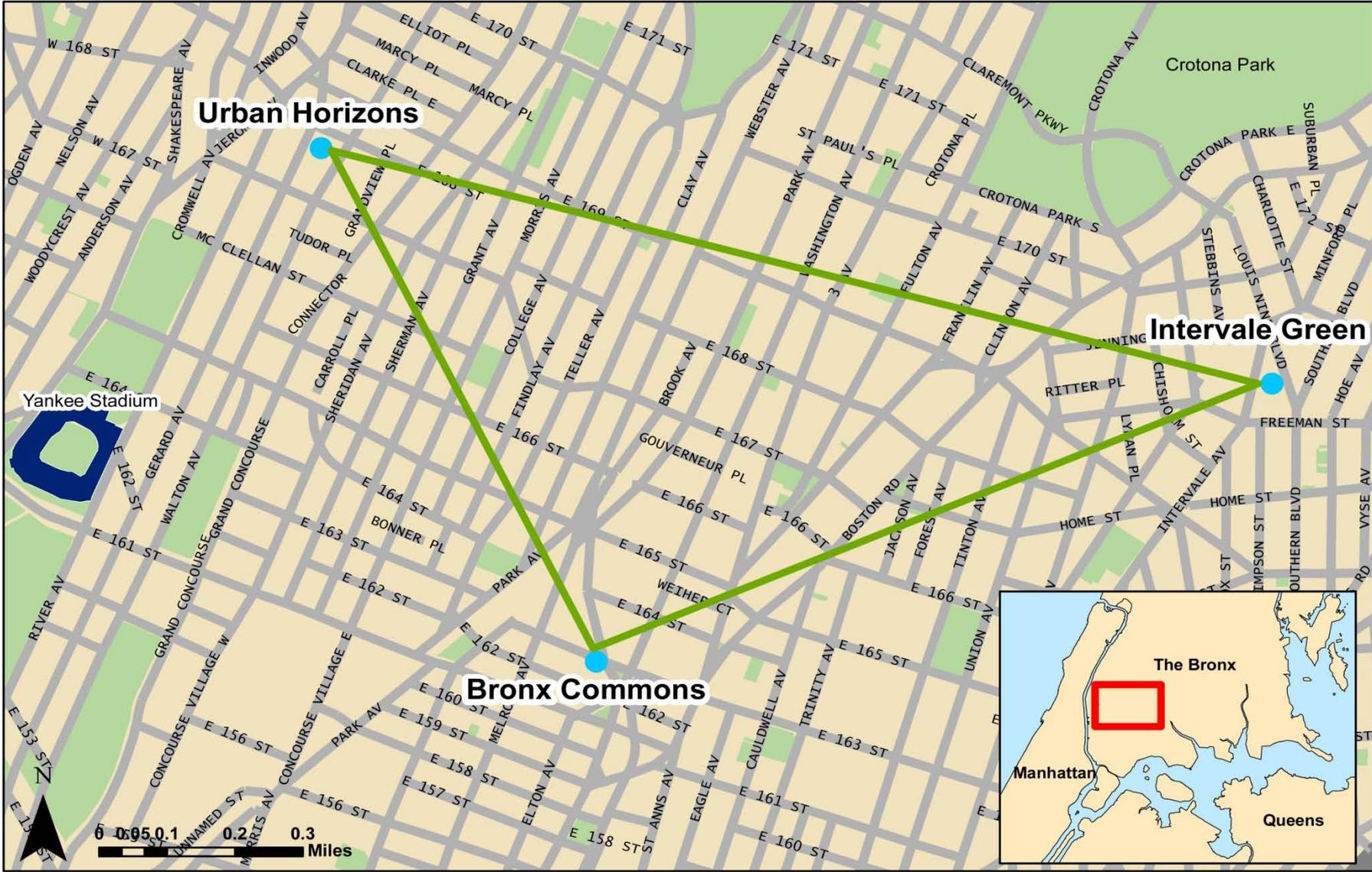


A Bronx Tale: Business Attraction on Southern Boulevard



Kerry A. McLean
Director of Community Development
SBS Project Category Day, 12/12/2013

WHEDco's Housing and Community Development Areas



Source: NYC Department of City Planning and WHEDco
Erin Burns-Maine 7.18.12



50 East 168th Street, Bronx, NY 10452
T. 718.839.1100 | F. 718.839.1170 | whedco.org

Intervale Green & Louis Niñé House (After)



2009: WHEDco builds award-winning *green* housing on Vacant Urban Renewal Site

Intervale Green & Louis Niñé House SITE (Before)

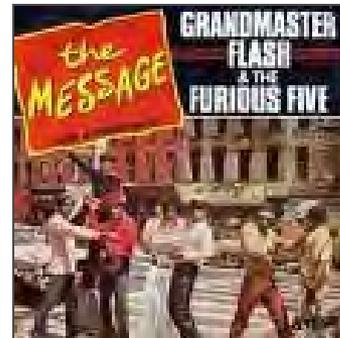


2005: The same Vacant Urban Renewal Site. Louis Niñé Blvd. just off Southern Blvd.

RESEARCH Your District



Historic Southern Boulevard (163rd Street in early 1900s): A thriving neighborhood for upwardly mobile families.



Morrisania: Rich But Forgotten Music Legacy, from Latin Jazz and Salsa, to Doo-wop and Hip-Hop (1940s-1970s)



History: Symbol of Urban Blight



1977, President Carter visits Charlotte Street, a half-block from WHEDco's Intervale Green building and Southern Boulevard (New York Times)



Young, growing, diverse, but low-income, safety concerns, unemployed

ASSESS Your District

Infrastructure & District Needs Surveys

Area

17 block fronts

± 37 acres

.98 miles long

Visual imagery

Dark

Dirty

Access

3 local subway stops

Bx19 spans corridor

≥ 6,000 car count

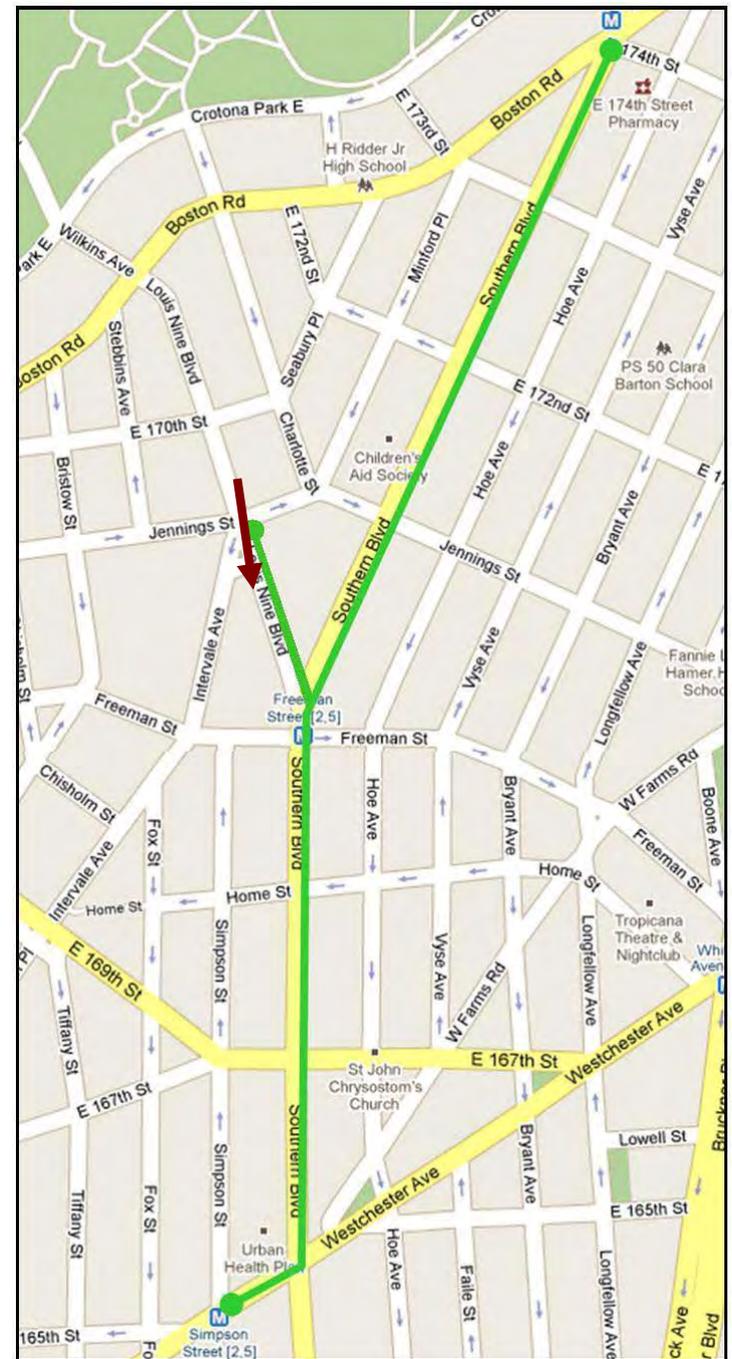
Infrastructure

121 businesses

22 empty lots

Heavy retail north & south

100% Intersection is
Southern Boulevard at
Westchester Avenue



Community Planning & Needs Surveys

Crotona Park East Resident Survey



WHEDCo, a community-based organization providing housing and social services in the South Bronx, is surveying Crotona Park East residents to assess your needs and interests. We will use this information to design programs and help advocate for your needs.

Please tell us how you feel about your neighborhood. **CHECK ONE PER QUESTION**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. My neighborhood is affordable.	<input type="checkbox"/>				
2. My neighborhood is safe.	<input type="checkbox"/>				
3. My neighborhood is close to buses and subways.	<input type="checkbox"/>				
4. I feel comfortable in nearby parks.	<input type="checkbox"/>				
5. I like my neighbors.	<input type="checkbox"/>				
6. My neighborhood is clean.	<input type="checkbox"/>				
7. My neighborhood is pretty and well-maintained.	<input type="checkbox"/>				
8. My neighborhood is well-lit.	<input type="checkbox"/>				

9. What types of businesses or organizations would you most like to see more of in your neighborhood? **CIRCLE ONLY THREE**

- | | |
|---|---|
| A) Grocery store or supermarket | J) Entertainment (movie theatre, arcade) |
| B) Small grocery, deli or convenience store | K) Religious establishment (church, temple, mosque) |
| C) Produce vendor (farmer's market, green cart) | L) Childcare facility |
| D) Food establishment (restaurant, bakery, café) | M) School (elementary, middle, high school) |
| E) Pharmacy | N) College, technical school, or university |
| F) Other retail store (general store, furniture, clothing) | O) Police precinct or fire department |
| G) Financial service (bank, check cashing, tax preparation) | P) Community center or social service organization |
| H) Government service (library, post office, courthouse) | Q) Indoor fitness facility or gym |
| I) Other service (laundry, salon, medical, travel) | R) Other: _____ |

10. Please tell us how happy or unhappy you are about living in this neighborhood. **CIRCLE ONLY ONE**

- A) Very happy B) Somewhat happy C) Somewhat unhappy D) Very unhappy

Now a little bit about you and your family's well-being.

11. If you have school-aged children, about how well do you think they are doing in school? **CIRCLE ONLY ONE**

- A) All of them are doing very well.
 B) All of them are doing OK.
 C) All of them are not doing well.
 D) Some of them are doing well, some of them are not doing well.
 E) I do not have any school-aged children.

12. How would you rate your own health, in general? **CIRCLE ONLY ONE**

- A) Excellent B) Very good C) Good D) Fair E) Poor

13. On a typical day, how many blocks do you walk?....._____blocks

14. On a typical day, how many cups of fruits and vegetables do you eat (one cup is a small apple or a medium potato)?....._____cups



Crotona Park East Community Needs Assessment Summer 2010

Introduction

WHEDCo's mission is to work with families in the Bronx who struggle with the multiple challenges presented by poverty and who, like all of us, aspire to a healthy and financially stable future. The organization seeks to replicate the attributes found in prosperous communities—safe and healthy homes, professional childcare, extra-curricular activities, access to physicians, learning experts and therapists, and opportunities to develop small businesses—for low-income families throughout the Bronx.

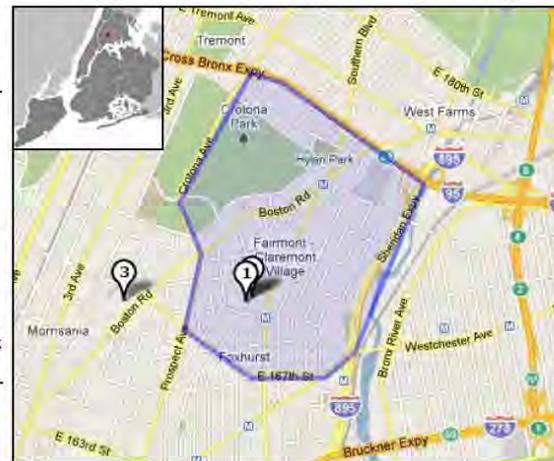
WHEDCo is committed to understanding the needs of the communities it serves in order to most effectively meet those needs through direct service provision and strong partnerships. The Crotona Park East Community Needs Assessment is the direct outgrowth of this commitment. Key findings focus on the following themes:

- Families with Children
- Economic and Housing Insecurity
- Health Issues
- Quality of Life
- Civic Engagement

The Crotona Park East Neighborhood

The Crotona Park East neighborhood in the South Bronx (Figure 1) has undergone tremendous changes in the past 50 years. Prior to the 1960s, the area was a vibrant cultural center home to Eastern European and Jewish residents. In the 1960s and 1970s, the neighborhood went through a demographic shift as these earlier residents were attracted to new lower-priced housing in the suburbs and African-American and Puerto Rican residents moved in to take their place. As occurred across the country, private and public disinvestment in neighborhoods of color left resi-

Figure 1: WHEDCo services in or near the Crotona Park East neighborhood: (1) Intervale Green Building, (2) Home-base Childcare Program, (3) P.S. 2/P.S. 63 Afterschool Program



dents with little in the way of property values, government services and commercial development. Insufficient policing and unlawful behavior on the part of landlords to collect insurance money led to outbreaks of crime, particularly arson, across the area. Eventually, the neighborhood of Crotona Park East, as featured in Paul Newman's 1981 crime drama "Fort Apache, The Bronx", came to typify the barren landscape left after a long period of disinvestment.

The early to mid-1980s saw the beginning of new housing developments in the area, led by a coalition of private and public funders and local community organizations. Increases in home-ownership began to stabilize the area, eventually encouraging a steady increase in population, primarily consisting of African American and Latino residents. However, socioeconomic challenges remain. Community District 3, where Crotona Park East is located, now has a population of just over 150,000. However, the median household income is under \$21,000 a year and 43% of families are living below the poverty line, the sec-



Community Planning & Needs Surveys

Current situation

- Growing population
- Low income
- High poverty
- High unemployment
- High crime rates

Perceptions

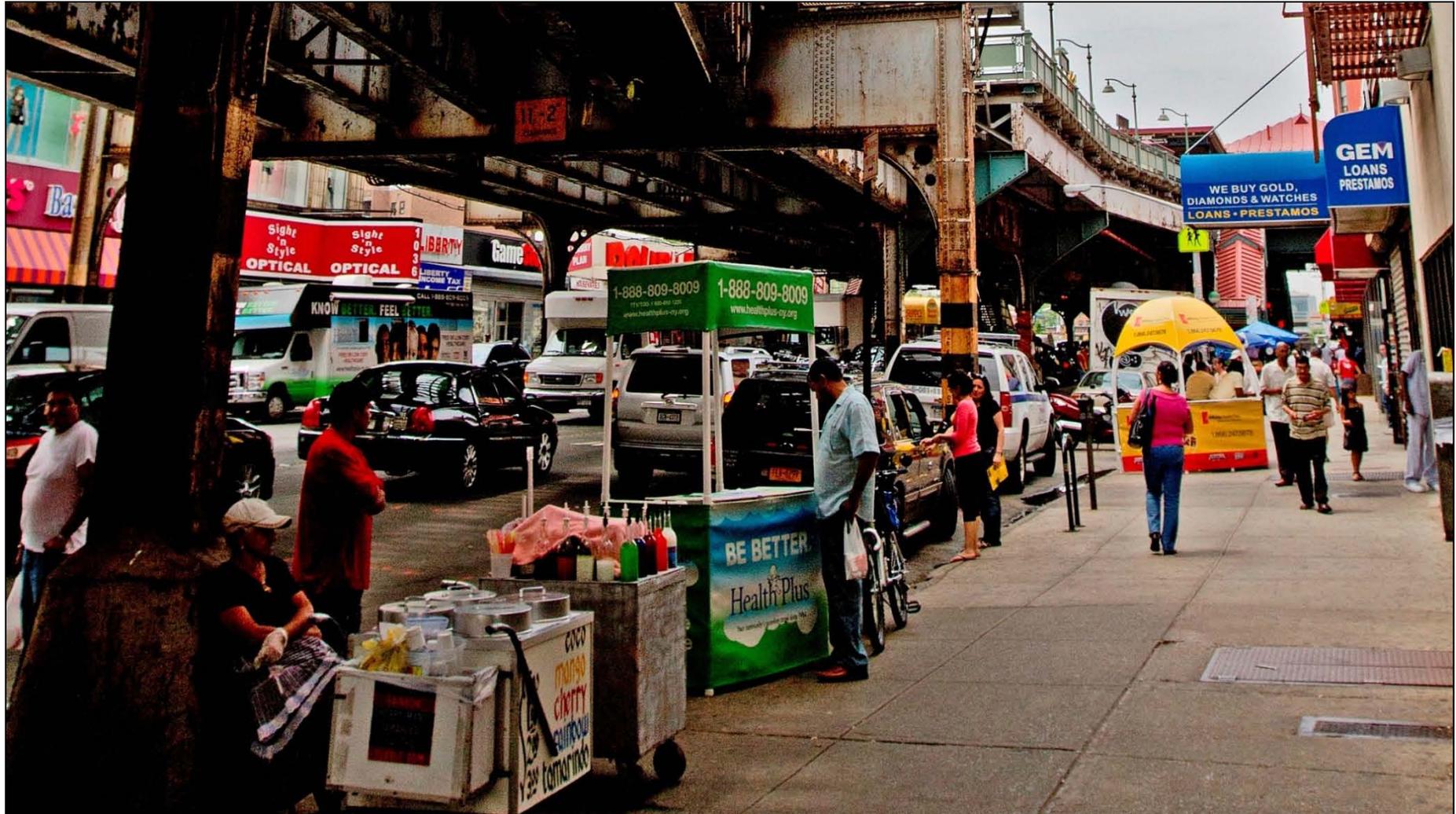
- 31% say area is safe
- 29% say area is clean
- 47% say area is well lighted
- 92% say close to transit

Wants & needs

- 45% want entertainment
- 31% want health & fitness
- 25% want grocery
- 21% want food establishment
- 17% childcare facility
- 10% fresh produce
- 8% grocery/deli/convenience



Business Inventory/Retail Mix

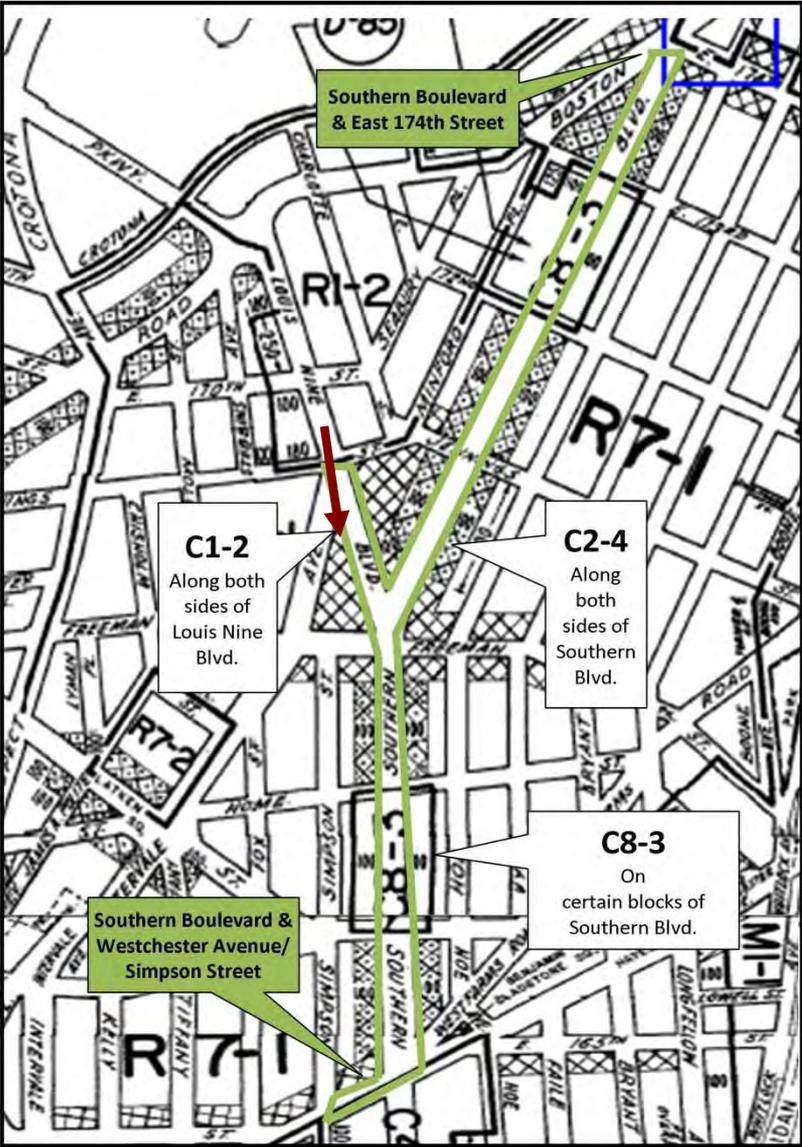




Zoning Map—Southern Boulevard Business Mile

Source: NYC Department of City Planning

Awkward Mix Inhibits Retail



C1-1	C1-2	C1-3	C1-4	C1-5	C2-1	C2-2	C2-3	C2-4	C2-5

NOTE: Where no dimensions for zoning district boundaries appear on the zoning maps, such dimensions are determined in Article VII, Chapter 6 (Location of District Boundaries) of the Zoning Resolution.

Empty Commercial Space on Southern Boulevard (E. 174th Street to Westchester Avenue/Simpson Street)



Commercial Vacancy Surveys



Source: NYC Dept. of City Planning
Ben Mancell 3.24.09



District Needs Assessment with Merchants



Storefront Site Visits





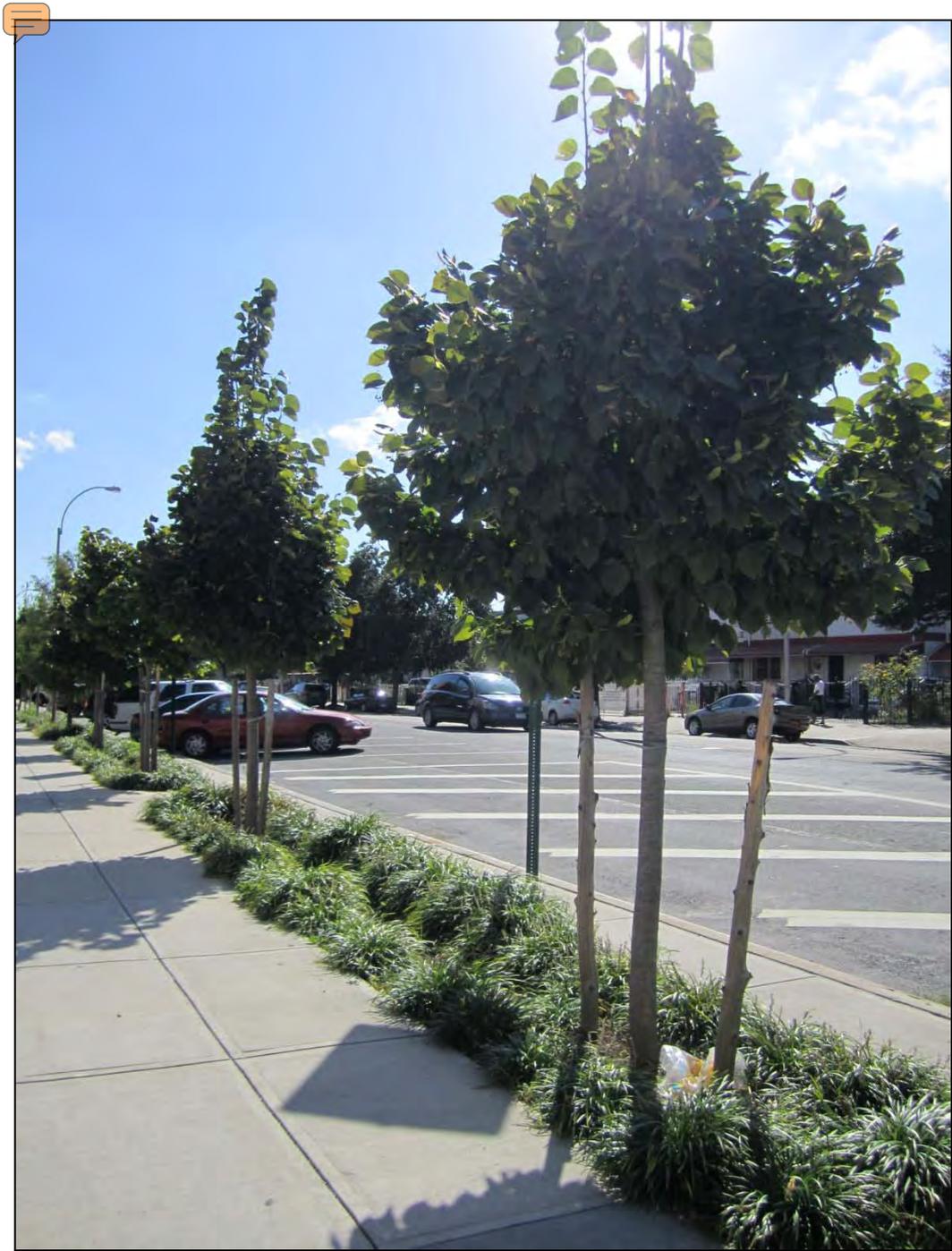
LEVERAGING DATA: ADVOCATING FOR “CLEAN AND SAFE”



Community Clean-Up (DSNY)



Streetscape Improvements (NYC DOT)





Community Safety (NYPD) and Lighting Issues (DOT)



Community Advocacy (NY SLA)

DAILY NEWS

Bronx Neighborhood Leaders, Merchants Oppose New Liquor Stores on Southern Blvd. in Crotona Park East



Kerry McLean, Director of Community Development with WHEDco, and Jebel Ceesay, President of the Southern Boulevard Merchant Association and owner of JB Collection Clothing at 1085 Southern Blvd. in the Bronx, oppose the opening of two new liquor stores on Southern Blvd.

Photo by Viorel Florescu (Daily News).

Train Trestle Painting (NYC MTA)



DIAGNOSE Your District (or hire someone to)

Commercial district initial assessment

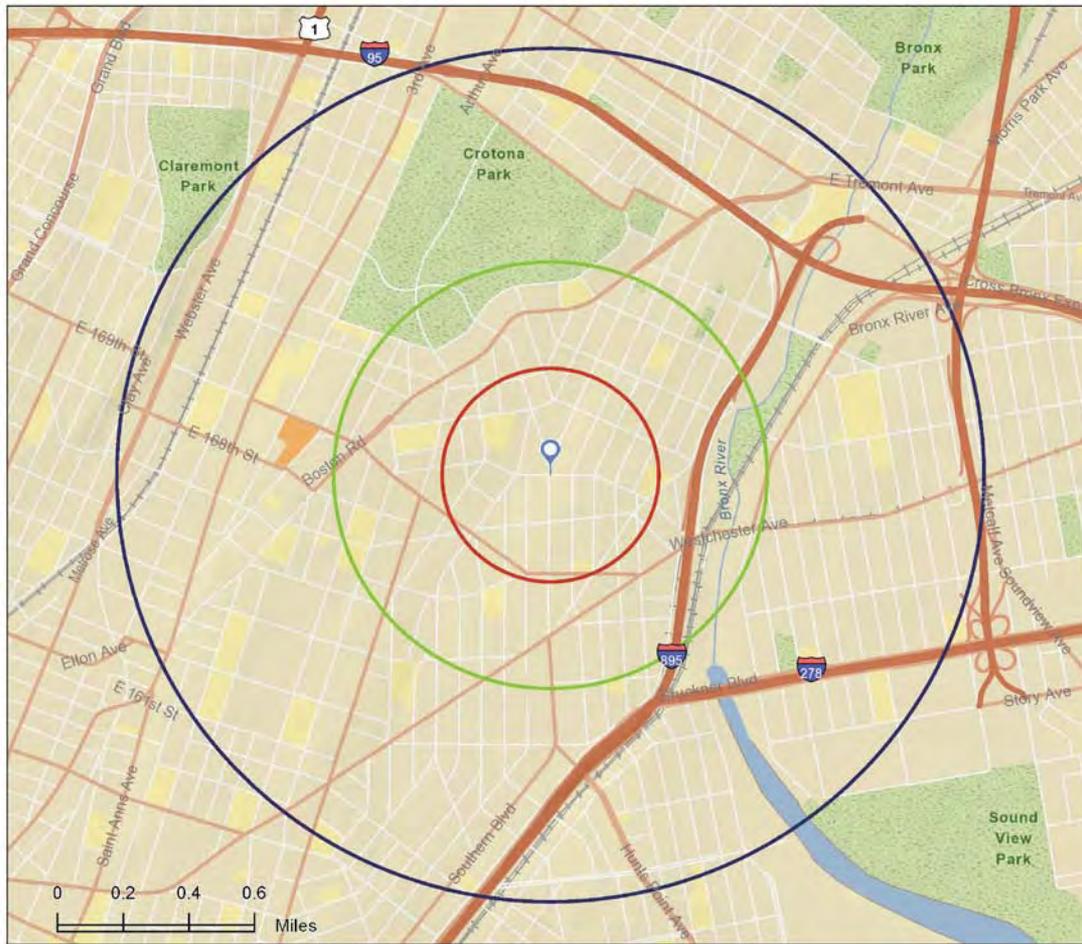
WOMEN'S HOUSING & ECONOMIC DEVELOPMENT CORP



NYC Small Business
Services

JGSC
GROUP
Link your area + potential





Retail Needs Analysis



Essential Facts & Figures (Source: ESRI)

Southern Blvd. & Freeman St. **0.5 mi** **1.00 mi**

Population (2011)	41,902	164,907
Households (2011)	13,782	54,355
Population growth 2000 to 2010	16.6%	11.0%
Population growth 2011 to 2016 (forecast)	2.9%	2.2%
Average household income (2011)	\$36,032	\$34,617
Median household income (2011)	\$21,987	\$20,489

Consumer Spending & Unmet Demand (In Millions of Dollars)

Total consumer demand	\$166.9	\$657.4
Total retail leakage (unmet demand)	\$75.1	\$132.9
Unmet demand for Electronics	-	\$7.4
Unmet demand for Clothing	\$4.7	\$11.4
Unmet demand for Shoes	\$0.6	\$1.8
Unmet demand for Grocery	\$0.5	\$19
Unmet demand for Specialty food	\$3.4	\$9.7
Unmet demand for Furniture	\$1.8	\$2.1
Unmet demand for Health & Personal Care	\$4.7	\$7.8
Unmet demand for Deli/Sandwich Shop	\$2.9	-
Unmet demand for Full-service Restaurant	\$1.8	-



Small Business Services
Avenue NYC



WHEDco
Building A Greater Bronx



SOUTHERN BOULEVARD
MERCHANT ASSOCIATION

For more information call

Kerry A. McLean, WHEDco

718.839.1189

info@southernblud.org

southernblud.org

Unmet Retail Demand of \$132 million



Southern Boulevard: Neighborhood Convenience District

NYC Small Business
Services
Retail Attraction & Site Selection

Retail strategy

- Everyday commerce
- Avoid competition
- Cluster at subway
- Create visual appeal
- Value oriented
- Locals & franchises

Retail categories

- Banks
- Clothing
- Electronics
- Fresh foods
- Furniture
- Health & fitness
- Restaurants
- Shoes





TARGET THE RIGHT PRE-QUALIFIED PROSPECTS

Clothing & Accessories

Pretty Girl Inc
4609 First Avenue
Brooklyn, NY 11232
www.shopprettygirl.com

Phone 718-369-7400 Fax 718-369-7410

Public Co N Opened 1985 Credit
Sales Employees
Units Open 18 Mo 30 Expand NY
Size SF 3,000 - 10,000 Min Front
Density Parking
Site
CoTenant
Cust. Age Cust. Income

Contact **Albert Nigri**
Title **Owner**
Phone

Contact
Title
Phone

Broker
Agency
Phone

Terms
Notes

Source **Plain Vanilla Shell** Franchisor

Rainbow Apparel Companies
1000 Pennsylvania Avenue
Brooklyn, NY 11207
www.RainbowShops.com

Phone 718-485-3000 Fax 718-485-3807

Public Co N Opened 1935 Credit
Sales Employees
Units 1,100 Open 18 Mo Expand CT, DE, NJ, NY,
Size SF 4,000 - 15,000 Min Front 30 feet
Density 250,000 in 3-miles Parking
Site Neighborhood, Community, Downtown CBD
CoTenant All
Cust. Age Child, Teen Cust. Income Low, Mid

Contact **Andre Nikol**
Title **Director, Real Estate**
Phone anikol@rainbow-mail.com

Contact
Title
Phone

Broker
Agency
Phone

Terms **5-year w/5 5-year options**
Notes **Minimum 20% African American population Andre**

Source **Plain Vanilla Shell** Franchisor

Easy Pickins
450 Seventh Avenue, Suite 701
New York, NY 10123
www.EasyPickins.com

Phone 212-695-4540 Fax 212-239-4735

Public Co N Opened 1977 Credit
Sales Employees
Units 28 Open 18 Mo Expand NJ NY PA
Size SF 3,500 - 6,000 Min Front 30 feet
Density Parking
Site Neighborhood, Downtown CBD
CoTenant All
Cust. Age Teen, Adult Cust. Income Low, Mid

Contact **Joey Tabush**
Title
Phone jt@easypickins.com

Contact
Title
Phone

Broker
Agency
Phone

Terms **5-year**
Notes **Want heavy foot-traffic locations.
2 locations in Bronx: Concord Avenue &**

Source **Plain Vanilla Shell** Franchisor



We're Looking for Another Nice Place to Shop



**SOUTHERN
BOULEVARD**
MERCHANT ASSOCIATION



WHEDco
Building A Greater Bronx

Create Marketing Materials



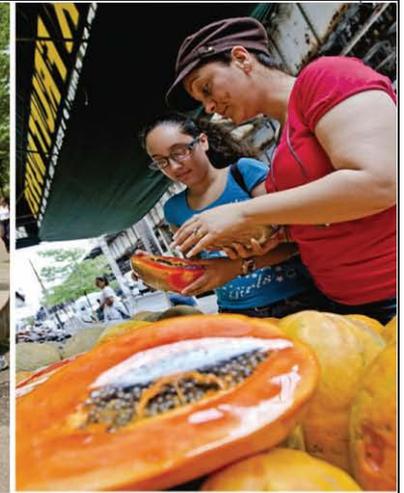
Targeted Mailings

KNOCK



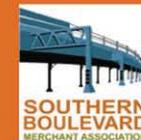
KNOCK

NEW Website



www.southernblvd.org

Shop, Dine, and Get Plugged into Local Music and Cultural Events





PARTNER With Your Local Property Owners/Brokers

HOLD Broker/Property Owner Meetings and Events





We're looking for another nice place to shop.

Every year, **millions of dollars** are leaking out of Southern Boulevard.

Right now, there are **too many shoppers** in our growing neighborhood (158,000 residents + 20,000 workers) and **not enough stores**, so they are going elsewhere.

Stores we need on Southern Boulevard	Unmet demand annually (0.50 mile)	Unmet demand annually (1 mile)
Electronics	\$700,000	\$10,800,000
Clothing	\$6,100,000	\$14,900,000
Shoes	\$800,000	\$2,200,000
Grocery	\$9,300,000	\$5,300,000
Specialty Food*	\$1,700,000	N/A
Furniture	\$1,700,000	\$1,700,000
Health & Personal Care	\$3,400,000	\$5,400,000
Deli/Sandwich Shop	\$4,500,000	\$13,100,000
Full-Service Restaurant	\$14,400,000	\$13,400,000

**includes Meat Markets, Seafood Markets, Fruit & Vegetable Stores, Baked Goods Stores, etc.
(SOURCE: ESRI, 2010)*

Interested in capturing some of the millions of dollars shoppers are spending?

Call us at **718.839.1189** to open a store in the area or visit www.southernblvd.org.

HOLD Broker/Property Owner Meetings and Events



Brokers' Breakfast 2012: Commercial Leasing in Low-Income Districts



SHOW The New Retail Vision – GRAPHICS!



CRAFT A Retail-Ready Game Plan





Southern Boulevard Retail Recruitment Program Notice to Commercial Property Owners

Dear Property Owner X:

WHEDco and JGSC Group are pleased to have met with you to tour your vacant properties on February 15, 2011. This notice is being sent as a follow up to that tour.

We remain interested in taking proactive measures to help you to occupy your commercial properties at 13XX Southern Boulevard with retail tenants that will help your bottom line, and help us improve the retail mix on Southern Boulevard. **However, before you can be made eligible for participation in the "Southern Boulevard Retail Recruitment Program" managed by our consultant, JGSC Group, you will first need to make these vacancies retail-ready:**

13XX Southern Boulevard

- Clear out debris from previous tenant.
- Repair, re-carpet and/or re-finish floors.
 - Replace missing ceiling tiles.
 - Repair leaky ceiling.
 - Repair or upgrade outlets.
 - Possibly remove drywall.
 - Install some lighting

Through the "Southern Boulevard Retail Recruitment Program", we can provide you with a list of prequalified prospects that are experienced retailers, have a good credit rating, have site requirements that match your location, and work in a retail category in demand in the district.

Given the strong local retail spending power (\$667 million), we believe that your spaces, once they are retail-ready, are well-positioned to generate commercial income and respond to untapped local demand. Of interest to you may be the opportunity to show one or more of them to prospective retailers during Southern Boulevard's 2nd Annual Retail Space Tour on June 22, 2011.

We are available to support you and your Property Management team on your next steps. Please contact me at 718-839-1189 or by email at kmclean@whedco.org with any questions. Thank you.

Sincerely,

Kerry A. McLean
WHEDco



Engage Volunteers





Before Storefront Clean-Up & Staging





AFTER Storefront Clean-Up & Staging



INVITE Retail Prospects



IMPROVE Retail Mix



NEW Supermarket



**NEW Specialty Food/Fish Market
(featured in Crains NY)**



NEW Clothing Store



NEW Furniture Store

PROMOTE Other Assets...PARTNER...Invite PRESS



Morrisania Music History Trolley Tour around Southern Blvd. (Wall Street Journal, Feb. 2013)



Partner with **local artists** through the Bronx Music Heritage Center Lab to bring **arts pop-ups/residencies**, live concerts, performances, and workshops



MEASURING SUCCESS



RESULTS

- Over 30 new businesses in three years
- Vacancies slashed, from 24% to 11%
- Retail mix improved: grocery, clothing, furniture, electronics, restaurant, food, arts, ethnic market, etc.

BEYOND THE NUMBERS

- Clear retail needs, vision and strategy
- Buy-in from real estate & businesses
- Compelling marketing materials
- Advocacy for 'clean and safe'
- More vibrant, family-friendly district

ONGOING CHALLENGES

'Clean & Safe'; Rigid Owners; No CRM!

LESSONS LEARNED – Too Many To Count!

- PARTNER: Property Owners/Brokers
- PROSPECT: Existing Merchants too
- PROMOTE: Assets/History and Culture

**WHAT'S NEXT?
LEVERAGING CULTURE & DESIGN!**

Creative Place-Making to Address Pressing District Needs





Poor Lighting and Crime (Real and Perceived)



“Blank Walls” Deter Foot Traffic and Hurt Local Businesses



Noise Pollution from Low and Loud Trains

Bronx Music SoundPods on The Boulevard

@ E. 174th Street, Freeman Street & Westchester Avenue

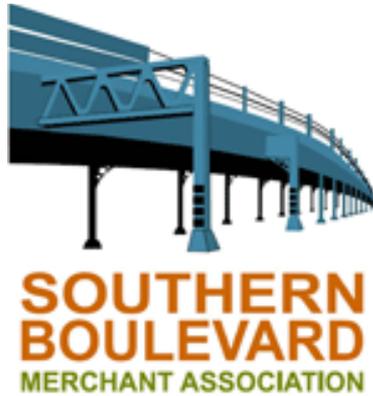
LOST MUSIC VENUES OF THE BRONX



Over 20,000 live music seats lost in the Bronx.



Design & Implementation Partners

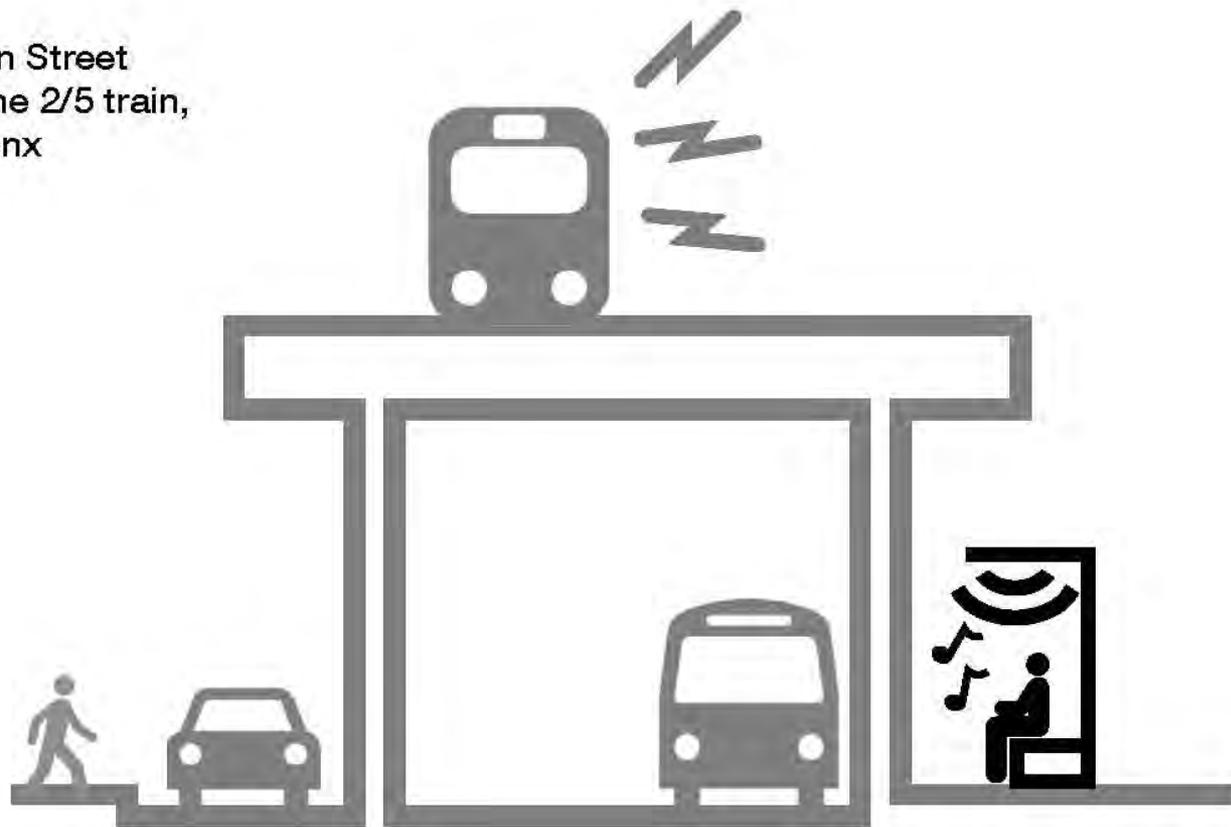


DESIGN TRUST
FOR PUBLIC SPACE



WHAT DO YOU WANT TO HEAR UNDER THE ELEVATED?

Freeman Street
under the 2/5 train,
The Bronx



DESIGN TRUST
FOR PUBLIC SPACE

Under
the
Elevated



Under the Elevated

Under the Elevated: Reclaiming Space. Connecting Communities is a project of the Design Trust for Public Space, in partnership with NYC Department of Transportation. We are working with local businesses, residents and community leaders to come up with ways to make the spaces under the elevated trains, highways, and bridges all over New York City more inviting for people to use.

We want to learn more about your neighborhood and this space. Can you help us out?

Debajo del Elevado

Debajo del Elevado: Reclamando Espacio. Conectando Comunidades es un proyecto del Design Trust for Public Space en colaboración con el Departamento de Transporte de la Ciudad de Nueva York. Estamos trabajando con las empresas locales, residentes y líderes de la comunidad para diseñar formas de hacer que los espacios debajo de los trenes, carreteras y puentes elevados en Nueva York se conviertan en espacios más útiles y atractivos.

Queremos aprender más acerca de su barrio y este espacio. ¿Nos puede ayudar?

DESIGN TRUST
FOR PUBLIC SPACE

Under
the
Elevated


WHEDco
Building A Greater Bronx

The Boulefont:
Enlivening Blank Walls and Connecting Places



Inspired by the Boulevard's visual language, its graffiti and its shops.



A B C D E F G H I
J K L M N O P Q R
S T U V W X Y Z



The **BOULEFONT**: A boisterous family of letters to activate blank spaces and say “Welcome”



DESIGN FOR
SOCIAL CHANGE





WELCOME!

ART
DAY

Activate Blank Walls: Promote Local Music, Dance, Food, Shops, Events



WELCOME!

SPACE AVAILABLE

1,750 SQ.FT. IN NEWLY RENOVATED
RETAIL SPACE

(718) 839-1189

We're looking for another nice place to shop

Amenities and Area Features:

- Steps from  and  trains with 3,300 boarders daily at the Freeman St. Station
- Nearby BX 11, 19, 21 and 35 buses
- 25' Store Frontage
- 10-minute walk to Crotona Park
- Population density: 50,400 within 1-mile

SOUTHERN BOULEVARD

Activate Blank Walls: Promote Retail Spaces



J B
COLLECTION

J B
COLLECTION

WELCOME!

SALE
DAY

Saturday 31 August
WHEDCO
10am - 5pm

SOUTHERN BOULEVARD



Space activation/
vibrancy



Celebration of
cultural history



More attractive/welcoming
storefronts



Increased foot traffic

Impact: Short term changes in look/feel



Changed perceptions of safety



Pride in the cultural history of the Bronx



Increased retail attraction

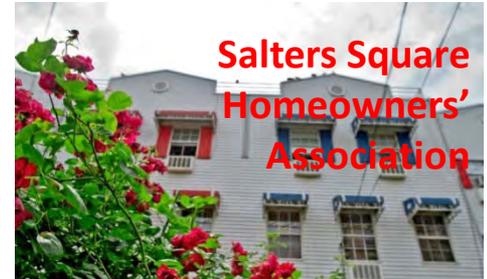


Stem retail leakage

Impact: Long term changes in the neighborhood



DESIGN TRUST
FOR PUBLIC SPACE



Project Sustainability





Thank You.



Kerry A. McLean
Director of Community Development
kmclean@whedco.org
718-839-1189

Visit
www.whedco.org
www.southernblvd.org
www.bronxmusic.org