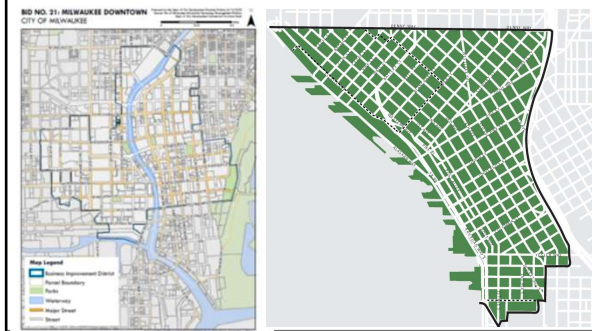


**Managing the public environment:  
The role of a business improvement district (BID)**

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
- Spread globally after 2000



**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 commercial area
- 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 are usually private sector initiated & they supplement, but do not replace municipal government services

CENTER CITY DISTRICT

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

CENTER CITY DISTRICT

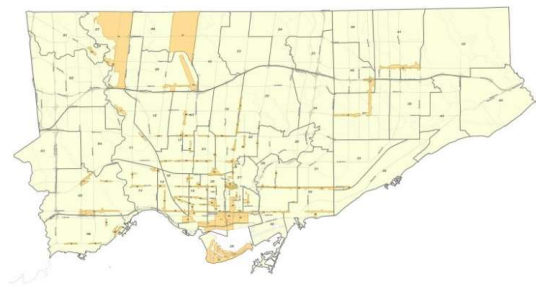
## North America



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

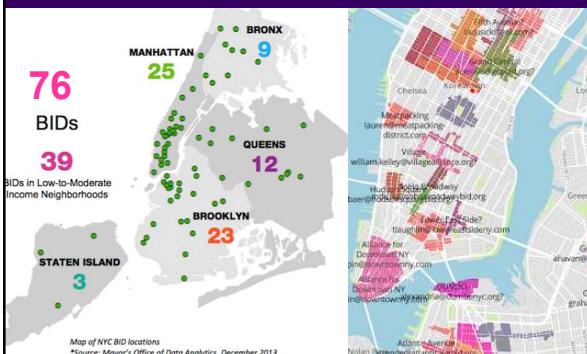
CENTER CITY DISTRICT

## 83 BIAs in Toronto



CENTER CITY DISTRICT

## Map of NYC BIDs



CENTER CITY DISTRICT

## BIDs were organized in England around 2001



CENTER CITY DISTRICT





**24 BIDs in London city**

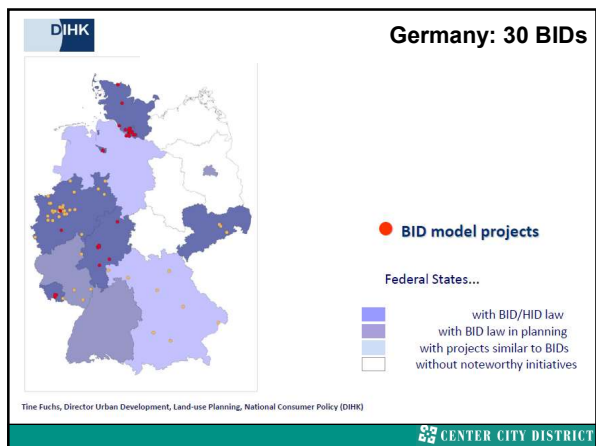
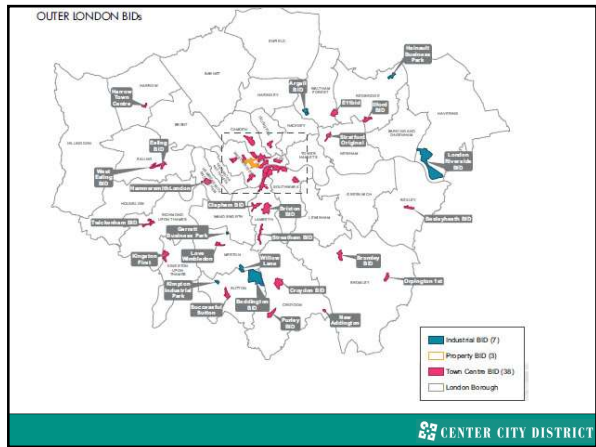
**Better Bankside**  
betterbankside.co.uk

**UK BIDs - the numbers**

- 24 in London
- Average voting yes by number 69%
- Average voting yes by RV 67%
- Average turnout 45%

LEGEND:  
 ■ Existing BID  
 ■ Proposed/Planning BID  
 ■ Planning Authority

**CENTER CITY DISTRICT**



In a large city with diverse property ownership



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

Not redistributive tax, but an assessment for services rendered



CENTER CITY DISTRICT

### 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.

CENTER CITY DISTRICT



### 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



CENTER CITY DISTRICT

9 to 5 downtown; empty streets at night



CENTER CITY DISTRICT

Two things prompted creation of CCD:  
Public space crisis



CENTER CITY DISTRICT

Convention Center under construction:  
Fear & opportunity



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



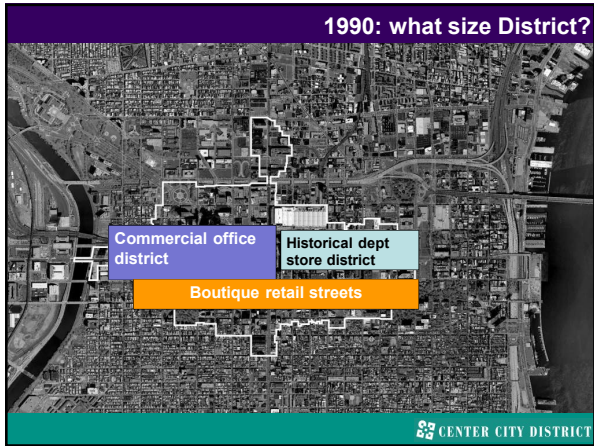
CENTER CITY DISTRICT

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.

CENTER CITY DISTRICT

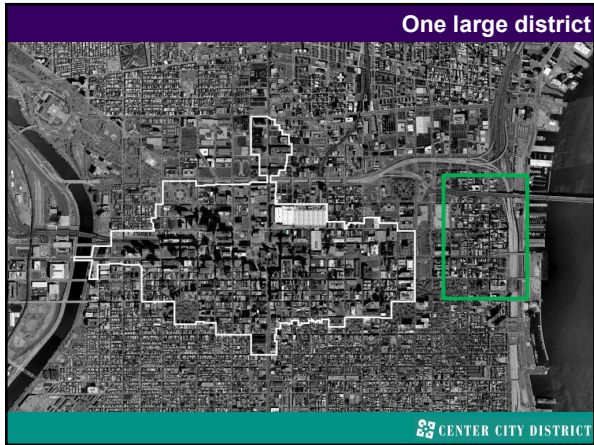




Enlightened self-interest  
Reclaiming the public domain

"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"

CENTER CITY DISTRICT



220 blocks in CBD: started with \$6.5 million operating budget  
Grown in 30 years to \$30.5 million  
Supplement but not replace city services

CENTER CITY DISTRICT





### Pressure wash sidewalks



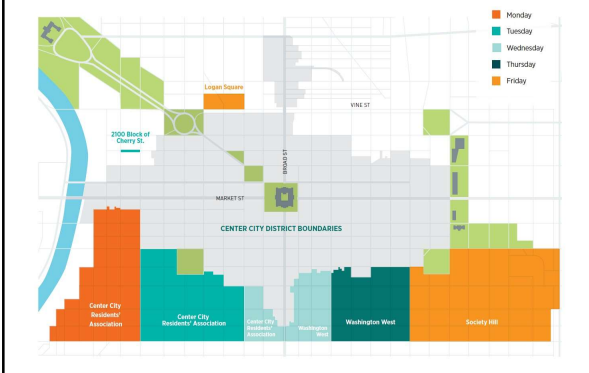
CENTER CITY DISTRICT

### Continuous graffiti removal from first floor only During warm weather months



CENTER CITY DISTRICT

### Fee for service contracts



CENTER CITY DISTRICT

### Public safety Community Service Representatives

INTERNATIONAL UNION, SECURITY, POLICE & FIRE PROFESSIONALS



CENTER CITY DISTRICT

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



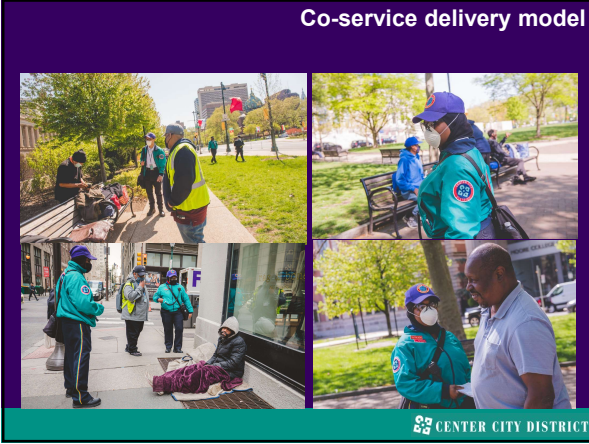
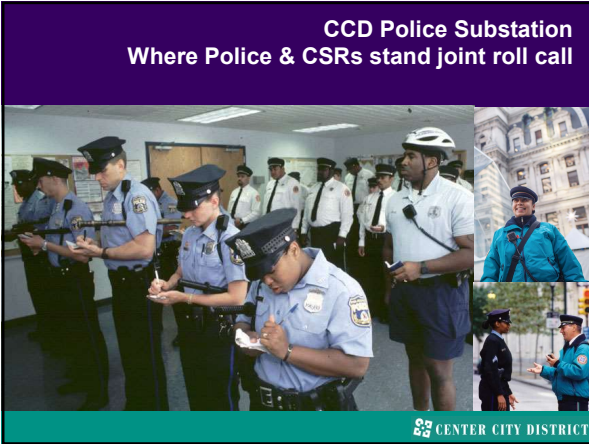
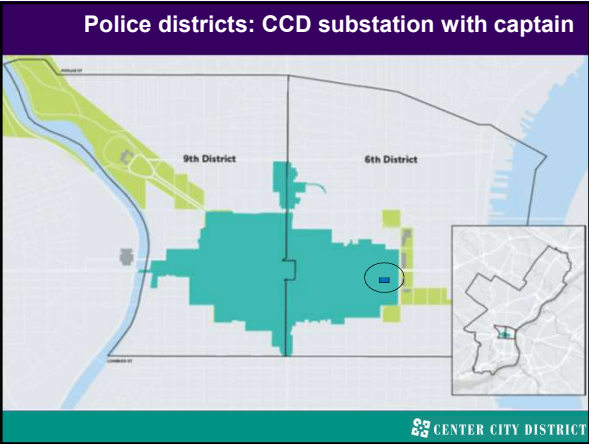
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### Unique partnership with Philadelphia police



CENTER CITY DISTRICT





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



CENTER CITY DISTRICT

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



CENTER CITY DISTRICT

**Downtown Center, Los Angeles, "Purple Patrol"**  
[www.downtownla.com/](http://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

CENTER CITY DISTRICT

**Downtown Alliance; Lower Manhattan**  
[www.downtownny.com](http://www.downtownny.com)



CENTER CITY DISTRICT

**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**



CENTER CITY DISTRICT

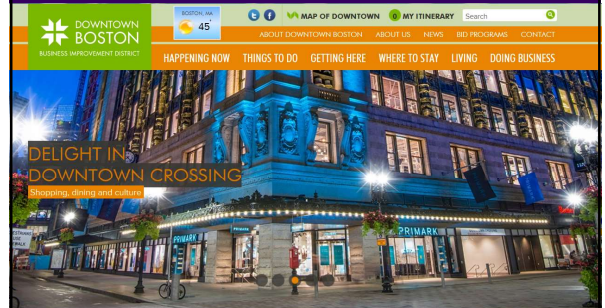


#2 BIDs as “place marketers”  
attract customers to businesses and places



CENTER CITY DISTRICT

Highlight downtown amenities & attractions



DOWNTOWN EVENTS    FEATURED DOWNTOWN PLACES    DOWNTOWN NEWS

CENTER CITY DISTRICT

Market & manage nighttime economy



CENTER CITY DISTRICT

BIDs organize special events to attract people to a place



CENTER CITY DISTRICT

Events, paid & free media strategies



CENTER CITY DISTRICT

Promotional events to support restaurants & retail



CENTER CITY DISTRICT



**SIPs promotion continues: After work amenities  
Highlighting bars & outdoor cafes**

The graphic features the word "SIPs" in large white letters over a background of drinks and food. Below it, it says "Wednesdays" and "JUNE 7 TO AUGUST 30 5PM - 7PM". Logos for Hornitos, Center City District, and SEPTA are included, along with the hashtag #CCDSIPS. The photo shows a busy outdoor cafe with people sitting at tables.

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**After work social gatherings**

A large group of people is gathered in an outdoor courtyard area with a fountain. A large digital screen in the background displays the "SIPs" logo. The scene is lively and social.

CENTER CITY DISTRICT

**Largest retail promotion: 2 x year: Restaurant Week**

Two identical promotional graphics for "CENTER CITY DISTRICT RESTAURANT WEEK". They feature images of various dishes and the text "DINE OUT OR TAKE HOME" and "SEPTEMBER 13 to 25". Logos for "Maker's Mark" and "HORNITOS" are present.

CENTER CITY DISTRICT

**September 10<sup>th</sup>: 20<sup>th</sup> anniversary of Restaurant Week**

The photo shows the interior of a restaurant with round tables and chairs. A large text overlay reads "CCD Restaurant Week 20th Anniversary" and "September 10-23, 2023". Navigation links for "Center City District", "Explore Center City", and "CCD Restaurant Week" are visible at the top.

CENTER CITY DISTRICT

**#3: BID as public space manager**

Two men in blue jackets with "CENTER CITY DISTRICT" patches are standing on a sidewalk. One is looking at a tablet while the other looks on. They appear to be managing public space.

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**Monitoring the public environment**

A person in a uniform is standing on a street next to a large pile of trash and debris. They appear to be monitoring or managing the public environment.

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### Who do you call?

→ 83 Items in public environment surveyed

→ 23 Responsible Agencies



 CENTER CITY DISTRICT

### Streets Department



<ul style="list-style-type: none"> <li>Benches</li> <li>Bicycle Racks</li> <li>Pedestrian Lights</li> <li>Traffic Lighting</li> </ul>	<ul style="list-style-type: none"> <li>Street Name Signs</li> <li>Streets (non-highway)</li> <li>Potholes (non-highway)</li> <li>Trash</li> </ul>	<ul style="list-style-type: none"> <li>Trash Receptacles</li> <li>Vehicular Streetlights</li> <li>Vehicular Signage</li> </ul>
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 CENTER CITY DISTRICT


### Licenses and Inspections




<ul style="list-style-type: none"> <li>Business Compliance</li> <li>Signage Enforcement</li> <li>Honor Box Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Building Hazards</li> <li>Property Hazards</li> <li>Street Vendor Enforcement</li> </ul>
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 CENTER CITY DISTRICT

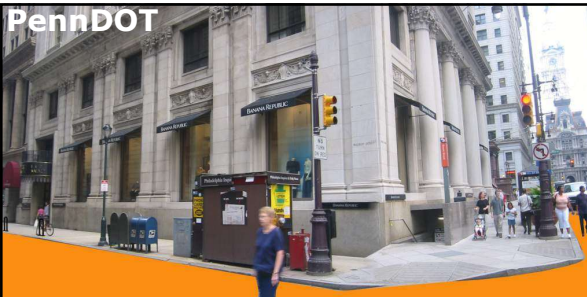
### SEPTA




<ul style="list-style-type: none"> <li>Subway Entrances</li> </ul>	<ul style="list-style-type: none"> <li>Transit Signage</li> </ul>
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 CENTER CITY DISTRICT

### PennDOT



Highway Streets / Roadways Potholes (highway only)

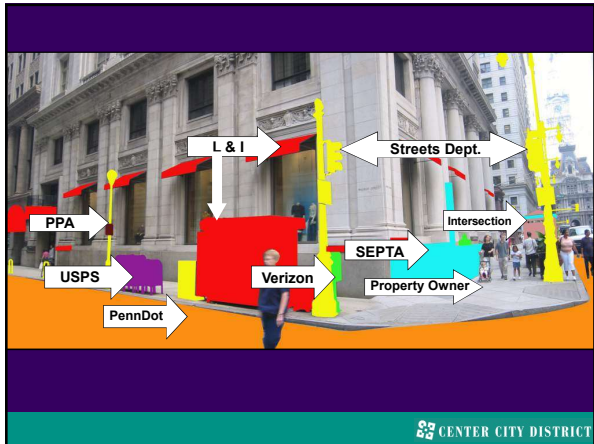
 CENTER CITY DISTRICT

### Additional Agencies



<ul style="list-style-type: none"> <li>Parking Authority (PPA)</li> <li>Parking Signage</li> <li>Parking Meters</li> <li>Parking Enforcement</li> </ul>	<ul style="list-style-type: none"> <li>USPS</li> <li>Mailboxes</li> <li>Mail Drop Boxes</li> </ul>	<ul style="list-style-type: none"> <li>Verizon</li> <li>Pay Phones</li> </ul>	<ul style="list-style-type: none"> <li>Viacom</li> <li>Transit Shelters</li> </ul>
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 CENTER CITY DISTRICT





## 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

CENTER CITY DISTRICT

## 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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## West Market & JFK Boulevard Office District planters Funded in partnership with property owners

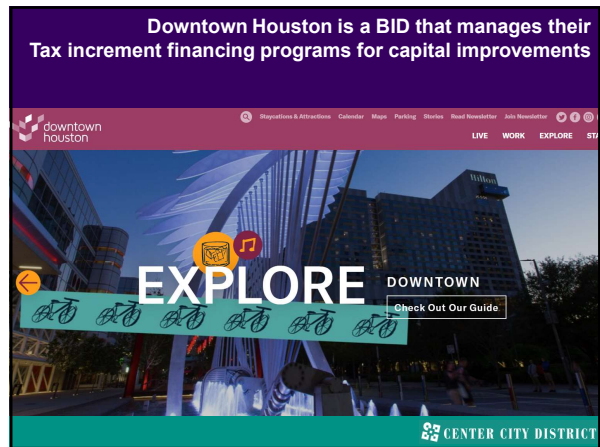
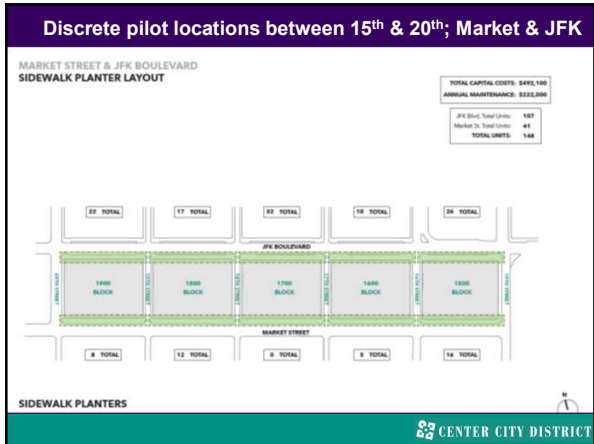


CENTER CITY DISTRICT

## Complemented by in-street bike lane planters; 3 locations Funded & maintained by CCD



CENTER CITY DISTRICT





### 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

CENTER CITY DISTRICT

### Downtown Baltimore Partnership: Façade improvement program

DOWNTOWN BALTIMORE



**IMPROVEMENT**

WORK AREA ECONOMIC DEVELOPMENT RETAIL GROWTH FACADE PROGRAM TOURISM TECHNOLOGY

**FACADE IMPROVEMENT**  
Downtown Partnership of Baltimore administers a Façade Improvement Program encouraging and assisting property and business owners in Downtown restore existing storefronts. Since 2012, Downtown Partnership has administered over \$1 million in grants and leveraged millions in private investment.  
The Façade Program covers 100% of eligible costs up to

CENTER CITY DISTRICT

### Retail attraction partnership with brokers & owners

## Philadelphia Retail Marketing Alliance

Success Stories Philadelphia Retail Marketing Alliance

The Philadelphia Retail Marketing Alliance (PRMA) is a partnership between the Center City District (CCD), City of Philadelphia Department of Commerce, PIDC, Office of the City Representative, Visit Philadelphia, and PHL Convention & Visitors Bureau (PHLCVB). PRMA's mission is to enhance



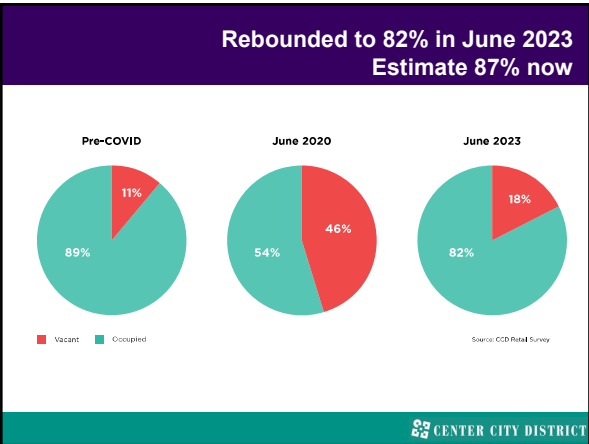
CENTER CITY DISTRICT

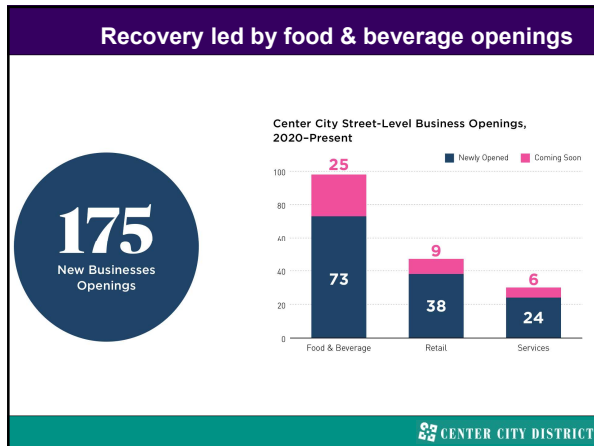
### Track retail trends

Center City District Report  
**Center City Retail Update**  
July 2021



CENTER CITY DISTRICT

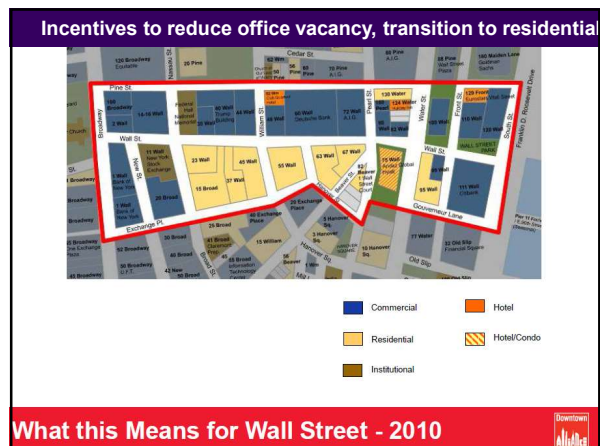
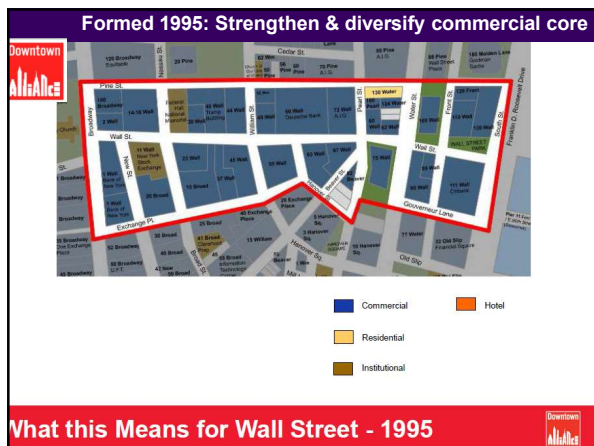




### 1,871 Existing Storefronts in the Center City District.

550 Restaurants (29%)		530 Retail Stores (28%)	
222 Full Service Restaurants	36 Bars & Nightlife	154 Apparel	18 General Merchandise
204 Takeout, Sandwich & Quick Service	17 Bakeries	116 Jewelry	17 Optical
59 Coffee Shops	12 Ice Cream, Water Ice, Smoothie, etc.	68 Food & Drink	11 Art & Hobbies
		44 Beauty, Health & Fitness	5 Music, Video & Video Games
		37 Entertainment, Arts & Recreation	5 Office Supplies & Stationery
		24 Home & Garden	3 Bookstores
		22 Electronics	26 Other
460 Service Providers (25%)		331 Vacancies (18%)	
105 Beauty	9 Delivery		
75 Bank & Financial	8 Social Services		
71 Health	8 Travel Agency		
35 Fitness	6 Education		
18 Laundry	6 Insurance		
18 Legal	77 Other Service		
14 Real Estate			
10 Professional Services			

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Very successful water fountain



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Completed \$60 million renovation in September 2014



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Barren failed space over transit lines



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Inadequate funding for maintenance



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Blind corridors, turns, hiding places



CENTER CITY DISTRICT

**\$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

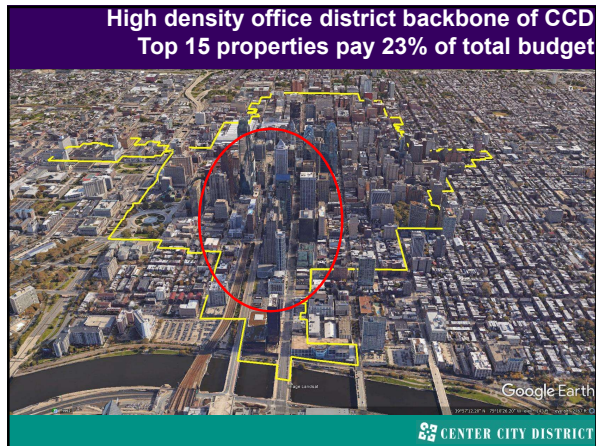
**Major Donors to Construction**

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

CENTER CITY DISTRICT







**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
<b>TOTAL</b>		<b>\$4,419,419.62</b>

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**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.

CENTER CITY DISTRICT

**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



- Private sector board: broad diversity of interests**
- John J. Connors, Brickstone Realty - Chairman
  - Joseph S. Zuritsky, Parkway Corporation - Chair Emeritus
  - Riya Beares, CBRE
  - William M. Boone, LSNA
  - Joseph F. Coradino, Pennsylvania Real Estate Investment Trust
  - Gregory L. DaShields, 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





### What would your priorities be for improvements?

**CITY Ave**  
SPECIAL SERVICES DISTRICT

District    Businesses Institutions    Maps and Directions    Other Resources

**District**  
Mission    Public Safety    Marketing    Streetscape Plans

The City Avenue Special Services District represents a unique partnership between Philadelphia and the Township of Lower Merion and between the public and private parts of both Philadelphia and Lower Merion Pennsylvania. The District is the first multiple special services or business improvement district from among over 1,200 districts in the United States.

Elected officials, Pennsylvania State Representative Lita I. Cohen, Lower Merion Councilmember Joseph Manko, Lower Merion Commissioner Joseph Manko, and Philadelphia City Councilmember Nutter developed the original concept for the City Avenue Special Services District during 1990s. The elected officials worked with property owners, institutional leaders and business owners in the area to shape the District concept and gather their support. Three key goals in the development of the District were to reduce crime in the City Avenue area, help better shape the development, and to improve the image of the City Avenue area.

Following the development of a five-year plan, the City Avenue Special Services District was established by ordinances by the City of Philadelphia and the Township of Lower Merion in late 1998. The District commenced operations during mid-1999.

### Enhanced gateway identity?



### Proposed new signs & banners

**City Ave District**

City Avenue District

City Avenue District

City Avenue Shopping ↑  
Bala Avenue ↑  
54th Street Shopping →

### Improve the sense of arrival from the highways?



### Upgrade individual business signs...



### Uniformly higher standards?







Reduce the auto-dominated feel?



CENTER CITY DISTRICT

Route 9 in Delaware



CENTER CITY DISTRICT

Redesigned Route 9 (4 lanes)



CENTER CITY DISTRICT

Address frustrating traffic conditions?



CENTER CITY DISTRICT

Overcome the barrier effect of highways?



CENTER CITY DISTRICT

Bring light rail services into the area?



CENTER CITY DISTRICT





### Commuter shuttle: University City District Link offices to transit & lunchtime amenities?

**LUCY: Loop Through University City**

- Easy!** Route loops through University City serving 30th Street Station, University of Pennsylvania, Drexel University, University City Science Center, University of Pennsylvania Medical Center, Presbyterian Medical Center, The Children's Hospital of Philadelphia, Children's Seashore House, and VA Medical Center.
- Convenient!** Runs Monday through Friday, except major holidays, \* 6-10 am to 7:00 pm. \*New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas Day.
- Frequent!** Leaves 30th Street Station every 12 to 35 minutes.
- Affordable!** Employees and students of University of Pennsylvania and University of Pennsylvania Medical Center need only valid institutional ID. Tickets are available for purchase.
- Accessible!** LUCY has a wheelchair lift and two wheelchair spaces.

View the Interactive Map of the **Lucy Gold Loop** or

**Donate to UCD**

**Sign up for UCD eNews**

For more information visit the SEPTA Web site <http://www.septa.com/> or contact SEPTA by telephone at (215) 580-7800

CENTER CITY DISTRICT



- ### 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."
- CENTER CITY DISTRICT

- 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.
- CENTER CITY DISTRICT

### Two surveys

Conditions Survey		Conditions Percentages (%)												
Condition	Importance			Condition	Importance									
	Very +	Extremely	Avg		Very +	Extremely	Avg							
1. For shopping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. For shopping	0	4	39	55	0	6	19	42	32	0
2. A place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. A place to work	3	16	39	42	0	0	0	39	43	0
3. A place for culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. A place for culture	13	45	16	3	3	10	12	23	13	3
4. A place for entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. A place for entertainment	19	35	48	3	3	19	29	35	23	3
5. A place for dining	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. A place for dining	3	19	48	29	0	3	16	39	39	3
6. A walkable environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	6. A walkable environment	65	23	3	3	3	6	45	35	13	6
7. Directional signs for drivers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	7. Directional signs for drivers	6	42	45	6	0	0	18	48	42	0
8. Directional signs for pedestrians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	8. Directional signs for pedestrians	32	48	13	0	6	10	35	39	10	6
9. Clean sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	9. Clean sidewalks	19	35	35	10	3	26	32	32	4	6
10. Uniformed security presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10. Uniformed security presence	6	32	45	13	3	10	19	42	26	3
11. Sense of Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	11. Sense of Safety	0	19	58	19	3	3	6	26	43	0
12. Marketing to attract visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	12. Marketing to attract visitors	3	32	39	23	3	3	22	39	19	3
13. Marketing to attract retail customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	13. Marketing to attract retail customers	6	23	52	16	0	19	16	59	42	3
14. Marketing to attract office tenants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	14. Marketing to attract office tenants	13	23	45	13	0	0	26	29	39	0

### Best conditions

Condition	Very +	Extremely
2 A place to work	100%	
7 Directional signs for drivers	90%	
11 Sense of Safety	87%	
20 Reputation in the region	84%	
5 A place for dining	77%	
17 Condition and quality of buildings	77%	
1 For shopping	74%	
18 Condition and quality of signs	71%	
21 Communication with municipal government	71%	
10 Uniformed security presence	68%	
14 Marketing to attract visitors	68%	
15 Marketing to attract office tenants	68%	
22 Cooperation among property owners	68%	
9 Clean sidewalks	65%	
13 Marketing to attract retail customers	61%	
4 A place for entertainment	58%	
12 Marketing to attract retailers	58%	
8 Directional signs for pedestrians	48%	
6 A walkable environment	48%	
16 Marketing to attract developers	45%	
3 A place for culture	35%	
19 Number of undeveloped lots	32%	

### Worst condition

Condition	Poor + Avg
6 A walkable environment	87%
8 Directional signs for pedestrians	81%
3 A place for culture	77%
22 Cooperation among property owners	58%
16 Marketing to attract developers	55%
7 Directional signs for drivers	48%
19 Number of undeveloped lots	48%
4 A place for entertainment	45%
9 Clean sidewalks	45%
15 Marketing to attract office tenants	42%
10 Uniformed security presence	39%
12 Marketing to attract retailers	35%
14 Marketing to attract visitors	35%
21 Communication with municipal government	32%
18 Condition and quality of signs	29%
13 Marketing to attract retail customers	29%
5 A place for dining	23%
2 A place to work	19%
11 Sense of Safety	19%
17 Condition and quality of buildings	19%
20 Reputation in the region	16%
1 For shopping	6%

### Distribute priorities survey

#### Priorities for Spending Survey

If a \$50 were to be created for your area, how would you rank the following as getting the spending limited additional dollar?

Importance	Very +	Extremely
1. Additional uniformed security personnel on foot or bikes	<input type="checkbox"/>	<input type="checkbox"/>
2. Uniformed hospitality personnel	<input type="checkbox"/>	<input type="checkbox"/>
3. Information booths for visitors	<input type="checkbox"/>	<input type="checkbox"/>
4. Regular sidewalk cleaning	<input type="checkbox"/>	<input type="checkbox"/>
5. Marketing to attract retail/service customers in the region	<input type="checkbox"/>	<input type="checkbox"/>
6. Marketing to attract office tenants	<input type="checkbox"/>	<input type="checkbox"/>
7. Marketing to attract visitors, tourists	<input type="checkbox"/>	<input type="checkbox"/>
8. Public transportation	<input type="checkbox"/>	<input type="checkbox"/>
9. Shuttle service between destinations	<input type="checkbox"/>	<input type="checkbox"/>
10. Landscape, flower installation, maintenance	<input type="checkbox"/>	<input type="checkbox"/>
11. Urban design and redevelopment opportunities plan	<input type="checkbox"/>	<input type="checkbox"/>
12. More well-designed public spaces, fountains	<input type="checkbox"/>	<input type="checkbox"/>
13. Murals on blank walls, other public art	<input type="checkbox"/>	<input type="checkbox"/>

#### Priorities Survey Continued

If a \$50 were to be created for your area, how would you rank the following as getting the spending limited additional dollar?

Importance	Very +	Extremely
14. Incentives for façade and business sign improvements	<input type="checkbox"/>	<input type="checkbox"/>
15. More parking capacity	<input type="checkbox"/>	<input type="checkbox"/>
16. Better parking systems, e.g. shared parking, coordination, etc.	<input type="checkbox"/>	<input type="checkbox"/>
17. Improved gateway markers, banners and directional signs	<input type="checkbox"/>	<input type="checkbox"/>
18. More attractive parking	<input type="checkbox"/>	<input type="checkbox"/>
19. Bright, pedestrian-scale lighting throughout the area	<input type="checkbox"/>	<input type="checkbox"/>
20. Improved homeless services	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments: \_\_\_\_\_

Name and Contact Info (Optional): \_\_\_\_\_

In which area(s) are you located?

King of Prussia Business Park

Route 202

Warner Road

### What are priorities for improvement?

Condition	Very +	Extremely
9 Public transportation	90%	
18 Improved gateway markers, banners and directional signs	87%	
7 Marketing to attract office tenants	81%	
11 Landscape, flower installation, maintenance	81%	
15 Incentives for façade and business sign improvements	77%	
10 Shuttle service between destinations	74%	
12 Urban design and redevelopment opportunities plan	74%	
8 Marketing to attract visitors, tourists	68%	
5 Marketing to attract retail/service customers in the region	61%	
13 More well-designed public spaces, fountains	61%	
20 Bright, pedestrian-scale lighting throughout the area	58%	
4 Regular sidewalk cleaning	55%	
17 Better parking systems, e.g., shared parking, coordination, etc.	45%	
16 More parking capacity	42%	
6 Marketing to attract developers	32%	
19 More attractive parking	32%	
14 Murals on blank walls, other public art	26%	
1 Additional uniformed security personnel on foot or bikes	23%	
3 Information booths for visitors	16%	
2 Uniformed hospitality personnel	6%	
21 Improved homeless services	3%	

