Economic Revitalization in Bedford-Stuyvesant
Site Selection Process

Bedford-Stuyvesant in 2005

- 34.5% of Bedford-Stuyvesant residents lived in poverty
- 18% were unemployed
- Median income was $25,000
- Median income was 27% below Brooklyn average
- Strong institutional partners: Bedford-Stuy is the site of the first CDC, Bedford-Stuyvesant Restoration Corporation (a CIBS member)
- Availability of city-owned land

Source: CNED City Council Hearing, CNED Site Selection Presentation, CNED Saratoga Site Development Presentation
CNED’s Objectives

Workforce development
Commercial revitalization
Personal asset development

Photo of Franklin Thomas, president and CEO of Bedford Stuyvesant Restoration Corporation from 1967-1977
Recommend highest and best uses for undeveloped parcels on Saratoga Square to be used in RFP.
Recommend highest and best uses for undeveloped parcels on Saratoga Square to be used in RFP.
Studio Mandate

Develop a strategy for expanding the retail potential of Fulton Street and the North-South Corridors

Link commercial corridors
Client Requests

- Mixed-use
- Incubator
- Sustainable development
- Specialty food store
- Art space
- Restaurant
- Retail uses for small spaces
- Affordable housing
Find appropriate uses for the city owned parcels in order to achieve comprehensive community revitalization and strengthen retail corridors and existing retail clusters.

overview    methodology    proposal    conclusion
Critical Perspective

Complexity of the initiative and organizational structure of CNED

Community representation

Location of parcels in southeastern corner of Bedford-Stuyvesant

overview    methodology    proposal    conclusion
Plan informed by input of community members that attended Town Hall meetings and participated in workshops and intercept studies

“The plan was formally endorsed by Community Board #3”

2002 study makes retail recommendations
2002 Fulton Street Retail Inventory

2002 inventory of mix of ground level spaces and type of use

overview methodology proposal conclusion
Primary Retail Study Areas

Nostrand-Fulton
Sales: $590 Million
Leakage: $817 Million

Saratoga Square
Sales: $531 Million
Leakage: $361 Million
Retail Analysis of Food-Related Industries

- Drinking Places - Alcoholic Beverages
- Special Food Services
- Limited-Service Eating Places
- Full-Service Restaurants
- Specialty Food Stores
- Beer, Wine, and Liquor Stores

Leakage Factor

Establishments in Culinary Industry

- Saratoga Square
- Nostrand/Fulton

Overview methodology proposal conclusion
Market Analysis

Retail Purchasing Power

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Mean Income</th>
<th>Jamaica Avenue, Queens</th>
<th>Saratoga Square</th>
<th>Nostrand-Fulton</th>
<th>Downtown Brooklyn</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$63,854</td>
<td>$45,975</td>
<td>$55,942</td>
<td>$111,066</td>
</tr>
</tbody>
</table>

overview     methodology     proposal     conclusion
Market Analysis

Food-Related Purchasing Power ($Millions)

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Mean Income</th>
<th>Food At Home</th>
<th>Food Away From Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jamaica Avenue, Queens</td>
<td>$63,854</td>
<td>$24,315</td>
<td>$22,543</td>
</tr>
<tr>
<td>Saratoga Square</td>
<td>$45,975</td>
<td>$27,603</td>
<td>$18,372</td>
</tr>
<tr>
<td>Nostrand-Fulton</td>
<td>$55,942</td>
<td>$33,088</td>
<td>$22,854</td>
</tr>
<tr>
<td>Downtown Brooklyn</td>
<td>$111,066</td>
<td>$73,109</td>
<td>$37,957</td>
</tr>
</tbody>
</table>

Overview, Methodology, Proposal, Conclusion
Retail Clusters

Restaurants

overview  methodology  proposal  conclusion
Retail Clusters

Overview

Methodology

Proposal

Conclusion

Specialty Food Stores
Retail Clusters

overview methodology proposal conclusion
Saratoga Square Overview

- Atlantic Site
  - Culinary Use
  - Housing
  - M1-1/R7D

- Fulton Site 3
  - Retail Space
  - Housing
  - C2-4

- Fulton Site 2
  - Retail/Gallery Space
  - Housing
  - C2-4

- Fulton Site 1
  - Vendor Market
  - Artist Live/Work Space
  - C2-4

overview    methodology    proposal    conclusion
Live Work Artist Space

Fulton Site 1
Up to 116,000 Square Feet of Artist Live/Work Space
13,000 Square Feet of Parking
C2-4

overview    methodology    proposal    conclusion
Live Work Artist Space

Workspace and housing
Cost-saving
Community/shared space
Mixed use development
Non-profit/CDC driven

overview methodology proposal conclusion
“Community Board #3 is currently home to many artists and the former home to many others. It is also the home of a significant number of art and cultural organizations ... However, many, if not all of them, exist at the edge of financial peril—undercapitalized, under-funded and under-staffed.”

Brooklyn Community Board 3 District Needs Assessment, 2007-2008
Employment in the Arts by Public Use Microdata Area

2005-2007 American Community Survey
Live Work Artist Space

Pratt Institute
BeSAA
SONYA
35 Claver Pl.
House of Art
Skylight Galler
Zion Gallery
AfroArt Designs
Brooklynite Gallery
123 Community Space
Magnolia Earth Tree Center
Central Brooklyn Jazz Consortium
IronworkNY
178 Walworth Street
Sputnik
Lab 24/7
20/20 Art
Fish Gallery
Lewis Gallery
Red Creative Art Concept Studio
Welancora Gallery
Live Work Artist Space

Retail → Not-for-profit public/private partnership

Cond-Op

Residential → Limited equity Co-op

Long term affordability
CB3 residential requirement

overview methodology proposal conclusion
## Financial Projections

<table>
<thead>
<tr>
<th></th>
<th>Site</th>
<th>Fulton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Floor Space</td>
<td></td>
<td>116,000</td>
</tr>
<tr>
<td>Cost/Square Foot</td>
<td></td>
<td>$151*</td>
</tr>
<tr>
<td>Construction Cost</td>
<td></td>
<td>$17,495,615</td>
</tr>
<tr>
<td>Size of Artist Unit</td>
<td></td>
<td>1,000*</td>
</tr>
<tr>
<td>Number of Units</td>
<td></td>
<td>88</td>
</tr>
<tr>
<td>60% Market Rate Units at $360,000</td>
<td></td>
<td>52*</td>
</tr>
<tr>
<td>40% Below Market Rate at $80,000</td>
<td></td>
<td>36*</td>
</tr>
<tr>
<td>Loan at 75% of Construction Cost</td>
<td></td>
<td>$13,121,711</td>
</tr>
<tr>
<td>Equity at 25%</td>
<td></td>
<td>$4,373,903</td>
</tr>
<tr>
<td>Total Revenue from Sales</td>
<td></td>
<td>$21,600,000</td>
</tr>
<tr>
<td>Net Income</td>
<td></td>
<td>$8,478,289</td>
</tr>
<tr>
<td>Return on Equity (Before developer fees)</td>
<td></td>
<td>$4,104,386</td>
</tr>
</tbody>
</table>

*average development cost for artist live/work space *minimum studio size *Average home sale for 1 bedroom apartment in Bedford-Stuyvesant (hotpads.com) *(30% of 80% of AMI taken from the U.S. Census 2007*/0.1) is feasible loan
Shared-Use Kitchen & Culinary Incubator

Atlantic Site
15,000 Square Feet
Culinary Use
11,000 Square Feet
Parking
M1-1/R7D
### Shared-Use Kitchen & Culinary Incubator

<table>
<thead>
<tr>
<th>Services</th>
<th>Culinary Incubator</th>
</tr>
</thead>
<tbody>
<tr>
<td>kitchen rental</td>
<td>educational focus &amp; skills training</td>
</tr>
<tr>
<td>equipment rental</td>
<td>job referrals</td>
</tr>
<tr>
<td>storage rental</td>
<td>business and finance training &amp; services</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
</tr>
<tr>
<td>reduce individual expenses</td>
<td>support beginners as well as professionals</td>
</tr>
<tr>
<td>support new businesses &amp; entrepreneurs</td>
<td>support new businesses &amp; entrepreneurs</td>
</tr>
<tr>
<td>support struggling businesses</td>
<td>link job seekers with businesses</td>
</tr>
<tr>
<td>recreational uses</td>
<td>identify markets</td>
</tr>
</tbody>
</table>

**Overview**
- kitchen rental
- equipment rental
- storage rental

**Methodology**
- educational focus & skills training
- job referrals
- business and finance training & services

**Proposal**
- support beginners as well as professionals
- support new businesses & entrepreneurs
- link job seekers with businesses
- identify markets

**Conclusion**
### Shared-Use Kitchen & Culinary Incubator

<table>
<thead>
<tr>
<th>Category of Occupied Stores</th>
<th># of stores</th>
<th>% of Total Sites</th>
<th>% of Sites Occupied</th>
<th># of stores</th>
<th>% of Total Sites</th>
<th>% of Sites Occupied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hair/Nail/Beauty</td>
<td>54</td>
<td>13.10%</td>
<td>16.20%</td>
<td>49</td>
<td>15.00%</td>
<td>18.80%</td>
</tr>
<tr>
<td>Apparel</td>
<td>53</td>
<td>12.90%</td>
<td>15.90%</td>
<td>24</td>
<td>7.40%</td>
<td>9.20%</td>
</tr>
<tr>
<td>Fast food/Take-out</td>
<td>39</td>
<td>9.50%</td>
<td>11.70%</td>
<td>30</td>
<td>9.20%</td>
<td>11.50%</td>
</tr>
<tr>
<td>Variety</td>
<td>32</td>
<td>7.80%</td>
<td>9.60%</td>
<td>16</td>
<td>4.90%</td>
<td>6.10%</td>
</tr>
<tr>
<td>Grocery/Deli/Fruit/Vegetable</td>
<td>29</td>
<td>7.10%</td>
<td>8.70%</td>
<td>27</td>
<td>8.30%</td>
<td>10.30%</td>
</tr>
<tr>
<td>Banks/Insurance/Taxes/RE</td>
<td>20</td>
<td>4.90%</td>
<td>6.00%</td>
<td>12</td>
<td>3.70%</td>
<td>4.60%</td>
</tr>
<tr>
<td>Churches/Organizations</td>
<td>18</td>
<td>4.40%</td>
<td>5.40%</td>
<td>10</td>
<td>3.10%</td>
<td>3.80%</td>
</tr>
<tr>
<td>Meat/Fish</td>
<td>10</td>
<td>2.40%</td>
<td>3.00%</td>
<td>6</td>
<td>1.80%</td>
<td>2.30%</td>
</tr>
<tr>
<td>Cleaners/Laundramat</td>
<td>9</td>
<td>2.20%</td>
<td>2.70%</td>
<td>8</td>
<td>2.50%</td>
<td>3.10%</td>
</tr>
<tr>
<td>Furniture/Home Accessories</td>
<td>9</td>
<td>2.20%</td>
<td>2.70%</td>
<td>8</td>
<td>2.50%</td>
<td>3.10%</td>
</tr>
<tr>
<td>Electronic/Phone/Beeper</td>
<td>8</td>
<td>1.90%</td>
<td>2.40%</td>
<td>10</td>
<td>3.10%</td>
<td>3.80%</td>
</tr>
<tr>
<td>Medical/Dental</td>
<td>7</td>
<td>1.70%</td>
<td>2.10%</td>
<td>9</td>
<td>2.80%</td>
<td>3.40%</td>
</tr>
<tr>
<td>Shoes</td>
<td>5</td>
<td>1.20%</td>
<td>1.50%</td>
<td>7</td>
<td>2.10%</td>
<td>2.70%</td>
</tr>
<tr>
<td><strong>Bakery</strong></td>
<td><strong>5</strong></td>
<td><strong>1.20%</strong></td>
<td><strong>1.50%</strong></td>
<td><strong>5</strong></td>
<td><strong>1.50%</strong></td>
<td><strong>1.90%</strong></td>
</tr>
<tr>
<td>Hardware</td>
<td>4</td>
<td>1.00%</td>
<td>1.20%</td>
<td>4</td>
<td>1.20%</td>
<td>1.50%</td>
</tr>
<tr>
<td>Jewelry</td>
<td>4</td>
<td>1.00%</td>
<td>1.20%</td>
<td>4</td>
<td>1.20%</td>
<td>1.50%</td>
</tr>
<tr>
<td>Restaurant (sit-down)</td>
<td>4</td>
<td>1.00%</td>
<td>1.20%</td>
<td>5</td>
<td>1.50%</td>
<td>1.90%</td>
</tr>
<tr>
<td>Drugstore/Pharmacy</td>
<td>3</td>
<td>0.70%</td>
<td>0.80%</td>
<td>5</td>
<td>1.50%</td>
<td>1.90%</td>
</tr>
<tr>
<td>Bar/Nightclubs</td>
<td>3</td>
<td>0.70%</td>
<td>0.80%</td>
<td>1</td>
<td>0.30%</td>
<td>0.40%</td>
</tr>
<tr>
<td>Flowers/Card/Gift</td>
<td>1</td>
<td>0.20%</td>
<td>0.30%</td>
<td>1</td>
<td>0.30%</td>
<td>0.40%</td>
</tr>
</tbody>
</table>

overview  methodology  proposal  conclusion
Shared-Use Kitchen & Culinary Incubator

New York City Culinary Incubators, Shared Use Kitchens, and Institutional Partners

Artisan Baking Center
Long Island City, NY

Partners:
LaGuardia Community College
Small Business Center
Workforce 1 Career Center
Consortium for Worker Education
Food From New York
Local Unions

overview    methodology    proposal    conclusion
Shared-Use Kitchen & Culinary Incubator

Culinary Employment Wages

Source: 2006 NYC Site Solutions; http://www.livingwage.geog.psu.edu/places/3606151000

NY minimum wage $7.15
NY living wage $11.86

Overview
Methodology
Proposal
Conclusion
## Financial Assistance Programs

<table>
<thead>
<tr>
<th>Tax Incentives</th>
<th>Financial Incentive</th>
<th>Loan Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRS: Making Workers Pay Tax Credit</td>
<td>New York State Department of Labor: ADVANCE Grants</td>
<td>New York City: Capital Access Loan Program</td>
</tr>
<tr>
<td>New York State &amp; Local Sales and Use Tax Exemption</td>
<td>NYC Small Business Services: Business Solutions Training Funds</td>
<td>Brooklyn Cooperative: Business Loan Program</td>
</tr>
</tbody>
</table>
## Startup Equipment Budget

<table>
<thead>
<tr>
<th>Shared-Use Kitchen Equipment (#)</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Stove/Oven (3)</td>
<td>3,135</td>
</tr>
<tr>
<td>Dishwashing Machine (3)</td>
<td>27,000</td>
</tr>
<tr>
<td>Hood System (3)</td>
<td>6,057</td>
</tr>
<tr>
<td>Flat Top (3)</td>
<td>3,816</td>
</tr>
<tr>
<td>Salamander (3)</td>
<td>4,581</td>
</tr>
<tr>
<td>Low Boy (6)</td>
<td>6,927</td>
</tr>
<tr>
<td>Freezer (6)</td>
<td>20,514</td>
</tr>
<tr>
<td>Prep Table (6)</td>
<td>2,145</td>
</tr>
<tr>
<td>Steam Table (6)</td>
<td>1,434</td>
</tr>
<tr>
<td>Food Warmer (3)</td>
<td>327</td>
</tr>
<tr>
<td>Coffee/Tea Machine (3)</td>
<td>624</td>
</tr>
<tr>
<td>Pots, Pans, etc.</td>
<td>30,000</td>
</tr>
<tr>
<td>Walk-in Storage</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>136,560</strong></td>
</tr>
</tbody>
</table>

Source: Harden, Neal – Executive Chef of Pure Food & Wine, NYC.
# Financial Projection

**PROJECTED REVENUE**

<table>
<thead>
<tr>
<th></th>
<th>1st Year ($)</th>
<th>2nd Year ($)</th>
<th>3rd Year ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kitchen Rental</td>
<td>264,600</td>
<td>291,060</td>
<td>320,166</td>
</tr>
<tr>
<td>Dining Space Rental</td>
<td>20,160</td>
<td>22,176</td>
<td>24,394</td>
</tr>
<tr>
<td>Storage Rental</td>
<td>6,000</td>
<td>12,000</td>
<td>15,000</td>
</tr>
<tr>
<td>Educational &amp; Consulting Programs</td>
<td>2,000</td>
<td>4,000</td>
<td>6,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>292,760</td>
<td>329,236</td>
<td>365,560</td>
</tr>
</tbody>
</table>

**PROJECTED EXPENSES**

<table>
<thead>
<tr>
<th></th>
<th>1st Year ($)</th>
<th>2nd Year ($)</th>
<th>3rd Year ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Salaries</td>
<td>210,000</td>
<td>210,000</td>
<td>225,000</td>
</tr>
<tr>
<td>Utilities (electricity, water, gas)</td>
<td>72,000</td>
<td>79,200</td>
<td>87,120</td>
</tr>
<tr>
<td>Equipment Rental, Maintenance &amp; Repair</td>
<td>5,000</td>
<td>17,000</td>
<td>19,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>5,000</td>
<td>8,400</td>
<td>8,700</td>
</tr>
<tr>
<td>Supplies</td>
<td>3,000</td>
<td>3,500</td>
<td>4,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>8,000</td>
<td>8,800</td>
<td>9,680</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>303,000</td>
<td>326,900</td>
<td>353,500</td>
</tr>
</tbody>
</table>

**NET OPERATING COST**

<table>
<thead>
<tr>
<th></th>
<th>1st Year ($)</th>
<th>2nd Year ($)</th>
<th>3rd Year ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(10,240)</td>
<td>2,336</td>
<td>12,060</td>
</tr>
</tbody>
</table>

Shared-Use Kitchen & Culinary Incubator

Benefits

Creates new business and jobs
Supports existing culinary businesses
Maintains light industrial as-of-right use of Atlantic Avenue site
Works with food recycling program, local CSAs and meal distribution centers

Limitations

Raising sufficient start-up and maintenance capital
Generating sustainable revenue to meet operating costs
Indoor Vendor Market

Fulton Site 1
23,000 Square Feet
Vendor Market
13,000 Square Feet Parking
C2-4
Indoor Vendor Market

Access to local healthy food options

Business opportunity for users of live/work and culinary spaces

Personal asset management and self-employment opportunities

Employment opportunities for local residents and entrepreneurs

Support for local farmer’s markets and CSAs
## Bodega Assessment

<table>
<thead>
<tr>
<th>Name of Bodega</th>
<th>Canned Fruit?</th>
<th>2 Fruits, Vegetables?</th>
<th>Low-Fat Milk?</th>
<th>Low-Sodium Soup or Vegetables?</th>
<th>Whole Grain Bread?</th>
<th>Healthy Meal Options?</th>
<th>Bottled Water Displayed at Eye Level?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peace Deli</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Game Stars Deli</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Leonardo Meat Market</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Fulton Super Deli</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Atlantic Deli &amp; Grocery</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Stephie’s Deli &amp; Grocery</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Oakland Food Corporation</td>
<td>✓</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
</tr>
<tr>
<td>Farmer John’s</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>EZ Pass</td>
<td>X</td>
<td>X</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Honey Dew</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
<td>X</td>
<td>✓</td>
</tr>
</tbody>
</table>
Indoor Vendor Market

Bed-Stuy Farm Share

Local Farmer’s Markets

New Amsterdam Market
Indoor Vendor Market

Green Roof Garden

Green roof tax credit equal to approximately 25% of overall costs

Provide a shorter supply chain for fresh produce

Potential use by market or shared-use kitchen
# Financial Projections

<table>
<thead>
<tr>
<th>PROJEC TED REVENUE</th>
<th>1st year ($)</th>
<th>2nd year ($)</th>
<th>3rd year ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor Rent ($19/SF)*</td>
<td>2,600,000</td>
<td>2,600,000</td>
<td>2,600,000</td>
</tr>
<tr>
<td>Government Grants**</td>
<td>58,000</td>
<td>58,000</td>
<td>58,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>2,660,000</td>
<td>2,660,000</td>
<td>2,660,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJEC TED EXPENSES</th>
<th>1st year ($)</th>
<th>2nd year ($)</th>
<th>3rd year ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vendor Market Buildout*</td>
<td>3,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Facility Maintenance***</td>
<td>555,000</td>
<td>555,000</td>
<td>555,000</td>
</tr>
<tr>
<td>Variable Costs****</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Exhaust System ($25,000/Stall)</td>
<td>250,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>3,800,000</td>
<td>555,000</td>
<td>555,000</td>
</tr>
</tbody>
</table>

*Essex Market, ** Green Roof Tax Credit, *** Mart 125, **** Lexington Market
Indoor Vendor Market

Challenges:

Funding

Few high level positions

Providing adequate support to entrepreneurs

Potential Funding Sources:

Project for Public Spaces (PPS) Grants

USDA Community Food Projects Grants

Robert Wood Johnson Foundation

Green Roof Tax Credit

New York City
Saratoga Square Summary

Atlantic Site
Culinary Use
Housing
M1-1/R7D

Fulton Site 3
Retail Space
Housing
C2-4

Fulton Site 2
Retail/Gallery Space
Housing
C2-4

Fulton Site 1
Vendor Market
Artist Live/Work Space
C2-4

overview methodology proposal conclusion
Retail Linkage Strategy

overview methodology proposal conclusion
Streetscaping

overview   methodology   proposal   conclusion
Streetscaping

overview methodology proposal conclusion
Streetscaping Improvements

overview methodology proposal conclusion
Streetscaping Improvements

overview methodology proposal conclusion
Streetscaping Improvements

overview    methodology    proposal    conclusion
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overview  methodology  proposal  conclusion
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overview  methodology  proposal  conclusion
Streetscaping Improvements

overview    methodology    proposal    conclusion
Conclusion

Mixed-use

Incubator

Sustainable development

Access to healthy food

Art space

Affordable housing