THE NEW HAVEN NEIGHBORHOOD COMMERCIAL DISTRICTS PLAYBOOK

DRAFT 03/21/2024

TOGETHER NEW HAVEN

New Haven as a Tapestry

A tapestry is a collection of individual threads that come together to form a whole. On their own, thread strength is limited and prone to fraying. Unified, threads form an entity of incredible strength; capable, strong, and durable.

A city is much like a tapestry. It is made up of individual constituents, all working towards a brighter future. This Playbook proposes utilizing each individual neighborhood's strengths to create something new; something bigger than each alone, capable of adapting with the times, capable of supporting each strand and capable of mending itself. *Capable.*

The Playbook is meant to be an accessible tool for the City administration and neighborhoods to work together toward this vision.

CONNECTICUT MAIN STREET CENTER

BJH ADVISORS

PIRIE ASSOCIATES

the **sum** of its parts...

is **stronger** as a whole...

creative, thriving, & durable.

TOGETHER NEW HAVEN

ACKNOWLEDGMENT

Why & How was this Playbook Created?

This Playbook was created with the recognition of the essential role that New Haven's Neighborhood Commercial Districts (NCDs) play as community anchors and economic drivers in the city. Its purpose is to provide an overview of procedural and actionable steps for a comprehensive strategy to promote creative, thriving, and durable local business districts.

This Playbook would not have been possible without the engagement and support from the Honorable Justin Elicker, the Board of Alders, City of New Haven staff, and community leaders who actively participated in the Assessment.

Special acknowledgment goes to Win Davis from Town Green SSD, Anthony Giano from Chapel West SSD, Allen McCollum and Amos Smith from Whalley Avenue SSD, Erick Gonzales from Grand Avenue SSD, and individuals Catherine Lindsey, Marie Gallo, Davis Sloane, Angela Davis, Margaret Middleton, Jeanette Sykes, Linda Davis, Steve Winter, Nethia Joyner, Miguel Pittman, and Stacey and Virginia Spell.

Their involvement, insights, and collective contributions were instrumental in shaping the NCD initiative and this Playbook.

To create the Playbook, the City engaged in a multidisciplinary process to formulate a comprehensive, initial pass at identifying place-based economic development opportunities to tie business districts to their adjacent neighborhoods. A national best practices evaluation informed recommendations for a range of programs and approaches to best address the needs of New Haven's NCDs.

The process analyzed local retail markets, considered optimal management structures, and developed a place and culture-based design strategy following a spatial and geographical analysis. Additionally, a needs assessment of New Haven's NCDs was performed by the Connecticut Main Street Center (CMSC). Together, these considerations were used to create a well-rounded approach that is sensitive and responsive to communities across all neighborhoods.

The teams that came together to write this plan include:

City of New Haven Economic Development Administration
Michael Piscitelli
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Arthur Samuels

CMSC
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Kristen Lopez
Carl Rosa

Pirie Associates Architects
Laura Pirie
Amy Albandoz

The City is dedicated to meeting each community where they are and moving everyone forward, *together.*

Img. 1: New Haven, Connecticut; Leen Bou Alia

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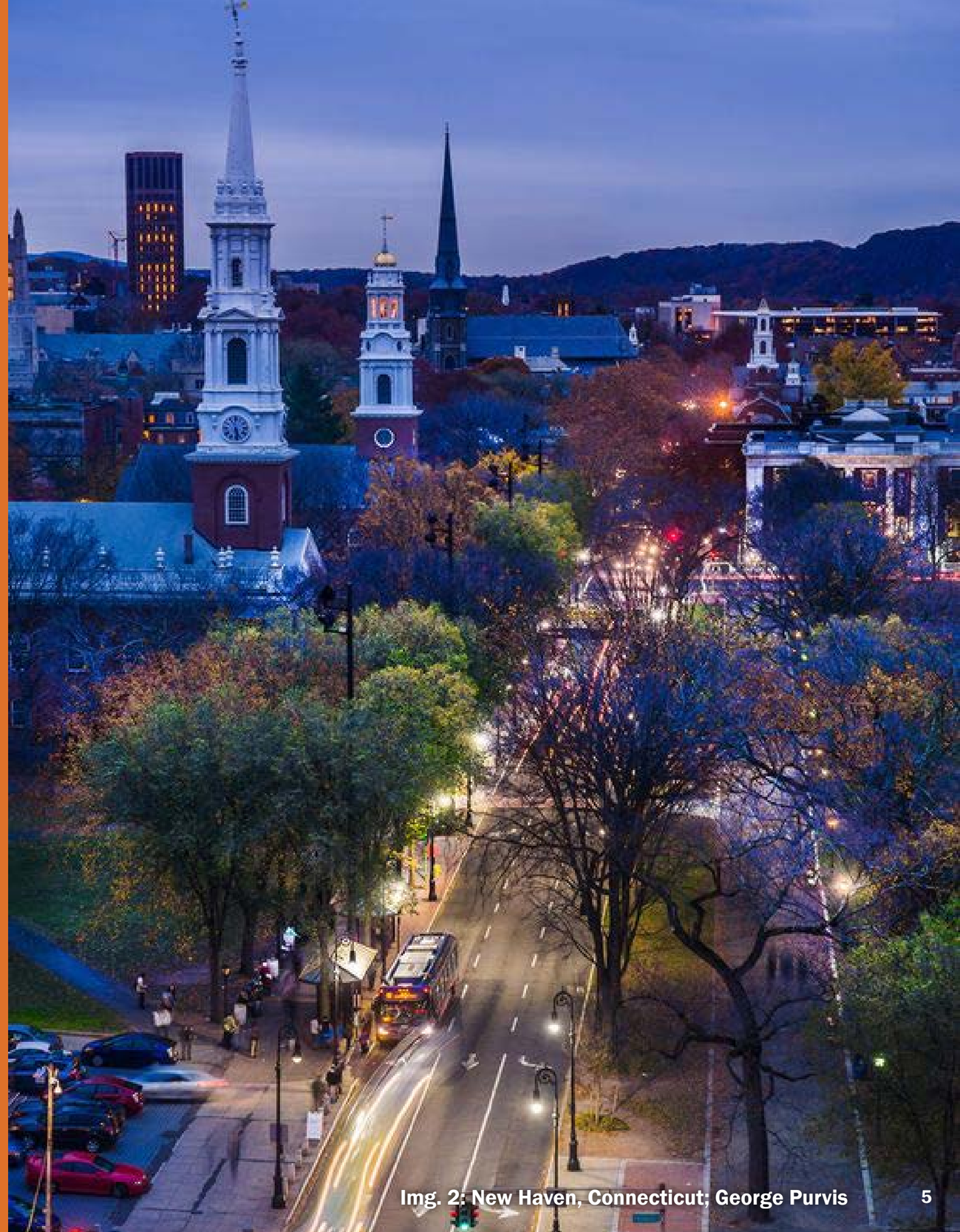
INTRODUCTION

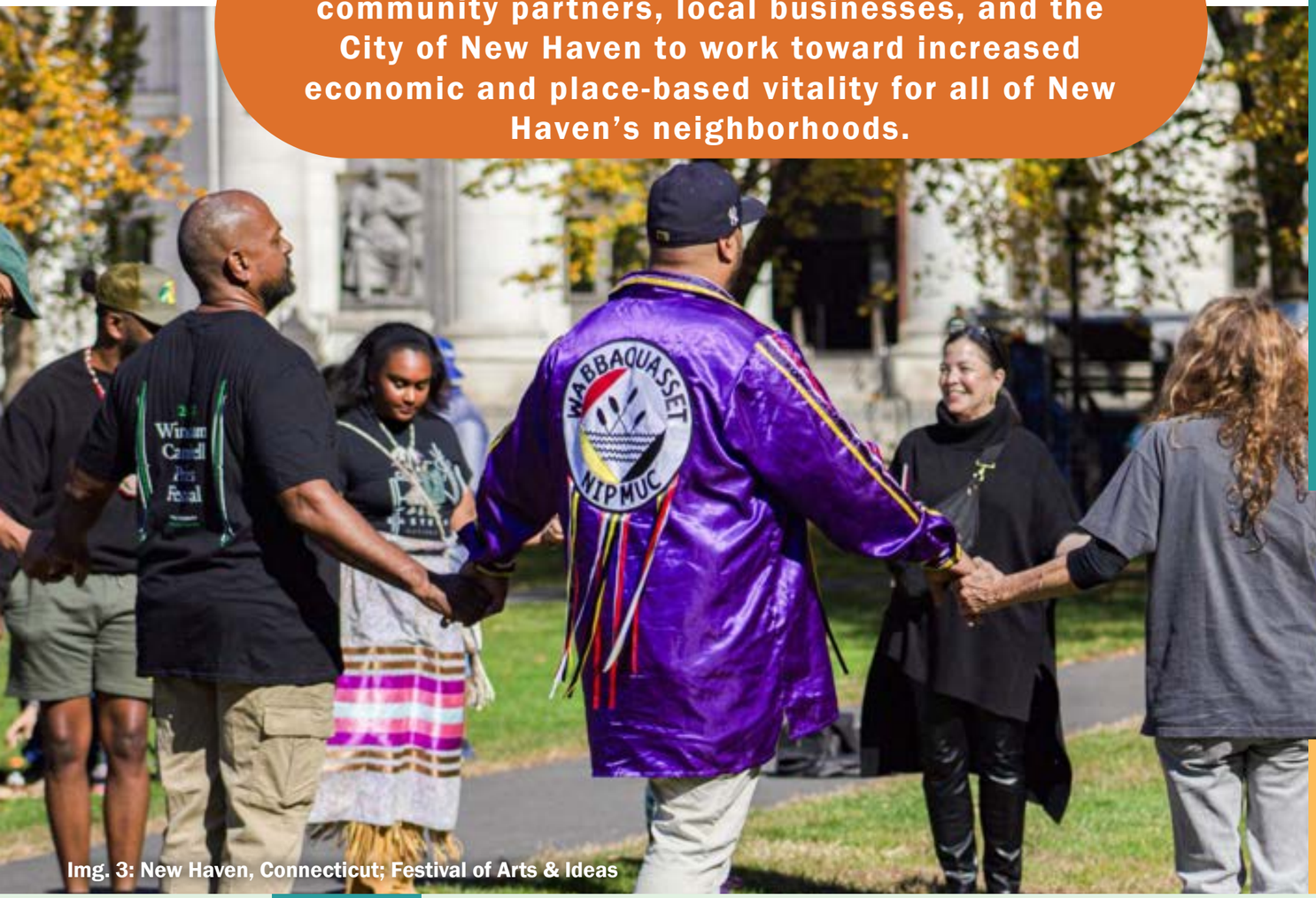


Img. 2: New Haven, Connecticut; George Purvis

INTRODUCTION

What is the Neighborhood Commercial District Initiative?

The New Haven Neighborhood Commercial District (NCD) Initiative is a structure for neighborhoods, community partners, local businesses, and the City of New Haven to work toward increased economic and place-based vitality for all of New Haven's neighborhoods.



Img. 3: New Haven, Connecticut; Festival of Arts & Ideas

The New Haven NCD Initiative is a framework to provide support to all of New Haven's commercial districts recognizing that not all neighborhoods share the same resources, experience, or organizational expertise. The initiative builds upon existing City-wide assets to provide neighborhood access to resources regardless of current capacity, and works to cultivate vibrant public spaces and districts across New Haven.

The NCD Initiative consists of three tools:

1. **The NCD Playbook**
2. **Membership support from the Connecticut Main Street Center (CMSC)**
3. **NCDs Visualizations Handbook**

The City recognizes that the NCD Initiative will grow and that additional NCDs, beyond those identified in this initial analysis, may be created. The City commits to apply similar efforts to support all districts, guided by the approaches identified herein.

Please refer to the RESOURCES section of the Playbook for more information on CMSC.

Through this initiative, the City looks forward to being an active partner to all neighborhoods to make diverse, thriving commercial centers a reality.

INTRODUCTION

What is a Neighborhood Commercial District, or NCD?

Neighborhood Commercial Districts, or NCDs, are the heart and focus of a neighborhood where local businesses, programming and events, and casual social interactions combine to drive economic development and spark a vibrant sense of place.

IMAGE PERMISSION PENDING
Img. 4: New Haven, Connecticut; New Haven Night Market

New Haven has many commercial districts that serve both residents and visitors. Some are well established and have a management structure such as a Special Services District. Others may lack a formal organizational structure but have the potential to create one and/or boast a strong sense of identity.

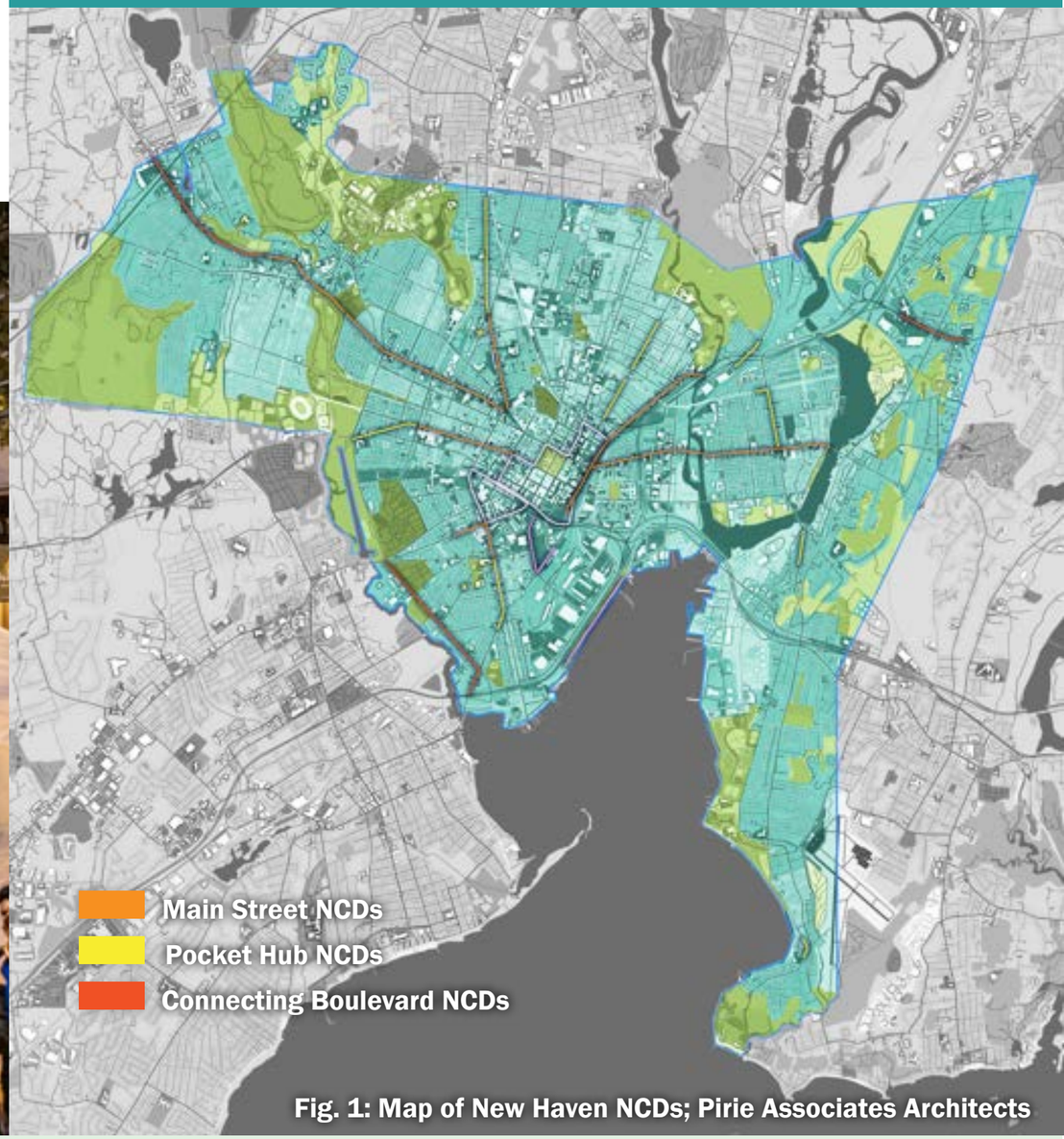


Fig. 1: Map of New Haven NCDs; Pirie Associates Architects

INTRODUCTION

What is the NCD Playbook?

The NCD Playbook is a how-to guide for planning, supplying, organizing, implementing, and managing New Haven's Neighborhood Commercial Districts. The NCD Playbook embraces a place-based economic development strategy that celebrates the unique qualities of each neighborhood.

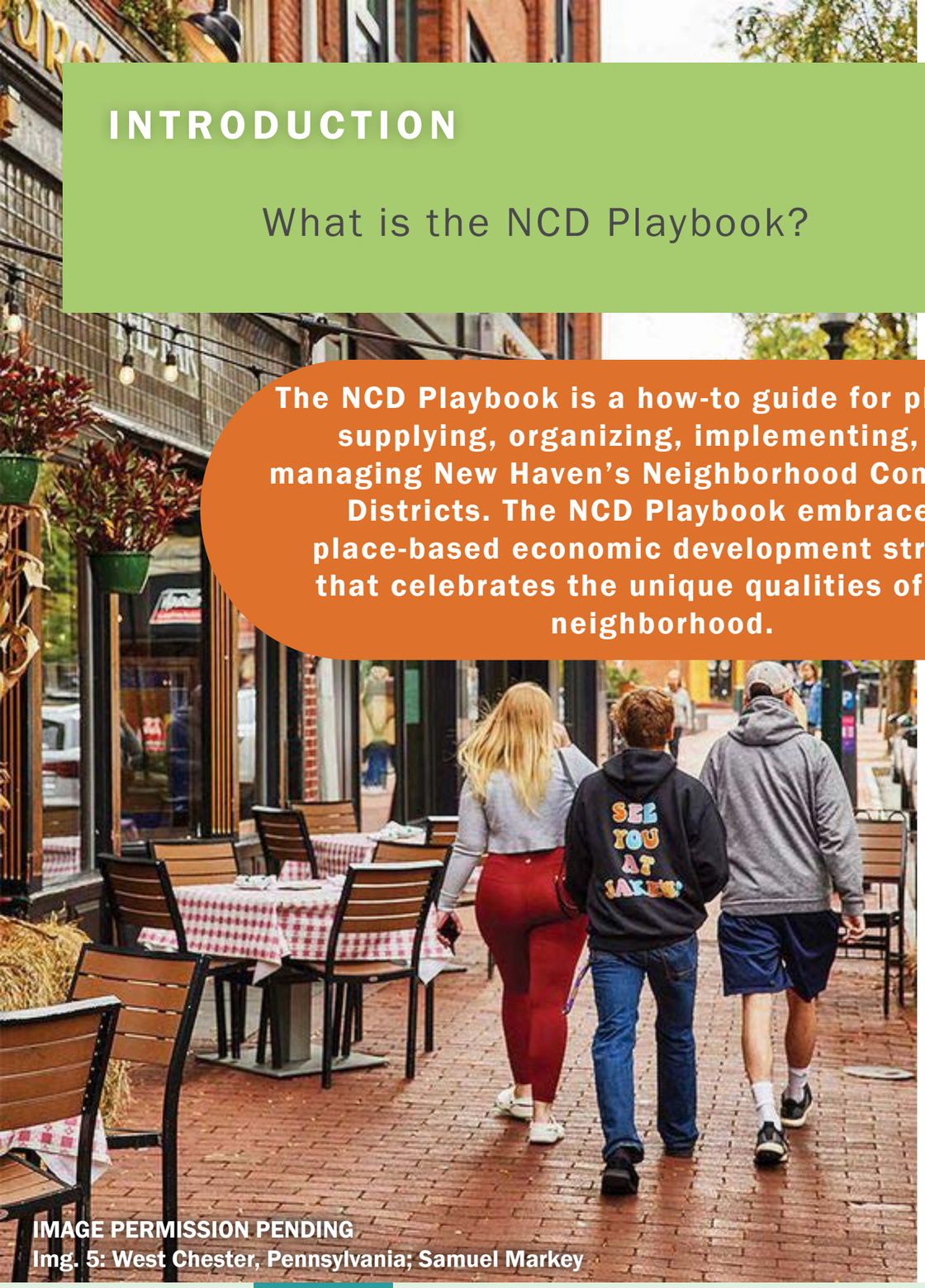


IMAGE PERMISSION PENDING
Img. 5: West Chester, Pennsylvania; Samuel Markey

WHO USES THE PLAYBOOK

The Playbook helps *City leaders* build an effective NCD Initiative. With municipal support of each NCD's vision, a unique sense of place, economic development, and organizational and management structures, NCDs will be enabled to grow and be sustained.

The Playbook is also a tool for new and established *business owners, property owners, community organizations, entrepreneurs, and local residents* for effective collaboration with the City to envision, develop, and operate their NCD.

HOW TO USE THE PLAYBOOK

The Playbook is strategic and works in tandem with CMSC's Four Point Approach to identify and efficiently address deficiencies, limitations, and needs.

Action Items create cumulative and durable impact by directing the City's energy, attention, and resources consistently and equitably to each NCD based on the NCD's vision and on-the-ground leadership.

Impact will come with consistency, time, dedicated City support, and individual NCD commitment.

Values OF THIS PLAYBOOK

1 ***Neighborhoods are not only places, they are the people who live, work, and interact there.***

A successful NCD is not just about its physical space; it is about supporting relationships and bringing together stakeholders. The rewards of the hard work benefits people.

2 ***Build engagement, responsibility, and empowerment through clarity and commitment.***

A bilateral approach ensures that momentum is not lost between actions and that every NCD sees continuous progress. The City must lay a strong foundation of support, guidance, and resources for the NCDs, while the community and business leaders in each NCD must organize, implement, and manage to grow effectively.

3 ***Elevate all NCDs while recognizing that each is unique in character, resources, and maturity.***

Some NCDs have a lot of support and momentum. Some have received more support from City leadership over the years than others. Some are already Special Service Districts with established funding and management structures. This Playbook addresses these disparities and recognizes that there is no single approach that can address all NCDs; a tailored approach is needed that begins with each NCD where it is now and evolves each toward what it can become.

Goals OF THIS PLAYBOOK

Each NCD has an organized, managed, and realistic strategy for growth that is community-driven and supported by City leadership.

Each NCD is addressed with a nuanced approach that is specialized, impactful, and long lasting.

The City acts as a liaison between the neighborhoods and City departments to expedite action and support the neighborhoods efficiently, where it is most needed.

Img. 6: New Haven, Connecticut; Arts & Ideas Festival; Jonathan "Joose" Bogans, Leigh Busby, Joel Callaway, and Lance Long

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DEFINING THE NEIGHBORHOOD COMMERCIAL DISTRICT

Img. 7: New Haven, Connecticut; Caren_ep

FEATURES OF NCDs

What makes an NCD distinct?

NCDs are the economic and social anchors of their communities. Each NCD possesses a unique sense of place that enhances New Haven as a whole.

Successful NCDs benefit from: a defined, place-based vision; a dedicated management structure; and strong municipal and private-sector partnerships. Every NCD is assessed by character, commercial profile, organization & management, and resources.

CHARACTER

New Haven NCDs are categorized into three types:

1. **Main Street**
2. **Pocket Hub**
3. **Connecting Boulevard**

Each NCD is grounded by a unique place-based vision that is rooted in culture, history, geography, and scale of the built environment. All NCDs enhance vibrancy through community engagement, incorporation of mixed uses, equitable access, economic vitality, and balancing pedestrian and multi-modal transportation needs.

COMMERCIAL PROFILE

The commercial profile of each NCD varies by size and capture area. All strive to balance small, independent business (to develop local ownership and generational wealth) with national chains (such as grocery stores, pharmacies, etc.). While many NCDs feature local retail and services, some NCDs are appropriate locations for national, big box chains that draw from a regional market capture area. In all cases, the goal is to create a beneficial commercial ecosystem to achieve a good balance of local outlets for food access, neighborhood services (laundry, cleaners, barbers and salons, etc.), medical and wellness services, and "third places" such as cafes and community meeting spaces.

ORGANIZATION & MANAGEMENT

NCDs provide a formalized structure for local businesses, property owners, and residents to work with the City and serve as a voice for their commercial districts. NCDs can sponsor beautification projects, special events, business support, and promotion programs.

Effective and successful organization and management structures require at least one funded, full-time manager for larger NCDs while smaller NCDs may share a full-time manager.

RESOURCES

Some NCDs already include Special Service Districts with assessment-based funding mechanisms while others are just beginning to establish a formal organization structure. This Playbook is meant serve all NCDs based on current level of resources.

ASPIRATIONS

What could an NCD look like?

Img. 8

Img. 9

Img. 10

Img. 11

Img. 12

Img. 13

Img. 8: Downtown Marietta, Ohio; Carissa Andrea Thrush

Img. 9: Linz Landstraße, Austria; Theo Crazzolara

Img. 10: Washington, DC; Anna

Img. 11: Mulago, Kampala; Lauren Parnell Marino

Img. 12: Toronto, Canada; Matt Wiebe

Img. 13: Ybor City, Tampa, Florida; Matthew Paulson

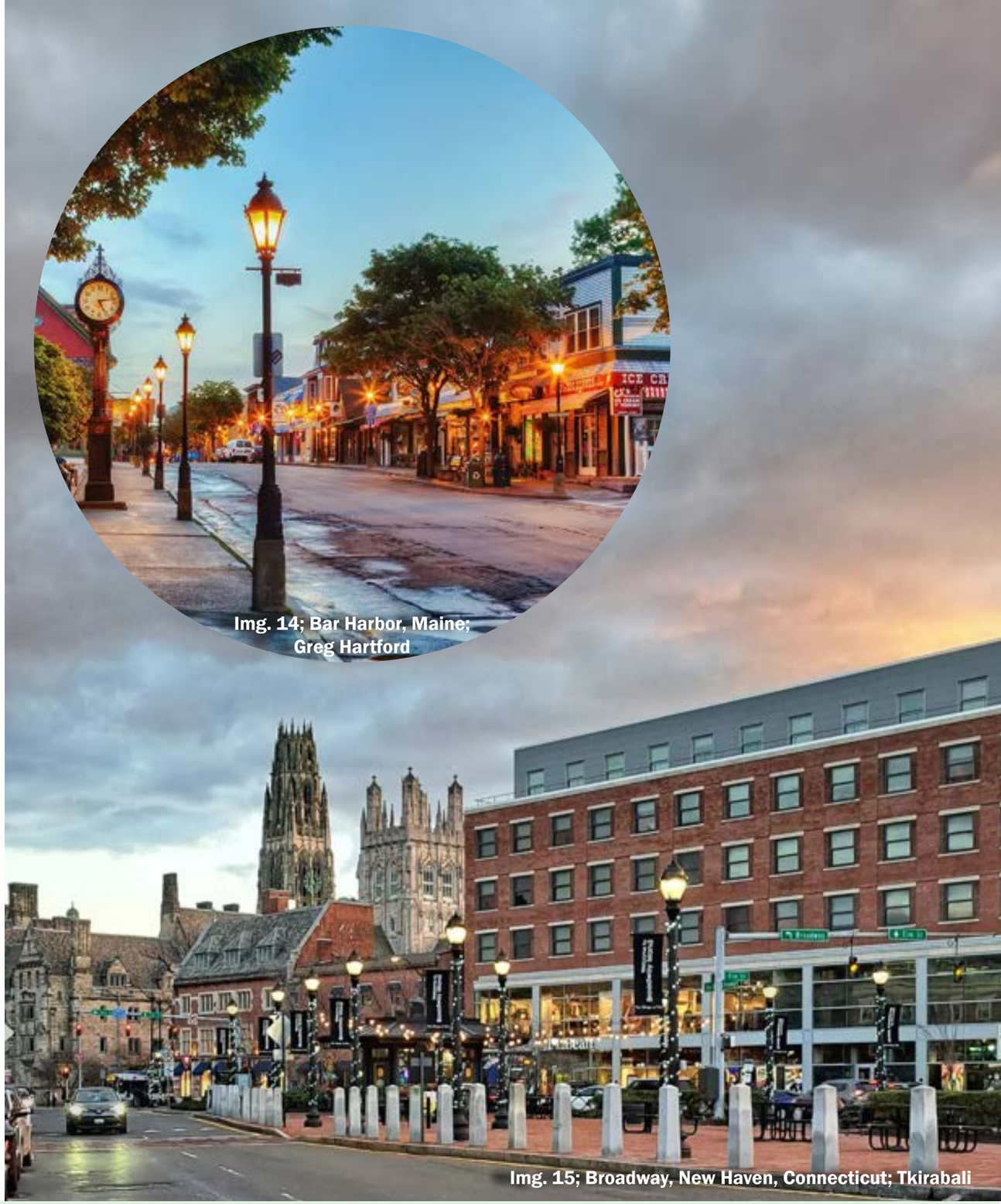
DEFINING THE NCD TYPES

Fig. 2: Section Diagram of Grand Avenue, New Haven, Connecticut; Pirie Associates Architects

MAIN STREET

- Pedestrian-oriented mixed use retail districts with an intact or potential historic or continuous building fabric that serve the day-to-day shopping needs of a neighborhood
- Retail opportunities are plentiful and diverse; there are ample neighborhood-focused businesses and, depending on neighborhood, there may also be popular restaurants and other unique businesses with larger market areas
- Neighborhoods are mixed-use and adjacent to nearby residential districts

EX: Chapel West, Town Green, Westville Village, Dixwell, Grand Avenue, State Street, Hill North,Hill to Downtown/Church Street South, Kimberly Square, Orange Street, and Wooster Square.



Img. 14; Bar Harbor, Maine; Greg Hartford

Img. 15; Broadway, New Haven, Connecticut; Tkirabali

Fig. 3: Overview Diagram of Farren & Fulton Intersection, New Haven, Connecticut; Pirie Associates Architects

POCKET HUB

- Smaller commercial hubs that are pedestrian-oriented, have some degree of historic or continuous building fabric, and include limited retail and other commercial activities
- Businesses are primarily convenience retail that meet some but not all day-to-day shopping needs of neighborhood residents
- Market capture area is generally immediate neighborhoods

Resources and capacity of Pocket Commercial Districts vary. Some may have capacity for Main Street model and formal NCD structure while others may not.

EX: Cedar Hill, Newhallville, East Grand o Olive Street, East Grand & Quinnipiac, Farren Avenue, Ferry & Lombard, Kimberly & Ella T. Grasso Boulevard, Morris Cove, West River, and West & Washington.

Img. 16; Toronto, Canada; Larry Koester

Img. 17; Holborn, London, England; Allison Day

Img. 18; Toronto, Canada; Toronto Guardian

Fig. 4: Overview Diagram of Whalley Avenue,
New Haven, Connecticut; Pirie Associates Architects

CONNECTING BOULEVARD

Relatively-low density boulevards currently characterized by high through-traffic, interrupted or lack of continuous building fabric, and challenging pedestrian routes

Generally serves multiple neighborhoods but may also serve a larger market with big-box retail and other regional draws

In current configuration, little, if any mixed-use development; residential development is nearby but road configuration, high automobile volume, and lack of safe multimodal infrastructure present unsafe conditions for local resident and pedestrian use

May not have capacity or level of engagement for formal NCD structure but can benefit from streetscape and infrastructure improvements and a vision for introducing higher density, mixed-use developments.

EX: Whalley Avenue, Amity, Ella T. Grasso Boulevard, Long Wharf/ Sargent Drive, and Quinnipiac Meadows.

Img. 20; Houston, Texas;
Terrain Studio

Img. 19; Budapest, Hungary;
Albert Lugosi

Street Section Showing Ideal Conditions

1. *Pedestrian Walkway*
2. *Furniture/Lighting/Tree strip*
3. *Bike Path*
4. *Land berm/Landscaping*

Fig. 5: Quinnipiac Meadows , New Haven, Connecticut; Pirie Associates Architects

RESOURCES & CAPACITIES

The City recognizes the diversity of NCDs in New Haven and the differing levels of resources, experience, knowledge, and capacity among them. It is the City's goal to meet each NCD where they are and to provide the necessary resources and tools to advance all districts together.

NCDs in New Haven generally fall into three categories related to resources and capacity:

PROMISING

Promising NCDs have the basic bones of a commercial district (such as a collection of independent retail or service businesses and relatively intact building fabric). However, no or few steps have been taken to develop a formal NCD, collectively engage businesses and property owners, or propose a formal organization or management structure.

PROGRESSING

Progressing NCDs may or may not yet have a formal management entity, or may have a structure that has not been active recently. These NCDs are in various stages of outreach to businesses, property owners, or the community to take the necessary steps to develop a formal NCD.

PERFORMING

Performing NCDs have a well-established and collaborative community of business and property owners, and a functioning management organization. They are able to operate independently and require interaction and coordinated support from the City of New Haven only as needed. These districts may include existing management entities or structures and have active, paid management, security, and cleaning initiatives in place. They also sponsor programming and events and provide business support in addition to established branding and marketing capacity.

Img. 21: New Haven, Connecticut; Slack12

NEW HAVEN NCDS MATRIX

This table represents the NCD typologies as of the date of this report. More NCDs may be identified, and NCDs are expected to progress their capacity levels as they develop. However, NCDs typologies *will not change, regardless of capacity level,* as they are based on spatial and geographical qualities.

New Haven NCDs		NCD TYPOLOGY		
		MAIN STREET	**POCKET HUB**	**CONNECTING BOULEVARD**
NCD CAPACITY LEVEL	**PERFORMING NCD**	• Chapel West • Town Green SSD • Westville Village		
	PROGRESSING NCD	• **Dixwell** (Downtown to Munson) • **Grand Avenue** • **State Street** (Grove to Mechanic)	• **Cedar Hill** • **Newhallville** (Munson to Cherry Anne St., Hamden)	• **Whalley Avenue** (Broadway to West Park, does not align with SSD Boundary)
	PROMISING NCD	• **Hill North** (Congress around corner to Howard) • Hill to Downtown/Church Street South • **Kimberly Square** (Howard intersection to 1st Street) • Orange Street • Wooster Square	• East Grand to Olive Street • East Grand & Quinnipiac • **Farren Avenue** • **Ferry & Lombard** • Kimberly & Ella T. Grasso Boulevard • Morris Cove • West River • West & Washington	• **Amity** (Whalley from from West Prospect to RT 15) • Ella T. Grasso Boulevard • Long Wharf/Sargent Drive • **Quinnipiac Meadows** (RT 80 from I-91 to City Line)

BOLD NCDs have had assessments conducted by CMSC and have full reports available. Other NCDs have not yet assessed, though it is a highly recommended initial step.

COMMON PLACEMAKING ATTRIBUTES

To create a robust pedestrian realm, some attributes should remain consistent throughout all NCDs.

1. **Alameda / Esplanade**

   A double-sided, tree-lined pedestrian walkway, wider than is typical, equipped with street furniture and lighting.

2. **Gateway Elements**

   Sculptural or signage elements to mark the beginning, or the ‘gateway’ of the NCD.

3. **Multi-modal Paths**

   Safe accommodation of multiple means of transportation, typically pedestrian, bicycle, automobile, and bus.

4. **Third Spaces**

   Equitable and inclusive access to shared cafes, parks, and/or plazas for social interaction and community gathering.

5. **Murals**

   Inclusion of place-based murals to enliven the public realm and celebrate cultural identity.

6. **New Haven Placemaking Elements**

   Lighting, trash receptacles, street furniture, and public realm features consistent with the New Haven ‘jazz metaphor’ as defined in the NCDs Visualizations handbook.

7. **Recreational Resource Connections**

   Where possible, connect public realm to high quality natural and recreational spaces for health & wellbeing benefits.

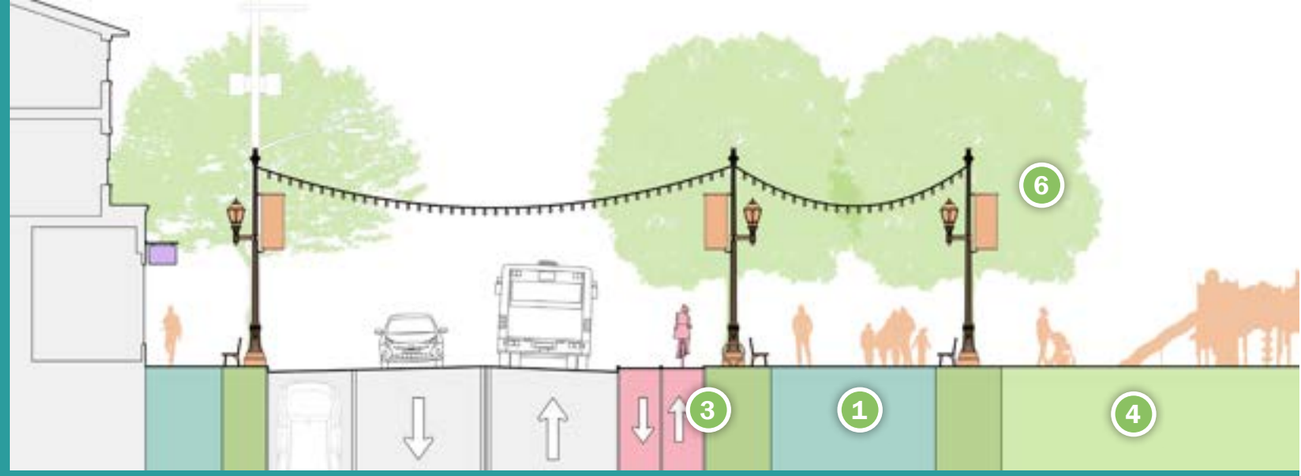


Fig. 6: Grand Avenue Section Diagram, New Haven, Connecticut; Pirie Associates Architects

Fig. 7: Quinnipiac Meadows Plan Diagram, New Haven, Connecticut; Pirie Associates Architects

Fig. 8: The Hill Neighborhood Aerial, New Haven, Connecticut; Pirie Associates Architects

Img. 22: New Haven, Connecticut; ToberOct

KEY STAKEHOLDERS

Who engages in this effort?

Participation and agreement should be gathered from all stakeholders to ensure the success of the NCDs. Everyone who lives and works in New Haven can impact an NCD.

- **Property Owners**
- **Business Owners**
- **Residents**
- **Municipal government and elected officials**
- **Anchor institutions (such as arts/culture, healthcare, libraries, universities/schools, nonprofits, etc.)**
- **Financial institutions / CDFIs**

PROPOSED ORGANIZATIONAL MODEL

NOTE: *It is understood that this model will be refined over time. The organizational model is the City's promise for mutual commitment.*

City of New Haven

Office of the Economic Development Administration and other City Departments and Divisions, *as necessary*

New Haven Land Bank Authority

(Administering Agency)

CMSC

New Haven NCD Coordinator

NCD Advisory Group

(includes SSDs, BIDs, Merchants Associations, & Community Development Corps to offer expertise as needed.)

Promising NCDs

Shared NCD Managers

(with Boards or Working Groups)

Assume 5 Shared NCD Managers:

- **Hill North, West & Washington, Kimberly Square, Kimberly & Ella T. Grasso Boulevard**
- **Long Wharf, Morris Cove, Hill to Downtown**
- **Farren Ave, Ferry & Lombard, East Grand & Quinnipiac**
- **Ella T. Grasso Boulevard, Quinnipiac Meadows, Amity**
- **West River, North Frontage/Legion Avenue**
- **East Grand to Olive Street, Wooster Square**

Progressing NCDs

Shared NCD Managers

(with Boards or Working Groups)

Assume 2 Dedicated & 1 Shared NCD Managers:

- **Dixwell**
- **Newhallville**
- **State Street, Cedar Hill, Orange Street**

*Note that Grand Avenue and Whalley Avenue are SSDs with dedicated SSD Directors

Performing NCDs

SSD or BID Directors

(with existing SSD Boards)

Assume Existing SSD or BID Boards:

- **Town Green**
- **Westville**
- **Chapel West**

NCD BUDGETS & FUNDING

BUDGETING

It is expected that general management and expenses, including payroll, rent, and utilities, are the largest expense for an NCD and will comprise approximately two-thirds of an individual NCD's operating budget. Other large expenses may include streetscape and beautification projects, special events and programming, and advertising and promotion.

FUNDING SOURCES

NCDs rely on a mix of public and private funding that will vary depending on capacity and need. Performing and Progressing NCDs are often able to leverage more private revenue sources from special events, sponsorships, and dedicated fees. Promising NCDs will require start-up funding to become established and move toward managed operations.

The NCD Initiative may consider funding sources such as a dedicated Seed Fund or a Revolving Loan Fund for small businesses. In addition, a Common Application for grants and loans shall be instituted.

Please see the ACTION ITEM 4 for a Common Application process and RESOURCES for details regarding potential funding sources.

TYPICAL FUNDING AT EACH CAPACITY

Revenue Tool	NCD Capacity Level		
	Promising	*Progressing*	*Performing*
Local government support (grants & services)			
Foundation & other philanthropic grants			
Revenue generating programs & Special events			
Sponsorships & business donations			
Voluntary membership dues			
Special Assessments (SSDs only)			
Branded merchandise			
Dedicated fees (event, street usage, etc.)			

EXAMPLE INCOME & EXPENSE MODEL

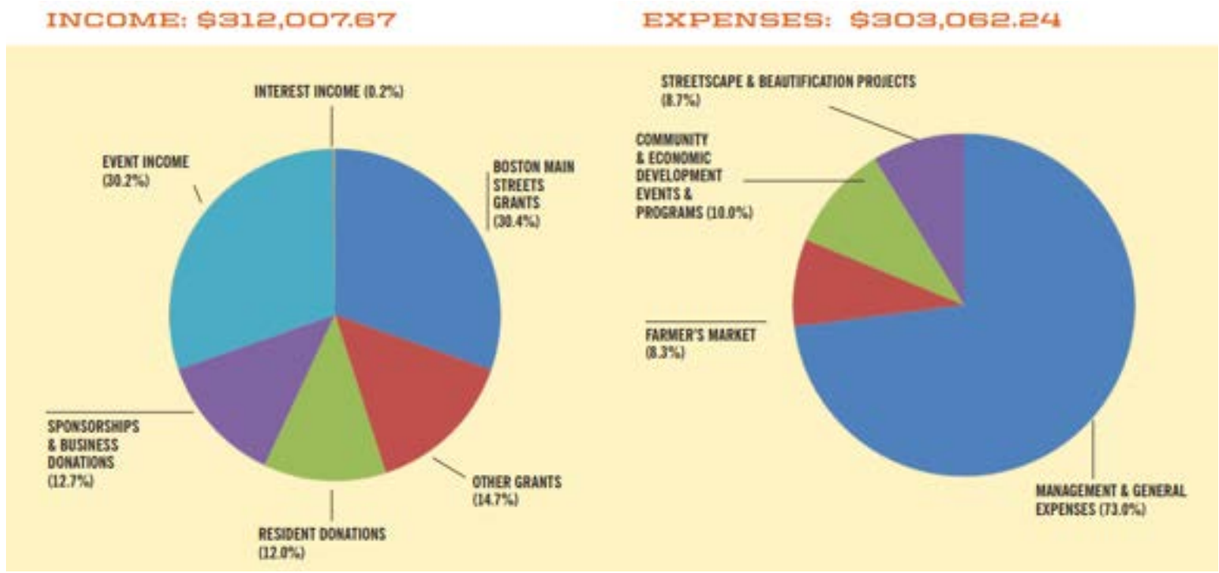


Fig. 9: Roslindale Village Main Street 2022 Annual Report

03

ACTION ITEMS

Img. 23: New Haven, Connecticut; Professor Bop

GUIDE TO ACTION ITEMS


Img. 24


Img. 25


Img. 26

In this section there is a strategic outline for the first two years of implementation & guidelines for developing an annual work plan, both of which are critical to the success of the NCD Initiative.

IMAGE PERMISSION PENDING; Img. 24-26 (Left): New Haven, Connecticut; New Haven Night Market
Img. 27: New Haven, Connecticut; Amy Albandoz

COLLABORATION FRAMEWORK

How can other City Departments support the NCD Initiative?

While the NCD Initiative is being led by the Office of the Economic Development Administration through the New Haven Land Bank Authority, its successful implementation and smooth operation is reliant on the engagement of multiple City departments.

NCDs must address many factors, including infrastructure and maintenance, public safety, branding and marketing, small business needs, community services, social services, and even socioeconomic justice.

Horizontal coordination between related City departments is crucial to ensure that all NCDs' needs are met. Multiple City departments have the responsibility of contributing specific tasks to ensure successful NCD operation.

The NCD Coordinator will lead collaborations will be engaged on all communications that are related to the development of NCDs.

INFRASTRUCTURE

Engineering

Office of Building Inspection and Enforcement

Office of Building Development

Parks and Public Works

Transportation, Traffic, and Parking

PUBLIC SAFETY

New Haven Police Department

New Haven Fire Department

BRANDING & MARKETING

Arts, Culture, and Tourism

QUALITY OF LIFE

Livable Cities Initiative

New Haven Center for Inclusive Growth

LAND USE

City Plan

SOCIAL SERVICES

Office of Housing and Homelessness Services

Community Services Administration

SOCIOECONOMIC JUSTICE

Food System Policy

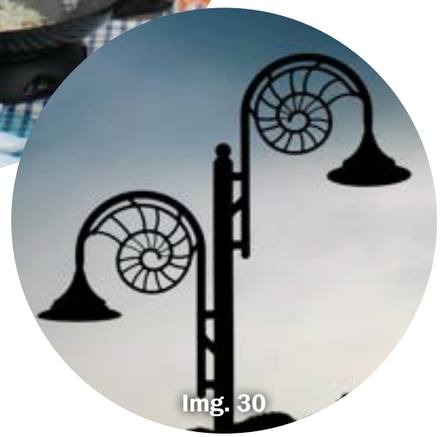
Community Services Administration

ACTION ITEMS

Overview


Img. 28


Img. 29


Img. 30

LIST OF ACTION ITEMS

short-term

1. Assist the City to Engage Communities and Promote Awareness
2. Provide Dedicated City Leadership and Support
3. Work with Community Stakeholders to Cultivate Neighborhood Leaders
4. Create Common Grant Application

medium-term

5. Cultivate Non-City Expertise to Help Guide NCD Initiative
6. Establish Formal Mechanism of Coordination between City and NCDs

medium- & longer-term

7. Partner with the NCDs to Develop Community-based Management Entities for each NCD
8. Facilitate Community-Based Planning

longer-term

9. Implementation, Funding, and Key Performance Indicators
10. Develop Supplemental Funding Mechanisms

Img. 28: Cape Town, Western Cape; Warrenski
Img. 29: Bloomington, Indiana; Gemma Billings
Img. 30: Lyme Regis, England; Gareth Williams

IMPLEMENTATION TIMELINE

Initial Two-Year Recommendations

MONTH 1

Office of the Economic Development Administration and New Haven Land Bank Authority to establish and fill position of New Haven NCD Coordinator.

MONTH 1-2

NCD Coordinator to begin engagement with NCD community stakeholders regarding the New Haven NCD Initiative.

- NCD Coordinator to make an Annual Work Plan for Items to be Implemented in the next 12 months. Repeat each year.

  NOTE: Refer to ANNUAL WORK PLAN GUIDANCE.
- Initiate monthly webinars and other information sessions.
- Visit NCD neighborhoods to meet with property owners, business owners, and community leaders.
- Plan formal events and information sessions related to the NCD initiative in each neighborhood.
- NCD Coordinator and New Haven Land Bank Authority to create Common Grant Application.

MONTH 2-4

NCD Coordinator and Office of the Economic Development Administration to hold meetings with elected officials and community stakeholders in order to identify community leaders who may serve as NCD Managers.

MONTH 6-24

New Haven NCD Advisory Group to begin regular meetings with NCD Coordinator.

MONTH 6-8

NCD Coordinator, informed by earlier meetings with community stakeholders, to select and appoint NCD Managers for individual NCDs.

MONTH 12-18

NCD Managers, working with community stakeholders and business owners, and guided by NCD Coordinator, to establish NCD Boards or Working Groups for their NCDs.

NCD Managers to work with their NCD Boards or Working Groups to develop short-term, medium-term, and longer-term visions for their respective NCDs.

NCD Managers and their NCD Boards or Working Groups to develop an Annual Work Plan that builds upon visions and clearly outlines and prioritizes goals for the upcoming year.

MONTH 18-24

Each NCD Board to present its Annual Work Plan to the NCD Coordinator.

- NCD Coordinator and New Haven Land Bank Authority to meet with individual NCD Boards or Working Groups to review priority projects and preliminary funding sources.
- Each NCD Board or Working Group will work with their NCD Manager to begin executing their Annual Work Plan, following the CMSC Four Point Approach.

IMPLEMENTATION TIMETABLE

Continued

MONTHS 18-24

Provide ongoing development.

- **Each NCD Board or Working Group will identify initial grassroots projects that could be undertaken by business owners, property owners, and local residents and community groups.**
- **Each NCD Board or Working Group will track accountability based on community-defined metrics and communicate findings to NCD Coordinator**
- **New Haven Land Bank Authority, working with the Office of the Economic Development Administration, to establish a Seed Fund to provide funding for NCD projects.**

MONTHS 24+

New NCDs to be identified based on Type and Capacity as the NCD Initiative matures.

Revise and refine the strategic plan presented by this Playbook to align with the NCD Initiative as it develops.

Img. 31: Lake Placid, New York; Onasill – Bill Badzo

Img. 32: Malaga, Spain; Hernán Piñera

ANNUAL WORK PLAN GUIDANCE

How to Create an Effective & Targeted Annual Work Plan

WHEN

Short-Term; Annually

It is recommended to set aside at least 6-8 weeks to develop this Annual Work Plan so that it can be revised by the NCD Advisory Group and all departments to ensure that the City is unified and working towards a shared goal.

WHO

- **NCD Coordinator**
- **NCD Advisory Group**

WHAT

Establish an Annual Work Plan that includes goals that can be reasonably accomplished in the following 12 months.

WHY

To coordinate all NCD activities and ensure that all efforts are working in alignment. A clear Work Plan is essential in harnessing the momentum of the NCD Initiative and stay organized through the implementation of tactical actions.

HOW

- **Identify the GOALS for the year.**
- **Use the NCD Type and Capacity chart to identify what level of support needs to be given to each NCD at each capacity level.**
- **Create an outreach meeting to determine readiness of each NCD.**
- **Identify potential barriers to participation and work to resolve them.**

GUIDING QUESTIONS

Consider the following questions when forming a Work Plan.

- **What is the 'big picture' of what needs to be accomplished this year?**
- **What internal training is required before NCDs can be established?**
- **Are horizontal alignments clear and understood?**
- **What resources does the City need to provide upfront?**
- **Which NCDs shall be addressed first?**
- **Are the NCD Managers well equipped with resources?**
- **How is accountability from all parties being tracked?**

NOTE: To align with fiscal year, assume that two months be reserved before the beginning of the fiscal year to compose the Annual Work Plan.

1 ACTION ITEM

Assist the City to Engage Communities & Promote Awareness

WHEN

Short-Term; 3-4 Months

WHO

- **The City of New Haven**
- **Connecticut Main Street Center (CMSC)**
- **Involvement by existing SSDs' leadership, other stakeholders, and relevant City departments and divisions is optimal.**

WHAT

- ***External Engagement***

  Plan community gatherings and information sessions for business owners, property owners, local residents, and community organizations in the designated NCDs to build awareness of the NCD Initiative, promote the benefits of NCDs, review requirements and responsibilities, and gauge local interest, level of engagement, and capacity.

- ***Internal Engagement***

  Appropriate City departments and divisions should be engaged.

WHY

The City of New Haven has identified multiple NCDs across the City that have the potential to develop formal NCD structures. These NCD structures will facilitate improvements to the built environment, will support local businesses, and will promote their districts.

Some of these neighborhood districts are already well-established while others have begun the effort to establish formal structures and require support and resources from the City. However, many of the identified potential NCDs have not undertaken any steps to develop a formal NCD and have little awareness of the benefits. These information sessions serve as a valuable first step in building community knowledge.

In addition to promoting awareness of the NCD Initiative among stakeholders, it will be important to initiate engagement with appropriate City departments and divisions to inform their leadership about the Initiative and discuss the types of support and services they may be expected to provide.

1 ACTION ITEM

Continued

HOW

The *New Haven Land Bank Authority* and the *Office of the Economic Development Administration* will work with local elected officials, community organizations, and existing SSDs to organize community meetings and information sessions in each NCD. Virtual information sessions may also be planned.

- **Include a mechanism to capture contact information from individuals who are interested in becoming involved or volunteering for their NCD.**
- **Depending on interest, capacity, and level of engagement, the City may determine that some commercial districts (such as the Connecting Boulevards) may choose not to participate fully in the NCD initiative but may benefit from components such as streetscape and public realm improvements.**
- **The *New Haven Land Bank Authority* and the *Office of the Economic Development Administration* to initiate engagement with appropriate City departments and divisions.**

  A full list of departments and divisions is included in the COLLABORATION FRAMEWORK.

CREATIVE SUGGESTIONS TO ENGAGE COMMUNITIES

1. **NCD Initiative website that includes all related resources (*including the following*) for ease of engagement**
2. **Annual calendar showing all NCD related events - published well in advance to optimize attendance**
3. **Monthly webinars for all NCD stakeholders**
4. **Technical Open House (this can be done as an open house or by appointment)**
5. **Well-publicized events in NCD neighborhoods - at least once per month**
6. **E-blast newsletters**

   EX: The City of Boston Small Business Updates Newsletter. Please reference RESOURCES for a full example.

2 ACTION ITEM

Provide Dedicated City Leadership & Support

WHEN

Short-Term; 3-4 Months

WHO

- New Haven Land Bank Authority
- Office of the Economic Development Administration
- Other City departments and divisions as noted

WHAT

The City of New Haven will provide dedicated City leadership, support, and resources in order to guide the planning and development, establishment and implementation of the NCD Initiative.

This effort will be led and facilitated by the New Haven Land Bank Authority, as the Administering Agency, and guided by the Office of the Economic Development Administration, though it will include multiple City of New Haven agencies and departments as needed.

WHY

While it is the ultimate goal of the NCD Initiative to develop strong and independently managed NCD organizations, the City must serve as a primary facilitator to ensure equitable and efficient allocation of resources and knowledge among Promising, Progressing, and Performing NCDs.

HOW

1. **The City of New Haven to outline function of a New Haven NCD Coordinator within the *New Haven Land Bank Authority* to serve as the City's principal point person for NCD planning and implementation.**
2. **The New Haven Land Bank Authority, together with the Office of the Economic Development Administration and New Haven NCD Coordinator to set up monthly interdepartmental meetings as appropriate with City departments and divisions in order to discuss NCD needs.**

A full list of departments and divisions is included in COLLABORATION FRAMEWORK.

NOTE: It is important to build in adequate time to coach internal City staff.

3 ACTION ITEM

Work with Community Stakeholders to Cultivate Neighborhood Leaders

WHEN

Short-Term; 3-4 Months

WHO

- **New Haven NCD Coordinator with support from the Land Bank Authority and the Office of the Economic Development Administration**
- **Local stakeholders as noted**

WHAT

The New Haven NCD Coordinator will work with elected officials, Community Management Teams, local community organizations, and other appropriate stakeholders to identify and cultivate neighborhood leaders in each NCD.

WHY

A successful NCD initiative must be built from the grass roots level. As the NCD Coordinator prepares for the formal launch of the NCD Initiative and begins to lay the groundwork for establishing management entities at the NCD-level, a pool of engaged neighborhood leaders and local expertise must be identified to ensure long-term success. NCD leadership that is appointed without the involvement of local community leaders will not succeed.

HOW

- **NCD Coordinator, the New Haven Land Bank Authority, and the Office of the Economic Administration will leverage their existing relationships with stakeholders and community leaders in each NCD.**
- **NCD Coordinator will hold meetings with elected officials and stakeholders to identify community leaders who may serve as NCD managers in addition to serving as advocates for the NCD initiative.**
- **The NCD Coordinator will keep an ongoing list of merchants associations, local business chambers, community organizations, and other entities, which will serve as important community resources and a foundation upon which to identify and develop leadership of each NCD.**
- **Align with new POCD.**

4 ACTION ITEM

Create Common Grant Application

WHEN

Short-Term; 3-4 Months

WHO

The City of New Haven

WHAT

Establish a common application for all City-managed grant and loan programs related to property owners and small businesses.

WHY

A common grant and loan application improves efficiency for both the City and the applicant by providing an easy "one-stop-shop" where applicants can apply for financial assistance and grant and loan program managers can collect, organize and aggregate applicant data in one place. This more effectively aligns disbursement of grants and loans for maximum impact, allowing applicants to be considered for multiple sources of funding in one user-friendly application.

HOW

Combine and update current grant and loan application forms to include all options for the applicant. Develop a pilot form that can be used to validate ease of use and inform formal program launch.

POTENTIAL IDEAS FOR A COMMON APPLICATION

- **Targeted "guerrilla" façade improvements across an entire block.**
  - ***EX: Remove all security shutters, replace all awnings, etc.***
- **Other commercial building renovations**
  - ***EX: Roof replacement, window replacements, etc.***
- **Leasehold Improvement Program; interior commercial renovations**
- **Property Tax Assessment Deferral Program**
- **Streetscape enhancement projects; ancillary to façade and other building renovations**
- **Branding assistance; logos - banners and signage design**
- **Entrepreneurial training for businesses on same block; join efforts to hire staff, cross advertise, train, host events, etc.**
- **Business Operations, Web Development, & Back-Office Support**
- **Technology upgrades for touchless methods of tender, such as credit cards, ApplePay, etc.**
- **Permitting; events, street closures, tree trim requests, sidewalk fixing, etc.**

5 ACTION ITEM

Cultivate Non-City Expertise to Help Guide NCD Initiative

WHEN

Medium-Term; 6-12 Months

WHO

- **Office of the Economic Development Administration / New Haven NCD Coordinator**
- **NCD Professionals; *to be identified. May include leadership from SSDs, BIDs, CDCs, Merchants' Association, and other appropriate entities in New Haven***

WHAT

Create a New Haven NCD Advisory Group to guide City of New Haven NCD Coordinator and provide expertise and mentoring on NCD formation, operations, and management.

WHY

The New Haven NCD Coordinator will benefit from the knowledge and experience of professionals who have worked with NCDs in Connecticut and elsewhere. The NCD Coordinator and Advisory Group will be attuned to the desires and aspirations of both the City and the NCDs.

HOW

- **New Haven NCD Coordinator to work with CMSC to identify professionals with whom to form a voluntary NCD Advisory Group.**
- **NCD Coordinator and NCD Advisory Group to meet regularly with existing and emerging leadership of individual (or grouped) NCDs to provide guidance and mentoring.**
- **NCD Coordinator and NCD Advisory Group to establish consistent planning tactics for all NCDs related to marketing and promotion, social media channels, event and programming planning, and fundraising.**
- **Advisory Group meetings are also an opportunity for members to share "wins"/successes that are pertinent and informative to the NCD Initiative.**
- **CMSC will provide an important resource role to the Advisory Group.**

NOTE: NCD Advisory Group* must not *replicate the role of the Development Commission.

POTENTIAL STEPS

- **The NCD Coordinator to establish an operational calendar for the NCD Advisory Group.**
- **Initially, meetings should be monthly and in-person. After established, meeting format can be reconsidered.**

NOTE: For effectiveness and consistency, members of the NCD Advisory Group must commit to full participation and be upfront about their availability or capacity related to time or tasks.

6 ACTION ITEM

Establish Formal Mechanism of Coordination between City & NCDs

WHEN

Medium-Term; 6-12 Months

WHO

- **Office of the Economic Development Administration / New Haven NCD Coordinator**
- **Stakeholders; *from individual NCDs, guided by the NCD Advisory Group***

WHAT

There will be 8 new NCD Managers appointed: 5 Managers will share management of Promising NCDs and 1 Manager will manage Progressing NCDs. However, Dixwell and Newhallville will assume their own (2) dedicated Managers.

Five NCDs - *Town Green, Westville, Chapel West, Grand Avenue, and Whalley Avenue* – are currently established SSDs or BIDs, and would therefore utilize their leadership.

The City of New Haven should assume that NCD Managers receive an annual salary of between $65,000 and $85,000 depending on experience and size and quantity of the NCDs that they are managing.

NOTE: See the PROPOSED ORGANIZATIONAL MODEL for groupings.

WHY

A dedicated manager is essential for the successful planning and operation of an NCD.

Ideally, this should be a full-time paid position, though it is understood that the City of New Haven and many of the Promising and Progressing NCDs will not have the capacity to appoint dedicated individual full-time managers. Connecting Boulevards may not need a dedicated NCD Manager, depending on their interest and level of engagement.

HOW

- **NCD Coordinator, guided by the Advisory Group will recruit and hire NCD Managers for the groupings proposed in the ORGANIZATIONAL MODEL.**

  NOTE: CMSC could provide support in developing a job description for the NCD Manager role.

- **Main Street NCDs that do not have existing in-place SSDs or other formal management structures will collaborate with the NCD Coordinator to identify and appoint dedicated NCD Managers for their districts.**

- **SSDs will maintain their existing structures but will designate a representative to work with the NCD Coordinator and ensure that the NCD is meeting the City's goals and objectives.**

  NOTE: The NCD Manager is considered a professional position. Each Manager should have experience either in neighborhood planning, small business ownership, and/or marketing.

7 ACTION ITEM

Partner with NCDs to Develop Community-Based Management Entities for Each NCD

WHEN

Medium-Term; 6-12 Months & Longer-Term; 1-2 Years

WHO

- **NCD Managers**
- **Stakeholders; *from individual NCDs, guided by the NCD Coordinator and the NCD Advisory Group.***

WHAT

NCD Managers will work with community stakeholders in their respective districts to establish management entities for each NCD or group of NCDs.

Depending on type and capacity of NCD, the management entity may be a formal NCD Board or a more informal NCD Working Group, the latter with the aspiration of evolving into a formal Board as the NCD grows in capacity.

Each management entity will focus on the development of the Main Street Four Point Approach of: (1) Economic Vitality, (2) Marketing, Promotion, and Events (3) Design and Public Spaces, and (4) Organization. This can be done through Action Teams.

NOTE: See RESOURCES for a full breakdown of the Main Street Four Point Approach.

WHY

Each NCD, or group of NCDs, will require a place-based design consultant to develop a vision for the district and with appropriate City and private-sector advisors and/or management consultants to determine services, programs, and administrative and budgeting processes.

NOTE: Entities and tactics may vary by NCD type and capacity, though every NCD's goal is to work toward the creation of a vision and a high-functioning independent management entity.

HOW

- **Shared NCD Managers for Promising NCDs to work with business and community leaders in each neighborhood to identify and recruit volunteers to form Working Groups and/or Action Teams, as appropriate, to develop the Main Street Four Point Approach.**
- **The NCD Managers of Progressing NCDs will work with SSD Boards to form Working Groups and/or Action Teams to develop the Main Street Four Point Approach. NCD Managers of all NCD types that have achieved an appropriate level of capacity and are not SSDs will work with the NCD Coordinator, Advisory Group, and business and community leaders to identify members for a Working Group and/or Action Teams, with the goal that these Working Groups will consider evolution into formal NCD SSD/BID Boards if appropriate, or may develop a funding relationship with the City though programs that are a part of the NCD Initiative.**

8 ACTION ITEM

Facilitate Community-Based Planning

WHEN

Medium-Term; 6-12 Months & Longer-Term; 1-2 Years

WHO

- **NCD Managers**
- **NCD Boards and/or Working Groups; *guided by the NCD Coordinator, the NCD Advisory Group, and CMSC***

WHAT

Identify NCDs' needs and priorities and determine priority services, programs, and administrative and budgeting processes. These needs and priorities will also be informed by the Connecticut Main Street Center's Assessment and road map for each NCD.

WHY

Verifying and prioritizing each NCD's needs and allocation of resources should be undertaken by stakeholders in those communities, utilizing guidance and mentorship from appropriate City leadership, outside consultants, and the NCD Advisory Group, in addition to CMSC.

HOW

- **NCD Boards and/or Working Groups, working with their NCD Managers, will develop short-term, medium-term, and longer-term visions for their respective commercial districts.**
- **With the support of the New Haven NCD Coordinator and New Haven NCD Advisory Group, in addition to CMSC, determine initiatives, programs, and administrative and budgeting processes to meet the short-, medium-, and longer-term visions.**
- **Working with their NCD Managers, develop an NCD Annual Work Plan that builds upon the annual CMSC Assessment to identify specific tasks and budgeting for these tasks.**

9 ACTION ITEM

Implementation, Funding, & Key Performance Indicators

WHEN

Longer-Term; 1-2 Years

WHO

- **NCD Managers**
- **NCD Boards and/or Working Groups; *guided by the NCD Coordinator, the NCD Advisory Group, and CMSC***

WHAT

NCDs to begin implementing the programs and initiatives outlined in their Annual Work Plans, identify funding sources, and establish key performance indicators in order to track accountability. NCDs to review key performance indicators with New Haven NCD Coordinator in order to ensure alignment with grant criteria.

WHY

Successful implementation of Annual Work Plans ensure that NCDs are vibrant commercial and community centers. Tracking accountability guarantees that NCDs are successfully meeting goals and serving the needs of its businesses and residents. This process will inform the City which programs are most effective for funding.

HOW

- **Each NCD Board and/or Working Group to present its Annual Work Plan to the New Haven NCD Coordinator in order to facilitate connections, synergies, identify needed City resources, and potential funding sources.**
- **New Haven NCD Coordinator to meet with each NCD Board and/or Working Group to review preliminary funding sources that address each NCD's need.**
- **Each NCD Board and/or Working Group, coordinating with Action Teams, will work with their NCD Manager to begin executing their Annual Work Plan, following the CMSC Four Point Approach. NCD Boards and/or Working Groups will also identify potential partner organizations to assist with implementation.**

  NOTE: The Annual Work Plans and associated action plans may change due to organization and resources.
- **Each NCD Board and/or Working Group will identify initial grassroots projects that business owners, property owners, and local residents can undertake.**
- **Each NCD Board and/or Working Group will track accountability based on community-defined metrics and communicate its findings to the New Haven NCD Coordinator.**

10 ACTION ITEM

Develop Supplemental Funding Mechanisms

WHEN

Longer-Term; 1-2 Years

WHO

- **The City of New Haven; *Led by the New Haven Land Bank Authority and the Office of the Economic Development Administration***
- **Private Sector Partners**

WHAT

Identify an independent entity to facilitate funding of NCD capital projects and operations – this may be a Seed Fund or other longer term funding sources to be identified, including a Revolving Loan Fund for small businesses.

WHY

While Main Street NCDs that possess SSDs are able to independently fund their initiatives and operations, Promising and small NCDs will have limited resources to fund capital projects and operations beyond public monies and modest amounts raised from potential fees. An independent New Haven NCD Seed Fund, established with City and private sector support, can raise corporate, private, and public support, develop renewable income streams for less resourced NCDs, and provide funding opportunities for capital projects and programs.

HOW

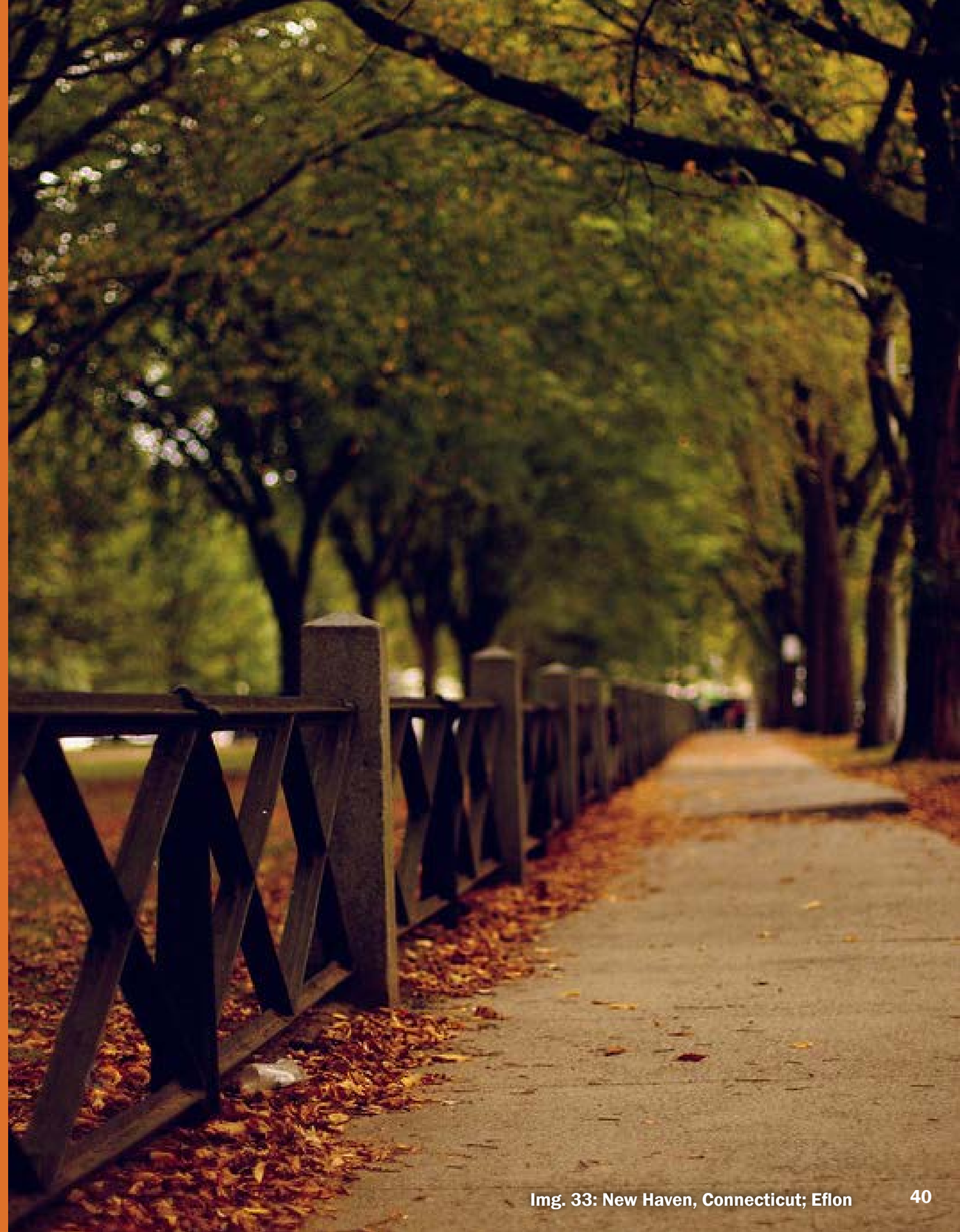
- **Establish an independent Seed Fund, to be funded through a combination of private and public sources. The Seed Fund would provide funding for NCD personnel, capital improvement projects, operations, and special events.**
- **Organize and synthesize existing and new grant programs in order to be more strategic, methodical, impactful, and effective.**
- **Coordinate with private sector partners to develop a strategy for reporting and accountability. Reports to include use of public and private funds and how the use of funds supports each NCD's forward progress approach.**

NOTE: The New Haven Land Bank Authority and the Office of the Economic Development Administration may assess how NCD groupings are formed to use existing SSDs as an organizational and funding structure. Challenges may arise with mandatory assessments.

i

RESOURCES

Additional Resources to Support NCD Development



Img. 33: New Haven, Connecticut; Eflon

NCD CORE FUNDAMENTALS

The Main Street Four-Point Approach

The Connecticut Main Street Center, as part of the National Main Street Center, promotes the Four Point Approach; a focused and deliberate path to revitalizing or strengthening a commercial district and its economy.

A successful undertaking of the Four Point Approach is informed by an understanding of local and regional market data and sustained and inclusive community engagement.

The Main Street Four Points are:

1. **Economic Vitality**
2. **Design**
3. **Promotion**
4. **Organization**

1 ECONOMIC VITALITY

- **Build a diverse economic base**
- **Catalyze smart new investment**
- **Cultivate a strong entrepreneurial and small business support ecosystem**
- **Assist business owners with grants and loan services to capitalize small and start-up business enterprises**
- **Undertake business continuity planning (*temporary business relocation plans in case of fire, flood, construction, etc.*)**
- **Inventory and map neighborhood assets**
- **Engage property owners**
- **Program vacant storefronts and lots**
- **Identify appropriate federal, state, and local programs and funding sources**

NCD CORE FUNDAMENTALS

Continued

2 DESIGN

- Foster accessible, people-centered public spaces
- Undertake beautification and neighborhood improvements that create inviting, inclusive atmosphere.
- Undertake streetscape improvements, including improved lighting and street furniture.
- Incorporate Complete Streets program (enable safe access for all people who use streets, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities.)
- Improve and maintain public green spaces and other open spaces.
- Consider enhanced signage (gateway/neighborhood branding, wayfinding, identification of assets and landmarks, etc.)
- Facilitate property improvements (façade improvements, window improvements, window displays)
- Establish a public art program.

3 PROMOTION

- Market the NCD's defining assets and unique features.
- Undertake a market assessment that identifies attitudes and perceptions of the district.
- Establish a positioning statement and branding campaign for the NCD.
- Develop programming and special events, including retail promotion.
- Support the buy-local experience.

4 ORGANIZATION

- Build leadership and strong organizational capacity.
- Ensure broad community engagement and forge partnerships between multiple stakeholders.
- Identify necessary municipal partners and confirm municipal support.
- Establish a formal organizational entity with a Board of Directors or Advisory Board/Committee.
- Undertake strategic planning and develop a Work Plan that is updated regularly.
- Hire administration, ideally a paid full-time district manager.
- Develop a volunteer program and recruit volunteers.

CONNECTICUT MAIN STREET CENTER ASSESSMENT

Summary of Findings

Background and Overview

The Connecticut Main Street Center (CMSC) is a statewide coordinating program of Main Street America, assisting communities in the revitalization and maintenance of their main streets, downtowns and village centers. We provide our members with education and training, technical assistance, programming and events, and advocacy based on Main Street America's Four Points, national best practices, and new trends and challenges. We joined the team of Pirie Associates to assist our member, the City of New Haven, to establish and serve a network of Neighborhood Commercial Districts (NCD) in the City. New Haven recognizes the value in having a main street entity as a partner in ensuring that every neighborhood with a commercial district is supported equitably in developing a thriving corridor. CMSC's contribution to the project was to bring our newly developed assessment tool to guide both the City and the NCDs in their efforts.

The CMSC Main Street Management Assessment tool is a comprehensive examination of how a commercial district is being managed based on the Four Points of Main Street Management through 86 action items. The action items are derived from national best practices for Main Street and downtown management and other national planning standards such as Complete Streets. The assessment also incorporates Connecticut's unique context.

Through the Assessment, CMSC pinpoints and recommends next steps for our members based on the findings. The Assessment also provides a benchmark metric that can be measured year-over-year to track the progress of the district.

Each action item is graded on a defined criteria rubric 1 through 4 through CMSC observations of the district and interviews with the district's point of contact. Additionally, each action item is sorted and weighted accordingly into fundamental, intermediate, and advanced priorities. A score for each point, a score for each 4 Point category, and cumulative score is provided. The lowest score is 25% and the highest score is 100%.

- The Organization category looks at practices that restore the district's civic value by building leadership and strong organizational capacity, ensuring broad community engagement, and forging partnerships across sectors. The assessment measures 23 action items in subcategories: Municipal Support, Board of Directors or Advisory Board/Committee, Strategic Planning & Work Plan, Administration, Funding, Financial Management, Demonstrating Impact, Messaging and Outreach, Volunteers, and Public Safety.

c/o Eversource, P.O. Box 270, Hartford CT 06141 | 860-280-2337 | info@ctmainstreet.org

- The Economic Vitality category looks at practices that restore the district's economic value by building a diverse economic base, catalyzing smart new investment, and cultivating a strong entrepreneurial ecosystem. The assessment measures 22 action items in subcategories: Market Assessments, Real Estate Development, Small Business, and Business Continuity Planning.
- The Design category looks at practices that restore the district's physical value by creating an inviting, inclusive atmosphere, celebrating historic and unique character, and fostering accessible, people-centered public spaces. The assessment measures 29 action items in subcategories: Complete Streets, Parking, Streetscapes, Public Green Spaces, Signage, Buildings, and Public Art.
- The Promotion category looks at practices that restore the district's social value by marketing the district's defining assets, communicating unique features through storytelling, and supporting the buy-local experience. The assessment measures 10 action items in subcategories: Market Assessment, Branding, and Events.

Carl Rosa, Field Services Director, performed 13 NCD assessments. Malachi Bridges was in attendance for all of the assessments, excluding Westville.

- Amity
- Cedar Hill
- Chapel West
- Dixwell
- Ferry Avenue; Ferry Street/Lombard; Ferry Street/Grand (This assessment was completed before each NCD was separated into 3 different districts.)
- Quinnipiac Meadows (Foxon Blvd/Rt 80)
- Grand Ave
- Hill North (Congress around corner to Howard)
- Kimberly Square (Hill South – Howard Intersection to 1st Street)
- Newhallville
- Town Green SSD
- State Street
- Westville [Westville Village Renaissance Alliance] (Westville is a current member of CMSC and their assessment was completed in December 2022.)
- Whalley Avenue

This document provides a summary of our findings and observations of note. CMSC has provided each NCD's individual report separately.

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NCD BUDGETING

Sources & Uses

NCD budgets vary by the size, scope and capacity of the individual NCD.

The Consultant Team examined the City of Boston's Main Street program, the oldest Main Street program in the country and reviewed the budget of the Roslindale NCD, one of the program's most established districts. Roslindale has an annual operating budget of $300,000 though it should be noted other districts in Boston, such as Jamaica Plain Centre, have smaller operating budgets ranging from $90,000 - $120,000.

As noted in this Playbook, general management and expenses can make up two-thirds or more of an NCD's budget and this is true for Roslindale, where payroll, rent, and utilities make up almost 75 percent of annual expenses. While Roslindale receives over 30 percent of its income from City of Boston grants, it also receives a similar amount of income from special events, largely due to its long-established and popular weekly farmers market.

ROSLINDALE MAIN STREET DISTRICT OPERATING BUDGET 2022

Fig. 10: Roslindale Main Street District Annual Report 2022

NCD BUDGETING

This table provides a list of federal, state, local and private funding programs that NCDs and small businesses can access.

U.S. Small Business Administration Programs	1. **SBA Small Loan Advantage and Community Advantage 7(a) Loan Program** (loans for small businesses & entrepreneurs in underserved communities)
	2. **CDC / SBA 504 Loan Program** (long-term fixed rate financing for small businesses to acquire fixed assets for expansion or modernization)
	3. **SBA Microloan Program**
	4. **SBA Small Business Investment Company (SBIC) Program** (SBICs are private equity investment cos, licensed by SBA, to provide VC to small businesses)
	5. **SBA Small Business Development Center Programs**
Other Federal Progams	1. **US EDA Economic Adjustment Assistance Program** (for funding Revolving Loan Programs)
	2. **New Markets Tax Credits** (for Community Development Entities to offer to equity investors for investments in qualified low-income communities)
	3. **Historic Preservation Tax Credits** (administred through CT State Historic Preservation Office)
	4. **Opportunity Zones** (Zip codes 140200, 140300, 141500, 141600, 142200, 142300, 142400)
	4. **CDFI Fund - Bank Enterprise Awards Program** (financial incentives awarded to banks that make investments in CDFIs and increase lending, investment and service activities within economically distressed communities.

City of New Haven Programs	1. **Property Tax Assessment Deferral Program**
	2. **Façade Improvement Grant Program**
	3. **Leasehold Improvement Program**
	4. **Tax Incremental Financing**
	5. **Local Improvement Bonds**
	6. **Enterprise Zone and Urban Jobs Program**
Connecticut Non-Profit Organizations	1. **Community Economic Development Fund** (loans & lines of credit to small businesses + Women and Minority Loan Gurantee Program)
	2. **HEDCO Programs** (loans, grants, small business resouces to MWBE businesses)
Foundation Grants	1. **National Trust for Historic Preservation - National Trust Loan Fund**
	2. **National Trust Community Investment Corporation** (makes equity capital investments in rehab of historic properties eligible for historic tax credits)
	3. **Greater New Haven Chamber of Commerce Foundation Grants for Small Businesses**
	4. **Private Foundations** (e.g., Ford Foundation, Surdna Foundation, Annie E. Casie Foundation, Charles Stewart Mott Foundation, Knight Foundation, Kresge Foundation, Community Foundation for Greater New Haven)

SMALL BUSINESS FUNDING OPPORTUNITIES

Establish a New Haven Revolving Loan Fund

US EDA makes Economic Adjustment Assistance (EAA) grant awards to municipalities and other entities to establish Revolving Loan Funds (RLFs) that make loans to businesses that cannot otherwise obtain traditional bank financing.

RLF loans provide access to capital as gap financing that enables small businesses to grow and lead to new employment opportunities with competitive wages and benefits.

Each RLF recipient municipality or entity must develop and maintain an RLF plan to demonstrate how the fund fits specific economic development goals and how it will adequately administer the RLF throughout its lifecycle.

Most RLFs make general business loans focused on creating and retaining jobs while leveraging other sources of capital, while some RLFs focus lending on certain sectors or industries.

US EDA RLF awards to municipalities and entities generally range from $500,000 to $2 million.

EX: City of Berkeley, CA Revolving Loan Program

MANAGEMENT STRUCTURE

Loan Administration Board (LAB), a City of Berkeley Commission appointed by the Mayor and City Council provides oversight for the Berkeley RLF program.

Office of Economic Development staff member serves as secretary to the LAB commission and LAB meetings are open to the public.

Special criteria for the nine LAB members:

- **Two must have demonstrated business expertise**
- **Three must have credit and banking experience**
- **One must be a lawyer**

LAB outlines policy, guidelines, and lending criteria articulated in the Berkeley RLF Administrative Plan, based on US EDA's terms and conditions.

Final approval for all loans, including determination of the loan amount, rests with LAB and informed by recommendations from contracted third-party underwriter.

LOAN SIZE AND USE

Standard loan size is $35,000; LAB may approve loan amounts larger than standard maximum on an exception basis. Per US EDA stipulations, the maximum allowable size of any loan can only be 25% of the RLF's capital base at the time of loan.

Loans are available for the following uses:

- **Funding business expansion**
- **Fixed assets**
- **Equipment**
- **Working capital**
- **Real estate**

SMALL BUSINESS FUNDING OPPORTUNITIES

Continued

INTEREST RATE, TERMS, AND LEVERAGING REQUIREMENT

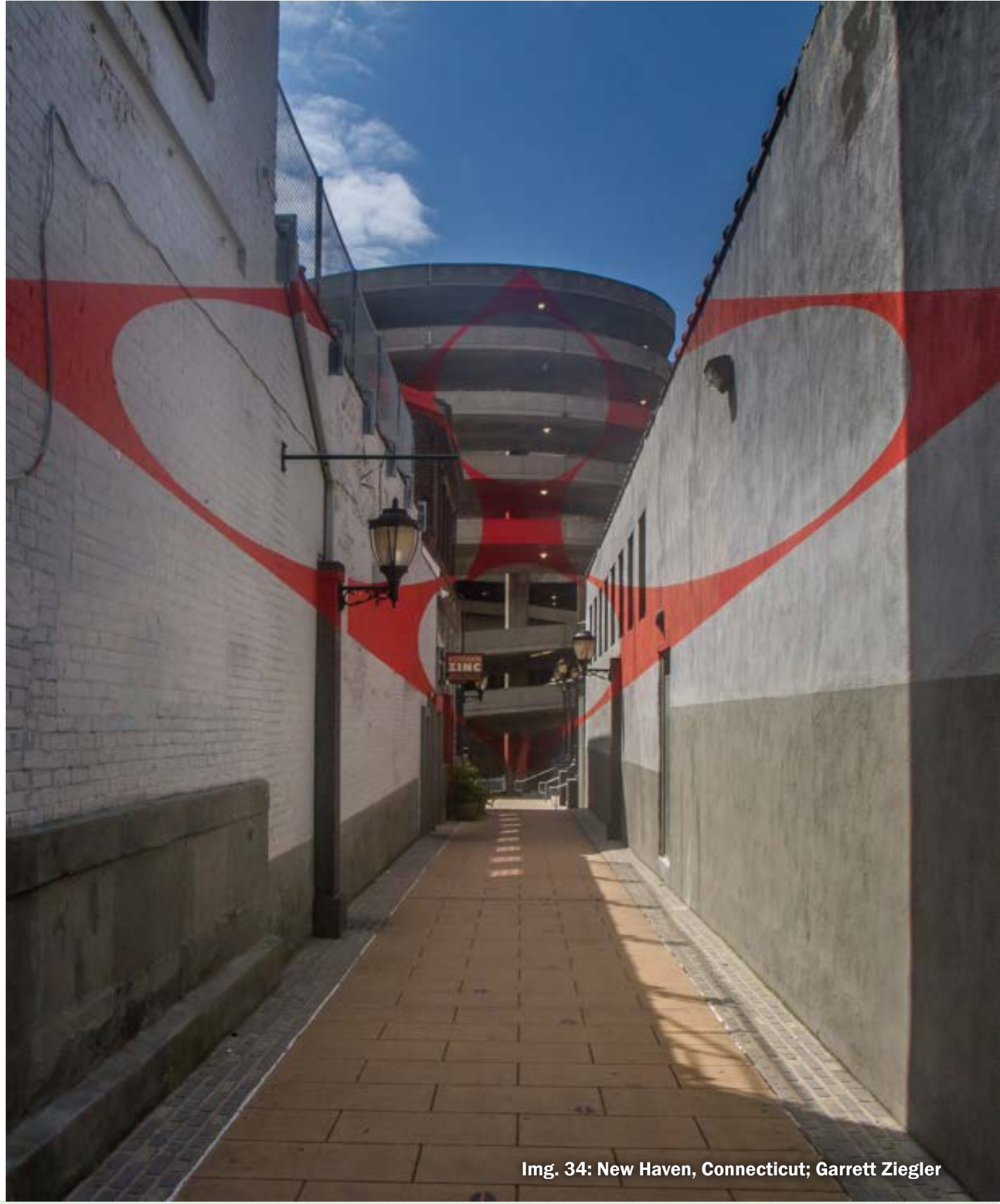
Interest rates on RLF loans are fixed, with the standard RLF interest rate being equivalent to the prime interest rate quoted in the Wall Street Journal plus 2% at the time of the loan's approval by LAB.

There is a $250 fee for each loan application with the application fee credited toward the loan underwriting fee. Note that there has been pressure to lower this loan application fee.

Standard loan term is 5 – 10 years fully amortized, depending on loan amount. Loan terms will not exceed the useful life of the asset. Payments are made monthly; however customized payment structures may be extended to borrowers based upon their cash flow needs.

RLF recipients are highly encouraged to participate in other financing institutions' loans and/or lines of credit. EDA has a portfolio-wide requirement in which the full RLF will leverage a minimum of two private dollars for each RLF dollar loaned.

RLF requires all borrowers to inject owner equity as a percentage of the requested loan amount – at least 10% of requested loan amount for existing businesses and 20% of requested loan amount for start-up businesses.



Img. 34: New Haven, Connecticut; Garrett Ziegler

BOSTON SMALL BUSINESS NEWSLETTER

An Example

CITY of BOSTON

Small Business Updates

SMALL BUSINESS UPDATES

We look forward to supporting Boston's small business community in 2023 and hearing from you about your ideas to help businesses succeed and grow in our City. Our Small Business Call features support services and resources available to Boston's small businesses, as well as a live Q&A. **Join us Tuesday, February 28th, for our call at 3pm!**

Register in advance: https://bit.ly/small-business-call

After registering, you will receive a confirmation email containing information about joining the webinar.

You may also view the webinar and submit questions on Facebook Live! Live interpretation is available on Zoom in three languages -- Spanish, Vietnamese, and Chinese (Mandarin):

- Hay servicios de interpretación y traducción a su disposición sin costo alguno
- Các dịch vụ thông dịch và biên dịch được cung cấp cho quý vị hoàn toàn miễn phí.
- 我们可以向您提供口头翻译和书面翻译服务，并不向您收取费用

ANNOUNCEMENTS

S.P.A.C.E. GRANTS AVAILABLE

We're launching a program to help pandemic-impacted small businesses. We will provide multi-year grants to help 50 local, small, diverse businesses fill vacant storefront spaces across the city.

We are looking to support businesses like, but not limited to:

- Arts, creative economy, and entertainment
- Childcare
- Fitness, recreation, wellness
- Food service and production
- Repair, maintenance, and laundry services
- Restaurants
- Retail

Learn more and apply at boston.gov/space-grant

CITY of BOSTON

Please Visit The QR Code For The Full Newsletter

GLOSSARY OF TERMS

BID	Business Improvement District
CMSC	Connecticut Main Street Center
CMT	Community Management Team
POCD	Plan of Conservation and Development
EAA	Economic Adjustment Assistance
LAB	Loan Administration Board
NCD	Neighborhood Commercial District
RLF	Revolving Loan Fund
SSD	Special Services District
US EDA	United States Economic Development Administration

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Fig. 1; Map of New Haven NCDs; Pirie Associates Architects

Fig. 2; Section Diagram of Grand Avenue, New Haven, Connecticut; Pirie Associates Architects

Fig. 3; Overview Diagram of Farren & Fulton Intersection, New Haven, Connecticut; Pirie Associates Architects

Fig. 4; Overview Diagram of Whalley Avenue, New Haven, Connecticut; Pirie Associates Architects

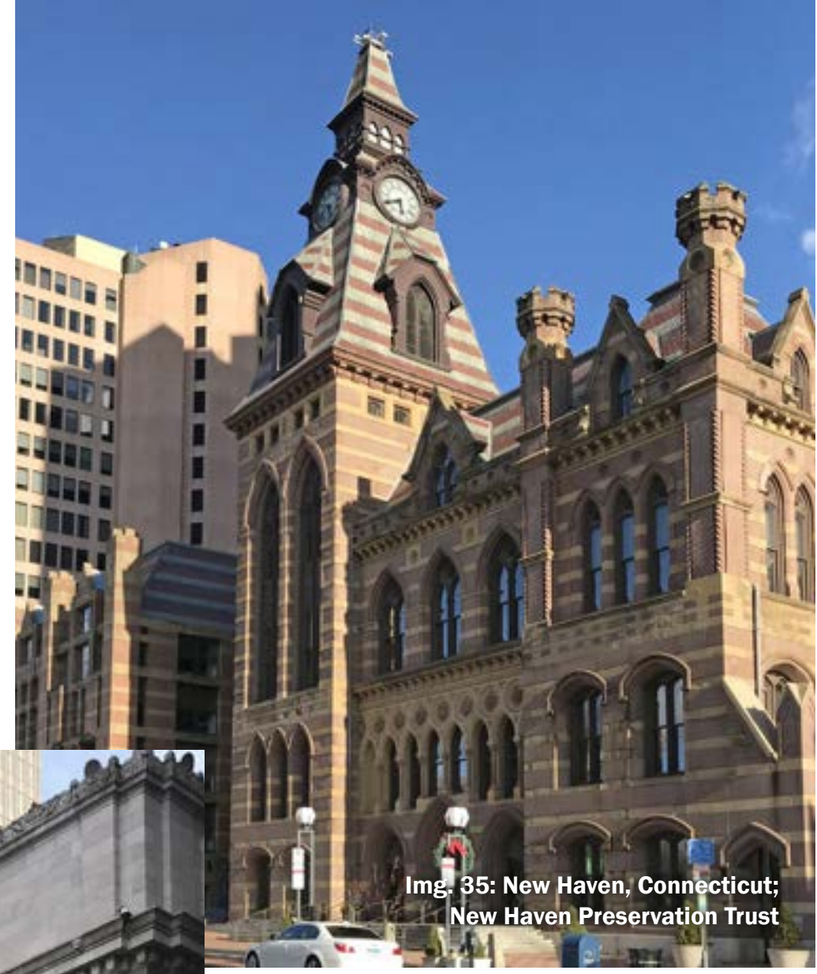
Fig. 5; Route 80, New Haven, Connecticut; Pirie Associates Architects

Fig. 6; Grand Avenue Section Diagram, New Haven, Connecticut; Pirie Associates Architects

Fig. 7; Quinnipiac Meadows Plan Diagram, New Haven, Connecticut, Showing Ideal Elements; Pirie Associates Architects

Fig. 8; The Hill Neighborhood Aerial, New Haven, Connecticut; Pirie Associates Architects

Fig. 9-10: Roslindale Village Main Street 2022 Annual Report; https://www.roslindale.net/_files/ugd/3f26e5_0c23b1bf610a4bf3bf092d688b4b51fb.pdf



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