

# **Hurricane Sandy: An Assessment of Impacted Commercial Corridors and Recommendations for Revitalization**

NYC Department of Small Business Services  
NYC Economic Development Corporation

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# Executive Summary

In response to the devastation caused by Hurricane Sandy, the Department of Small Business Services and the Economic Development Corporation have been working to assess the damage done to the commercial corridors in New York City and formulate short- and long-term recovery plans.

This report includes information on commercial corridors in the following neighborhoods: Southwest Brooklyn, DUMBO, South Brooklyn, Greenpoint/Newtown Creek, East Shore, Staten Island, Lower Manhattan/South Street Seaport, the Rockaways, Howard Beach. These neighborhoods span New York City. In total, they are home to more than 13,200 businesses and over 143,000 employees. This report also highlights critical corridors within these neighborhoods that: experienced the most severe damage during Hurricane Sandy; experienced major business disruption; serve as a lifeline for the surrounding area; and have been the focus of initial outreach.

Together, SBS and EDC have evaluated conditions, gathered economic data, documented damage, and spoken with local business and non-profit organizations. This work has highlighted the following challenges:

- Property and businesses owners need assistance to rehabilitate. Floods, high winds, and fires destroyed or damaged numerous buildings. If these properties and storefronts cannot recover, the sudden influx of vacancies could severely hamper future growth and potentially reverse the revitalization that has already occurred in recent years.
- The prolonged closure of businesses severely threatens the economic health and vitality of neighborhoods and commercial corridors throughout New York City. Many of the impacted areas are already underserved by the local retail offerings and further closures will force the local market to shop elsewhere. This is particularly true in areas where essential neighborhood services like supermarkets have been shuttered by the storm. Furthermore, businesses in certain areas that can come back online may be impacted by a lack of customer base due to nearby residential displacement.
- Local non-profit partners that specialize in commercial revitalization, business attraction, merchant organizing, and place-making are vital to restoring our commercial corridors. They have on-the-ground experience and understand their business communities.

# Southwest Brooklyn

## Pre-Storm Conditions

### *Background*

Southwest Brooklyn combines three distinct neighborhoods: Red Hook, Gowanus Canal Area, and Sunset Park. Red Hook is a mixed-use neighborhood combining residential with manufacturing zones, located on a peninsula surrounded by the Gowanus Bay, Erie Basin, and the Buttermilk Channel. Still a busy cargo and cruise port, Red Hook is also home to anchor businesses like Ikea and Fairway; creative industries, artisans, caterers, and manufacturers along the piers; and local restaurants, stores, and gift shops along Van Brunt Street. Public transportation is limited and a large percentage of area residents live in NYCHA housing east of Van Brunt Street.

The Gowanus Canal Area follows the path of the Gowanus Canal beginning at the Gowanus Bay and extending northeast past Douglass Street. Ringing the canal are a variety of industrial, maritime, commercial, and residential uses. Large public uses such as the Hamilton Avenue marine transfer station and an asphalt plant line the canal as do significant maritime uses. Major retailers also have stores lining the canal.

Sunset Park is bounded by the Gowanus Canal to the north, 65th Street to the south, Upper New York Bay to the west and Third Avenue to the east. Heavy and light industrial uses are found west of Third Avenue and the Gowanus Expressway (I-278). The waterfront contains several major industrial and maritime-dependent facilities, notably the Brooklyn Army Terminal, Bush Terminal, South Brooklyn Marine Terminal, and Industry City.

The Southwest Brooklyn area contains neighborhood retail uses primarily in Red Hook and major large scale industrial uses in Gowanus and Sunset Park.

The business mix in Red Hook is primarily small-scale retail and food establishments, as well as a wide range of production facilities for products ranging from food to hybrid engines. Red Hook also has a major shipping facility, the Red Hook Container Terminal, which is a major distribution port for the City.

The Gowanus Canal Area has experienced a 25 percent increase in the number of industrial firms since the 1990s. The maritime industrial community along the Canal has also experienced a significant increase and has proven this waterway vital for the continued success of their businesses.

Sunset Park has a high concentration of employment tied to the industrial sector. Over 20,000 people are employed within the Industrial Business Zone.

### *Anchors and Local Organizations*

Fairway Market and Ikea are the most significant commercial anchors in the area with Fairway attracting upwards of 28,000 visits each week. The Brooklyn Cruise Terminal is also a significant, but infrequent, source of pedestrian traffic.

The Southwest Brooklyn Industrial Development Corporation (SBIDC) is the primary local development organization in the area assisting hundreds of businesses every year. Other significant groups in this area include the Red Hook Initiative, the Brooklyn Chamber of Commerce and Restore Red Hook.

## Current Conditions

Falling entirely within Evacuation Zone A, Red Hook suffered

from significant flooding due to Hurricane Sandy throughout the commercial and industrial corridors resulting in widespread damage. Nearly all of the businesses along Van Brunt Street experienced flooding and power outages. Damage to basements and first floor space is significant, although some businesses have been able to clean out and reopen. Significant damage was also incurred to the pier-based businesses.

Located along the waterfront, Fairway Market is the primary retail business driver in the area. The Market was significantly impacted by flooding and will likely be closed for at least the next few months. The businesses along Van Brunt Street are reliant on Fairway and will suffer greatly from the loss of foot traffic.

## Key Issues/Recommendations

- The closure of Fairway Market will result in significant business decline for local establishments - must help to reopen as soon as possible.
- The neighborhood image will need to be restored from storm damaged to operational and attractive.
- Some infrastructure and industrial businesses will need significant assistance.

# Southwest Brooklyn, Brooklyn

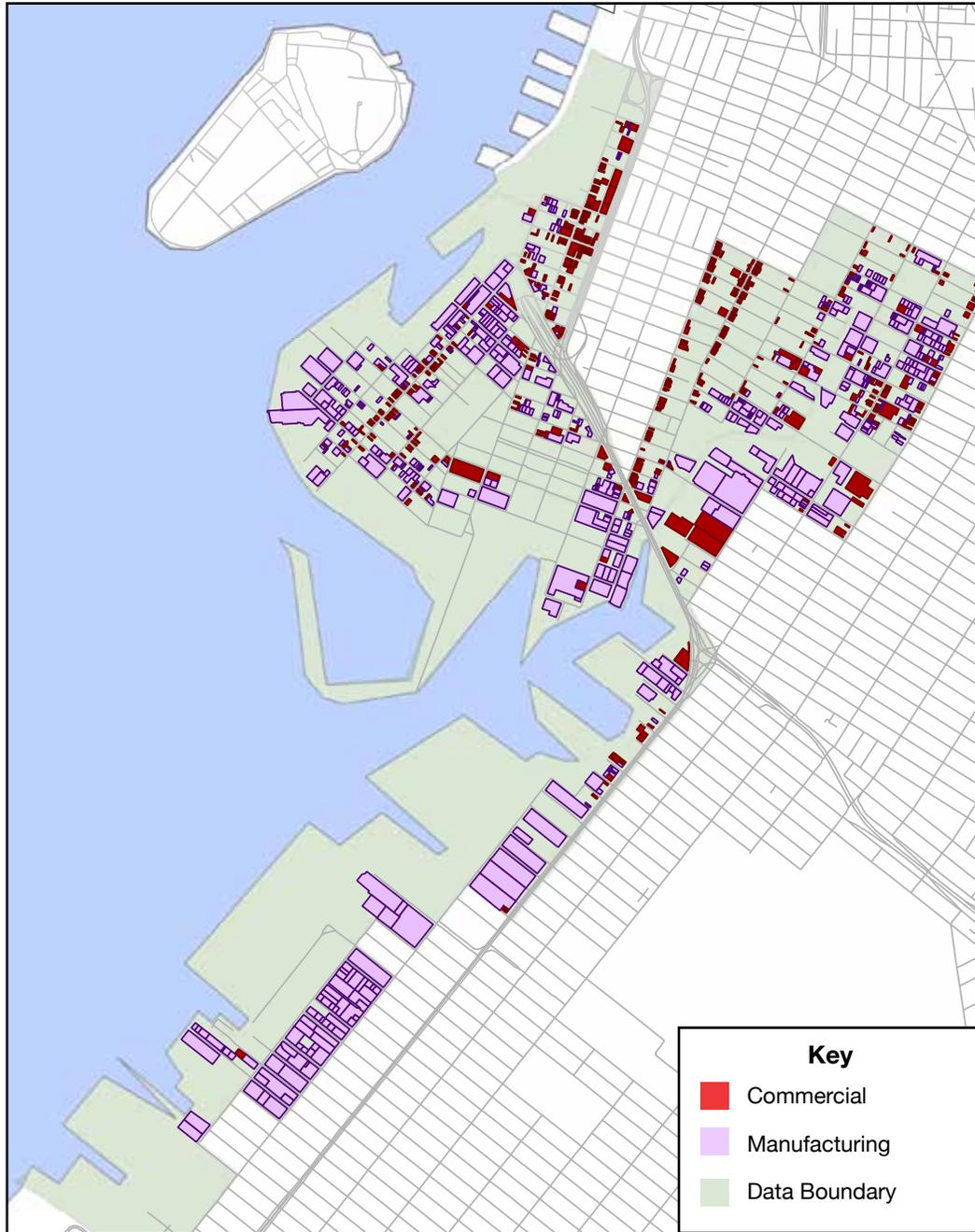


Figure 1: Reopened business along Van Brunt Street



Figure 2: Interior of a Red Hook business after flooding

# DUMBO, Brooklyn

## Pre-Storm Conditions

### *Background*

Down Under the Manhattan Bridge Overpass (DUMBO), is an enclave for creative people and companies in New York City. Factory and warehouse buildings that once housed former manufacturing industries have been converted into office spaces and lofts for design and technology companies. DUMBO is also an arts district that is home to galleries, theaters, and artisan stores. The neighborhood draws pedestrian traffic from visitors to Brooklyn Bridge, and Brooklyn Bridge Park, making the area a destination for both residents and tourists. Commercial vacancy rates are among the lowest in the city.

DUMBO is a hub for specialty shops such as Jacques Torres Chocolatier and cutting-edge technology companies, such as Etsy. Several large restaurants and corporate offices, such as Williams-Sonoma, are the primary employers in the neighborhood.

### *Anchors and Local Organizations*

Brooklyn Bridge Park and its amenities are significant anchors in the neighborhood and attract retail consumers to local businesses. Several large establishments - such as The River Cafe and Galapagos Art Space - also attract customers from outside the area.

Founded in 2006, the DUMBO Business Improvement District is the primary on-the-ground organization in the area. The BID has been successful in drawing new businesses, maintaining public spaces, and keeping the streets clean. Since Hurricane Sandy, the BID has provided information to businesses and has organized an effort to raise funds to rebuild businesses in the neighborhood.

## Current Conditions

DUMBO falls within evacuation Zone A, B, and C and suffered extensive flooding and damage to storefronts, signage, tourist attractions, public infrastructure, and industrial space. Many retail businesses have been destroyed or endured significant loss because of floods or power loss. The majority of businesses have re-opened (i.e. One Girl Cookie, Jane s Carousel, Galapagos Art Space) including some that lost significant inventory during the hurricane, but some restaurants and retail businesses remain closed.

In central DUMBO, flood waters reached midway between Water Street and Front Street, inundating first floor and subterranean commercial space. In several areas, the flooding reached above four feet. To the northeast, waters went beyond Plymouth Street; and to the southwest, waters came partially up Old Fulton Street.

Significant damage was done to popular public infrastructure and tourist attractions along the water front. These areas and businesses are major drivers for the local economy and have yet to return to full capacity or pre-storm conditions.

## Key Issues and Recommendations

- Restaurants and cultural attractions along the waterfront were heavily damaged in the hurricane, threatening tourism and the small specialty shops that depend on the destination status of the neighborhood.
- Small retailers, restaurants, and cultural venues incurred significant physical damage and loss of inventory due to heavy flooding and will need assistance.

# DUMBO, Brooklyn

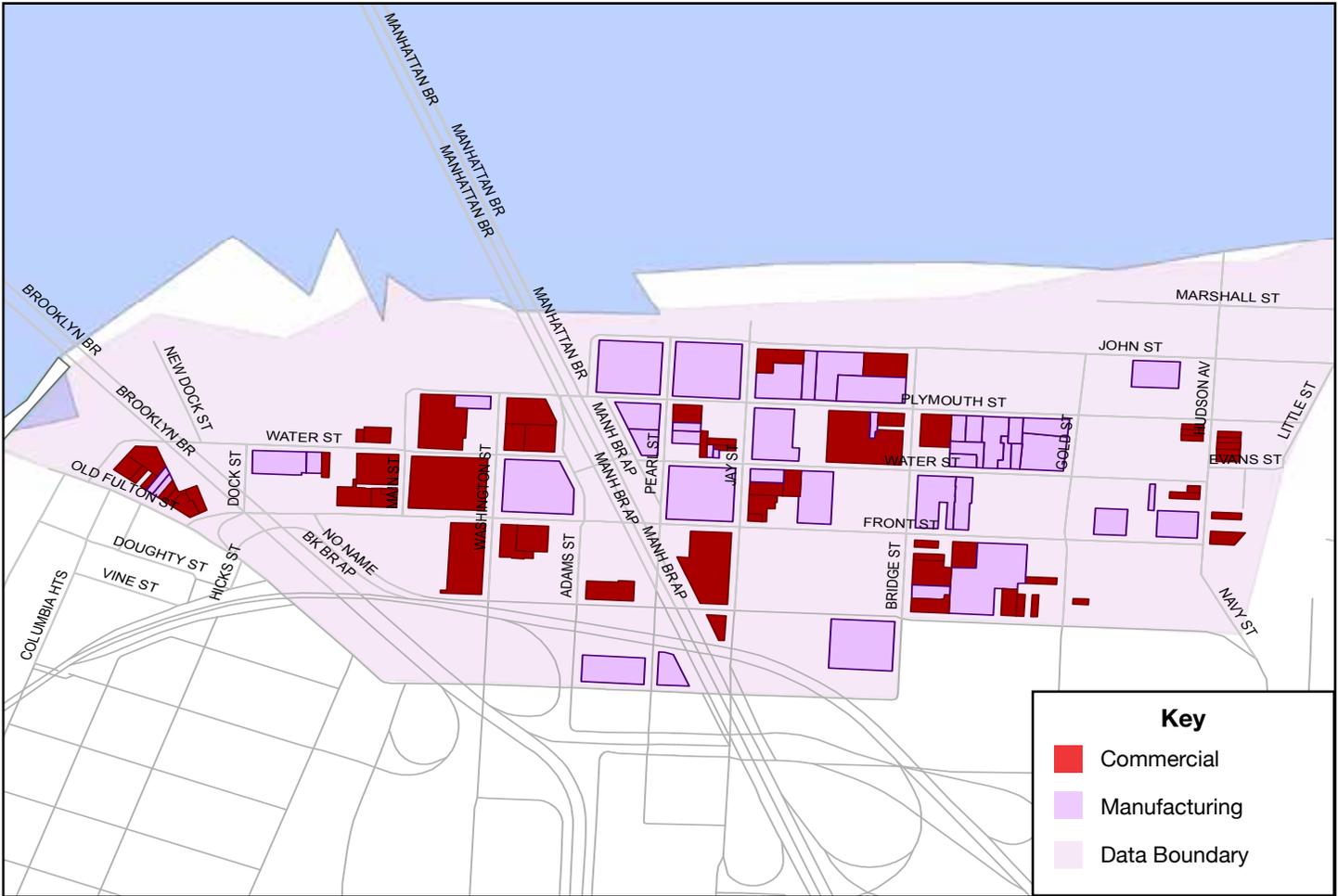


Figure 1: Brooklyn Bridge Park during Storm

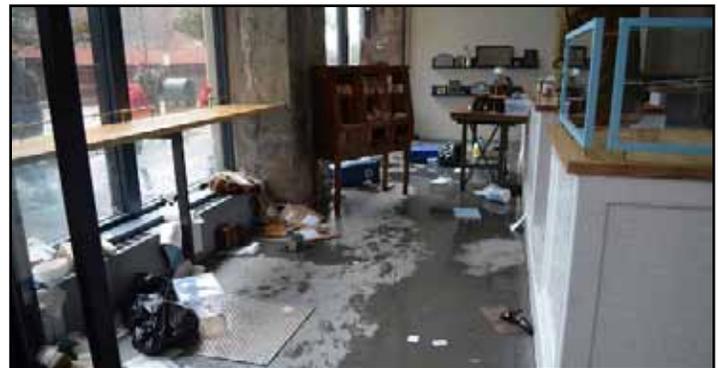


Figure 2: Damage to One Girl Cookie on Water Street



Figure 3: Flooding along Water Street

# Greenpoint/Newtown Creek, Brooklyn

## **Pre-Storm Conditions**

### *Background*

Greenpoint is a mixed-use neighborhood in northern Brooklyn. Once mostly industrial buildings and businesses, the area is becoming increasingly residential. Greenpoint waterfront was rezoned in 2005 for higher density residential.

Newtown Creek, an EPA-designated Superfund Site, which runs along the neighborhood, is a source for flooding and was a site for millions of gallons of oil deposits from nearby industry. Polish shops along Manhattan and Nassau avenues represent the neighborhood's significant Polish community, while Franklin Street has recently developed as a commercial corridor with bars, restaurants, a wine store coffee shops and boutiques. McCarren Park, on the southern border of Greenpoint, has tennis courts, track, fields and a pool. There is also a significant concentration of industrial and manufacturing businesses in the area.

### *Anchors and Local Organizations*

EWVIDCO supports and aims to retain manufacturing and industrial businesses in northern Brooklyn. EWVIDCO also manages the NYC Greenpoint-Williamsburg, North Brooklyn and Ombudsman Industrial Business Zone (IBZs) through which they serve industrial businesses with tax credits, incentives, financing, real estate and relocation assistance and workforce needs. The Newtown Creek Alliance and Maspeth Industrial Business Association are also active local development groups in the area.

## **Current Conditions**

Greenpoint sustained significant flooding in the commercial and industrial corridors during Hurricane Sandy due to the overflow of Newton Creek and backed up sewers from the street. The neighborhood falls entirely in Evacuation Zones A, B and C. As a result of the flooding, businesses lost hundreds of thousands to millions of dollars worth of industrial and office equipment, including computers, inventory and vehicles.

Numerous businesses lost power for two weeks and could not use their phones or internet. However, most have been able to clean up and reopen in some capacity, reeling from the loss of equipment. Davis and Warshow, a major manufacturer of kitchen and bath hardware was heavily damaged and is struggling to recover.

## **Key Issues/Recommendations**

- Due to flooding, industrial businesses sustained significant to their office and industrial equipment and will need assistance to reopen.
- Small and medium sizes businesses may take longer to recover based on capacity.

# Greenpoint/Newtown Creek, Brooklyn

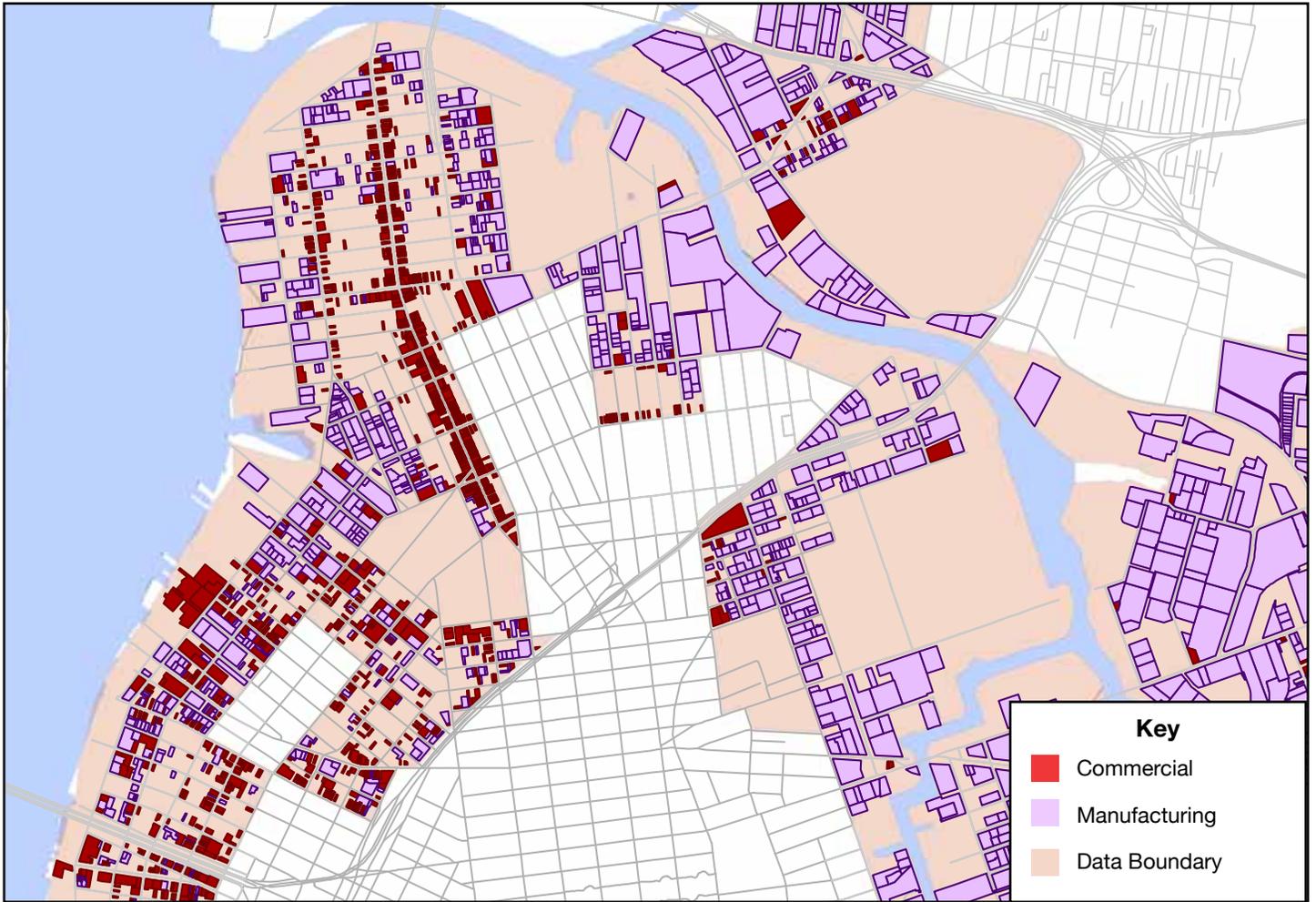


Figure 1: Inundated properties



Figure 2: Greenpoint artists' studio after flooding



Figure 3: Flooding along waterfront

# Southern Brooklyn, Brooklyn

## Pre-Storm Conditions

### *Background*

The affected area of South Brooklyn - home to Coney Island, Brighton Beach, Manhattan Beach, Sheepshead Bay, and Gerritsen Beach - is known for its historic amusement rides, popular beaches, boardwalk, entertainment venues, and stores that cater to visitors. Primary commercial corridors include Surf Avenue, Mermaid Avenue, Neptune Avenue, central Sheepshead Bay, Emmons Avenue, Gerritsen Avenue, Coney Island Avenue, and the predominantly Russian area along Brighton Beach Avenue. There is a high concentration of residents to the west in Sea Gate, in public housing and high-rise housing throughout Coney Island, and throughout the Manhattan Beach peninsula. The Sheepshead Bay and Gerritsen Beach areas are densely populated with small single and multi-family homes.

There is a mix of destination and local-serving businesses in the area. Educational institutions and libraries make up a large portion of the district's landscape, followed by eating and drinking establishments. The largest employers in South Brooklyn include Coney Island Hospital, geriatric institutions including Coney Island Facility and Shorefront Jewish Center, and Coney Island attractions including the New York Aquarium.

### *Anchors and Local Organizations*

South Brooklyn has several important anchor businesses and institutions including Coney Island Hospital, the Brooklyn Cyclones, MCU Park, the New York Aquarium, the Wonder Wheel, and Luna Park.

The Alliance for Coney Island is a newly-formed nonprofit organization building off the work of the Coney Island Development Corporation, which is dedicated to making Coney Island a year-round, world-class recreational oceanfront destination through business development, job creation, new housing, unique cultural events, and quality of life improvements. Other important community and economic development partners in South Brooklyn include the Brooklyn Chamber of Commerce, Astella Development Corporation, the Brighton Beach Business Improvement District, and the Bay Improvement Group in Sheepshead Bay.

## Current Conditions

South Brooklyn falls entirely within evacuation Zone A and B, and suffered from significant flooding during the hurricane. There is widespread wreckage to residential areas and commercial corridors - signage and storefronts have been significantly damaged. Tourist attractions such as the Aquarium, Luna Park, Scream Zone, baseball stadium, and the beaches/boardwalk and Steeplechase Pier have also been impacted.

In Coney Island, the small businesses around Mermaid, Neptune, Surf, and Stillwell Avenues experienced both high flooding and power outages. Structural damage to first floor commercial tenants is significant. The neighborhood is currently without basic services such as grocery stores, pharmacies, banks, laundromats, and other neighborhood retail. Some businesses will remain closed indefinitely. These businesses are especially reliant on the health of the amusement parks, aquarium, baseball stadium and boardwalk, all of which have suffered significant damage.

In Brighton Beach, damage was less catastrophic for the primary commercial corridor as the majority of businesses along Brighton Beach Avenue are up and running. Businesses along the boardwalk (i.e. Tatiana Grill) were less fortunate with many suffering significant damage.

In Sheepshead Bay and Gerritsen Beach, small commercial businesses were significantly damaged. The Sheepshead Bay commercial district (around the Sheepshead Bay MTA stop) suffered extreme damage to first floor businesses and homes due to flooding. Similar conditions exist along Emmons Avenue to the south, and along Gerritsen Avenue to the east. Businesses in these areas have reopened, but many of those still closed are dealing with economic loss and damage that could keep them closed indefinitely.

## Key Issues/Recommendations

- Cultural venues and tourist attractions incurred significant physical damage. This threatens tourism and the small specialty shops that depend on visitors to the neighborhood.
- Small businesses cannot reopen quickly without assistance and there is a need to rebuild community services.
- Damage to key City properties including beach, boardwalk, and pier must be addressed expeditiously to set the pace for repairs on private properties.

# Southern Brooklyn, Brooklyn

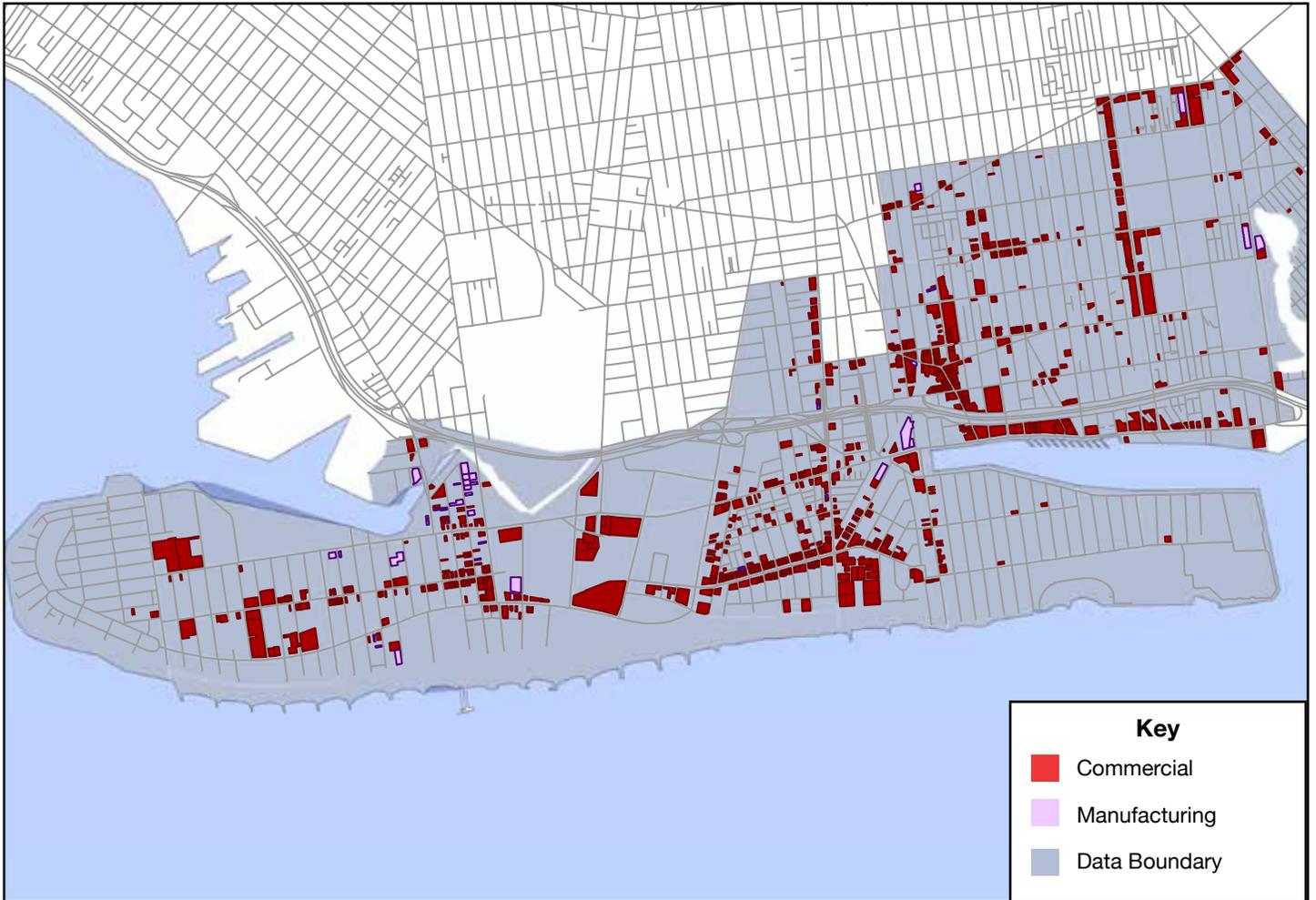


Figure 1: Debris from damaged businesses on Surf Avenue



Figure 2: Interior of a small business after flooding



Figure 3: Signage damage

# East Shore, Staten Island

## Pre-Storm Conditions

### *Background*

The most impacted business districts on Staten Island are located within the East Shore neighborhoods of Arrochar, South Beach, Ocean Beach and especially Midland Beach. Public beaches, the 2.5-mile FRD boardwalk, and portions of the Gateway National Recreation Area serve as attractions to the area, especially during the summer months. Businesses that primarily serve the local residential base as well as seasonal visitors are the most challenged. These include restaurants, bars, and a wide spectrum of convenience retail. The area is primarily suburban, with zoning laws recently passed to maintain the low density of its residential neighborhoods.

The businesses along the East Shore are largely small-scale commercial and retail establishments - there are few manufacturing or production facilities. The largest employers are medical and education institutions including the South Beach Psychiatric Center, Staten Island University Hospital, and Verrazano Radiology.

### *Anchors and Local Organizations*

With the exception of Hylan Boulevard, the East Shore is comprised of small business commercial corridors primarily serving the local residential population and additional Staten Island residents during warm weather months. Hylan Boulevard is an auto-oriented retail strip that serves as the primary commercial corridor.

The Staten Island Economic Development Corporation (SIEDC) has served as an economic development advocate for the Staten Island business community since 1993. Since Hurricane Sandy, the Staten Island Chamber of Commerce has also provided information to businesses on disaster relief. However, there is no local organization that is focused solely on advocacy for businesses in the impacted areas of the East Shore.

## Current Conditions

The impacted neighborhoods and corridors along the East Shore fall primarily within evacuation Zone A. The damage is especially concentrated near the beaches, resulting in significant harm to retail and commercial structures and public infrastructure.

The storm surge reached beyond Hylan Boulevard, with even large-scale retailers located between Seaver Avenue and New Dorp Lane, such as Staples, losing power, sustaining damage and closing. However, the majority of businesses on the East Shore that were able to reopen within a week were located along this corridor.

The small commercial corridor along Midland Avenue has been completely devastated. Structural damage is widespread and stores will struggle to reopen due to their small size and local reach. Similar destruction was experienced by businesses in Midland Beach along Father Capodanno Boulevard.

Sand Lane in South Beach has a small commercial corridor similar to Midland Avenue that has suffered extensive damage due to flooding, winds, and power loss. As in Midland Beach, small local stores will find it difficult to overcome the damage as they service a nearby residential base decimated by the storm.

## Key Issues/Recommendations

- Small retailers and restaurants incurred significant physical damage and loss of inventory due to heavy flooding.
- Prolonged closure of small businesses will result in increased vacancy rates and declining commercial corridor conditions.
- Beach infrastructure was heavily impacted near corridors endangering a key economic driver.

# East Shore, Staten Island

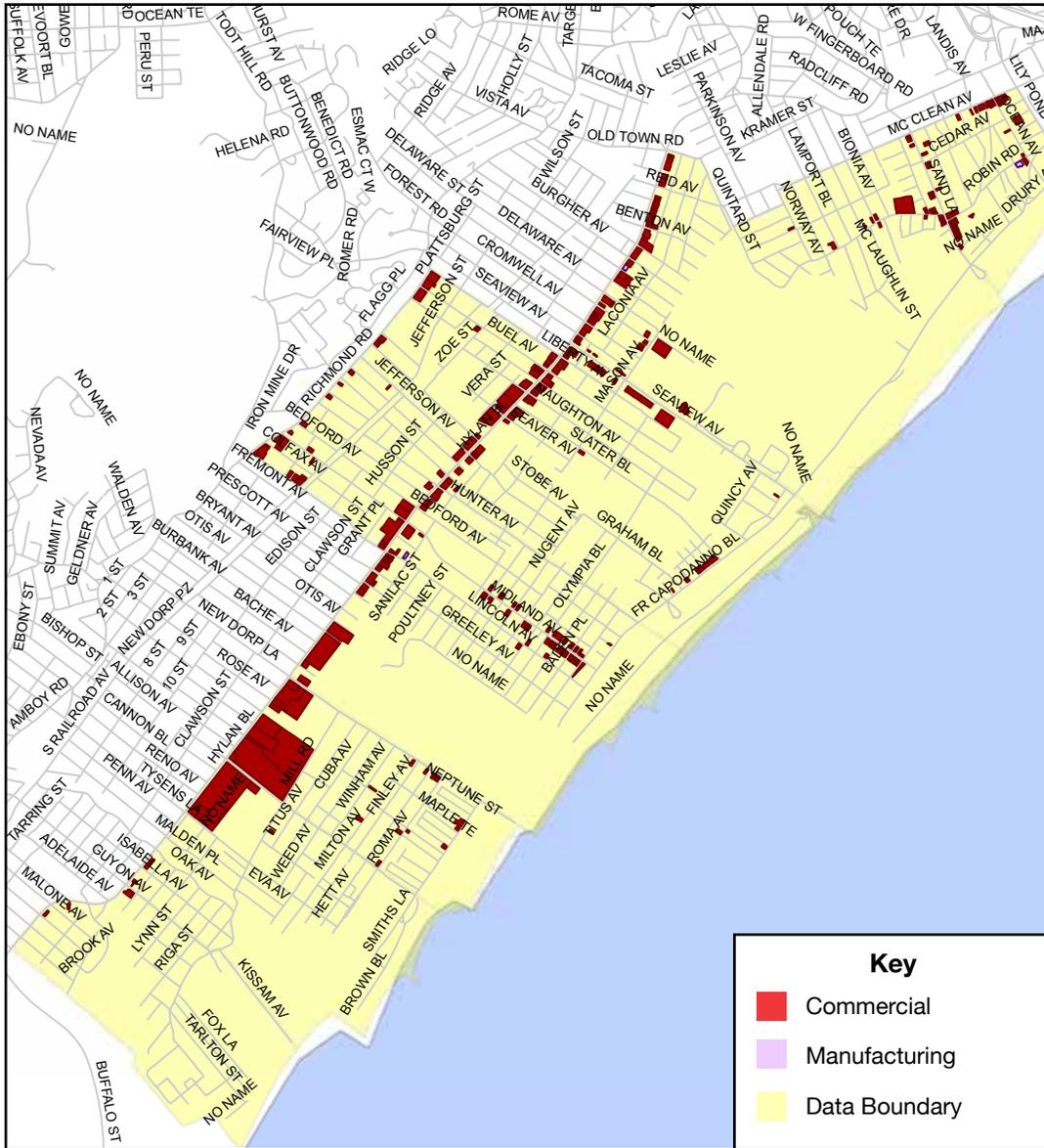


Figure 1: Fallen infrastructure



Figure 2: Debris from closed business

# Lower Manhattan/South St. Seaport, Manhattan

## **Pre-Storm Conditions**

### *Background*

Lower Manhattan is the center of business and government for New York City and includes the Financial District, the World Trade Center site, Battery Park City, Chinatown, and the South Street Seaport district. Lower Manhattan is the fourth largest business district in the United States and is home to NY Stock Exchange and the Federal Reserve Bank of New York and corporate entities such as Goldman Sachs. Lower Manhattan is increasingly becoming a residential neighborhood and is now home to the largest residential building in the city.

While retail outside of clusters like the South Street Seaport was once limited, street-level stores and shops have begun to cater to the growing residential population. The largest employers in Lower Manhattan include multiple large financial and insurance institutions.

### *Anchors and Local Organizations*

Lower Manhattan is home to prominent anchor institutions and destinations including the South Street Seaport district, Pace University, the World Financial Center, City Hall, and several large employers in the finance, insurance, and real estate sector.

The Downtown Alliance Business Improvement District provides service, advocacy, research, and information to advance the district. The Lower Manhattan Development Corporation coordinates long-term planning for the World Trade Center site and surrounding communities, while pursuing short-term initiatives to improve the quality of life issues.

## **Current Conditions**

All of Lower Manhattan south of Chambers Street falls within evacuation Zone A, B, and C, and suffered extensive flooding and power loss. The majority of businesses outside of Zone A have reopened but multiple restaurants and retail businesses in Battery Park City, the South Street Seaport district, and east of Water Street remain closed due to water damage and power loss.

The South Street Seaport district, a key concentration of over 100 retail businesses, from national chains to local boutiques and restaurants, was entirely inundated with water. Windows were smashed and signage destroyed in large establishments such as Heartland Brewery. Public infrastructure - such as benches and lighting fixtures - was damaged.

Beyond extensive structural and economic damage sustained by businesses, the economic base for businesses has been displaced due to the widespread disruption to office towers, residential buildings, and transportation infrastructure. This is especially acute along Water Street, south of Fulton Street. The storm impacted critical utility infrastructure and mechanical systems in several large properties along the corridor. Damage assessment, clean-up, and restoration/reconstruction efforts are ongoing and at different stages of progress at each building.

## **Key Issues/Recommendations**

- Significant damage and business disruption to the South Street Seaport and other key downtown tourist attractions along the waterfront must be addressed. Reactivation of this

space will help support businesses.

- Many key businesses and attractions requiring assistance and marketing fall outside the Downtown Alliance BID boundaries (i.e. South Street Seaport).
- The residential and office community that supports many local businesses has been significantly disrupted/displaced.

# Lower Manhattan/South St. Seaport, Manhattan

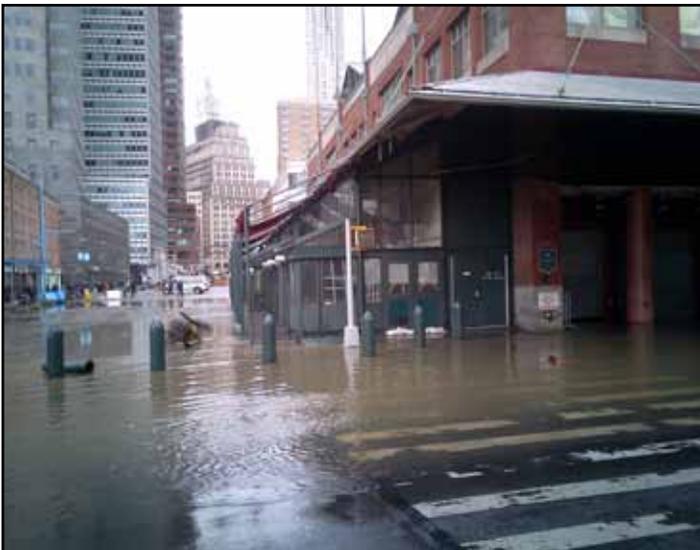
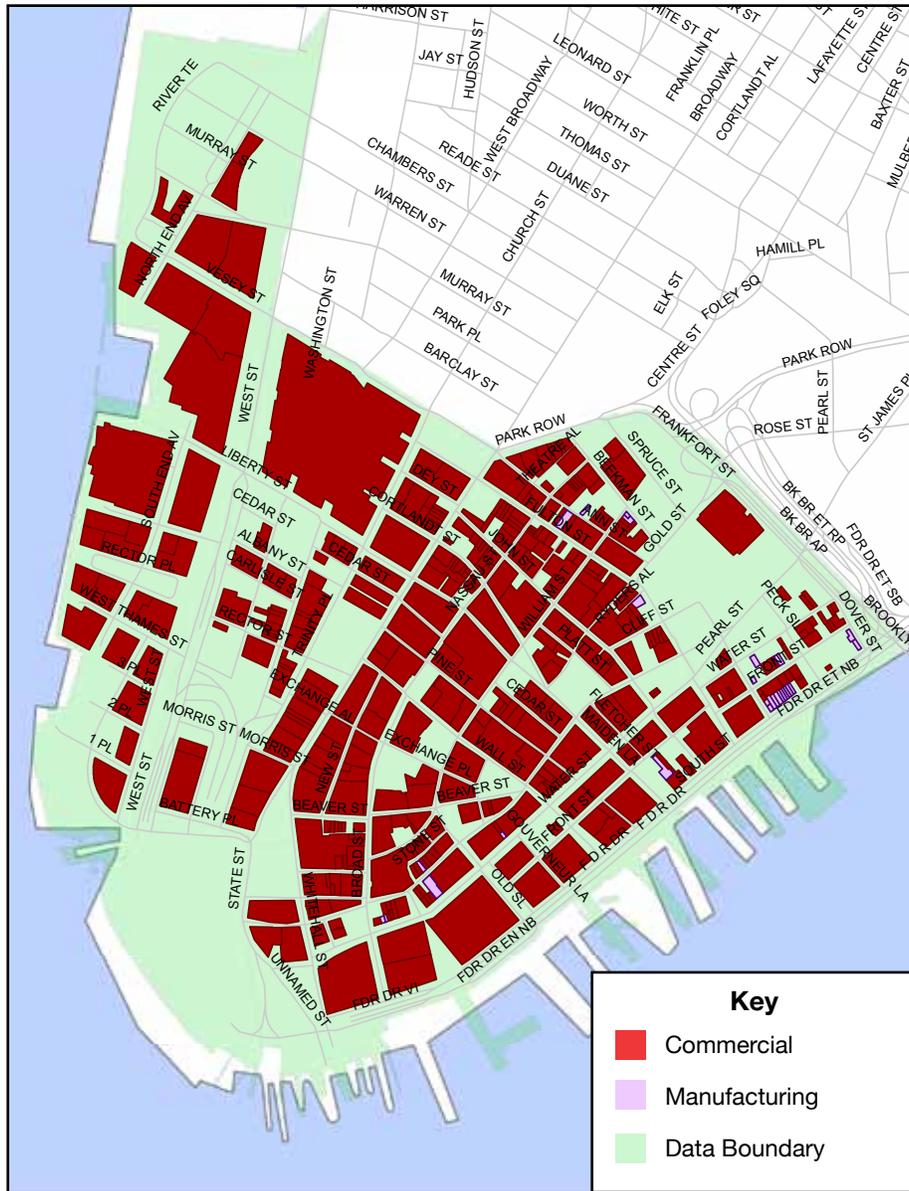


Figure 1: Flooding in the South Street Seaport



Figure 2: Store interior with broken glass and damaged inventory

# The Rockaways, Queens

## Pre-Storm Conditions

### *Background*

The Rockaways Peninsula in Southeast Queens is easily accessible by subway, and is a popular summer attraction for New Yorkers. Retail on the Peninsula can generally be characterized as small scale, neighborhood service establishments with a high percentage of local ownership. The Rockaways also has several large and mid-range national chain retail establishments. Some of the key retail corridors were blighted and neglected prior to the storm. Several commercial corridors located in proximity to the waterfront also cater to beach visitors, and are home to some seasonal businesses. The Rockaways also has a light-manufacturing district, where one of the largest employers, Madelaine Chocolates, is located.

The Rockaways vary greatly among neighborhoods throughout the Peninsula. Far Rockaway is the most urban setting within the Rockaways, characterized by high-density housing as well as government, retail and educational anchors. The Arverne District is a newly constructed, planned community, anchored by pockets of larger-format, modern retail. The central and western neighborhoods are characterized by older, smaller scale, local retail, as well as some light manufacturing. Breezy Point district has limited retail, but several larger format eating and drinking establishments serve as anchors for the community.

The Broad Channel neighborhood in Southeast Queens is an isthmus surrounded by Jamaica Bay, bounded by the Rockaways Peninsula to the South, and Howard Beach to the North. Located in Flood Zone A. It is a primarily residential neighborhood.

### *Anchors and Local Organizations*

The Rockaway Redevelopment and Revitalization Corporation (RDRC) is an economic development organization focusing on revitalization in the Rockaways. The Queens Economic Development Corporation, as well as the Queens Chamber of Commerce and the local Community Boards, also play significant roles in the area.

## Current Conditions

The entire Peninsula of the Rockaways falls within evacuation Zone A and B. Damage from floods, winds, and fire was catastrophic for several corridors including those in the central and western portions of the Peninsula nearest the waterfront. A commercial strip along Beach 129th was completely destroyed by flooding; Rockaway Beach Boulevard from Beach 116th to Beach 100th experienced severe loss from flooding and fire; and businesses along Beach 116th were crippled by flooding, and several of the several of the largest businesses in the Breezy Point community were destroyed by flooding.

In Far Rockaway, the main commercial district on Mott Avenue, Cornaga/Beach Channel Drive, and Beach 20th Street suffered long power outages. The physical damage was much less destructive, but long-term power outages resulted in economic loss. As of November 20th, 2012 power had largely been restored. Arverne had a similar profile on the same date. All of Broad Channel experienced power loss and flooding.

## Key Issues/Recommendations

- Multiple commercial corridors throughout the Rockaways were catastrophically damaged, requiring a long-term, comprehensive redevelopment plan that takes into strong consideration building code requirements, as these areas will

remain vulnerable to future storms.

- Damage to key infrastructure (i.e. transportation, beaches/boardwalk) further disrupts economic recovery, although restoration of MTA elevated shuttle train and Ferry Service from Lower Manhattan to Beach 108th will increase mobility for residents, employees and visitors.

# The Rockaways, Queens

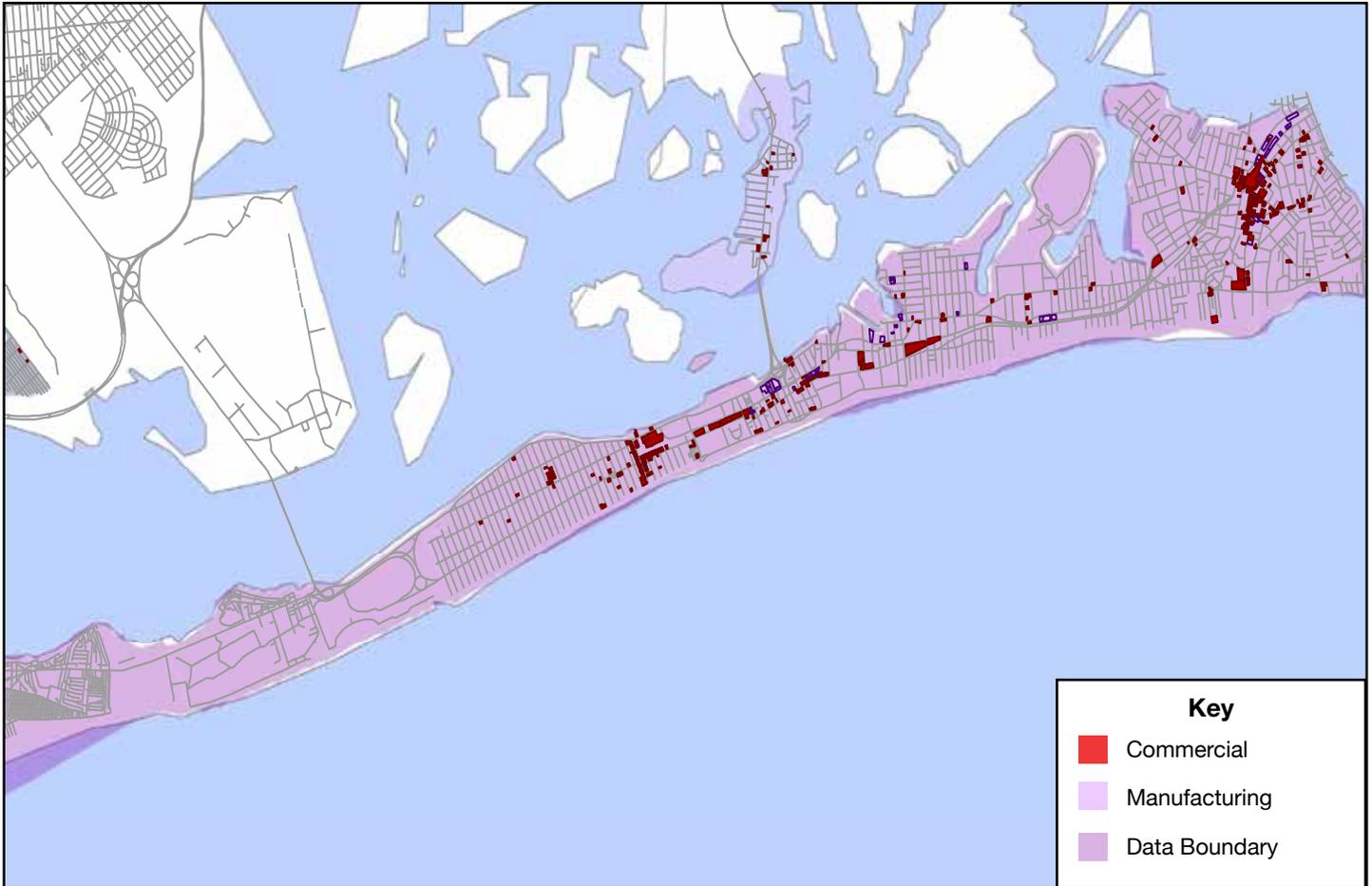


Figure 1: Destroyed building interior



Figure 2: Devastated commercial strip



Figure 3: Damage to beach infrastructure



Figure 4: Reopening of businesses

# Howard Beach, Queens

## **Pre-Storm Conditions**

### *Background*

Howard Beach is a waterfront Queens neighborhood bounded by Jamaica Bay, the Brooklyn border, and John F. Kennedy International Airport. It has four micro-neighborhoods: Hamilton Beach, Lindenwood, New Howard Beach, and Old Howard Beach. Hundreds of thousands of travelers pass through Howard Beach each year to use the AirTrain transit hub light rail line to John F. Kennedy Airport. Howard Beach's marinas are popular in the summer, and its local restaurants and bars emphasize seafood and Italian cuisine. Food and restaurants, health services and educational institutions are amongst the largest business sectors in the area.

### *Anchors and Local Organizations*

In addition to a commercial corridor of small businesses, Russo's on the Bay serves as an anchor for Howard Beach, attracting weddings and large social events to their catering hall.

Without a local economic development organization actively working along Cross Bay Boulevard, Howard Beach businesses are in need of an organization that can organize merchants, provide services to small businesses, and actively promote the strip.

## **Current Conditions**

The neighborhood of Howard Beach falls completely within evacuation Zone B and suffered from significant flooding throughout the primary commercial corridor, resulting in widespread damage to storefronts, signage, and retail and commercial structures.

The Cross Bay Boulevard is the primary retail/commercial corridor in Howard Beach, home to restaurants, bars, daily goods, community spaces, and retail chains. Nearly all businesses experienced flooding and power outages. The long-term effects of damage along the Boulevard will be widespread as the corridor is the primary supplier of everyday goods and services to the surrounding neighborhood.

## **Key Issues/Recommendations**

- Chain stores, local retailers, and restaurants along Cross Bay Boulevard incurred significant physical damage and loss of inventory due to heavy flooding. Businesses will need assistance to repair damage.
- Prolonged closure of small businesses will result in increased vacancy rates and declining commercial corridor conditions.

# Howard Beach, Queens

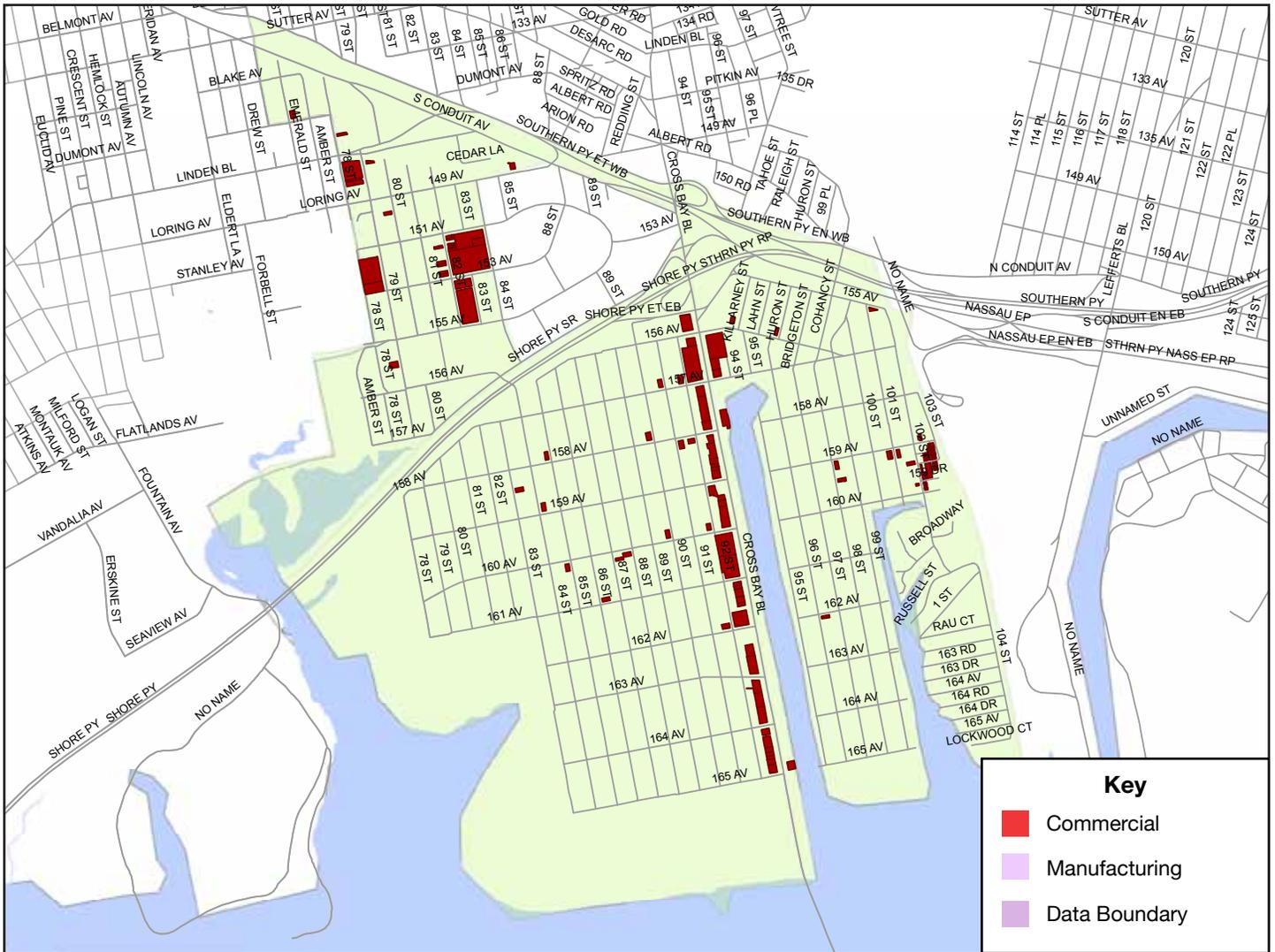


Figure 1: Shuttered row of small businesses



Figure 2: Signage damage and restaurant inventory



Figure 3: Small business reopened

# Sources

## **Business and Employment Data**

### **Analytics Unit, Mayor's Office of Policy and Strategic Planning**

*Note: The data compiled by the Analytics Unit at the Mayor's Office of Policy and Strategic Planning is based on Hoover's business data. When cross-referenced with other sources, including the New York State Department of Labor, this data represents a high-end estimate of businesses within impacted neighborhoods. Impacted in this case refers to a subset of neighborhoods that experienced some level of water inundation. Other authors drawing on a similar set of data sources, including the New York State Department of Labor, may choose to highlight different areas and use alternative definitions of "impacted" for their purposes.*