



The Past, Present, and Future of The Brooklyn Community District 14 Economy

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Introduction & Executive Summary

Since the turn of the 21st century, Brooklyn Community Board 14 has been the destination of substantial public and private investment in economic development projects, including new shopping centers, performance venues, and mixed-use buildings, among others. While some local organizations have attempted to track the volume of activity or evaluate the impacts of individual initiatives, a comprehensive overview of the district's economy and how it has changed over recent decades has yet to be conducted. This report seeks to fill that gap, providing insights that can help residents, business owners, and policymakers alike make more informed decisions about how to plan for the future of these vibrant and dynamic communities.

The study is broken into three sections:

The quantitative benchmarking section seeks to establish basic demographic and economic facts about Brooklyn Community Board 14 as a whole, drawing from a number of data sources to depict the state of its housing market, land use, relative economic distress, and business composition by sector. While the section's primary focus is on portraying the district as it currently stands, it touches on how it has changed over time, specifically analyzing the businesses establishment mix.

The survey of recent economic development projects aims to provide context for the findings from the benchmarking section, identifying specific investments (mostly those stewarded by the New York City Economic Development Corporation or NYCEDC) that may explain particular shifts. This section focuses heavily on the scale of the investments made and their impact in terms of jobs and other benefits accrued to the community. It also offers a brief description of the role of Brooklyn College, a key anchor institution.

The neighborhood economic profiles are the largest section by far, drilling down into the land use, industry and retail mix, employment composition, commuting patterns and current and future projects in the seven different "neighborhoods" that make up the district. While the boundaries selected for each neighborhood likely do not align with how most residents would define them, they were the easiest for analytical purposes. These profiles are not intended to be a critical assessment of neighborhoods' respective economies. Rather, they seek to provide community members with a new tool for thinking about the community in which they live.

These components, while lengthy and dense in their own right, truly just scratch the surface and will likely raise as many questions as they answer. However, their objective is to put data and rigorously conducted research behind the changes and issues that many community members are experiencing and make the dialogue around them predicated on fact rather than reactionary impulse. As a result, the overwhelming majority of the report simply presents facts through maps, charts, tables, and the like. However, there are some points at which qualitative analysis, commentary, and recommendations are put forth.

Themes & Recommendations

Through the process of conducting the study and speaking with stakeholders, the following findings and recommendations emerged as principles that could guide future planning and economic development activity within Brooklyn Community Board 14. They address core themes that become apparent throughout the report, framing them as “challenges” and “opportunities” for the district moving forward.

Facilitating Stronger Connection and More Coordination Between the District’s Commercial Corridors



Challenge

The district has a number of unique and vibrant commercial corridors that contribute to its overall economic vitality. However, they appear to be insular and in competition with one another. This climate could ultimately harm the district as a whole.



Opportunity

If business owners from the various commercial corridors can come together and work with policymakers, nonprofits, and other stakeholders to address their concerns and issues, there is a greater likelihood that they will be resolved, improving conditions for everyone.

From Church Avenue and Cortelyou Road to Avenues J and M, Brooklyn Community Board 14 is full of bustling commercial corridors, each with their own distinct retail mix, demographic of customers, and unique charm. This variety can be an

asset, offering both residents and visitors a number of different options and experiences. However, this dynamic can also make it very difficult for business owners across the district to work together in order to address common issues or shared challenges.

While the formation of merchants associations and business improvement districts is a step in the right direction in getting owners to leverage their collective power, efforts to uplift the district's business community should be broader in scope. A wide but well-coordinated coalition advocating for change and planning for the future in lock step has greater odds of success than a smattering of smaller voices. Support from community development entities would also be incredibly beneficial.

Leveraging Vacant and Underutilized Land to Fulfill Neighborhood Needs



Challenge

There are not many opportunities for development in the district, arguably due to the prevalence of historic landmarks and zoning. So when the community is in need of or demands something, the question of where to put it can become contentious.



Opportunity

Vacant and underutilized parcels of land present rare chances to provide neighborhoods with new assets and amenities that can enhance quality of life, bring about economic opportunity, or alleviate housing and service shortages.

The land use analysis component of the neighborhood economic profiles describe a number of cases where vacant lots were developed into residential, commercial, and community assets that now generate social and economic benefits. At the end of 2019, the district had 120 vacant lots. If these parcels were all developed to their full floor area ratio (or FAR) potential, it would add more than 600 housing units and nearly 100 commercial or retail units to the district. By contrast, if these properties were to be converted into parks or other forms of open space (which much of the district appears to lack), it would add almost 10 acres of open space, a 20 percent increase.

This recommendation is not intended to dictate what should be done with vacant lots but to emphasize that the nature their reuse is consequential for a given neighborhood's economy, quality of life, and sense of community. A similar analysis could also be undertaken for the district's parking facilities as a growing number of residents become less car-bound.

Enhancing Residents' Earnings Potential Via Workforce Training Programs



Challenge

While the sectors that are dominant in many of Community Board 14's neighborhoods are growing in terms of jobs and new businesses, they are also among the lowest paying industries in New York City and have seen flat-lining wage growth in recent years.



Opportunity

The district has a strong concentration of incredibly effective educational and social service nonprofit organizations who could aid residents in re-skilling and identifying new career pathways that offer higher wages and a better work-life balance.

A recent report from the Mayor's Office of Planning and Economic Development found that retail trade and accommodation and food services were the two fastest growing sectors in New York City, responsible for over 100,000 new jobs. However, the same study also noted that they also the two lowest-paying sectors in the city, with average annual wages of \$38,000 and \$30,000, respectively. The economic precarity of these sectors has sadly been further underscored by the disruptions and closures brought on by the global pandemic.

As the following sections of the study will demonstrate, these two sectors were significant sources of employment and business establishment growth in the district between 2006 and 2016. Efforts should be made to leverage some of the district's other large sectors, educational and social services to develop a comprehensive workforce development strategy that can provide residents from all backgrounds with an opportunity to identify new career pathways that offer better pay and more stability for themselves and their families.

Quantitative Benchmarking

Introduction

Typically, economic development studies begin with a “benchmarking” exercise during which data is collected and analyzed to quantitatively establish a given city, state or region’s socioeconomic conditions at the time of the study. While a full benchmarking exercise would require a significant amount of time and resources (several of which are proprietary), the following is an abridged version that uses publicly available data to create a snapshot of Brooklyn Community District 14’s economy. This chapter consists of four sections, each gathering data from a reputable research organization to provide context about the district, its residents, and its business environment:

1. Association for Neighborhood and Housing Development - Equitable Economic Development Indicators: Flatbush/Midwood
2. New York University Furman Center - NYC Neighborhood Data Profiles: Flatbush/Midwood
3. New York City Department of City Planning - Community District Profiles
4. United States Census Bureau - Zip Code Business Patterns: 11210, 11218, 11226, 11230

The report offers a basis for further analysis that can be provided, as needed. The methodology used by each of these research organizations can also be explained upon request. The tables where many of these figures were calculated are available as well.

Association for Neighborhood and Housing Development Equitable Economic Development Indicators (2015 & 2016)

The Association for Neighborhood and Housing Development (ANHD) is a coalition of community groups from across the city that advocates for affordable housing and equitable economic development through a combination of research and grassroots work. In 2015, ANHD released a series of equitable economic development indicators by community district that neighborhood groups could use to evaluate both their economic performance and its relative inclusivity. Below are some of the highlights for Flatbush/Midwood:

Indicator	Brooklyn Community District 14
Number of Banks/10,000 residents	1.93
Percent Not a US Citizen	18%
Percent of Youth Age 16-25 Not Employed or In School	17.6%
Percent High School Graduate or Above	83%
GINI Index (Income Inequality)	0.5048
Percent of Households with Limited English Ability	27.7%
Mean Travel Time to Work (Minutes)	40.2
Percent with No Health Insurance	13.8%
Percent Not in Labor Force	37.3%
Percent Change in Residential Sales Price/Square Foot 2010-2014	50.7%
Percent Rent Burdened	58%
Percent Over 60 with Retirement Income	24.7%
Percent Receiving SNAP	28.9%
Percent of Local Jobs Paying Less Than \$40k/year	82%
Percent of Residents with High Credit Card Debt (Using Over 30% of Total Credit)	39%
Percent of Residents Over 0.5 Miles Away from a Grocery Store	0%
Number of Small Business Loans	4,314

New York University Furman Center NYC Neighborhood Data Profiles (2017)

New York University's Furman Center is an on-campus research institute dedicated to conducting empirical and academic research on housing, neighborhoods, and urban policy. In 2016, Furman launched CoreData.nyc, which is the City's first and most comprehensive geospatial data explorer that uses American Community Survey and Economic Census data. The following year, they used this data to create quantitative profiles of each and every neighborhood in the City (defining "neighborhood" as a community district). Below are some of the findings for Flatbush/Midwood:

Indicator	Brooklyn Community District 14
Poverty Rate	16.8%
Change in Poverty Rate 2006-2017	-7.2%
Median Rent	\$1,420
Change in Median Rent 2006-2017	\$270 (23.5%)
Median Household Income (Homeowners) 2017	\$110,350
Change in Median Household Income (Homeowners) 2006-2017	\$24,020 (27.8%)
Median Household Income (Renters) 2017	\$47,960
Change in Median Household Income (Renters) 2006-2017	\$4,300 (9.8%)
Total Housing Units	60,897
Change in Housing Units 2006-2017	583 (1.0%)
Residential Sales Volume (Year)	281
Change in Residential Sales Volume 2006-2017	-114 (-28.9%)
Median Sales Price - Single Family	\$1.22 Million
Change in Median Sales Price - Single Family 2006-2017	\$320,880 (35.6%)
Population density (1000 persons/square mile)	56.6
Change in Population Density 2006-2017	-4.3 (7.7%)
Housing Units within ¼ Mile of a Park	29.7%

New York City Department of City Planning **Community District Profiles (2019)**

Every year, the New York City Department of City Planning updates profiles of each of New York's 59 community boards. The profiles organize a wide variety of data, maps, and other content to present an accessible and informative view of the built environment, key socio-economic conditions, community board perspectives, and planning activities in each district. Below is an overview of the land use, zoning, and public and community facility distribution within Brooklyn Community District 14:

Land Use Category	Share of CD 14 Land
One & Two-Family Homes	47.4%
Multi-Family (Elevator)	14.6%
Multi-Family (Walk-Up)	9.9%
Public Facilities & Institutions	8.5%
Mixed-Use	6.4%
Commercial & Office	4.3%
Open Space & Outdoor Recreation	3.7%
Transportation & Utility	3.4%
Parking Facilities	0.8%
Vacant Land	0.0%
Industrial & Manufacturing	0.32%

Zoning Category	Share of CD 14 Land
Residential	93.0%
Commercial	4.3%
Park	2.0%
Manufacturing	0.6%

Facility Type	Number of Facilities
Education, Child Welfare, and Youth	276
Health and Human Services	70
Parks, Gardens, and Historical Sites	35
Administration of Government	27
Libraries and Cultural Programs	21
Core Infrastructure and Transportation	15
Public Safety, Emergency Services, and Administration of Justice	5

United States Census Bureau

Zip Code Business Patterns: 11210, 11218, 11226, 11230

The US Census Bureau comes out with an annual series called the County Business Patterns (CBP) report that provides regional economic data by industry. The data included in this report consists of a given geography's (state, county, ZIP) estimated number of business establishments, number of employees, first quarter payroll and annual payroll. The smallest geography available via CBP is the ZIP code. This section provides an overview of the industrial composition of the four zip codes Brooklyn Community District 14 contains and how it has changed between 2006 and 2016. It also includes some qualitative analysis regarding what sub-sectors within each industry are contributing to the broader trends.

Zip Code 11210 (Brooklyn College/East Midwood)

Total Number of Business Establishments (2006)	Total Number of Business Establishments (2016)	Change in Business Establishments (2006-2016)
893	1,075	182 (20.4%)

Largest Sectors by Number of Business Establishments (2006)

(Number and Share of Total)

1. Real Estate (143 or 16%)
2. Healthcare and Social Assistance (133 or 14.9%)
3. Retail Trade (132 or 15.8%)
4. Other Services (111 or 12.4%)

Largest Sectors by Number of Business Establishments (2016)

(Number and Share of Total)

1. Retail Trade (173 or 16.1%)
2. Healthcare and Social Assistance (166 or 15.4%)
3. Real Estate (144 or 13.4%)
4. Other Services (125 or 11.6%)

Sectors Driving Growth in Business Establishments (2006-2016)

(Number and Share of Growth)

1. Retail Trade (+41 or 22.5%)
2. Accommodation and Food Services (+41 or 22.5%)
3. Healthcare and Social Assistance (+33 or 18.1%)
4. Transportation and Warehousing (+18 or 9.9%)

Sectors with the Lowest Number of Establishments (2006-2016)

(Number and Percent Change)

1. Wholesale Trade (-7 or 12.5% decline)
2. Manufacturing (-3 or 12.5% decline)

Qualitative Analysis by Sector

- Real Estate - The majority of real estate businesses in 2006 were residential leasing companies. Residential leasing companies also remained the largest sub-sector but the number of nonresidential leasing groups rose.
- Retail Trade - Grocery stores and pharmacies were the largest sub-sector in both 2006 and 2016 but their share of the sector has risen over the decade. Despite this, clothing stores drove most of the increase in this sector.
- Healthcare and Social Assistance - Physicians offices, dentists offices, and child day care providers were the largest sub-sectors in both 2006 and 2016. The number of establishments offering ambulatory care increased over the decade.
- Other Services - Religious organizations and cosmetic businesses such as salons and barbers make up the majority of this sector in both time periods. The number of laundromats and dry cleaners appears to have grown over the course of the decade.
- Accommodation and Food Services - The number of restaurants within the zip code quadrupled between 2006 and 2016. Specifically, full-service restaurants were responsible for much of the increase.
- Transportation and Warehousing - This sector doubled in size over the course of the decade, primarily driven by truck transportation businesses.

Zip Code 11218 (Kensington)

Total Number of Business Establishments (2006)	Total Number of Business Establishments (2016)	Change in Business Establishments (2006-2016)
1331	1845	514 (38.6%)

Largest Sectors by Number of Business Establishments (2006)

(Number and Share of Total)

1. Retail Trade (223 or 16.8%)
2. Real Estate (177 or 13.3%)
3. Healthcare and Social Assistance (161 or 12.1%)
4. Other Services (159 or 11.9%)

Largest Sectors by Number of Business Establishments (2016)

(Number and Share of Total)

1. Retail Trade (312 or 16.8%)
2. Construction (242 or 13.1%)
3. Real Estate (215 or 11.7%)
4. Healthcare and Social Assistance (189 or 10.2%)

Sectors Driving Growth in Business Establishments (2006-2016)

(Number and Share of Growth)

1. Construction (+107 or 20.8%)
2. Retail Trade (+89 or 17.3%)
3. Accommodation and Food Services (+82 or 16%)
4. Professional, Scientific, and Technical Services (+47 or 9.1%)

Sectors with the Lowest Number of Establishments (2006-2016) *(Number and Percent Change)*

1. Wholesale Trade (-2 or 1.5% decline)
2. Manufacturing (+3 or 5.5% increase)

Qualitative Analysis by Sector

- Real Estate - The majority of real estate businesses in 2006 were residential leasing companies. Residential leasing companies remained the largest sub-sector in 2016 but the sector's growth was driven by residential property management firms.
- Retail Trade - Grocery stores and pharmacies were the ZIP's largest sub-sector in both 2006 and 2016 but their share of the sector has risen over the decade. Clothing stores, electronics stores, building material dealers, and care dealers contributed to the increase in this sector.
- Healthcare and Social Assistance - Physicians offices, dentists offices, and child day care providers were the largest sub-sectors in both 2006 and 2016. The number of physical & occupational therapy offices increased, as did the number of in-patient care facilities for disability, mental health, and substance abuse.
- Construction - In 2006, most of the construction businesses in the ZIP were residential re-modelers. By 2016, the number of re-modelers more than doubled and the number of specialty trade contractors (electricians, carpenters, etc.). had also increased substantially. The number of single-family home builders grew by a significant factor as well.
- Accommodation and Food Services - The number of both full and limited service restaurants has doubled over the course of the decade. The number of accommodation service providers has not (although this does not count rental platforms like AirBnB).
- Professional, Scientific, and Technical Services - The ZIP's base of computer systems design firms and research and development outfits grew between 2006 and 2016. Both of these sub-sectors more than doubled their number of establishments over the period

Zip Code 11226 (Flatbush Avenue/Church Avenue)

Total Number of Business Establishments (2006)	Total Number of Business Establishments (2016)	Change in Business Establishments (2006-2016)
1015	1283	268 (26.4%)

Largest Sectors by Number of Business Establishments (2006) *(Number and Share of Total)*

1. Retail Trade (340 or 33.5%)
2. Healthcare and Social Assistance (159 or 15.7%)
3. Real Estate (146 or 14.4%)
4. Other Services (99 or 9.8%)

Largest Sectors by Number of Business Establishments (2016) *(Number and Share of Total)*

1. Retail Trade (402 or 31.3%)
2. Real Estate (166 or 12.9%)
3. Healthcare and Social Assistance (162 or 12.6%)
4. Other Services (152 or 11.8%)

Sectors Driving Growth in Business Establishments (2006-2016) *(Number and Share of Growth)*

1. Accommodation and Food Services (+74 or 27.6%)
2. Retail Trade (+62 or 23.1%)
3. Other Services (+53 or 19.8%)
4. Professional, Scientific, and Technical Services (+22 or 8.2%)

Sectors with the Lowest Number of Establishments (2006-2016) *(Number and Percent Change)*

1. Manufacturing (-5 or 45.5% decline)
2. Transportation and Warehousing (-2 or 15.4%)

Qualitative Analysis by Sector

- Real Estate - The majority of real estate businesses in 2006 were residential leasing companies. Residential leasing companies remained the largest sub-sector in 2016 but the sector's growth was also driven by residential property management firms.
- Retail Trade - Clothing stores, furniture stores and other general merchandise stores consisted the majority of retail within this ZIP in 2006. Grocery stores, electronics stores, and pharmacies were responsible for most of the retail growth over the decade.
- Healthcare and Social Assistance - Physicians offices, dentists offices, and child day care providers were the largest sub-sectors in both 2006 and 2016. The number of nursing care facilities and family services establishments both increased over the decade.
- Other Services - In 2006, most of the establishments in this sector were either religious organizations or laundromats. By 2016, the dominant sub-sector had become personal care services like salons (particularly nail), barbers, and dry cleaners.
- Accommodation and Food Services - The number of restaurants doubled over the course of the decade. Most of this growth came from limited-service restaurants. No real change in accommodation establishments (again, not counting rental platforms like Airbnb).
- Professional, Scientific, and Technical Services - The ZIP's base of accountants, architects & engineers, and computer systems design firms grew between 2006 and 2016. All of these sub-sectors more than doubled their number of establishments over the period.

Zip Code 11230 (Midwood/West Midwood)

Total Number of Business Establishments (2006)	Total Number of Business Establishments (2016)	Change in Business Establishments (2006-2016)
1934	2246	312 (16.1%)

Largest Sectors by Number of Business Establishments (2006) *(Number and Share of Total)*

1. Real Estate (351 or 18.1%)
2. Healthcare and Social Assistance (297 or 15.4%)
3. Retail Trade (277 or 14.3%)
4. Other Services (199 or 10.3%)

Largest Sectors by Number of Business Establishments (2016) *(Number and Share of Total)*

1. Real Estate (350 or 15.6%)
2. Retail Trade (347 or 15.4%)
3. Healthcare and Social Assistance (329 or 14.6%)
4. Other Services (227 or 10.1%)

Sectors Driving Growth in Business Establishments (2006-2016) *(Number and Share of Growth)*

1. Retail Trade (+70 or 22.4%)
2. Construction (+50 or 16.0%)
3. Accommodation and Food Services (+37 or 11.9%)
4. Transportation and Warehousing (+36 or 11.5%)

Sectors with the Lowest Number of Establishments (2006-2016) *(Number and Percent Change)*

1. Information (-10 or 40% decline)
2. Arts, Entertainment, and Recreation (-3 or 30% decline)

Qualitative Analysis by Sector

- Real Estate - The majority of real estate businesses in 2006 were residential leasing companies but there were also a sizable number of real estate agents and residential property managers. Residential leasing companies remained the largest sub-sector in 2016 and the sector's growth was driven by all three sub-sectors.
- Retail Trade - The 2006 retail base primarily consisted of grocery stores, pharmacies, and a handful of clothing stores. Grocery stores and pharmacies remained the largest sub-sectors but much of the growth was driven by electronics stores and furniture stores.
- Healthcare and Social Assistance - Physicians offices, dentists offices, and physical & occupational therapists were the largest sub-sectors in both 2006 and 2016. The number of medical and diagnostic labs grew over the decade, as did the number of home healthcare service providers.
- Construction - The construction industry's expansion between 2006-2016 appears to be led by an increase in the number of specialty contractors (electricians, plumbers, etc.). The number of residential re-modelers contributed as well. There was no change in the number of single and multi-family builders.
- Accommodation and Food Services - The number of restaurants within the zip code increased by approximately a third over the course of the decade. Both full and limited service restaurants contributed to this trend equally.
- Transportation and Warehousing - This sector nearly doubled in size over the course of the decade. The growth was also primarily driven (pun intended) by truck transportation businesses.

Survey of Recent Economic Development Projects

Introduction

This chapter explores the major investments and economic development efforts that have been made in Brooklyn Community District 14 in recent years. The main objective is to contextualize some of the findings in the benchmarking section regarding the changes in the district's economy, identifying specific, potentially explanatory events. While it primarily focuses on projects stewarded or directly financed by the New York City Economic Development Corporation, it also considers the role of Brooklyn College as an anchor institution.

Projects and Investments (In Reverse Chronological Order)

Triangle Junction Mall

Overview: The Triangle Junction Mall is a 260,000-square foot retail center spread across three levels and serviced by a 500-car parking deck built on the site of an old municipal parking lot. Triangle Junction was the product of a request for proposals (RFP) process run by NYCEDC to develop a commercial center in the vicinity of Brooklyn College.

The bid was awarded to Queens-based developer Triangle Equities in 2004. The total project costs added up to \$150 million (after initially being projected at \$70 million). The mall is anchored by Target's largest location in the United States, occupying 225,000 square feet on the upper two floors.

Location: 2201 Nostrand Avenue (at the intersection of Flatbush and Nostrand)

Timeline and Status: The first stores at Triangle Junction opened in April 2008.

Benefits and Impacts: Triangle Junction is attributed with catalyzing further development in the immediate vicinity and leading the revitalization of the Flatbush Avenue corridor south of Prospect Park. In 2018, a proposal for a 166,000-square foot, 13-story mixed use development adjacent to Triangle Junction was submitted to the city. However, malls with low-cost national retailers have been shown to sometimes harm local small business environments as well. This potential impact should be explored further.

Caton Flats & Caribbean Market

Overview: Caton Flats is a mixed-use development that will expand and renovate the old Flatbush Caton Market and construct 255 units of housing above it, all of which will be affordable for individuals and families earning between 40 and 130 percent of AMI. 20 percent of these units will be available for low-income residents, 30 percent available for moderate-income residents, and 50 percent available for middle-income residents.

The 14-story building will contain over 220,000 square feet of residential space, 16,000 square feet of space for the market, the Flatbush headquarters for the Caribbean American Chamber of Commerce and Industry (CACCI), and 5,000 square feet of community business incubation infrastructure that will include a commercial kitchen, textile and cosmetic fabrication spaces, and a digital technology lab.

The contract for the site was awarded to Urbane Development and BRP Development by NYCEDC in 2015. BRP is one of the largest African-American-owned development companies in the United States, with similarly community-oriented projects in Harlem, East New York, and Bedford-Stuyvesant.

Location: 800 Flatbush Avenue (NW corner of Caton and Flatbush Avenues)

Timeline and Status: Ground was broken in May 2019 and BRP projects that the project will be complete by 2021. In the meantime, the Flatbush Caton Market is operating out of a temporary location at 2184 Clarendon Road.

Benefits and Impacts: Caton Flats has been committed to hiring local residents for the construction and permanent employment opportunities, proactively conducting outreach sessions for job-seekers and contractors. The project is also expected to support and grow the base of Caribbean-American-owned businesses in the neighborhood by providing access to high quality vendor space and creating a new gateway that will attract more customers. The development will incorporate a plaza and other streetscape improvements that will provide outdoor space for pedestrians to enjoy.

King's Theatre

Overview: King Theatre was built as one of Loew's five "wonder theaters" in 1929, featuring French Renaissance-style architecture inspired by Versailles and the Paris Opera House. It closed in 1977 and remained vacant for approximately 22 years, suffering deterioration from a leaking roof and water damage. In 2009, NYCEDC, former Brooklyn Borough President Markowitz, and ACE Theatrical Group spearheaded the \$95 million renovation of the space as a live performance venue.

Location: 1027 Flatbush Avenue

Timeline and Status: King's Theatre officially reopened in 2015.

Benefits and Impacts: The project created approximately 500 construction and 55 permanent jobs, with 35 percent of the workforce hired locally. The venue holds 200+ events per year including concerts, theatrical productions, and dance. Kings is the largest indoor theatre in Brooklyn and the fourth-largest in New York City.

Summary of NYCEDC Activity in Community District 14

NYCEDC has helped funnel \$314 million+ into Community Board 14 over the last decade (the total amount spent on Caton Flats has yet to be disclosed). Their activity to date has created approximately 1,131 jobs, with a significant share of that hiring occurring locally. This exceeds initial NYCEDC projected job totals from these projects (876). The impact of these investments on the small business community and commercial composition of the district has yet to be studied. The next page contains an overview of all other NYCEDC-backed projects that have taken place in Flatbush since the agency began producing data on its activity in the late 1990s.

Project Name	Location	Sector	Start Date	Type of Support	Amount of Support (in thousands)	Total Jobs Created (Full-Time, Part-Time)
New York Community Hospital of Brooklyn	2525 Kings Highway	General Medical and Surgical	4/1998	MRT Exemption, Tax Exempt Bonds	\$8,395	288 (212 FT, 71 PT)
HASC Center #1	2802 Avenue I	Services for Elderly Persons with Disabilities	11/1999	MRT Exemption, Tax Exempt Bonds	\$795	28 (10 FT, 18 PT)
Rauch Chaim Institute	2911 Avenue L	Elementary and Secondary Schools	10/2006	Mortgage Recording Tax, Tax Exempt Bonds	\$11,260	N/A
Urban Resource Institute	1011 Ocean Avenue	Individual and Family Services	12/2015	Mortgage Recording Tax, Tax Exempt Bonds	\$8,320	63 (62 FT, 1 PT)
Yeshiva of Flatbush	1609 Avenue J	Elementary and Secondary Schools	9/2016	Mortgage Recording Tax, Tax Exempt Bonds	\$29,000	573 (439 FT, 134 PT)
Yeshivat Darche Eres	2533 Coney Island Avenue	2533 Coney Island Avenue	12/2016	Mortgage Recording Tax, Tax Exempt Bonds	\$11,040	165 (50 FT, 115 PT)
				Total	\$68,810	1,131 (778 FT, 351 PT)

Role of Brooklyn College

Overview: Brooklyn College is located on a 35-acre campus in the heart of Community Board 14. The college enrolls approximately 18,000 students (80 percent undergraduate and 20 percent graduate). Its student body has grown by approximately 6 percent over the last decade, mostly driven by increased undergraduate enrollment. While the campus has not geographically expanded much over the last decade, significant investments have been made in upgrading the college's academic and research centers such as the West Quad Building and Roosevelt Science Center.

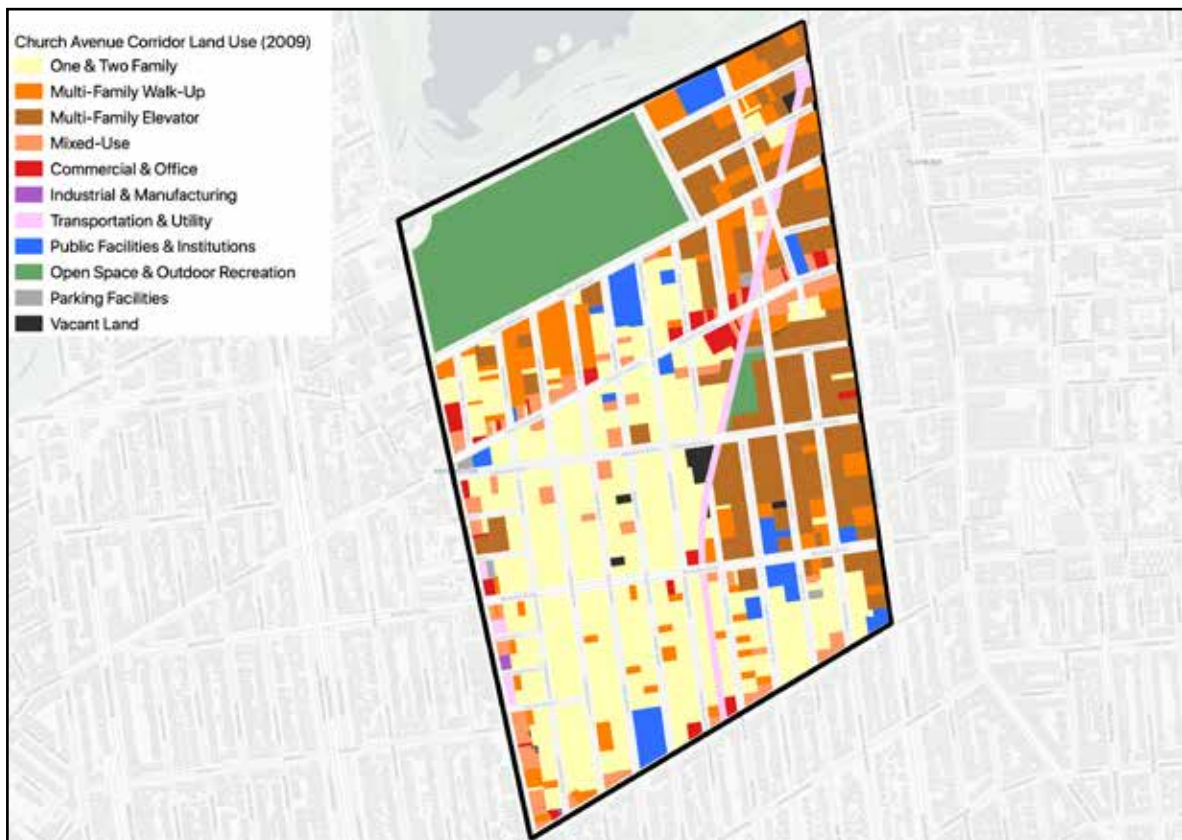
Leonard & Claire Tow Center for the Performing Arts: In 2009, two Brooklyn College alumni donated \$10 million in order to develop a 62,000-square foot LEED-certified performing arts center. The project was completed in 2018, complete with a 225-seat theater and over 30 music studios and rehearsal rooms. The new facility has enabled the college's Department of Theater and Conservatory of Music to expand their enrollment and range of programs offered. Moreover, the center is viewed as a project that transforms the interface between the college and its neighbors.

BID Involvement: In 2011, the School of Business entered into a partnership with the Flatbush Junction Business Improvement District for the purpose of facilitating economic development in the area. The partnership, called the Flatbush Business Connection, has offered a series of workshops designed to help local business owners maximize their profits and meet their goals. The Junction BID also regularly conducts its work from Brooklyn College facilities.

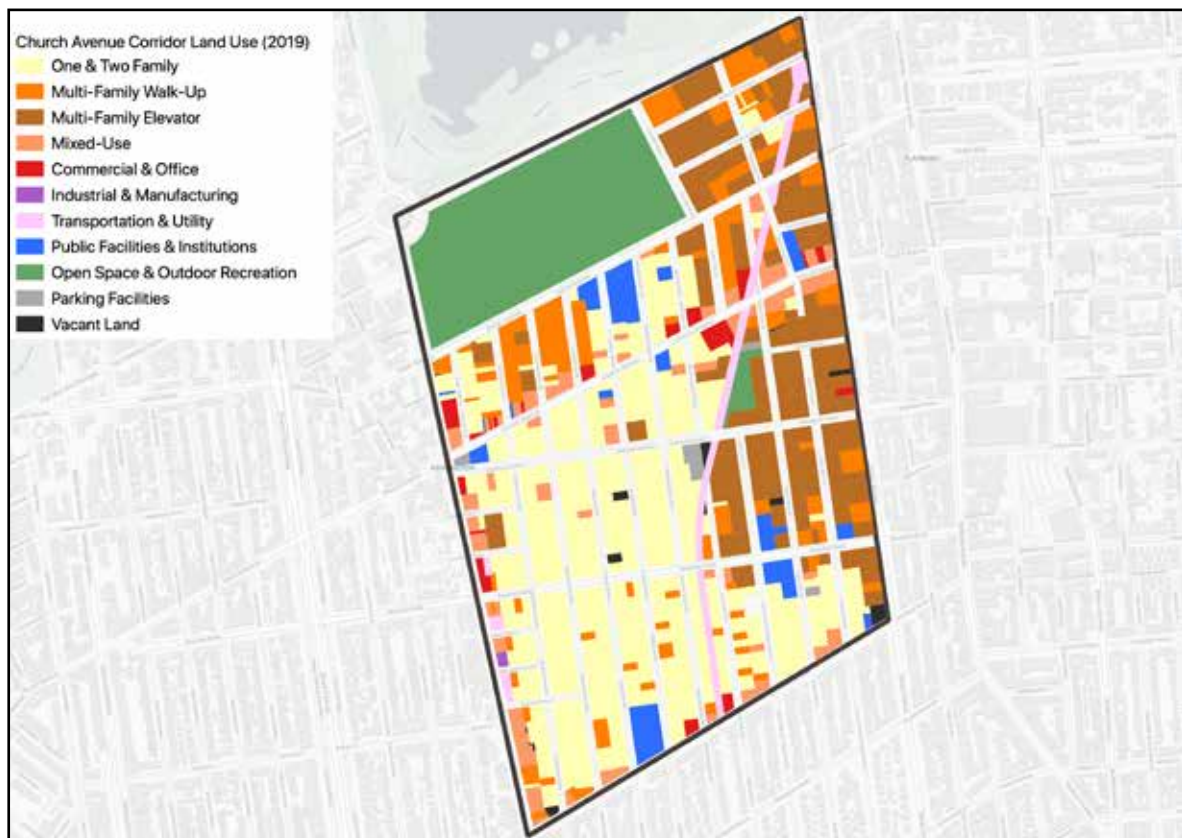
Neighborhood Economic Profiles

Church Avenue Corridor **Land Use Analysis**

2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	36.4%
Multi-Family Walk-Up	10.6%
Multi-Family Elevator	19.6%
Mixed-Use	5.2%
Commercial & Office	2.0%
Industrial & Manufacturing	0.1%
Transportation & Utility	1.1%
Public Facilities & Institutions	4.6%
Open Space & Outdoor Recreation	19.2%
Parking Facilities	0.4%
Vacant Land	0.8%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	36.5%
Multi-Family Walk-Up	10.6%
Multi-Family Elevator	20.5%
Mixed-Use	5.2%
Commercial & Office	1.7%
Industrial & Manufacturing	0.1%
Transportation & Utility	1.0%
Public Facilities & Institutions	3.9%
Open Space & Outdoor Recreation	19.3%
Parking Facilities	0.5%
Vacant Land	0.6%

Notable Land Use Changes

Housing densification in the northeast. Between 2009 and 2019, six new multi-family properties were developed in the northeast quadrant of the neighborhood, yielding approximately 400 new housing units. 262 new units were produced by the redevelopment of the Brooklyn Hospital Center's Caledonian campus on Parkside Avenue, all of which are market rate. The conversion of a vacant lot on Crooke Avenue into a permanently affordable building and supportive housing generated 53 units, all available to individuals earning below 60 percent of area median income (AMI). A series of one and two-family lots on East 19th Street were joined and turned into three multi-family buildings consisting of 108 units (most of which are condominiums). Caton Flats, mentioned in a previous section, furthers this trend of increasingly dense, but mostly affordable housing development in the area.

The growth of mixed-use and commercial activity along Church Avenue. The increase in mixed-use activity along Church Avenue further attests to growing residential demand in the neighborhood. Four properties near the intersection of Church Avenue and East 17th Street were converted from exclusively commercial use to mixed-use through the addition of a handful of upstairs residential units. Moreover, a number of parcels that were used for non-commercial purposes in 2009 have since been activated over the past decade as well. An empty lot on East 18th Street was transformed into Q Gardens Community Farm, a vibrant open space just outside of Church Avenue station. Two residential lots on the west end of Church Avenue near Stratford Road were converted, one of which is now home to a pre-K center.

Reduced commercial and mixed-use activity along Beverly and Albemarle Roads. Three mixed-use lots on Albemarle and Rugby Roads were converted into one and two-family lots between 2009 and 2019. An additional two commercial properties on Beverly and Marlborough Roads also became one and two-family over the same period. It appears that the Church Avenue corridor has established itself as the neighborhood's commercial hub whereas low-density residential has increased its concentration in the south-central portion of the neighborhood.

Business and Economic Overview

Economic Indicators for the Church Ave. Corridor

Indicator	Figure
Residential Population (2019)	30,975
Projected Pop. Growth (2019-2024)	1.7%
Total Employees (2019)	2,432
Employee/Residential Pop. Ratio (2019)	0.08
Total Number of Businesses (2019)	441
Total Sales in Thousands (2019)	\$241,895

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Healthcare and Social Assistance	19.5% (474)
Educational Services	19% (462)
Retail Trade	14.9% (362)
Real Estate	10.1% (246)
Accommodation & Food Services	7.8% (190)

Largest Individual Employers

Establishment	2019 Employee Estimate
Caton Park Nursing Home	150
PS 245	125
Bobby's Department Store	100
CAMBA	60
Institute for Community Living	45

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
Bobby's Department Store	\$19,132
Caton Park Nursing Home	\$7,766
CAMBA	\$7,497
S&H Kitchen	\$6,057
Thriftway Pharmacy	\$4,113

*Denotes a nonprofit organization

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	23.3%
Age 30 to 54	57.1%
Age 55 or Older	19.6%

Earnings Category	2017 Share of Employees
\$1,250/month or less	26.3%
\$1,251 to \$3,333/month	45.4%
More than \$3,333/month	28.3%

Racial Category	2017 Share of Employees
White Alone	40.6%
Black Alone	38.9%
American Indian Alone	0.8%
Asian Alone	17.6%
Pacific Islander Alone	0.2%
Two or More	1.9%

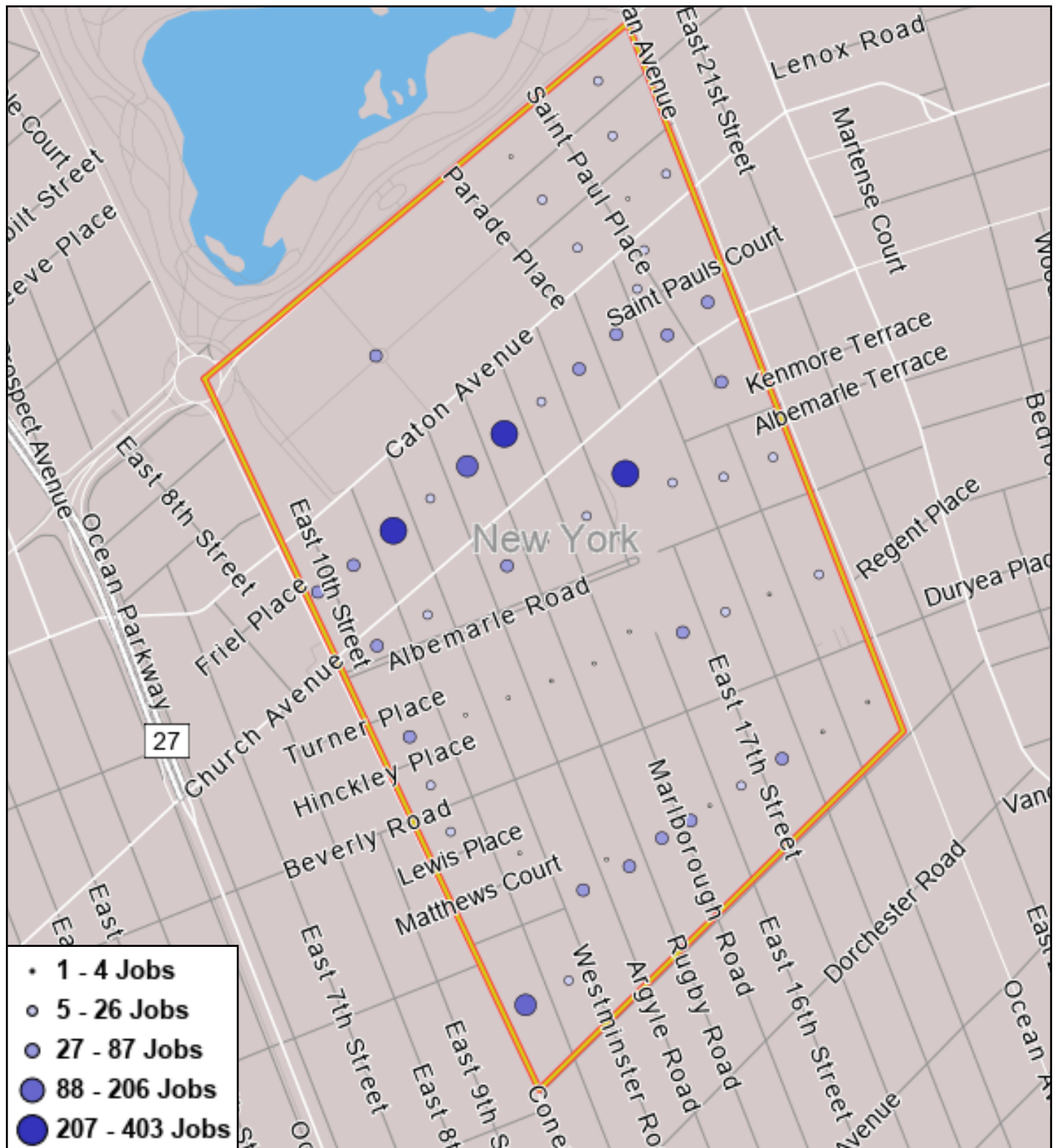
Ethnic Category	2017 Share of Employees
Hispanic or Latino	21.9%
Non-Hispanic or Latino	78.1%

Gender Category	2017 Share of Employees
Male	40.6%
Female	59.4%

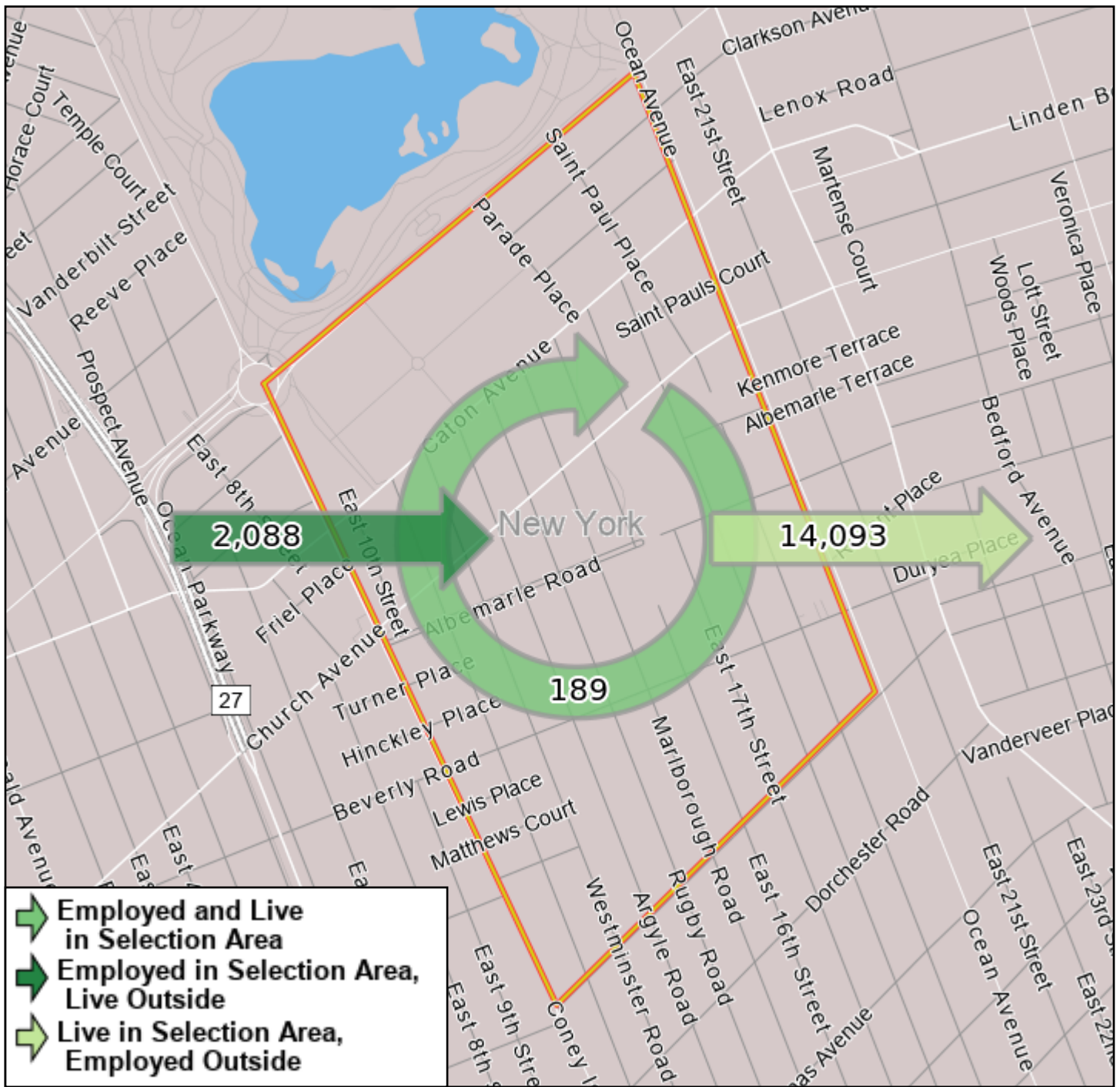
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	15.7%
High School or Equivalent	19.4%
Some College or Associates Degree	20.3%
Bachelor's or Advanced Degree	21.2%
Not Available	23.3%

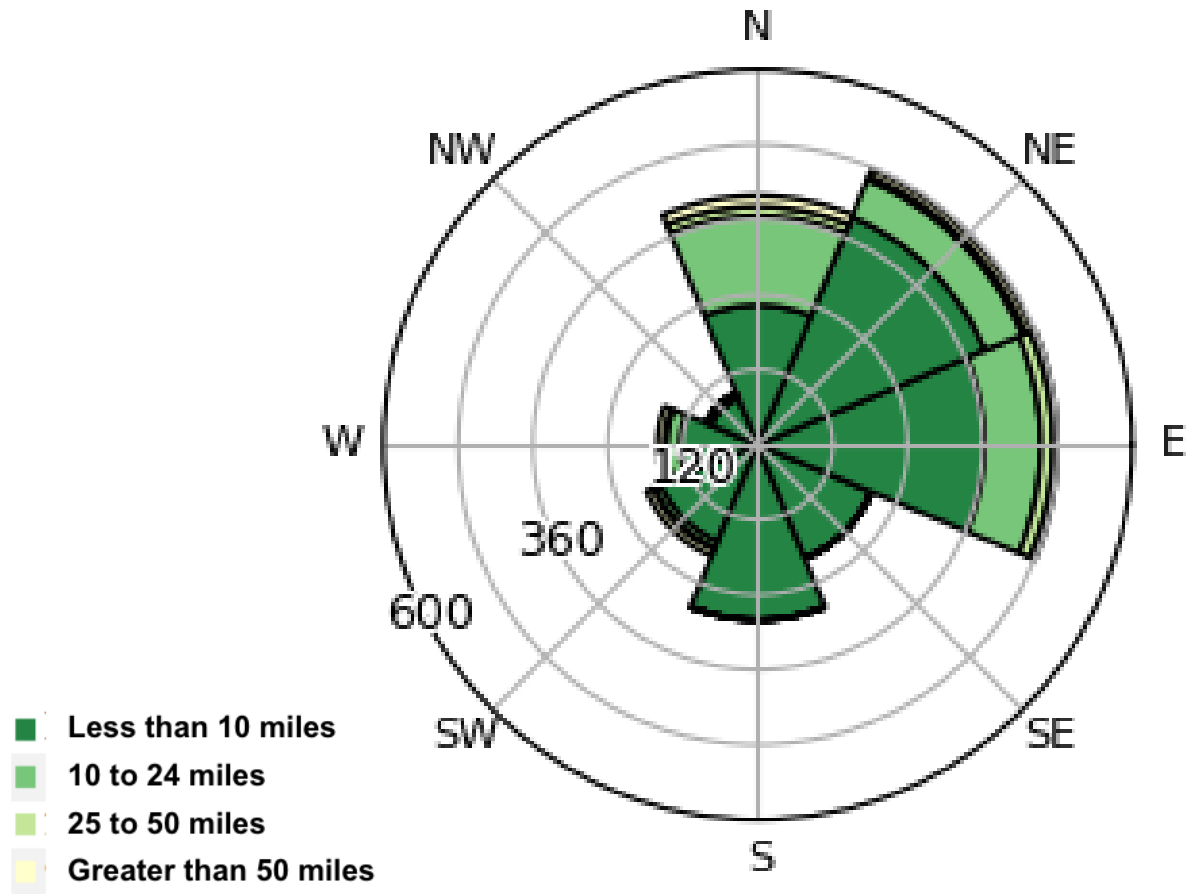
Concentration of Jobs in the Church Avenue Corridor



Inflow and Outflow of Workers from the Church Ave. Corridor



Distance and Direction of Commuters to the Church Ave. Corridor



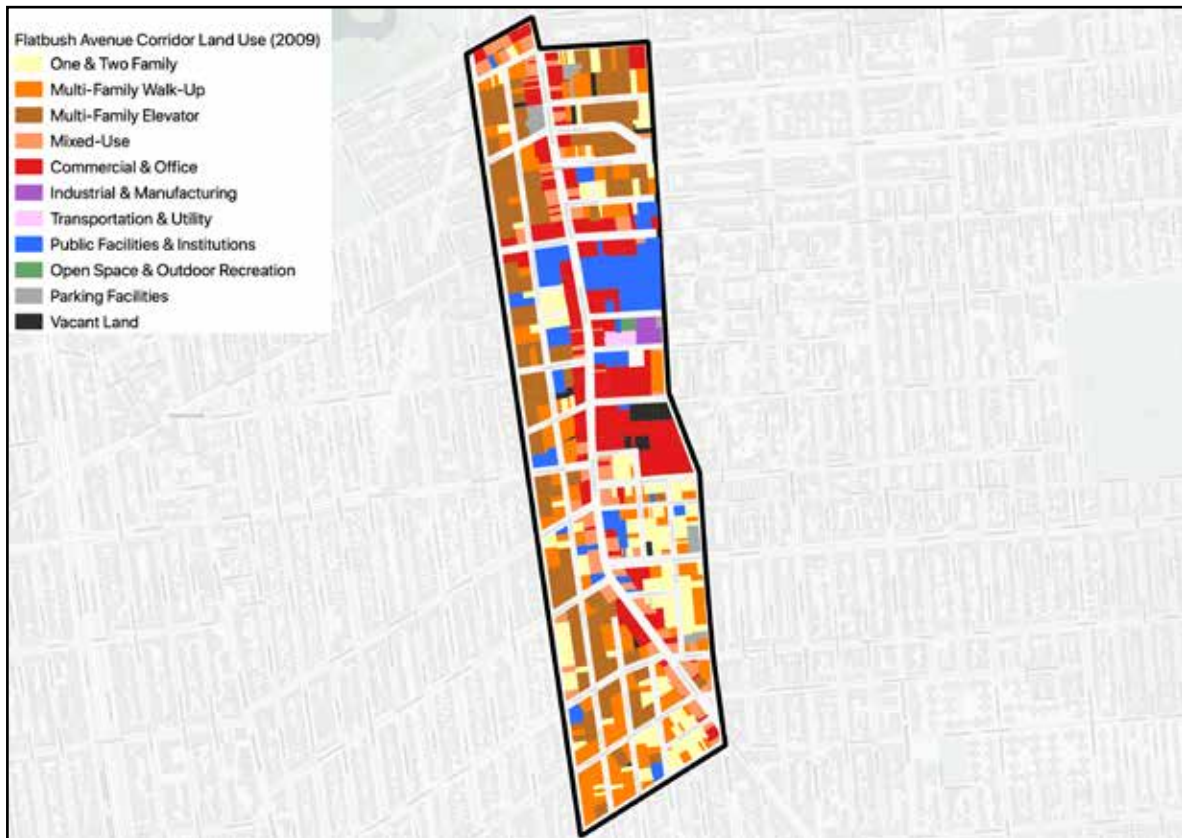
Distance Category	2017 Share of Employees
Less than 10 Miles	80.4%
10 to 24 Miles	14.8%
25 to 50 Miles	2.1%
Greater than 50 Miles	2.7%

Current and Potential Projects

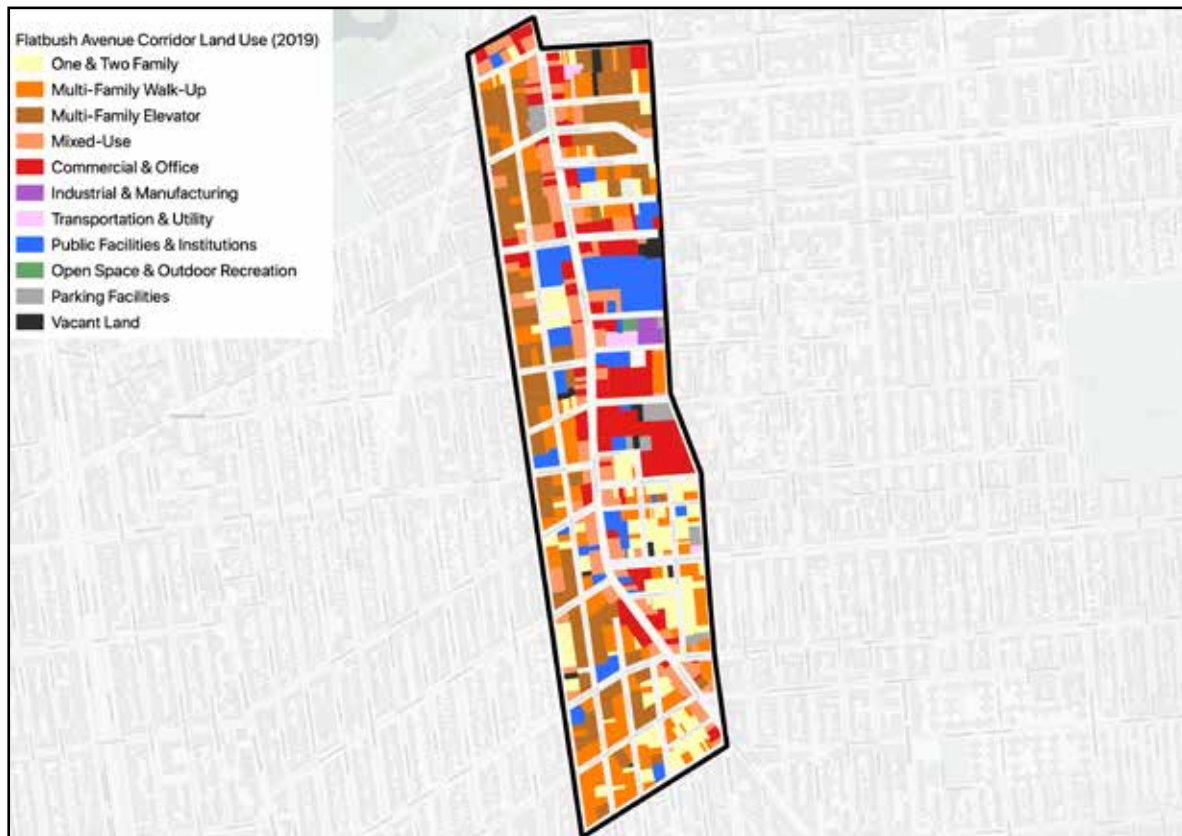
1921 Cortelyou Road: Baptist Church of the Redeemer has joined forces with MH-ANY Management to undertake the development of a new church facility and 76 affordable housing units. MHANY will be the designated property manager upon completion. Turning Point Brooklyn and the Brooklyn Bureau of Community Services will provide comprehensive services to the individuals and families at 1921 Cortelyou. Turning Point will specifically focus on offering programs and support to the 46 formerly homeless young women (between the ages of 18-25) who will be living there.

Flatbush Avenue Corridor Land Use Analysis

2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	14.4%
Multi-Family Walk-Up	18.2%
Multi-Family Elevator	24.5%
Mixed-Use	8.2%
Commercial & Office	19.5%
Industrial & Manufacturing	0.7%
Transportation & Utility	0.0%
Public Facilities & Institutions	10.8%
Open Space & Outdoor Recreation	0.2%
Parking Facilities	1.6%
Vacant Land	1.9%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	13.1%
Multi-Family Walk-Up	18.3%
Multi-Family Elevator	23.6%
Mixed-Use	13.8%
Commercial & Office	15.1%
Industrial & Manufacturing	0.7%
Transportation & Utility	0.5%
Public Facilities & Institutions	10.7%
Open Space & Outdoor Recreation	0.2%
Parking Facilities	2.1%
Vacant Land	1.7%

Notable Land Use Changes

Mixed-use supplanting commercial on Flatbush Avenue. The overwhelming majority of properties along the western side of Flatbush Avenue in between Regent and Caton that were used for commercial purposes in 2009 had been converted to mixed-use by 2019. This phenomenon could indicate a response to increased residential demand in the area (as seen in the Church Avenue corridor) or demonstrate that property owners are pursuing the addition of residential components to create a supplemental income stream (hinting at commercial unit rent or revenue trouble). Nonetheless, increasing the residential base along Flatbush Avenue has likely had a net positive effect on businesses in the neighborhood due to increased foot traffic.

Vacant lots are being put to a variety of uses. In 2009, the neighborhood had a cluster of vacant lots in between Tilden Avenue and Duryea Place. In the decade since, most of them were transformed into parking facilities to service shoppers visiting the businesses on Flatbush. In the northern part of the neighborhood (in between Lenox Road and Caton Avenue), three previously vacant lots were developed into multi-family residential and mixed-use properties, generating over 100 new units of housing (many of which are condominiums) and two commercial units in total. This sort of infill development on vacant lots is typically beneficial, maximizing the efficiency of land use within the neighborhood.

Conversion to mixed-use on Ocean Avenue. Flatbush Avenue is not the only part of the neighborhood where mixed-use is expanding. Three sizable multi-family properties on Ocean Avenue were converted to mixed-use between 2009 and 2019, yielding five new commercial units. Additionally, a *placeholder* was redeveloped into a mixed-use property, creating 72 units of housing and two commercial units. This increase in non-residential real estate off of Flatbush Avenue could indicate that commercial activity is spilling over into the surrounding neighborhood (as much as zoning will permit it to).

Business and Economic Overview

Economic Indicators for the Flatbush Ave. Corridor

Indicator	Figure
Residential Population (2019)	29,152
Projected Pop. Growth (2019-2024)	1.6%
Total Employees (2019)	5,313
Employee/Residential Pop. Ratio (2019)	0.18
Total Number of Businesses (2019)	824
Total Sales in Thousands (2019)	\$676,196

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Retail Trade	27.4% (1337)
Healthcare and Social Assistance	17% (829)
Other Services	11.5 (562)
Accommodation & Food Services	9.7% (472)
Educational Services	9.1% (444)

Largest Individual Employers

Establishment	2019 Employee Estimate
Super Stop & Shop	160
Old Navy	125
Sears	85
PS 109	55
St. Mark's UMC Head Start	44

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
Sears	\$47,830
Super Stop & Shop	\$35,569
Old Navy	\$14,495
T-Mobile	\$8,259
Cookie's Department Stores	\$6,041

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	26.0%
Age 30 to 54	52.5%
Age 55 or Older	21.5%

Earnings Category	2017 Share of Employees
\$1,250/month or less	35.7%
\$1,251 to \$3,333/month	42.1%
More than \$3,333/month	22.3%

Racial Category	2017 Share of Employees
White Alone	37.0%
Black Alone	46.0%
American Indian Alone	0.8%
Asian Alone	14.3%
Pacific Islander Alone	0.1%
Two or More	1.7%

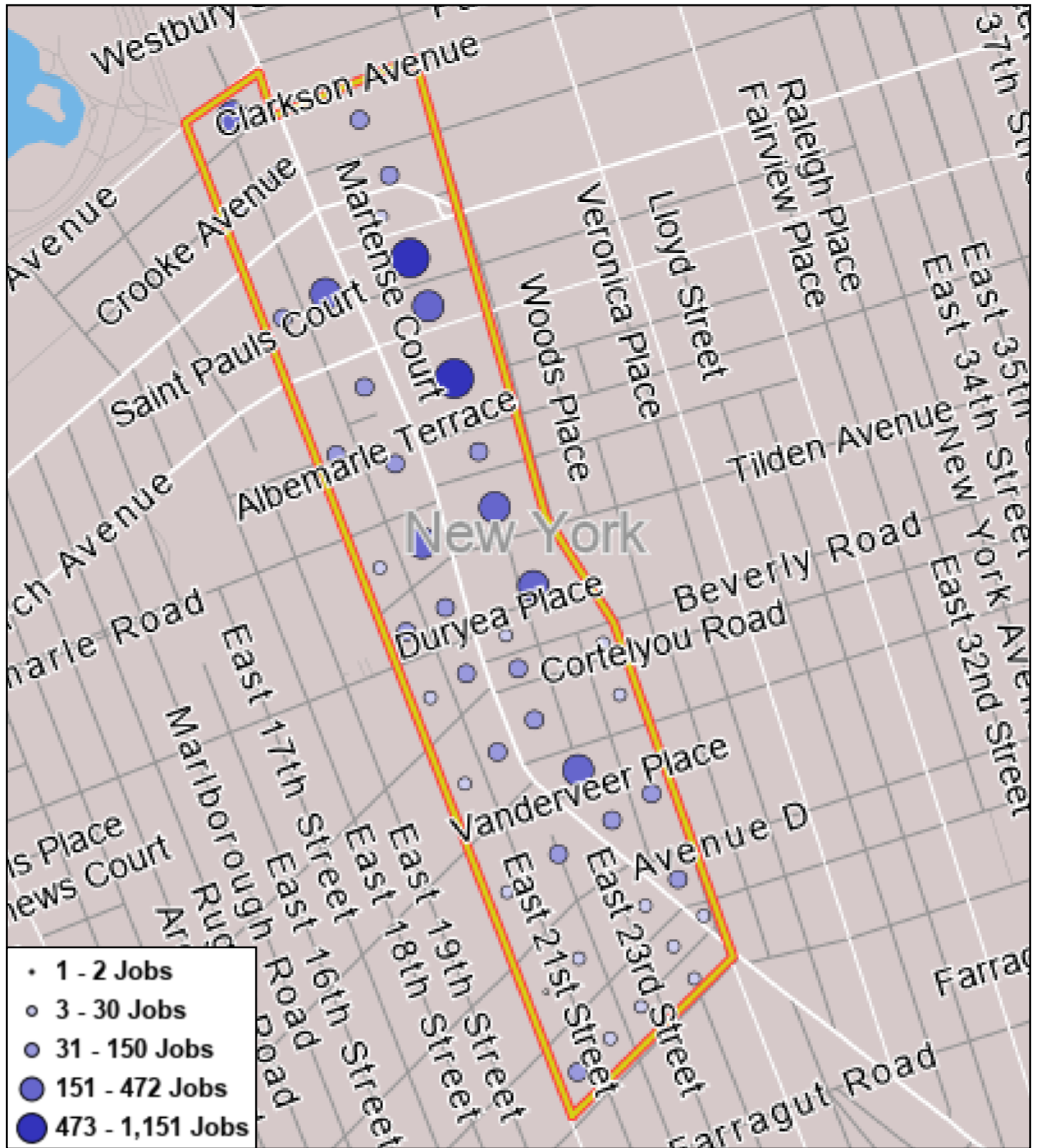
Ethnic Category	2017 Share of Employees
Hispanic or Latino	17.7%
Non-Hispanic or Latino	82.3%

Gender Category	2017 Share of Employees
Male	39.4%
Female	60.6%

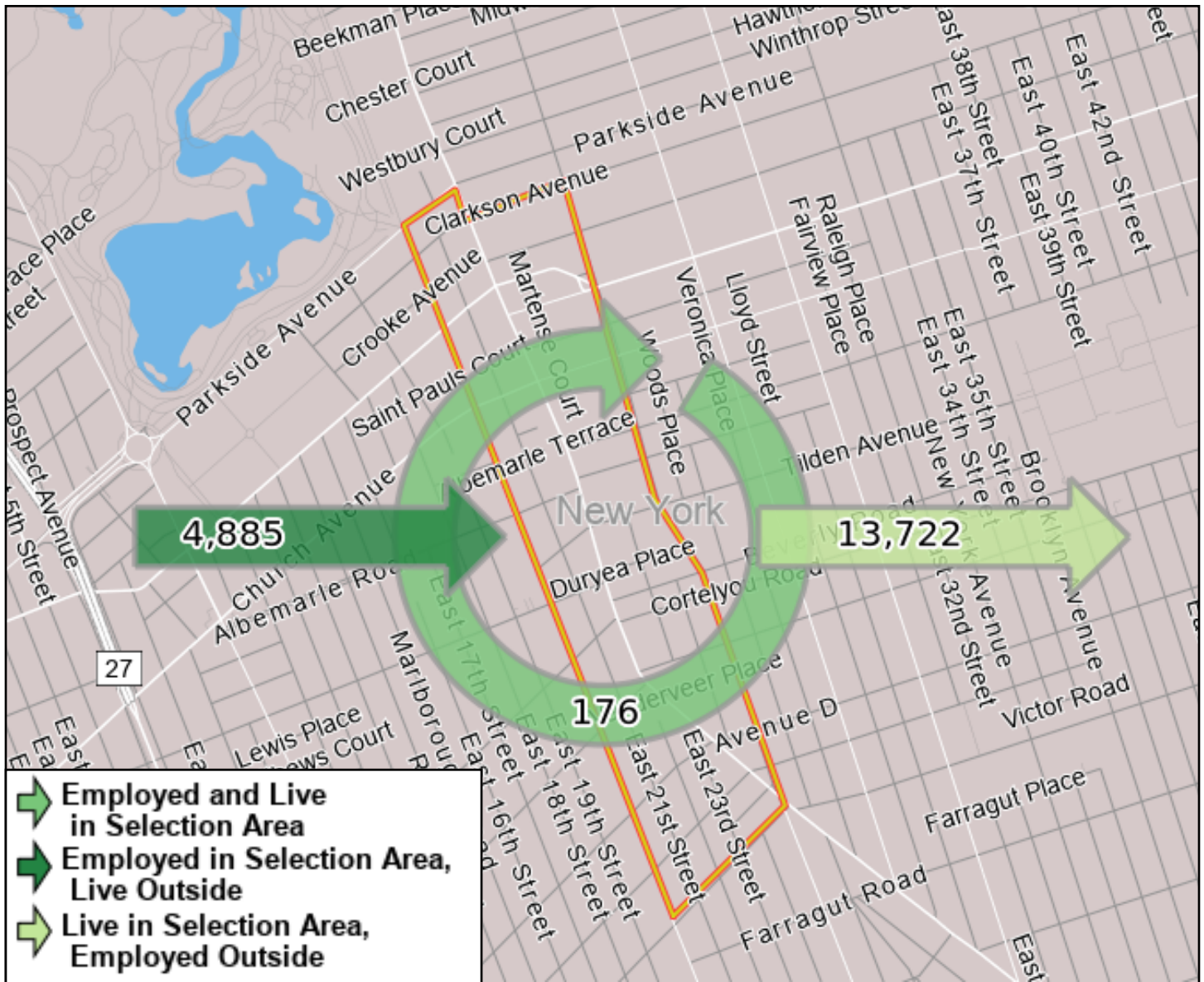
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	15.8%
High School or Equivalent	18.6%
Some College or Associates Degree	21.6%
Bachelor's or Advanced Degree	18.0%
Not Available	26.0%

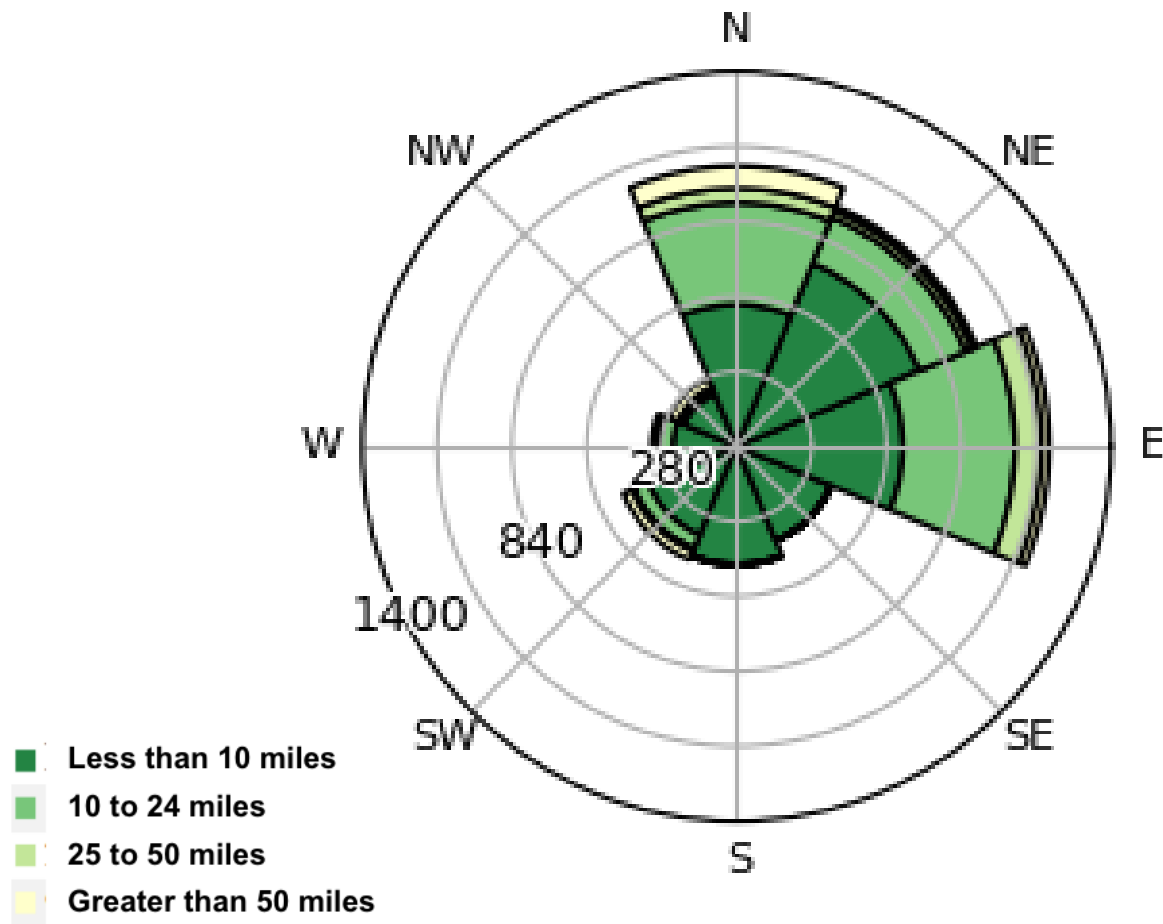
Concentration of Jobs in the Flatbush Avenue Corridor



Inflow and Outflow of Workers from the Flatbush Ave. Corridor



Distance and Direction of Commuters to the Flatbush Ave. Corridor



Distance Category	2017 Share of Employees
Less than 10 Miles	69.5%
10 to 24 Miles	22.1%
25 to 50 Miles	4.3%
Greater than 50 Miles	4.2%

Current and Potential Projects

21 Duryea Place: The New York City Department of Homeless Services (DHS) is considering a vacant lot on 21 Duryea Place for the location of a 200-bed shelter for current and formerly homeless men. 19 Duryea Place, directly next door, is already home to a 45-bed supportive housing and outpatient mental healthcare facility. The community is concerned about how the project would impact the recently refurbished Kings Theatre, a \$95 million dollar project that has generated sizable spillover benefits for surrounding establishments and greatly improved the brand of the area. Moreover, the proximity of a nightlife venue could be disservice to the wellbeing of these vulnerable individuals.

Central Flatbush Land Use Analysis

2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	58.0%
Multi-Family Walk-Up	8.9%
Multi-Family Elevator	15.8%
Mixed-Use	6.9%
Commercial & Office	1.6%
Industrial & Manufacturing	0.0%
Transportation & Utility	4.9%
Public Facilities & Institutions	2.9%
Open Space & Outdoor Recreation	0.1%
Parking Facilities	0.2%
Vacant Land	0.7%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	57.9%
Multi-Family Walk-Up	8.8%
Multi-Family Elevator	16.4%
Mixed-Use	6.9%
Commercial & Office	1.8%
Industrial & Manufacturing	0.2%
Transportation & Utility	4.7%
Public Facilities & Institutions	2.8%
Open Space & Outdoor Recreation	0.1%
Parking Facilities	0.2%
Vacant Land	0.3%

Notable Land Use Changes

Housing densification in the east side. Over the past decade (2009-2019), the corridor between East 17th Street and Ocean Avenue saw the redevelopment of seven one and two-family lots into multi-family buildings that added more than 200 new units of housing. More than half of these new units were market rate rentals although some are condominiums for sale as well. Despite this influx of new housing (and residents by extension), commercial uses in the neighborhood did not appear to expand commensurately. Perhaps nearby commercial corridors absorbed most of this activity.

Public facilities converted into housing and commercial units. Two public facilities along Newkirk avenue were converted into commercial and mixed-use properties (respectively) between 2009 and 2019. This created a total of four new commercial units. Another public facility was converted to a single-family home on Avenue H. This could be interpreted as a positive development, indicating that public entities are disposing of assets they no longer use and allowing them to be more productive for the neighborhood.

Vacant lot conversion and infill development. Three vacant lots across the neighborhood were developed into residential properties (two multi-family and one single-family), yielding approximately 125 new housing units. An additional vacant lot was turned into a parking lot on Foster Avenue. Finally a lot adjacent to the subway tracks was converted into a new subway entrance on Avenue H. However, the parcels surrounding the Newkirk Plaza subway station are still classified as vacant when they effectively serve as a public space.

Business and Economic Overview

Economic Indicators for Central Flatbush

Indicator	Figure
Residential Population (2019)	23,540
Projected Pop. Growth (2019-2024)	1.7%
Total Employees (2019)	2,432
Employee/Residential Pop. Ratio (2019)	0.10
Total Number of Businesses (2019)	552
Total Sales in Thousands (2019)	\$477,697

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Healthcare and Social Assistance	15.4% (375)
Retail Trade	14.4% (350)
Real Estate	13.9% (338)
Educational Services	12.6% (306)
Accommodation & Food Services	10.8% (263)

Largest Individual Employers

Establishment	2019 Employee Estimate
PS 217	47
Manhattan School of Computer Tech.	30
Brooklyn Center for Families	26
Walgreen's	24
Flatbush Development Corporation	23

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
Paragon Oil	\$49,485
Walgreen's	\$8,972
Caren Truck Rental	\$6,835
Padma Foodmart	\$5,713
Brooklyn Center for Families	\$4,715

*Denotes a nonprofit organization

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	18.7%
Age 30 to 54	57.6%
Age 55 or Older	23.7%

Earnings Category	2017 Share of Employees
\$1,250/month or less	34.9%
\$1,251 to \$3,333/month	42.9%
More than \$3,333/month	22.2%

Racial Category	2017 Share of Employees
White Alone	48.0%
Black Alone	30.5%
American Indian Alone	0.9%
Asian Alone	18.4%
Pacific Islander Alone	0.2%
Two or More	2.1%

Ethnic Category	2017 Share of Employees
Hispanic or Latino	22.8%
Non-Hispanic or Latino	77.2%

Gender Category	2017 Share of Employees
Male	36.0%
Female	64.0%

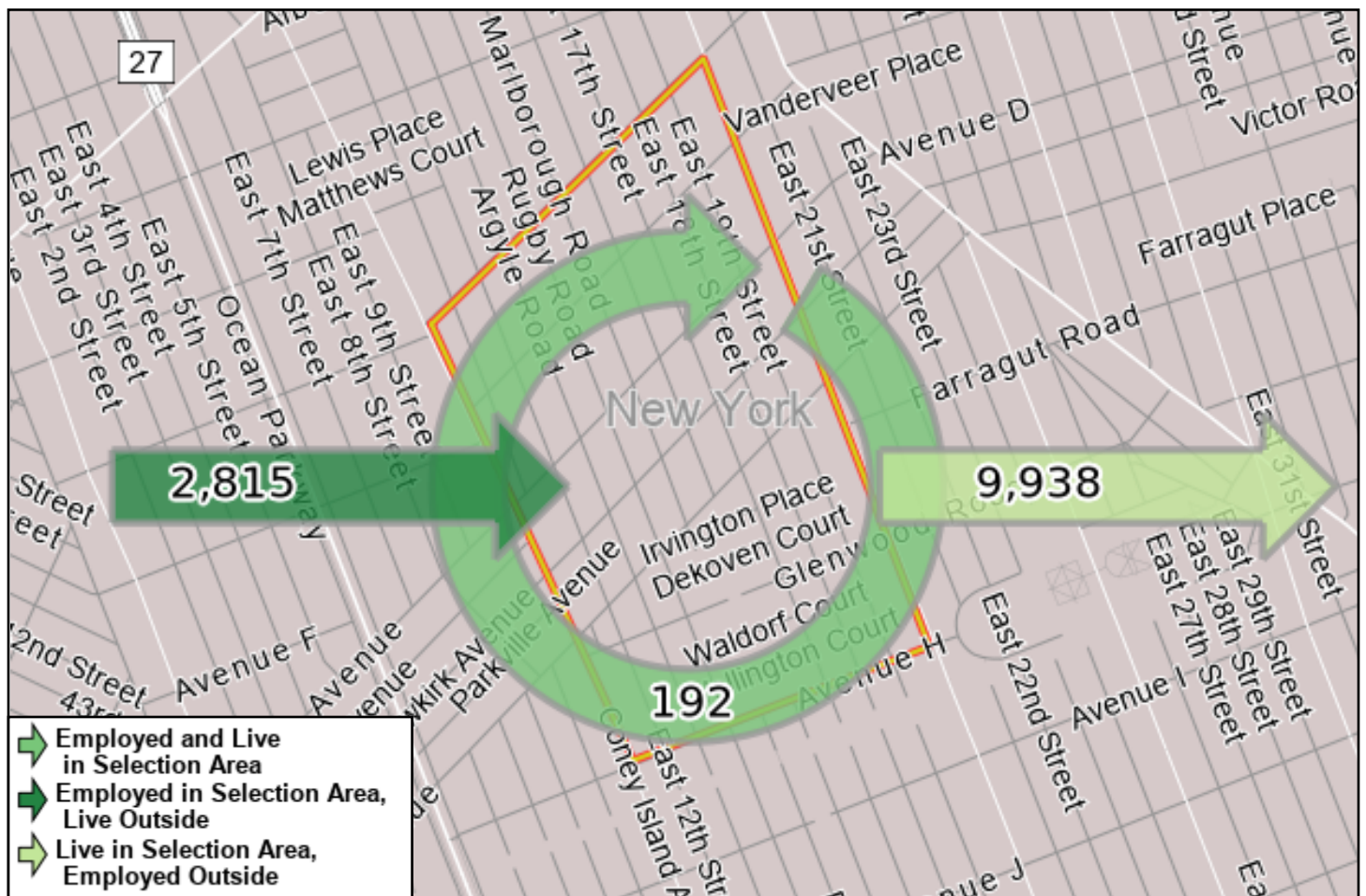
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	16.9%
High School or Equivalent	18.1%
Some College or Associates Degree	22.6%
Bachelor's or Advanced Degree	23.8%
Not Available	18.7%

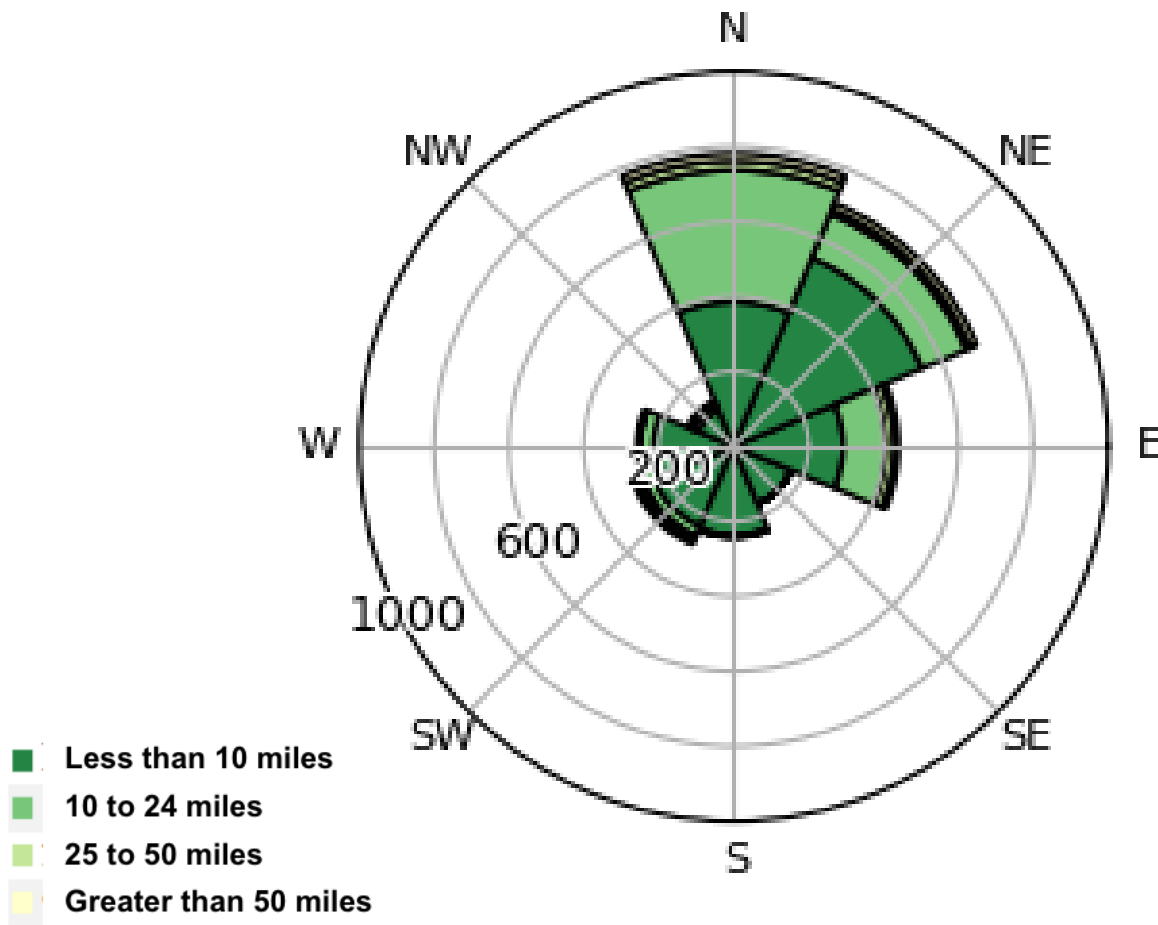
Concentration of Jobs in the Central Flatbush



Inflow and Outflow of Workers from Central Flatbush



Distance and Direction of Commuters to Central Flatbush



Distance Category	2017 Share of Employees
Less than 10 Miles	72.3%
10 to 24 Miles	22.4%
25 to 50 Miles	2.7%
Greater than 50 Miles	2.7%

Current and Potential Projects

1620 Cortelyou Road: In June 2018, 1600/20 Realty Corp filed a zoning map amendment proposal that would permit the construction of a nine-story mixed-use building. According to the Environmental Assessment Statement, the development would contain 85 dwelling units, approximately one-quarter of which may be affordable to individuals and families earning between 40 and 60 percent of area median income (AMI). The proposal also includes plans for nearly 10,000 square feet of ground floor commercial space approximately two-thirds of which would be occupied by a grocery store. As of March 17, 2020, all planning and land use processes were suspended for the duration of the COVID state of emergency.

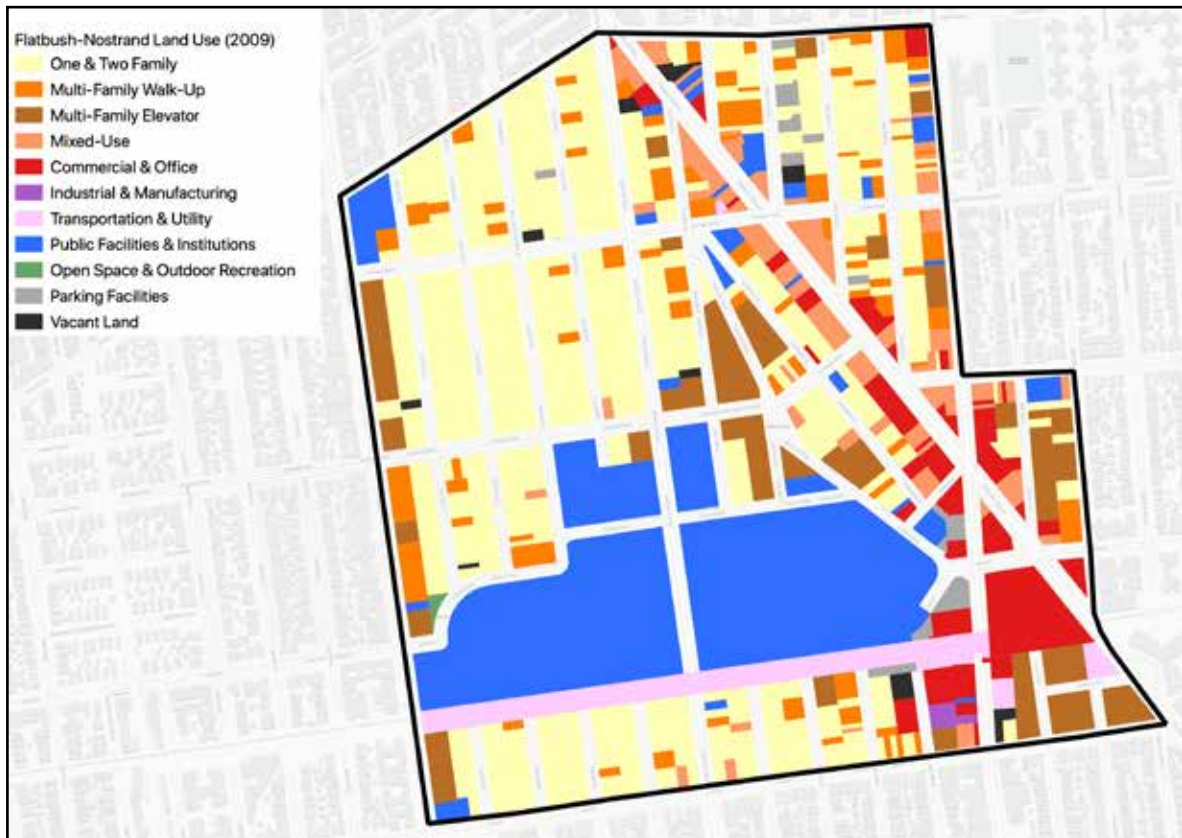
Newkirk Plaza: Newkirk Plaza is one of the oldest outdoor pedestrian malls in the country and home to small businesses that have served the residents of Flatbush, Midwood, and Kensington for generations. Despite Newkirk's storied history and role as a neighborhood institution, the plaza has not received the funds nor attention it needs to remain a vibrant public space and commercial asset for the community. While periodic investments have been made in lighting, sidewalks, structural upkeep, and some public realm improvements, a lack of clarity regarding who is responsible for maintenance and programming has led to regular deterioration. In an attempt to resolve the issue, Community Board 14 inquired about whether Newkirk could be a part of the Department of Transportation's plaza program to no avail.

As a result, recommended courses of action include forming a Newkirk Plaza Business Improvement District (BID) that is responsible for managing the central plaza (and streetscape) and programming it to bring about active street life. In recent years, BIDs such as the Hudson Square Connection have taken on an increased role in cultivating the public realm. Another option is for NYCEDC to partner with DOT and issue a competitive RFP seeking plans for how to preserve, improve, and activate Newkirk Plaza. NYCEDC has pursued similar public realm projects in the past including the East River Waterfront Esplanade in Manhattan and the Rockaway Boardwalk in Queens.

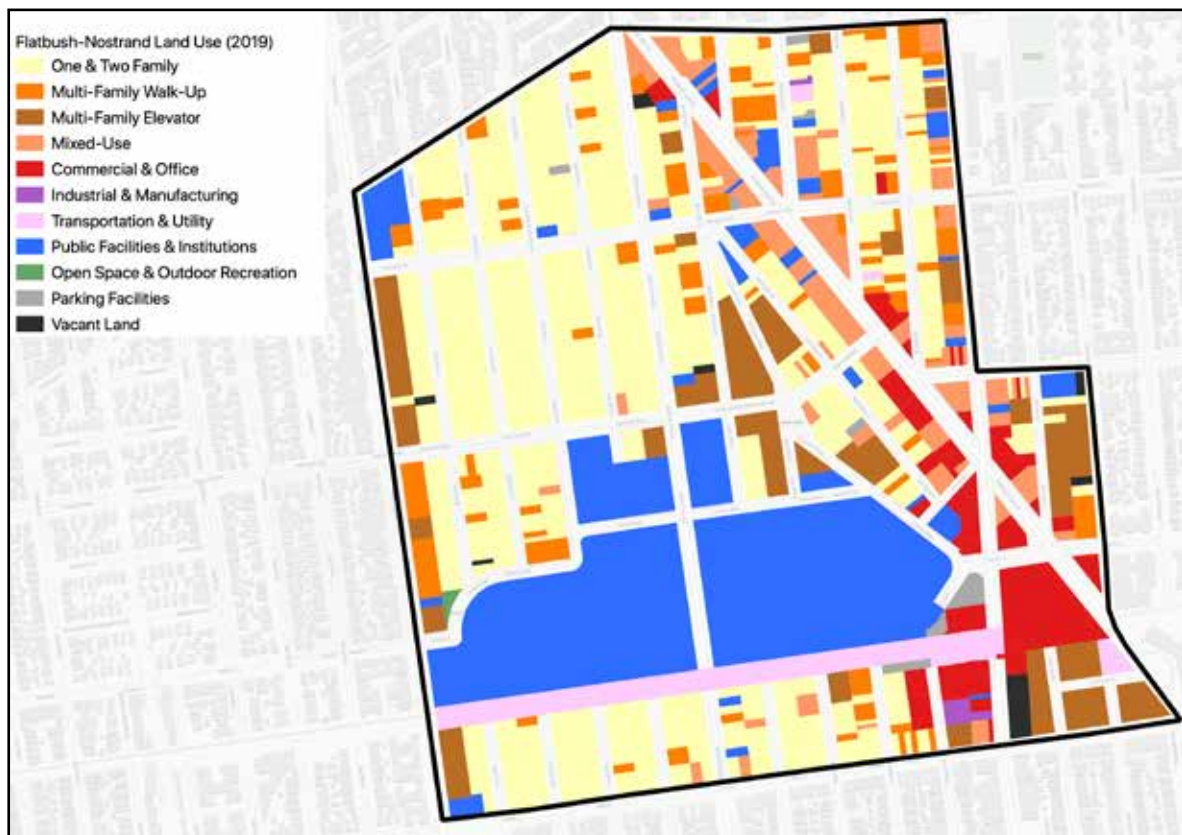
Flatbush-Nostrand Junction

Land Use Analysis

2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	39.8%
Multi-Family Walk-Up	7.3%
Multi-Family Elevator	9.7%
Mixed-Use	5.2%
Commercial & Office	5.8%
Industrial & Manufacturing	0.2%
Transportation & Utility	4.6%
Public Facilities & Institutions	25.0%
Open Space & Outdoor Recreation	0.1%
Parking Facilities	1.3%
Vacant Land	0.9%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	39.4%
Multi-Family Walk-Up	7.1%
Multi-Family Elevator	9.9%
Mixed-Use	6.3%
Commercial & Office	5.6%
Industrial & Manufacturing	0.3%
Transportation & Utility	4.5%
Public Facilities & Institutions	25.3%
Open Space & Outdoor Recreation	0.1%
Parking Facilities	0.7%
Vacant Land	0.8%

Notable Land Use Changes

Significant growth of mixed-use, particularly in the northeast. Two previously vacant parcels, one on Flatbush Avenue and the other on Rogers Avenue, were developed into mixed-use buildings. Together, the projects created more than 150 new units of housing, more than 100 of which are affordable and two new commercial units. Moreover, four commercial properties in the area added residential components, generating a handful of new housing units. This continues the trend of mixed-use's growing prominence seen just north in the Flatbush Avenue Corridor.

New commercial development near Brooklyn College. Three parcels, two of which were formerly parking lots and a third which was vacant, were developed into commercial properties between 2009 and 2019. The two former parking lots now contains a handful of restaurants and a gym. The former vacant lot became a childcare facility serving the Jewish community. There remains a handful of underutilized parcels (both vacant and parking) near the college.

Minimal residential development (with the exception of mixed-use). With the exception of one new multi-family elevator building on East 32nd Street and one new multi-family walk-up on East 22nd Street, there were no exclusively residential development projects in the neighborhood between 2009 and 2019. This could be due to the fact that Brooklyn College's enrollment growth has tapered off to some extent or that any new residents were already absorbed by the larger mixed-use projects.

Business and Economic Overview

Economic Indicators for Flatbush-Nostrand Junction

Indicator	Figure
Residential Population (2019)	15,712
Projected Pop. Growth (2019-2024)	1.6%
Total Employees (2019)	9,360
Employee/Residential Pop. Ratio (2019)	0.60
Total Number of Businesses (2019)	555
Total Sales in Thousands (2019)	\$419,490

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Educational Services	25.8% (2,414)
Retail Trade	19.2% (1,797)
Healthcare and Social Assistance	17.1% (1,600)
Accommodation & Food Services	9.1% (852)
Other Services	7.2% (674)

Largest Individual Employers

Establishment	2019 Employee Estimate
Brooklyn College	352
Midwood High School	250
PS 152	125
PS 315	115
Brooklyn College Academy	60

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
Century 21	\$6,248
Rainbow Estates Management	\$6,248
AT&T	\$4,505
Gem Pawnbrokers	\$3,653
Boston Fish Market	\$3,629

*Denotes a nonprofit organization

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	37.0%
Age 30 to 54	45.4%
Age 55 or Older	17.6%

Earnings Category	2017 Share of Employees
\$1,250/month or less	37.1%
\$1,251 to \$3,333/month	32.7%
More than \$3,333/month	30.2%

Racial Category	2017 Share of Employees
White Alone	49.2%
Black Alone	38.4%
American Indian Alone	0.8%
Asian Alone	9.9%
Pacific Islander Alone	0.1%
Two or More	1.7%

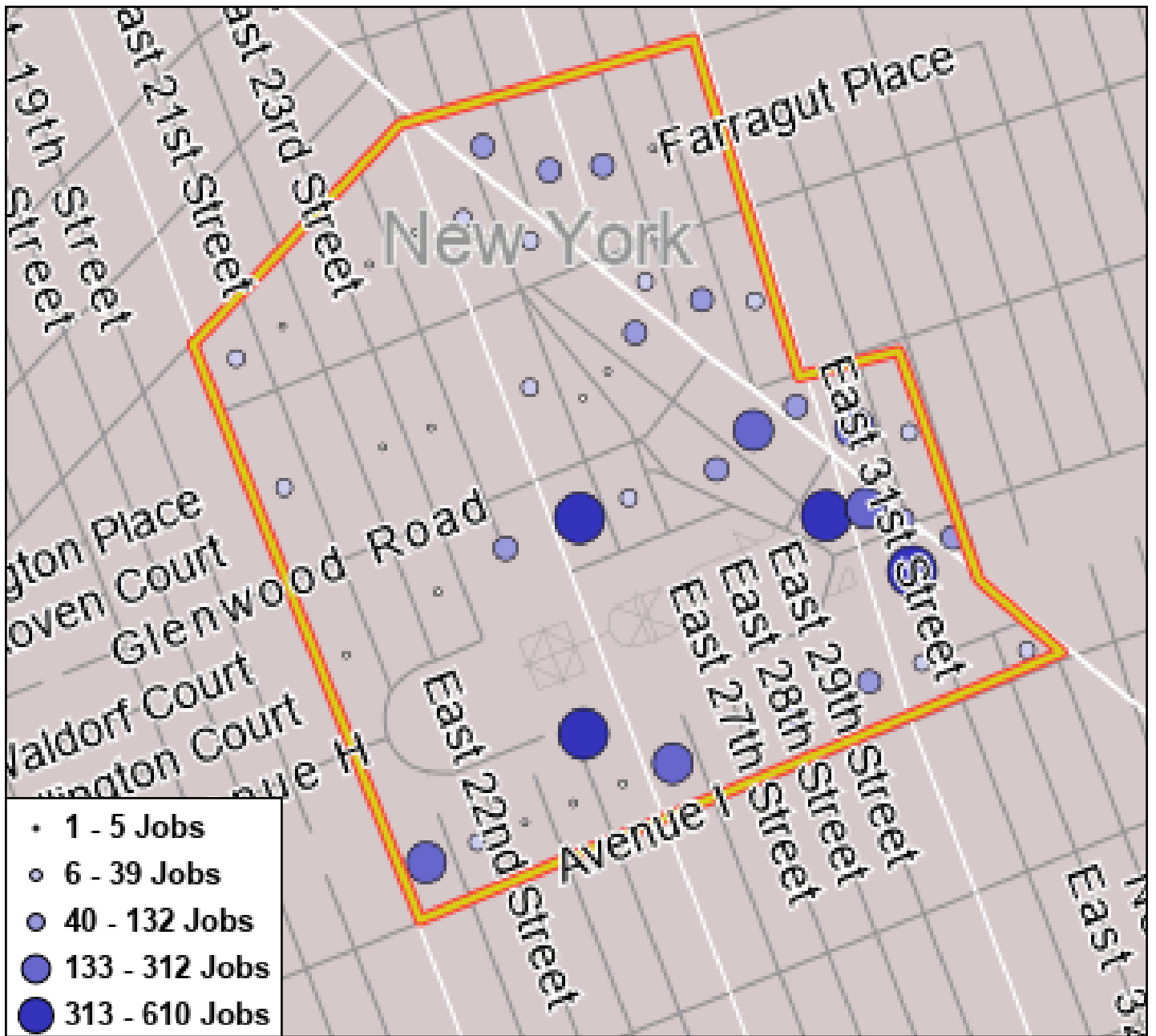
Ethnic Category	2017 Share of Employees
Hispanic or Latino	82.0%
Non-Hispanic or Latino	18.0%

Gender Category	2017 Share of Employees
Male	44.2%
Female	55.8%

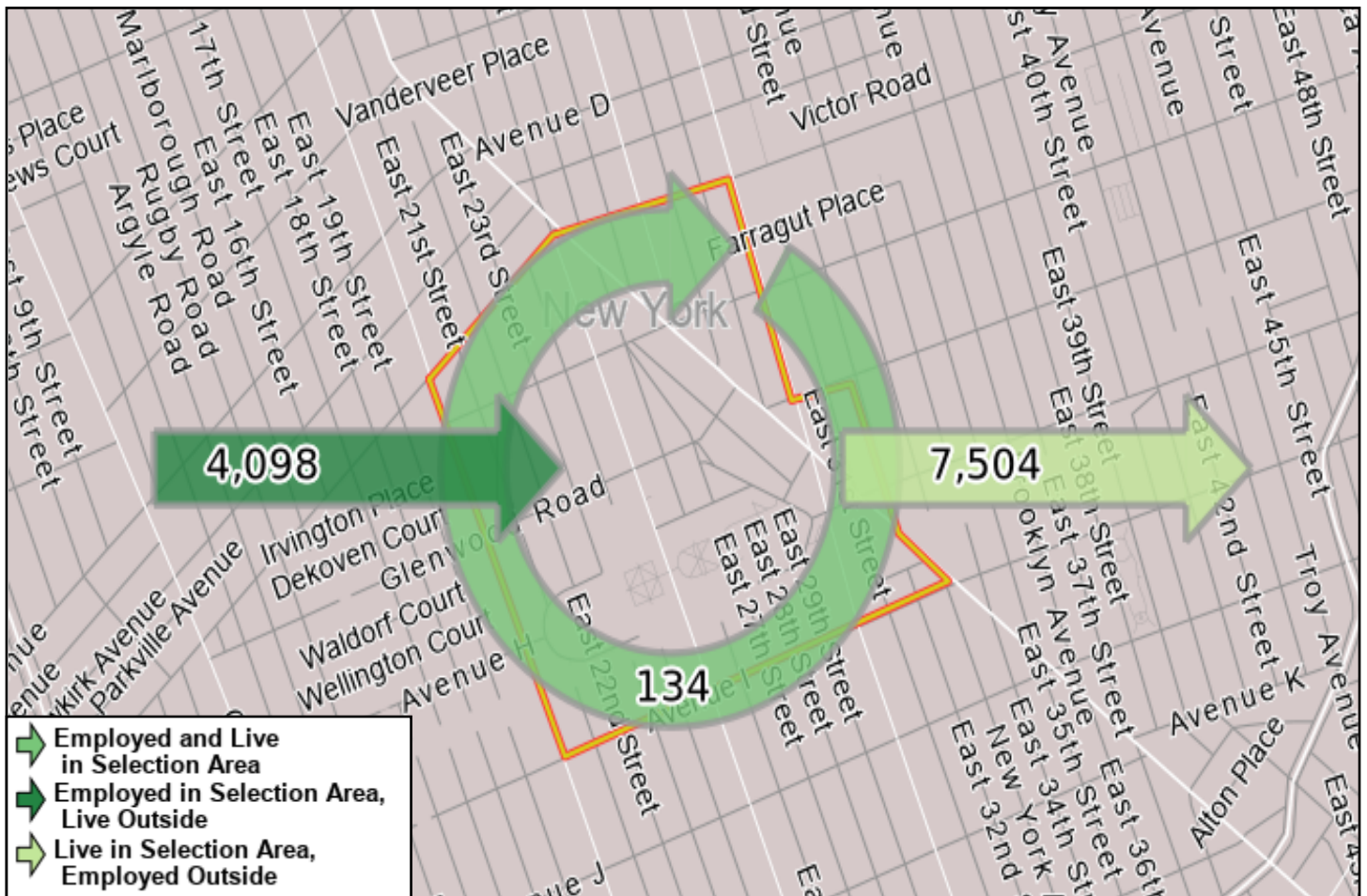
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	9.7%
High School or Equivalent	13.7%
Some College or Associates Degree	18.7%
Bachelor's or Advanced Degree	20.9%
Not Available	37.0%

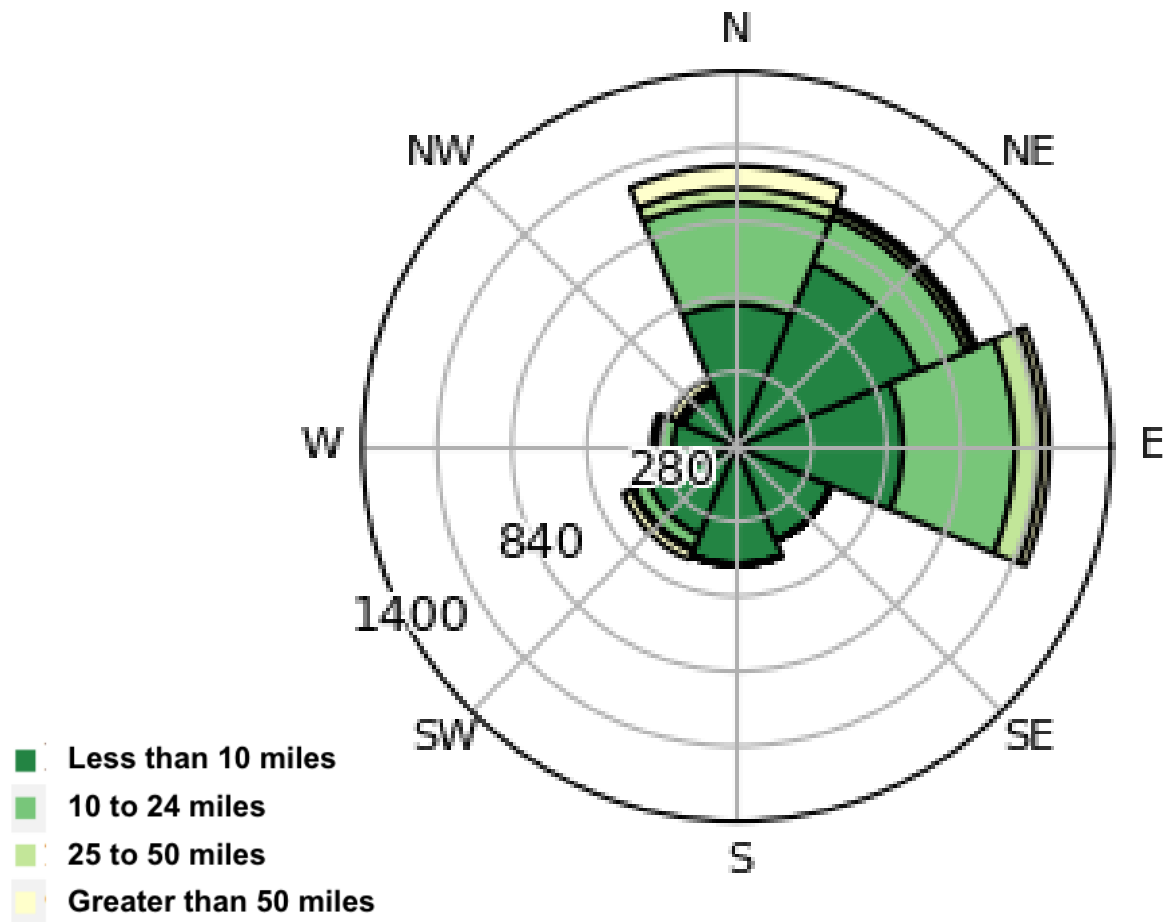
Concentration of Jobs in the Flatbush-Nostrand Junction



Inflow and Outflow of Workers from Flatbush-Nostrand Junction



Distance and Direction of Commuters to Flatbush-Nostrand Junction



Distance Category	2017 Share of Employees
Less than 10 Miles	67.3%
10 to 24 Miles	22.9%
25 to 50 Miles	4.9%
Greater than 50 Miles	4.8%

Current and Potential Projects

1640 Flatbush Avenue: 1640 Flatbush is a 13-story mixed use project just around the corner from Brooklyn College that is scheduled to be completed by 2021. The building, developed by SL Green Realty Corporation, will contain 114 residential units, about 30 percent of which will be affordable for individuals and families earning between 40 and 60 percent of area median income (AMI). It will also dedicate the first two stories to retail space, totaling nearly 30,000 square feet.

West Midwood Land Use Analysis

2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	35.2%
Multi-Family Walk-Up	16.4%
Multi-Family Elevator	20.0%
Mixed-Use	7.0%
Commercial & Office	4.6%
Industrial & Manufacturing	2.0%
Transportation & Utility	2.5%
Public Facilities & Institutions	9.0%
Open Space & Outdoor Recreation	0.8%
Parking Facilities	0.7%
Vacant Land	1.7%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	34.3%
Multi-Family Walk-Up	17.5%
Multi-Family Elevator	20.5%
Mixed-Use	7.1%
Commercial & Office	5.0%
Industrial & Manufacturing	1.5%
Transportation & Utility	2.4%
Public Facilities & Institutions	9.5%
Open Space & Outdoor Recreation	0.9%
Parking Facilities	0.5%
Vacant Land	0.7%

Notable Land Use Changes

Multi-family development in the northwest. Six parcels that were previously vacant or for single-family residential use were redeveloped into multi-family buildings between 2009 and 2019. However, this only generated approximately 40 new units of housing because most of the projects were smaller walk-ups. This is due to the fact that most of West Midwood's base zoning is R5, permitting lower density multi-family. Yet, the increased willingness of property owners to maximize the amount of residential space they are permitted could indicate that residential demand is growing.

Increased commercial use along primary north-south roads. Both McDonald Avenue and Ocean Parkway saw new commercial properties come into use between 2009 and 2019. On McDonald Avenue, a large industrial property just south of DiGilio playground was converted into two large commercial buildings that now house both office and ground floor retail space. On Ocean Parkway, two residential properties were converted to mixed use through the addition of medical office space. This follows a citywide trend of increased commercial uses along busy north-south corridors and residential concentration on smaller side streets.

Vacant lots are being put to a variety of uses. In 2009, West Midwood had approximately a dozen vacant parcels. By 2019, more than half had been converted to other uses. Two had become parking facilities, another two public facilities, and the remainder single and multi-family residential. Property owners' willingness to transition underutilized land into more productive uses reflects positivity about the economic and market conditions within the neighborhood.

Business and Economic Overview

Economic Indicators for West Midwood

Indicator	Figure
Residential Population (2019)	17,268
Projected Pop. Growth (2019-2024)	1.8%
Total Employees (2019)	3,565
Employee/Residential Pop. Ratio (2019)	0.21
Total Number of Businesses (2019)	482
Total Sales in Thousands (2019)	\$676,857

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Other Services	17.1% (610)
Healthcare and Social Assistance	15.6% (556)
Retail Trade	9.8% (350)
Educational Services	8.8% (314)
Information	8.5% (303)

Largest Individual Employers

Establishment	2019 Employee Estimate
United Cerebral Palsy	350
NYPD 70th Precinct	175
PS 134	75
Elite Cosmetics	25
Sterling National Bank	25

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
A&J Visual Solutions	\$8,715
Elite Cosmetics	\$7,888
Goldcrest Security Systems	\$7,844
Construction Tools Corp.	\$6,512
Sterling National Bank	\$4,875

*Denotes a nonprofit organization

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	20.9%
Age 30 to 54	58.7%
Age 55 or Older	20.4%

Earnings Category	2017 Share of Employees
\$1,250/month or less	17.7%
\$1,251 to \$3,333/month	36.5%
More than \$3,333/month	45.9%

Racial Category	2017 Share of Employees
White Alone	56.6%
Black Alone	33.6%
American Indian Alone	0.6%
Asian Alone	7.8%
Pacific Islander Alone	0.1%
Two or More	1.4%

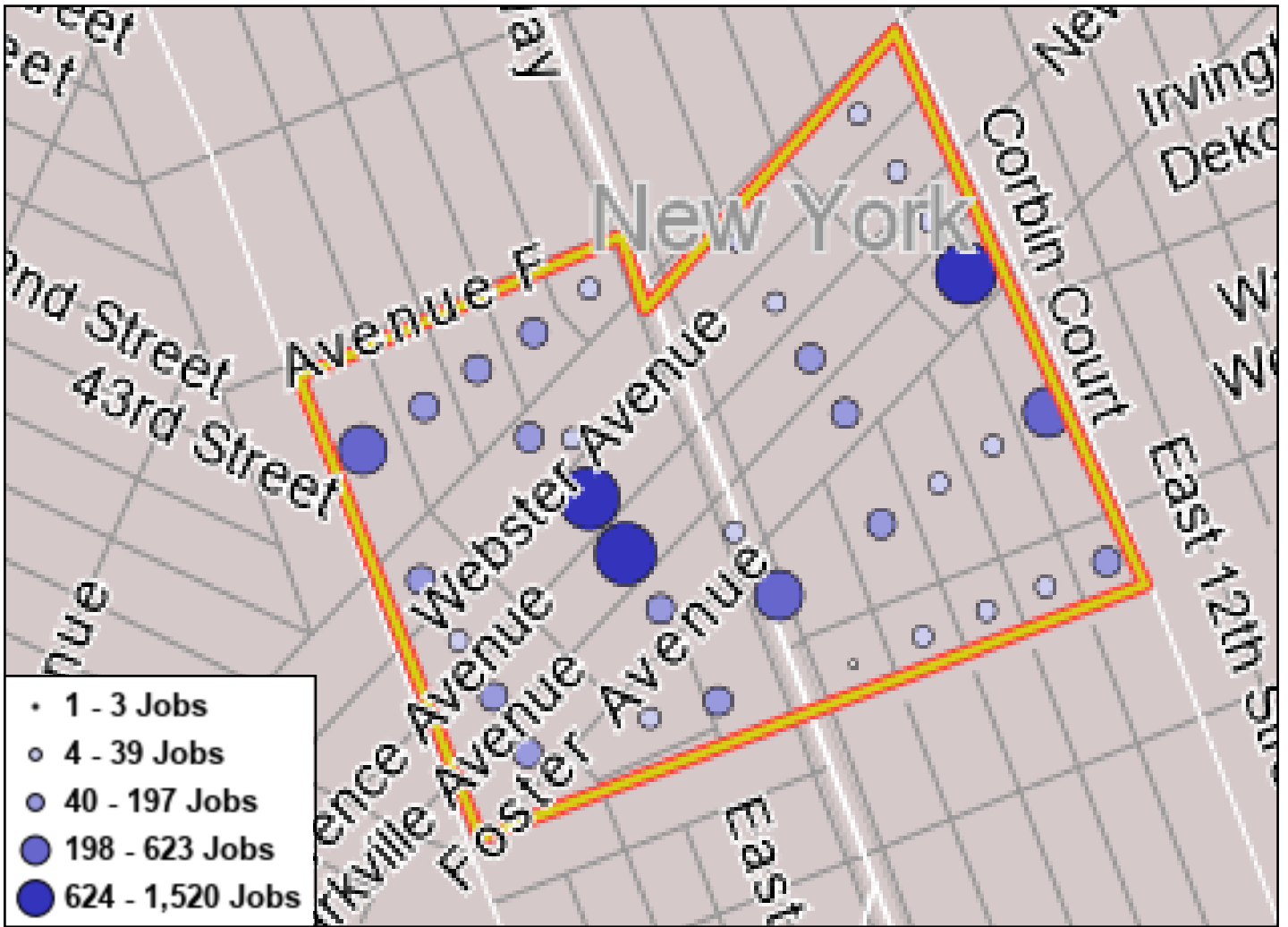
Ethnic Category	2017 Share of Employees
Hispanic or Latino	84.0%
Non-Hispanic or Latino	16.0%

Gender Category	2017 Share of Employees
Male	55.2%
Female	44.8%

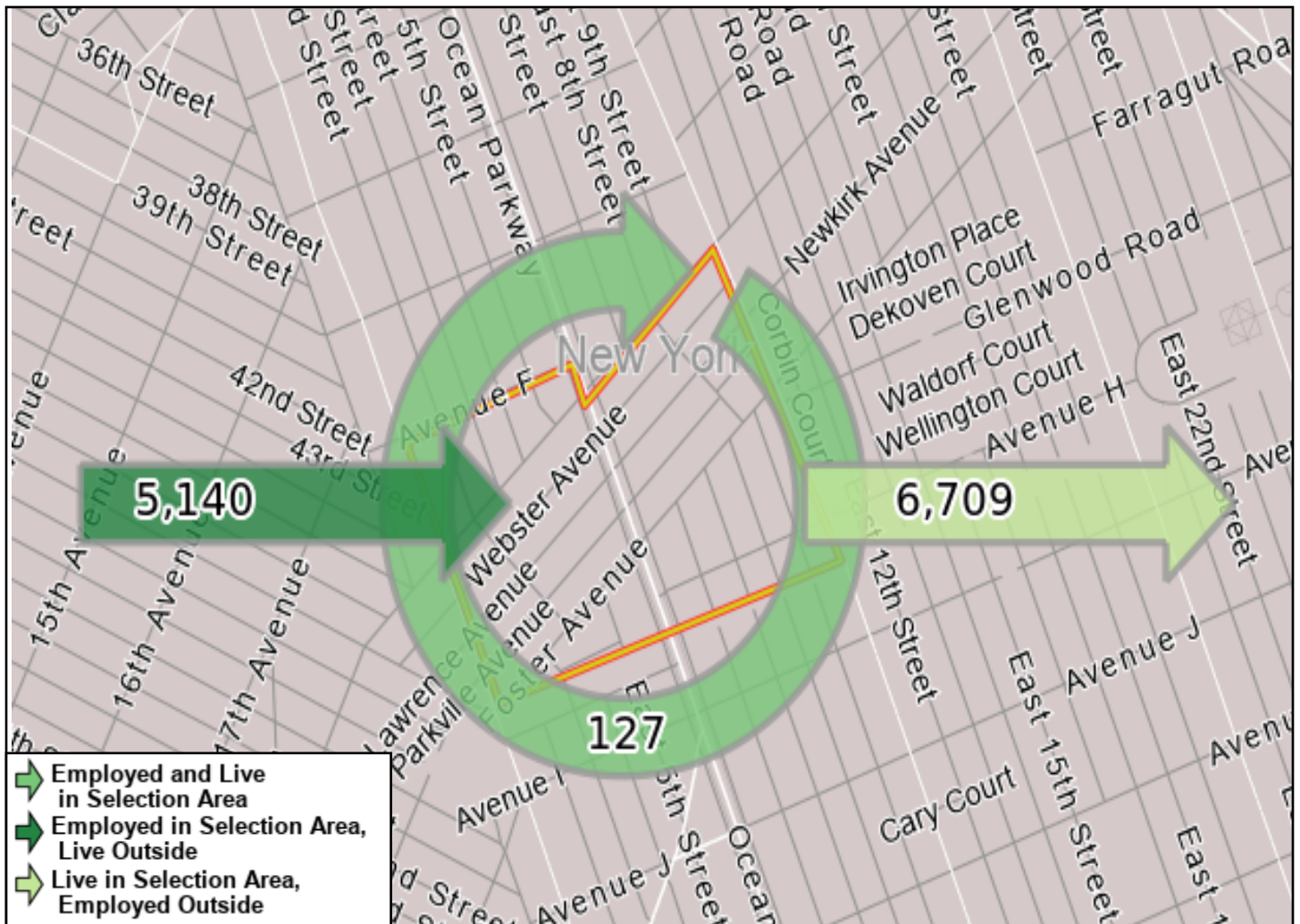
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	10.5%
High School or Equivalent	19.2%
Some College or Associates Degree	25.1%
Bachelor's or Advanced Degree	24.4%
Not Available	20.9%

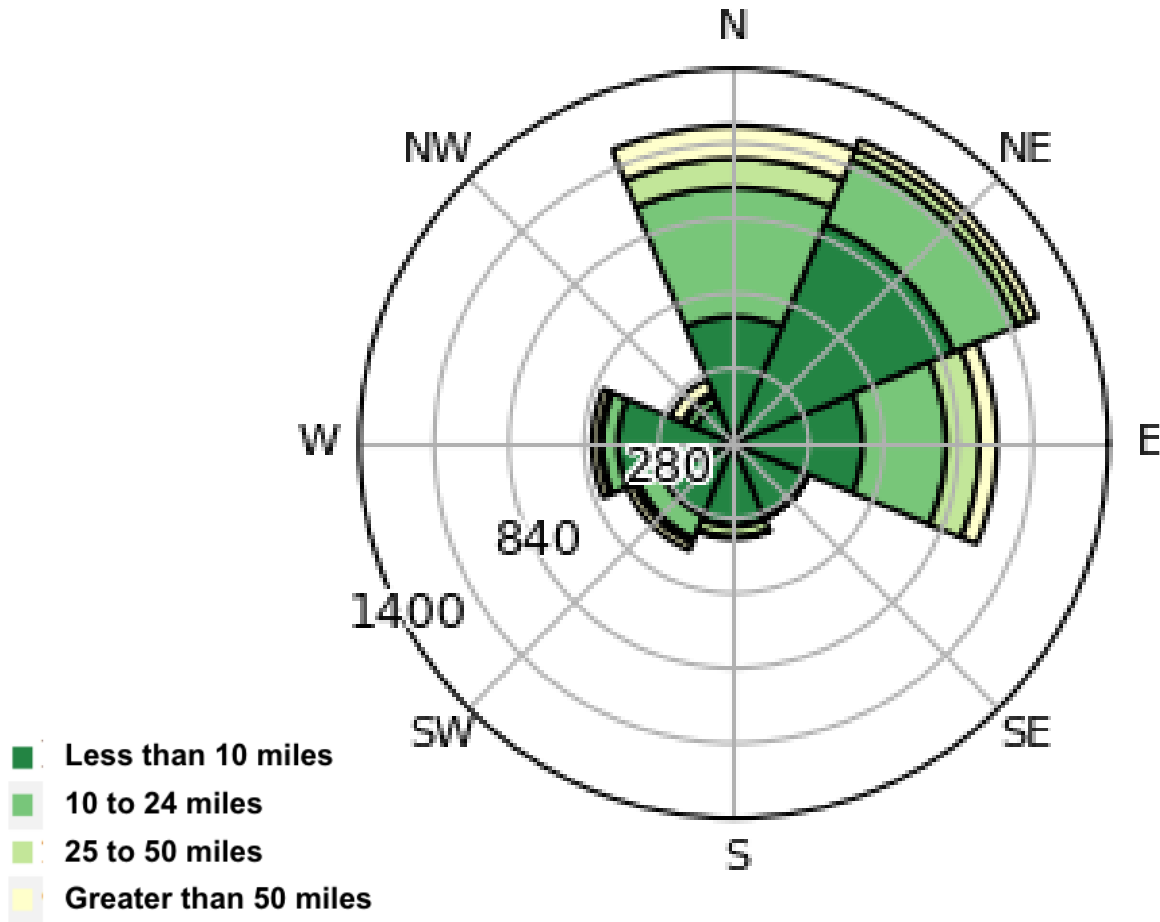
Concentration of Jobs in West Midwood



Inflow and Outflow of Workers from West Midwood



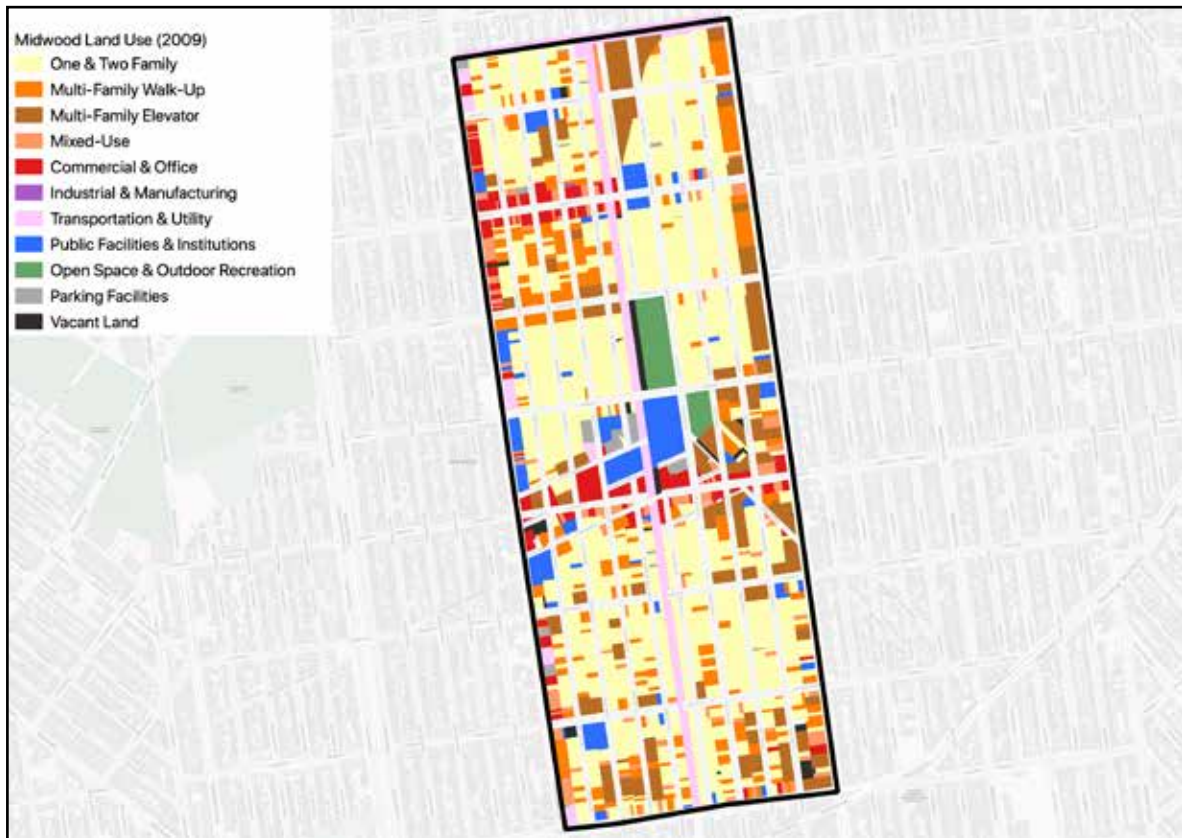
Distance and Direction of Commuters to West Midwood



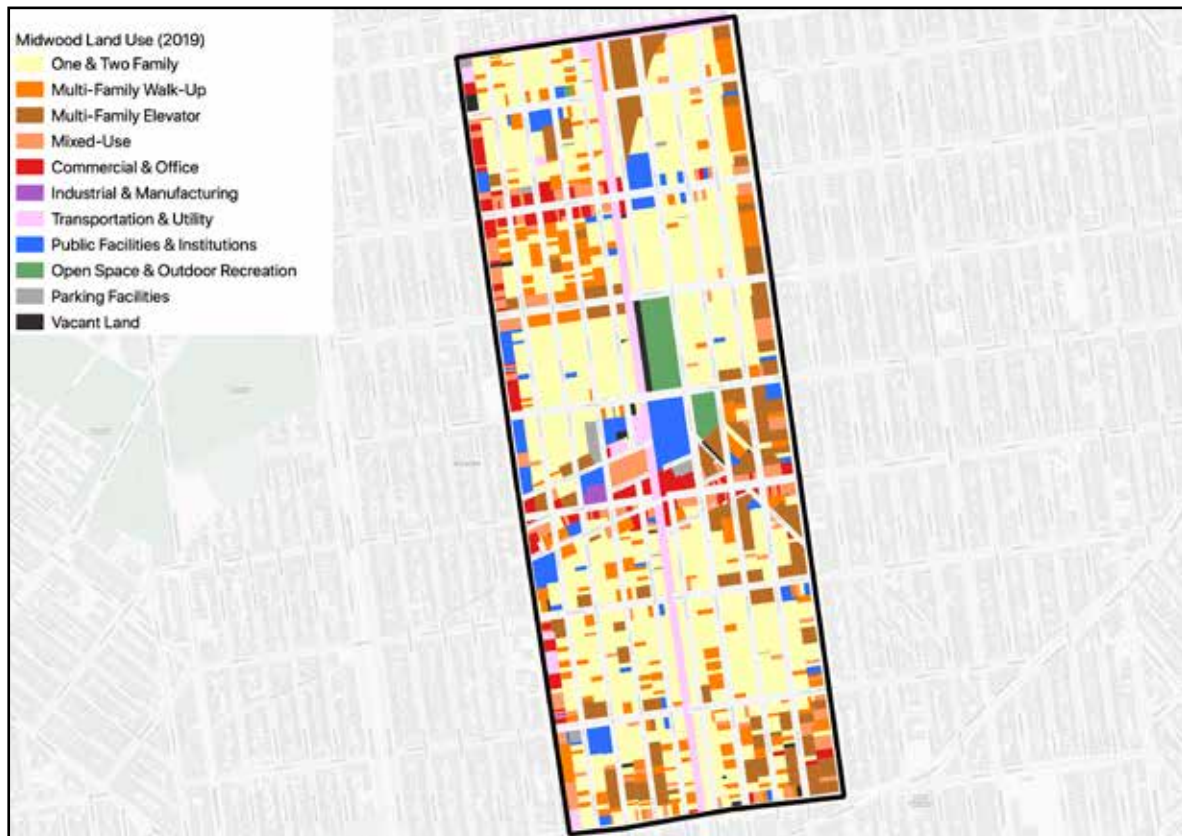
Current and Potential Projects

No current or potential projects at the time of this study.

Midwood Land Use Analysis 2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	48.9%
Multi-Family Walk-Up	11.6%
Multi-Family Elevator	12.9%
Mixed-Use	4.2%
Commercial & Office	4.9%
Industrial & Manufacturing	0.0%
Transportation & Utility	6.3%
Public Facilities & Institutions	6.5%
Open Space & Outdoor Recreation	2.4%
Parking Facilities	1.1%
Vacant Land	1.3%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	47.9%
Multi-Family Walk-Up	11.0%
Multi-Family Elevator	13.4%
Mixed-Use	6.6%
Commercial & Office	4.1%
Industrial & Manufacturing	0.3%
Transportation & Utility	6.4%
Public Facilities & Institutions	6.4%
Open Space & Outdoor Recreation	2.4%
Parking Facilities	0.8%
Vacant Land	0.9%

Notable Land Use Changes

Growth of mixed-use along commercial corridors. New mixed-use properties emerged on a number of Midwood's commercial corridors between 2009 and 2019, yielding nearly 500 new residential units and a handful of new commercial spaces. For example, the Shulamith School for Girls was redeveloped into 302 residential units and one commercial unit on East 14th Street and a vacant lot on Chestnut Avenue was developed into 57 residential units with medical offices on the first floor. A number of smaller commercial parcels on the western section of Avenue J were converted to mixed-use, adding several residential units in the process.

Housing densification in the east. New multi-family properties on Ocean Avenue and East 19th Street added more than 300 new residential units to the neighborhood between 2009 and 2019. Most of the construction occurred on lots that were previously one and two-family homes with a smaller portion coming through infill development on vacant lots. This activity is consistent with what is occurring along the northern part of Ocean Avenue near the Flatbush Avenue corridor.

New commercial activity on Coney Island Avenue. A former utility building on Coney Island Avenue was converted into a 20,000 square foot grocery store between 2009 and 2019. This activity anchored a period of positive commercial and mixed-use expansion along the corridor that saw other underutilized lots (vacant and parking) put into business use.

Business and Economic Overview

Economic Indicators for Midwood

Indicator	Figure
Residential Population (2019)	32,358
Projected Pop. Growth (2019-2024)	1.9%
Total Employees (2019)	7,502
Employee/Residential Pop. Ratio (2019)	0.22
Total Number of Businesses (2019)	1,128
Total Sales in Thousands (2019)	\$927,515

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Educational Services	25.2% (1,892)
Healthcare and Social Assistance	18.7% (1,404)
Retail Trade	12.8% (959)
Other Services	7.4% (553)
Accommodation & Food Service	6.0% (447)

Largest Individual Employers

Establishment	2019 Employee Estimate
Edward Murrow High School	275
Human Care Services, Inc.*	200
David York Agency	100
Midwood Development Corporation	100
Bed Bug 911	51

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
Bed Bug 911	\$27,228
Verizon	\$15,017
Human Care Services, Inc.*	\$9,249
Premins Company	\$6,181
David York Agency	\$4,944

*Denotes a nonprofit organization

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	18.5%
Age 30 to 54	52.4%
Age 55 or Older	29.1%

Earnings Category	2017 Share of Employees
\$1,250/month or less	32.8%
\$1,251 to \$3,333/month	50.7%
More than \$3,333/month	16.5%

Racial Category	2017 Share of Employees
White Alone	61.5%
Black Alone	26.1%
American Indian Alone	1.1%
Asian Alone	8.7%
Pacific Islander Alone	0.3%
Two or More	2.3%

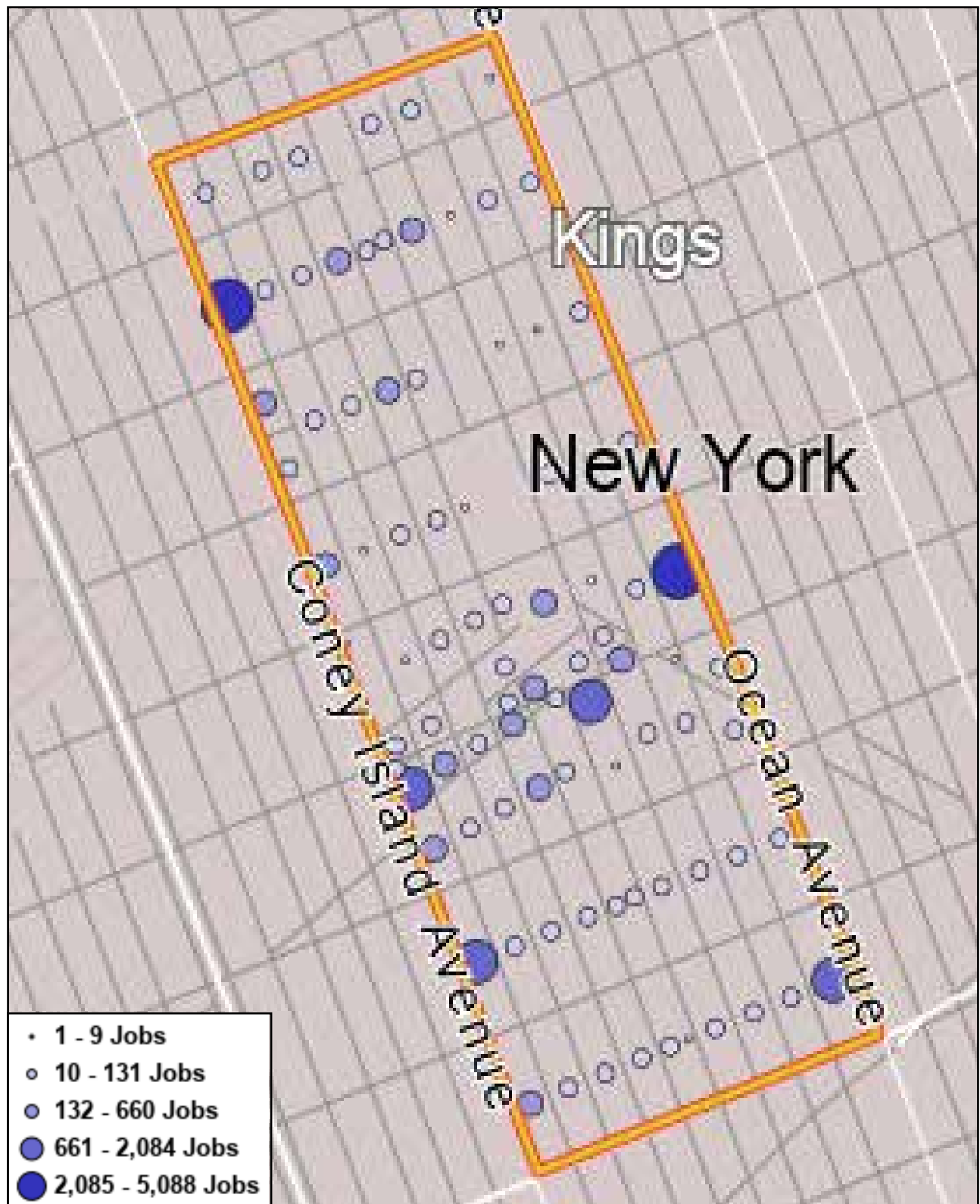
Ethnic Category	2017 Share of Employees
Hispanic or Latino	69.4%
Non-Hispanic or Latino	30.6%

Gender Category	2017 Share of Employees
Male	24.9%
Female	75.1%

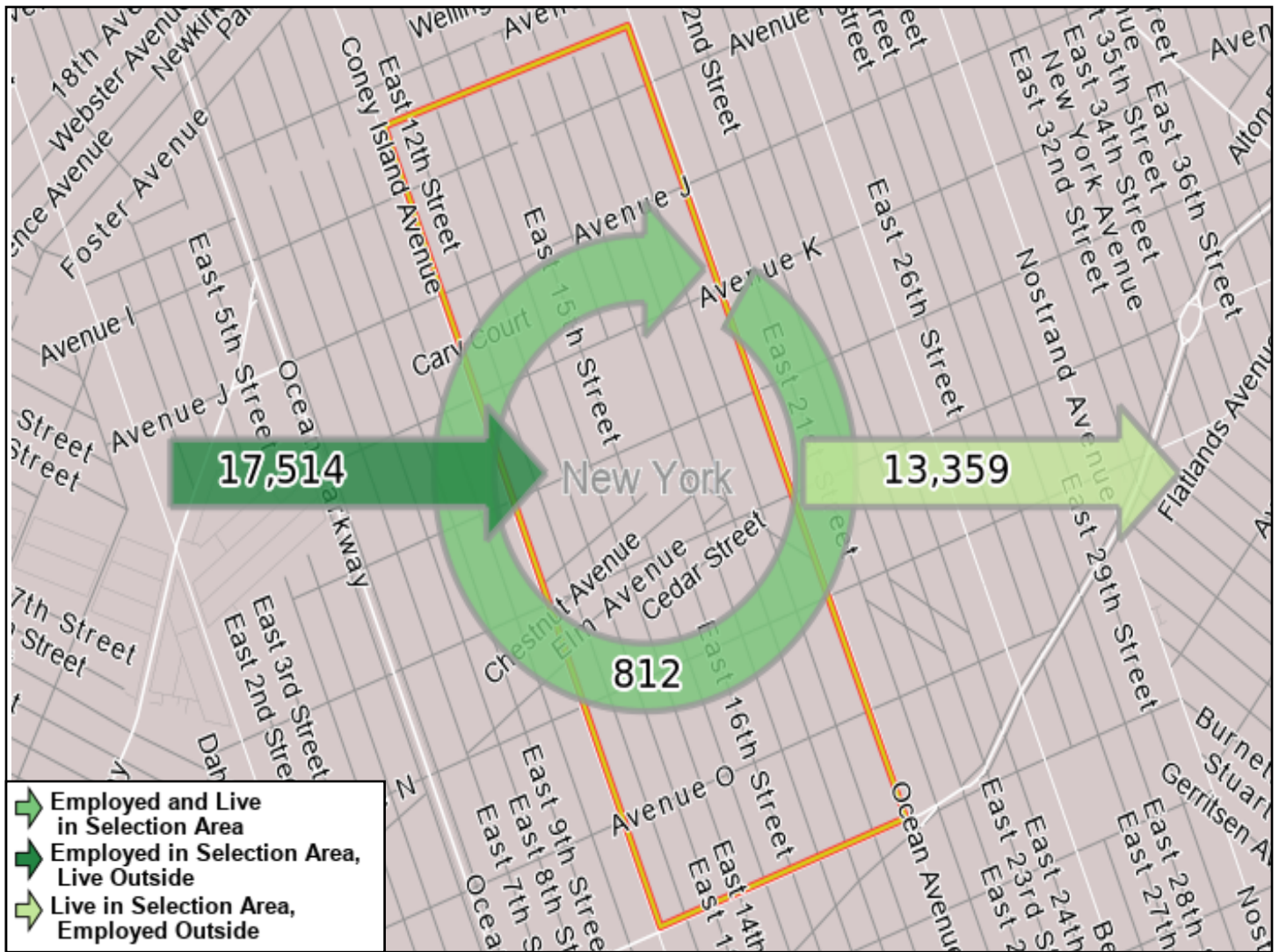
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	19.4%
High School or Equivalent	18.0%
Some College or Associates Degree	22.1%
Bachelor's or Advanced Degree	22.0%
Not Available	18.5%

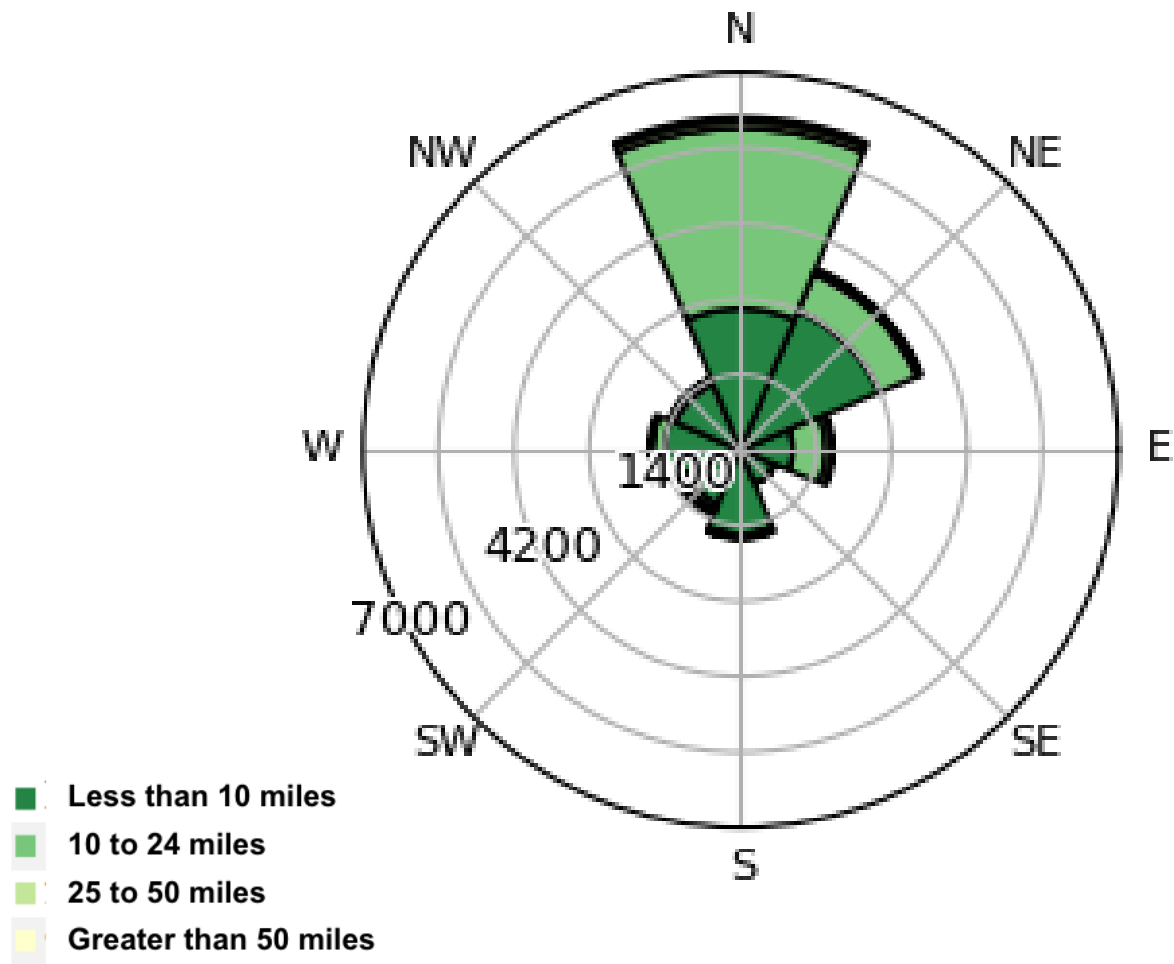
Concentration of Jobs in Midwood



Inflow and Outflow of Workers from Midwood



Distance and Direction of Commuters to Midwood



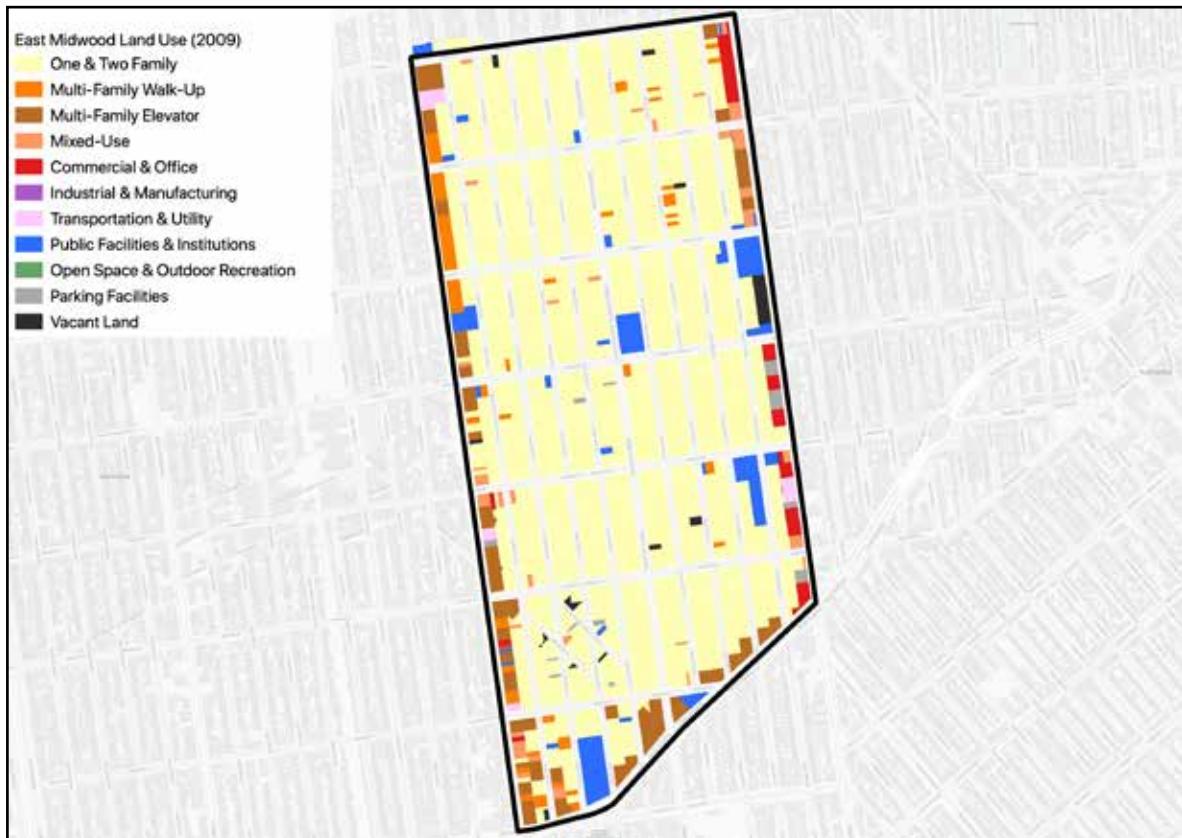
Distance Category	2017 Share of Employees
Less than 10 Miles	73.3%
10 to 24 Miles	18.6%
25 to 50 Miles	4.4%
Greater than 50 Miles	3.6%

Current and Potential Projects

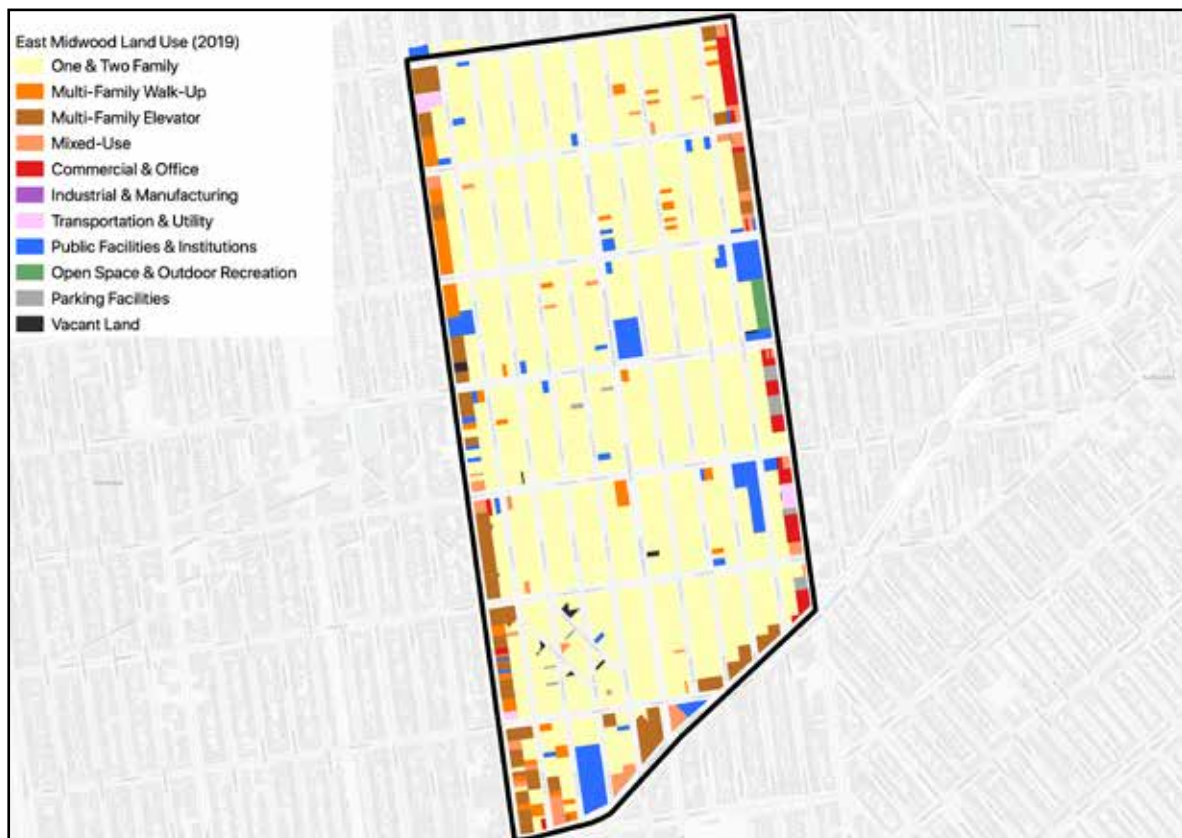
No current or potential projects at the time of this study.

East Midwood Land Use Analysis

2009



2019



Land Use Categories' Share of Neighborhood Lot Area (2009)

Land Use Category	Share of Total Lot Area
One & Two-Family	80.2%
Multi-Family Walk-Up	2.8%
Multi-Family Elevator	6.1%
Mixed-Use	1.8%
Commercial & Office	1.7%
Industrial & Manufacturing	0.0%
Transportation & Utility	0.7%
Public Facilities & Institutions	5.1%
Open Space & Outdoor Recreation	0.0%
Parking Facilities	0.7%
Vacant Land	0.8%

Land Use Categories' Share of Neighborhood Lot Area (2019)

Land Use Category	Share of Total Lot Area
One & Two-Family	79.8%
Multi-Family Walk-Up	2.9%
Multi-Family Elevator	5.8%
Mixed-Use	2.2%
Commercial & Office	1.8%
Industrial & Manufacturing	0.0%
Transportation & Utility	0.6%
Public Facilities & Institutions	5.6%
Open Space & Outdoor Recreation	0.4%
Parking Facilities	0.6%
Vacant Land	0.3%

Notable Land Use Changes

Expansion of commercial and mixed-use activity along Avenue P. Avenue P added three new sizable mixed-use properties and one new commercial property between 2009 and 2019. The three mixed-use projects were conversions from exclusive multifamily, adding a number of new commercial spaces along a busy, well-trafficked corridor. The new commercial property was previously a vacant lot.

Conversion of vacant lots into housing and open space. In 2009, East Midwood had a number of vacant lots scattered across the neighborhood. By 2019, the overwhelming majority had been developed or converted to another, more productive use. Five of the smaller lots became one or two-family homes while the neighborhood's largest vacant lot on Nostrand Avenue became a playground for a school nearby. The effective development or conversion of vacant lots is a consistent theme in neighborhoods throughout the district.

Public facilities and institutions cluster in East Midwood. Nearly ten new public facilities or institutional properties sprang up in the neighborhood between 2009 and 2019. Most of these are primarily Jewish religious institutions that expanded their geographic footprint.

Business and Economic Overview

Economic Indicators for East Midwood

Indicator	Figure
Residential Population (2019)	17,758
Projected Pop. Growth (2019-2024)	0.8%
Total Employees (2019)	6,447
Employee/Residential Pop. Ratio (2019)	0.18
Total Number of Businesses (2019)	428
Total Sales in Thousands (2019)	\$369,542

Largest Sectors by Number of Employees

Sector	Share of Employees (Number)
Healthcare and Social Assistance	65.4% (4,214)
Educational Services	10.9% (701)
Retail Trade	4.6% (296)
Real Estate	4.2% (271)
Professional, Scientific, and Tech. Serv.	2.6% (168)

Largest Individual Employers

Establishment	2019 Employee Estimate
PS 193	90
Plaza Honda	60
Andries Hudde Jr. High School	60
Midwood Dialysis	41
CVS Pharmacy	40

Largest Establishments by Sales Volume

Establishment	2019 Sales Estimate (\$000)
Plaza Honda	\$30,030
CVS Pharmacy	\$16,451
Arista Security	\$12,201
Midwood Dialysis	\$7,833
South Brooklyn Beverage	\$6,057

*Denotes a nonprofit organization

Worker Composition, Concentration and Commute

Composition (Age, Earnings, Ethnicity/Race, Gender, Education)

Age Category	2017 Share of Employees
Age 29 or Younger	22.2%
Age 30 to 54	51.7%
Age 55 or Older	26.0%

Earnings Category	2017 Share of Employees
\$1,250/month or less	21.2%
\$1,251 to \$3,333/month	36.5%
More than \$3,333/month	42.3%

Racial Category	2017 Share of Employees
White Alone	64.5%
Black Alone	25.2%
American Indian Alone	0.5%
Asian Alone	8.1%
Pacific Islander Alone	0.1%
Two or More	1.6%

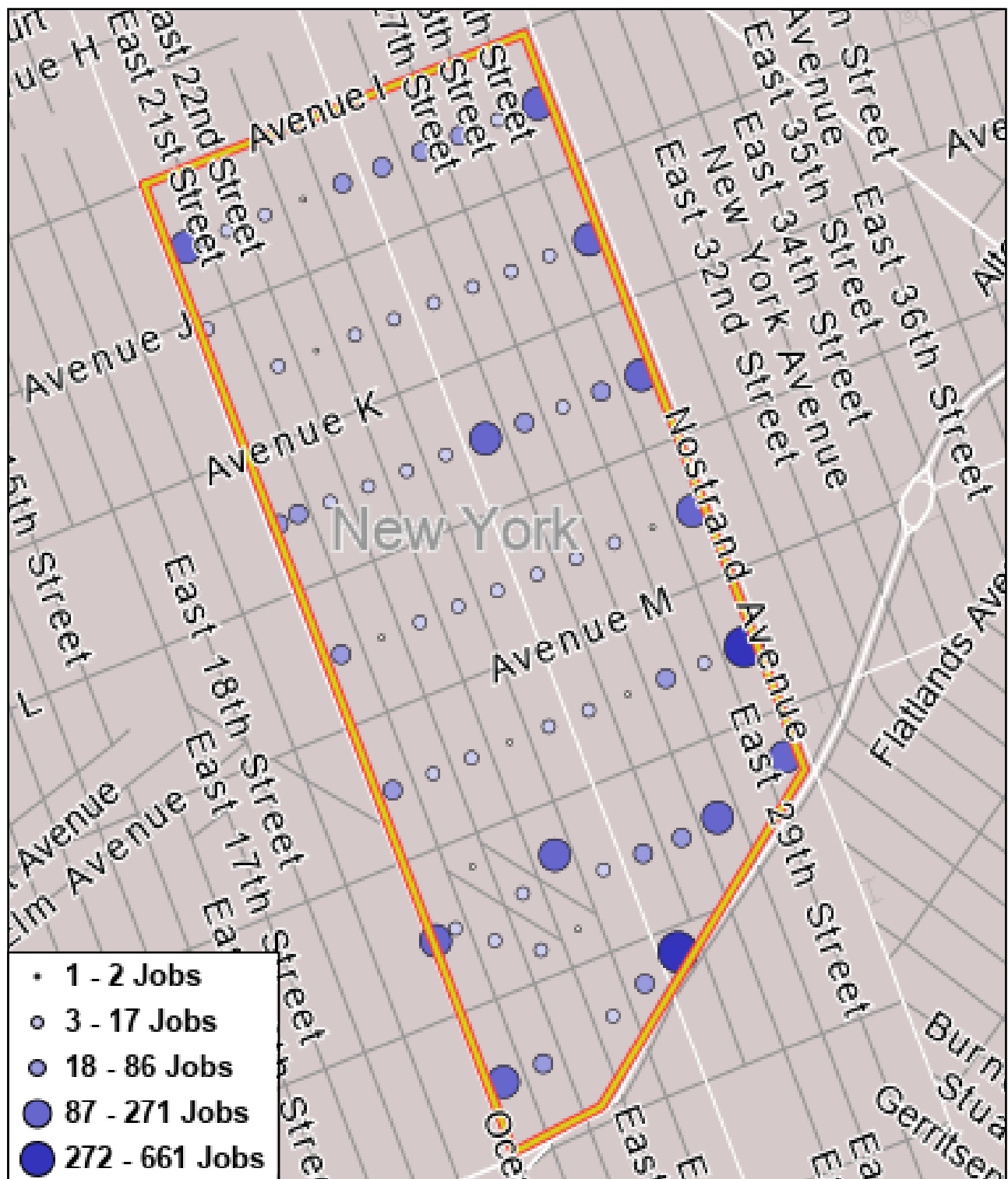
Ethnic Category	2017 Share of Employees
Hispanic or Latino	85.5%
Non-Hispanic or Latino	14.5%

Gender Category	2017 Share of Employees
Male	46.4%
Female	53.6%

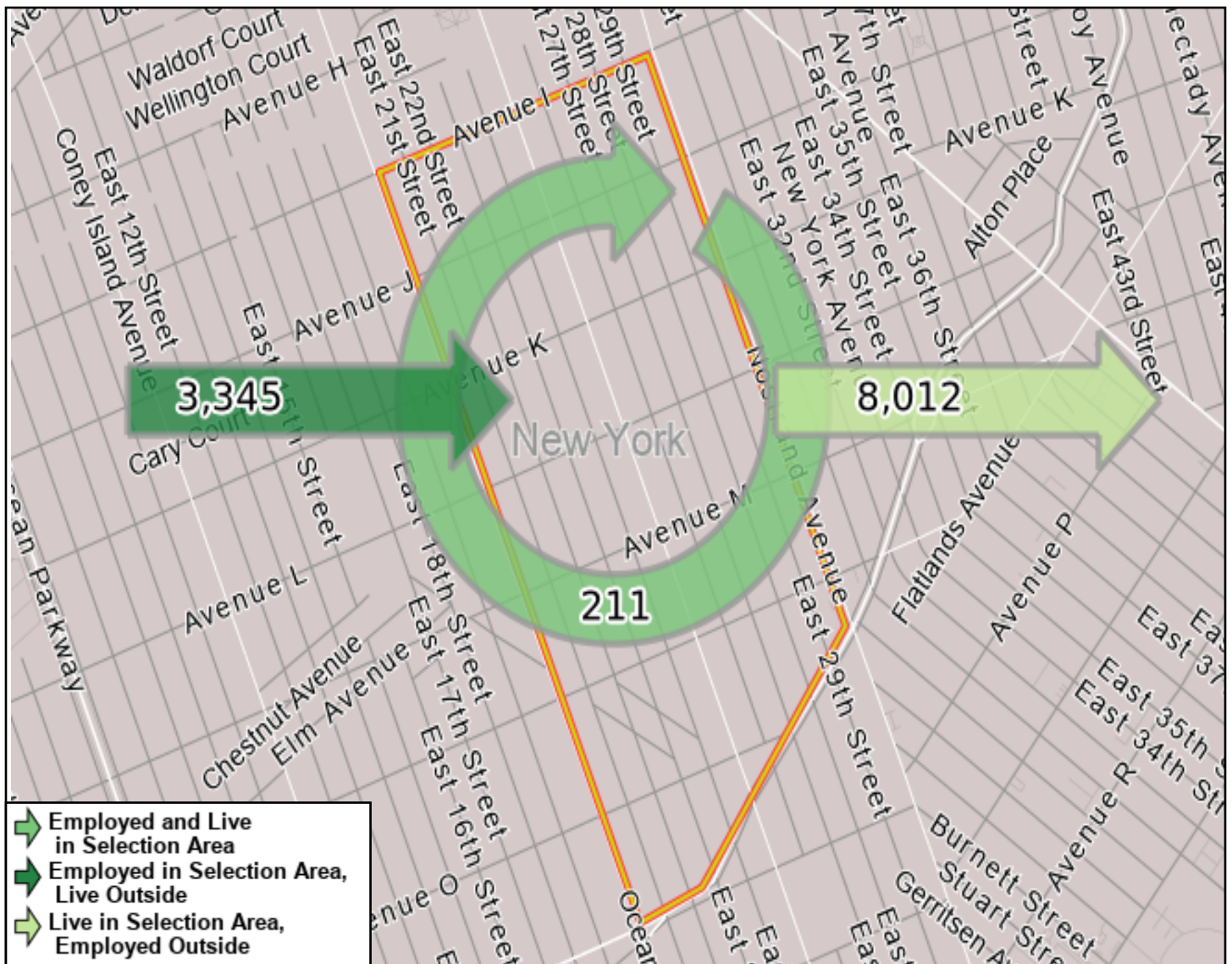
*Census data does not yet cover non-binary individuals

Racial Category	2017 Share of Employees
Less than High School	10.2%
High School or Equivalent	15.9%
Some College or Associates Degree	22.0%
Bachelor's or Advanced Degree	29.7%
Not Available	22.2%

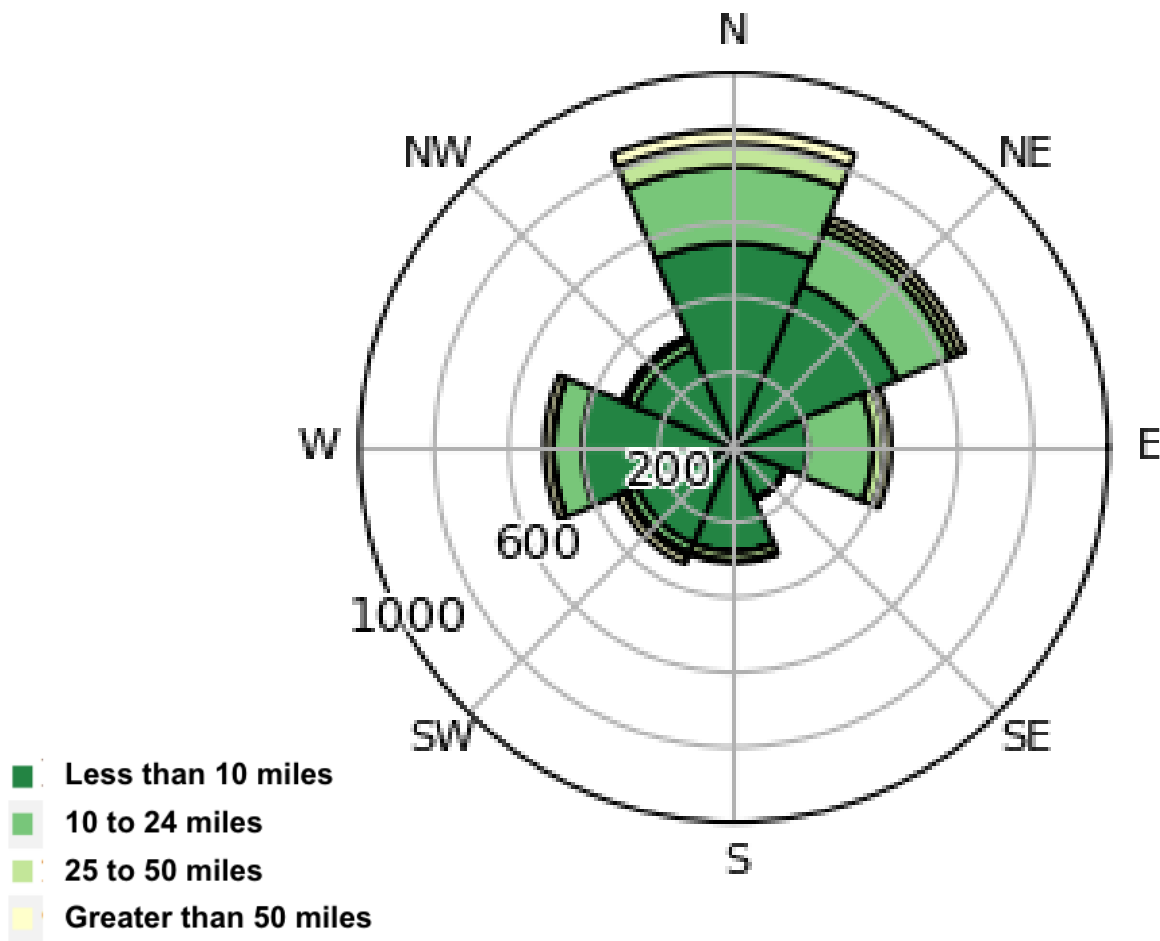
Concentration of Jobs in East Midwood



Inflow and Outflow of Workers from East Midwood



Distance and Direction of Commuters to East Midwood



Distance Category	2017 Share of Employees
Less than 10 Miles	73.3%
10 to 24 Miles	18.6%
25 to 50 Miles	4.4%
Greater than 50 Miles	3.6%

Current and Potential Projects

No current or potential projects at the time of this study.

Conclusion and Context

The content of this report was completed at the beginning of March 2020, days before New York City, New York State, and the federal government all declared a states of emergency due to COVID-19, shuttering “non-essential” businesses and sending millions home from work for an indeterminate period of time. These necessary measures to mitigate the pandemic have created enormous economic hardships for the businesses and residents of Brooklyn Community District 14. As a result, policymakers and other key stakeholders should remain focused on protecting and providing immediate relief to those affected, at least for the time being.

However, the day will come when the district must develop a longer-term recovery plan that can restore its vibrant commercial corridors and create new opportunities for those whose jobs and businesses were lost. This report not only provides a starting point, offering a snapshot of the district’s economy before the crisis, but also outlines policies, projects, and best practices, presenting a well researched pathway forward.

For more resources and information on COVID responses and relief efforts in the district, please visit cb14brooklyn.com/covid-19-resources/

Citations

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