



**Small Business
Services**

Building Leadership
IDA Conference, Orlando FL
April 2012

Serving Businesses

SBS serves businesses by: providing direct assistance to help businesses start, operate, and expand; and simplifying the way businesses can manage licenses, permits, and other transactions with the City.



Serving Neighborhoods

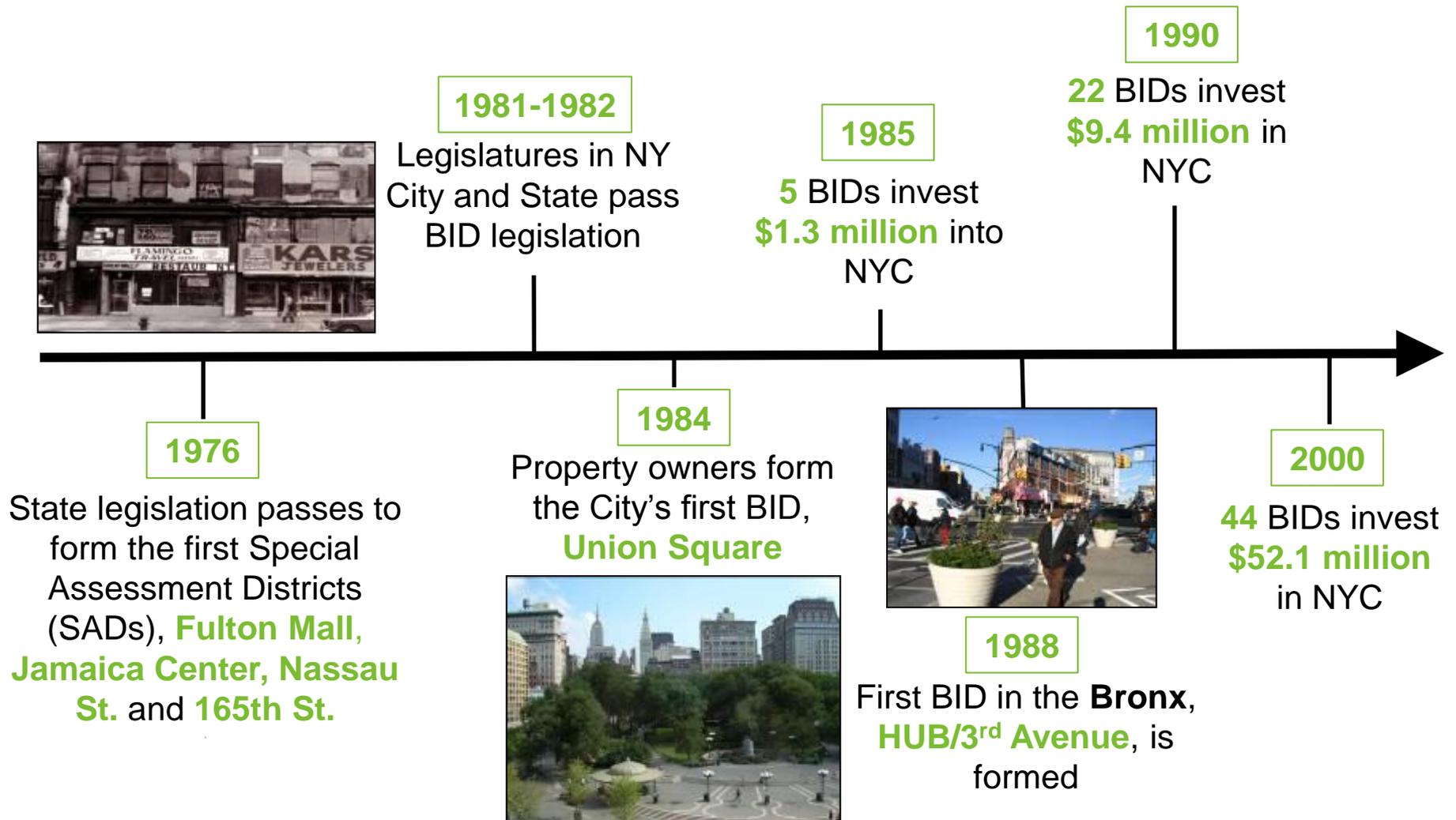
SBS supports community-based economic development organizations throughout the City in order to create the conditions under which local businesses can grow and thrive.

Serving Jobseekers

SBS implements a business-driven system of workforce development focused on matching worker training and skills development with employer needs.



BIDs: Improving NYC Neighborhoods for 35 years



The New York Times
April 2, 1998 | By Dan Barry and Thomas J. Lueck

Control Sought On Districts For Businesses

After years of questioning the powers of the city's private business improvement districts, Mayor Rudolph W. Giuliani is about to propose some stringent measures that would give his administration significant control over the semiautonomous agencies.

The new rules would require the city's 39 districts, which provide services like street cleaning and security, to clear virtually every major undertaking with the Department of Business Services, from the staging of street fairs to the purchase of new computers, said several officials from the districts and others who know of the city's plans....

The New York Times
July 29, 1999 | By John Tierney

The Big City; Clean Up City? Not Unless It's City Hall Way

STOP them before they clean again!

For years, city officials stood by helplessly while roving gangs of men in overalls prowled the streets picking up litter. But the Giuliani administration has decided that enough is enough.

Deputy Mayor Rudy Washington has vowed to stop local business groups from expanding their efforts to spruce up neighborhoods. He has turned down every budget increase requested by the city's business improvement districts, a decision the groups say would force them to curtail new programs and reduce their staffs...

BIDs: Improving NYC Neighborhoods for 35 years

2002

Mayor Bloomberg announces
a new policy for BIDs



2012

67 BIDs invest over **\$100 million** in services to **16,000+** ground floor businesses, serve **3,500** city block faces, and employ **1,300+** people

2007

3 BIDs formed

2006

3 BIDs formed

2004

2 BIDs formed



2008

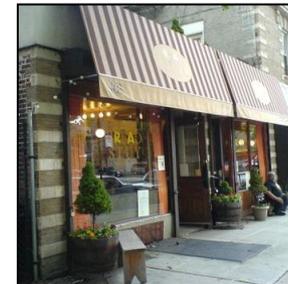
3 BIDs formed

2005

5 BIDs formed, including
first BID in **Staten Island**

2009

4 BIDs formed



The New York Times

February 18, 2002 | By Terry Pristin

**For Improvement Districts,
Restored Alliance With City**

The New York Times

May 15, 2002 | By Terry Pristin

**Mayor Envisions a Bigger Role For
44 Improvement Districts**

The New York Times

July 7, 2002 | By Jim O'Grady

**Under Bloomberg, New Life For
Business Districts**

Empower BIDs and LDCs

- 5 point plan to reenergize the BID program
- Grow the reach of BIDs
- Avenue NYC

Provide Comprehensive Technical Assistance

- Workshops and Trainings
- Spotlight on a District
- Retail Leasing

Build Leadership Skills of Downtown Executives

- Neighborhood Leadership Program

➤ **Mayor Bloomberg** recognized the impact BIDs have on the economic development of New York City and created a 5-point plan to re-energize the BID Program:

1. Simplify formation and expansion procedures and create one-stop, user-friendly BID Formation guide
2. Allow BIDs to increase budgets and boundaries
3. Streamline the assessment collection and distribution process
4. Provide grants to spearhead formation targeting neighborhoods outside Manhattan
5. Allow issuance of long-term debt



“In these tough times, we must strengthen business improvement districts and local economic development corporations throughout the City.”

- Mayor Michael Bloomberg
2002 State of the City Address

Business Improvement Districts in New York City

Under \$250K
180th Street
East Brooklyn
Bayside Village
North Flatbush
White Plains Road
Forest Avenue
165th Street
Montague Street
Grand Street
Graham Avenue
Southern Boulevard
Jerome Gun Hill
86th Street Bay Ridge
Sutphin Boulevard
Flatbush-Nostrand
Woodhaven
Brighton Beach
161st Street
Pitkin Avenue
82nd Street
Columbus-Amsterdam
Atlantic Avenue

\$250K - \$500K
Church Avenue
Kings Highway
FAB Alliance
Queens Plaza (LIC)
Sunnyside
Park Slope
Kingsbridge
Flatbush Avenue
Myrtle Avenue (BK)
Bay Ridge 5th Avenue
Myrtle Avenue (QN)
Belmont
HUB/Third Avenue
Steinway Street
Flushing
NoHo
Westchester Square

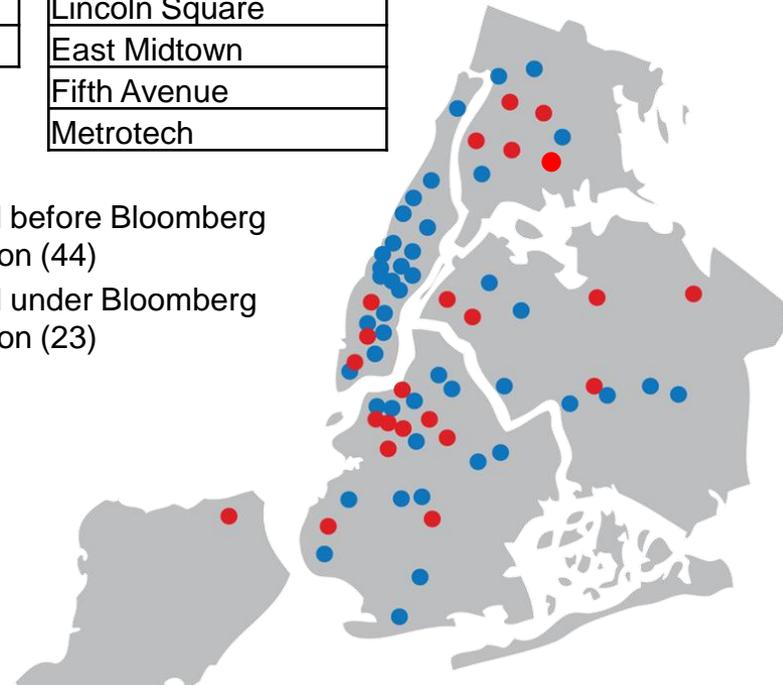
\$500K - \$1M
DUMBO
Washington Heights
Sunset Park
Fordham Road
Bed-Stuy
Columbus Avenue
Court-Livingston
West 47th Street
Jamaica Center
125th Street

\$1M - \$5M
Lower East Side
Village Alliance
Chinatown
Fulton Street Mall
Hudson Square
Madison Avenue
Union Square
Flatiron/ 23rd Street
Lincoln Square
East Midtown
Fifth Avenue
Metrotech

Above \$5M
Fashion Center
Bryant Park
34th Street Partnership
Grand Central
Times Square Alliance
Alliance Downtown

- BID created before Bloomberg administration (44)
- BID created under Bloomberg administration (23)

Under Mayor Bloomberg, **23** new BIDs have been created, **20** of which are in boroughs outside of Manhattan. **39** have budgets under **\$500,000**.



BID Spending by Budget Size

Although BIDs **vary greatly** in size, they provide comparable services and pay for an executive director and office space

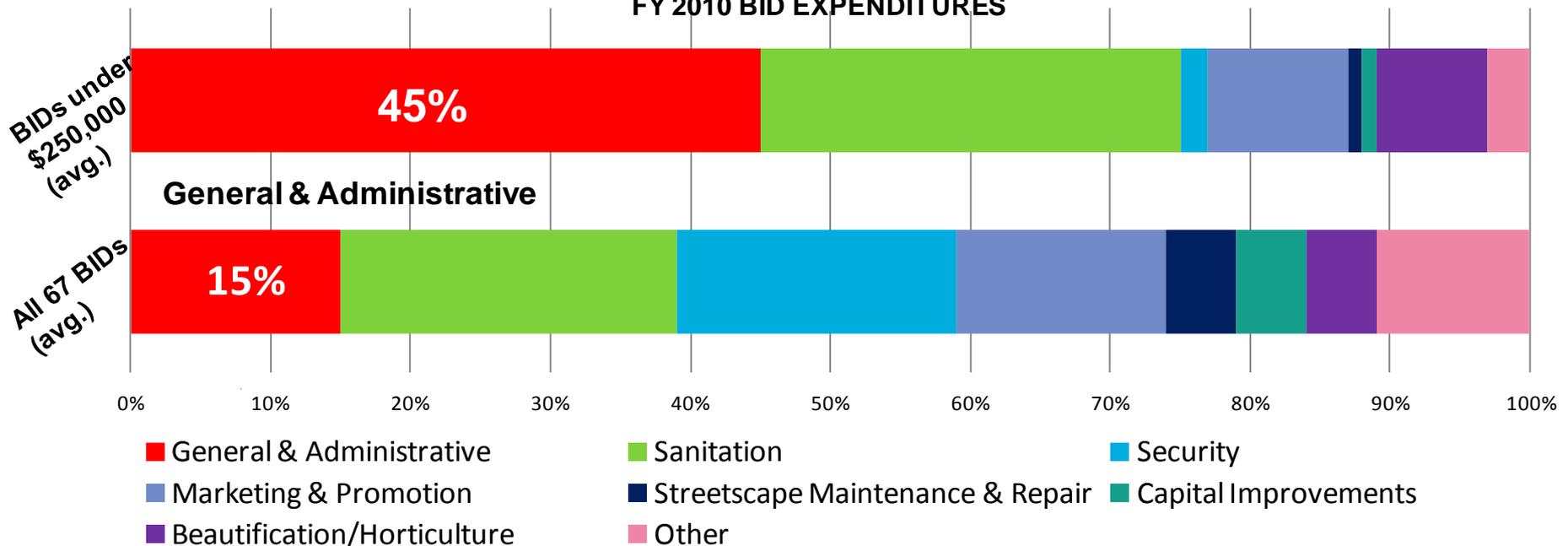


Smaller BIDs pay a **much higher** percentage to administrative costs and **much lower** to service delivery



Disproportionate administrative costs are a **high hurdle** for smaller commercial corridors to overcome

BID SPENDING
FY 2010 BID EXPENDITURES



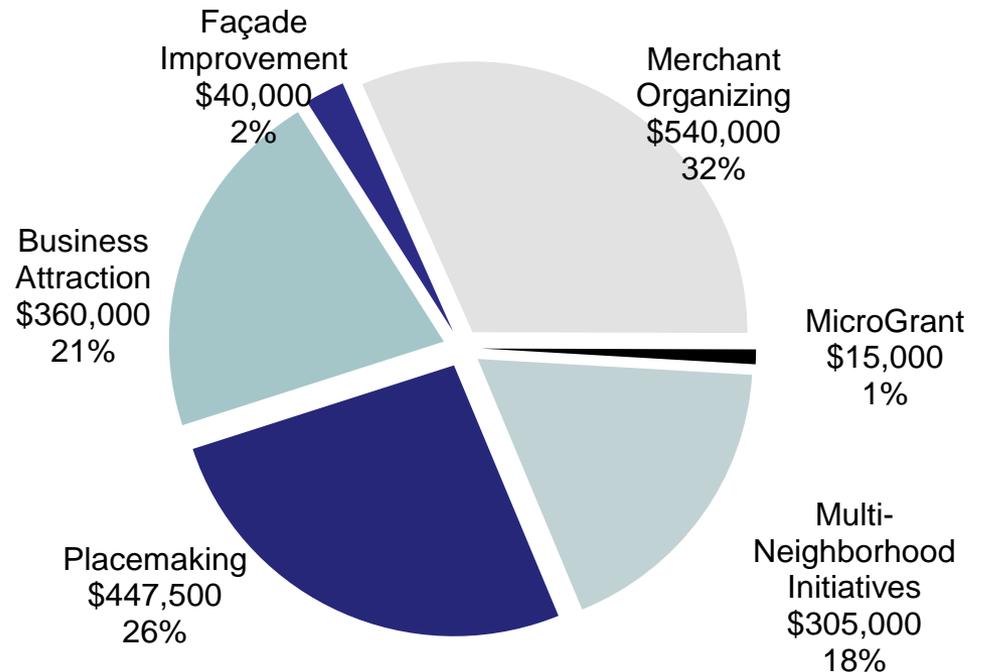
The **Avenue NYC** program provides organizations with funding in specific commercial revitalization project areas and the technical assistance needed to implement successful programs.

In FY 2012, Avenue NYC is investing **\$1.7 million** in support of the commercial revitalization activities of **48 organizations**.



Church Avenue in Brooklyn

FY2012 Avenue NYC Funding By Project Area



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Provide Comprehensive Technical Assistance

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- Retail Leasing

Build Leadership Skills of Downtown Executives

- Neighborhood Leadership Program

SBS offers **workshops, roundtables** and one-on-one **technical assistance** to support BID and LDC programs and operations in partnership with organizations like the Support Center for Nonprofit Management, Lawyers Alliance for New York and NPower NY:

Workshop topics include:

- Fundraising and Fund Development
- Non-Profit Financial Management
- Board Development
- Program Evaluation
- Strategic Planning
- Communications and Marketing
- Program Design and Development
- Website Development
- Business Attraction and Retail Leasing
- Placemaking and District Marketing
- Merchant Organizing
- BID and Non-Profit Best Practices and Law





34thStNYC

So calm at that hour RT @rubyfreebird: Christmas at herald square at the crack of dawn when i should be sleeping <http://twitpic.com/3bl6po>

about 4 hours ago via HootSuite

@chicagoee Oh man, they do get a little nasty down there. Too many people feeding them, I think.

about 5 hours ago via HootSuite in reply to ChicagoGee

Glad you enjoyed the lights! RT @almavencio: Christmas lights everywhere at herald square. Going on a romantic date with @TinaTreenz

about 5 hours ago via HootSuite

@beeingmissstar How was your @MacysInc Parade watching party? Lucky you to have a view!

about 24 hours ago via HootSuite in reply to BeeingMissStar

RT @cupcakestop: Find this truck full of Free Hot Chocolate heading to Herald Square next! <http://p1xi.com/p/59448131>

12:45 PM Nov 29th via HootSuite

@reelake Were you watching from home, or did you brave the crowds?

11:27 AM Nov 29th via HootSuite in reply to reelake

@spinsterella Yes! Check out @FashionHerald for more great area shopping info!

Name 34th Street
Location New York, New York
Web <http://www.34thst.com>
Bio The Official Twitter for the 34th Street Partnership, a not-for-profit Business Improvement District that manages 31 blocks in the heart of midtown Manhattan.

426 following 1,245 followers 151 listed

Tweets 1,577

Favorites

Lists

- @34thStNYCpartners
- @34thStNYCtransportation
- @34thStNYCspecialty
- @34thStNYCelectronics
- @34thStNYCservices
- @34thStNYChotels

View all

Following



View all...

BRYANT PARK BLOG



Monday, November 29, 2010

Scenes from Thanksgiving Day in Bryant Park

Thanksgiving brought some unusual visitors down Sixth Avenue. We were lucky to have a great view of them, but think of birds-eye view they get of the park! In addition to the Macy's Parade, the day was filled with [skating](#), [shopping](#), [sitting](#), and smiles all around.



The Holiday Shops at Bryant Park



Over 120 artisans, boutiques, and food kiosks, open through January 2, 2011. Check out our holiday shopping and gift guide posts [here](#).

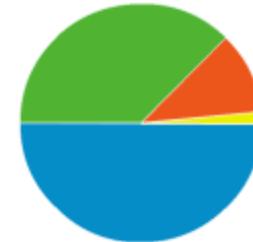
Citi Pond at Bryant Park



NYC's only free admission ice skating rink, open through February 27, 2011 www.CitiPond@BryantPark.com

Links
[About the Blog](#)
[Bryant Park Website](#)

Social Media Roundtable



- Search Engines (50.05%)
- Referring Sites (37.34%)
- Direct Traffic (11.07%)
- Other (1.54%)

Engaging Your Audience & Going Viral

Lincoln Square Business Improvement District How was your Winter's Eve?

Winter's Eve at Lincoln Square
www.wintersvee.org

Winter's Eve kicks off with a neighborhood tree lighting ceremony and features free entertainment, food tastings, in-store activities and shopping around and about the colorful and vibrant neighborhood. Stores, restaurants, cultural organizations and public spaces in the district will be buzzing all

Post Insights not yet available, please check back later.
2 hours ago · Like · Comment · Share · Promote

Go Ramirez FANTASTIC! LOTS OF FUN!
about an hour ago · Unlike · w/ 1 person · Flag

Write a comment...

Lincoln Square Business Improvement District Monday's pick of the day & Winter's Eve at Lincoln Square.

Monday's pick of the day: Winter's Eve | Time Out New York Kids Blog | Time Out New York Kids
www.timeoutny.com

The annual segue into the holiday season brings a night of merry happenings to the Upper West Side. Catch a tree lighting in Dante Park, performances by the Big

430 Impressions · 0.23% Feedback
Yesterday at 10:56am · Like · Comment · Promote

Marina Barbosa Garcia likes this.




Sources	% visits
google (organic)	47.13%
facebook.com (referral)	11.12%
(direct) ((none))	11.07%
bryantpark.org (referral)	6.78%
google.com (referral)	5.76%

Keywords	% visits
bryant park holiday market 2010	5.31%
bryant park holiday shops 2010	4.73%
bryant park holiday market	3.57%
celsius bryant park	3.25%
bryant park christmas market 2010	1.88%

Presentations by the Bryant Park Restoration Corporation, 34th Street Partnership and the Lincoln Square BID

February 21, 2012: Public Plazas Roundtable

Presentations by the **Flatiron/23rd Street Partnership** and the **Fulton Mall Improvement Association**

Flatiron Before



Under Construction



After



Each year, SBS convenes New York City's 67 BIDs for our **BID Conference**. Each conference focuses on a different theme and features experts on topics such as retail diversity, models for economic development, and innovation and trends in BID service delivery.

Past speakers have included:

Paul Levy, CEO, Philadelphia Center City District

Greg David, Editorial Director, Crain's New York Business

Steven Spinola, President, Real Estate Board of New York

Carl Weisbrod, President, Real Estate Division of Trinity Church

Richard Bradley, Executive Director, Downtown DC BID

John Kiru, Executive Director, Toronto Association of Business Improvement Areas

Jonathan Fanton, Former President, MacArthur Foundation

Reverend Joseph M. McShane, S.J., President, Fordham University

Mary Kay Leonard, CEO, Initiative for a Competitive Inner City

Dr. Félix Matos Rodríguez, President, Hostos Community College



4TH ANNUAL BID CONFERENCE

THE ROLE OF ANCHOR INSTITUTIONS
IN NEIGHBORHOOD DEVELOPMENT



Hostos Community College | Medgar Evers College
The City University of New York | Fordham University
Brooklyn College | SUNY Downstate College of Medicine
The New School | College of Staten Island | City College
New York University | Pratt Institute | Hunter College
Bronx Community College | LaGuardia Community College
Columbia College | Columbia University

The Role of Anchor Institutions in Neighborhood Development

Anchor institutions - hospitals, universities, arts and cultural institutions - are large organizations with deep roots in local communities and local economies. New York City's more than 100 colleges and universities play a critical role in support of individuals, organizations, and neighborhoods as employers, purchasers of local goods and services, developers of the local workforce, and more.

The Department of Small Business Services (SBS) is working with the Initiative for a Competitive Inner City (ICIC) to catalogue and promote the extraordinary work New York City's anchor universities are doing in communities and neighborhoods across the five boroughs. The year's conference will bring a national and New York City-specific perspective on the role that these institutions play in local communities and how BIDs can productively engage with them to revitalize and sustain the neighborhoods they serve.

Welcoming Remarks

Robert W. Walsh

Commissioner, New York City
Department of Small Business Services

Monica Blum

President, Lincoln Square Business
Improvement District

Keynote Introduction

Robert K. Steel

Deputy Mayor for Economic
Development

Keynote Address

Mary Kay Leonard

President and CEO, Initiative for a
Competitive Inner City

Panel Discussion

Three distinguished leaders from premier New York City educational institutions will offer a local perspective on the role of anchors and highlight initiatives that their institutions have carried out in order to support the vitality of the communities where they are located:

Dr. Jonathan Fanton

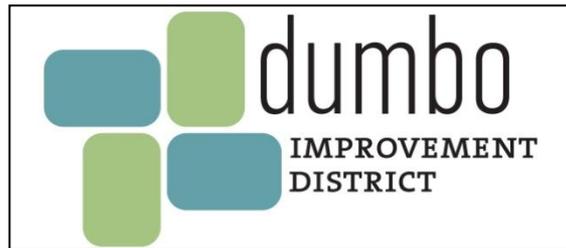
FDR Visiting Fellow, Roosevelt House
Public Policy Institute at Hunter College

Reverend Joseph M. McShane, S.J.

President, Fordham University

Dr. Félix Matos Rodríguez

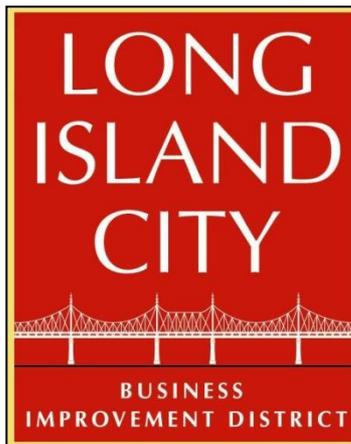
President, Hostos Community College



Discussion Themes:

- Programming the Manhattan Bridge Archway
- Encouraging the “greening” of the district
- Business attraction strategies





Discussion Themes:

- Capitalizing on the new improvements to the neighborhood
- Improving the retail mix
- Encouraging accelerated development of post-industrial buildings



Discussion Themes:

- Designing and programming the planned pedestrian plaza
- Maintaining a close relationship between the BID and district merchants
- The Pratt Institute's model institution-community relationship





Discussion Themes:

- Vision & identity: improving the brand & attracting a vibrant retail mix
- Anchor tenants and adaptive reuse
- Marketing a signature event
- Streetscape design & capital improvements



SBS partnered with a retail leasing consultant, the JGSC Group, to launch the **Neighborhood Retail Leasing Program** in 2011.

The Program provides organization staff with technical training and assistance **attracting new retail businesses** to commercial districts.

The Program is a combination of **workshops and one-on-one technical assistance** sessions that teach participants how retail businesses make site selection decisions and how to fill vacancies in their districts.

SBS presents

Retail Recruitment and Business Attraction

Monday, March 26
9:30 am - 4:30 pm
110 William Street



SBS is partnering with the retail attraction experts at the JGSC Group to help you attract new businesses to your retail corridors. You're invited to participate in a one-day training session led by JGSC that will teach you:

- How retail businesses make site selection decisions
- How organizations can engage prospective retailers and property owners to create a retail mix that meets the communities' needs
- How to identify and attract existing retailers located in comparable commercial corridors
- How to connect retailers with existing site location opportunities in your district

Participants will receive a market profile of their trade area and will be trained on how to interpret the data.

You must register by Wednesday, March 21st in order to receive your market profile. Please RSVP to abuteau@sbs.nyc.gov in order to register.

In addition to training sessions, all participating organizations receive **tailored demographic and market data** profiles of their communities to assist them in their retail attraction efforts.



Demographic and Income Profile Report
East River v2
40th Ave & 21st St, Long Island City, NY, 11101
Ring: 1 mile radius

Prepared by JGSC Group
Latitude: 40.755242
Longitude: -73.941323

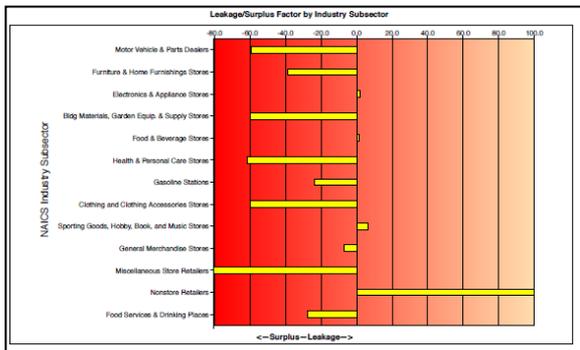
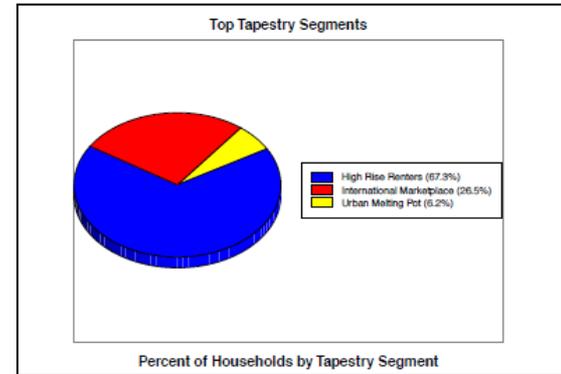
Summary	2010	2011	2016
Population	63,705	64,406	65,409
Households	27,322	27,848	28,385
Families	13,844	14,015	14,190
Average Household Size	2.27	2.27	2.24
Owner Occupied Housing Units	4,638	4,615	4,933
Renter Occupied Housing Units	22,684	23,032	23,453
Median Age	35.4	35.4	35.7

Trends: 2011 - 2016 Annual Rate	Area	State	National
Population	0.31%	0.20%	0.67%
Households	0.53%	0.28%	0.75%
Families	0.25%	0.07%	0.57%
Owner HHS	1.34%	0.65%	0.91%
Median Household Income	4.14%	3.54%	2.75%

Households by Income	2011		2016	
	Number	Percent	Number	Percent
<\$15,000	5,660	20.5%	5,493	19.4%
\$15,000 - \$24,999	3,076	11.1%	2,429	8.6%
\$25,000 - \$34,999	2,646	9.6%	2,200	7.8%
\$35,000 - \$49,999	3,651	13.2%	3,183	11.2%
\$50,000 - \$74,999	4,305	15.6%	4,244	15.0%
\$75,000 - \$99,999	2,869	10.4%	3,952	13.9%
\$100,000 - \$149,999	3,076	11.1%	4,025	14.2%
\$150,000 - \$199,999	1,251	4.5%	1,590	5.6%
\$200,000+	1,113	4.0%	1,267	4.5%

	2010		2011		2016	
	Number	Percent	Number	Percent	Number	Percent
Median Household Income	\$43,972		\$53,858			
Average Household Income	\$65,162		\$76,206			
Per Capita Income	\$28,921		\$34,047			

Population by Age	2010		2011		2016	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	3,413	5.4%	3,402	5.3%	3,476	5.3%
5 - 9	2,801	4.4%	2,921	4.5%	2,936	4.5%
10 - 14	2,858	4.5%	2,883	4.5%	2,928	4.5%
15 - 19	3,299	5.2%	3,316	5.1%	3,121	4.8%
20 - 24	4,641	7.3%	4,701	7.3%	4,561	7.0%



2010 Retail MarketPlace Profile
Prepared by JGSC Group

East River v2
40th Ave & 21st St, Long Island City, NY, 11101
Ring: 1 mile radius

Latitude: 40.755242
Longitude: -73.941323

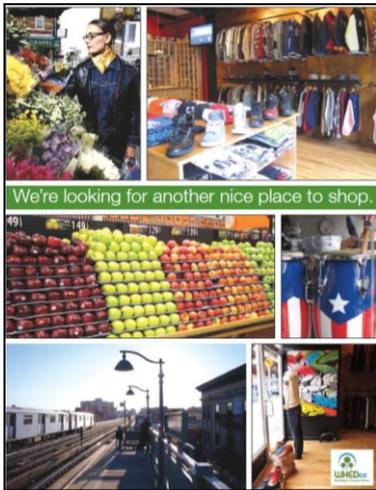
Summary Demographics	2010 Population	2010 Households	2010 Median Disposable Income	2010 Per Capita Income
	72,780	28,334	\$39,782	\$28,129

Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$730,889,279	\$694,342,042	\$205,025,703	-13.0	959
Total Retail Trade (NAICS 44-45)	\$612,980,473	\$852,578,162	\$-239,597,689	-16.3	597
Total Food & Drink (NAICS 722)	\$117,865,806	\$111,763,880	\$6,091,926	2.7	301

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$134,143,808	\$225,817,722	\$-91,673,914	-25.5	54
Automobile Dealers (NAICS 4411)	\$118,670,758	\$214,350,791	\$-95,680,033	-28.7	32
Other Motor Vehicle Dealers (NAICS 4412)	\$7,157,049	\$1,100,530	\$6,056,519	73.3	5
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$83,159,999	\$110,366,401	\$-2,090,402	-11.0	19
Furniture & Home Furnishings Stores (NAICS 442)	\$21,962,499	\$62,545,683	\$-40,563,184	-48.0	51
Furniture Stores (NAICS 4421)	\$11,528,325	\$30,865,343	\$-19,336,018	-45.6	13
Home Furnishings Stores (NAICS 4422)	\$10,443,174	\$31,680,340	\$-21,237,166	-50.4	38
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$26,208,108	\$29,627,945	\$-3,421,839	-6.1	42



Each year several organizations receive **in-depth consulting assistance** from SBS and the JGSC Group to develop and implement a **comprehensive retail leasing plan** and **professionally designed marketing materials** in their communities.



Crotona East / Morrisania
 (Bronx)



Bradhurst / Harlem
 (Manhattan)



Long Island City
 (Queens)



Bedford-Stuyvesant
 (Brooklyn)



Leveraging NYC Business Solutions

NYC Business Solutions is a set of services offered by the Department of Small Business Services to help businesses start, operate and expand in New York City. Our services are provided at no cost and address the needs of businesses of any size and at any stage.

Services Include:

Business Courses

Legal Assistance with Establishment, Contracts and Leases

Financing

Navigating Government

Hiring

Training

Incentives

Selling to Government

Minority and Women-Owned Business Enterprise Certification

Empower BIDs and LDCs

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- Avenue NYC

Provide Comprehensive Technical Assistance

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Build Leadership Skills of Downtown Executives

- Neighborhood Leadership Program

In January 2011, SBS began partnering with the Coro New York Leadership Center and the Association for a Better New York to launch the **Neighborhood Leadership Program**.

Neighborhood Leadership is a five-month management and commercial revitalization training program for executives from local nonprofit economic development organizations from across the five boroughs.

The first class of **20** graduated in May 2011. The second class of **20** will be graduating next month.



Neighborhood Leadership Program: Curriculum

SBS Neighborhood Leadership Program 2012 Schedule

Thursday , 1/26

Opening Retreat: Managing and Communicating a Vision, 1/26

Developing long-term visions for an organization's commercial revitalization work
Strategies for imbuing that vision into all aspects of an organization

Commercial Revitalization Strategy Sessions

Leadership Development Training Modules

Tuesday, 2/7

Understanding the 'Logic' of Neighborhoods

- Analyzing local stakeholder relationships to help move revitalization efforts forward
- Strategies for local data collection and securing the information needed to lead

Saturday, 2/18

Creating and Maintaining Productive Stakeholder Relationships

- Understanding the complex intersection of public and private interests in commercial revitalization work
- Engaging diverse stakeholders while promoting the interests of a community-based organization

Tuesday, 3/6

Retail Business Resources

- Merchandising/marketing strategies for retail businesses
- Business planning/financing options for retail businesses

Saturday, 3/24

Driving and Managing Toward Results

- Developing specific and realistic commercial revitalization goals/outcomes
- Creating and managing an organizational framework for achieving those goals/outcomes

Tuesday, 4/3

Marketing, Promotions and Placemaking

- Retail promotions, district marketing and communication principles for commercial districts
- Improving the shopping environment and leveraging a neighborhood's unique assets

Saturday, 4/21

Change Management within Organizations

- Identifying opportunities for change within existing organizational frameworks
- Driving change through thoughtful engagement and leadership

Tuesday, 5/1

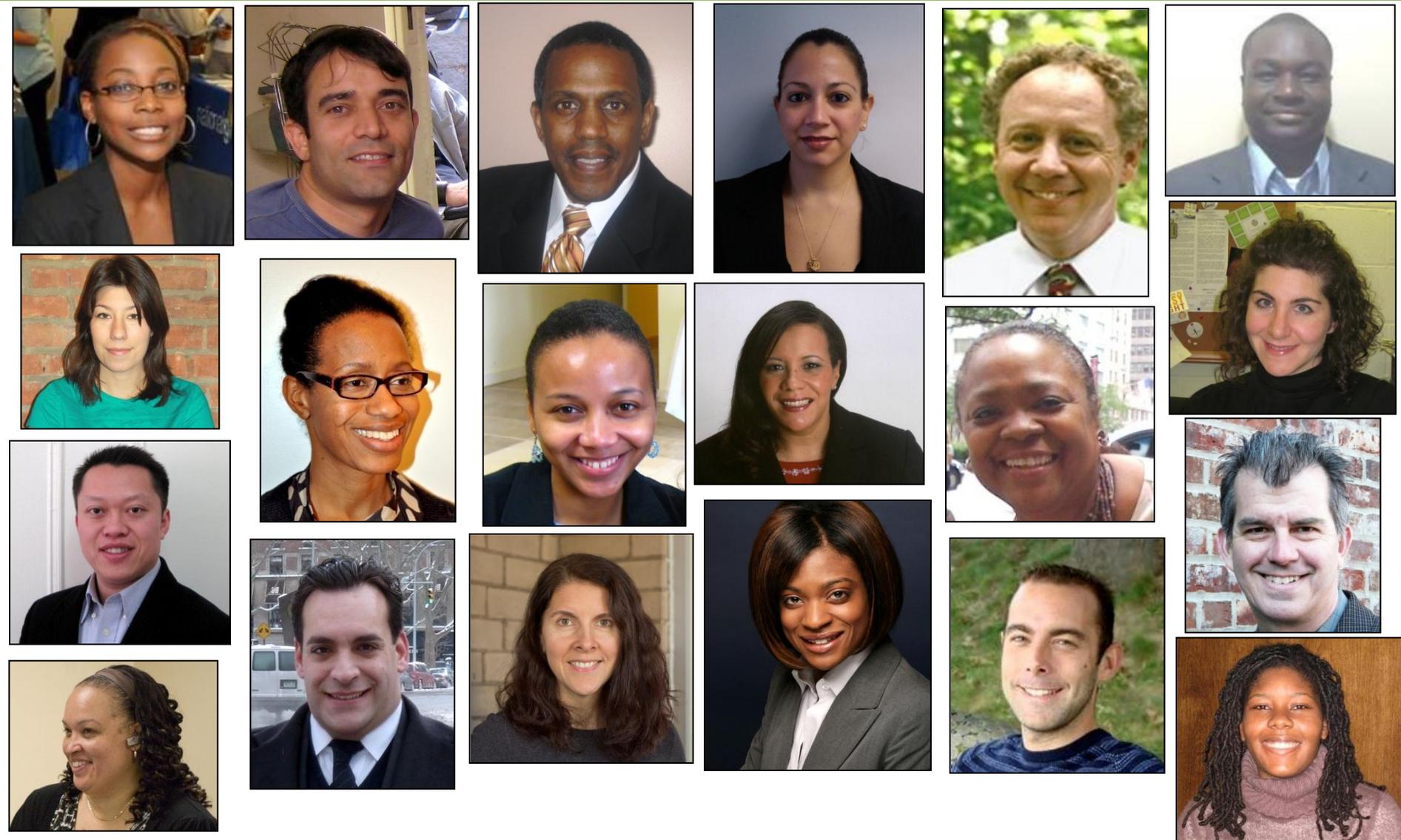
Improving Tenant Mix through Targeted Retail Attraction and Re-Development

- Introduction to the basics of retail leasing
- Strategic positioning and market analysis
- Retail prospecting and facilitating lease signings

Tuesday, 5/15

Closing Session & Evening Ceremony

Neighborhood Leadership Program: 2011 Inaugural Class



Neighborhood Leadership Program Participants



Doug Jones joined the Bedford-Stuyvesant Gateway Business Improvement District as the Executive Director in June 2011. He wants to work with property owners and economic development stakeholders to diversify Bed-Stuy's retail landscape and create long-lasting, sustained economic growth. His career in community service began at Neighborhood Housing Services where he started as a Homeownership Counselor and became Program Director of the Bed-Stuy office. Doug then joined the Brooklyn Chamber of Commerce as the Director of Economic Development before moving onto the NYC Economic Development Corporation where he ultimately served as the Vice President of Government & Community Relations. Doug attended Morehouse College and graduate school at Columbia University. He is a lifelong resident of Bedford-Stuyvesant.



Rebeca Ramirez has worked with arts and cultural organizations for more than a decade and is currently the Commercial Revitalization Manager at Heart of Brooklyn. Prior experience includes being a video producer and media specialist at Art Meets Commerce, one of the top agencies in new media marketing for theatrical events. In 2008, she designed and implemented audience development strategies for the grand re-opening of the first children's museum in the world, Brooklyn Children's Museum. This year Rebeca hopes to enhance her skills and knowledge through Neighborhood Leadership to put in place a strategy with practical steps for working with the property owners of Washington Avenue to decrease the vacancy rate on Washington Avenue. Working closely with the 90 plus merchants Rebecca hopes to build strong working relationships with property owners and help the Prospect Heights community thrive.



Wellington Z. Chen is the Executive Director of the Chinatown Partnership. Wellington has a long record of community service and civic engagement. As a young volunteer and student studying architecture and environmental studies, he was inspired to pursue a career in community resuscitation and rejuvenation. In the process Wellington became the first Chinese American to serve on a community board and local development corporation in Queens and was eventually recruited to serve on the NYC Board of Standards and Appeals. He led numerous initiatives and co-founded a number of organizations, including a firm to offer strategic advice and insights to help shape and guide public/private policies. His work as Landmark Committee Chair helped to preserve and restore Flushing Town Hall and he designed the structure that now houses the Tonga Mission to the United Nations.

Neighborhood Leadership Program: Reactions



Laurel Brown
Executive Director
Jamaica Center BID

“It is an honor to be a member of the inaugural cohort of the Neighborhood Leadership Program. I’ve taken everything that I have learned in the Neighborhood Leadership program—from retail development strategies to the skills needed to be an effective change agent—and directly applied them to how I manage my district. We have doubled the size of our staff and pioneered various programs for our district, including a new district marketing campaign, a new visual merchandising program and a marquee cultural tourism event. Moreover, Neighborhood Leadership has connected me with an extensive network of influencers, change makers, and intellectual capital. My staff maybe small, but, thanks to SBS and Coro, my network is humongous—and we effect change.”



M. Blaise Backer
Executive Director
Myrtle Avenue
Brooklyn Partnership

“Neighborhood Leadership was a huge benefit to my professional development and has helped me both on and off the job. As the director of a small non-profit, my busy workday rarely provides me the time to reflect on my leadership skills and work habits. This program provided me with a much needed opportunity to pause from work in order to develop my skills, assess my current challenges and develop strategies to overcome them, and to learn from my peers and Coro’s excellent facilitators. I highly recommend the program for those working in the field of neighborhood and commercial revitalization.”

Neighborhood Leadership Program: Reactions



Kerry McLean

Director of
Community
Development

Women's
Housing and
Economic
Development
Corporation

Well thought out, carefully tailored, and engagingly delivered, the program equipped me with the skills needed to more effectively tackle the difficult but very important work of creating safer, healthier and more vibrant commercial districts and neighborhoods in the Bronx. Using New York City as our classroom, Neighborhood Leadership's approach enabled me to make crucial connections with organizations, people, places, resources and knowledge that, even now, are helping to unearth the potential of the struggling South Bronx commercial districts where I work.

Examples of NL's impact on our work so far

The exposure, insights, and skills I gained in SBS' five-month, part-time neighborhood leadership training program have already yielded results. The ConEd Energy Efficiency team that I connected with during our Queens session is now helping more than 25 small business owners on Southern Boulevard reduce their energy consumption, cut costs, and go 'green'. A new district website my organization created with the NYC Department of Small Business Services' support, incorporates best practices in branding, marketing, and social media that were imparted during strategy interviews with BIDs, design firms, and merchant groups in Manhattan and Brooklyn.

What I see as NL's unparalleled value

Perhaps most immeasurable in value has been the networks I have built with other Neighborhood Leadership fellows from districts as diverse and far-flung as Far Rockaway and Port Richmond, Staten Island. All experts in their own right, SBS' program filled the void in communication, peer learning, and best practice replication that had, until then, been missing in our field.

Other ways I think NL's impact will be sustained

Although the inaugural program has ended, the program's impact will still be felt with "Coro in Every Boro", an idea I conceived at program's end to sustain the peer consulting sessions among the fellows, to strengthen and innovate our activities, and to continue the individual and collective learning that is critical to revitalizing New York City, neighborhood by neighborhood. There are still many more neighborhoods across New York City and the Bronx that stand to benefit from the Neighborhood Leadership program. "



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