Serving Businesses
SBS serves businesses by: providing direct assistance to help businesses start, operate, and expand; and simplifying the way businesses can manage licenses, permits, and other transactions with the City.

Serving Jobseekers
SBS implements a business-driven system of workforce development focused on matching worker training and skills development with employer needs.

Serving Neighborhoods
SBS supports community-based economic development organizations throughout the City in order to create the conditions under which local businesses can grow and thrive.
Legislatures in NY City and State pass BID legislation.

Property owners form the City’s first BID, Union Square.

First BID in the Bronx, HUB/3rd Avenue, is formed.

State legislation passes to form the first Special Assessment Districts (SADs), Fulton Mall, Jamaica Center, Nassau St. and 165th St.

5 BIDs invest $1.3 million into NYC.

22 BIDs invest $9.4 million in NYC.

44 BIDs invest $52.1 million in NYC.
Control Sought On Districts For Businesses

April 2, 1998 | By Dan Barry and Thomas J. Lueck

After years of questioning the powers of the city's private business improvement districts, Mayor Rudolph W. Giuliani is about to propose some stringent measures that would give his administration significant control over the semiautonomous agencies.

The new rules would require the city's 39 districts, which provide services like street cleaning and security, to clear virtually every major undertaking with the Department of Business Services, from the staging of street fairs to the purchase of new computers, said several officials from the districts and others who know of the city's plans....

The Big City; Clean Up City? Not Unless It's City Hall Way

July 29, 1999 | By John Tierney

STOP them before they clean again!

For years, city officials stood by helplessly while roving gangs of men in overalls prowled the streets picking up litter. But the Giuliani administration has decided that enough is enough.

Deputy Mayor Rudy Washington has vowed to stop local business groups from expanding their efforts to spruce up neighborhoods. He has turned down every budget increase requested by the city's business improvement districts, a decision the groups say would force them to curtail new programs and reduce their staffs...
Mayor Bloomberg announces a new policy for BIDs

2002

2004

2 BIDs formed

2005

5 BIDs formed, including first BID in Staten Island

2006

3 BIDs formed

2007

3 BIDs formed

2008

3 BIDs formed

2009

4 BIDs formed

2012

67 BIDs invest over $100 million in services to 16,000+ ground floor businesses, serve 3,500 city block faces, and employ 1,300+ people

BIDs: Improving NYC Neighborhoods for 35 years
For Improvement Districts, Restored Alliance With City

Mayor Envisions a Bigger Role For 44 Improvement Districts

Under Bloomberg, New Life For Business Districts
Approach to Building Leadership

- **Empower BIDs and LDCs**
  - 5 point plan to reenergize the BID program
  - Grow the reach of BIDs
  - Avenue NYC

- **Provide Comprehensive Technical Assistance**
  - Workshops and Trainings
  - Spotlight on a District
  - Retail Leasing

- **Build Leadership Skills of Downtown Executives**
  - Neighborhood Leadership Program
Mayor Bloomberg recognized the impact BIDs have on the economic development of New York City and created a 5-point plan to re-energize the BID Program:

1. Simplify formation and expansion procedures and create one-stop, user-friendly BID Formation guide
2. Allow BIDs to increase budgets and boundaries
3. Streamline the assessment collection and distribution process
4. Provide grants to spearhead formation targeting neighborhoods outside Manhattan
5. Allow issuance of long-term debt

“In these tough times, we must strengthen business improvement districts and local economic development corporations throughout the City.”

- Mayor Michael Bloomberg
2002 State of the City Address
## Business Improvement Districts in New York City

### Under $250K
- 180th Street
- East Brooklyn
- Bayside Village
- North Flatbush
- White Plains Road
- Forest Avenue
- 165th Street
- Montague Street
- Grand Street
- Graham Avenue
- Southern Boulevard
- Jerome Gun Hill
- 86th Street Bay Ridge
- Sutphin Boulevard
- Flatbush-Nostrand
- Woodhaven
- Brighton Beach
- 161st Street
- Pitkin Avenue
- 82nd Street
- Columbus-Amsterdam
- Atlantic Avenue

### $250K - $500K
- Church Avenue
- Kings Highway
- FAB Alliance
- Queens Plaza (LIC)
- Sunnyside
- Park Slope
- Kingsbridge
- Flatbush Avenue
- Myrtle Avenue (BK)
- Bay Ridge 5th Avenue
- Myrtle Avenue (QN)
- Belmont
- HUB/Third Avenue
- Steinway Street
- Flushing
- NoHo
- Westchester Square

### $500K - $1M
- DUMBO
- Washington Heights
- Sunset Park
- Fordham Road
- Bed-Stuy
- Columbus Avenue
- Court-Livingston
- West 47th Street
- Jamaica Center
- 125th Street

### $1M - $5M
- Lower East Side
- Village Alliance
- Chinatown
- Fulton Street Mall
- Hudson Square
- Madison Avenue
- Union Square
- Flatiron/ 23rd Street
- Lincoln Square
- East Midtown
- Fifth Avenue
- Metrotech

### Above $5M
- Fashion Center
- Bryant Park
- 34th Street Partnership
- Grand Central
- Times Square Alliance
- Alliance Downtown

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Under Mayor Bloomberg, 23 new BIDs have been created, 20 of which are in boroughs outside of Manhattan. 39 have budgets under $500,000.
Although BIDs vary greatly in size, they provide comparable services and pay for an executive director and office space.

Smaller BIDs pay a much higher percentage to administrative costs and much lower to service delivery.

Disproportionate administrative costs are a high hurdle for smaller commercial corridors to overcome.
The Avenue NYC program provides organizations with funding in specific commercial revitalization project areas and the technical assistance needed to implement successful programs.

In FY 2012, Avenue NYC is investing $1.7 million in support of the commercial revitalization activities of 48 organizations.
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SBS offers workshops, roundtables and one-on-one technical assistance to support BID and LDC programs and operations in partnership with organizations like the Support Center for Nonprofit Management, Lawyers Alliance for New York and NPower NY:

Workshop topics include:

- Fundraising and Fund Development
- Non-Profit Financial Management
- Board Development
- Program Evaluation
- Strategic Planning
- Communications and Marketing
- Program Design and Development
- Website Development
- Business Attraction and Retail Leasing
- Placemaking and District Marketing
- Merchant Organizing
- BID and Non-Profit Best Practices and Law
Workshops and Roundtables

Social Media Roundtable

Engaging Your Audience & Going Viral

Presentations by the Bryant Park Restoration Corporation, 34th Street Partnership and the Lincoln Square BID
February 21, 2012: Public Plazas Roundtable
Presentations by the Flatiron/23rd Street Partnership and the Fulton Mall Improvement Association
Each year, SBS convenes New York City’s 67 BIDs for our **BID Conference**. Each conference focuses on a different theme and features experts on topics such as retail diversity, models for economic development, and innovation and trends in BID service delivery.

Past speakers have included:

- **Paul Levy**, CEO, Philadelphia Center City District
- **Greg David**, Editorial Director, Crain’s New York Business
- **Steven Spinola**, President, Real Estate Board of New York
- **Carl Weisbrod**, President, Real Estate Division of Trinity Church
- **Richard Bradley**, Executive Director, Downtown DC BID
- **John Kiru**, Executive Director, Toronto Association of Business Improvement Areas
- **Jonathan Fanton**, Former President, Macarthur Foundation
- **Reverend Joseph M. McShane, S.J.**, President, Fordham University
- **Mary Kay Leonard**, CEO, Initiative for a Competitive Inner City
- **Dr. Félix Matos Rodríguez**, President, Hostos Community College
The Role of Anchor Institutions in Neighborhood Development

Anchor institutions - hospitals, universities, arts and cultural institutions - are large organizations with deep roots in local communities and local economies. New York City’s more than 100 colleges and universities play a critical role in support of individuals, organizations, and neighborhoods as employers, purchasers of local goods and services, developers of the local workforce, and more.

The Department of Small Business Services (SBS) is working with the Initiative for a Competitive Inner City (ICIC) to catalogue and promote the extraordinary work New York City’s anchor universities are doing in communities and neighborhoods across the five boroughs. The year’s conference will bring a national and New York City-specific perspective on the role that these institutions play in local communities and how BIDs can productively engage with them to revitalize and sustain the neighborhoods they serve.

Welcoming Remarks

Robert W. Walsh
Commissioner, New York City Department of Small Business Services

Monica Blum
President, Lincoln Square Business Improvement District

Keynote Introduction

Robert K. Steel
Deputy Mayor for Economic Development

Keynote Address

Mary Kay Leonard
President and CEO, Initiative for a Competitive Inner City

Panel Discussion

Three distinguished leaders from premier New York City educational institutions will offer a local perspective on the role of anchors and highlight initiatives that their institutions have carried out in order to support the vitality of the communities where they are located:

Dr. Jonathan Fanton
FDR Visiting Fellow, Roosevelt House Public Policy Institute at Hunter College

Reverend Joseph M. McShane, S.J.
President, Fordham University

Dr. Félix Matos Rodríguez
President, Hostos Community College
Discussion Themes:

- Programming the Manhattan Bridge Archway
- Encouraging the “greening” of the district
- Business attraction strategies
Discussion Themes:

- Capitalizing on the new improvements to the neighborhood
- Improving the retail mix
- Encouraging accelerated development of post-industrial buildings
Discussion Themes:

- Designing and programming the planned pedestrian plaza
- Maintaining a close relationship between the BID and district merchants
- The Pratt Institute’s model institution-community relationship
Spotlight on a District

Discussion Themes:

- Vision & identity: improving the brand & attracting a vibrant retail mix
- Anchor tenants and adaptive reuse
- Marketing a signature event
- Streetscape design & capital improvements
SBS partnered with a retail leasing consultant, the JGSC Group, to launch the **Neighborhood Retail Leasing Program** in 2011.

The Program provides organization staff with technical training and assistance in **attracting new retail businesses** to commercial districts.

The Program is a combination of **workshops and one-on-one technical assistance** sessions that teach participants how retail businesses make site selection decisions and how to fill vacancies in their districts.

**SBS presents Retail Recruitment and Business Attraction**

**Monday, March 26**
9:30 am - 4:30 pm
110 William Street

SBS is partnering with the retail attraction experts at the JGSC Group to help you attract new businesses to your retail corridors. You’re invited to participate in a one-day training session led by JGSC that will teach you:

- How retail businesses make site selection decisions
- How organizations can engage prospective retailers and property owners to create a retail mix that meets the communities’ needs
- How to identify and attract existing retailers located in comparable commercial corridors
- How to connect retailers with existing site location opportunities in your district

Participants will receive a market profile of their trade area and will be trained on how to interpret the data.

**You must register by Wednesday, March 21st** in order to receive your market profile. Please RSVP to **abuteau@sbs.nyc.gov** in order to register.
In addition to training sessions, all participating organizations receive tailored demographic and market data profiles of their communities to assist them in their retail attraction efforts.
Each year several organizations receive in-depth consulting assistance from SBS and the JGSC Group to develop and implement a comprehensive retail leasing plan and professionally designed marketing materials in their communities.

Crotona East / Morrisania (Bronx)  Bradhurst / Harlem (Manhattan)  Long Island City (Queens)  Bedford-Stuyvesant (Brooklyn)
NYC Business Solutions is a set of services offered by the Department of Small Business Services to help businesses start, operate and expand in New York City. Our services are provided at no cost and address the needs of businesses of any size and at any stage. Services Include:

<table>
<thead>
<tr>
<th>Business Courses</th>
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<tr>
<td>Legal Assistance with Establishment, Contracts and Leases</td>
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<tr>
<td>Financing</td>
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<td>Navigating Government</td>
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<td>Hiring</td>
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<td>Training</td>
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<td>Incentives</td>
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<td>Selling to Government</td>
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<td>Minority and Women-Owned Business Enterprise Certification</td>
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Approach to Building Leadership

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  - Grow the reach of BIDs
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- Provide Comprehensive Technical Assistance
  - Workshops and Trainings
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  - Retail Leasing

- Build Leadership Skills of Downtown Executives
  - Neighborhood Leadership Program
In January 2011, SBS began partnering with the Coro New York Leadership Center and the Association for a Better New York to launch the Neighborhood Leadership Program.

**Neighborhood Leadership** is a five-month management and commercial revitalization training program for executives from local nonprofit economic development organizations from across the five boroughs.

The first class of 20 graduated in May 2011. The second class of 20 will be graduating next month.
<table>
<thead>
<tr>
<th>SBS Neighborhood Leadership Program 2012 Schedule</th>
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<tbody>
<tr>
<td><strong>Thursday , 1/26</strong></td>
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<tr>
<td><strong>Opening Retreat: Managing and Communicating a Vision, 1/26</strong></td>
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<tr>
<td>Developing long-term visions for an organization’s commercial revitalization work</td>
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<tr>
<td>Strategies for imbuing that vision into all aspects of an organization</td>
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<th><strong>Tuesday, 2/7</strong></th>
<th><strong>Leadership Development Training Modules</strong></th>
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<tr>
<td><strong>Understanding the ‘Logic’ of Neighborhoods</strong></td>
<td><strong>Saturday, 2/18</strong></td>
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<tr>
<td>o Analyzing local stakeholder relationships to help move revitalization efforts forward</td>
<td><strong>Creating and Maintaining Productive Stakeholder Relationships</strong></td>
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<tr>
<td>o Strategies for local data collection and securing the information needed to lead</td>
<td>o Understanding the complex intersection of public and private interests in commercial revitalization work</td>
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<tr>
<td>o Engaging diverse stakeholders while promoting the interests of a community-based organization</td>
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<th><strong>Tuesday, 3/6</strong></th>
<th><strong>Saturday, 3/24</strong></th>
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<tr>
<td><strong>Retail Business Resources</strong></td>
<td><strong>Driving and Managing Toward Results</strong></td>
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<tr>
<td>o Merchandising/marketing strategies for retail businesses</td>
<td>o Developing specific and realistic commercial revitalization goals/outcomes</td>
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<tr>
<td>o Business planning/financing options for retail businesses</td>
<td>o Creating and managing an organizational framework for achieving those goals/outcomes</td>
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<th><strong>Tuesday, 4/3</strong></th>
<th><strong>Saturday, 4/21</strong></th>
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<tr>
<td><strong>Marketing, Promotions and Placemaking</strong></td>
<td><strong>Change Management within Organizations</strong></td>
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<tr>
<td>o Retail promotions, district marketing and communication principles for commercial districts</td>
<td>o Identifying opportunities for change within existing organizational frameworks</td>
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<tr>
<td>o Improving the shopping environment and leveraging a neighborhood’s unique assets</td>
<td>o Driving change through thoughtful engagement and leadership</td>
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<th><strong>Tuesday, 5/1</strong></th>
<th><strong>Tuesday, 5/15</strong></th>
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<tr>
<td><strong>Improving Tenant Mix through Targeted Retail Attraction and Re-Development</strong></td>
<td><strong>Closing Session &amp; Evening Ceremony</strong></td>
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<tr>
<td>o Introduction to the basics of retail leasing</td>
<td></td>
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<tr>
<td>o Strategic positioning and market analysis</td>
<td></td>
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<tr>
<td>o Retail prospecting and facilitating lease signings</td>
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Neighborhood Leadership Program: 2011 Inaugural Class
Doug Jones joined the Bedford-Stuyvesant Gateway Business Improvement District as the Executive Director in June 2011. He wants to work with property owners and economic development stakeholders to diversify Bed-Stuy’s retail landscape and create long-lasting, sustained economic growth. His career in community service began at Neighborhood Housing Services where he started as a Homeownership Counselor and became Program Director of the Bed-Stuy office. Doug then joined the Brooklyn Chamber of Commerce as the Director of Economic Development before moving onto the NYC Economic Development Corporation where he ultimately served as the Vice President of Government & Community Relations. Doug attended Morehouse College and graduate school at Columbia University. He is a lifelong resident of Bedford-Stuyvesant.

Rebeca Ramirez has worked with arts and cultural organizations for more than a decade and is currently the Commercial Revitalization Manager at Heart of Brooklyn. Prior experience includes being a video producer and media specialist at Art Meets Commerce, one of the top agencies in new media marketing for theatrical events. In 2008, she designed and implemented audience development strategies for the grand re-opening of the first children’s museum in the world, Brooklyn Children’s Museum. This year Rebeca hopes to enhance her skills and knowledge through Neighborhood Leadership to put in place a strategy with practical steps for working with the property owners of Washington Avenue to decrease the vacancy rate on Washington Avenue. Working closely with the 90 plus merchants Rebecca hopes to build strong working relationships with property owners and help the Prospect Heights community thrive.

Wellington Z. Chen is the Executive Director of the Chinatown Partnership. Wellington has a long record of community service and civic engagement. As a young volunteer and student studying architecture and environmental studies, he was inspired to pursue a career in community resuscitation and rejuvenation. In the process Wellington became the first Chinese American to serve on a community board and local development corporation in Queens and was eventually recruited to serve on the NYC Board of Standards and Appeals. He led numerous initiatives and co-founded a number of organizations, including a firm to offer strategic advice and insights to help shape and guide public/private policies. His work as Landmark Committee Chair helped to preserve and restore Flushing Town Hall and he designed the structure that now houses the Tonga Mission to the United Nations.
Laurel Brown
Executive Director
Jamaica Center BID

“It is an honor to be a member of the inaugural cohort of the Neighborhood Leadership Program. I’ve taken everything that I have learned in the Neighborhood Leadership program—from retail development strategies to the skills needed to be an effective change agent—and directly applied them to how I manage my district. We have doubled the size of our staff and pioneered various programs for our district, including a new district marketing campaign, a new visual merchandising program and a marquee cultural tourism event. Moreover, Neighborhood Leadership has connected me with an extensive network of influencers, change makers, and intellectual capital. My staff maybe small, but, thanks to SBS and Coro, my network is humongous—and we effect change.”

M. Blaise Backer
Executive Director
Myrtle Avenue Brooklyn Partnership

“Neighborhood Leadership was a huge benefit to my professional development and has helped me both on and off the job. As the director of a small non-profit, my busy workday rarely provides me the time to reflect on my leadership skills and work habits. This program provided me with a much needed opportunity to pause from work in order to develop my skills, assess my current challenges and develop strategies to overcome them, and to learn from my peers and Coro’s excellent facilitators. I highly recommend the program for those working in the field of neighborhood and commercial revitalization.”
Neighborhood Leadership Program: Reactions

Well thought out, carefully tailored, and engagingly delivered, the program equipped me with the skills needed to more effectively tackle the difficult but very important work of creating safer, healthier and more vibrant commercial districts and neighborhoods in the Bronx. Using New York City as our classroom, Neighborhood Leadership’s approach enabled me to make crucial connections with organizations, people, places, resources and knowledge that, even now, are helping to unearth the potential of the struggling South Bronx commercial districts where I work.

Examples of NL’s impact on our work so far
The exposure, insights, and skills I gained in SBS’ five-month, part-time neighborhood leadership training program have already yielded results. The ConEd Energy Efficiency team that I connected with during our Queens session is now helping more than 25 small business owners on Southern Boulevard reduce their energy consumption, cut costs, and go ‘green’. A new district website my organization created with the NYC Department of Small Business Services’ support, incorporates best practices in branding, marketing, and social media that were imparted during strategy interviews with BIDs, design firms, and merchant groups in Manhattan and Brooklyn.

What I see as NL’s unparalleled value
Perhaps most immeasurable in value has been the networks I have built with other Neighborhood Leadership fellows from districts as diverse and far-flung as Far Rockaway and Port Richmond, Staten Island. All experts in their own right, SBS’ program filled the void in communication, peer learning, and best practice replication that had, until then, been missing in our field.

Other ways I think NL’s impact will be sustained
Although the inaugural program has ended, the program’s impact will still be felt with “Coro in Every Boro”, an idea I conceived at program’s end to sustain the peer consulting sessions among the fellows, to strengthen and innovate our activities, and to continue the individual and collective learning that is critical to revitalizing New York City, neighborhood by neighborhood. There are still many more neighborhoods across New York City and the Bronx that stand to benefit from the Neighborhood Leadership program.
Visit SBS at: nyc.gov/sbs