



New York City Department
of Small Business Services
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STREETWISE & BUSINESS SAVVY

best practices and accomplishments from New York City's BIDs



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In New York City, Business Improvement Districts are critical partners in ongoing initiatives of neighborhood revitalization and economic development across the five boroughs. The 46 BIDs that currently operate here – the largest network of BIDs in the country – employ over 1,200 people and deliver nearly \$77 million in supplemental services and improvements for the direct benefit of approximately 63,000 businesses.

Mayor Bloomberg recognized this when he took office two years ago. Since then he's taken significant steps to energize the BIDs, strengthening their relationship with the City, improving their effectiveness and making it easier for them to form and grow.

True to form, Mark Newhouse, Deputy Commissioner for Neighborhood Development, has brought his compelling leadership and inventive vision to the table in invigorating the City's BID program. In turn, the BIDs have responded with some of the most innovative programs you'll find anywhere in the country, and this book is Mark's creative illustration of their success. You'll read about parks that have gone from shadows of blight to hubs of bloom, streetscapes that have been transformed, unconventional methods keeping streets attractive and safe, one-of-kind community events, neighborhood branding, new ways of luring businesses, and much more.

I want to emphasize that the projects and programs described herein are neither representative of all New York City's BIDs nor are they meant to be a comprehensive survey of what BIDs can accomplish. Rather, this book is a sampling of those efforts that have gone beyond the "bricks and mortar" of district management to solve longstanding problems and stimulate business amid the 24-hour, ever-changing urban terrain of the 21st century.

Finally, I want to thank the Neighborhood Development staff, especially Sien Mittiga, whose persistence, patience and long hours made this book a reality.

To find out more about New York City's BIDs or other programs run by the Department of Small Business Services, please visit us online at www.nyc.gov/sbs.

Sincerely,



Robert W. Walsh
Commissioner

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Business Improvement Districts represent public/private partnerships at their very best. Time and time again, they have proven effective in revitalizing neighborhoods and improving business conditions in commercial districts – injecting vitality into the community.



Beyond the core services of keeping streets clean and safe, BIDs have set benchmarks for their innovative programming in marketing, streetscape design, business development, public spaces and community service. With more BIDs than any other city, New York City's program has served as a model for other municipalities both in the US and abroad, and we are confident that they will play an important role in the future growth of our City.

Mayor Michael R. Bloomberg

NYC'S BIDS: AN INTRODUCTION

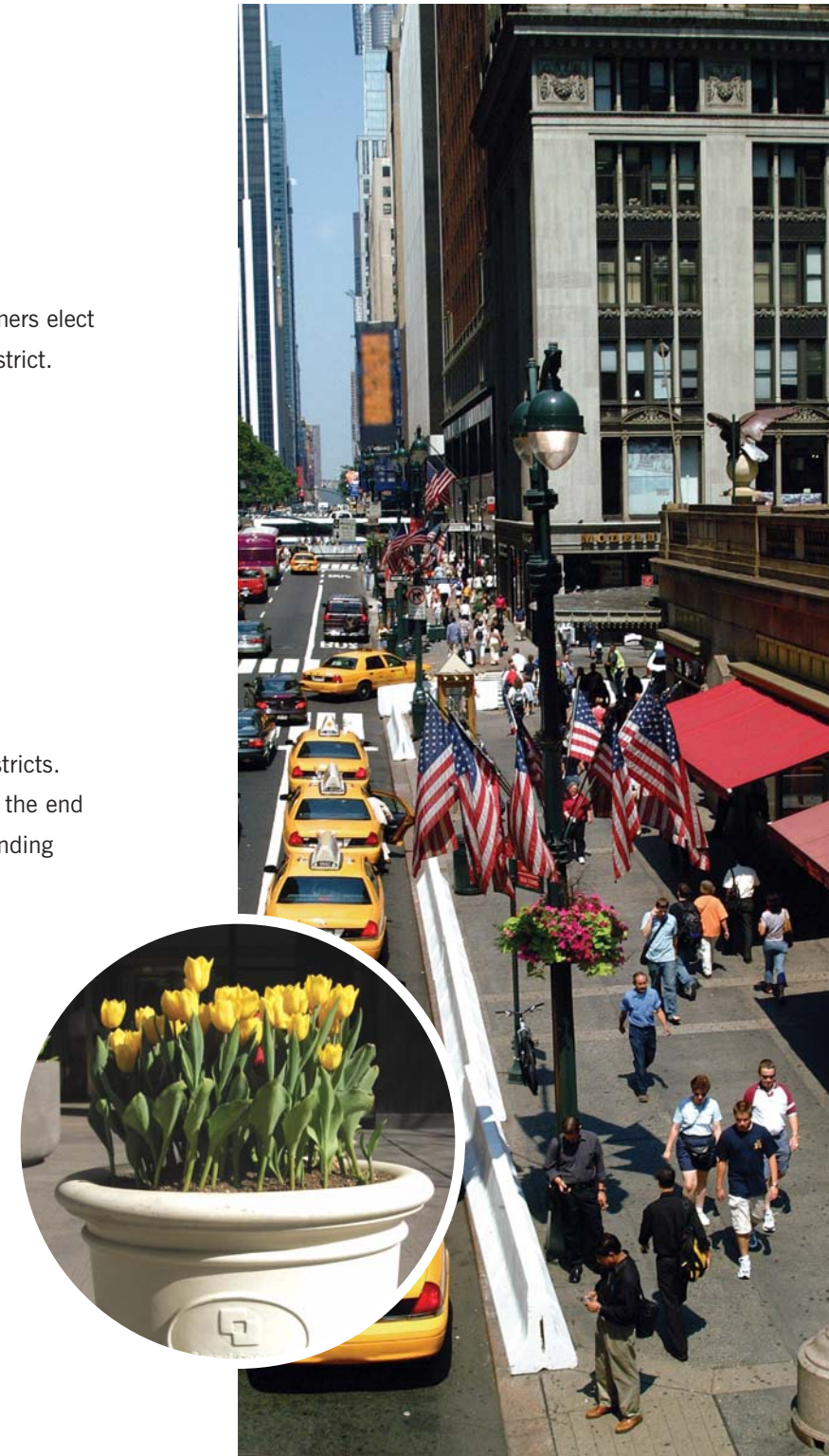
A Business Improvement District (BID) is a public/private partnership in which property and business owners elect to make a collective contribution to the maintenance, development and promotion of their commercial district.

Several advantages result from this arrangement:

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

New York City boasts the world's largest and most comprehensive network of business improvement districts. The New York City BID Program encompasses 46 BIDs and anticipates five more to be incorporated by the end of 2005. The City's BIDs invest in the long-term economic development of their districts, collectively spending more than \$76 million each year on supplemental services and improvements.

New York City's BIDs are dispersed throughout the City's diverse neighborhoods. Midtown Manhattan claims the highest concentration of BIDs (19) with eight covering almost the entirety of Midtown from 34th Street to Central Park. Brooklyn's 14 BIDs run a close second. Queens now has nine BIDs, and the Bronx has four. The BID model is a highly flexible development tool capable of succeeding in a variety of communities, ranging from neighborhood "main streets" in Harlem and Astoria to central business districts in Downtown Brooklyn and Lower Manhattan.





Just as BIDs serve an entire range of neighborhoods in New York, they likewise provide a diverse array of programs and services. Annual operating budgets range in size from as little as \$53,000 to over \$11 million. Staff headcounts go from as few as 3 to as many as 172 employees. Programs run the gamut from fundamental “clean and safe” initiatives to extensive business development strategies and comprehensive streetscape renovations.

While NYC’s BIDs are diverse, they share a common purpose – to improve economic conditions and quality of life in their respective commercial districts.



1 in 3*

Square Feet of Manhattan’s Retail Space is in a BID

*Approximate

1 in 2*

Square Feet of Manhattan’s Office Space is in a BID

*Approximate



2 in 5*

Square Feet of Manhattan’s Total Commercial Space is in a BID

*Approximate

62,940+

Businesses Served by NYC’s 46 BIDs

1,200+
People Employed by NYC BIDs

NEW YORK CITY'S BID PROGRAM: PAST TO PRESENT

1960s and 1970s: New York's BID movement began in response to limited public resources and deteriorating commercial districts.

1976: The City offered to make capital improvements within certain commercial districts on the condition that the property owners benefiting would maintain them. Local property owners agreed to provide the needed maintenance, and state legislation was passed to form the first Special Assessment District (SAD). Brooklyn's Fulton Mall, the first SAD, was formed in 1976.

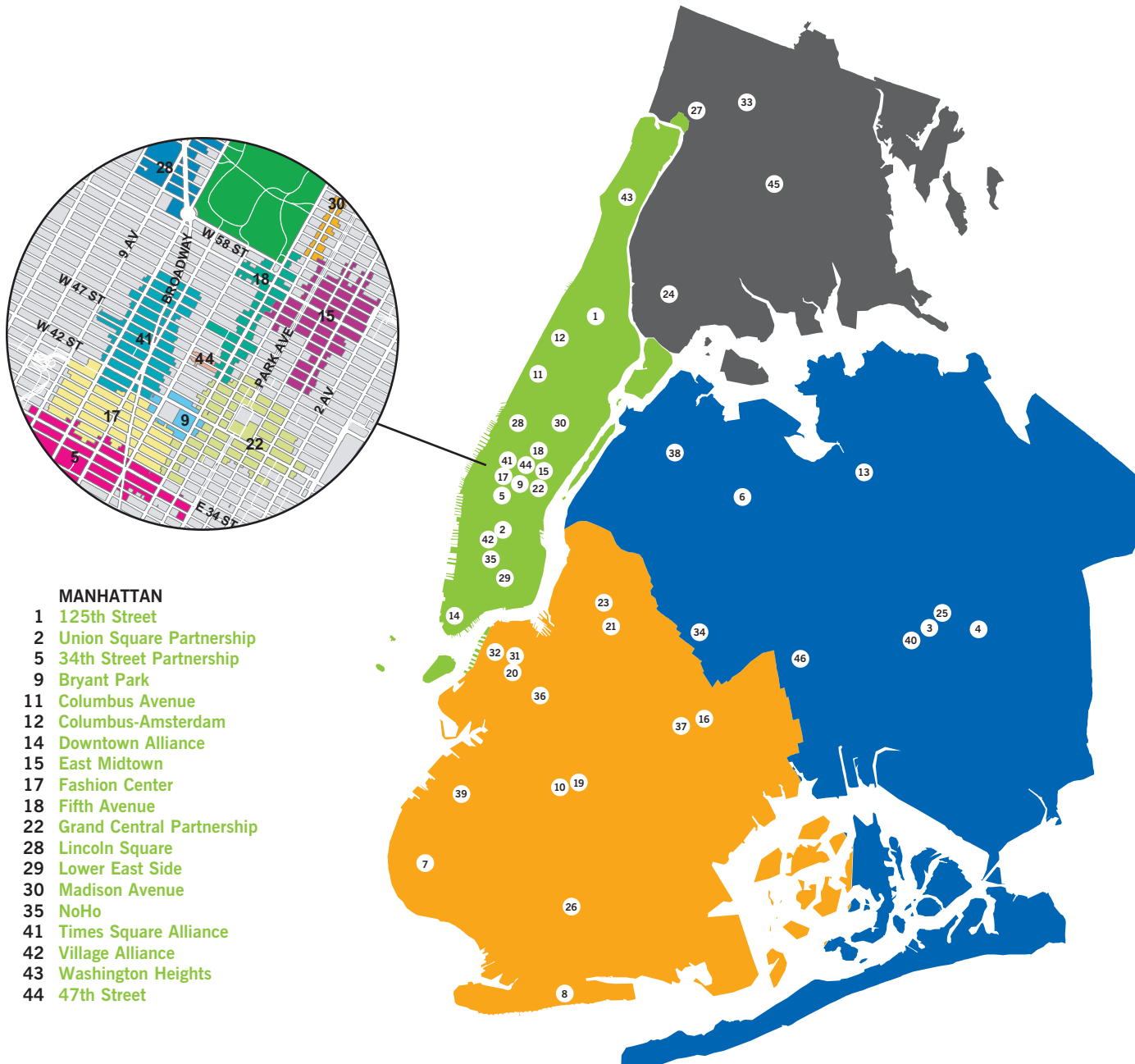
1981/82: Legislation permitting property owners to define and self-fund similar districts, called Business Improvement Districts, was passed in New York State and New York City.

1984: Con Edison and other property owners around Union Square Park decided to take advantage of the new State and City legislation and formed the first New York City BID in the 14th Street-Union Square area in an effort to revitalize the neighborhood.

1984-2003: 46 districts have been established and currently provide services throughout Manhattan, Brooklyn, Queens and the Bronx.



BIDS IN NYC



MANHATTAN

- 1 125th Street
- 2 Union Square Partnership
- 5 34th Street Partnership
- 9 Bryant Park
- 11 Columbus Avenue
- 12 Columbus-Amsterdam
- 14 Downtown Alliance
- 15 East Midtown
- 17 Fashion Center
- 18 Fifth Avenue
- 22 Grand Central Partnership
- 28 Lincoln Square
- 29 Lower East Side
- 30 Madison Avenue
- 35 NoHo
- 41 Times Square Alliance
- 42 Village Alliance
- 43 Washington Heights
- 44 47th Street

BROOKLYN

- 7 Bay Ridge
- 8 Brighton Beach
- 10 Church Avenue
- 16 East Brooklyn
- 19 Flatbush Avenue
- 20 Fulton Mall
- 21 Graham Avenue
- 23 Grand Street
- 26 Kings Highway
- 31 MetroTech
- 32 Montague Street
- 36 North Flatbush
- 37 Pitkin Avenue
- 39 Sunset Park

BRONX

- 24 HUB Third Avenue
- 27 Kingsbridge
- 33 Mosholu-Jerome-East Gun Hill Road
- 45 White Plains Road

QUEENS

- 3 165th Street
- 4 180th Street
- 6 82nd Street
- 13 Downtown Flushing
- 25 Jamaica Center
- 34 Myrtle Avenue
- 38 Steinway Street
- 40 Sutphin Boulevard
- 46 Woodhaven

over 2 million

Bags of Trash Collected by NYC BIDs in 2003

NYC'S BIDS: AN OVERVIEW OF PROGRAMS & PRACTICES

BASIC SERVICES (Clean and Safe)

Basic services including maintenance and security programs are fundamental to a successful BID. If an area is perceived as dirty or dangerous, other economic development initiatives will have limited success. First and foremost, a commercial district must be clean and safe.

Maintenance. All of NYC's BIDs run maintenance programs that supplement the work of the NYC Department of Sanitation. Depending on their budgets and levels of need, NYC's BIDs employ anywhere from 1 to more than 65 people to sweep streets, bag garbage, shovel snow, remove illegal flyers and clean street furniture. Nearly all of the City's BIDs conduct regular graffiti removal and many power wash awnings and sidewalks.

Security. Half of the City's BIDs operate their own security teams. Serving as deterrents to crime, BID security officers vigilantly monitor the streets of their districts. While BID security personnel intervene in minor crimes and disturbances, they are unarmed and primarily serve as extra eyes and ears for the New York City Police Department, alerting the police immediately in the event of an emergency. While their primary function is security, these uniformed officers serve an equally important role as the district's ambassadors to the public. Uniformed and ubiquitous on the street, they give the district a human face and regularly provide neighborly assistance such as directions and other forms of guidance.

MARKETING

Every BID must effectively differentiate and position its district among a set of competitive business and shopping districts in the greater region. Successful district marketing accomplishes this goal. Districts tailor their marketing strategies to a specific target audience. While BID marketing programs are each unique, common initiatives include district maps, shopping and restaurant guides, banners, collective advertising, holiday lighting and special events.

SCORECARD RATINGS

Scorecard ratings are given out by the Mayor's Office of Operations to measure sidewalk cleanliness. Scorecard ratings are on a scale of 0 to 100. The average scorecard rating for all New York City BIDs in 2004 was 94%. The chart below compares the first recorded scorecard rate and the current rate for selected New York City BIDs:

BID	First Recorded Scorecard Rate	Rate in 2004
MetroTech Brooklyn	60.3%	100%
Times Square	54.8%	100%
47th Street	80.0%	100%
Fashion Center	38.9%	95.2%
34th Street	52.2%	93.3%

COMMERCIAL OCCUPANCY RATES

Reductions in vacancy rates indicate a thriving neighborhood and point to the success of the BID. Here are a few examples of BIDs with improved vacancy rates:

BID	First Recorded Commercial Vacancy Rate	Rate in 2004
Flatbush Avenue	30%	2%
Sunset Park	20%	5%
34th Street	9%	4%
Lower East Side	10%	5%
Times Square	25%	9%

BUSINESS DEVELOPMENT

BIDs actively work to attract new businesses to their districts, thereby lowering commercial vacancy and achieving a desirable retail or industry sector mix. Nearly a third of the City's BIDs engage in business development activities that range from small business seminars and retail market demand studies to real estate marketing and incubator projects.

CAPITAL IMPROVEMENTS

BIDs often invest in special capital improvements. Despite the significant expense of such programs, even BIDs with small budgets make simple capital improvements in their districts. Common capital projects include the installation of custom trash receptacles, street and directional signage, improved light posts and planters. Larger BIDs have implemented comprehensive streetscape plans that include custom-designed signage and lighting fixtures, newsracks, public toilets and a variety of other street furniture. Some BIDs have even undertaken street and sidewalk construction to improve the flow of pedestrian and vehicular traffic.

COMMUNITY SERVICE

BIDs recognize that their commercial districts are part of larger communities and take real pride in being good neighbors. Common community service activities include food and toy drives, sponsorship of children's athletics, health fairs and special events for seniors. Some BIDs have developed extensive service programs that include after-school and school-to-work programs, health care programs and homeless services.

PARKS & PUBLIC SPACES

BIDs are the day-to-day custodians of the public spaces in their districts, and work hard to ensure that these spaces enhance the experience of the districts. Sidewalks, squares, malls, parks and all other domains of public congregation receive close attention. While regular cleaning and maintenance services ensure the consistent appeal of such a place, a district's appearance is significantly enhanced by the presence of well-maintained flower pots, healthy trees, hanging flower baskets and groomed tree pits. Many BIDs engage in beautification projects, filling their districts with healthy foliage and colorful flowers. A handful of BIDs, fortunate enough to have parks within their boundaries, have engaged in full-scale park redesigns and upgrades.

over 5 million

Public Assists Made by NYC BID Security Staff in 2003

over 4 million

District Maps & Guides Distributed by NYC BIDs in 2003

SPENDING THE BID DOLLAR

NYC BID EXPENDITURES FY 2004 (CITYWIDE)

Maintenance	16,567,247
Public Safety	19,119,582
Marketing	9,053,411
Business Development	3,644,027
Parks & Public Spaces	2,954,956
Capital Improvements	11,808,203
Community Service	1,733,220
General & Administrative	11,770,081

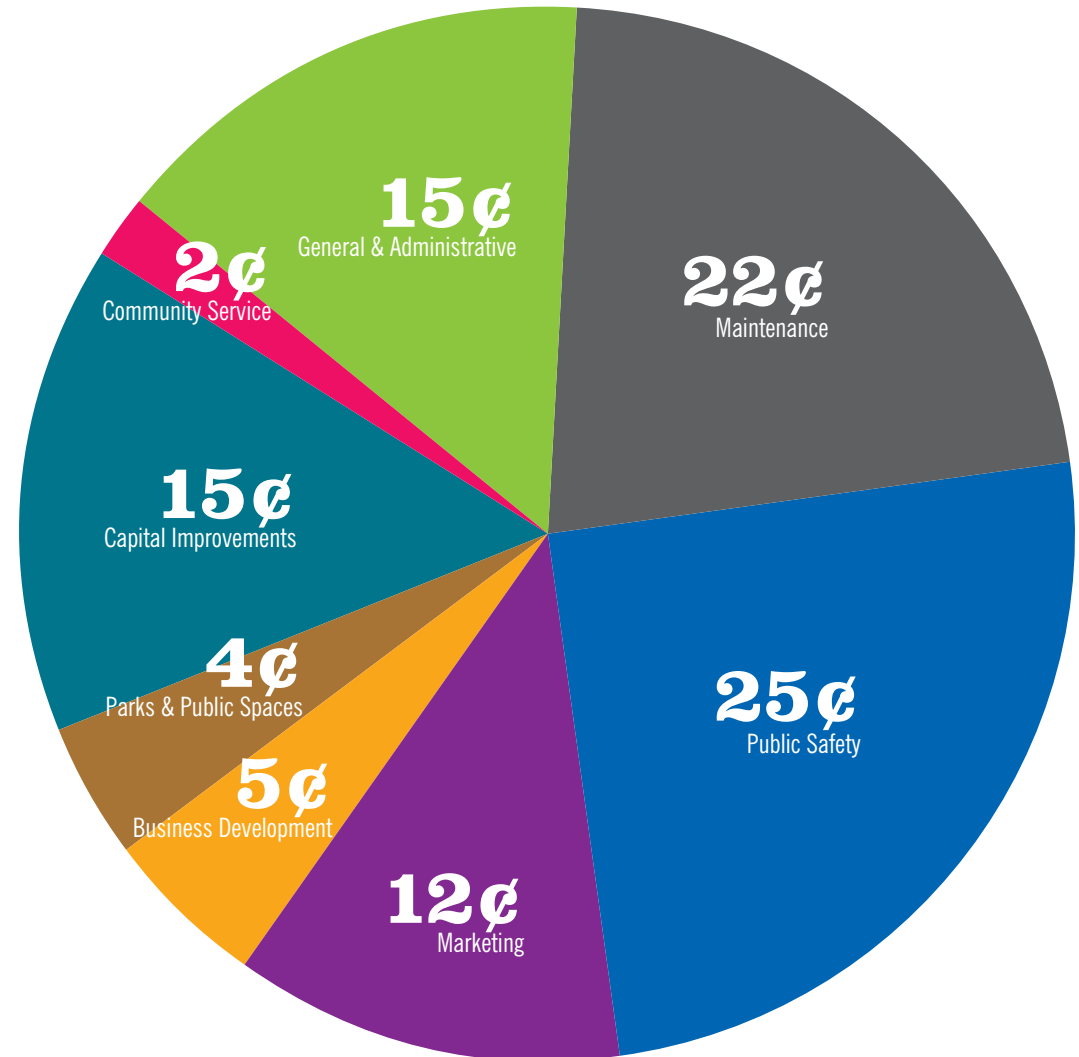
\$62,380,078

TOTAL NYC BID Assessments FY 2004

\$76,650,727*

TOTAL NYC BID Spending FY 2004

*Estimated



BID SERVICES SNAPSHOT

BIDS	MAINTENANCE	PUBLIC SAFETY	MARKETING	PARKS & PUBLIC SPACES	CAPITAL IMPROVEMENTS	BUSINESS DEVELOPMENT	COMMUNITY SERVICE	APPROXIMATE # OF BUSINESSES
34th Street Partnership	X	X	X	X	X	X	X	6,000
47th Street	X	X	X	X	X			2,300
82nd Street	X		X		X		X	143
125th Street	X	X	X		X	X		229
165th Street	X	X	X					100
180th Street	X	X						40
Bay Ridge	X		X		X			152
Brighton Beach	X		X			X	X	325
Bryant Park	X	X	X	X	X	X	X	150
Church Avenue	X		X		X			166
Columbus-Amsterdam	X		X	X	X			190
Columbus Avenue	X		X	X	X			175
Downtown Alliance	X	X	X	X	X	X	X	7,853
Downtown Flushing	X		X					1,000
East Brooklyn	X		X			X	X	105
East Midtown	X	X	X	X	X		X	2,500
Fashion Center	X	X	X	X	X	X	X	6,000
Fifth Avenue	X	X			X			3,000
Flatbush Avenue	X	X	X				X	274
Fulton Mall	X	X	X	X				217
Graham Avenue	X		X		X		X	170
Grand Central Partnership	X	X	X	X	X	X	X	23,000
Grand Street	X		X					180
HUB Third Avenue	X	X	X				X	120
Jamaica Center	X		X	X			X	325
Kings Highway	X		X	X			X	288
Kingsbridge	X		X					191
Lincoln Square	X	X	X	X	X		X	200
Lower East Side	X	X	X	X	X	X	X	413
Madison Avenue	X	X	X		X	X	X	850
MetroTech	X	X	X	X	X	X	X	240
Montague Street	X		X	X	X		X	102
Mosholu-Jerome-East Gun Hill	X		X		X	X		150
Myrtle Avenue	X	X	X				X	309
NoHo	X	X	X	X	X	X		110
North Flatbush	X		X	X	X	X	X	170
Pitkin Avenue	X		X		X		X	219
Steinway Street	X	X	X					330
Sunset Park	X	X	X		X		X	550
Sutphin Boulevard	X		X					110
Times Square Alliance	X	X	X	X	X	X	X	1,500
Union Square Partnership	X	X	X	X	X	X	X	1,500
Village Alliance	X	X	X	X	X	X	X	300
Washington Heights	X		X			X	X	268
White Plains Road	X		X				X	105
Woodhaven	X	X	X					320

BEST PRACTICES

basic services
business development
marketing
capital improvements
parks & public spaces
community service



BASIC SERVICES

10

SHINING A LITTLE LIGHT, AND CANDID CAMERAS, ON BIDS
USING PDAS TO FILL POTHOLES
SOLVING COMMON PROBLEMS WITH UNCOMMON SOLUTIONS
JOINING THE FORCE: PARTNERING WITH THE NYPD

When it comes to commercial districts, perception is paramount. An individual's first impression upon visiting a district often determines whether that person will return to shop, decide to do business in the area or make it his/her home.

This gets right to the heart of what Business Improvement Districts (BIDs) are all about – improving their neighborhoods. Perhaps this is why the theme of “clean and safe” has become such a prominent focal point for BIDs. The core programs for BIDs worldwide involve designing and implementing clean and safe initiatives tailored to the needs of their target area. Once the district is clean and safe, it sets the tone for promotion, retail recruitment, capital improvements and many of the other programs that BIDs have successfully launched.

Barbara Askins, President, 125th Street BID

Visitors reward consistency in the fundamental operations. Every successful BID recognizes the importance of the basics and operates according to a simple mantra – keep the neighborhood clean and make the neighborhood feel safe. By achieving positive results in those two areas, visitors become repeat visitors and the neighborhood flourishes.

Michael Weiss, Executive Director, MetroTech





SHINING A LITTLE LIGHT, AND CANDID CAMERAS, ON BIDS

Public safety programs are only as good as the perception of safety they create. Areas of light foot traffic, when unmonitored and poorly lit, pose the perception of certain risks. With this in mind, many BIDs have opted to supplement their nighttime patrols and other public safety programs with security lighting and camera systems.



At the 125th Street BID, popular new entertainment venues demanded enhanced round-the-clock security. In partnership with the Empire State Development Corporation, the Upper Manhattan Empowerment Zone and Con Edison, the BID's property owners installed 84 new lighting fixtures attached to the facades of their buildings. These state-of-the-art fittings eliminated dark areas and proved a sound deterrent to potential crime and vandalism. Moreover, patrons became much more enthusiastic about shopping after dark, and stores extended their operating hours to accommodate new activity. Even the property owners who initially declined to participate in the program later installed similar lighting to enjoy these benefits. Other BIDs have followed suit – both the Columbus-Amsterdam and the Fashion Center BIDs have installed similar security lighting systems.



Several BIDs are providing an even higher level of public safety with the use of security cameras. Cases in point are the Mosholu-Jerome-East Gun Hill Road BID in the Bronx, and the MetroTech BID in Brooklyn. MetroTech's monitoring and recording system operates 23 cameras and ten color monitors, allowing the BID public safety program to view and record areas of particular concern within the core of the district. The recorded information is maintained for three weeks in a readily retrievable digital format. These systems have invigorated the BID's crime prevention efforts and have assisted the NYPD on numerous occasions.

USING PDAS TO FILL POTHOLES

Nearly a third of NYC's BIDs have implemented ComNET – Computerized Neighborhood Environment Tracking – to document and track troublesome street conditions with hand-held computers. The program, developed by the Fund for the City of New York, allows BIDs and other community groups to systematically record conditions such as graffiti, potholes, vacant buildings, empty or damaged tree pits, broken park benches, burnt-out streetlamps and other common urban eyesores.

BID directors tell us that ComNET... provides them with data about their areas in new ways, allowing them to analyze situations and develop dynamic and effective solutions... We found through focus group research that people judge the city's performance by what they see on the street. When resources are scarce, it is essential to have reliable, verifiable data that government and BIDs can trust and use to improve the City's streetscape.



Barbara J. Cohn, VP of the Fund for the City of NY and Director of the Center that created and operates ComNET

The handhelds are pre-loaded with street maps and a customizable catalog of typical problems. This helps speed, simplify and standardize the entry of information. The date and time of each entry along with the precise location of the problem is recorded to ensure accuracy and accountability. The hand-held computers even contain digital cameras for photographing unusual or alarming conditions.

Data can be uploaded to the BIDs' computer systems and to the Fund's web-enabled database, *ComNET Connection*. This easy-to-use tool sorts the data and creates clear and compelling reports which the BIDs can send to and discuss with government agencies. Agencies have found that ComNET's aggregated reports help them learn BIDs' priorities and enable them to allocate and direct their resources more efficiently. For example, one BID's survey identified 13 corners with no pedestrian ramps. When reported to DOT, one work order was

produced and all 13 ramps were installed within a month. Similar results have occurred with base plate installations, fire hydrant cap replacements and service needs.

Twelve NYC BIDs, including Brooklyn's Bay Ridge and Queens' Woodhaven, already use ComNET and more have expressed an interest in using it in their locations. In addition to tracking poor street conditions, BIDs are using ComNET findings as baseline studies to help them determine their own priorities, assess the results of their own programs and conduct inventories of specific conditions (e.g. signage, lampposts, newsstands and vendors).



SOLVING COMMON PROBLEMS WITH UNCOMMON SOLUTIONS

Pigeons, graffiti, illegal posters and stickers are familiar flaws that tarnish the streetscapes of many a city. Most BIDs resort to the time-honored solutions of painting over graffiti, scraping off stickers, peeling off posters and power washing sidewalks. Some, however, like the Fashion Center and Bryant Park, have adopted new approaches.

Graffiti and Illegal Posting. Graffiti and stickers on lampposts and other street furniture no longer create an unkempt image for the Fashion Center ever since the BID debuted a new anti-graffiti system in 2003. By applying a patented, textured paint to all street furniture, the BID has made life difficult for would-be graffiti artists, who have found their efforts futile against the resistant substance. The product, manufactured by the UK-based Clean Streets Inc., endures wear and tear and is guaranteed for 15 years. Not only does the anti-fly posting substance enhance the district's aesthetic, but it also frees up the BID's street cleaners to attend to other additional maintenance needs.

Pigeons. Midtown's Bryant Park is an undisputed urban oasis, but the tranquility of this green space was frequently spoiled when visitors found they were competing with the local pigeon population. These two "user groups" often clashed when it came to messy pigeon droppings, which in the some cases besmirched both sidewalks and business suits.

Getting rid of the pigeons has been a long battle for the BID. They tried intimidating the birds into vacating the park with scare tactics that included fake owls and live hawks. Unfortunately, both the live and the plastic predatory fowl proved ineffective and, in some cases, problematic. Committed to finding a solution, the BID recently installed slinky-like wires around the branches of park trees that shade sitting areas. The unsteady wires make it difficult for the birds to keep their footing. The frustrated pests quickly abandon the wired branches in search of more stable perches.

600,000+

Public Assists Made by Downtown Alliance Officers Annually

JOINING THE FORCE: PARTNERING WITH THE NYPD

No one is better equipped to ensure public safety in New York City than the NYPD. Rather than reinventing the wheel when it comes to security services, BIDs in New York City have partnered with their local precincts to enhance these services. Examples of successful programs include the Interlock program, which grants BIDs radio access to the local police, and the Area Police/Private Security Liaison program, an email network that quickly notifies BID security personnel of local criminal activity.

In March of 1999, the Downtown Alliance and NYPD took their partnership to the next level when they decided to co-locate their operations. Hence, the genesis of the NYPD Downtown Center at 104 Washington Street. This state-of-the-art facility houses the Downtown Alliance's 69-member public safety team in addition to over 200 members from select units of the NYPD. The organizations maintain their autonomy with separate offices, but by sharing the front desk, a cafeteria and conference rooms they have formed a unique public-private partnership under one roof.

Though police departments have historically been reluctant to work closely with private security forces, the highly trained BID safety officers have forged strong relationships with the police officers stationed at the Downtown Center. Their combined presence creates a synergy of security and safety for downtown workers, residents and businesses alike and provides a unique model for other organizations to replicate.





BUSINESS DEVELOPMENT

16

MIRACLE ON 34TH STREET: RECLAIMING RETAIL
FASHIONING A STRONGER INDUSTRY

BRICK BY BRICK, AND THEN SOME: BUSINESS IN LOWER MANHATTAN
BEST FOOT "FORWARD": RECRUITING THE DESIRED COMMERCIAL TENANT

New York City's fortunes may seem to rise and fall with the fiscal fates of corporate conglomerates, but it is really built on the back of small businesses. New York is a city of entrepreneurs, and as such, projects predicated upon improving the fiscal fortunes of BID businesses require bold strokes and soft touches. Tried and true systems such as seminars and promotions can help reinforce the basics of running a business. However, the real needs of these companies are as idiosyncratic as their owners. The BID needs to be a clearinghouse of ideas and resources to help the people behind these companies find the answers to the less than typical problems.

Barbara Blair Randall, Executive Director, Fashion Center BID

This is a core function of any improvement district – both to promote existing businesses so they succeed, and to attract more and better businesses to an area. The former is done mainly through smart, collective promotion. It can take the form of co-op advertising, of special targeted promotions, of events that are linked to promotions that draw people to the area and introduce them to area businesses. The latter – getting businesses to come to an area, cuts to the broader efforts of the BID. The basics, of course, are key: making an area clean, making it safe and making it attractive. After that, it's having a brand strategy that sums up the strongest characteristics of your neighborhood or district and working those themes and assets into all of the things you do, especially your communications strategy. By combining the “substance” of making a place genuinely clean, safe and attractive with the “spin” of a positive, focused message that draws on the area's strengths, a BID can draw new businesses to the area, and help get more activity for existing businesses.

Tim Tompkins, President, Times Square Alliance





MIRACLE ON 34TH STREET: RECLAIMING RETAIL

The stretch of 34th Street between Fifth and Seventh Avenues boasts one of the premier retail shopping corridors in the country. It houses a multitude of national retailers, many of which are “flagship stores,” the biggest and best of their chains. Less than 20 years ago, however, the 34th Street commercial corridor was in decline. Today's thriving commercial street is largely the result of a comprehensive business development plan, implemented by the 34th Street Partnership.



When the Partnership incorporated in 1992, district retailers were primarily poor-credit, badly merchandised, discount stores. Vacancy rates were high, and despite close proximity to attractions such as Macy's, the Empire State Building and Madison Square Garden, the going rate for retail space was under \$60 per square foot. Today, spaces typically lease at \$500 per square foot and with vacancy rates less than 3%, retailers often have to buy an existing lease to acquire a desirable space in the district.

The Partnership's retail revitalization strategy was designed to complement the BID's maintenance, safety, marketing and capital improvement programs and drive 34th Street to meet its potential. The retail strategy had two key elements:



Appearance. In the early 1990's the street was blighted by visual pollution. Many stores had oversized and illegal signage, lacked presentable store fronts and displayed merchandise improperly. The commercial corridor was also muddled by an abundance of storefront canopies. Determined to rid the street of confusion and visual clutter, the Partnership worked with the NYC Department of Transportation to designate the 34th Street BID a canopy-free zone and educated retailers on signage regulations and building codes. The BID also partnered with the Mayor's Office of Midtown Enforcement, the Department of Buildings and the Department of Consumer Affairs to enforce penalties for illegal practices. Retailers interested in improving their storefronts and complying with regulations were offered free design services.

730%

Increase in the Price of 34th Street Retail Space Since Inception of the BID

The BID also engaged in extensive streetscape renovations that continue to be implemented and upgraded today. Renovations included new trash receptacles, planters, hanging flower baskets and custom-designed lighting, signage and street furniture. The result of the BID's efforts produced an aesthetically pleasing coherent streetscape lined with attractive storefronts.

Perception. The retail and real estate communities had a negative perception of the 34th Street area. In an effort to improve the district's image, the BID compiled and disseminated compelling trade area data to the real estate and retail trade press and the retail brokerage community. The Partnership also joined the Real Estate Board of New York and the International Conference of Shopping Centers to establish crucial industry relationships. The re-imagining was effective, catalyzing significant private investment and a plummeting vacancy rate.

FASHIONING A STRONGER INDUSTRY

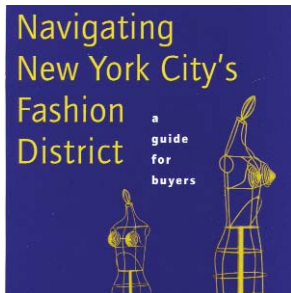
The neighborhood that comprises the Fashion Center BID has been the heart and soul of New York City's fashion industry for decades. Even though the district has evolved to encompass more than merely wardrobes, the fashion industry remains the largest presence in the neighborhood. And like any good neighbor, the Fashion Center BID has done a great deal to support the growth of its district's key sector.

Small Business Seminars. Honing the competitive edge of fashion district businesses has been a significant part of the BID's operations since its inception. The Fashion Center BID has conducted numerous fashion industry and small business development seminars with the Fashion Institute of Technology and U.S. Department of Commerce. Educational opportunities offered over the past six years include the *Retail Institute*, a workshop for small business retailers, and *Tools of the Trade*, a series covering topics ranging from accounting to manufacturing. Classes including *The Internet and Your Business*, *The efuture and You* and *The Practical Internet* were developed to help businesses harness the benefits of new technologies.





Fashion Center Information Kiosk. The Information Kiosk was established in 1995 to provide fashion industry sourcing information for out-of-town buyers and designers. Now an industry fixture as well as an iconic symbol of the district, the Kiosk staff responds to more than 25,000 business-to-business inquiries annually from around the world. The staff also maintains information on trade shows and other industry data and distributes various district maps and guidebooks. The Kiosk, which has won awards for its service, its distinctive design and even its maps and publications, also provides general New York City tourism information.



New York Fashion International: To address the needs of companies interested in exporting, the Fashion Center along with the Garment Industry Development Corporation initiated New York Fashion International, a cooperative effort with Fashion Exports New York and the U.S. Department of Commerce. The program includes educational seminars, individual business consultations; the production of several international business books (*The Export Guide*, *The Export Directory* and *The International Buyers Guide*); New York promotional booths; trade missions at several U.S. embassies; advertising the New York market in overseas publications; and special service packages to attract foreign buyers to New York. More than a hundred companies have participated, with well over a million dollars in direct international sales generated.



Designers Forum. To assist tomorrow's fashion stars today, the Fashion Center BID launched *Designers Forum* in 1997 to assist budding entrepreneurs in building their business. This unique program provides an opportunity for young designers to meet and participate in informal discussions with industry leaders on topics such as marketing strategies, financing and media relations.

25,000

Business-to-Business Inquiries are
Fielded by the Fashion Center Information Kiosk Annually

2,126

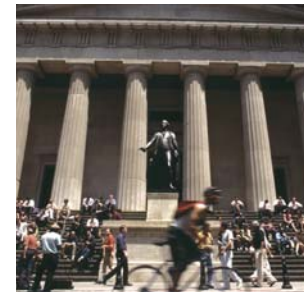
Businesses Received Technical Assistance from the
Downtown Alliance Post-9/11

BRICK BY BRICK, AND THEN SOME: BUSINESS IN LOWER MANHATTAN

After the tragic events of September 11th, business retention and attraction became a central focus for Lower Manhattan. Numerous companies were put out of business or made plans to relocate while those that remained found it difficult to operate profitably. In the wake of this maelstrom, the Downtown Alliance stepped up its comprehensive business assistance services to help Lower Manhattan regain its footing.

Loans and Grants. In October of 2001, the Downtown Alliance partnered with Seedco, a pre-eminent nationwide economic development intermediary, to create the first privately funded loan, grant and wage subsidy program for Lower Manhattan's small businesses. Known as the Lower Manhattan Small Business and Workforce Retention Project, it provided the cash businesses needed to reopen their doors and minimize layoffs while they rebuilt their client bases. To date, the BID and Seedco have distributed \$7.8 million in grants, \$17.8 million in low-interest loans and \$3.8 million in wage subsidies to over 888 small businesses.

Online Incentives Calculator and Space Finder. The Federal Government and the State of New York established ten supplemental business incentives to retain and recruit businesses to Lower Manhattan. Though intended to help businesses, the new incentives created confusion among businesses who did not understand them, and commercial vacancy rates continued to rise. To help ameliorate the confusion, the Downtown Alliance introduced an online incentives calculator and space finder. The calculator allows businesses and brokers to enter specific information for their company or client such as the number of square feet looking to be acquired and the number of employees. The calculator then instantly determines which incentives the business would be eligible for and the savings it can expect in Lower Manhattan. The space finder offers a detailed listing of available space in Lower Manhattan that meets the businesses' needs. These one-of-a-kind resources were used more than 15,000 times in 2003.





Advertising. The BID's marketing department partnered with Kirshenbaum Bond & Partners, who provided their services pro bono, to develop a comprehensive advertising campaign aimed at luring customers back Downtown. The campaign included print ads, radio spots, posters throughout the City's subway system and television commercials narrated by Robert DeNiro. Additionally, the BID printed shopping bags that read "Fight Back Fill This Bag Downtown," as well as posters, buttons and postcards that reminded people to "Shop Downtown. Save Downtown."



Events. The image that Downtown was closed and inaccessible was pervasive post-9/11. Consequently, Lower Manhattan's cultural institutions, museums and arts organizations saw attendance numbers plummet and donations slow to a trickle as more charitable giving was redirected to the recovery effort itself. The Alliance convened a meeting of the cultural institutions within the district to mobilize, organize and initiate an effort to bring people back Downtown. Thus the genesis of the *River to River Festival*.



Armed with an idea to create the largest free music and arts festival in the City's history, the Downtown Alliance, along with Downtown's other major event producers, approached Lower Manhattan's major corporations for sponsorship. American Express, AT&T, Pace University and Starbucks all signed on as sponsors of the \$7.6 million festival. Today, *River to River* typically features more than 500 free music, art, dance and educational events, drawing nearly one million people Downtown and providing a serious boost to Downtown merchants, restaurants and cultural institutions.

\$30 million

in Grants, Loans and Wage Subsidies Provided to
Small Businesses through the Downtown Alliance Post 9-11

Forward has been a great testing ground for new merchandise. It has allowed us to get feedback and learn more about our customer. Furthermore, working cooperatively with a group of five designers has proven to be a wonderful experience for all of us. We enjoy sharing creativity with each other to improve our lines and Forward.

Jaime Lewin, 2004 Forward Designer (Phyl Casual Couture)



BEST FOOT “FORWARD”: RECRUITING THE DESIRED COMMERCIAL TENANT

To bolster and sustain its status as one of New York City’s youngest and trendiest neighborhoods, the Lower East Side BID launched a fashion designer incubator to recruit and encourage fashion entrepreneurs to set up shop within its blocks.

The incubator, named Forward, provides subsidized retail/work space and entrepreneurial assistance for young designers. It opened in 2001 with five designers, but has expanded since then to provide working space for eleven designers. Forward helps these nascent designers secure a retail presence and develop the skills and contacts necessary to operate their businesses in a competitive market setting, while the Lower East Side BID cultivates relationships with prospective new retailers.

When the designers are ready to open their own storefronts, the BID assists them by locating an appropriate space for their new shops via relationships with local property owners and retailers.

Forward has also served as a marketing mechanism for the Lower East Side BID, attracting publicity on numerous occasions. Articles featuring Forward and the Lower East Side BID have appeared in *The New York Times*, *The Daily News* and an array of other publications. The BID continues to work with various fashion publications and fashion schools to publicize Forward in the press and to promote the idea among prospective designers.



MARKETING

TAPPING INTO MUSIC TO JAZZ-UP BUSINESS

BROADWAY ON BROADWAY: PROMOTING NYC THEATRE

THE WORLD'S BIGGEST BLOCK PARTY: TIMES SQUARE NEW YEAR'S EVE

SERVING-UP THE NEIGHBORHOOD: BIDS & RESTAURANT PROMOTION

MOVING MARKETING INSIDE: PROMOTING RETAIL

NO BUSINESS LIKE TOUR-BUSINESS: ONE STEP AT A TIME, BIDS SHOW OFF THEIR NEIGHBORHOODS

DOWNTOWN HOSPITALITY: TOURISM SERVICES

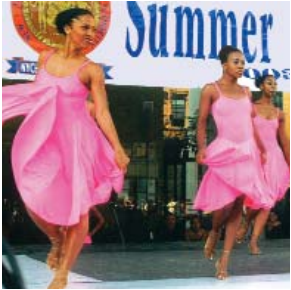
MADISON AVENUE BID: MARKETING A LUXURY DISTRICT

PROMOTING TOURISM BY WINNING OVER THE CONCIERGE

A BID promotional program should brand its district as the place to go to shop for a particular product category at a specific quality level and price point. Whether buying fashion, jewelry, gourmet foods or electronics, shoppers like to visit locations where they have lots to choose from. Through a focused consumer awareness and image building campaign that targets a particular market niche, the identity of the district can be molded to reflect the strengths of the BID as a shopping destination. By encouraging competing businesses to engage in joint promotions that focus on their particular business sector, everyone's bottom line rises.

Matthew Bauer, President, Madison Avenue BID





TAPPING INTO MUSIC TO JAZZ-UP BUSINESS

Harlem Jazz Summer Stage, an outdoor concert series that harnesses Harlem's rich music history boasts a regular schedule of jazz, blues and R&B performances and draws droves of visitors to the 125th Street BID. Concerts began in 1996 as an effort to promote a newly renovated green space, but the series did not quite grow into its own until the BID was awarded the right to produce and promote the event in 1999.



The BID's involvement brought in a variety of new talent and a significantly larger crowd. In addition to a house band and a weekly showcase of polished, unsigned talent, regular evening shows now feature newly signed R&B, pop and jazz acts. *Harlem Jazz's* success now draws big-time performers that include the likes of the Persuaders and Mary Wilson of the Supremes. Modeling his appearance after *Harlem Jazz*, James Brown performed an outdoor lunchtime concert to promote his show at the Apollo Theatre.



With people showing up three hours early to secure a seat, *Harlem Jazz* significantly increases foot-traffic along 125th Street. Benefiting businesses gladly sponsor the performances, allowing *Harlem Jazz* to improve each year. The program is expected to reach new heights in 2004, when the Apollo Theatre will become a joint partner in the production of the series.

5,000+

People Attended *Harlem Jazz Summer Stage* 2003

500,000

People Attended Times Square New Year's Eve 2004

THE WORLD'S BIGGEST BLOCK PARTY: TIMES SQUARE NEW YEAR'S EVE

For 99 years, Times Square has been the epicenter of worldwide attention on New Year's Eve, ever since the owners of One Times Square began, in 1904, to conduct rooftop celebrations to usher in the New Year. Few people know, however, that the world famous Times Square New Year's Eve Event is actually co-produced and promoted by the Times Square Alliance. The BID and Countdown Entertainment are the official organizers of the annual celebration. (Countdown Entertainment represents One Times Square – the owners of the famous Ball). Of course, the BID and Countdown Entertainment couldn't produce the event alone – both organizations coordinate with the Mayor's Office, the New York Police and Fire Departments, the Departments of Sanitation, Transportation and Parks and the business and property owners of Times Square.

The BID and Countdown Entertainment organize every aspect of the event from initial planning to event clean-up. Working with City agencies, they organize street closings, security, crowd control and an array of other necessary services so that revelers are ensured a fun and safe New Year's Eve.

The event kicks off around 6 p.m. with the raising of the Ball. While waiting for midnight, revelers are entertained by contests, performances and music. The 2004 event included a Discover Card cash give-away, a sing along with Cindy Lauper and an hourly countdown marked by special video and sound effects on giant Panasonic Astrovision screens. The BID's sanitation team, clad in bright red uniforms, also keeps revelers busy by providing them with an array of fun handouts – colorful mylar pompoms, large orange hats, bright red balloons and the "Official Times Square 2004 New Year's Eve Eyeglasses."

At the stroke of midnight the famous Ball is dropped, a Grucci fireworks display lights up the sky, and a blizzard of confetti is released from Times Square's rooftops. After midnight, revelers move on to other parties or go home – but the Times Square BID staff continues to work. More than 50 Times Square BID sanitation workers, along with the New York City Department of Sanitation crews, clean Times Square through the night, removing confetti and debris, to return the area to its usual tidiness. Times Square is clean and ready for visitors by the time the sun rises on the first day of the year.





BROADWAY ON BROADWAY: PROMOTING NYC THEATRE

The Times Square BID and the League of American Theatres co-produce *Broadway on Broadway*, an annual event to promote Broadway theatre and celebrate the rebirth of Times Square as a venue for popular entertainment. This free, outdoor concert includes sneak previews of new shows, performances of long-running favorites and appearances from Broadway's current stars. This year's event included performances from *Avenue Q*, *Chicago*, *Little Shop of Horrors*, *TABOO*, *Cabaret*, *Thoroughly Modern Millie*, *Mamma Mia!*, *NINE* and others. It was hosted by Nathan Lane and Jane Krakowski and included appearances from Antonio Banderas, Melanie Griffith, Rosie O'Donnell and Jon Secada.

The first *Broadway on Broadway* was conceived in 1992 as a special outdoor party to welcome delegates to the Democratic National Convention. Since then, it has grown and become more popular each year with sponsors that include Toys "R" Us, Continental Airlines and Visa, with additional support from The New York Times, NYC & Company, the Theatre Development Fund and the Recording Industries Music Performance Trust Funds.

This popular event draws crowds of more than 50,000 and is viewed by over one million more on WNBC. The breadth of this audience testifies to the far-reaching appeal of one of America's favorite traditions and one of New York City's greatest tourist attractions.

1,000,000+

People Watched the Broadcast of *Broadway on Broadway* 2003

1,000+

Guests Attend Grand Central's *Grand Gourmet* Each Year

SERVING-UP THE NEIGHBORHOOD: BIDS & RESTAURANT PROMOTION

Restaurant patrons are likely to frequent the same establishment time and again because they are familiar with the food and the service. In an effort to encourage people to try new dining venues, many BIDs host restaurant marketing events. At these events restaurants come together in a single location to serve their signature dishes. For one admission fee, event-goers can sample as many dishes as they choose. Some events also cross-market cultural institutions and event proceeds typically go to support local parks and not-for-profits.

Grand Gourmet. With chefs from more than 35 of New York's top restaurants ready to treat guests to an evening of culinary wizardry, it is no surprise that the Grand Central Partnership's *Grand Gourmet* is enormously popular, drawing nearly 1,000 guests annually. *Grand Gourmet – The Flavor of Midtown* is held in Grand Central Terminal's Vanderbilt Hall to benefit the Grand Central Neighborhood Social Services Corporation (GCNSSC), the largest not-for-profit homeless social services provider in New York City.

Harvest in the Square. Union Square is a destination for exceptional dining, often touted as "New York's best tasting neighborhood." Recognizing the value of its restaurants, the Union Square Partnership nurtures and promotes its dining establishments and the unique linkage many of these restaurants have to the Union Square Greenmarket – the outdoor farmer's market that has long been a neighborhood staple. *Harvest in the Square*, an annual outdoor tasting event, is held each September in Union Square Park. In prior years, restaurants have teamed up with farmers to prepare signature dishes with the freshest ingredients that the Greenmarket has to offer. *Harvest in the Square* benefits Union Square Park and is a key part of the Partnership's restaurant marketing strategy, attracting over 1,000 people each year.

Eats and Seats. As a burgeoning arts community began to emerge in the district, the Fashion Center BID created *Eats & Seats* to promote its new tenants and broaden the district's identity and appeal. This cross-marketing event features discounts at local restaurants and several off-Broadway theatres. While the program works to attract diners to local restaurants and theatres, it also helps enrich the district's image as an artistic neighborhood.





MOVING MARKETING INSIDE: PROMOTING RETAIL

BID-sponsored promotional events are geared at drawing potential customers into the district. While many events such as concerts and festivals, are held outdoors, some highly effective special events focus on drawing customers directly inside stores. Madison Avenue's *Where Fashion Meets Art*, NoHo's *Artwalk* and Columbus Avenue's *Discover Columbus* are examples of successful "in store" promotional events.



Madison Avenue: Where Fashion Meets Art. With over eighty Madison Avenue boutiques and galleries participating, Madison Avenue's annual *Where Fashion Meets Art* event forges cross-marketing relationships between the Avenue's boutiques, galleries, restaurants and the Whitney Museum of American Art. During the two-week event, Madison Avenue retailers exhibit works of art from local galleries that are representative of the design philosophy of the boutiques' current collections.

The BID facilitates the partnership between boutiques and galleries by hosting a series of informal meetings and by compiling and distributing a guide that lists the available pieces from each participating gallery. Selected works of art are lent at no cost to the boutiques.



Described as "New York City's ultimate block party," the highlight of the event is an evening of private receptions held at each of the boutiques, followed by a ticketed gala at the Whitney Museum. The best customers of each boutique receive a common invitation, produced by the BID, which allows them to visit all the receptions. At the Whitney gala, high-end fashion items that have been donated are auctioned off and the proceeds help support the Museum.

Madison Avenue: Where Fashion Meets Art was an extremely successful event for Chanel. Over 1,000 people visited the store that night, many of whom were new to the boutique. Not only was this a golden opportunity for the artists to showcase their work, it was a wonderful way for visitors to experience the luxury of Chanel.

Douglas Turner, Store Manager, Chanel



Art Walk. In an event similar to *Where Fashion Meets Art*, the NoHo BID displays the work of emerging artists in its store windows during *Artwalk*. Throughout the week-long event visitors can take the “art walk,” enjoy the works on display and take advantage of promotional discounts in participating stores. Established businesses are not the only ones that benefit from this event. The BID turns empty storefronts into temporary galleries, simultaneously marketing the vacant space and promoting local artists.

Discover Columbus. During *Discover Columbus*, the Columbus Avenue BID hires string quartets, jazz combos, acapella groups, soloists and other musicians to draw shoppers to the street so that merchants have the opportunity to tempt them into their shops. Enticements have included fashion shows, champagne, chocolate-dipped strawberries, complementary wine, desserts and special promotional sales.

Winter’s Eve. The most sought after performers in Lincoln Square’s *Winter’s Eve* event are located in the BID’s stores. Revelers are able to enjoy outdoor entertainment, including Lincoln Center’s tree lighting ceremony, and then obtain respite from the cold by moving inside district stores to watch live performances and take advantage of holiday discounts.



MADISON AVENUE BID: MARKETING A LUXURY DISTRICT

Madison Avenue features the flagship boutiques of the world's finest designers, over one hundred world class art galleries, exquisite restaurants, exclusive spas and salons, six internationally renowned hotels and the Whitney Museum of American Art. The Madison Avenue BID's challenge is to leverage the Avenue's "luxury" brand, and translate it for many different audiences. Promotional event marketing is one effective way to reach target audiences, and the BID has produced several such events. Its *Wedding March on Madison* is one example of making Madison Avenue come alive for a particularly sought after group of shoppers.



In partnership with the Condé Nast Bridal Group, publisher of *Brides*, *Modern Bride* and *Modern Bride New York* magazines, the BID hosted *Wedding March on Madison*, a series of upscale bridal events held over one weekend that targets brides with an average wedding budget of \$55,200 (US average \$22,000). Following a gala kick-off cocktail party at Barneys New York, 700 brides and their families enjoyed celebrity seminars, panel discussions, private shopping experiences, makeovers, one-on-one gift registry and bridal salon appointments. The event also included a keynote address by Vera Wang and culminated with a couture bridal fashion show presenting bridal fashions of Carolina Herrera, Nicole Miller, Vera Wang and others.



For a single admission fee, brides-to-be and their guests customized their own schedules of events and attended seminars given by *Brides* and *Modern Bride* editors and more than 30 style and entertaining super stars, the likes of Simon Doonan, Daniel Boulud, Bobbi Brown, Preston Bailey, Sylvia Weinstock, Colin Cowie, Avi Adler and a host of designers, florists, caterers, photographers, tabletop and registry professionals.

Wedding March on Madison broke the mold of the typical bridal expo, offering engaged women rare opportunities to interact with leading industry style-setters. Events showcased the most chic and sophisticated resources for bridal fashion, beauty, gift registry, home and accessories. In honor of the event, Mayor Bloomberg proclaimed the week of September 15-21 Bridal Week in New York City. Post-event press coverage, including *NY Daily News*, the *New York Post*, *Women's Wear Daily*, *Style Magazine*, *CBS Market Watch* and a 13 minute segment on *News Hour with Jim Lehrer*, speaks to *Wedding March's* enormous success.

700+

Brides and Their Families Attended *Wedding March on Madison*

250+

Walking Tours are Hosted by NYC BIDs Annually

NO BUSINESS LIKE TOUR-BUSINESS: ONE STEP AT A TIME, BIDS SHOW OFF THEIR NEIGHBORHOODS

New York City's culturally and historically rich neighborhoods readily lend themselves to fascinating tours of landmarks, eateries, arts institutions and other attractions. Recognizing this, many BIDs host free walking tours to attract tourists. Union Square, Jamaica Center, Times Square, Grand Central, 34th Street, Columbus Avenue, the Village Alliance, Lincoln Square and Columbus-Amsterdam are just some of the BIDs that have launched walking tours as a mechanism for increasing district visitorship.

BID walking tours provide their attendees with more than generic tourist guidebook content. They give visitors the real stories and local flavor, separating fact from urban myth. 34th Street's tours include ghosts of the original Pennsylvania Station that tell the dramatic story of New York City's lost railroad terminal. The Grand Tour, offered by the Grand Central Partnership, tells the secrets of the Whispering Gallery in Grand Central Terminal. The tour also encourages participants to gaze upon the hubcaps and roadsters on the Chrysler Building, find the favorite Midtown Manhattan hangout of Mercury, Hercules, and Minerva, and learn why Pershing Square is not really square. Some popular tours do not even have guides. The Columbus Avenue BID provides visitors with a book, packed with historic information on area landmarks that maps out a self-guided tour.

Each tour is different and has its own target audience. While Midtown Manhattan BIDs can easily bait tourists with world famous attractions, BIDs in the outer boroughs have better luck attracting metropolitan area residents looking to further explore their own backyard. For example, the Jamaica Center BID in Queens targets tri-state area residents, particularly those who grew-up in Jamaica, and encourages them to take a new look at the "old neighborhood."

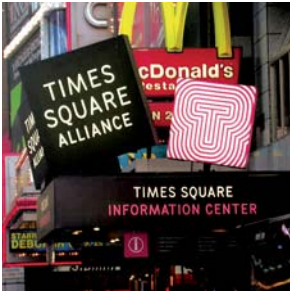




DOWNTOWN HOSPITALITY: TOURISM SERVICES

Throng of tourists visit NYC neighborhoods each day. BIDs work to actively engage these visitors by providing a range of services.

Greeters. Most BIDs train their security guards to provide hospitality services to district visitors. Guards provide directions and a range of other visitor assistance services. Some BIDs, including 34th Street and Grand Central, have an additional team of “greeters” engaged exclusively to greet visitors and provide visitor services.



Tourist Centers. Several BIDs including 34th Street, Grand Central, Times Square, the Fashion Center, the Lower East Side, Lincoln Square, the Downtown Alliance and Steinway Street run tourist centers. Times Square’s Visitor Center is the most extensive and serves over one million people each year. Located in the landmark Embassy Theatre, the center is open seven days a week. Multilingual tourist counselors serve visitors by answering questions and providing a wide array of free brochures. Visitors can use the center as a one-stop-shop to buy theatre tickets, Metrocards for the subway, tickets for sightseeing tours, stamps and other New York City memorabilia. The center also offers public bathrooms, free Internet service, a Panasonic aerial tour of the City and occasional free performances.



Shuttle Service. The Downtown Alliance launched the *Downtown Connection*, a free shuttle bus service, to improve connectivity in and among Lower Manhattan’s neighborhoods. Downtown Connection riders are able to hop-on or hop-off the bus at any of the shuttles 32 stops. Stops along the route are marked at City bus stops with the service’s logo and include Battery Park City, South Street Seaport and dozens in between. Tourists use the service regularly to navigate Lower Manhattan, and it now boasts an average daily rider-ship of 1,500 and growing.

1 million+

People Visit the Times Square Visitor Center Annually

14.3 billion

Dollars Spent by NYC Visitors in 2003

Columbus Avenue does not enjoy the notoriety of some of Manhattan's other commercial corridors, sometimes making it a challenge for business owners on the Avenue to attract tourists. It is, however, a unique destination offering the visitor diverse shopping experiences that make it well worth a visit. The concierge tour was a creative and effective approach to tapping the tourist market. Concierges from twenty prominent hotels now recommend Columbus Avenue's restaurants, shops, and cultural destinations.

Doug Griebel, City Grill Restaurant, Rosa Mexicano at Lincoln Center, and Columbus Avenue BID President



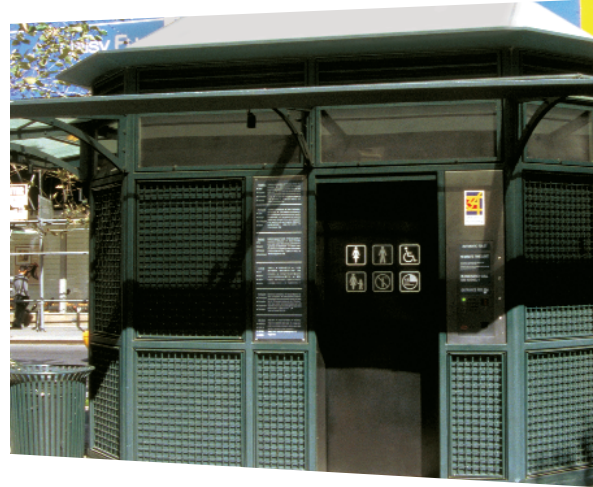
PROMOTING TOURISM BY WINNING OVER THE CONCIERGE

Recognizing that concierges regularly recommend shopping venues and restaurants to tourists, the Madison Avenue, 47th Street and Columbus Avenue BIDs have held events that cater to these important members of the tourism industry.

Case in point, the Columbus Avenue BID invited members of the New York Association of Hotel Concierges to tour the Avenue and familiarize themselves with all that the BID has to offer. Twenty concierges from such exclusive hotels as Hilton New York, Waldorf Astoria and The Plaza, were led on a tour of the Avenue, by the BID's executive director, and Dr. Phil of "New York Talks & Walks".

Along the tour, the concierges were reintroduced to the Avenue's eclectic restaurants, small one-of-a-kind shops, and cultural institutions. Participants received take-away gifts at each store and sampled the menus of BID restaurants. The tour concluded with a showing of the Space Show at the American Museum of Natural History in the Rose Center for Earth and Space.

Upon completing the tour, most of the concierges noted that they were previously unaware of Columbus Avenue's fabulous destinations. The majority also stated that they would refer hotel guests to Columbus Avenue for shopping and dining in the future.



CAPITAL IMPROVEMENTS

36

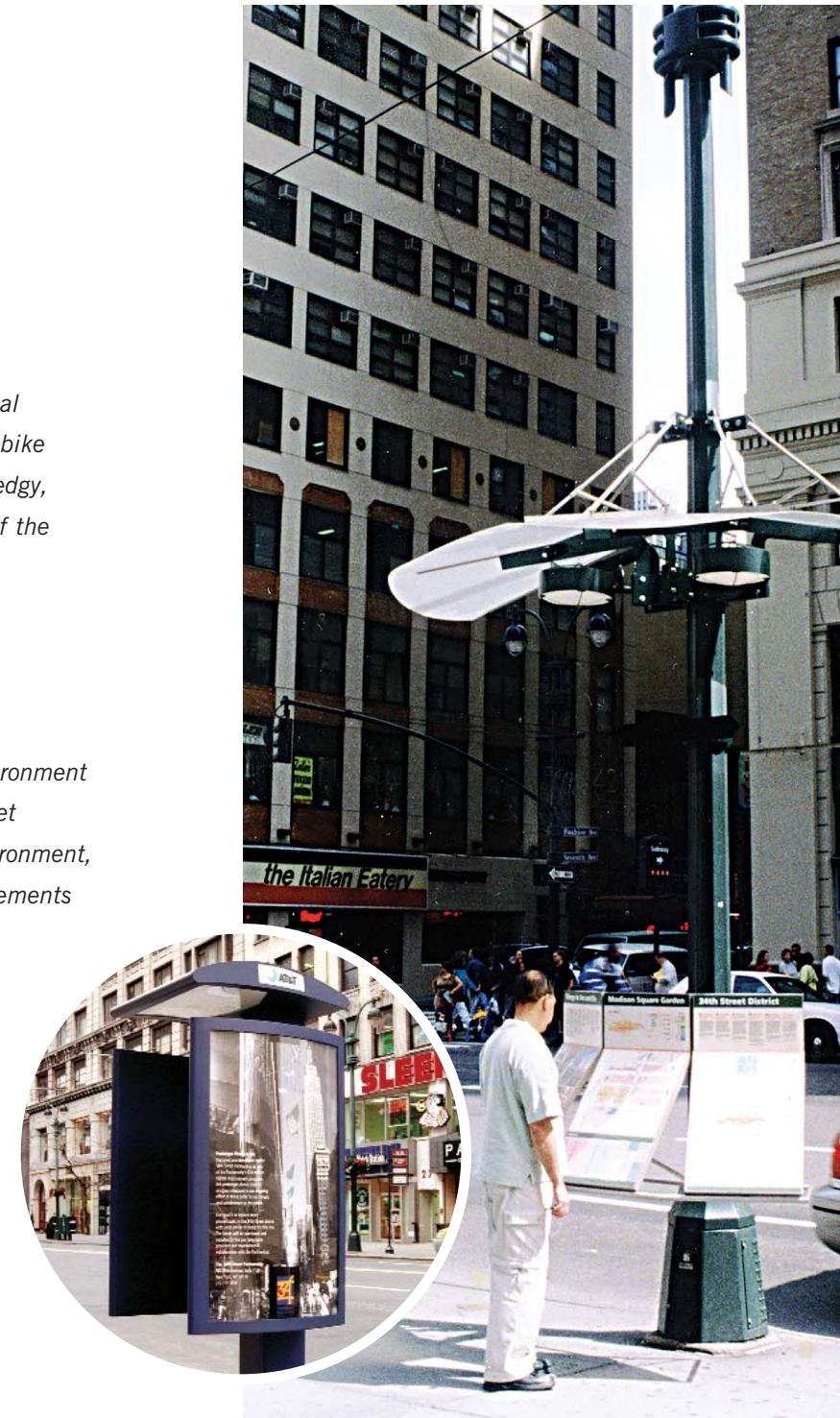
MAKING ALL THE NEWS FOR THE STREET(SCAPE)
STREETSCAPE ELEMENTS CAN HELP ESTABLISH DISTRICT IDENTITY
TAKING IT TO THE STREET: BIDS IMPROVE PEDESTRIAN AND VEHICULAR TRAFFIC FLOW
A GOOD SIGN: BIDS MAKE NEIGHBORHOOD NAVIGATION EASIER

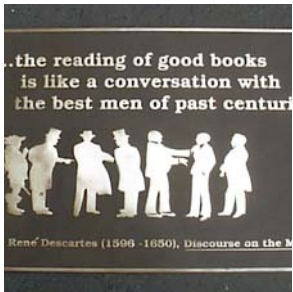
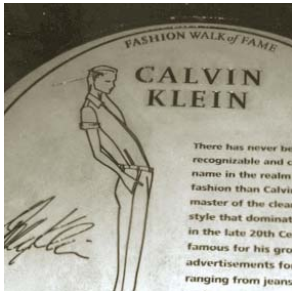
Every neighborhood has its own personality that is both reflected in and a product of the various physical elements found on the streets and sidewalks. From streetlights to street corners and from benches to bike racks, a BID's streetscape improvements help to define its image and character. Whether it's hip and edgy, historic and demure or polished and urbane, a neighborhood's temperament is very much composed of the various pieces that make up its physical background and support structure.

Alfred C. Cerullo, III, President/CEO, Grand Central Partnership

Capital improvements are an essential part of a BID's ability to provide a well-maintained physical environment for its constituents. These types of improvements - which can include distinctive curbs, sidewalks, street lighting and street furniture - not only define the BID and its borders, but also upgrade the overall environment, creating a more welcoming space for workers, residents and visitors. The visual impact of these improvements increases feelings of safety and well-being throughout the improved area - a key objective of all BIDs.

Carl Weisbrod, President, Downtown Alliance





STREETSCAPE ELEMENTS CAN HELP ESTABLISH DISTRICT IDENTITY

From Flushing, Queens to Flatbush, Brooklyn; from Belmont in the Bronx to Battery Park City on the tip of Lower Manhattan, New York City is a city of neighborhoods – hundreds of them, each with its own identity. The Fashion Center, Downtown Alliance, Grand Central and 47th Street BIDs have taken neighborhood identity to new heights by incorporating unique elements into their streetscape to capitalize on their special features and “brand” their districts.

Fashion Walk of Fame. New York is one of the globe’s fashion capitals, producing and attracting some of the most influential and renowned designers worldwide. New York’s Fashion Center BID created the Fashion Walk Fame to commemorate the achievements of some of the world’s most celebrated fashion designers. In three annual ceremonies, the Fashion Center inducted 24 designers, elected by industry leaders. Bronze plaques featuring a notable sketch of each of the designer’s work and a short statement of his or her impact on the fashion world have been installed in the sidewalk along Seventh Avenue.

Library Way & UN Way. The Grand Central Partnership (GCP) has two famous New York City institutions as bookends: the main branch of the New York Public Library and the United Nations. To maximize these cultural icons, the BID installed unique streetscape elements near each attraction to build a clear identity for these landmarks within its boundaries.

East 41st Street between Fifth Avenue and Park Avenue is now known as “Library Way.” The BID installed bronze sidewalk plaques that feature quotes from literature and poetry to commemorate the area’s literary character. Formerly a shadowy street that served as a delivery-entrance “backstage” to nearby 42nd Street, 41st now serves as a dramatic promenade to the inspiring Library and its legendary lions, Patience and Fortitude.

To commemorate the 50th anniversary of the United Nations, GCP created U.N Way on East 43rd Street between Lexington Avenue and First Avenue as an appropriately grand gateway to the United Nations. This stretch of 43rd Street is flanked by light poles which display the flags of all 191 Member States of the United Nations.

Every great New York City neighborhood has an identity, some defining physical, historical or even commercial presence which authenticates it in the minds of the public. Streetscape elements should reflect and enhance the positive aspects of that conception so that the district identity is preserved and available as a marketing tool.

Barbara Blair Randall, Executive Director, Fashion Center BID



Diamond Lights. The 47th Street BID is New York's Diamond District. The BID is only one block in length, but has over 2,000 businesses within its boundaries, the vast majority of which are diamond dealers. In an effort to clearly identify the geographically compact diamond district, the BID installed four, 30 foot diamond-shaped lights to distinguish the entrances of the district.

Canyon of Heroes. Some of the world's most memorable triumphs have been celebrated with spectacular ticker-tape parades up Broadway. From moon-walkers to sports stars, politicians to war veterans, Lower Manhattan has honored the world's best with these celebratory tributes. Now, the Downtown Alliance is in the midst of a capital improvement project that will preserve the memory of all 200 of these parades by lining the Canyon of Heroes with black granite slabs. Each slab will be marked in stainless-steel letters with the name and date of each historic parade: from the first ticker-tape parade in 1886 to celebrate the dedication of the Statue of Liberty, to the fall 2000 parade to honor the World Series Champions, the New York Yankees.



MAKING ALL THE NEWS FIT FOR THE STREET(SCAPE)

Often, in walking the streets of New York, one stumbles across news that looks most “unfit” for its surroundings – namely in the form of ill-maintained and poorly located collections of newsboxes. The Grand Central Partnership (GCP) has come up with a newsworthy solution to this problem. To eliminate the clutter and unsafe conditions caused by the placement of multiple, individual newspaper boxes, GCP created a program to maintain over 100 multiple unit newspaper racks throughout the BID. More than 68 daily and weekly publications voluntarily participate in this innovative endeavor.

Each newsrack can hold up to six paid publications, or up to 12 free publications. Newsrack locations were awarded to the publishers based on their existing stand-alone newsbox locations as of January 1994. In addition, any publisher may sign up for any location with free spaces. Newsracks with more requests than spaces available were delegated by a random lottery between the publishers.

GCP inspects each newsrack seven days a week and contracts with an independent maintenance company to repair any newsracks within 48 hours of a damage report. A survey is completed each day showing the publications that have a “sold out” condition at each location as well as any damage or sanitation problems. Publishers are required to maintain an adequate supply of their publications each week. Any damage to the door, window or coin mechanism is the responsibility of the publisher. They are required to make repairs within 48 hours of notification. Failure to maintain these two standards requires the publisher to forfeit its location.

The success of the Grand Central project prompted other BIDs to follow suit. The Bryant Park and 34th Street BIDs have instituted similar programs. The Fashion Center and Madison Avenue BIDs are in the process of installing custom newsracks. Each BID selected the design for the fixture it felt best suited its unique district.

People are smiling, browsing all the shops and enjoying their own space... Our traffic count for our store has increased 55% with the improved sidewalks that promote customer comfort levels.

Richard M. Geist, Village Alliance Merchant, Uncle Sam's Army Navy Outfitters



TAKING IT TO THE STREET: BIDS IMPROVE PEDESTRIAN AND VEHICULAR TRAFFIC FLOW

Though BIDs typically refrain from direct street and sidewalk construction, several BIDs determined that alterations to their streets were too crucial to ignore and have since completed major capital projects aimed at improving pedestrian and vehicular traffic flow.

Pedestrian Enhancement Plan. Increased pedestrian traffic spurred the Village Alliance to undertake a new streetscape design for Greenwich Village's 8th Street. The problem dated back to 1929, when the 8th Street roadbed was widened for the installation of trolley tracks, leaving little room for passing pedestrians. Seventy years later, with the trolley long gone, pedestrians remained confined to the gutter of the narrow walkways.

The nature of the complaints specific to 8th Street ranged from the sidewalks being too narrow to traffic moving too fast. Both dangerous and frustrating for pedestrian shoppers, the situation led to the BID's *Pedestrian Enhancement Plan*, which called for widening sidewalks and narrowing the roadway. The project took nine months to complete and immediately transformed the area from a traffic-driven street to a pedestrian thoroughfare. Despite the intermittent noise, temporary parking restrictions and sidewalk access, the improvements immediately convinced those constituents who initially had reservations about the project.



180th Street Industrial Access Project. Unlike other industrial BIDs throughout the state, Queens' 180th Street BID sits amid a vibrant residential area. Residents were concerned that the commercial traffic from the companies in the industrial park would increase noise and pollution, thus diminishing the neighborhood experience. The problem stemmed from a piece of property in the middle of 180th Street that blocked traffic, forcing delivery vehicles to detour through residential streets. The 180th Street Industrial Access Project removed the derelict pumping station that was causing the problem, and reconfigured 180th Street to allow trucks direct entry to the industrial park. Residential detours became a thing of the past.



A GOOD SIGN: BIDS MAKE NEIGHBORHOOD NAVIGATION EASIER

“Fifth Avenue”; “The Brooklyn-Queens Expressway”; “Broadway”; “Malcom X Boulevard”; “Canal Street” – New York City is a lattice of side streets, thoroughfares and highways that New Yorkers and tourists alike must navigate each day. Several BIDs have made neighborhood navigation an easier task.



The 34th Street Partnership and the Downtown Alliance New York have developed extremely user-friendly signage systems that include way-finding, informational and street signage. Both BIDs have received praise for their innovative signage systems which not only have distinct visual designs but also display the range of numbered street addresses for each individual block. “Now pedestrians and drivers don’t have to guess where, say, 350 West 33rd Street is,” *The Daily News* noted. New York City street signs in the early 1900s used to include this information and BIDs decided to revive this valuable proven practice.

You can't miss the blue illuminated street signs in midtown. Tourists move around more fluidly and the sense of clarity the signs lend to the district is consistent with the clean, safe and attractive streetscape that I enjoy everyday.

Reed Lyons, Resident of the 34th Street Partnership



The 34th Street Partnership brought a “bright idea” to life by using interior illumination in its street signs. Coupled with large characters and numbers, the signs are now remarkably easy to read at night. *Time Out* observed that “the signs can be seen from up to 150 feet away.” To date, 179 self-illuminated street signs have been installed in the 34th Street district. Producing the illuminated fixtures was no easy task, however. The BID developed several prototypes and even consulted with MIT scientists before perfecting the system. In the end, it was worth the effort. *Time Out* reported that “people have been responding very favorably” to the new signs, while *The Daily News* wrote that the signs “will enhance the neighborhood’s image and business potential.”

To supplement the new street signage, both BIDs have also installed way-finding signs. Many street poles in Lower Manhattan are now outfitted with directional signage that points pedestrians towards the BID’s numerous attractions including Wall Street and the South Street Seaport. Both BIDs have also installed informational boards that provide directions and information on points of interest throughout their districts. The 34th Street Partnership has even installed 19 new subway signs that include the latest information about the subway lines and help people locate nearby stations.



PARKS & PUBLIC SPACES

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$A^2+B^2=???$... FINDING A SOLUTION TO 34TH STREET'S "TROUBLESOME TRIANGLES"

IT'S NOT EASY BEING GREEN: REVITALIZING BRYANT PARK
FROM BLIGHT TO BLOOM: THE RENAISSANCE OF UNION SQUARE
SMALL GREEN SPACES CAN MAKE A BIG IMPACT

There are many secrets to success in managing urban parks, most of them counter-intuitive! Counter to the old saying in this field, if you build a park, and you do nothing else, they will not come. Public spaces must not only be built, they must be programmed, carefully managed, well financed and constantly upgraded.

Dan Beiderman, President, 34th Street Partnership and Bryant Park BID

Quality of life is more than just safety and security – the beautification of parks and public spaces is a critical element. In many cases, parks and public spaces literally serve as a business' front yard. Colorful seasonal flowers, lushly planted greenery and well-maintained public spaces speak volumes about a neighborhood. They say that this is a community that cares about and protects its public spaces; that this is a neighborhood that welcomes you. The aesthetic appeal of a neighborhood has a dramatic and very real effect on businesses, residents and visitors, and makes them feel that they are in a special place.

Monica Blum, President, Lincoln Square BID





A²+B²=??? ... FINDING A SOLUTION TO 34TH STREET'S "TROUBLESOME TRIANGLES"

Herald and Greeley Squares are triangular public spaces located where Broadway diagonally intersects 33rd and 34th Streets, in the heart of one of Manhattan's busiest shopping districts.

During the 1970s and '80s, these derelict spaces were described by the local press as "dingy, wedge-shaped plots" and "cracked slabs." 34th Street's famed vitality had waned during these years with the closing of major department stores such as Gimbel's and Saks, but Herald and Greeley Squares were unsightly blemishes that made the district look worse off economically than it was. The problems with the half-acre "troublesome triangles" were functional as well as physical. Although they were in the center of a great shopping hub, the squares were not shopper friendly – the benches that lined them were popular mostly with alcoholics and drug dealers.

In 1998, the 34th Street Partnership took over management of Herald and Greeley Squares. The Partnership immediately rebuilt both squares using many of the urban design tenets of parks-use visionary William H. Whyte. These included establishing the perimeter with service kiosks instead of walls, furnishing abundant horticultural elements and using movable chairs and tables. The new design created unobstructed views from the street so the public could see into the newly safe, clean and well-lit environments.

The Partnership used signature design elements – including pink granite pavers, decorative planters and trash receptacles – to create a unified look and identify Herald and Greeley Squares as part of the 34th Street district. The Parks' custom-designed information signs and kiosks provide useful details about district stores and landmarks, as well as park rules and upcoming events. The Partnership also offers free Garden Tours around both squares.

The renovation of Herald and Greeley Squares has increased the quality of life for those who live and work in the area, as well as the property values of surrounding buildings. As *The New York Times* noted in an article shortly after the parks reopened: "People seem grateful for the order and serenity."

5,300+

Visitors to Bryant Park at Midday

Bryant Park is the most used urban open space in the world, exceeding even St. Mark's Square in Venice.

Dan Beiderman, 34th Street Partnership and Bryant Park BID



IT'S NOT EASY BEING GREEN: REVITALIZING BRYANT PARK

Bryant Park is located in the heart of midtown Manhattan. This six-acre public park attracts daily visitors by the thousands and has been dubbed "Manhattan's town square" by *The New York Times* and "the most urbane setting in America" by *GQ* magazine. But reviews of Bryant Park had not always been so full of praise.

By 1980, Bryant Park had become a haven for drug dealers and an area avoided by others at all costs. Everything about the design made it easy for criminals to conduct their business there. Raised above sidewalk level, the park had protective shrubs and a tall iron fence surrounding the outer rim and could be entered only through a few narrow gateways. Furthermore, the park was subdivided by more shrubs, bushes and cul-de-sacs, creating hidden alcoves where drug dealers could conduct their business with ease. A dangerous eyesore, the park reported 150 robberies and 10 rapes annually, as well as countless auto break-ins and an occasional homicide.

The Bryant Park Restoration Corporation (BPRC) was formed in the early eighties with the assistance of the Rockefeller Brothers Fund and the New York Public Library, as well as various mayors and parks commissioners. The BPRC implemented the principles of parks-use visionary William H. Whyte to completely redesign the space. Whyte's approach called for making the interior of the park more visible and accessible. Bryant Park's walls were lowered, more entrances were added and the original entrances widened. Tall shrubs that had inadvertently served as a screen for drug deals were removed. Openings were also made in the raised stone balustrade so that the park could be crossed from all directions. Perhaps the most important decision was the inclusion of Parisian-style movable chairs and tables instead of fixed benches. The 3,200 chairs and 500 tables gave people more control of their social environment, making the park feel more safe and inviting.



The new Bryant Park opened on April 22, 1992 – and was immediately embraced by the public. The park’s upper terrace, which had been its most active drug market, was leased to the Bryant Park Grill, which became an instant hotspot. Successful food kiosks and newsstands were also established on the park’s perimeter. Restored lighting fixtures and new floodlights provided extra security at night. The BPRC’s friendly-but-firm security officers helped ensure that high standards of behavior were constantly enforced. As a result, there is no crime in the park today.



More recently the BPRC added a carousel and an outdoor Reading Room to the park’s list of amenities. The handsome French Beaux Arts carousel boasts 14 full-size animals and operates year-round. It fits in scale and character to the rest of the park, blending in among the trees and horticulture and picking up other existing design elements. Modeled after the historic Bryant Park Reading Room that operated during the Great Depression, the current Reading Room offers free books, magazines and newspapers for use within its inviting and intimate space.



As if the park was not popular enough, the HBO Bryant Park Outdoor Film Festival, Broadway Under the Stars, and 7th on Sixth Fashion Shows draw even more visitors. The Film Festival, now in its 12th year, is one of the most popular summer events in the entire city. Classic films are screened each Monday night for ten weeks through August, with each movie night drawing up to 10,000 patrons. The 7th on Sixth Fashion Shows set up tents twice a year in Bryant Park and showcase the latest Fall and Spring fashions. Over their ten years in the park, the shows have become one of the three major fashion events in the world, and feature many of the top designers in men’s and women’s clothing.

Perhaps the most remarkable fact about Bryant Park is that taxpayers do not pay for any of its costs. The park’s \$3.8 million operating and capital budget is raised entirely from private sources including revenues from on-site concessions, events, corporate and private donations and BID assessments. Today, this public park is more popular than ever. It routinely draws 5,300 visitors at midday without any special event.

SMALL GREEN SPACES CAN MAKE A BIG IMPACT

Nearly all business districts have small plots that can be converted into beautiful, green mini-oases. Manicured malls, islands and treepits contribute to a positive streetscape experience for shoppers, residents and workers. Landscaping and maintenance of these spaces can be costly – but three of NYC’s BIDs have demonstrated that there are creative ways to meet the cost challenge.

Lincoln Square’s Broadway Malls, which are essentially traffic dividers appropriately 20 feet wide, were long neglected, barren, strewn with trash and stripped of plants until the BID intervened. To finance the beautification of the malls, the BID reached out to developers, residential buildings, nonprofits and local businesses for sponsorship dollars. Today, the award-winning malls are filled with shrubs and seasonal flowers. They are also routinely cleaned, watered and weeded by the BID’s Clean Team.

The **Columbus Avenue BID** provided watering cans to merchants who were willing to water the treepits in front of their shops during the hot summer months. While the BID financed the plantings and maintenance of the treepits, the merchant’s daily watering significantly cut down on maintenance costs. As a result, Columbus Avenue was decorated with lush flowers and foliage even on the hottest summer days. Moreover, engaging the merchants in plant care engendered a greater sense of community within the district.

The **Columbus-Amsterdam Avenue BID** is able to maintain beautiful treepits and healthy trees without contracting for professional planting or maintenance services. Several times each year the BID holds plant-a-thons and invites residents, schools, neighborhood organizations and merchants to help plant the district’s treepits. In order to maintain the freshly planted plots, the BID employs formerly homeless people training to be horticultural workers. In addition, any local resident willing to dedicate ten hours to caring for BID trees is encouraged to take a tree pruning course at the BID’s expense.





FROM BLIGHT TO BLOOM: THE RENAISSANCE OF UNION SQUARE

In response to the dangerous and blighted conditions in and around Union Square Park in the 1970's, the 14th Street-Union Square Area Project formed in response to the community's five principal concerns – peddlers, cleanliness, public safety, Union Square Park and the Union Square subway station. This project quickly spawned the incorporation of the “Sweet 14” Local Development Corporation, the precursor to the City's first Business Improvement District. Today, the two organizations, the BID and the LDC are collectively known as the Union Square Partnership.



These groups set out to reclaim the Park by tackling issues of crime, maintenance and design. A Park Task Force was established and, with the help of volunteers, immediately began trimming the hedges, repairing broken street furniture and picking up trash. The Task Force also coordinated fundraising efforts to finance the removal of shrubbery, barriers and hedges to make the Park more accessible.



Despite the effort to clean up Union Square Park, the Park's crime rate continued to increase. In the late 70s, a City-imposed dusk-to-dawn curfew, inspired a now famous headline in a local newspaper, “Bums Triumph; City Shuts Park.” The last of the areas once-reliable businesses had closed their doors, and the park's unique location – bordered by three precincts and three community boards – made it a virtual no man's land when it came to jurisdiction and responsibility.

With the 80's, however, came a renewed commitment to turn the park around, and more comprehensive solutions were demanded. After acquiring funding, the LDC helped the Parks Department design a new Park and hired an architect to assist in the planning. By 1986, a capital plan was developed and Phase I began with the re-landscaping of the Park's southern end, installation of attractive subway entrances and the repaving of the northern end. At the same time, the LDC and BID had successfully lobbied for the rezoning of the area to allow for the construction of a residential complex known as Zeckendorf Towers. Completed in 1987, it brought residents to a neighborhood that had few. Their eyes, ears and pocketbooks, combined with the work of the LDC & BID, began to lure businesses back to the district. By 1988, Phase II of the Park's capital plan was implemented and included playgrounds, a stabilized pavilion area, an upgraded North Plaza and additional park space. These upgrades would eventually allow for the creation of the Park's famous Greenmarket and one of the City's most beloved outdoor cafés.

118,000

Average Daily Users in Union Square Park

Soon, the Park became an asset. Companies including Toys “R” Us, Barnes & Noble and the W Hotel and restaurants including the renowned Union Square Café and Blue Water Grill had transformed the Park’s perimeter into one of the City’s most sought-after patches of real-estate. New York University, Virgin Records, the Darryl Roth Theatre and PetCo joined in on the renaissance.

Since the Department of Parks and Recreation’s budget declined in the early 1990s, the BID and LDC became increasingly responsible for the Park’s upkeep. With the assistance of the Abrons Foundation, the Partnership now engages gardeners to maintain the plants/lawns, purchases park equipment, pays facility repairs and facilitates park volunteer programs.

By 1996, the BID began coordinating events to draw people into the rehabbed green space. Events included *Arts on the Square*, an eight-week series of musical concerts, children’s entertainment and poetry readings which evolved into *Summer in the Square*, a season-long series of events.

Recent capital projects included the construction of an additional half-acre of Park space, the expansion of Gandhi triangle, and conversion of what was formerly a police parking area into a tree-lined walk. A new ornamental fountain was installed and bronze plaques highlighting the Square’s rich history were embedded in the pavement surrounding the Park.

Union Square Park is now one of Manhattan’s most popular and heavily utilized public spaces. On a busy day, the Greenmarket attracts enough people to fill Yankee Stadium. With the south end complete, the Union Square Partnership has turned its attention to the beautification of the Park’s Northern Gateway. Once this final stage of the Park’s renovation is complete, the organization will have finished what was started nearly twenty-five years ago.





COMMUNITY SERVICE

Business Improvement Districts are excellent vehicles to bring business members together for the purpose of developing a collective good for their communities. Each community has different service needs. BIDs must assess and prioritize the needs of their respective communities and work with businesses and property owners to create, develop and implement strategies that will help to meet those needs. Business owners welcome this leadership role of the BID, because it creates a mechanism by which they can achieve collectively what individually they could not.

Community service is good business. Through service initiatives, communities get to see their business leaders as community members and partners rather than faceless businesspeople.

George Sanchez, Executive Director, Washington Heights BID





BIDS CARE FOR KIDS

The Washington Heights BID works to improve children's health in its community and in the Dominican Republic (DR). The BID began its child health initiative as part of a larger re-imaging campaign. The goal of the campaign, called *Pride of the Heights*, was to enrich community pride and communicate the message that Washington Heights is a great place to live, shop and do business.



Every September, the BID holds its annual Children's Health Festival with the help of corporate sponsors, healthcare providers and local merchants. The eleven block extravaganza features rides, games, face painting, food, performances and prizes – all of which are free to children. While kids are munching on popcorn, playing water games and riding ponies, parents are encouraged to take advantage of the array of free medical screenings that are available for their children. Services are provided by a host of healthcare providers that offer everything from asthma screenings to dental exams. Parents also have the opportunity to register uninsured children with NYC's health insurance initiative – HealthStat. The festival has been a resounding success and brings more than 300,000 people to the BID each year.



Lead contamination in drinking water, soil and air is an increasing concern in the Dominican Republic (DR). Since the majority of Washington Heights' residents are first generation Dominican-born immigrants, the BID gladly participates in the *Nutrition for Life Program* to prevent lead-induced birth defects in children born in DR. In partnership with Friends of Lead-Free Children, La Asociacion de Empresarios Dominicanos, and the Association Comunal de Dominicanos, the BID raised funds to purchase over eight million lead-free calcium supplements and delivered them to hospitals in DR. The supplements, when taken by expectant mothers, can prevent lead from passing from mother to child. The BID's merchants have also benefited from this program, finding that residents were more willing to patronize businesses that gave back to their homeland.

5,000+

Expectant Mothers Have Participated in the *Nutrition for Life Program*

The Lincoln Square BID has forged valuable public-private partnerships that afford Martin Luther King, Jr. H.S. students the opportunity to intern at local businesses and not-for-profits, where they learn fundamental skills, examine their work ethic and explore their interests. The College Board typically takes on six interns each year. We both teach and learn from our interns who remind us every day about our mission to connect students to college success and opportunity.

Connie Zalk, Vice President of Human Resources, The College Board



LEVERAGING THE ENERGY OF BUSINESS TO EDUCATE YOUTH

While cultivating an improved economic future for their districts, the Lincoln Square, Fashion Center and Union Square BIDs simultaneously prepare their young people for higher education and employment. These BIDs leverage the energy and resources of their businesses, cultural institutions and not-for-profit organizations to provide local students with exposure to a broad range of career-oriented learning opportunities.

Union Square Partnership Education Program. Since its inception in 1994, The Union Square Partnership's Education Program at Washington Irving High School (WIHS) has evolved into one of New York City's most comprehensive public-private partnerships in education. The BID's "Partnership Office," a resource center and computer lab at WIHS, serves as an exciting hub for college courses,

workshops, technology programs and internship, mentoring, tutoring and job placement services. Now an essential component of the school's culture, the After School Program also runs student activities ranging from yoga and robotics to drama.

Local businesses and cultural institutions work with the school to enrich the educational experiences of students. A typical week finds Con Edison volunteers tutoring math students during their lunch hours; lawyers from the firm Cleary, Gottlieb, Steen & Hamilton teach SAT prep on Saturday mornings; and the Vineyard Theatre and Battery Dance Company provide students with exciting opportunities in the arts. In addition, the BID's Summer Jobs Initiative gives students the chance to develop marketable skills at businesses in the area.



The Program has garnered both local and national attention, twice winning *Citigroup's Promising Practices in After-School Programs Award* and capturing both *Mayor Michael R. Bloomberg's New York City 2002 Neighborhood Development Award* and the *International Downtown Association's 2002 Special Achievement Award for Social Issues*.

After School in Lincoln Square. Since October 1999, over 1,500 students have enrolled in the Lincoln Square BID's after school program at Martin Luther King, Jr. High School (MLK). The program currently serves approximately 110 students daily. Participating students receive help completing their homework, studying for exams and preparing for the Regents Exam and SAT. They are also afforded the opportunity to participate in the program's diverse clubs, which operate in partnership with local businesses and cultural institutions. This public-private initiative allows students in the poetry club to recite their poems each month at Barnes & Noble and members of the Arts Access Club to intern at the Metropolitan Opera.

Students are encouraged to think ahead and plan their careers through monthly career panel discussions and internships. The BID has helped place close to 200 students in internships or jobs at local business and organizations that include: the New York Public Library, the New Victory Theater, PS 163, the New York City Opera, Jazz @ Lincoln Center, Barnes & Noble, the Central Park Conservancy, Green Street Studios, Empire Hotel, IS 191, New York Civil Liberties Union, the West Side YMCA and even the BID office.

BIDs for Kids. BIDs for Kids began when a simple letter from the Fashion Center BID to its tenants elicited truckloads of donated scrap fabrics, buttons and beads which were otherwise destined for a landfill. The BID then worked with City public schools to develop a specialized curriculum whereby district designers shared their talent with children in creating costumes and works of art utilizing the materials. BIDs for Kids also hosted special workshops for children and a free Halloween costume-making pavilion in Central Park. The spirit of the initiative continues today through *Materials for the Arts*, a program under the auspices of the New York City Departments of Sanitation, Consumer Affairs and Education, which collects donated materials and makes them available to public school teachers.

BIDs in New York City employ a fascinating array of techniques and strategies to meet the unique challenges of their neighborhoods. As president of the BID Managers Association, I'm privileged to witness and promote the regular exchange of ideas and advice on how best to serve the needs of our individual communities as well as the city as a whole. The examples and case studies highlighted in this book take that process a step further by culling the best programs and services and presenting them as lessons on how to lead and sustain an effective BID.



Alfred C. Cerullo, III, President/CEO, Grand Central Partnership



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