

中國城商業發展區通訊

BID BULLETIN

Winter 1999

中文翻譯請參閱第4頁

LA Chinatown Business Council

Patrick Lee, CHAIRMAN
developer

Kim Alan Benjamin,
VICE CHAIR
21st Dynasty Center

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Seeds of Renewal Sown in Chinatown From Decay and Decline, A Phoenix Prepares to Rise

For some familiar with Chinatown, the image of neglected and vacant buildings marred by graffiti, trash-littered sidewalks and panhandling transients comes to mind. Property values have declined, vacancy rates are increasing, tenants struggle to make sales, and a general pessimism pervades.

Yet amid this atmosphere of decay, a few property owners have taken things into their own hands. Buoyed by the support of new business interests in the area, they are making the first positive changes in decades.

The founding members of the Los Angeles Chinatown Business Council (LACBC) have volunteered \$150,000 toward revitalizing Chinatown. First steps have been to fund daily sidewalk sweeping services, and today, Chinatown looks cleaner than it ever has. The LACBC is also funding a private security patrol that collaborates with the LAPD in discouraging panhandlers and other nuisances from the area.

Outside interests have been a key factor in the timing of this movement. Over the last several months, new investments have been made in the area. LaeRoc Partners, Inc. has purchased the 125,000-square-foot Dynasty Center and a 77,000-square-foot retail and office building at the corner of College and Spring. The Riboli family, owner of the San Antonio Winery, has bought the Capitol Milling property on Spring Street. Businessman Peter Kwong is building a 14,000-square-foot retail

center at Spring and Ord streets. Finally, Majestic Reality is in the process of purchasing the 32-acre "Cornfield" property. All this is underway within the context of the planned development of a Metro Blue Line station at the corner of North Spring and College streets.

Still, it will take more than volunteer patrols to keep Chinatown attractive to developers and consumers. It will take a consistent and comprehensive effort. As such, the LACBC and the Chinese Chamber of Commerce are exploring the formation of a property-based Business Improvement District (BID).



"A Business Improvement District is one of the most effective tools cities have for managing the environment, establishing an identity, and creating a vibrant sense of place," said Marianne Giblin, an urban revitalization expert assisting the property owners.

The goals of the BID according to Ada Chan Wong of the Chinese Chamber of Commerce are "to revitalize Chinatown through professionally managed clean and safe services, image enhancement, and marketing and communications."

After years of decline, Chinatown is poised for a return to the dynamic business, cultural and tourist attraction it once was. Improved property values, increased business traffic, and an enhanced quality of life for residents, workers and visitors are on the horizon as Chinatown prepares for the new millennium.

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Los Angeles Chinatown

IN ALLIANCE WITH
THE CHINESE CHAMBER
OF COMMERCE

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BUSINESS COUNCIL

What is the L.A.C.B.C. ?

The Los Angeles Chinatown Business Council is a non-profit organization associated with the Chinese Chamber of Commerce and dedicated to the revitalization of Chinatown. Its mission is to advocate, facilitate and direct improved public safety, sidewalk, graffiti and streetscape cleaning programs, marketing and public space programs and other projects needed to make Chinatown a competitive, quality environment in which to live, shop, and conduct business.

The BID Approval Process

California law requires that a majority of those property owners paying over 50% of the BID assessment must sign a petition in support of the Business Improvement District. Once a positive petition campaign is completed, the Los Angeles City Council must ratify the establishment of the district. A non-profit organization is created and managed by those paying the assessment, and that organization is responsible for providing services in the district. A bid could begin operating in Chinatown in 2001 if a majority agrees.

BID Features

Positive Petition—A majority of property owners must sign a petition to establish the district.

Management District Plan—Spells out the services to be provided, the method of assessment, the district budget, and the term of the district among other things so there are no surprises.

Baseline Services Contract—Establishes levels of city services, which would continue after district is formed. BID services are designed to enhance not replace city services.

Sunset Provision—BID's have a defined life: property owner support is required for renewal.

Citizen Governed—BID's are created and managed by property owners.

WHAT IS A BID?

Actually, the term represents a very simple concept: property owners join together to build a legal mechanism which will help them realize common goals for their properties and surrounding areas. These goals may include creating a clean, safe, and friendly environment, increasing visitors to the area or revitalizing a retail district--in general, creating a vibrant destination, and of course, enhancing property values. Attaining these goals has been the challenge of thousands of urban areas since the advent of freeways and the migration of people and businesses to the suburbs.

There are over 1,200 property-based BIDs in the United States and Canada. Here is how they work: Property owners first determine what services and improvements would be necessary to achieve their goals. These may include safety, maintenance, marketing and communications, business retention

and recruitment, parking management, and streetscape improvements.

Property owners then decide the boundaries of the BID and how much they would be willing to spend to provide the desired

“The BID promises to effect much-needed improvements for business owners, workers, and residents alike.”

Patrick Lee, Developer,
Chairman of the LACBC

services in the district. Services are paid for by a special assessment on real property in the defined geographic boundaries of the district. A petition is then signed and the district is brought before the local governing agency for ratification. Finally, a nonprofit organization is created and managed by those paying the assessment, and that organization is responsible for providing the services in the district.

BID PROGRAMS MAKE A DIFFERENCE

Public Safety

The linchpin for creating a managed environment is public safety. The first step in regaining control of an area is visibility. Districts utilize public safety officers in brightly colored uniforms, on foot, bike, and in cars. Serving as the eyes and ears of the police, these officers give peace of mind to workers, residents and visitors. Most importantly, they act as ambassadors—assisting visitors with valuable information. BIDs also provide the organization with a unifying voice enabling property owners to work closely with the local government to establish quality of life ordinances dealing with issues such as aggressive street behavior and homeless issues.



Maintenance

While most property owners do a good job of maintaining their properties, few owners venture beyond their own property lines into important public areas frequented by customers. BID clean teams go where owners fear to tread—cleaning storm drains, vacant lots, and debris filled alleys. They use a variety of tools such as graffiti removal, sidewalk pressure cleaning, sidewalk, alley, and gutter sweeping, trash and debris removal, and tree trimming to maintain a well-groomed appearance throughout the district.



Marketing and Communications

After a district has attained a highly managed environment, stubborn negative perceptions may prevail. Marketing is an effective tool to tell the new positive story about a district's rejuvenation. Marketing and Communications programs include: advertising, promotions, public relations, special events, web sites, map guides, trolley tours, destination signage, and festive banner programs. Internal communication among property owners and tenants is also important. Organizations use newsletters as a cost-effective way to reach their constituency. BIDs perform vital economic development services, providing broker support and implementing proactive business retention and recruitment programs. Organizations also work with local agencies to resolve planning and development issues.



“I love Chinatown and wish it were more vibrant. I believe it will be so again.”

Kim Alan Benjamin, LaeRoe Partners, Inc.

BID BENEFITS

Assessments provide a stable revenue stream which is essential for solving long term problems.

Assessments are proportionate to the benefits received.

Assessments are affordable and equitable.

“We have been waiting so long for the right elements to converge. We finally have the interest and momentum to make positive changes.”

Ada Chan Wong, President,
Chinese Chamber of Commerce

BID RESULTS

Fashion District, Downtown Los Angeles:
53% decrease in crime, 2.9 tons of trash removed from the district daily.

CCD Philadelphia:
Lighting levels doubled through the installation of 1,000 pedestrian-scale fixtures.

Downtown Denver BID:
From 1987 to 1995 office vacancy in downtown decreased 31% to a low of 13%.

Downtown Phoenix BID:
62% increase in retail licenses and 23.6 % increase in restaurant and bar licenses.

Times Square New York BID:
93% decrease in three-card Monte games, street crime down by 47%, and illegal panhandling down by 85% from 1993 to 1998.

Central Houston, Inc.:
80% reduction in visible litter in a four year period.

BID 的優點

估價 提供源源不絕的穩定收入 -- 有利於解決長期問題。

估價 與所收利益成正比。

估價 收費低廉公平。

“我們等待了很久，期待有利條件出現。終於產生了令她脫胎換骨的興趣和動力。”

Ada Chan Wong, President,
Chinese Chamber of Commerce

BID 的成績

洛杉磯市中心時裝區:
罪案減少 53%; 每日清償區內垃圾 2.9 噸。

費城 CCD
裝置一千支人行道路燈，照明度倍增。

BID 丹佛市市中心:
辦公室空置率從 1987 年到 1995 年下降 31% 降至 13%。

BID 鳳凰城市中心:
零售牌照增加 62%; 餐廳酒吧牌照增加 23.6%。

BID 紐約時代廣場:
1993 年至 1998 年之間 3-card Monte 紙牌賭博減少 93%; 街頭罪案減少 47%; 非法行乞減少 85%。

中央休斯頓有限公司
垃圾四年間明顯減少 80%。

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中國城已播下重生種子

熟識中國城的人，都想起這個日久失修、樓房空置、到處塗鴉、遍地垃圾、沿途乞丐、滿目瘡痍的景象。在這個社區工作和生活的人都要面對這蕭瑟的現實。要吸引新顧客和遊客就毫不容易。房地產價格下降；空置率上升；租戶掙扎促銷；市內人人悲觀。

幸而在一片低沉氣氛中，還有少數房地產業主堅持掌握自己的命運。在區內新企業的鼓舞下，他們作出了幾十年來的首次大翻新。

洛杉磯中國城商業協會（以下簡稱 LACBC）的創辦成員，現已自動捐出十五萬元重建中國城。第一個階段是資助人行道每日清掃服務。今日中國城看來已比任何時候乾淨得多。LACBC 同時也資助與洛杉磯警局合作的私營保安隊每日巡邏，以遏阻乞丐和妨礙商業活動的人仕進入。LACBC 現已展開一系列推廣活動，例如九月份的中秋節百萬行。該活動吸引了一千多個觀眾參觀和十一個主要電視、電台、和印刷媒體報導。中國城將在二月份的農曆新年和八月份的民主黨全國大會分別主辦多項活動，預料將會吸引更多大眾注意。

對區外推廣將為推廣活動選擇時間的主要因素。過去幾個月來，區內已完成了多項投資。LaeRoc Partners 有限公司已經收購了二十五萬平方英尺的朝代中心 (Dynasty Center) 和大學街 (College Street) 與 士丙街 (Spring Street) 交接角落的一座七萬七千平方英尺零售辦公室樓宇。聖安東尼

奧酒廠東主李伯利家族也收購了士丙街 (Spring Street) 的 Capital Milling 產業。商人 Peter Kwong 則在士丙街 (Spring Street) 與奧德街 (Ord Street) 交叉口處興建一座一萬四千平方英尺零售業中心。Majestic Realty 正在收購三十二英畝的主要“玉米田 (Cornfield)” 地產。還有不同的投資者和開發商正在探討收購 Little Joe 餐廳的可能性。這一切進行中的活動都與計劃中位于北 Sprint 街與 College 街交叉口的藍線捷運站有關。

盡管如此，投資者的興趣和保持中國城安全、整潔及吸引顧客的自發力量還不足夠，仍需要持續而全面的努力。LACBC 和中華總商會所見略同，兩會現正探討成立以房地產開發為主的商業改良區 (Business Improvement District - BID)。



房地產業主服務的市區復興專家 Marianne Giblin 說「商業改良區是城市控制環境、建立社區特性和創造活躍地方感的最有效工具之一。」。中華總商會的 Ada Chan Wong 認為，BID 的目標是「利用專家提供的清潔與保安服務復興中國城。」

經過積年累月的衰退之後，中國城終於做好準備展開新開發計劃、市場營運推廣、恢復商業、文化與旅遊事業的昔日光輝。正當中國城即將進入下一個千年期之際，房地產升值、交通改善、居民、工人與遊客生活品質提升，一切都已在地平線上提升。

何謂 L.A.C.B.C. ?

洛杉磯中國城商業協會 (LACBC) 是中華總商會有關的非牟利姊妹機構。她的宗旨是復興中國城。她的使命包括公共安全、人行道、塗鴉和街景清潔、市場與公共空間規劃，使中國城成為居住、購物和營業均有競爭力而為優質環境所需的其他規劃。

BID 的認可

加州法律要求支付超過 BID 估價 50% 的大部分房地產業主，必須簽署請願書支持 BID。請願運動一經完成，洛杉磯市議會便需批准建立該區。然後透過支付估價成立一個負責管理非牟利機構，該機構將負責向該區提供各種服務。經過多數通過後，中國城將在 2001 年開始招標運作。

BID 的特徵

有建設性的請願 - 大多數房地產業主必須簽署一份請願書要求成立該區。

分區管理計劃 - 說明所提供服務，評估方法、分區預算、分區年期等等，以避免產生震驚。

基線服務合約 - 建立分區組成後仍將存在的城市服務層次。BID 服務是為加強而非取代城市服務而設計的。

日落規定 - BID 有自己的界定生命；如需續期需有業主支持。

市民管轄 - BID 由眾業主成立管理。

甚麼是 BID?

事實上 BID 一詞代表一個非常簡單的概念：房地產業主聯合起來建立一個法律機制，以協助他們實現自己的房地產和周邊地區的共同目標。這些目標可能包括建立一個整潔、安全而友善的環境、增加遊客、復興零售區 -- 一般來說是樹立一個充滿活力的預定目標，當然也包括房地產的增值。自從高速公路完成而居民與商店紛紛移往郊區以來，達到這些目標便成為成千上萬市區的挑戰。

美國與加拿大共有超過一萬二千個有關房地產的 BID。運作情況如下：房地產業主首先決定什麼服務和改良需要達成目標。這些目標可能包括安全、維修、市場營運與通訊、營業保留額與招聘、停車場管理、街景改良等。

房地產業主決定 BID 的範圍和他們願意花多少錢向該區提供所預算的服務。服務的支付根據對區內特定地理範圍內的房地產之特別估價。然後簽署請願書，經由地方政府機構批准該區成立。最後由支付估價費用的個人及或機構成立並管理的非牟利機構，負責向該區提供服務。

“ BID 向企業
業主、雇員、居民
等都答應了進行
所需的改良。”

Patrick Lee, Developer,
開發商兼 LACBC 會長

BID 天壤之別的規劃

大眾安全

建立環境管理的關鍵是公共安全。恢復任何地區治安的首要條件是能見度。這些地區所雇用的公安警衛，穿著鮮艷顏色制服，步行、騎單車或開汽車巡邏。作為警察耳目的保安人員因此能使工人、居民、遊客均有安全感。最重要的是，他們扮演大使角色 -- 向遊客提供寶貴資訊。BID 同時向組織發出整合意見的聲音，促使房地產業主和地方政府緊密合作，針對放肆街頭行為和街頭露宿問題建立生活質素條例。



維修

儘管大多數房地產業主對他們的產業維修得很好，可是他們卻絕少從自己的產業走到顧客經常聚集的主要公共場地去。BID 的清潔隊伍所到之處都是業主們怯步的地方 -- 隊伍在那裡清理暴雨下水道、空置地皮、滿布垃圾的橫巷。



推銷與通訊

一個地區的環境得到妥當管理之後，可能產生頑固的負面意見。推銷是指利用有效工具去有關地區重建的一個正面的新故事。推銷與通訊規劃包括：廣告、推廣、公關、特別節日、網址、地圖指南、街車觀光、目的地標誌、節日旗幟等方案。業主與租戶之間的互聯網通訊也同樣重要。各機構利用新聞郵件作為與選區溝通的高成本效應工具。BID 執行主要經濟發展服務，提供經紀服務協助商業保存與招聘規劃。各機構更與當地代理商合作解決計劃與開發問題。



我愛中國城，希望她充滿活力。
深信必能如此。”

Kim Alan Benjamin, LoeRoe Partners, Inc.

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Stamp

