



紐約市小型商業服務部

BUSINESS IMPROVEMENT DISTRICTS (BIDS) FREQUENTLY ASKED QUESTIONS (FAQ) 商業改進區——常見問題解答

SBS oversees and supports New York City's network of 64 Business Improvement Districts (BIDs) – the largest urban network of BIDs and the most comprehensive management of public space in the country. BIDs are locally based organizations that keep their commercial districts clean and safe, market those districts to consumers, visitors, and new businesses, and invest in capital improvements to beautify local areas, and advocate for other economic development initiatives to renew and revitalize commercial areas. Collectively, New York City's BIDs contribute about \$100 million in supplemental services and improvements to more than 70,000 businesses.

小型商業服務部監管并扶持紐約市的商業改進區網，這個網絡由 64 個商業改進區組成，是全國最大的城市商業改進區網，它對公共空間進行了最綜合的治理。商業改進區是本土化的組織，它致力於保持本商業區的整潔和安全，向消費者、遊客、和商業機構宣傳該地區，投入資金美化當地環境，提出各項經濟發展倡議以振興該區。紐約市的商業改進區共為七萬多家商業機構提供了約 1 億美元的額外資助。

BID BASICS

商業改進區的基本資料

What is a Business Improvement Districts?

A BID is a special designated area where local property owners and businesses agree to assess themselves and to provide extra services in order to improve the business climate for a commercial area. The BID's services do not replace City services, but only add to them. By law, the City cannot reduce existing services in BID areas. Property and business owners within the BID decide which services and programs to provide. A BID is incorporated under New York State law as a non-profit corporation, and its Board of Directors is made up of local property owners, merchants, residents and elected officials' representatives. In New York City, there are now 64 BIDs, and more are in formation.

何謂商業改進區？

商業改進區指的是在一個特定的地區里，業主和商家願意繳納賦稅，并提供額外的服務，以此使該商業區有一個良好的商業環境。商業改進區所提供的服務並不代替市政府所提供的，而只是在其基礎上再多做一些。根據法律規定，市政府不能削減在商業改進區本已存在的政府服務。在商業改進區中的業主和商家決定提供哪些服務項目。根據紐約州法律，商業改進區屬於非盈利機構，它的董事會由當地的業主、商家、居民和通過選舉的政府代表組成。在紐約市，現有 64 個商業改進區，而更多的商業改進區已在醞釀和形成中。

What Services do BIDs offer?

Generally, BIDs provide supplemental sanitation and security services for local businesses. Sanitation can include sidewalk and street sweeping – which also prevents sanitation violations and ticketing – emptying of trash baskets, and graffiti removal. Security can involve installing security lighting on buildings, linking merchants to each other and the precinct, and at times, hiring guards to patrol during business hours. In addition, BIDs provide area beautification with plantings, installing tree guards, holiday decorations and other streetscape improvements. BIDs also brand and market their areas through advertising, banners, shopping guides and maps, and sponsor special promotions and events. BIDs serve as effective advocates for renewal of their business communities.

商業改進區提供哪些服務？

總的來說，商業改進區為當地商戶提供額外的保潔和治安服務。保潔工作包括清掃人行道和街道，這也防止了因衛生狀況違規而被罰款的現象，同時也有人傾倒垃圾箱，清洗牆上塗鴉畫。治安工作包括在大樓裡安裝保安照明燈，聯合各商戶及購物區，間或，聘用警衛在營業時間巡邏。此外，商業改進區還通過種植花草，安裝綠化護欄，佈置節日裝飾，改進街道景觀來美化該地區。商業改進區還利用廣告、橫幅、導購、地圖，及贊助一些特殊活動的方式，來宣傳推廣該地區。商業改進區是各商業區振興繁榮的有效倡導者。

Who Controls the BID?

After a BID is approved by City Council and signed into law by the Mayor, it is formally established as a tax-exempt non-profit corporation. A BID is managed by a District Management Association (DMA), a not-for-profit corporation, that is elected by BID members, and which controls and oversees the administration of the BID. The DMA Board of Directors, who represents all members of the BID, sets the budget, determines the services, and hires the service providers and staff. The DMA is fully accountable to the BID members: it issues annual reports, provides annual audited financial statements, and holds annual meetings to adopt the budget and other DMA proposals. Any BID member is welcome to participate in planning and BID activities.

誰掌管商業改進區？

在一個商業改進區獲得市議會批准，并由市長簽署成立后，它便正式成為一個免稅的非盈利性機構。另一個由各商業改進區推選的非盈利性機構“地區管理協會”，將會掌管商業改進區的運營。作為所有商業改進區的代表，地區管理協會的董事會，將為商業改進區設定預算，確立服務項目，雇用員工。地區管理協會對各商業改進區全權負責，它發佈年報，提供經審核的財務報表，舉辦年會商討預算和其他倡議。所有的商業改進區都可積極策劃并參與各項活動。

Who Elects the BID Leadership?

Property owners, commercial and residential tenants within the BID boundaries elect their respective representatives to serve on the DMA's Board of Directors. By law, the majority of the DMA board must be commercial property owners, with at least one commercial and one residential tenant also elected. In addition, four city officials are voting board members of the DMA. The four public officials are: (1) the Mayor, (2) the Comptroller, (3) the Borough President, and (4) the local Council Member. If more than one Council Member represents the BID district, then the Council Speaker will appoint the BID Council Member.

誰選舉商業改進區的領導層？

在商業改進區區域內的業主、商戶、居民等，選舉出他們各自的代表，這些代表將于地區管理協會的董事會任職。根據法律規定，大多數的地區管理協會董事必須是商業樓宇業主，但同時必須有一

名商住戶和一名居民擔任董事。此外，地區管理協會的選委會成員必須有四位政府官員。這四位政府官員包括：市長、審計官、區長以及一名本地議會成員。如果不止一位議員代表該商業改進區，則由議會議長任命其中一位于選委會任職。

Who Pays for BID Services?

All property owners within the district must contribute their fair share to finance BID programs and services through a BID assessment. This assessment is mandatory. Like a real estate tax, all or some of the cost of the assessment may be passed along to commercial tenants, subject to the terms of the lease.

誰支付商業改進區提供的各項服務措施？

所有在該地區的業主都必須根據商業改進區的評估支付相應的費用，以支持商業改進區的各項計畫和服務。此應付款項是具義務性質的。就如房地產稅一樣，以契約條款為準，所有的或一部份的款額會回饋給商戶。

How are Assessment Determined?

Every BID determines its own assessments, according to an assessment formula, which it selects for their district. The formula for assessing district properties is based on a measurement of real property, such as front footage, square footage or assessed value, or a combination of these factors. In developing an assessment formula, the basic idea is to match as closely as possible the level of assessment with the level of benefit received. Generally, the larger the property, the more services it receives, the higher its assessment.

此應付款項是如何設定的？

各商業改進區根據評估公式，自行制定款項數額。社區物業的評估公式是基於對不動產的測量，比如，商鋪臨街面積、建築面積、評估價值，或者是以上各因素的綜合。在制定評估公式的過程中，最基本的概念是，盡可能地使付款比例與收益比例相匹配。總體來說，物業越大，所獲得的服務就越多，所支付的款額也越高。

How are Assessments Collected?

The City collects the BID assessments on behalf of BIDs through the real estate tax bills. The real estate tax bill clearly identifies the amount of the BID assessment as a separate, individual line item. The City takes no fee for collecting the assessments; every dollar collected is returned to the BID to pay for BID services. The money goes directly to fund BID programs and services, which are determined by BID members.

如何收取此應付款項？

市政府代表商業改進區，通過房產稅，收取此筆款項。房地產稅收方案明確地指出商業改進區的這筆款項是一個獨立的單項。市政府義務幫助代收此款項，收取的所有資金都返還給商業改進區以支付其所提供的服務。這部份專款直接提供給商業改進區成員所設定的項目和服務。

Why is a BID Needed?

- To Maintain the Area's Competitive Edge as a Retail Hub: the BID will maintain the shopping area's strength vis-à-vis other retail competition.
- To Bring More Shopper to the Area: the BID will bring more customers to the local area to shop, increasing retail sales, enhancing property values and expanding the area's share of the retail market.

- To Keep Up with the Competition: The BID is key to the local area's future growth and enhanced marketability. It will enable businesses to maintain and expand the retail area as a "destination retail magnet."
- To Provide the Extra Services Needed to Improve the Local Business Climate: the BID will supply business-enhancement services required to maintain competitive advantages. Services may include: sanitation, graffiti removal, area maintenance and beautification, holiday decorations, marketing and promotion, security and a strong administrative/advocacy presence.
- To Establish a Collective Voice for Property and Business Owners: the BID will ensure that the needs of the local property and business owners are heard and local businesses will have a united voice – when issues arise and City agencies need to be contacted, when new development occurs in the neighborhood, when road and building construction disrupts traffic and businesses, and when ticketing is too intense. As a non-profit organization, the BID will be able to leverage private and public sector grants to support large projects in such areas as streetscape and transportation improvements, increased and improved parking availability, and adaptive use of under-utilized buildings, land and parks.

為何我們需要一個商業改進區？

- 保持一個零售樞紐地區的區域競爭優勢：面對其他的零售競爭，商業改進區會力爭保持其商區的實力。
- 吸引更多的顧客來此地區：商業改進區將會吸引更多的顧客來本區購物，增加零售業銷售額，提高地產價，擴大該區在零售市場的佔有率。
- 跟上競爭的步伐：商業改進區是該地區未來發展和提高市場競爭力的關鍵。它將使商家能夠保有并擴大零售區域，使之發展成一個極具吸引力的“零售磁場”。
- 提供額外的服務以改善當地商業環境：商業改進區將提供保持競爭優勢所必須的商業促進服務。這些服務包括：清潔維護、塗鴉畫清洗、公共區域維修、環境美化、節日裝飾佈置、市場推廣及宣傳、治安保障，等等，并使該區擁有一個積極向上的形象。
- 為業主和商家建立一個共同的声音：商業改進區將確保獲悉當地業主和商戶的需求。當有問題出現，需要與市政部門聯繫時，當社區有了新的發展時，當道路樓宇維修妨礙到交通和商業時，當違章傳票開得過於嚴苛時，商業改進區將聯合當地企業，大家同心協力，共同進退，解決問題。商業改進區作為一個非盈利性機構，它能協調利用私有和公有的撥款來資助大型工程，比如：改善街道景觀和公共交通，加強和改進泊車情況，適當使用利用率不足的樓宇、土地和公園。

What Are the Advantages of a BID?

- **Targeted Investment**: unlike taxes, every dollar collected by the BID is spent only to improve the local business area.
- **Local Control**: property and business owners themselves, through the board of directors whom they elect, determine the services and improvements that the BID will provide and how the budget will be spent
- **Clout**: when a group of property owners and businesses support and pay for an organization, city agencies and elected officials take notice and listen. Getting results is a lot easier, and getting grants from local elected officials for neighborhood improvements become a real possibility.
- **Dedicated Manager to Solve Problems**: BID management works at problem-solving, red-tape cutting, undoing bureaucratic bungles, working with agencies for

permanent solutions, so that business owners can spend time managing their businesses.

- **Business Attraction:** an area with a strong organization that serves property and business owners needs has a competitive advantage over others, in maintaining a clean and safe environment, increasing property values, enhancing the experience of shoppers, and in luring new businesses to the local area.
- **Leverage Other Funds:** funding for the BID, other than the BID assessment, will not come out of your pocket. Grants are available to pay for streetscape and other capital improvements (historic lighting, trash receptacles, information kiosks, tree plantings). The BID will secure necessary funds to pay for such improvements.

商業改進區的優勢有哪些？

- **有針對性的投資：**普通稅收有多方用途，而商業改進區所收取的費用只用于改善當地商區的情況。
- **本地控制：**經由業主和商家選舉產生的董事會，將自行確立商業改進區所提供的服務和改進措施，并設定預算的使用。
- **影響力：**當業主和商家支持并為此組織支付費用時，市政部門和該地區所選舉的政府官員將會注意并傾聽他們的聲音。這會使該區的民聲得到響應，政府官員為該社區發展撥款將成為可能。
- **專設理事解決問題：**商業改進區管理層致力於解決問題，簡化程序，消滅官僚障礙，與政府機關合作尋求永久的解決方法，從而使商家可投入更多的時間在各自的商業發展上。
- **招商優勢：**一個擁有良好規劃，能滿足業主和商家需求的地區比其他地區有更大的優勢，它能保持一個整潔安全的環境，提高地產價，增加購物樂趣，吸引更多的商機。
- **協調利用其他款項：**除了應付款項，商業改進區的其他資金，您無須支付。商業改進區將確保持有必要的資金，并將其撥于街道景觀建設和其他基本建設，如，紀念日亮燈，購置垃圾箱，設置信息台，植樹，等。

BID TESTIMONIALS

對商業改進區的評語

- **Basic Services:** When it comes to commercial districts, perception is paramount. An individual's first impression upon visiting a district often determines whether that person will return to shop, decide to do business in the area or make it his/her home. This get right to the heart of what BIDs are all about – improving their neighborhoods. Perhaps this is why the theme of “clean and safe” has become such a prominent focal point for BIDs. The core programs for BIDs worldwide involve designing and implementing clean and safe initiatives tailored to the needs of their target area. Once the district is clean and safe, it sets the tone for promotion, retail recruitment, capital improvements and many of the other programs that BIDs have successfully launched. – *Barbara Askins, President, 125th Street BID*
- **基本服務：**對於一個商業區來說，別人對它的看法和感受是極其重要的。一個人對一個地區的第一印象往往就決定了此人是否還會來此地購物、來此處做生意，或是否會來此安家落戶。這正一語道破了商業改進區的本質——改善本社區。也許這就是為何商業改進區總把“整潔安全”視為重中之重。全世界的商業改進區的核心任務都包括設計實行各項有關清潔和治安工作的倡議和行動，以迎合其社區的需要。一旦該地區乾淨而且安全了，它就為進一步的發展，零售招商，基本設施的改進和其它一系列商業改進區倡導的服務項目，奠定了基礎。——*芭芭拉·艾斯金，125街商業改進區主席*

- **Business Development:** This is a core function of any improvement district – both to promote existing businesses so they succeed, and to attract more and better businesses to an area. The former is done mainly through smart, collective promotion. It can take the form of co-op advertising, of special targeted promotions, of events that are linked to promotions that draw people to the area and introduce them to area businesses. The latter – getting business to come to an area, cuts to the broader efforts of the BID. The basics, of course, are key: making an area clean, making it safe and making it attractive. After that, it's having a brand strategy that sums up the strongest characteristics of your neighborhood or district and working those themes and assets into all of the things you do, especially your communications strategy. By combining the “substance” of making a place genuinely clean, safe and attractive with the “spin” of a positive, focused message that draws on the area's strengths, a BID can draw new businesses to the area, and help get more activity for existing businesses. – *Tim Tompkins, President, Times Square Alliance*
- **商業發展:** 對於任何一個發展區域來說，核心的任務就是，支持現有商家，助其成功，同時吸引更多更好的商家入駐此地區。前者主要可以通過合理的集體改善來實現。他們可以採取很多形式，比如聯合的廣告宣傳，針對性的促銷，利用與促銷推廣有關的事件來吸引人們，並將該地區商業情況展現給他們。後者，也就是將商機引入此地區，則需要商業改進區更為廣泛的努力。當然，基礎是關鍵：使該地區乾淨、安全、更具吸引力。在做到這些以後，該區就有了一個集合此地區一切優勢的品牌戰略，並將把這些主旨和資產貫徹于方方面面，尤其是在媒體交流策略上。通過綜合各項物質基礎使本地區成為真正的乾淨、安全、有吸引力的地方，並利用這些優勢不斷地給人正面的、鮮明的訊息，商業改進區可憑此吸引更多商機，也使現有的商家汲取更多活力。——*蒂姆·湯普金斯，時代廣場聯盟會主席*
- **Marketing:** A BID promotional program should brand its district as the place to go to shop for a particular product category at a specific quality level and price point. Whether buying fashion, jewelry, gourmet foods or electronics, shoppers like to visit locations where they have lots to choose from. Though a focused consumer awareness and image building campaign that targets a particular market niche, the identity of the district can be molded to reflect the strengths of the BID as a shopping destination. By encouraging competing businesses to engage in joint promotions that focus on their particular business sector, everyone's bottom line rises. – *Mathew Bauer, President, Madison Avenue BID*
- **市場推廣:** 商業改進區的市場推廣項目應為該地區創立一個良好的形象，那便是，在此處可以在一定的價格點購買到有質量水平保證的特定產品。無論是購買時裝、珠寶、美食還是電子設備，顧客都喜歡在有很多商品可供選擇的地方購物。通過一個具體的消費意識，和宣傳市場定位的形象樹立活動，該地區的特性將會被塑造，並反映出商業改進區作為購物天堂的實力。通過鼓勵商業競爭來促進共同進步，每個人的底線都將上升。——*馬修·鮑爾，麥迪遜大道商業改進區主席*
- **Capital Improvements:** Every neighborhood has its own personality that is both reflected in and a product of the various physical elements found on the streets and sidewalks. From streetlights to street corners and from benches to bike racks, a BID's streetscape improvements help to define its image and character. Whether it's hip and edgy, historic and demure or polished and urbane, a neighborhood's temperament is very much composed of the various pieces that make up its physical background and support structure. – *Alfred C. Cerullo, III, President and CEO, Grand Central Partnership.*

- **改善基本建設：**每一個社區都有其特色，這些特色往往由當地的街道、人行道，以及這些道路上的各種外觀因素反映出來。從街燈到街角，從長凳到自行車車架，商業改進區的街道景觀改善服務將有助於塑造該地區的形象和特徵。無論它是時髦激進的，是莊重深沉的，還是優美高雅的，一個社區的特性，很大程度上是由構成它外觀和支承體系的多種因素組成的。

BID PLANNING (商業改進區的規劃)

What is BID Planning?

BID planning is a consensus-building process in which local community leaders including property and business owners and residents discuss a vision for revitalizing the local commercial area and develop a plan to realize that vision. To provide transparency and clarity for the BID planning process, SBS published a step-by-step guide (www.nyc.gov/bid) in starting a BID, which include 11 steps: the first 7 steps describe the activities under BID planning and the remaining 4 steps describe outreach activities to gain support for the BID plan. The 7 planning steps are: (1) contact SBS to conduct a kick-off meeting, (2) determine whether or not to form a BID, (3) form a steering committee, (4) hold steering committee meetings, (5) develop a database of property owners and commercial tenants, (6) conduct needs assessment survey, and (7) draft the BID plan.

甚麼是商業改進區規劃？

商業改進區的規劃是一個建立共識的過程，在此過程中，當地社區的領導，包括業主、商家、居民商討出一個振興該商業區的設想，並研究出一個計畫以實現此設想。為了使商業改進區的規劃過程更明確，小型商業服務部門發佈了一份分步指南來幫助商業改進區的創建（詳情請見www.nyc.gov/bid）。此指南羅列了 11 個步驟：前 7 個步驟描述了商業改進區規劃過程中的各項工作，後 4 個描述了為商業改進區規劃贏得資助的延伸服務。這 7 個規劃步驟是：(1)與小型商業服務部聯繫，舉行一個啟動會議，(2)決定是否要創建一個商業改進區，(3)成立指導委員會，(4)舉行指導委員會會議，(5)建立一個業主和商住戶的數據庫，(6)進行需求評估調查，(7)起草商業改進區成立草案。

Is There an Official Start in the Planning Process?

Yes, a kick-off meeting with senior SBS officials signals an official start for the planning process. The local sponsors of the BID contact SBS to schedule a convenient time for the kick-off meeting which will be held at SBS. The chairperson of the BID steering committee and the local project leader who is accountable for the successful completion of the 11-steps, are required to attend the kick-off meeting.

商業改進區的規劃是否有一個正式起點？

是的，與小型商業服務部的高層官員舉行啟動會議，即標誌著商業改進區的規劃正式開始。商業改進區的贊助人員與小型商業服務部接洽，約定一個適當的時機于小型商業服務部召開啟動會議。商業改進區指導委員會的主席，以及負責完成上述 11 個步驟的地區項目領導，必須參加這個啟動會議。

Who Should Serve on the BID Steering Committee?

Local community leaders including property and business owners should be invited by BID sponsors to serve on the BID steering committee. Steering committee members should have the following leadership attributes: (1) expressed support for a BID, (2) excellent communication skills, (3) well respected locally as a leader, and (4) built relationships with members of the local community.

誰將任職于商業改進區的指導委員會？

社區領導，包括業主、商家，將受商業改進區資助者的邀請，任職于指導委員會。指導委員會的成員必須有以下領導品質：(1)支持商業改進區，(2)良好的溝通交流技能，(3)作為一個領導者，備受當地民眾尊敬，(4)與該社區成員建立友好關係。

Should the BID Steering Committee Hire a BID Planning Consultant?

The benefits of hiring a BID planning consultant include: proven experience and success in establishing BIDs, successful completion of the 11-steps, and efficiency and speed in establishing a new BID. The costs of a BID planning consultant may vary from \$15,000 to \$90,000 or more depending on the size of the BID area and complexity of outreach in gaining support from local property and business owners.

商業改進區指導委員會是否應該雇用一名規劃顧問？

雇用一名商業改進區規劃顧問的好處在於：顧問擁有成功建立商業改進區的豐富經驗，能順利完成 11 個步驟，從而使一個新的商業改進區能更迅速有效地建立。雇用一個規劃顧問的費用，約在 15,000 至 90,000 美元之間不等，或是根據商業改進區的區域大小以及為贏得資助而進行的延伸服務的複雜性而定。

Will SBS Provide Template for Preparing Planning Documents?

Yes, with three decades of experience in creating new BIDs, SBS has a wealth of resources including models or templates for the preparation of BID planning documents. The document templates make it easier for the BID project leader to complete successfully the BID planning activities.

小型商業服務部是否會為規劃文件提供模板？

是的，小型商業服務部在創建商業改進區方面擁有三十多年經驗，它可以提供一系列豐富的資源，包括成功範例，或商業改進區規劃文件的模板。這些模板使商業改進區的項目領導能更方便地完成規劃工作。

Are BID Sample Budgets Available?

Yes, SBS published an annual NYC Business Improvement District Profiles which contain budgets of 64 BIDs in operations in New York City, the largest urban network of BIDs in the nation. You may obtain a copy from visiting www.nyc.gov/bid.

是否有商業改進區預算樣本？

是的，小型商業服務部每年都發佈紐約市商業改進區檔案，它包括了紐約市 64 家商業改進區，這個全國最大的城市商業改進區網絡的預算。您可以從市政府網站 www.nyc.gov/bid 上獲得一份副本。

How Long Does it Take to Complete BID Planning?

Typically BID planning can be completed in nine months or less. After the completion of BID planning, the City can complete the legal legislative approval process in about nine months. In total, a new BID can be formed in about 18 months.

完成商業改進區規劃需要多長時間？

一般來說，商業改進區的規劃可在 9 個月內完成。該規劃完成后，市政府將在 9 個月時間內完成立法批准程序。一個新的商業改進區總計可在 18 個月內建立。