

**NYC Business Improvement
District Trends Report**

NYC careers
Small Business businesses
Services neighborhoods

**FY
'17**



TABLE OF CONTENTS

1 Introduction

How to Read this Report	4
Recommendations	4
Methodology	5

2 Overview

BIDs in New York City	6
BID Formations & Expansions	7
BID Program Highlights	8
Value in BIDs	10
BID Revenue	12
BID Expenses	13
Daily Impact of NYC BIDs	14
BIDs by Budget Bracket	15
BID Revenue by Budget Bracket	16
BID Expenses by Budget Bracket	17

3 Highlights

BID Highlights	18
----------------	----

4 BID Services

Sanitation	28
Marketing & Public Events	30
Public Safety	32
Streetscape & Beautification	34
General & Administrative	36

5 Directory of BIDs

Directory of BIDs (alphabetical)	38
-------------------------------------	-----------

6 Appendices

BID Program Appendices	42
Appendix A Sanitation	44
Appendix B Marketing & Public Events	56
Appendix C Public Safety	68
Appendix D Streetscape & Beautification	78
Appendix E General & Administrative	90

1

INTRODUCTION

How to Read this Report

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

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

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

Recommendations

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

Methodology

BID Programs & Expenses

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

Sales & Sales Tax Data

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

Assessed Value

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

Linear Feet

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

Regressions

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

2

OVERVIEW

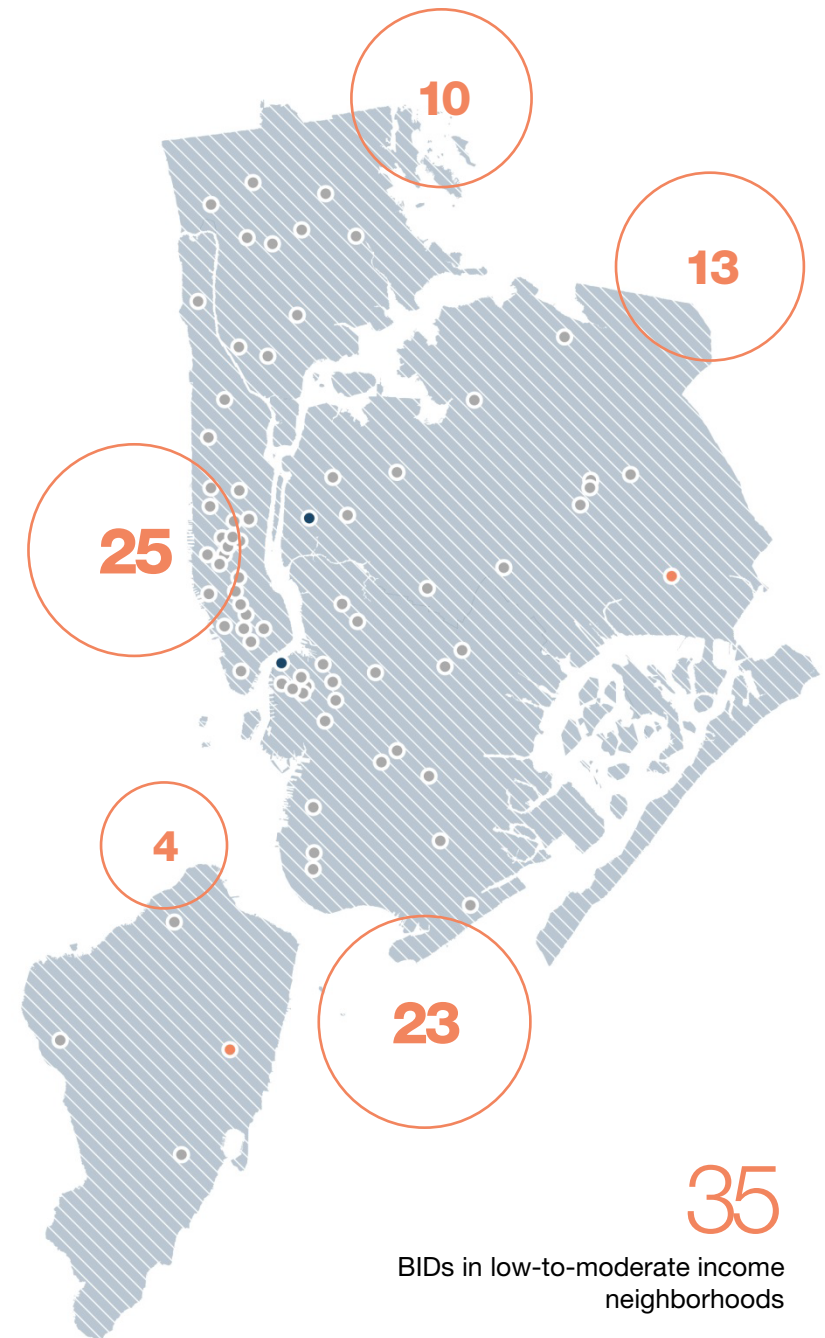
BIDs in New York City

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

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

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

*Data presented in the FY17 BID Trends Report reflects a total of 72 BIDs. The 73rd, 74th and 75th BIDs (Greater JFK, Queens; New Dorp, Staten Island; Morris Park, Bronx) had not yet begun services in FY17.
**Source: ReferenceUSA Info Group, 2017



BID Formations & Expansions

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



Greater JFK (\$500,000)

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



New Dorp (\$135,000)

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

Formations

2

New BIDs formed
in FY17

Expansions

2

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

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

BID Program Highlights

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



Assessment Increases

\$3.6M

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

Capacity Building

45

BIDs participated in SBS Capacity Building Programming*

Commercial Revitalization Grants

\$400K

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

\$600K

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

*FY17 Capacity Building Programming included: Coro Neighborhood Leadership, Neighborhood 360° Fellows, Legal Assistance, Nonprofit Management Coaching and Workshops
**Avenue NYC is made possible by Community Development Block Grant funding and is available to organizations serving low- to moderate-income neighborhoods

BID Program Highlights

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

Overall BID Impact

75

BIDs in NYC*

277

Linear miles served by BIDs

457

Total full-time BID employees**

93,000

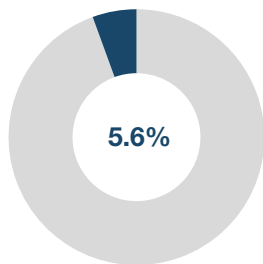
Total number of businesses in BIDs***

30,118

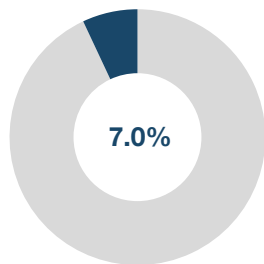
Number of retail businesses in BIDs

42,126

Total number of properties serviced by BIDs



Average storefront vacancy rate



Median storefront vacancy rate

FY17 Investment Highlights

\$147.8M

Total invested in NYC neighborhoods

\$147.4M

Total revenue

\$108.9M

Total assessment revenue

\$38.5M

Additional revenue raised

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

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

***Source: ReferenceUSA Info Group, 2017

Value in BIDs

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



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

27%

% of total sales

\$9.6B

Total sales

25%

% of assessed value

\$87B

Assessed value

28%

% of sales tax

\$474M

Sales tax revenue

25%

% of property tax

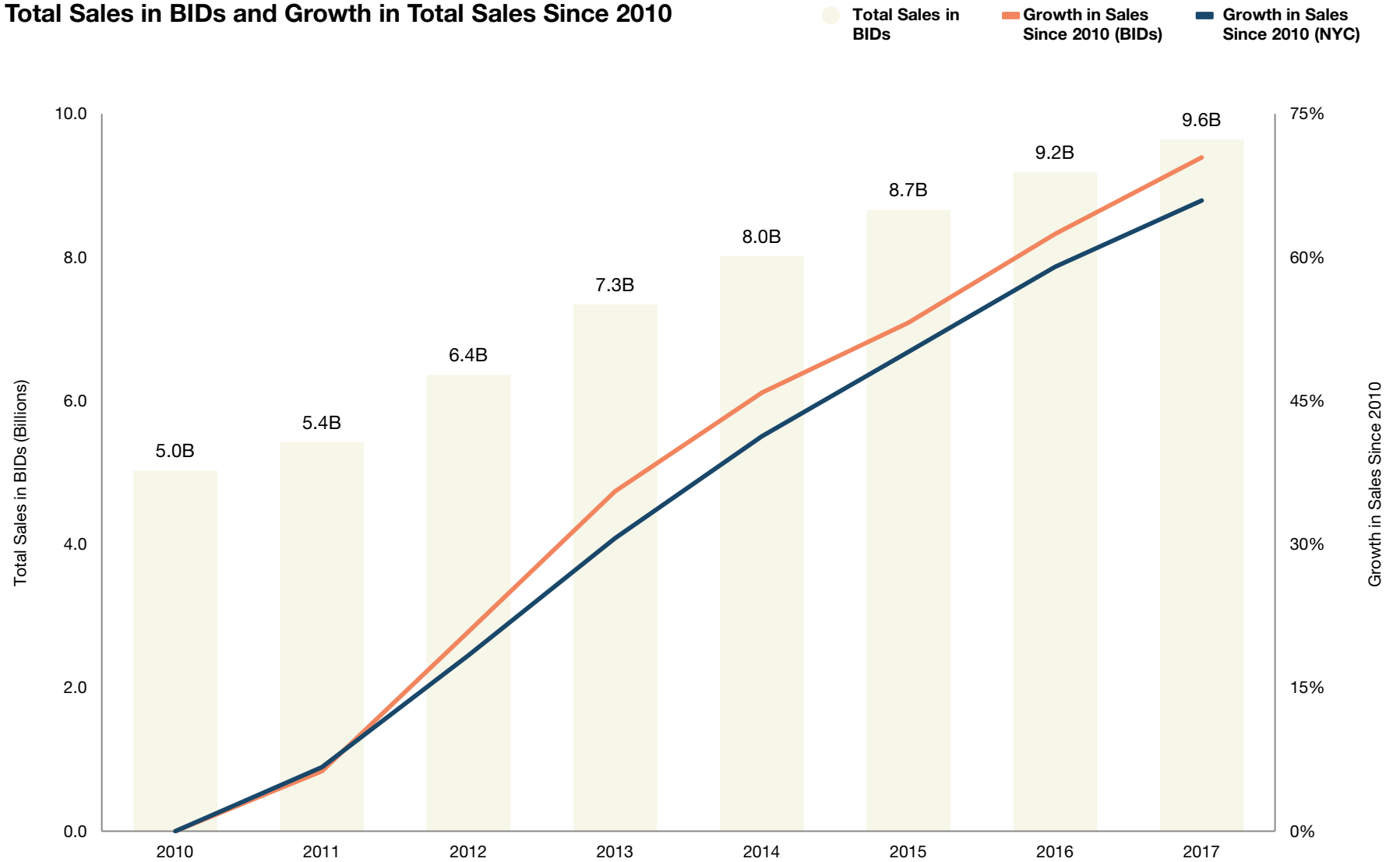
\$6.6B

Property tax revenue

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

Value in BIDs

Total Sales in BIDs and Growth in Total Sales Since 2010

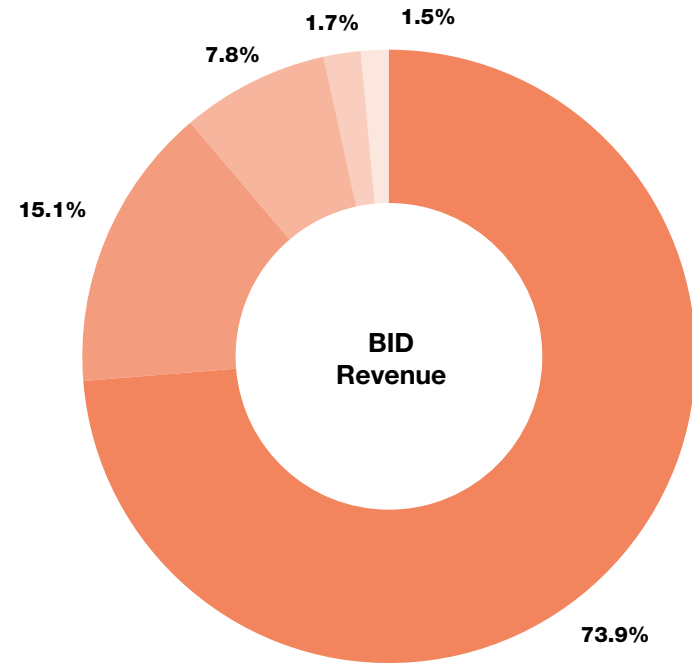


Data Source: NYC Department of Finance, 2017
See methodology (pg. 5)

BID Revenue

Generating the BID Dollar (FY17)

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



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

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

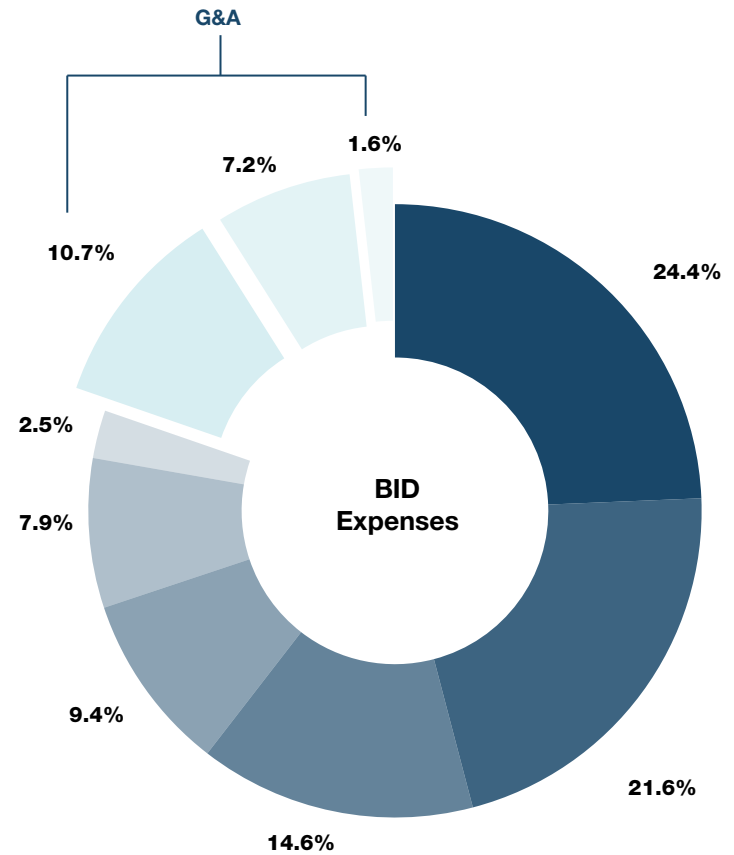
***Other Revenue may include interest income and miscellaneous revenue

BID Expenses

Spending the BID Dollar (FY17)

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

G&A



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

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

DAILY IMPACT

of BIDs Across New York City

10,960

Trash bags collected
every day



1,012

New social media
followers every day

6,449

Interactions with visitors
every day



295

Incidents of graffiti
removed every day

9,528

Marketing materials
distributed every day



13

Public events held
every day

BIDs by Budget

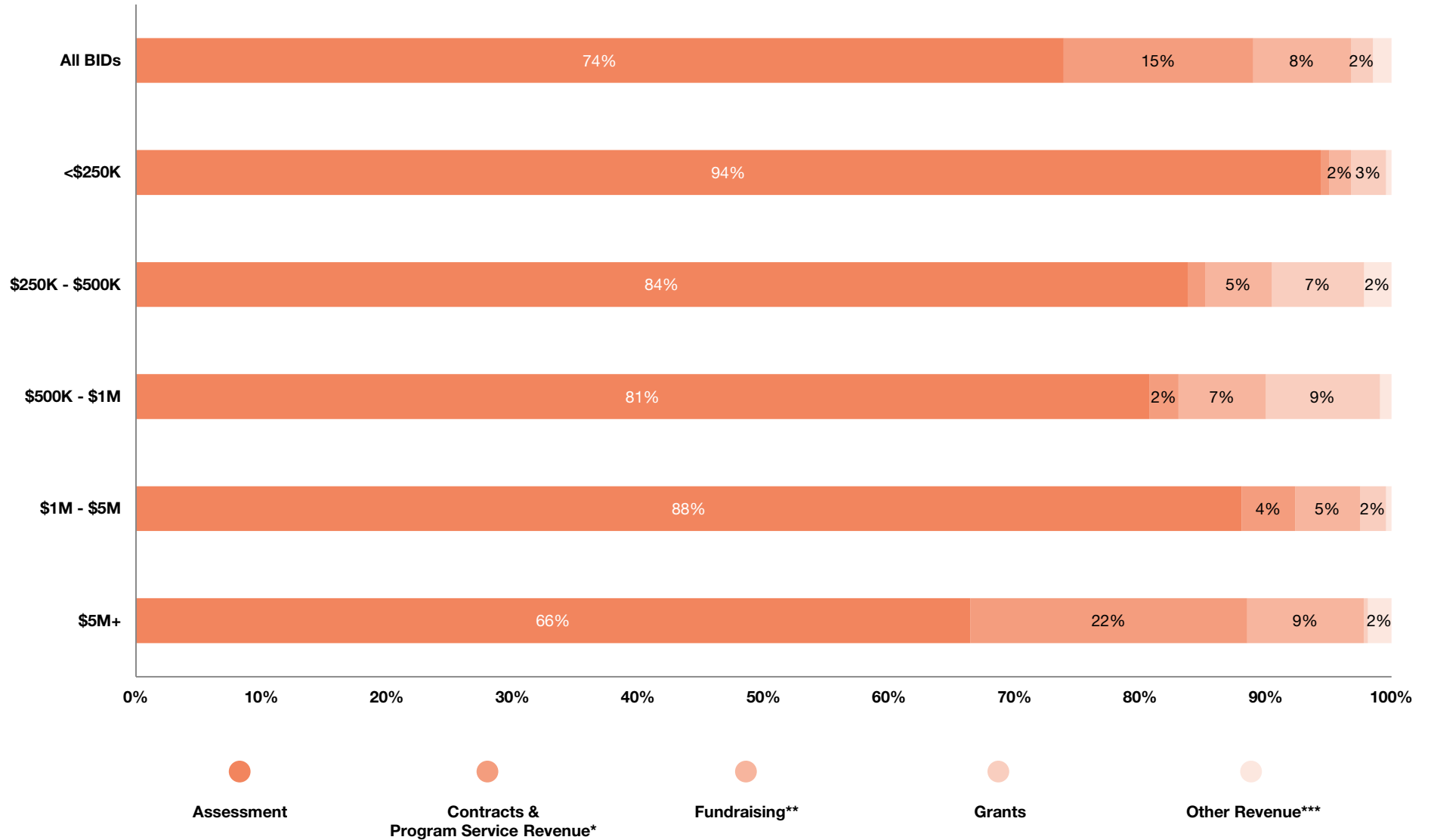
Throughout this report, BIDs are separated by budget according to total expenses. BIDs are ordered alphabetically in each budget bracket below.

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

<\$250K 16	<\$250K - \$500K 19	\$500K - \$1M 15	\$1M - \$5M 16	\$5M+ 6	
165th Street Mall	161st Street	Park Slope 5th Avenue	Bed-Stuy Gateway	125th Street	34th Street Partnership
180th Street	82nd Street Partnership	Pitkin Avenue	Columbus Avenue	47th Street	Bryant Park Corporation
Bayside Village	86th Street Bay Ridge	Steinway Street	Court-Livingston-Schermerhorn	Chinatown Partnership	Downtown Alliance
Brighton Beach	Atlantic Avenue	Sunset Park	Downtown Flushing Transit Hub	East Midtown Partnership	Garment District
Church Avenue	Bay Ridge 5th Avenue		DUMBO Improvement District	Fifth Avenue	Grand Central Partnership
East Brooklyn	Belmont		Fordham Road	Flatiron/23rd Street Partnership	Times Square Alliance
Forest Avenue	Columbus-Amsterdam		HUB/3rd Avenue	Fulton Mall Improvement Association	
Graham Avenue	Flatbush Avenue		Jamaica Center	Hudson Square Connection	
Montague Street	Flatbush-Nostrand Junction		Long Island City Partnership	Hudson Yards/Hell's Kitchen Alliance	
North Flatbush	Fulton Area Business (FAB) Alliance		Myrtle Avenue (BK)	Lincoln Square	
South Shore	Grand Street		Myrtle Avenue (QN)	Lower East Side	
Southern Boulevard	Jerome-Gun Hill		SoHo-Broadway	Madison Avenue	
Sutphin Boulevard	Kings Highway		Sunnyside Shines	Meatpacking	
West Shore	Kingsbridge		Washington Heights	MetroTech	
White Plains Road	NoHo NY		Westchester Square	Union Square Partnership	
Woodhaven				Village Alliance	

BID Revenue by Budget

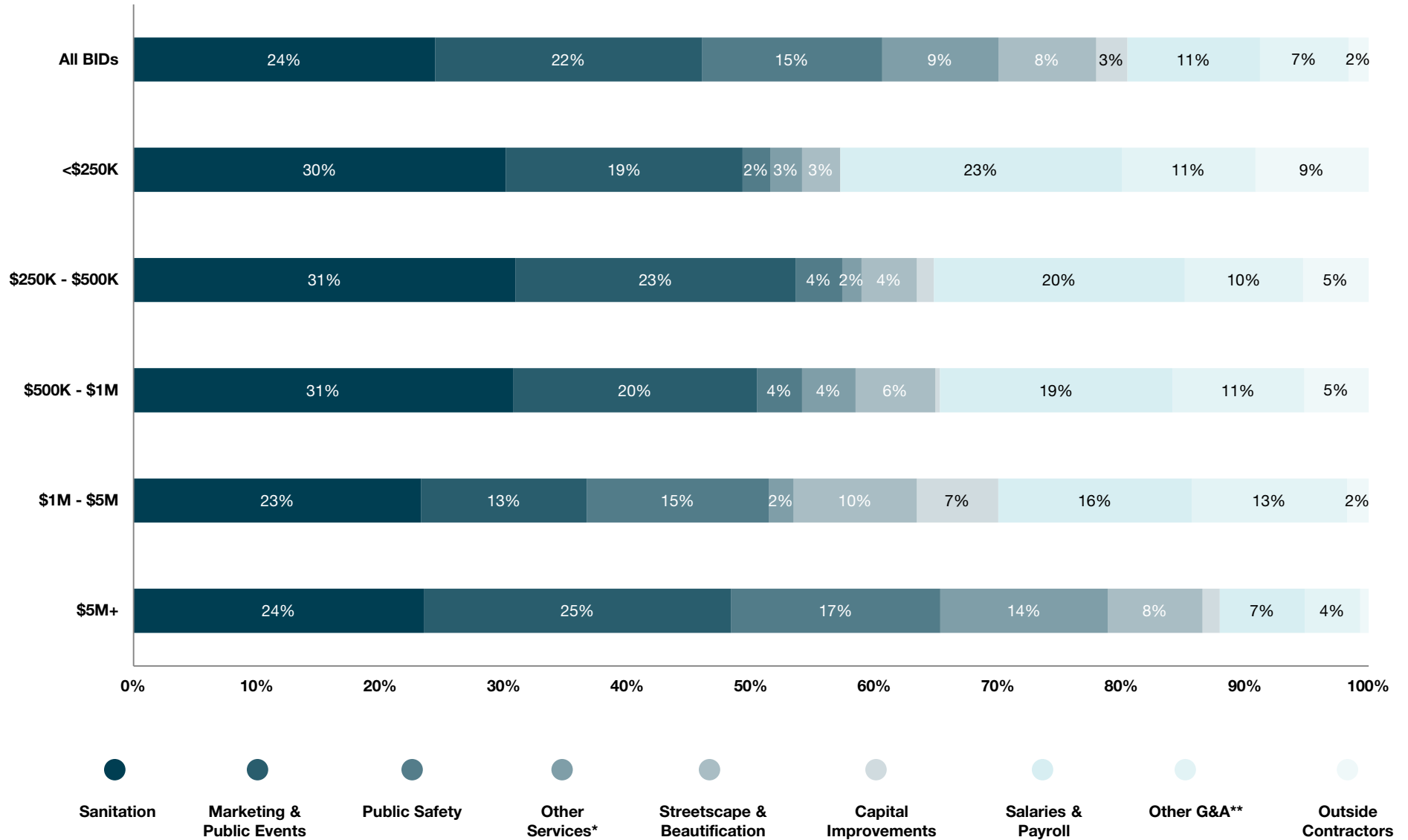
Values less than 1% of total revenue are included but not labeled



*Contracts and program service revenue may include revenue from plaza maintenance contracts, concession contracts, banners, parking lots, trash cans, additional user rights, etc.
 **Fundraising may include revenue raised from events, campaigns or similar programs
 ***Other Revenue may include interest income and miscellaneous revenue

BID Expenses by Budget

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



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

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

3

HIGHLIGHTS



BIDs

Keep their districts clean and safe



Sanitation Study

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

Emergency Communication

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



Photo credit: Liz Ligon for Union Square Partnership

BIDs

Market their corridors and businesses



Hate Has No Business Here

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

Coupon Books

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

Restaurant Crawls

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

Construction Mitigation

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



BIDs

Implement creative solutions for addressing vacancies



Holiday Pop-Up Market

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

Arts & Technology Space Activation

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



Commercial Vacancy Showcase Tour

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

BIDs

Create a sense of place



Local Artist Banner Campaign

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

Storefront Improvement

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



Pedestrian Crossing Guards

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

Storefront Art Installations

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

Photo credit: Ryan Muir for Hudson Square Connection

BIDs

Activate public space



Performing Arts Festival

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

Winter Village

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



Broadway Temporary Plazas

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

Leverage innovative tech solutions

District Data Visualization

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

3D Mapping

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

BIDs

Foster community partnerships



Fundraising for Local Schools

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

Encouraging Healthy Food Options

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

Build capacity of local merchants

Merchant Workshops

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



Business Assistance Forum

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

Connecting Merchants to Resources

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

Photo credit: Phil Greenberg for DUMBO Improvement District

BIDs

Partner with City agencies



Rat Reduction Plan

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

Green Infrastructure

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



Street Seats

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



Weekend Walks

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

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

BIDs

Conduct research to plan for the future



L Train Shutdown Preparation

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

Comprehensive Streetscape Study

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

Encourage sustainability

Adopt-a-Plant

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

Wetland Mitigation

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





4

BID SERVICES

Sanitation

All BIDs

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

Sanitation

271

Linear miles serviced

4.0M

Trash bags collected

108K

Total instances of graffiti removed*

6,317

Receptacles maintained

770

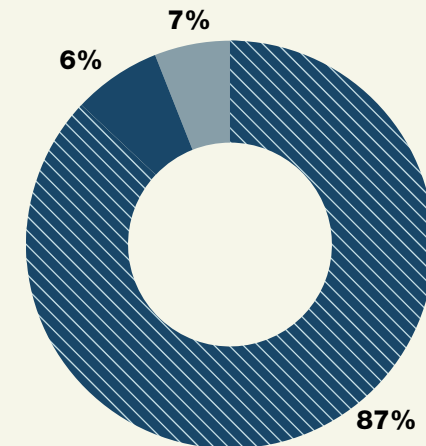
Sanitation workers employed

1.4M

Sanitation hours logged

How do BIDs employ their sanitation staff?

- Contracted
- In-house
- Both



FY17 Sanitation Highlights

70

BIDs with sanitation programs

\$36.1M

Total BID sanitation investment

\$516K

Average BID sanitation investment

\$142K

Median BID sanitation investment

25.1%

Average % of BID expenses

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

Sanitation

By Budget

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

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

Marketing & Public Events

All BIDs

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

Marketing & Public Events

4,719

Public events held*

12.1M

Estimated attendees at public events**

3.5M

Marketing materials distributed

2.9M

Total social media following

206

Linear miles of holiday lighting

60

BIDs with holiday lighting programs



FY17 Marketing & Public Events Highlights

72

BIDs with marketing programs

\$31.9M

Total BID marketing investment

\$443K

Average BID marketing investment

\$82K

Median BID marketing investment

21.6%

Average % of BID expenses

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

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

Marketing & Public Events

By Budget

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

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

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

Public Safety

All BIDs

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

Public Safety

204

Linear miles serviced

2.4M

Interactions with visitors

330

Public safety staff employed

634K

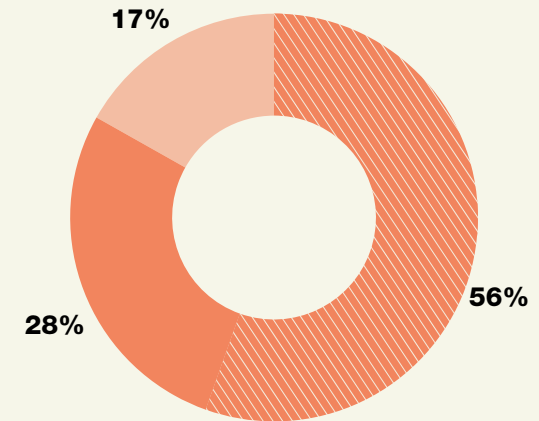
Hours logged by public safety staff

30

BIDs assign staff to street patrol

How do BIDs employ their public safety staff?

- Contracted
- In-house
- Both



FY17 Public Safety Highlights

44

BIDs with public safety programs

\$21.6M

Total BID public safety investment

\$514K

Average BID public safety investment

\$70K

Median BID public safety investment

16.4%

Average % of BID expenses

Public Safety

By Budget

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

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

Streetscape & Beautification

All BIDs

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

Streetscape & Beautification

127

Public spaces maintained

5,107

Tree pits maintained

3,253

Planters maintained

21K

Street furniture elements maintained*

3,427

Banners maintained

147

Public art installations sponsored



FY17 Streetscape & Beautification Highlights

65

BIDs with streetscape programs

\$11.7M

Total BID streetscape investment

\$220K

Average BID streetscape investment

\$39K

Median BID streetscape investment

8.0%

Average % of BID expenses

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

Streetscape & Beautification

By Budget

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

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

General & Administrative

All BIDs

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

General & Administrative

\$38.5M

External (non-assessment) revenue generated by BIDs

26.1%

% of total BID revenue from external sources

42.6K

Staff hours spent raising external revenue

135

Grants received by BIDs

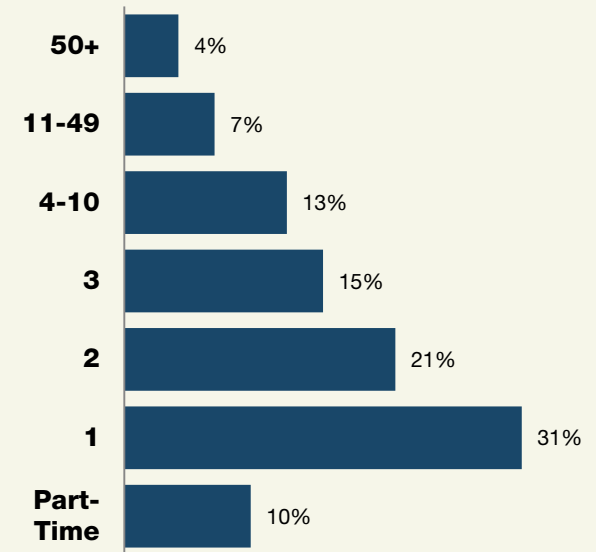
26

BIDs conducting research or planning studies

35

BIDs with budgets less than \$500K

How many people work in BID offices?



FY17 General & Administrative Highlights

\$28.9M

Total BID G&A expenses

\$401K

Average BID G&A expenses

\$165K

Median BID G&A expenses

19.5%

Average % of BID expenses

22

BIDs sharing G&A expenses*

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

General & Administrative

By Budget

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



5

DIRECTORY OF BIDS

125th Street – East Brooklyn

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

East Midtown – Madison Avenue

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

Meatpacking – Woodhaven

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



6

BID PROGRAM APPENDICES

OVERVIEW

Program Area Data

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

Notes

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

Allocated vs. Unallocated

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

Did your BID allocate staff salaries to expense categories?

40%

Allocated

60%

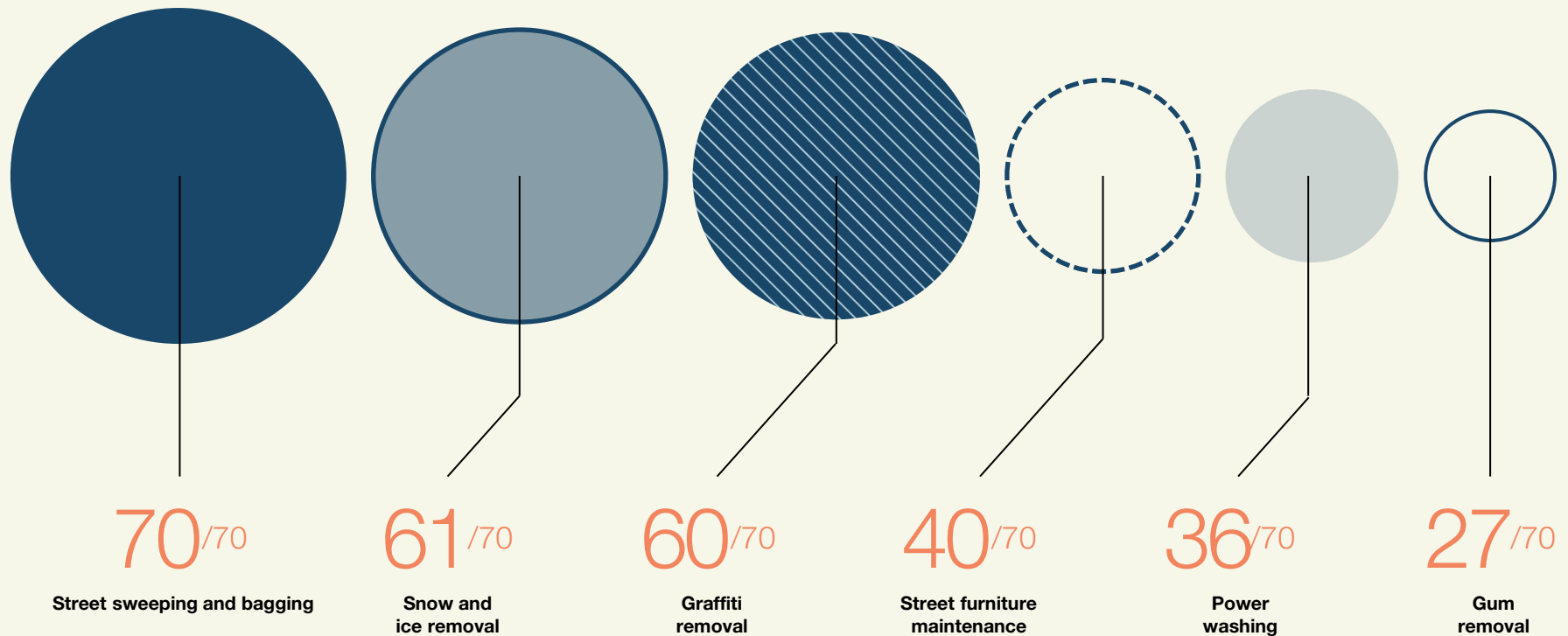
Unallocated

Appendix A

Sanitation

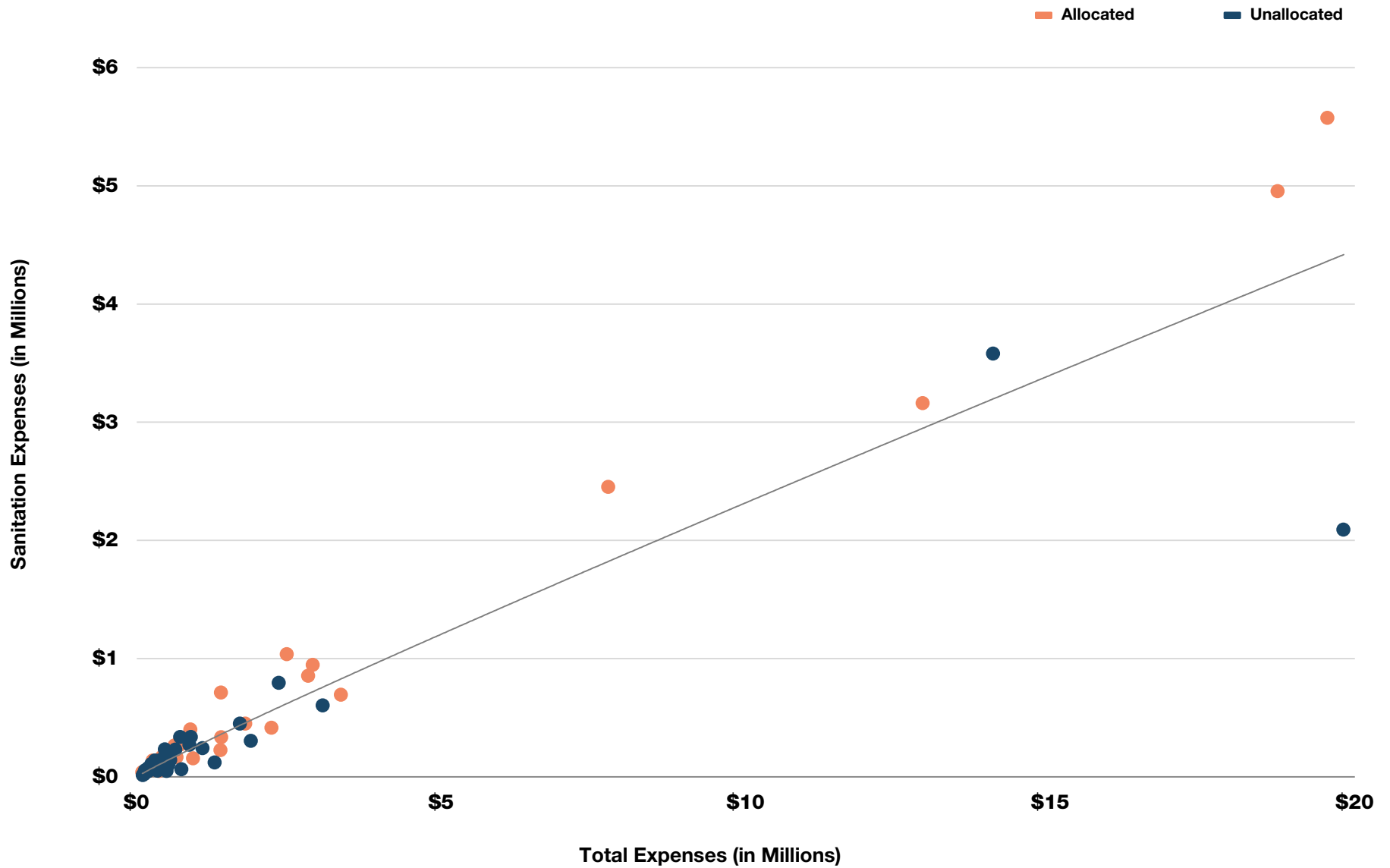
What kinds of sanitation services do BIDs provide?

70 Number of BIDs with sanitation programs



Sanitation Expenses

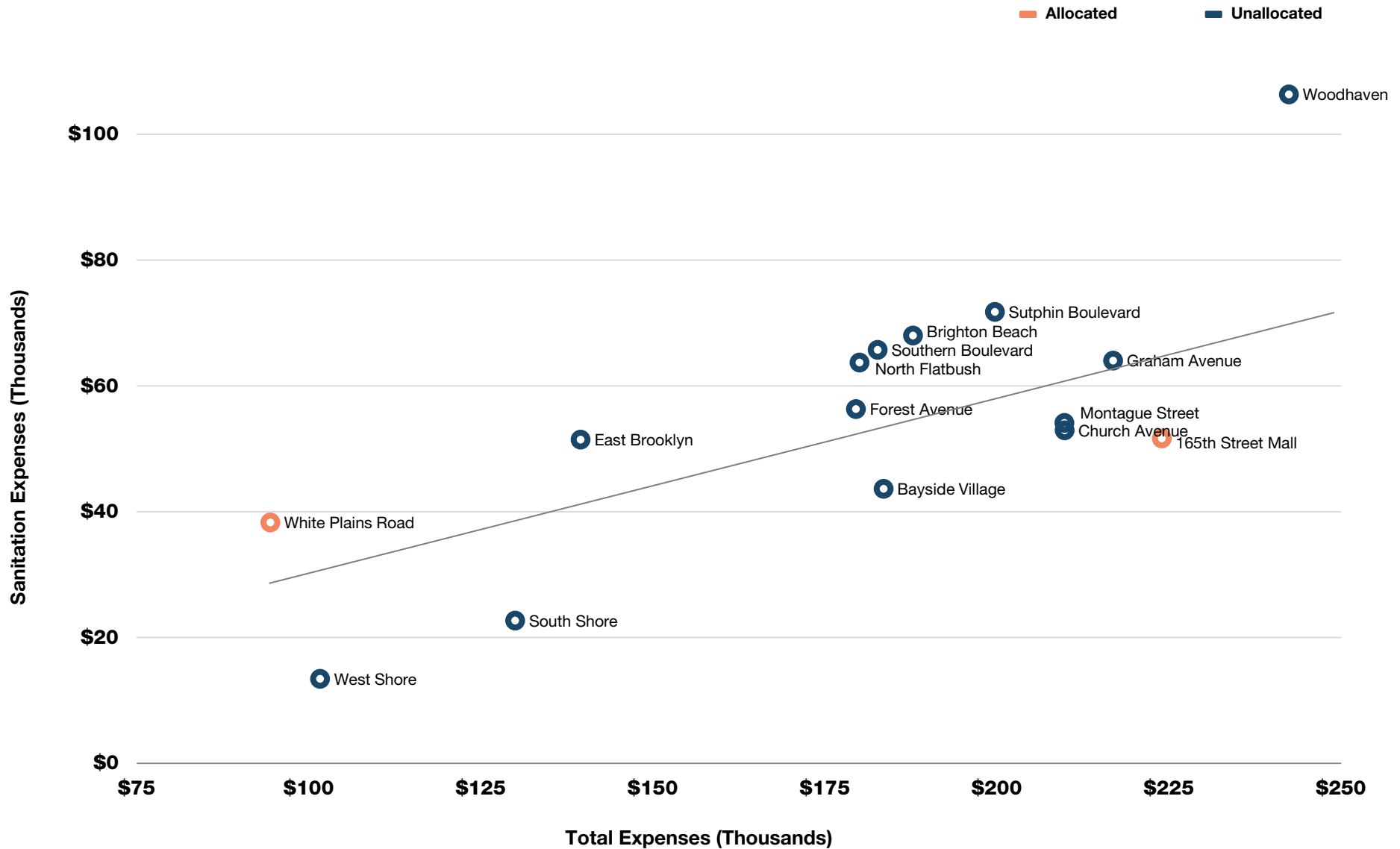
FY17 Sanitation, All BIDs



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

Sanitation Expenses

BIDs <\$250K



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

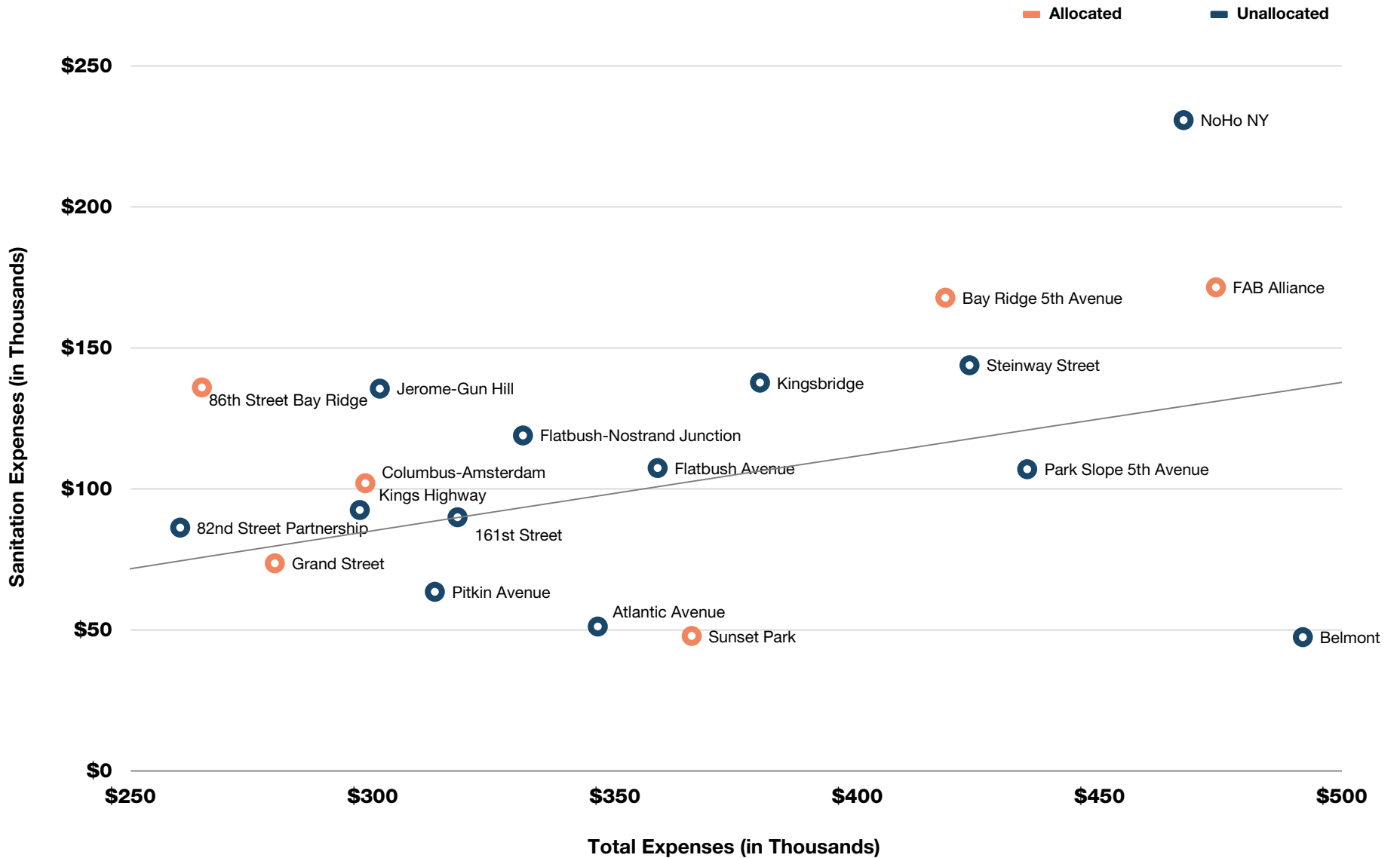
Sanitation: Comparative Data

BIDs <\$250K

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

Sanitation Expenses

BIDs \$250K - \$500K



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

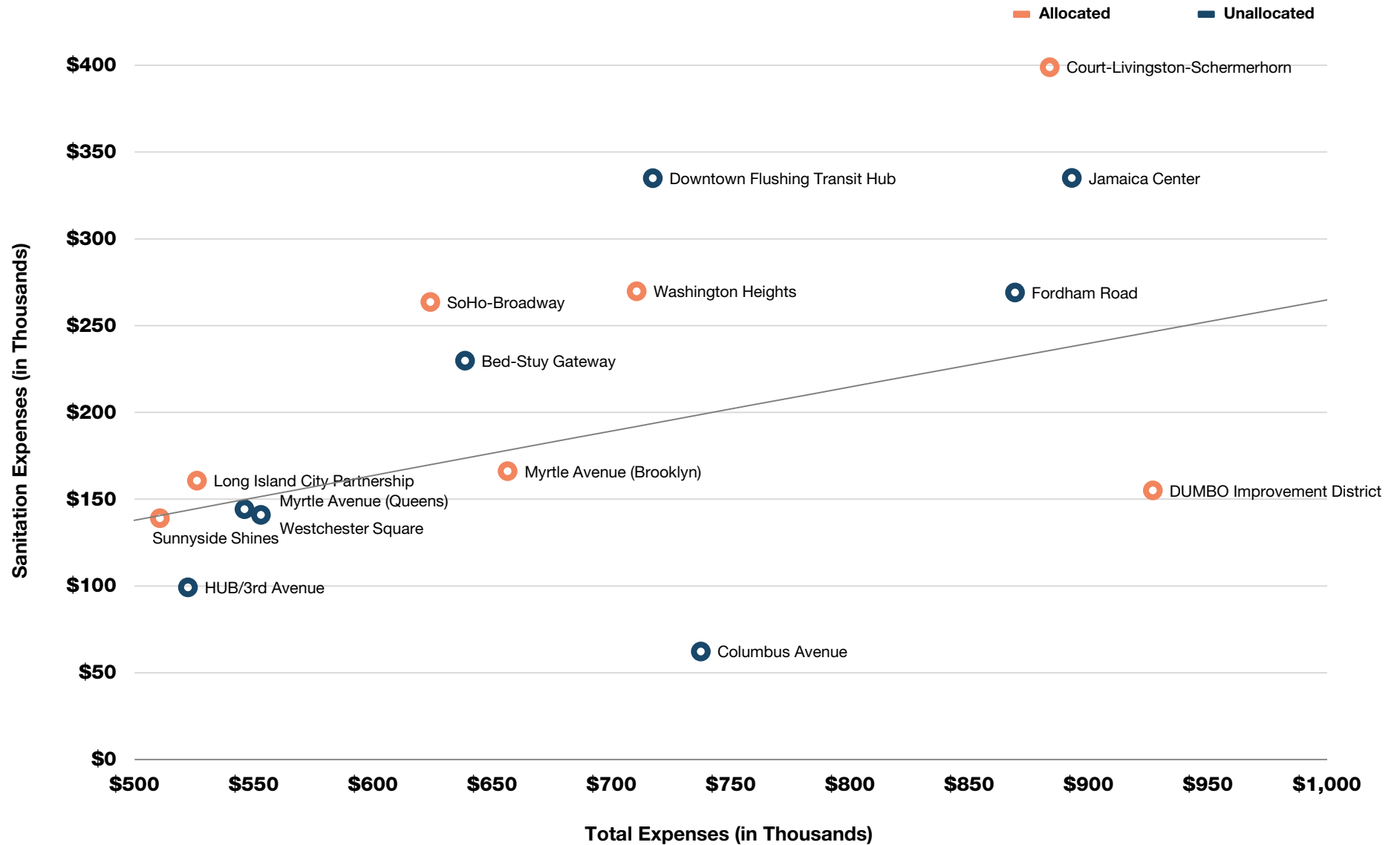
Sanitation: Comparative Data

BIDs \$250K - \$500K

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

Sanitation Expenses

BIDs \$500K - \$1M



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

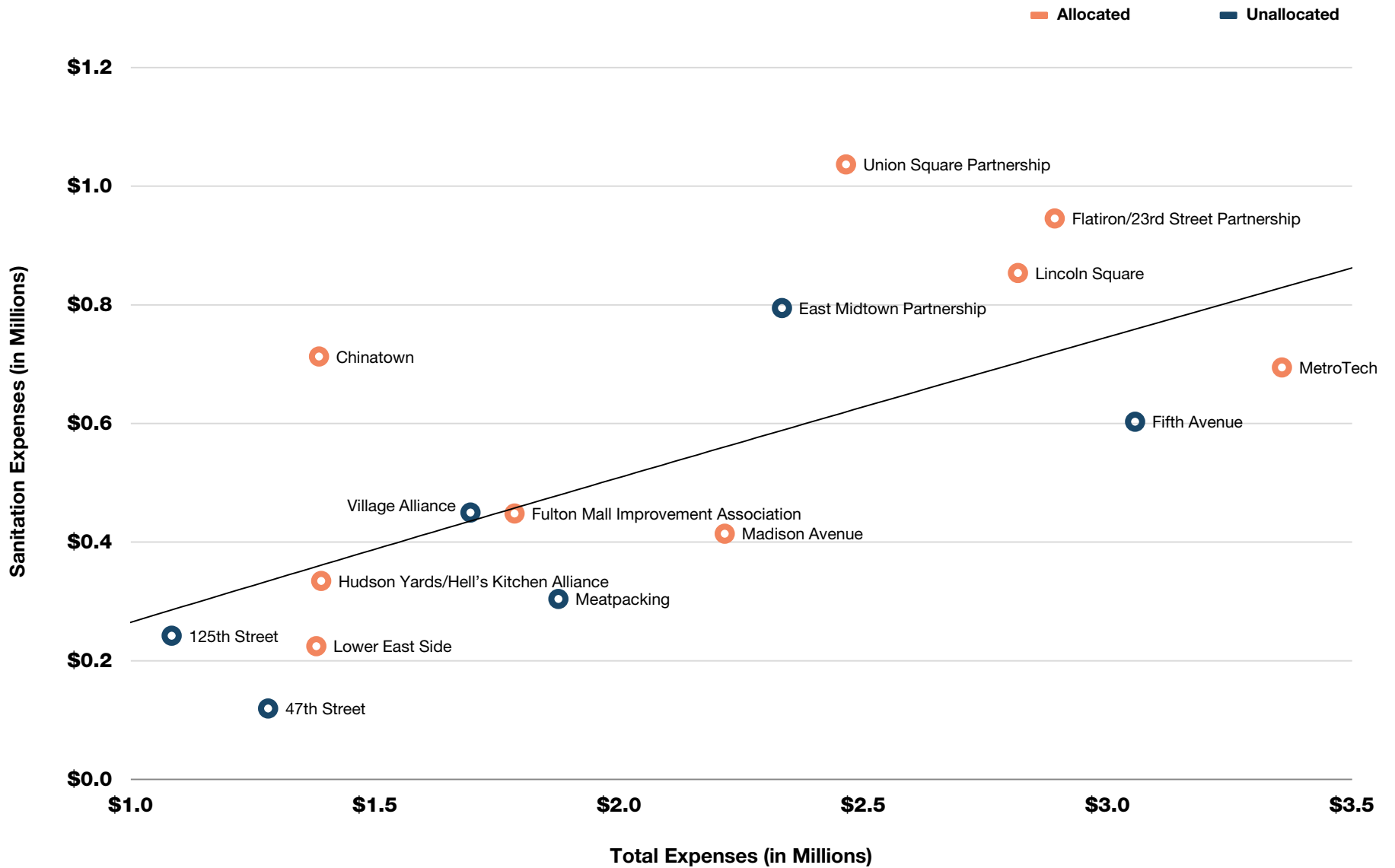
Sanitation: Comparative Data

BIDs \$500K - \$1M

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

Sanitation Expenses

BIDs \$1M - \$5M



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

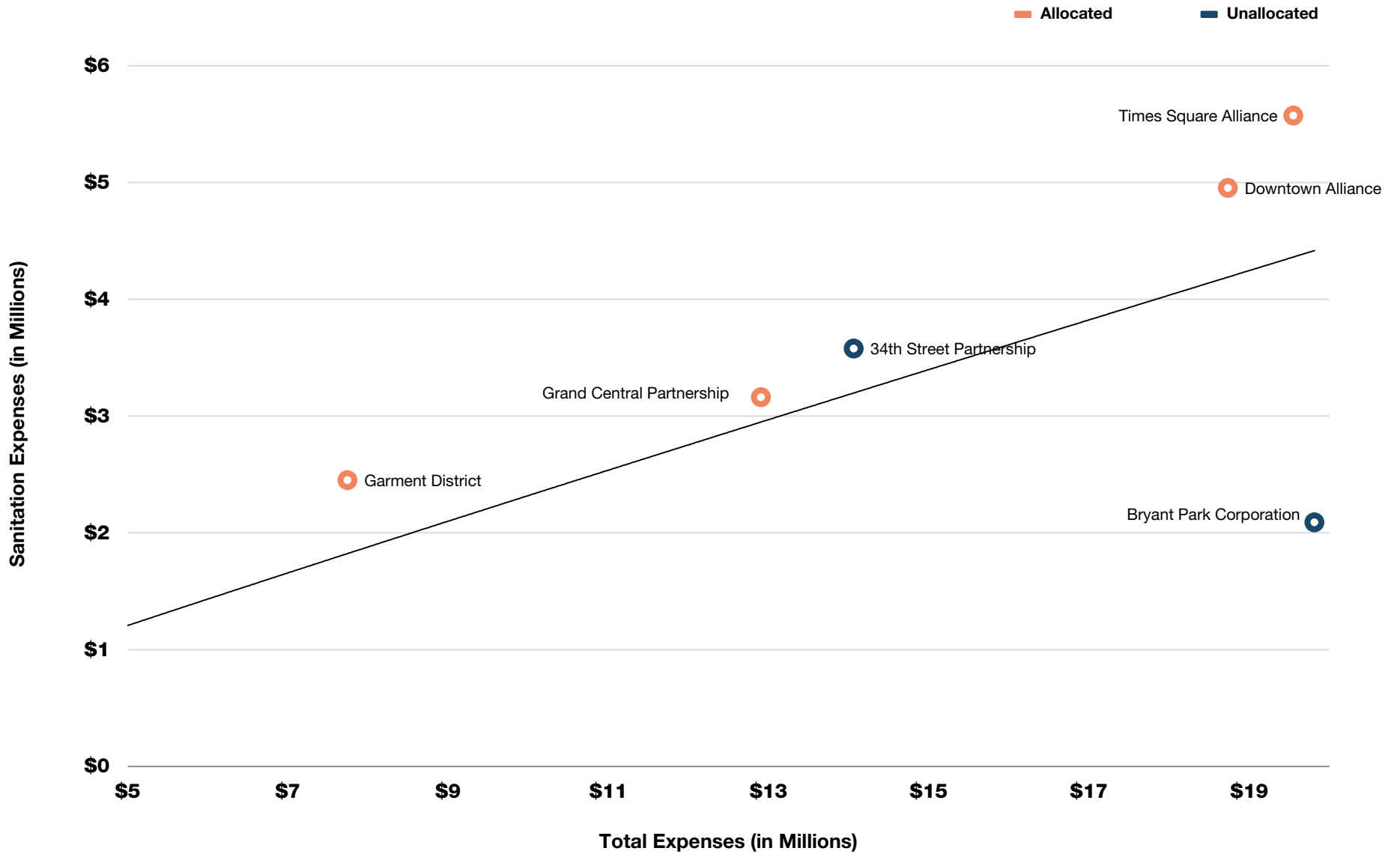
Sanitation: Comparative Data

BIDs \$1M - \$5M

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

Sanitation Expenses

BIDs \$5M+



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

Sanitation: Comparative Data

BIDs \$5M+

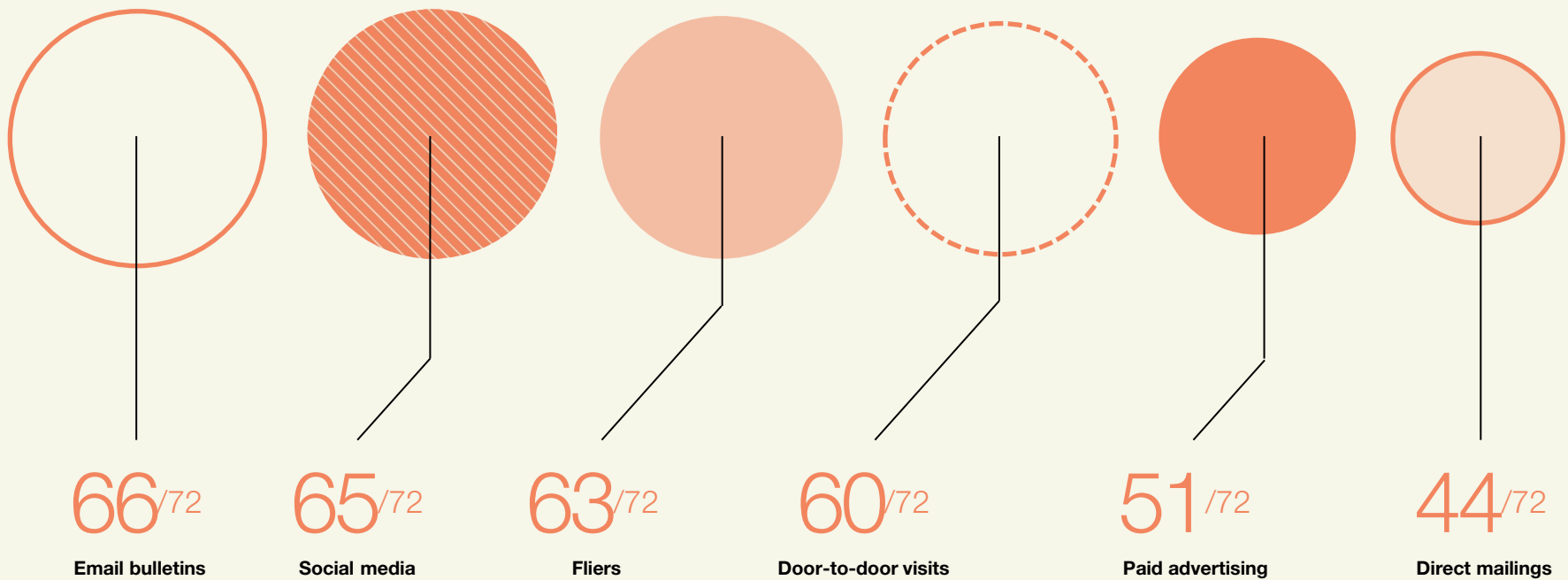
BID	Total Expenses	Sanitation Expenses	% of Total Expenses	Frontage Feet	Sanitation Expenses / Frontage Foot	Sanitation Hours Logged	Sanitation Expenses / Hour Logged
34th Street Partnership	\$14,061,313	\$3,578,553	25.4%	41,110	\$87.05	137,280	\$26.07
Bryant Park Corporation	\$19,814,477	\$2,090,915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

Appendix B

Marketing & Public Events

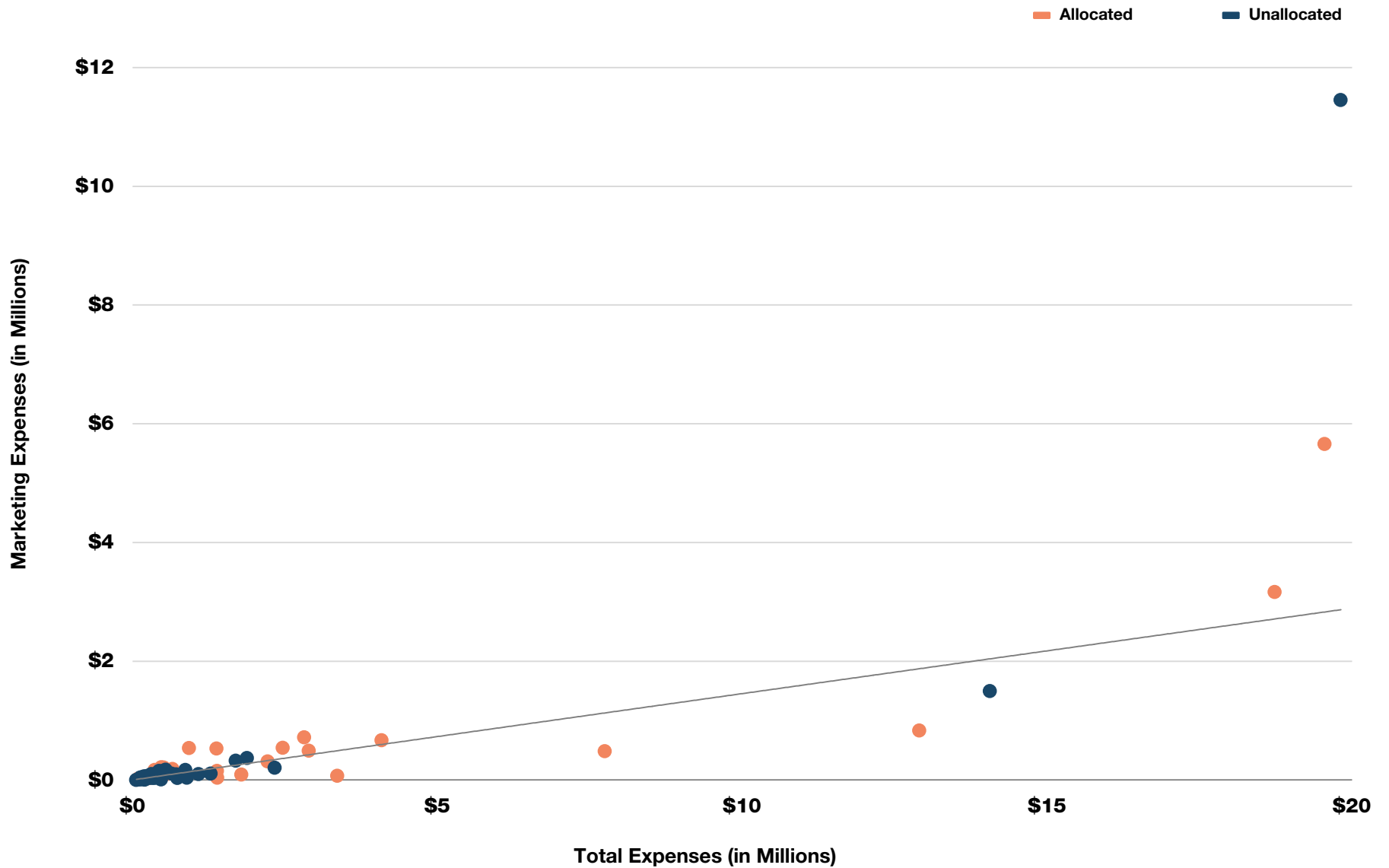
What communication channels do BIDs use?

72
Number of BIDs with marketing programs



Marketing & Public Events Expenses

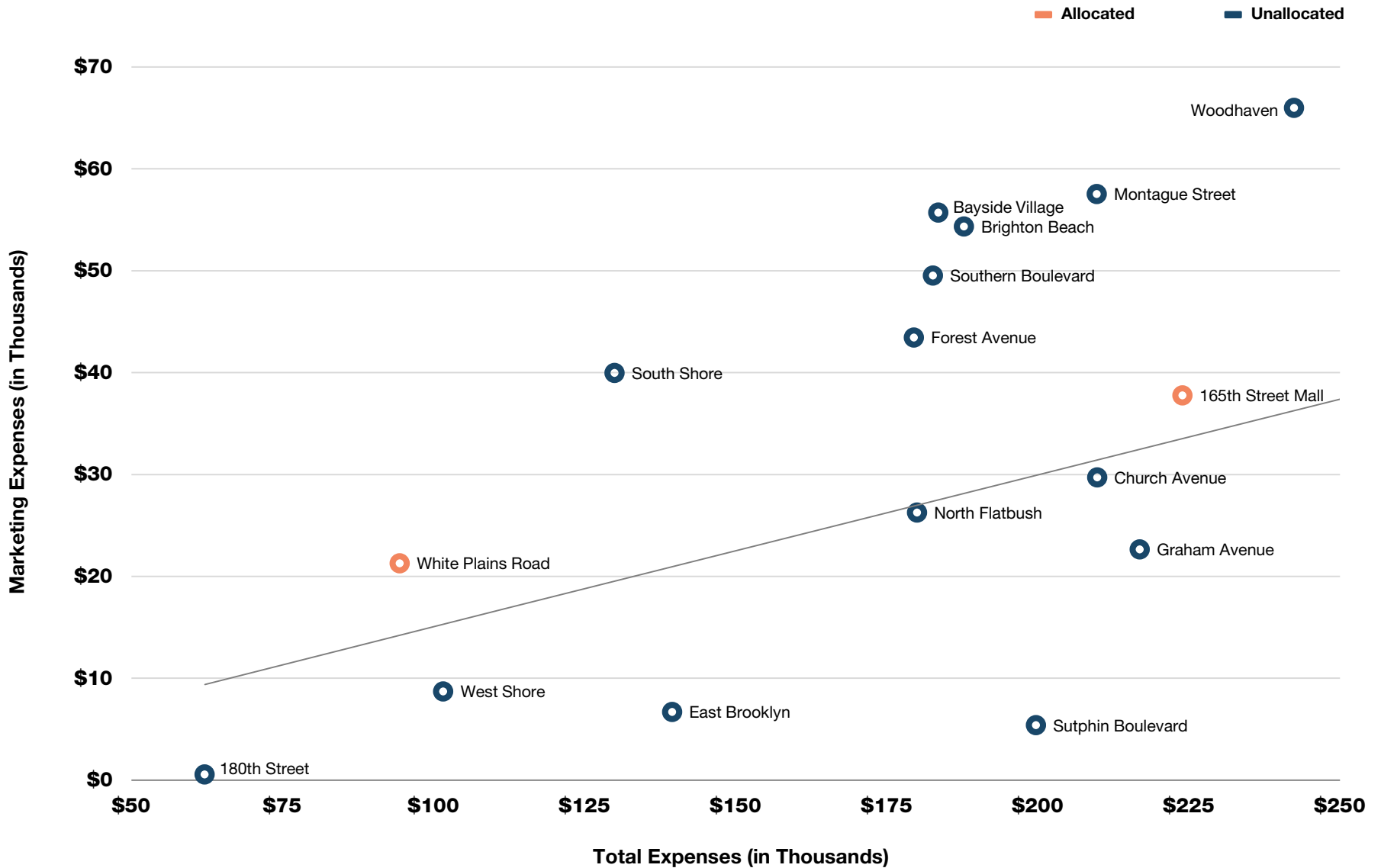
FY17 Marketing & Public Events, All BIDs



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

Marketing & Public Events Expenses

BIDs <\$250K



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

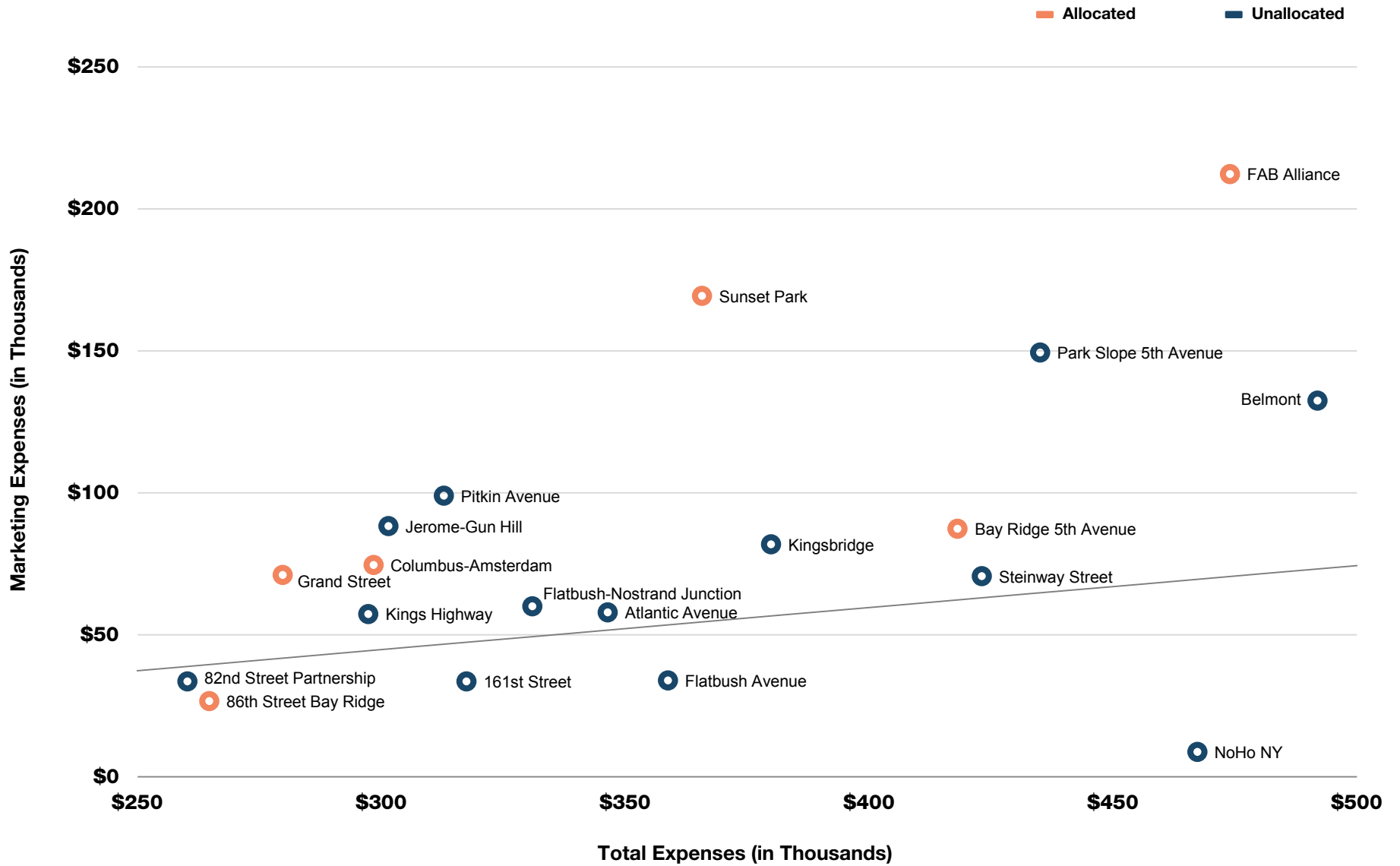
Marketing & Public Events: Comparative Data

BIDs <\$250K

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

Marketing & Public Events Expenses

BIDs \$250K - \$500K



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

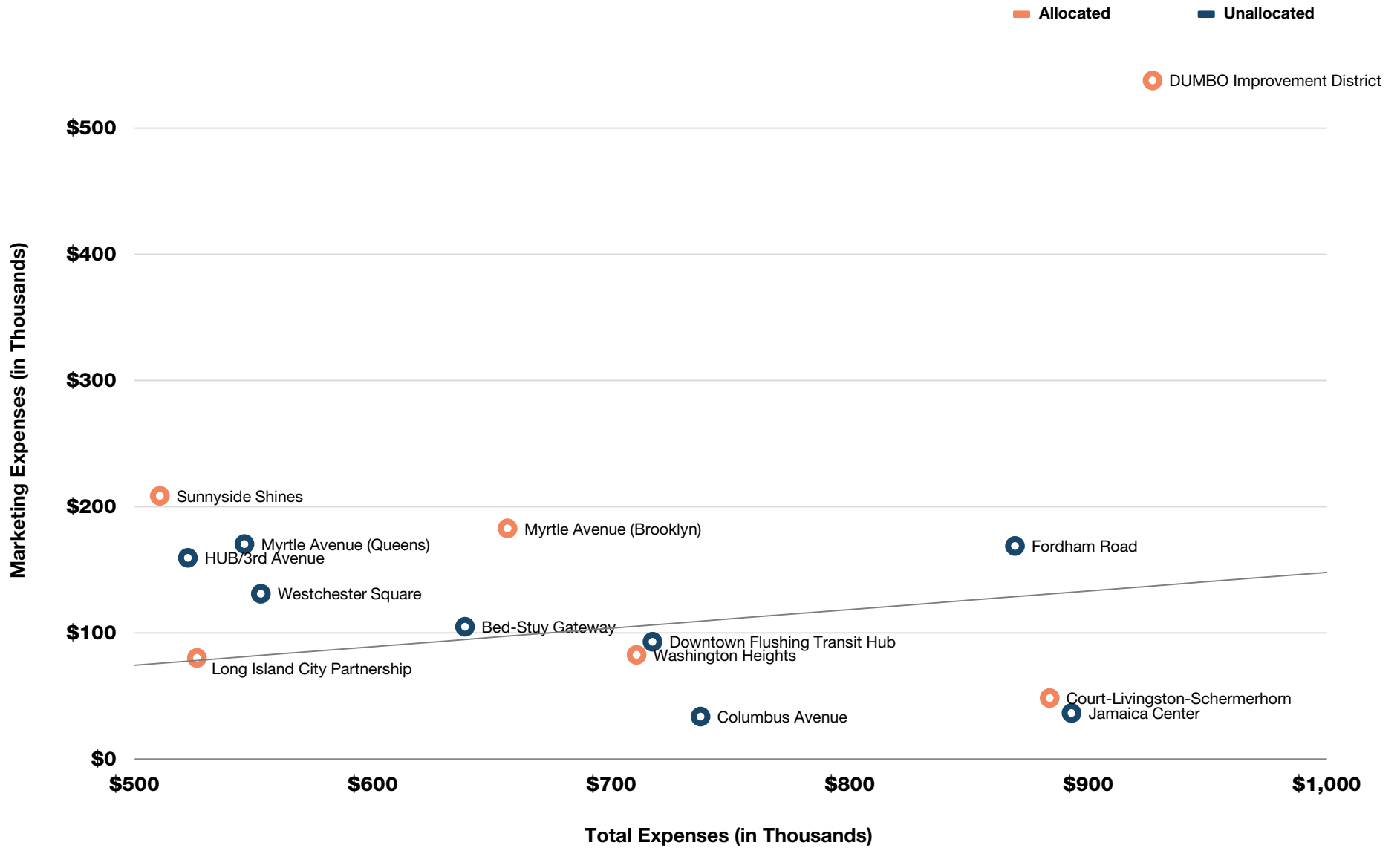
Marketing & Public Events: Comparative Data

BIDs \$250K - \$500K

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

Marketing & Public Events Expenses

BIDs \$500K - \$1M



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

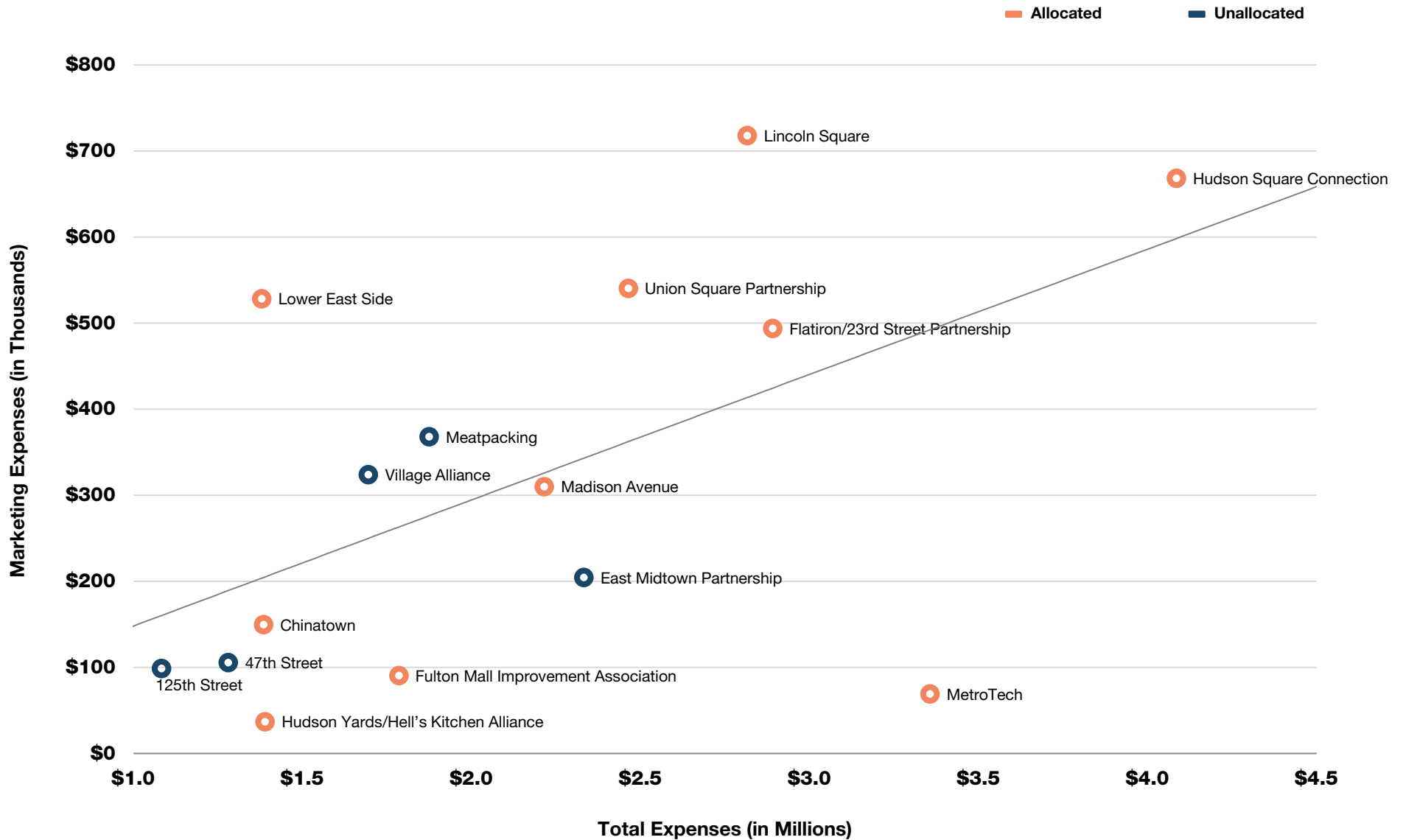
Marketing & Public Events: Comparative Data

BIDs \$500K - \$1M

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

Marketing & Public Events Expenses

BIDs \$1M - \$5M



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

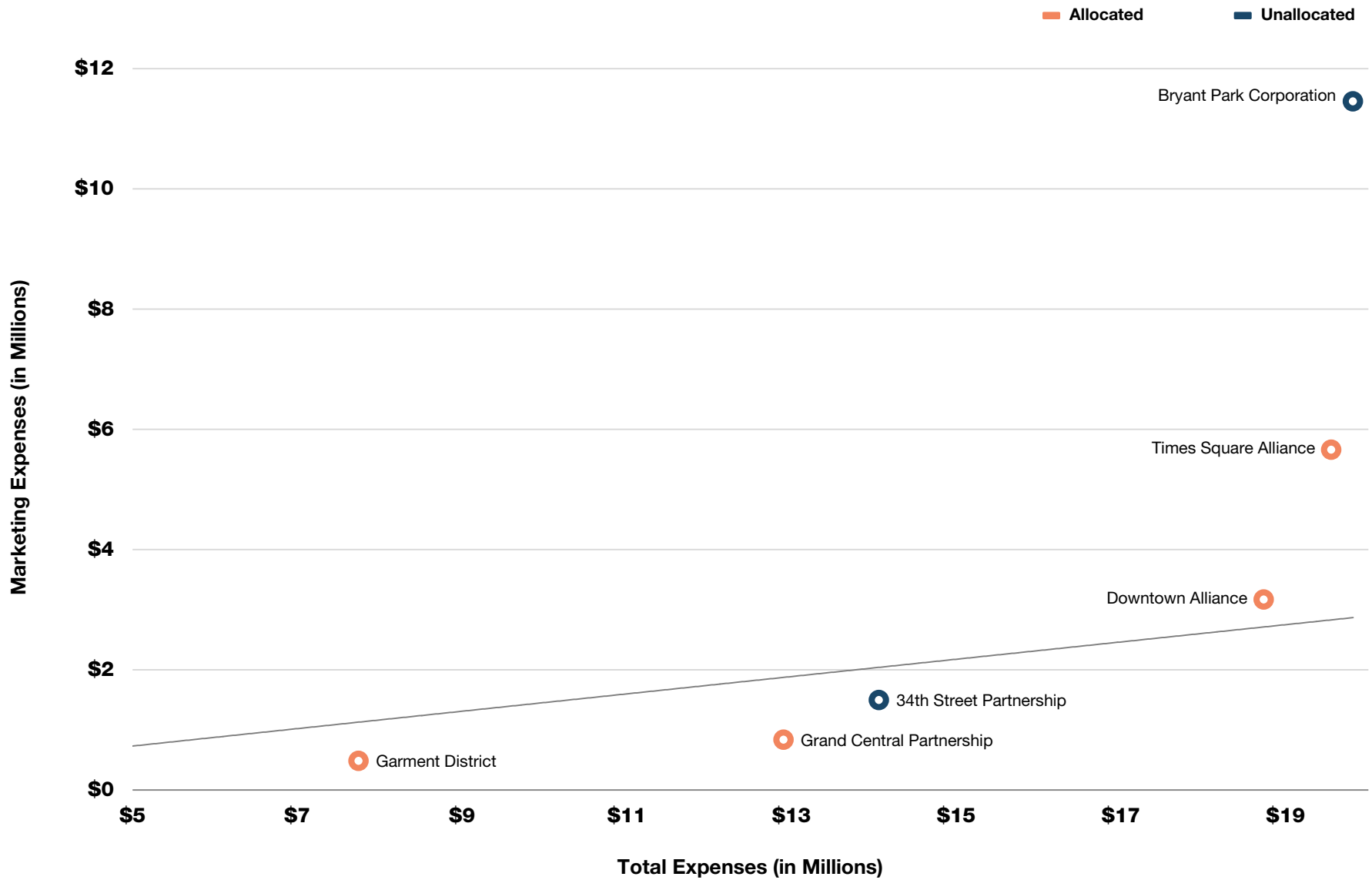
Marketing & Public Events: Comparative Data

BIDs \$1M - \$5M

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

Marketing & Public Events Expenses

BIDs \$5M+



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

Marketing & Public Events: Comparative Data

BIDs \$5M+

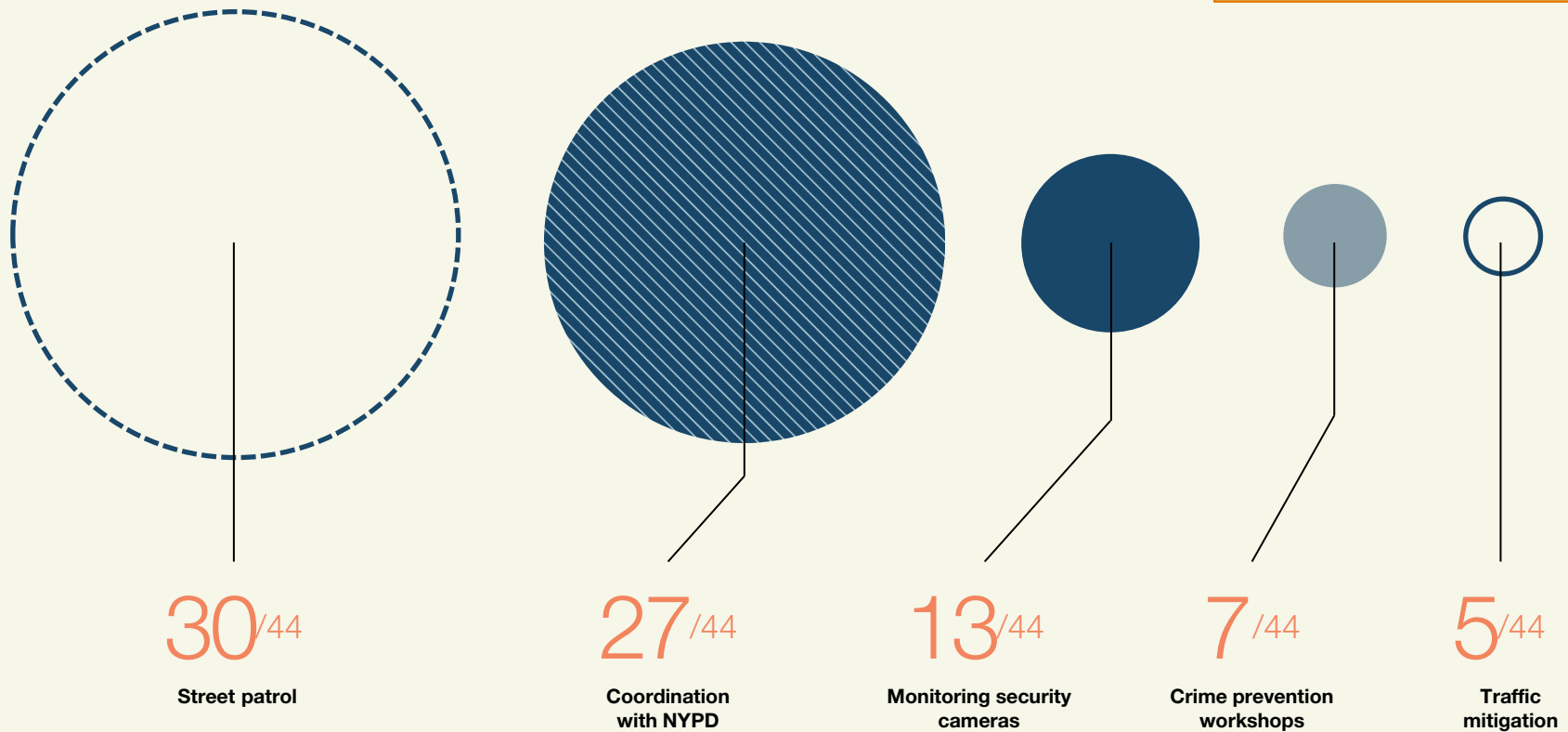
BID	Total Expenses	Marketing & Holiday Lighting Expenses	% of Total Expenses	Total Public Events Held	Total Estimated Attendees at Public Events	Total Marketing Materials Distributed	Total Digital Platform Subscribers
34th Street Partnership	\$14,061,313	\$1,495,399	10.6%	574	31,000	9,000	18,176
Bryant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

Appendix C

Public Safety

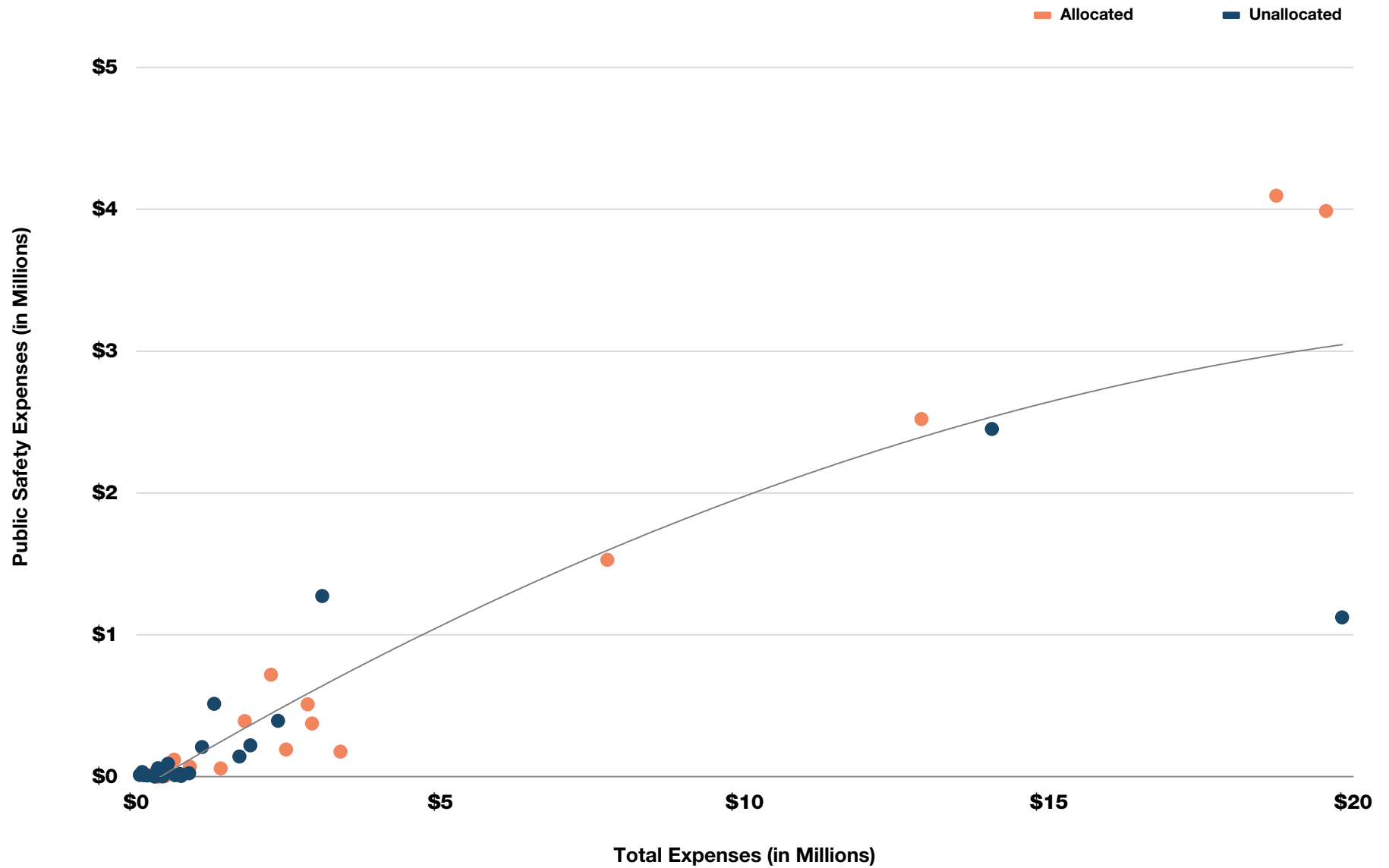
What kinds of public safety services do BID's provide?

44 Number of BID's with public safety programs



Public Safety Expenses

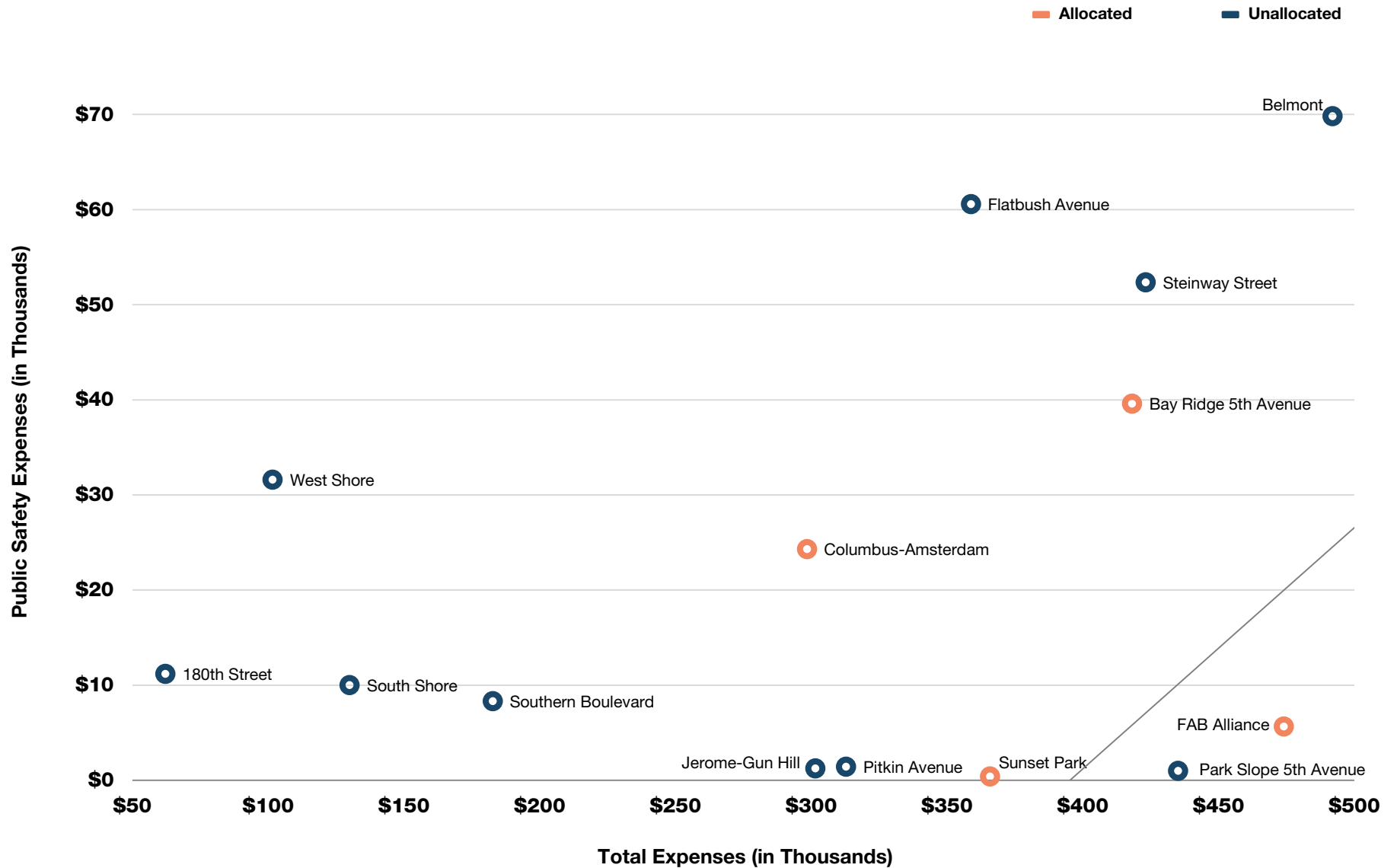
FY17 Public Safety, All BIDs



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

Public Safety Expenses

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



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

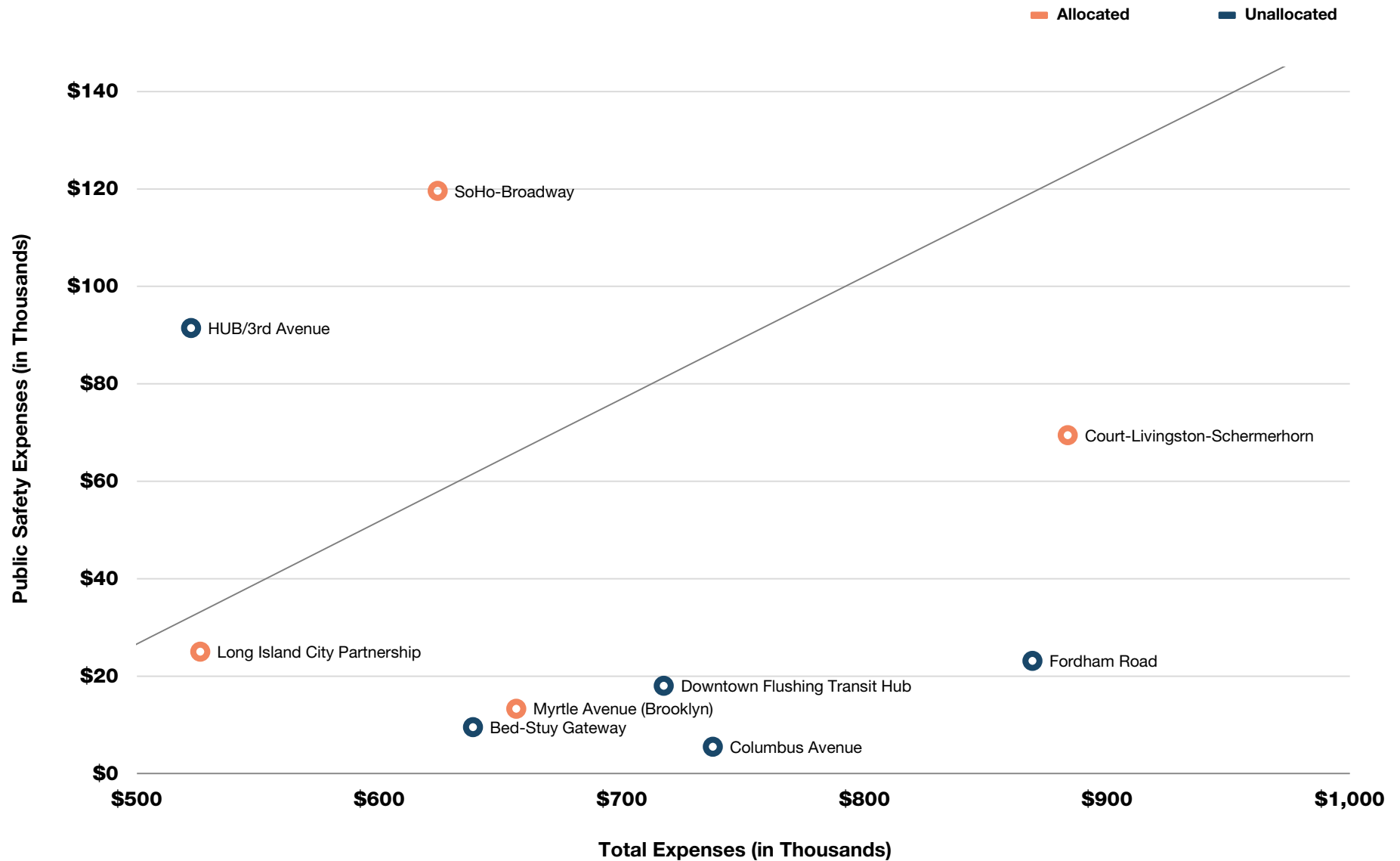
Public Safety: Comparative Data

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

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

Public Safety Expenses

BIDs \$500K - \$1M



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

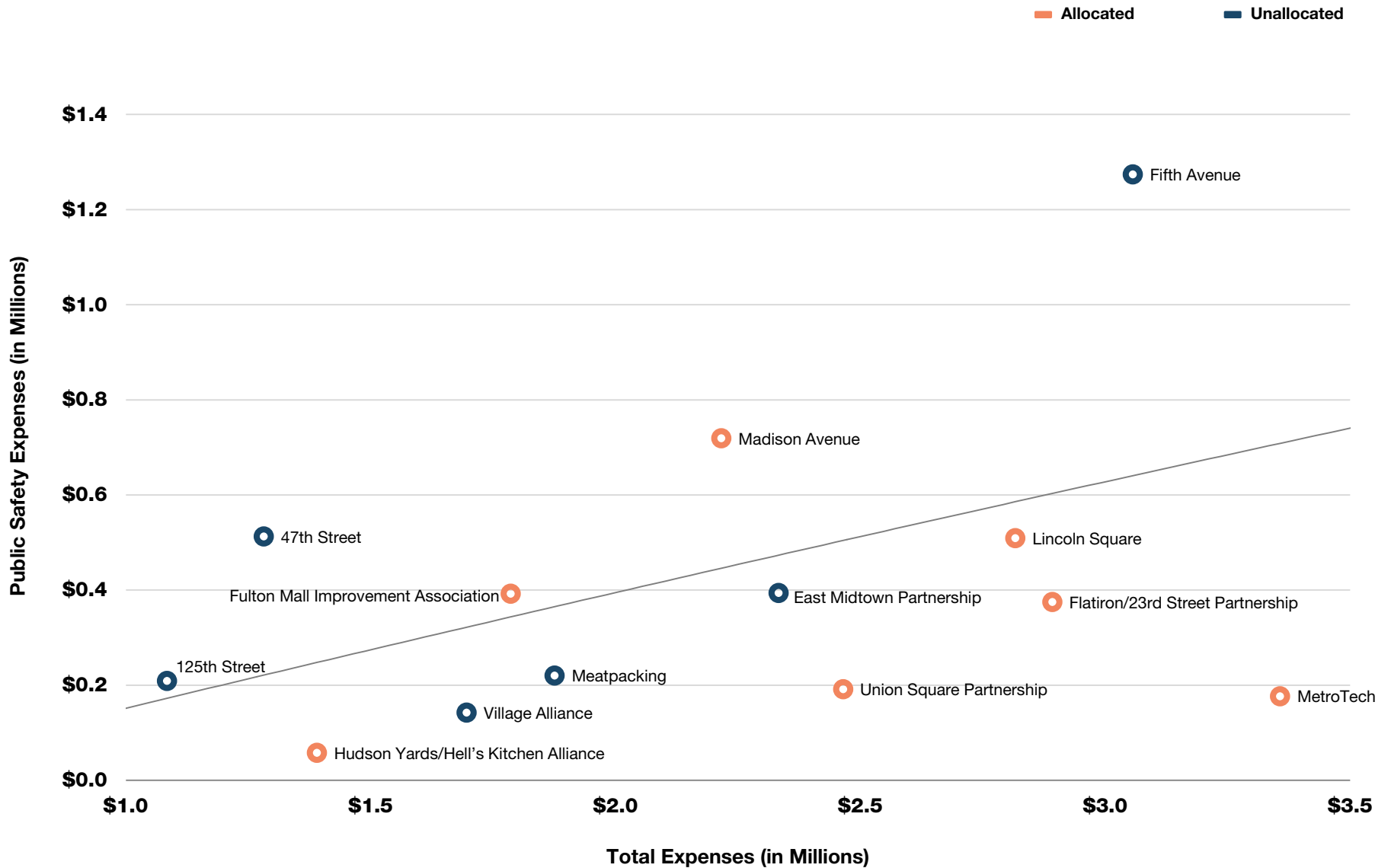
Public Safety: Comparative Data

BIDs \$500K - \$1M

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

Public Safety Expenses

BIDs \$1M - \$5M



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

Public Safety: Comparative Data

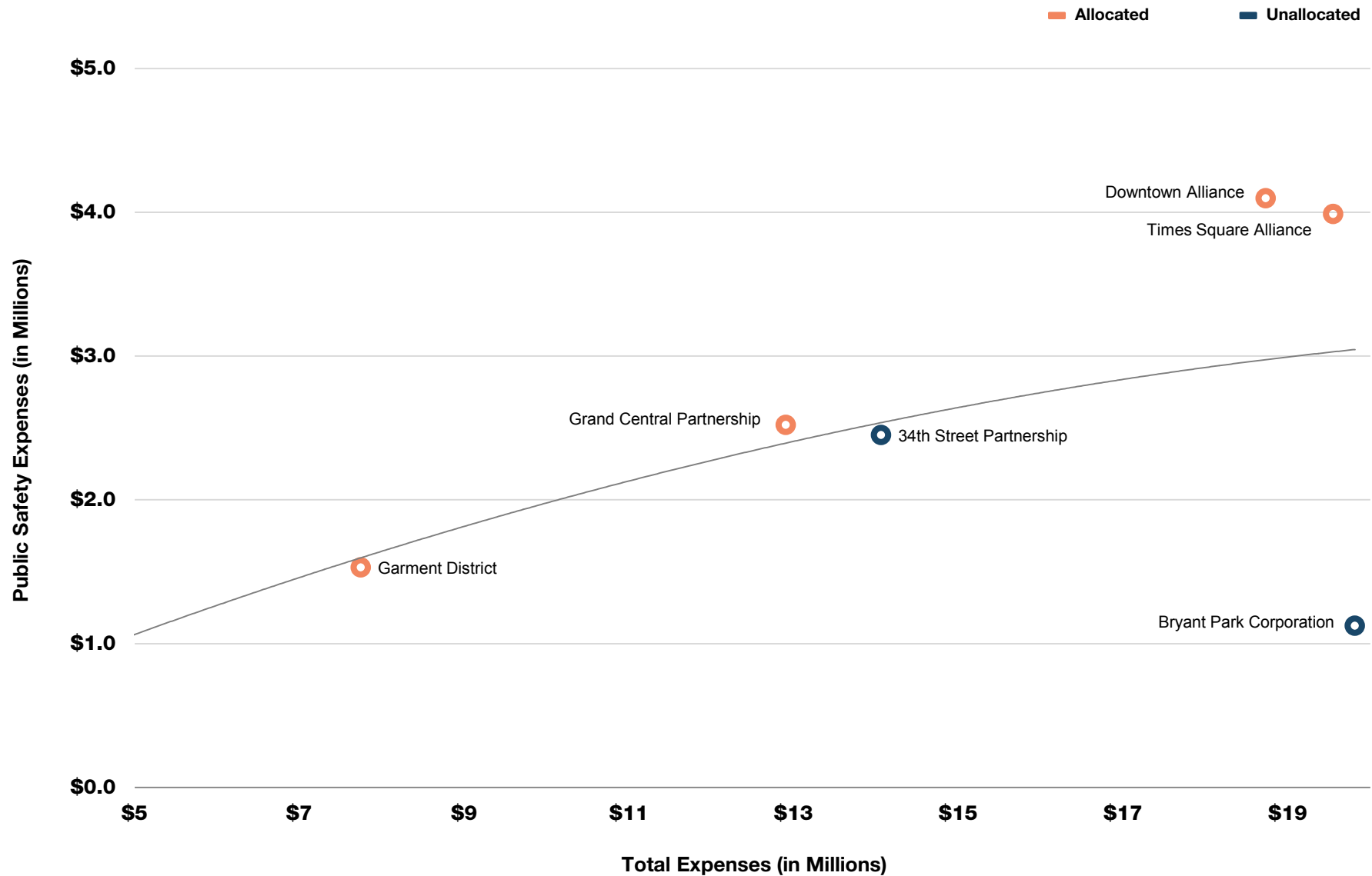
BIDs \$1M - \$5M

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

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

Public Safety Expenses

BIDs \$5M+



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

Public Safety: Comparative Data

BIDs \$5M+

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

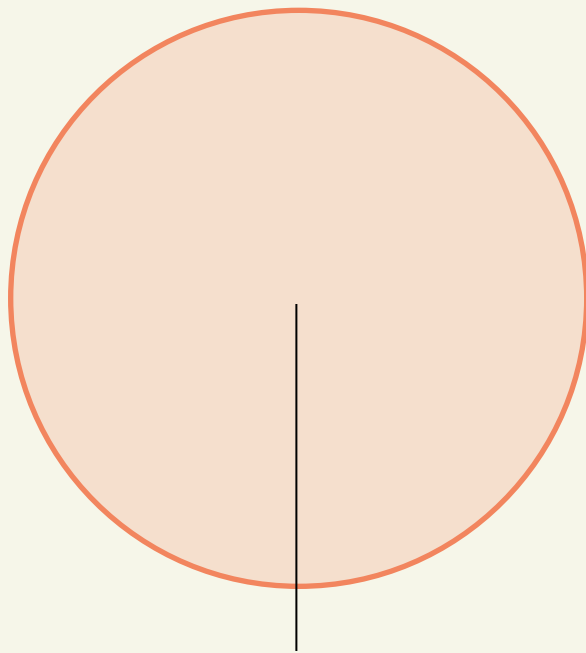
Appendix D

Streetscape & Beautification

What kinds of streetscape elements do BID's maintain?

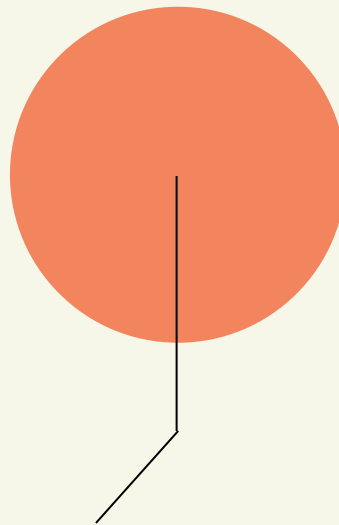
66

Number of BID's with streetscape programs



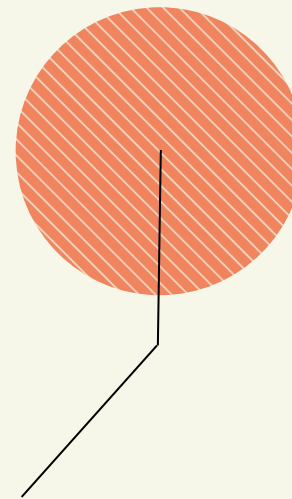
11K

Street furniture elements



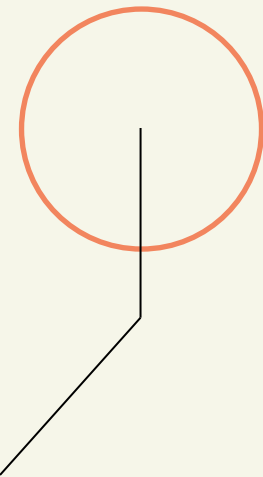
3.7K

Lighting elements



3.2K

Infrastructure elements

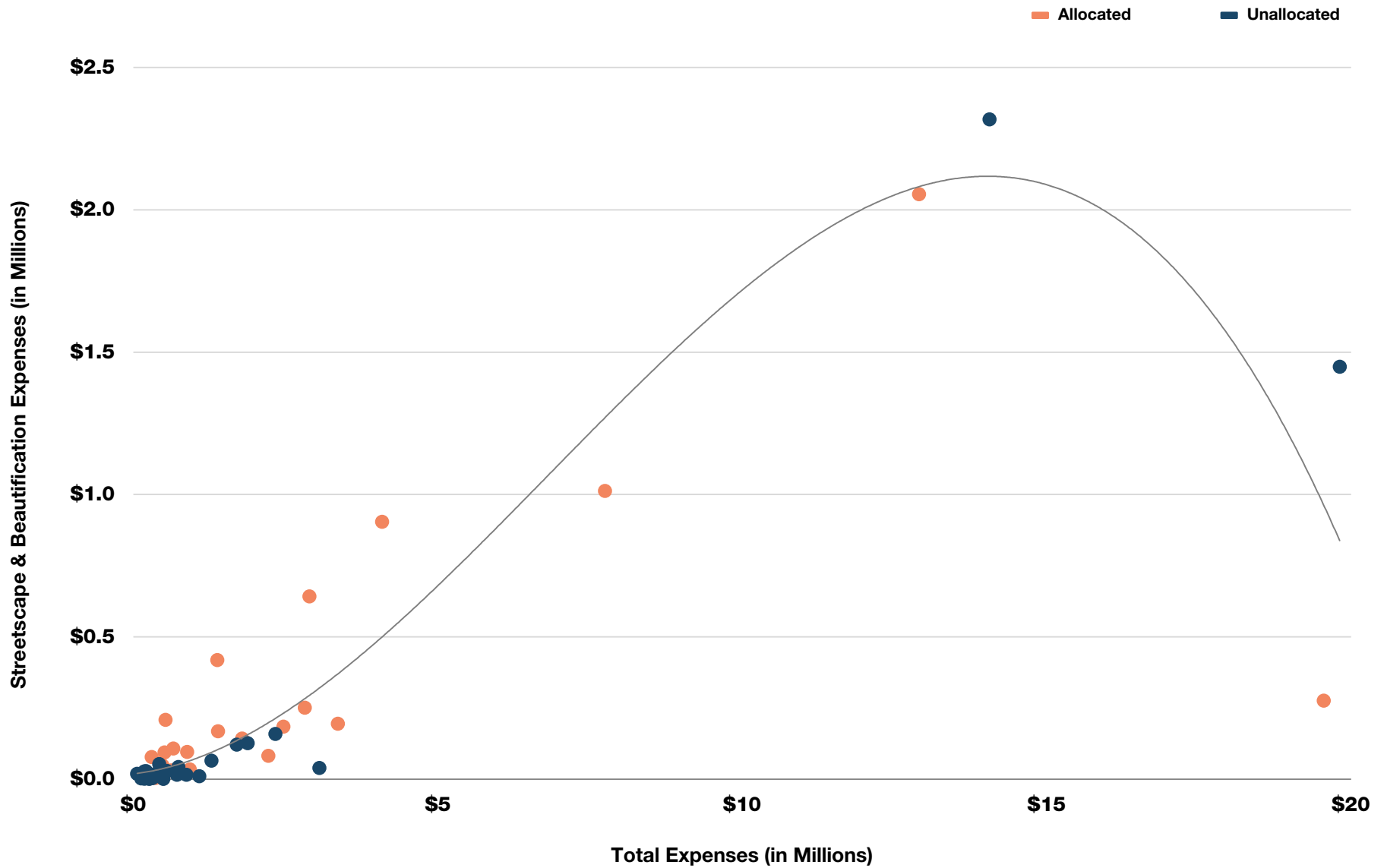


3K

Wayfinding elements

Streetscape & Beautification Expenses

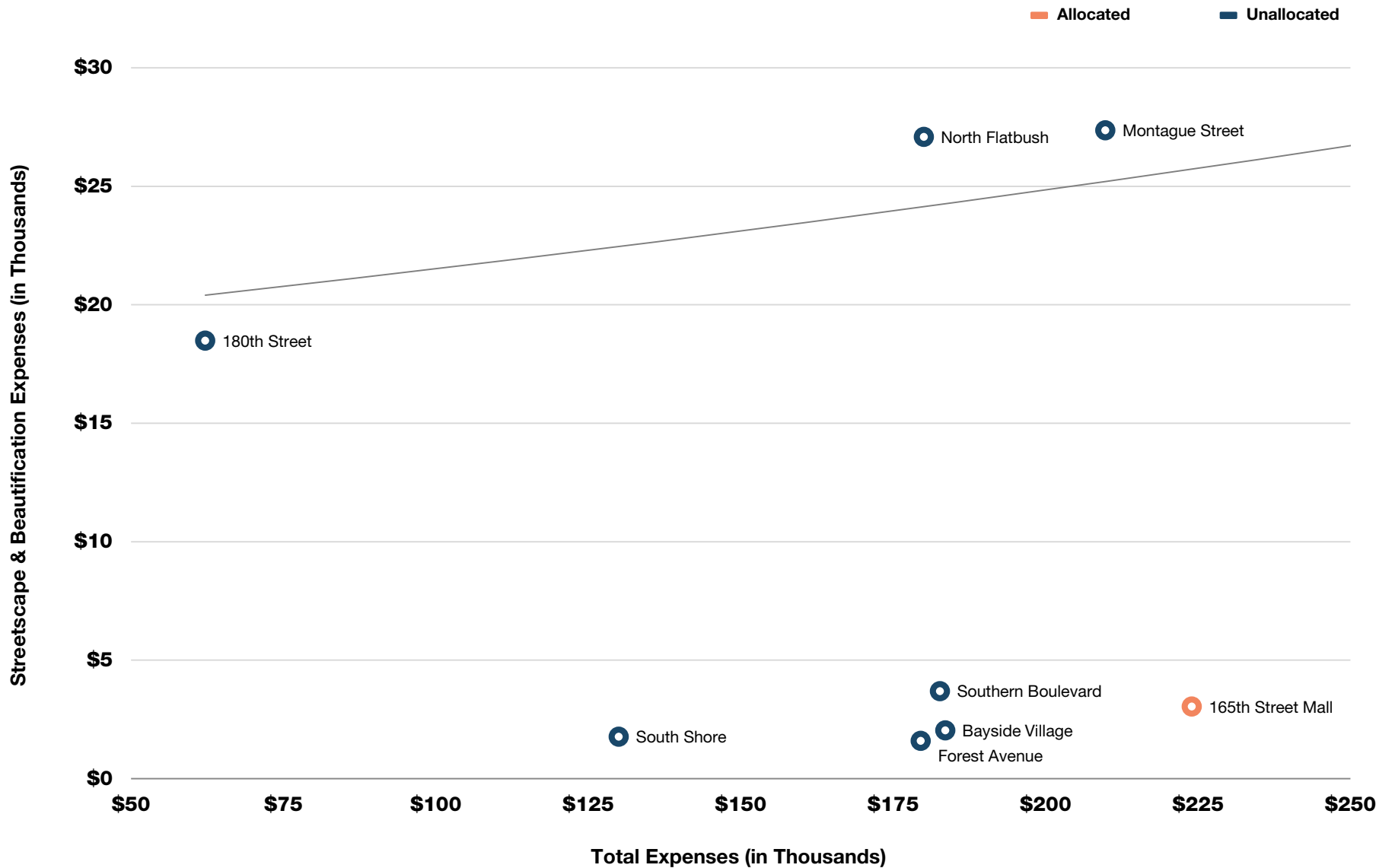
FY17 Streetscape & Beautification, All BIDs



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

Streetscape & Beautification Expenses

BIDs <\$250K



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

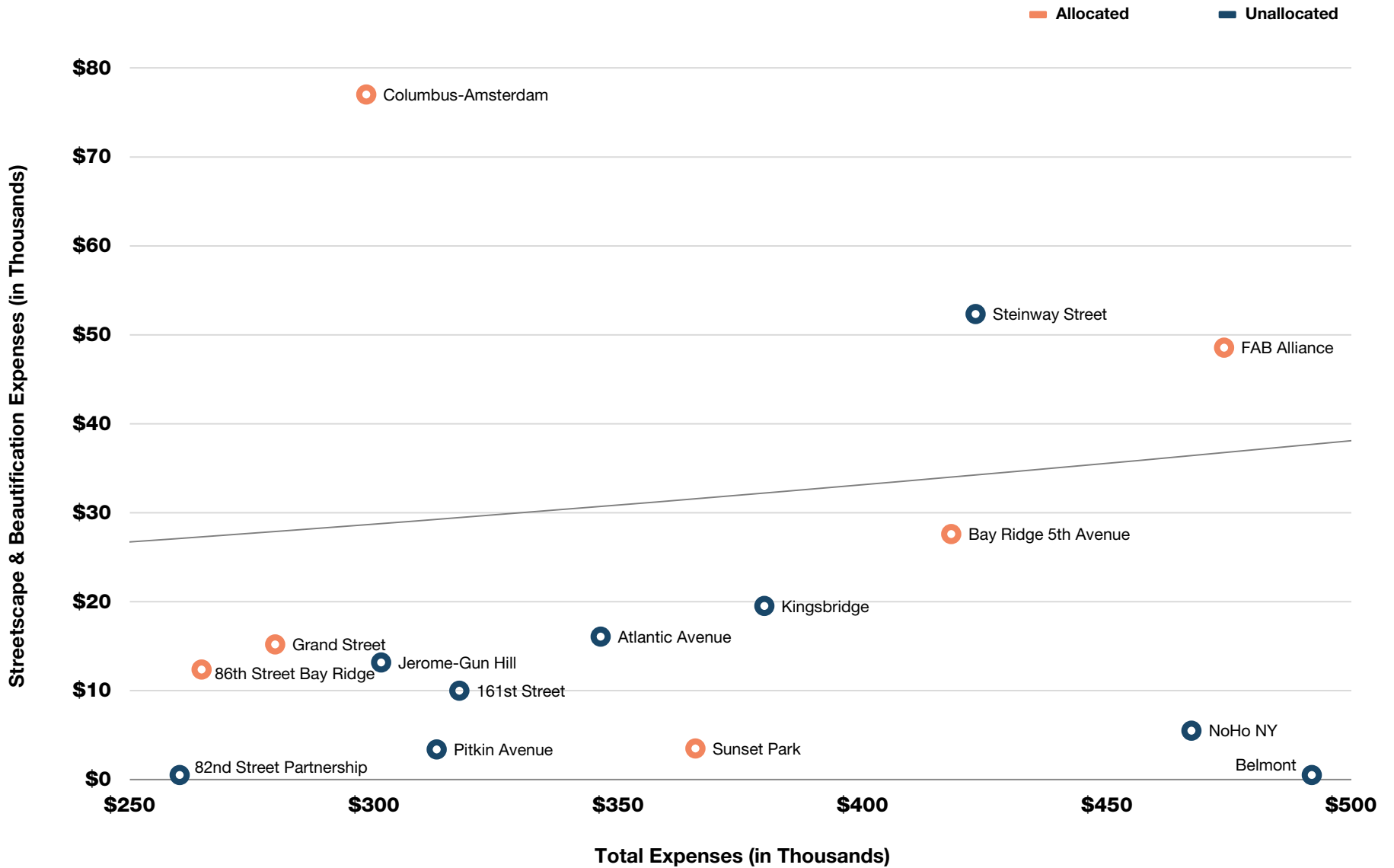
Streetscape & Beautification: Comparative Data

BIDs <\$250K

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

Streetscape & Beautification Expenses

BIDs \$250K - \$500K



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

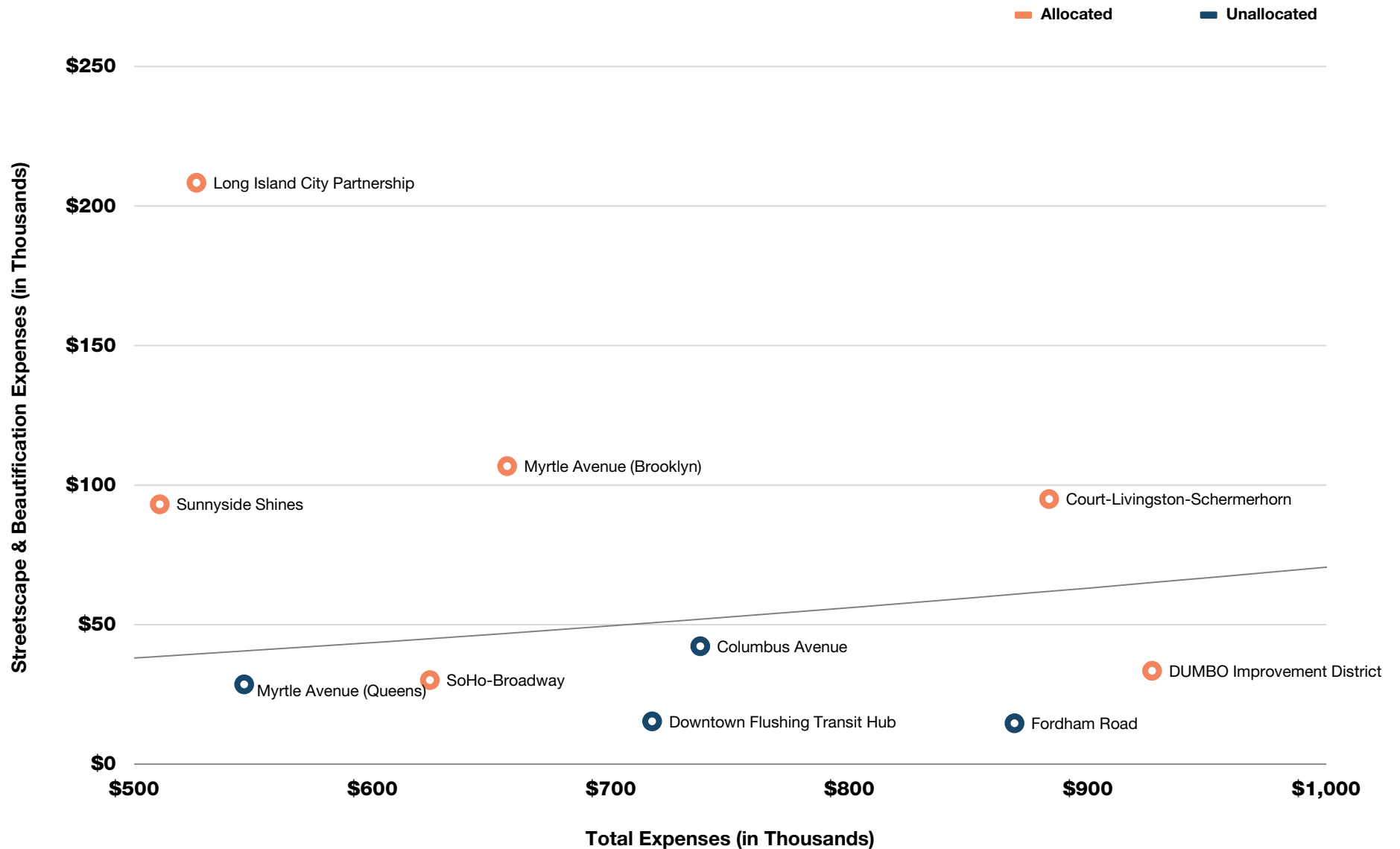
Streetscape & Beautification: Comparative Data

BIDs \$250K - \$500K

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

Streetscape & Beautification Expenses

BIDs \$500K - \$1M



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

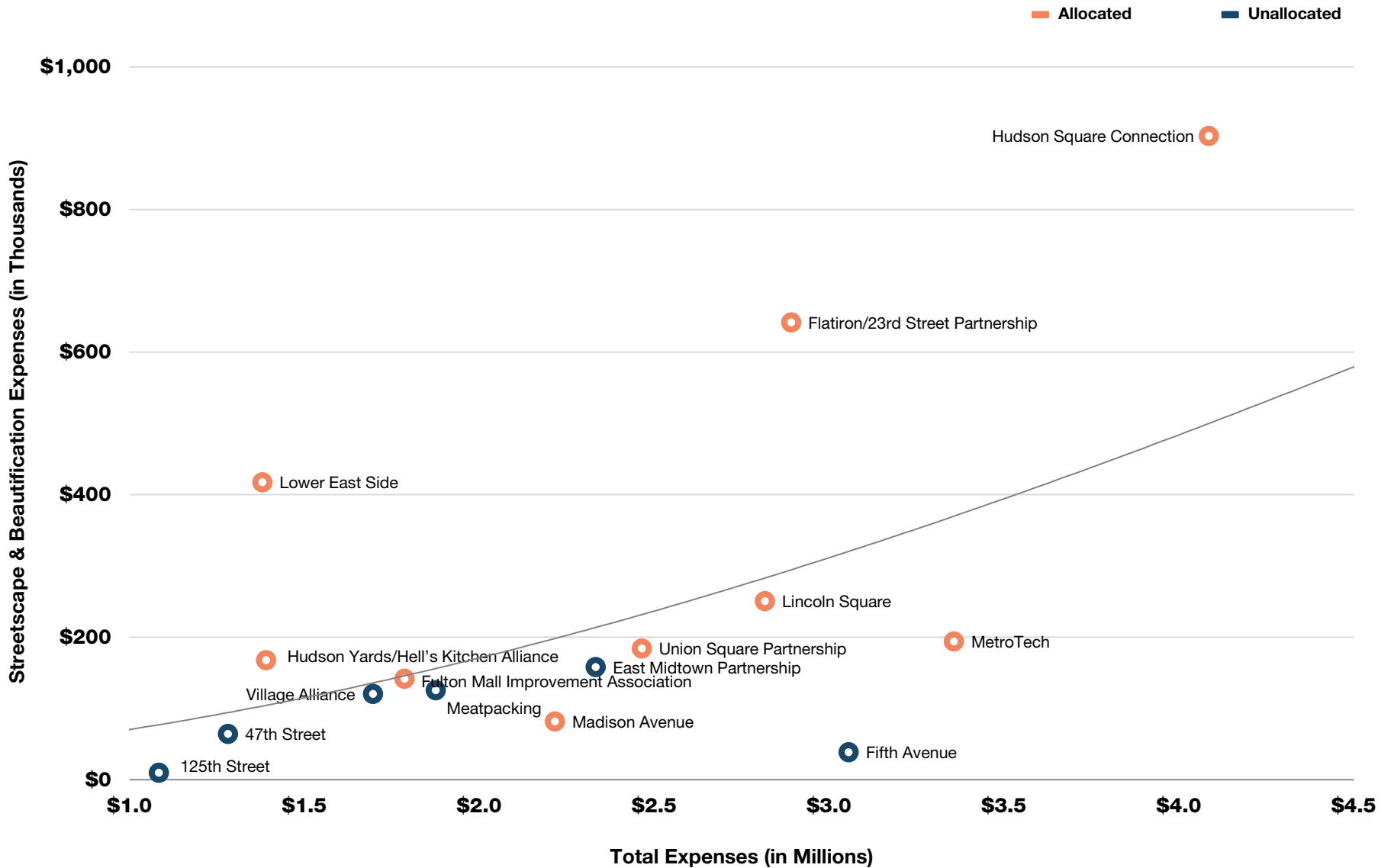
Streetscape & Beautification: Comparative Data

BIDs \$500K - \$1M

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

Streetscape & Beautification Expenses

BIDs \$1M - \$5M



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

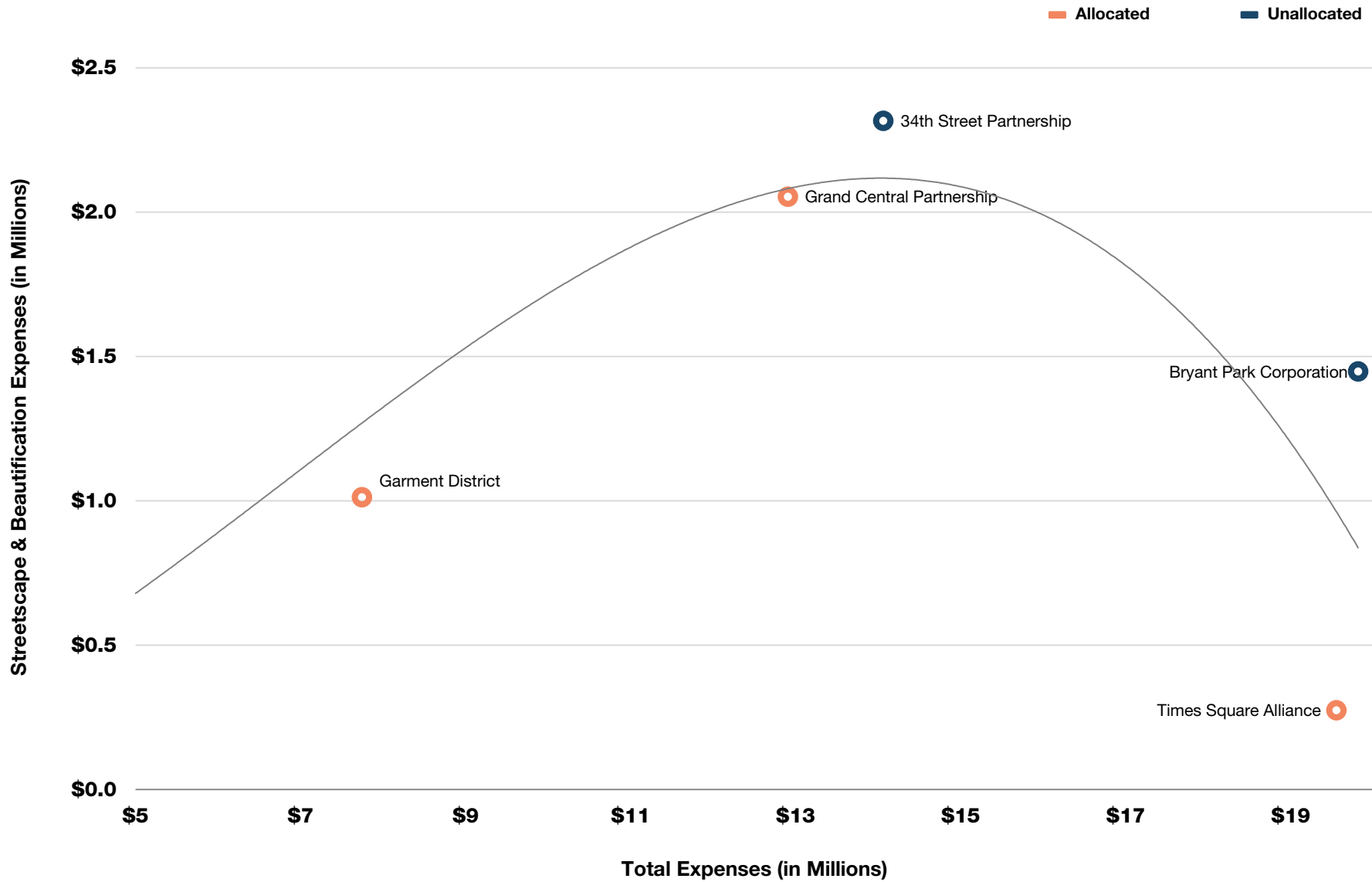
Streetscape & Beautification: Comparative Data

BIDs \$1M - \$5M

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

Streetscape & Beautification Expenses

BIDs \$5M+



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

Streetscape & Beautification: Comparative Data

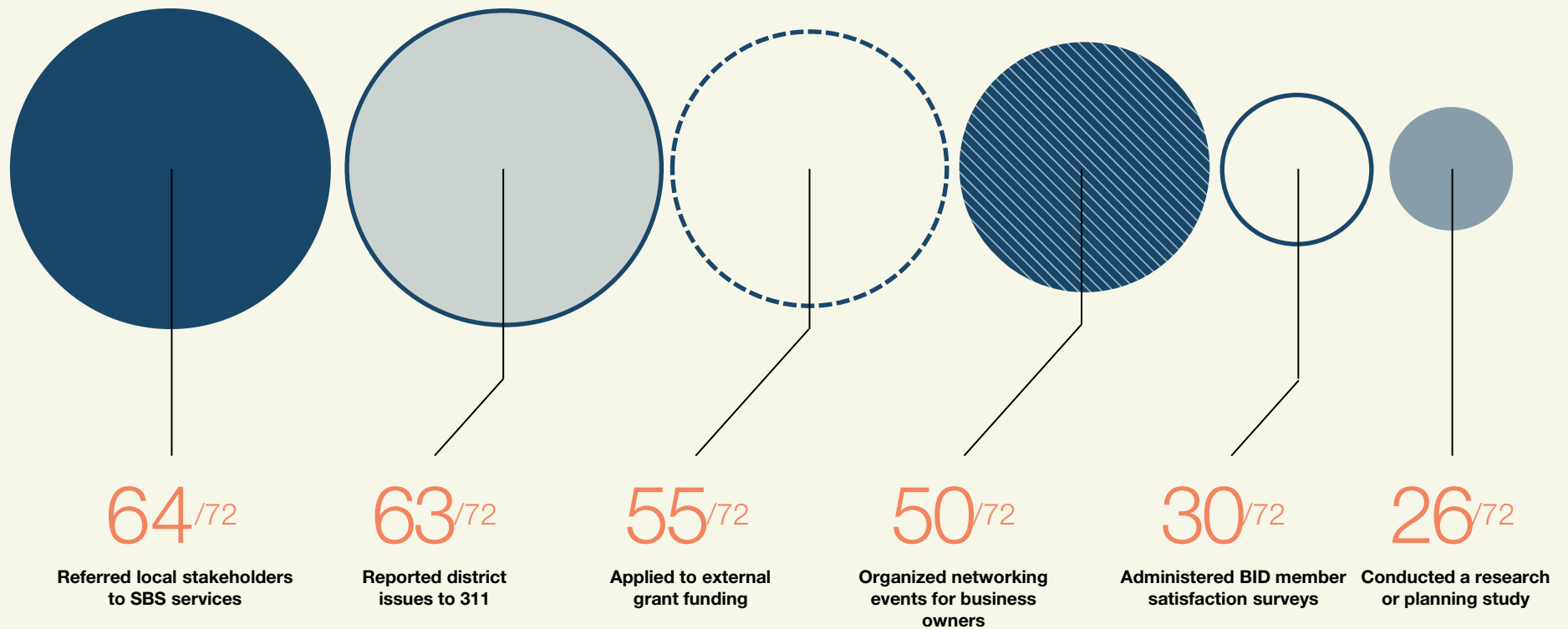
BIDs \$5M+

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

Appendix E

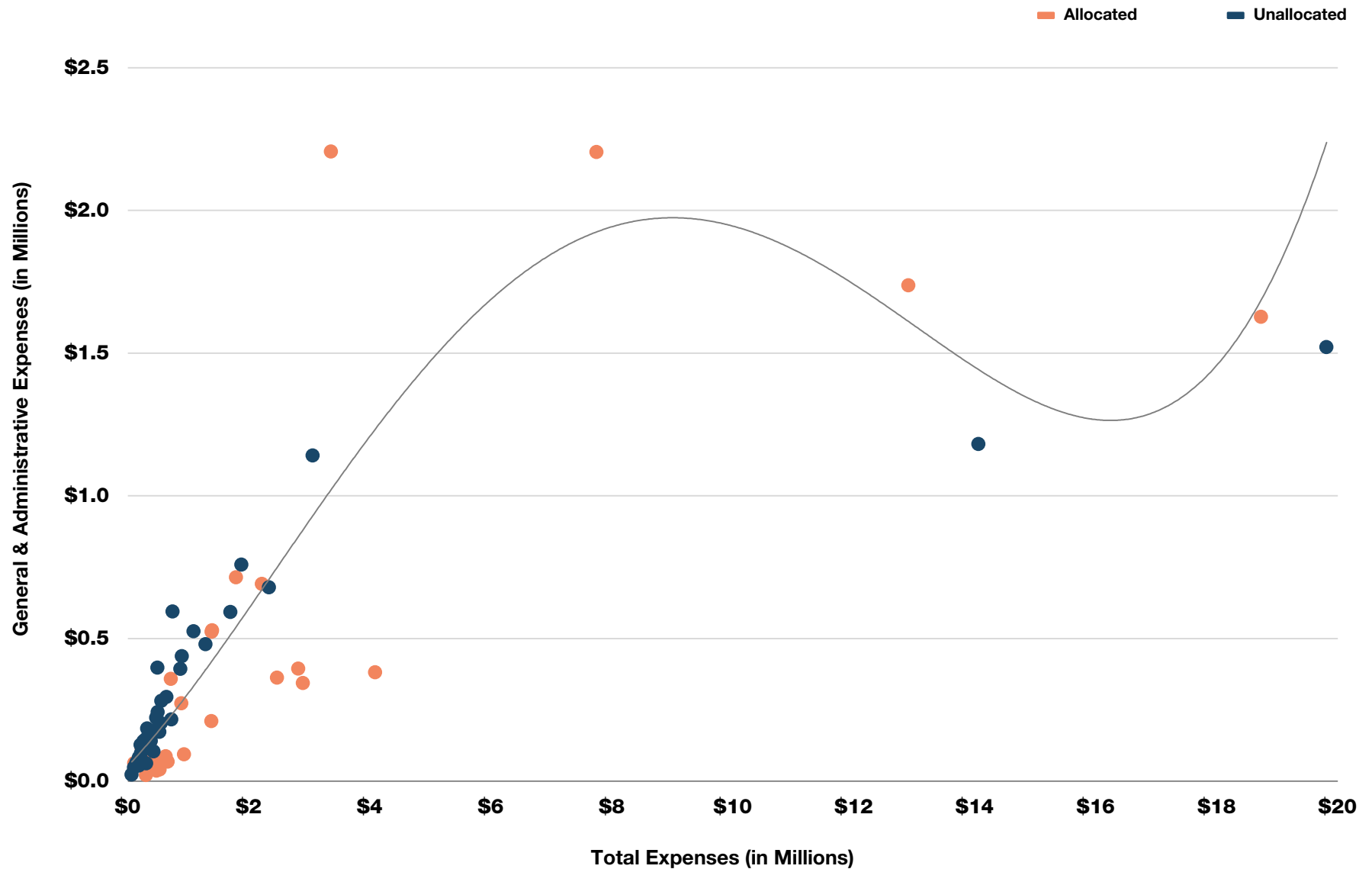
General & Administrative

How do BID staff support their districts?



General & Administrative Expenses

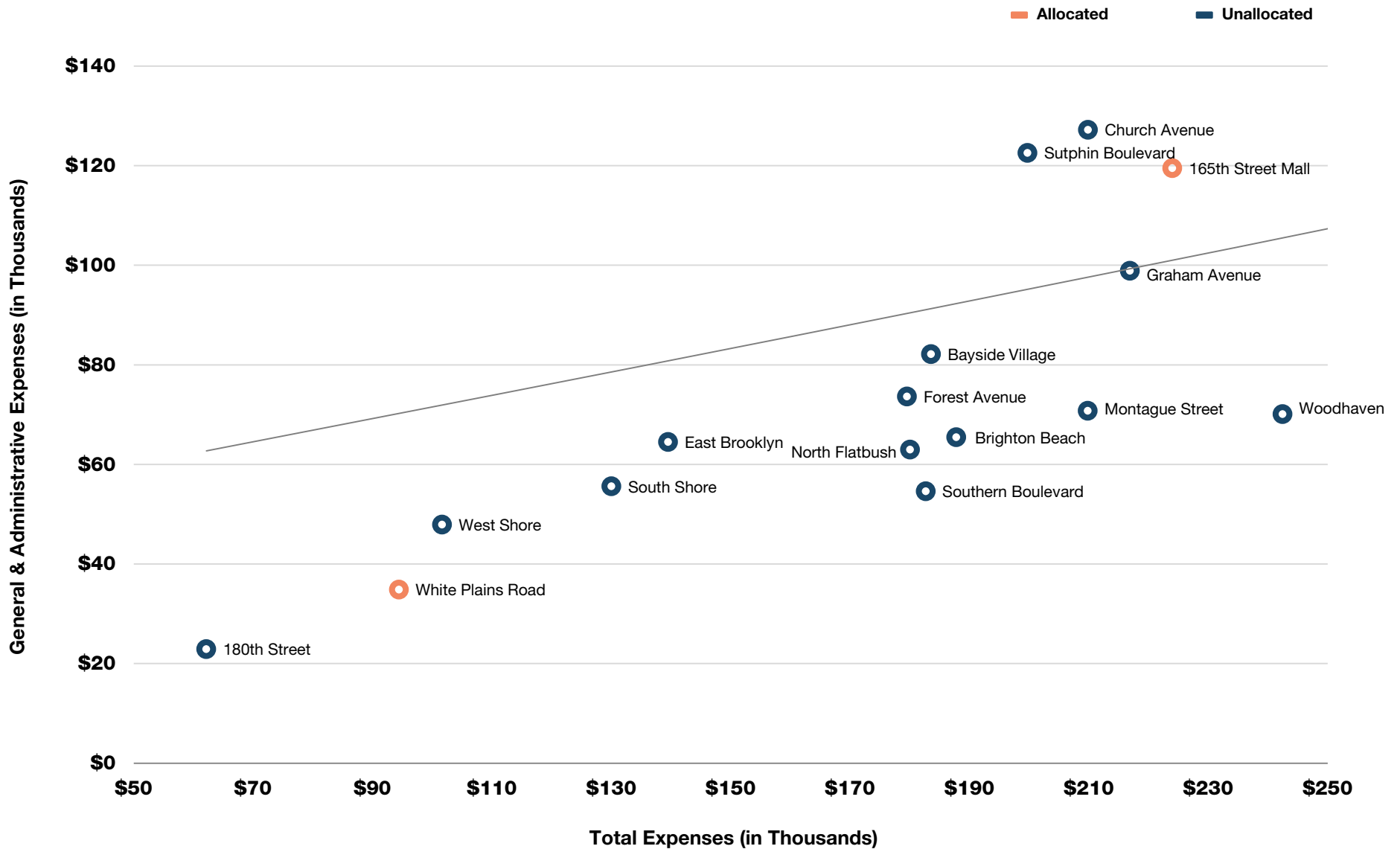
FY17 General & Administrative, All BIDs



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

General & Administrative Expenses

BIDs <\$250K



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

General & Administrative: Comparative Data

BIDs <\$250K

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

*BID shares staff and management with another BID

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

General & Administrative Expenses

BIDs \$250K - \$500K



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

General & Administrative: Comparative Data

BIDs \$250K - \$500K

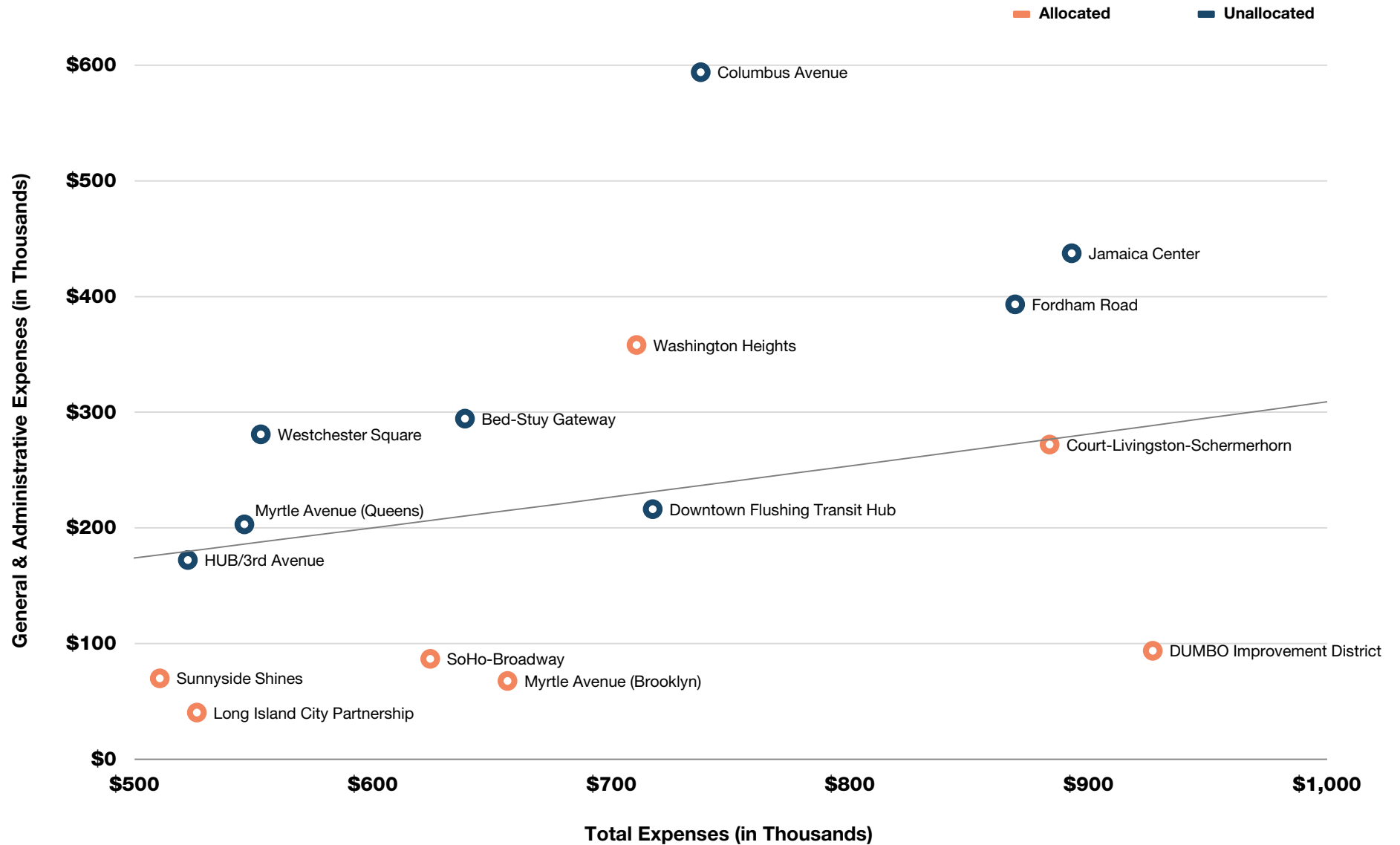
BID	Total Expenses	G&A Expenses	% of Total Expenses	Salaries and Payroll	Outside Contractors	Insurance	Rent and Utilities	Supplies and Equipment
161st Street	\$317,500	\$184,000	58.0%	\$106,000	\$18,000	\$7,500	\$15,000	\$5,000
82nd Street Partnership	\$260,242	\$139,960	53.8%	\$106,372	-	\$2,183	\$18,336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

*BID shares staff and management with another BID

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

General & Administrative Expenses

BIDs \$500K - \$1M



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

General & Administrative: Comparative Data

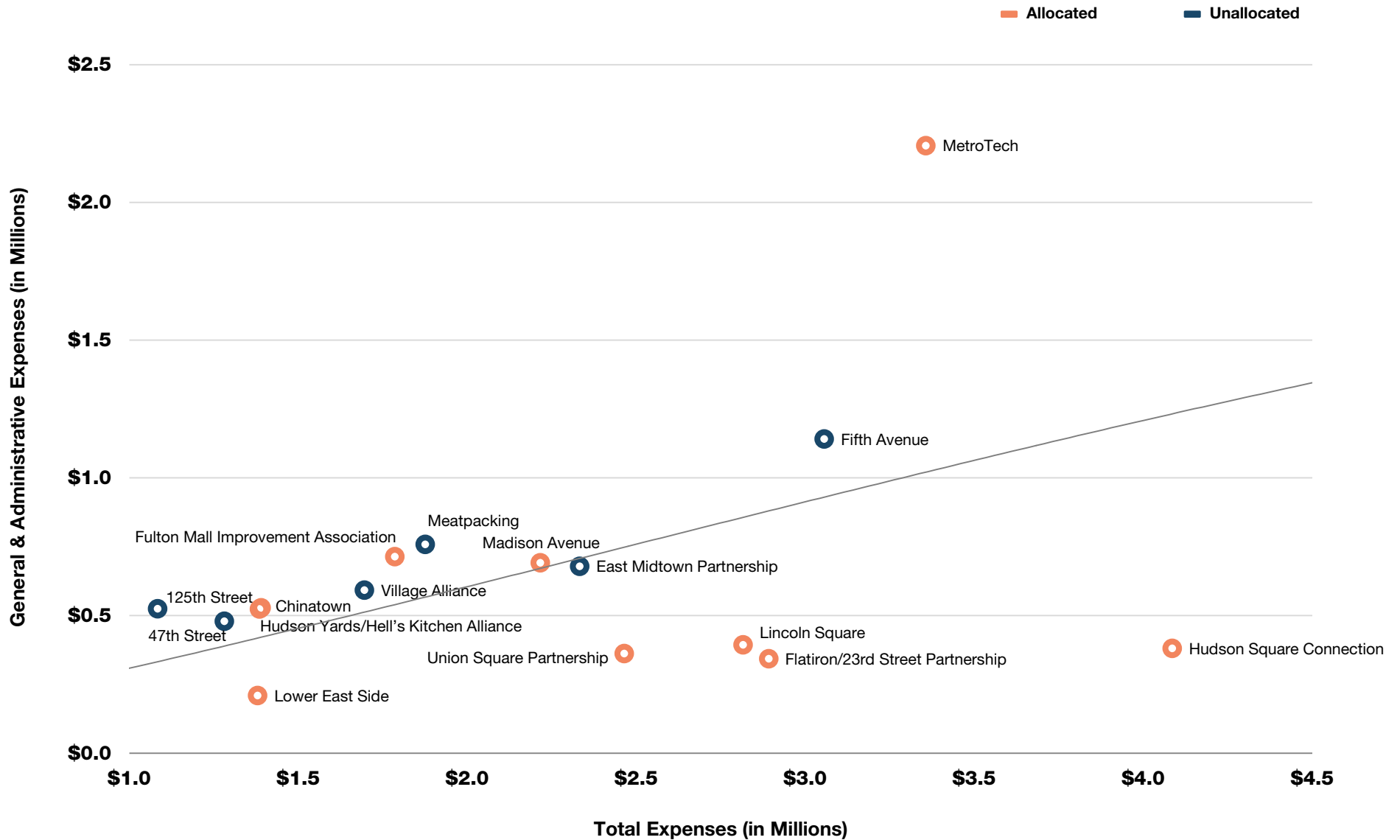
BIDs \$500K - \$1M

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

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

General & Administrative Expenses

BIDs \$1M - \$5M



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

General & Administrative: Comparative Data

BIDs \$1M - \$5M

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

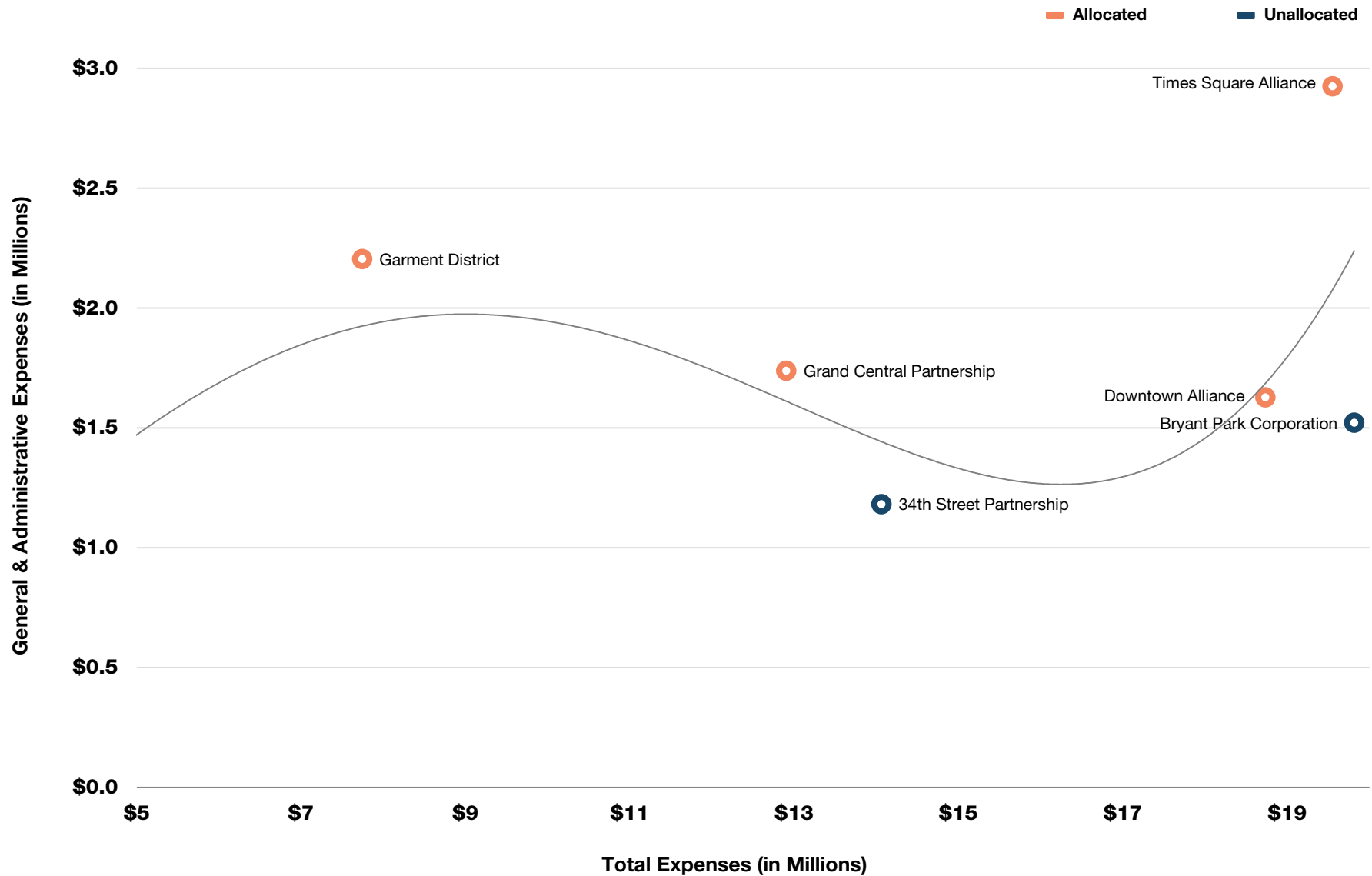
*BID shares staff and management with another BID

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

General & Administrative Expenses

BIDs \$5M+



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

General & Administrative: Comparative Data

BIDs \$5M+

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

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