drawing foot traffic to corridors. BIDs often produce district shopping guides, coordinate retail attraction events, install holiday lighting and host street fairs, “taste-of” events, live music and dance performances, community movie nights and cultural festivals.

Marketing & Public Events

4,719

Public events held*

12.1M

Estimated attendees at public events**

3.5M

Marketing materials distributed

2.9M

Total social media following

206

Linear miles of holiday lighting

60

BIDs with holiday lighting programs



FY17 Marketing & Public Events Highlights

72

BIDs with marketing programs

\$31.9M

Total BID marketing investment

\$443K

Average BID marketing investment

\$82K

Median BID marketing investment

21.6%

Average % of BID expenses

*This number appears relatively large due to the inclusion of Bryant Park, which holds a large number of public events

**Includes attendee figures for events that are unique in scale relative to other BIDs, such as the Times Square Alliance New Year's Eve celebration

Marketing & Public Events

By Budget

Budget Bracket	# of BIDs	Average Total Expenses	Average Marketing Expenses	% of Total Expenses	Average Public Events Held	Average Total Attendees to Public Events	Average Marketing Materials Distributed	Average Social Media Followers
<\$250K	16	\$171,497	\$32,849	19.2%	10	4,801	4,739	954
\$250K - \$500K	19	\$359,151	\$81,430	22.7%	10	16,105	20,466	15,386
\$500K - \$1M	15	\$687,708	\$135,917	19.8%	24	28,699	29,443	8,520
\$1M - \$5M	16	\$2,193,655	\$293,845	13.4%	32	19,953	66,523	15,704
\$5M+	6	\$15,467,965	\$3,847,911	24.9%	581*	1,824,440**	251,199	363,761
All BIDs	72	\$2,052,635	\$443,062	21.6%	66	167,767	48,304	39,850

*This ratio appears relatively large due to the inclusion of Bryant Park, which holds a large number of public events

**Includes attendee figures for events that are unique in scale relative to other BIDs, such as the Times Square Alliance New Year's Eve celebration

Public Safety

All BIDs

Many BIDs implement programs to improve safety and security for district businesses, residents and visitors. Services can include neighborhood patrol, security cameras, added lighting, joint initiatives with the NYPD, pedestrian traffic management and employing ambassadors to give directions and provide assistance.

Public Safety

204

Linear miles serviced

2.4M

Interactions with visitors

330

Public safety staff employed

634K

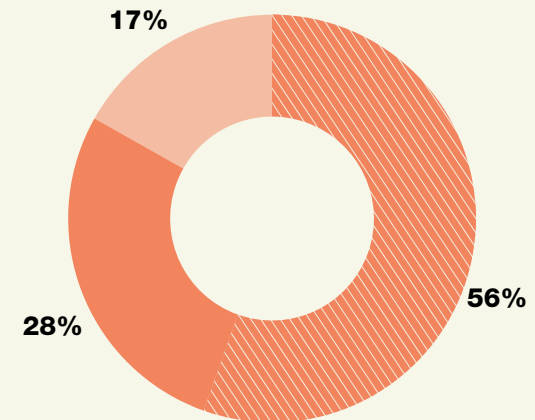
Hours logged by public safety staff

30

BIDs assign staff to street patrol

How do BIDs employ their public safety staff?

- Contracted
- In-house
- Both



FY17 Public Safety Highlights

44

BIDs with public safety programs

\$21.6M

Total BID public safety investment

\$514K

Average BID public safety investment

\$70K

Median BID public safety investment

16.4%

Average % of BID expenses

Public Safety

By Budget

Budget Bracket	# of BIDs	Average Total Expenses	Average Public Safety Expenses	% of Total Expenses	Average Linear Feet Served	Average Public Safety Expenses / Foot	Average Public Safety Hours Logged	Average Public Safety Expenses / Hour Logged
<\$250K	6	\$135,553	\$15,280	7.5%	12,960	\$0.79	406	\$30.08
\$250K - \$500K	10	\$387,959	\$25,634	6.6%	15,377	\$1.67	1,324	\$32.28
\$500K - \$1M	9	\$686,140	\$41,666	6.1%	14,388	\$2.90	2,893	\$25.92
\$1M - \$5M	13	\$397,955	\$2,172,879	18.3%	28,722	\$13.86	17,857	\$24.14
\$5M+	6	\$15,467,965	\$2,617,799	16.9%	57,167	\$45.79*	65,906	\$39.72
All BIDs	44	\$2,998,259	\$513,635	16.4%	24,487	\$20.02	18,652	\$34.02

*This ratio appears relatively large due to the inclusion of Bryant Park, which services a small area of sidewalk, but funds public safety services throughout the park

Streetscape & Beautification

All BIDs

BIDs often improve, activate and beautify public space, like plazas and sidewalks, through both temporary and permanent installations. Streetscape improvements can include seasonal horticultural plantings, street furniture, street trees, historical street lighting and public art installations.

Streetscape & Beautification

127

Public spaces maintained

5,107

Tree pits maintained

3,253

Planters maintained

21K

Street furniture elements maintained*

3,427

Banners maintained

147

Public art installations sponsored



FY17 Streetscape & Beautification Highlights

65

BIDs with streetscape programs

\$11.7M

Total BID streetscape investment

\$220K

Average BID streetscape investment

\$39K

Median BID streetscape investment

8.0%

Average % of BID expenses

*Street furniture elements may include tables, chairs, benches, tree guards, light poles, signage, lighting elements, bike racks, news racks, bollards, etc.

Streetscape & Beautification

By Budget

Budget Bracket	# of BIDs	Average Total Expenses	Average Streetscape Expenses	% of Total Expenses	Average Planters Maintained	Average Tree Pits Maintained	Average Banners Maintained	Average Street Furniture Maintained*
<\$250K	12	\$167,256	\$10,626	4.2%	8	24	30	20
\$250K - \$500K	17	\$362,809	\$20,351	4.9%	13	70	45	59
\$500K - \$1M	14	\$686,076	\$66,701	6.9%	12	95	51	82
\$1M - \$5M	16	\$2,193,655	\$3,499,729	10.0%	43	110	66	282
\$5M+	6	\$15,467,965	\$1,421,180	7.7%	344	91	87	2,356
All BIDs	65	\$2,241,326	\$220,055	8.0%	50	79	53	324

*Street furniture elements may include tables, chairs, benches, tree guards, light poles, signage, lighting elements, bike racks, news racks, bollards, etc.

General & Administrative

All BIDs

BIDs are advocates for the neighborhoods they serve and play an important role in both day-to-day operations and addressing more complex local issues. Often operating with small staffs, BIDs spend time attracting external revenue to their districts, addressing problems affecting local businesses and liaising with City Agencies.

General & Administrative

\$38.5M

External (non-assessment) revenue generated by BIDs

26.1%

% of total BID revenue from external sources

42.6K

Staff hours spent raising external revenue

135

Grants received by BIDs

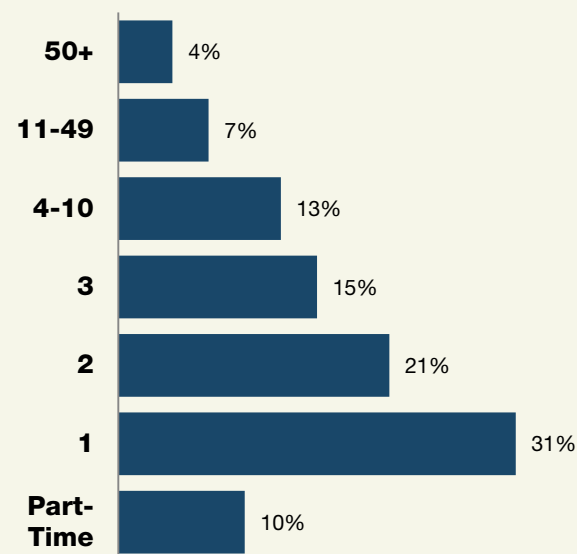
26

BIDs conducting research or planning studies

35

BIDs with budgets less than \$500K

How many people work in BID offices?



FY17 General & Administrative Highlights

\$28.9M

Total BID G&A expenses

\$401K

Average BID G&A expenses

\$165K

Median BID G&A expenses

19.5%

Average % of BID expenses

22

BIDs sharing G&A expenses*

*BIDs may share staff and/or management with another BID or a related community-based organization

General & Administrative

By Budget

Budget Bracket	# of BIDs	Average Total Expenses	Average G&A Expenses	% of Total Expenses	Average Salaries and Payroll	Average Outside Contractors	Average Insurance	Average Rent and Utilities	Average Supplies and Equipment
<\$250K	16	\$171,497	\$73,360	42.8%	\$44,658	\$22,891	\$6,818	\$6,252	\$2,361
\$250K - \$500K	19	\$359,151	\$126,443	35.2%	\$77,034	\$22,726	\$4,263	\$19,909	\$5,797
\$500K - \$1M	15	\$687,708	\$238,669	34.7%	\$129,506	\$38,520	\$17,565	\$19,568	\$19,163
\$1M - \$5M	16	\$2,193,655	\$658,001	30.0%	\$343,647	\$44,250	\$60,848	\$97,976	\$48,495
\$5M+	6	\$15,467,965	\$1,865,746	12.1%	\$1,067,182	\$130,800	\$50,949	\$294,800	\$84,044
All BIDs	72	\$2,052,635	\$401,093	19.5%	\$229,795	\$40,470	\$23,688	\$56,685	\$23,527



5

DIRECTORY OF BIDs

125th Street – East Brooklyn

BID	Borough	Total Revenue	Assessment Revenue	Total Expenses	Service Area (Linear Feet)
125th Street	MN	\$ 1,101,342	\$ 1,005,793	\$ 1,083,920	10,270
161st Street	BX	\$ 356,500	\$ 240,000	\$ 317,500	5,220
165th Street Mall	QN	\$ 211,800	\$ 210,000	\$ 223,975	1,740
180th Street	QN	\$ 60,000	\$ 60,000	\$ 62,158	8,150
34th Street Partnership	MN	\$ 13,500,933	\$ 10,885,000	\$ 14,061,313	41,110
47th Street	MN	\$ 1,244,913	\$ 1,010,000	\$ 1,281,337	1,930
82nd Street Partnership	QN	\$ 273,022	\$ 224,450	\$ 260,242	3,460
86th Street Bay Ridge	BK	\$ 293,292	\$ 290,000	\$ 264,750	5,930
Atlantic Avenue	BK	\$ 280,782	\$ 240,000	\$ 346,415	17,170
Bay Ridge 5th Avenue	BK	\$ 461,730	\$ 427,000	\$ 418,154	17,210
Bayside Village	QN	\$ 211,425	\$ 180,000	\$ 183,538	6,690
Bed-Stuy Gateway	BK	\$ 730,760	\$ 675,000	\$ 638,591	14,310
Belmont	BX	\$ 573,203	\$ 440,000	\$ 491,926	27,170
Brighton Beach	BK	\$ 220,000	\$ 220,000	\$ 187,800	10,530
Bryant Park Corporation	MN	\$ 20,080,154	\$ 1,600,000	\$ 19,814,477	9,310
Chinatown Partnership	MN	\$ 1,466,460	\$ 1,300,000	\$ 1,385,367	55,560
Church Avenue	BK	\$ 214,336	\$ 188,500	\$ 209,851	7,580
Columbus Avenue	MN	\$ 752,915	\$ 368,800	\$ 737,428	11,220
Columbus-Amsterdam	MN	\$ 355,571	\$ 350,000	\$ 298,451	8,010
Court-Livingston-Schermerhorn	BK	\$ 908,083	\$ 907,900	\$ 883,733	28,020
Downtown Alliance	MN	\$ 19,196,022	\$ 15,900,000	\$ 18,732,551	121,820
Downtown Flushing Transit Hub	QN	\$ 704,710	\$ 380,000	\$ 717,264	11,110
DUMBO Improvement District	BK	\$ 922,041	\$ 677,760	\$ 926,969	36,680
East Brooklyn	BK	\$ 141,419	\$ 141,419	\$ 139,502	54,560

East Midtown – Madison Avenue

BID	Borough	Total Revenue	Assessment Revenue	Total Expenses	Service Area (Linear Feet)
East Midtown Partnership	MN	\$ 2,201,720	\$ 2,200,000	\$ 2,333,027	49,480
Fifth Avenue	MN	\$ 3,207,965	\$ 3,207,000	\$ 3,056,087	20,400
Flatbush Avenue	BK	\$ 346,744	\$ 314,520	\$ 358,774	22,220
Flatbush-Nostrand Junction	BK	\$ 318,000	\$ 200,000	\$ 331,000	7,480
Flatiron/23rd Street Partnership	MN	\$ 2,849,931	\$ 2,200,000	\$ 2,891,836	9,110
Fordham Road	BX	\$ 855,305	\$ 670,000	\$ 869,206	47,610
Forest Avenue	SI	\$ 172,243	\$ 165,875	\$ 179,523	16,220
Fulton Area Business (FAB) Alliance	BK	\$ 492,532	\$ 375,000	\$ 473,992	8,190
Fulton Mall Improvement Association	BK	\$ 1,943,405	\$ 1,904,500	\$ 1,785,952	16,300
Garment District	MN	\$ 8,061,354	\$ 7,800,000	\$ 7,744,417	44,000
Graham Avenue	BK	\$ 159,875	\$ 137,638	\$ 216,884	9,810
Grand Central Partnership	MN	\$ 13,701,967	\$ 12,709,372	\$ 12,903,877	73,960
Grand Street	BK	\$ 279,910	\$ 226,460	\$ 279,797	7,770
HUB/3rd Avenue	BX	\$ 453,045	\$ 450,927	\$ 522,373	3,450
Hudson Square Connection	MN	\$ 2,872,250	\$ 2,500,000	\$ 4,085,809	24,950
Hudson Yards/Hell's Kitchen Alliance	MN	\$ 1,239,763	\$ 1,200,000	\$ 1,390,198	46,700
Jamaica Center	QN	\$ 905,171	\$ 877,500	\$ 892,976	9,880
Jerome-Gun Hill	BX	\$ 307,366	\$ 259,000	\$ 301,466	8,070
Kings Highway	BK	\$ 297,337	\$ 293,262	\$ 297,337	7,680
Kingsbridge	BX	\$ 329,377	\$ 329,000	\$ 379,921	13,140
Lincoln Square	MN	\$ 2,833,865	\$ 2,300,000	\$ 2,816,373	28,680
Long Island City Partnership	QN	\$ 552,771	\$ 492,470	\$ 526,178	25,460
Lower East Side	MN	\$ 1,562,532	\$ 691,583	\$ 1,379,888	10,870
Madison Avenue	MN	\$ 1,894,462	\$ 1,757,000	\$ 2,215,899	27,450

Meatpacking – Woodhaven

BID	Borough	Total Revenue	Assessment Revenue	Total Expenses	Service Area (Linear Feet)
Meatpacking	MN	\$ 2,316,285	\$ 1,700,000	\$ 1,875,658	31,420
MetroTech	BK	\$ 3,989,016	\$ 3,864,049	\$ 3,356,819	46,200
Montague Street	BK	\$ 217,000	\$ 210,000	\$ 209,797	3,980
Myrtle Avenue (Brooklyn)	BK	\$ 659,269	\$ 575,000	\$ 656,467	15,950
Myrtle Avenue (Queens)	QN	\$ 512,907	\$ 507,676	\$ 546,117	16,990
NoHo NY	MN	\$ 546,275	\$ 540,000	\$ 467,317	12,570
North Flatbush	BK	\$ 196,050	\$ 150,000	\$ 180,039	6,820
Park Slope 5th Avenue	BK	\$ 431,300	\$ 300,000	\$ 435,070	27,630
Pitkin Avenue	BK	\$ 311,065	\$ 225,000	\$ 312,830	12,880
SoHo-Broadway	MN	\$ 590,088	\$ 550,000	\$ 624,020	6,960
South Shore	SI	\$ 205,500	\$ 185,000	\$ 129,995	21,950
Southern Boulevard	BX	\$ 191,800	\$ 190,000	\$ 182,679	6,830
Steinway Street	QN	\$ 423,138	\$ 400,000	\$ 423,138	9,930
Sunnyside Shines	QN	\$ 526,757	\$ 360,000	\$ 510,708	18,290
Sunset Park	BK	\$ 466,611	\$ 300,000	\$ 365,790	11,780
Sutphin Boulevard	QN	\$ 252,000	\$ 252,000	\$ 199,729	4,440
Times Square Alliance	MN	\$ 18,055,822	\$ 12,638,972	\$ 19,551,152	52,800
Union Square Partnership	MN	\$ 2,262,013	\$ 2,200,000	\$ 2,464,584	22,380
Village Alliance	MN	\$ 1,465,377	\$ 1,300,000	\$ 1,695,733	22,750
Washington Heights	MN	\$ 710,522	\$ 517,422	\$ 710,547	7,030
West Shore	SI	\$ 114,741	\$ 114,741	\$ 101,634	26,880
Westchester Square	BX	\$ 537,276	\$ 320,000	\$ 553,040	9,100
White Plains Road	BX	\$ 110,000	\$ 110,000	\$ 94,419	3,610
Woodhaven	QN	\$ 218,065	\$ 218,000	\$ 242,435	10,340



6

BID PROGRAM APPENDICES

OVERVIEW

Program Area Data

The following appendices detail expenses, outputs and related figures across program areas (Sanitation, Public Safety, Marketing and Streetscape & Beautification), as well as General & Administrative functions.

Notes

- ▶ All data is self-reported by BIDs
- ▶ BIDs without a program in a given area are not included in those pages
- ▶ Trend lines on the following graphs represent a prediction of program expenses based on total expenses across all BIDs.

Allocated vs. Unallocated

BID staff spend their days managing sanitation services, planning marketing campaigns, responding to public safety concerns, surveying streetscape conditions and advocating for their local business communities. This distribution of staff time is not always reflected in BID budgets. Some BIDs allocate staff & administrative expenses across program areas, while others report them all as general & administrative (G&A) costs. In order to ensure accurate comparison, this report indicates whether BID expenses are allocated or unallocated.

Did your BID allocate staff salaries to expense categories?

40%

Allocated

60%

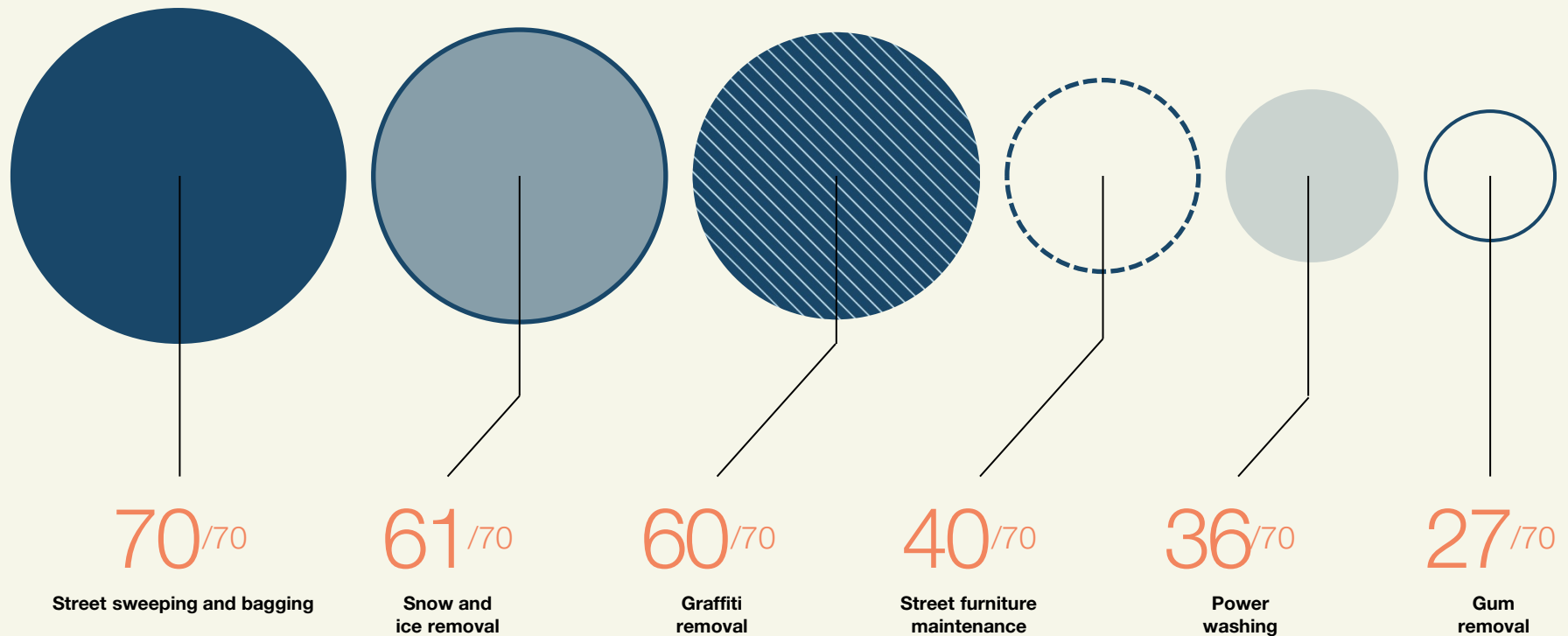
Unallocated

Appendix A

Sanitation

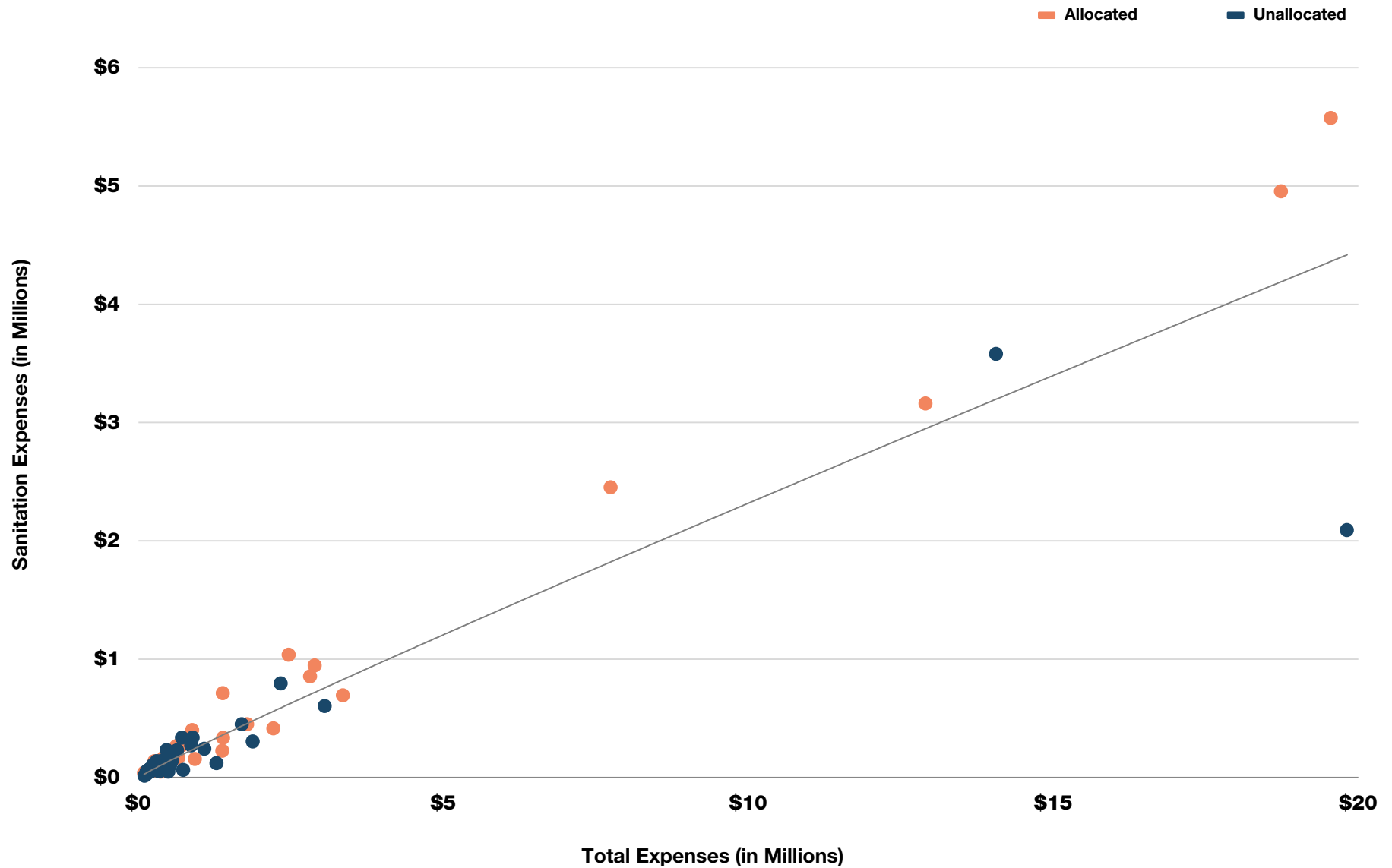
What kinds of sanitation services do BIDs provide?

70 Number of BIDs with sanitation programs



Sanitation Expenses

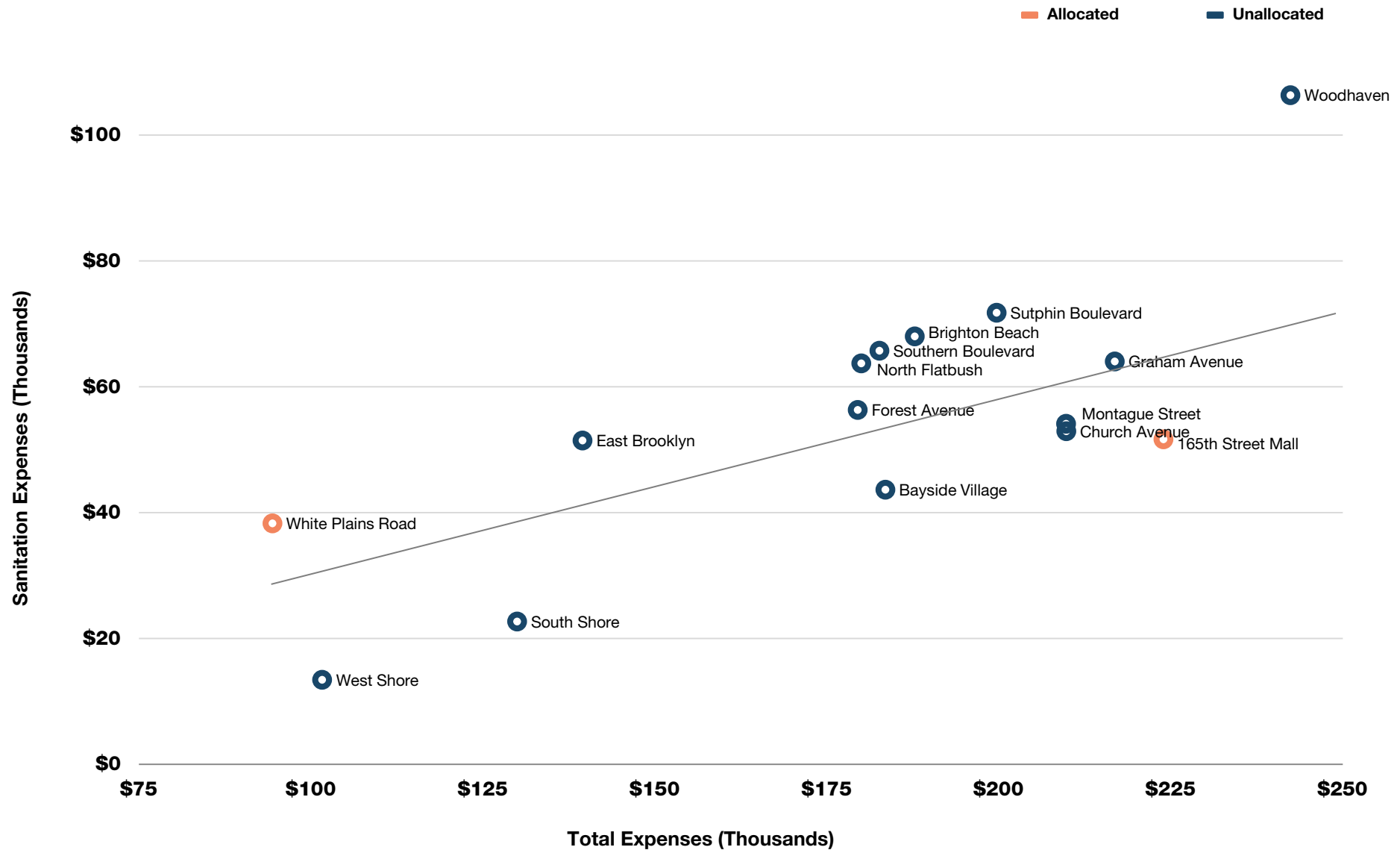
FY17 Sanitation, All BIDs



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation Expenses

BIDs <\$250K



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

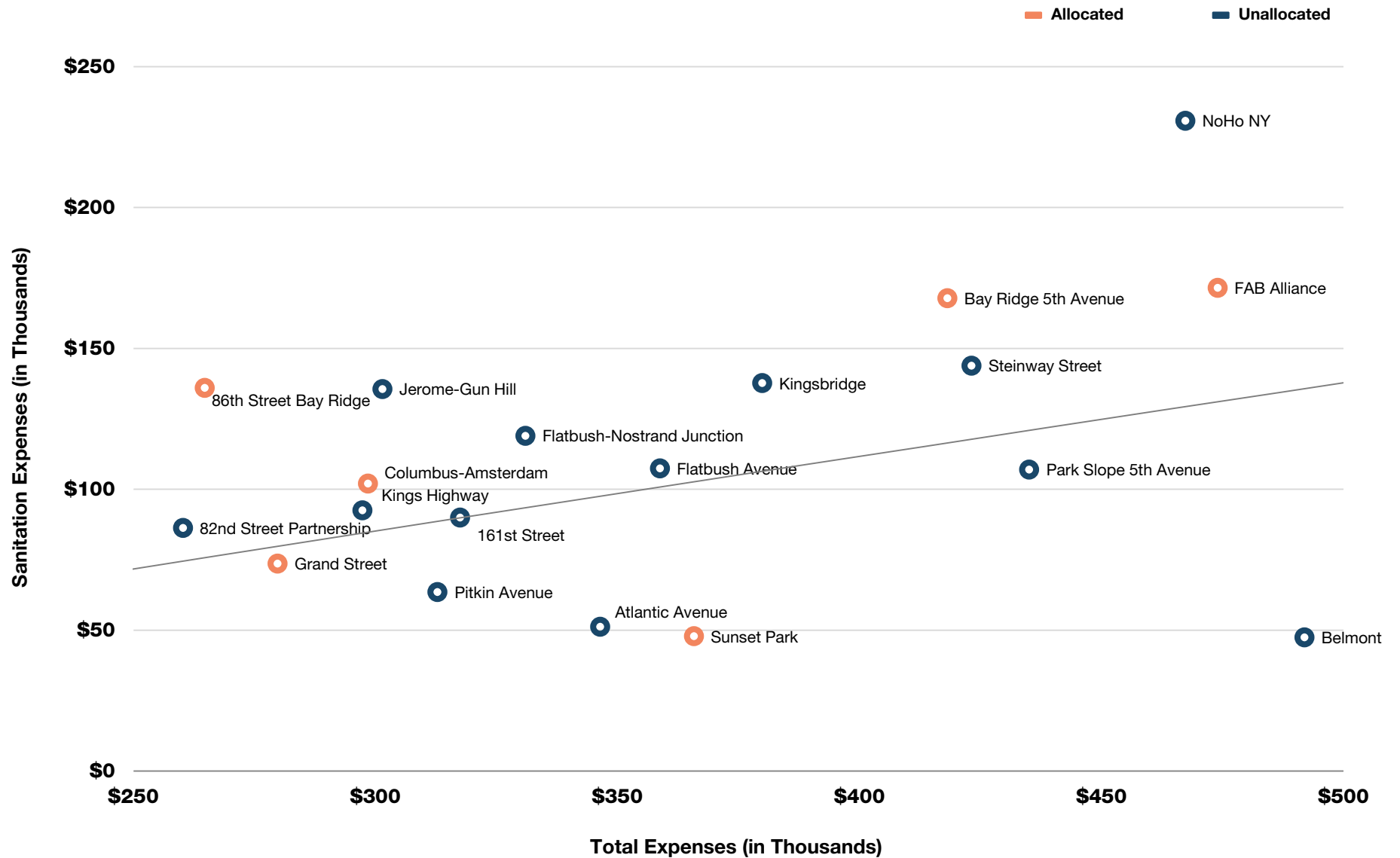
Sanitation: Comparative Data

BIDs <\$250K

BID	Total Expenses	Sanitation Expenses	% of Total Expenses	Frontage Feet	Sanitation Expenses / Frontage Foot	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
165th Street Mall	\$223,975	\$51,620	23.0%	1,740	\$29.67	3,240	\$15.93
Bayside Village	\$183,538	\$43,624	23.8%	6,690	\$6.52	2,196	\$19.87
Brighton Beach	\$187,800	\$68,000	36.2%	10,530	\$6.46	3,640	\$18.68
Church Avenue	\$209,851	\$52,917	25.2%	7,580	\$6.98	3,571	\$14.82
East Brooklyn	\$139,502	\$51,434	36.9%	54,560	\$0.94	2,318	\$22.19
Forest Avenue	\$179,523	\$56,295	31.4%	8,190	\$6.87	2,688	\$20.94
Graham Avenue	\$216,884	\$63,988	29.5%	9,810	\$6.52	3,150	\$20.31
Montague Street	\$209,797	\$54,108	25.8%	3,980	\$13.59	3,085	\$17.54
North Flatbush	\$180,039	\$63,702	35.4%	6,820	\$9.34	2,184	\$29.17
South Shore	\$129,995	\$22,660	17.4%	21,950	\$1.03	1,248	\$18.16
Southern Boulevard	\$182,679	\$65,706	36.0%	6,830	\$9.62	4,160	\$15.79
Sutphin Boulevard	\$199,729	\$71,740	35.9%	4,440	\$16.16	3,640	\$19.71
West Shore	\$101,634	\$13,413	13.2%	26,880	\$0.50	115	\$116.63
White Plains Road	\$94,419	\$38,251	40.5%	3,610	\$10.60	2,190	\$17.47
Woodhaven	\$242,435	\$106,334	43.9%	10,340	\$10.28	5,096	\$20.87
Average	\$178,787	\$54,919	30.7%	12,263	\$4.48	2,835	\$19.37
Median	\$183,538	\$54,108	-	7,580	\$6.98	3,085	\$19.71

Sanitation Expenses

BIDs \$250K - \$500K



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

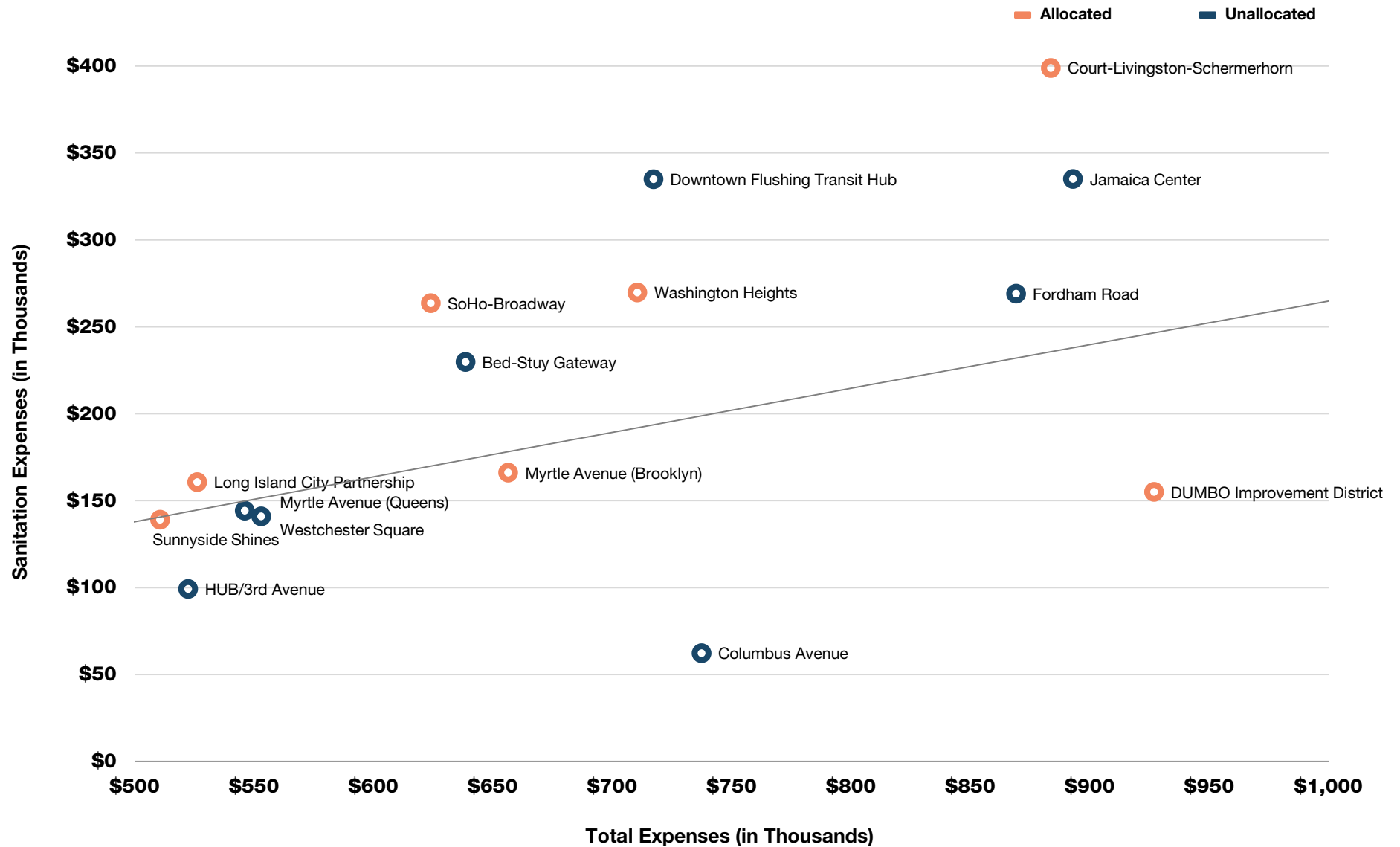
Sanitation: Comparative Data

BIDs \$250K - \$500K

BID	Total Expenses	Sanitation Expenses	% of Total Expenses	Frontage Feet	Sanitation Expenses / Frontage Foot	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
161st Street	\$317,500	\$90,000	28.3%	5,220	\$17.24	4,368	\$20.60
82nd Street Partnership	\$260,242	\$86,259	33.1%	3,460	\$24.93	4,888	\$17.65
86th Street Bay Ridge	\$264,750	\$135,994	51.4%	5,930	\$22.93	8,521	\$15.96
Atlantic Avenue	\$346,415	\$51,211	14.8%	17,170	\$2.98	2,548	\$20.10
Bay Ridge 5th Avenue	\$418,154	\$167,803	40.1%	17,210	\$9.75	8,900	\$18.85
Belmont	\$491,926	\$47,435	9.6%	27,170	\$1.75	2,640	\$17.97
Columbus-Amsterdam	\$298,451	\$102,046	34.2%	11,220	\$9.10	4,320	\$23.62
Flatbush Avenue	\$358,774	\$107,420	29.9%	7,480	\$14.36	5,653	\$19.00
Flatbush-Nostrand Junction	\$331,000	\$119,000	36.0%	9,110	\$13.06	996	\$119.48
FAB Alliance	\$473,992	\$171,481	36.2%	20,400	\$8.41	8,460	\$20.27
Grand Street	\$279,797	\$73,617	26.3%	7,770	\$9.47	2,800	\$26.29
Jerome-Gun Hill	\$301,466	\$135,565	45.0%	8,070	\$16.80	6,916	\$19.60
Kings Highway	\$297,337	\$92,550	31.1%	7,680	\$12.05	4,160	\$22.25
Kingsbridge	\$379,921	\$137,685	36.2%	13,140	\$10.48	6,900	\$19.95
NoHo NY	\$467,317	\$230,777	49.4%	12,570	\$18.36	12,768	\$18.07
Park Slope 5th Avenue	\$435,070	\$107,000	24.6%	27,630	\$3.87	5,560	\$19.24
Pitkin Avenue	\$312,830	\$63,515	20.3%	12,880	\$4.93	3,120	\$20.36
Steinway Street	\$423,138	\$143,900	34.0%	9,930	\$14.49	7,581	\$18.98
Sunset Park	\$365,790	\$47,840	13.1%	11,780	\$4.06	2,080	\$23.00
Average	\$359,151	\$111,110	30.9%	12,412	\$8.95	5,430	\$20.46
Median	\$346,415	\$107,000	-	11,220	\$10.48	4,888	\$19.95

Sanitation Expenses

BIDs \$500K - \$1M



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

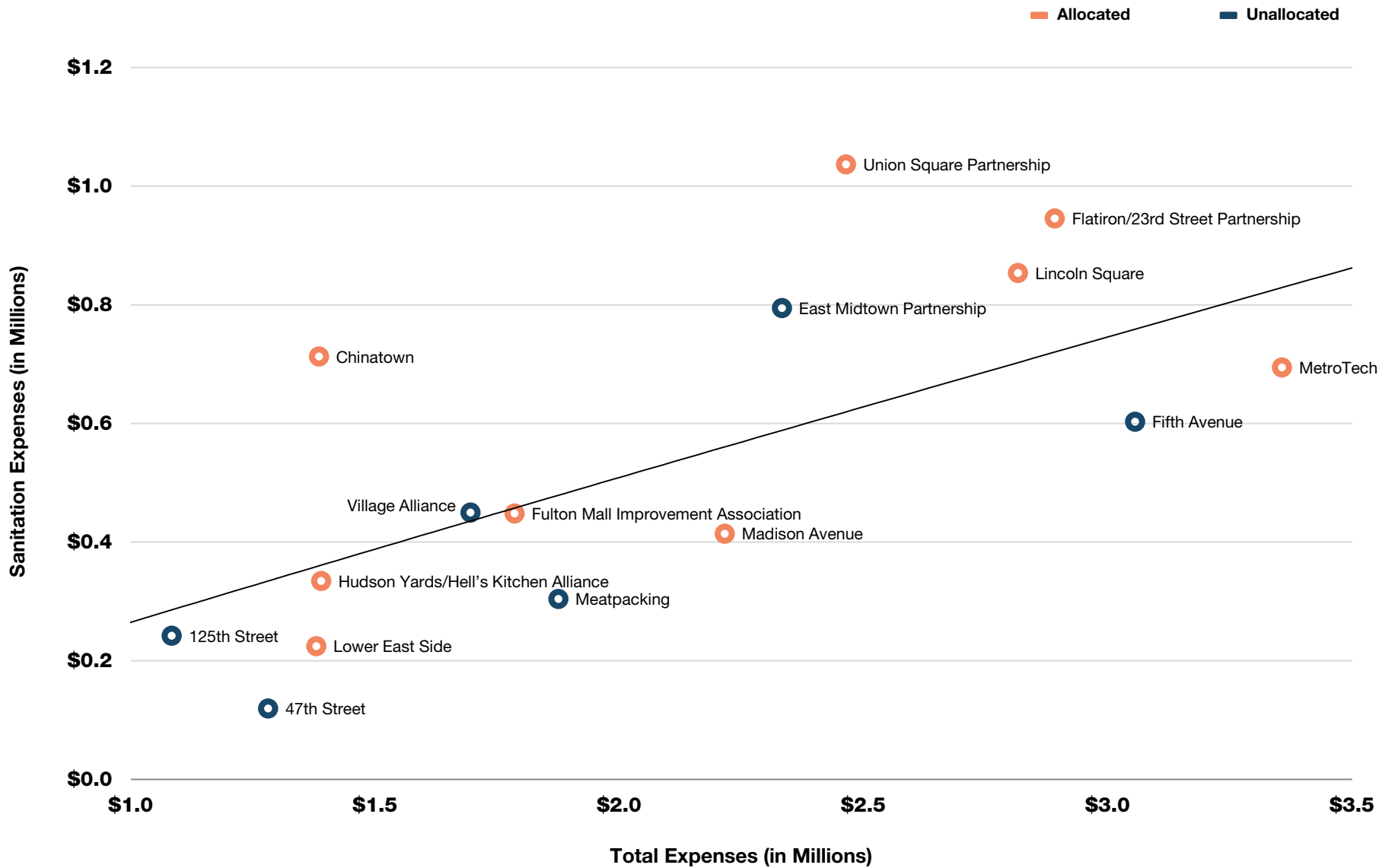
Sanitation: Comparative Data

BIDs \$500K - \$1M

BID	Total Expenses	Sanitation Expenses	% of Total Expenses	Frontage Feet	Sanitation Expenses / Frontage Foot	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
Bed-Stuy Gateway	\$638,591	\$229,719	36.0%	14,310	\$16.05	12,972	\$17.71
Columbus Avenue	\$737,428	\$62,230	8.4%	8,010	\$7.77	3,640	\$17.10
Court-Livingston-Schermerhorn	\$883,733	\$398,871	45.1%	28,020	\$14.24	27,495	\$14.51
Downtown Flushing Transit Hub	\$717,264	\$334,862	46.7%	11,110	\$30.14	15,500	\$21.60
DUMBO Improvement District	\$926,969	\$154,975	16.7%	36,680	\$4.23	11,212	\$13.82
Fordham Road	\$869,206	\$269,129	31.0%	16,220	\$16.59	19,968	\$13.48
HUB/3rd Avenue	\$522,373	\$99,134	19.0%	3,450	\$28.73	5,376	\$18.44
Jamaica Center	\$892,976	\$335,073	37.5%	9,880	\$33.91	17,520	\$19.13
Long Island City Partnership	\$526,178	\$160,644	30.5%	25,460	\$6.31	7,652	\$20.99
Myrtle Avenue (BK)	\$656,467	\$166,077	25.3%	15,950	\$10.41	8,736	\$19.01
Myrtle Avenue (QN)	\$546,117	\$144,203	26.4%	16,990	\$8.49	7,219	\$19.98
SoHo-Broadway	\$624,020	\$263,551	42.2%	6,960	\$37.87	12,375	\$21.30
Sunnyside Shines	\$510,708	\$138,957	27.2%	18,290	\$7.60	7,383	\$18.82
Washington Heights	\$710,547	\$269,816	38.0%	7,030	\$38.38	12,624	\$21.37
Westchester Square	\$553,040	\$140,999	25.5%	9,100	\$15.49	7,850	\$17.96
Average	\$687,708	\$211,216	30.7%	15,164	\$13.93	11,835	\$17.85
Median	\$656,467	\$166,077	-	14,310	\$15.49	11,212	\$18.82

Sanitation Expenses

BIDs \$1M - \$5M



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

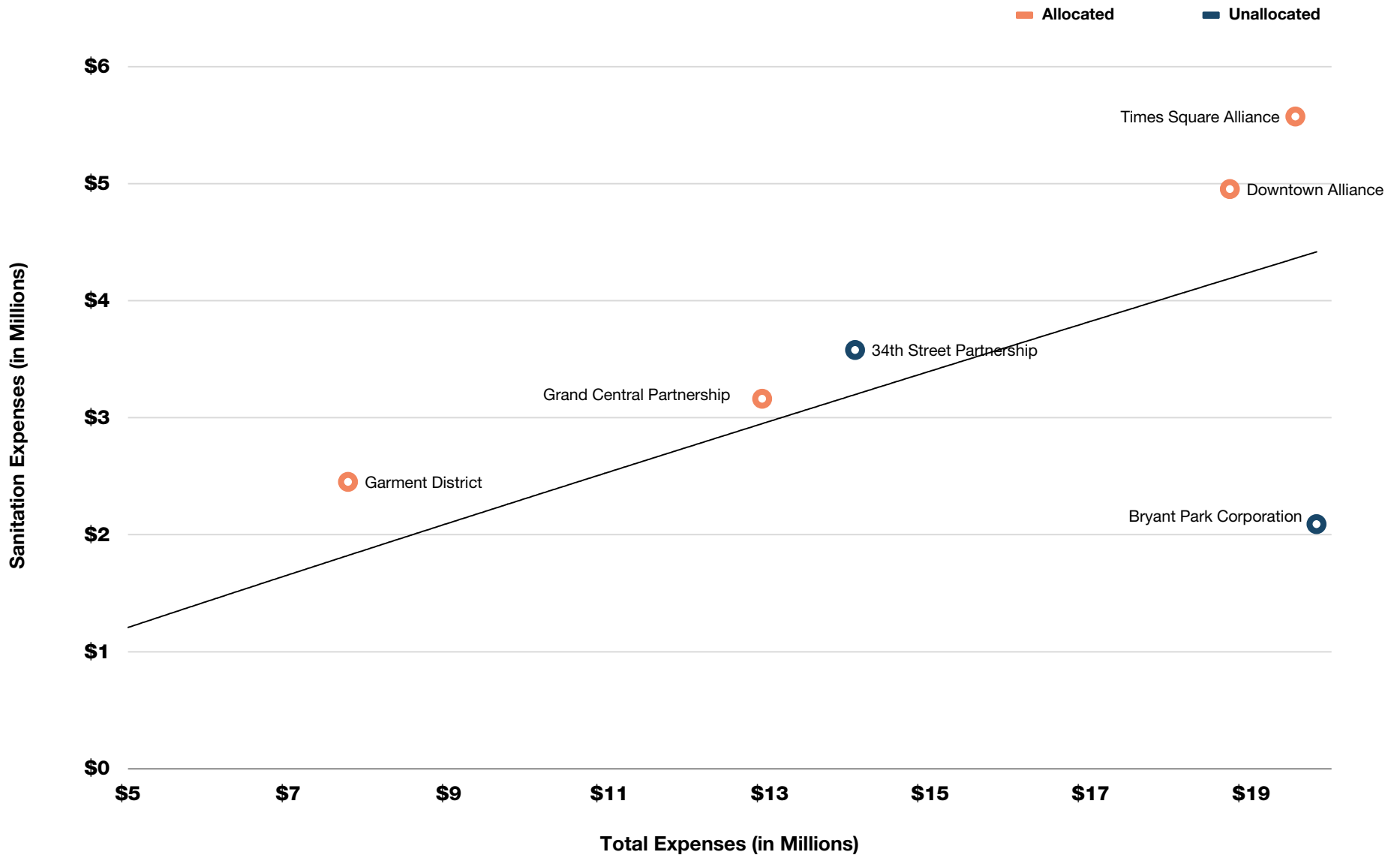
Sanitation: Comparative Data

BIDs \$1M - \$5M

BID	Total Expenses	Sanitation Expenses	% of Total Expenses	Frontage Feet	Sanitation Expenses / Frontage Foot	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
125th Street	\$1,083,920	\$241,945	22.3%	10,270	\$23.56	12,741	\$18.99
47th Street	\$1,281,337	\$119,331	9.3%	1,930	\$61.83	2,808	\$42.50
Chinatown	\$1,385,367	\$712,500	51.4%	55,560	\$12.82	33,366	\$21.35
East Midtown Partnership	\$2,333,027	\$794,415	34.1%	49,480	\$16.06	63,198	\$12.57
Fifth Avenue	\$3,056,087	\$602,540	19.7%	22,220	\$27.12	12,962	\$46.49
Flatiron/23rd Street Partnership	\$2,891,836	\$945,490	32.7%	47,610	\$19.86	46,339	\$20.40
Fulton Mall Improvement Association	\$1,785,952	\$447,986	25.1%	16,300	\$27.48	36,283	\$12.35
Hudson Yards/Hell's Kitchen Alliance	\$1,390,198	\$334,157	24.0%	46,700	\$7.16	15,202	\$21.98
Lincoln Square	\$2,816,373	\$853,278	30.3%	28,680	\$29.75	32,944	\$25.90
Lower East Side	\$1,379,888	\$224,346	16.3%	10,870	\$20.64	2,236	\$100.33
Madison Avenue	\$2,215,899	\$414,019	18.7%	27,450	\$15.08	22,597	\$18.32
Meatpacking	\$1,875,658	\$303,914	16.2%	31,420	\$9.67	16,244	\$18.71
MetroTech	\$3,356,819	\$694,192	20.7%	46,200	\$15.03	37,063	\$18.73
Union Square Partnership	\$2,464,584	\$1,036,601	42.1%	22,380	\$46.32	45,745	\$22.66
Village Alliance	\$1,695,733	\$449,450	26.5%	22,750	\$19.76	21,868	\$20.55
Average	\$2,067,512	\$544,944	26.4%	29,321	\$18.59	26,773	\$20.35
Median	\$1,875,658	\$449,450	-	27,450	\$19.86	22,597	\$20.55

Sanitation Expenses

BIDs \$5M+



The trend line on the above graph represents a prediction of sanitation expenses based on total expenses across all BIDs.

Sanitation: Comparative Data

BIDs \$5M+

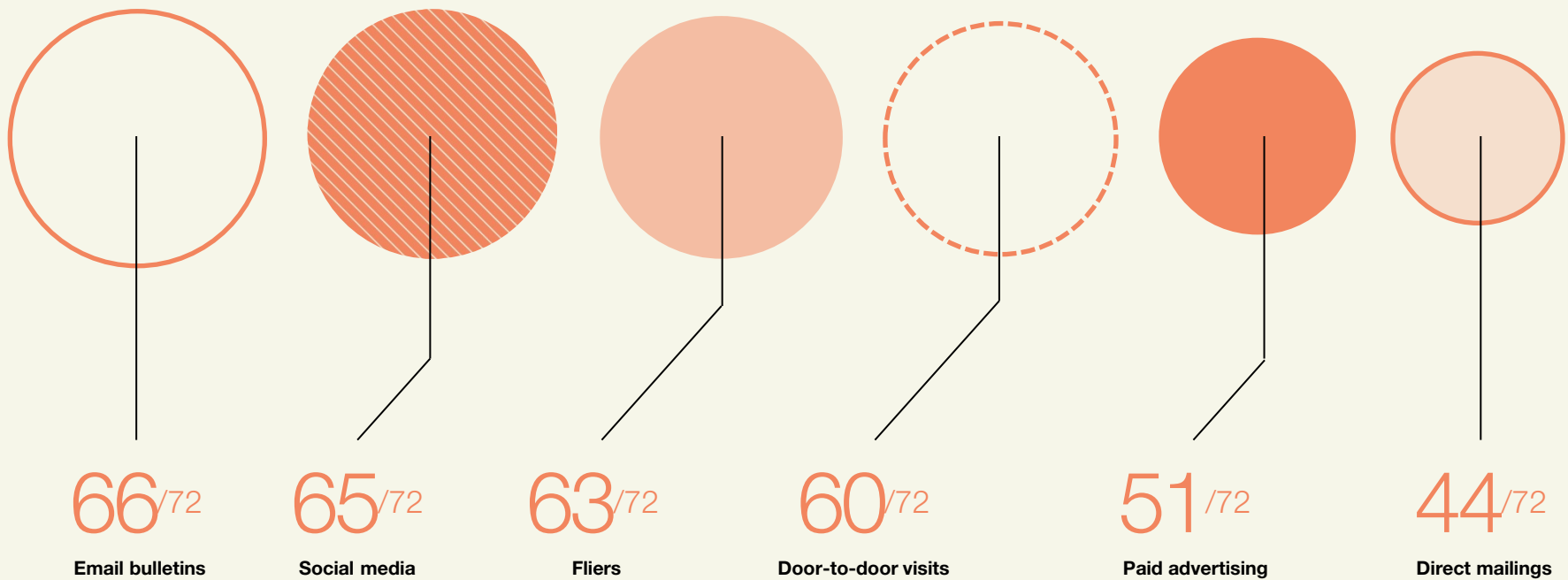
BID	Total Expenses	Sanitation Expenses	% of Total Expenses	Frontage Feet	Sanitation Expenses / Frontage Foot	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
34th Street Partnership	\$14,061,313	\$3,578,553	25.4%	41,110	\$87.05	137,280	\$26.07
Bryant Park Corporation	\$19,814,477	\$2,090,915	10.6%	9,310	\$224.59	76,960	\$27.17
Downtown Alliance	\$18,732,551	\$4,954,315	26.4%	121,820	\$40.67	130,639	\$37.92
Garment District	\$7,744,417	\$2,452,459	31.7%	44,000	\$55.74	70,938	\$34.57
Grand Central Partnership	\$12,903,877	\$3,161,062	24.5%	73,960	\$42.74	115,339	\$27.41
Times Square Alliance	\$19,551,152	\$5,573,954	28.5%	52,800	\$105.57	145,600	\$38.28
Average	\$15,467,965	\$3,635,210	23.5%	57,167	\$63.59	112,793	\$32.23
Median	\$16,396,932	\$3,369,808	-	48,400	\$71.39	122,989	\$30.99

Appendix B

Marketing & Public Events

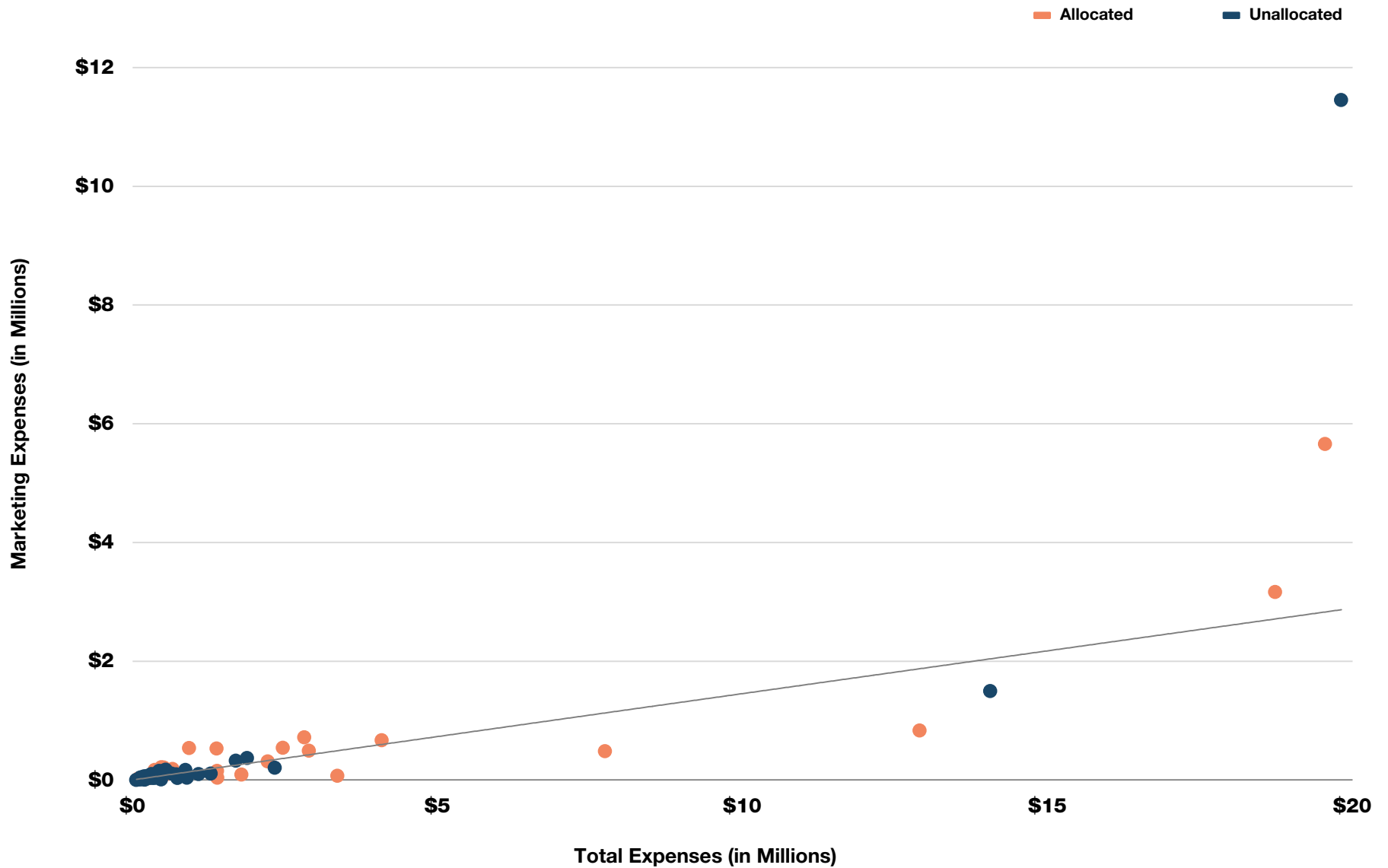
What communication channels do BIDs use?

72 Number of BIDs with marketing programs



Marketing & Public Events Expenses

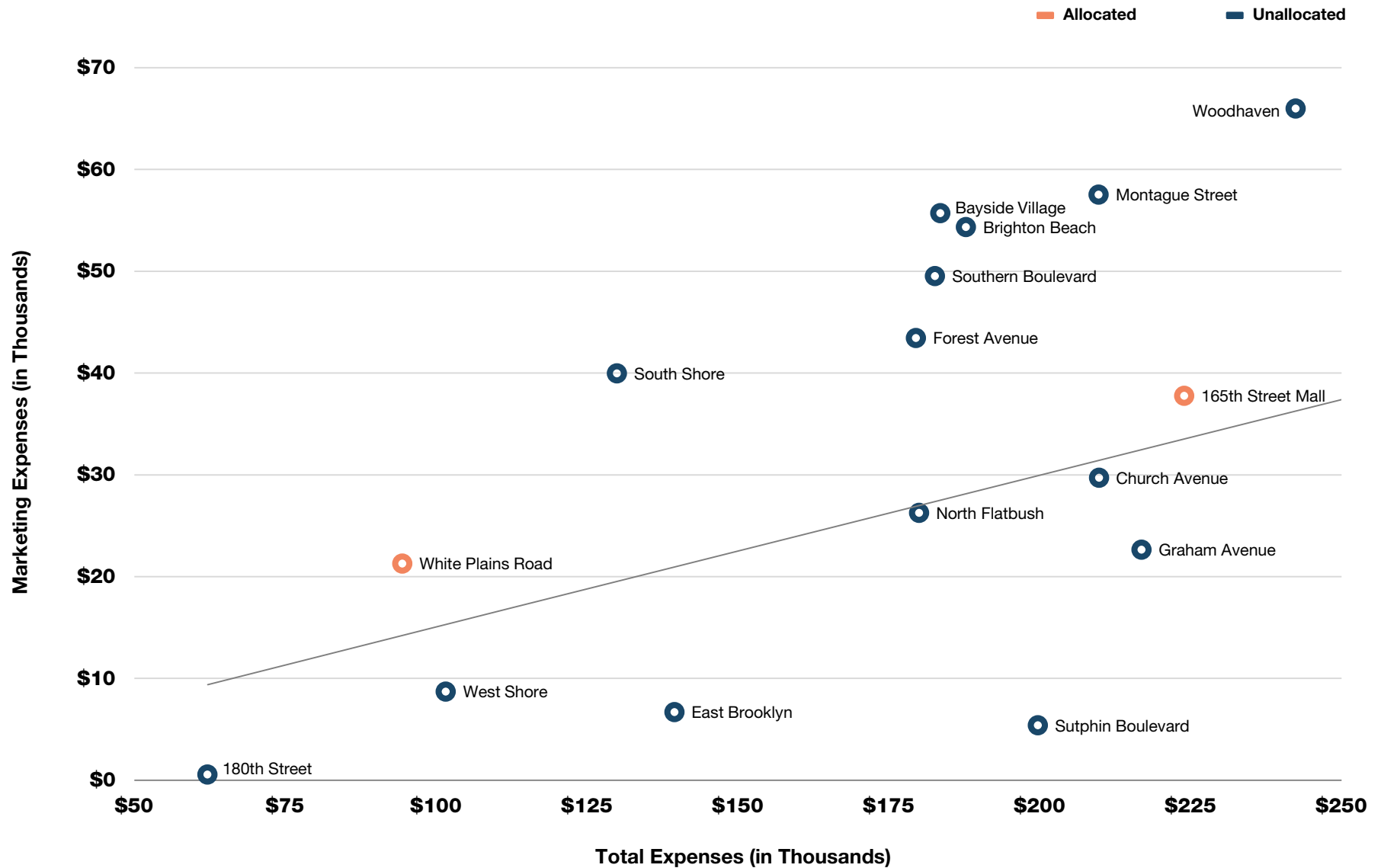
FY17 Marketing & Public Events, All BIDs



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing & Public Events Expenses

BIDs <\$250K



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

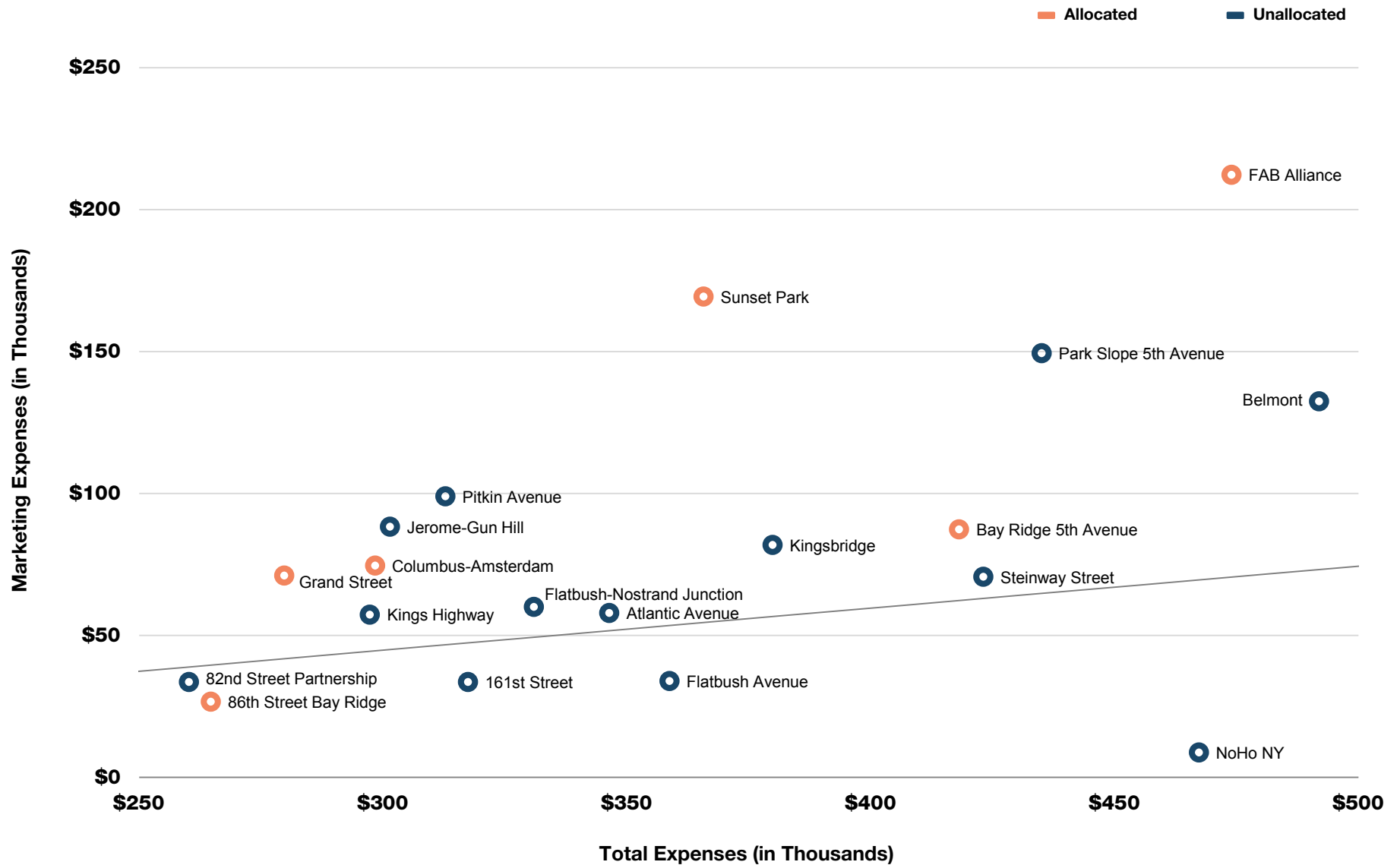
Marketing & Public Events: Comparative Data

BIDs <\$250K

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers
165th Street Mall	\$223,975	\$37,775	16.9%	34	15,000	32,500	-
180th Street	\$62,158	\$560	0.9%	3	40	200	-
Bayside Village	\$183,538	\$55,707	30.4%	17	4,950	11,800	2,405
Brighton Beach	\$187,800	\$54,350	28.9%	4	2,400	4,700	2,000
Church Avenue	\$209,851	\$29,723	14.2%	8	6,306	800	1,145
East Brooklyn	\$139,502	\$6,699	4.8%	3	825	415	28
Forest Avenue	\$179,523	\$43,440	24.2%	2	2,000	6,500	1,670
Graham Avenue	\$216,884	\$22,640	10.4%	32	22,600	1,565	610
Montague Street	\$209,797	\$57,532	27.4%	4	5,000	650	2,188
North Flatbush	\$180,039	\$26,267	14.6%	8	1,500	4,550	2,293
South Shore	\$129,995	\$39,975	30.8%	2	3,000	4,500	800
Southern Boulevard	\$182,679	\$49,528	27.1%	9	8,500	1,750	1,541
Sutphin Boulevard	\$199,729	\$5,400	2.7%	25	1,500	1,000	135
West Shore	\$101,634	\$8,700	8.6%	-	-	500	-
White Plains Road	\$94,419	\$21,293	22.6%	2	200	250	-
Woodhaven	\$242,435	\$65,996	27.2%	9	3,000	4,150	449
Average	\$171,497	\$32,849	19.2%	11	5,121	4,739	1,272
Median	\$183,109	\$33,749	-	8	3,000	1,658	1,343

Marketing & Public Events Expenses

BIDs \$250K - \$500K



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

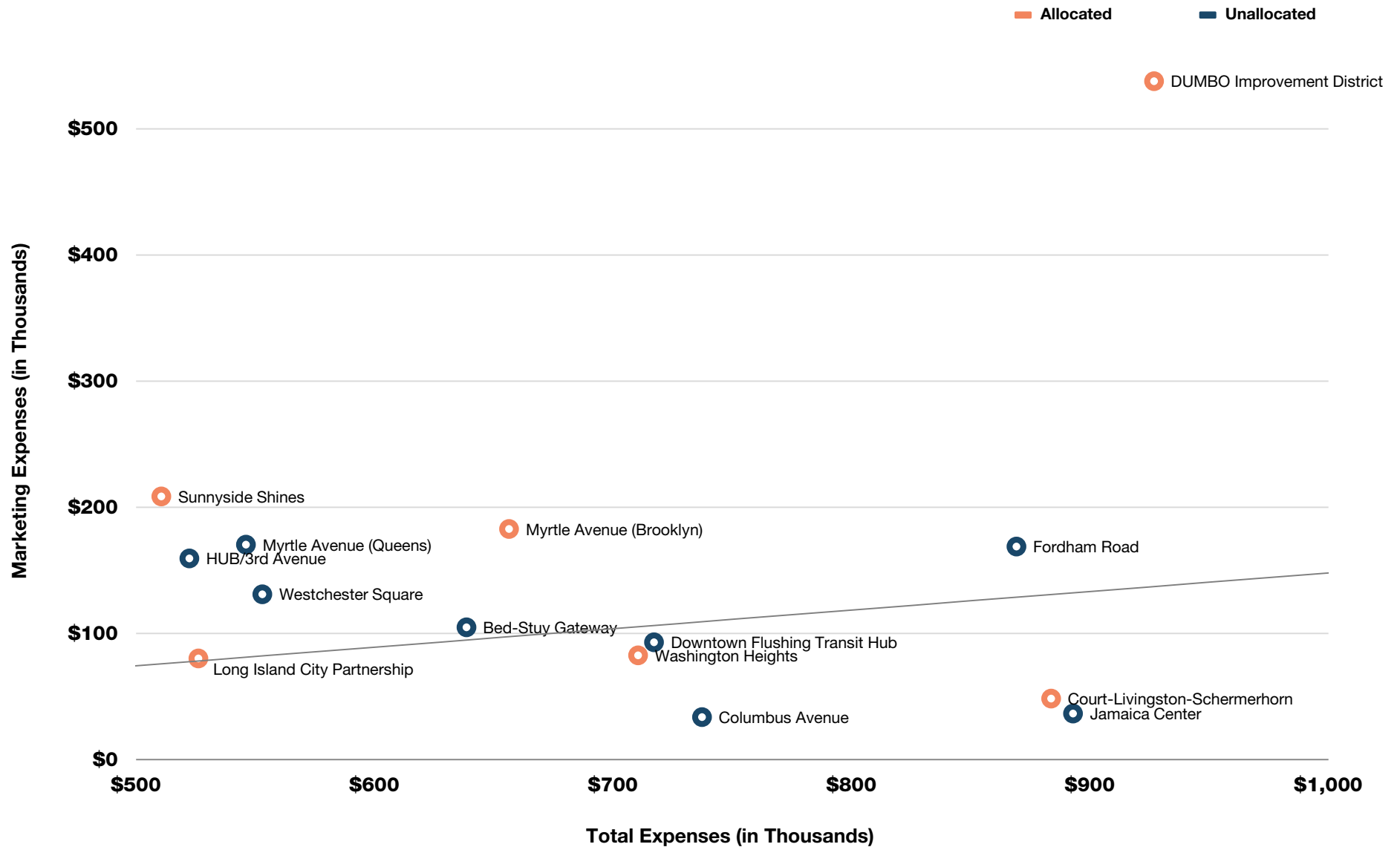
Marketing & Public Events: Comparative Data

BIDs \$250K - \$500K

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers
161st Street	\$317,500	\$33,500	10.6%	12	30,000	38,200	-
82nd Street Partnership	\$260,242	\$33,517	12.9%	10	3,000	27,100	2,738
86th Street Bay Ridge	\$264,750	\$26,608	10.1%	2	350	1,400	521
Atlantic Avenue	\$346,415	\$57,864	16.7%	8	650	12,150	3,191
Bay Ridge 5th Avenue	\$418,154	\$87,304	20.9%	7	34,950	2,775	769
Belmont	\$491,926	\$132,426	26.9%	7	23,000	10,000	244,780
Columbus-Amsterdam	\$298,451	\$74,516	25.0%	24	5,150	156,060	940
Flatbush Avenue	\$358,774	\$33,892	9.4%	7	15,642	9,515	1,236
Flatbush-Nostrand Junction	\$331,000	\$60,000	18.1%	10	2,000	10,000	800
FAB Alliance	\$473,992	\$212,242	44.8%	22	3,000	47,100	6,800
Grand Street	\$279,797	\$71,040	25.4%	6	3,000	8,100	2,714
Jerome-Gun Hill	\$301,466	\$88,250	29.3%	6	5,000	5,500	638
Kings Highway	\$297,337	\$57,279	19.3%	-	-	1,500	350
Kingsbridge	\$379,921	\$81,798	21.5%	-	-	550	-
NoHo NY	\$467,317	\$8,698	1.9%	2	150	500	2,427
Park Slope 5th Avenue	\$435,070	\$149,400	34.3%	17	80,000	18,900	13,650
Pitkin Avenue	\$312,830	\$98,954	31.6%	6	5,000	11,000	1,946
Steinway Street	\$423,138	\$70,575	16.7%	6	8,000	7,000	800
Sunset Park	\$365,790	\$169,315	46.3%	46	87,110	21,500	8,040
Average	\$359,151	\$81,430	22.7%	12	18,000	20,466	17,196
Median	\$346,415	\$71,040	-	7	5,000	10,000	1,946

Marketing & Public Events Expenses

BIDs \$500K - \$1M



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

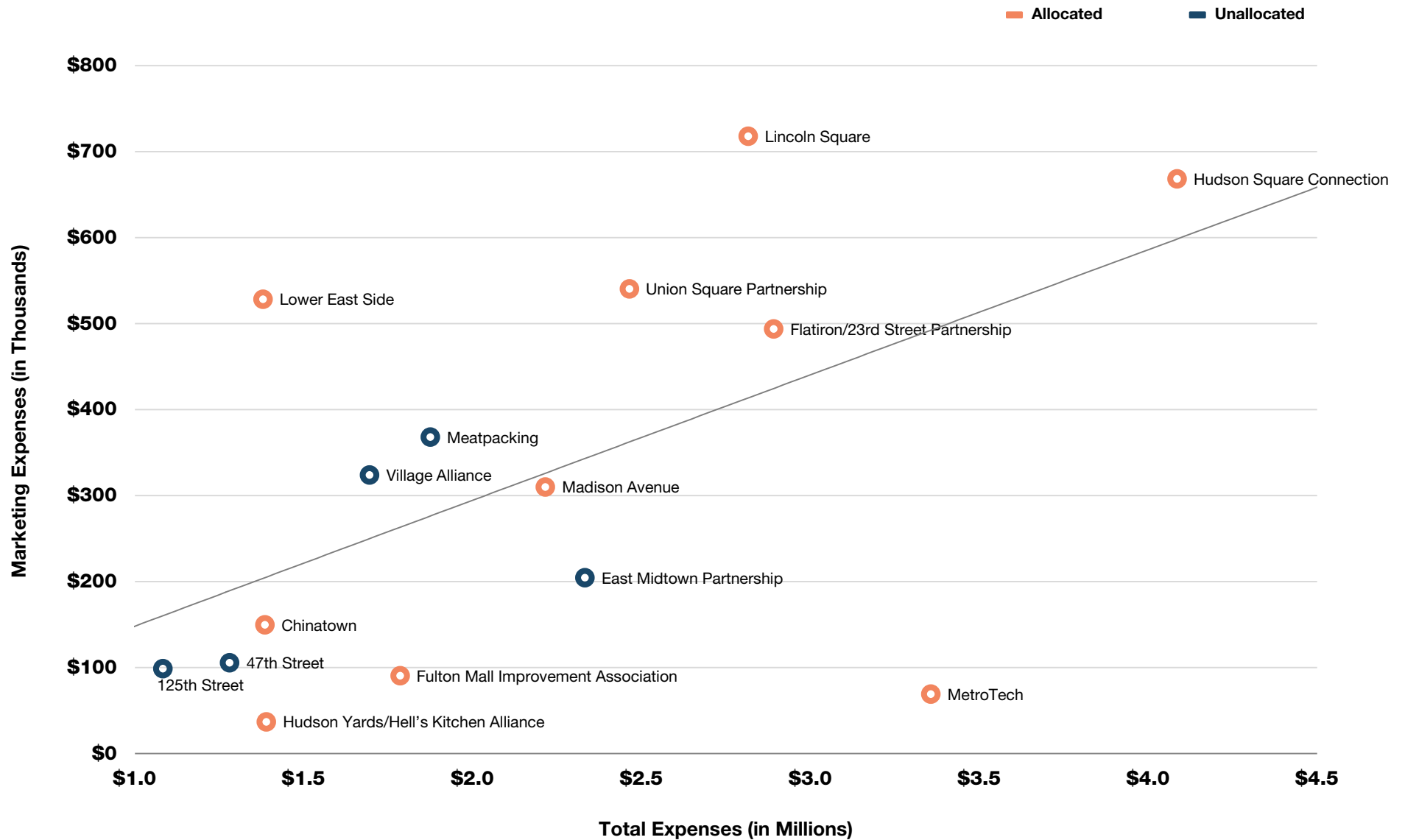
Marketing & Public Events: Comparative Data

BIDs \$500K - \$1M

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers
Bed-Stuy Gateway	\$638,591	\$104,897	16.4%	25	5,000	14,000	4,145
Columbus Avenue	\$737,428	\$33,625	4.6%	5	3,500	110,000	5,450
Court-Livingston-Schermerhorn	\$883,733	\$48,377	5.5%	1	1,000	18,950	24,119
Downtown Flushing Transit Hub	\$717,264	\$93,098	13.0%	10	25,000	14,050	1,486
DUMBO Improvement District	\$926,969	\$537,862	58.0%	90	60,000	5,124	41,197
Fordham Road	\$869,206	\$169,008	19.4%	30	135,000	43,000	4,044
HUB/3rd Avenue	\$522,373	\$159,478	30.5%	11	26,000	2,200	1,046
Jamaica Center	\$892,976	\$36,516	4.1%	15	3,000	8,000	15,605
Long Island City Partnership	\$526,178	\$80,155	15.2%	2	16,000	13,365	9,114
Myrtle Avenue (BK)	\$656,467	\$182,854	27.9%	15	1,250	32,100	9,560
Myrtle Avenue (QN)	\$546,117	\$170,404	31.2%	60	125,000	135,800	1,305
SoHo-Broadway	\$624,020	-	-	7	234	-	1,149
Sunnyside Shines	\$510,708	\$208,732	40.9%	44	7,500	26,500	7,707
Washington Heights	\$710,547	\$82,637	11.6%	20	10,000	11,050	350
Westchester Square	\$553,040	\$131,109	23.7%	28	12,000	7,500	1,516
Average	\$687,708	\$145,625	21.2%	24	28,699	31,546	8,520
Median	\$656,467	\$118,003	-	15	10,000	14,025	4,145

Marketing & Public Events Expenses

BIDs \$1M - \$5M



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

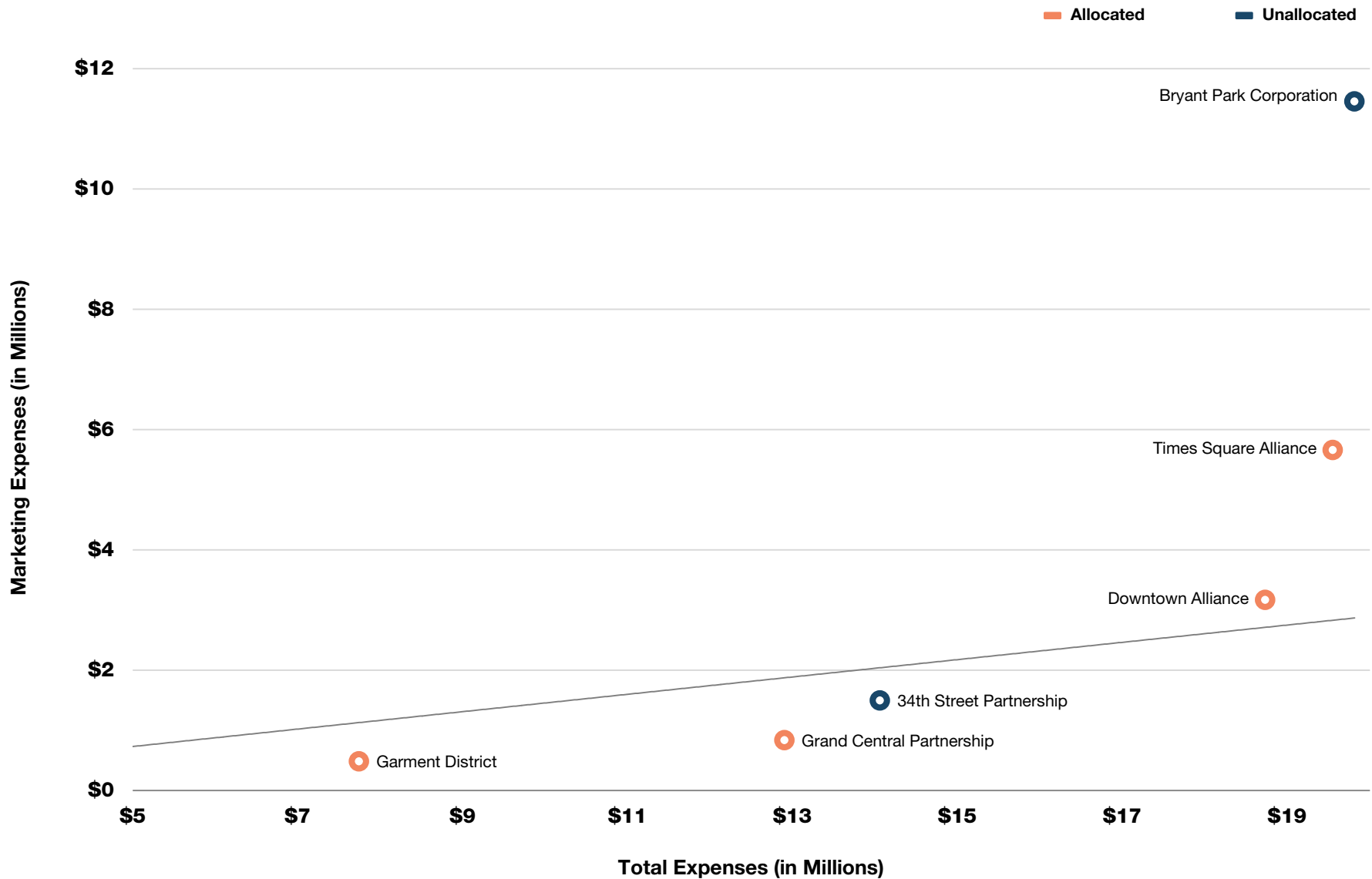
Marketing & Public Events: Comparative Data

BIDs \$1M - \$5M

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers
125th Street	\$1,083,920	\$98,341	9.1%	2	12,000	6,200	25,527
47th Street	\$1,281,337	\$105,259	8.2%	15	2,000	250,000	-
Chinatown	\$1,385,367	\$149,353	10.8%	43	127,740	34,350	3,253
East Midtown Partnership	\$2,333,027	\$204,089	8.7%	8	7,250	13,450	6,202
Fifth Avenue	\$3,056,087	-	-	1	256	1,200	-
Flatiron/23rd Street Partnership	\$2,891,836	\$493,664	17.1%	95	5,378	108,217	23,105
Fulton Mall Improvement Association	\$1,785,952	\$90,240	5.1%	12	3,000	18,950	24,119
Hudson Square Connection	\$4,085,809	\$668,000	16.3%	6	2,000	9,200	6,098
Hudson Yards/Hell's Kitchen Alliance	\$1,390,198	\$36,627	2.6%	50	1,800	2,000	602
Lincoln Square	\$2,816,373	\$717,772	25.5%	15	21,600	257,250	5,619
Lower East Side	\$1,379,888	\$528,034	38.3%	5	55,000	27,500	19,700
Madison Avenue	\$2,215,899	\$309,809	14.0%	9	10,000	21,000	2,740
Meatpacking	\$1,875,658	\$367,870	19.6%	17	22,000	190,700	41,000
MetroTech	\$3,356,819	\$68,776	2.0%	20	4,000	18,950	24,119
Union Square Partnership	\$2,464,584	\$540,038	21.9%	198	21,230	44,900	51,381
Village Alliance	\$1,695,733	\$323,646	19.1%	16	24,000	60,500	17,800
Average	\$2,193,655	\$313,435	14.3%	32	19,953	66,523	17,948
Median	\$2,045,778	\$309,809	-	15	8,625	24,250	18,750

Marketing & Public Events Expenses

BIDs \$5M+



The trend line on the above graph represents a prediction of marketing expenses based on total expenses across all BIDs.

Marketing & Public Events: Comparative Data

BIDs \$5M+

BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers
34th Street Partnership	\$14,061,313	\$1,495,399	10.6%	574	31,000	9,000	18,176
Bryant Park Corporation	\$19,814,477	\$11,454,409	57.8%	2734	199,000	101,000	263,800
Downtown Alliance	\$18,732,551	\$3,164,274	16.9%	12	50,000	1,020,552	51,000
Garment District	\$7,744,417	\$482,161	6.2%	16	1,000,000	41,630	14,357
Grand Central Partnership	\$12,903,877	\$831,986	6.4%	54	8,500	285,012	7,670
Times Square Alliance	\$19,551,152	\$5,659,236	28.9%	94	9,658,142	50,000	1,827,562
Average	\$15,467,965	\$3,847,911	24.9%	581	1,824,440	251,199	363,761
Median	\$16,396,932	\$2,329,837	-	74	124,500	75,500	34,588

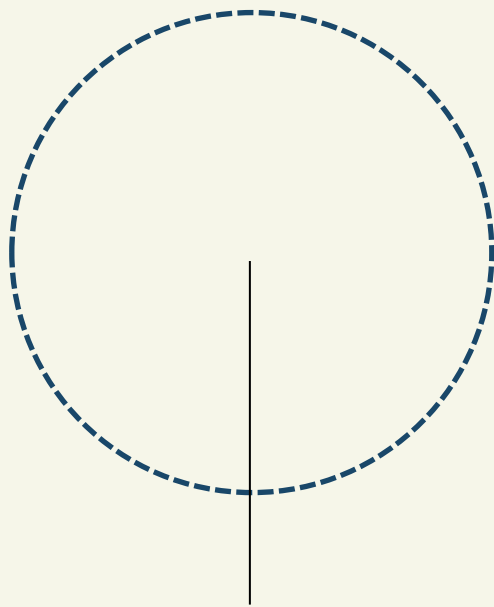
Appendix C

Public Safety

What kinds of public safety services do BID^s provide?

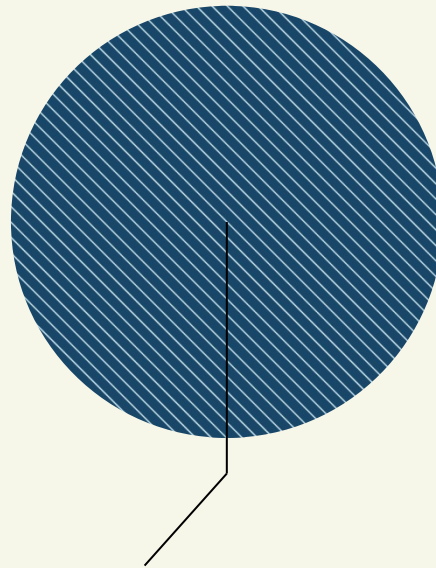
44

Number of BID^s with public safety programs



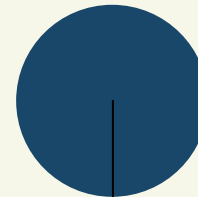
30^{/44}

Street patrol



27^{/44}

Coordination
with NYPD



13^{/44}

Monitoring security
cameras



7^{/44}

Crime prevention
workshops

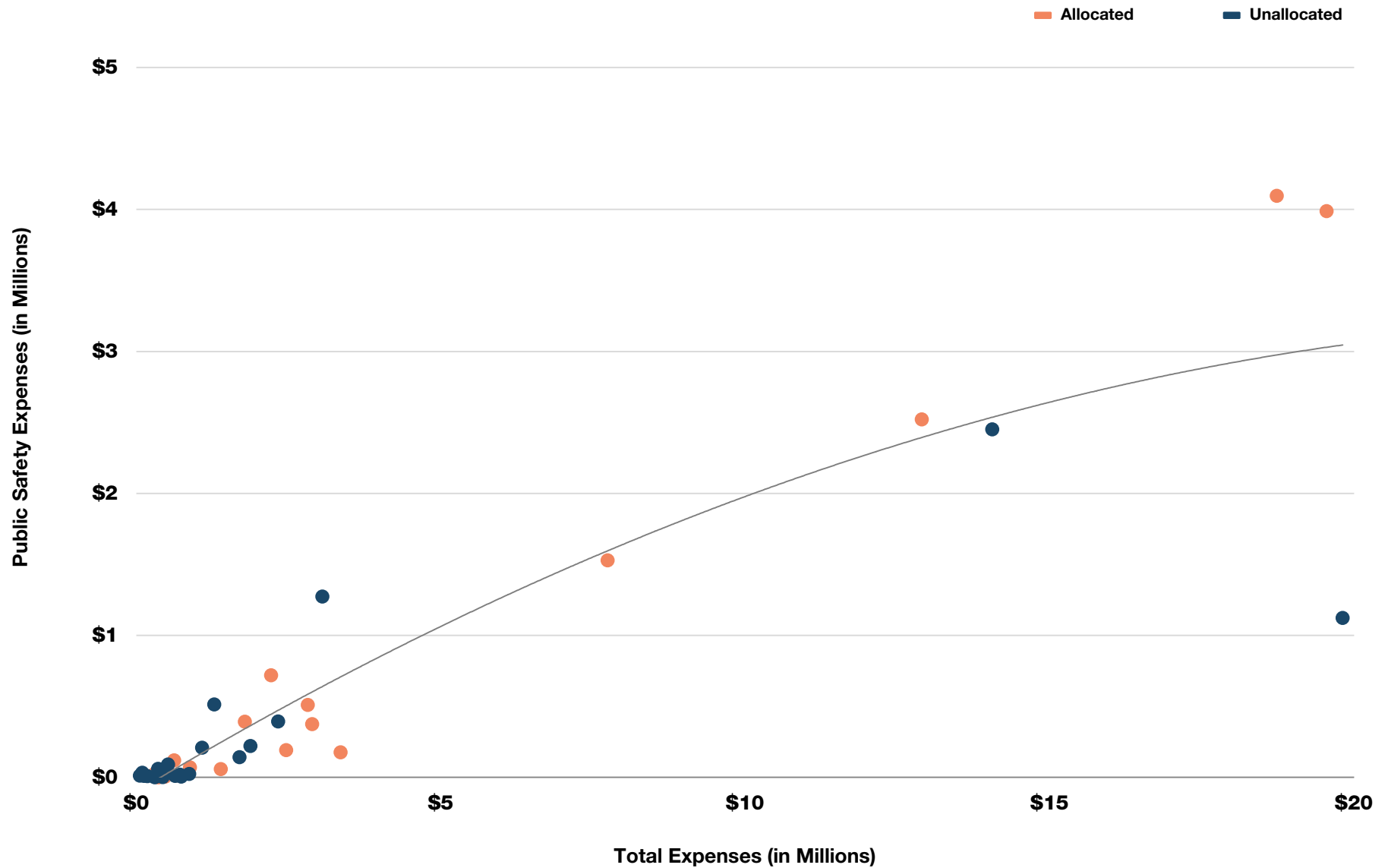


5^{/44}

Traffic
mitigation

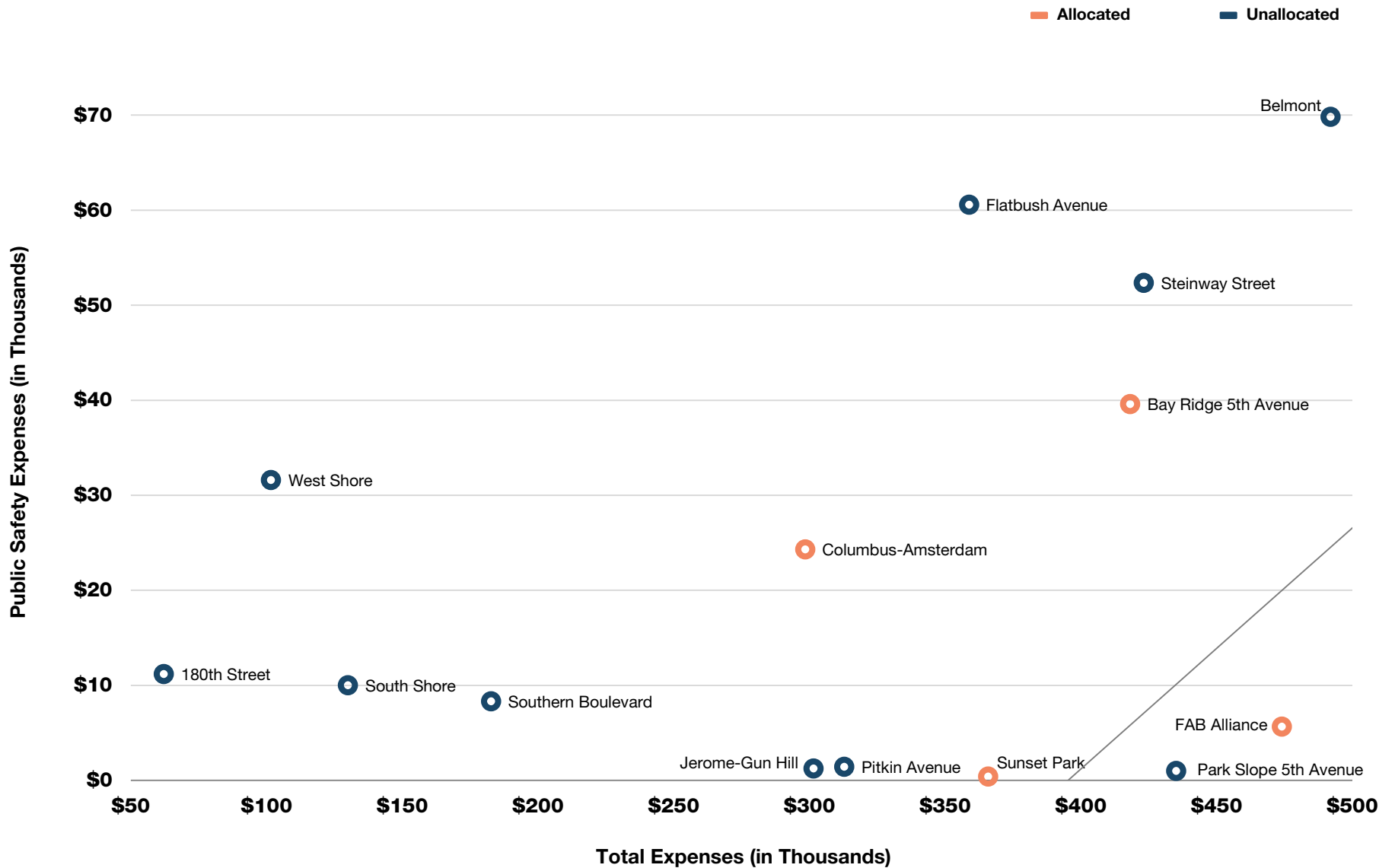
Public Safety Expenses

FY17 Public Safety, All BIDs



Public Safety Expenses

BIDs <\$250K and \$250K - \$500K



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

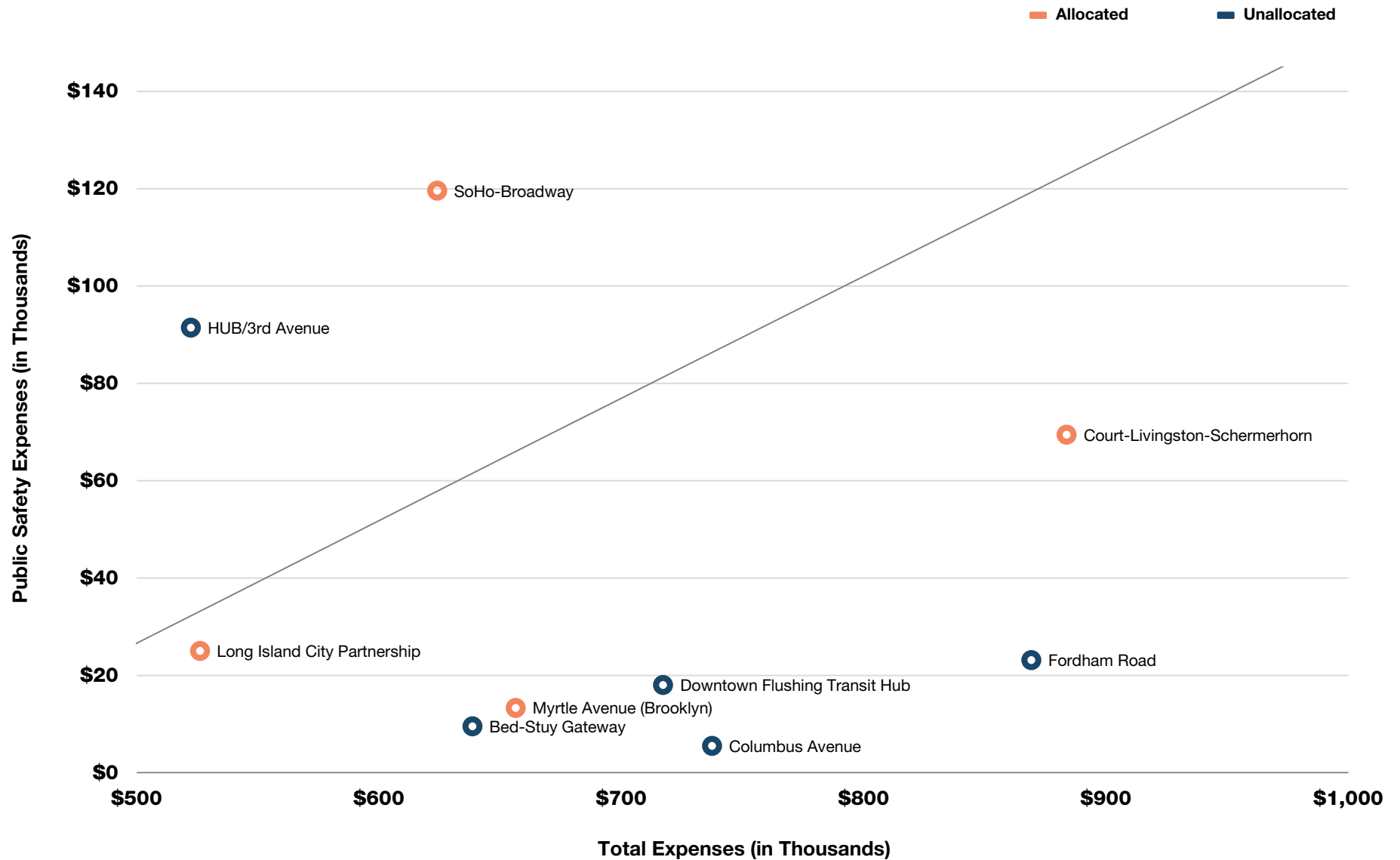
Public Safety: Comparative Data

BIDs <\$250K and \$250K - \$500K

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Frontage Feet	Public Safety Expenses/ Frontage Foot	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
180th Street	\$62,158	\$11,193	18.0%	8,150	\$1.37	180	\$62.18
Bay Ridge 5th Avenue	\$418,154	\$39,589	9.5%	17,210	\$2.30	2,090	\$18.94
Belmont	\$491,926	\$69,807	14.2%	27,170	\$2.57	2,160	\$32.32
Columbus-Amsterdam	\$298,451	\$24,302	8.1%	11,220	\$2.17	-	-
Flatbush Avenue	\$358,774	\$60,560	16.9%	7,480	\$8.10	3,267	\$18.54
Fulton Area Business (FAB) Alliance	\$473,992	\$5,657	1.2%	20,400	\$0.28	150	\$37.71
Jerome-Gun Hill	\$301,466	\$1,261	0.4%	8,070	\$0.16	-	-
Park Slope 5th Avenue	\$435,070	\$1,000	0.2%	27,630	\$0.04	-	-
Pitkin Avenue	\$312,830	\$1,422	0.5%	12,880	\$0.11	175	\$8.12
South Shore	\$129,995	\$10,000	7.7%	21,950	\$0.46	-	-
Southern Boulevard	\$182,679	\$8,318	4.6%	6,830	\$1.22	90	\$92.42
Steinway Street	\$423,138	\$52,341	12.4%	9,930	\$5.27	100	\$523.41
Sunset Park	\$365,790	\$403	0.1%	11,780	\$0.03	-	-
West Shore	\$101,634	\$31,610	31.1%	26,880	\$1.18	832	\$37.99
White Plains Road	\$94,419	-	-	3,610	-	730	-
Woodhaven	\$242,435	-	-	10,340	-	200	-
Average	\$293,307	\$22,676	7.7%	14,471	\$1.57	907	\$25.01
Median	\$307,148	\$10,597	-	11,500	\$1.18	200	\$37.71

Public Safety Expenses

BIDs \$500K - \$1M



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

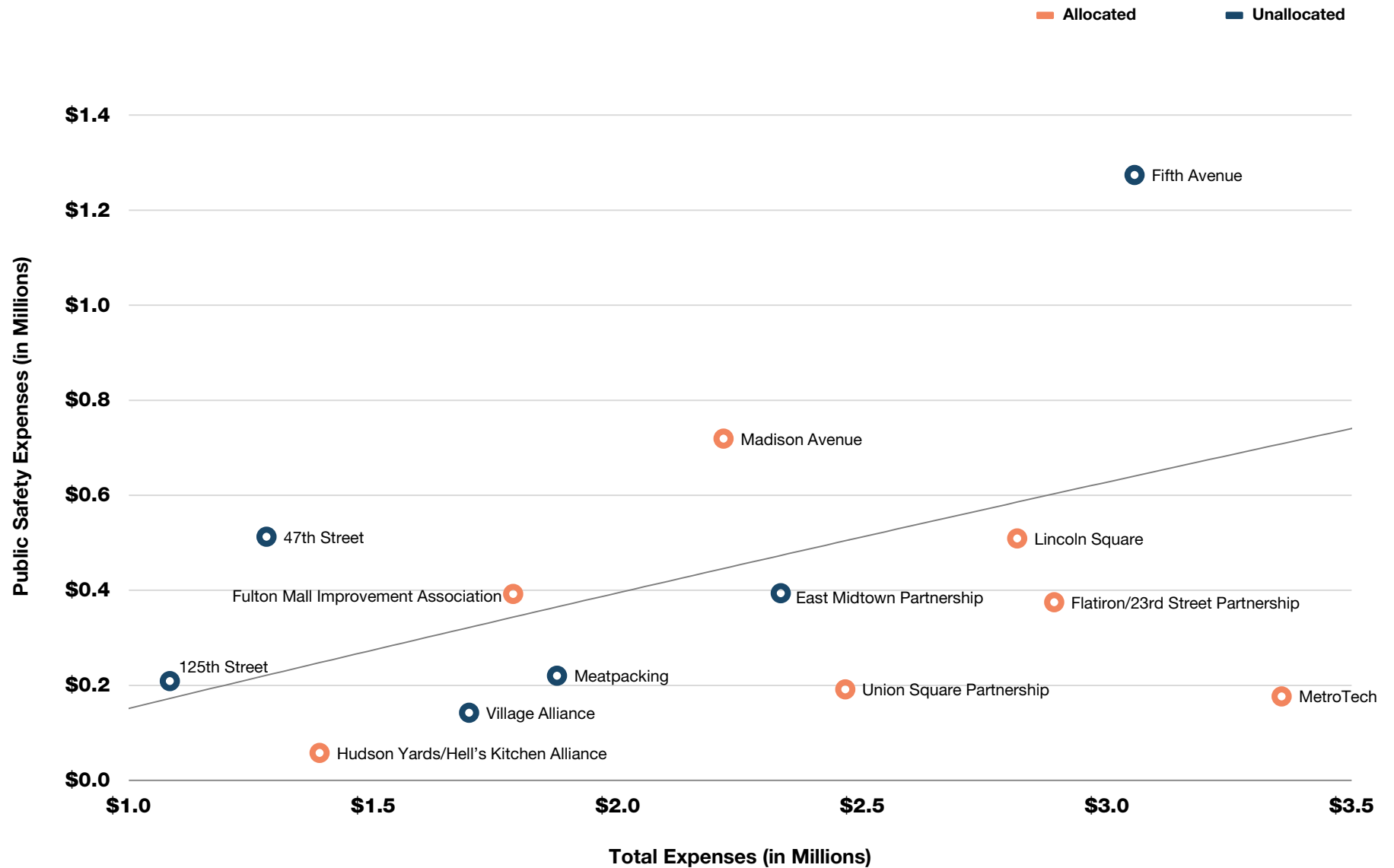
Public Safety: Comparative Data

BIDs \$500K - \$1M

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Frontage Feet	Public Safety Expenses/ Frontage Foot	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
Bed-Stuy Gateway	\$638,591	\$9,511	1.5%	14,310	\$0.66	1,440	\$6.60
Columbus Avenue	\$737,428	\$5,500	0.7%	8,010	\$0.69	-	-
Court-Livingston-Schermerhorn	\$883,733	\$69,459	7.9%	28,020	\$2.48	4,160	\$16.70
Downtown Flushing Transit Hub	\$717,264	\$18,000	2.5%	11,110	\$1.62	-	-
Fordham Road	\$869,206	\$23,146	2.7%	16,220	\$1.43	-	-
HUB/3rd Avenue	\$522,373	\$91,463	17.5%	3,450	\$26.51	6,720	\$13.61
Long Island City Partnership	\$526,178	\$25,000	4.8%	25,460	\$0.98	500	\$50.00
Myrtle Avenue (Brooklyn)	\$656,467	\$13,326	2.0%	15,950	\$0.84	-	-
SoHo-Broadway	\$624,020	\$119,586	19.2%	6,960	\$17.18	1,645	\$72.70
Average	\$686,140	\$41,666	6.1%	14,388	\$2.90	2,893	\$14.40
Median	\$656,467	\$23,146	-	14,310	\$1.43	1,645	\$16.70

Public Safety Expenses

BIDs \$1M - \$5M



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety: Comparative Data

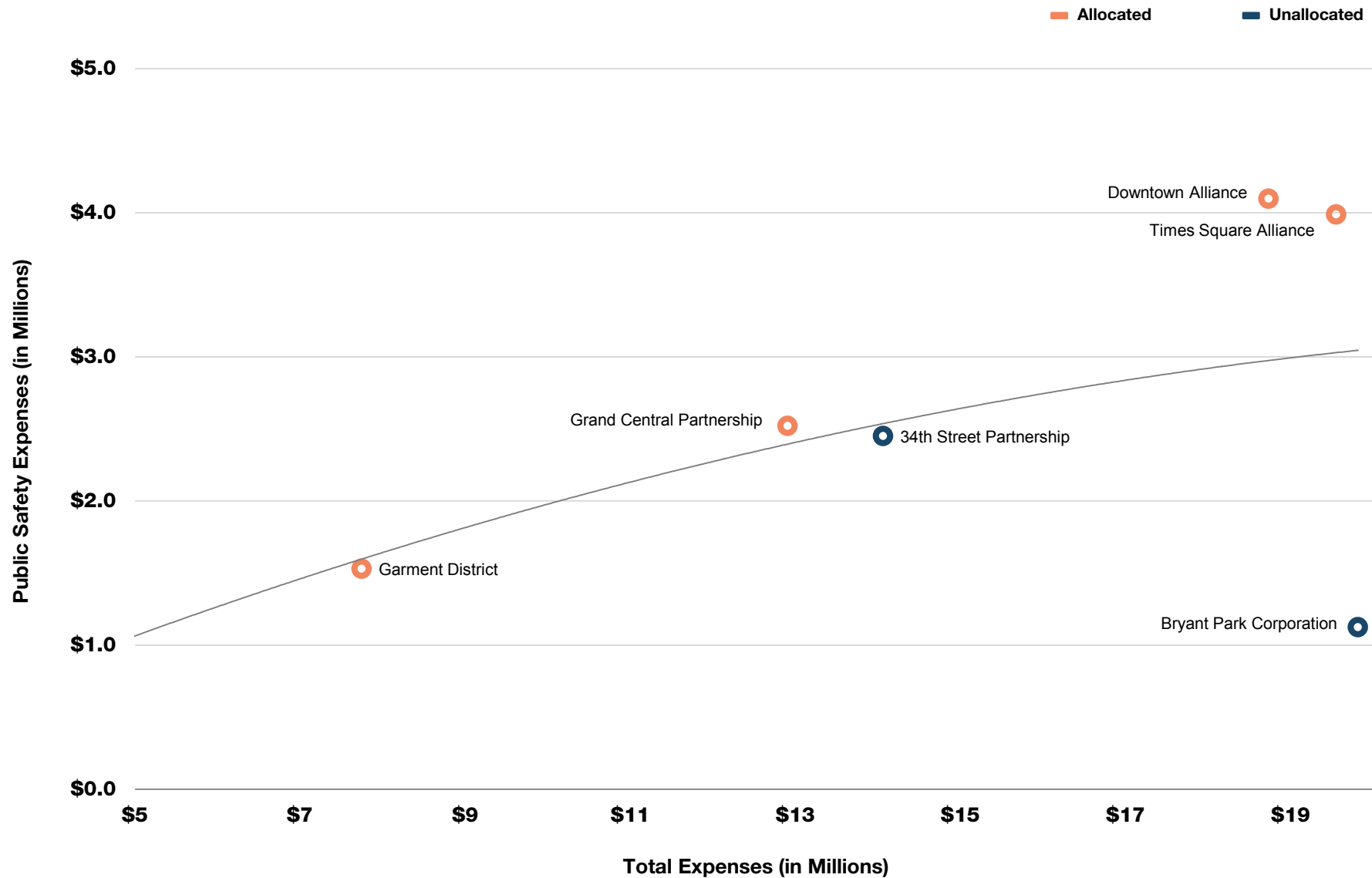
BIDs \$1M - \$5M

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Frontage Feet	Public Safety Expenses/ Frontage Foot	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
125th Street	\$1,083,920	\$208,981	19.3%	10,270	\$20.35	9,888	\$21.13
47th Street	\$1,281,337	\$512,607	40.0%	1,930	\$265.60	7,800	\$65.72
East Midtown Partnership	\$2,333,027	\$393,989	16.9%	49,480	\$7.96	14,326	\$27.50
Fifth Avenue	\$3,056,087	\$1,274,100	41.7%	22,220	\$57.34	33,156	\$38.43
Flatiron/23rd Street Partnership	\$2,891,836	\$374,698	13.0%	47,610	\$7.87	14,979	\$25.01
Fulton Mall Improvement Association	\$1,785,952	\$392,223	22.0%	16,300	\$24.06	20,800	\$18.86
Hudson Yards/Hell's Kitchen Alliance	\$1,390,198	\$57,775	4.2%	46,700	\$1.24	2,912	\$19.84
Lincoln Square	\$2,816,373	\$509,322	18.1%	28,680	\$17.76	20,806	\$24.48
Madison Avenue	\$2,215,899	\$719,071	32.5%	27,450	\$26.20	27,040	\$26.59
Meatpacking	\$1,875,658	\$220,280	11.7%	31,420	\$7.01	7,488	\$29.42
MetroTech*	\$3,356,819	\$176,845	5.3%	46,200	\$3.83	47,840	\$3.70
Union Square Partnership	\$2,464,584	\$191,276	7.8%	22,380	\$8.55	-	-
Village Alliance	\$1,695,733	\$142,246	8.4%	22,750	\$6.25	7,250	\$19.62
Average	\$2,172,879	\$397,955	18.3%	28,722	\$13.86	17,857	\$22.29
Median	\$2,215,899	\$374,698	-	27450	\$8.55	14,653	\$24.75

*Self-reported public safety expenses for MetroTech only include costs associated with security cameras, uniforms, radios and dedicated public safety department occupancy costs. This does not include staffing expenses, which are categorized as general & administrative costs.

Public Safety Expenses

BIDs \$5M+



The trend line on the above graph represents a prediction of public safety expenses based on total expenses across all BIDs.

Public Safety: Comparative Data

BIDs \$5M+

BID	Total Expenses	Public Safety Expenses	% of Total Expenses	Frontage Feet	Public Safety Expenses/ Frontage Foot	Public Safety Hours Logged	Public Safety Expenses / Hour Logged
34th Street Partnership	\$14,061,313	\$2,450,115	17.4%	41,110	\$59.60	46,313	\$52.90
Bryant Park Corporation	\$19,814,477	\$1,123,060	5.7%	9,310	\$120.63	25,552	\$43.95
Downtown Alliance	\$18,732,551	\$4,096,341	21.9%	121,820	\$33.63	100,274	\$40.85
Garment District	\$7,744,417	\$1,529,035	19.7%	44,000	\$34.75	56,160	\$27.23
Grand Central Partnership	\$12,903,877	\$2,520,926	19.5%	73,960	\$34.08	63,138	\$39.93
Times Square Alliance	\$19,551,152	\$3,987,314	20.4%	52,800	\$75.52	104,000	\$38.34
Average	\$15,467,965	\$2,617,799	16.9%	57,167	\$45.79	65,906	\$39.72
Median	\$16,396,932	\$2,485,521	-	48,400	\$47.17	59,649	\$40.39

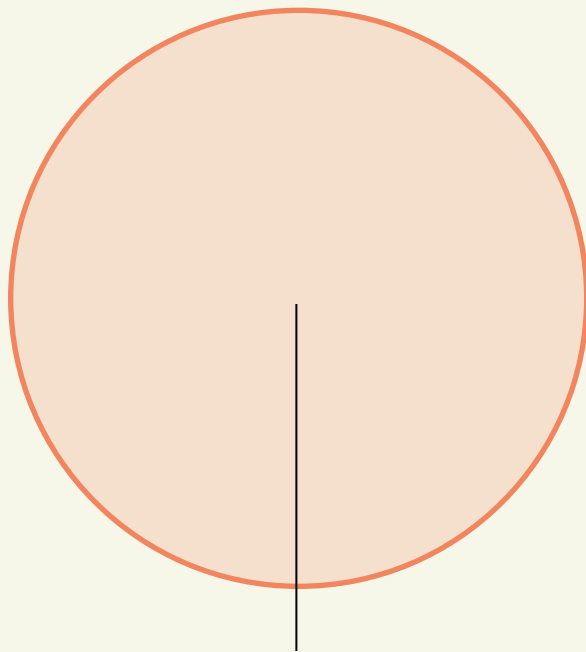
Appendix D

Streetscape & Beautification

What kinds of streetscape elements do BID's maintain?

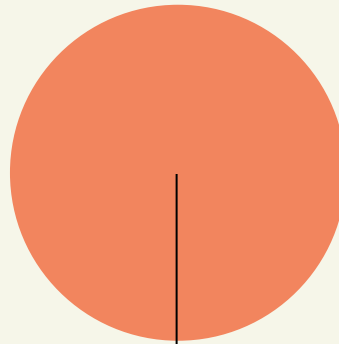
66

Number of BID's with
streetscape programs



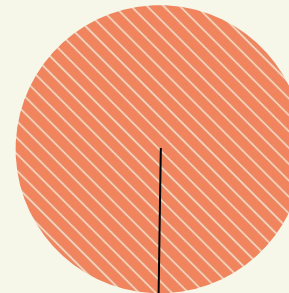
11K

Street furniture elements



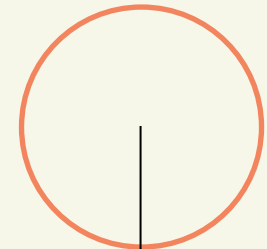
3.7K

Lighting elements



3.2K

Infrastructure elements

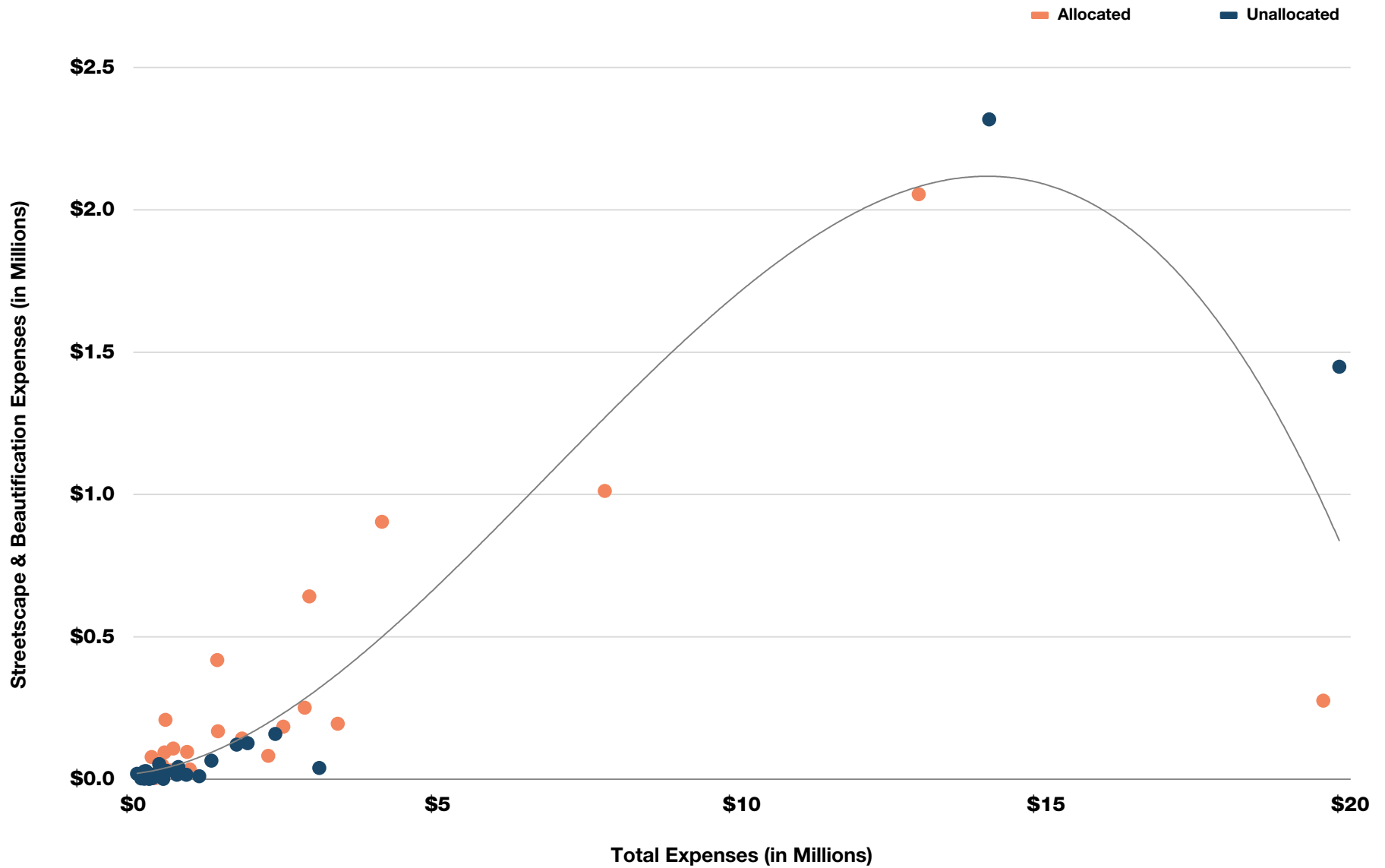


3K

Wayfinding elements

Streetscape & Beautification Expenses

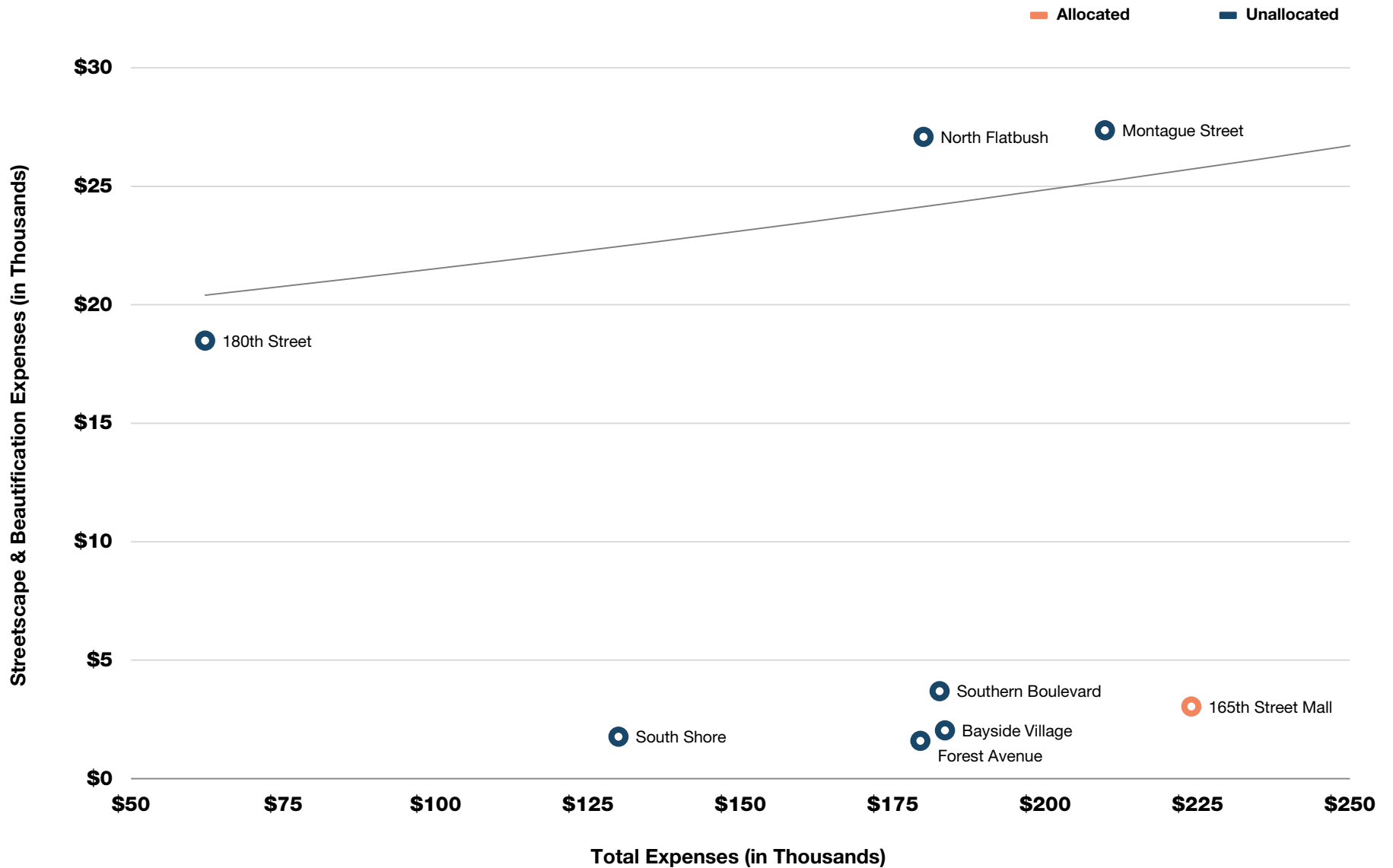
FY17 Streetscape & Beautification, All BIDs



The trend line on the above graph represents a prediction of streetscape & beautification expenses based on total expenses across all BIDs.

Streetscape & Beautification Expenses

BIDs <\$250K



The trend line on the above graph represents a prediction of streetscape & beautification expenses based on total expenses across all BIDs.

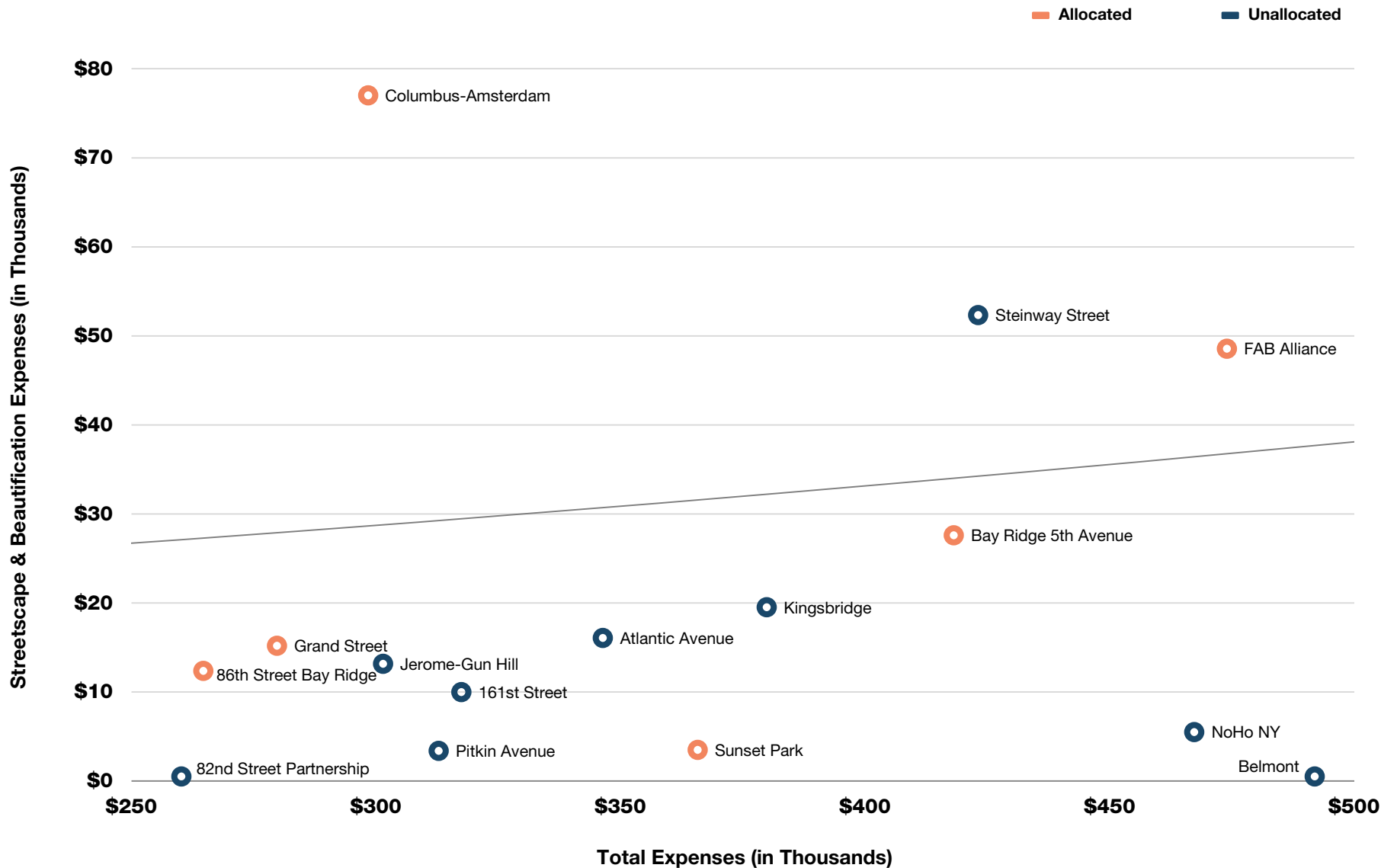
Streetscape & Beautification: Comparative Data

BIDs <\$250K

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
165th Street Mall	\$223,975	\$3,033	1.4%	-	-	21	-	31	4
180th Street	\$62,158	\$18,475	29.7%	-	-	-	-	-	-
Bayside Village	\$183,538	\$2,030	1.1%	1	-	-	27	4	-
Forest Avenue	\$179,523	\$1,587	0.9%	-	-	50	27	-	-
Graham Avenue	\$216,884	-	-	2	-	11	25	11	4
Montague Street	\$209,797	\$27,358	13.0%	-	60	50	9	70	-
North Flatbush	\$180,039	\$27,078	15.0%	-	10	-	30	-	-
South Shore	\$129,995	\$1,760	1.4%	1	15	20	58	-	-
Southern Boulevard	\$182,679	\$3,685	2.0%	-	-	67	20	70	-
West Shore	\$101,634	-	-	-	-	-	40	4	-
White Plains Road	\$94,419	-	-	-	-	48	38	44	-
Woodhaven	\$242,435	-	-	1	16	16	88	5	-
Average	\$167,256	\$10,626	6.4%	1	25	35	36	30	4
Median	\$181,359	\$3,359	-	1	16	35	29	21	4

Streetscape & Beautification Expenses

BIDs \$250K - \$500K



The trend line on the above graph represents a prediction of streetscape & beautification expenses based on total expenses across all BIDs.

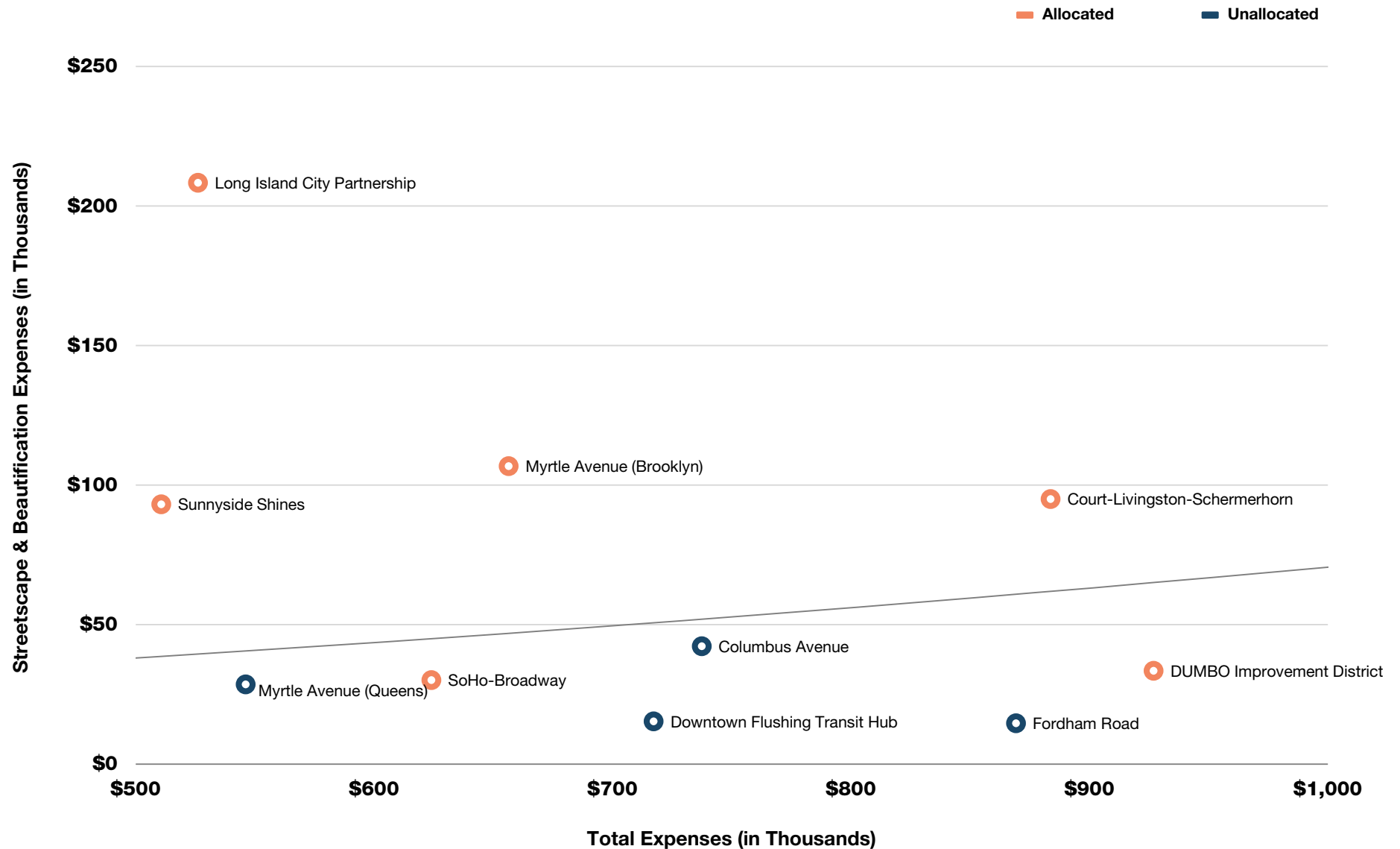
Streetscape & Beautification: Comparative Data

BIDs \$250K - \$500K

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
161st Street	\$317,500	\$10,000	3.1%	2	-	10	10	15	2
82nd Street Partnership	\$260,242	\$506	0.2%	1	10	26	19	48	2
86th Street Bay Ridge	\$264,750	\$12,381	4.7%	-	14	-	13	37	1
Atlantic Avenue	\$346,415	\$16,081	4.6%	-	2	318	85	194	2
Bay Ridge 5th Avenue	\$418,154	\$27,587	6.6%	-	76	-	33	198	20
Belmont	\$491,926	\$500	0.1%	1	-	-	93	-	1
Columbus-Amsterdam	\$298,451	\$77,007	25.8%	1	-	200	-	274	1
Flatbush-Nostrand Junction	\$331,000	-	-	-	-	99	20	20	-
FAB Alliance	\$473,992	\$48,561	10.2%	2	39	175	50	26	1
Grand Street	\$279,797	\$15,199	5.4%	-	-	39	26	34	-
Jerome-Gun Hill	\$301,466	\$13,175	4.4%	1	4	121	-	-	-
Kingsbridge	\$379,921	\$19,532	5.1%	2	4	110	45	4	-
NoHo NY	\$467,317	\$5,508	1.2%	-	40	-	43	30	-
Park Slope 5th Avenue	\$435,070	-	-	-	-	-	50	-	1
Pitkin Avenue	\$312,830	\$3,392	1.1%	3	9	60	6	1	6
Steinway Street	\$423,138	\$52,341	12.4%	-	28	33	20	121	-
Sunset Park	\$365,790	\$3,500	1.0%	-	-	-	255	-	-
Average	\$362,809	\$20,351	5.6%	2	23	108	51	77	4
Median	\$346,415	\$13,175	-	2	12	99	33	34	2

Streetscape & Beautification Expenses

BIDs \$500K - \$1M



The trend line on the above graph represents a prediction of streetscape & beautification expenses based on total expenses across all BIDs.

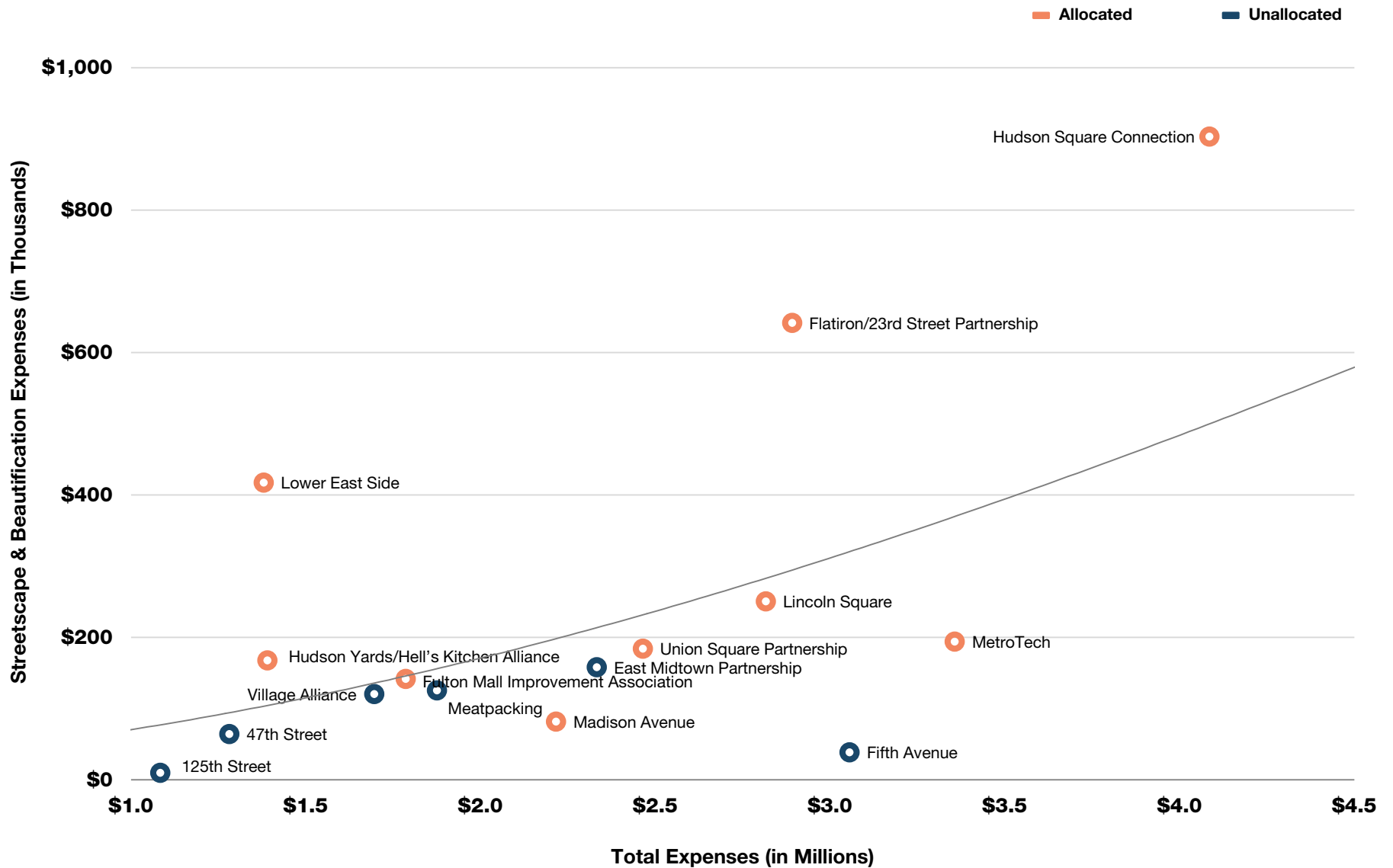
Streetscape & Beautification: Comparative Data

BIDs \$500K - \$1M

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
Bed-Stuy Gateway	\$638,591	-	-	1	2	96	-	18	1
Columbus Avenue	\$737,428	\$42,211	5.7%	1	-	148	30	129	1
Court-Livingston-Schermerhorn	\$883,733	\$94,944	10.7%	2	-	200	99	98	-
Downtown Flushing Transit Hub	\$717,264	\$15,320	2.1%	2	35	-	65	19	-
DUMBO Improvement District	\$926,969	\$33,371	3.6%	3	36	11	47	174	12
Fordham Road	\$869,206	\$14,580	1.7%	3	30	3	20	20	1
HUB/3rd Avenue	\$522,373	-	-	1	-	10	23	7	-
Jamaica Center	\$892,976	-	-	-	-	-	69	75	5
Long Island City Partnership	\$526,178	\$208,243	39.6%	3	-	44	180	117	1
Myrtle Avenue (BK)	\$656,467	\$106,717	16.3%	1	-	268	60	96	1
Myrtle Avenue (QN)	\$546,117	\$28,512	5.2%	5	11	385	11	198	-
SoHo-Broadway	\$624,020	\$30,045	4.8%	-	-	-	-	-	-
Sunnyside Shines	\$510,708	\$93,072	18.2%	2	46	121	62	198	-
Westchester Square	\$553,040	-	-	1	8	45	49	4	1
Average	\$686,076	\$66,701	9.7%	2	24	121	60	89	3
Median	\$647,529	\$37,791	-	2	30	121	55	96	1

Streetscape & Beautification Expenses

BIDs \$1M - \$5M



The trend line on the above graph represents a prediction of streetscape & beautification expenses based on total expenses across all BIDs.

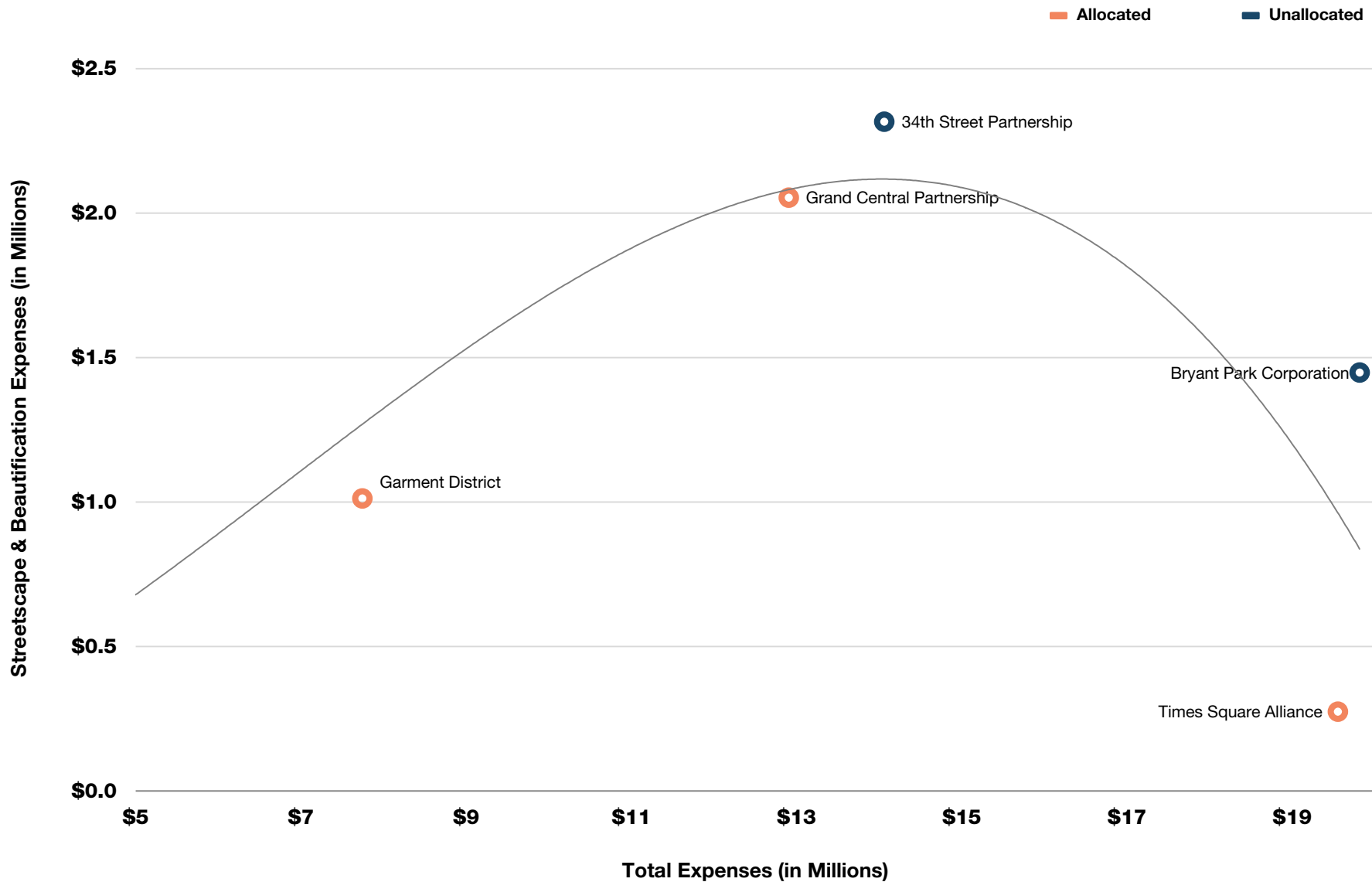
Streetscape & Beautification: Comparative Data

BIDs \$1M - \$5M

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
125th Street	\$1,083,920	\$10,000	0.9%	-	-	21	62	70	-
47th Street	\$1,281,337	\$64,432	5.0%	-	-	-	-	-	-
Chinatown	\$1,385,367	-	-	2	42	226	58	549	-
East Midtown Partnership	\$2,333,027	\$158,111	6.8%	1	7	102	35	600	-
Fifth Avenue	\$3,056,087	\$38,680	1.3%	-	-	-	-	100	-
Flatiron/23rd Street Partnership	\$2,891,836	\$641,609	22.2%	4	192	180	99	474	1
Fulton Mall Improvement Association	\$1,785,952	\$141,696	7.9%	2	4	108	61	223	1
Hudson Square Connection	\$4,085,809	\$903,431	22.1%	5	30	250	30	3	1
Hudson Yards/Hell's Kitchen Alliance	\$1,390,198	\$167,708	12.1%	6	80	200	40	250	1
Lincoln Square	\$2,816,373	\$250,548	8.9%	15	60	-	144	500	-
Lower East Side	\$1,379,888	\$417,469	30.3%	4	75	-	17	75	20
Madison Avenue	\$2,215,899	\$81,714	3.7%	-	-	29	39	80	2
Meatpacking	\$1,875,658	\$125,514	6.7%	-	-	96	100	298	2
MetroTech	\$3,356,819	\$194,125	5.8%	6	12	300	194	235	2
Union Square Partnership	\$2,464,584	\$184,248	7.5%	3	90	100	145	896	2
Village Alliance	\$1,695,733	\$120,444	7.1%	3	103	145	36	160	2
Average	\$2,193,655	\$233,315	10.6%	5	63	146	76	301	3
Median	\$2,045,778	\$158,111	-	4	60	127	60	235	2

Streetscape & Beautification Expenses

BIDs \$5M+



The trend line on the above graph represents a prediction of streetscape & beautification expenses based on total expenses across all BIDs.

Streetscape & Beautification: Comparative Data

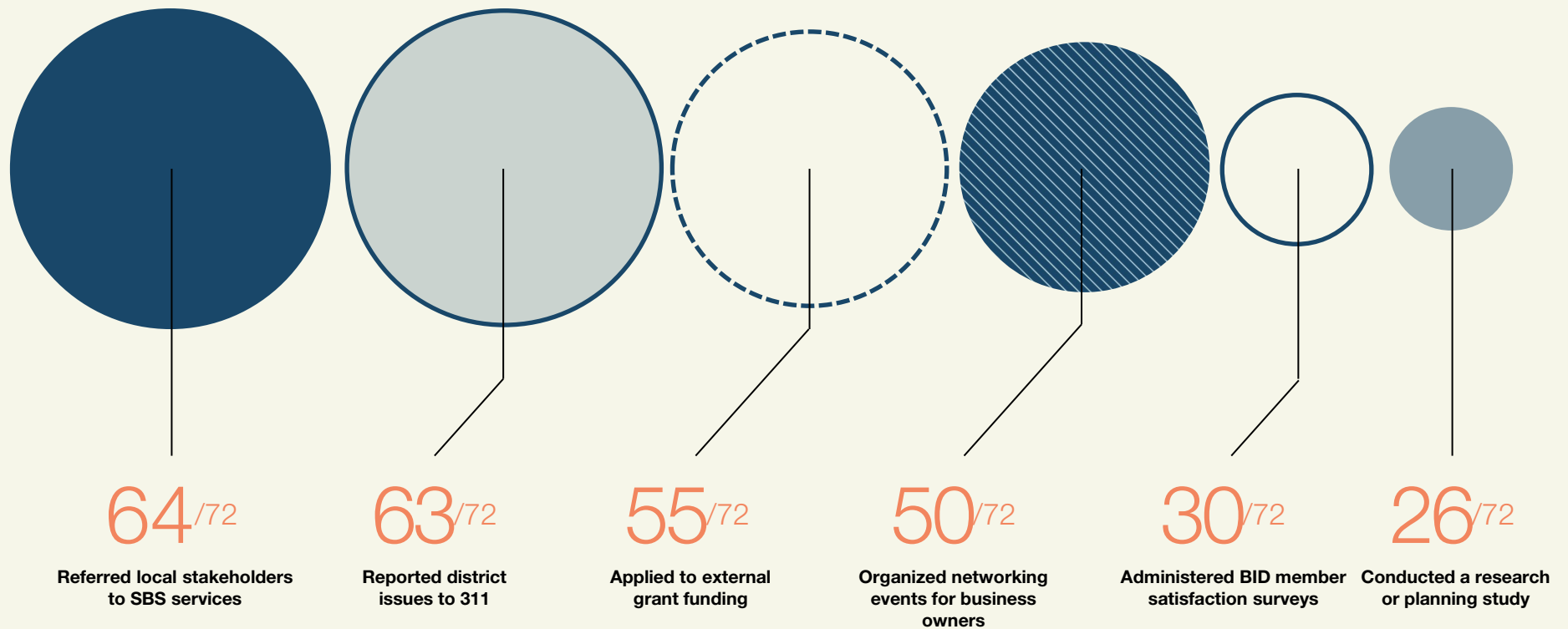
BIDs \$5M+

BID	Total Expenses	Streetscape & Beautification Expenses	% of Total Expenses	Public Spaces Maintained	Planters Maintained	Tree Pits Maintained	Banners Maintained	Street Furniture Maintained	Public Art Installations Sponsored
34th Street Partnership	\$14,061,313	\$2,316,658	16.5%	4	741	133	178	3,728	-
Bryant Park Corporation	\$19,814,477	\$1,448,308	7.3%	1	216	4	21	5,655	-
Downtown Alliance	\$18,732,551	-	-	10	234	-	-	876	-
Garment District	\$7,744,417	\$1,012,263	13.1%	5	172	120	108	1,324	15
Grand Central Partnership	\$12,903,877	\$2,053,820	15.9%	-	583	221	-	1,792	-
Times Square Alliance	\$19,551,152	\$274,849	1.4%	13	117	67	215	760	30
Average	\$15,467,965	\$1,421,180	9.2%	7	344	109	131	2,356	23
Median	\$16,396,932	\$1,448,308	-	5	225	120	143	1,558	23

Appendix E

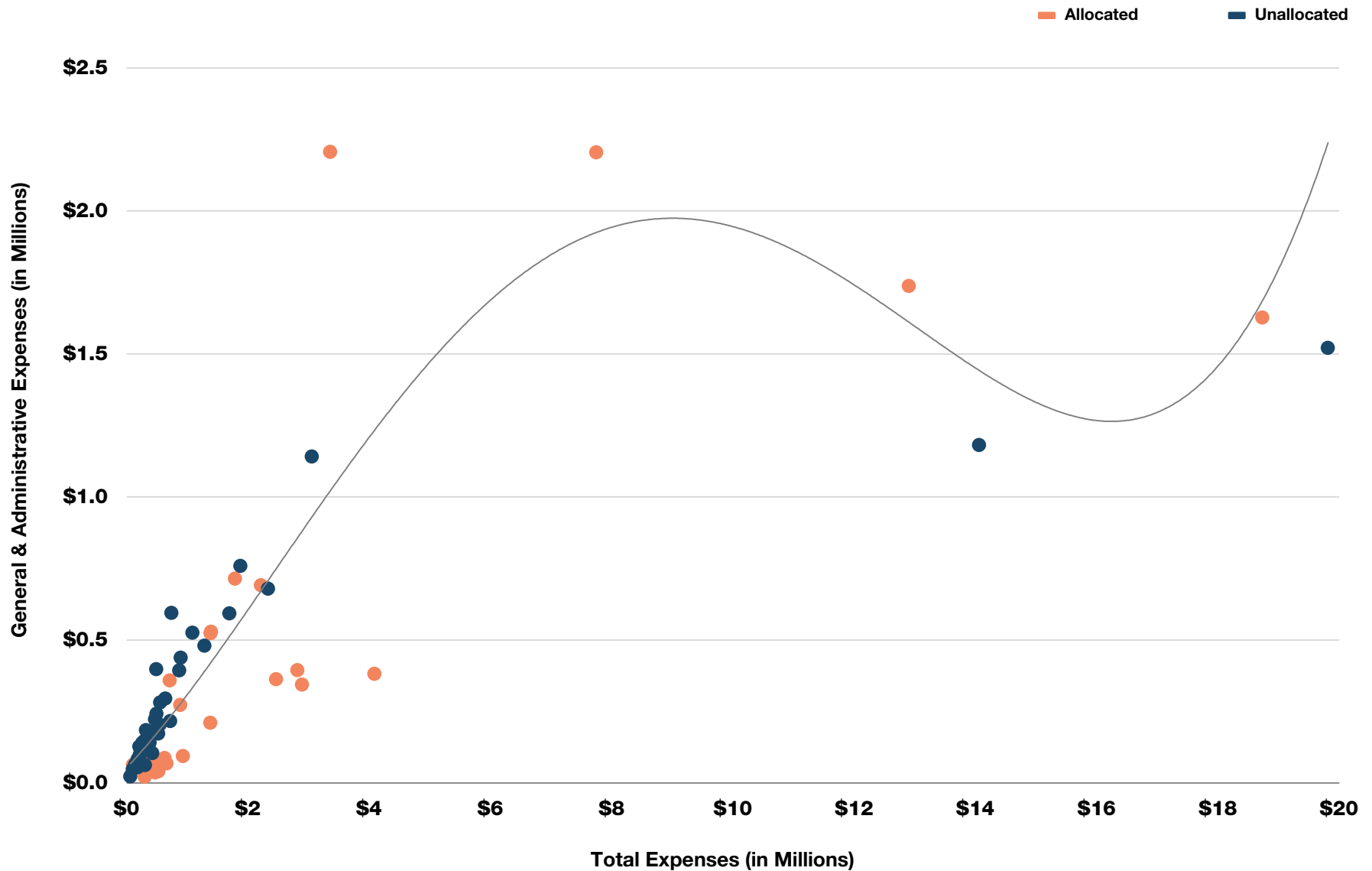
General & Administrative

How do BID staff support their districts?



General & Administrative Expenses

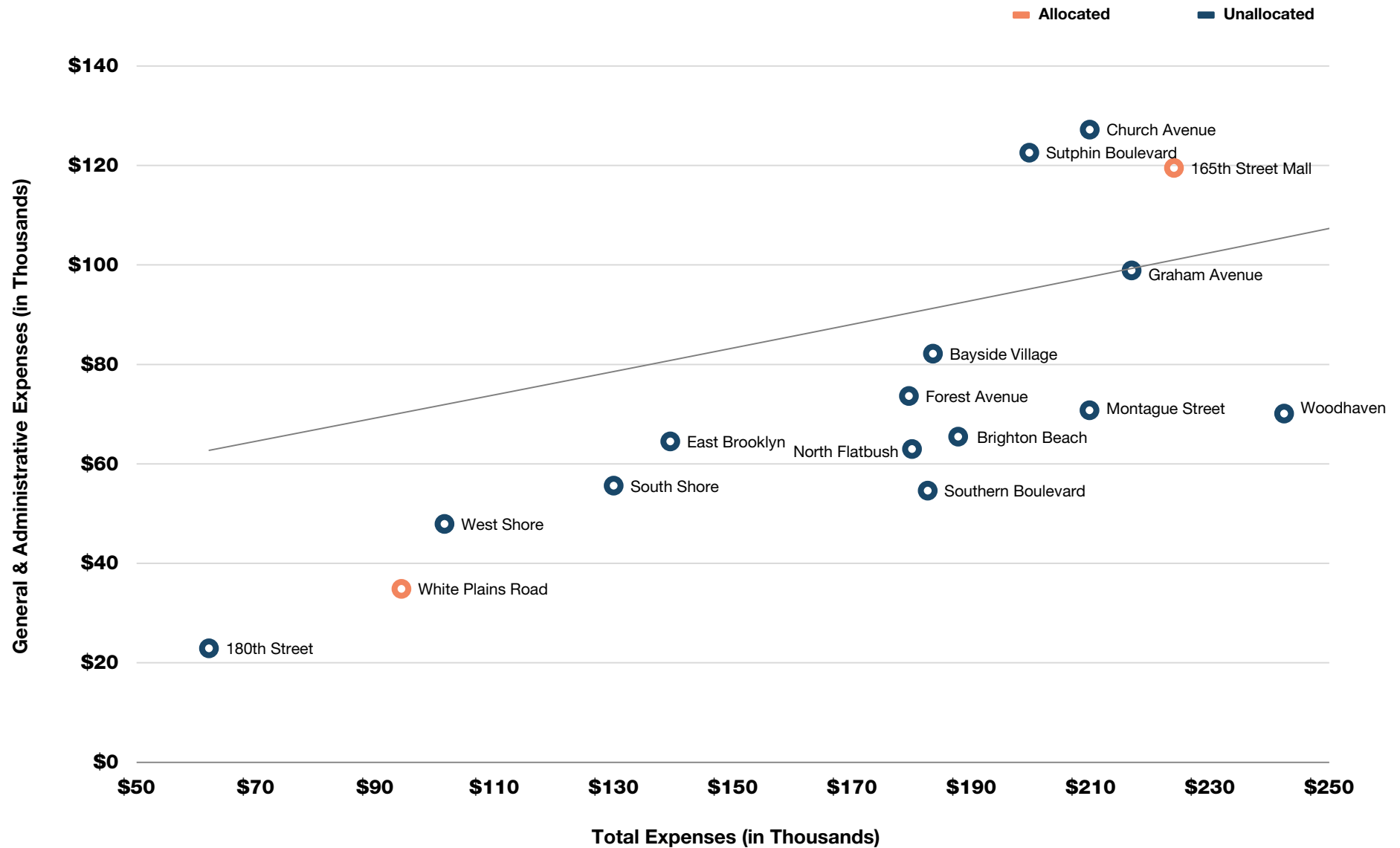
FY17 General & Administrative, All BIDs



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative Expenses

BIDs <\$250K



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative: Comparative Data

BIDs <\$250K

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
165th Street Mall*	\$223,975	\$119,497	53.4%	\$64,575	-	\$44,784	\$8,138	\$2,000
180th Street*	\$62,158	\$22,905	36.8%	\$16,000	-	\$2,885	\$1,800	\$2,000
Bayside Village	\$183,538	\$82,177	44.8%	\$40,253	\$5,400	\$7,486	\$7,200	\$5,787
Brighton Beach	\$187,800	\$65,450	34.9%	\$57,000	-	\$1,600	-	\$800
Church Avenue*	\$209,851	\$127,211	60.6%	\$90,953	\$18,830	\$6,486	\$6,184	\$824
East Brooklyn**	\$139,502	\$64,494	46.2%	\$53,321	\$3,000	\$1,354	\$3,500	\$250
Forest Avenue**	\$179,523	\$73,671	41.0%	\$52,250	-	\$2,200	\$9,350	-
Graham Avenue	\$216,884	\$98,899	45.6%	\$63,522	\$5,250	\$2,342	\$17,487	\$1,733
Montague Street	\$209,797	\$70,799	33.7%	\$48,483	-	\$3,645	\$100	\$16,240
North Flatbush	\$180,039	\$62,992	35.0%	-	\$41,820	\$3,172	\$12,787	\$2,029
South Shore	\$129,995	\$55,600	42.8%	\$40,000		\$12,000	\$3,600	-
Southern Boulevard	\$182,679	\$54,592	29.9%	-	\$49,800	\$2,465	-	\$375
Sutphin Boulevard	\$199,729	\$122,589	61.4%	\$63,853	\$35,449	\$3,517	\$14,431	\$1,983
West Shore**	\$101,634	\$47,911	47.1%	\$35,000	-	\$8,711	-	\$200
White Plains Road	\$94,419	\$34,875	36.9%	-	\$27,750	\$3,477	\$1,551	\$1,197
Woodhaven**	\$242,435	\$70,105	28.9%	-	\$64,500	\$2,965	\$1,399	-
Average	\$171,497	\$73,360	42.8%	\$52,101	\$27,978	\$6,818	\$6,733	\$2,724
Median	\$183,109	\$67,778	-	\$52,786	\$27,750	\$3,325	\$6,184	\$1,733

*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

General & Administrative Expenses

BIDs \$250K - \$500K



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative: Comparative Data

BIDs \$250K - \$500K

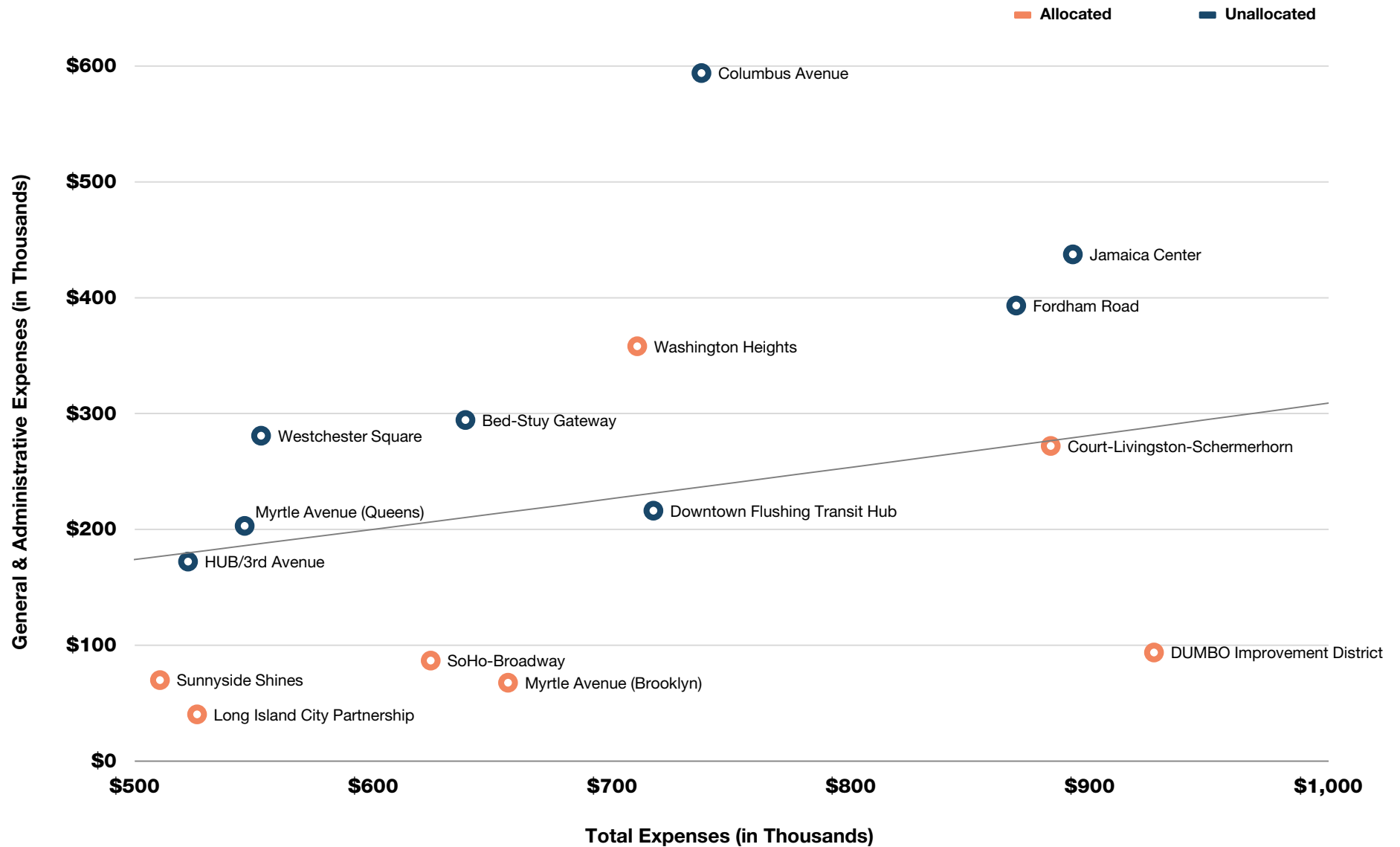
BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
161st Street	\$317,500	\$184,000	58.0%	\$106,000	\$18,000	\$7,500	\$15,000	\$5,000
82nd Street Partnership	\$260,242	\$139,960	53.8%	\$106,372	-	\$2,183	\$18,336	\$4,116
86th Street Bay Ridge	\$264,750	\$89,767	33.9%	\$59,106	-	\$1,918	\$14,036	\$653
Atlantic Avenue	\$346,415	\$126,811	36.6%	\$85,085	\$6,143	\$4,997	\$18,848	\$8,491
Bay Ridge 5th Avenue	\$418,154	\$95,871	22.9%	\$31,159	\$31,408	\$2,830	\$23,253	\$4,599
Belmont	\$491,926	\$241,758	49.1%	\$138,368	\$29,832	\$4,145	\$27,433	\$11,933
Columbus-Amsterdam	\$298,451	\$20,580	6.9%	\$15,927	\$650	\$364	\$3,278	\$210
Flatbush Avenue*	\$358,774	\$156,902	43.7%	\$105,054	\$27,500	\$13,796	\$6,184	\$1,691
Flatbush-Nostrand Junction	\$331,000	\$117,000	35.3%	\$90,000	\$19,000	\$5,000	-	\$3,000
Fulton Area Business (FAB) Alliance	\$473,992	\$36,051	7.6%	\$15,601	\$2,309	\$909	\$12,363	\$2,270
Grand Street	\$279,797	\$73,203	26.2%	\$52,739	\$6,172	\$1,563	\$6,375	\$3,284
Jerome-Gun Hill**	\$301,466	\$61,917	20.5%	-	\$44,000	\$9,000		\$8,732
Kings Highway	\$297,337	\$147,508	49.6%	\$94,984	\$7,100	\$2,968	\$24,105	\$9,738
Kingsbridge	\$379,921	\$140,906	37.1%	\$84,287	\$10,000	\$11,027	\$22,026	\$13,566
NoHo NY	\$467,317	\$222,334	47.6%	\$115,496	-	\$3,391	\$72,203	\$13,000
Park Slope 5th Avenue	\$435,070	\$177,670	40.8%	\$88,000	\$57,000	\$3,500	\$22,720	\$1,500
Pitkin Avenue	\$312,830	\$129,390	41.4%	\$113,917	\$5,377	\$808	-	\$7,409
Steinway Street**	\$423,138	\$103,981	24.6%	-	\$95,000	\$1,022	-	-
Sunset Park	\$365,790	\$136,801	37.4%	\$84,526	\$4,125	\$4,085	\$32,378	\$5,159
Average	\$359,151	\$126,443	35.2%	\$81,566	\$22,726	\$4,263	\$21,236	\$5,797
Median	\$346,415	\$129,390	-	\$88,000	\$14,000	\$3,391	\$18,848	\$4,799

*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

General & Administrative Expenses

BIDs \$500K - \$1M



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative: Comparative Data

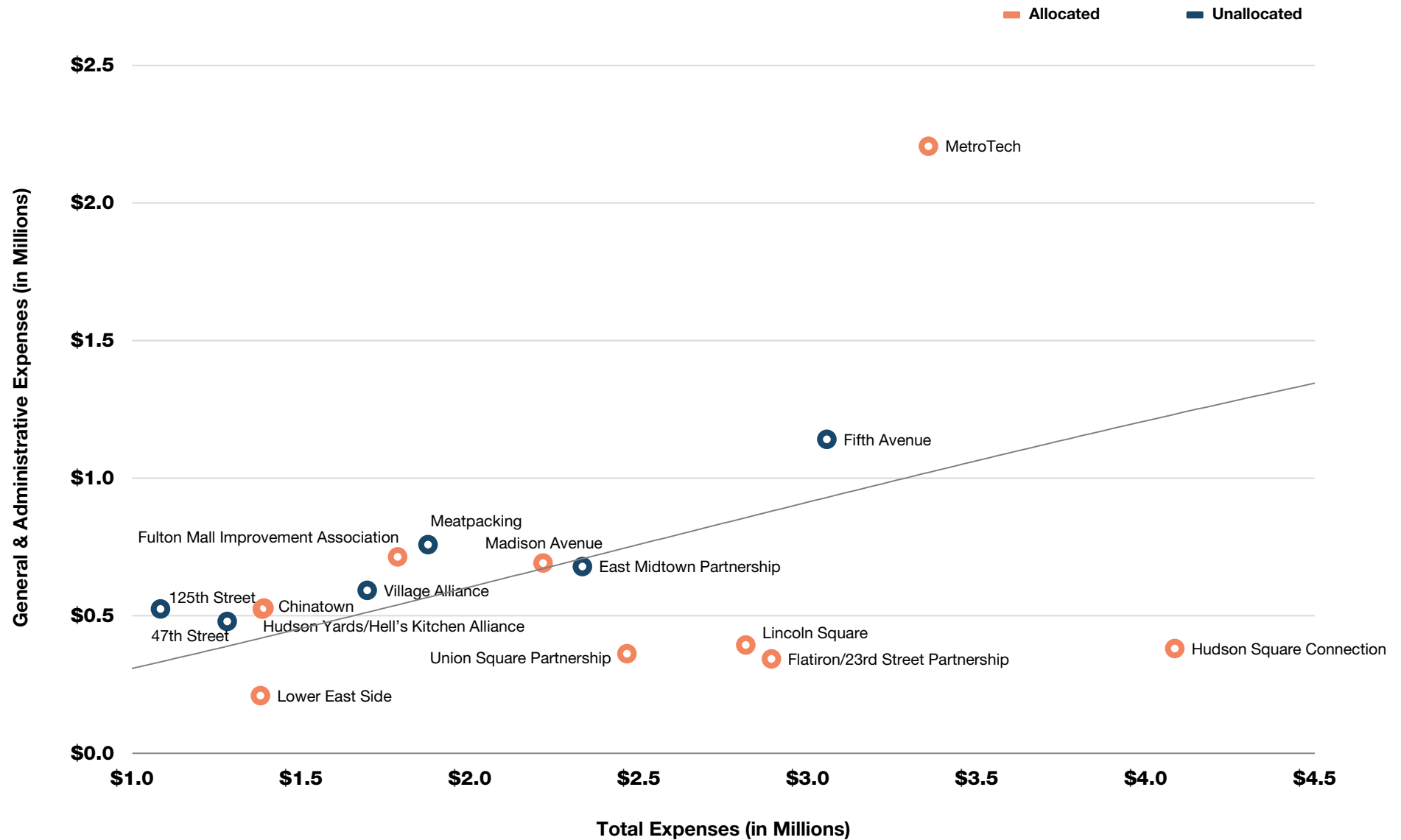
BIDs \$500K - \$1M

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
Bed-Stuy Gateway	\$638,591	\$294,465	46.1%	\$240,884	\$14,063	\$7,692	\$21,005	\$5,458
Columbus Avenue	\$737,428	\$593,862	80.5%	\$197,678	\$154,440	\$11,483	\$10,061	\$220,200
Court-Livingston-Schermerhorn**	\$883,733	\$272,082	30.8%	\$109,115	\$15,638	\$12,112	\$6,281	\$1,084
Downtown Flushing Transit Hub	\$717,264	\$216,209	30.1%	\$171,001	\$9,365	\$3,980	\$20,954	\$3,607
DUMBO Improvement District	\$926,969	\$93,678	10.1%	\$73,271	\$4,482	\$1,061	\$4,346	\$1,804
Fordham Road	\$869,206	\$393,343	45.3%	\$285,692	-	\$10,708	\$34,621	\$12,897
HUB/3rd Avenue	\$522,373	\$172,298	33.0%	\$45,898	\$110,839	\$2,915	\$8,343	\$4,303
Jamaica Center	\$892,976	\$437,435	49.0%	\$251,059	\$18,781	\$151,399	\$8,799	\$7,397
Long Island City Partnership**	\$526,178	\$40,268	7.7%	\$23,734	\$13,800	\$1,824	-	\$910
Myrtle Avenue (BK)**	\$656,467	\$67,626	10.3%	\$49,825	\$5,864	\$420	\$5,620	\$1,397
Myrtle Avenue (QN)**	\$546,117	\$202,998	37.2%	-	\$127,317	\$36,156	\$20,706	-
SoHo-Broadway	\$624,020	\$86,806	13.9%	\$31,140	\$15,934	\$4,484	\$23,842	\$3,857
Sunnyside Shines	\$510,708	\$69,947	13.7%	\$33,980	\$5,884	\$1,410	\$15,270	\$8,985
Washington Heights	\$710,547	\$358,094	50.4%	\$208,472	\$33,055	\$15,864	\$87,430	\$13,273
Westchester Square	\$553,040	\$280,931	50.8%	\$220,840	\$9,815	\$1,959	\$26,234	\$2,278
Average	\$687,708	\$238,669	34.7%	\$138,756	\$38,520	\$17,565	\$20,965	\$20,532
Median	\$656,467	\$216,209	-	\$140,058	\$14,850	\$4,484	\$17,988	\$4,080

**BID has management agreement with a non-BID community-based organization

General & Administrative Expenses

BIDs \$1M - \$5M



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative: Comparative Data

BIDs \$1M - \$5M

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
125th Street	\$1,083,920	\$524,653	48.4%	\$298,326	\$27,671	\$22,331	\$116,595	\$37,460
47th Street	\$1,281,337	\$479,708	37.4%	\$159,617	\$136,061	\$61,619	\$12,622	\$102,288
Chinatown**	\$1,385,367	\$523,514	37.8%	\$269,158	\$52,360	\$21,858	\$114,491	\$8,971
East Midtown Partnership	\$2,333,027	\$678,908	29.1%	\$492,464	\$22,189	\$25,215	\$70,960	\$68,080
Fifth Avenue	\$3,056,087	\$1,140,767	37.3%	\$423,773	-	\$339,291	\$212,962	\$26,627
Flatiron/23rd Street Partnership	\$2,891,836	\$343,445	11.9%	\$95,489	\$2,963	\$41,493	\$121,583	\$8,817
Fulton Mall Improvement Association*	\$1,785,952	\$713,807	40.0%	\$303,209	\$48,096	\$188,890	\$17,048	\$3,179
Hudson Square Connection	\$4,085,809	\$381,000	9.3%	\$95,807	\$106,105	\$14,192	\$136,104	\$20,671
Hudson Yards/Hell's Kitchen Alliance	\$1,390,198	\$528,021	38.0%	\$301,454	\$42,755	\$81,401	\$71,913	\$30,498
Lincoln Square	\$2,816,373	\$393,842	14.0%	\$127,842	\$2,159	\$10,878	\$153,707	\$8,486
Lower East Side	\$1,379,888	\$210,039	15.2%	-	-	\$17,480	\$110,958	\$64,348
Madison Avenue	\$2,215,899	\$691,286	31.2%	\$126,722	-	\$5,855	\$209,954	\$284,262
Meatpacking**	\$1,875,658	\$758,057	40.4%	\$487,550	\$83,000	\$30,000	\$97,507	\$60,000
MetroTech*†	\$3,356,819	\$2,206,307	65.7%	\$1,652,933	\$40,357	\$73,933	\$33,534	\$5,733
Union Square Partnership**	\$2,464,584	\$362,421	14.7%	\$241,174	-	\$26,471	\$32,320	\$32,062
Village Alliance	\$1,695,733	\$592,235	34.9%	\$422,838	\$55,779	\$12,653	\$55,355	\$14,430
Average	\$2,193,655	\$658,001	30.0%	\$366,557	\$51,625	\$60,848	\$97,976	\$48,495
Median	\$2,045,778	\$526,337	-	\$298,326	\$45,426	\$25,843	\$104,233	\$28,563

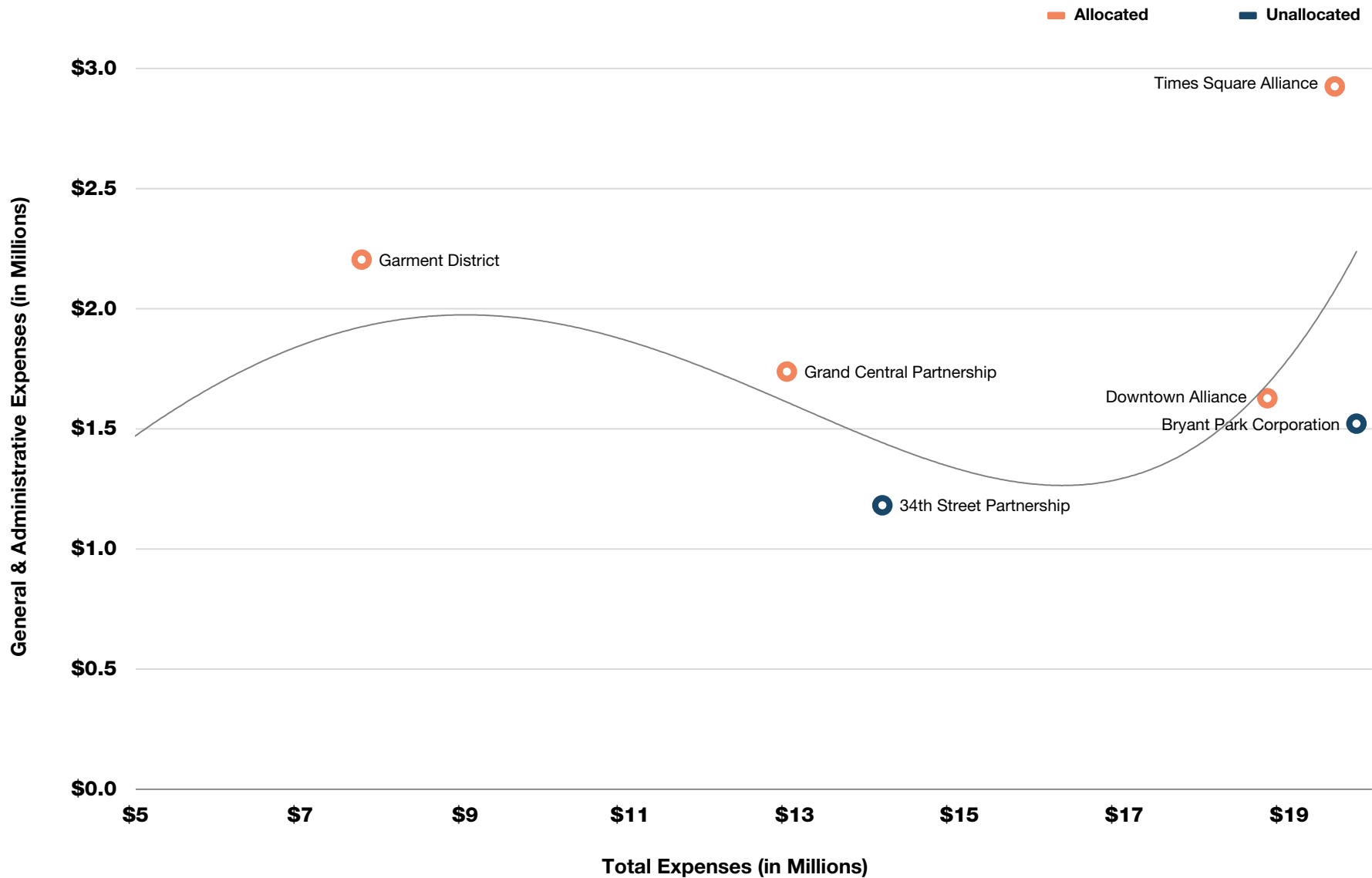
*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

†Self-reported general & administrative expenses for MetroTech include public safety staffing costs, in addition to other G&A expenses.

General & Administrative Expenses

BIDs \$5M+



The trend line on the above graph represents a prediction of general & administrative expenses based on total expenses across all BIDs.

General & Administrative: Comparative Data

BIDs \$5M+

BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
34th Street Partnership*	\$14,061,313	\$1,180,859	8.4%	\$876,321	\$110,493	\$53,155	\$55,258	\$18,490
Bryant Park Corporation*	\$19,814,477	\$1,520,796	7.7%	\$914,025	\$112,265	\$76,458	\$56,472	\$25,519
Downtown Alliance	\$18,732,551	\$1,626,503	8.7%	\$1,626,503	-	-	-	-
Garment District	\$7,744,417	\$2,204,217	28.5%	\$1,185,137	\$159,333	\$42,991	\$441,429	\$107,066
Grand Central Partnership**	\$12,903,877	\$1,737,555	13.5%	\$1,030,969	\$58,179	\$47,313	\$474,448	\$20,454
Times Square Alliance	\$19,551,152	\$2,924,547	15.0%	\$770,139	\$213,728	\$34,826	\$446,392	\$248,691
Average	\$15,467,965	\$1,865,746	12.1%	\$1,067,182	\$130,800	\$50,949	\$294,800	\$84,044
Median	\$16,396,932	\$1,682,029	-	\$972,497	\$112,265	\$47,313	\$441,429	\$25,519

*BID shares staff and management with another BID

**BID has management agreement with a non-BID community-based organization

ABOUT SBS

The NYC Department of Small Business Services helps unlock economic potential and create economic security for all New Yorkers by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.

nyc.gov/bids

September 20, 2018

City Council Committee of Small Business

Respectfully submitted by North Flatbush Avenue District Management Association

Greetings Chairman Gjonaj and the esteemed members of New York City Council Committee on Small Business:

My name is James Dean Ellis. I am the contracted Executive Director of the North Flatbush Business Improvement District in Park Slope/Prospect Heights/Pacific Park Brooklyn. Our district runs along the Flatbush Avenue artery in Brooklyn from Atlantic Avenue to Grand Army Plaza. On behalf of the over 170 business, 200 properties and countless area residents, I am here to share with you the important role the North Flatbush Business District has in our community.

Allow me to take you back to the NYC Blackout of 1977--a hot July evening, the city was facing a severe financial crisis, and the loss of power across New York City brought about a crime wave leaving buildings and storefronts looted across the five boroughs. North Flatbush Avenue experienced its share of destruction and in response, a concerned group of neighbors, property owners, and business operators rallied to bring resources to improve the area's conditions. When the City was inundated with these problems, the neighbors responded--concerned stakeholders. In fact, some of these stakeholders or their legacy family members are still involved as Board members or business operators, and in some instances both--continuing the work over 40 years later. They are dedicated, entrenched, and full of neighborhood knowledge that informs the decisions the BID makes to this day.

The BID was formed in 1986 and has since stewarded many projects to benefit our neighborhood. In fact, we are in the middle of a \$63 million dollar infrastructure and pedestrian safety project that harkens back to the original Triangle Parks Betterment Committee that has since evolved. North Flatbush is home to unique intersections where the Park Slope avenues cross Flatbush and form interstitial spaces that, until our organization became involved, were nothing but deserted and undeveloped traffic islands. Over the years, they have undergone a few incarnations and our current project will further enhance these Greenstreet spaces and provide for increased pedestrian safety throughout our corridor.

Triangle Parks aside, although a very important part of and reason for our existence, we continue to be a voice for, ombudsman to, and cheerleader and champion of our neighborhood, its businesses, residents, and properties. My colleagues here today who have spoken before me and will continue after me share similar missions, day-to-day experiences, and fight the good fight to address their area's ever-evolving concerns and micro-issues. While we are fundamentally similar, every place and space has its nuances. Those little things we know are what make us experts in what we do. While the City continues to address "city-wide" issues with policy, regulations, and resources, we pound the pavement listening diligently to our constituents--hearing about the trash cans that have gone missing, concerns of counterfeit bills being passed to businesses, and parking issues. Oh. Parking Issues. The North Flatbush BID has recently experienced the sweeping hand of this administration's desires to address issues of traffic congestion with the Clear Curbs pilot program. A pilot that, in my opinion, was ill-conceived and did not take a look at the local machinations of traffic and impacts of such restrictive parking regulations and militant enforcement. The BID stood up and expressed concern--not just being a whiny NIMBY but by speaking with our neighbor businesses, hearing the issues and amplifying these concerns to our community boards, City representatives and agencies with viable solutions. One voice makes noise, many voices find solutions. Those of us at the BID knew what was right for our district's businesses and consumers because we

Speak with them regularly, and we kept pressure on to remove these over-restrictive regulations. Success came when the pilot program was discontinued earlier than scheduled and our parking rules reverted to the original regulations.

BIDs are not always at odds with City agencies. North Flatbush is working with the Department of Transportation to bring additional horticulture and environmentally valuable trees to the district. Collaborating with amazing team members in DOT's Urban Design group, and with NYC Council discretionary support, North Flatbush has custom-designed and is completing installing 22 planters on our sidewalks today. But, not any ordinary planters, these planters were specifically designed to promote additional trees in our district--a district with aging trees and underground limitations due to 7 subways--and represents a locally designed solution. This first phase represents an approximate \$75,000 investment in beautification. And there are plans for future phases at similar costs. NYC DOT's Urban Design group was instrumental in stewarding our project through the Public Design Commission and spent countless hours consulting us and advising the BID on necessary parameters and best practices. We look forward to what this project will do for our streetscape and air quality and are grateful for the support of NYC DOT in this.

While BID's tirelessly work to improve conditions, address issues, and polish and shine our little corner of this great city, it would be impossible without the support and guidance of NYC Small Business Services. As a BID with the seventh smallest assessment of the 75 BIDs in NYC, our fiscal resources are limited and we pride ourselves on doing a lot with a little. SBS and their team consistently support our efforts to improve our governance and non-profit compliance with their oversight, provide valuable workshops and resources to bring back to the district such as business regulation compliance checklist and practice inspections, and as a sounding board or jump off for other City agency engagement.

And this is where I would like to add the City can do better. NYC BIDs individually or with the NYC BID Association are constantly working with various City agencies--sometimes spending countless emails, phone call, hours (or weeks) trying to identify the appropriate personnel that can help with our specific issue. The City is a big operation with many issues to resolve, but the disconnection between agencies is frustrating and time-consuming. Inter-agency coordination can be terrible as the agencies act like silos with no consideration for agency overlap or resulting ramifications. BIDs provide a ton of resources and investments across the five boroughs and it would be amazing if some of our time is not spent "researching" who to speak with. Thus, I would suggest a better "Inter-Gov/Community Affairs" portal for BIDs to engage that would direct us to the appropriate agency and personnel that could be of assistance as we troubleshoot the issues we may have--in an expedient manner. Finally, the value of Business Improvement Districts should be recognized by all City agencies, not just when there is a need to "share our announcement/program/etc", but recognized as experts of our community, dedicated representatives, fighting for our neighborhood; the voice of our district's businesses, neighbors, and property owners--just like those of you in City Council, like the partners BIDs were designed to be.

Thank you for your time.



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President

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September 20, 2018

Testimony submitted by Monica Blum, President of the Lincoln Square Business Improvement District, Board member of the NYC BID Association and Co-Chair of the NYC BID Association's Mentoring Committee, to the New York City Council Committee of Small Business regarding business improvement districts.

Thank you Chair Gjonaj and members of the Committee, Councilmembers Ayala, Levin, Perkins and Rivera, for the opportunity to appear here today.

I have been President of the Lincoln Square Business Improvement District (BID) for 21 years. I am the founding President of the Lincoln Square BID and when I started in the position I had to create a nonprofit organization from scratch – we were a start-up.

I relied on the knowledge and assistance of fellow BID Directors and the Department of Small Business Services to help me get our organization up and running and programs started. Then, in 1996, there were 39 BIDs, today there are 75 business improvement districts and in many ways, new BIDs still rely on our extensive network of colleagues and the Department of Small Business Services to learn the ropes. Today, the New York City BID Association is a formal entity, with a Board, Working Groups and several Committees, including a Mentoring Committee, which I co-chair with my colleague, Matt Bauer, from the Madison Avenue BID. The Mentoring and Outreach Committee includes BID Directors from small BIDs and large BIDs with representation from all five boroughs. Our goal is to help new BIDs and new BID Directors avoid reinventing the wheel.

As you know, BIDs are unique nonprofit organizations incorporated in the State of New York and are governed by a Board of Directors with fiduciary responsibility. Our Boards are required by law to include property owners, commercial tenants, residential tenants, and a representative of each of the following: the Mayor, the Comptroller, the Borough President and the City Council. We each have contracts with the City of New York. Our relationships with the City are key to our success. What distinguishes New York City's 75 business improvement districts is that each of our programs is different and reflects the specific needs and wishes of

our business communities and the neighborhoods we serve. Our programs include sanitation and area maintenance, public safety, joint marketing, holiday promotions, streetscape and beautification, creative event programming, graffiti removal, restoration of retail facades, and many projects that support neighborhood organizations and engage youth and older adults. BIDs must comply with a whole host of City and State mandates including minimum wage laws, paid sick leave, paid family leave, sexual harassment, etc. We must put procedures in place and get them adopted by our Boards; if we provide services we must identify providers and go out to bid. We work closely with our government partners to leverage government support and funding for projects that improve the quality of life for our neighborhoods-- its businesses, employees, property owners, residents, and visitors.

The BID Association has worked closely with SBS on a number of initiatives designed to improve our relationship with SBS and City agencies. SBS has also been a pioneer in identifying and opening up avenues of funding for the smaller BIDs, including Avenue NYC and the Neighborhood 360 fellows program, which enables small BIDs to expand their capacity and strengthen commercial corridors with talented people interested in working in the BID world. SBS helps coordinate Small Business Saturday and provides a Roundtable to help BIDs begin planning for this important retail initiative. Capacity building for small BIDs has been a key objective of SBS and the NYC BID Association. We recognize that the smaller BIDs just don't have the staff to do what some of the larger BIDs do. So just complying with all the new mandates is time consuming and takes staff away from programming. We hope that in the coming year SBS will expand its training and roundtable sessions to cover such things as sexual harassment training, fiscal management, nonprofit management, uniform database, etc. We think that SBS could also facilitate improved communication with City Agencies to insure that BIDs are able to be responsive to our stakeholders.

There have always been public-private partnerships with communities taking responsibility for improving the quality of life in their own neighborhoods. BIDs are one form of a creative public-private partnership that harnesses the resources, ingenuity, energy and commitment from the business community. In order for New York to continue to thrive and flourish, we all need to do our part in sustaining and supporting New York's vibrant economic revitalization.

Jennifer Brown
Flatiron/23rd Street Partnership
Testimony – 9/20/18

Good afternoon, I'm Jennifer Brown, the Executive Director of the Flatiron/23rd Street Partnership, a Business Improvement District formed in 2006.

Our district lies in the midtown south area of Manhattan and has experienced tremendous growth and change since it was established. It is inclusive of nearly 22 million square feet of commercial office space, 560 ground floor tenants, more than 4,500 upper floor commercial tenants, and 5,000 residential units.

I believe it's fair to say that the BID has had a transformative effect on the neighborhood through a series of programs and initiatives. These include Clean and Safe, beautification and streetscape, marketing and promotion of the neighborhood's businesses and the district at large, community programming, public space management, and homeless outreach. Every day and through all measures, we act as a steward of the area and an advocate for all stakeholders, including property owners, businesses, residents, cultural institutions, and visitors.

In all of our work, we begin with the relationship with SBS. SBS has long been our partner, and I know firsthand that its Neighborhood Development team is committed to assisting BIDs and communities. The relationship between our BID and SBS has always been a strong one, with shared respect for each other's work and challenges. This has been the case across administrations, commissioners, and staff. Earlier this summer in the aftermath of the Steam Pipe Explosion on Fifth Avenue, I found SBS at all levels, from the program staff up to the Commissioner, to be very helpful partners to us and our business community.

Unfortunately, some of the most vexing issues facing our community fall outside of SBS's direct purview.

The Flatiron Partnership has dedicated substantial resources to addressing two complex issues: public plaza management and street homelessness. Both of these are critical to our work and to the quality of life in our district, and neither has a simple solution.

The Flatiron Partnership has been one of the pioneers in the area of plaza development and maintenance. The unique geometry in the heart of our district at Broadway, 5th Avenue and 23rd Street was a key place to create a series of pedestrian plazas, and we have been the City's maintenance and program partner from Day 1. Public plazas have proven to be extremely popular with the public, in our

neighborhood and many others, in large part because of the efforts and investments made by BIDs like ours, yet we continue to struggle with certain aspects of the relationship with the City.

Street homelessness, panhandling, and related issues are also a chronic problem in our neighborhood, as well as many others. In a recent survey sent to all 75 BIDs citywide, we confirmed through responses received from more than half of the BIDs that this is a challenge for many districts across the city. In Flatiron, we ask a question in our annual commercial survey about the biggest challenge facing the district, and for several years running, this issue has topped the list.

In order to help those in need and better understand the problem, we have used our own resources to hire a non-profit agency to conduct outreach as a supplement to the City's services. About one-third of the respondents to the survey indicated that they also contract directly with a service provider to tackle this issue. The challenge that I and many of my colleagues have is not that we don't want to or don't think we should have to allocate resources to help our overall environment and assist those in need, but that it truly is a citywide issue, and the efforts at the local level can only go so far in making a true and lasting impact.

We would welcome a more robust response from the City regarding how to address the problems associated with homelessness and panhandling. Chronically homeless, service resistant individuals often have a very complex set of challenges, including mental health and substance abuse issues, among others, and they need a complex set of solutions.

Thank you for providing us with this opportunity to testify today. I appreciate how this hearing has provided a forum for us to illustrate how New York City BIDs are leveraging their unique resources and expertise to address the challenges facing diverse commercial corridors in all five boroughs. We look forward to working with you to develop additional tools and solutions to ensure that our neighborhoods remain vibrant and attractive to businesses, residents and visitors.



**TESTIMONY OF
THIRD AVENUE BUSINESS IMPROVEMENT DISTRICT**

Michael Brady, Executive Director

before the

New York City Council

Committee on Small Business

Thursday, September 20, 2018, 1:00pm – City Hall Chambers

Good morning. Chair Gjonaj, Councilmembers Ayala, Levin, Perkins, and Rivera; thank you for the opportunity to speak today. I am Michael Brady, Executive Director of the Third Avenue Business Improvement District located in the South Bronx. The Third Avenue Business Improvement District is the Bronx's oldest BID, has approximately 200 member businesses – slated to grow to 800 by 2019 - and greets over 200,000 visitors daily. In addition to leading the Third Avenue Business Improvement District, my organization currently manages the Southern Boulevard Business Improvement District to our east, and the Bruckner Boulevard Commercial District to our south. Collectively these areas represent the majority of the South Bronx with over 700 member businesses, slated to grow to 1,500 member businesses by 2019 – some locally owned mom and pops, others are larger franchises – a healthy mix of destination and convenience retailers and service providers. Our organizations have had a great impact on ensuring that businesses, particularly those in the outer boroughs, can exist and thrive in the rapidly changing economic landscape that is New York City.

As you know, business improvement districts are legislated partners of the City of New York. Funded and self-sustained by contributions in the form of a special assessment on property owners, business improvement districts have management agreements with the City of New York and are some of the earliest examples of public and private partnerships. At the very heart of what we do is maintaining the stability and growth of small businesses and commercial districts. In 2017, over \$147 million in services were provided by New York City's network of 75 BIDs across all five boroughs, assisting over 93,000 small and micro businesses.

I am here today, as I was in February because New York City has failed its small, emerging, and micro business communities. We, as a city, have not created an environment whereby micro businesses can grow nor where small businesses want to stay, nor have we provided an adequate definition of those businesses caught in between. I make the distinction between small, emerging, and micro businesses because so many shops and services offered in my district and throughout New York City rarely exceed, or even come close, to the SBA classification for small businesses.

I want to also clarify testimony that I delivered in February. Over the past eight months I have realized that the target of my frustration, predominantly aimed at the New York City Department of Small Business Services was misguided. The agency, employing over 300 hardworking public servants is not to blame for the lack of clarity and support for New York City's small business community; rather the City (big C) and the current administration are to blame. No agency is perfect and it means a great deal when an agency listens and acts when confronted with issues that effect the community. NYC SBS has listened to the concerns voiced in February and as evidenced by the testimony of Deputy Commissioner Backer has made strides to remedy and modify service programs to more adequately address the on-the-ground needs of the small business community. I am personally grateful. In that process, I have realized that the administration needs to empower Small Business Services so that the agency may enforce and tackle some of the most dire issues effecting commercial districts and hold accountable other agencies that are simply not doing their jobs effectively.

In doing so, the City could publicly strengthen their commitment to being a partner to business improvement districts and elevate BIDs to the level by which we are contractually bound.

In an era where speculation, gentrification, displacement, and the existence of mom and pop shops are consistently threatened, partnerships with the City of New York need to be strengthened. Positions, particularly in the areas of supporting small businesses need to be publicly enhanced, and special care needs to be given to small businesses that are between 5 and 10 years old.

As I mentioned earlier, BIDs are partners of New York City. Unfortunately this partnership falls flat with the current administration. In many instances the Office of the Mayor has legislatively dodged or sabotaged business improvement districts for the sake of political gain. Some examples include members of the administration ignoring the pleas of BIDs to have more resources to combat the growing opioid epidemic, homelessness, pedestrian safety, and aging corridor infrastructure. This is compounded by members of the administration touting that business improvement districts are agents of gentrification and displacement.

I know that many individuals, organizations, and groups have strong opinions on the role of business improvement districts. Some welcoming them as a method to have property owners pay an additional assessment to assist in maintaining commercial corridors and communities, others linking BIDs with gentrification movements. I traditionally do not weigh in on either side of that argument because the Bronx, and most outer boroughs represent a different model to typical BIDs. You see in my district we do not have the luxury of completing major capital projects, travelling abroad to scout out the latest trends in bus shelter development, or elaborate street scape programs – largely because our programs are making up for over five decades of community disinvestment. Our \$450,000 budget is spread over supplemental sanitation (accounting for 1/3 of our budget), security services, staffing and public programs. Many BIDs in historically under-resourced communities are doing similar work. Our communities never had a real seat at the table, and have slowly developed a BID framework that works for us and works for the communities that we serve. A framework that protects our communities – and by communities I mean all members – our businesses, property owners, residents, homeless, developers, and individuals suffering from mental illness and substance abuse – all are part of our community fabric. And all are represented in this conversation.

The administration needs to clarify its support of business improvement districts and expend political capital to send a very clear message regarding the important work of business improvement districts and our support of the internal clock of the City of New York. Quite simply, during a time when the Mayor is more focused on political gains and not on the day-to-day management of the City of New York, BIDs assume the role of City Managers in our commercial districts.

Rhetoric aside there are specific actions that the City of New York can implement to support small businesses and our commercial districts:

Trash and Commercial Waste

1. Legislate and fund 7-day waste pick-up by the Department of Sanitation for all commercial districts – on average the Third Avenue BID gathers 125 bags of waste daily. We are on a 3-day a week pick-up schedule. I am sure you can see the problem with that.
2. Ensure that rat proof waste receptacles are adequately distributed throughout New York City – my district qualifies for 90 and only has 16. The 16 that were provided were only provided after Council Member Salamanca provided funding – there was not movement on the part of City Hall to address this.
3. Take a deep-dive and really examine the unintended consequences of the Commercial Waste Zoning legislation. Politics aside – there must be a middle ground on this legislation that protects small businesses and balances environmental justice concerns.
4. Provide greater transparency and oversight of borough based operations from the Central Office of DSNY.

Opioid and Substance Misuse

1. The City must do more to get individuals suffering from opioid and substance addiction into care and off the streets. Currently, if an individual is overdosing or “high” and they refuse care from NYPD or an EMT there is no recourse. I understand the need to address substance misuse with human dignity and care – in fact my organization, in partnership with Acacia Network and Council Member Salamanca co-chair the Bronx Opioid Taskforce to systemically address this issue. However, the ability of service providers, public safety, and health officials has been neutered by policies and legislation. This needs to be remedied.
2. Evaluate, coordinate, and evenly apply fair share to substance misuse services in districts and prevent an over saturation of services. In my district, we have 27 substance service providers in a two block radius. This is not to say that those providers are not necessary or do not provide quality services. It is to underscore the issue of oversaturation and highlights the lack of equity when these service entities are sited. Of course, these services want to be in the heart of the epidemic. Dollars are attached to the number of people you serve. However, we as a City are not doing enough to bring those numbers down, nor is there a commitment from service providers that their vision – their mission should be to reduce the use of substances thereby reducing their billable client rate over time.

New York City Infrastructure Programs

We have an aging infrastructure that is holding on by a thread. At the same time we have a small business community that is also holding on by a thread. When our City embarks on infrastructure or seeks to develop open space we must do it quickly and on budget while also having built into the budget compensation for the small businesses that the infrastructure work is disrupting. In my district, 5 small businesses have closed on the track of Third Avenue between 149th and 148th Streets. This is due largely to a City project that has gone on for 10 years and is still not complete. There is no legitimate recourse for these businesses.

Storefront Vacancies

Thankfully the Third Avenue BID is blessed with a relatively low vacancy rate of 5%. However, vacancies continue to plague our City. I understand that the current narrative is that this is caused by greedy landlords. This is not always the case. Often vacancies are the result of a tenant holding the lease and moving out, litigation, structural repairs, or in some cases because the prospective tenant is not able to shoulder the share of the property tax burden or compete with other small businesses and street vendors in the district.

I want to make an unpopular statement. Property owners or developers are not often wealthy. I know many people think that they are; but if you were to account for a mortgage or multiple mortgages, taxes (especially on properties with vacancies), legal fees, rent delinquencies, building maintenance and fines, partnership pay outs, broker fees, concessions, and general costs of marketing and doing business - it is very rare that an outer borough property owner is making money hand over fist. Especially, in outer borough markets where micro businesses outnumber large credit rated retail stores. This is not a woe is me for property owners – but a legitimate fact. Protests and demonizing property owners must stop so that a legitimate business dialogue can occur.

As a City, it is time for us to take on land scarcity, the changing retail market, and abusive tax structures, and create a more equitable forum for business creation and development. This does not mean that the City bears the burden alone. We must take on predatory leasing, and antiquated strategies that do more harm in our neighborhoods than good. We must build capacity of mom and pop businesses so that they too can compete on e-commerce platforms.

We must combat long held strategies like commercial warehousing, or the process in which landlords hold on to property without renting it out in hopes that its rental value might rise. This leaves many of our older commercial districts with inactive, underutilized upper floor spaces.

Currently, no penalty exists for property owners who neglect vacant properties or intentionally leave space vacant. In order to create commercial affordability and well-planned and programmed commercial districts, the City must ensure that landlords who warehouse properties are held accountable, whether through significant fines or increased taxation on properties left unleased for over one year. I want to tread carefully that this must be guided by accurate data and an understanding of why properties are vacant. Currently, no legitimate data set exists for the entire City, nor are the appropriate agencies speaking to each other to fully understand the reason for a vacancy.

Commercial Rent Stabilization

While I realize there is a push for commercial rent stabilization – I do not think it is wise, nor would it have the effect proponents of the initiative would intend. Instead I would take a deep dive into tax and finance and update systems and procedures for accurate tax data; reduce commercial taxes by at least 2% with a mandated reduction in tenant pass through payments. It is my hope that the newly created Tax Commission is not a sham and makes real recommendations to this Council on how our antiquated tax structure may be reformed.

Small Business Jobs Survival Act

The Council must do more than hold a grandstanding hearing on this legislation. There is some real value to this legislation; however, as many of the original writers of the legislation will tell you there are some serious flaws and revisions that need to be addressed. It is my sincere hope that this Council will address those flaws before passing an unconstitutional bill for the sake of public relations. This does not benefit anyone and is the essential "pimping out" of our small business community to build political support.

Non-Compliant Vendors

The Third Avenue Business Improvement District urges this Council to take significant and meaningful measures to ensure that any vending bill that is considered before this Council is done in a thoughtful, public manner that embraces evidence-

based research while also accounting for unintended consequences related to the passage of any vending bill. We would also urge the Council to have Corporation Counsel clarify and make a determination on clauses in BID contracts that give BIDs jurisdiction over sidewalks.

As you are aware the Bronx's commercial districts are experiencing a rebirth. With this growth comes new opportunity to activate vacant spaces, update area infrastructure, and ensure that sidewalks are safe and well programmed for residents and shoppers while also maintaining a vibrant, regulated, and safe street life for vendors.

Street vendors add to the essence of communities across the City and provide a platform for local economies. This is a fact that no one will debate. You, as well as a majority of Councilmembers, have expressed concern for the entrepreneurs who run small businesses, the lifeblood of our Districts and the City and the backbone of our communities. The Administration has publicly noted that the "thoroughly irrational" regulatory system for street vending needs to be rationalized because current conditions on City sidewalks are "mayhem." We encourage you to use this time as an opportunity to transform a broken and obsolete system into a more comprehensive and sustainable marketplace for all. This issue deserves careful consideration – not rushed judgement.

While vendors add to the life blood of our economies and local flavor, the prior legislation in front of the Council will hurt our communities and the vending economy the legislation seeks to protect.

There should be a very real evaluation of the number of vendors in New York City and a concerted plan to create sidewalk space for vendors through an organized system, enforcement of NYC vending regulation, and a shared assessment fee and property tax structure imposed on street vendors working in business improvement districts.

While the above points do not illustrate the entirety of challenges New York City has self-imposed they do represent strategic areas for improvement. If the Mayor of the City of New York is serious about creating the fairest big City in America then we must start by ensuring our small businesses have an opportunity to fairly compete in the NYC marketplace.

It is my hope that this brief conversation today can continue a dialogue that changes the course for business development in New York City. If we can even accomplish one or two of these goals we will be in a far better place.

Thank you.



**TESTIMONY OF
SOUTHERN BOULEVARD BUSINESS IMPROVEMENT DISTRICT
Andréa Mahee, BID Manager
before the
New York City Council
Committee on Small Business
Thursday, September 20, 2018, 1:00pm – City Hall Chambers**

Good morning. Chair Gjonaj, Councilmembers Ayala, Levin, Perkins, and Rivera; thank you for the opportunity to speak today. I am Andréa Mahee, the BID Manager of the Southern Boulevard Business Improvement District located in the South Bronx. The Southern Boulevard Business Improvement District, established in 2007, promotes the growth, vitality and visibility of the premiere shopping destination in the Hunts Point section of the South Bronx. Organizational programs include real estate advisory and retail services, sanitation and security departments that augment the city's own services, small business development services, streetscape and open space improvements, horticulture installations, robust public programming, event planning, and visitor services.

As you know, business improvement districts are partners of the City of New York. At the very heart of what we do is maintaining the stability and growth of small businesses and commercial districts. Southern Boulevard is home to mom and pop shops and some emerging large franchises.

Today I want to focus on two very specific areas in which the City of New York, through the Office of the Mayor, has defaulted on its partnership with business improvement districts.

Small Business Vacancies and the NYC Property Tax Structure

Unlike other counterparts in the Bronx, Southern Boulevard has a relatively high vacancy rate. As we take a deep dive into the reason for these vacancies many small businesses state that the property tax pass through is just too high and is becoming over burdensome. As the same time the City is not equitably deploying tax dollars derived from property tax so the businesses that are paying in are not getting equitable baseline services from the City. This is specifically the case in the areas of homelessness, substance abuse, and sanitation.

When we look at property taxes we must be aware of the burden this imposes on small businesses. Not every landlord is greedy. In Southern Boulevard many of the landlords are small businesses themselves and deserve the support not the demonization of City government.

Illegal Vending

Some of my counterparts in the Bronx and outer-boroughs may be more politically correct in stating that vendors add to the life blood of our sidewalks and local economies. This may be the case in highly trafficked areas, but in my district these vendors pose a direct threat to brick and mortar mom and pop shops. The vendors do not share in the financial burden by shouldering taxes, nor do they support the basic BID services that pick up their left over garbage or public safety officers that protect them.

This is not equitable, and at the heart, an unfair stack against BIDs that seek to create thriving commercial districts during a time when we are competing against big box stores and online realtors.

The City must enact legislation that not only fully understands the complexities of vending in NYC, but fairly distributes the financial burdens that such activities bring on mom and pop shops in our districts.

It is my hope that we can continue a dialogue that helps small businesses in New York City.

Thank you.



**Testimony of
Westchester Square Business Improvement District
Lisa Sorin, Executive Director
Before the
New York City Council
Committee on Small Business
Thursday, September 20, 2018 1pm – 250 Broadway, 16th Floor Committee Room**

Good afternoon. Chair Gjonaj, Councilmembers Ayala, Levin, Perkins, and Rivera; thank you for the opportunity to speak today. I am Lisa Sorin, Executive Director of the Westchester Square Business Improvement District located in 13th Council District that happens to be the Chairman's district. I am here today because its important for this committee to hear the concerns being echoed across our commercial corridors. In a nutshell, I believe that the criticism of the current system should not focus on the system itself...but instead on the delivery of the benefits that the system is supposed to provide.

Outside forces complicate business life. In a City like New York, those forces are myriad and sundry, and in most cases, the bureaucracy of siloed agencies work against each other in achieving the stated goals of making New York the greatest city in which to live, grow and achieve. Business Improvement Districts (BIDs) provide a business plan for all businesses within its district. A BID identifies the needs of the local businesses and then speaks with one BIG voice to advance these needs. One of the most important ways in which this is achieved is the conduit that a BID provides between individual businesses and City agencies.

In years past, SBS coordinated connections between these agencies and BIDS. Recently, that service has been diminished to the point where it is largely now non-existent. Therein lies the problem. The delivery of support...through the BIDS and to our businesses ... no longer exists. Properly representing the business needs of thousands of property owners and merchants requires the BIDs to work effectively with all the governmental agencies impacting the business corridor.

A recent example of this problem can be seen in the City's newest Business Improvement District in Morris Park. Although the Morris Park BID has been established by Local Law, and although property owners have been assessed by Finance for their investment in the BID, to this day, the BID is not allowed to function due to a bottleneck at the Law Department which has stymied the signing of the new bid's contract with the City...a contract that was developed by SBS and the same law department and is currently in place with almost every BID in New York. This is not a systemic problem. It's a delivery problem.



Testimony before the New York City Council Committee on Small Business Hearing on Business Improvement Districts

September 20, 2018

Good Afternoon,

My name is Barbara Askins and I am the President & CEO for the 125th Street Business Improvement District, one of 75 BIDs in New York City. Our BID aims to expand sustainable economic activity; improve the quality of life in the community; and maximize the ability of local residents, businesses and institutions to benefit from any and all opportunities created by commercial revitalization efforts.

A core part of the 125th Street BID's mission is to monitor and maintain the sanitation conditions of the streets and sidewalks of the BID corridor. Today, I am here to testify in support of the use of Discretionary Funding to provide services where city agencies do not meet the need. This funding allows community groups such as BIDs to strengthen its partnership with the city for the important work that we all do for our constituents.

Over the past 3 years the availability of Discretionary Funds to us coupled with BID assessment dollars allocated to our Sanitation Program have enhanced our work to reduce street litter and work towards a cleaner and healthier neighborhood.

The Problem:

For over two centuries 125th Street has been a symbol of urban vitality and resilience. Many know 125th Street as the birthplace of the Harlem Renaissance and one of the nation's most vibrant cultural and entertainment centers, showcasing the African-American experience.

The successful revitalization of 125th Street has been, in no small measure, due to the creation of the 125th Street Business Improvement District (BID). Now the BID is facing an important challenge that comes from the transformation of 125th Street into a hub for tourism and business in New York City, and goes to the heart of its mission. The challenge is the accumulation of trash on the street. While the NYC Department of



Sanitation and private trash carting services used by the business community have the primary responsibility for trash pickup, there has been a continuing need for the BID clean team to augment these services. Trash is a problem that affects the quality of life of all community residents, it has public health implications, and affects the economic vitality of the street.

Initiatives Funded through Discretionary Funds

1. Allocations made by City Council Member Dickens allowed us to add 4 additional workers to supplement the existing BID sanitation cleaning program, expand the hours of cleaning, and create awareness brochures for businesses. Although conditions improved, we immediately realized that there was a need for something more than merely picking up litter.
2. Allocations made by City Council Member Perkins allowed us to seek greater solutions. The BID partnered with Columbia University School of International and Public Affairs to better understand what is contributing to the trash problem on 125th Street. We analyzed the type, quantity, and sources of street trash, and determined its relationship to existing services and street activity. A conceptual model to focus the analysis was created for better understanding. This analysis yielded recommendations intended to assist the BID in customizing its litter reduction campaign and in developing new initiatives.
3. A second allocation from Council Member Perkins allowed us to build on the recommendations from the first study. We determined it was important to understand the quantity, type and origin of trash beyond 125th Street, given that city-average statistics do not characterize our problem. And if the problem is not properly characterized, it will be hard to identify effective means by which to solve it. We continued our partnership with Columbia University and surveyed 125th Street BID, as well as 5 blocks along 116th Street and 5 blocks along 135th Street. Stopping trash where it starts in Harlem is our approach and will contribute to a cleaner, healthier Harlem.

This public private partnership approach showcase a much more proactive and inclusive planning effort in a targeted area on an ongoing basis than the city engages in today.

Recommendations implemented

Our first report yielded 11 key findings and 12 policy recommendations that guided us.

- We developed our first education awareness campaign (Harlem – Just Dunk It)



- We created and circulated literature to businesses and the community outlining sanitation and trash handling regulations.
- Working with Manhattan Community Boards 9 and 10, we increased the number of community groups involved in cleaning initiatives.
- We piloted BIG Belly solar trash compactors with expressions from Harlem artists and placed them on 2 intersections in the district.
- We advocate for the NYC Department of Sanitation (DSNY) to increase pickup frequency along 125th Street route.
- We advocate for City government to create “street vending zones” within the BID corridor and trash disposal regulations for vendors working in these zones.

Summarizing, discretionary funding allowed the 125th Street BID to increase hours of cleaning service; conduct research and data collection; create community partnerships and bring the community together; launch clean campaigns and online competitions, and educate the community on the need to get involved with keeping their neighborhood healthier and cleaner.

We draw one major conclusion: The trash problem we are experiencing will not be solved with one organization. It requires the community, government, academia, and health agencies and providers working in tandem towards the goal of making their neighborhoods cleaner and healthier. BIDs are the perfect organizations to bring these entities together. But we are also very clear - None of this would have been possible for us without the help from the City Council providing the funding and NYC SBS facilitating the receipt of the funding and guiding the BID in compliance and effective implementation of the accepted program.

I close by giving special thanks to my City Councilmember William (Bill) Perkins and I submit that this model can be replicated by any BID:

Identify the problem, apply for discretionary funding with your local city council member; create a partnership with your local university, the community and City Government; collect data; develop policy recommendations from the data; implement policy changes; and evaluate effectiveness of new policies.

Thank you for the opportunity to speak.

**THE COUNCIL
THE CITY OF NEW YORK**

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☐ in favor ☐ in opposition

Date: 9/20/18

(PLEASE PRINT)

Name: Deputy Commissioner Blaise Backer

Address: _____

I represent: SBS

Address: _____

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Name: Roxanne Earley

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I represent: SBS

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Name: ANDREA MAHIE

Address: 2825 Third Avenue

I represent: Southern Blvd. BID

Address: _____

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Name: Lisa Sorin

Address: Westchester Square

I represent: Westchester Square BID

Address: "

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Name: Meredith Phillips Almeida

Address: Myrtle Avenue BID Brooklyn

I represent: NYC BID Association

Address: _____

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Name: Michael Brady

Address: 2825 Third Avenue

I represent: Third Avenue BID

Address: "

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Name: Wilma Alonzo

Address: _____

I represent: Fordham Road BID

Address: Bronx NY

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Date: 9/20/18

(PLEASE PRINT)

Name: Barbara Askins

Address: _____

I represent: 125th Street BID

Address: _____

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Name: Jennifer Brown

Address: _____

I represent: Flatiron Partnership

Address: NY, NY

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Date: _____

(PLEASE PRINT)

Name: James Ellis

Address: _____

I represent: North Flatbush BID

Address: Brooklyn

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Date: _____

(PLEASE PRINT)

Name: Monica Blum

Address: _____

I represent: Lincoln Square BID

Address: _____

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