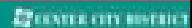


## Managing the public environment: The role of a business improvement district (BID)

1. What is a BID & where do they exist?
2. Formation & evolution of the Center City District
3. What BIDs do
4. The organizing process



## Defined geographic area from which resources are raised & to which services are provided



## First BID: Bloor Street, Toronto, Canada, 1970 Retail street that was losing market share to other places



## Business Improvement District (BID)

- Spread to United States in 1980s; huge growth in 1990s
- Initially: A response to declining urban market share/suburbanization
- Response to "new federalism" 1980s, declining public resources
- Response to declining local business ownership & leadership
- But then spread to successful city and commercial centers



## 2010 - 1,001 Business Improvement Districts in U.S.



## Business Improvement District (BID)

- Grounded initially in North American system of decentralized taxation & service delivery
- In United States & Canada BIDs are established under state or provincial law & approved by local municipal govt.
- In North America there is not one national law for BIDs, there are 50 different, though similar laws, in each American state & in each Canadian province



## What is a business improvement district (BID?)

- BID is an independent management organization (separate from local government) whose purpose is to improve the competitiveness & attractiveness of a place of business
- BIDs do many different things in many different cities depending on local needs, priorities & the types of businesses that are within the BID area
- BIDs supplement, but do not replace municipal government services



1,000 U.S. + 400 Canada  
= 1,500 BIDs in North America



- Exist in South Africa
- England, Ireland, Scotland
- Germany, Austria, Serbia
- Japan (Osaka) - 2015
- Australia/New Zealand (special rates) – not BIDs



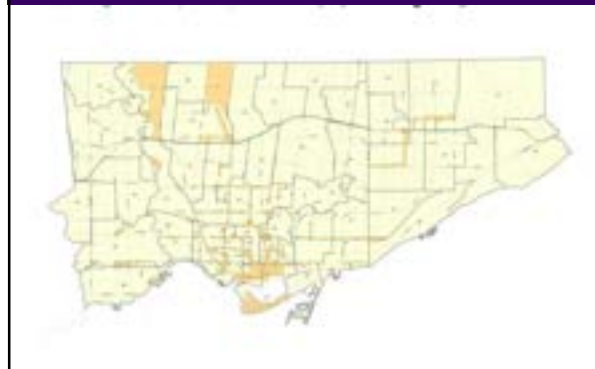
## North America



Toronto	83 BIDs
New York City	76 BIDs
Los Angeles	39 BIDs
Vancouver	22 BIDs
San Diego	18 BIDs
Philadelphia	14 BIDs
San Francisco	11 BIDs



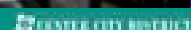
## 83 BIAs in Toronto

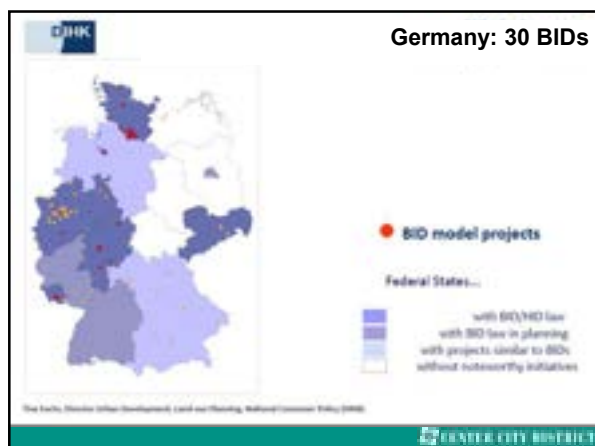
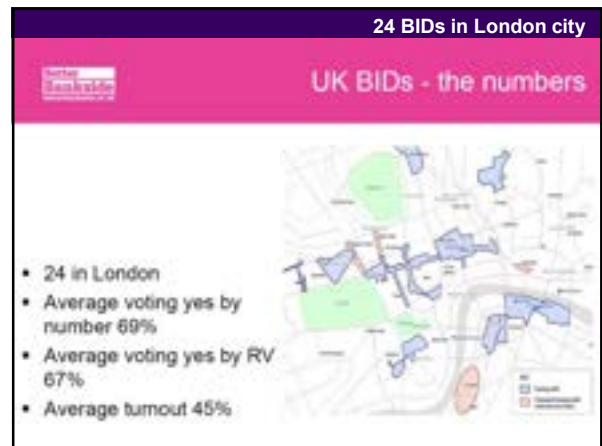


## Map of NYC BIDs



## BIDs were organized in England around 2001







In a large city with diverse property ownership



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Individual businesses in a district don't always have a way to coordinate activities & act in concert



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In voluntary associations often a few carry the load, while others ride for free



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All taxable property owners within boundary pay for services  
Delivered exclusively within boundaries of BID



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Not redistributive tax,  
but an assessment for services rendered



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### Some definitions/characteristics

- Self-help mechanism to improve competitiveness of place, that through a formal process, becomes mandatory;
- BID is usually governed by a private sector board of directors, though many have public sector directors; authorized within a framework established by local government; Publicly authorized, privately managed  
Result of the delegation of public authority
- BIDs have lives that extend beyond the local political cycle.

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### What is the context for a BID?

- BIDs emerge when government doesn't have sufficient resources, or when government recognizes that local business leaders may be able to bring a more focused and hand-crafted approach to area based management, marketing & enhancement

BIDs emerge when local government is willing to "let go" and recognize that local businesses may bring a more entrepreneurial approach (Daley in Chicago, compared to Giuliani, Bloomberg, DiBlasio in NYC; Rendell in PHL)

- BIDs are organized when business leaders are willing, or feel compelled by competition or decline, to "do more"



### Business Improvement District (BID)

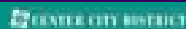
- BIDs are substantially different from privatization, since they are not usually spending out-sourced public resources, but rather newly raised resources;
- BIDs are not imposed by government; rather business owners take initiative, conduct a planning process in consultation with government to determine if additional services are needed, what those services should be, and how the cost of services should be allocated among beneficiaries (Australian & New Zealand special rates)
- Funded thru mandatory assessment that is self-imposed; different from Main Street & town center management



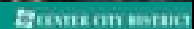
BIDs are not about "governance" & are not governments: they neither make nor enforce law.

False analogy to "gated communities"

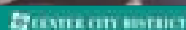
BIDs are about management, promotion, public space improvement & stimulating development



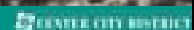
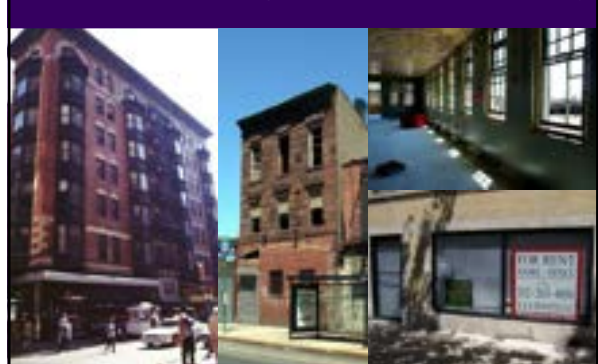
### CCD formed in 1990: office boom transformed skyline



### Significant decline in federal resources A degraded & squalid public environment:



### Substantial ground & upper floor vacancy



Neglected facades, solid security gates  
Limited retail services



9 to 5 downtown; empty streets at night



Two things prompted creation of CCD:  
Public space crisis



Convention Center under construction:  
Fear & opportunity



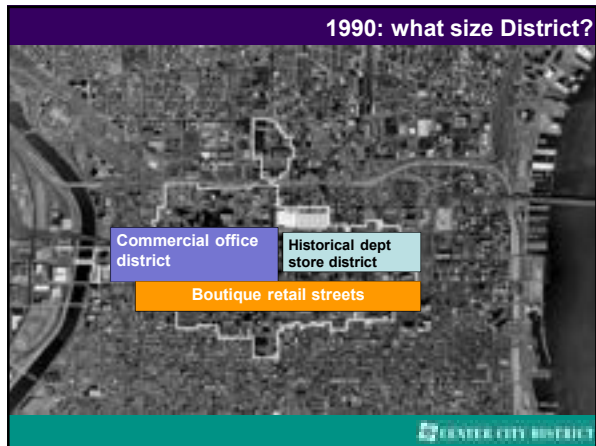
Capitalizing on state law: business improvement district  
Self-help effort by business community



Pennsylvania Municipality Authorities Act of 1945  
*Special services districts*

A Special Services District is a legal mechanism for property owners in a commercial area to act together to achieve common goals, such as improving the safety, cleanliness & image of public areas, marketing & promoting the district & to fund these services thru mandatory charge.





Enlightened self-interest  
Reclaiming the public domain



"I already provide cleaning & security for my 15 properties in Center City. But if our holdings are just islands of clean & safe in the middle of a downtown that no one will go to, it's bad for everyone's business"

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Mechanical cleaning throughout the day



CCD only cleans sidewalk; City Sanitation empties cans



Pressure wash sidewalks



Continuous graffiti removal from first floor only  
During warm weather months



Essential workers: 110 sidewalk cleaners 7 days/week; 12 hrs  
Green Machines: 5:45am - 2:30pm, Pan & broom 6:45am-6:30pm,  
Graffiti removal: 6:30am-3pm 5 days a week.



Added non-uniformed cleaners to take on additional  
graffiti removal functions: GRE





### Fee for service contracts



### Public safety

#### Community Service Representatives INTERNATIONAL UNION, SECURITY, POLICE & FIRE PROFESSIONALS



### A welcoming presence & source of information on the street



### Unique partnership with Philadelphia police



### Police districts: CCD substation with captain



### CCD Police Substation Where Police & CSRs stand joint roll call



### CCD provides additional GIS mapping



### CSR deployment continued throughout pandemic



### Continuous interaction with pedestrians in Center City



### Alert Philadelphia

Coordinated by CCD & Philadelphia Police 1,500 users.  
Serves as critical communications network for CC.

- Homeland security notifications & threat level changes.
- Evacuation information & shelter-in-place practice drills.
- Demonstrations & marches.
- Crime patterns or trend alerts.
- Major fires & traffic detours.
- Significant transportation emergencies.

CCD CENTER CITY DISTRICT

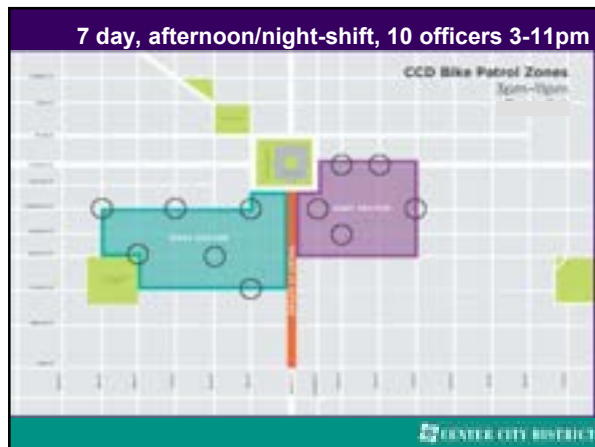
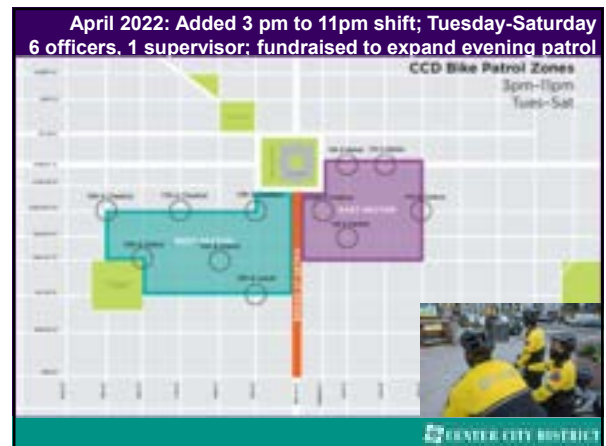
### Starting November 2020 deployed 15 bike officers, 8 defined beats 7 days/week; 11 am to 7pm



### September: increase to 15/day + 10/night = 25 3 pm to 11pm shift; 7 days/week





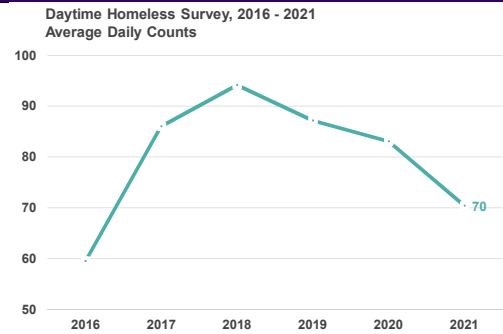




**In 2021 140 individuals connected with shelter, services & housing**  
**YTD 2022: 120 placements; program continues through December**



**Since co-delivery combined outreach began, Daytime homeless population has declined 25%**



**2022: daytime average continuing downward**

Year	2015	2016	2017	2018	2019	2020	2021	5-Year Average
Accounting	21,762	21,545	25,460	44,380	44,538	38,275	36,275	31,275
Information Technology	26,775	24,775	23,500	43,775	51,775	23,775	20,775	40,775
Health	25,460	26,000	26,732	35,775	44,775	43,800	42,475	41,700
Legal	20,000	22,775	22,000	25,775	40,000	40,000	44,475	33,775
Other	34,775	35,000	37,460	47,500	50,000	24,000	22,775	41,775
Total	108,467	111,275	112,652	191,930	214,091	166,850	146,275	138,275
Police	49,775	50,000	52,000	71,000	80,000	33,000	40,000	59,275
Fire	41,775	41,775	43,000	62,775	59,775	29,775	34,775	50,775
Public Works	29,460	46,775	17,000	15,775	11,000	70,000	55,000	44,875
Administration	21,762	46,000	45,460	70,800	50,000	38,000	17,000	40,000
Information Technology	13,000	29,775	46,775	56,775	56,775	30,000	30,000	41,775
Health	13,000	24,775	22,775	52,475	27,775	20,000	22,775	40,775
Countywide	13,460	24,440	41,175	40,440	38,000	34,775	44,475	31,275

**Third homeless outreach team  
Tuesday-Saturday**



**Unarmed; no powers of arrest**  
**Hotel concierge + professional town watch**



**Continuum from Security to Hospitality**  
**Grand Central Partnership, NYC; Tampa, Florida**



### Downtown Center, Los Angeles, "Purple Patrol" www.downtownla.com/



The Down Center BID's Safe & Clean team, the "Purple Patrol", is committed to assisting those who work, live, and play within the district.

Team members are highly visible in their purple shirts and provide 24-hour supplemental services to maintain safety, cleanliness, and hospitality within the district.

All team members are provided enhanced training to ensure that your time spent in the Downtown area is memorable and safe



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### Downtown Alliance; Lower Manhattan www.downtownny.com



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### Winnipeg, Manitoba, Canada

Downtown Watch Ambassadors  
http://downtownwinnipegbiz.com



Easily recognized in red and black, Downtown Watch ambassadors have been walking the streets seven days a week, year round, during the day and evening since 1995. This goodwill team patrols downtown, offering directions, tourist info, first aid (CPR-certified), and assistance wherever needed. They also participate in community events and act as additional "eyes and ears" for the Winnipeg Police Service.

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### #1 BID's role as direct service provider



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### #2 BIDs as "place marketers" attract customers to businesses and places



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### Highlight downtown amenities & attractions



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**Market & manage nighttime economy**



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**BIDs organize special events to attract people to a place**



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**Events, paid & free media strategies**



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**After work amenities  
Promote bars & outdoor cafes: SIPs**



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**Cancelled in 2020-2021**



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**Center City SIPs returned June to August  
Wednesday, after work Happy Hour**



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Largest retail promotion: 2 x year: Restaurant Week



Continued to support restaurants



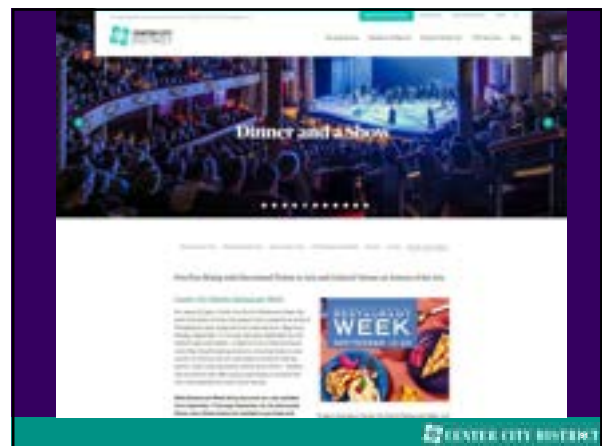
Five Restaurant Week promotions



This week Restaurant Week returns combined with Dinner & a Show



Discounts through December on Avenue of the Arts



### Fall Saturday shopping promotion



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### #3: BID as public space manager



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### Monitoring the public environment



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### Who do you call?

→ 83 Items in public environment surveyed

→ 23 Responsible Agencies



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### Streets Department



Benches  
Bicycle Racks  
Pedestrian Lights  
Traffic Lighting

Street Name Signs  
Streets (non-highway)  
Potholes (non-highway)  
Trash

Trash Receptacles  
Vehicular Streetlights  
Vehicular Signage

CENTER CITY DISTRICT

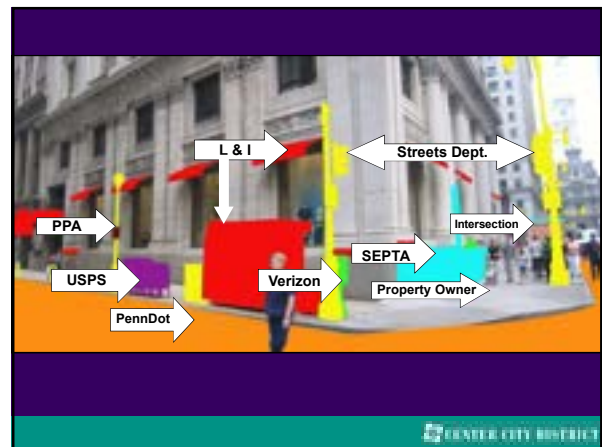
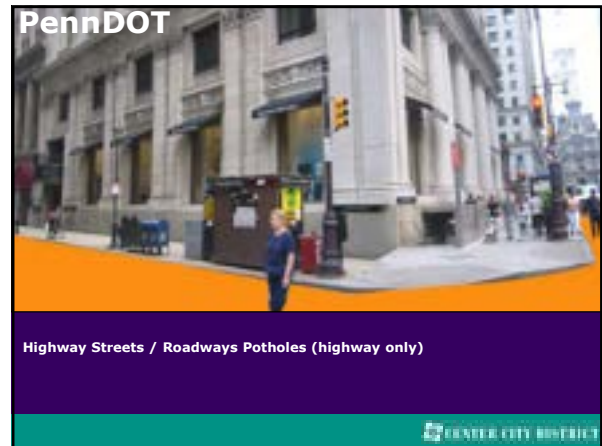
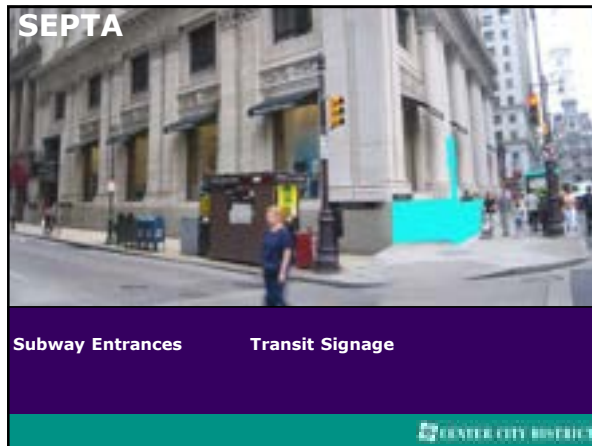
### Licenses and Inspections



Business Compliance  
Signage Enforcement  
Honor Box Enforcement

Building Hazards  
Property Hazards  
Street Vendor Enforcement

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#### BID as place-manager: meet regularly to review



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#### #4: BID as vehicle for improving the product



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#### Grand Central Partnership first BID to finance streetscape improvements: 1994



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#### CCD 2.0: Financing public area improvements



**1994**

- 20-year reauthorization

**1995**

- \$21 million tax-exempt bond issue backed only by CCD revenues
- +\$5 million City funding

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#### Unique Pennsylvania Aspects

- BIDs formed under the Municipality Authorities Act (prior to 2000) are municipal authorities, not non-profit corporations
- Have the authority to bill & collect directly from property owners without the city as intermediary – relatively unique
- Have power to file liens co-equal to municipal liens
- Have the authority to issue tax-exempt debt, independent from the city debt ceiling and bond-rating

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#### CCD 2.0: Improving the product 1996: financed \$26 million streetscape improvements



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Installed and maintain: 800 trees; 72 planters



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CCDF Fundraised to add 200 more trees



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CCD Foundation + brokers & owners funded 81 planters & holiday decorations on Walnut from Broad to 18<sup>th</sup> Street



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Continue to maintain them with seasonal plant changes



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West Market & JFK Boulevard Office District planters  
Funded in partnership with property owners, page 48  
Owners paid capital; CCD assumed operating expense



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1500 & 1900 block of Market Street;  
1500, 1700 & 1800 blocks of JFK; More at owners' expense



CENTER CITY DISTRICT

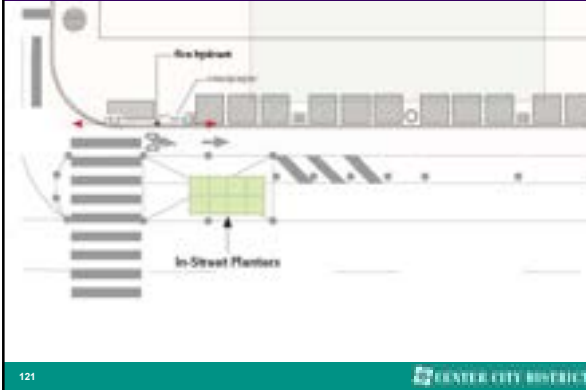
### Bike lane safety planters



### Demonstration planters: 1500,1900 Market; 1500 JFK



### Comprised on smaller units linked together



Signed MOU with City; City has agreement with PennDOT  
Once installed the planters will be owned by the City.

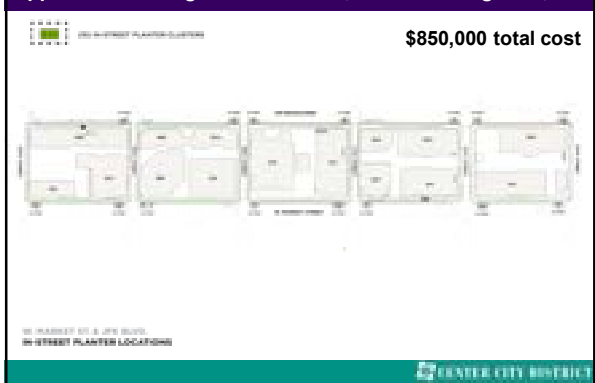
CCD will cover operating costs for maintaining planters  
for next five years, supported by our annual assessment.

Operating costs will include 3 seasonal plant changes,  
watering, litter and graffiti removal.

### At both ends of 1500 & 1900 Market; 1500 JFK \$118,000 for the 44 demonstration planters.



### 15 clusters at intersections in the 20 block area Applied for DCED grant for balance; CCD reserving \$750,000





First 3 locations, mid October 2022



Installed & maintain: 683 pedestrian maps & signs



Integrated with 233 signs for motorist that the CCD also maintains



Graphics for 108 entrances to underground



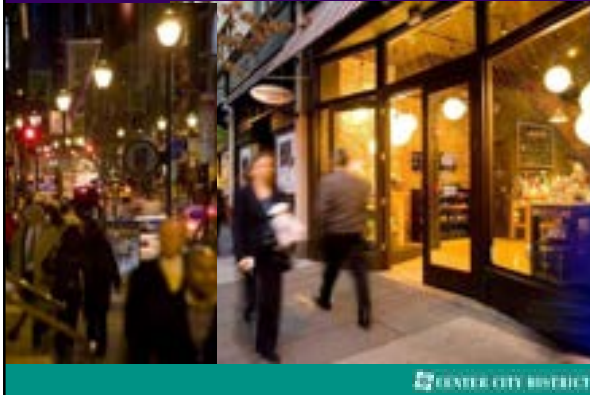
2,900 Pedestrian-scale lights  
Doubled nighttime illumination



Pedestrian light fixtures, 85% of downtown sidewalks



Creates a sense of evening safety



Benjamin Franklin Parkway



Building façade lighting on South Broad Street



Maintain significant on-street assets  
CCD does not maintain sidewalk paving

Center City District Infrastructure Assets, 2019	Center City District Infrastructure Assets, 2020
<b>\$1,740</b> Total Assets	<b>\$1,740</b> Total Assets
<b>\$1,000</b> Street Assets	<b>\$1,000</b> Street Assets
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<b>\$9,900</b> Street Assets	<b>\$9,900</b> Street Assets
<b>\$10,000</b> Street Assets	<b>\$10,000</b> Street Assets

2019: 3,556 banners for 70 non-profit groups



But ...no amount of streetscape improvements...



Can leverage change when the street is dwarfed by larger issues & problems



BID don't own or redevelopment real estate;  
Not economic development agencies  
unless partnered with CDC



Downtown Houston is a BID that manages their  
Tax increment financing programs for capital improvements



BIDs improve the appearance of retail shops  
34<sup>th</sup> Street Partnership, NYC



- Provide storefront design & window display services
- Advise on marketing & promotion
- Coordinated advertising campaigns

Downtown Baltimore Partnership:  
Façade improvement program



#5: BID as catalyst for change & diversification  
Residential revival  
1996: 4.5 million sf. Vacant Class "C" office space



- Retained architect & developer to evaluate buildings
- Survey to determine best buildings; floor layout, window size & exposure
- Detailed economic analysis of 10 buildings: evaluation for code compliance, cost-estimate, pro-formas.



### 10 year residential tax abatement Approved 1997



- Extraordinary costs of converting from vacant office or industrial to residential use
- 10 year abatement on improvements
- Available city wide

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### Significant growth in downtown housing: 1998–2019: 180 buildings converted to residential use



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### BIDs play role in helping to reposition & repurpose real estate



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### Wall St 1995: empty after 5:00 pm & on weekends



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### Formed 1995: Strengthen & diversify commercial core



What this Means for Wall Street - 1995



### Incentives to reduce office vacancy, transition to residential



What this Means for Wall Street - 2010







Created a thriving gateway to the Parkway



Jazz Brunch on Sundays



Café revenue pledged to park maintenance



Collins Park, 1700 block Chestnut Street



Successful location for rental events



In 2012: Sister Cities Park





Took a barren and forgotten space



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And transformed it



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Into a place for families with children



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Very successful water fountain



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With a pond



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And climbing mountain



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Upgraded Sister Cities during the pandemic



Added new hiding nest



Push button water jets



Climbing net at the top



Also good for jumping



We program events for families with children





Soccer Shots for young children



Concerts for young children



Halloween event



Arts & crafts for younger children



Completed \$60 million renovation in September 2014





Barren failed space over transit lines



Inadequate funding for maintenance



Blind corridors, turns, hiding places



\$60 million construction project  
Broad range of public, private & foundation funding  
Federal TIGER grant

#### Contributors to the Transformation of Dilworth Park

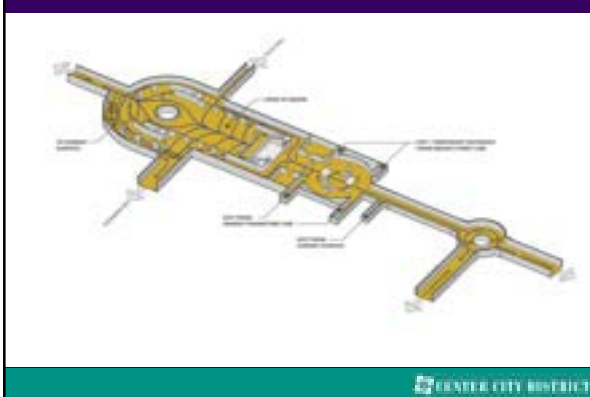
##### Major Public Donors

Center City District	\$15 million
City of Philadelphia	\$5.75 million
Commonwealth of Pennsylvania	\$16.35 million
Federal Transit Administration	\$15 million
SEPTA	\$4.3 million

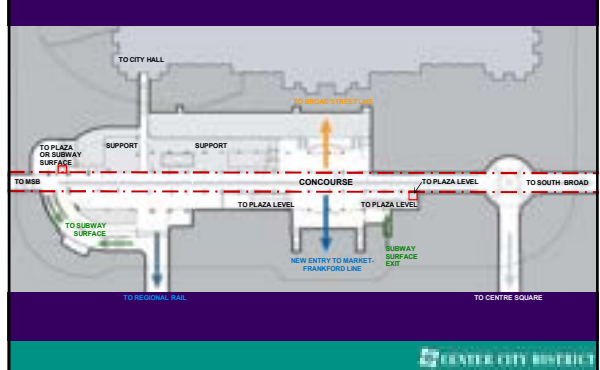
##### Major Donors to Construction

The Albert M. Greenfield Foundation	\$225,000
John S. and James L. Knight Foundation	\$400,000
PHC	\$300,000
William Penn Foundation	\$1.2 million

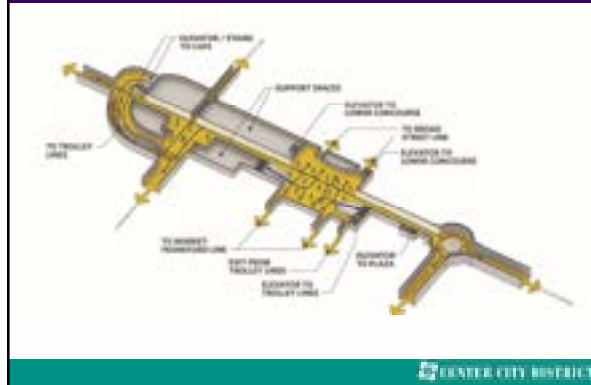
Replaced underground maze



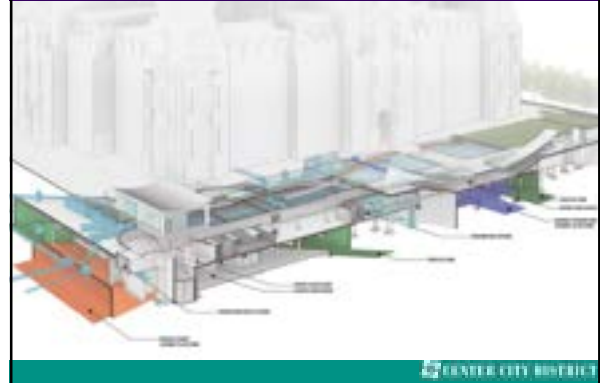
One continuous corridor, clear lines of sight  
New entrances to both transit lines



**Simplified circulation system**



**Completely reconstructed two levels + accessibility to transit**



**Designed as a flexible space  
120,000 sf + 40,000 subway concourse**



**Walk directly in from the street**



**Goal: Create first-class gateway to transit**



**Began again programming Dilworth late June 2020**





Keep the fountain available



Fountain & irrigation fed with recycled rainwater



Storage tanks for installed during construction



Early summer roller rink



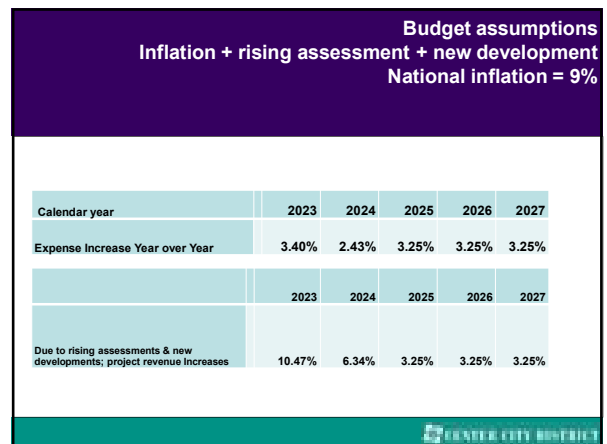
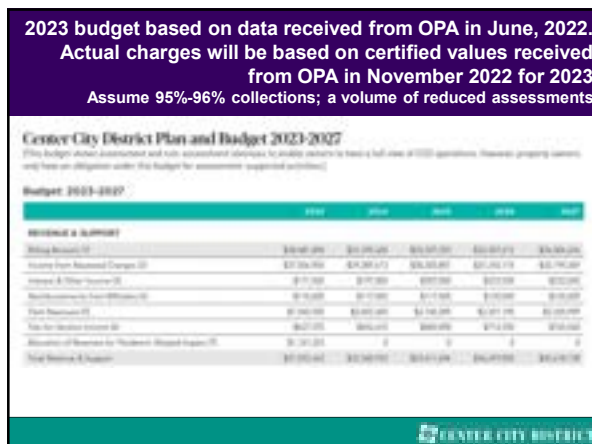
Program through fall and winter



More than 240 events: Exercise, music & reading for children

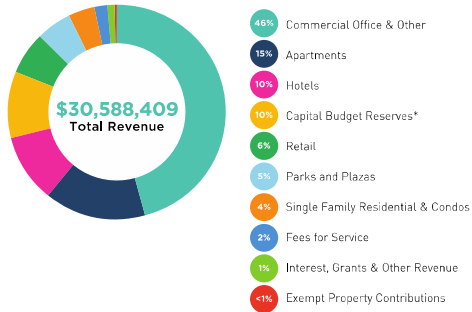






## CCD bills & collects directly from property owners

### Where the Money Comes from 2022



## Method of assessment

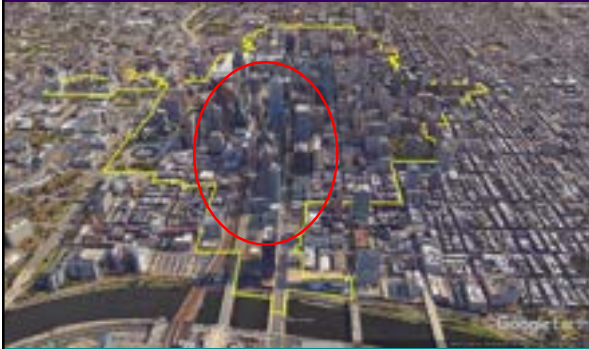
Based on municipal valuation of real estate without regard for any tax abatements or KOIZs

CCD independently calculates charges creating a fraction:

$\frac{\text{Assessed value of property}}{\text{Assessed value of CCD}} \times \$27.7 \text{ million} = \text{charge}$

**Billed and collected by CCD**

## High density office district backbone of CCD Top 15 properties pay 23% of total budget



## Top 10 Properties by Billing

RANK	PROPERTY NAME	2022 BILLING AMOUNT
1	Comcast Center	\$584,526.40
2	Mellon Bank Center	\$573,406.05
3	Centre Square	\$569,679.46
4	One Liberty Place	\$532,490.70
5	Comcast Innovation Center	\$453,924.30
6	Independence Blue Cross - DiBona Building	\$452,675.53
7	One Commerce Square	\$433,713.97
8	Two Commerce Square	\$411,484.99
9	Marriott Hotel	\$407,518.22
10	401 North Broad Street	\$400,192.85
TOTAL		\$4,419,419.62

## 2022 Property Statistics

The top 15 properties pay 23% of total program cost, with an average charge of  
**\$428,749**

The top 200 properties pay 80% of total program cost, with an average charge of  
**\$111,126**

The typical Market Street West office building pays  
**\$259,058**

The average hotel pays  
**\$90,823**

The average Chestnut Street commercial property pays  
**\$12,402**

The average Walnut Street commercial property pays  
**\$8,926**

The average commercial office property pays  
**\$16,842**

The average retail property pays  
**\$3,244**

The average residential property charge is  
**\$321 \***

The average for all property types is  
**\$4,931**

**\* Residential condo associations assessed at 50%**

## Pass-through to tenants



**Mellon Bank**  
**\$553,617.92 annually**

Divided by 1.2 million sf = **36 cents/ft**

On top of rent of **\$30- \$35/sq. ft.**



**Estimated charge 2023  
Symphony House  
\$72,040\***

**Average unit charge  
\$441.96**

based on OPA assessments  
On average  
+2.45% Symphony House

**\$1.21/day**

\* Residential condo associations  
assessed at 50%

**CENTER CITY DISTRICT**



**Similar allocation for 2023-2027**

**Center City District Plan and Budget 2023-2027**  
[This budget shows allocations and non-expenditure activities to enable users to find a full view of CCD operations. (Please note: property owners only have an obligation under this budget for assessment purposes.)]

**Budget: 2023-2027**

	2023	2024	2025	2026	2027
<b>EXPENSES</b>					
Cleaning CD	\$2,000,000	\$2,100,000	\$2,200,000	\$2,300,000	\$2,400,000
Public Safety CD	\$1,500,000	\$1,600,000	\$1,700,000	\$1,800,000	\$1,900,000
Marketing, Communications & Investor Relations CD	\$1,000,000	\$1,100,000	\$1,200,000	\$1,300,000	\$1,400,000
Streetscape, Parks & Public Spaces Management & Operations CD	\$1,500,000	\$1,600,000	\$1,700,000	\$1,800,000	\$1,900,000
Administration CD	\$1,000,000	\$1,100,000	\$1,200,000	\$1,300,000	\$1,400,000
Development Planning & Research CD	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Capital Program Analysis CD	0	0	0	0	0
Debt Service - General Capital Program CD	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
<b>Total Expenses</b>	<b>\$8,200,000</b>	<b>\$8,500,000</b>	<b>\$8,800,000</b>	<b>\$9,100,000</b>	<b>\$9,400,000</b>

**CENTER CITY DISTRICT**

- Private sector board: broad diversity of interests  
Approved this budget in May 2022**
- John J. Connors, Brickstone Realty - Chairman
  - Joseph S. Zuritsky, Parkway Corporation - Chair Emeritus
  - Rija Beares, CBRE
  - William M. Boone, LSNA
  - Joseph F. Coradino, Pennsylvania Real Estate Investment Trust
  - Gregory L. DeShields, PHL Diversity
  - Jeffrey DeVuono, Brandywine Realty Trust
  - Romulo L. Diaz, Jr., PECO
  - Paige Jaffe, JLL Retail
  - Ernest E. Jones, Esq., EJONES CONSULTING, LLC
  - Robert D. Lane, Jr., Esq., Greenberg Traurig, LLP
  - Clayton Mitchell, Thomas Jefferson University and Jefferson Health
  - Gregory B. Muller, SSH Real Estate
  - Drew Murray, Logan Square Neighborhood Association
  - Randall L. Scott, Coretrust Capital Partners, LLC
  - H. Hetherington Smith, Savills
  - Jack Soloff, Jr., Newmark Knight Frank
  - Christophe P. Terlizzi, KeyBank
  - Angela Val, Philadelphia Convention & Visitors Bureau
  - Jamal Johnson, Comcast/BOMA (Ex officio)
  - Carol Watson, Kimpton Hotel Palomar - Philadelphia
  - Tina Byles Williams, FIS Group
- CENTER CITY DISTRICT**

**The organizing process**

**CENTER CITY DISTRICT**

**New York City: Office of Small Business Services**



**BIDS: an overview**

**BIDDING EMPLOYMENT DISTRICT**

**BID**

**CENTER CITY DISTRICT**



## Continuum from publicly-subsidized to self-sufficiency: 75 BIDs

### 1

Understanding the importance of a strong business district

**Background**

The City of Philadelphia is a city of 680,000 people, with a diverse population and a rich history. The city is a major center of commerce and industry, and is home to many of the nation's leading universities and research institutions. The city is also a major center of culture and entertainment, and is home to many of the nation's leading museums and theaters.

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### the BID process

**Step 1: Formation of a BID**

- A group of business owners and community leaders in a specific area of the city form a BID.
- The BID is a non-profit organization that is responsible for promoting economic development and improving the quality of life in the area.
- The BID is funded by a combination of public and private sources.
- The BID is responsible for a variety of activities, including:
  - Marketing and promotion
  - Public safety
  - Street cleaning
  - Landscaping
  - Art and cultural programming
  - Community development

**Step 2: Implementation of the BID**

- The BID develops a plan of action and a budget.
- The BID implements the plan and manages the budget.
- The BID reports on its progress to the city and the public.




Center City District

## Problems to be Overcome

- "Are you crazy? Isn't this governments job?"  
 "We are already paying too much to a government we don't trust"  
 • supplementing or supplanting municipal services  
 • sunset provisions - market check & barrier to capital financing  
 • place management/place marketing to stay competitive
- Fear of withdrawal of municipal services  
 • quantifying base level of city services prior to starting  
 • maintenance of base-level service agreements
- "The rich are paying for services to the exclusion of poor"  
 • downside of "buying" additional services from government  
 • Brazil  
 • assisting other commercial areas

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## Does a BID make sense of Upper Merion?



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## What would boundaries be? One bid or three bids?



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## What would your priorities be for improvements?

### CRTY Inc.

**Special Services District**

**District**

**Business Improvement**

**Signs and Landscaping**

**Other**

**Public Safety**

**Marketing**

**Streetscape Plan**

The City Avenue Special Services District represents a unique partnership between the City of Philadelphia and the Township of Lower Merion, and between the public and private sectors of both Philadelphia and Lower Merion. The District is the first major special services or business improvement district from among over 1,000 districts in the United States.

Created officials, Pennsylvania State Representative (Liz) Cohen, Lower Merion Councilmember, Lower Merion Councilmember, and Philadelphia City Councilmember, developed the original concept for the City Avenue Special Services District in 1999. The district officials worked with private owners, institutional lenders and banks in the private sector to develop the District concept and gather their support. Their goal was to create a district that would reduce crime in the City Avenue area, help better shape the district's development, and to improve the image of the City Avenue area.

In 2000, the development of a business plan, the City Avenue Special Services District, was completed. The City of Philadelphia and the Township of Lower Merion in 2001 was incorporated by the Commonwealth of Pennsylvania in May 2002. The first year of operation of the District was approved by ordinance by the City of Philadelphia in 2003. The District commenced operations during mid-2003.



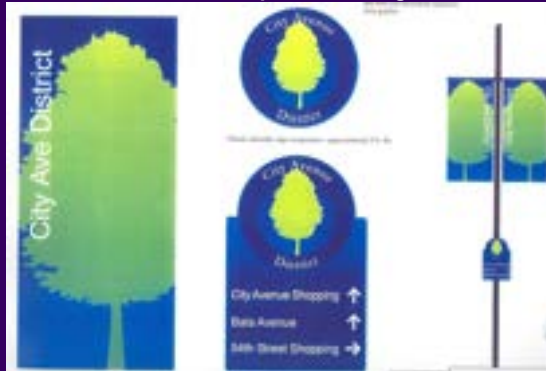
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## Enhanced gateway identity?



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Proposed new signs & banners



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Improve the sense of arrival from the highways?



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Upgrade individual business signs...



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Uniformly higher standards?



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Upgrading curb appeal?



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Attractive landscaped edges?



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Improve the pedestrian experience?



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Fund streetscape amenities: lighting & landscaping?



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Proposed new lighting for City Avenue



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More outdoor cafes?



CENTER CITY DISTRICT

Reduce the auto-dominated feel?



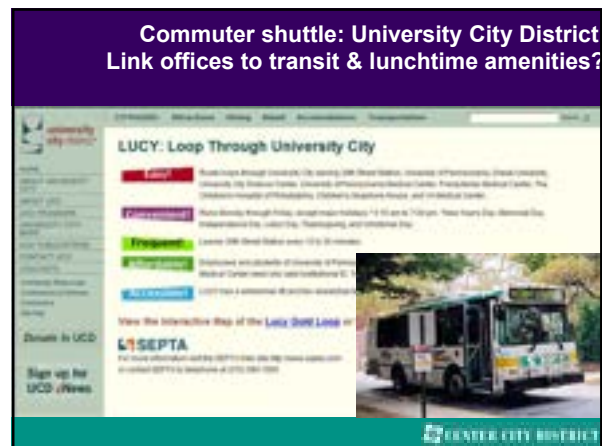
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Route 9 in Delaware



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## Do you want to support business marketing ....



## To help to fill vacancies?



## Next Steps

- Does the concept of paying extra make sense or is it dead on arrival?
- Are major business/property owners willing to take the lead on exploring the options? **A group needs to lead!**
- One area or three? What exactly are the boundaries?
- What Services? Property owners will want to know what they are already getting for their tax dollars, before they agree to pay for supplemental services.
- Township needs to quantify "base level of services."

- Make a "wish list" of all desired services that would improve the competitiveness of the area & **provide benefits to all types of property owners**. You are very different types of businesses. What needs do you share in common?
- Cost-out these alternative services & match them with revenue scenarios
- Through discussions with other owners & tenants, establish priorities & determine how many additional dollars each property owner, or that owner's tenants, are willing to pay on a monthly basis for these services.

## Two surveys

Conditions	Very Poor	Poor	Fair	Good	Very Good
1. Shopping	0	0	0	0	0
2. Directional signs	0	0	0	0	0
3. Safety of drivers	0	0	0	0	0
4. Safety of pedestrians	0	0	0	0	0
5. Shopping for dining	0	0	0	0	0
6. Condition and quality of buildings	0	0	0	0	0
7. For shopping	0	0	0	0	0
8. Condition and quality of signs	0	0	0	0	0
9. Communication with municipal government	0	0	0	0	0
10. Uniformed security presence	0	0	0	0	0
11. Marketing to attract visitors	0	0	0	0	0
12. Marketing to attract office tenants	0	0	0	0	0
13. Cooperation among property owners	0	0	0	0	0
14. Clean sidewalks	0	0	0	0	0
15. Marketing to attract retail customers	0	0	0	0	0
16. A place for entertainment	0	0	0	0	0
17. Marketing to attract retailers	0	0	0	0	0
18. Directional signs for pedestrians	0	0	0	0	0
19. A walkable environment	0	0	0	0	0
20. Marketing to attract developers	0	0	0	0	0
21. A place for culture	0	0	0	0	0
22. Number of undeveloped lots	0	0	0	0	0

Conditions	Very Poor	Poor	Fair	Good	Very Good
1. Shopping	0	0	0	0	0
2. Directional signs	0	0	0	0	0
3. Safety of drivers	0	0	0	0	0
4. Safety of pedestrians	0	0	0	0	0
5. Shopping for dining	0	0	0	0	0
6. Condition and quality of buildings	0	0	0	0	0
7. For shopping	0	0	0	0	0
8. Condition and quality of signs	0	0	0	0	0
9. Communication with municipal government	0	0	0	0	0
10. Uniformed security presence	0	0	0	0	0
11. Marketing to attract visitors	0	0	0	0	0
12. Marketing to attract office tenants	0	0	0	0	0
13. Cooperation among property owners	0	0	0	0	0
14. Clean sidewalks	0	0	0	0	0
15. Marketing to attract retail customers	0	0	0	0	0
16. A place for entertainment	0	0	0	0	0
17. Marketing to attract retailers	0	0	0	0	0
18. Directional signs for pedestrians	0	0	0	0	0
19. A walkable environment	0	0	0	0	0
20. Marketing to attract developers	0	0	0	0	0
21. A place for culture	0	0	0	0	0
22. Number of undeveloped lots	0	0	0	0	0

## Best conditions

Conditions	Very Poor	Poor	Fair	Good	Very Good
1. A place to work	0	0	0	0	0
2. Directional signs for drivers	0	0	0	0	0
3. Safety of drivers	0	0	0	0	0
4. Safety of pedestrians	0	0	0	0	0
5. Shopping for dining	0	0	0	0	0
6. Condition and quality of buildings	0	0	0	0	0
7. For shopping	0	0	0	0	0
8. Condition and quality of signs	0	0	0	0	0
9. Communication with municipal government	0	0	0	0	0
10. Uniformed security presence	0	0	0	0	0
11. Marketing to attract visitors	0	0	0	0	0
12. Marketing to attract office tenants	0	0	0	0	0
13. Cooperation among property owners	0	0	0	0	0
14. Clean sidewalks	0	0	0	0	0
15. Marketing to attract retail customers	0	0	0	0	0
16. A place for entertainment	0	0	0	0	0
17. Marketing to attract retailers	0	0	0	0	0
18. Directional signs for pedestrians	0	0	0	0	0
19. A walkable environment	0	0	0	0	0
20. Marketing to attract developers	0	0	0	0	0
21. A place for culture	0	0	0	0	0
22. Number of undeveloped lots	0	0	0	0	0



Worst condition		Poor	Avg
6 A walkable environment		81%	
8 Directional signs for pedestrians		81%	
3 A place for culture		77%	
22 Cooperation among property owners		58%	
15 Marketing to attract developers		52%	
7 Directional signs for drivers		48%	
12 Number of undeveloped lots		40%	
4 A place for entertainment		41%	
9 Clean sidewalks		41%	
13 Marketing to attract office tenants		42%	
10 Uniformed security presence		39%	
12 Marketing to attract retailers		37%	
14 Marketing to attract visitors		33%	
21 Communication with municipal government		32%	
18 Condition and quality of signs		29%	
13 Marketing to attract retail customers		23%	
5 A place for dining		21%	
2 A place to work		19%	
11 Sense of safety		19%	
17 Condition and quality of buildings		19%	
20 Reputation in the region		14%	
1 For shopping		6%	

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### Distribute priorities survey

#### Priorities for Spending Survey

How much money should be spent on each priority? (Ranking priorities by spending importance)

1. Address infrastructure problems for safety	□□□□
2. Address security concerns	□□□□
3. Address traffic issues	□□□□
4. Public transit funding	□□□□
5. Address other infrastructure concerns	□□□□
6. Address public facilities	□□□□
7. Address public facilities	□□□□
8. Address public facilities	□□□□
9. Address public facilities	□□□□
10. Address public facilities	□□□□
11. Address public facilities	□□□□
12. Address public facilities	□□□□
13. Address public facilities	□□□□
14. Address public facilities	□□□□
15. Address public facilities	□□□□
16. Address public facilities	□□□□
17. Address public facilities	□□□□
18. Address public facilities	□□□□
19. Address public facilities	□□□□
20. Address public facilities	□□□□
21. Address public facilities	□□□□

#### Priorities Survey Continued

How much money should be spent on each priority? (Ranking priorities by spending importance)

22. Address public facilities	□□□□
23. Address public facilities	□□□□
24. Address public facilities	□□□□
25. Address public facilities	□□□□
26. Address public facilities	□□□□
27. Address public facilities	□□□□
28. Address public facilities	□□□□
29. Address public facilities	□□□□
30. Address public facilities	□□□□
31. Address public facilities	□□□□
32. Address public facilities	□□□□
33. Address public facilities	□□□□
34. Address public facilities	□□□□
35. Address public facilities	□□□□
36. Address public facilities	□□□□
37. Address public facilities	□□□□
38. Address public facilities	□□□□
39. Address public facilities	□□□□
40. Address public facilities	□□□□
41. Address public facilities	□□□□
42. Address public facilities	□□□□
43. Address public facilities	□□□□
44. Address public facilities	□□□□
45. Address public facilities	□□□□
46. Address public facilities	□□□□
47. Address public facilities	□□□□
48. Address public facilities	□□□□
49. Address public facilities	□□□□
50. Address public facilities	□□□□

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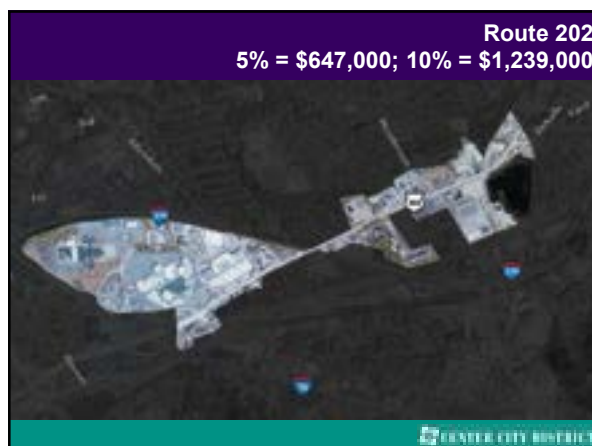
### What are priorities for improvement?

	Very	Extremely
9 Public transportation	36%	
10 Improved gateway markers, banners and directional signs	31%	
7 Marketing to attract office tenants	31%	
11 Landscaping, flower installation, maintenance	31%	
13 Landscaping for security and business sign improvements	24%	
10 Shuttle service between destinations	24%	
12 Urban design and redevelopment opportunities plan	24%	
8 Marketing to attract visitors, tourists	24%	
3 Marketing to attract retail/service customers in the region	21%	
13 More well-designed public spaces, fountains	21%	
20 Bright, pedestrian-scale lighting throughout the area	21%	
4 Regular sidewalk cleaning	21%	
14 Better parking solutions, e.g., shared parking, coordination, etc.	21%	
6 Marketing to attract developers	21%	
19 More attractive parking	21%	
14 Murals on blank walls, other public art	21%	
1 Additional uniformed security personnel on foot or bikes	21%	
1 Information kiosks for visitors	21%	
1 Uniformed security personnel	21%	
21 Improved tourism services	21%	

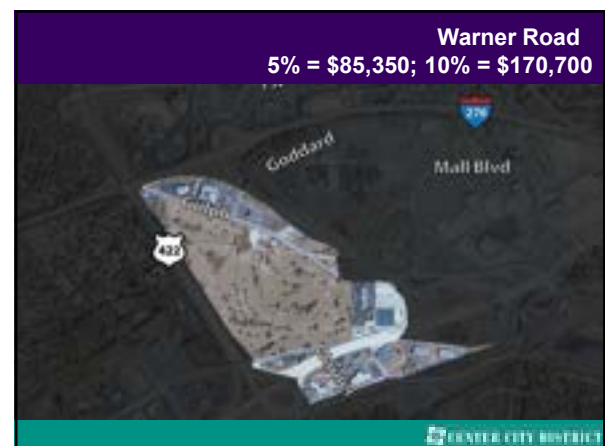
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Doesn't include estimates for new development



Would having \$1.1 - 2.2 million extra/year that you control  
Enhance competitiveness of your business?



<http://kopbid.com/>



14 BIDs + managed areas in Philadelphia

