

TESTIMONY BY
ELIZABETH DE LEÓN
DEPUTY COMMISSIONER
NEW YORK CITY DEPARTMENT OF SMALL BUSINESS SERVICES
BEFORE
THE COMMITTEE ON SMALL BUSINESS
OF THE
NEW YORK CITY COUNCIL
JANUARY 19, 2012

Good morning Chairwoman Reyna and members of the Committee on Small Business. I am Elizabeth De León, Deputy Commissioner for Neighborhood Development of the Department of Small Business Services (SBS). I am joined by Executive Director of Commercial Revitalization Andrea Buteau and others from SBS as well as representatives from the Economic Development Corporation and Department of City Planning, who are here to help answer questions you might have.

In the 2010 Avenue NYC Annual Report, Mayor Bloomberg wrote that “*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.*” This afternoon, I will discuss three programs at SBS designed to strengthen New York City’s retail corridors: Avenue NYC, Neighborhood Retail Leasing, and Neighborhood Leadership. These programs are unique in that they rely on local and on-the-ground efforts to empower communities. They are bottom-up solutions to revitalizing commercial corridors according to unique local needs. We are fortunate to have the Council’s partnership in these efforts and look forward to working with the Council and this Committee in particular to promote and expand our impact along retail corridors in 2012.

Avenue NYC

The Department of Small Business Services has supported the creation and growth of nonprofit economic development organizations since the 1970’s, when the City began to prioritize commercial revitalization as one mechanism to stabilize dangerous and blighted neighborhoods. Today, New York is a very different place, but the empowerment of local organizations to conduct commercial revitalization is equally crucial. The Avenue NYC program funds commercial revitalization initiatives by community-based nonprofit organizations in neighborhood retail districts throughout the City’s five boroughs, and also offers an array of capacity-building services designed to enhance the abilities of participating organizations to execute impactful programs. Avenue NYC is funded entirely through Community Development Block Grant (CDBG) allocations provided by the United States Department of Housing and Urban Development (HUD). Projects are targeted towards commercial corridors that serve

neighborhoods federally designated as low- to moderate-income and are subject to federal guidelines for disbursement of CDBG funding.

Avenue NYC stipulates that applicants must be nonprofit economic development organizations operating in any of the five boroughs of New York City; incorporated as a nonprofit in New York State; and compliant with State and Federal filing requirements. Proposed projects must operate within defined geographic boundaries, target commercial corridors as a whole without providing individual business assistance, and consider the needs of small- and medium-sized businesses operating in the geographic area. Organizations must target areas that are designated by HUD to be low- or moderate-income neighborhoods, or where at least 51 percent of the residents in the census tracts included in the commercial area are persons living in households with incomes below 80 percent of the median household income.

To award grants, we rely on a rigorous and competitive application process that takes three criteria into account: existing organizational capacity, strength of project proposal, and viability of the proposed budget. For those organizations that received funding in previous years, a performance rating from those years is also assigned and considered.

This year, SBS awarded \$1.7 million in grants to fund 72 projects by 48 local nonprofit economic development organizations in all five boroughs and citywide. Projects were awarded in the following categories: business attraction, façade improvement management, merchant organizing, microgrants, multi-neighborhood initiatives, placemaking, and website development. For your review, I have provided the Committee a complete list of funded projects and organizations, as well as a breakdown of the projects by borough and project category.

These are projects that make a difference. Last year, for example, the Women's Housing and Economic Development Corporation (WHEDCO) on Southern Boulevard in the Bronx received two grants for \$50,000 and \$25,000 in business attraction and merchant organizing. WHEDCO attracted four new businesses, updated their commercial space and vacant lot inventory, mapped the retail trade area, and completed a retail trade analysis. WHEDCO recruited 18 new merchants, held multiple merchant meetings and sales events, and carried out a district needs survey.

Southern Boulevard is undergoing a visible transformation, thanks in no small part to the work of WHEDCO.

Reductions in government spending have required agencies to cut back on various programs and Avenue NYC is no exception. Next year, we expect to receive a 10 percent reduction in federal CDBG funding for the program. SBS will likely address this in one of two ways: by reducing the number of projects funded or by reducing the average grant size. It will require difficult choices and working closely with participating organizations in order to do more with less. We appreciate the Council's efforts to help us maintain the quantity and quality of commercial revitalization projects in low- and moderate-income areas.

Neighborhood Retail Leasing

In 2011, SBS launched two new pilot programs to increase the impact of community-based nonprofit organizations on commercial revitalization initiatives: Neighborhood Retail Leasing and Neighborhood Leadership. Neighborhood Retail Leasing provides a targeted approach to a common problem: while neighborhood economic development leaders may be experts about the needs of their communities, they may not have the distinct set of technical skills necessary to identify and recruit businesses to fill commercial vacancies. Retail Leasing is a two-part training and assistance program designed to give neighborhood leaders the skill set necessary to cultivate a retail mix that meets the unique needs of the communities they serve.

First, SBS offers a series of training workshops and sessions open to the City's network of Business Improvement Districts and Local Development Corporations focused specifically on retail leasing strategies. In Fiscal Year 2011, 19 Avenue NYC-funded community organizations participated in a two-session retail leasing workshop series with panels on *The Basics of Retail Attraction and Site Selection* and *How to Identify the Right Retailers for your Community* and 40 organizations participated in a panel discussion on *Strategies for Ongoing Retail Attraction and Keeping Vacancies Down*. Each organization also received a tailored retail market analysis of its district. In addition to providing technical information with local examples, SBS also convened a retail leasing panel to showcase best practices from across the region with representatives from

Philadelphia's Center City District and the New Rochelle BID. Responses to the sessions have been strongly positive.

Retail Leasing also provides a small number of organizations in high-need communities with in-depth one-on-one technical assistance. In the 2011 pilot program, SBS worked with the JGSC Group to offer a targeted technical assistance to help identify the range of retailers that can be supported by local markets in four communities: Bedford-Stuyvesant, Bradhurst/Harlem, Long Island City, and Southern Boulevard in the Bronx. The participating organizations—Bedford Stuyvesant Gateway Business Improvement District, Harlem Congregations for Community Improvement, Long Island City Business Development Corporation, and the Women's Housing and Economic Development Corporation—received in-depth market and demographic analysis, a district-wide retail leasing plan, district marketing materials and a set of pre-qualified prospects to begin their marketing outreach. For your review, I brought several samples of marketing material from the pilot sites.

The program has already shown some promising signs. In Long Island City, where leasing efforts targeted restaurants and fitness facilities, the BID helped facilitate the attraction of a Planet Fitness gym, a Dunkin' Donuts, an Asian barbecue restaurant, and a Checkers hamburger restaurant. In Bedford-Stuyvesant, the BID actively pursued new healthy dining options, resulting in a Fulton Street lease signing of *Island Salad*, an expansion of the Harlem-based small business. The Harlem Congregations for Community Improvement successfully attracted a hardware store and a minority-owned daycare center. In the South Bronx, commercial vacancies on Southern Boulevard have decreased from 24 percent to 16 percent as 12 new businesses in desired retail categories entered leases during the program. SBS is currently reviewing candidates for targeted assistance this year.

Neighborhood Leadership

In 2011, SBS launched the Neighborhood Leadership Program in partnership with the Coro New York Leadership Center and the Association for a Better New York. Neighborhood Leadership is a five-month free training program that provides 20 leaders from community-based economic development nonprofits across the five boroughs with development in leadership and

commercial revitalization skills. The program incorporates leadership retreat days, strategy sessions, a neighborhood change project, and experienced Coro alumni advisors to help participants build lasting relationships with other leaders, learn and practice leadership skills, expand networks to key stakeholders, and learn strategies on small business fundamental networks, retail sales, improving tenant mixes and more.

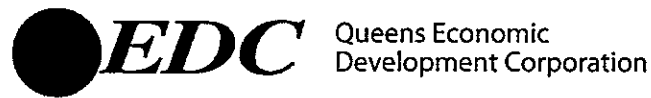
The pilot cohort was a diverse group of 20 individuals from small organizations in low- and moderate-income neighborhoods from all five boroughs. And the reviews are in. Here is Blaise Backer, the Executive Director of the Myrtle Avenue Brooklyn Partnership: *"Neighborhood Leadership was a huge benefit 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."*

In December, SBS and Coro selected a second cohort of 20 from 34 applications. It is another exceptionally strong and talented class with diverse representation from all five boroughs. The program begins at the end of January and is generously supported by Speaker Christine Quinn. We are currently finalizing plans for an opening ceremony the first week in February with Speaker Quinn and Deputy Mayor Steel. We would also like to extend an invitation to Council Members from districts with Neighborhood Leadership participants. For a full list of participants and additional information on the program, please see the attached documents.

Conclusion

Avenue NYC, Neighborhood Retail Leasing, and Neighborhood Leadership are three ways this administration and this agency are prioritizing the vitality of the City's retail corridors. These programs do not seek to impose a top-down, one-size-fits-all approach to commercial revitalization. Rather, they are about empowering local leaders and individual communities to create change in their own neighborhoods.

I would be remiss not to thank the Council for all of your help in supporting these three programs specifically and in putting the focus on the City's retail corridors more generally. We have come a long way in ten years, but I know we can do more to spread the word and work with community partners to support small businesses and neighborhoods across the five boroughs. I would be happy to answer any questions you may have. Thank you.



Good Afternoon. My name is Ricardi Calixte and I am the Director of Neighborhood Economic Development at the Queens Economic Development Corporation (QEDC). QEDC is a private, non-profit organization founded in 1977 to provide neighborhood revitalization services to various neighborhoods in Queens County. Our mission is to create and retain jobs through programming that grows our neighborhoods, assists small businesses and promotes tourism and business development.

As we deal in all aspects of business development we have a good understanding of the challenges facing small business owners and conditions affecting economic growth in our shopping districts. While it is impossible to touch on all these issues in the limited time that I have to present, I would like to point out some of the main concerns that our clients face and present some recommendations. The basis of my testimony will address items comprised within three key categories:

- **Small Business Assistance**
- **Retail Corridor Improvement**
- **Leadership Development**

Small Business Assistance

Small businesses are the backbone of a thriving local economy. We must provide the necessary support to help new and existing small businesses maximize their capacities to provide needed goods and services. Starting and operating a business in New York City can be a daunting task. Many aspiring entrepreneurs are not able to grasp the comprehensive process involved in establishing a new business. While the creation of the

online business resource center NYC Business Express provides an additional tool for entrepreneurs, it cannot replace the need for meeting with a professional business advisor that can give immediate feedback and answer questions. The NYC Business Solution Centers and technical assistance providers such as QEDC which provides guidance and training in all stages of business development need to receive greater support.

Innovative entrepreneurs need access to the capital to start a new venture. We should continue to grow and support our network of business incubators that prepares small businesses to go out and occupy vacant storefronts. Many of the business incentive programs do not apply to the mom and pop type establishments that keep our neighborhood corridors thriving.

In my role at QEDC, I have constant dialogue with existing business owners in various commercial districts in Queens. A few common themes frequently arise in those discussions. Among these is what they view as excessive business taxes and fees, overregulation and red tape at city agencies, and unwarranted fines. Most recently, the merchant organization in Richmond Hill notified me that the Department of Sanitation removed several litter baskets along Liberty Avenue and have since been issuing summonses for sidewalk trash to multiple businesses. In another example, we have a client who bought a building in order to open a new catering hall. We connected the client to the City's NBAT (New Business Acceleration Team) program and while they were granted construction permits through NBAT, a technical issue occurring with the Department of Buildings have not allowed them to proceed with the project. The owner has made several attempts to resolve the issue with DOB, with little success in getting direct feedback regarding his case. In the meantime he continues to pay a mortgage on a

property with no revenue coming in to offset his costs. These types of incidents lead to disconnect between merchants and city government, causing many business owners to become discouraged and miss out on economic opportunities.

Retail Corridor Improvement

Thriving retail corridors have common characteristics. They are clean and pedestrian-friendly; offer a heterogeneous mix of retail options; accessible by public transportation; and can attract shoppers beyond its local customer base. In order to strengthen NYC's retail corridors, planners and city officials should focus on initiatives that aid in achieving these characteristics.

Capital funding should be used to make physical improvements to our retail corridors to ensure that they are attractive, safe and conducive to doing business. Improvements to our transportation infrastructure which allows for multimodal access to shopping districts are of vital importance. We have a growing and aging population that needs to be taken into consideration in future designs of our landscape and transportation system.

Many retail corridors have fallen prey to the economic downturn. As part of the overall goal to create new jobs, City government should work in collaboration with business organizations and real estate professionals to attract new businesses to our retail corridors. Our retail corridors need to be marketable in order to attract new investments. Often, this task is left up to volunteer-based merchant organizations that lack the capacity and resources to effectively promote their businesses. The City should work to provide more support and technical assistance services to these organizations.

Leadership Development

In most cases, resources aimed at improving economic activity on our retail corridors are coordinated at the neighborhood level by a locally based business development organization including merchant associations, local development corporations, and Business Improvement Districts (BIDs). City officials should continue to work with these organizations and provide the necessary support to help them with keeping their districts vibrant.

In order to be effective, these business organizations need strong leaders that know their communities well and understand the intricacies of local economic development. It is very important that these leaders have access to proper training and technical assistance to develop strong programs that improve their neighborhood corridors.

To this end, I would like to commend the Department of Small Business Services for supporting the Neighborhood Leadership Program in partnership with Coro. I had the wonderful opportunity of being a participant in the first cohort at this program this past year. This program is a 5 month, part-time training program that provide neighborhood leaders with the skills and experience needed to lead change and improve their communities. I have personally gained a better understanding of community planning, networking, public speaking, consensus building and have applied these new skills to my work at QEDC. I encourage you to continue to support these types of programs and continue to work with community leaders in developing successful strategies to strengthen our neighborhood retail corridors. Thank you.



900 Grand Concourse
Bronx, New York 10451

★ 718-590-5433 ★

Executive Director
Cary Goodman, Ph.D.
Carygood@aol.com

TESTIMONY OF DR. CARY GOODMAN
EXECUTIVE DIRECTOR
JANUARY 19, 2012
NY CITY COUNCIL
COMMITTEE ON SMALL BUSINESSES

GOOD AFTERNOON Chairperson Reyna, distinguished Councilmembers and colleagues.

I bring you greetings for the New Year from our district, the 161st Street BID, the neighborhood around Yankee Stadium. I am here today to tell you about our Avenue NYC program. This year our program is Baseball in The Bronx. Last year it was the Negro Leagues and the first year it was Hispanic Baseball.

The first year, our exhibit was attended by Baseball Hall of Famer, Orlando Cepeda, the Bronx Borough President and five ambassadors from baseball-playing, baseball-loving countries in Central and South America. Bronxites viewed sports memorabilia, danced to Latin music and received free autographs from the Baby Bull.

The second Avenue NYC program we conducted was a week long display of baseball artifacts from the Negro Leagues. The exhibit included priceless private collections and a traveling exhibit from The Negro League Baseball Museum in Kansas City. Yankee legend, Roy White continued, the tradition of giving our free autographs. The Deputy Borough President attended along with former Negro League player, Jim Robinson.

The exhibits were the subject of feature stories on NY 1, in The Daily News, on News 12 and in our local, community press.

Thousands of people visited the exhibits and met these great athletes.

These unique initiatives combined with our Jeter Meter and Mariano Meter have helped to redefine our district specifically and the borough in general.

This year our Avenue NYC grant is a partnership including the Yankees and The Creative Coalition..

This year we are broadening our timeframe going from one day to one week to one month.

This year our focus will be Baseball in the Bronx.

This year we will explore and examine amateur, Little League and interscholastic-intercollegiate baseball in the borough.

Today's Daily News carries a story about this season's exhibit which will begin on Opening Day, April 13.

As everyone who knows anything about sports knows, New York City is the capital of the baseball universe. And, the Bronx is the epicenter. In fact, it was New York City where – as everyone knows – Jackie Robinson—integrated baseball. What many don't know? The owner who signed Jackie Robinson as the first African-American in major league baseball is a Bronxite, Dodger owner and Hall of Famer, Walter O'Malley.

The Avenue NYC grant for each program was \$25,000, \$20,000 and \$20,000.

I hope you'll agree with me that this is quite a bargain.

I want to thank you for supporting the Avenue NYC program in the past, encourage you to continue its funding and consider expanding the pool of funds available by adding a marketing component which would allow small, but high profile BIDs and projects to be shared with more New Yorkers.

My name is Bill Wilkins and I am the Director of Industrial Development for the Local Development Corporation of East New York. I am also the East Brooklyn BID Manager.

I submit to you today that the DSBS provides outstanding support-top to bottom as it relates to BID entities, and this stems from the commissioner to the rank and file. The BID program staff is knowledgeable, resourceful, responsive, professional and passionate in their delivery of service and should be commended. However, my concern today is with Avenue NYC Program and more importantly that at risk communities are being sacrificed as we experience a reduction in government funding on the local, state and federal level. More often than not I am discovering government agencies allocating disproportionately resources to gentrified communities and ignoring those with the greatest need, case in point New Lots Avenue which was re-granted this fiscal year.

The LDCENY through a housing initiative anchored this commercial strip with a 26 million dollar 87 unit building of which 5 million was recycled with area businesses in the building trade companies. Note: The New Lots Merchants meetings were held in the community room of New Lots Plaza.

Program Accomplishments;

Lawfully assisted the creation of the New Lots Triangle Merchants Association,

- Created three news letters
- Created a visually attractive logo and image
- Developed a system to recognize merchants by placing decals in businesses windows
- Eco friendly shopping bags given to each participating merchant
- Donated turkeys for Thanksgiving to families in need

- Had two Christmas tree lighting ceremonies
- Installed parking meters
- Created a public plaza
- Increased police patrols

The LDCENY received a good rating on mid year and year end review, yet we were not refunded.

If Avenue NYC funding is not designed for commercial strips like New Lots with the greatest need than for whom?

I would argue that gentrified communities have wealth, educated citizens, resources, services and multiple choices when it comes to their shopping appetites.

Lastly, with Phase 2 of Gateway being evident and the strong possibility of a Walmart or

national chain coming into East New York would it not make sense to support our mom and pop shops on the ground in an at risk community?

New York City Council Committee on Small Business

Testimony on Strengthening NYC's Retail Corridors

Angelina Ramirez

Executive Director, Washington Heights Business Improvement District

Council members of the New York City Council Committee on Small Business:

My name is Angelina Ramirez, and I am the Executive Director of the Washington Heights Business Improvement District, located in Uptown Manhattan. The Washington Heights BID supports approximately 250 commercial storefronts in a 29 block commercial district along 181st street from Amsterdam Avenue to Fort Washington and surrounding blocks on St. Nicholas and Broadway.

Avenue NYC Grant - Placemaking and Merchant Organizing

The Avenue NYC grant provides organizations with the necessary funds to be able to implement critical programs that help improve our city. For the Washington Heights BID, these funds were used to promote and assist local small businesses.

- Merchant Association – The Washington Heights BID created a merchant association that provides small businesses with the opportunity to network, provide feedback, discuss needs and discover synergistic opportunities.
- Advertising – Through a partnership with the Manhattan Times, the BID creates monthly advertising initiatives to encourage shoppers to patronize local independent retailers.
- Continuing Education - The BID holds courses that help local merchants further their education - Marketing 101, Financial Planning, Improve Your Credit, etc.

The Washington Heights BID also utilized the Avenue NYC funds to assist with the re-launching of the organization in an effort to obtain awareness and brand recognition:

- Branding – The BID created a new, modern and quintessential logo which can be found on all of our advertising and marketing materials, light pole banners, sanitation crew uniforms and equipment.
- Events - The Washington Heights BID planned and promoted many events throughout the entire year:
 - Inauguration Reception to showcase the new BID office and review BID mission statement, objectives and marketing programs.
 - Art exhibitions, movie screenings and panel discussions of films from local artists
 - Co-sponsor festivals that provide youth with arts, crafts and activities
 - Nightlife Establishment Forums focused on assisting businesses with understanding city regulations and avoiding summons.
 - Holiday events: ex. Tree Lighting Ceremony and Thanksgiving Turkey Giveaway

Neighborhood Leadership Program

When I applied for the Neighborhood Leadership Program in December 2010, I had just joined the Washington Heights BID a couple of months prior. At that point, I thought the program would be a great opportunity to network and to perhaps gain some insights into working with city agencies... and I was right. Looking back, I can honestly say participating in the program was one of the smartest things I've ever done. The Neighborhood Leadership Program provided me with the necessary tools, experiences and networks to develop new ways to lead and implement change within the Washington Heights BID and within the community, especially with a very important and very sensitive topic: Street Vending:

- **Street Vending** - Throughout the city, the number of street vendors – both legal and illegal – has increased tremendously over the last few years. Their impact has been particularly acute along west 181st street. Initially the Washington Heights BID was charged with finding a solution to the issue. After participating in the program, it was very clear that a holistic, community wide approach would be the most effective approach in order to have success with any strategy. The BID along with Community Board 12 created a task force of area stakeholders to work on the street vendor strategy. To date, the task force has conducted an inventory of the local street vendors. In the long term, the task force is working on a plan to relocate the vendors to a location that is more conducive to the community.

Pitkin Avenue BID. Daniel A. Murphy, Executive Director

Madame Chair, members of the committee and councilmembers, I would first like to thank you for the opportunity to testify on behalf of the retail corridor of Pitkin Avenue. Pitkin is a shopping district with a rich history. A history interwoven with that of the great borough of Brooklyn as well as greater New York.

I understand that this hearing is targeted on three programs that are administered or supported by the city.

I can speak briefly -- if not extensively on those programs -- as our BID is currently within the midst of participation in all three of them.

We are now working diligently through an Avenue NYC grant to attract retail to our district, creating written materials, such as a detailed database of available properties, holding events to highlight the value of available storefronts and promulgating a concise summary of market data targeted towards retailers who will profit by serving the consumer population that live within and visit our street.

This goes hand in hand with the retail-leasing program, which we will also take advantage of as the program -- in its next phase -- turns its focus on our shopping community in Brownsville.

And I look forward to learning new ways and instituting the best practices of comparable economic development organizations as I start the Neighborhood Leadership Program later this month.

It cannot be stressed here enough, how important the city's Department of Small Business Services has been through this process. Commissioner Walsh and his expert and dedicated staff have provided us invaluable technical assistance and shown remarkable leadership in helping a small economic development organization such as ours to

Pitkin Avenue BID. Daniel A. Murphy, Executive Director

strengthen itself by recognizing and utilizing the public and private resources that are available for small businesses.

In the long term this creates a net economic benefit not just for our district, but for the city as a whole as a healthy and walkable retail district is integral to a healthy urban environment.

Thank You.



Testimony to the New York City Council Committee on Small Business

By: Simone Price

Executive Director, Sutphin Blvd. Business Improvement District (BID)

(Sutphin Boulevard District Management Association)

Chair - Council Member Reyna and the members of the Small Business committee:

My name is Simone Price, Executive Director of the Sutphin Blvd. Business Improvement District (BID) located in Jamaica, NY. On behalf of the Sutphin Blvd. BID Board of Directors, its 136 retail businesses and 36 property owners I would like to thank you for this opportunity to offer my testimony on how the Avenue NYC and Neighborhood Leadership Programs have helped strengthen the Sutphin Blvd. BID's retail corridor.

Under the leadership of Robert Walsh, the Department of Small Business Services Avenue NYC and Neighborhood Leadership Programs have added tremendous support to the Sutphin Blvd. BID. These programs have enabled us to provide our district with the same level of services as BID's triple our size. The following programs were sponsored by **Avenue NYC**:

1. **The Sutphin Blvd. BID Coupon Pass Book:** - The BID's coupon pass book offered food, retail and service discounts at twenty four merchants located within the district. Over 30,000 coupon pass books were distributed through this initiative in an effort to raise the community's awareness of the products and services that are available within the BID's corridor. Coupon Pass Books were distributed through the BID's ambassadors program and local kiosks throughout the Downtown Jamaica Area.
2. **The Sutphin Blvd. BID Map & District Guide:** -This guide is a publication with a listing of retail services and contact information for all members within the Sutphin Blvd. BID's commercial corridor. Over 35,000 map & district guides have been distributed throughout the Downtown Jamaica Area.
3. **The Sutphin Blvd. BID Ambassador's Program:** - The BID was able to create ten part-time/seasonal jobs through its ambassadors program. Ambassadors greet and interact with visitors, residents and business owners along the commercial corridor; giving directions; and, distributing information, coupon pass books and map & district guides. Ambassadors work Monday through Friday, 9am to 5pm when the program is in operation.
4. **The Spotlight on Sutphin Boulevard BID Program:** - This initiative highlighted the array of services that are available within the BID's commercial corridor. The BID was able to interview twelve retailers and have their stories published in the Southeast Queens Press, Queens Chronicle or New York Daily News. Retailers were selected through an application process that comprised answering questions about their business, the community and why they chose to operate their establishment within the Sutphin Blvd. BID. The program was well received. Business owners reported that they experienced an increase in sales/services after the publication.

5. ***Juror's Break Marketing Piece:*** - This marketing piece highlights places where someone can grab a quick bite to eat, parking rules and rates, free Wi-Fi services in the park, stores within the district that accept BID coupons and retailers within the corridor that offer office services such as notarizing, copying and faxing documents. The BID distributed approximately 5,000 Juror's Break guides to its courthouse population through its ambassadors program.

The Sutphin Blvd. BID was awarded another Avenue NYC grant this fiscal year to continue its ambassadors program and distribute map & district guides throughout the Downtown Jamaica Area. The BID is excited to announce three new programs that are also being funded through the FY2012 Avenue NYC grant program:

- Taste of Sutphin
- The Value Card Program
- BID Webcast

All of the aforementioned programs are new initiatives created as a result of Avenue NYC funding. In other words, prior to Avenue NYC funding these programs did not exist. These programs support small businesses in a struggling economic climate. Success of each program is measured by merchant participation and surveying retailers.

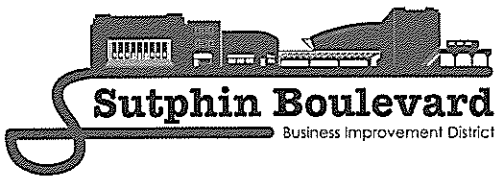
Neighborhood Leadership Program – Coro's Neighborhood Leadership program was a five-month part-time training program that equipped me with the tools, experiences and networks to lead my organization to greater heights. Coro's experiential learning model makes their program unique and practical to the work that I do on a daily basis. For instance, my commercial corridor struggles with negative perception issues. As a result, it was useful to have a case study on a commercial corridor with similar issues that we were able to visit and develop a strategic plan for as a solution. Furthermore, neighborhood leadership was instrumental in connecting program participants to field experts and resources that would help problem solve. Let's use the struggling commercial corridor as an example. As a group assignment, my group was asked to meet with the Vice President of Project for Public Spaces (PPS). During this meeting I learned that "negative uses" don't have to be eliminated to have a thriving retail corridor. Rather, if you mix good uses in with "bad uses" your "good uses" will overshadow "bad uses." In other words, you may be preoccupied with your destination (concert, a show, etc) that you become unaware of or pay little attention to the "negative uses" around you. Moreover, I learned that you can turn any area into a positive or "good use" public space. Meeting with PPS gave me ideas and hope for my commercial corridor.

Through mock exercises, peer consultancies and group interviews I graduated neighborhood leadership with a new confidence. This program helped me find solutions to difficult work situations. I was coupled with individuals across the five boroughs in similar leadership roles that shared my sentiments and were eager to find solutions together. I was taught best practices through interviews with top professionals in relevant fields. I've learned that leaders have courageous conversations and they are to push people only at a rate that they can tolerate. Most importantly, I've learned how to use my program cohorts as a network, the significance of preparedness, to address important issues before they become urgent issues and to strategize to make the most efficient use of my time.

SPOTLIGHT

ON SUTPHIN BOULEVARD BID

2010~2011



NYC
Small Business
Services

STOUTLIGHT ON SUTPHIN BOULEVARD BID 2010-2011



Sutphin Boulevard

Business Improvement District

Spotlight on Sutphin Boulevard BID is a new initiative for FY2011 that highlights the array of services that are available within the BID’s commercial corridor. Funded by the Department of Small Business Services Avenue NYC Grant Program, the BID was able to interview twelve retailers and have their stories published in one of the following publications: *Southeast Queens Press*, the *Queens Chronicle* and *New York Daily News*. Retailers were selected through an application process which entailed questions about their business, the community, and why they chose to operate their establishment within the Sutphin Boulevard BID. Overall, the program was a major success resulting in some retailers experiencing an increase in sales/services due to the publications.

“JUST WANTED TO LET YOU KNOW THAT THE AD AND ADVERTIONAL IS IN THE PAPER AND I ALREADY GOT ONE CALL FROM THE AD...THANK YOU FOR EVERYTHING.”

—CARLA LALANNE (BEST BEAUTY SALON)

AGAPE BLENDS CAFÉ & CATERERS (<i>Queens Chronicle</i>)	2
FABULOUS OPTICAL (<i>Southeast Queens Press</i>)	2
THE BEST BEAUTY SALON (<i>New York Daily News</i>)	3
LA CLASS/INFINITY SPORTSWEAR (<i>Queens Chronicle</i>)	4
RAINBOW (<i>Southeast Queens Press</i>)	4
BLIMPIE (<i>Queens Chronicle</i>)	5
FOUR STAR GROCERY (<i>Southeast Queens Press</i>)	5
CAPA AGENCY INC. (<i>Queens Chronicle</i>)	6
DOMENICK’S PIZZA (<i>Queens Chronicle</i>)	6
WELL BEING FISH & DELI (<i>New York Daily News</i>)	7
ALEX BARBERSHOP VIP (<i>Southeast Queens Press</i>)	8
GLASSER LAW FIRM (<i>Southeast Queens Press</i>)	8

Agape Blends Café and Caterers

A café that caters to more than early morning breakfast needs is an unusual mix, but Agape Blends Café and Catering manages to get it done.

Located at 88-44 Sutphin Blvd., it is a jewel embedded within the boundaries of Jamaica, as it is the only establishment in the area that brings the feeling of a neighborhood coffee bar.

"We noticed that the industry was very under served. There were no gourmet coffee bars. I'd always have to commute; there were no cafés or full service restaurants with healthy food choices," said owner Charlotte Worsley.

So Worsley, a life-long Jamaica resident, along with co-owner Lorraine Fowles, decided to brainstorm. While working together at a previous job, in the mornings, they would search for a good cup of coffee but often ended up driving far out just to get something decent. Then the question arose: how come there were no good gourmet coffee shops in the neighborhood? The goal was to deliver that to the community.

The café opened on the heels of 9/11 in September 2001 and, since then, it has flourished.

Agape, meaning *love* in Greek, offers everything from gourmet coffee, specialty paninis and homemade muffins like their famous sweet potato crumb muffin to wraps, homemade soups like their slightly spicy African Peanut and long list of salads.

"We were only going to open a full service espresso bar and serve homemade baked goods but with research realized that in a business district, people need a good meal" she said.

So Worsley created a full menu to include the CT's Banging BBQ wrap named after her dad and many other sought after wraps, European panini and famous chicken n' waffles. Lorraine got busy preparing fresh squeezed

juices, like carrot, apple and ginger, frozen hot chocolate and caramel apple cider not to mention the best cappuccino in Queens.

But it's the specially named and sought after menu items that strike a chord with their clients since it's only steps away from Queens County Civil and Supreme Courts and the bustling businesses on Sutphin Blvd.

The Order in the Court Veggie Burger platter and Objection Overruled sirloin burger platter are a hit. Then there's the Just Thankful wrap served year round and made with white meat turkey, homemade cornbread stuffing, cranberry sauce and their "slammin'" slaw.

Agape also offers a catering service—something that sets them apart from other cafés. Popular is their southern style cooking but they also prepare many menu items for a variety of cuisines. Agape will tweak the menu to your preference.

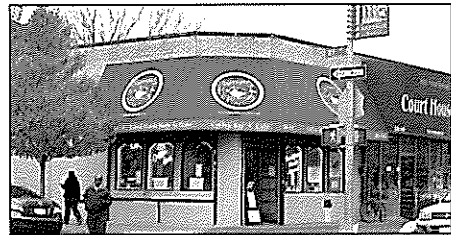
Although Agape has been faring well, the recession has forced them to become more creative.

"A lot of people feel that because it is a business district it is easy to open up a food service establishment and do well, but it requires a great amount of creativity in order to set yourself apart," Worsley said.

It was a particular challenge since the café is only open from 7:30 a.m. to 3 p.m., Monday to Friday, and closed on the weekends to private parties and catering. Agape only has a few hours to make a lasting impression.

Worsley used to do her famous buttermilk-butter brushed cornbread for catering only but soon after noticing how well received it was, she put it on the menu to go along with homemade soups.

"We had to do a lot of other little things that others may not think of doing to keep their businesses afloat. It has taken a lot over the years to do that, even in a BID," she said.



Around the holidays the café makes up for lost business in the summer months. They are offering fried turkey and the signature cornbread stuffing this year for anyone interested in placing orders.

Agape is the only place offering fried turkey – another distinction in addition to the classic, serene coffee house experience in the bustling business area of Jamaica.

"Customers say we ought to be in Manhattan," Worsley said. "So we coined the slogan, "A slice of Manhattan in the heart of downtown Jamaica, Queens."

To place your Thanksgiving order and/or to get more information you can call **Agape Cafe** at 718 206-1065.

Agape Blends Café is part of the **Sutphin Boulevard Business Improvement District**, which has been promoting economic development in downtown Jamaica since 2004.

It currently serves approximately 136 businesses, 56 properties and 39 property owners in addition to community residents, and it covers Sutphin Blvd., from the north side of Hillside Avenue to the south side of 94th Avenue.

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—Lisa A. Fraser

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—ADVERTORIAL—

Optical Shop Says Sutphin Blvd location is Ideal



After nine years of serving customers at the Green Acres Mall in Valley Stream, Fabulous Optical owners Mark and Boris noticed something.

Most of their customers were coming from Jamaica, Queens and areas nearby.

So they moved a little to the west and now have stores on Sutphin Boulevard and inside Jamaica Colosseum Mall. "We felt that because of the foot traffic, the nearby courthouse and the major transportation hub of the subway and Long Island railroad, that downtown Jamaica was ideal for locating a store," said Mark Barayev, one of two cousins who are partners in the business. Today, two years later, despite the fact that the recession has dampened business by 30%, the partners are planning to open a third store... on Jamaica Avenue!

"We feel the area has great potential," says Boris ("Benny") Bangiyev, "and once the recession is over we think we will do very well because the area's residents have great spending power." Bennie is confident of attracting those customers because Fabulous Optical has "the best frames, the best staff and the best doctors. We always make sure our customer's satisfaction is guaranteed."

We also have," he continued "the largest selection of designer frames, especially in the high end frames, sunglasses and contact lenses. We have one-hour services, and do glasses on the premises for simple prescriptions. We call ourselves a one stop shop."

Benny notes that the store has optical professionals available six days a week to give eye exams and they accept most health insurance coverage including 1199, HIP, UFT, HealthPlus, MTA, Davis Vision and Visionworld.

While he lists some of the more popular designer frames as Dolce & Gabbana, Cazale, Prada, Versace and Roca Wear, Bennie said they work with both high and more modest income customers. "We give both good service," he said. The staff at Fabulous Optical speak both Spanish and Russian and are sensitive to the needs of African/Caribbean-Americans customers as well.

The partners are particularly pleased with the Sutphin Boulevard (southwest corner of Jamaica Avenue) store. "We feel it's one of the most beautiful stores on Sutphin Boulevard," says Bennie. And according to Bennie, the store has 50% more walk by traffic than the mall location. He also likes being part of the Sutphin Business Improvement District which keeps the area clean and helps with marketing.

Nevertheless, the partners stress that their approach to the markets allows for serving a broad spectrum. The Colosseum Mall is more youth oriented and provides opportunities for Fabulous Optical to serve that market. The new store, which they hope to open after Christmas will be located at 161st and Jamaica few doors down from the coming Applebees restaurant.

Next week Mark says the store will offer a special Black Friday promotion providing free eye exams with the purchase of any pair of glasses or contact lenses and 30-50% off designer frames. "Eyewear are like clothes every so often you need to update it. Come on in, we'll make you a good deal and make you look good."

Spotlight On



Fabulous Optical
Sutphin Blvd. & Jamaica Avenue
Colosseum Mall

All-Day Black FRIDAY Sale
FREE EYE EXAM (with purchase)
30-50% OFF Designer Frames



Stop by Best Beauty Salon and Look Your Best

The holidays have arrived. The crowds have hit the stores and you'll soon be headed to parties, having dinner with friends and getting ready to see family. Best Beauty Salon is here to help you forget that holiday stress and get you looking your best. Providing excellent service and affordable pricing to the community for 20 years, Best Beauty Salon's professional staff knows their clients by name and can't wait to get to know you.

The Best Beauty Salon offers all types of beauty services including highlights, coloring, relaxers and haircuts for men, women and children. Whether your hair is straight or curly, Best Beauty Salon's stylists will help you look your best in a clean, safe and friendly environment. Located in the heart of Downtown Jamaica, access to the salon is made easy through public transportation (AirTrain, L.I.R.R and Subway at Jamaica Station and Q43, Q44 and

Q20A buses stop right in front of the salon).

The Best Beauty Salon is located within the Sutphin Boulevard Business Improvement District (BID). The BID aims to create a clean and safe environment for its members through supplemental sanitation and security services. Carla, owner, mentioned her satisfaction with the BID's performance over the years. Carla is especially pleased with the BID's dedication to improving the community and its perception.

The Best Beauty Salon is open seven days a week and is offering 10 percent off of all services over \$50 when you mention this article. This offer is good through January 31, 2011. For more information or to make an appointment, call (718) 526-6464. This advertorial is part of the Sutphin Boulevard BID's Business Highlight Program. Please visit www.sutphinblvdbid.org for further information.

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The Best Beauty Salon, Inc.

LADIES • MEN • CHILDREN
89-10 Sutphin Blvd • Jamaica, NY 11435

718.526.6464

OPEN 7-DAYS
MON-SAT 9AM-5PM
SUN 9AM-5PM

This ad is part of a business spotlight program sponsored by



THE BEST BEAUTY SALON (New York Daily News) | December 16, 2010

La Class women's clothing boutique

"You shouldn't have to break the bank to look good." – That's the motto at **La Class** women's clothing boutique, which has been offering deals on brand name apparel since 2004.

"We accommodate fashion needs in an affordable way," said manager Vanessa Bahadur. "We provide good service. Our customers are like friends. We always want to make them happy."

Learning to really listen to clients is a big part of keeping them satisfied. Bahadur keeps track of the most

requested items, so that she can make sure to keep them in stock. She also asks customers about the fashion trends they have noticed on the streets so she can get a jump on what to order next.

One of the major reasons La Class' owner decided to open the location on Sutphin Boulevard is that it is close to the Long Island Railroad and Queens County Supreme Court, an area where people seem to be particularly fashion conscious.

La Class carries many of the top name brands of clothing, shoes, handbags and accessories including Levis, Northface, Roca Wear and Baby Phat — and gets new items in every week.

Customers range in age from 16 to 65 and La Class has apparel to suit everyone. "We have sexy party styles and we have conservative styles," Bahadur said. "Everyone can find something."

Bahadur enjoys helping customers locate the exact item to suit their needs and has plenty of success stories.

"Just today a woman came in wearing a crocheted hat and she said she wanted a new hat without holes because the air kept going through and she was cold," Bahadur recalled. "I showed her some warm hats and she found one she liked and she bought it on the spot."

It comes as no surprise with the weather dipping below 30 degrees that most customers are interested in purchasing a warm winter coat to help them deal with the deep freeze. The most popular brands are Marmot, Spyder, Guess and Pelle Pelle.

"We show them all the styles and give them plenty of options," Bahadur said. "We let them try coats on and test them out. We make sure the body fits well and the hood is right for their head."

Even though La Class prides itself on offering great

deals and exceptional customer service, the boutique is not immune from tough financial times and has been hit hard by the recession.

"It's been remarkably slow," Bahadur said. "We are just praying for it to get better. We offer special holiday sales, hand out flyers and give discounts on everything."

La Class is currently offering 20 to 80 percent off on everything in the store until January 1 and after that the store will begin its winter clearance sale and pre-spring discounts.

"We're not a big store, but customers can get an outfit from head to toe," Bahadur said. "It's well-organized, one-stop shopping."

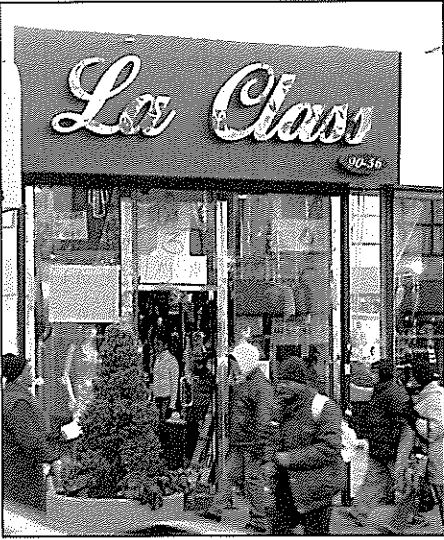
La Class is located at 90-56 Sutphin Boulevard. The store can be reached at 718-526-6669. La Class is part of the Sutphin Boulevard Business Improvement District, which has been promoting economic development in downtown Jamaica since 2004.

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— AnnMarie Costella

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— ADVERTORIAL —

For Jamaica's Newest Rainbow Shop Try Sutphin Blvd.

For women looking for stylish clothes Rainbow Shops makes it easy to sample their inventory. The chain has scores of stores in Brooklyn and Queens. In Jamaica alone there are five stores. The newest, at 89-18 Sutphin Boulevard is less than a mile from stores on Hillside Avenue, Jamaica Avenue, Merrick and Parsons Boulevard. Nevertheless, District Manager Theodore A. Adams says the Sutphin location provides a needed, convenient outlet for daytime shoppers doing business in the area.

"We found that we had shoppers coming to the new store that lived nearby or worked in the courthouse," said Mr. Adams. The new store he discovered was "closest to the customer."

The new store also gave the parent company, already in a "growth mode" an opportunity to introduce a "new look" including new shelving, lighting and graphics not in place at any of the older stores at the new Sutphin Boulevard location. "We're always looking for a cleaner, sharper image," says Mr. Adams, "anything to attract the customer."

However according to Mr. Adams, Rainbow's quality, classy clothes for the 14 to 29-year-old are what keeps the chain expanding (there are currently three pending openings in Queens.) "We have great clubbing and dressy looks for the young, hip set" Mr. Adams said "and we also have sharp outfits appropriate for business dress and more mature customers."

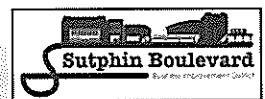
Great inventory matched with a liberal return policy has allowed Rainbow to weather this recession better than most retailers. "Our return policy is the best in the area. Customers can return an item to any Rainbow store in any part of the country, for cash or store credit. Nothing is a final sale for Rainbow," says Mr. Adams. Rainbow stores are open 7 days a week. The product line includes jewelry, shoes, hats, scarves, dresses, skirts, pants, jeans, coats, jackets and underwear. "You could come into any of our stores and shop for a complete outfit. Leave ready for an interview in a couple of hours," said Mr. Adams.

Another advantage of the new Rainbow location is participation in the Sutphin Blvd Business Improvement District (BiD). The BiD provides sanitation and marketing support for member stores. "It's a place where all the businesses can come together to discuss ideas, do promotions and find ways to bring more business to the area," said Mr. Adams.

And more business can lead to jobs, something Mr. Adams and Rainbow, a privately owned company based in Brooklyn are keenly aware of as they contemplate the Sutphin Blvd store. "If we keep opening stores and hiring an average of 10 persons per store that will be a good thing for the unemployment rate."

Rainbow 89-18 Sutphin Blvd.

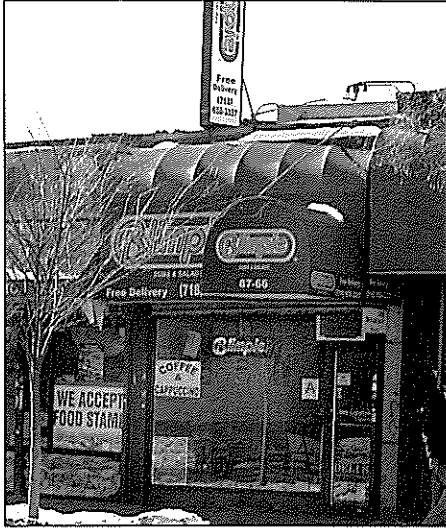
Great clubbing and dressy looks for the young and hip set.



Blimpie: More than just a tasty sandwich

For John Albines, the owner of a Blimpie sandwich shop on Sutphin Boulevard in downtown Jamaica, the business is not just about serving up tasty sandwiches at good prices, it's about treating his customers like they are old friends.

"It's a small store, where people can sit down and talk to each other," Albines said. "Usually people are so busy rushing around, wearing their iPods, not paying attention to what's going on around them, so to see them sit down and have a conversation and interact with each other — it makes me feel good."



Albines, 42, grew up in the very neighborhood where his business is now located, and he has fond memories of standing in the snow on the steps of the courthouse and playing with his brothers in Rufus King Park, but also of eating ham sandwiches at a Blimpie location on Jamaica Avenue.

It was one of the first eateries his family patronized when they came to Queens from Peru in the 1970s. About a decade later, Albines and his family moved to Maryland. When he returned to Jamaica two years ago, having saved enough money to open his own business and saw a Blimpie for sale, it seemed like a natural fit. Now, he could share the same food he loved as a kid with others and make some money besides.

"We offer a healthier alternative to fried foods," Albines said. "We are very comfortable with our customers. We treat them with respect and offer great customer service. We show them that we really appreciate their business."

Albines says that the area surrounding his store is always bustling with people, which was also a big selling point when choosing to operate a business there.

"There are a lot of different people and a lot of different opportunities," he said. "People are always going to the courthouse or taking a train to the airport. It's a high-traffic area."

Another plus is being a member of the Sutphin Boulevard Business Improvement District. Albines says the organization has offered many helpful workshops including ones on how to cut costs and how to get more customers. They often distribute flyers advertising merchant specials and give away coupons.

"They are always trying to help the businesses," Albines said. "You never feel like you're on your own."

Although the recession has had some impact on profits,

- ADVERTORIAL -

Albines has found a way to counteract the losses. He offers catering services, even on holidays, and can easily whip up delectable edibles for 100 people — perfect for birthday parties, church functions, funerals and other gatherings.

"Business has slowed up a little, because people don't spend as much, but it's not horrible," Albines said. "We have a lot of competition, so that's why we have focused on catering and getting our food out to other communities."

Blimpie sells a wide variety of sandwiches, soups and salads and often offers great meal deals. For example, at Albines' shop customers can purchase a six-inch sandwich with a soda and chips for just \$5. And starting next week, he will offer a 4-inch sandwich, called a Blimpie junior, with choice of soup for just \$4.95.

Blimpie is located at 87-66 Sutphin Blvd. in Jamaica and can be reached at (718) 658-3337. It is part of the Sutphin Boulevard Business Improvement District, which has been promoting economic development in downtown Jamaica since 2004.

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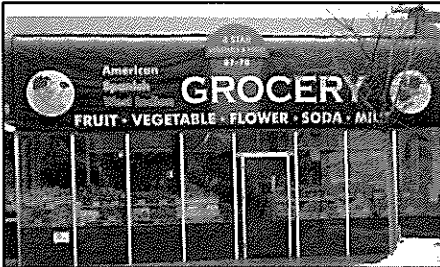
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— AnnMarie Costello

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Grocery Store Matches Neighborhood Diversity



At Sutphin Boulevard's Four Star Grocery and Vegetable, the borough of Queen's vaunted reputation for diversity plays out on its shelves on a daily basis. Owner Hussein Munassar says he stocks his store with the special foods his customers seek from Central America cheese to Indian spices.

Mr. Munassar, who was born in Jamaica to parents who immigrated from Yemen, says southeastern Queens in particular has "always had" a lot of different people, different races. You see people from all over the world here. Pakistan, India, Mexico...and everybody gets along." Munassar says relatives bought the family's first store, a deli up the block, more than 35 years ago. He and his partner bought 4 Star Grocery, 88-72 Sutphin Blvd., about 12 years ago. He smiles when he says Sutphin Blvd. has been "very good" to his family.

"We always try to have fresh fruit and vegetables that come in daily," Mr. Munassar as one of the keys to the success of the business. And after so many years in the community he strives to know many of his customers by their first name. "We know their kids, their family," he says.

According to Mr. Munassar, the Sutphin Boulevard location not only brings him local customers but many of the thousands of commuters "people transferring between the bus and the train, or workers from the courthouse across the street, who stop in for a couple of items."

But he says the backbone of the store's clientele are the area's immigrants; Guyanese, Trinidadians, and folks from El Salvador, Guatemala, Honduras, Mexico, India, Pakistan and Bangladesh to name a few. Munassar points proudly to rows of specialty meats and cheeses that he stocks especially for his central American customers. West Indian fruits and Indian rice flavorings and spices can also be found in abundance at Four Star.

Mr. Munassar, who walks to the store from the family's nearby home, says they have recently expanded their dairy section to accommodate their customers who are trying to eat healthier foods. So they have more yogurts, tortillas and health supplements from manufactureres like Seven Seas, Ferrol, SSS tonics and more non-traditional health aides like sanatonogen powder.

The small grocery store has not been immune to the recession Mr. Munassar said admitting that business is off 10-15%. "We use to only get people stopping in looking for work about once a month. Now we get people every day," he said. "So many of our customers can't buy as much if they don't have money."

Being on Sutphin Boulevard allows Mr. Munassar to participate in the Sutphin Blvd. Business Improvement District. The BID helps local businesses connect with business advisors "if they can't answer your questions" and keeping the area clean he said.

The area has come a long way since 1989 when Mr. Munassar says "People used to drink in the streets without bags and there was a lot of crime. They would come into your store and take stuff. People used to be afraid at night. But after (former Mayor Rudolph) Guiliani came in he cleaned up the streets big time."

Four Star Grocery and Vegetable is open daily until 11 P.M. on weekdays and until midnight on weekends.

Four Star Grocery

88-72 Sutphin Blvd.

"We always try to have fresh fruit and vegetables that come in every day"



Capa Agency treats customers like family

Provides all types of insurance – life, house, car, boat – at affordable rates

The Capa Agency, a family-owned business for more than 25 years, offers all kinds of insurance including auto, commercial, business, home and boat at affordable rates. Best of all they give each client one-on-one attention and makes them feel like they are members of the family.

"We are very aware that many people are not familiar with insurance, so we try to explain simply and clearly all of the options that are available to them," said owner Carol Radin. "They can be confident that we will be here for them. We offer them a sense of security and trust."

The Capa Agency offers low down payments and low monthly payments, especially on home and auto insurance, and the agency specializes in tow truck coverage. Radin said her rates are about 10 to 20 percent cheaper than her average competitor. The agency also helps clients with losses due to floods, fires and other mishaps.

To entice clients, they offer a free gift to those who sign up a friend — a \$10 gas card or pre-paid credit card. Radin will even give a \$10 policy discount to anyone who brings in a copy of this article.

"We offer personalized service," she said. "We are really a hands-on agency providing assistance with both payments and cancellations."

The Capa Agency carries all major brands of insurance including Traveler's, Metropolitan Home and Life, Countrywide and GMAC. They also provide financial services like annuities and IRAs. The agency has a notary public on the premises and can fax documents for their clients.

Radin decided to open a business on Sutphin Boulevard because of the neighborhood's ethnically diverse population and close proximity to transportation.

"We provide services for a neighborhood that doesn't have many," Radin said. "We are in a neighborhood that is somewhat economically deprived."

Radin said being able to work with her son, two daughters and daughter-in-law has been a "blessing" adding, "It all works out because we know everyone in the neighborhood and they are comfortable with us."

During the holidays, employees adorn the office with festive decorations. At Christmas, there is always a plate of holiday cookies to nibble on, and the agency holds a raffle where policy holders have the opportunity to win

a \$100 gift basket. Last year's recipient received a lovely assortment of Godiva chocolates.

Being part of the Sutphin Boulevard Business Improvement District has also been helpful. Since joining they have noticed how the group has worked to keep the area clean, safe and free from loitering.

But like many businesses, the Capa Agency has felt the strain of the economic recession.

"Some people have become more selective. Radin said. "We are getting more inquiries on how to save money, but our business has sustained because we offer affordable rates."

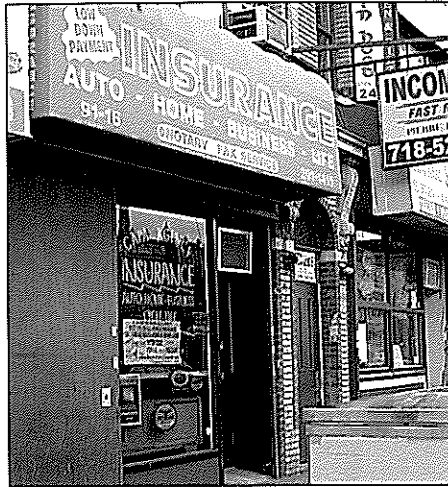
The Capa Agency is located at 91-16 Sutphin Boulevard in Jamaica and can be reached at (718) 291-1415. It is part of the Sutphin Boulevard Business Improvement District, which has been promoting economic development in downtown Jamaica since 2004.

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— AnnMarie Costella

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— ADVERTORIAL —

Domenick's Pizza: More than just a great pie

Serving up pasta, hamburgers, wings, garlic knots, calzones and more

If variety is the spice of life, then Domenick's Pizza is one heavily seasoned establishment.

The business boasts a whopping 24 different kinds of pizza and 15 different pasta dishes, but that's just the beginning. It also serves hamburgers, chicken wings, calamari, garlic knots, calzones, old-fashioned zeppolis and more.

Domenick's Pizza has been serving up tasty Italian specialties on Sutphin Boulevard in Jamaica since 1977, and its owner, Roger Vohra, who took over the business five and a half years ago, said they have no intention of stopping any time soon.

"The most important rule is the customer is always right," Vohra said. "The workers are trained to be in that frame of mind. We also offer a quality product."

Owning a business on the Boulevard has several advantages, Vohra said, including its close proximity to the train and courthouse, which provides a never-ending stream of hungry customers of every age, race and nationality. But for those who can't make it to the shop, fear not, they deliver.

That's not to say that Domenick's revenue hasn't suffered from the recession, it has. Vohra said it lost 10 to 15 percent of its customers due to the downturn, but it has managed to stay afloat by offering great combo deals at discount prices.

For example, customers can purchase a hamburger, a slice of pizza and a soda for \$5.50; or chicken wings, a slice and a soda for \$6; or two slices and a large soda for \$5.25.

On the weekends Domenick's gives a discount on pies, which can be purchased for \$11 compared to \$13.50 during the week, and on slices — \$1.50 compared to \$2.25 during the week.

Vohra said there are many advantages to being a member of the Sutphin Boulevard Business Improvement District, and he has benefited greatly from its help.

"They are on top of everything," he said. "They work very well with city agencies, and they try to bring more people into the area through advertising — those are all great things to have."

The shop offers several distinctive pies like the Domenick's special, topped with sausage, pepperoni, meatballs, onions, peppers, mushrooms and anchovies.

Another favorite is the old-fashioned stuffed meat and vegetable pie, which is filled with cheese, ham, salami, pepperoni, broccoli, spinach, mushrooms and onions.

"We get a lot of compliments from our customers who have hardly ever seen it elsewhere," Vohra said. "It's very popular."

Domenick's also offers a taco pizza pie, which is topped with ground beef, lettuce, tomato, black olives, onions and cheese, but no taco shells; and a baked ziti topped pie.

Other popular dishes include the meatball parmigiana, baked ziti, calamari and stuffed shells.

"It's a great place and a very good environment," Vohra said. "It's very clean, and we have a friendly, helpful staff."

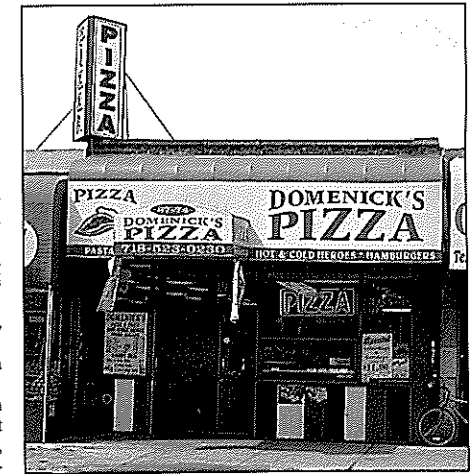
Domenick's Pizza is located at 87-74 Sutphin Blvd. in Jamaica and can be reached at (718) 523-0230. It is part of the Sutphin Boulevard Business Improvement District, which has been promoting economic development in downtown Jamaica since 2004.

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— AnnMarie Costella



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— ADVERTORIAL —

GREAT FOOD & COMMUNITY

AT WELL BEING FISH AND DELI

If you're looking for great food at a great price, Well Being Fish and Deli, located in the heart of Jamaica, Queens on bustling Sutphin Boulevard, is the place for you. The clean storefront, filled with fresh produce and a variety of healthy and unique products, is in the beginning stages of renovation, but that hasn't kept people from stopping by for groceries, breakfast, lunch or even dinner to go.

Whether you're waiting for the LIRR or just in the neighborhood, looking for something satisfying, Well Being Fish and Deli has only great tasting, quality food.

Well Being Fish and Deli not only offers the highest quality products to their customers, it is also charitable. Owner An Sun Shin has helped add value to the community through various philanthropic projects, including the "Adopt a Family Program," which Shin sponsored in order to provide more opportunities to families in her local community. She is also very involved in the Ebenezer Mission Church. Through tearful eyes Shin said, "Even the small things help," adding that she regards



her town as a "very special area."

Working with the Sutphin Boulevard Business Improvement District (BID), her business and marketability have thrived, which is one of the reasons why the business is doing well in these economic times. Well Being Fish and Deli knows that times are tough, and so offers 10 percent off to all MTA workers. The deli also has a strong police influence around the store during weekdays.

In these tough economic times, it is important to support local businesses and the neighborhoods they serve. Through charitable efforts and great service, Well Being Fish and Deli will continue to support its community for as long as its community supports them. Well Being Fish is grateful to the Sutphin Boulevard BID for the effort the organization has made to help support the business. Sutphin Boulevard BID has gone to great lengths to see this community thrive.

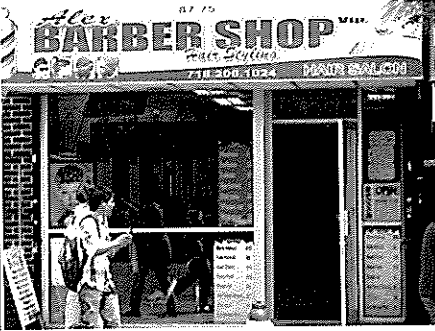


Sutphin Boulevard

Business Improvement District

**Every 3rd Week (Mon-Wed)
All Fresh & Fried seafood
is HALF PRICE!**

Alex Barbershop VIP: Professional hair services at reasonable rates



Buzzing with activity on a typical weekday, the Alex Barbershop has a constant stream of customers walking in the door. All get a familiar, friendly shout from the barbers. **Spotlight On**

Owner Alex Arjay feels very at home with the Sutphin Boulevard neighborhood; he moved his shop here over 10 years ago. In describing his choice of Sutphin Blvd., he noted the ever-changing mix of people. "It was important to me to keep my clientele, to have my business on a strong commercial street that assured plenty of foot traffic, and to have a location that was nearby my own Queens residence."



The factor that sealed the deal, Arjay said, was his ability to partner up with the Sutphin Boulevard BID [Business Improvement District]. Founded in 2004, the BID helps local businesses thrive. Serving over 135 companies, 56 properties, and 39 property owners, the BID's efforts to keep the area clean and safe have improved the retail and business climate here, said Arjay. With the Sutphin Blvd. 'F' train station a few paces away from the barber shop, and buses full of folks from Queens Blvd, Hillside Avenue, and all along Sutphin Blvd., the local transit infrastructure places customers right at Alex Barbershop's door.

The diversity of the neighborhood keeps Arjay on his toes: his staff can handle all types and textures of hair, and will accommodate any request. A teenager in one chair is getting his red Mohawk neatly trimmed; next to him a businessman enjoys a quick haircut, and a third customer relaxes back for a hot-towel shave, one of the shop's specialties. The staff is multi-ethnic: Spanish, Russian, Greek, and Albanian. "We can handle a traditional businessman's haircut, and also take care of the young guy having his hair cut in a 'fade' or 'spike' style," said Arjay.

He requires his staff to be well versed in the lost art of straight-razor, hot-towel shaving – and every shave customer in the shop swears that Alex's shaves are the best. Arjay offered, "This is the way to make a customer loyal to your business – provide a service that can't be found just anywhere, and make sure that the service is done well."

Arjay offers some promotions. "We have discounts for senior citizens and kids," he said, "and I'm working on special corporate discounts for employees of some of the larger businesses around this area. And in the future, services for women will be part of the shop, too." Major employers in the vibrant Sutphin Blvd. area include the Civil and Supreme Courts for Queens County, the Long Island Rail Road offices, and the Jamaica AirTrain Terminal.

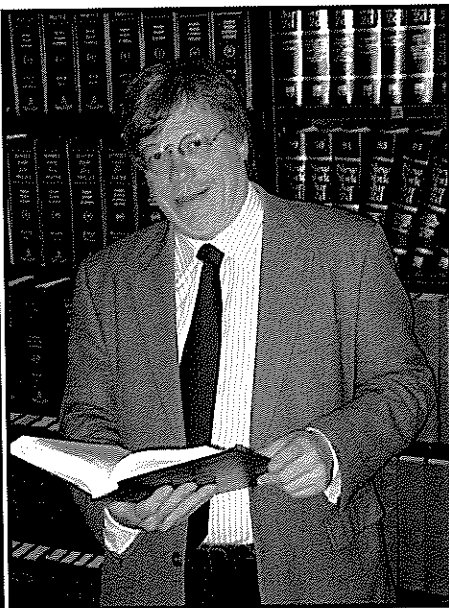
Alex Arjay is proudly committed to making sure his business serves the Sutphin Blvd. community: his shop provides employment for Queens residents and keeps the dollars circulating locally. "We are here to give our customers professional services, with quality, with consistency, with dignity and respect."

Alex Barbershop VIP

87-75 Sutphin Blvd., near corner of Hillside Blvd.
Sunday Through Friday: 8AM - 7:30PM · Saturday: 9AM - 7:30PM



Glasser Law Firm: Strong Advocate In An Ideal Location



Situated in a modest-looking office directly across from the New York State Supreme Court House on Sutphin Boulevard attorney Jack Glasser is fast, focused, and straight-forward. **Spotlight On**

Glasser maintains that his firm only takes 3% of the people who ask for his representation. Why such a small portion? The attorney replies with his customary candidness: "Some people wait too long to approach us with their problems, and accordingly, the issues are beyond any positive conclusion. I want clients who understand that we are here to work hard for them, but not on futile legal actions."



Tough words? Yes; his frank remarks are well-earned. Glasser's legal career spans 30 years, including time as an attorney for Fred Trump (Donald Trump's father) and the Trump family. Not bad for a proud graduate of Southeast Queens' own York College!

Glasser's criteria in placing his office on Sutphin Blvd. were simple. He sought out an area convenient to the courts and one that offers ample traffic. Over the past seven years, the Sutphin Boulevard BID has been instrumental in attracting tenants like Jack Glasser's legal firm, by its efforts to establish Sutphin Boulevard as a major commercial strip that provides a diverse array of professional services and retail stores. Serving over 135 companies, 56 properties, and 39 property owners, the BID is committed to a clean and safe business environment.

"Honestly, Sutphin is in the very hub of this borough," Glasser says. "Queens' legal activity is centered right here, and this is where I need to be."

A premier lawyer in Queens County courts, Glasser is one of a relatively few attorneys in Queens – and the only one on Sutphin Boulevard who has been "rated" by his legal peers and judges. Being "rated" is a special designation that affirms an attorney's legal skills and influence.

Despite the economic recession, his office is handling 2,000-plus legal cases. Glasser fully expects the pace to continue, as legal services are a necessity in business transactions; regardless of the economy, location is a strong draw.

Glasser Law Firm

88-28 Sutphin Blvd., Between 88 & 89 Ave.
Monday Through Friday: 9AM - 5PM



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**Serving ex-officio*

STAFF: SIMONE PRICE, *Executive Director*; MATT HINOJOSA, KEMARA GRENARDO, MALCOLM NOTICE & TAYESHIA WILLIAMS, *Ambassadors*

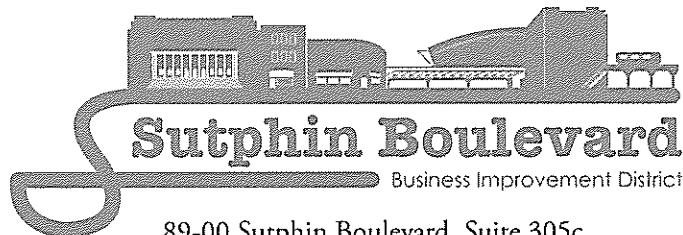
MISSION

The Sutphin Boulevard Business Improvement District, commonly referred to as the Sutphin Boulevard BID, is a 501(c)3 not-for-profit organization. The BID was established in 2004 to enhance the quality of life for its members through supplemental sanitation, marketing, security and holiday lighting services. Managed by the Sutphin Boulevard District Management Association, Inc. (DMA), the BID serves as an information source, providing its constituents with business support and access to cost saving programs through business assistance seminars. The BID services businesses along Sutphin Boulevard between Hillside Avenue and 94th Avenue. The BID acts as an advocate on behalf of its constituents and serves as a catalyst for economic revitalization along Sutphin Boulevard.

Please visit us at WWW.SUTPHINBLVDBID.ORG for more information about the organization.
For more information about the Spotlight on Surphin Boulevard BID program please contact:

SIMONE PRICE

Executive Director



89-00 Sutphin Boulevard, Suite 305c
Jamaica, New York 11435

T: 718 291 2110 F: 718 291 2109

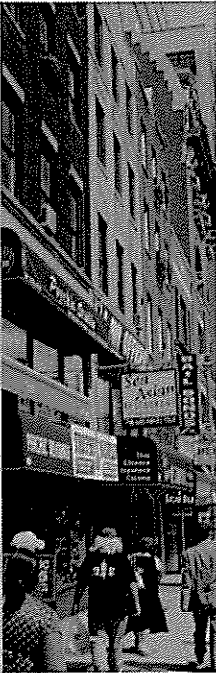
E: sutphinblvdbid@verizon.net

NYC
Small Business
Services

We're about

Commercial Revitalization

Business Attraction



Merchant Organizing



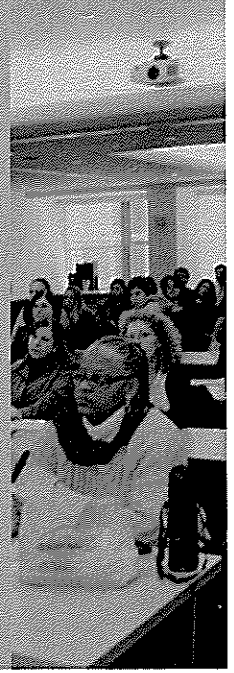
Placemaking



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.



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.

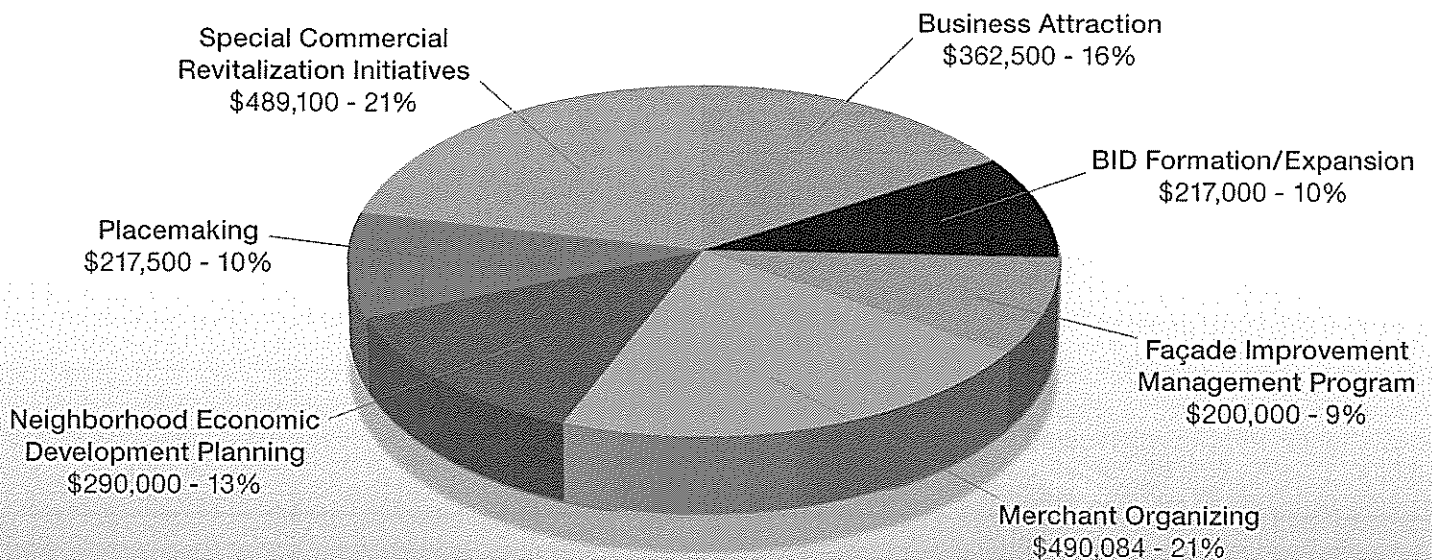
Over the last two fiscal years, Avenue NYC has invested over \$4.5 million in commercial revitalization efforts in 89 retail corridors across the five boroughs.

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

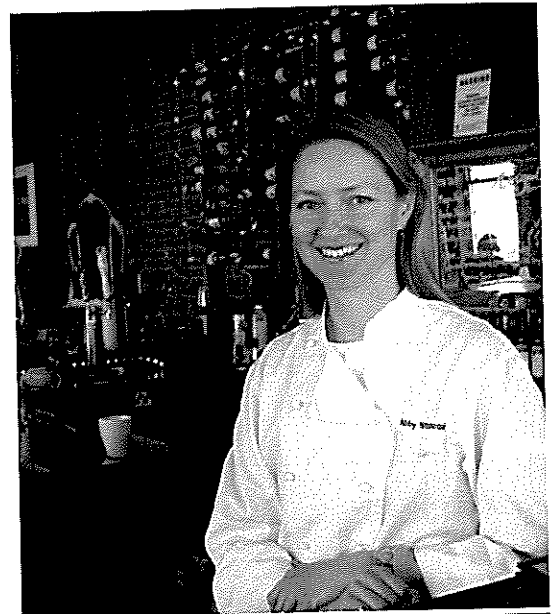
Avenue NYC Investment: \$490,084

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.



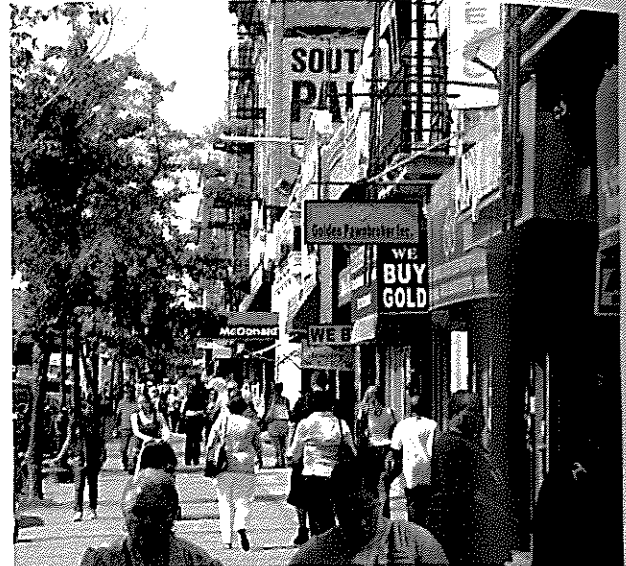
Neighborhood Economic Development Planning

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

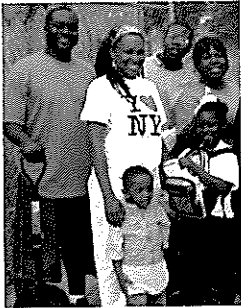
Funded Organizations: 9

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

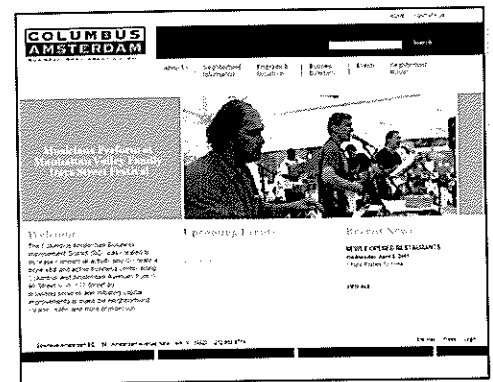
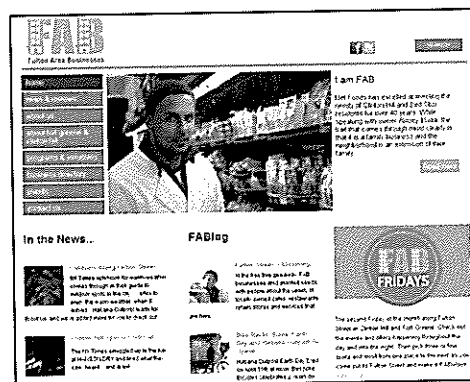
The **Support Center for Nonprofit Management** provided Avenue NYC grantees with a series of 15 half-day workshops that included five training modules focusing on the following organizational development topics: Fund Development, Non-Profit Financial Management, Board Development, Program Evaluation,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

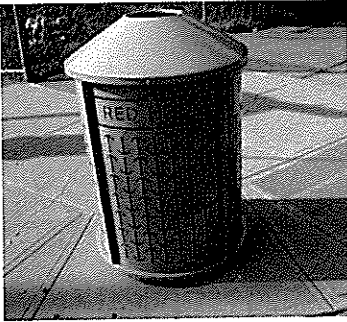
Website Development Support

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)

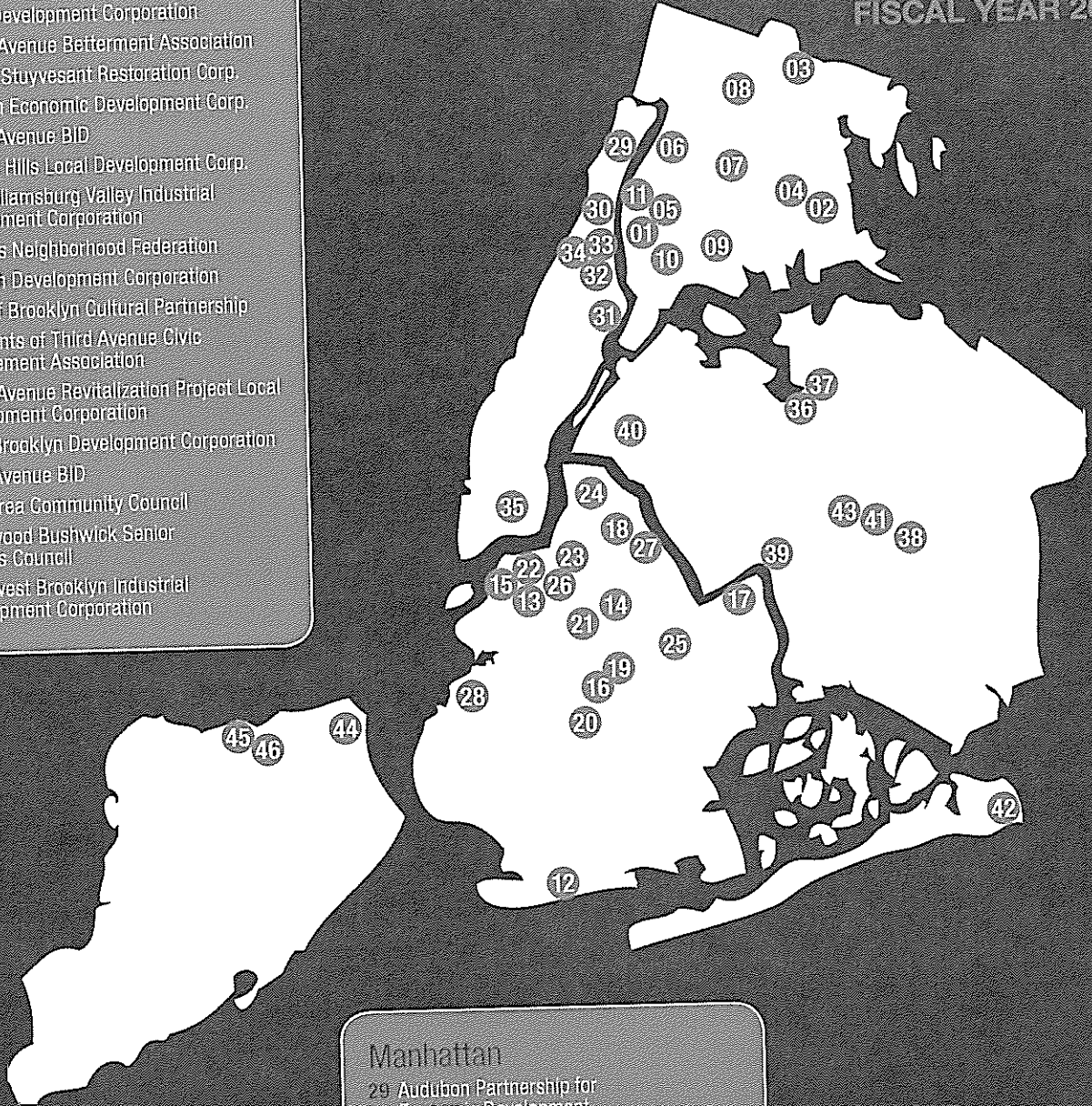


Borough President Marty Markowitz
helps celebrate the re-opening of the
newly renovated Nate's Pharmacy.

AVENUE NYC GRANTEES
FISCAL YEAR 2010

Brooklyn

- 12 Astelia Development Corporation
- 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



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

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

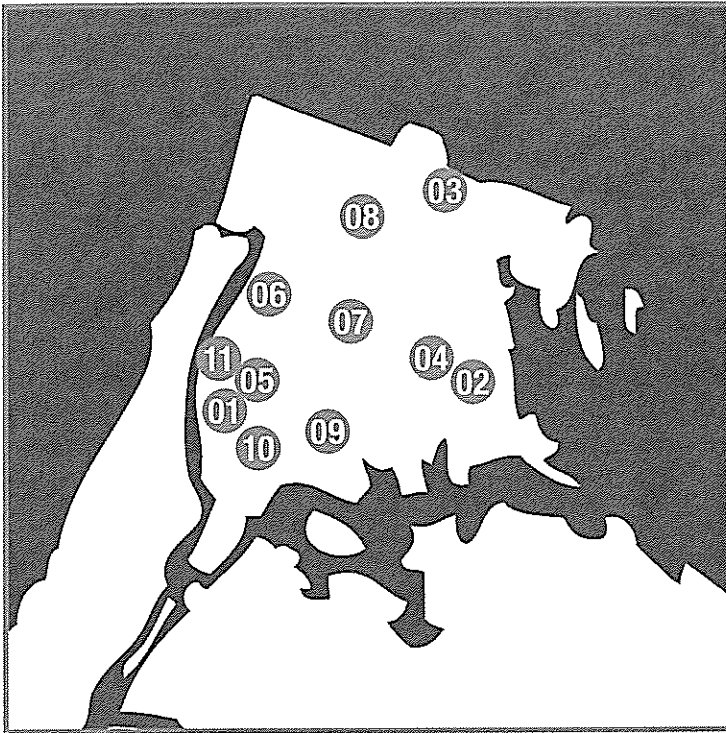
Staten Island

- 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

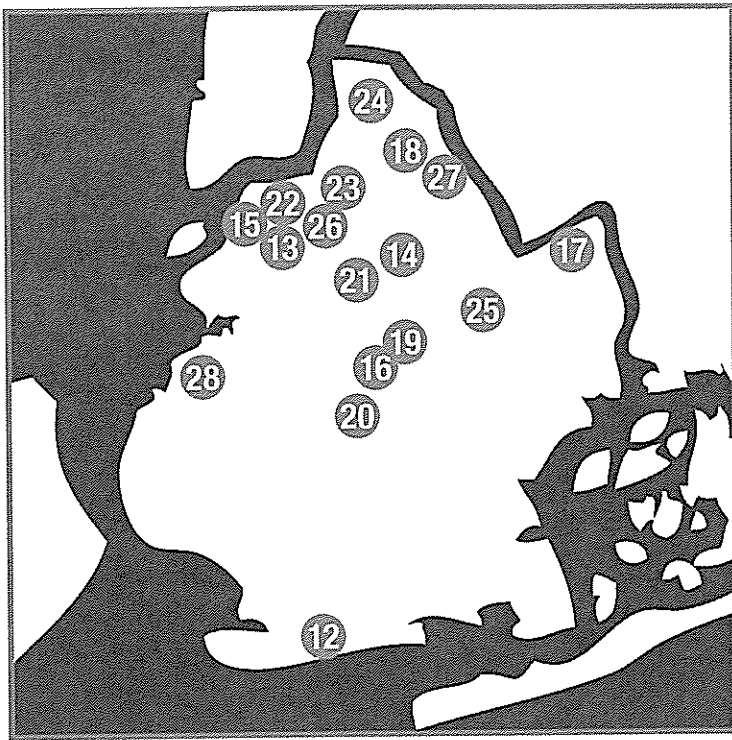
SoBRO completed a streetscape study, blueprints, and design vision for Crames Square, as well as a design for improvements and a memorial to be built in Roberto Clemente Plaza.

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.

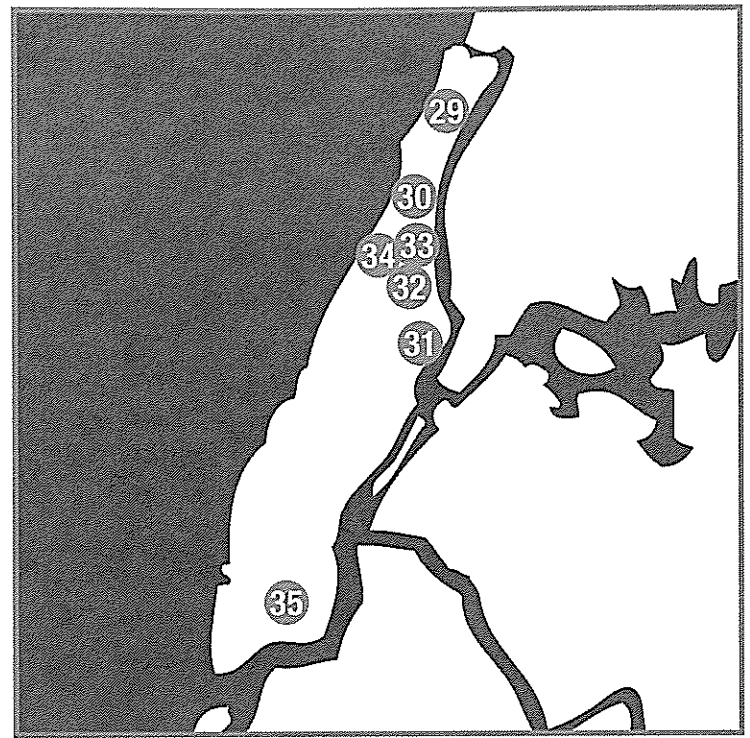
28. SOUTHWEST BROOKLYN INDUSTRIAL DEVELOPMENT CORPORATION (SBIDC)

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)

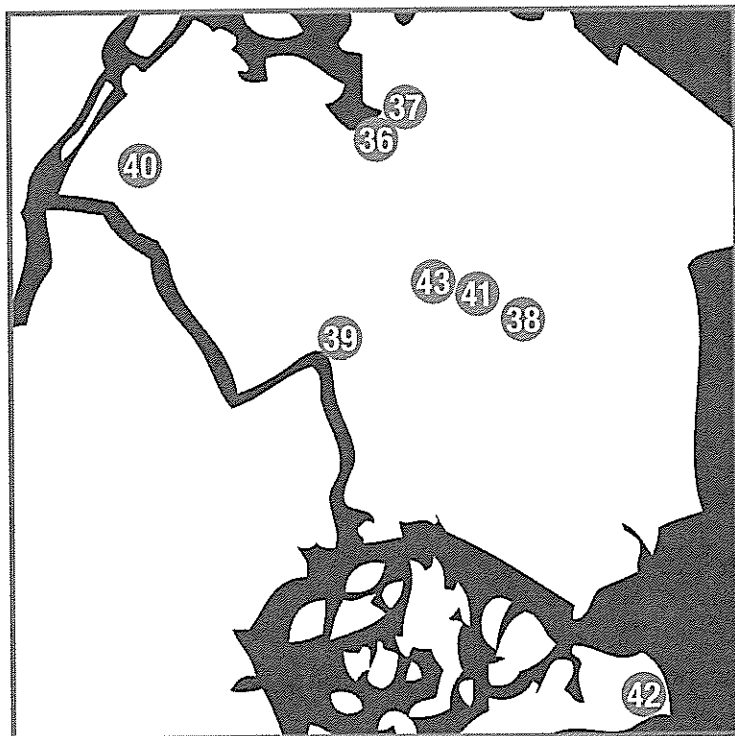
Façade Improvement Management: \$25,000

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

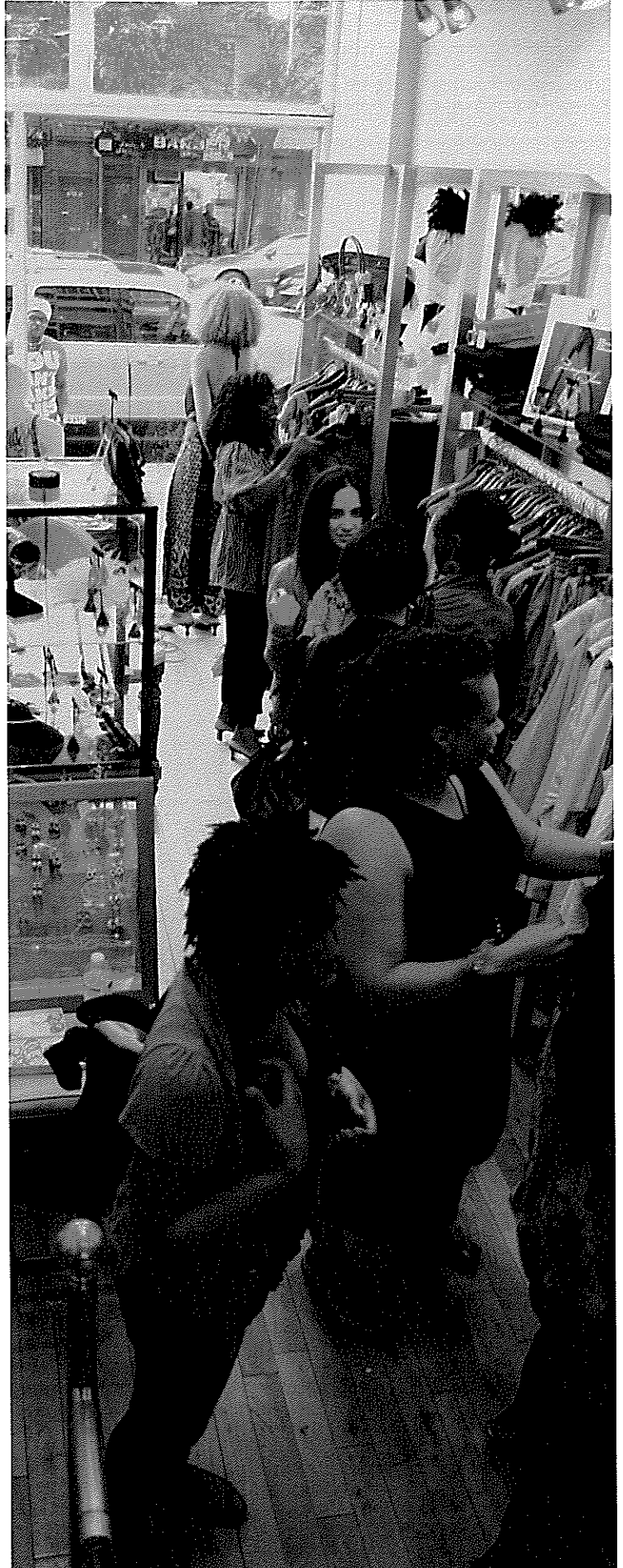
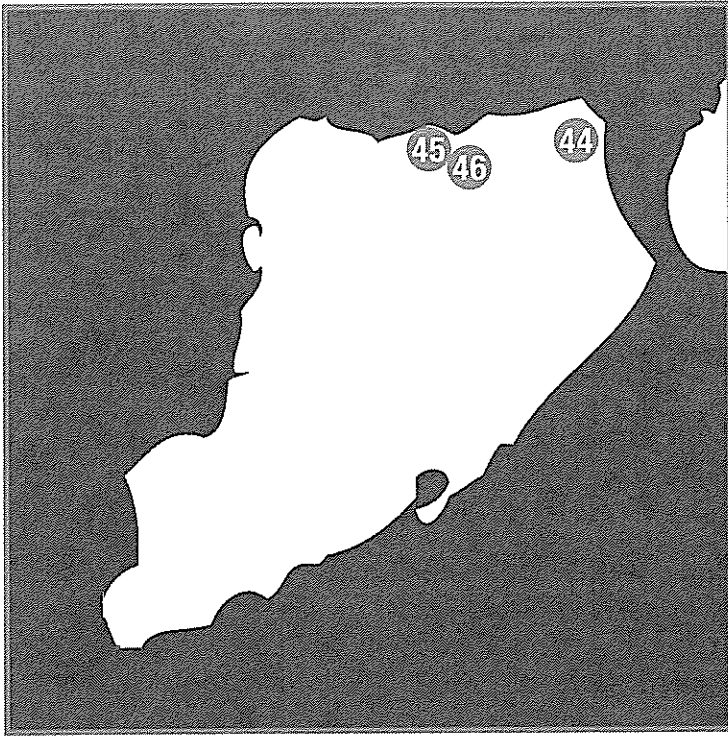
RDRC created a more diverse retail mix by attracting 8 new businesses to the corridor, identifying and appointing leadership for its merchants association, and hosting 2 merchant meetings.

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

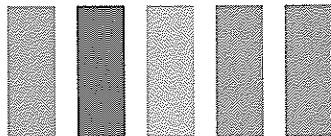
Neighborhood Economic Development Planning: \$50,000

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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TESTIMONY TO THE NEW YORK CITY COUNCIL COMMITTEE ON SMALL BUSINESS

By Laurel Brown

Executive Director, Jamaica Center Business Improvement District

Council Member Reyna and members of the New York City Council Committee on Small Business:

I. INTRODUCTION

My name is Laurel Brown, and I am the Executive Director of the Jamaica Center Business Improvement District, located in downtown Jamaica Queens. I am also honored to say that I am an alumnus of the inaugural class of the Coro Neighborhood Leadership program.

On behalf of downtown Jamaica and my district – I want to thank you for this opportunity to offer testimony on ways that the Dept. of Small Business Services' innovative Neighborhood Leadership (NL) program has helped to improve our collective of neighborhoods across New York City:

II. FOR A SMALL BID - THE BIG TASK OF IMPROVING A NEIGHBORHOOD

When you are called to “improve” a neighborhood - as business *improvement* district directors such as myself are called to do - almost definitionally you are tasked with changing that neighborhood.

The reality is that for me, or any district leader to effectuate change, especially in a neighborhood like Jamaica, is truly a monumental task because there are so many competing priorities and stakeholders that we have to account for: in Jamaica we have over 600,000 residents, a major transportation hub, over 300 retail businesses, hundreds more office and service businesses, over 100,000 daily visitors in a 15 block stretch, stiff competition from malls of neighboring Long Island, and rampant misperceptions about the neighborhood – all this must to be contended with in order to do our job of “improving” the area.

Without NL, for a neighborhood leader such as myself who is relatively young and relatively new, the sheer gravity of the idea that I might have to wade through all of this might have been intimidating, and could have lured me to make small, safe and ultimately less impactful decisions, rather than taking on the bold, visionary change making decisions that might be more risky but groundbreaking.

III. LESSONS FROM THE NEIGHBORHOOD LEADERSHIP PROGRAM

At the cornerstone of what I learned from NL is the idea that *change (changing or improving a neighborhood) is all about making people feel uncomfortable* – and that is okay.

As a leader in downtown Jamaica, one of the biggest changes that I am hoping to achieve for my district, is to change people's misperceptions about the area. As NL has taught me, I cannot change something without disrupting the status quo. And I cannot disrupt the status quo without making some stakeholders feel uncomfortable. I just have to accept that and adapt accordingly.

I have directly applied these lessons to how I manage my district. In this past year I have doubled the size of our staff and pioneered various programs for my district, including a new district marketing campaign, a new visual merchandising program and a marquee cultural tourism event. [See accompanying examples]

IV. NEIGHBORHOOD LEADERSHIP PROVIDES A NETWORK OF EXPERTS FOR NEIGHBORHOOD CHANGE

Moreover, practically speaking, to effectuate meaningful change in a commercial district, requires staff power that a small to mid-sized BID like mine does not necessarily have the luxury to afford.

What Neighborhood Leadership has given me, in the absence of a large staff, is a large network – a network of leaders and experts in commercial revitalization. As a NL participant, I had and continue to have direct and intimate access to some of the leading change makers in commercial revitalization and economic development – such as when I and four colleagues met with Dan Nissenbaum, the Chief Operating Officer at Goldman Sachs' private equity Urban Investment Group to ask for advice about resources to obtain financing for businesses in our districts. This has been invaluable to my organization.

V. THANK YOU TO THE DEPT. OF SMALL BUSINESS SERVICES

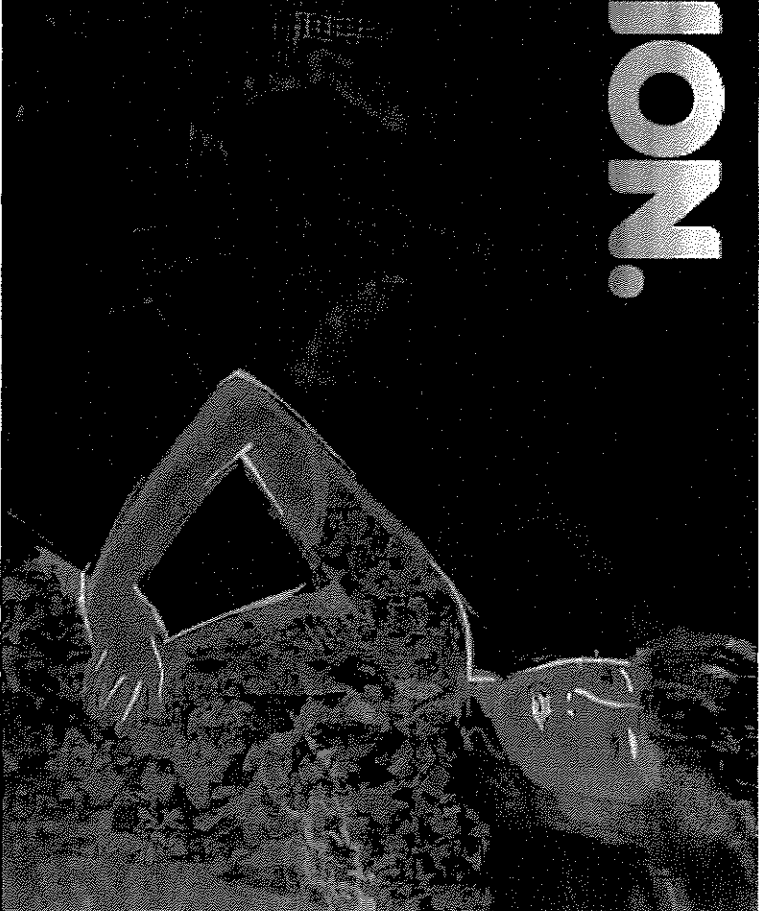
It has been an honor to be a member of the inaugural cohort of the Neighborhood Leadership Program. Commissioner Walsh and the staff at the Department of Small Business Services (SBS) have been exceedingly supportive of our work to strengthen the community and businesses within our respective districts; their Neighborhood Leadership program is a shining example of their innovation and a testament to their commitment to us and the work we do for our neighborhoods.

COME TO FASHION. COME TO LIFE.

SATURDAY APRIL 21, 2012

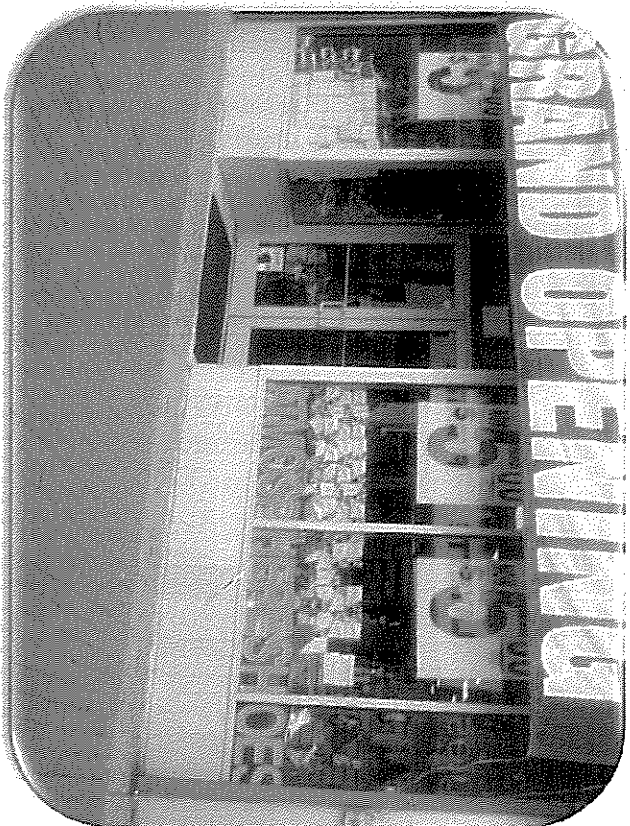
CLICK TO RSVP!

Presented by Jamaica Center BID,
NYC's largest Urban Fashion District.



ATMOSPHERE SHOES

Before

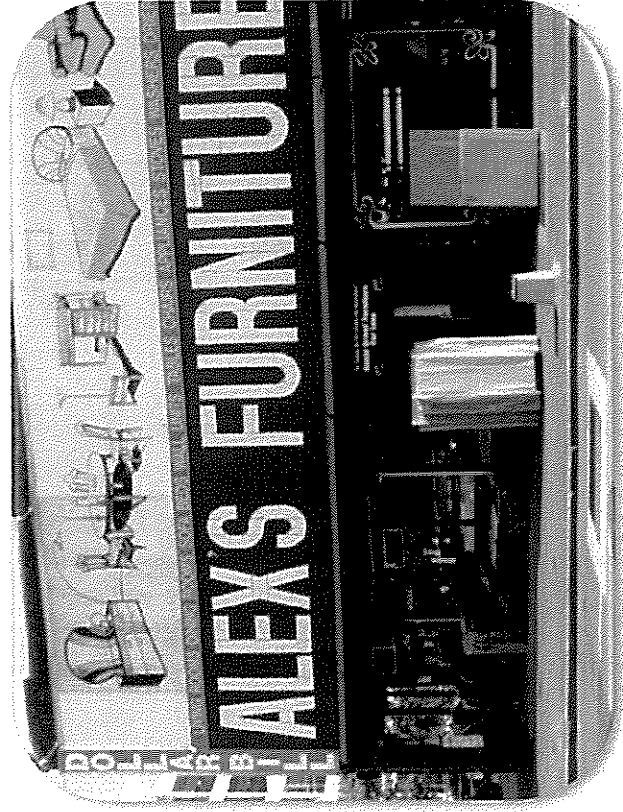


After

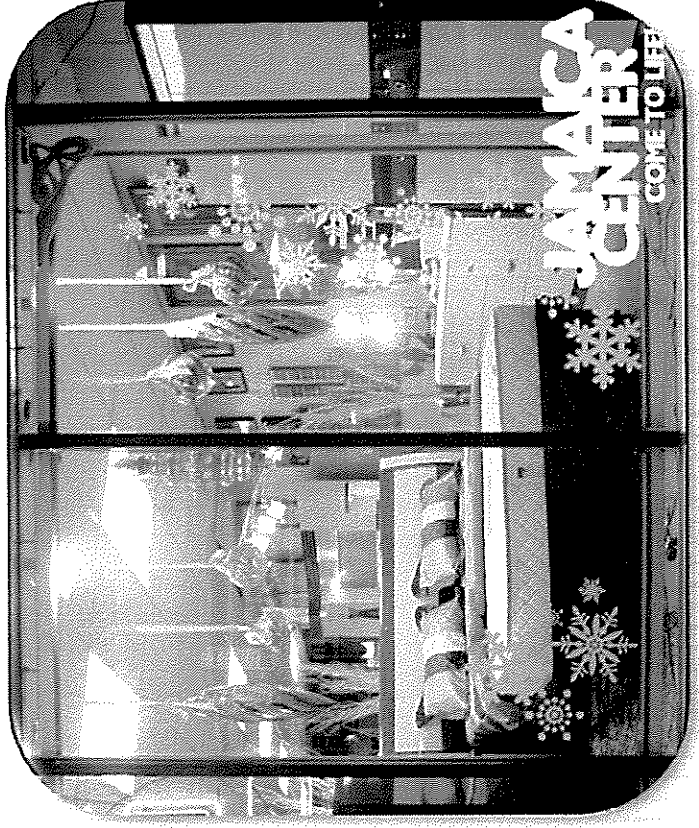


ALEX FURNITURE

Before

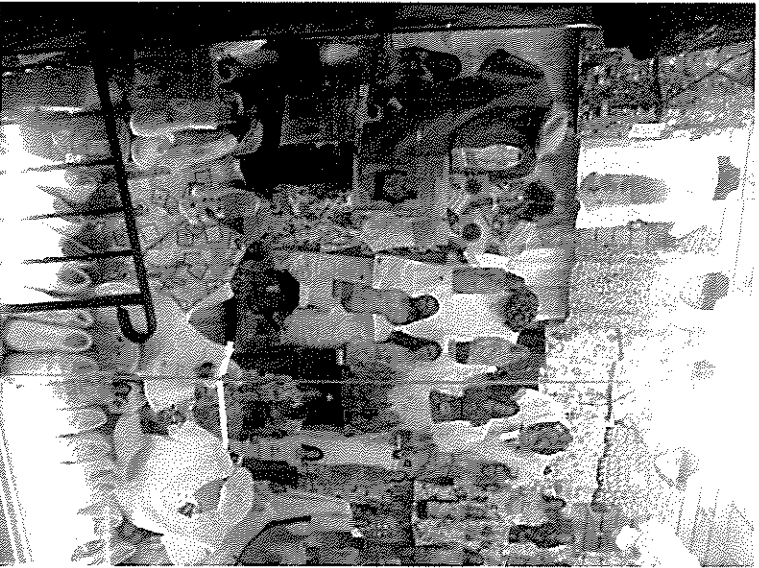


After



M & M FASHION

Before



After



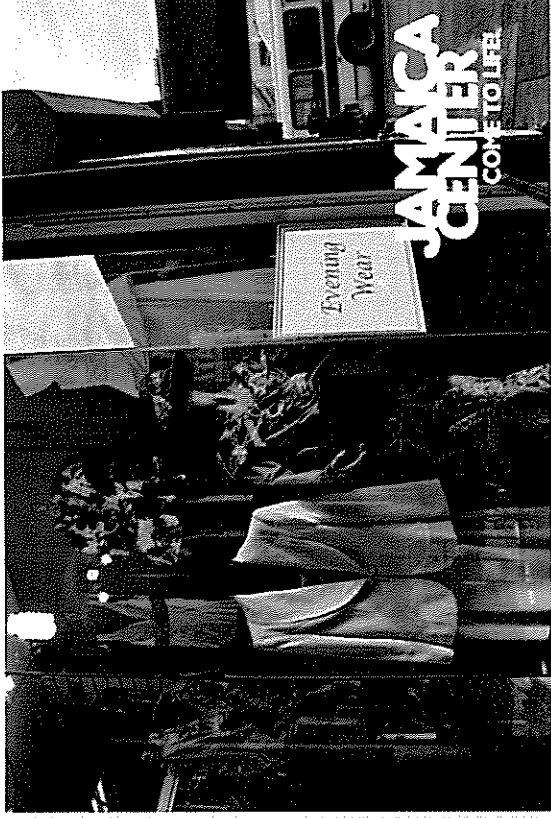
M & M FASHION



Before



After

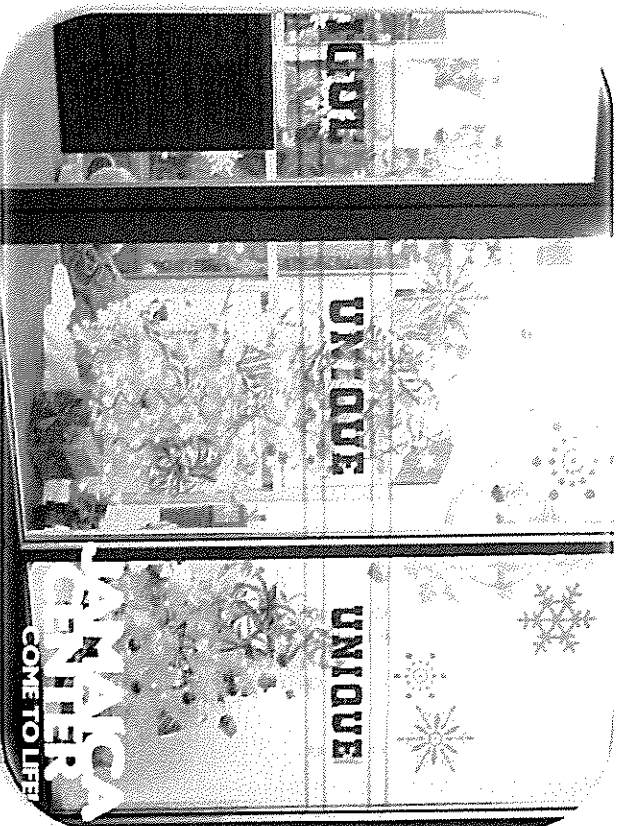


UNIQUE

Before



After



UNIQUE



**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 1/19/12

(PLEASE PRINT)

Name: Daniel Murphy

Address: 1577 Pitkin Avenue

I represent: PITKIN AVENUE BID

Address: Same

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Bob Zuckerman

Address: 59 Orchard St

I represent: LES BID

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 1/19/12

(PLEASE PRINT)

Name: JOSHUA WINTER

Address: NYCEDC, 110 William St 6th Floor

I represent: NYCEDC

Address: 110 William St

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 1/19/12

(PLEASE PRINT)

Name: BARRY DINARSTEIN

Address: 22 Rosde Street

I represent: NYC City Planning

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 1-19-12

(PLEASE PRINT)

Name: Elizabeth DeLeon

Address: Dep Comm.

I represent: SBS

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: 1-19-12

(PLEASE PRINT)

Name: DR. CARY GOODMAN

Address: 900 GRAND CONCOURSE

I represent: 161 BID

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

Name: William Wilkins (PLEASE PRINT)

Address: 80 Jamaica Ave

I represent: LDCENY

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

Name: Ricardi Calixte (PLEASE PRINT)

Address: 120-55 Queens Blvd. Suite 309

I represent: Queens Economic Development Corporation

Address: _____

Please complete this card and return to the Sergeant-at-Arms