

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

1. What is a BID & where do they exist?
2. Formation of BIDs
3. What BIDs do
4. Public Safety/Policing Issues
5. The organizing process

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1

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

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2

First BIA: Bloor Street, Toronto, Canada, 1970

Retail street that was losing market share to other places
From surface trolleys to underground subway connecting to a suburban mall

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3

Business Improvement District (BID)

- Spread to United States; first in New Orleans in 1975 (loss of market-share due to falling oil prices)
- 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
- Expanded globally after 2000

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4

2025 - 1,200 Business Improvement Districts in U.S.

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5

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
- BIDs as non-profit corporations & municipal authorities (very limited)

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6

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 & supplement, but do not replace municipal government services

7

1,200 U.S. + 500 Canada = 1,700 BIDs in North America



- 23 in South Africa
- 340: England, Ireland & Scotland
- Germany, Austria, Serbia
- Japan 55 formal Area Management Organizations (AMOs),
- New Zealand 50 BIDs Australia/ (special rates) – not BIDs

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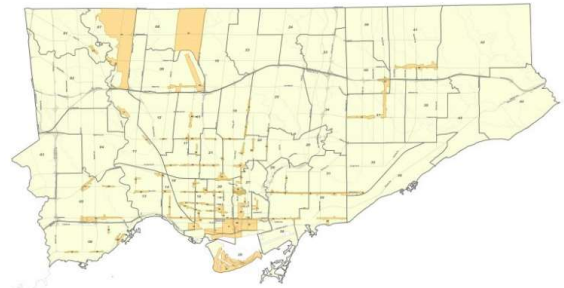
North America



Toronto	84 BIDs
New York City	76 BIDs
Los Angeles	39 BIDs
Vancouver	22 BIDs
San Diego	18 BIDs
Philadelphia	14 BIDs
San Francisco	15 BIDs

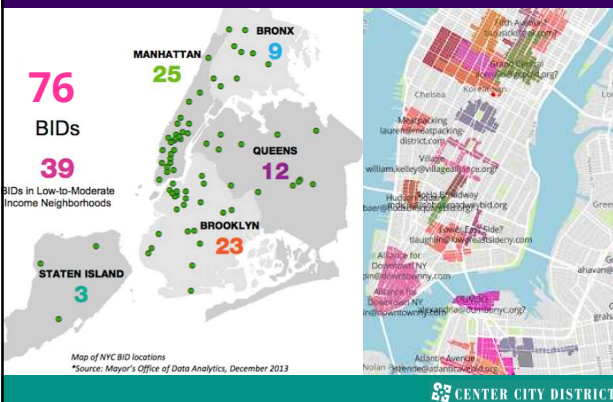
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84 BIDs in Toronto: city center & neighborhoods



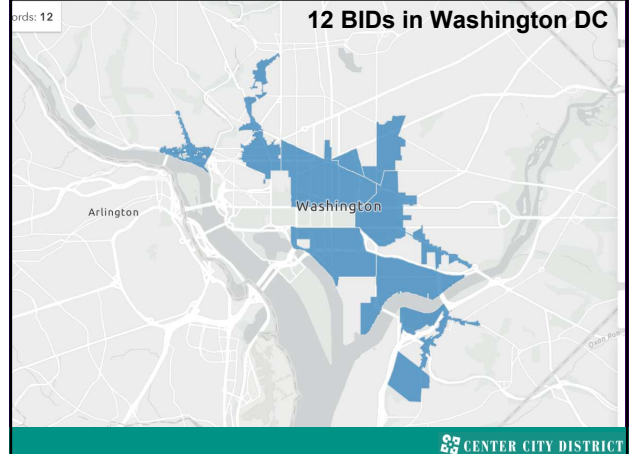
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Map of NYC BIDs



11

12 BIDs in Washington DC



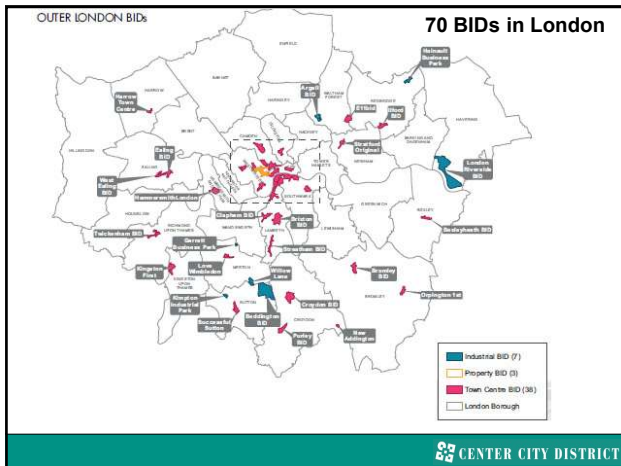
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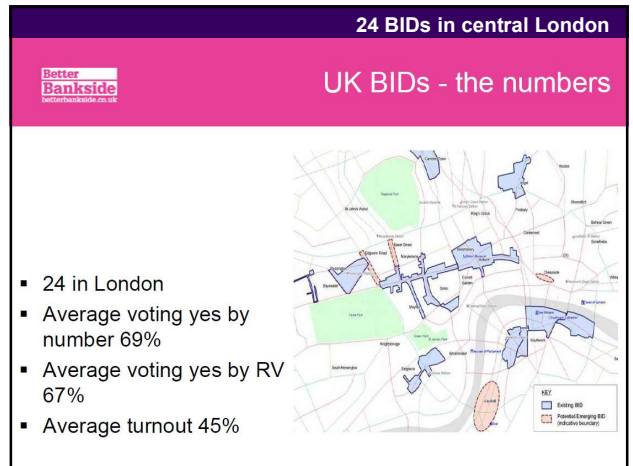
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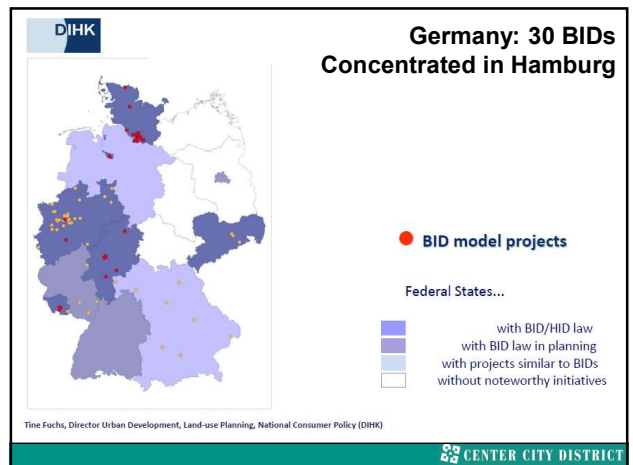
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Began to form after 1999

Spread of Area Management in Japan



Registered as Area Management Organization in the Special Committee on Area Management at CPIJ (shown on the left map) 55

Regular member (Area Management Organization Status) 36

The number grasped through research by MLIT, Kyoto Univ. and Wakayama Univ. 574

Source: www.areamanagement.info

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19

In an enclosed shopping center every tenant pays rent + a common area or service charge; For maintenance, security & marketing



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20


In a large city with diverse property ownership



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21

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



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22

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



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23

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



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24

Not redistributive tax, but an assessment for services rendered



25

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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26

What is the context for a BID? A continuum from top-down to bottom-up

- 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 (Giuliani, Bloomberg in NYC) Rendell in PHL; Australia & Bulgaria; Rio in Brazil)

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

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27

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
- Funded thru mandatory assessment that is self-imposed; different from Main Street & town center management

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28

Management vs. governance

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

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30

CCD formed in 1990: office boom transformed skyline



31

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



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32

Substantial ground & upper floor vacancy



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33

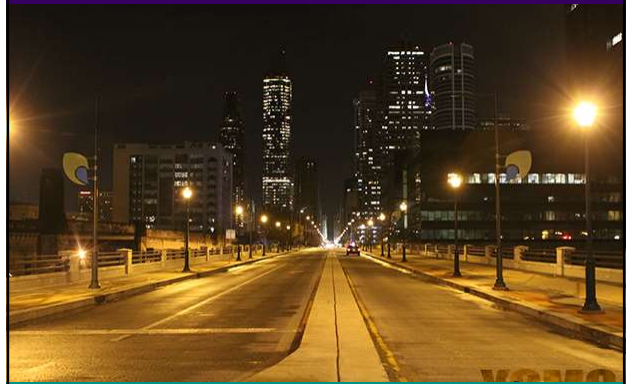
Neglected facades, solid security gates
Limited retail services



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34

9 to 5 downtown; empty streets at night



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35

Two things prompted creation of CCD:
Public space crisis



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36

Convention Center under construction:
Fear & opportunity



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37

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



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38

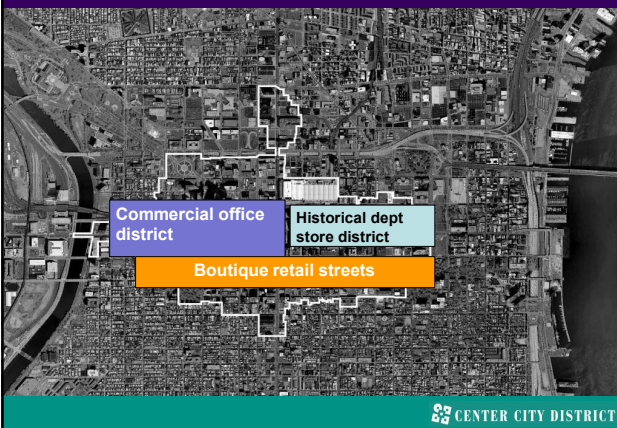
Pennsylvania Municipality Authorities Act of 1945
Special services districts

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.

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39

1990: what size District?



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40

Enlightened self-interest
Reclaiming the public domain

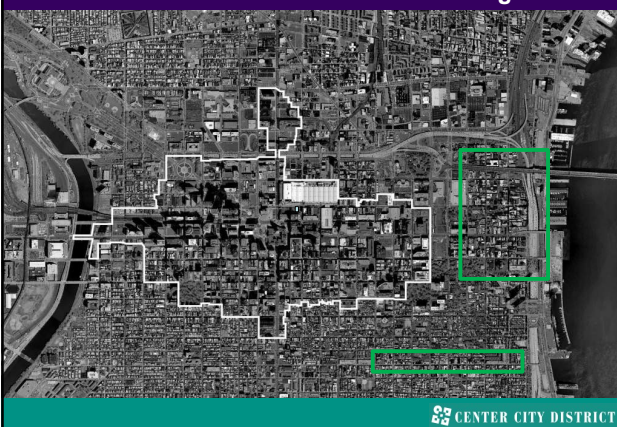


"I already provide cleaning & security for my 15 properties in Center City. But if our holdings are just islands of clean & safe in the middle of a downtown that no one will go to, it's bad for everyone's business"

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41

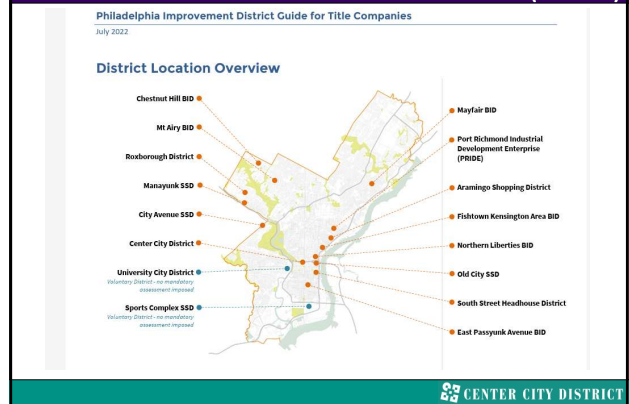
One large district



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42

Philadelphia's 14 BIDs (+2 voluntary)
Germantown & Frankford (defunct)



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43

220 blocks in CBD: started with \$6.5 million operating budget
 Grown in 34 years to \$32 million
 Supplement but not replace city services



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44

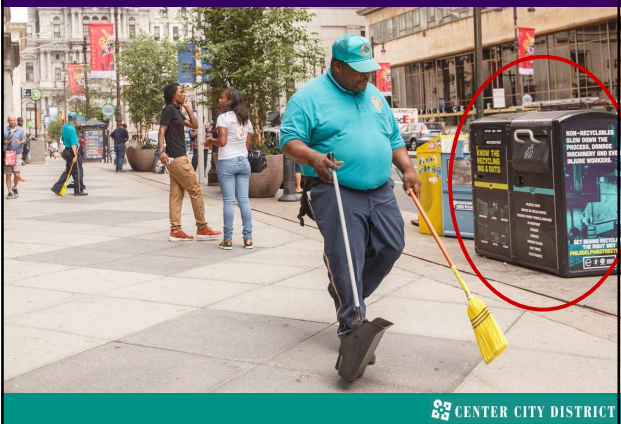
CCD 1.0: Since 1991
 Focus on the basics – comprehensive cleaning (SEIU)



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CCD only cleans sidewalk; City Sanitation empties cans



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48

Pressure wash sidewalks



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49

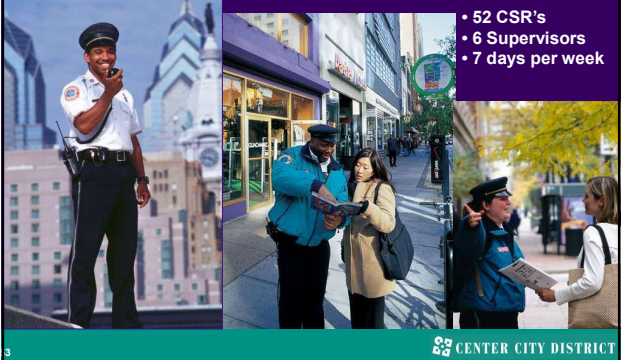
Continuous graffiti removal from first floor only
 During warm weather months



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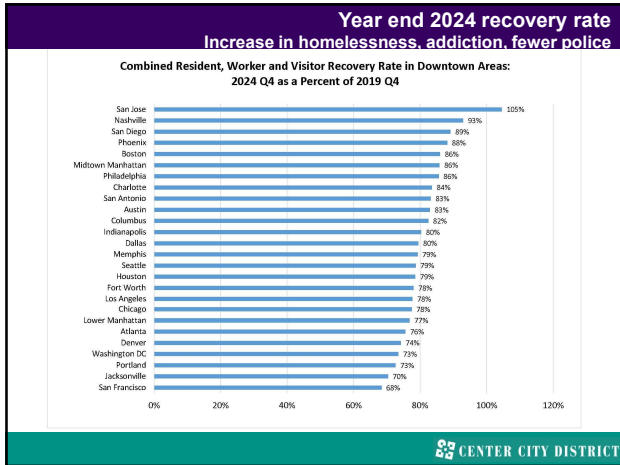
Public safety
 Community Service Representatives
 INTERNATIONAL UNION, SECURITY, POLICE & FIRE PROFESSIONALS



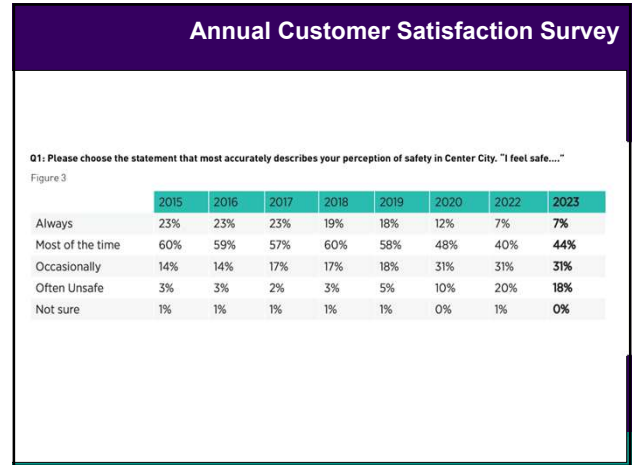
- 52 CSR's
- 6 Supervisors
- 7 days per week

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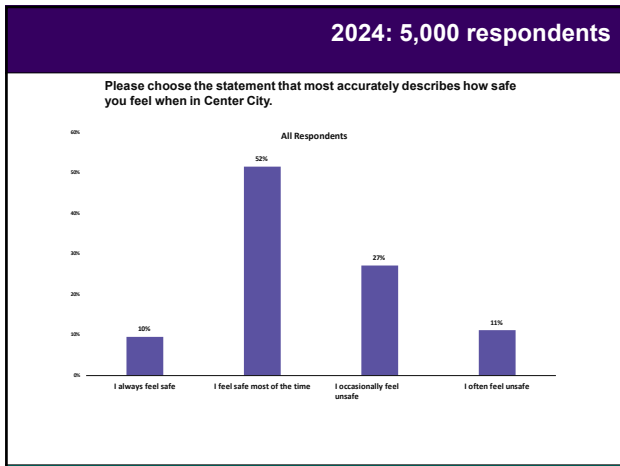
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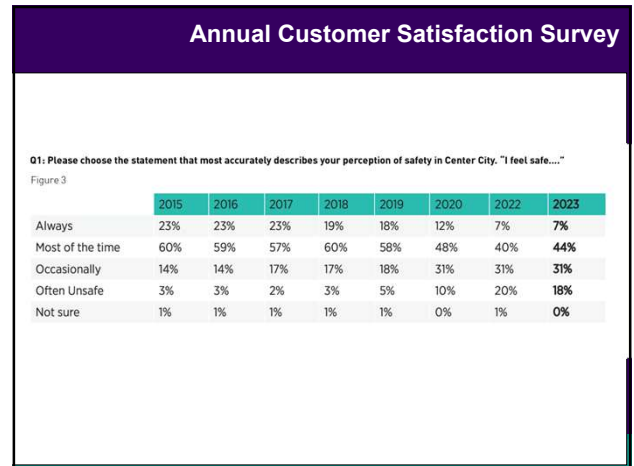
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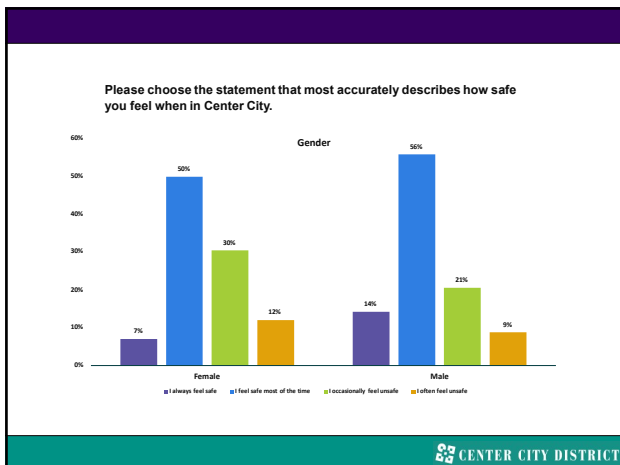
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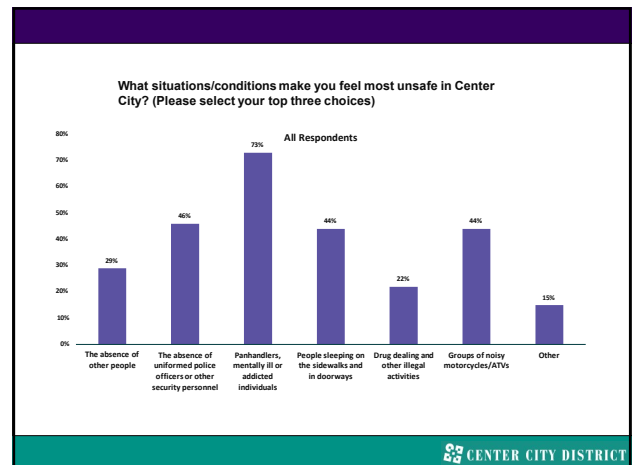
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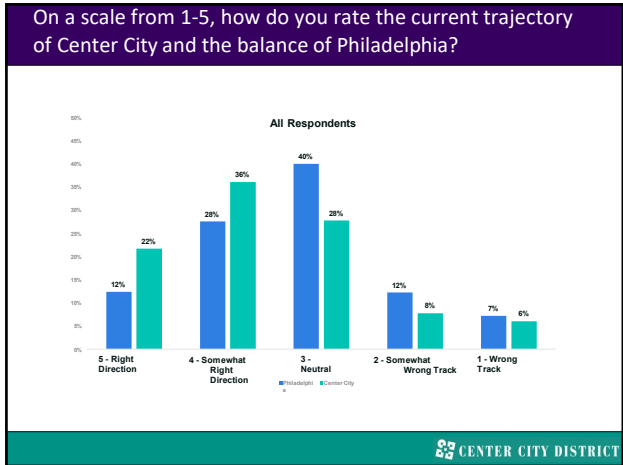
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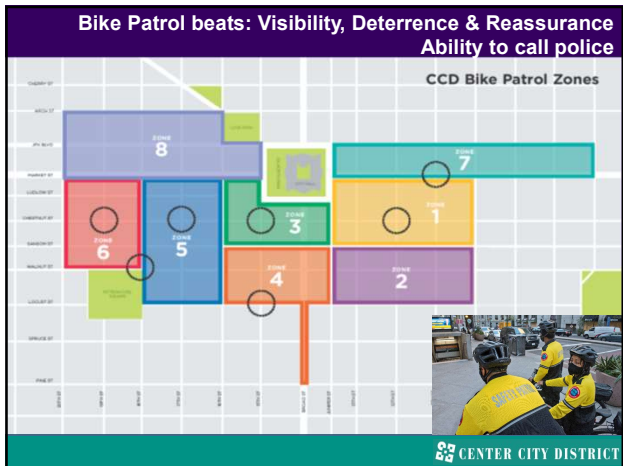
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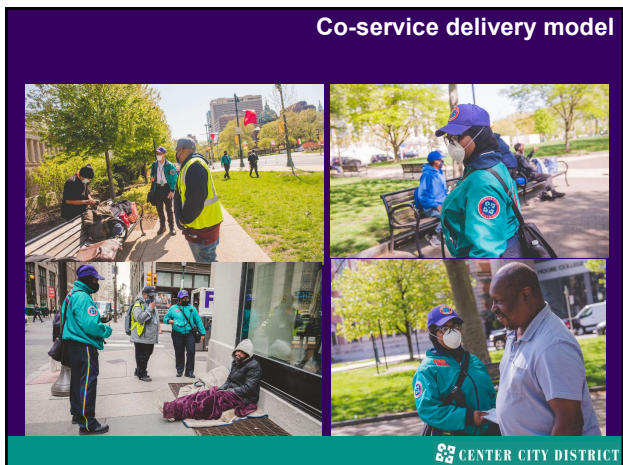
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72



75



76



79

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

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80

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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81

Downtown Alliance; Lower Manhattan
www.downtownny.com

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82

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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83

Public Safety
Nuances, Issues & Choices

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84

Police as warriors or.....

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85

Police as *guardians* of community defined standards of public safety
Our image of police is very much influenced by our experience of police
Impacted by race, class, ethnicity & politics in different countries



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86

Think of a continuum from guardians



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87



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88



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89

From unarmed...



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90

To heavily armed



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91



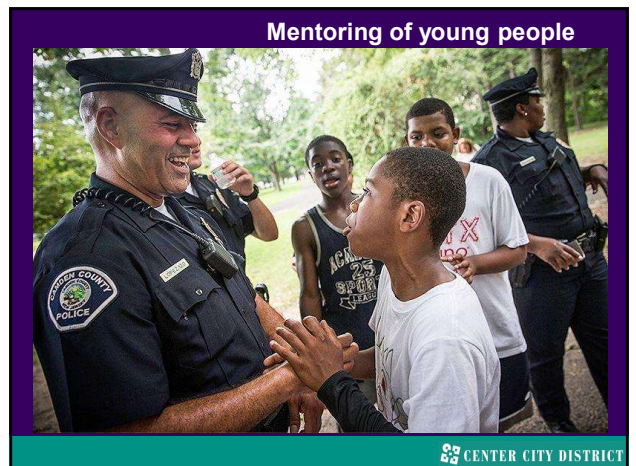
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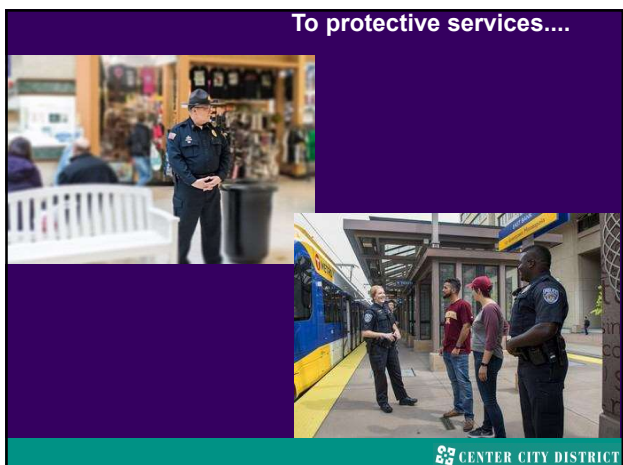
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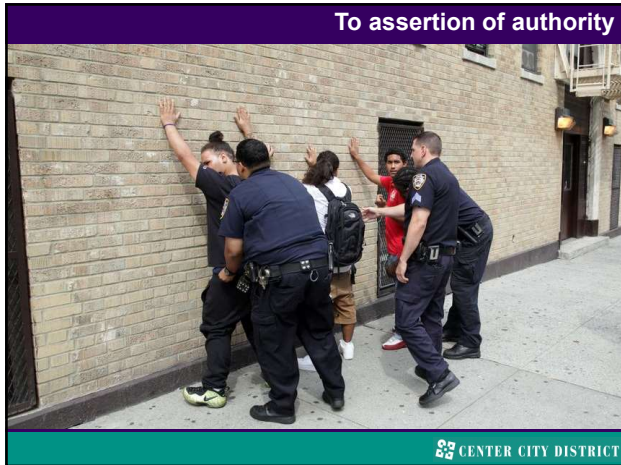
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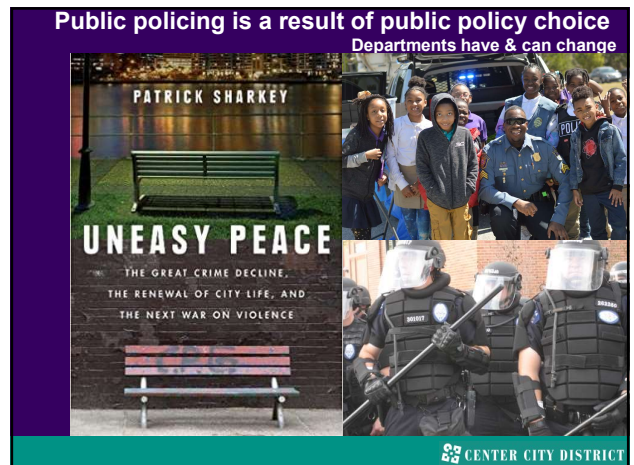
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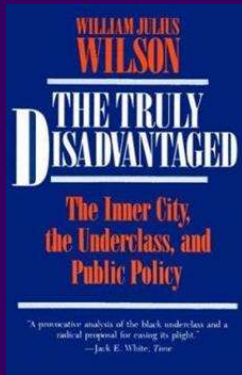
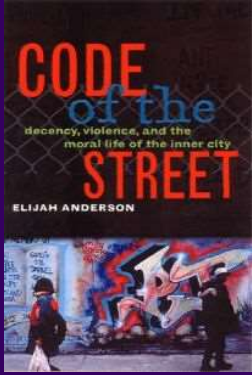
"The public peace is not kept primarily by the police. It's kept primarily by an intricate, almost unconscious, network of voluntary controls & standards among people themselves & enforced by people themselves."



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104

If buildings go empty, if jobs depart; if family & social structure breaks down....



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105

Part One offenses (felonies)
 Murder
 Rape
 Arson
 Armed theft

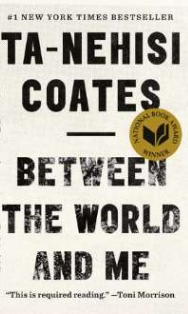
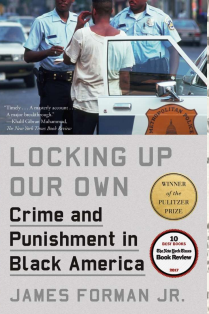
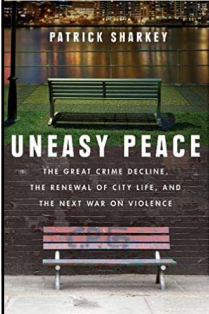
Quality of life offenses (misdemeanor/summary offense)
 Obstructing public passageways
 Vandalism
 Disorderly conduct
 Disorderly public nuisance
 Public drunkenness

A summary offense is a lesser crime than a felony or misdemeanor. ... However, in most cases, a conviction for a summary offense will result in a fine but not carry any jail time.

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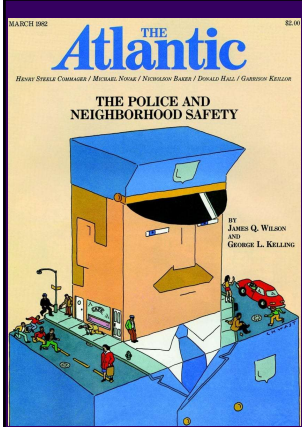
106

Evolution of public policing in the US



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107



James Q Wilson & George Kelling
 "The Police & Neighborhood Safety"

Atlantic magazine, March 1982

"broken windows" theory
 in response to rising crime in 1980s
 incident driven patrolling (911 response)
 officers in cars arrive at scene of crime/depart
 lack of community engagement
 lack of cooperative definition of priorities
 NO surveys of residents
 what is the result of neglecting broken windows?

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108

Part One offenses (felonies)
 Murder
 Rape
 Arson
 Armed theft

Quality of life offenses (misdemeanor/summary offense)
 Obstructing public passageways
 Vandalism
 Disorderly conduct
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Results of Wilson & Kelling surveys

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109

Recommends community policing
 Assisting communities to achieve their objectives
 Focus on quality of life offenses

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110

BIDs emerge in the US in the 1980s & 1990s

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111

Exactly when police are open to partnerships

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112

#1 BID's role as direct service provider

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113

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

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114

Highlight downtown amenities & attractions

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115



116



117



118



119



120



121

Largest retail promotion: 2 x year: Restaurant Week

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Restaurant Week

DINNER: \$40
STARTING AT

LUNCH: \$20

JANUARY 19 - FEBRUARY 1

7 BURLINGTON JIM BEAN OpenTable CDDRESTAURANTWEEK.COM CENTER CITY DISTRICT

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122

#3: BID as public space manager

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129

Monitoring the public environment

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130

Who do you call?

→ 83 Items in public environment surveyed

→ 23 Responsible Agencies

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131

Streets Department

Benches	Street Name Signs	Trash Receptacles
Bicycle Racks	Streets (non-highway)	Vehicular Streetlights
Pedestrian Lights	Potholes (non-highway)	Vehicular Signage
Traffic Lighting	Trash	

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132

Licenses and Inspections

Business Compliance	Building Hazards
Signage Enforcement	Property Hazards
Honor Box Enforcement	Street Vendor Enforcement

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133



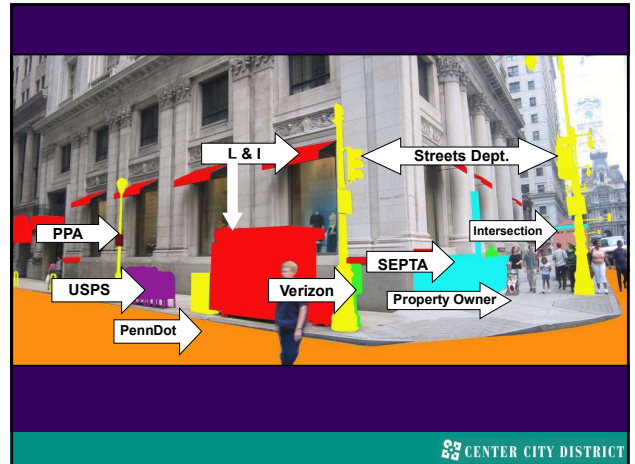
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139

BID as place-manager: meet regularly to review



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140

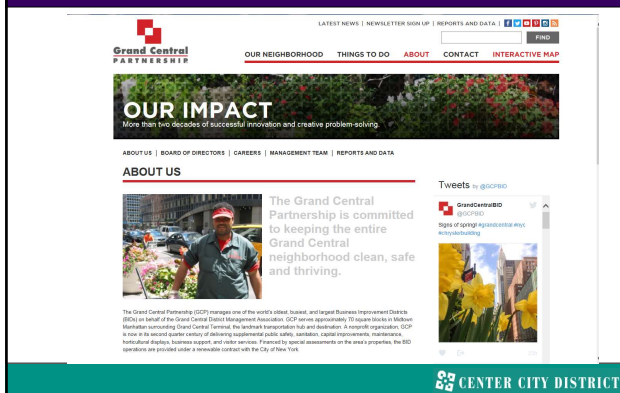
#4: BID as vehicle for improving the product



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142

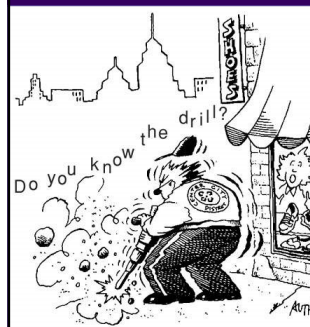
Grand Central Partnership one of the first BID to finance streetscape improvements: 1994



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145

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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146

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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147

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



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148

Installed and maintain: 800 trees; 72 planters



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149

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



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150

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



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151

Market & JFK, 15th to 20th



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152

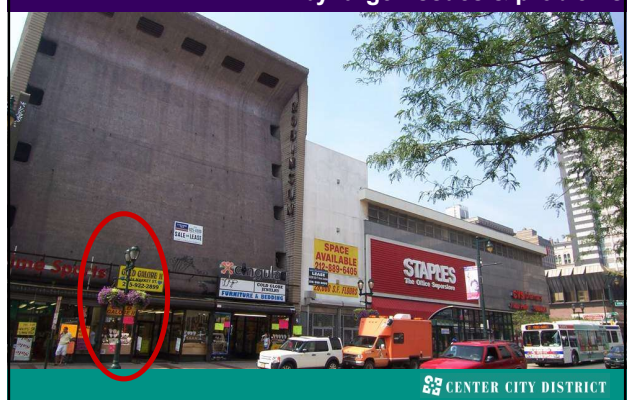
But ...no amount of streetscape improvements...



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166

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

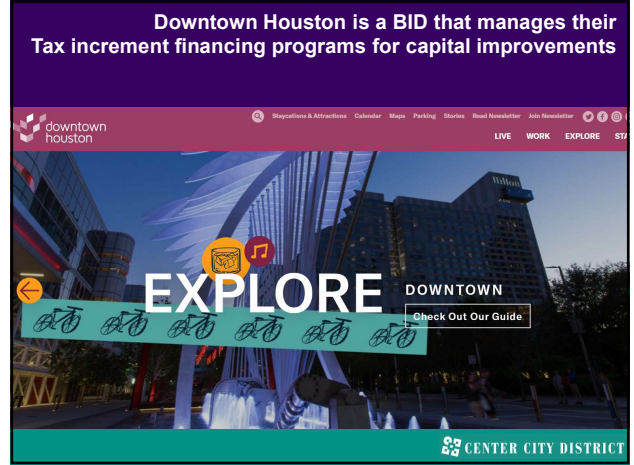


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167



168



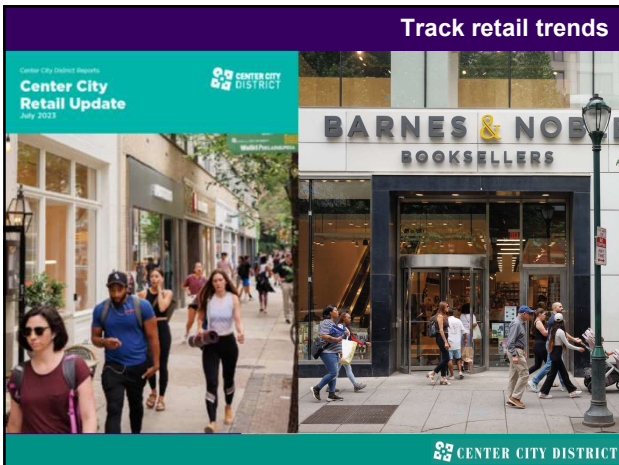
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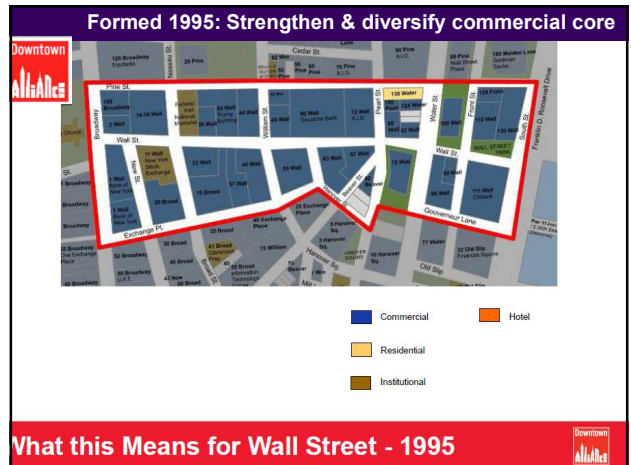
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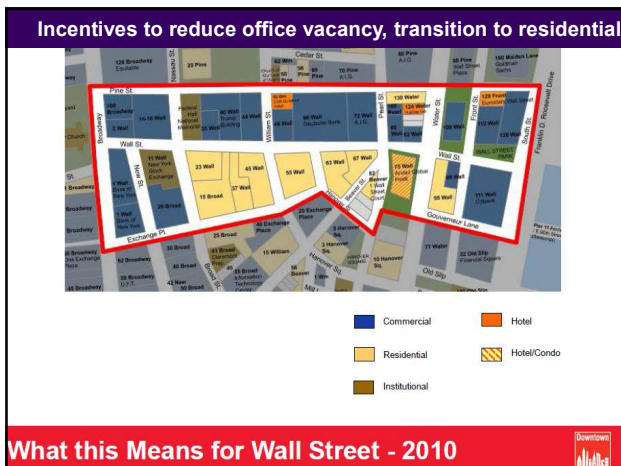
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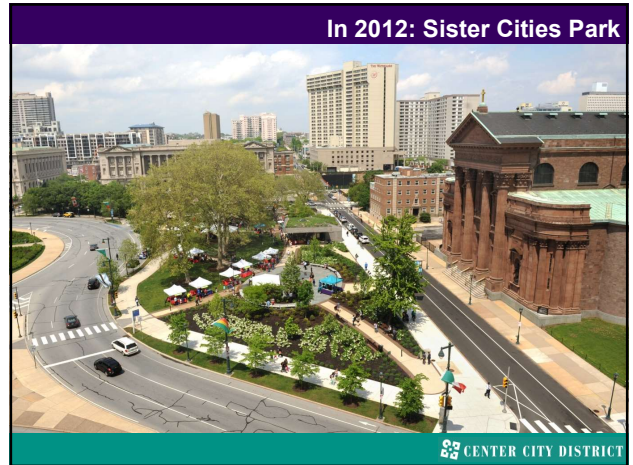
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191



192



198



199



216

\$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

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220

Since 1997 = \$151.3 million in capital investments

CCD INVESTS IN DOWNTOWN IMPROVEMENTS

Since 1997, CCD has invested over \$151.3 million in capital investments to improve public spaces, streets, and transit infrastructure in Center City Philadelphia. These investments include:

- STREET IMPROVEMENTS:** Sidewalk Boulevarde, Park Row, and Center City Greenway.
- LANDSCAPING:** The Greenway, the Parkway, and the University.

PROJECT	YEAR	EST. PLANNED	ACTUAL	STATUS	REMARKS	OTHER	TOTAL
Center City Greenway	2007	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City Parkway	2008	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City Sidewalk Boulevarde	2009	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City Park Row	2010	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2011	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2012	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2013	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2014	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2015	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2016	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2017	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2018	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2019	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2020	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2021	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2022	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2023	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2024	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2025	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2026	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2027	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2028	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2029	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2030	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2031	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2032	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2033	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2034	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2035	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2036	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2037	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2038	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2039	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2040	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2041	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2042	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2043	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2044	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2045	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2046	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2047	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2048	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2049	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2050	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2051	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2052	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2053	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2054	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2055	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2056	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2057	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2058	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2059	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2060	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2061	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2062	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2063	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2064	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2065	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2066	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2067	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2068	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2069	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2070	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2071	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2072	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2073	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2074	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2075	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2076	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2077	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2078	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2079	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2080	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2081	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2082	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2083	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2084	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2085	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2086	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2087	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2088	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2089	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2090	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2091	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2092	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2093	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2094	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2095	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2096	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2097	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2098	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2099	\$10,000,000	\$10,000,000	Completed			\$10,000,000
Center City University	2100	\$10,000,000	\$10,000,000	Completed			\$10,000,000

CENTER CITY DISTRICT

242

Plan for 2023-2027

2023-2027 Plan and Budget for the Center City District

The mission of the Center City District (CCD) is to improve the quality of life in the Center City District by providing a safe, vibrant, and walkable environment for all residents, workers, and visitors. The CCD is committed to providing a high-quality, efficient, and cost-effective public safety and public works services to the Center City District.

The CCD will continue to work with the City of Philadelphia to ensure that the CCD's services are integrated with the City's services and that the CCD is a cost-effective and efficient provider of public safety and public works services to the Center City District.

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Key Initiatives and Milestones:

- Enhanced emergency response:** Increase the number of emergency response vehicles and personnel to improve response times.
- Public safety training and professional development:** Provide training and professional development opportunities for CCD personnel.
- Recruiting and Retention:** Implement a comprehensive recruiting and retention program to attract and retain top talent.
- Quality control:** Implement a quality control program to ensure the highest quality of service.
- Cost Savings:** Implement cost-saving measures to ensure the CCD is a cost-effective provider of services.

CENTER CITY DISTRICT

243

CCD bills & collects directly from property owners

Where the Money Comes From

\$32,123,164 Total Revenue

Center City District:

- 142 Office Buildings
- 128 Condominiums
- 46 Hotels
- 42 Apartment Buildings (100+)
- 14 Apartment Buildings (51-100)
- 151 Apartment Buildings (5-50)

Office buildings are 8% of tax parcel & 50% of CCD's budget

Revenue Breakdown:

- Commercial Office & Other: 50%
- Capital Budget Reserves: 10%
- Single Family Residential & Condos: 10%
- Fees for Service: 10%
- Interests, Grants & Other Revenue: 10%
- Exempt Property Contributions: 10%
- Hotels: 8%
- Apartment Buildings: 8%
- Retail: 8%
- Parks & Plazas: 8%

CENTER CITY DISTRICT

245

1998: CCD annual operating budget \$7.8 million

75% from commercial office sector; 6% apartments

1998 Assessment Data by Type

1998 Assessment Data by Type:

- Office & Other: 74.89%
- Retail: 10.27%
- Hotel: 7.26%
- Rental Apartments: 6.32%
- Single Family Residential and Condos/Coops: 1.26%

CENTER CITY DISTRICT

246

2024 annual operating budget: \$32.3 million

60% commercial office; 17% apartments

2024 ASSESSMENT DATA BY TYPE

2024 Assessment Data by Type:

- Commercial Office & Other: 60%
- Rental Apartments: 17%
- Hotels: 10%
- Retail: 8%
- Single Family Residential and Condos/Coops: 5%

CENTER CITY DISTRICT

247

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:

Assessed value of property X \$32.3 million = charge

Assessed value of CCD

Billed and collected by CCD

CENTER CITY DISTRICT

248

Bills are proportionally based on assessed value

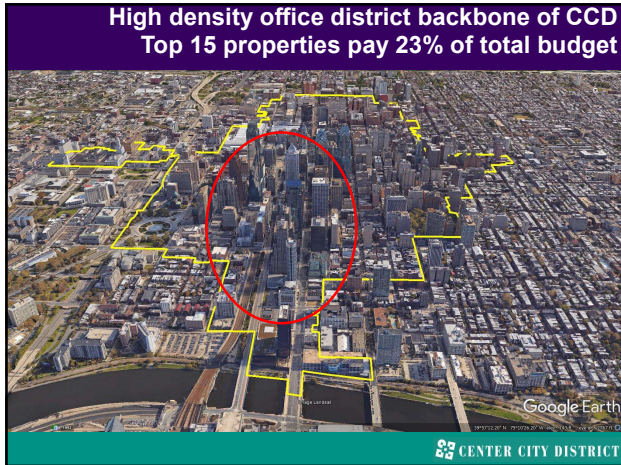
CCD 2023 BUDGET DETAILS

2023 Property Statistics

The top 15 commercial properties pay 23% of total program cost, with an average charge of \$472,830	The average hotel pays \$88,037	The average retail property pays \$3,785
The top 200 commercial properties pay 79% of total cost, with an average charge of \$121,057	The average commercial office property pays \$43,128	The average residential charge is \$336
The typical Market Street West office building pays \$287,211	The average apartment building pays \$25,643	The average for all property types is \$5,429
	The average commercial property pays \$18,630	

CENTER CITY DISTRICT

249



250

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

CENTER CITY DISTRICT

251

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

252

**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

253



254

The organizing process

CENTER CITY DISTRICT

256

New York City: Office of Small Business Services

BIDS: an overview

BUSINESS IMPROVEMENT DISTRICT starting a step-by-step guide



1. WHAT IS A BID?

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

The purpose of a BID is to address the needs and concerns of property owners, tenants, visitors and employees. BIDs can be used to address a wide range of issues, including: street maintenance, trash collection, security, safety, and other public services. BIDs can also be used to address the needs of businesses, such as marketing, training, and other services.

A BID works to meet the needs of property owners, tenants, visitors and employees. BIDs can be used to address a wide range of issues, including: street maintenance, trash collection, security, safety, and other public services. BIDs can also be used to address the needs of businesses, such as marketing, training, and other services.

NEW YORK CITY'S BID PROGRAM: PAST TO PRESENT

1996: The first BID was established in New York City, the Financial District BID.

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2015: The first BID was established in New York City, the Financial District BID.

2016: The first BID was established in New York City, the Financial District BID.

2017: The first BID was established in New York City, the Financial District BID.

2018: The first BID was established in New York City, the Financial District BID.

2019: The first BID was established in New York City, the Financial District BID.

2020: The first BID was established in New York City, the Financial District BID.

2021: The first BID was established in New York City, the Financial District BID.

2022: The first BID was established in New York City, the Financial District BID.

2023: The first BID was established in New York City, the Financial District BID.

2024: The first BID was established in New York City, the Financial District BID.

CENTER CITY DISTRICT

257

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

1 contact the department of small business services (SBS)

ACTION ITEM Inform SBS that you are considering BID formation.

CONTACT SBS The person charged with leading BID formation should contact SBS before proceeding with the following steps. If you have not yet contacted SBS regarding BID formation, please call (212) 312-2200 for the Business Improvement District Program or visit www.sbs.gov.nyc.gov.

the BID process

PHASE 1: PLANNING

- Contact the Department of Small Business Services (SBS)
- Determine whether to create a BID
- Set a planning committee
- Hold an initial planning committee meeting
- Develop a list of priorities, needs and administrative issues
- Conduct needs assessment survey
- Set the bid process

PHASE 2: OUTREACH

- Hold an initial outreach meeting
- Hold a public meeting
- Hold a community meeting
- Conduct needs assessment survey

PHASE 3: LEGISLATIVE APPROVAL



CENTER CITY DISTRICT

258

Problems to be Overcome

(a) "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

(b) Fear of withdrawal of municipal services
 • quantifying base level of city services prior to starting
 • maintenance of base-level service agreements

(c) "The rich are paying for services to the exclusion of poor"
 • downside of "buying" additional services from government
 • Brazil
 • assisting other commercial areas

CENTER CITY DISTRICT

259