



FY 19

NYC Business Improvement District Trends Report

NYC
Small Business
Services

careers
businesses
neighborhoods

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INTRODUCTION

More than 40 years ago, Business Improvement Districts (BIDs) were established in New York City to make commercial corridors across the boroughs “clean and safe.” Since then, BIDs have provided supplemental services like sweeping sidewalks, power washing, collecting trash bags, and removing snow from crosswalks — all tasks that would otherwise be the responsibility of business and property owners. They have installed security cameras, coordinated emergency communication, and employed public safety and hospitality officers who help visitors navigate their neighborhoods — making shopping corridors feel safe for visitors and locals alike.

BIDs ensure that their commercial districts are spotlessly clean and consistently safe — spending about 40% of their budgets to do so. However, as New York City changes, BIDs have also evolved to provide services that address the emerging challenges of today’s city. In FY19, BIDs spent twice as much on marketing and public events than they did a decade ago — more than 20% of their budgets. BIDs continue to implement new ways of strengthening district identity, encouraging shopping at local businesses, and helping their merchants adapt to changing trends.

With local control and funding, BIDs can make quick decisions to shift their priorities and resources to the most pressing matters in their districts. **Today, BIDs make 76 NYC commercial and industrial districts better places to live, work, and do business.**

This report outlines many of the ways that BIDs are creatively working to solve new challenges facing the city and its businesses. A few highlights that you will find in the following pages include:

- ▶ **Public space coordination and management (pg. 22)** - As the City makes public realm improvements and develops new public spaces, BIDs and the City worked together this year to create systems for improved coordination and communication that ensure a voice for small businesses in the face of capital construction and streetscape improvements.
- ▶ **Accessibility education (pg. 23)** - In response to a growing number of lawsuits targeting inaccessible businesses, BIDs and the City researched and developed a series of resources to further educate businesses about accessibility requirements and steps to take if served with a lawsuit.
- ▶ **WorldPride NYC tourism efforts (pg. 24)** - With more than five million people visiting NYC this year for WorldPride and the 50th anniversary of the Stonewall Uprising, BIDs supported citywide tourism efforts by hosting unique Pride celebrations and promotions that attracted tourists to support their local businesses.

The NYC Department of Small Business Services (SBS) oversees and supports all BIDs, partnering on many of these initiatives. In fall 2019, SBS received an International Downtown Association Award of Excellence for last year's edition of this report, recognizing not only our effort to elevate the work of NYC BIDs, but also their immense impact on this city for more than four decades. The scope and scale of the NYC BID network is truly unmatched in any other American city.

We invite you to read the rest of this report to fully understand how BIDs improve your experience of NYC neighborhoods everyday and how they are shaping the future of our city.

To learn more about NYC BIDs, visit nyc.gov/bids or email neighborhoods@sbs.nyc.gov

How to Read and Use this Report

The FY19 NYC Business Improvement District (BID) Trends Report contains information intended to illustrate basic comparisons between BIDs and groups of BIDs in NYC, using data from FY19 (July 1, 2018 - June 30, 2019).

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

Throughout this report, BIDs are divided into five (5) budget brackets based on total expenses in FY19 for comparison purposes. Detailed data at the individual BID level can be found in the corresponding appendices (Section 6).

BID services and expenses vary greatly by district, and many local factors can determine differences between individual BID data. Geographies, scopes of service, land use and industry, local needs and priorities, and future plans all differ across BIDs. No BID is directly comparable to another BID. This report presents data by budget bracket and program area for comparison and should be treated as a guide.



Methodology

BID Programs & Expenses

- ▶ BID program and expense data presented in this report reflect a total of 75 BIDs. The 76th BID (Throggs Neck) did not begin services in FY19.
- ▶ BID program outputs and expenses were self-reported by BIDs in their FY19 Annual Reports, as a requirement of their contract with SBS. Each BID has their own methods for tracking and collecting data throughout the year.
- ▶ SBS verified data by comparing each BID's year-to-year data and confirming outliers.
- ▶ Program expense averages in Section 4 include all BIDs. Averages in the appendices only include those BIDs providing the particular service.

Sales & Sales Tax Data

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

Assessed Value

- ▶ DOF uses “assessed value” (AV) to determine property taxes. Some BIDs use AV to calculate assessment charges for properties in their districts.
- ▶ AV is based on a percentage of a property's market value, as calculated by DOF, and depends on a property's tax class.

Linear Feet

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

Regressions

- ▶ Datapoints on the graphs and tables in the appendices are color-coded based on whether a specific BID allocates general & administrative expenses to program areas. Find more information on page 53.
- ▶ Regressions in the appendices are calculated based on all BIDs providing the particular program and includes both allocated and unallocated datapoints.
- ▶ Some regressions are non-linear. For each program area, the regression with the best fit (highest r^2) was selected.

2

OVERVIEW

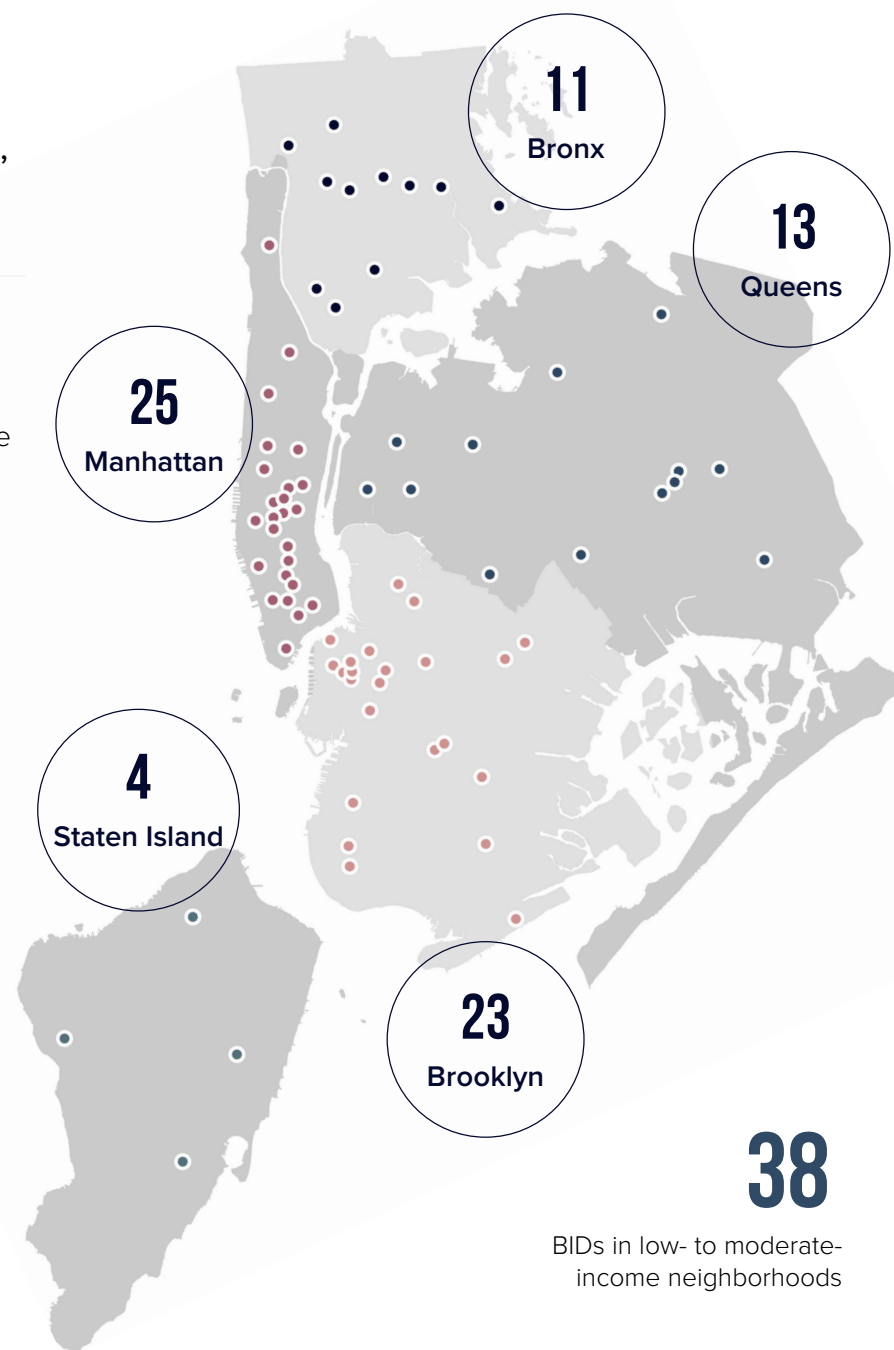


BIDs in New York City

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

For more than **40 years**, BIDs have been valuable and proven partners in ongoing initiatives of neighborhood revitalization and economic development across the five boroughs, making NYC neighborhoods cleaner, safer, and more vibrant. The City's **76 BIDs** – the largest BID program in the country – serve approximately **93,000 businesses*** and invest nearly **\$167 million** into local economies in the form of supplemental services.

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



*Source: ReferenceUSA Info Group, 2017
Section cover photo credit (pg. 8): Grand Street

BID Formations & Expansions

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



Throggs Neck (Bronx)

Throggs Neck, the 76th BID in New York City and the 11th BID in the Bronx, was established in February 2019. The district generally includes properties on both sides of East Tremont Avenue from Bruckner Boulevard to Miles Avenue. The BID will serve approximately 140 individual businesses, including a range of small businesses and national retailers. The BID set an assessment budget of \$340,000 and will begin providing supplemental sanitation, public safety, marketing, and beautification services in FY20.



Hudson Square (Manhattan)

The Hudson Square BID finalized its expansion process in February 2019. Ten years after the BID's original formation, it has extended its boundaries to fully encompass and knit together the growing mixed-use neighborhood. The BID now reaches from Canal to Clarkson and from the Hudson River to 6th Avenue. Hudson Square has already expanded streetscape & beautification services to the newest blocks of the BID, and they are working to promote a clear neighborhood identity through cohesive marketing.

Formations



New BID formed
in FY19

Expansions



BID expanded
in FY19

BID Program Highlights

SBS works with community-based development organizations (CBDOs) to build vibrant neighborhoods where New Yorkers can shop, work, and live. We oversee and support the largest network of BIDs in the country; offer training, tools, and one-on-one assistance to local CBDOs; administer grant programs to strengthen and revitalize commercial districts; and work with community partners to identify local commercial district needs and plan targeted solutions.



*FY19 Capacity Building Programming included: Coro Neighborhood Leadership, Neighborhood 360[®] Fellows, Legal Assistance, Neighborhood Design Lab, Board Build, Community Engagement & Nonprofit Management Coaching, and Workshops. Learn more at nyc.gov/neighborhoods
**Avenue NYC is funded through the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) Program, which targets investments in low- and moderate-income neighborhoods. Learn more at nyc.gov/avenuenyc
***Neighborhood 360[®] is City Tax Levy-funded and supports organizations in eligible neighborhoods to staff, plan, and implement customized commercial revitalization programs over multiple years. Learn more at nyc.gov/neighborhood360
Photo credit: Downtown Alliance

Assessment Increases

\$8.4M

Additional funds invested in **14 BIDs** through legislative authorization

Capacity Building

39

BIDs participated in SBS Capacity Building Programming*

Commercial Revitalization Grants

\$320K

Awarded to **6 BIDs** through Avenue NYC**

\$600K

Awarded to **2 BIDs** through Neighborhood 360***

BID Program Highlights

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

Overall BID Impact

76

BIDs in NYC

289

Linear miles served
by BIDs

432

Total full-time BID
employees*

93,000

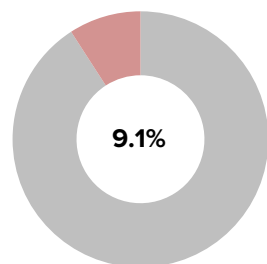
Total number of
businesses in BIDs**

22,173

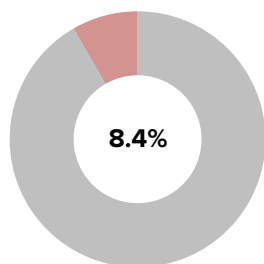
Number of ground-floor
storefronts in BIDs***

44,997

Total number of properties
served by BIDs



Average storefront
vacancy rate***



Median storefront vacancy
rate***

FY19 Investment Highlights

\$167.0M

Total invested in NYC neighborhoods

\$168.8M

Total revenue

\$124.6M

Total assessment revenue

\$44.2M

Additional revenue raised

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

**Source: ReferenceUSA Info Group, 2017

***Data self-reported in BID annual reports and not reported by all BIDs

Value in BIDs

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



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

25%

% of total sales

\$9.8B

Total sales

26%

% of sales tax

\$491M

Sales tax revenue

36%

% of assessed value

\$96.6B

Assessed value

27%

% of property tax

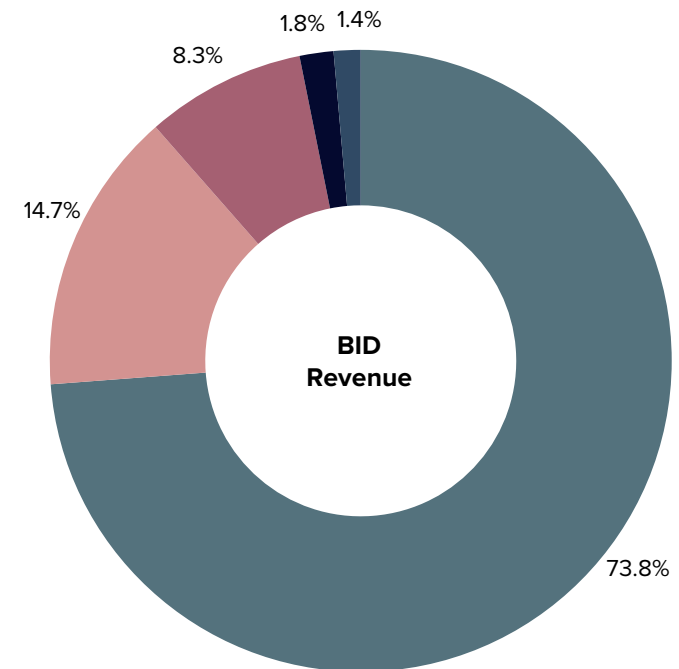
\$7.7B

Property tax revenue

BID Revenue

Generating the BID Dollar (FY19)

| CATEGORY | FY19 AMOUNT | % | FY18 AMOUNT |
|--------------------------------------|----------------------|-------------|----------------------|
| Assessment | \$124,594,784 | 73.8% | \$114,639,542 |
| Contracts & Program Service Revenue* | \$24,887,914 | 14.7% | \$22,381,239 |
| Fundraising** | \$14,021,142 | 8.3% | \$13,336,079 |
| Grants | \$2,972,543 | 1.8% | \$2,527,975 |
| Other Revenue*** | \$2,359,723 | 1.4% | \$2,108,638 |
| Total | \$168,836,106 | 100% | \$154,993,472 |



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

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

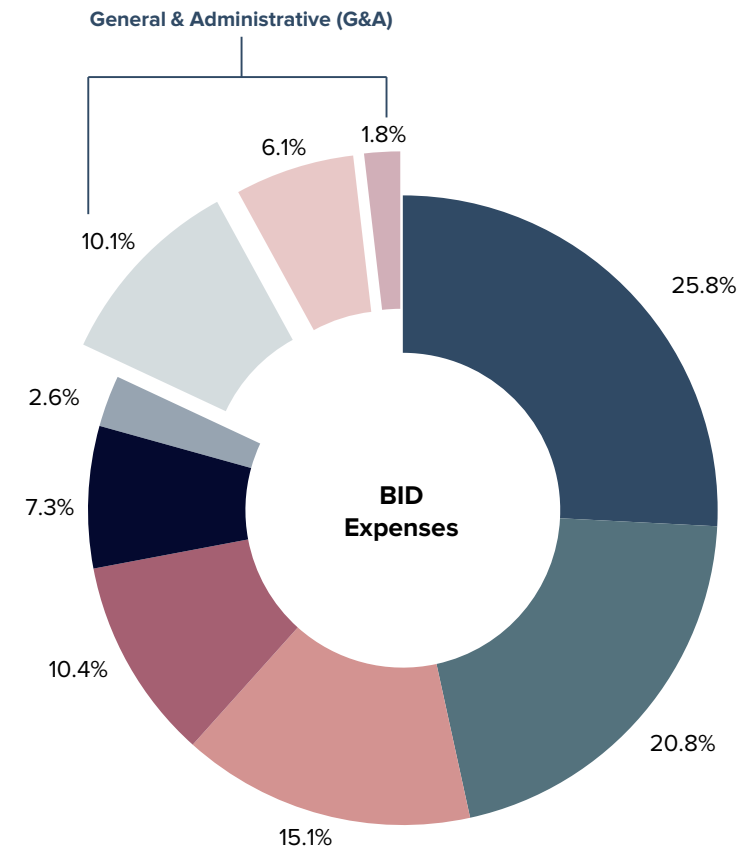
***Other Revenue may include interest income, and miscellaneous revenue

BID Expenses

Spending the BID Dollar (FY19)

| CATEGORY | FY19 AMOUNT | % | FY18 AMOUNT |
|------------------------------|----------------------|-------------|----------------------|
| Sanitation | \$43,100,332 | 25.8% | \$39,680,047 |
| Marketing & Public Events | \$34,657,010 | 20.8% | \$33,614,262 |
| Public Safety | \$25,143,277 | 15.1% | \$24,277,607 |
| Other Services* | \$17,369,192 | 10.4% | \$14,549,840 |
| Streetscape & Beautification | \$12,164,625 | 7.3% | \$13,556,954 |
| Capital Improvements | \$4,415,097 | 2.6% | \$3,602,587 |
| Salaries & Payroll | \$16,802,132 | 10.1% | \$15,784,504 |
| Other G&A** | \$10,246,321 | 6.1% | \$11,030,508 |
| Outside Contractors*** | \$3,071,948 | 1.8% | \$2,807,535 |
| Total | \$166,969,934 | 100% | \$158,903,844 |

G&A



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

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

***Outside contractors are limited to general & administrative functions and may include contracted management, accountants, bookkeepers, web designers, etc.

DAILY IMPACT

of BIDs Across New York City

11,107

Trash bags collected
every day



832

New social media
followers every day



5,126

Interactions with visitors
every day



516

Incidents of graffiti
removed every day



7,177

Marketing materials
distributed every day



15

Public events held
every day



BIDs by Budget

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

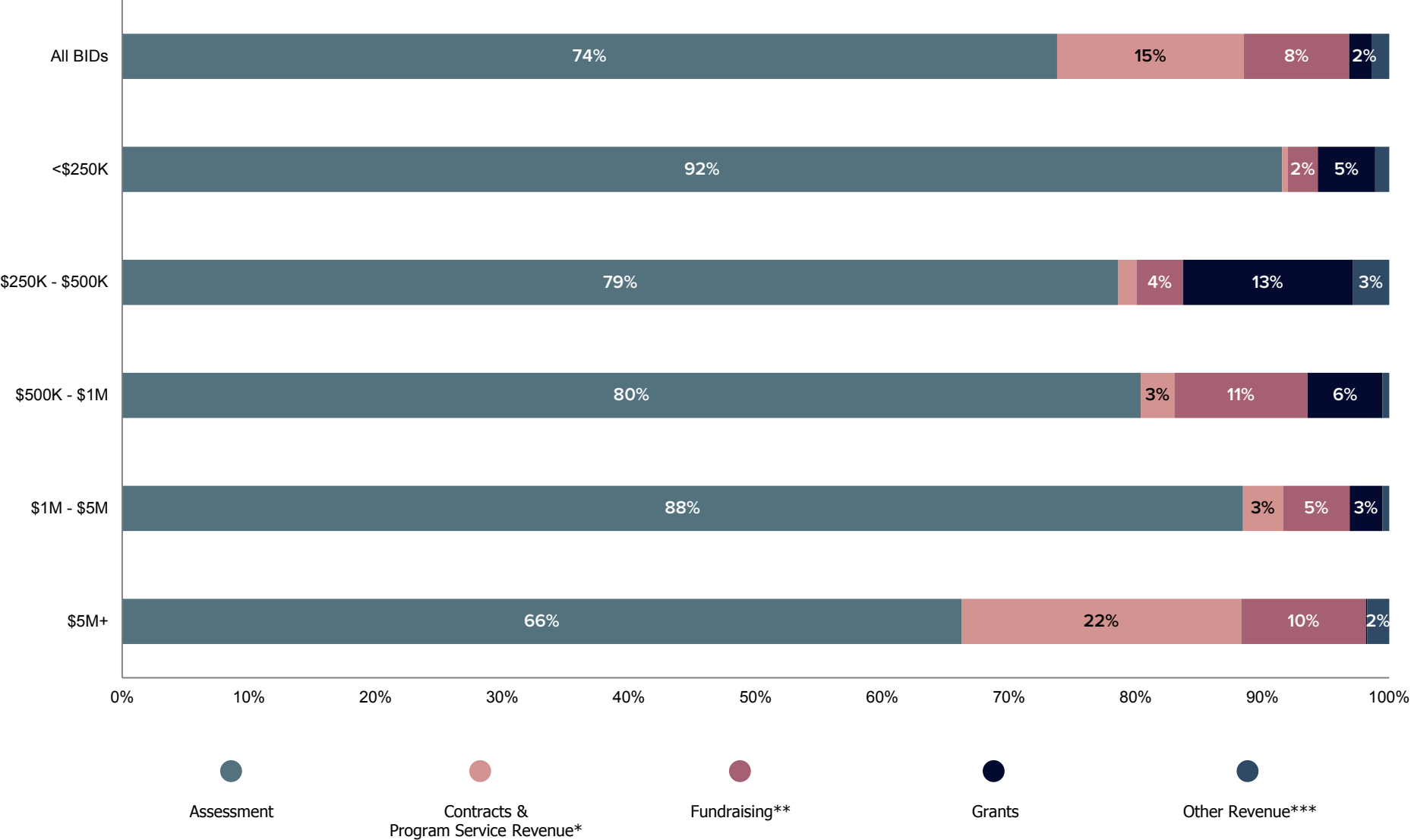
- ▶ **Smallest FY19 Expenses:** \$70,468 (180th Street)
- ▶ **Median FY19 Expenses:** \$552,585
- ▶ **Largest FY19 Expenses:** \$22,239,033 (Times Square Alliance)

| <\$250K 15 | \$250K - \$500K 20 | \$500K - \$1M 14 | \$1M - \$5M 20 | \$5M+ 6 |
|-------------------------|---------------------------------|-------------------------------|---|---------------------------|
| 180th Street | 161st Street | Bay Ridge 5th Avenue | 125th Street | 34th Street Partnership |
| Bayside Village | 165th Street Mall | Bed-Stuy Gateway | Chinatown | Bryant Park Corporation |
| Brighton Beach | 82nd Street Partnership | Belmont | Court-Livingston-Schermerhorn* | Downtown Alliance |
| Church Avenue | 86th Street Bay Ridge | Columbus Avenue | Diamond District Partnership | Garment District Alliance |
| East Brooklyn | Atlantic Avenue | FAB Fulton | Downtown Flushing Transit Hub | Grand Central Partnership |
| Forest Avenue | Columbus-Amsterdam | Fordham Road | Dumbo Improvement District | Times Square Alliance |
| GatewayJFK | Flatbush Avenue | Long Island City Partnership | East Midtown Partnership | |
| Graham Avenue | Flatbush-Nostrand Junction | Myrtle Avenue (Brooklyn) | Fifth Avenue Association | |
| Montague Street | Grand Street | Myrtle Avenue (Queens) | Flatiron/23rd Street | |
| New Dorp Lane District | Jerome Gun Hill | NoHo NY | Fulton Mall Improvement Association* | |
| South Shore | Kings Highway | SoHo-Broadway Initiative | Hudson Square | |
| Southern Boulevard | Kingsbridge | Sunnyside Shines | Hudson Yards Hell's Kitchen (HYHK) Alliance | |
| West Shore | Morris Park | Third Avenue (Bronx) | Jamaica Center | |
| White Plains Road | North Flatbush | Washington Heights | Lincoln Square | |
| Woodhaven | Park Slope 5th Avenue | | Lower East Side Partnership | |
| | Pitkin Avenue | | Madison Avenue | |
| | Steinway Street | | Meatpacking District | |
| | Sunset Park | | MetroTech* | |
| | Sutphin Boulevard | | Union Square Partnership | |
| | Westchester Square | | Village Alliance | |

*Downtown Brooklyn Partnership manages three BIDs: Court-Livingston-Schermerhorn, Fulton Mall Improvement Association, and MetroTech

BID Revenue by Budget

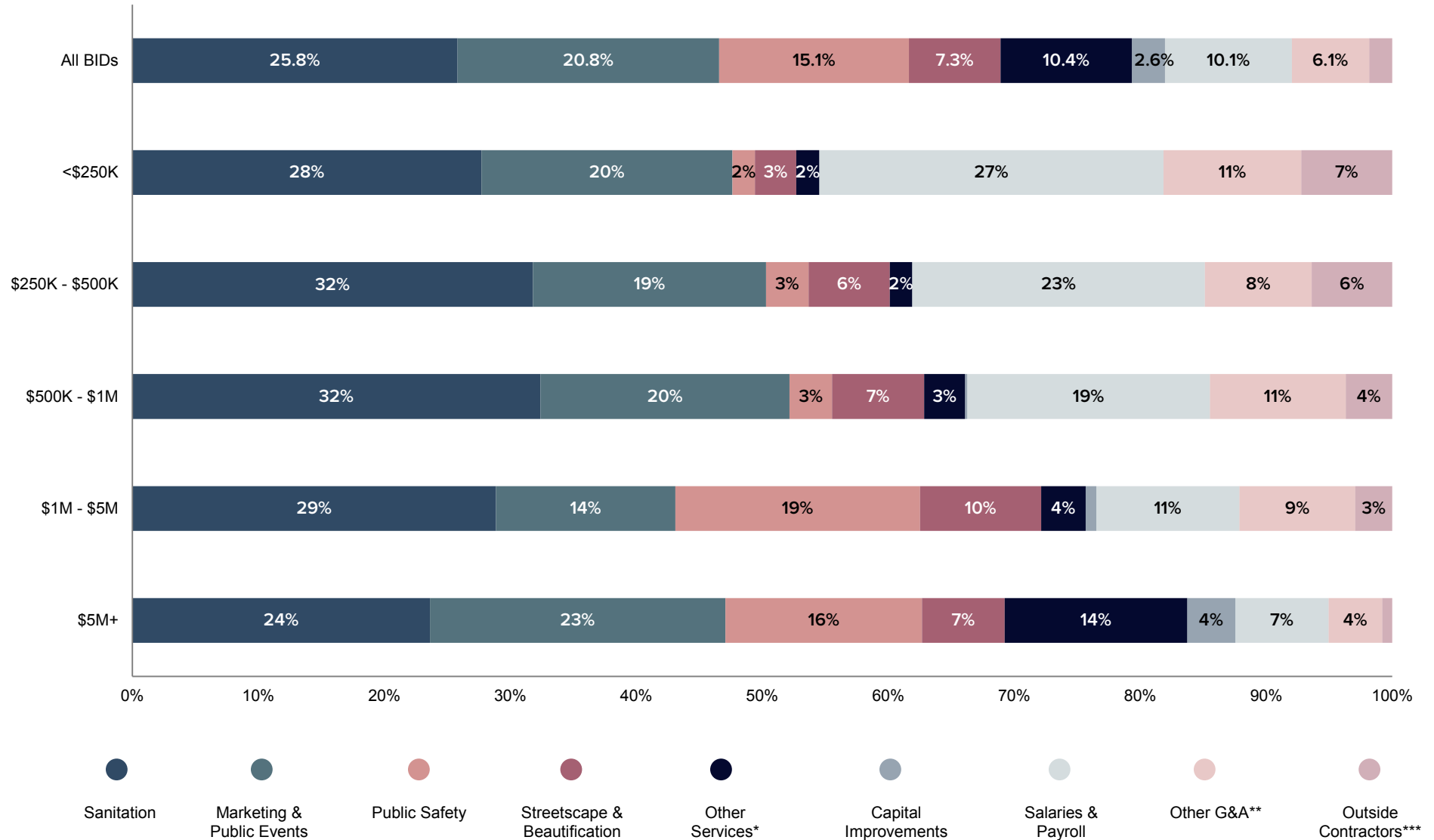
Values less than 1% of total revenue are included but not labeled



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

BID Expenses by Budget

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



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

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

***Outside contractors are limited to general & administrative functions and may include contracted management, accountants, bookkeepers, web designers, etc.

3

HIGHLIGHTS



EMPOWERING LOCAL PARTNERS

SBS builds the capacity of community-based development organizations (CBDOs) and BIDs, enabling them to deploy proven tools for community engagement, neighborhood planning, and commercial revitalization. SBS provides technical assistance and resources to develop and leverage the local knowledge and expertise of these organizations.

Increasing Staff Capacity with Neighborhood 360° Fellows

Neighborhood 360° Fellows help community-based development organizations complete commercial revitalization projects and connect local stakeholders to City resources. The fellows are paid by SBS and are full-time community development professionals, community organizers, or planners.

In FY19, **Atlantic Avenue**, **Church Avenue**, **Flatbush Avenue**, and **Third Avenue (Bronx)** hosted fellows. They took on a variety of projects that the BID staff did not otherwise have the capacity to tackle. Atlantic Avenue's fellow conducted research about the local retail market and organized a series of BID merchant mixers. The fellow shared by Church Avenue and Flatbush Avenue created a catalogue to organize event and sponsorship information. Third Avenue (Bronx)'s fellow took the lead on merchant outreach and organizing, reaching out to nearby retail corridors outside the BID.

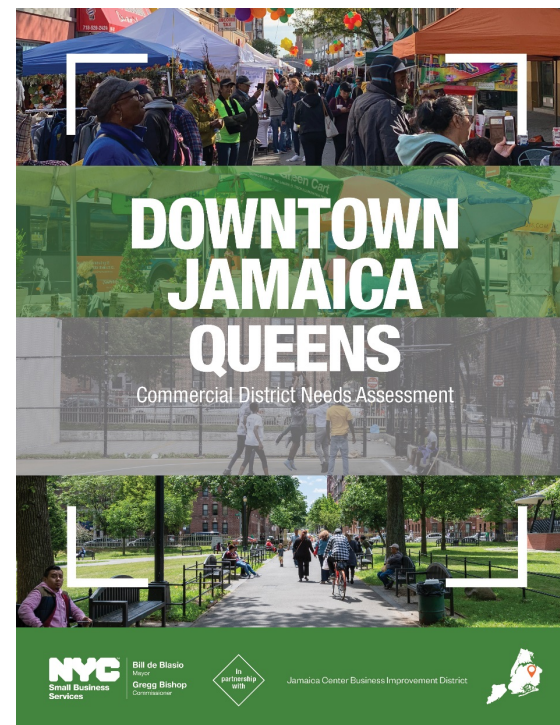
Fellows are placed at another six BIDs for FY20.

Funding Commercial District Needs Assessments

In FY19, SBS awarded Avenue NYC grants to nine organizations to carry out programs targeting commercial districts in low- and moderate-income communities.

Two BIDs were among the awardees and have now completed Commercial District Needs Assessments (CDNAs) in their neighborhoods: **Jamaica Center** and **Pitkin Avenue**. These reports empower the BIDs with data about their districts' demographics, retail mix, public assets, and consumer preferences. Using these results, the BIDs can make informed decisions about the most effective programs for their corridors and leverage the reports to advocate for additional funding or investment. These grants also allow BIDs to creatively work beyond their boundaries, stepping back and taking a neighborhood-wide view to their work.

Bay Ridge 5th Avenue and **Sunnyside Shines** were awarded Avenue NYC grants in FY20 and are currently collecting data for their CDNAs.



COLLECTIVE ADVOCACY

Although NYC BIDs represent 76 unique districts, some policy issues affect them all. In FY19, SBS awarded an Avenue NYC Organizational Development grant to Public Policy Lab (PPL) and the NYC BID Association to address two of the most pressing challenges. Partnering with multiple City agencies, PPL developed toolkits on coordination in the public realm and accessibility education.

Working Together on Public Realm Projects

The NYC Department of Transportation (DOT) and BIDs are both committed to supporting a safe and vibrant public realm. Small businesses and BIDs seek meaningful ways to learn about transportation projects earlier in the planning process. At the same time, DOT seeks channels for gathering and incorporating stakeholder feedback into their operations.

In order to increase proactive two-way communication between DOT and BIDs, PPL coordinated co-design sessions to discuss ways the needs and challenges of local businesses can be increasingly incorporated into transportation planning and community outreach. After field testing various proposals, PPL developed an outline of three tools to create a process for improved collaboration in the public realm: 1) BID 101 and DOT 101 guides, 2) annual strategy meetings, and 3) district walk-throughs. DOT, SBS, and the Association will work to implement this plan in the next year.



COLLECTIVE ADVOCACY

Educating Businesses About Accessibility Requirements

Businesses must comply with a range of City- to federal-level regulations regarding accessibility, both physical and digital. In recent years, many small businesses have been targets of lawsuits related to inaccessible storefronts or websites. PPL worked with the Mayor's Office for People with Disabilities (MOPD), SBS, and the NYC BID Association to help BIDs provide guidance on these regulations to businesses in their districts.

Through a series of co-design sessions, PPL produced a toolkit of resources for BIDs and businesses, including plain language flyers and helpful links located on a dedicated website, businessaccessibility.nyc. PPL also made several policy recommendations to the NYC BID Association for their leadership to consider pursuing. As a follow-up to this project, MOPD will provide training to BID staff about physical and digital accessibility.



Photo credits: Public Policy Lab



NYC**BID**
Association

**PUBLIC
POLICY
LAB**

WORLDPRIDE NYC

In June 2019 — 50 years after the Stonewall Uprising — New York City became the first U.S. destination to host WorldPride. The city welcomed millions of domestic and international LGBTQ guests and their allies and coordinated large-scale events and campaigns. NYC BIDs took advantage of this once-in-a-lifetime event to rally their own neighborhoods to support WorldPride across the five boroughs.



Celebrating the Roots of Pride

Village Alliance operates at the epicenter of the Pride celebrations and made an extra effort this year to coordinate promotions and celebrations all month long. On Saturdays in June, the BID partnered with Christopher Street Tours to offer an in-depth LGBTQ history lesson throughout the streets of the Village. In mid-June, they also produced the Astor Blaster Silent Disco: Pride Edition, lighting up the Astor Place Cube in rainbow colors. Village Alliance's clean team and public safety ambassadors worked extra hard to handle the tremendous volume of visitors and still keep the neighborhood clean and safe.

“Everyone is Welcome” Campaign

Downtown Alliance made a major investment in WorldPride, creating the “Be Seen in Lower Manhattan” campaign to encourage visitors to make Lower Manhattan their base during the celebration. The Alliance produced an essay, “Queer All Along”, which documented the neighborhood’s rich and surprising 400-year-old LGBTQ history. They also created a video featuring three local queer influencers who work downtown, and ran the video as a YouTube advertisement that now has more than 100,000 views.

The BID held an “Everyone is Welcome” workshop for local tourism stakeholders, like hotels, restaurants, and museums, in addition to a dedicated website that listed all Pride events happening downtown. Finally, Downtown Alliance was a partner on the Virgin Atlantic Pride flight, housed more than 30 media outlets in downtown hotels, and arranged events at One World Observatory and Governors Island during Pride weekend.



WORLDPRIDE NYC



AIDS Memorial Quilt Display

East Midtown Partnership coordinated community-wide programming to attract WorldPride visitors to their district. Throughout June, nine East Midtown venues hosted 18 panels from the AIDS Memorial Quilt, and 18 businesses donated 25% of the proceeds of an item to The Trevor Project, raising thousands of dollars. The BID also co-hosted a block party with SUNY Pride. Through partnerships with LGBTQ groups and media outlets, the BID garnered a great deal of publicity and brought many Pride celebrants to the district.

Pride Summer Street Festival

North Flatbush was home to the WorldPride Opening Ceremony at Barclays Center. To extend the hype from Atlantic Avenue to Grand Army Plaza, the BID developed a custom signage campaign, distributing window clings and buttons to businesses and hanging unique banners for the month. North Flatbush also added Pride-themed programming to its June street festival, “Hot Sounds of Summer,” including Drag Queen Story Hour, a project of the Brooklyn Public Library.

Bringing Pride to the Bronx

Third Avenue (Bronx) hosted the Bronx’s WorldPride Celebration attracting over 75,000 visitors to the district. The BID led and sponsored 15 Pride events, culminating in the Pride rally, march, and festival. The festival included 140 vendors, food, family games, and a stage featuring Deborah Cox, La Insuperable, NYC artists, and drag performers. The BID led and sponsored the installation of rainbow crosswalks, becoming the first outer borough to have Pride crosswalks installed, and led efforts to have the Pride flag flown over Bronx Borough Hall.



NYC BID HIGHLIGHTS

Envisioning and developing the future of the public realm



New Public Space in a Changing Neighborhood

Located in the historic printing district with little existing green space or trees, **Hudson Square** has planned, funded, and implemented several transformative streetscape projects. In fall 2018, the BID marked the completion and opening of Spring Street Park. After remaining untouched since the 1970s, the park now features custom swivel chairs, under-lit benches, movable furniture, and free public WiFi. Together, the City and BID invested \$6 million, and the BID now maintains the new public space. Going forward, the BID will continue to complete its district-wide streetscape plan with funding from a long-term, \$9 million bond issued in FY19.

Improving the Pedestrian Experience

With the opening of the first phase of the Hudson Yards megaproject in spring 2019, **Hudson Yards Hell's Kitchen Alliance** has been focused on streetscape improvements for the entire neighborhood. In addition to maintaining Bella Abzug Park, adjacent to the development's private plaza and Vessel, the BID completed capital projects on 36th and 37th streets. With more pedestrian-friendly designs, seating, and planters, both blocks serve as green oases in the middle of Hell's Kitchen and welcoming entrances to the west side of the district. In addition, the BID facilitated the painting of two murals on a Port Authority bridge and incorporated a public art piece made by a local Hell's Kitchen artist.



NYC BID HIGHLIGHTS

Imagining and implementing new public spaces



Piloting Seasonal Streets

Partnering with the NYC Department of Transportation (DOT), **Chinatown** transformed Doyers Street into a pedestrian-only public space throughout the summer and fall. The Doyers Seasonal Street is pedestrian-only daily from 10am to 9pm, which allows for overnight and early morning deliveries, carting needs, drop-offs, and pick-ups. NYC-based Asian artist Chen Dongfan installed a street mural called “The Song of Dragon and Flowers,” and the BID’s team set up tables and chairs in the street daily. Several events on Doyers Street attracted new visitors to the neighborhood, including tours of senior citizens from upstate and Japanese- and Mandarin-speaking tourists. Doyers Street saw a 111% increase in pedestrian activity, and 69% of businesses saw an increase in foot traffic. Learn more at nyc.gov/seasonalstreets

Testing Tech in Public Spaces

Downtown Brooklyn Partnership (DBP)* launched Living Lab in partnership with tech start-ups to use Downtown Brooklyn’s public spaces as a testing ground for smart city technologies to solve operational and quality-of-life challenges facing cities. Current pilot studies include noise pollution monitoring; digital mapping; and measuring the movement of vehicles, humans, and objects on the streets and sidewalks. Participating start-ups share their data and findings with DBP for insight and future planning purposes. DBP wants to ensure that local tech innovations are tested locally and adapted to meet the challenges of the neighborhood, potentially serving as a model for other cities.

One-Day Plaza

One of the newest BIDs in NYC, **Morris Park** represents a district with no public space. In June, the BID hosted a one-day plaza, activating an underused section of sidewalk with tables, umbrellas, seating, plants, and activities. Morris Park coordinated a graduation celebration for local students in this “plaza,” which attracted more than 150 people to a normally deserted stretch of sidewalk. Now that they have tested out public space activation, the BID plans to recreate the one-day plaza and pursue installation of DOT Street Seats in the district.



NYC BID HIGHLIGHTS

Providing personal marketing assistance to merchants

Website Help and Translation Services

Thanks to an Avenue NYC grant and Neighborhood 360° Fellow awarded in FY19, **Bay Ridge 5th Avenue** has expanded their services, including more one-on-one assistance, translation services, and cultural programming. The BID has worked directly with merchants on their marketing efforts, helping them create new or updated websites and join social media platforms. BID staff have also provided design services for individual business events and posts. The BID has had the opportunity to work with more than a dozen Arab-owned businesses and provided individual marketing collateral for more than 100 social media posts and merchant promotions.

Instagram Training for Businesses

Jamaica Center was awarded an Avenue NYC grant in FY19 to conduct a commercial district needs assessment of their neighborhood. The assessment revealed that small local businesses needed more help with social media. To meet this need, the BID coordinated with BRIC to present an Instagram basics workshop to help local businesses set up and use their own accounts. The instructor also educated merchants about the importance of Google Maps listings. The BID live-streamed and recorded the workshop via Facebook, so that business owners who couldn't leave their stores were able to watch at a later time. The video has been viewed 119 times.



BID Podcast

FAB Fulton launched a podcast to showcase its efforts in the community and reach a new audience via a unique form of media. Through a grant from BRIC Media Share, BID staff received training, technical assistance, access to equipment, and the support of a mentor to create the first episode. Episode 1 explains what a BID is, featuring an interview with SBS Commissioner Gregg Bishop, and introduces FAB Fulton and its work. The podcast also highlights a local merchant, telling their story through an interview.

NYC BID HIGHLIGHTS

Helping businesses prepare and recover from emergencies

Communication During an Emergency

In July 2018, a steam pipe explosion disrupted life for 125 businesses in 49 buildings on 5th Avenue. **Flatiron/23rd Street** immediately stepped in to play a vital communication and coordination role. The BID coordinated with City agencies, shared accurate information door-to-door and via social media, helped organize a community briefing, and launched a digital marketing campaign with NYC & Company called #FlatironOpenForBusiness. In November, Flatiron/23rd Street partnered with **Union Square Partnership** and **Village Alliance** to host a forum for more than 50 attendees where the BIDs shared lessons learned and emergency preparedness resources.



Fundraising After a Fire

Last year, **Sunnyside Shines** experienced a devastating fire in their district that burnt down six businesses. The BID stepped in to coordinate a relief effort, connecting the businesses to City resources and raising more than \$165,000 in private funds to provide immediate relief to 103 workers displaced by the fire. They also partnered closely with other organizations and employers to help workers find new employment. As a result of the fire, the BID created the Sunnyside Shines Business Disaster Relief Program, setting up an independent fund that will allow the BID to organize relief efforts in the case of future disasters.

NYC BID HIGHLIGHTS

Hosting public events to attract visitors



New York Pizza Festival

In fall 2018, **Belmont** launched the first annual New York Pizza Festival. Celebrating its identity as Little Italy in the Bronx, the BID partnered with the Pizza Academy Foundation to bring 25 renowned pizza makers from across the U.S. and Italy to the event. The festival brought nearly 15,000 people to the district. The festival raised \$10,000 for Slice Out Hunger, a local hunger relief non-profit. In its second year, the festival attracted local celebrities, including Mayor Bill de Blasio.

Trick or Treating for All

Forest Avenue hosted its first “Trick or Treating for All” event in fall 2018. The BID recruited 20 businesses along the corridor, then provided them with free, allergy-friendly treats and goodies to distribute. They also marked every participating storefront with a poster and teal balloon, identifying locations for children to trick-or-treat safely. The event was well received by the community and merchants and will now become an annual tradition.

Coordinating Day Tours

New Dorp Lane District forged innovative partnerships with a number of local Staten Island institutions and museums. The BID coordinated daylong tours and distributed coupons to encourage participants to shop in the district before and after. Attendees received a box lunch from a local New Dorp Lane restaurant, then took a chartered bus to Historic Richmond Town or the Jacques Marchais Museum of Tibetan Art. These tours attracted local residents to patronize local businesses but also support Staten Island attractions slightly further afield.

Farmers Market

For 20 years, **Graham Avenue** has hosted a weekly local farmers market during the summer months. The BID manages all aspects of the market, including recruiting farmers to attend, securing necessary permits from the City, facilitating the use of EBT/SNAP cards, holding weekly food demonstrations, and hiring seasonal staff. The market runs every Saturday for four months of the year and attracts thousands of people to the district.



NYC BID HIGHLIGHTS

Hosting public events to attract visitors



Broadway Buskers

In summer 2018, **Times Square Alliance** launched a concert series that celebrates the neighborhood, bringing Broadway to the district's iconic public spaces. Broadway Buskers features Broadway actors and composers performing their own original music in the warmer weather months. With two seasons now completed, the free weekly series targets visitors, the theater community, local office workers, and theatergoers. The concerts occur from 5 - 7 p.m., entertaining attendees prior to "curtain," or the beginning of shows. This year, the Alliance also commissioned a set designer to bring to life a custom stage, creating a public space for performance and highlighting another aspect of the Broadway community's talents.

Appreciating Senior Shoppers

Woodhaven held a Mother's Day celebration to showcase their local businesses and demonstrate appreciation for local customers. The BID gathered donations from local businesses, including food and flowers, and held the event at a nearby senior center. The event allowed the BID to increase visibility, advertise its stores, and say "thank you" to the senior citizen community of Woodhaven, some of the corridor's most faithful, long-standing customers.

Creating opportunities for business-to-business networking

Flushing Business Fair

Downtown Flushing Transit Hub hosted its first "Flushing Business Fair" this spring. This fair provided an efficient platform to showcase a diverse and comprehensive selection of professional services available in Downtown Flushing. The nearly 50 participants ranged from businesses in the financial and medical sector to law practices and education providers. City agencies and the local police precinct were also on site to answer businesses' questions. More than 1,000 visitors came to explore the fair and the variety of professional services available in the community.

Wonder Women

Park Slope 5th Avenue established "Wonder Women," a support group for women-owned businesses. The group reaches business owners across the neighborhood, supporting both storefront and non-storefront entrepreneurs that may not always be directly served by the BID. The BID has coordinated several receptions and events for merchants to meet and share their challenges. The group has already facilitated a number of business-to-business partnerships and allowed the BID to educate merchants about available resources.

NYC BID HIGHLIGHTS

Celebrating local community through public art



Unique Canvases for Public Art

For years, Jerome Avenue has been home to four damaged cement columns. **Jerome Gun Hill** decided to turn these assets from eyesores into public art, using funding from their NYC Council Member and ArtBridge to hire local artist Kathleene Howie (also known as Lady K-Fever). Each painted column is inspired by the Bronx and the district, including motifs of the apartment buildings, the iconic Tracey Towers, the 4 train, and the flower of the Bronx, the daylily.

Community-Based Mural

Grand Street recently completed a large-scale mural, which represents the small business community and serves as an homage to the Puerto Rican heritage of the neighborhood. The mural depicts a well-known flower vendor in San Juan but is meant to represent all local merchants. The BID worked with Don Rimx, a local Puerto Rican artist, and interviewed community members to inform the design. They also coordinated support of the property owner and secured funding from their NYC Council Member.



NYC BID HIGHLIGHTS

Conducting research to inform planning and policy

Neighborhood Visioning and Planning Initiative

Union Square Partnership launched a collaborative Neighborhood Visioning and Planning initiative to develop a new plan for the future of the district's public realm. The BID collected feedback from a full spectrum of neighborhood partners, including residents, businesses, elected officials, community boards, City and State agencies, advocacy groups, and local institutions. They hosted a series of participatory community visioning and planning meetings and spent time in Union Square Park, along 14th Street, and community events to gather a wide range of feedback, suggestions, and ideas from community members. The BID will use the plan to inform its priorities and projects over the next few years.

Residential Sanitation Resource Guide

As Lower Manhattan's residential population continues to grow, **Downtown Alliance** decided to get creative in addressing the large volume of residential trash in their district. This year, the Alliance worked with consultants, building managers, property owners, residents, and City agencies to develop a guide for local stakeholders. The guide includes tips on recycling, inexpensive strategies to reduce the volume of trash, and long-term policy recommendations. In addition, the Alliance has hosted info sessions, e-waste trash collection events, shred-a-thons, and is currently piloting an organics collection program.

Nimble Response to Business Concerns

In FY19, the number of violations and fines related to illegal storefront signage spiked in specific neighborhoods. Many businesses removed their signs entirely rather than run the risk of receiving an expensive fine.

Sunset Park quickly noticed this trend and researched public NYC Open Data 311 Service Requests to demonstrate the quantitative impact of the violations. Along with other BIDs, Sunset Park elevated the issue to the City, and ultimately, the NYC City Council instituted a moratorium on violations. Sunset Park's Executive Director now serves on a Mayoral taskforce to address this topic, and the BID has continued to conduct merchant outreach and education about sign regulations.



BOROUGH HIGHLIGHTS



Bronx

| | |
|---------------|----------------------|
| 11 | BIDs |
| \$4.5M | Total BID Investment |
| 108K | Linear feet served |
| 307K | Trash bags collected |
| 196 | Public events held |

Brooklyn

| | |
|----------------|----------------------|
| 23 | BIDs |
| \$15.7M | Total BID Investment |
| 396K | Linear feet served |
| 934K | Trash bags collected |
| 528 | Public events held |

BOROUGH HIGHLIGHTS



Manhattan

| | |
|---------------|----------------------|
| 25 | BIDs |
| \$140M | Total BID Investment |
| 805K | Linear feet served |
| 2.3M | Trash bags collected |
| 4.4K | Public events held |



Queens

| | |
|---------------|----------------------|
| 13 | BIDs |
| \$6.4M | Total BID Investment |
| 146K | Linear feet served |
| 489K | Trash bags collected |
| 230 | Public events held |



Staten Island

| | |
|---------------|----------------------|
| 4 | BIDs |
| \$645K | Total BID Investment |
| 68.9K | Linear feet served |
| 22.3K | Trash bags collected |
| 14 | Public events held |

INDUSTRIAL BID HIGHLIGHTS

Industrial BIDs use the same model of funding and governance as other BIDs but serve primarily industrial areas, adapting their programs to the specific needs of manufacturing and industrial tenants. This may include addressing illegal dumping, advocating for improved infrastructure, or facilitating workforce development programs. The four industrial BIDs in NYC are: **180th Street (Queens)**, **East Brooklyn**, **GatewayJFK (Queens)**, and **West Shore (Staten Island)**.

Industry & Art Festival

East Brooklyn assisted in the creation and development of the first Industry & Art Festival, intended to connect the industrial manufacturing community with the artistic community. Artists were tasked with designing pieces using fluorescent bulbs produced by a local light manufacturer, then a panel selected one of six submissions as the winner. The two-day event opened with a reception and exhibition of the selected pieces. On the second day, artists painted seven murals on Van Sinderen Avenue, and the BID coordinated free food, face painting, bands, a DJ, and a car show for the community.

Coordinating Carpooling

GatewayJFK serves a diverse neighborhood that is home to 600 businesses – many of them airport-related logistics and cargo services – and more than 150 single-family homes. One challenge in the district is transportation and parking. The BID partnered with 511NY Rideshare to launch a portal where local employees can coordinate ride sharing and carpooling. Participants are matched with other commuters who live and work near them. GatewayJFK is also marketing the program to local businesses and exploring offering a shuttle service to tackle parking challenges in the district.



By the Numbers

4

Industrial BIDs in NYC

\$567K

Total investment by industrial BIDs

109K

Linear feet served by industrial BIDs

925

Individual businesses served by industrial BIDs**



4

BID SERVICES

SANITATION

All BIDs

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

Sanitation

289

Linear miles served

4.05M

Trash bags collected

188K

Total instances of graffiti removed*

6,411

Receptacles maintained

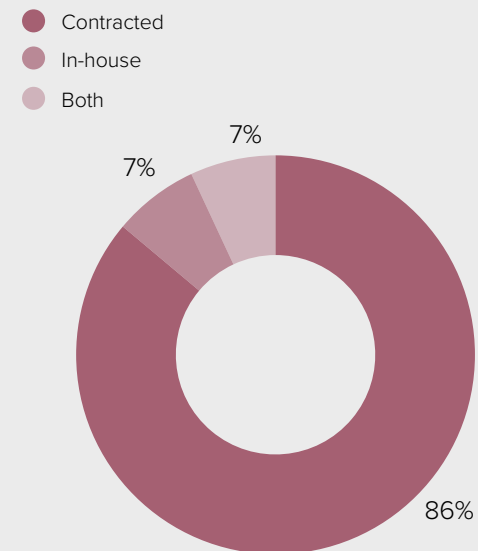
722

Sanitation workers employed

1.48M

Sanitation hours logged

How do BIDs employ their sanitation staff?



FY19 Sanitation Highlights

73

BIDs with sanitation programs

\$43.1M

Total BID sanitation investment

\$590K

Average BID sanitation investment

\$156K

Median BID sanitation investment

26.2%

Average % of BID expenses

SANITATION

By Budget

| Budget Bracket | # of BIDs | Average Total Expenses | Average Sanitation Expenses | % of Total Expenses | Average Linear Feet Serviced | Average Sanitation Expenses / Foot | Average Sanitation Hours Logged | Average Sanitation Expenses / Hour Logged |
|-----------------|-----------|------------------------|-----------------------------|---------------------|------------------------------|------------------------------------|---------------------------------|---|
| <\$250K | 14 | \$188,739 | \$53,685 | 28.4% | 14,460 | \$3.71 | 2,425 | \$23.84 |
| \$250K - \$500K | 20 | \$347,744 | \$110,563 | 31.8% | 9,805 | \$11.28 | 4,417 | \$25.03 |
| \$500K - \$1M | 14 | \$711,824 | \$230,622 | 32.4% | 15,001 | \$15.37 | 9,326 | \$24.73 |
| \$1M - \$5M | 19 | \$2,028,123 | \$624,033 | 30.8% | 27,658 | \$22.56 | 27,957 | \$22.32 |
| \$5M+ | 6 | \$17,709,969 | \$4,175,355 | 23.6% | 57,167 | \$73.04* | 116,018 | \$35.99 |
| All BIDs | 73 | \$2,251,465 | \$590,416 | 26.2% | 20,234 | \$29.18 | 20,524 | \$29.17 |

Table only includes data from BIDs that provide sanitation services

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

MARKETING & PUBLIC EVENTS

All BIDs

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

Marketing & Public Events

5,396

Public events held*

13.1M

Estimated attendees at public events**

2.6M

Marketing materials distributed

3.4M

Total social media followers

226

Linear miles of holiday lighting

64

BIDs with holiday lighting programs



FY19 Marketing & Public Events Highlights

74

BIDs with marketing programs

\$35.8M

Total BID marketing investment

\$475K

Average BID marketing investment

\$85K

Median BID marketing investment

21.3%

Average % of BID expenses

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

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

MARKETING & PUBLIC EVENTS

By Budget

| Budget Bracket | # of BIDs | Average Total Expenses | Average Marketing Expenses | % of Total Expenses | Average Public Events Held | Average Total Attendees to Public Events | Average Marketing Materials Distributed | Average Social Media Followers |
|-----------------|-----------|------------------------|----------------------------|---------------------|----------------------------|--|---|--------------------------------|
| <\$250K | 15 | \$180,854 | \$36,022 | 19.9% | 7 | 7,165 | 4,083 | 1,157 |
| \$250K - \$500K | 20 | \$347,744 | \$64,336 | 18.5% | 14 | 17,672 | 9,023 | 3,048 |
| \$500K - \$1M | 14 | \$710,315 | \$151,488 | 21.3% | 27 | 30,400 | 38,482 | 25,400 |
| \$1M - \$5M | 19 | \$1,985,335 | \$307,636 | 15.5% | 60 | 58,030 | 64,163 | 25,064 |
| \$5M+ | 6 | \$17,709,969 | \$4,169,254 | 23.5% | 596* | 1,868,835** | 143,230 | 415,370 |
| All BIDs | 74 | \$2,231,274 | \$474,754 | 21.3% | 77 | 187,165 | 38,526 | 45,978 |

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

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

PUBLIC SAFETY

All BIDs

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

Public Safety

181

Linear miles served

1.87M

Interactions with visitors

337

Public safety staff employed

660K

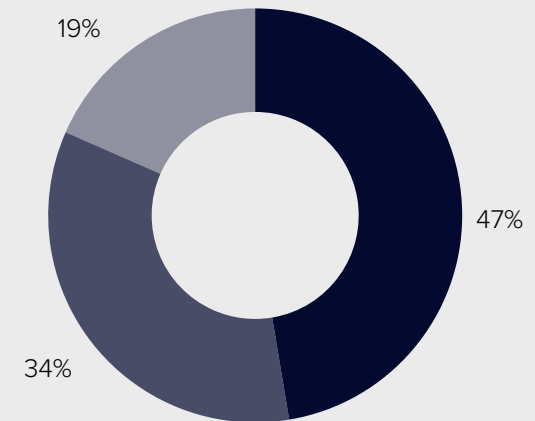
Hours logged by public safety staff

29

BIDs assign staff to street patrol

How do BIDs employ their public safety staff?

- Contracted
- In-house
- Both



FY19 Public Safety Highlights

36

BIDs with public safety programs

\$25.1M

Total BID public safety investment

\$698K

Average BID public safety investment

\$140K

Median BID public safety investment

17.2%

Average % of BID expenses

PUBLIC SAFETY

By Budget

| Budget Bracket | # of BIDs | Average Total Expenses | Average Public Safety Expenses | % of Total Expenses | Average Linear Feet Serviced | Average Public Safety Expenses / Foot | Average Public Safety Hours Logged | Average Public Safety Expenses / Hour Logged |
|-----------------|-----------|------------------------|--------------------------------|---------------------|------------------------------|---------------------------------------|------------------------------------|--|
| <\$250K | 3 | \$151,583 | \$16,103 | 10.6% | 12,310 | \$1.31 | 170 | \$94.91 |
| \$250K - \$500K | 6 | \$392,061 | \$38,985 | 9.9% | 9,152 | \$4.26 | 1,335 | \$43.82 |
| \$500K - \$1M | 7 | \$735,491 | \$48,016 | 6.5% | 16,423 | \$2.92 | 1,493 | \$32.17 |
| \$1M - \$5M | 14 | \$2,291,196 | \$569,966 | 24.9% | 28,672 | \$19.88 | 18,218 | \$33.69 |
| \$5M+ | 6 | \$17,709,969 | \$2,757,528 | 15.6% | 57,167 | \$48.24* | 67,792 | \$40.68 |
| All BIDs | 36 | \$4,063,670 | \$698,417 | 17.2% | 26,423 | \$26.43 | 19,996 | \$38.10 |

Table only includes data from BIDs that provide public safety services

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

STREETSCAPE & BEAUTIFICATION

All BIDs

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

Streetscape & Beautification

129

Public spaces maintained

6,193

Tree pits maintained

3,655

Planters maintained

27.0K

Street furniture elements maintained*

3,649

Banners maintained

137

Public art installations sponsored



FY19 Streetscape & Beautification Highlights

70

BIDs with streetscape programs

\$12.2M

Total BID streetscape investment

\$210K

Average BID streetscape investment

\$52K

Median BID streetscape investment

7.4%

Average % of BID expenses

STREETSCAPE & BEAUTIFICATION

By Budget

| Budget Bracket | # of BIDs | Average Total Expenses | Average Streetscape Expenses | % of Total Expenses | Average Planters Maintained | Average Tree Pits Maintained | Average Banners Maintained | Average Street Furniture Maintained* | Average Public Art Installations Sponsored |
|-----------------|-----------|------------------------|------------------------------|---------------------|-----------------------------|------------------------------|----------------------------|--------------------------------------|--|
| <\$250K | 14 | \$183,212 | \$9,911 | 5.4% | 34 | 52 | 33 | 6 | 2 |
| \$250K - \$500K | 17 | \$343,678 | \$37,401 | 10.9% | 19 | 94 | 34 | 14 | 5 |
| \$500K - \$1M | 13 | \$710,315 | \$56,043 | 7.9% | 45 | 136 | 50 | 53 | 5 |
| \$1M - \$5M | 20 | \$2,132,537 | \$219,099 | 10.3% | 65 | 170 | 87 | 232 | 3 |
| \$5M+ | 6 | \$17,709,969 | \$1,159,045 | 6.5% | 342 | 107 | 152 | 1,287 | 6 |
| All BIDs | 70 | \$2,357,288 | \$209,735 | 7.4% | 89 | 119 | 64 | 265 | 4 |

Table only includes data from BIDs that provide streetscape and beautification services

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

GENERAL & ADMINISTRATIVE

All BIDs

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

General & Administrative

\$44.2M

External revenue generated by BIDs (non-assessment)

26.2%

% of total BID revenue from external sources

31.2K

Staff hours spent raising external revenue

171

Grants received by BIDs

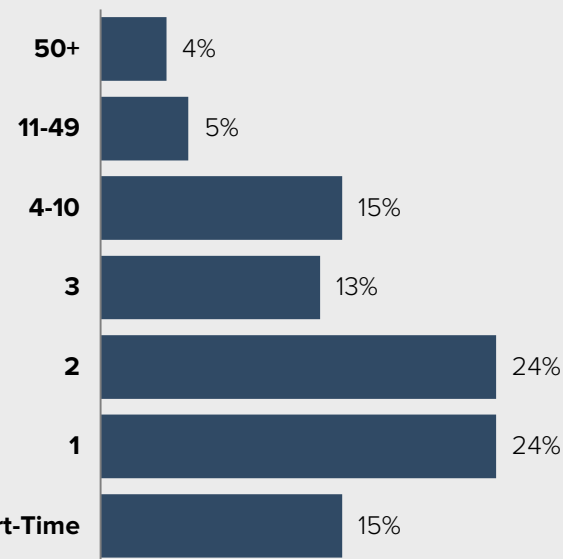
25

BIDs conducting research or planning studies

35

BIDs with budgets less than \$500K

How many people work at BIDs?



FY19 General & Administrative Highlights

\$30.1M

Total BID G&A expenses

\$402K

Average BID G&A expenses

\$170K

Median BID G&A expenses

18.0%

Average % of BID expenses

20

BIDs sharing G&A expenses*

GENERAL & ADMINISTRATIVE

By Budget

| Budget Bracket | # of BIDs | Average Total Expenses | Average G&A Expenses | % of Total Expenses | Average Salaries and Payroll | Average Outside Contractors* | Average Insurance | Average Rent and Utilities | Average Supplies and Equipment |
|-----------------|-----------|------------------------|----------------------|---------------------|------------------------------|------------------------------|-------------------|----------------------------|--------------------------------|
| <\$250K | 15 | \$180,854 | \$82,269 | 45.5% | \$52,949 | \$15,070 | \$5,819 | \$9,102 | \$3,024 |
| \$250K - \$500K | 20 | \$347,744 | \$132,465 | 38.1% | \$89,723 | \$24,747 | \$6,600 | \$14,931 | \$4,596 |
| \$500K - \$1M | 14 | \$711,824 | \$240,190 | 33.7% | \$147,616 | \$26,350 | \$11,281 | \$34,894 | \$7,406 |
| \$1M - \$5M | 20 | \$2,053,845 | \$482,566 | 23.5% | \$233,252 | \$71,159 | \$41,774 | \$72,654 | \$22,366 |
| \$5M+ | 6 | \$17,709,969 | \$2,203,846 | 12.4% | \$1,310,298 | \$170,400 | \$91,091 | \$344,247 | \$136,509 |
| All BIDs | 75 | \$2,226,266 | \$401,605 | 18.0% | \$236,650 | \$45,850 | \$23,681 | \$63,708 | \$21,995 |

*Outside contractors are limited to general & administrative functions and may include contracted management, accountants, bookkeepers, web designers, etc.

5

DIRECTORY
OF BIDS



125th Street – East Midtown Partnership

| BID | Borough | Total Revenue | Assessment Revenue | Total Expenses | Service Area (Linear Feet) |
|-------------------------------|---------|---------------|--------------------|----------------|-------------------------------|
| 125th Street | MN | \$1,272,933 | \$1,240,462 | \$1,194,837 | 10,270 |
| 161st Street | BX | \$358,000 | \$240,000 | \$330,087 | 5,220 |
| 165th Street Mall | QN | \$270,400 | \$250,000 | \$263,701 | 1,740 |
| 180th Street | QN | \$75,000 | \$75,000 | \$70,468 | 8,150 |
| 34th Street Partnership | MN | \$14,029,638 | \$12,320,000 | \$16,891,001 | 41,110 |
| 82nd Street Partnership | QN | \$315,069 | \$254,450 | \$298,820 | 3,460 |
| 86th Street Bay Ridge | BK | \$293,859 | \$290,000 | \$284,785 | 5,930 |
| Atlantic Avenue | BK | \$499,584 | \$396,600 | \$410,620 | 17,170 |
| Bay Ridge 5th Avenue | BK | \$567,890 | \$533,750 | \$552,585 | 17,210 |
| Bayside Village | QN | \$312,548 | \$230,000 | \$248,144 | 6,690 |
| Bed-Stuy Gateway | BK | \$678,600 | \$675,000 | \$898,857 | 14,310 |
| Belmont | BX | \$666,351 | \$440,000 | \$682,522 | 27,170 |
| Brighton Beach | BK | \$250,250 | \$220,000 | \$218,842 | 10,530 |
| Bryant Park Corporation | MN | \$21,661,040 | \$1,600,000 | \$21,337,996 | 9,310 |
| Chinatown | MN | \$1,671,631 | \$1,550,000 | \$1,496,391 | 55,560 |
| Church Avenue | BK | \$214,991 | \$203,000 | \$225,859 | 7,580 |
| Columbus Avenue | MN | \$726,789 | \$398,800 | \$786,675 | 8,010 |
| Columbus-Amsterdam | MN | \$360,112 | \$350,000 | \$366,249 | 11,220 |
| Court-Livingston-Schermerhorn | BK | \$910,091 | \$907,020 | \$1,159,444 | 28,020 |
| Diamond District Partnership | MN | \$1,337,476 | \$900,000 | \$1,127,091 | 1,930 |
| Downtown Alliance | MN | \$23,941,500 | \$20,400,000 | \$20,775,000 | 121,820 |
| Downtown Flushing Transit Hub | QN | \$991,199 | \$380,000 | \$1,013,508 | 11,110 |
| Dumbo Improvement District | BK | \$1,439,415 | \$1,035,000 | \$1,204,537 | 36,680 |
| East Brooklyn | BK | \$144,800 | \$142,500 | \$140,898 | 54,560 |
| East Midtown Partnership | MN | \$3,501,390 | \$3,500,000 | \$2,731,702 | 49,480 |

FAB Fulton – MetroTech

| BID | Borough | Total Revenue | Assessment Revenue | Total Expenses | Service Area (Linear Feet) |
|---|---------|---------------|--------------------|----------------|-------------------------------|
| FAB Fulton | BK | \$594,346 | \$450,000 | \$565,576 | 20,400 |
| Fifth Avenue Association | MN | \$3,230,734 | \$3,207,000 | \$3,355,531 | 22,220 |
| Flatbush Avenue | BK | \$414,243 | \$386,000 | \$416,155 | 7,480 |
| Flatbush-Nostrand Junction | BK | \$278,000 | \$200,000 | \$322,300 | 9,110 |
| Flatiron/23rd Street | MN | \$3,490,694 | \$2,750,000 | \$3,362,703 | 47,610 |
| Fordham Road | BX | \$1,047,382 | \$914,250 | \$983,155 | 16,220 |
| Forest Avenue | SI | \$192,690 | \$165,000 | \$189,623 | 8,190 |
| Fulton Mall Improvement Association | BK | \$2,076,813 | \$2,004,456 | \$2,112,673 | 16,300 |
| Garment District Alliance | MN | \$9,005,893 | \$8,800,000 | \$9,208,610 | 44,000 |
| GatewayJFK | QN | \$500,000 | \$500,000 | \$226,900 | 19,611 |
| Graham Avenue | BK | \$193,559 | \$180,000 | \$172,929 | 9,810 |
| Grand Central Partnership | MN | \$13,722,533 | \$12,709,372 | \$15,808,173 | 73,960 |
| Grand Street | BK | \$372,090 | \$226,460 | \$371,648 | 7,770 |
| Hudson Square | MN | \$2,555,147 | \$2,500,000 | \$2,542,550 | 39,012 |
| Hudson Yards Hell's Kitchen (HYHK) Alliance | MN | \$1,486,601 | \$1,400,000 | \$1,688,624 | 46,700 |
| Jamaica Center | QN | \$1,147,102 | \$1,017,500 | \$1,124,056 | 9,880 |
| Jerome Gun Hill | BX | \$354,267 | \$259,000 | \$368,902 | 8,070 |
| Kings Highway | BK | \$353,500 | \$350,000 | \$359,572 | 7,680 |
| Kingsbridge | BX | \$330,571 | \$329,000 | \$322,536 | 13,140 |
| Lincoln Square | MN | \$3,002,094 | \$2,600,000 | \$3,011,704 | 28,680 |
| Long Island City Partnership | QN | \$922,994 | \$867,000 | \$908,077 | 25,460 |
| Lower East Side Partnership | MN | \$1,629,377 | \$974,000 | \$1,619,102 | 10,870 |
| Madison Avenue | MN | \$2,023,065 | \$1,907,000 | \$2,000,885 | 27,450 |
| Meatpacking District | MN | \$2,736,434 | \$2,300,000 | \$2,100,793 | 31,420 |
| MetroTech | BK | \$4,131,504 | \$3,827,671 | \$3,997,564 | 46,200 |

Montague Street – Woodhaven

| BID | Borough | Total Revenue | Assessment Revenue | Total Expenses | Service Area (Linear Feet) |
|--------------------------|---------|---------------|--------------------|----------------|-------------------------------|
| Montague Street | BK | \$218,238 | \$210,000 | \$213,765 | 3,980 |
| Morris Park | BX | \$390,000 | \$390,000 | \$286,682 | 15,525 |
| Myrtle Avenue (Brooklyn) | BK | \$692,467 | \$575,000 | \$687,487 | 15,950 |
| Myrtle Avenue (Queens) | QN | \$561,167 | \$507,676 | \$538,782 | 16,990 |
| New Dorp Lane District | SI | \$177,546 | \$135,000 | \$156,514 | 11,884 |
| NoHo NY | MN | \$550,638 | \$540,000 | \$517,260 | 12,570 |
| North Flatbush | BK | \$224,098 | \$150,000 | \$289,308 | 6,820 |
| Park Slope 5th Avenue | BK | \$541,351 | \$435,000 | \$485,030 | 27,630 |
| Pitkin Avenue | BK | \$598,131 | \$225,000 | \$356,492 | 12,880 |
| SoHo-Broadway Initiative | MN | \$955,718 | \$900,000 | \$731,434 | 6,960 |
| South Shore | SI | \$206,700 | \$185,000 | \$169,343 | 21,950 |
| Southern Boulevard | BX | \$209,129 | \$190,000 | \$214,939 | 6,830 |
| Steinway Street | QN | \$460,014 | \$400,000 | \$460,993 | 9,930 |
| Sunnyside Shines | QN | \$765,581 | \$360,000 | \$750,325 | 18,290 |
| Sunset Park | BK | \$300,225 | \$300,000 | \$279,219 | 11,780 |
| Sutphin Boulevard | QN | \$272,000 | \$252,000 | \$264,012 | 4,440 |
| Third Avenue (Bronx) | BX | \$791,726 | \$450,927 | \$809,386 | 3,450 |
| Times Square Alliance | MN | \$22,526,326 | \$13,669,048 | \$22,239,033 | 52,800 |
| Union Square Partnership | MN | \$2,632,853 | \$2,600,000 | \$2,661,096 | 22,380 |
| Village Alliance | MN | \$1,690,234 | \$1,400,000 | \$1,572,103 | 22,750 |
| Washington Heights | MN | \$592,222 | \$517,422 | \$553,410 | 7,030 |
| West Shore | SI | \$120,467 | \$110,420 | \$129,069 | 26,880 |
| Westchester Square | BX | \$691,381 | \$352,000 | \$417,766 | 9,100 |
| White Plains Road | BX | \$110,000 | \$110,000 | \$96,883 | 3,610 |
| Woodhaven | QN | \$275,705 | \$275,000 | \$238,640 | 10,340 |

6

BID PROGRAM APPENDICES



OVERVIEW

Program Area Data

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

Notes

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

Allocated vs. Unallocated

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

Did your BID allocate staff salaries to expense categories?

52%

Allocated

48%

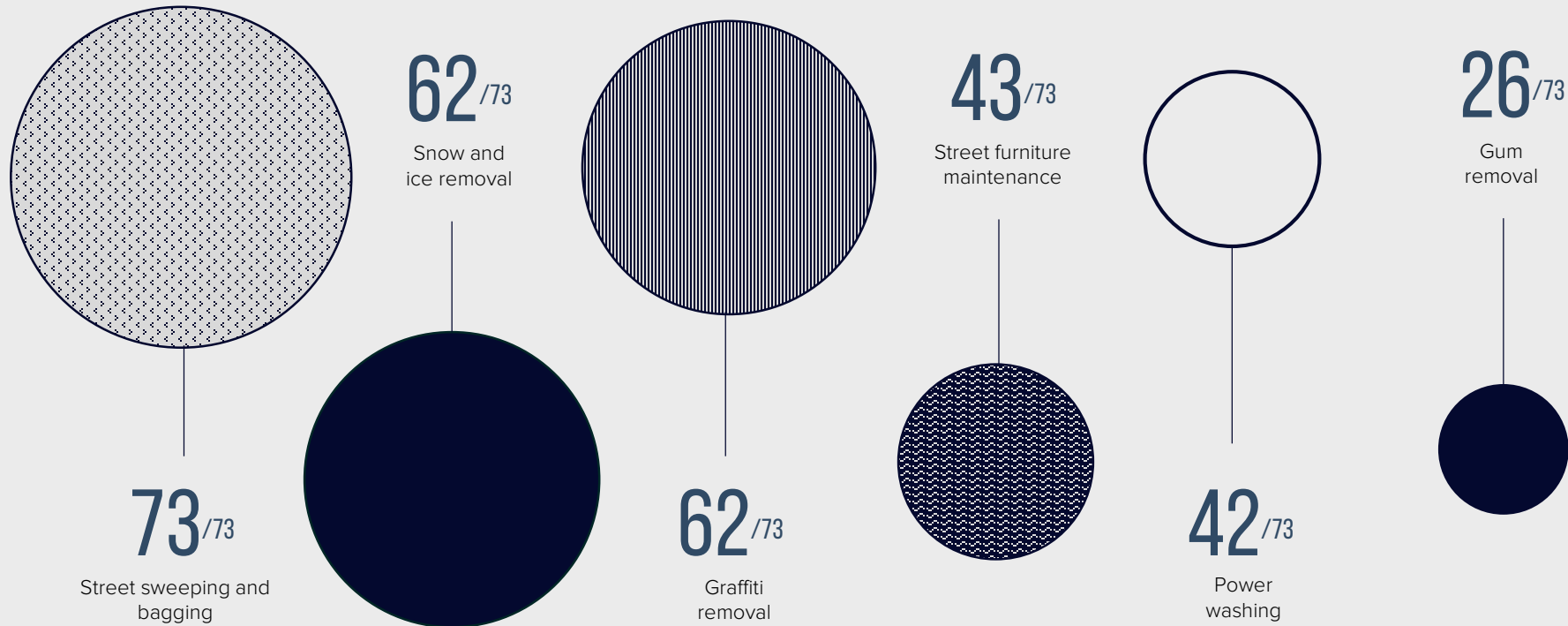
Unallocated

APPENDIX A

Sanitation

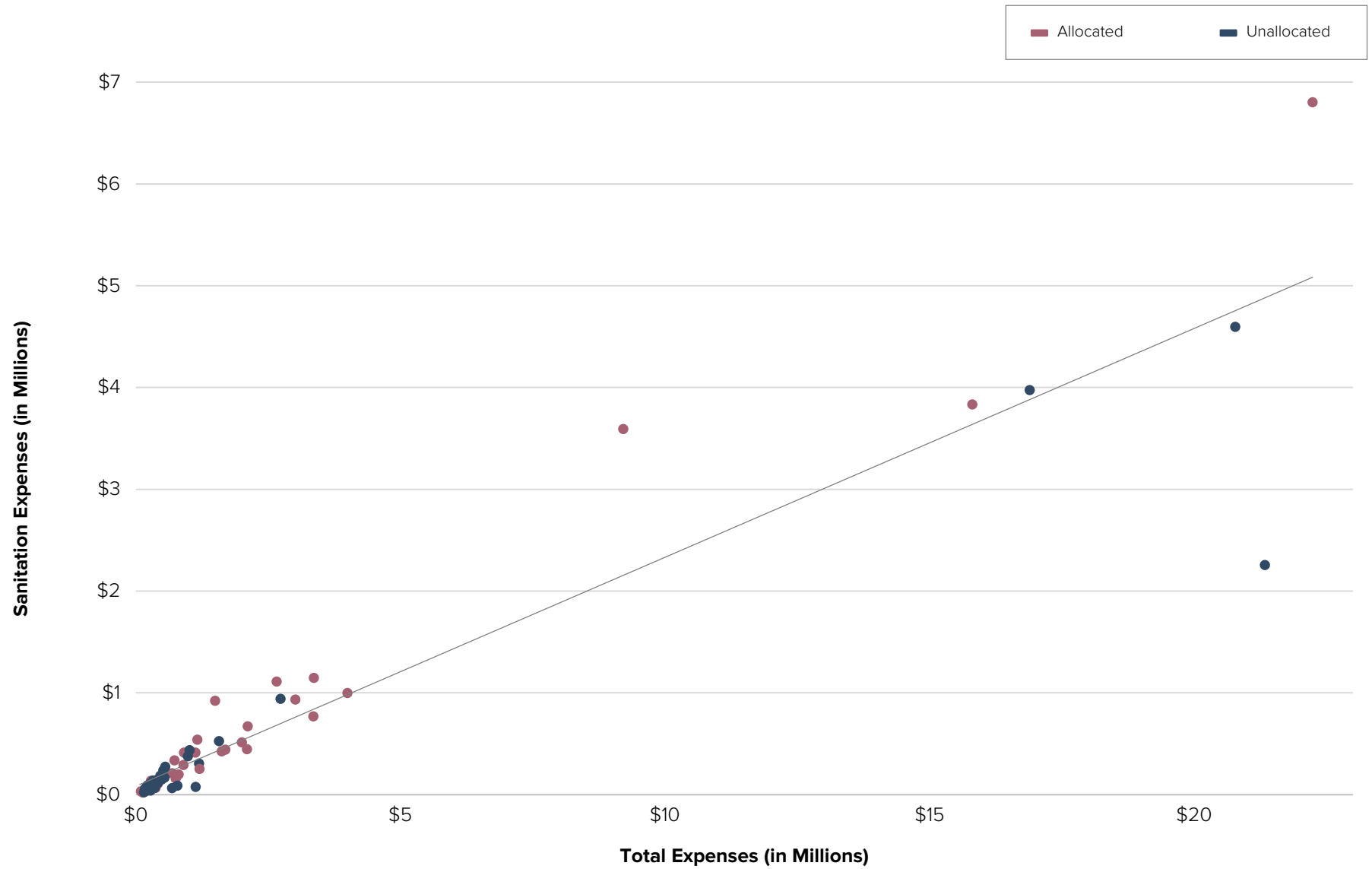
What kinds of sanitation services do BID^s provide?

73 Number of BID^s with sanitation programs



Sanitation Expenses

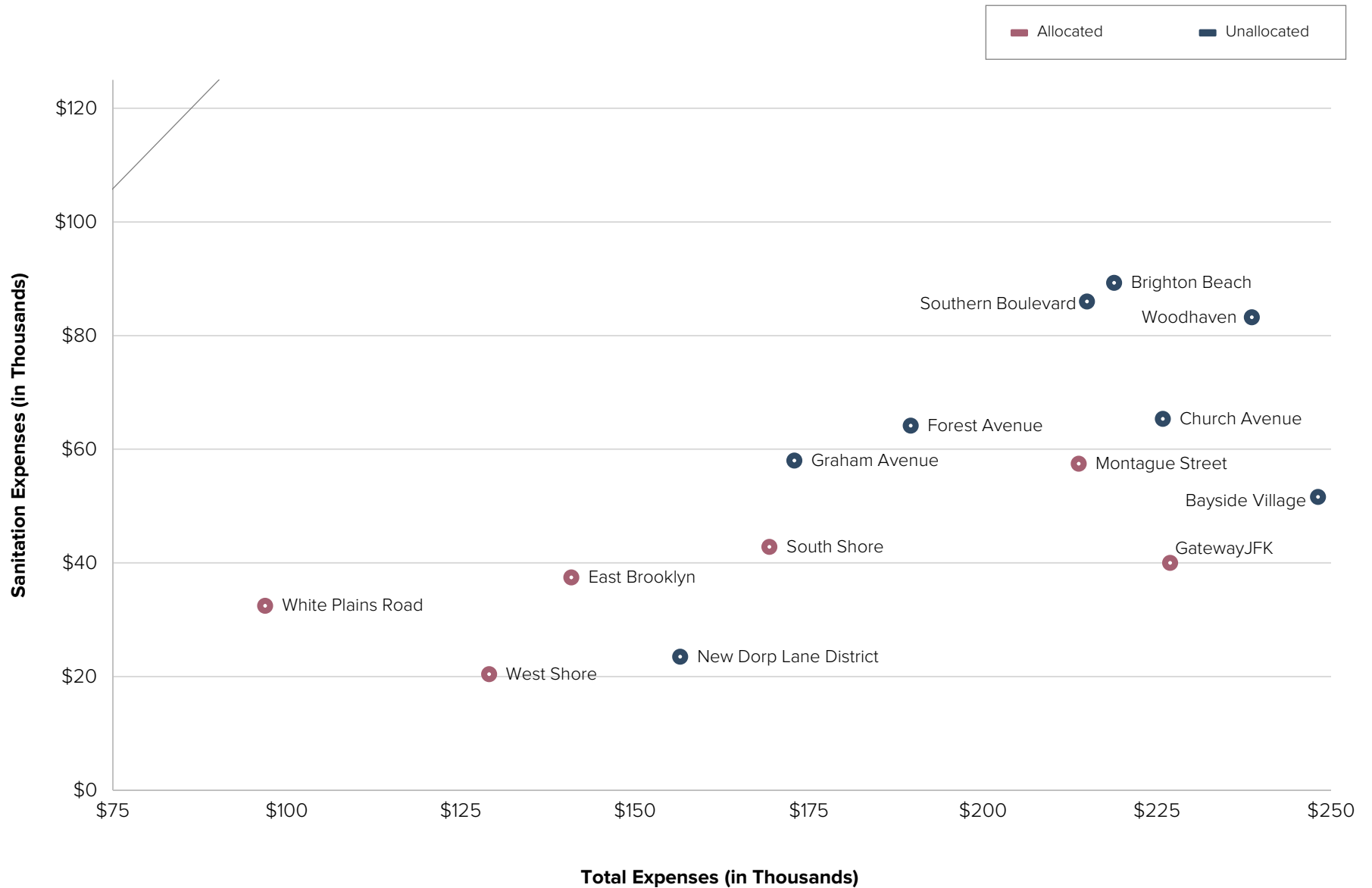
All BIDs



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

Sanitation Expenses

BIDs <\$250K



Sanitation: Comparative Data

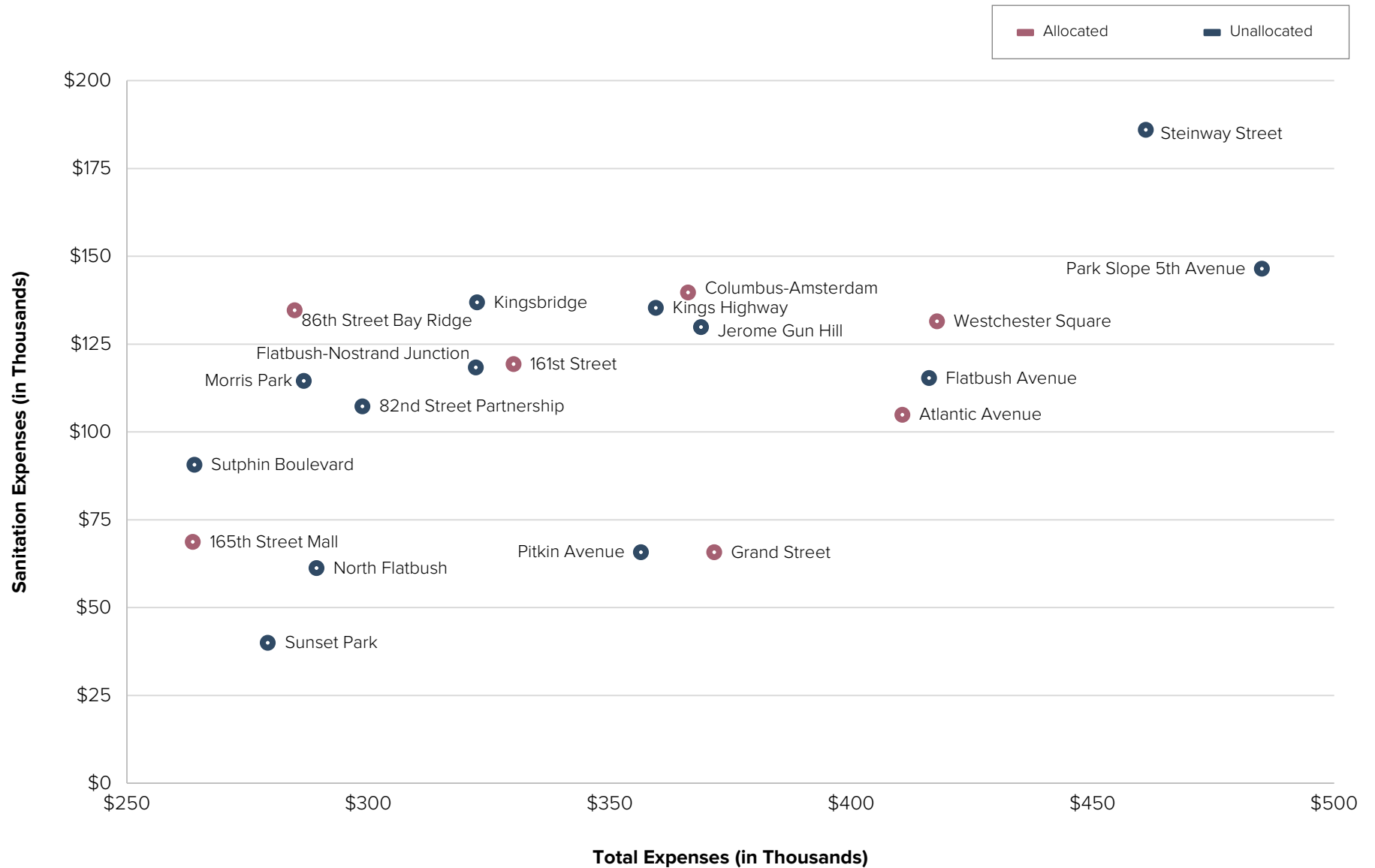
BIDs <\$250K



| BID | Total Expenses | Sanitation Expenses | % of Total Expenses | Frontage Feet | Sanitation Expenses / Frontage Foot | Sanitation Hours Logged | Sanitation Expenses / Hour Logged |
|------------------------|------------------|---------------------|---------------------|---------------|-------------------------------------|-------------------------|-----------------------------------|
| East Brooklyn | \$140,898 | \$37,436 | 26.6% | 54,560 | \$0.69 | 2,216 | \$16.89 |
| GatewayJFK | \$226,900 | \$40,000 | 17.6% | 19,611 | \$2.04 | 728 | \$54.95 |
| Montague Street | \$213,765 | \$57,454 | 26.9% | 3,980 | \$14.44 | 2,795 | \$20.56 |
| South Shore | \$169,343 | \$42,819 | 25.3% | 21,950 | \$1.95 | 936 | \$45.75 |
| West Shore | \$129,069 | \$20,431 | 15.8% | 26,880 | \$0.76 | 75 | \$272.41 |
| White Plains Road | \$96,883 | \$32,460 | 33.5% | 3,610 | \$8.99 | - | - |
| Bayside Village | \$248,144 | \$51,587 | 20.8% | 6,690 | \$7.71 | 2,432 | \$21.21 |
| Brighton Beach | \$218,842 | \$89,250 | 40.8% | 10,530 | \$8.48 | 2,550 | \$35.00 |
| Church Avenue | \$225,859 | \$65,349 | 28.9% | 7,580 | \$8.62 | 2,527 | \$25.86 |
| Forest Avenue | \$189,623 | \$64,136 | 33.8% | 8,190 | \$7.83 | 2,569 | \$24.97 |
| Graham Avenue | \$172,929 | \$57,999 | 33.5% | 9,810 | \$5.91 | 2,720 | \$21.32 |
| New Dorp Lane District | \$156,514 | \$23,469 | 15.0% | 11,884 | \$1.97 | 1,620 | \$14.49 |
| Southern Boulevard | \$214,939 | \$85,977 | 40.0% | 6,830 | \$12.59 | 6,720 | \$12.79 |
| Woodhaven | \$238,640 | \$83,225 | 34.9% | 10,340 | \$8.05 | 3,640 | \$22.86 |
| Average | \$188,739 | \$53,685 | 28.4% | 14,460 | \$3.71 | 2,425 | \$23.84 |
| Median | \$201,694 | \$54,521 | - | 10,340 | \$7.77 | 2,527 | \$22.86 |

Sanitation Expenses

BIDs \$250K - \$500K



Sanitation: Comparative Data

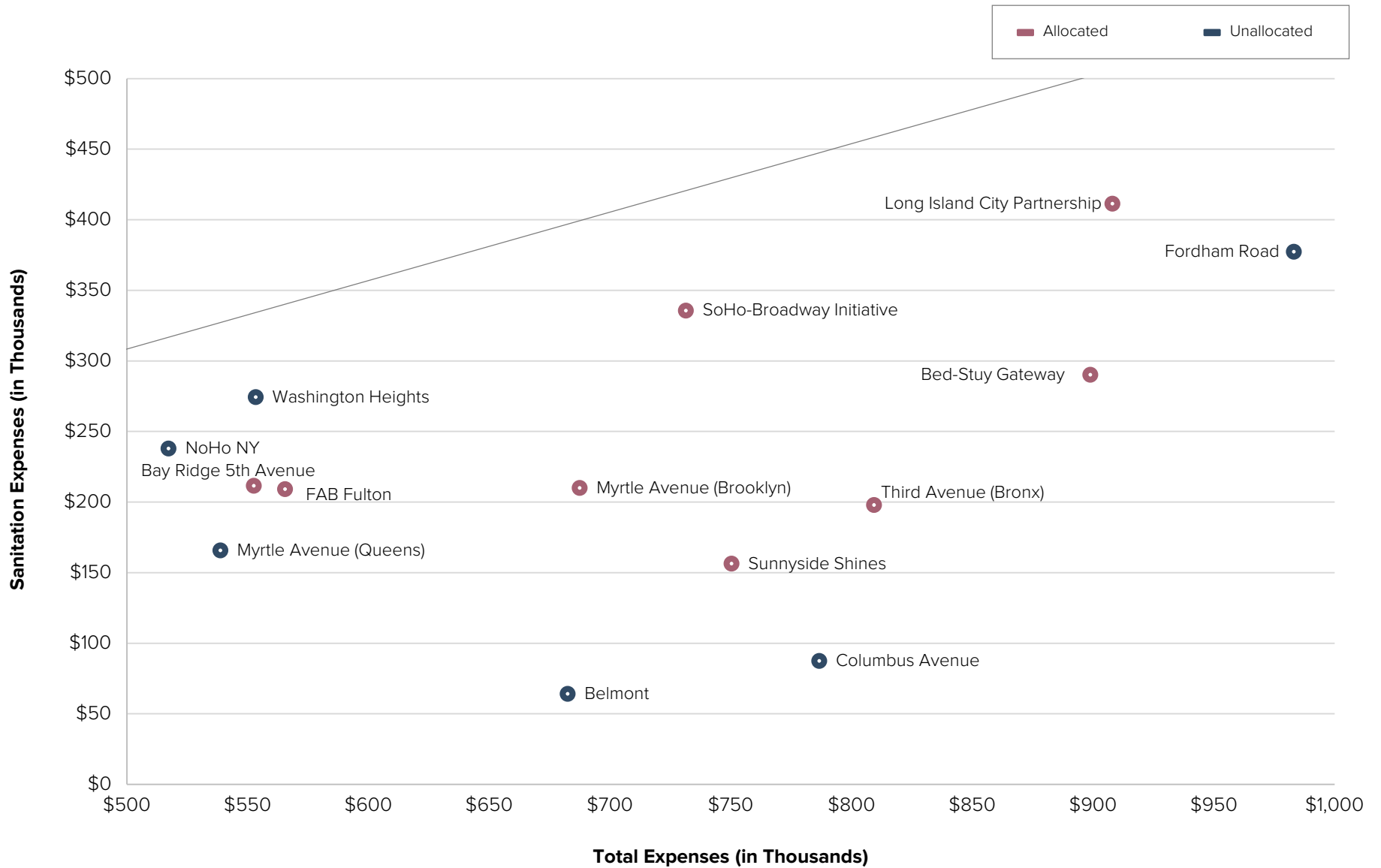
BIDs \$250K - \$500K



| BID | Total Expenses | Sanitation Expenses | % of Total Expenses | Frontage Feet | Sanitation Expenses / Frontage Foot | Sanitation Hours Logged | Sanitation Expenses / Hour Logged |
|----------------------------|------------------|---------------------|---------------------|---------------|-------------------------------------|-------------------------|-----------------------------------|
| 161st Street | \$330,087 | \$119,258 | 36.1% | 5,220 | \$22.85 | 4,488 | \$26.57 |
| 165th Street Mall | \$263,701 | \$68,630 | 26.0% | 1,740 | \$39.44 | 3,240 | \$21.18 |
| 86th Street Bay Ridge | \$284,785 | \$134,570 | 47.3% | 5,930 | \$22.69 | 7,904 | \$17.03 |
| Atlantic Avenue | \$410,620 | \$104,846 | 25.5% | 17,170 | \$6.11 | 3,840 | \$27.30 |
| Columbus-Amsterdam | \$366,249 | \$139,637 | 38.1% | 11,220 | \$12.45 | 4,180 | \$33.41 |
| Grand Street | \$371,648 | \$65,690 | 17.7% | 7,770 | \$8.45 | 2,800 | \$23.46 |
| Westchester Square | \$417,766 | \$131,453 | 31.5% | 9,100 | \$14.45 | 5,950 | \$22.09 |
| 82nd Street Partnership | \$298,820 | \$107,249 | 35.9% | 3,460 | \$31.00 | 4,905 | \$21.87 |
| Flatbush Avenue | \$416,155 | \$115,284 | 27.7% | 7,480 | \$15.41 | 4,488 | \$25.69 |
| Flatbush-Nostrand Junction | \$322,300 | \$118,300 | 36.7% | 9,110 | \$12.99 | 4,848 | \$24.40 |
| Jerome Gun Hill | \$368,902 | \$129,783 | 35.2% | 8,070 | \$16.08 | 2,968 | \$43.73 |
| Kings Highway | \$359,572 | \$135,252 | 37.6% | 7,680 | \$17.61 | 4,992 | \$27.09 |
| Kingsbridge | \$322,536 | \$136,841 | 42.4% | 13,140 | \$10.41 | 5,941 | \$23.03 |
| Morris Park | \$286,682 | \$114,496 | 39.9% | 15,525 | \$7.37 | 2,548 | \$44.94 |
| North Flatbush | \$289,308 | \$61,228 | 21.2% | 6,820 | \$8.98 | 2,184 | \$28.03 |
| Park Slope 5th Avenue | \$485,030 | \$146,440 | 30.2% | 27,630 | \$5.30 | 5,824 | \$25.14 |
| Pitkin Avenue | \$356,492 | \$65,742 | 18.4% | 12,880 | \$5.10 | 2,900 | \$22.67 |
| Steinway Street | \$460,993 | \$186,000 | 40.3% | 9,930 | \$18.73 | 7,665 | \$24.27 |
| Sunset Park | \$279,219 | \$39,950 | 14.3% | 11,780 | \$3.39 | 2,300 | \$17.37 |
| Sutphin Boulevard | \$264,012 | \$90,618 | 34.3% | 4,440 | \$20.41 | 4,368 | \$20.75 |
| Average | \$347,744 | \$110,563 | 31.8% | 9,805 | \$11.28 | 4,417 | \$25.03 |
| Median | \$343,290 | \$116,792 | - | 8,585 | \$13.72 | 4,428 | \$24.33 |

Sanitation Expenses

BIDs \$500K - \$1M



Sanitation: Comparative Data

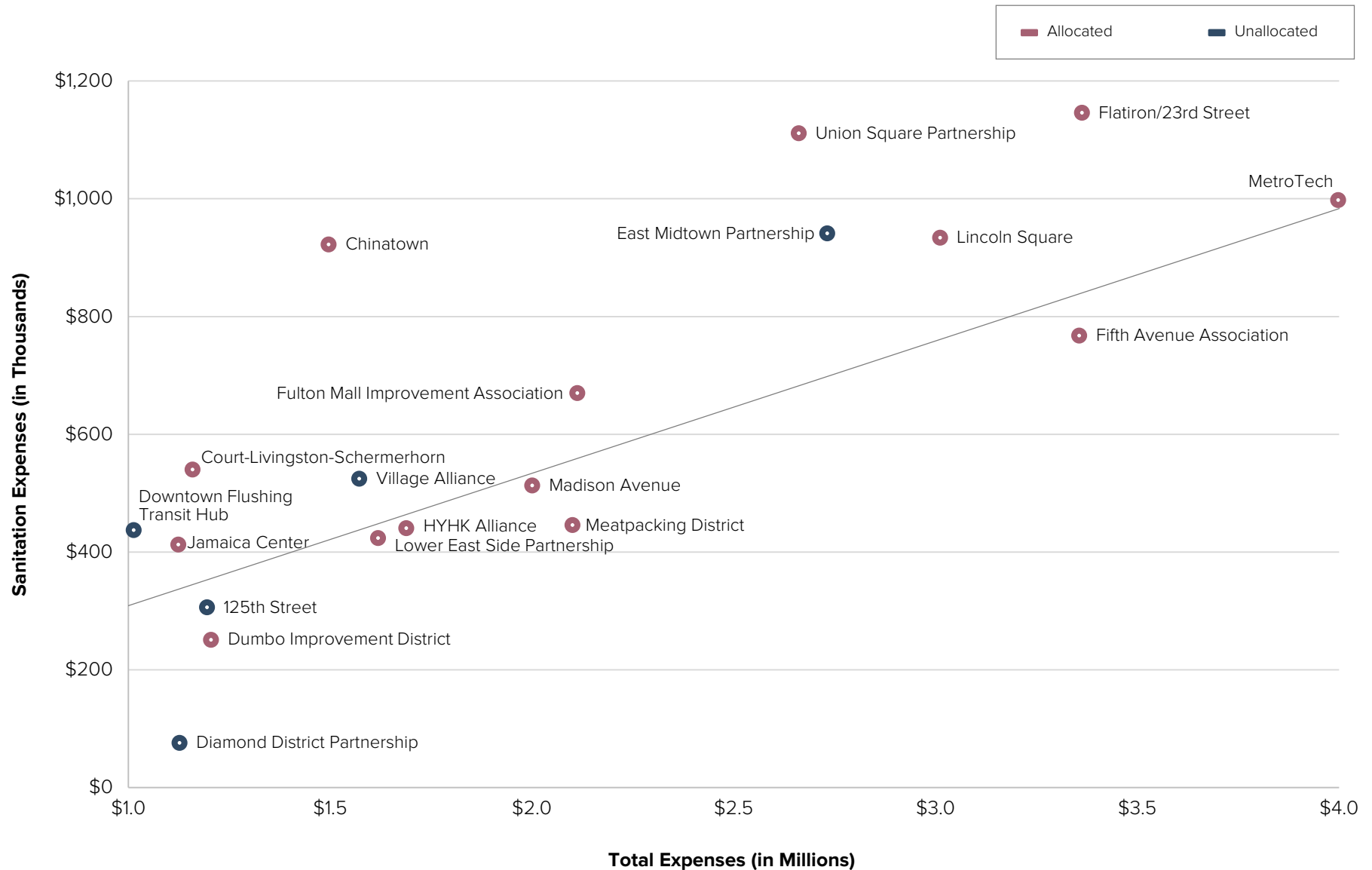
BIDs \$500K - \$1M



| BID | Total Expenses | Sanitation Expenses | % of Total Expenses | Frontage Feet | Sanitation Expenses / Frontage Foot | Sanitation Hours Logged | Sanitation Expenses / Hour Logged |
|------------------------------|------------------|---------------------|---------------------|---------------|-------------------------------------|-------------------------|-----------------------------------|
| Bay Ridge 5th Avenue | \$552,585 | \$211,589 | 38.3% | 17,210 | \$12.29 | 8,800 | \$24.04 |
| Bed-Stuy Gateway | \$898,857 | \$290,172 | 32.3% | 14,310 | \$20.28 | 11,102 | \$26.14 |
| FAB Fulton | \$565,576 | \$209,077 | 37.0% | 20,400 | \$10.25 | 8,461 | \$24.71 |
| Long Island City Partnership | \$908,077 | \$411,366 | 45.3% | 25,460 | \$16.16 | 14,000 | \$29.38 |
| Myrtle Avenue (Brooklyn) | \$687,487 | \$209,895 | 30.5% | 15,950 | \$13.16 | 5,496 | \$38.19 |
| SoHo-Broadway Initiative | \$731,434 | \$335,678 | 45.9% | 6,960 | \$48.23 | 12,042 | \$27.88 |
| Sunnyside Shines | \$750,325 | \$156,347 | 20.8% | 18,290 | \$8.55 | 8,193 | \$19.08 |
| Third Avenue (Bronx) | \$809,386 | \$197,948 | 24.5% | 3,450 | \$57.38 | 10,500 | \$18.85 |
| Belmont | \$682,522 | \$64,117 | 9.4% | 27,170 | \$2.36 | 3,816 | \$16.80 |
| Columbus Avenue | \$786,675 | \$87,400 | 11.1% | 8,010 | \$10.91 | 4,368 | \$20.01 |
| Fordham Road | \$983,155 | \$377,288 | 38.4% | 16,220 | \$23.26 | 15,288 | \$24.68 |
| Myrtle Avenue (Queens) | \$538,782 | \$165,673 | 30.7% | 16,990 | \$9.75 | 7,300 | \$22.69 |
| NoHo NY | \$517,260 | \$237,862 | 46.0% | 12,570 | \$18.92 | 10,008 | \$23.77 |
| Washington Heights | \$553,410 | \$274,300 | 49.6% | 7,030 | \$39.02 | 11,196 | \$24.50 |
| Average | \$711,824 | \$230,622 | 32.4% | 15,001 | \$15.37 | 9,326 | \$24.73 |
| Median | \$709,460 | \$210,742 | - | 16,085 | \$14.66 | 9,404 | \$24.27 |

Sanitation Expenses

BIDs \$1M - \$5M



Sanitation: Comparative Data

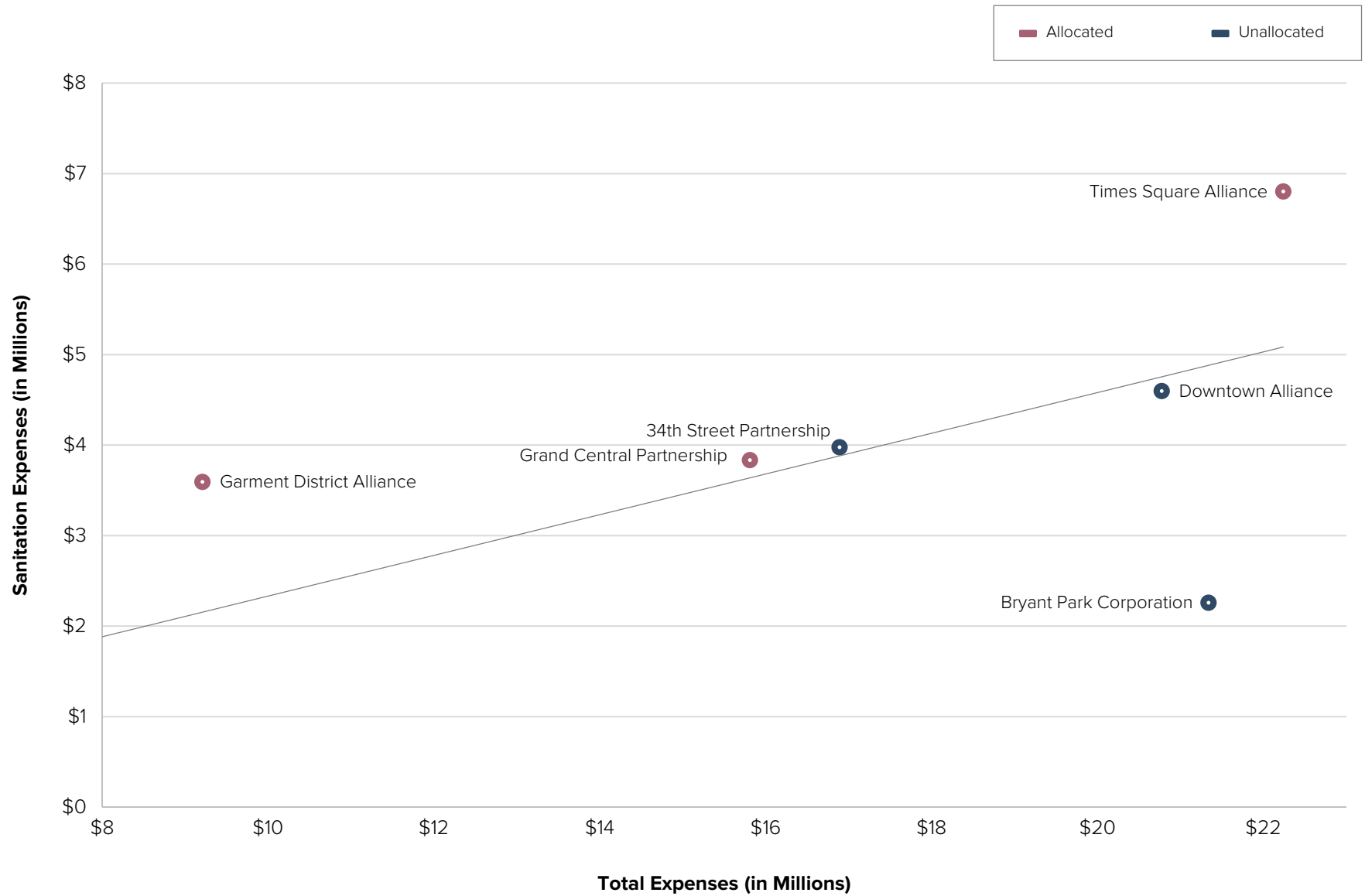
BIDs \$1M - \$5M



| BID | Total Expenses | Sanitation Expenses | % of Total Expenses | Frontage Feet | Sanitation Expenses / Frontage Foot | Sanitation Hours Logged | Sanitation Expenses / Hour Logged |
|-------------------------------------|--------------------|---------------------|---------------------|---------------|-------------------------------------|-------------------------|-----------------------------------|
| Chinatown | \$1,496,391 | \$922,046 | 61.6% | 55,560 | \$16.60 | 35,179 | \$26.21 |
| Court-Livingston-Schermerhorn | \$1,159,444 | \$539,849 | 46.6% | 28,020 | \$19.27 | 30,526 | \$17.68 |
| Dumbo Improvement District | \$1,204,537 | \$251,124 | 20.8% | 36,680 | \$6.85 | 16,562 | \$15.16 |
| Fifth Avenue Association | \$3,355,531 | \$767,500 | 22.9% | 22,220 | \$34.54 | 16,640 | \$46.12 |
| Flatiron/23rd Street | \$3,362,703 | \$1,146,013 | 34.1% | 47,610 | \$24.07 | 46,949 | \$24.41 |
| Fulton Mall Improvement Association | \$2,112,673 | \$669,647 | 31.7% | 16,300 | \$41.08 | 45,562 | \$14.70 |
| HYHK Alliance | \$1,688,624 | \$440,129 | 26.1% | 46,700 | \$9.42 | 14,832 | \$29.67 |
| Jamaica Center | \$1,124,056 | \$412,570 | 36.7% | 9,880 | \$41.76 | 18,756 | \$22.00 |
| Lincoln Square | \$3,011,704 | \$933,636 | 31.0% | 28,680 | \$32.55 | 33,232 | \$28.09 |
| Lower East Side Partnership | \$1,619,102 | \$423,482 | 26.2% | 10,870 | \$38.96 | 7,904 | \$53.58 |
| Madison Avenue | \$2,000,885 | \$512,760 | 25.6% | 27,450 | \$18.68 | 21,424 | \$23.93 |
| Meatpacking District | \$2,100,793 | \$445,574 | 21.2% | 31,420 | \$14.18 | 16,640 | \$26.78 |
| MetroTech | \$3,997,564 | \$997,636 | 25.0% | 46,200 | \$21.59 | 58,088 | \$17.17 |
| Union Square Partnership | \$2,661,096 | \$1,111,212 | 41.8% | 22,380 | \$49.65 | 47,490 | \$23.40 |
| 125th Street | \$1,194,837 | \$305,846 | 25.6% | 10,270 | \$29.78 | 12,699 | \$24.08 |
| Diamond District Partnership | \$1,127,091 | \$75,701 | 6.7% | 1,930 | \$39.22 | 2,860 | \$26.47 |
| Downtown Flushing Transit Hub | \$1,013,508 | \$436,848 | 43.1% | 11,110 | \$39.32 | 20,000 | \$21.84 |
| East Midtown Partnership | \$2,731,702 | \$940,918 | 34.4% | 49,480 | \$19.02 | 63,380 | \$14.85 |
| Village Alliance | \$1,572,103 | \$524,143 | 33.3% | 22,750 | \$23.04 | 22,457 | \$23.34 |
| Average | \$2,028,123 | \$624,033 | 30.8% | 27,658 | \$22.56 | 27,957 | \$22.32 |
| Median | \$1,688,624 | \$524,143 | - | 27,450 | \$24.07 | 21,424 | \$23.93 |

Sanitation Expenses

BIDs \$5M+



Sanitation: Comparative Data

BIDs \$5M+



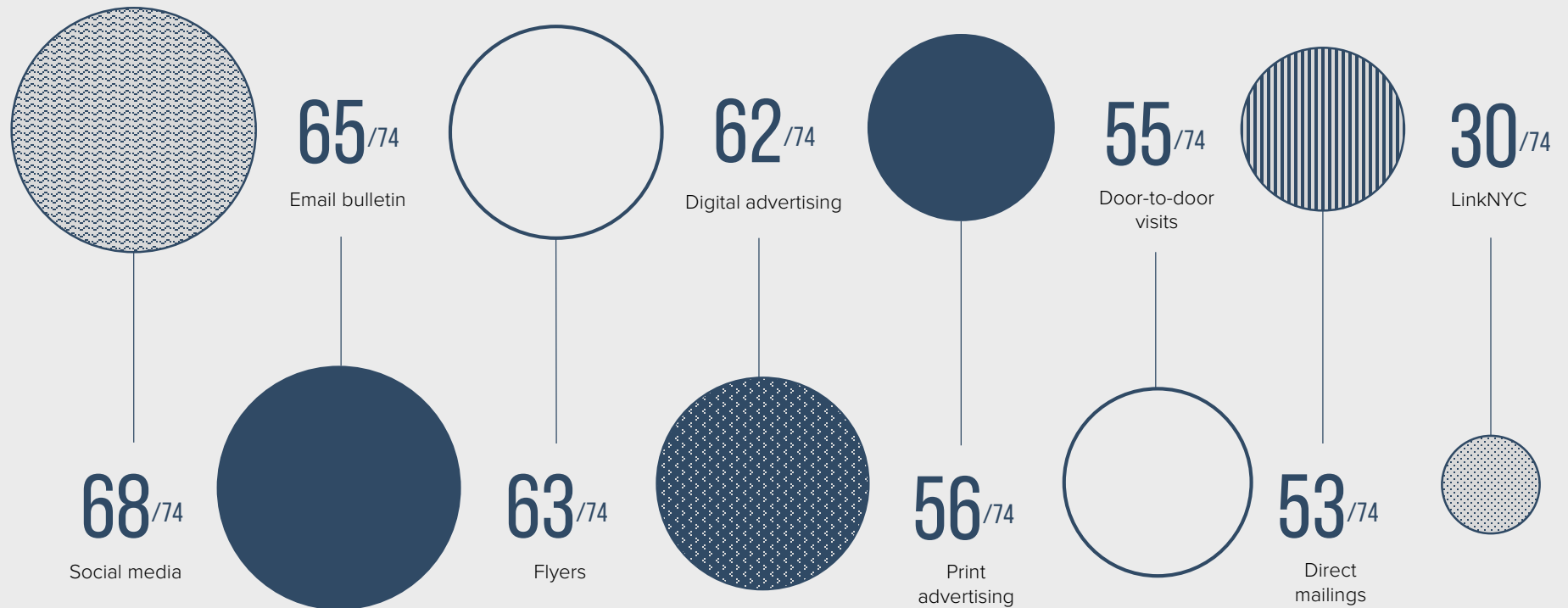
| BID | Total Expenses | Sanitation Expenses | % of Total Expenses | Frontage Feet | Sanitation Expenses / Frontage Foot | Sanitation Hours Logged | Sanitation Expenses / Hour Logged |
|---------------------------|---------------------|---------------------|---------------------|---------------|-------------------------------------|-------------------------|-----------------------------------|
| Garment District Alliance | \$9,208,610 | \$3,591,211 | 39.0% | 44,000 | \$81.62 | 78,087 | \$45.99 |
| Grand Central Partnership | \$15,808,173 | \$3,832,333 | 24.2% | 73,960 | \$51.82 | 105,765 | \$36.23 |
| Times Square Alliance | \$22,239,033 | \$6,801,656 | 30.6% | 52,800 | \$128.82 | 169,312 | \$40.17 |
| 34th Street Partnership | \$16,891,001 | \$3,975,551 | 23.5% | 41,110 | \$96.71 | 135,200 | \$29.40 |
| Bryant Park Corporation | \$21,337,996 | \$2,255,877 | 10.6% | 9,310 | \$242.31 | 80,025 | \$28.19 |
| Downtown Alliance | \$20,775,000 | \$4,595,500 | 22.1% | 121,820 | \$37.72 | 127,720 | \$35.98 |
| Average | \$17,709,969 | \$4,175,355 | 23.6% | 57,167 | \$73.04 | 116,018 | \$35.99 |
| Median | \$18,833,001 | \$3,903,942 | - | 48,400 | \$89.16 | 116,743 | \$36.11 |

APPENDIX B

Marketing & Public Events

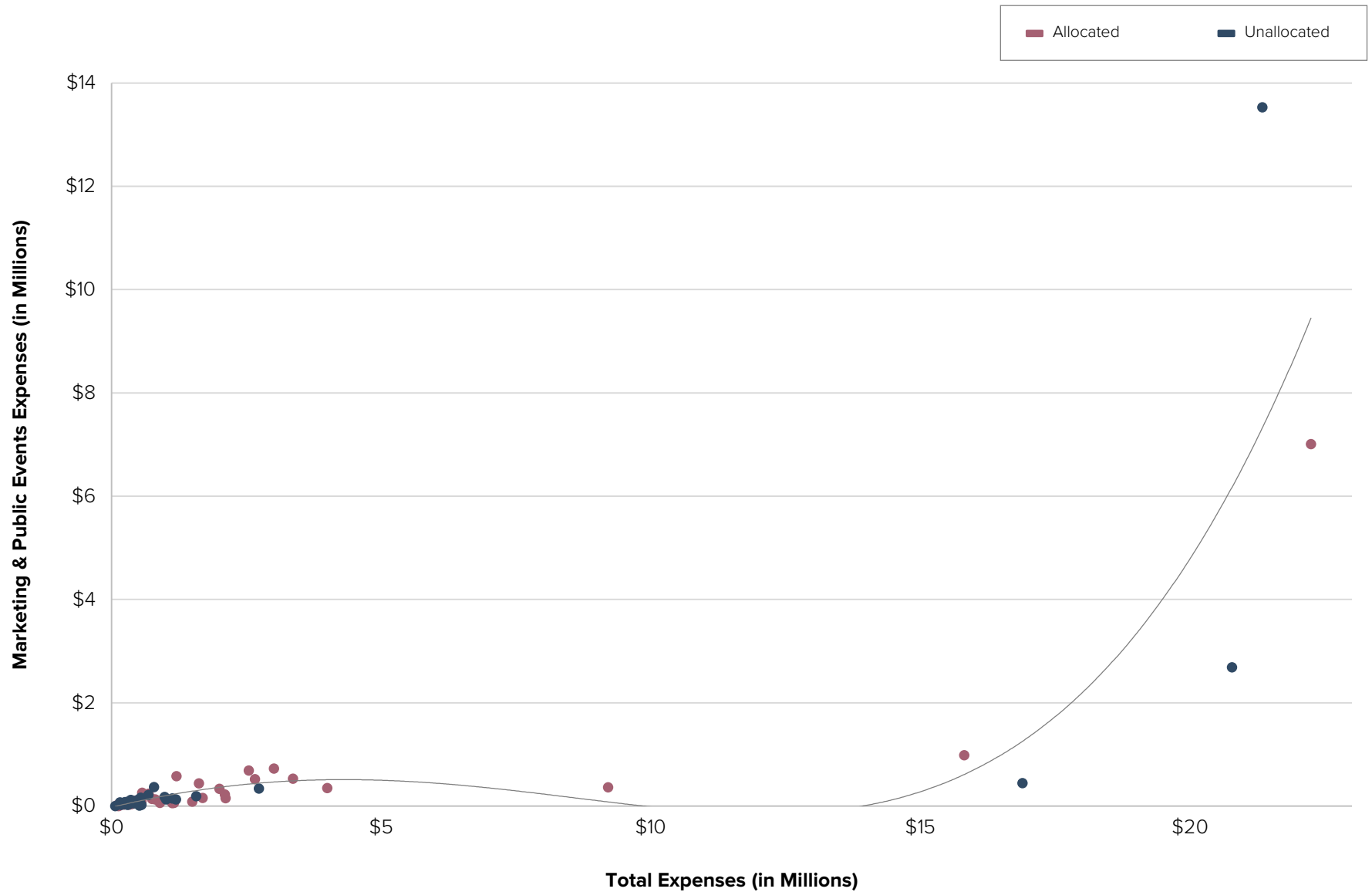
What communication channels do BID^s use?

74 Number of BID^s with marketing programs



Marketing & Public Events Expenses

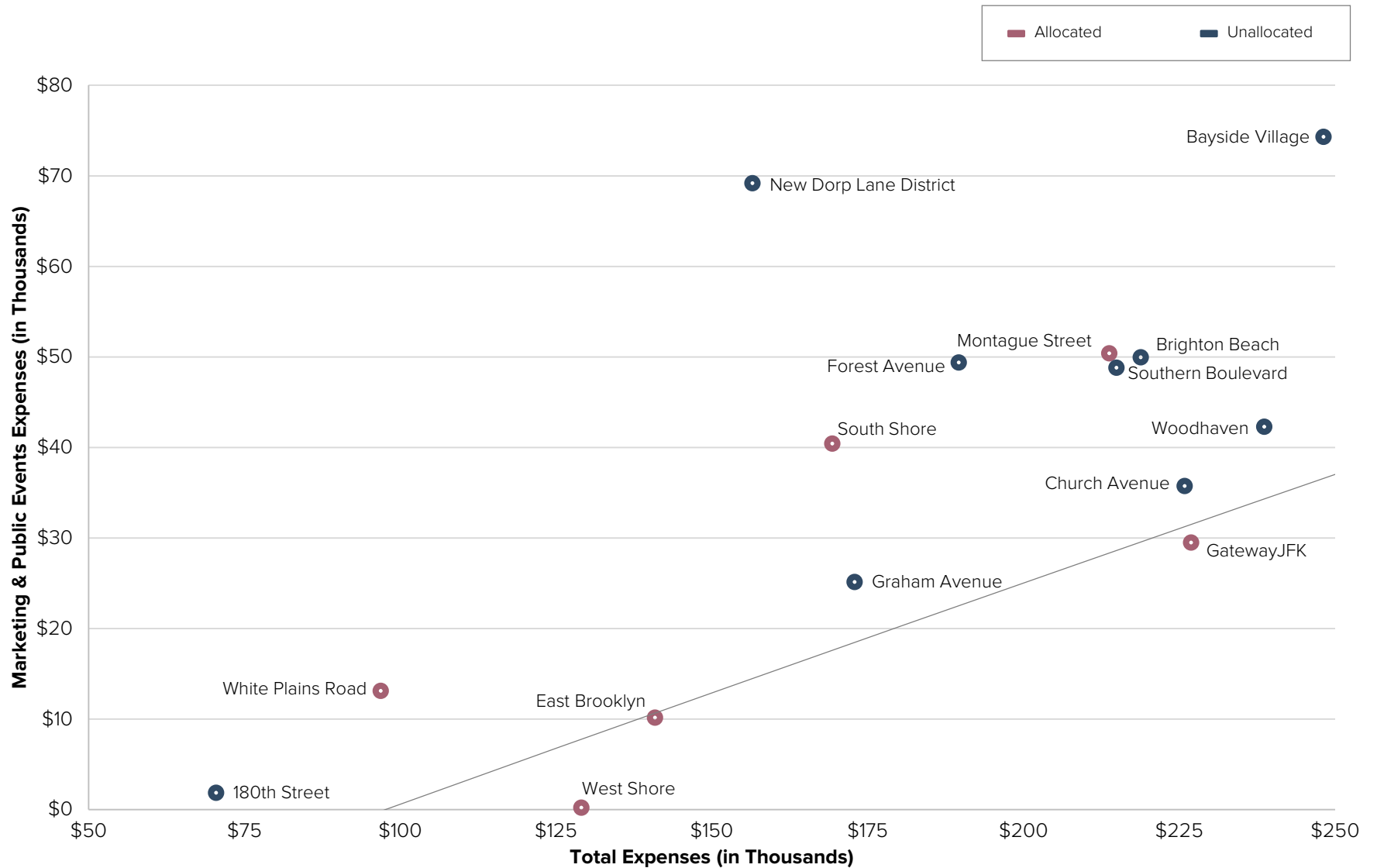
All BIDs



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

Marketing & Public Events Expenses

BIDs <\$250K



Marketing & Public Events: Comparative Data

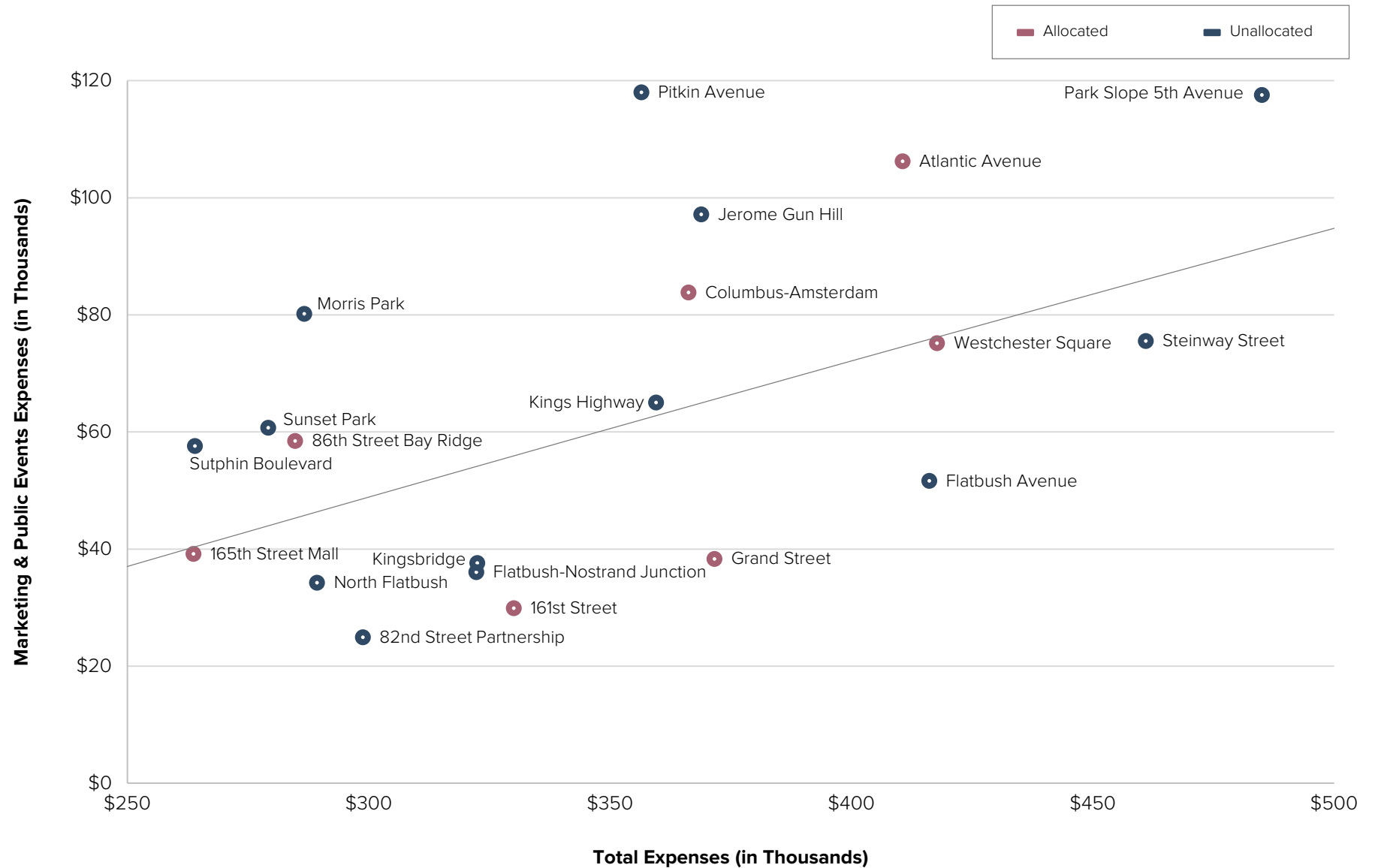
BIDs <\$250K



| BID | Total Expenses | Marketing & Holiday Lighting Expenses | % of Total Expenses | Total Public Events Held | Total Estimated Attendees at Public Events | Total Marketing Materials Distributed | Total Digital Platform Subscribers |
|------------------------|------------------|---------------------------------------|---------------------|--------------------------|--|---------------------------------------|------------------------------------|
| East Brooklyn | \$140,898 | \$10,152 | 7.2% | 5 | 1,600 | 678 | - |
| GatewayJFK | \$226,900 | \$29,500 | 13.0% | 4 | 300 | 1,900 | - |
| Montague Street | \$213,765 | \$50,382 | 23.6% | 4 | 10,000 | 1,700 | 2,300 |
| South Shore | \$169,343 | \$40,414 | 23.9% | 3 | 7,500 | 7,500 | 1,767 |
| West Shore | \$129,069 | \$201 | 0.2% | - | - | - | 100 |
| White Plains Road | \$96,883 | \$13,105 | 13.5% | 1 | 20 | | - |
| 180th Street | \$70,468 | \$1,850 | 2.6% | 3 | 40 | 250 | - |
| Bayside Village | \$248,144 | \$74,293 | 29.9% | 5 | 6,750 | 1,250 | 3,874 |
| Brighton Beach | \$218,842 | \$49,944 | 22.8% | 4 | 2,500 | 1,500 | 500 |
| Church Avenue | \$225,859 | \$35,732 | 15.8% | 9 | 6,596 | 10,800 | 1,540 |
| Forest Avenue | \$189,623 | \$49,366 | 26.0% | 3 | 6,000 | 6,500 | 2,684 |
| Graham Avenue | \$172,929 | \$25,123 | 14.5% | 31 | 22,000 | 2,200 | 210 |
| New Dorp Lane District | \$156,514 | \$69,187 | 44.2% | 8 | 26,000 | 10,500 | 2,350 |
| Southern Boulevard | \$214,939 | \$48,797 | 22.7% | 14 | 8,500 | 3,300 | 1,191 |
| Woodhaven | \$238,640 | \$42,282 | 17.7% | 5 | 2,500 | 5,000 | 845 |
| Average | \$180,854 | \$36,022 | 19.9% | 7 | 7,165 | 4,083 | 1,157 |
| Median | \$189,623 | \$40,414 | - | 5 | 6,298 | 2,200 | 845 |

Marketing & Public Events Expenses

BIDs \$250K - \$500K



Marketing & Public Events: Comparative Data

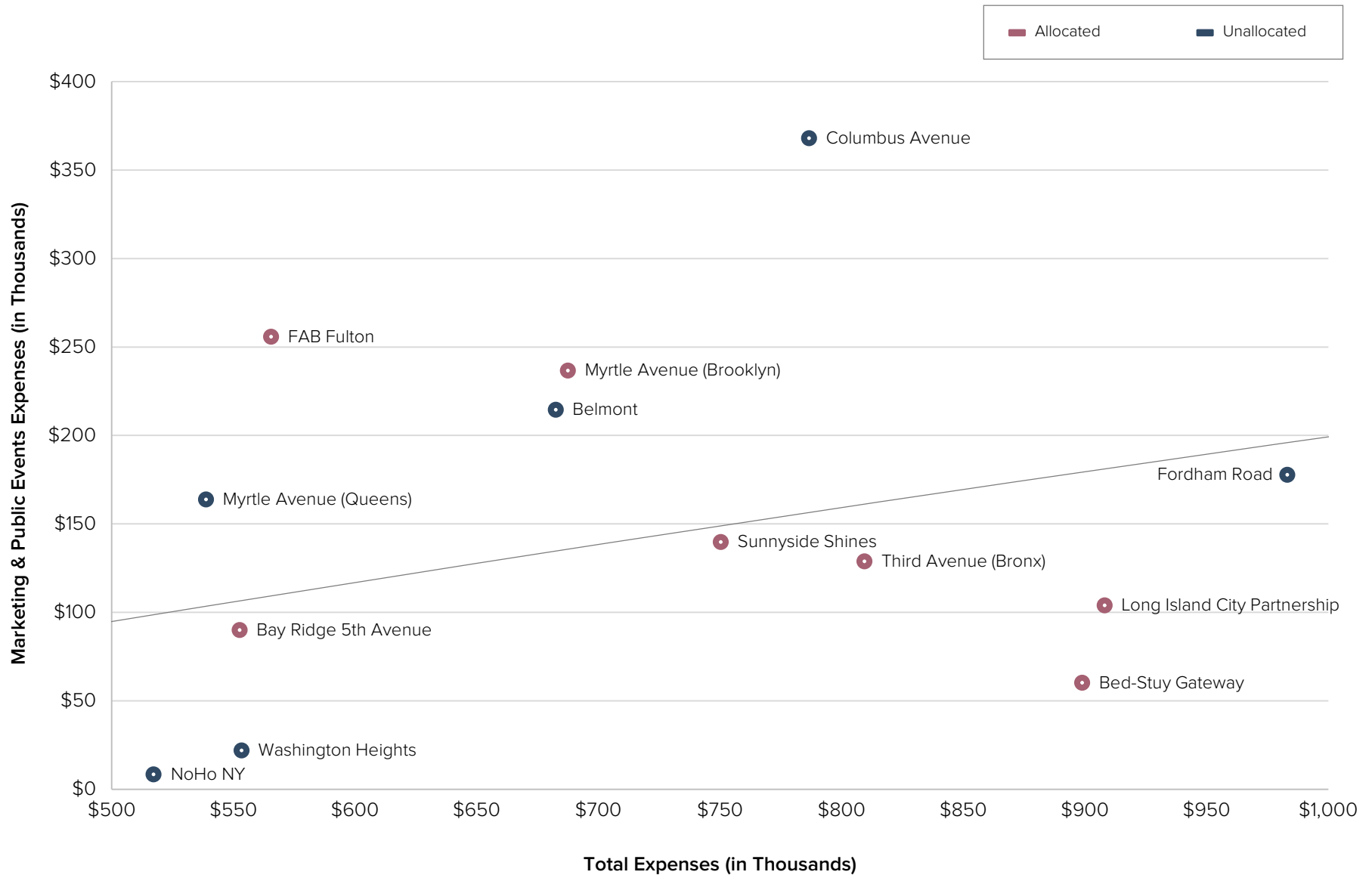
BIDs \$250K - \$500K



| BID | Total Expenses | Marketing & Holiday Lighting Expenses | % of Total Expenses | Total Public Events Held | Total Estimated Attendees at Public Events | Total Marketing Materials Distributed | Total Digital Platform Subscribers |
|----------------------------|------------------|---------------------------------------|---------------------|--------------------------|--|---------------------------------------|------------------------------------|
| 161st Street | \$330,087 | \$29,875 | 9.1% | 16 | 61,000 | 6,500 | - |
| 165th Street Mall | \$263,701 | \$39,151 | 14.8% | 38 | 15,500 | 35,100 | - |
| 86th Street Bay Ridge | \$284,785 | \$58,449 | 20.5% | 2 | 400 | 5,300 | - |
| Atlantic Avenue | \$410,620 | \$106,203 | 25.9% | 3 | 2,500 | 7,820 | 2,715 |
| Columbus-Amsterdam | \$366,249 | \$83,811 | 22.9% | 27 | 6,500 | 18,230 | 1,186 |
| Grand Street | \$371,648 | \$38,287 | 10.3% | 10 | 3,000 | 3,403 | 3,504 |
| Westchester Square | \$417,766 | \$75,116 | 18.0% | 27 | 16,000 | 11,500 | 2,322 |
| 82nd Street Partnership | \$298,820 | \$24,878 | 8.3% | 17 | 4,500 | 7,700 | 3,601 |
| Flatbush Avenue | \$416,155 | \$51,599 | 12.4% | 10 | 29,200 | 7,725 | 1,929 |
| Flatbush-Nostrand Junction | \$322,300 | \$36,000 | 11.2% | 12 | 1,000 | 4,500 | 650 |
| Jerome Gun Hill | \$368,902 | \$97,142 | 26.3% | 13 | 5,000 | 3,250 | 1,778 |
| Kings Highway | \$359,572 | \$65,000 | 18.1% | - | - | 7,500 | 5,120 |
| Kingsbridge | \$322,536 | \$37,576 | 11.7% | - | - | 8,150 | - |
| Morris Park | \$286,682 | \$80,160 | 28.0% | 10 | 1,500 | 1,250 | 308 |
| North Flatbush | \$289,308 | \$34,199 | 11.8% | 12 | 7,500 | 15,675 | 3,089 |
| Park Slope 5th Avenue | \$485,030 | \$117,531 | 24.2% | 25 | 85,000 | 16,350 | 18,885 |
| Pitkin Avenue | \$356,492 | \$118,000 | 33.1% | 12 | 4,500 | 10,400 | 1,500 |
| Steinway Street | \$460,993 | \$75,500 | 16.4% | 6 | 8,000 | 2,000 | 2,685 |
| Sunset Park | \$279,219 | \$60,676 | 21.7% | 12 | 50,000 | 1,600 | 10,900 |
| Sutphin Boulevard | \$264,012 | \$57,574 | 21.8% | 8 | 17,000 | 6,500 | 778 |
| Average | \$347,744 | \$64,336 | 18.5% | 14 | 17,672 | 9,023 | 3,048 |
| Median | \$343,290 | \$59,563 | - | 12 | 7,000 | 7,600 | 1,854 |

Marketing & Public Events Expenses

BIDs \$500K - \$1M



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

Marketing & Public Events: Comparative Data

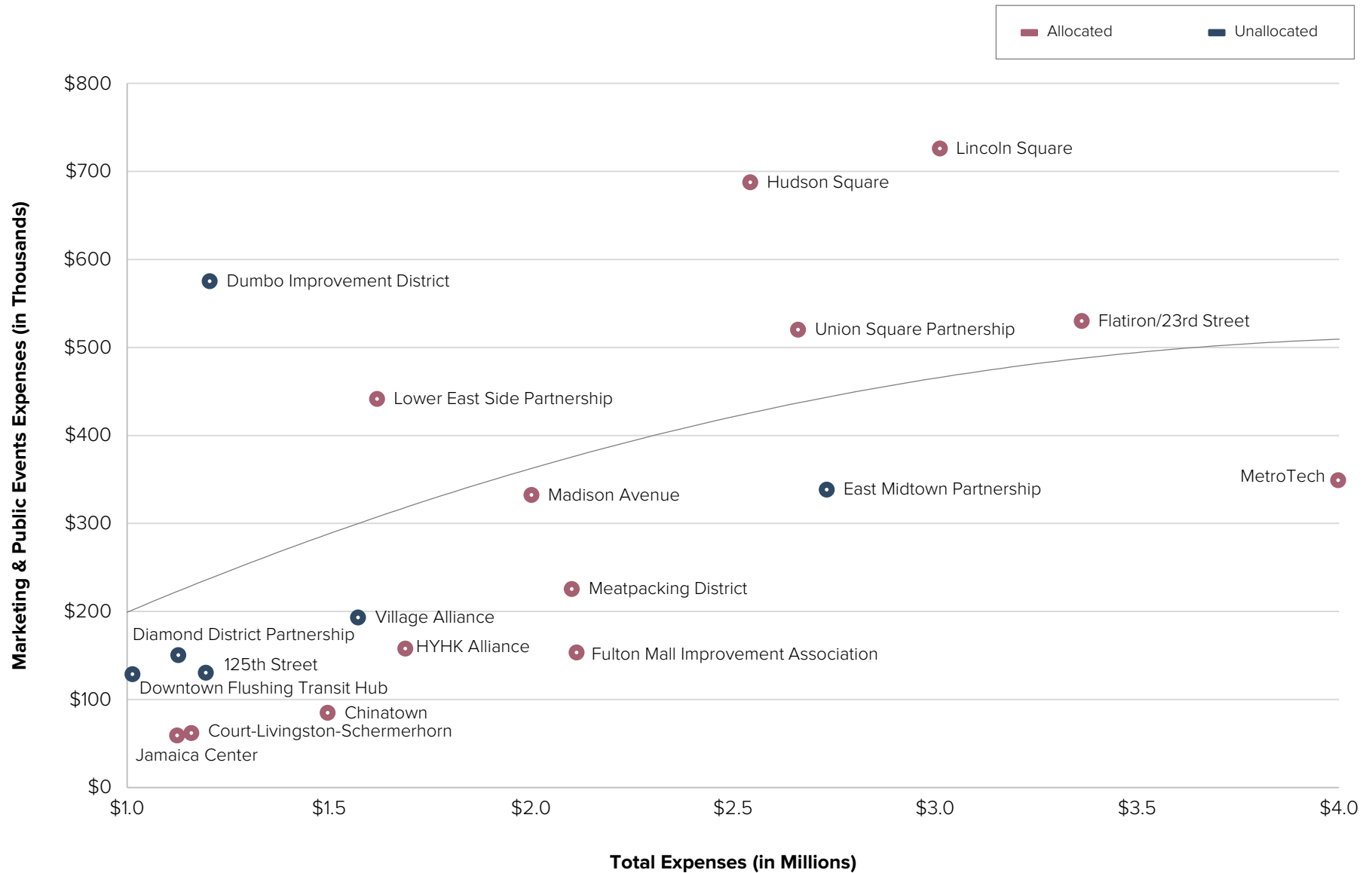
BIDs \$500K - \$1M



| BID | Total Expenses | Marketing & Holiday Lighting Expenses | % of Total Expenses | Total Public Events Held | Total Estimated Attendees at Public Events | Total Marketing Materials Distributed | Total Digital Platform Subscribers |
|------------------------------|------------------|---------------------------------------|---------------------|--------------------------|--|---------------------------------------|------------------------------------|
| Bay Ridge 5th Avenue | \$552,585 | \$89,986 | 16.3% | 8 | 64,450 | 12,425 | 3,052 |
| Bed-Stuy Gateway | \$898,857 | \$60,202 | 6.7% | 16 | 3,000 | 19,300 | 6,960 |
| FAB Fulton | \$565,576 | \$255,802 | 45.2% | 33 | 4,000 | 71,820 | 8,029 |
| Long Island City Partnership | \$908,077 | \$103,947 | 11.4% | 6 | 16,500 | 5,500 | 10,564 |
| Myrtle Avenue (Brooklyn) | \$687,487 | \$236,649 | 34.4% | 65 | 4,602 | 40,870 | 13,770 |
| SoHo-Broadway Initiative | \$731,434 | - | - | 3 | 400 | - | 1,369 |
| Sunnyside Shines | \$750,325 | \$139,676 | 18.6% | 60 | 12,000 | 16,800 | 11,000 |
| Third Avenue (Bronx) | \$809,386 | \$128,751 | 15.9% | 56 | 100,000 | 10,450 | 2,814 |
| Belmont | \$682,522 | \$214,460 | 31.4% | 13 | 35,000 | 16,900 | 278,563 |
| Columbus Avenue | \$786,675 | \$367,942 | 46.8% | 4 | 3,000 | 110,000 | 6,799 |
| Fordham Road | \$983,155 | \$177,773 | 18.1% | 46 | 52,500 | 34,000 | 6,210 |
| Myrtle Avenue (Queens) | \$538,782 | \$163,831 | 30.4% | 62 | 125,000 | 160,000 | 1,665 |
| NoHo NY | \$517,260 | \$8,425 | 1.6% | 4 | 150 | 1,000 | 3,208 |
| Washington Heights | \$553,410 | \$21,900 | 4.0% | 5 | 5,000 | 1,200 | 1,600 |
| Average | \$710,315 | \$151,488 | 21.3% | 27 | 30,400 | 38,482 | 25,400 |
| Median | \$687,487 | \$139,676 | - | 15 | 8,500 | 16,900 | 6,505 |

Marketing & Public Events Expenses

BIDs \$1M - \$5M



Marketing & Public Events: Comparative Data

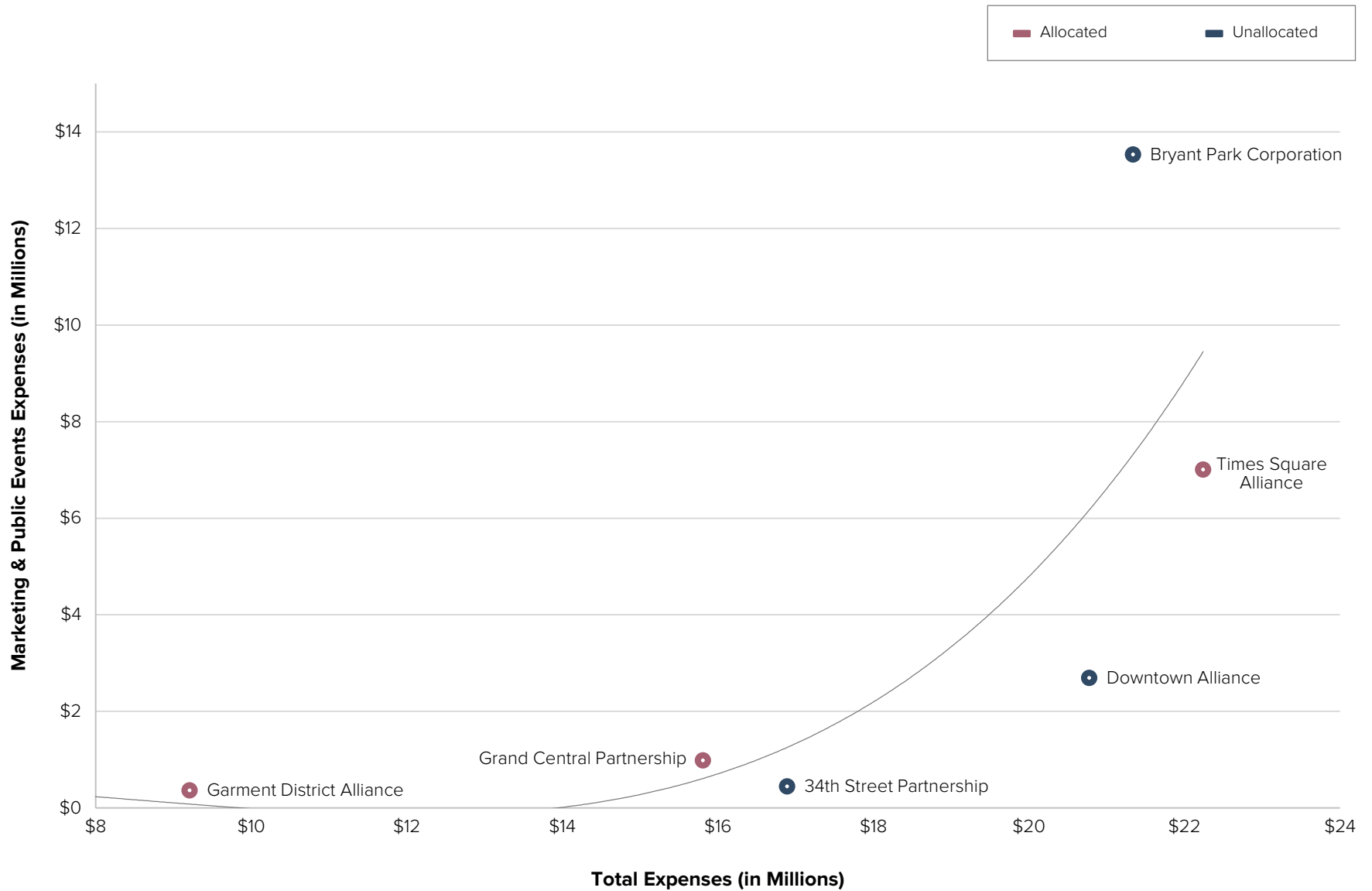
BIDs \$1M - \$5M



| BID | Total Expenses | Marketing & Holiday Lighting Expenses | % of Total Expenses | Total Public Events Held | Total Estimated Attendees at Public Events | Total Marketing Materials Distributed | Total Digital Platform Subscribers |
|-------------------------------------|--------------------|---------------------------------------|---------------------|--------------------------|--|---------------------------------------|------------------------------------|
| Chinatown | \$1,496,391 | \$84,693 | 5.7% | 56 | 620,385 | 109,943 | - |
| Court-Livingston-Schermerhorn | \$1,159,444 | \$61,792 | 5.3% | - | - | - | 4,892 |
| Dumbo Improvement District | \$1,204,537 | \$575,278 | 47.8% | 126 | 100,000 | 17,350 | 78,300 |
| Flatiron/23rd Street | \$3,362,703 | \$530,048 | 15.8% | 97 | 6,500 | 107,930 | 35,819 |
| Fulton Mall Improvement Association | \$2,112,673 | \$153,475 | 7.3% | 14 | 2,244 | - | 35,532 |
| Hudson Square | \$2,542,550 | \$687,485 | 27.0% | 39 | 2,685 | 9,260 | 7,210 |
| HYHK Alliance | \$1,688,624 | \$157,779 | 9.3% | 130 | 2,000 | 2,400 | 2,613 |
| Jamaica Center | \$1,124,056 | \$59,167 | 5.3% | 7 | 100 | 8,000 | 16,595 |
| Lincoln Square | \$3,011,704 | \$726,038 | 24.1% | 11 | 27,220 | 215,824 | 6,900 |
| Lower East Side Partnership | \$1,619,102 | \$441,501 | 27.3% | 206 | 60,000 | 59,747 | 25,657 |
| Madison Avenue | \$2,000,885 | \$332,364 | 16.6% | 7 | 5,000 | 12,000 | 3,355 |
| Meatpacking District | \$2,100,793 | \$225,433 | 10.7% | 24 | 8,000 | 201,200 | 69,699 |
| MetroTech | \$3,997,564 | \$349,037 | 8.7% | 115 | 10,884 | - | 35,532 |
| Union Square Partnership | \$2,661,096 | \$520,122 | 19.5% | 211 | 22,000 | 41,400 | 65,946 |
| 125th Street | \$1,194,837 | \$130,351 | 10.9% | 2 | 121,280 | 31,300 | 11,646 |
| Diamond District Partnership | \$1,127,091 | \$150,254 | 13.3% | 5 | 350 | 96,250 | 35,532 |
| Downtown Flushing Transit Hub | \$1,013,508 | \$128,662 | 12.7% | 9 | 30,000 | 32,000 | 3,044 |
| East Midtown Partnership | \$2,731,702 | \$338,422 | 12.4% | 8 | 10,900 | 26,500 | 6,822 |
| Village Alliance | \$1,572,103 | \$193,181 | 12.3% | 14 | 15,000 | 55,500 | 31,123 |
| Average | \$1,985,335 | \$307,636 | 15.5% | 60 | 58,030 | 64,163 | 25,064 |
| Median | \$1,688,624 | \$225,433 | - | 19 | 10,892 | 36,700 | 16,595 |

Marketing & Public Events Expenses

BIDs \$5M+



Marketing & Public Events: Comparative Data

BIDs \$5M+



| BID | Total Expenses | Marketing & Holiday Lighting Expenses | % of Total Expenses | Total Public Events Held | Total Estimated Attendees at Public Events | Total Marketing Materials Distributed | Total Digital Platform Subscribers |
|---------------------------|---------------------|---------------------------------------|---------------------|--------------------------|--|---------------------------------------|------------------------------------|
| Garment District Alliance | \$9,208,610 | \$364,017 | 4.0% | 25 | 1,000,000 | 26,500 | 18,639 |
| Grand Central Partnership | \$15,808,173 | \$982,998 | 6.2% | 56 | 7,654 | 21,156 | 11,113 |
| Times Square Alliance | \$22,239,033 | \$7,007,373 | 31.5% | 331 | 9,849,464 | 53,000 | 2,022,790 |
| 34th Street Partnership | \$16,891,001 | \$442,386 | 2.6% | 333 | 6,150 | 10,025 | 19,700 |
| Bryant Park Corporation | \$21,337,996 | \$13,529,752 | 68.6% | 2,800 | 299,740 | 190,000 | 349,400 |
| Downtown Alliance | \$20,775,000 | \$2,689,000 | 12.9% | 30 | 50,000 | 558,700 | 70,575 |
| Average | \$17,709,969 | \$4,169,254 | 23.5% | 596 | 1,868,835 | 143,230 | 415,370 |
| Median | \$18,833,001 | \$1,835,999 | - | 194 | 174,870 | 39,750 | 45,138 |

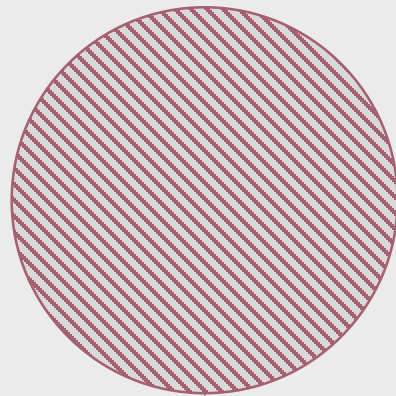
APPENDIX C

Public Safety

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

36

Number of BID^s with public safety programs

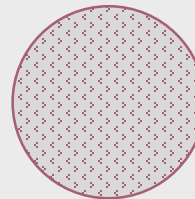
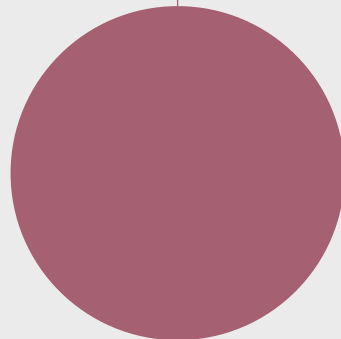


35^{/36}

Coordination with NYPD

29^{/36}

Street patrol

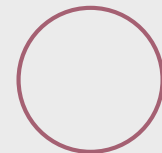
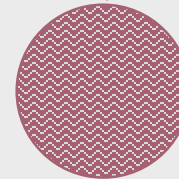


13^{/36}

Monitoring security cameras

10^{/36}

Crime prevention workshops

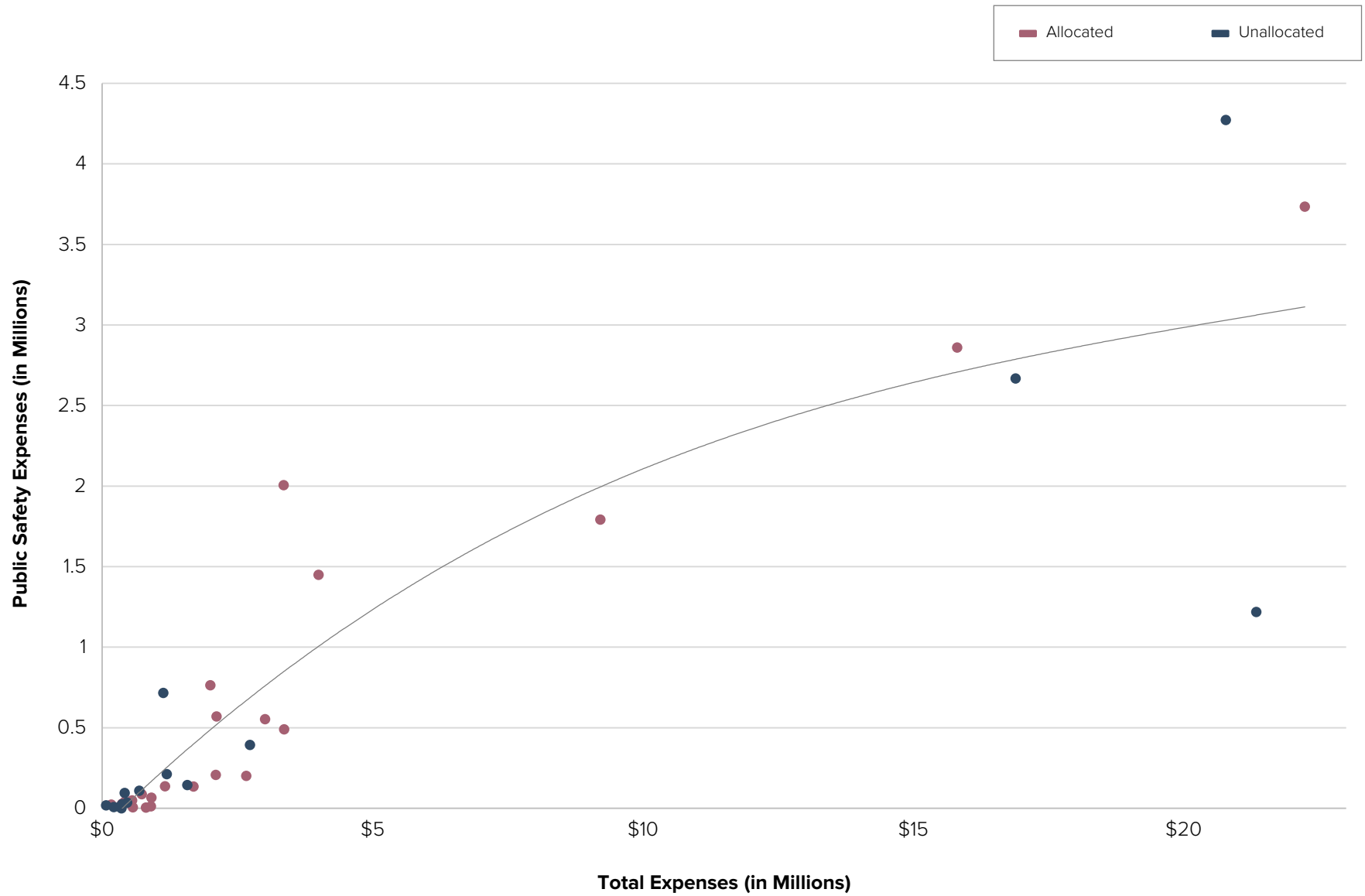


7^{/36}

Traffic mitigation

Public Safety Expenses

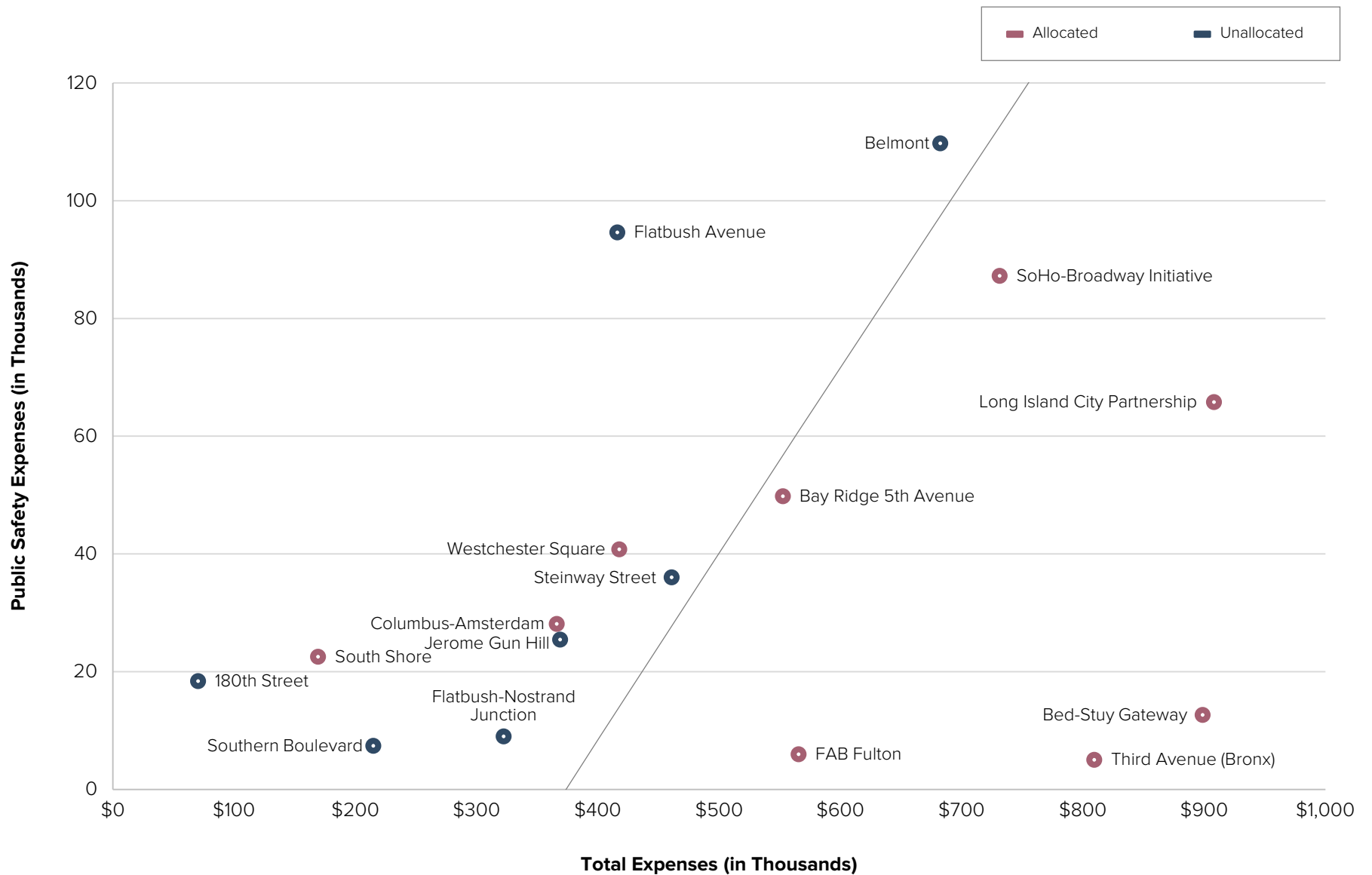
All BIDs



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

Public Safety Expenses

BIDs <\$1M



Public Safety: Comparative Data

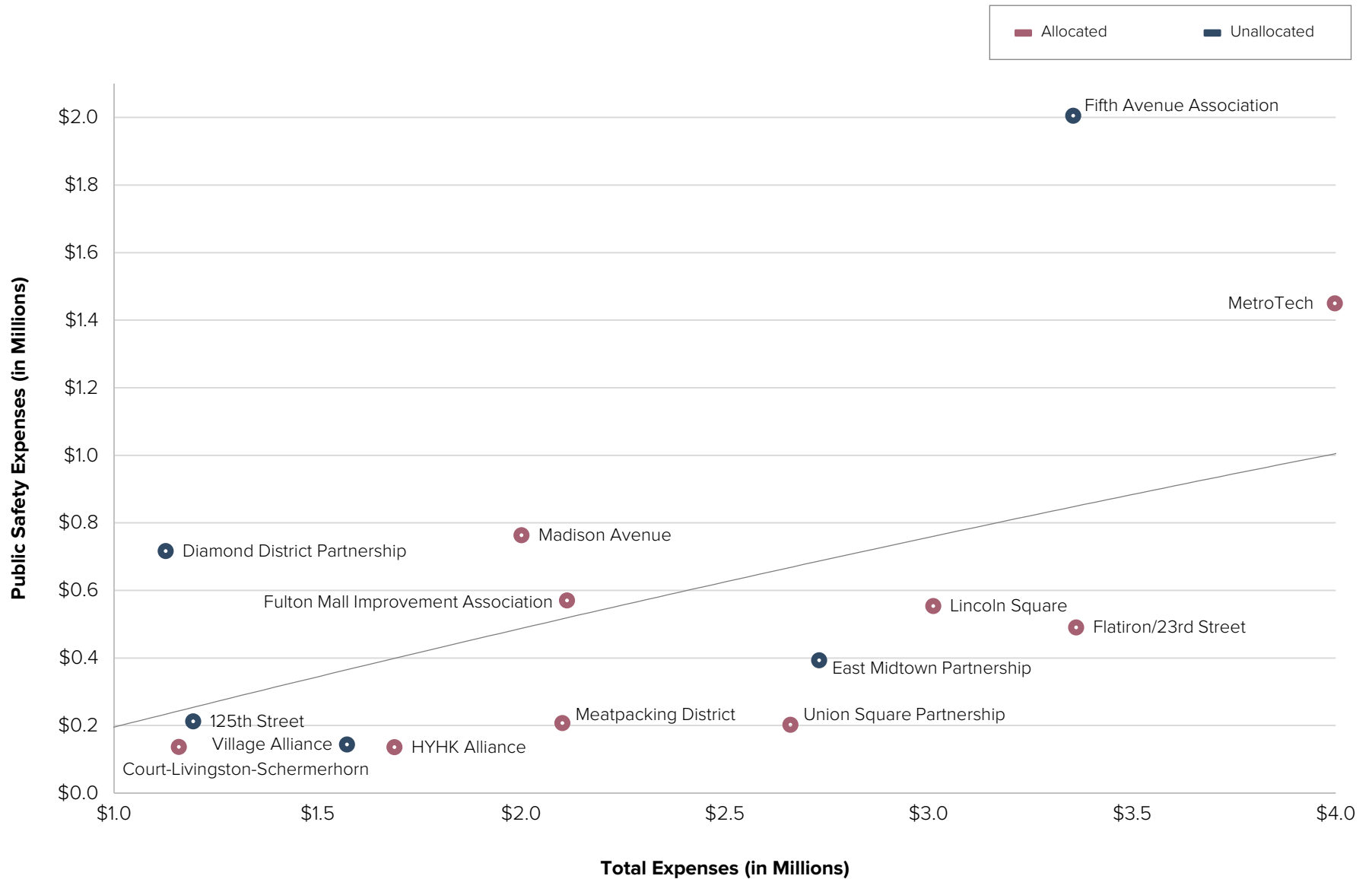
BIDs <\$1M



| BID | Total Expenses | Public Safety Expenses | % of Total Expenses | Frontage Feet | Public Safety Expenses/ Frontage Foot | Public Safety Hours Logged | Public Safety Expenses / Hour Logged |
|------------------------------|------------------|------------------------|---------------------|---------------|--|----------------------------|--------------------------------------|
| Bay Ridge 5th Avenue | \$552,585 | \$49,771 | 9.0% | 17,210 | \$2.89 | 2,080 | \$23.93 |
| Bed-Stuy Gateway | \$898,857 | \$12,650 | 1.4% | 14,310 | \$0.88 | 549 | \$23.04 |
| Columbus-Amsterdam | \$366,249 | \$28,083 | 7.7% | 11,220 | \$2.50 | - | - |
| FAB Fulton | \$565,576 | \$5,970 | 1.1% | 20,400 | \$0.29 | 78 | \$76.54 |
| Long Island City Partnership | \$908,077 | \$65,788 | 7.2% | 25,460 | \$2.58 | 500 | \$131.58 |
| SoHo-Broadway Initiative | \$731,434 | \$87,211 | 11.9% | 6,960 | \$12.53 | 910 | \$95.84 |
| South Shore | \$169,343 | \$22,510 | 13.3% | 21,950 | \$1.03 | 104 | \$216.44 |
| Third Avenue (Bronx) | \$809,386 | \$5,000 | 0.6% | 3,450 | \$1.45 | 1,020 | \$4.90 |
| Westchester Square | \$417,766 | \$40,779 | 9.8% | 9,100 | \$4.48 | 2,100 | \$19.42 |
| 180th Street | \$70,468 | \$18,396 | 26.1% | 8,150 | \$2.26 | 180 | \$102.20 |
| Belmont | \$682,522 | \$109,725 | 16.1% | 27,170 | \$4.04 | 5,312 | \$20.66 |
| Flatbush Avenue | \$416,155 | \$94,596 | 22.7% | 7,480 | \$12.65 | 2,898 | \$32.64 |
| Flatbush-Nostrand Junction | \$322,300 | \$9,000 | 2.8% | 9,110 | \$0.99 | 240 | \$37.50 |
| Jerome Gun Hill | \$368,902 | \$25,453 | 6.9% | 8,070 | \$3.15 | - | - |
| Southern Boulevard | \$214,939 | \$7,404 | 3.4% | 6,830 | \$1.08 | 225 | \$32.91 |
| Steinway Street | \$460,993 | \$36,000 | 7.8% | 9,930 | \$3.63 | 100 | \$360.00 |
| Average | \$497,222 | \$38,646 | 7.8% | 12,925 | \$2.99 | 1,164 | \$37.94 |
| Median | \$439,379 | \$26,768 | - | 9,520 | \$2.54 | 525 | \$35.20 |

Public Safety Expenses

BIDs \$1M - \$5M



Public Safety: Comparative Data

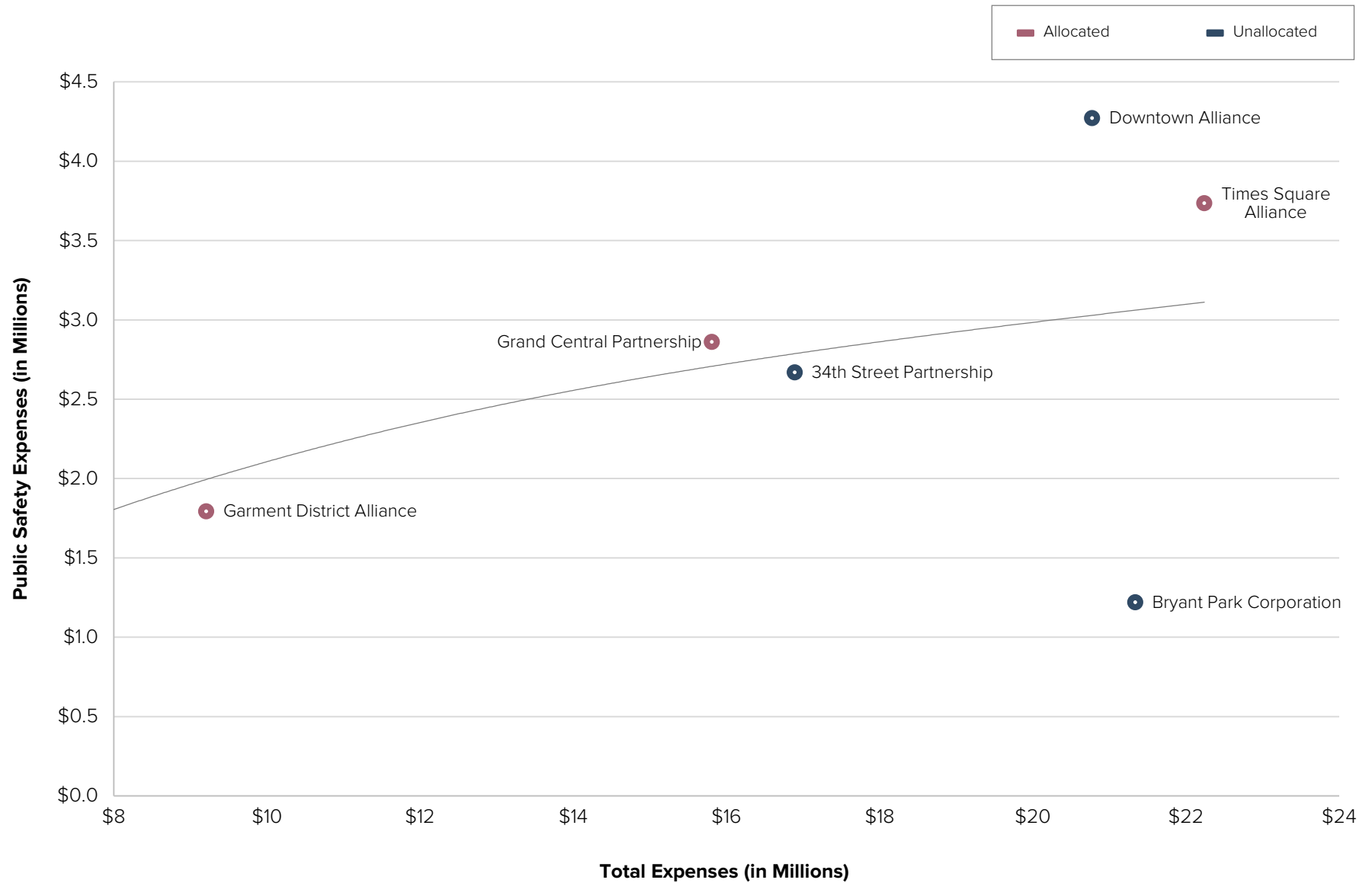
BIDs \$1M - \$5M

| | |
|-----------|-------------|
| Allocated | Unallocated |
|-----------|-------------|

| BID | Total Expenses | Public Safety Expenses | % of Total Expenses | Frontage Feet | Public Safety Expenses/ Frontage Foot | Public Safety Hours Logged | Public Safety Expenses / Hour Logged |
|-------------------------------------|--------------------|------------------------|---------------------|---------------|--|----------------------------|--------------------------------------|
| Court-Livingston-Schermerhorn | \$1,159,444 | \$136,696 | 11.8% | 28,020 | \$4.88 | 4,160 | \$32.86 |
| Fifth Avenue Association | \$3,355,531 | \$2,004,778 | 59.7% | 22,220 | \$90.22 | 45,000 | \$44.55 |
| Flatiron/23rd Street | \$3,362,703 | \$490,547 | 14.6% | 47,610 | \$10.30 | 16,510 | \$29.71 |
| Fulton Mall Improvement Association | \$2,112,673 | \$570,049 | 27.0% | 16,300 | \$34.97 | 20,800 | \$27.41 |
| HYHK Alliance | \$1,688,624 | \$135,796 | 8.0% | 46,700 | \$2.91 | 7,520 | \$18.06 |
| Lincoln Square | \$3,011,704 | \$553,393 | 18.4% | 28,680 | \$19.30 | 16,562 | \$33.41 |
| Madison Avenue | \$2,000,885 | \$763,447 | 38.2% | 27,450 | \$27.81 | 27,040 | \$28.23 |
| Meatpacking District | \$2,100,793 | \$207,437 | 9.9% | 31,420 | \$6.60 | \$6,240.00 | \$33.24 |
| MetroTech | \$3,997,564 | \$1,449,661 | 36.3% | 46,200 | \$31.38 | 45,760 | \$31.68 |
| Union Square Partnership | \$2,661,096 | \$201,772 | 7.6% | 22,380 | \$9.02 | - | - |
| 125th Street | \$1,194,837 | \$212,483 | 17.8% | 10,270 | \$20.69 | 9,875 | \$21.52 |
| Diamond District Partnership | \$1,127,091 | \$716,436 | 63.6% | 1,930 | \$371.21 | 16,676 | \$42.96 |
| East Midtown Partnership | \$2,731,702 | \$393,100 | 14.4% | 49,480 | \$7.94 | 14,566 | \$26.99 |
| Village Alliance | \$1,572,103 | \$143,928 | 9.2% | 22,750 | \$6.33 | 6,120 | \$23.52 |
| Average | \$2,291,196 | \$569,966 | 24.9% | 28,672 | \$19.88 | 18,218 | \$33.69 |
| Median | \$2,106,733 | \$441,824 | - | 27,735 | \$19.30 | 16,510 | \$29.71 |

Public Safety Expenses

BIDs \$5M+



Public Safety: Comparative Data

BIDs \$5M+

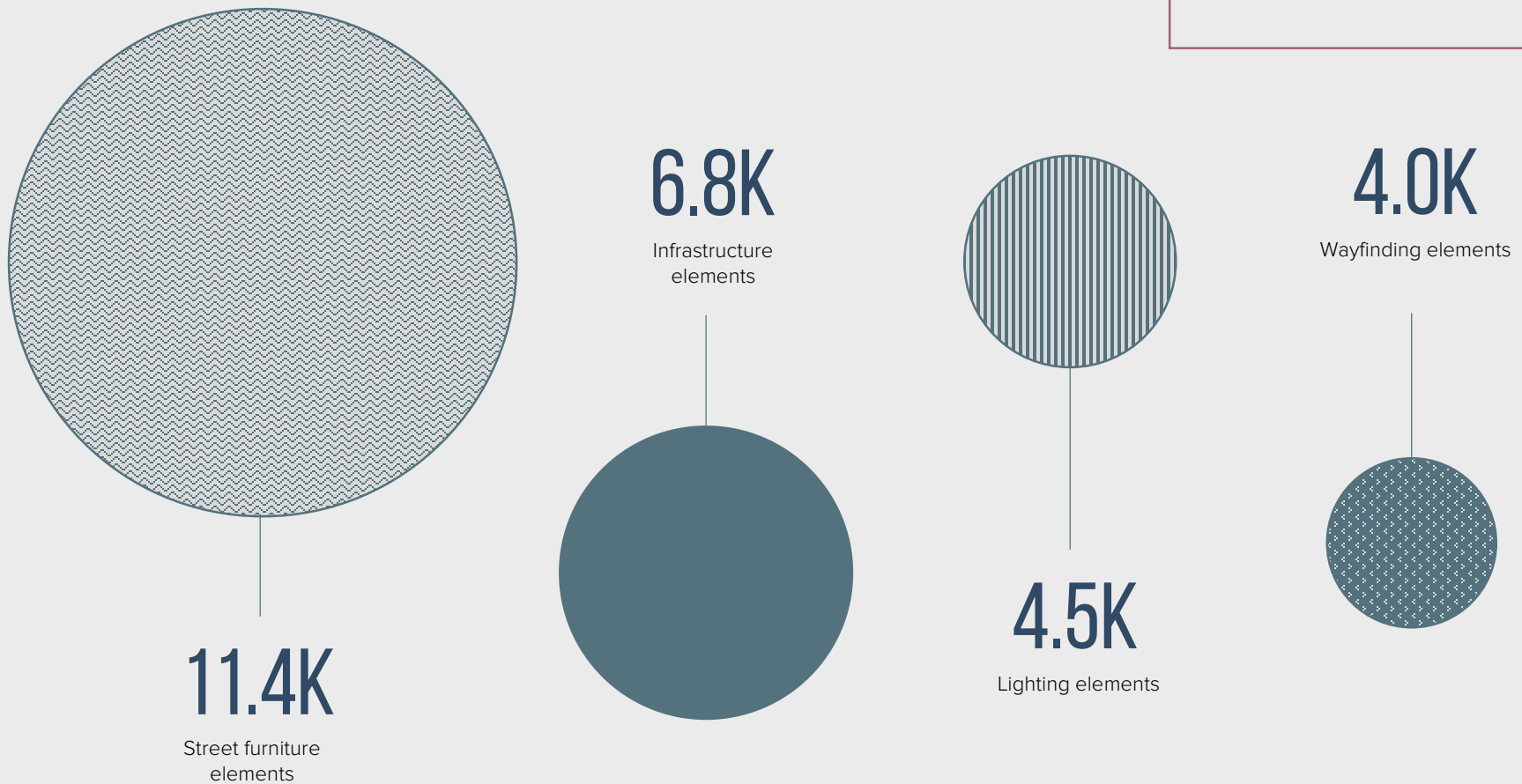


| BID | Total Expenses | Public Safety Expenses | % of Total Expenses | Frontage Feet | Public Safety Expenses/ Frontage Foot | Public Safety Hours Logged | Public Safety Expenses / Hour Logged |
|---------------------------|---------------------|------------------------|---------------------|---------------|--|----------------------------|--------------------------------------|
| Garment District Alliance | \$9,208,610 | \$1,792,045 | 19.5% | 44,000 | \$40.73 | 57,100 | \$31.38 |
| Grand Central Partnership | \$15,808,173 | \$2,859,818 | 18.1% | 73,960 | \$38.67 | 59,544 | \$48.03 |
| Times Square Alliance | \$22,239,033 | \$3,734,911 | 16.8% | 52,800 | \$70.74 | 99,560 | \$37.51 |
| 34th Street Partnership | \$16,891,001 | \$2,668,152 | 15.8% | 41,110 | \$64.90 | 43,909 | \$60.77 |
| Bryant Park Corporation | \$21,337,996 | \$1,218,742 | 5.7% | 9,310 | \$130.91 | 24,040 | \$50.70 |
| Downtown Alliance | \$20,775,000 | \$4,271,500 | 20.6% | 121,820 | \$35.06 | 122,596 | \$34.84 |
| Average | \$17,709,969 | \$2,757,528 | 15.6% | 57,167 | \$48.24 | 67,792 | \$40.68 |
| Median | \$18,833,001 | \$2,763,985 | - | 48,400 | \$52.82 | 58,322 | \$42.77 |

APPENDIX D

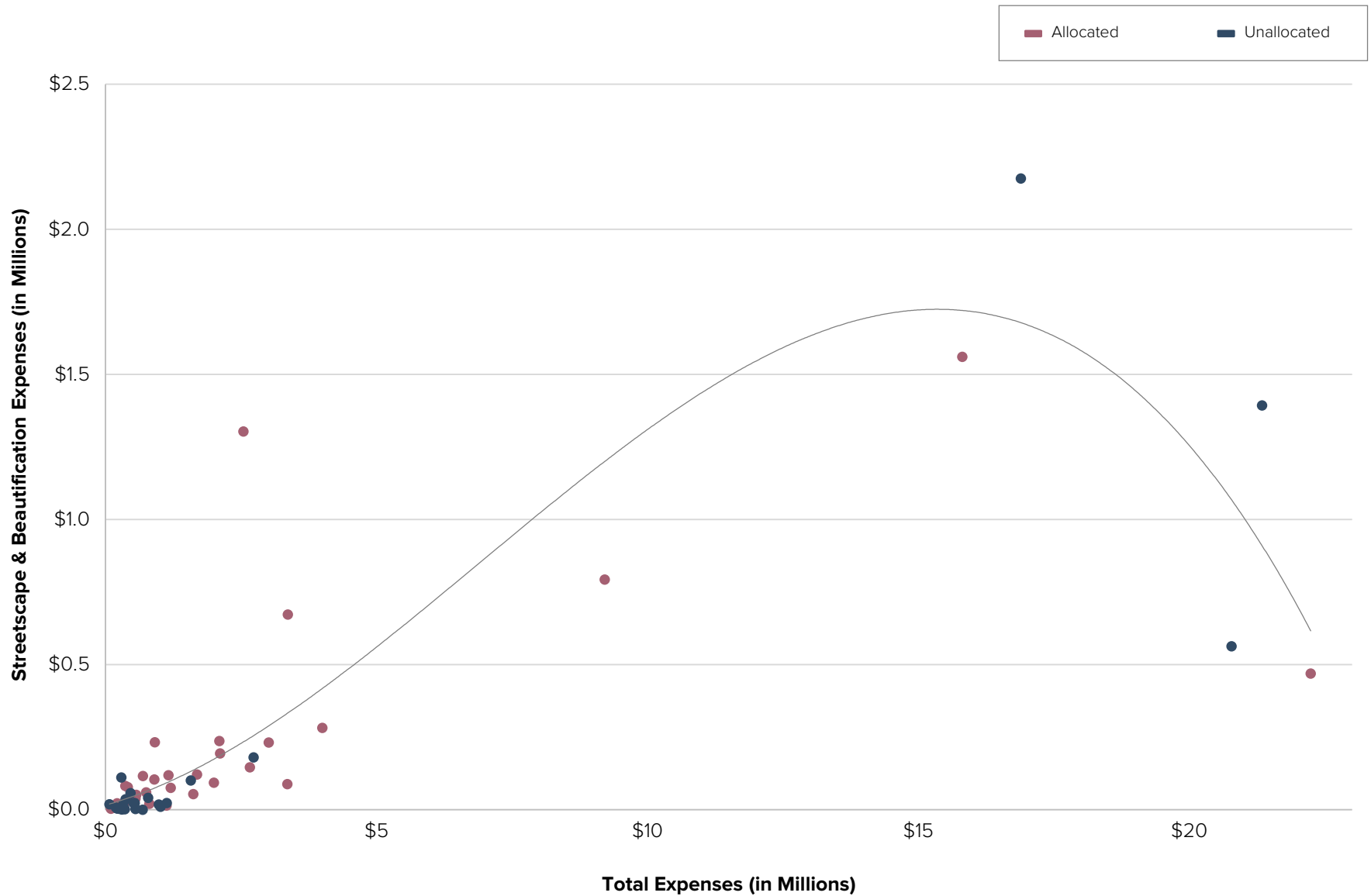
Streetscape & Beautification

What kinds of streetscape elements do BID's maintain?



Streetscape & Beautification Expenses

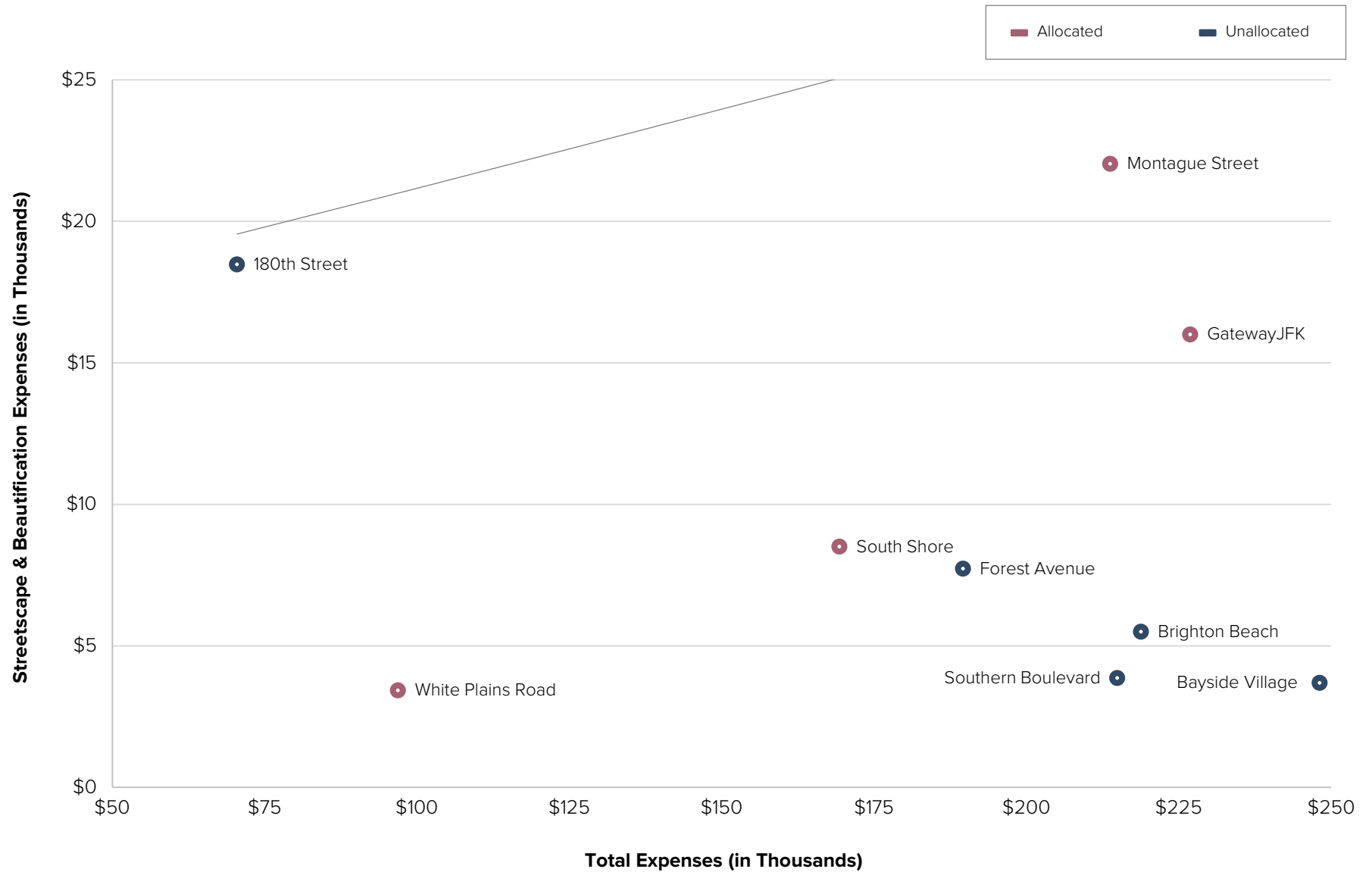
All BIDs



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

Streetscape & Beautification Expenses

BIDs <\$250K



Streetscape & Beautification: Comparative Data

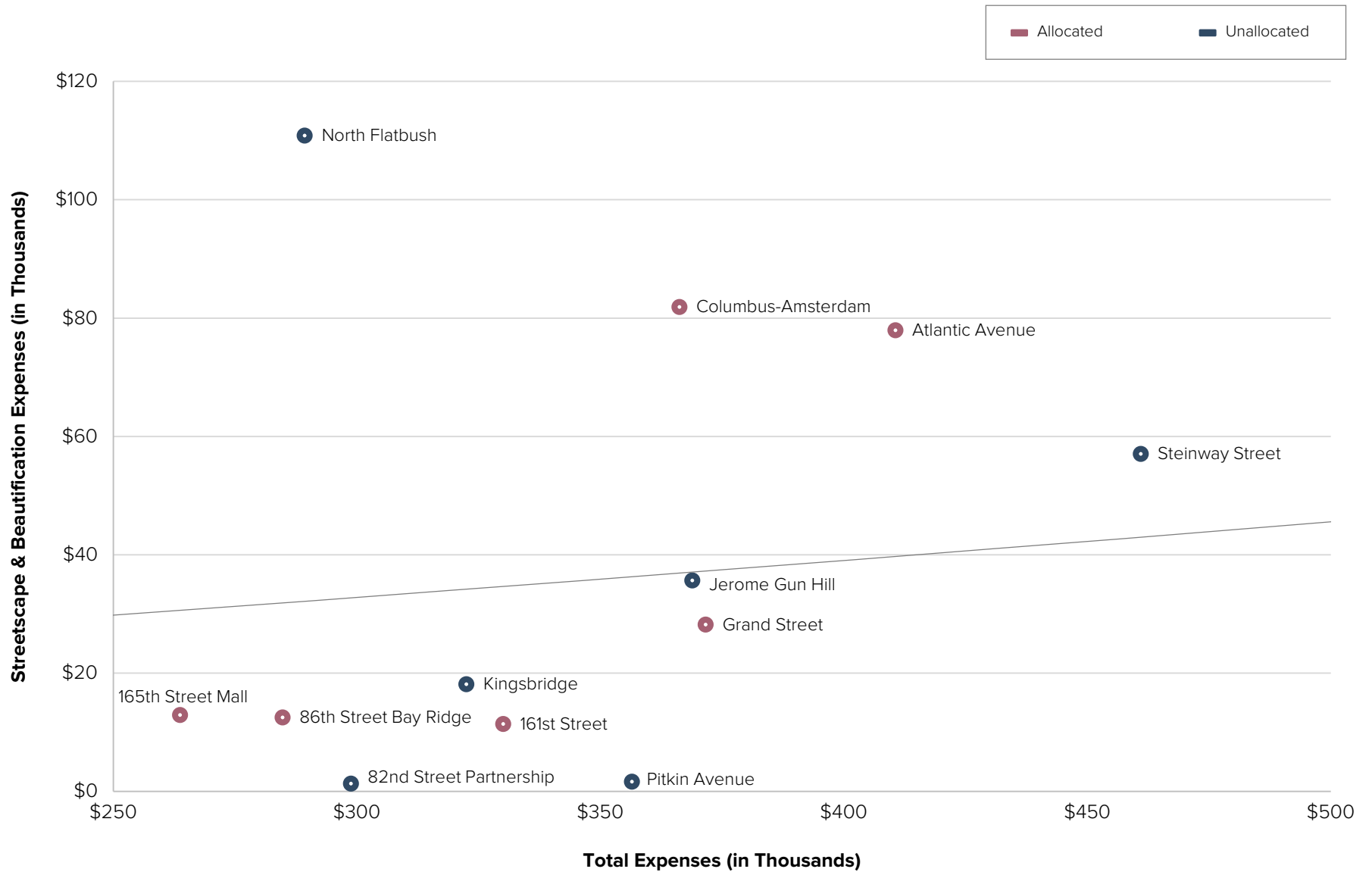
BIDs <\$250K



| BID | Total Expenses | Streetscape & Beautification Expenses | % of Total Expenses | Planters Maintained | Tree Pits Maintained | Banners Maintained | Street Furniture Maintained | Public Art Installations Sponsored |
|------------------------|------------------|---------------------------------------|---------------------|---------------------|----------------------|--------------------|-----------------------------|------------------------------------|
| East Brooklyn | \$140,898 | - | - | - | 20 | 14 | - | 1 |
| GatewayJFK | \$226,900 | \$16,000 | 7.1% | - | - | 24 | - | - |
| Montague Street | \$213,765 | \$22,030 | 10.3% | 60 | 50 | 9 | 1 | - |
| South Shore | \$169,343 | \$8,500 | 5.0% | - | 50 | 48 | - | - |
| West Shore | \$129,069 | - | - | - | 20 | 50 | - | 1 |
| White Plains Road | \$96,883 | \$3,426 | 3.5% | - | - | - | - | - |
| 180th Street | \$70,468 | \$18,475 | 26.2% | - | - | - | - | - |
| Bayside Village | \$248,144 | \$3,686 | 1.5% | - | 84 | 28 | - | - |
| Brighton Beach | \$218,842 | \$5,500 | 2.5% | - | - | - | - | - |
| Forest Avenue | \$189,623 | \$7,725 | 4.1% | - | 50 | 27 | - | - |
| Graham Avenue | \$172,929 | - | - | - | 28 | 26 | 3 | 1 |
| New Dorp Lane District | \$156,514 | - | - | 25 | 150 | - | 15 | 5 |
| Southern Boulevard | \$214,939 | \$3,858 | 1.8% | - | 18 | 18 | - | - |
| Woodhaven | \$238,640 | - | - | 16 | - | 88 | 5 | - |
| Average | \$183,212 | \$9,911 | 5.4% | 34 | 52 | 33 | 6 | 2 |
| Median | \$213,765 | \$7,725 | - | 25 | 50 | 27 | 4 | 1 |

Streetscape & Beautification Expenses

BIDs \$250K - \$500K



Streetscape & Beautification: Comparative Data

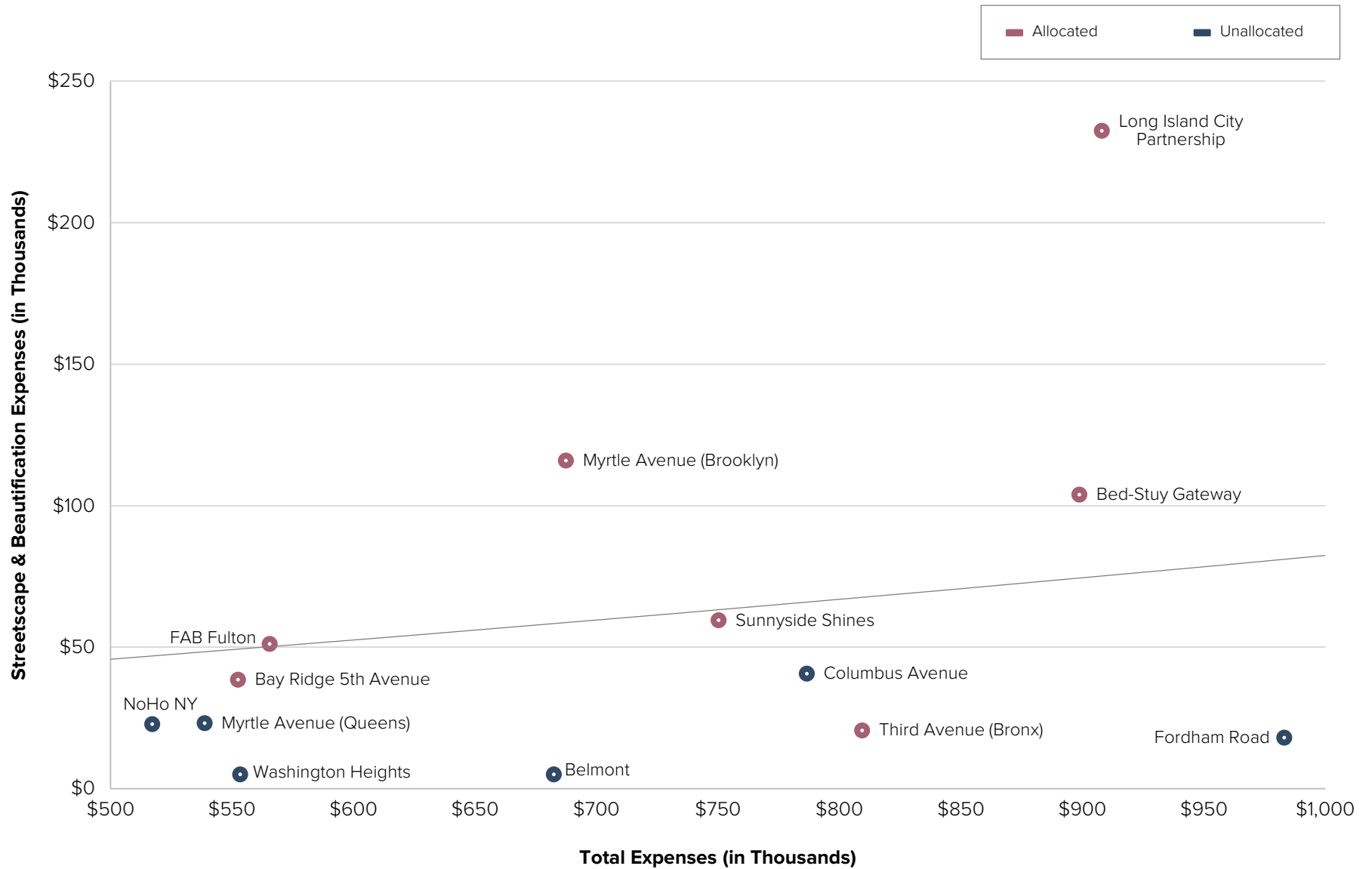
BIDs \$250K - \$500K



| BID | Total Expenses | Streetscape & Beautification Expenses | % of Total Expenses | Planters Maintained | Tree Pits Maintained | Banners Maintained | Street Furniture Maintained | Public Art Installations Sponsored |
|-------------------------|------------------|---------------------------------------|---------------------|---------------------|----------------------|--------------------|-----------------------------|------------------------------------|
| 161st Street | \$330,087 | \$11,383 | 3.4% | - | 20 | 12 | 15 | 16 |
| 165th Street Mall | \$263,701 | \$12,905 | 4.9% | - | 20 | - | - | 4 |
| 86th Street Bay Ridge | \$284,785 | \$12,471 | 4.4% | 20 | - | 23 | 23 | 1 |
| Atlantic Avenue | \$410,620 | \$77,895 | 19.0% | 1 | 320 | 74 | - | - |
| Columbus-Amsterdam | \$366,249 | \$81,849 | 22.3% | 7 | 200 | - | 8 | - |
| Grand Street | \$371,648 | \$28,170 | 7.6% | - | 39 | 27 | 4 | 7 |
| Westchester Square | \$417,766 | - | - | 25 | 45 | 49 | 4 | - |
| 82nd Street Partnership | \$298,820 | \$1,036 | 0.3% | 12 | 55 | 19 | 11 | 6 |
| Jerome Gun Hill | \$368,902 | \$35,607 | 9.7% | 10 | 121 | 25 | - | 1 |
| Kings Highway | \$359,572 | - | - | - | - | - | - | - |
| Kingsbridge | \$322,536 | \$18,081 | 5.6% | 4 | 128 | 48 | 11 | - |
| Morris Park | \$286,682 | - | - | - | - | 37 | - | - |
| North Flatbush | \$289,308 | \$110,815 | 38.3% | 56 | 80 | 30 | 8 | 1 |
| Park Slope 5th Avenue | \$485,030 | - | - | - | - | 50 | - | - |
| Pitkin Avenue | \$356,492 | \$1,600 | 0.4% | - | 65 | - | 1 | - |
| Steinway Street | \$460,993 | \$57,000 | 12.4% | 32 | 33 | 20 | 53 | - |
| Sunset Park | \$279,219 | - | - | - | - | 32 | - | - |
| Average | \$343,678 | \$37,401 | 10.9% | 19 | 94 | 34 | 14 | 5 |
| Median | \$343,290 | \$23,126 | - | 12 | 60 | 30 | 10 | 4 |

Streetscape & Beautification Expenses

BIDs \$500K - \$1M



Streetscape & Beautification: Comparative Data

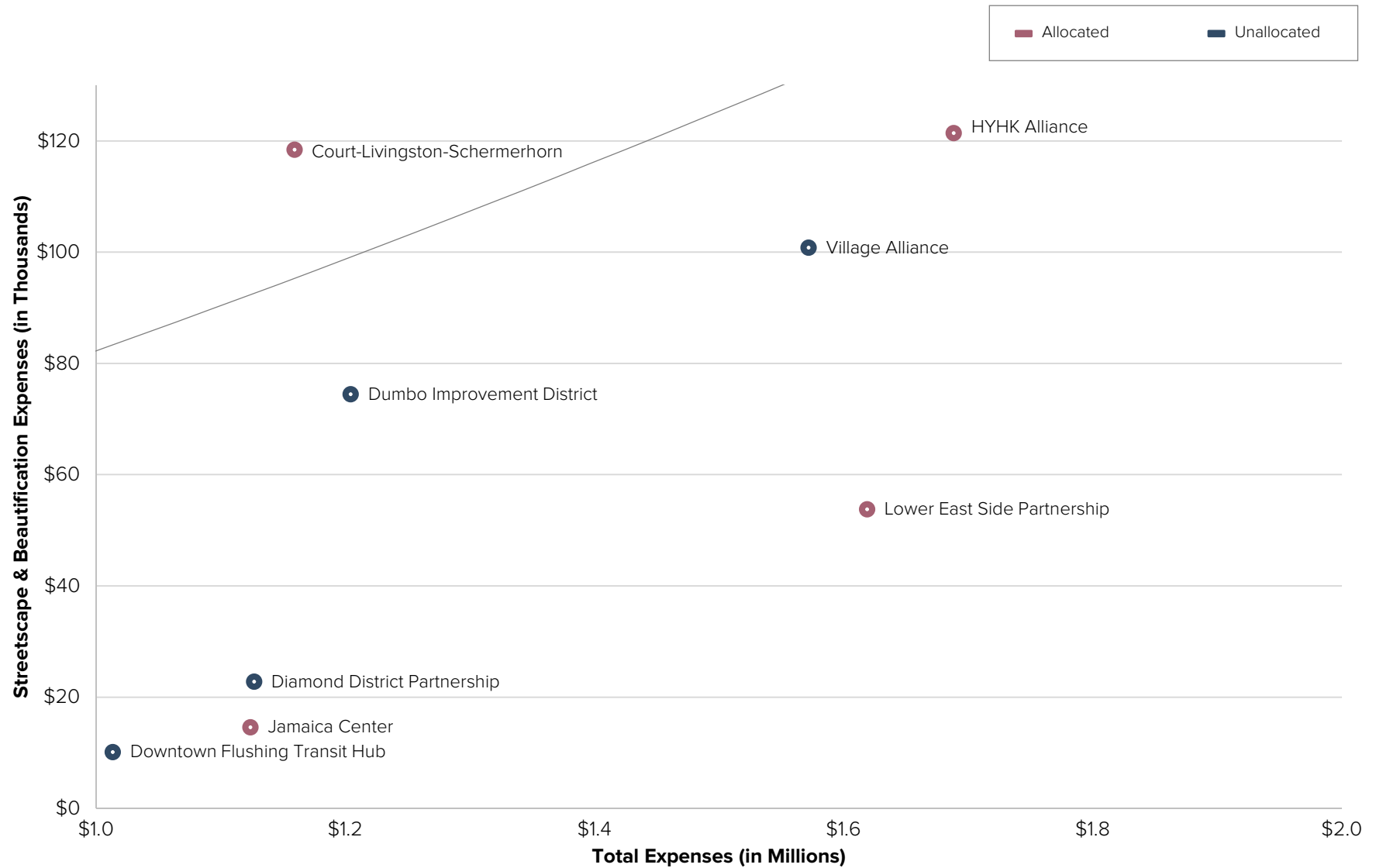
BIDs \$500K - \$1M



| BID | Total Expenses | Streetscape & Beautification Expenses | % of Total Expenses | Planters Maintained | Tree Pits Maintained | Banners Maintained | Street Furniture Maintained | Public Art Installations Sponsored |
|------------------------------|------------------|---------------------------------------|---------------------|---------------------|----------------------|--------------------|-----------------------------|------------------------------------|
| Bay Ridge 5th Avenue | \$552,585 | \$38,469 | 7.0% | 76 | - | 132 | 103 | 4 |
| Bed-Stuy Gateway | \$898,857 | \$103,868 | 11.6% | 4 | 75 | 50 | 25 | - |
| FAB Fulton | \$565,576 | \$51,049 | 9.0% | 48 | 182 | 41 | 35 | - |
| Long Island City Partnership | \$908,077 | \$232,382 | 25.6% | 90 | 144 | 91 | 79 | 2 |
| Myrtle Avenue (Brooklyn) | \$687,487 | \$115,887 | 16.9% | - | 165 | 42 | 85 | 15 |
| Sunnyside Shines | \$750,325 | \$59,423 | 7.9% | 35 | 112 | 26 | 72 | 2 |
| Third Avenue (Bronx) | \$809,386 | \$20,546 | 2.5% | - | 18 | 23 | 45 | 3 |
| Belmont | \$682,522 | \$180 | 0.0% | - | - | 101 | - | - |
| Columbus Avenue | \$786,675 | \$40,605 | 5.2% | - | 138 | 30 | 12 | - |
| Fordham Road | \$983,155 | \$17,982 | 1.8% | 30 | - | 10 | - | - |
| Myrtle Avenue (Queens) | \$538,782 | \$23,125 | 4.3% | 13 | 385 | 4 | 66 | - |
| NoHo NY | \$517,260 | \$22,740 | 4.4% | 60 | 8 | - | 3 | - |
| Washington Heights | \$553,410 | \$2,300 | 0.4% | - | - | - | - | - |
| Average | \$710,315 | \$56,043 | 7.9% | 45 | 136 | 50 | 53 | 5 |
| Median | \$687,487 | \$38,469 | - | 42 | 138 | 41 | 56 | 3 |

Streetscape & Beautification Expenses

BIDs \$1M - \$2M



Streetscape & Beautification: Comparative Data

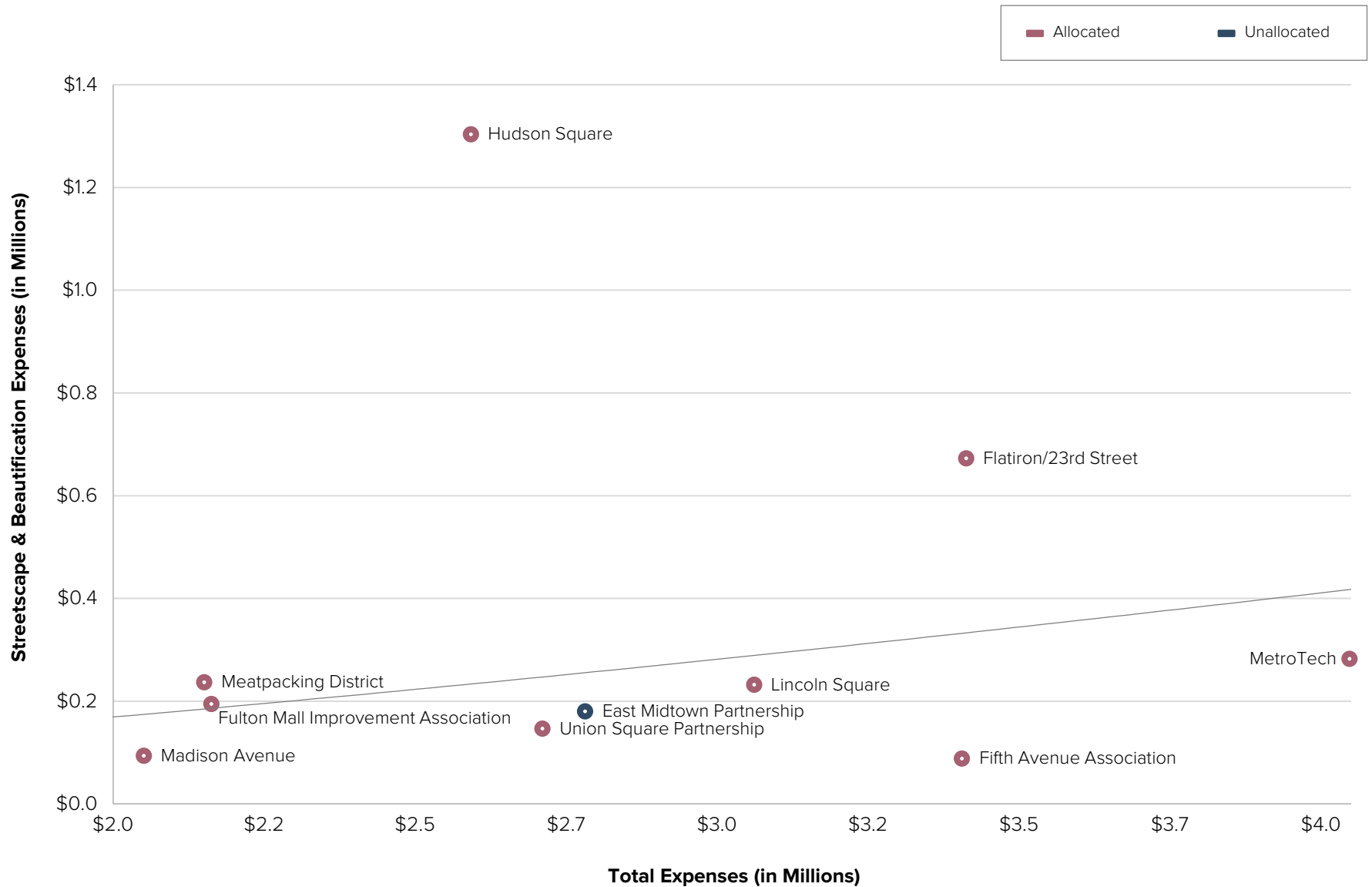
BIDs \$1M - \$2M



| BID | Total Expenses | Streetscape & Beautification Expenses | % of Total Expenses | Planters Maintained | Tree Pits Maintained | Banners Maintained | Street Furniture Maintained | Public Art Installations Sponsored |
|-------------------------------|--------------------|---------------------------------------|---------------------|---------------------|----------------------|--------------------|-----------------------------|------------------------------------|
| Chinatown | \$1,496,391 | - | - | 16 | 218 | 85 | 114 | 1 |
| Court-Livingston-Schermerhorn | \$1,159,444 | \$118,416 | 10.2% | 6 | 312 | 110 | 198 | - |
| Dumbo Improvement District | \$1,204,537 | \$74,423 | 6.2% | 36 | 11 | 84 | 120 | 8 |
| HYHK Alliance | \$1,688,624 | \$121,379 | 7.2% | 122 | 363 | 50 | 360 | 3 |
| Jamaica Center | \$1,124,056 | \$14,575 | 1.3% | - | - | 53 | - | 1 |
| Lower East Side Partnership | \$1,619,102 | \$53,774 | 3.3% | 78 | 143 | 14 | 89 | 16 |
| 125th Street | \$1,194,837 | - | - | - | 27 | 64 | 155 | - |
| Diamond District Partnership | \$1,127,091 | \$22,754 | 2.0% | 18 | - | - | - | 3 |
| Downtown Flushing Transit Hub | \$1,013,508 | \$10,105 | 1.0% | - | 107 | 60 | - | 1 |
| Village Alliance | \$1,572,103 | \$100,795 | 6.4% | 101 | 145 | 36 | 178 | 2 |
| Average | \$1,313,558 | \$64,528 | 4.9% | 54 | 166 | 62 | 173 | 4 |
| Median | \$1,181,991 | \$64,099 | - | 36 | 144 | 60 | 155 | 3 |

Streetscape & Beautification Expenses

BIDs \$2M - \$5M



Streetscape & Beautification: Comparative Data

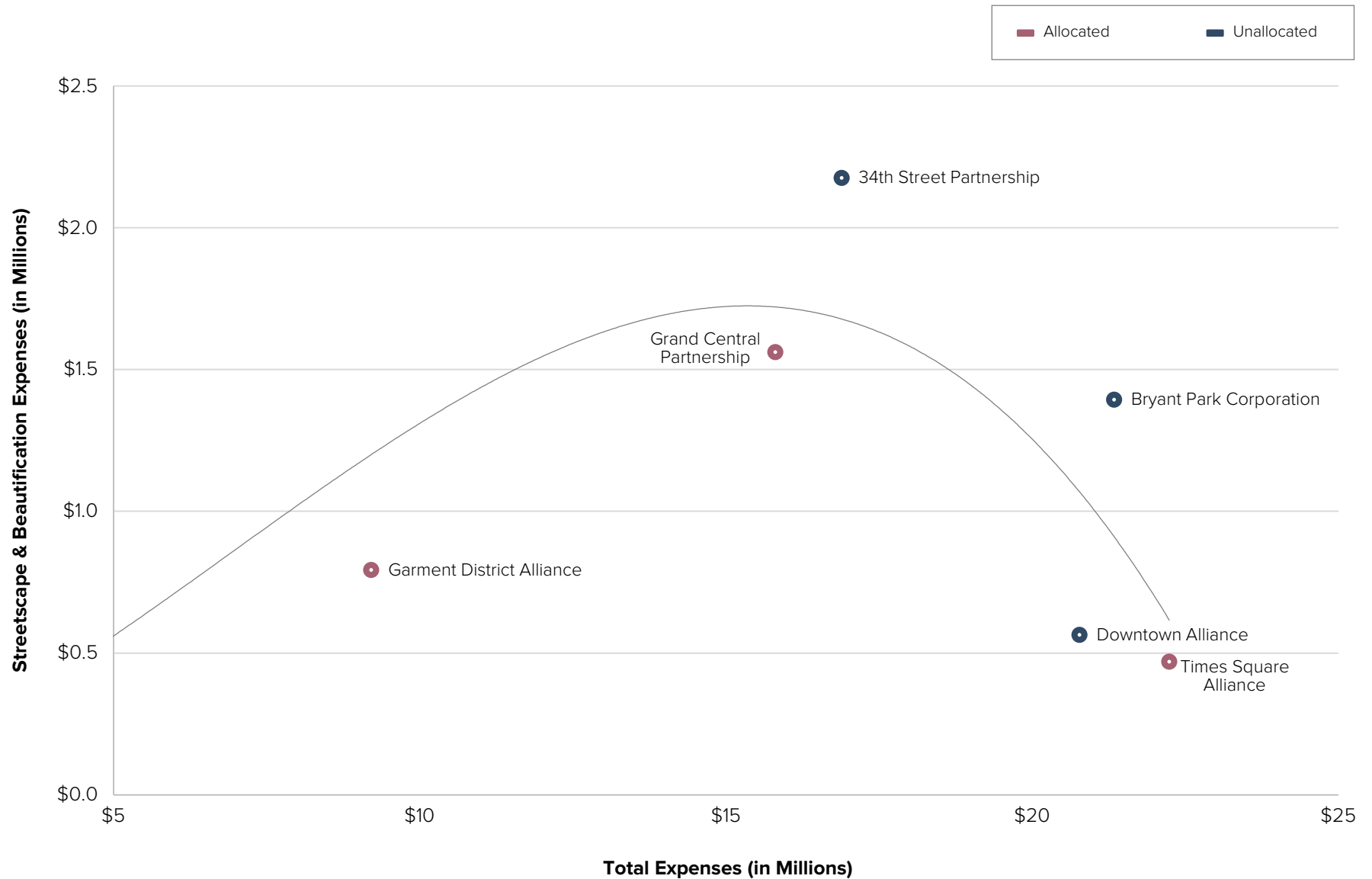
BIDs \$2M - \$5M



| BID | Total Expenses | Streetscape & Beautification Expenses | % of Total Expenses | Planters Maintained | Tree Pits Maintained | Banners Maintained | Street Furniture Maintained | Public Art Installations Sponsored |
|-------------------------------------|--------------------|---------------------------------------|---------------------|---------------------|----------------------|--------------------|-----------------------------|------------------------------------|
| Fifth Avenue Association | \$3,355,531 | \$87,930 | 2.6% | - | - | - | - | - |
| Flatiron/23rd Street | \$3,362,703 | \$672,373 | 20.0% | 263 | 178 | 90 | 277 | 2 |
| Fulton Mall Improvement Association | \$2,112,673 | \$194,160 | 9.2% | 4 | 145 | 49 | 207 | 1 |
| Hudson Square | \$2,542,550 | \$1,303,245 | 51.3% | 415 | 250 | 60 | 21 | 6 |
| Lincoln Square | \$3,011,704 | \$231,634 | 7.7% | 84 | - | 150 | 517 | 1 |
| Madison Avenue | \$2,000,885 | \$93,235 | 4.7% | - | 33 | 68 | - | 2 |
| Meatpacking District | \$2,100,793 | \$236,634 | 11.3% | 19 | 122 | 100 | 60 | - |
| MetroTech | \$3,997,564 | \$282,328 | 7.1% | 55 | 457 | 194 | 278 | 1 |
| Union Square Partnership | \$2,661,096 | \$146,127 | 5.5% | 125 | 100 | 258 | 670 | - |
| East Midtown Partnership | \$2,731,702 | \$179,899 | 6.6% | 10 | 115 | 35 | - | - |
| Average | \$2,787,720 | \$342,756 | 12.0% | 75 | 175 | 112 | 290 | 2 |
| Median | \$2,696,399 | \$212,897 | - | 48 | 134 | 90 | 277 | 2 |

Streetscape & Beautification Expenses

BIDs \$5M+



Streetscape & Beautification: Comparative Data

BIDs \$5M+

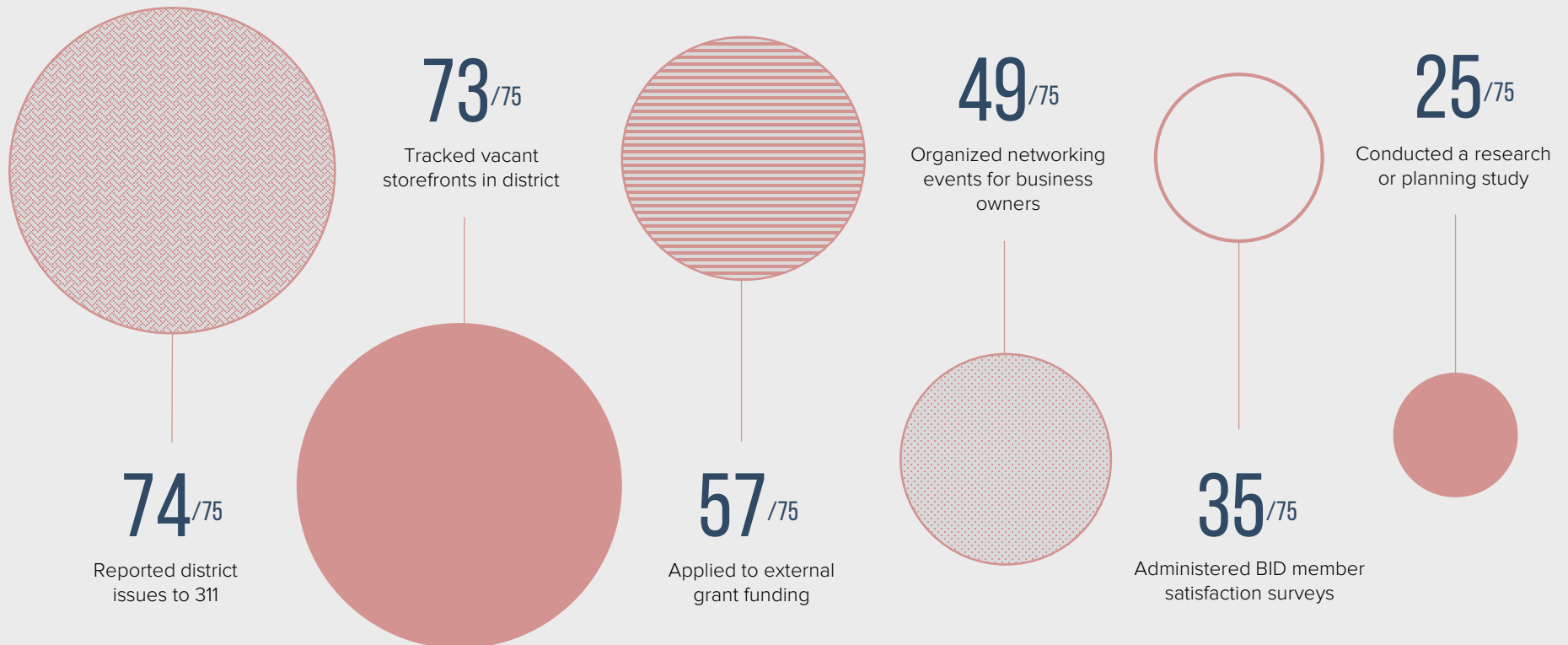


| BID | Total Expenses | Streetscape & Beautification Expenses | % of Total Expenses | Planters Maintained | Tree Pits Maintained | Banners Maintained | Street Furniture Maintained | Public Art Installations Sponsored |
|---------------------------|---------------------|---------------------------------------|---------------------|---------------------|----------------------|--------------------|-----------------------------|------------------------------------|
| Garment District Alliance | \$9,208,610 | \$792,926 | 8.6% | 168 | 104 | 101 | 660 | 10 |
| Grand Central Partnership | \$15,808,173 | \$1,560,788 | 9.9% | 622 | 225 | 200 | 14 | - |
| Times Square Alliance | \$22,239,033 | \$468,891 | 2.1% | 100 | 76 | 228 | 700 | 8 |
| 34th Street Partnership | \$16,891,001 | \$2,175,000 | 12.9% | 700 | 140 | 181 | 1,228 | - |
| Bryant Park Corporation | \$21,337,996 | \$1,393,167 | 6.5% | 220 | 90 | 51 | 4,825 | - |
| Downtown Alliance | \$20,775,000 | \$563,500 | 2.7% | 242 | 9 | - | 293 | 1 |
| Average | \$17,709,969 | \$1,159,045 | 6.5% | 342 | 107 | 152 | 1,287 | 6 |
| Median | \$18,833,001 | \$1,093,047 | - | 231 | 97 | 181 | 680 | 8 |

APPENDIX E

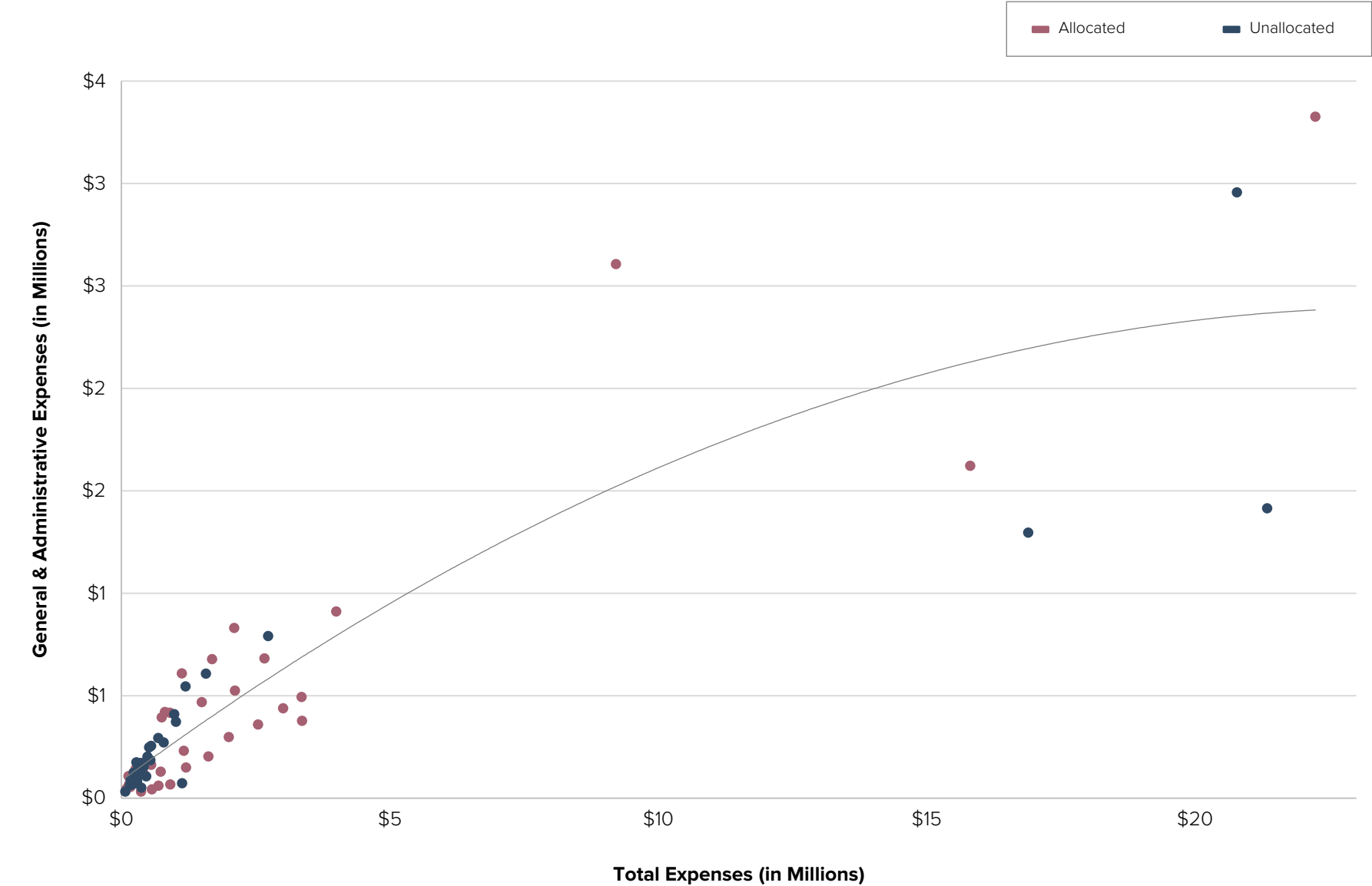
General & Administrative

How do BID staff support their districts?



General & Administrative Expenses

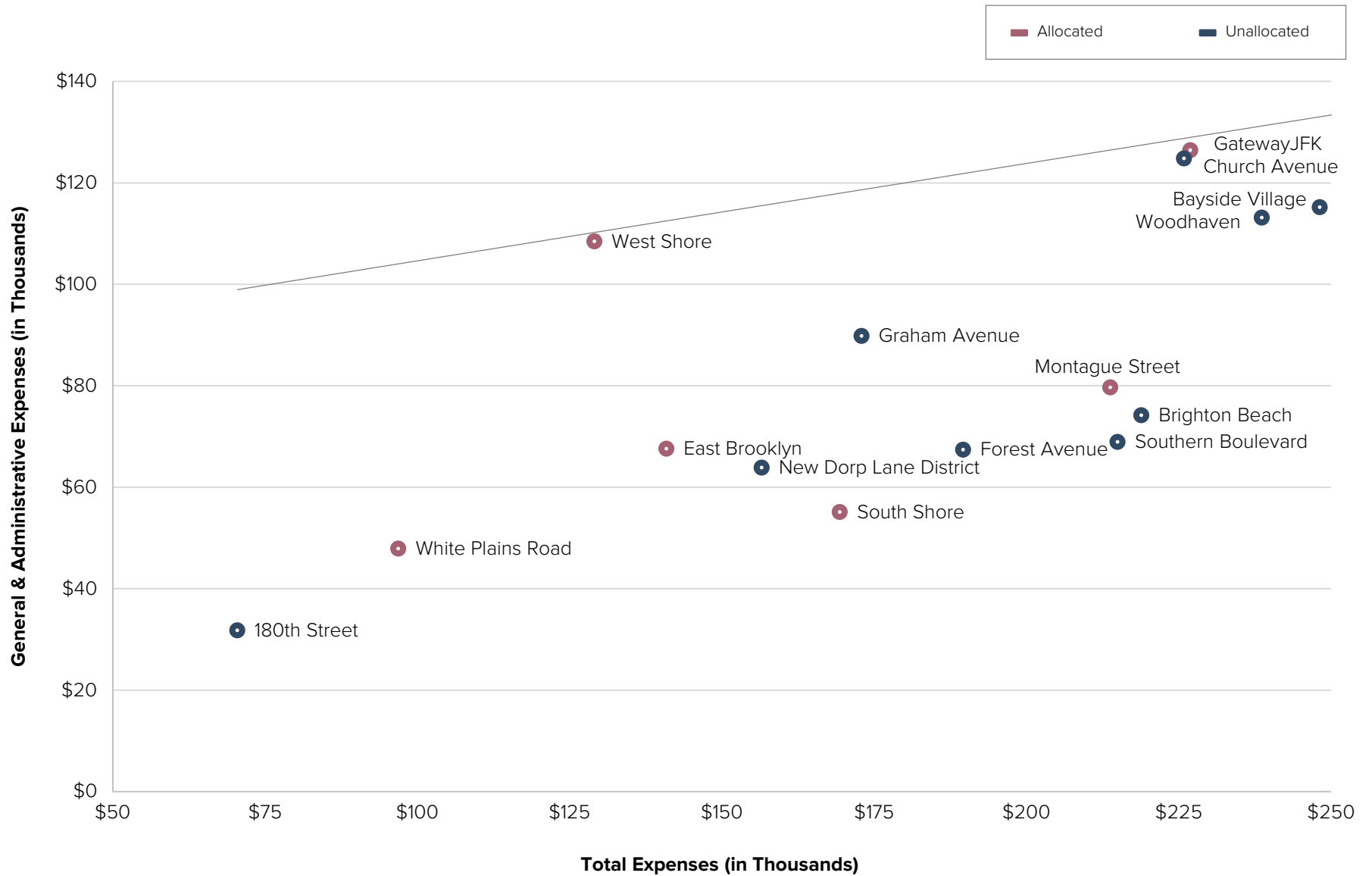
All BIDs



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

General & Administrative Expenses

BIDs <\$250K



General & Administrative: Comparative Data

BIDs <\$250K

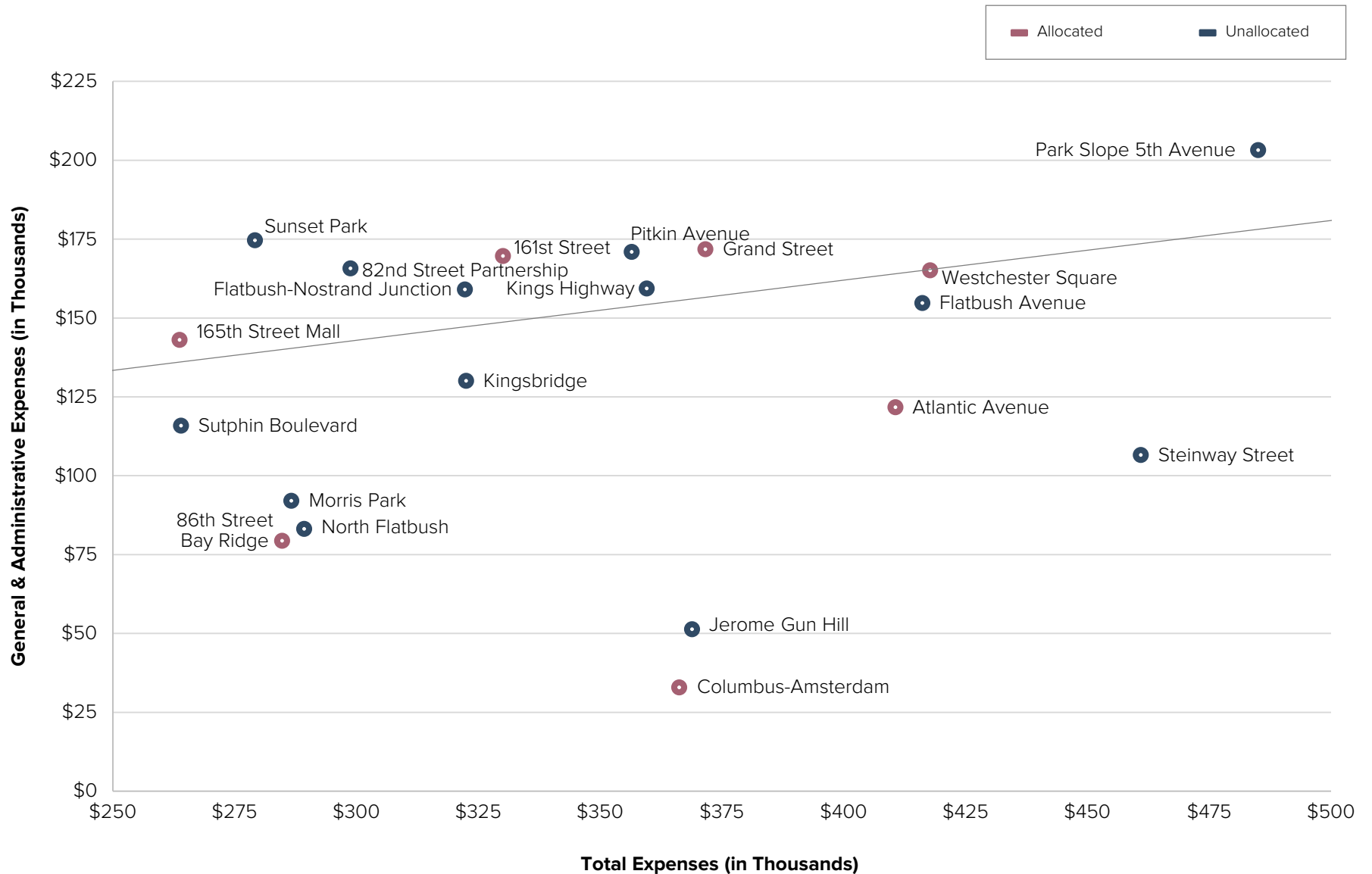


| BID | Total Expenses | G&A Expenses | % of Total Expenses | Salaries and Payroll | Outside Contractors | Insurance | Rent and Utilities | Supplies and Equipment |
|-------------------------|------------------|-----------------|---------------------|----------------------|---------------------|----------------|--------------------|------------------------|
| East Brooklyn* | \$140,898 | \$67,587 | 48.0% | \$55,369 | \$4,000 | \$1,354 | \$4,500 | \$250 |
| GatewayJFK | \$226,900 | \$126,400 | 55.7% | \$80,100 | \$7,500 | \$4,000 | \$15,000 | \$6,050 |
| Montague Street | \$213,765 | \$79,676 | 37.3% | \$50,805 | \$5,500 | - | \$12,000 | \$4,894 |
| South Shore | \$169,343 | \$55,100 | 32.5% | \$40,000 | - | \$11,500 | \$3,600 | - |
| West Shore* | \$129,069 | \$108,437 | 84.0% | \$35,000 | \$54,800 | \$16,730 | - | - |
| White Plains Road | \$96,883 | \$47,892 | 49.4% | \$18,753 | \$5,753 | \$12,995 | \$8,374 | \$2,017 |
| 180th Street* | \$70,468 | \$31,747 | 45.1% | \$16,000 | \$6,800 | \$3,005 | \$2,400 | \$2,000 |
| Bayside Village | \$248,144 | \$115,178 | 46.4% | \$82,210 | \$10,950 | \$6,829 | \$7,800 | \$3,679 |
| Brighton Beach | \$218,842 | \$74,148 | 33.9% | \$58,476 | \$5,992 | \$4,380 | \$2,200 | \$760 |
| Church Avenue* | \$225,859 | \$124,778 | 55.2% | \$87,122 | \$18,830 | \$6,521 | \$6,184 | \$824 |
| Forest Avenue* | \$189,623 | \$67,397 | 35.5% | - | \$61,600 | \$2,331 | - | - |
| Graham Avenue | \$172,929 | \$89,808 | 51.9% | \$56,039 | \$5,500 | \$4,823 | \$22,274 | \$772 |
| New Dorp Lane District* | \$156,514 | \$63,858 | 40.8% | \$50,000 | - | \$3,019 | - | - |
| Southern Boulevard | \$214,939 | \$68,903 | 32.1% | \$56,358 | \$3,430 | \$2,504 | - | \$2,102 |
| Woodhaven | \$238,640 | \$113,133 | 47.4% | \$55,055 | \$5,250 | \$1,473 | \$15,787 | \$9,918 |
| Average | \$180,854 | \$82,269 | 45.5% | \$52,949 | \$15,070 | \$5,819 | \$9,102 | \$3,024 |
| Median | \$189,623 | \$74,148 | - | \$55,212 | \$5,992 | \$4,190 | \$7,800 | \$2,017 |

*BID shares staff and management with another BID or has a management agreement with a separate community-based organization

General & Administrative Expenses

BIDs \$250K - \$500K



General & Administrative: Comparative Data

BIDs \$250K - \$500K

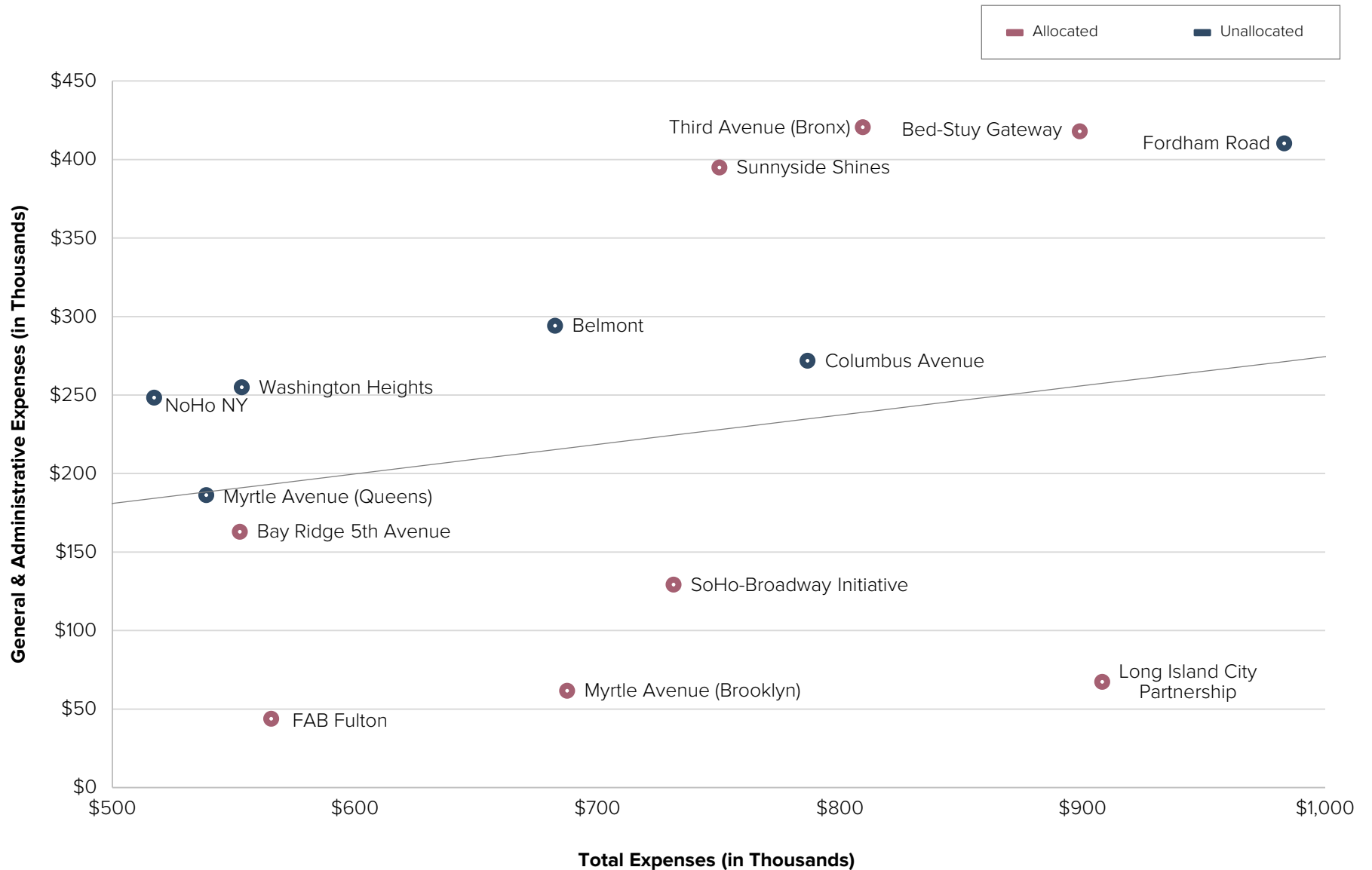


| BID | Total Expenses | G&A Expenses | % of Total Expenses | Salaries and Payroll | Outside Contractors | Insurance | Rent and Utilities | Supplies and Equipment |
|----------------------------|------------------|------------------|---------------------|----------------------|---------------------|----------------|--------------------|------------------------|
| 161st Street | \$330,087 | \$169,571 | 51.4% | \$137,000 | \$6,000 | \$8,071 | \$8,500 | \$5,000 |
| 165th Street Mall* | \$263,701 | \$143,015 | 54.2% | \$61,885 | \$19,312 | \$44,796 | \$9,060 | \$5,000 |
| 86th Street Bay Ridge | \$284,785 | \$79,294 | 27.8% | \$54,549 | \$4,250 | \$2,156 | \$14,486 | \$943 |
| Atlantic Avenue | \$410,620 | \$121,676 | 29.6% | \$84,756 | \$7,325 | - | \$22,878 | \$4,949 |
| Columbus-Amsterdam | \$366,249 | \$32,869 | 9.0% | \$26,029 | \$903 | \$639 | \$4,711 | \$208 |
| Grand Street | \$371,648 | \$171,732 | 46.2% | \$132,602 | \$6,814 | \$2,367 | \$19,883 | \$7,372 |
| Westchester Square | \$417,766 | \$165,100 | 39.5% | \$105,054 | - | \$3,338 | \$28,136 | - |
| 82nd Street Partnership | \$298,820 | \$165,656 | 55.4% | \$117,309 | \$5,300 | \$3,216 | \$22,192 | \$6,611 |
| Flatbush Avenue* | \$416,155 | \$154,676 | 37.2% | \$101,872 | \$27,500 | \$9,559 | \$6,184 | \$824 |
| Flatbush-Nostrand Junction | \$322,300 | \$159,000 | 49.3% | \$110,000 | \$38,000 | \$5,000 | - | \$3,000 |
| Jerome Gun Hill* | \$368,902 | \$51,315 | 13.9% | \$29,000 | \$5,360 | \$6,093 | \$630 | - |
| Kings Highway | \$359,572 | \$159,320 | 44.3% | \$102,520 | \$19,125 | \$2,312 | \$22,681 | \$5,715 |
| Kingsbridge | \$322,536 | \$130,038 | 40.3% | \$85,738 | \$10,250 | \$5,316 | \$22,591 | \$4,681 |
| Morris Park | \$286,682 | \$92,026 | 32.1% | \$23,915 | \$42,000 | \$1,298 | \$2,167 | \$12,950 |
| North Flatbush | \$289,308 | \$83,066 | 28.7% | - | \$62,029 | \$2,837 | \$11,100 | \$2,623 |
| Park Slope 5th Avenue | \$485,030 | \$203,157 | 41.9% | \$93,797 | \$72,319 | \$5,805 | \$26,027 | \$2,214 |
| Pitkin Avenue | \$356,492 | \$170,900 | 47.9% | \$140,000 | \$7,500 | \$14,000 | \$3,500 | \$5,900 |
| Steinway Street* | \$460,993 | \$106,493 | 23.1% | - | \$98,000 | \$1,279 | - | - |
| Sunset Park | \$279,219 | \$174,583 | 62.5% | \$132,992 | - | \$2,211 | \$32,625 | \$831 |
| Sutphin Boulevard | \$264,012 | \$115,820 | 43.9% | \$75,999 | \$13,455 | \$5,115 | \$11,400 | \$9,314 |
| Average | \$347,744 | \$132,465 | 38.1% | \$89,723 | \$24,747 | \$6,600 | \$14,931 | \$4,596 |
| Median | \$343,290 | \$148,846 | - | \$97,834 | \$11,853 | \$3,338 | \$12,943 | \$4,949 |

*BID shares staff and management with another BID or has a management agreement with a separate community-based organization

General & Administrative Expenses

BIDs \$500K - \$1M



General & Administrative: Comparative Data

BIDs \$500K - \$1M

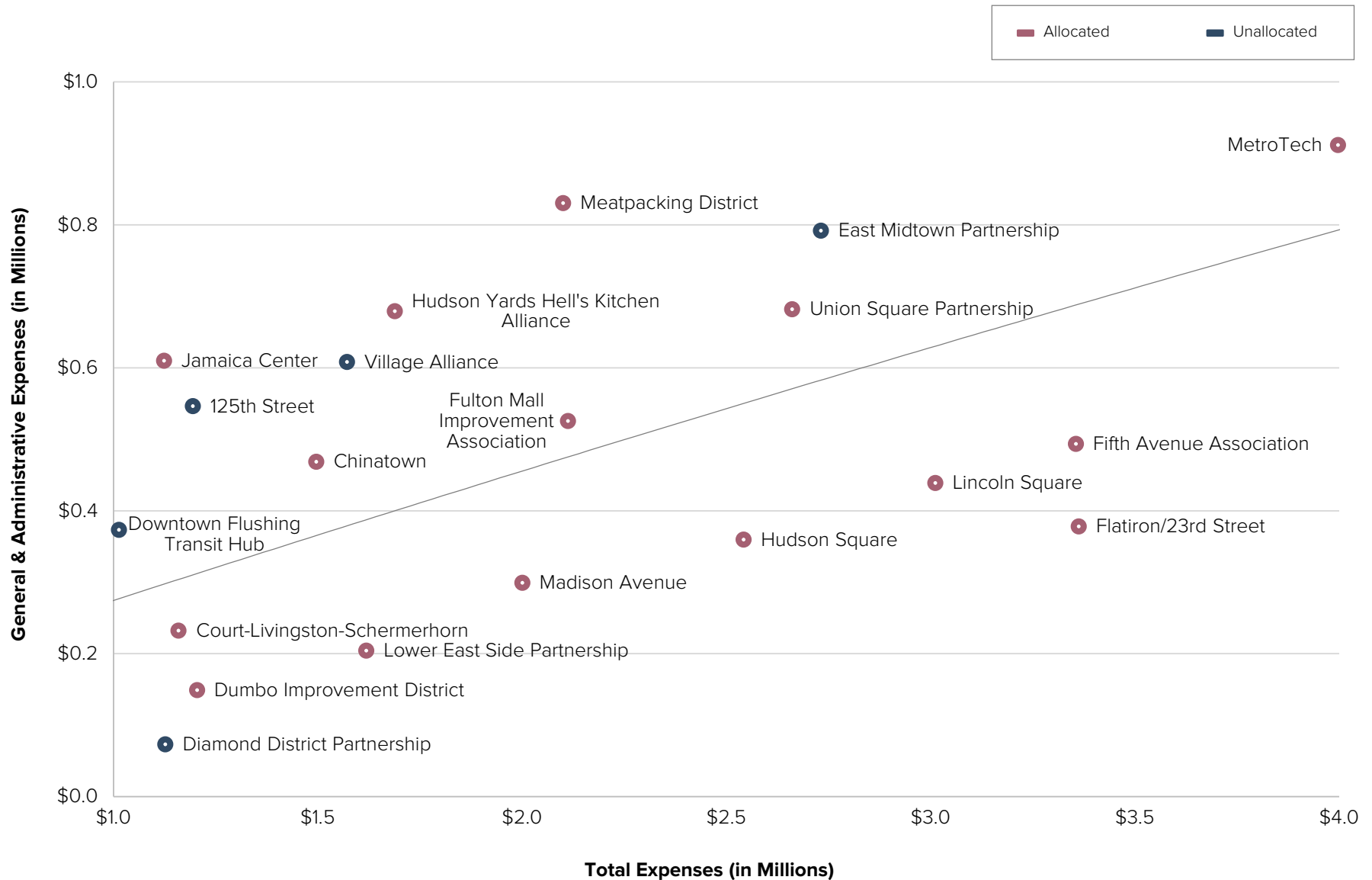


| BID | Total Expenses | G&A Expenses | % of Total Expenses | Salaries and Payroll | Outside Contractors | Insurance | Rent and Utilities | Supplies and Equipment |
|-------------------------------|------------------|------------------|---------------------|----------------------|---------------------|-----------------|--------------------|------------------------|
| Bay Ridge 5th Avenue | \$552,585 | \$162,772 | 29.5% | \$113,052 | \$8,450 | \$3,675 | \$22,532 | \$4,159 |
| Bed-Stuy Gateway | \$898,857 | \$417,854 | 46.5% | \$242,189 | \$30,628 | \$43,587 | \$26,489 | \$12,072 |
| FAB Fulton* | \$565,576 | \$43,678 | 7.7% | \$25,564 | \$2,438 | \$1,158 | \$12,875 | \$332 |
| Long Island City Partnership* | \$908,077 | \$67,180 | 7.4% | \$43,125 | \$17,793 | \$5,101 | - | - |
| Myrtle Avenue (Brooklyn)* | \$687,487 | \$61,484 | 8.9% | \$45,771 | \$3,035 | \$1,910 | \$2,491 | \$615 |
| SoHo-Broadway Initiative | \$731,434 | \$129,122 | 17.7% | \$56,517 | \$20,918 | \$5,665 | \$21,321 | \$21,963 |
| Sunnyside Shines | \$750,325 | \$394,879 | 52.6% | \$166,152 | \$8,775 | \$8,531 | \$36,468 | \$9,420 |
| Third Avenue (Bronx) | \$809,386 | \$420,512 | 52.0% | \$260,420 | \$8,500 | \$25,242 | \$87,431 | \$6,349 |
| Belmont | \$682,522 | \$294,039 | 43.1% | \$155,755 | \$77,255 | \$3,880 | \$29,897 | \$1,308 |
| Columbus Avenue | \$786,675 | \$271,730 | 34.5% | \$215,820 | \$6,255 | \$8,785 | \$10,061 | \$16,825 |
| Fordham Road | \$983,155 | \$410,112 | 41.7% | \$328,356 | \$16,431 | \$10,767 | \$35,951 | \$4,746 |
| Myrtle Avenue (Queens)* | \$538,782 | \$186,153 | 34.6% | - | \$135,483 | \$22,030 | \$22,319 | \$370 |
| NoHo NY | \$517,260 | \$248,233 | 48.0% | \$141,077 | \$24,235 | \$3,800 | \$58,786 | \$10,026 |
| Washington Heights | \$553,410 | \$254,910 | 46.1% | \$125,210 | \$8,700 | \$13,800 | \$87,000 | \$8,100 |
| Average | \$711,824 | \$240,190 | 33.7% | \$147,616 | \$26,350 | \$11,281 | \$34,894 | \$7,406 |
| Median | \$709,460 | \$251,572 | - | \$141,077 | \$12,603 | \$7,098 | \$26,489 | \$6,349 |

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General & Administrative Expenses

BIDs \$1M - \$5M



General & Administrative: Comparative Data

BIDs \$1M - \$5M

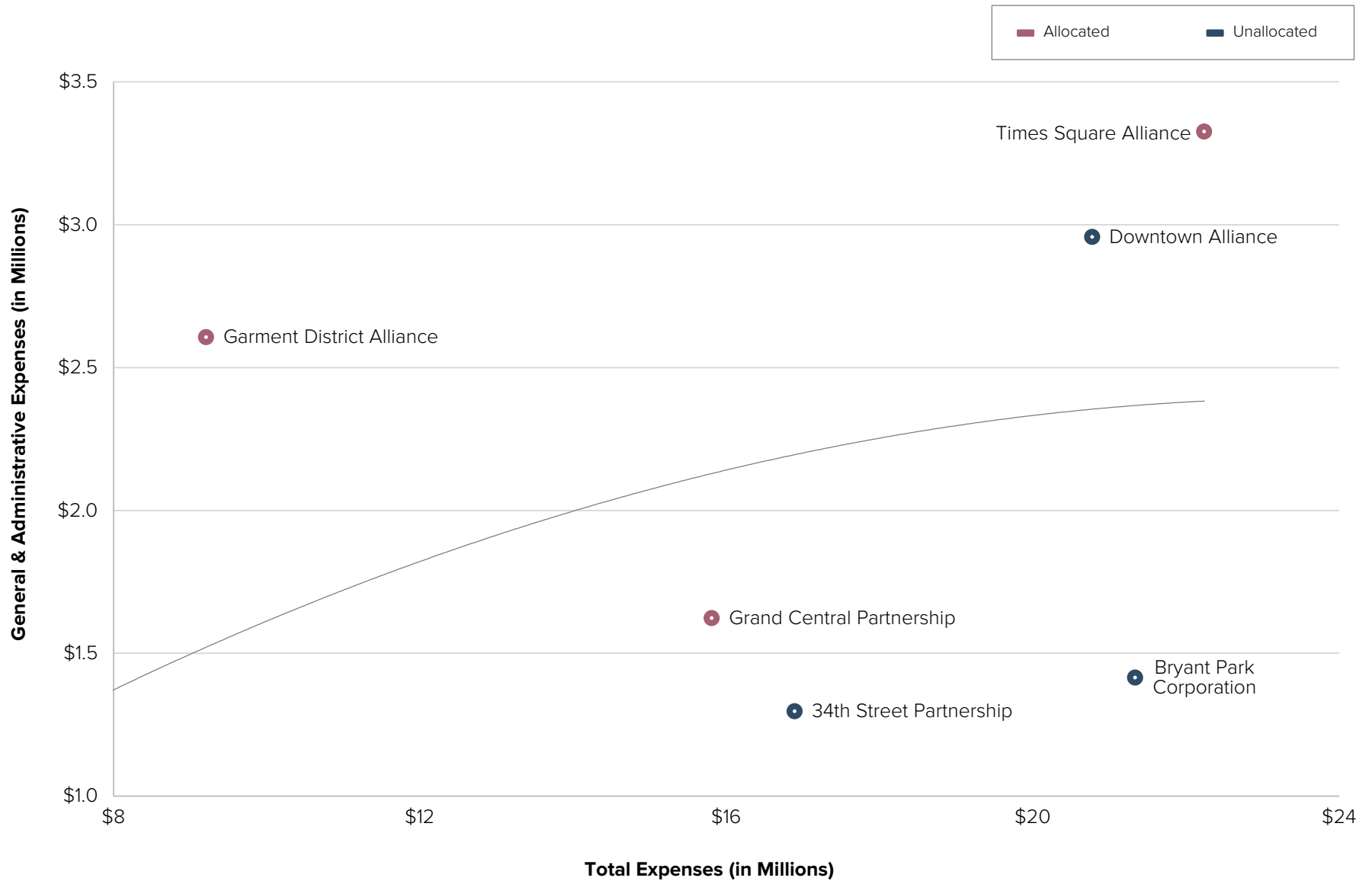


| BID | Total Expenses | G&A Expenses | % of Total Expenses | Salaries and Payroll | Outside Contractors | Insurance | Rent and Utilities | Supplies and Equipment |
|--------------------------------------|--------------------|------------------|---------------------|----------------------|---------------------|-----------------|--------------------|------------------------|
| Chinatown* | \$1,496,391 | \$468,353 | 31.3% | \$254,770 | \$74,796 | \$23,656 | \$88,899 | \$17,402 |
| Court-Livingston-Schermerhorn* | \$1,159,444 | \$231,850 | 20.0% | \$42,407 | \$29,770 | \$13,266 | \$9,552 | \$7,934 |
| Dumbo Improvement District | \$1,204,537 | \$149,073 | 12.4% | \$105,951 | \$21,780 | \$9,550 | \$6,798 | \$3,151 |
| Fifth Avenue Association | \$3,355,531 | \$493,640 | 14.7% | \$164,140 | \$196,288 | \$12,757 | \$91,844 | \$13,363 |
| Flatiron/23rd Street | \$3,362,703 | \$377,934 | 11.2% | \$56,796 | \$98,269 | \$42,577 | \$128,768 | \$9,975 |
| Fulton Mall Improvement Association* | \$2,112,673 | \$525,343 | 24.9% | \$94,230 | \$124,813 | \$127,765 | \$23,542 | \$18,386 |
| Hudson Square | \$2,542,550 | \$359,343 | 14.1% | \$99,475 | \$93,282 | \$12,159 | \$114,657 | \$39,770 |
| HYHK Alliance | \$1,688,624 | \$678,937 | 40.2% | \$467,695 | - | \$38,096 | \$71,328 | \$38,714 |
| Jamaica Center | \$1,124,056 | \$609,631 | 54.2% | \$317,770 | \$30,150 | \$184,073 | \$51,892 | \$14,625 |
| Lincoln Square | \$3,011,704 | \$438,568 | 14.6% | \$126,459 | \$36,648 | \$11,835 | \$215,380 | \$7,491 |
| Lower East Side Partnership | \$1,619,102 | \$204,075 | 12.6% | \$99,531 | - | - | - | \$20,144 |
| Madison Avenue | \$2,000,885 | \$299,079 | 14.9% | \$142,581 | \$31,811 | \$6,403 | \$38,043 | \$16,110 |
| Meatpacking District | \$2,100,793 | \$830,390 | 39.5% | \$423,000 | \$194,472 | \$27,932 | \$133,311 | \$50,745 |
| MetroTech* | \$3,997,564 | \$911,644 | 22.8% | \$197,865 | \$171,793 | \$70,018 | \$44,798 | \$36,459 |
| Union Square Partnership | \$2,661,096 | \$681,863 | 25.6% | \$497,275 | \$21,303 | \$121,862 | \$5,355 | \$17,167 |
| 125th Street | \$1,194,837 | \$546,157 | 45.7% | \$303,350 | \$22,813 | \$27,852 | \$134,002 | - |
| Diamond District Partnership | \$1,127,091 | \$72,868 | 6.5% | \$48,374 | - | \$12,000 | \$1,831 | \$10,663 |
| Downtown Flushing Transit Hub | \$1,013,508 | \$372,893 | 36.8% | \$287,456 | \$27,038 | \$19,614 | \$28,298 | \$5,122 |
| East Midtown Partnership | \$2,731,702 | \$791,740 | 29.0% | \$535,518 | \$20,278 | \$25,379 | \$132,610 | \$77,955 |
| Village Alliance | \$1,572,103 | \$607,933 | 38.7% | \$400,390 | \$14,400 | \$6,914 | \$59,527 | \$19,772 |
| Average | \$2,053,845 | \$482,566 | 23.5% | \$233,252 | \$71,159 | \$41,774 | \$72,654 | \$22,366 |
| Median | \$1,844,755 | \$480,997 | - | \$181,003 | \$31,811 | \$23,656 | \$59,527 | \$17,167 |

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General & Administrative Expenses

BIDs \$5M+



General & Administrative: Comparative Data

BIDs \$5M+



| BID | Total Expenses | G&A Expenses | % of Total Expenses | Salaries and Payroll | Outside Contractors | Insurance | Rent and Utilities | Supplies and Equipment |
|---------------------------|---------------------|--------------------|---------------------|----------------------|---------------------|-----------------|--------------------|------------------------|
| Garment District Alliance | \$9,208,610 | \$2,606,418 | 28.3% | \$1,656,087 | - | \$149,741 | \$513,551 | \$29,096 |
| Grand Central Partnership | \$15,808,173 | \$1,622,999 | 10.3% | \$1,093,036 | \$62,400 | \$47,882 | \$270,529 | \$26,993 |
| Times Square Alliance | \$22,239,033 | \$3,326,015 | 15.0% | \$1,548,460 | \$291,761 | \$33,502 | \$559,305 | \$636,224 |
| 34th Street Partnership* | \$16,891,001 | \$1,296,245 | 7.7% | \$901,393 | \$66,271 | \$67,009 | \$102,285 | \$12,220 |
| Bryant Park Corporation* | \$21,337,996 | \$1,414,398 | 6.6% | \$979,811 | \$112,070 | \$115,410 | \$105,314 | \$19,021 |
| Downtown Alliance | \$20,775,000 | \$2,957,000 | 14.2% | \$1,683,000 | \$319,500 | \$133,000 | \$514,500 | \$95,500 |
| Average | \$17,709,969 | \$2,203,846 | 12.4% | \$1,310,298 | \$170,400 | \$91,091 | \$344,247 | \$136,509 |
| Median | \$18,833,001 | \$2,114,709 | - | \$1,320,748 | \$112,070 | \$91,210 | \$392,040 | \$28,045 |

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