

We're about

Commercial Revitalization

Business Attraction



Merchant Organizing



Placemaking



Facade Improvement



Capacity Building



Avenue NYC

Annual Report 2010

NYC

Michael R. Bloomberg
Mayor

Small Business
Services



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, NY 10007

June 2011

Dear Friends,

Our City's retail corridors provide jobs for New Yorkers, opportunities for entrepreneurs, and goods and services for our millions of residents and visitors. They are critically important to our economy and quality of life, and the Department of Small Business Services' Avenue NYC is a program dedicated to strengthening commercial districts in neighborhoods across the City.

Avenue NYC brings together non-profits, merchants associations, and local development corporations to attract new businesses and create new jobs. And in the past year, Avenue NYC increased its technical assistance programs and helped even more low- and moderate-income communities meet the challenges of the economic downturn. Avenue NYC-funded organizations also put more commercial areas on the road to forming Business Improvement Districts, another terrific sign that our City's economy will continue to recover faster than many thought possible.

While we are proud of these achievements, we also recognize that there is still plenty of work to do. Through innovative partnerships, Avenue NYC will spur private investment, sustain successful neighborhoods, and build confidence in New York City's future.

Sincerely,

A handwritten signature in black ink that reads "Michael R. Bloomberg".

Michael R. Bloomberg
Mayor

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City of New York: Michael R. Bloomberg, Mayor; Robert K. Steel, Deputy Mayor for Economic Development

The **Avenue NYC** Program is part of the Neighborhood Development Division under the leadership of Commissioner, Robert W. Walsh and Deputy Commissioner, Elizabeth De León. Avenue NYC is led by Executive Director, Andrea Buteau and Program Manager, Xavier Stewart. Thank you to the other members of the Neighborhood Development Division for their hard work: Christopher Dorrian, Eddy Eng, Leon Fonfa, Robert Kennedy, Mahadya Mary, James Mettham, Michael Melamed, and Laura Rothrock. Lastly, special thanks to marketing team leader Jackie Mallon and member Alexander Reh for their help in pulling this report together.

The Pratt Area Community Council (PACC)

The Pratt Area Community Council (PACC), founded in 1964, serves a 23-block commercial district along Fulton Street in the Fort Greene/Clinton Hill and Bedford Stuyvesant neighborhoods of Brooklyn and is committed to improving the quality of life for all the area's residents.

With the help of Avenue NYC, the organization leveraged its relationships with local property owners, as well a State allocation of façade improvement capital funds, to begin closing the area's high vacancy rate. PACC also hosted a series of Rolling Up the Gates (RUG) Storefront Stroll events which connected local entrepreneurs to property owners with available vacant space. The Rolling Up the Gates events have been widely successful in bringing new businesses to the Fulton Street corridor.

PACC's Director of Economic Development, Dale Charles stated,

“Avenue NYC funding helped our organization provide the tools and resources an entrepreneur needs before leasing a commercial space. RUG Storefront Stroll has continuously attracted new businesses to Fulton Street that complement an already diverse retail mix.”

Over the course of two years, the organization was able to attract a total of 25 new businesses to the commercial district, 17 new businesses in the 2010 fiscal year alone. So far, PACC has been able to reduce the vacancy rate by 9 percentage points to 14% (down from 23% in 2009).

“It has been tremendously rewarding to assist new entrepreneurs in opening retail businesses. Through RUG Storefront Stroll and Avenue NYC, PACC helped Tess Gill, a new business owner, identify a commercial space and provided her with a contractor and free legal assistance. As a result, she was able to open ‘Brooklyn Victory Garden,’ a retail store specializing in local grocery and gifts.”

PACC has now begun to share its strategies for retail attraction with other Avenue NYC-funded organizations and local development corporations across the City.

“Avenue NYC has helped us to partner with other organizations that are showcasing primary commercial corridors and attracting new businesses, expanding the assistance we provide to local entrepreneurs.”

PACC'S vision of the RUG Storefront Stroll is to create a thriving retail district that continuously reminds neighborhood residents to shop local – clearly, PACC is well on its way to achieving that goal.



Before

Façade Improvement

After

Overview

The New York City Department of Small Business Services' (SBS)

Avenue NYC program funds commercial revitalization initiatives in neighborhood retail districts throughout the City's five boroughs. Avenue NYC also offers an array of capacity building services designed to enhance participating non-profit organizations' abilities to execute impactful programs.



Avenue NYC is funded entirely through Community Development Block Grant allocations provided by the U.S. Department of Housing and Urban Development and targeted towards commercial corridors that serve neighborhoods federally designated as low- to moderate-income.

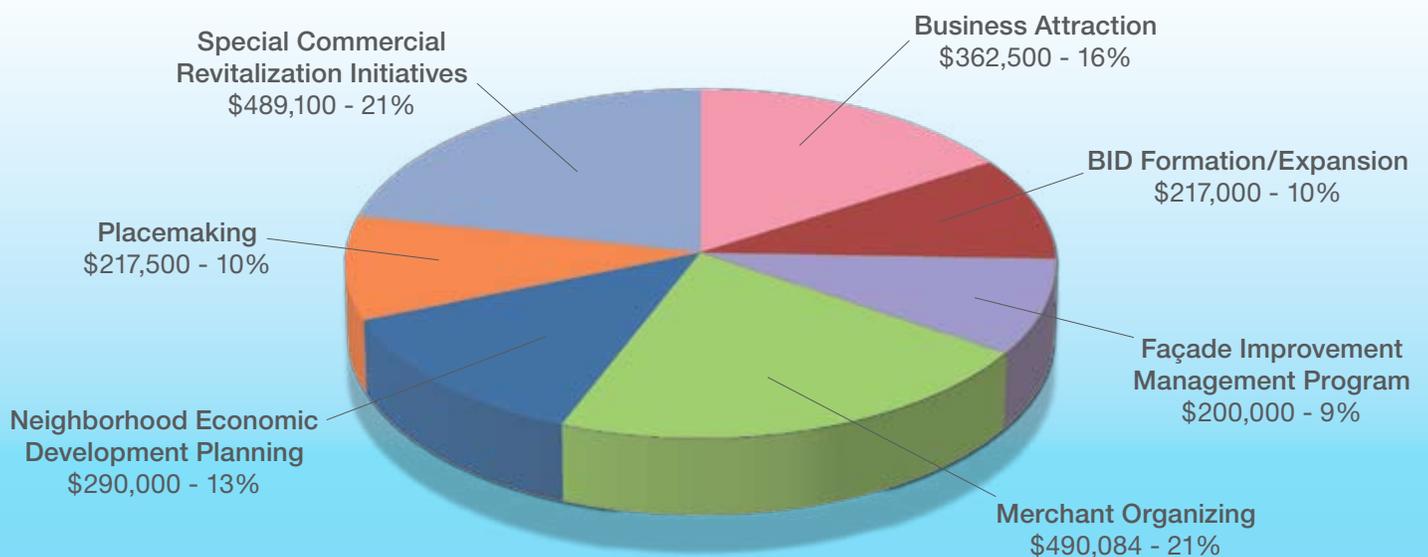
Over the last two fiscal years, Avenue NYC has invested over \$4.5 million in commercial revitalization efforts in 89 retail corridors across the five boroughs.

In fiscal year 2010, the program awarded almost \$2.3 million in grants to 48 organizations to complete 75 distinct commercial revitalization projects in the neighborhoods they serve.

These initiatives benefited more than 8,000 businesses across the commercial corridors served by Avenue NYC.

Funding Categories and Results

In fiscal year 2010, the Avenue NYC program awarded grants in seven project categories: Business Attraction, Business Improvement District (BID) Formation/Expansion, Façade Improvement Management, Merchant Organizing, Neighborhood Economic Development Planning, Placemaking, and Special Commercial Revitalization Initiatives. Although diverse in their approaches, the goal of every initiative carried out under Avenue NYC is to create and sustain the thriving local retail corridors that make New York City unique.



FY2010 Investment by Project Category Allocation

Business Attraction

Avenue NYC Investment: \$362,500
Funded Organizations: 12

A vibrant neighborhood retail district offers residents and visitors access to a diverse assortment of goods and services that meet their needs. Avenue NYC organizations conducting business attraction campaigns determine the needs of their community and which types of businesses would thrive there. By bringing new business to their corridors, diversifying the retail mix and filling retail vacancies, they encourage more investment in their community.

Fiscal Year Highlights

- Attracted **62** businesses to communities
- Completed **3** needs assessment surveys and **3** retail market analyses to identify gaps in the market and to gather pertinent data that will be used to bring new retailers into the district
- Hosted **7** business attraction events that showcased retail opportunities and resulted in **17** new business openings



AweDacity Boutique, Prospect Heights



Joyce Bakeshop, Prospect Heights

Business Improvement District Formation/Expansion

Avenue NYC Investment: \$217,500

Funded Organizations: 9

A Business Improvement District (BID) is a public / private partnership in which property and business owners elect to make a collective contribution to the maintenance, development and promotion of their commercial district within a defined boundary. BIDs provide a sustainable and community-led mechanism to build clean, safe, and desirable commercial districts. Avenue NYC funds organizations to form or expand BIDs and tracks their progress through the eleven-step BID formation/expansion process.

Fiscal Year Highlights

- Funded the formation of the **Atlantic Avenue BID** that was signed into law in 2011
- Funded **6** of the **8** BIDs currently in planning across the city, one of which has progressed to the legislative approval process
- Funded **2** existing BIDs to expand their district boundaries

BID Formation/Expansion Steps

- 1 - Contact SBS
- 2 - Determine Feasibility
- 3 - Form Steering Committee
- 4 - Hold Initial Committee Meeting
- 5 - Develop Database
- 6 - Conduct Needs Assessment Survey
- 7 - Draft District Plan
- 8 - Send Informational Mailing
- 9 - Hold First Public Meeting
- 10 - Hold Subsequent Public Meetings
- 11 - Document Results

List of Commercial Districts Funded to Form BIDs

| Proposed BID | Proposed BID Boundaries | Neighborhood | Borough |
|--------------------|--|--|---------------|
| Atlantic Avenue | Atlantic Avenue from the Brooklyn-Queens Expressway to 4th Avenue | Brooklyn Heights, Boerum Hill, Cobble Hill | Brooklyn |
| Burnside | Burnside Avenue from Harrison Avenue to Valentine Avenue | Morris Heights | Bronx |
| East 116th Street | East 116th Street from 5th Avenue to FDR Drive | East Harlem | Manhattan |
| Manhattan Avenue | Manhattan Avenue from Driggs Avenue to Green Street | Greenpoint | Brooklyn |
| Utica Avenue | Utica Avenue from East New York Avenue to Atlantic Avenue | Crown Heights | Brooklyn |
| Victory Boulevard | Victory Boulevard from Mann Avenue to Todt Hill Road | Westerleigh | Staten Island |
| Westchester Square | East Tremont Avenue and Williamsbridge Road between Silver Street and Westchester Avenue | Westchester Square | Bronx |

List of BIDs Funded for Expansion

| Organization Name | Neighborhood | Borough |
|-----------------------|-----------------|-----------|
| Lower East Side BID | Lower East Side | Manhattan |
| Sutphin Boulevard BID | Jamaica | Queens |

Merchant Organizing

Avenue NYC Investment: \$490,084

Funded Organizations: 18

Merchant associations enable individual business owners to collaborate on a variety of activities that will promote their business, beautify their district, educate consumers and merchants, and, ultimately, increase sales revenue. Avenue NYC funds groups to organize merchants to form new associations or to revitalize existing ones. In addition to meeting organizing milestones, funded groups execute at least one commercial revitalization initiative during the year, such as a marketing campaign or a community clean-up project.

Fiscal Year Highlights

- Created **12** new merchant associations and revitalized 15 existing merchant associations
- Incorporated **2** new merchant associations as nonprofits in New York State
- Obtained 501(c)3 tax exempt status for **4** merchant associations
- Hosted **16** promotional events that brought shoppers to the district
- Organized and held **68** merchant meetings encouraging collaboration
- Recruited a total of **163** new business owners to become active in merchant associations



Abby Hitchcock of Abigail Café and Wine Bar and a member of the Washington Avenue Prospect Heights Association.

Placemaking

Avenue NYC Investment: \$217,500

Funded Organizations: 8

Avenue NYC funds organizations to create shopping districts that consumers recognize as excellent places to shop, work, and do business. Organizations funded for Placemaking develop and execute marketing initiatives that highlight the unique physical, cultural, and retail attributes of their commercial corridor. Placemaking programs aim to attract shoppers and ultimately, to solidify the area's reputation as a commercial destination and/or vibrant retail corridor.

Fiscal Year Highlights

- Launched **9** district marketing campaigns to attract more business to neighborhood retail corridors
- Hosted **4** large-scale promotional events that brought shoppers to the district
- Created **2** district newsletters that highlighted local businesses and neighborhood happenings

Façade Improvement Management

Avenue NYC Investment: \$200,000

Funded Organizations: 8

Physical improvements to storefronts add aesthetic and economic value to the commercial corridor, attracting more customers and increasing sales as well as encouraging new businesses to locate in a particular district. Avenue NYC funds organizations that have already secured construction capital through the New York State Office of Community Renewal's Main Street Program to manage façade improvement programs. Avenue NYC covers costs related to design, marketing and program administration.

Fiscal Year Highlights

- Utilized funding to cover soft costs of façade improvement projects
 - **4** organizations started marketing campaigns to advertise the façade improvement program
 - **5** organizations hired architectural consultants to produce design renderings
- Improved **16** ground-floor retail facades of businesses located in **8** commercial corridors
- Facilitated the investment of **\$1,916,782** in capital improvements to storefront facades



Two examples of how a refreshed building façade can brighten up a commercial strip and bring new life to a business.



Neighborhood Economic Development Planning

Avenue NYC Investment: \$290,000

Funded Organizations: 9

Comprehensive economic development plans provide neighborhood organizations with the blueprint necessary to foster both long- and short-term commercial growth. Avenue NYC provides funding to organizations to undertake planning projects that will be utilized to understand community needs and preferences, attract new businesses, spur physical development, and influence policy and zoning changes.

Fiscal Year Highlights

- Produced **5** retail market and land use analyses that will be used to attract new businesses, influence zoning, and encourage development of soft sites
- Created **3** capital improvement plans, including the development of new public spaces
- Generated **1** community needs assessment and strategic plan for a corridor that will spur future commercial revitalization efforts



Understanding a neighborhood's needs and creating a plan of action to fill those needs are crucial to the continued growth of a commercial district.

| Organization | Neighborhood, Borough | Type of Plan |
|---|---------------------------------------|--|
| Church Avenue Business Improvement District | East Flatbush, Brooklyn | Land Use Plan |
| Cypress Hills Local Development Corporation | Cypress Hills/East New York, Brooklyn | Market Analysis and Retail Attraction Plan |
| Greater Jamaica Development Corporation | Downtown Jamaica, Queens | Parking Facilities Development Plan |
| Long Island City Business Development Corporation | Long Island City, Queens | Market Analysis and Retail Attraction Plan |
| Merchants of Third Avenue Civic Improvement Association | Bay Ridge, Brooklyn | Market Analysis and Retail Attraction Plan |
| Myrtle Avenue Revitalization Project LDC | Fort Greene, Brooklyn | Vacant Lot Development and Parking Improvement District Plan |
| Pitkin Avenue District Management Association | Brownsville, Brooklyn | Market Analysis and Retail Attraction Plan |
| South Bronx Overall Economic Development Corporation | Crames Square, Bronx | Plaza Renovation Feasibility Study |
| West Brighton Community Local Development Corporation | Castleton, Staten Island | Needs Assessment and Strategic Plan for Corridor |

Special Commercial Revitalization Initiatives

Avenue NYC Investment: \$489,100

Funded Organizations: 9

Special Commercial Revitalization Initiatives are innovative programs that do not fit into one of the other Avenue NYC project categories, but still draw on the strengths and distinctiveness of their respective commercial districts to produce measurable improvement in the commercial life of the community.

Fiscal Year Highlights

- Provided technical assistance and programmatic support to **35** nonprofit economic development organizations across 3 boroughs
- Activated public spaces in Downtown Jamaica in the evening to encourage night-time business activity
- Collaborated with the New York City Department of Transportation to develop designs and business plans for 2 new public plazas
- Placed art in vacant storefronts during community events as a means to activate the commercial corridor

Queens Economic Development Corporation



The Queens Economic Development Corporation (QEDC) has been assisting small businesses, promoting neighborhoods, and encouraging investment across the borough of Queens since 1977. The organization collaborates with key community stakeholders and local organizations to revitalize their commercial districts. In fiscal year 2010, QEDC was funded through Avenue NYC to strengthen and grow the capacity of community development corporations across the borough.

QEDC was effective in strengthening the capacity of two new organizations: the Farmers Boulevard Community Development Corporation (Farmers Boulevard CDC) in St. Albans and the Richmond Hill Economic Development Council (RHEDC) working on Liberty Avenue. With the support of QEDC, the Farmers Boulevard CDC implemented two community clean-up days, secured a grant to paint a mural and beautify the neighborhood, and built a new website. The success of QEDC's work with this community organization led to three new businesses opening on Farmers Boulevard in the past year, thereby reducing the vacancy rate, growing the local economy, and adding vibrancy to a previously distressed corridor.

QEDC created a business inventory for Liberty Avenue in Richmond Hill and assisted RHEDC in applying for 501(c) 3 tax status. QEDC also completed retail market analyses, identifying community strengths and weaknesses, development opportunities, and demographic information for both Farmers Boulevard CDC and RHEDC. With the support and additional capacity of QEDC, RHEDC secured an Avenue NYC grant for fiscal year 2011 and is now organizing business owners along Liberty Avenue with the goal of making their community cleaner and safer.

Thanks to QEDC's work with these organizations, merchants on Farmers Boulevard and Liberty Avenue now have reliable local organizations with the resources to help their corridors grow and thrive.

Capacity Building

Having strong local partners is crucial to implementing successful commercial revitalization initiatives. In addition to the critical funding provided through Avenue NYC, SBS offers community-based organizations a broad range of trainings and services aimed at building their capacity. In fiscal year 2010, Avenue NYC partnered with 3 non-profit services providers to provide over **1,200 hours** of training to more than **80 staff** and Board members of Avenue NYC organizations. In addition, Avenue NYC roundtables provided organizations the opportunity to learn programmatic strategies and tactics from their peers and exchange best practices.

Non-Profit Management Training and Consulting Support

The **Support Center for Nonprofit Management** provided Avenue NYC grantees with a series of 15 half-day workshops that included five training modules focusing on the following organizational development topics: Fund Development, Non-Profit Financial Management, Board Development, Program Evaluation, and Strategic Planning.

SBS also piloted one-on-one technical assistance in three areas, Non-Profit Financial Management, Board Development, and Strategic Planning. Avenue NYC-funded organizations that completed modules in these areas received up to 20 hours of one-on-one consulting from the Support Center for Nonprofit Management to address specific challenges that their organizations face.

Non-Profit Governance and Legal Training

Experts from the **Lawyers Alliance for New York** provided Avenue NYC grantees with training on a range of legal topics affecting the non-profit sector. Over the course of 4 workshops that benefited more than 33 organizations, the Lawyers Alliance shared the latest information on human resources law and regulation, Board governance responsibilities, fundraising legal considerations, and best practices in organizational by-laws.

Website Development Support

Avenue NYC partnered with **NPower New York** to develop websites that promote the services of participating organizations and the businesses that they serve. Through the website development program, selected organizations received a professionally-designed website as well as a series of trainings on how to manage and update website content.



In FY2010 Avenue NYC created 15 websites that promoted a total of 2,322 local businesses in retail corridors across the City.

Southwest Brooklyn Industrial Development Corporation



Trash receptacles designed by residents and business owners in Red Hook. Look closely and you will see Anchors!

In fiscal year 2010 The Southwest Brooklyn Industrial Development Corporation (SBIDC) was funded through Avenue NYC to complete work in the Business Attraction, Merchant Organizing, and Façade Improvement Management program categories in the Red Hook section of Brooklyn. The organization has been working to strengthen the communities of Southwest Brooklyn for decades and has recently completed high-impact projects that help to redefine public perceptions of this waterfront community. A perfect example lies in the story of Nate's Pharmacy, as described by Elizabeth Demetriou from SBIDC:

"For years, pharmacy customers in Red Hook have had to communicate with their pharmacist through a thick pane of bulletproof glass, not only to fill prescriptions but also to ask for over the counter health care items. But thanks to a partnership with SBIDC, Avenue NYC and New York State's Main Street Program, all that has changed. The barrier has come down, the interior of the pharmacy has undergone a remarkable transformation, and co-owners Bernie Glezerman and Boris Natenzon, are finally able truly to invite the community in."

In addition to interior renovations, the organization instituted a number of projects to change the streetscape appearance of the neighborhood, in particular Van Brunt Street:

"In the last fiscal year SBIDC completed three building renovation projects resulting in a total investment of over \$350,000 along Van Brunt Street in Red Hook. As a result, two businesses (Dry Dock & Suite Hair Boutique) were able to open their doors. In addition, SBIDC installed 11 high-end litter receptacles along Van Brunt Street as part of the Department of Sanitation's Sponsor a Basket Program. Several years ago, SBIDC staff noticed the lack of adequate litter receptacles along Van Brunt Street in Red Hook SBIDC staff formed a Main Street Committee made up of Red Hook business owners and residents to help design a receptacle unique to the neighborhood. The result was a design that not only achieves the goals of discouraging dumping and graffiti but also highlights this Brooklyn neighborhood's waterfront past and present."

With financial support and capacity building services provided through Avenue NYC, SBIDC has been able to enhance the physical environment in Red Hook's retail district, resulting in a more vibrant place for merchants, residents and visitors to do business.

"I have attended several training sessions offered by SBS and I find that they were very useful. By bringing people from different organizations together to share strategies that work, and those that don't, they provide a valuable service to grantees. In addition to being informative, these sessions allow groups to get together in informal ways and create valuable connections that last long after the sessions are over."



Elizabeth Demetriou
Director of Revitalization and Development
Southwest Brooklyn Industrial Development
Corporation (SBIDC)

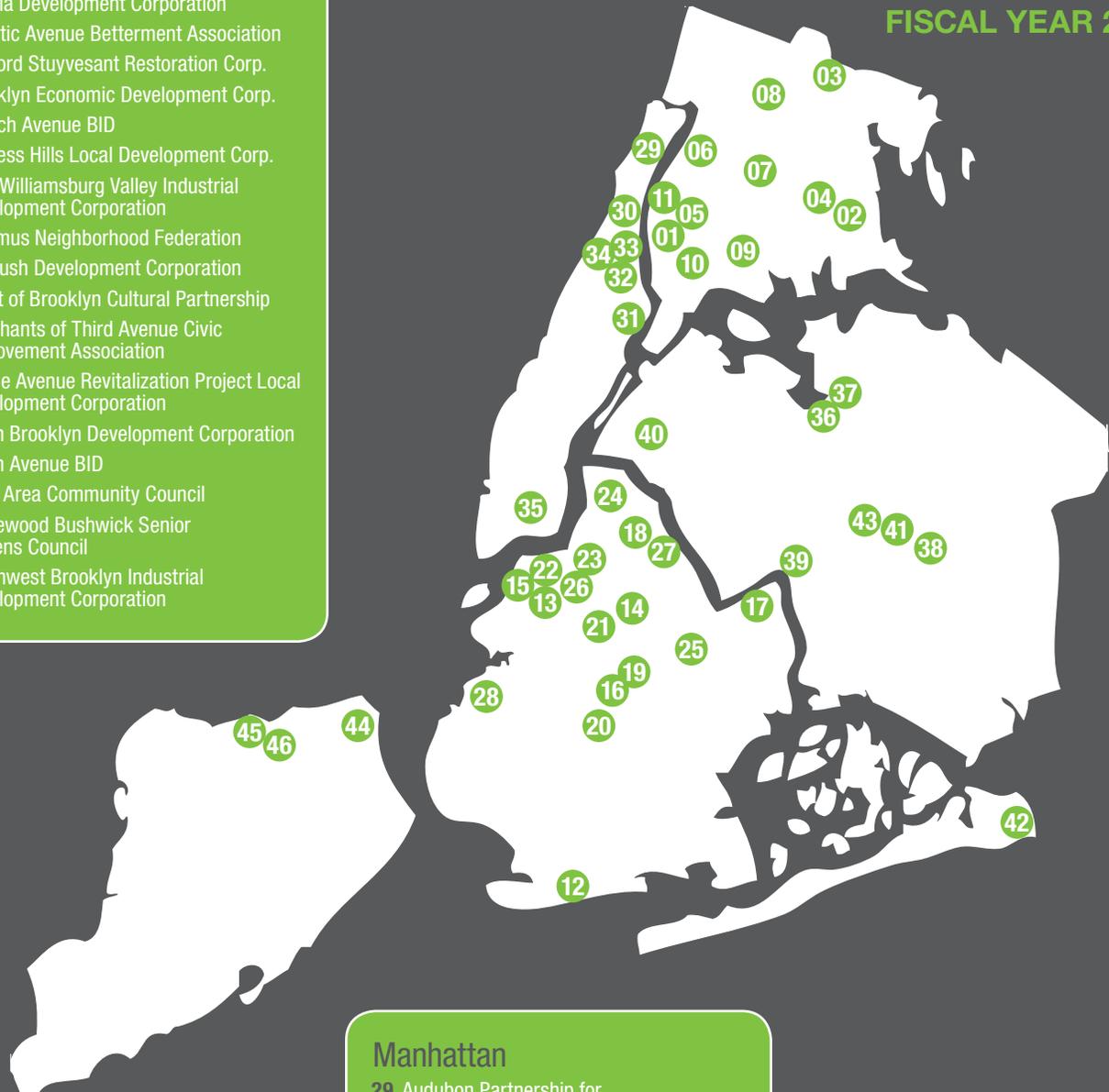


Borough President Marty Markowitz helps celebrate the re-opening of the newly renovated Nate's Pharmacy.

AVENUE NYC GRANTEES FISCAL YEAR 2010

Brooklyn

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- 13 Atlantic Avenue Betterment Association
- 14 Bedford Stuyvesant Restoration Corp.
- 15 Brooklyn Economic Development Corp.
- 16 Church Avenue BID
- 17 Cypress Hills Local Development Corp.
- 18 East Williamsburg Valley Industrial Development Corporation
- 19 Erasmus Neighborhood Federation
- 20 Flatbush Development Corporation
- 21 Heart of Brooklyn Cultural Partnership
- 22 Merchants of Third Avenue Civic Improvement Association
- 23 Myrtle Avenue Revitalization Project Local Development Corporation
- 24 North Brooklyn Development Corporation
- 25 Pitkin Avenue BID
- 26 Pratt Area Community Council
- 27 Ridgewood Bushwick Senior Citizens Council
- 28 Southwest Brooklyn Industrial Development Corporation



Bronx

- 01 161ST Street BID
- 02 Association of Merchants & Business Professionals of Westchester Square
- 03 Bronx Business Alliance
- 04 Bronx Council on the Arts Inc.
- 05 Bronx Overall Economic Development Corp.
- 06 Davidson Community Center
- 07 Morrisania Revitalization Corporation
- 08 Mosholu Preservation Corporation
- 09 Southern Boulevard BID
- 10 South Bronx Overall Economic Development Corporation
- 11 Women's Housing and Economic Development Corporation

Manhattan

- 29 Audubon Partnership for Economic Development
- 30 Community League of the Heights
- 31 East Harlem Business Capital Corporation
- 32 Harlem Business Association
- 33 Harlem Congregations for Community Improvement
- 34 Heritage Health and Housing, Inc
- 35 Lower East Side BID

Staten Island

- 44 Bayview Community Council
- 45 Northfield Community Local Development Corporation
- 46 West Brighton Community Local Development Corporation

Queens

- 36 Corona Community Action Network
- 37 Downtown Flushing Transit Hub BID
- 38 Greater Jamaica Development Corporation
- 39 Jamaica Center BID
- 40 Long Island City Business Development Corporation
- 41 Queens Economic Development Corporation
- 42 Rockaway Development and Revitalization Corporation
- 43 Sutphin Boulevard BID

Organizational Investment by Borough



Bronx-Based Organizations

1. 161ST STREET BUSINESS IMPROVEMENT DISTRICT

Special Commercial Revitalization Initiatives: \$25,000

The 161st Street BID launched operational activities in fiscal year 2010, which included the creation of a logo and a virtual presence for the BID. The BID also sponsored winter programming, including the opening of an outdoor ice skating rink in the district.

2. ASSOCIATION OF MERCHANTS & BUSINESS PROFESSIONALS OF WESTCHESTER SQUARE

Business Improvement District (BID) Formation: \$25,000*

The organization drafted a District Plan for the Westchester Square BID-in-planning, completing 7 of the 11 steps required to form a BID.*

3. BRONX BUSINESS ALLIANCE (BBA)

Façade Improvement Management: \$25,000

Merchant Organizing: \$50,000

BBA administered a \$200,000 New York State Main Street Grant and worked with an architect to draft design renderings. BBA hired 5 merchant organizers to provide support for 10 emerging merchant associations in the Bronx, sponsoring 5 holiday events and 3 sidewalk sales.

4. BRONX COUNCIL ON THE ARTS INC. (BCA)

Special Commercial Revitalization Initiatives: \$25,000

BCA engaged the businesses located in Westchester Square by collaborating on arts-based economic development programs. They placed art in vacant storefronts as a means to activate the corridor and by hosting an arts festival in Dolan Park.

5. BRONX OVERALL ECONOMIC DEVELOPMENT CORPORATION (BOEDC)

Merchant Organizing: \$25,000

Special Commercial Revitalization Initiatives: \$25,000

BOEDC worked with the Boston Road Merchants Association to develop a database of all members, non-members, and property owners and to double the group's membership. BOEDC also provided technical assistance to organizations in the Bronx by hosting a variety of workshops and by producing specialized GIS maps highlighting each organization's respective corridor.

6. DAVIDSON COMMUNITY CENTER (DCC)

Business Improvement District Formation: \$25,000*

DCC engaged in a BID formation program on Burnside Avenue in the Morris Heights section of the Bronx, completing a needs assessment survey and a district plan.

7. MORRISANIA REVITALIZATION CORPORATION (MRC)

Merchant Organizing: \$25,000

MRC worked towards creating a self-sustaining Merchants Association on 169th Street capable of accomplishing long-term goals such as streetscape improvements, business attraction, and a reduction in commercial vacancy rates.

8. MOSHOLU PRESERVATION CORPORATION (MPC)

Merchant Organizing: \$25,000

MPC worked towards revitalizing the Kingsbridge Road Merchants Association. MPC was able to recruit a leadership body, host promotional events, and begin developing a unified merchant plan for the proposed development of the Kingsbridge Armory.

9. SOUTHERN BOULEVARD BUSINESS IMPROVEMENT DISTRICT

Business Attraction: \$25,000

The SoBoBID identified barriers to filling commercial vacancies, established a counter-strategy and outreached to national chains and other retailers that fit the needs of the community. Through this initiative SoBoBID was able to attract a business to their corridor.

10. SOUTH BRONX OVERALL ECONOMIC DEVELOPMENT CORPORATION (SOBRO)

Neighborhood Economic Development Planning: \$50,000

Special Commercial Revitalization Initiatives: \$50,000

SoBRO completed a streetscape study, blueprints, and design vision for Crames Square, as well as a design for improvements and a memorial to be built in Roberto Clemente Plaza.

11. WOMEN'S HOUSING AND ECONOMIC DEVELOPMENT CORPORATION (WHEDCO)

Business Attraction: \$25,000

Merchant Organizing: \$50,000

WHEDCo attracted a business to their corridor by utilizing its retail toolkit marketing materials and by partnering with business assistance groups to identify new entrepreneurs and small businesses. WHEDCo also engaged the Southern Boulevard Merchants Association to promote the businesses along the corridor.



Brooklyn-Based Organizations

12. ASTELLA DEVELOPMENT CORPORATION (ADC)

Placemaking: \$25,000

ADC published 2 issues of Astella Action News. With a circulation of 6,000, each issue was mailed to residents and organizations as well as distributed in public places and to local merchants. Each publication ran ads from local businesses, included a section welcoming new businesses to the neighborhood, featured stories of local business owners, and reported on community news and events.

13. ATLANTIC AVENUE BETTERMENT ASSOCIATION (AABA)

Business Improvement District (BID) Formation: \$15,000*

AABA was funded to complete the BID formation process along Atlantic Avenue. The organization held public meetings, produced informational brochures and sent 2 mass mailings to all property owners. AABA submitted all of the required documents for BID formation and is in the legislative approval process.

14. BEDFORD STUYVESANT RESTORATION CORPORATION (BSRC)

Business Attraction: \$42,500

BSRC was attracted 4 businesses to their corridor by hosting 3 “rolling up the gates” events.

15. BROOKLYN ECONOMIC DEVELOPMENT CORPORATION (BEDC)

Business Improvement District (BID) Formation: \$25,000*

Business Attraction: \$25,000

Special Commercial Revitalization Initiatives: \$100,000

BEDC worked with the Utica Avenue Eastern Parkway Local Development Corporation to organize property and business owners and completed steps three through seven in the BID formation process. BEDC also pro-

vided interns to 15 organizations to carry out discrete projects. BEDC provided technical assistance to organizations in Brooklyn through a series of workshops and seminars. BEDC conducted consumer surveys of 4 commercial corridors in an effort to attract targeted retail businesses.

16. CHURCH AVENUE BUSINESS IMPROVEMENT DISTRICT

Neighborhood Economic Development Planning: \$25,000

The BID examined land use, zoning, soft sites, and retail conditions along their corridor to develop a Concept Plan for Coney Island Avenue from Parkside to Cortelyou Road.

17. CYPRESS HILLS LOCAL DEVELOPMENT CORPORATION (CHLDC)

Neighborhood Economic Development Planning: \$25,000

CHLDC partnered with the Pratt Center for Community Development and conducted a Retail Market Analysis of 2 commercial streets to understand the current retail market and to outline development plans.

18. EAST WILLIAMSBURG VALLEY INDUSTRIAL DEVELOPMENT CORPORATION (EWVIDCO)

Merchant Organizing: \$40,000

EWVIDCO created, incorporated, and marketed the Northside Merchants Association to tenants and business owners in Williamsburg, Greenpoint, and parts of Bushwick. EWVIDCO also built a website for the Northside Merchants Association as part of the Avenue NYC Website Development Program.

19. ERASMUS NEIGHBORHOOD FEDERATION (ENF)

Merchant Organizing: \$7,500

Placemaking: \$17,500

ENF formed a Merchant Association Steering Committee and hosted a sidewalk sale. ENF also held 2 events, a “Taste of Church Avenue” featuring Caribbean restaurants and a “Salon Ladies Night” featuring local beauty salons.

20. FLATBUSH DEVELOPMENT CORPORATION (FDC)

Business Attraction: \$25,000

Merchant Organizing: \$12,500

Through retail tours and a maintaining a vacancy database, FDC attracted 6 new businesses to the corridor. FDC grew the Cortelyou Road Merchants association to 21 merchants and has expanded the capacity of the organization by setting up temporary block captains.

21. HEART OF BROOKLYN CULTURAL PARTNERSHIP (HOB)

Merchant Organizing: \$40,000

Placemaking: \$40,000

HOB organized a district marketing campaign and completed a merchant survey for business owners along Washington Avenue in Prospect Heights. Under its Placemaking initiative, HOB enticed visitors to the corridor through promotional events and a free shuttle to local cultural draws.

22. MERCHANTS OF THIRD AVENUE CIVIC IMPROVEMENT ASSOCIATION

Neighborhood Economic Development Planning: \$25,000

The Merchants of Third Avenue Association conducted a Bay Ridge consumer needs assessment study and devised a profile report of area residents. From this report, recommendations were issued to be used in future promotional activities.

23. MYRTLE AVENUE REVITALIZATION PROJECT LOCAL DEVELOPMENT CORPORATION (MARP)

Façade Improvement Management: \$25,000

Neighborhood Economic Development Planning: \$25,000

Special Commercial Revitalization: \$25,000

MARP completed 6 façade improvements and have laid the groundwork for a Parking Improvement District to be established underneath the Brooklyn-Queens Expressway. MARP created plans for a public plaza, which included putting together an advisory committee, soliciting feedback, and completing signage designs.

24. NORTH BROOKLYN DEVELOPMENT CORPORATION (NBDC)

Business Improvement District Formation: \$25,000*

NBDC completed a District Plan for the potential Manhattan Avenue BID, thereby completing step 7 of the BID formation process.

25. PITKIN AVENUE BUSINESS IMPROVEMENT DISTRICT

Business Attraction: \$25,000

The BID conducted a comprehensive retail study to aid the organization in prioritizing future initiatives and to better understand the retail market potential of the Brownsville area.

26. PRATT AREA COMMUNITY COUNCIL (PACC)

Business Attraction: \$25,000

Façade Improvement Management: \$25,000

PACC attracted 17 new businesses to their corridor on Fulton Street through the organization's "Rolling Up the Gates" storefront stroll events. Under their Façade Improvement project, PACC completed a renovation and has started construction on an additional 3 façades.

27. RIDGEWOOD BUSHWICK SENIOR CITIZENS COUNCIL (RBSCC):

Business Attraction: \$25,000

Façade Improvement Management: \$25,000

Special Commercial Revitalization: \$50,000

RBSCC developed a comprehensive neighborhood profile that highlighted available spaces, created a sell sheet for specific properties, and ultimately, attracted 8 businesses to their target area. The organization renovated 6 façades in conjunction with a New York State Main Street grant and developed an advisory committee to secure local stakeholder input for a public plaza to be built on the southwest corner of Myrtle and Knickerbocker Avenues.

28. SOUTHWEST BROOKLYN INDUSTRIAL DEVELOPMENT CORPORATION (SBIDC)

Business Attraction: \$25,000

Façade Improvement Management: \$25,000

Merchant Organizing: \$25,000

SBIDC attracted 4 businesses to their target area in Red Hook and managed a New York State Main Street Program, improving 8 façades. SBIDC also worked to establish the Red Hook Economic Development merchant association, where it created Board Committees and initiated the process of incorporation and gaining 501(c)3 status.



Manhattan-Based Organizations

29. AUDUBON PARTNERSHIP FOR ECONOMIC DEVELOPMENT (APED)

Merchant Organizing: \$25,000

APED conducted a merchant retail survey of over 100 merchants, conducted 5 workshops for local businesses, developed and published a monthly e-newsletter, and recruited 28 merchants to the newly-created Inwood Merchants Association.

30. COMMUNITY LEAGUE OF THE HEIGHTS (CLOTH):

Merchant Organizing: \$30,000

Placemaking: \$40,000

CLOTH worked to expand the Broadway United Businesses (BUB) merchant organization by hosting monthly merchant meetings/workshops, identifying 2 corridor block representatives and an Executive Committee member to serve in the merchants group. CLOTH also established a network of 21 community-based organizations and a Tourism Roundtable that collaborated to promote and draw visitors to Washington Heights.

31. EAST HARLEM BUSINESS CAPITAL CORPORATION (EHBCC)

Business Improvement District (BID) Formation/Expansion: \$40,000*

Merchant Organizing: \$25,000

Placemaking: \$25,000

EHBCC completed steps 1 through 5 in the BID Formation process, recruiting over 25 members, and hosted the first annual East Harlem Restaurant Week. The organization also produced 2 issues of the "East Harlem Happenings" e-zine, designed to spotlight the wide variety of food, arts, music, and cultural institutions that makes East Harlem unique.

32. HARLEM BUSINESS ASSOCIATION (HBA)

Placemaking: \$25,000

HBA recruited 30 businesses to sponsor and participate in a seasonal

“Harlem for the Holidays” campaign. The campaign yielded a reported 25% increase in foot traffic to the corridor.

33. HARLEM CONGREGATIONS FOR COMMUNITY IMPROVEMENT (HCCI)

Business Attraction: \$25,000

Façade Improvement Management: \$25,000

HCCI attracted 9 businesses to their target corridor in the Bradhurst section of Manhattan and instituted a “model storefront” program in the area through which the organization redesigned 2 façades.

34. HERITAGE HEALTH AND HOUSING, INC (HHH)

Façade Improvement Management: \$25,000

HHH obtained general architectural design renderings to market their program to local businesses, and, after merchant buy-in, were able to redesign 2 façades.

35. LOWER EAST SIDE BUSINESS IMPROVEMENT DISTRICT

Business Improvement District (BID) Expansion: \$12,500

The LESBID worked towards expanding the boundaries of the BID, which included surveying merchants, growing steering committee membership, and developing a database of owners and merchants.



Queens-Based Organizations

36. CORONA COMMUNITY ACTION NETWORK

Merchant Organizing: \$25,000

CCAN recruited 20 new members to their merchants association, produced a Merchant Guide, and are in the process of revising their business database.

37. DOWNTOWN FLUSHING TRANSIT HUB BUSINESS IMPROVEMENT DISTRICT

Placemaking: \$20,000

The Flushing BID created marketing materials and implemented events,

including discount passports and a seasonal calendar of events that supported the re-branding of Downtown Flushing.

38. GREATER JAMAICA DEVELOPMENT CORPORATION (GJDC)

Business Attraction: \$75,000

Neighborhood Economic Development Planning: \$40,000

GJDC reached out to brokers, prospective businesses, corporations, and public-sector agencies, attracting 12 businesses to the corridor, and conducted an analysis of the corridor to help identify sites and potential funding sources for additional affordable parking in the district.

39. JAMAICA CENTER BUSINESS IMPROVEMENT DISTRICT

Special Commercial Revitalization Initiatives: \$14,100

The Jamaica Center BID partnered with other local community organizations to produce and market outdoor movie nights in King Rufus Park and also hosted 4 merchant breakfasts for business owners in their area educate them on support resources available and to encourage collaboration.

40. LONG ISLAND CITY BUSINESS DEVELOPMENT CORPORATION (LICBDC)

Neighborhood Economic Development Planning: \$25,000

LICBDC hired a consultant to research current and future development and demographic shifts in Long Island City, resulting in a plan of current and projected commercial and residential demand.

41. QUEENS ECONOMIC DEVELOPMENT CORPORATION (QEDC)

Special Commercial Revitalization Initiatives: \$125,000

QEDC worked with a number of Queens-based organizations to execute capacity building projects. QEDC worked with the board members of Corona C.A.N., Farmers Boulevard CDC, Richmond Hill CDC, and LDC of Laurelton, Rosedale & Springfield Gardens to conduct merchant outreach, corridor analyses, and implement corridor improvement initiatives. QEDC also hired interns to survey business district and to enhance the programmatic capacity of emerging organizations.

42. ROCKAWAY DEVELOPMENT & REVITALIZATION CORPORATION (RDRC)

Business Attraction: \$20,000

Merchant Organizing: \$20,000

RDRC created a more diverse retail mix by attracting 8 new businesses to the corridor, identifying and appointing leadership for its merchants association, and hosting 2 merchant meetings.

43. SUTPHIN BOULEVARD BUSINESS IMPROVEMENT DISTRICT

Business Improvement District Formation/Expansion: \$25,000

Placemaking: \$25,000

SBBID completed steps 7 of 11 in the BID expansion process by creating and distributing a needs assessment survey, reaching out to constituents within the proposed expanded BID boundaries, and drafting a district plan. The organization also created and distributed a coupon passbook and 2010 map, a district guide, and hired greeters to distribute the marketing collateral at the Air Terminal entrance.



Staten Island-Based Organizations

44. BAYVIEW COMMUNITY COUNCIL (BCC)

Façade Improvement Management Program: \$25,000

In conjunction with the Tompkinsville Improvement Program, BCC promoted their façade program through print and online marketing, hired an architect to create renderings of façade improvements, and completed 2 improvement projects.

45. NORTHFIELD COMMUNITY LOCAL DEVELOPMENT CORPORATION (NCLDC)

Business Attraction: \$25,000

Merchant Organizing: \$25,000

NCLDC organized showcase events, such as the “Commercial Realtor Bus Tour,” that highlighted available commercial market space to potential business owners and which attracted 5 new businesses. The organization also partnered with the Port Richmond Board of Trade to grow NCLDC’s mentorship program which partners fledgling businesses with established businesses to help better position the newer business for growth and success.

46. WEST BRIGHTON COMMUNITY LOCAL DEVELOPMENT CORPORATION (WBCLDC)

Business Improvement District (BID) Formation/Expansion: \$25,000*

Merchant Organizing: \$10,000

Neighborhood Economic Development Planning: \$50,000

Special Commercial Revitalization Initiatives: \$25,000

WBCLDC hosted steering committee meetings and gained buy-in from key property owners, progressing the Victory Boulevard BID to the final planning stages. WBCLDC also created a commercial property database, hosted 2 business seminars, and created and completed a needs assessment survey of the corridor which identified strengths and weaknesses of the area.

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