

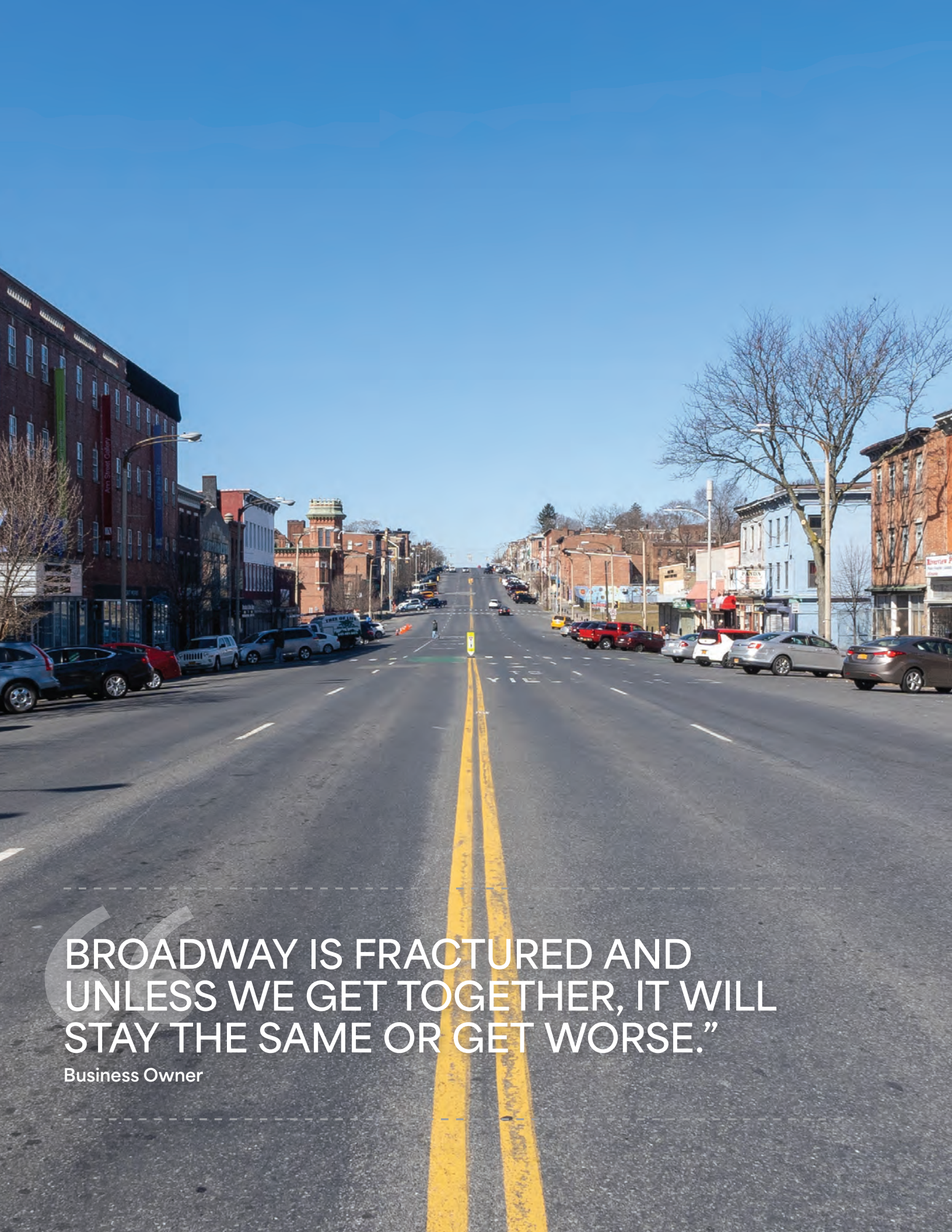
Documentation of stakeholder needs  
and desires for a vibrant Broadway

NEWBURGH, NY 2023

# BROADWAY ANALYSIS



PHOTO: OUTDOOR PROMISE



BROADWAY IS FRACTURED AND  
UNLESS WE GET TOGETHER, IT WILL  
STAY THE SAME OR GET WORSE.”

Business Owner

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# INTRODUCTION

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The majestic sweep of Broadway, taking in rows of commercial storefronts stretching into the distance as you descend the hill from Robinson Ave, culminating in an unparalleled Hudson Highlands vista, is like no other view in the Hudson Valley, or perhaps anywhere. Leafing through Pat Favata's book, *Newburgh: The Heart of the City*, it becomes apparent that not that long ago, Broadway's storefronts were all active establishments of many kinds from Woolworth's department store to Weed & Bagshaw Hardware to eateries such as Chauncy's Lunch and Delaware Farms Delicatessen to Dabrusin's Broadway Market to places to buy sweets like Gardella Brothers Confectioners and Fanny Farmer candy store. Most striking was the density of anchoring cultural sites located along Broadway: The Academy Theatre, the Broadway Theater, Cohen's Opera House, Starkey's Bowling and two hotels, Hoffman's Hotel and Plaza Hotel- all bringing tourism and employment opportunities. Photo after photo shows the bustling business district, clearly demonstrating why Newburgh was named an All-American City in 1960.

What is Broadway today? Looking at the easternmost twelve blocks, Lower Broadway from Colden Street to Robinson Avenue, the commercial corridor is a mosaic of health services and grab-and-go restaurants with

varying ethnic cuisines, anchoring government institutions, and destination businesses like Hudson Valley House Parts, La Norteña along with popular recent arrival Mama Roux. It's also home to neighborhood essentials, like Hales Hardware, Ace Drugs Pharmacy and the beloved 2 Alices Coffee Lounge and classic Broadway Coffee Shop. There are a dozen legacy businesses that have been on Broadway for over 20 or 30 years like Paulita's Market, Broadway Tailors, DMU Music, Chris-Dian Florist, and Broadway Farm. Others like Newburgh Mercantile, Heart & Soil or Attalah Drip Boutique see Broadway as fertile ground for entrepreneurs, especially minority and women-owned businesses.

Lower Broadway merchants have weathered chronic challenges in this commercial district over the past several years. Overwhelmed by the increasing homeless population, the vast amount of trash, a perceived inaction by the government, and the aftermath of the pandemic, lower Broadway merchants recently attempted to take matters into their own hands in 2017. Reggie Young (Hudson Valley House Parts) and Jacqui Watkins (Newburgh Mercantile) started to convene merchants and invite City of Newburgh staff to listen to their needs, concerns and ideas. They referred to themselves as the "Broadway Coalition". Then in 2022, hearing



PHOTO: BRIAN WOLFE

these concerns, Dept of Small Interventions, secured a National Realtors Association's grant to collaborate on a community-informed plan to help strengthen and shape Broadway using smart growth strategies. With the helpful support of the Hudson Valley Gateway Association of Realtors, and the partnership of the Broadway Coalition, *Broadway Analysis* project launched to document the challenges of the corridor and mobilize the small business community for action.

Focused on the first 12 blocks of Broadway, the main purpose of the *Broadway Analysis* project was to engage the business owners and property owners, clarify and prioritize the common challenges and together, propose incremental solutions to strengthen Broadway. The project scope entailed a review of past relevant planning studies, gathering basic market data, disseminating

a bilingual stakeholder survey, conducting one-on-one interviews, hosting merchant and property owner workshops and conducting a public realm analysis.

This preliminary report is meant to inform and galvanize local officials, city staff, property owners, merchants, residents and other stakeholders to work together and invest in a collective vision for Broadway. At its core, the report outlines the most urgent problems that need to be addressed to better support Broadway stakeholders. Newburgh's grand boulevard has the opportunity to meet the needs and demands of locals, entice regional visitors, and become the vibrant commercial corridor, once again.

# EXECUTIVE SUMMARY

Past planning studies and reports, while useful in articulating the interplay of street beautification, district marketing and business attraction to achieve safe streets and a thriving corridor, have not focused on assessing and strategizing on the small business environment in Newburgh. Most of the studies are dated from 2007-2015, lack benchmark data, show limited stakeholder engagement, and/or present conceptual designs.

From all the community engagement, including surveys, stakeholder meetings and one on one interviews, this report recommends the three priorities for implementation at the municipal level:

## 1 PRIORITY BROADWAY MERCHANTS IN FUNDING DECISIONS.

In addition to continued data collection, stakeholder engagement, information dissemination, and annual reports, the City is well positioned to devote more funds from the grants or general fund to support Broadway Merchants. Funds could be used to conduct a needs assessment survey, retail analysis, complete storefront improvements, advertise to attract more retailers, and for business retention planning.

## 2 LAUNCH MORE PILOT PROGRAMS & ENGAGE PROPERTY OWNERS

Launch more pilot programs that are designed to test ideas and quickly, efficiently address the top three concerns (sanitation, public safety and advocacy) or opportunities (vacancies, old and new merchants). These events can generate new interest, increase foot traffic, stimulate community pride, build and strengthen relationships, and create momentum for more action. Examples include Small Business Saturdays, Broadway Weekly Clean Ups, Pop Ups in Vacancies, Holiday collaborations and cross-promotions, Workshops on Marketing, SEO and Growing an Online Businesses, or Roll Up the Gates events.

## 3 FACILITATE THE FORMALIZATION OF A MERCHANT ASSOCIATION.

Discuss best ways for stakeholders both small and large to work together to sustain engagement, find common vision, amplify voices, and achieve goals.

**When asked how their businesses could improve, Newburgh's small business community has a clear sense of priorities for Broadway. Through our research and outreach, merchants and property owners strongly support:**

- a. a more responsive and friendly municipal services especially sanitation and codes enforcement;
- b. an increased public safety campaign with a focus on minimizing loitering; and
- c. building local leadership both on council and with merchants/property owners to advocate for and steward improvements.

# RESUMEN EJECUTIVO

Los estudios e informes de planificación que se han hecho anteriormente, han sido útiles para expresar la interacción entre el mejoramiento de las calles, el mercadeo del distrito y la creación de negocios atractivos con el objetivo de mantener seguridad y prosperidad en las calles, pero no se han enfocado en evaluar y crear estrategias entorno a las pequeñas empresas en Newburgh. La mayoría de los estudios datan de 2007 a 2015, carecen de información de referencia, muestran una participación limitada de las partes interesadas y/o presentan diseños conceptuales.

De toda la información recaudada que refleja el interés de la comunidad, incluidas las encuestas, las reuniones con partes interesadas y entrevistas individuales, este informe recomienda tres prioridades a implementarse a nivel municipal:

## 1 DAR PRIORIDAD A LOS COMERCIANTES DE BROADWAY EN DECISIONES DE FINANZAS.

Además de la recopilación continua de datos, la participación de las partes interesadas, la difusión de información y los informes anuales, la Ciudad está bien posicionada para dedicar más fondos de subvenciones o del fondo general para apoyar a los comercios en Broadway. Los fondos podrían usarse para realizar encuestas de evaluación de necesidades específicas, análisis del tipo de comercios necesarios, mejorar el frente de los comercios y crear publicidad para atraer a más comerciantes.

## 2 CREAR MÁS PROGRAMAS DE ESTUDIO Y ATRAER A LOS PROPIETARIOS.

Lanzar programas diseñados para poner a prueba ideas cuyo objetivo sea abordar de manera eficiente las tres preocupaciones principales: el saneamiento, la seguridad pública y la promoción de Broadway. También deben ofrecerse oportunidades de trabajo en comercios antiguos y nuevos. Crear eventos que generen un nuevo interés, que aumenten el tráfico peatonal, que estimule el orgullo de la comunidad para lograr construir y fortalecer relaciones entre comerciantes. Como por ejemplo, iniciativas como *Small Business Saturdays* que incita a los vecinos a comprar localmente; organizar limpieza semanal en Broadway, abrir tiendas temporales (*Pop Ups*) en locales vacíos, colaboraciones durante las fiestas y promociones cruzadas, talleres sobre Mercadeo o sobre Negocios por Internet y SEO, o eventos como *Roll Up the Gates*.

## 3 FACILITAR LA FORMALIZACIÓN DE UNA ASOCIACIÓN DE COMERCIANTES.

Discutir las mejores formas para que las partes interesadas, tanto pequeñas como grandes, trabajen juntas para mantener el compromiso, encontrar una visión común, amplificar las voces y alcanzar los objetivos.

La comunidad de pequeñas empresas de Newburgh tiene un claro sentido de las necesidades primordiales de Broadway según su respuesta ante la interrogante de cómo lograr una mejoría. A través de nuestra investigación y divulgación, los comerciantes y propietarios apoyan firmemente lo siguiente:

- a. Servicios municipales más receptivos y amigables, especialmente saneamiento y cumplimiento de códigos.
- b. Una mayor campaña de seguridad pública que disminuya el merodeo malintencionado.
- c. Construir liderazgo local tanto en el consejo como en los comerciantes/propietarios para abogar por una sólida mejoría.



**30%**  
OF  
LOWER BROADWAY  
BUSINESSES ARE  
LATINX-OWNED



# HISTORIC BUSINESSES

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PHOTO: HISTORICAL SOCIETY OF NEWBURGH AND THE HIGHLANDS

Over the period from the late 1800s to the 1970s, small businesses located on Broadway ranged from entertainment to hospitality to everyday needs and specialty stores. This retail mix underlines how tourism establishments and essential household retail complemented each other to make a vibrant corridor.



PHOTO: HISTORICAL SOCIETY OF NEWBURGH AND THE HIGHLANDS

M. Raymond Rosenblum Co  
(paint & wallpaper)

Will Ware Appliances

Ware-House Furniture

NY Furniture Co

Columbia Trust Co

Academy Candy Kitchen

Academy Theatre  
(live theater & movie house;  
along with a pharmacy,  
clothing shop, and dry  
goods store)

Fanny Farmer candy store

Hoffman's Hotel

Metzger's Automobile  
Electrical Shop

George T Barnes plumbing

Chauncy's Lunch

Starkey's Bowling

Olympia Shoeshine Parlor

Metzger's Battery

Cohen's Opera House  
(later the Ritz Theater)

Plaza Hotel  
(later the Hotel Newburgh)

Alps Restaurant and Bakery

Weed & Bagshaw Hardware

Clark's Restaurant

Goldstein's Men's Shop

Dabrusin's Broadway Market

Sears Roebuck

Edison Illuminating Co  
(later Central Hudson  
Gas & Electric)

Broadway Theater

MH Fishman & Co

Mason's Discount Dept Store

Benagot Brothers Cigars

Aldalyn's Beauty Shop

Gardella Brothers  
Confectioners

Delaware Farms Delicatessen

Nurick's Jewelry

Forman's Locksmiths  
& Gunsmiths

Chop Suey Restaurant

Woolworth's



# LOWER BROADWAY BUSINESSES

As of Summer 2021

2 Alices Coffee Lounge	Fidelity Real Estate	Mr. Chris Pizzeria	Rhita Grocery Store & Deli
845 Halal	Fish & Chikzz	Newburgh Convenience	Ritz Theater
A & S Quick Stop	Foxman's Locksmith	Smoke Shop	Safe Harbors of the Hudson
Ace Drugs Pharmacy	G & L Auto Service	Newburgh Mercantile	Stella's Pizza
Affinity Healthcare	General Traffic Equipment	Norteñita	Stop & Buy Market
Alcoholics Anonymous	God's Grace	Northeastern Braces	The Butcher Man
Apple Insurance	Gran Toro	OC Department of Social Services	Grocery Produce
Attalah Drip	Grit Works	Orange County Community College	The Hudsonian
Attorney at Law	Hair Braiding	Panda Chinese Restaurant	Karpeles Museum
BC Variety	Hair Salon	Paulita's Market	The Shaddai Boutique
Boost Mobile	Hales Hardware	Police Department	Tidal Wave Laundromat
Broadway Accident & Injury Center	Hanuman Oral Surgery Care	Regional Economic Comm Action Program (RECAP)	Tuttie's Lavish Catering
Broadway Coffee Shop	Herbalife Nutrition		Unique
Broadway Farm	Hudson Valley House Parts		
Broadway Tailors	HV Print Shop		
Carmelita's D Party Supply	Jasmine's Hair Design		
Central Valley Orthopedic & Rehabilitation	JJ's Deli Cafe		
Chang Long Discount & Wholesale	John Fischer Chiropractor		
Chris Dian Florist	Jose's Unisex Salon		
City Hall of City of Newburgh	Krispy Fresh Cuts		
Cocina Caribena	La Marqueta Meat & Produce		
Cornerstone Family Healthcare	LaBella Strings		
City of Newburgh Court House	Latin Grocery		
Crown Fried Chicken	Los Portales Restaurant		
Deli Market	Lupita's Bakery		
Dell's Beauty	Machu Picchu Peruvian Restaurant		
DMU Music	Mama Roux Restaurant		
Dreyer Law	Manhattan Deli		
El Metapaneco	MB Pediatrics		
Exquisite Beauty Supply	Merakey		
Family Dental Group	Mesh Realty Group		
	Metro by TMobile		
	Miriam's Boutique		
	Pedal & Flow		



KENYATTA SHABAZZ OF ATTALLAH DRIP



BROADWAY TEEMING WITH PEOPLE DURING NEWBURGH ILLUMINATED

# PAST STUDIES & CURRENT EFFORTS

The interplay of street beautification, district marketing and business attraction to achieve safe streets and a thriving corridor have been covered by past studies and reports but no exact implementation program is at play. Reports lack the focus on assessing, strategizing, and proactively addressing the small business needs in Newburgh. Most of the studies are outdated, lack a benchmark of data, show limited stakeholder engagement, and/or present only conceptual designs.

The following reports were reviewed:

*A Shared  
Vision for  
the Future  
2007*

*Downtown  
Newburgh, NY  
- The Liberty  
Street Corridor  
2008*

*Implementation  
Plan of  
Newburgh's  
Complete Streets  
Project 2015*

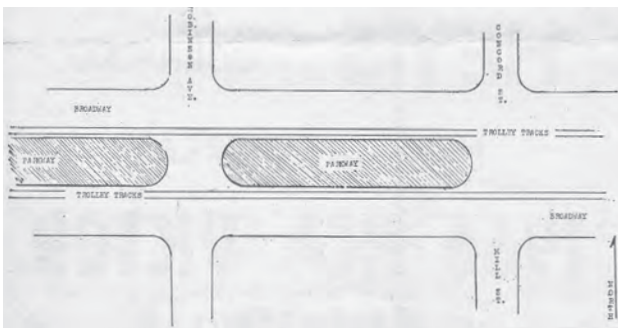
*Consolidated  
Plan of 2015*

Besides the transportation study, the two small business studies did not focus on Broadway but instead on a smaller adjacent corridor, Liberty Street, that is three blocks long compared to Broadway's two mile stretch. Finding information about past public-private efforts and its members like the Newburgh Business Association, Let's Get Organized by the Downtown Men's Group or the Greater Newburgh Partnership was difficult and not easily accessible. The City has historically helped small business with valuable programs like the Façade Improvement/Signage Program, the Small Business Loan Program, and the Newburgh Stewart Economic Development Zone. Entities like Industrial Development Agency and Mayor's Strategic Economic Development Committee are engaged in the economic development process, however, they are strictly limited in the scope of work or have a high threshold of participation to do significant work in support of small businesses in Broadway. However evidence of past projects or any ongoing outreach to help retain or expand existing businesses on Broadway and attract new ones onto Broadway.

Though there seems to lack a long-term vision, pro-active strategy or robust programs for supporting small businesses or building



In 1965, there were plans to cut off lower Broadway and make it a large plaza.



A green median was proposed for Broadway twice, in 1912 and again in 1952. Both times, businessowners feared it would reduce car traffic thus bringing less commerce.

commercial corridors, the City does recognize Broadway's importance. Starting with the *Downtown Revitalization Initiative Application 2021*, the City wants to make Broadway more commercially vibrant by right-sizing the 132 foot wide street with parallel parking, a green median and bicycle lanes. At the time of launching the Broadway Analysis project, a unique interdepartmental campaign called **Quality of Life**, showed a coordination Code Compliance, Department of Public Works and Police Department to patrol streets and to inform property owners and merchants of the relevant codes that need to be followed in order to enhance the public realm. Other programs like

**SeeClickFix** app seek to encourage community members to directly report issues, identify repair needs, share feedback, and ask questions of their local government leaders. To generate municipal funds, the City replaced over 700 parking meters which were often broken, ignored and provided little turnover of parking spots with approximately 75 new cashless **parking meters** and expanded the on-street meter program to include the Waterfront area and commercial areas adjacent to Broadway. Promisingly, the City launched its first participatory budgeting process for the COVID-Relief [American Rescue Plan Act \(ARPA\) Funds](#). Business Assistance, especially Façade and Sidewalk Improvements, scored consistently high in the ranked options. Lastly, projected to start in 2023, [Broadway Pedestrian & Traffic Signal Improvement Project](#), a \$2.5 Million infrastructure project, will improve pedestrian access and safety by upgrading sidewalks, pedestrian signals, and curb ramps on the first twelve blocks of Broadway.

**For more information visit**

[www.cityofnewburgh-ny.gov/245/Planning-Development](http://www.cityofnewburgh-ny.gov/245/Planning-Development) or  
<https://www.cityofnewburgh-ny.gov/392/Small-Business-Assistance>

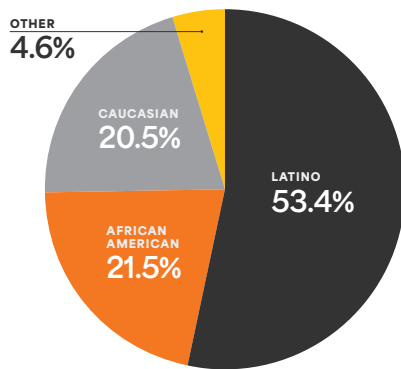
**For Broadway Pedestrian & Traffic Signal Improvement Project visit**

[https://www.cityofnewburgh-ny.gov/DocumentCenter/View/1970/800526\\_875875\\_ProgressPlans\\_02-10-22?bidId=](https://www.cityofnewburgh-ny.gov/DocumentCenter/View/1970/800526_875875_ProgressPlans_02-10-22?bidId=)

# NEWBURGH & BROADWAY DATA

## POPULATION

# 28,856



MEDIAN AGE

# \$43,435

MEDIAN  
HOUSEHOLD INCOME

## NON-CAR OWNERSHIP



# 30%

## HOUSING



RENTERS

# 65%

HOMEOWNERS

# 35%

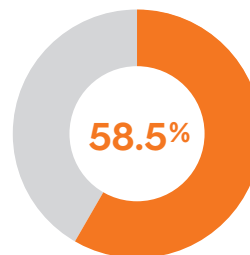
## PUBLIC & PRIVATE INVESTMENTS

Hovers around **\$128.4MM** for the past three years.

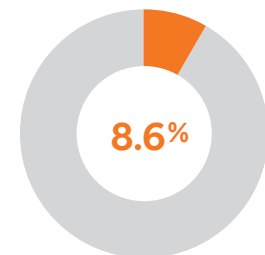
In 2020, **1,840** building permits were issued representing a total development value of **\$36.7MM**, which includes **402** buildings slated for substantial reconstruction, approximately **6%** of Newburgh properties.

Property values increased **16%** between 2019 and 2020.

## EMPLOYMENT RATE



## UNEMPLOYMENT RATE



## SNAPSHOT LOWER BROADWAY



## LOCATED WITHIN 10 MINUTES OF LOWER BROADWAY



**10,268**

Households

**12,529**

Workers

## RETAIL LEAKAGE - \$32 MILLION

**\$9.5 MILLION**  
Groceries

**\$8.6 MILLION**  
Clothing

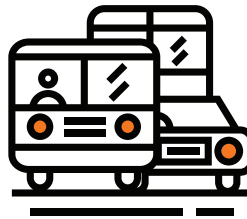
**\$6.8 MILLION**  
Sporting Goods



Data shows a total of **32 million leakage** in local spending. Residents are purchasing groceries, clothing, and sporting goods outside of the three mile radius.

Retail data provided by ESRI  
[www.esri.com](http://www.esri.com)

## TOTAL DAILY TRAFFIC COUNT



**13,352**

Vehicles travel the intersection of Broadway & DuBois Street.

## DAYTIME AUDIENCE (APPROX.)

**318** EMPLOYEES

Lower Broadway Businesses

**260** EMPLOYEES

City of Newburgh

**1,200** EMPLOYEES

Montefiore St. Luke's Cornwall

**886** STUDENTS

SUNY Orange Community College

**2,468** STUDENTS

Mount Saint Mary College

# METHODOLOGY & DATA COLLECTION

In Spring 2022, Rebeca Ramirez, Small Business Owner and Commercial Revitalization Specialist, was hired to lead the project, collect the data, and build relationships along the corridor with guidance from Andrew Flamm of Pace University Small Development Center and Larisa Ortiz of Street Sense. Below is a description of the work conducted in five months.

## Stakeholder Research & Building a Business Directory

Building a directory of merchants and property owners was fundamental in establishing communication and encouraging merchant organizing and participation. Equipped with a directory of over 175 entries, Ramirez canvassed each individual storefront allowing merchants to learn about the project and voice their concerns or ideas. Absentee landlords, hard to reach property owners, and disaffected store owners accounted for a small percentage.



PHOTO: NAOMI HERSSON-RINGSKOG

## Stakeholder Interviews

A total of 55 community stakeholders consisting of business owners, merchants, property owners, employees, nonprofits leaders, and the City of Newburgh staff were interviewed to hear past efforts of Broadway organizing and their general feedback on Broadway's strengths and weaknesses.

## Bilingual Survey

A stakeholder survey asked about the business environment, the public realm, customers, safety and security, and basic information on the businesses or property. Building off the stakeholder interviews, the survey focused on the three areas (sanitation, safety and leadership). Digital and physical survey responses were aggregated and amounted to 35 surveys completed.

The full survey results are available at [bit.ly/BroadwayAnalysisSurveyResults](https://bit.ly/BroadwayAnalysisSurveyResults)

## Community Meetings

A series of workshops were hosted to mobilize stakeholders to address challenges, get clarification on issues, and prioritize low-hanging fruit solutions. City officials like Commissioner and Chief of the Police Department and Superintendent of Public Works attended. Close to 50 stakeholders attended and participated in the workshops.

See list of stakeholder ideas at [bit.ly/BroadwayAnalysisSolutions](https://bit.ly/BroadwayAnalysisSolutions)

## Public Realm Audit

A preliminary corridor assessment was conducted to evaluate building and storefronts conditions, sidewalk and street accessibility, potential security concerns, and general quality of life impressions. Photo documentation of the public realm captured the strengths, weaknesses, opportunities, and threats.



PHOTOS: REBECA RAMIREZ

## LOWER BROADWAY

# Legacy Businesses

Lower Broadway is teaming with independent shops that fulfill residential needs and in some cases businesses that are a destination in the region, providing something that can't be found elsewhere.

Take *La Nortenita* for example. This Mexican-owned specialty clothing store has no website and not much of a presence online, they have a limited listing in Google and yet the business is culturally significant for Mexicans living all over the Hudson Valley region. The place is a cultural gem for the Mexican and Latinx community living in the Tri-State area. The shop, hidden behind storefronts on Broadway, with bountiful offerings of cultural dress and vaquero wear is a clear demonstration of success. Leather footwear for Mexican cowboys, soccer shirts in all sizes and traditional Mexican dresses are in abundance and anyone walking in will immediately see the significant destination for religious and cultural celebrations.

Another neighborhood staple is *Chris-Dian Florist*. Despite business decreasing somewhat during the pandemic, this business is a family-owned and operated full service florist that has been able to attract residents from Newburgh and from neighboring towns for over 40 years. Her neighbor, a fellow legacy business owner, Nick Valentine of *Broadway Tailors*, offers men's and women's alterations including everything from special occasion attire to replacements of on your favorite piece. Nick makes custom suits, offers Tuxedo rentals and brings in locals and regional customers.

Two additional anchors are *Bella Strings* and *Hudson Valley House Parts*. *Bella Strings* has been in business on Broadway since 1981, manufacturing strings for every kind of stringed instrument. In addition, the "one-stop-shop for DIY and restorations," *Hudson Valley House Parts* opened its doors on Broadway in 2018 providing historic house parts for local restorations, hosting carpentry and masonry workshops for all levels, and garnering regional attention for its uniqueness.



# MAJOR FINDINGS

Newburgh's small business community on Lower Broadway has a clear sense of priorities for Broadway. Through our research and outreach, merchants and property owners strongly support 1) more responsive and efficient municipal services especially with **sanitation**; 2) an increased **public safety** campaign with a focus on minimizing **loitering**; and 3) building **local leadership** both on council and with merchants and property owners to advocate and steward improvements. What follows are other key findings about Newburgh's business environment as described by merchants.

- 1 **BROADWAY DOES NOT FEEL OPEN FOR BUSINESS**
- 2 **SANITATION SERVICES LACK EFFECTIVENESS**
- 3 **PUBLIC SAFETY- PERCEIVED VS REAL**
- 4 **RETAIL MIX DOES NOT GENERATE ENOUGH FOOT TRAFFIC**
- 5 **MAKING A MORE FAMILY ORIENTED OR ENTERTAINMENT CORRIDOR IS NEEDED**
- 6 **MISSING BUSINESS NETWORK**
- 7 **LOW BUSINESS MORALE & COMPLACENCY WITH STATUS QUO**

## 1 BROADWAY DOES NOT FEEL OPEN FOR BUSINESS

From Colden Street to Robinson Avenue, there are 44 vacancies out of 134 storefronts. Not counting the 13 vacant lots, this amounts to a **32% commercial vacancy rate**. Of the 88 existing businesses, **44% of the operating storefronts do not have accurate signage** or are identifiable as an operating business. A quarter of all the operating storefronts have rolled down gates, ground floor administrative offices, and obscuring blinds. Many storefronts are without clear signs sharing the store's operating hours or contact information, like website, or phone number.

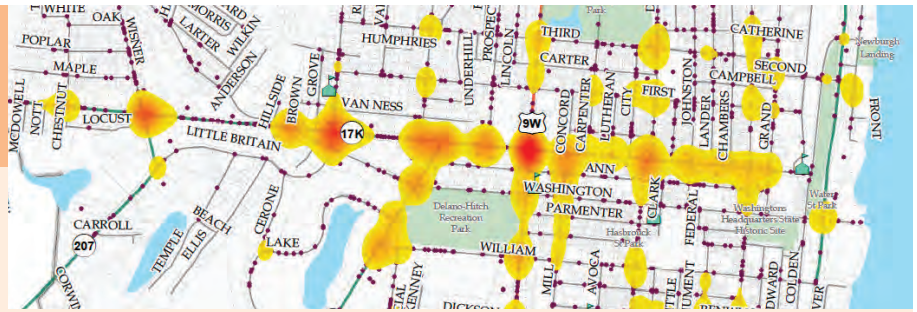
### VACANCY RATE





## A brief note about transportation:

With its wide sidewalks and expansive road design, Broadway is well designed to accommodate all modes of traffic including pedestrian, bicycle, wheelchairs/strollers, cars, and buses. The Orange County bus service and the MTA North Newburgh Beacon Shuttle run a limited hourly route along the corridor, but very little signage exists to raise the service's visibility or the public's awareness. As the blocks are so large, many pedestrians dangerously cross



MAP CREDIT: ORANGE COUNTY PLANNING DEPARTMENT 2017

wherever is convenient, rarely at the designated crosswalks. The traffic crash data shows almost every street intersection to Broadway is a dangerous pedestrian experience. Without incurring a major capital cost, the City Government could install intermittent pedestrian crossings

like the one at Chamber Street, at South Miller or Clark Street, and City Terrace to make Broadway more pedestrian friendly, safer and encourage more foot traffic.

Storefront churches, about seven on a twelve block stretch, are advertised as open for services twice a week for 3-4 hour stretches with some hosting vital programs like Food Pantries. A number of churches with large street frontages otherwise have closed gates for the rest of the week. Few businesses have invested in a welcoming street-level presence. Whether outdoor furniture, A-frame signs, potted flowers, there were only eight businesses that showed an effort to enhance the streetscape area. The vacancy rate, coupled with obscure storefronts, inconsistent store hours, and underutilized commercial spaces, does not welcome customers from strolling along the corridor and encourages a “**park and go**” shopping behavior.

Why is the streetscape so important?

Storefront improvement and street beautification contributes to the character and feel of the wider community. Well-designed storefronts enhance and give identity to the commercial district. These failings

of the public realm can deter foot traffic, diminishes potential sales and limits growth of small business owners. Cluttered windows often lead consumers to not knowing what the store sells or offers, which can leave consumers confused, frustrated and their needs unmet. With low visibility into the store, consumers may feel uncertain, unsafe or unwelcomed. Stretches of vacancies or neglected storefronts may foster illicit activities like drug sales, prostitution, loitering and public nuisance, which has been observed. With a concentration of nearby major employers, residential neighborhoods and a significant average daily vehicle traffic of **13,000 cars**, there is a great possibility to entice passersby to stop, stroll, and shop or eat on Broadway.

## 2 SANITATION SERVICES LACK EFFECTIVENESS

# “THE SYSTEM IS BROKEN.”

Property Owner

Merchants shared several deep frustrations about the level of cleanliness on Broadway. Despite scheduled street cleaning every day, the timing of the City’s streetcleaner often conflicts with business hours.

**Street cleaning** is scheduled between 3AM to 6AM, but merchants reported street cleaning often occurring between 8AM and 9AM when customers and workers have already parked their cars. The **lack of parking enforcement** further exacerbates sanitation efforts as the streetcar cannot clean the street gutters.

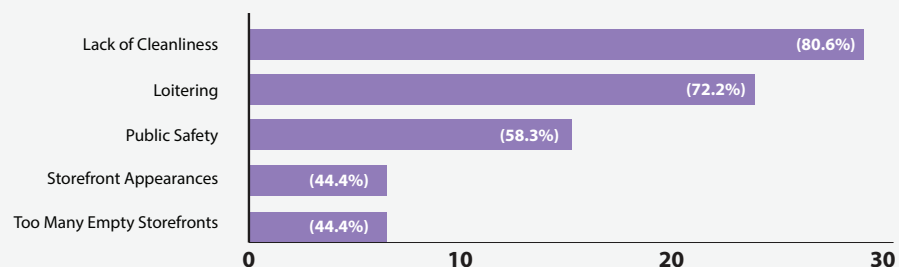
Merchants commented on the lack of **public trash cans** at most street corners as a source of litter. The existing trash bins are installed mid-block and in front of businesses making them sometimes inaccessible to the public as store owners, especially restaurants and grocery stores, pile their commercial trash around the trash bins. Merchants and property owners observed illegal dumping but rarely reported it according to the survey. Ultimately confusion lingers who is mainly responsible for keeping the sidewalk and the street gutter clean and proper trash management.

More urgently, residential buildings and commercial businesses **improperly discard their trash**. Instead of using a 96 gallon trash bin, many establishments use 32 gallon trash bins without fastened lids. Some stores discard their trash in bags on the streets leaving it more susceptible for rodents. Without bins or lids, rain and snow weigh down the trash thus increasing the city’s tonnage and sanitation bill. Mixed-use buildings and

certain stores, especially food establishments, may want to consider **using commercial dumpsters** to better handle the volume of trash. Challenges arise as some buildings do not have access to an alley to store trash cans or dumpsters. Getting the City’s approval of sidewalk trash bins containers would help address this challenge. The process for holding property owners or property management companies accountable is difficult. Currently issuing a **sanitation violation** gives property owners 30 to 60 days to respond and potentially more time if the violation goes to court. Exploring stakeholders more immediate result would be to issue a sanitation fee just like writing a parking ticket

Informing merchants, property owners and real estate managers about sanitation codes can be communicated on a regular basis through workshops, site visits, individual consultations, printed material and social media announcements. Translating this information into Spanish is critical for widespread adoption. Dissemination of this information would best delivered when sending out sanitation bills or property owners files a building permit or receives a certificate of occupancy. Exploration of the city discontinuing commercial trash collection and relegating the task to **private contracting companies** like Marangi, La Mela, or Royal Carting could be explored to improve sanitation efforts and save the municipality some dollars.

In the Business Survey, stakeholder’s top five concerns for Broadway were:



## 3

## PUBLIC SAFETY- PERCEIVED VS REAL

I'M PERSUADING PEOPLE TO STAY SAFE AND NOT TRAVEL VIA BROADWAY. "NO QUIERO QUE TENGAN UNA MALA IMPRESIÓN."

Property Owner

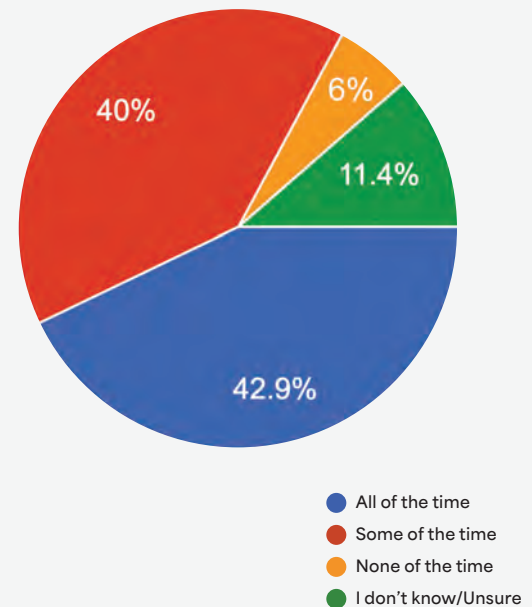
Merchants praised the launch of the **Quality of Life** campaign for successfully deterring some of the loitering and illicit activities. However, after five months, there was little visible improvement on the code compliance of trash management or storefront window visibility. Merchants hope the Quality of Life campaign will continue and want it **extended into the evening hours** in order to encourage additional commerce. Currently, starting around 4pm the corridor starts to shut down. In the early evening, the corridor gets dark and begins to diminish in foot traffic. This is exacerbated by the fact that **19 street lights on Broadway** have been out for an extended period of time. Finding ways of working closely with Central Hudson could be mutually beneficial to all parties involved.

For specifics on the corridor's crime, this report relies on the testimonials and observation of merchants. Issuing a FOIL request would show safety concerns including the number of phone calls, the categories of issues reported, the number of violent versus nonviolent issues, level of moving violations, parking tickets or car or pedestrian crashes, and what the top code violations are along the corridor.

Stakeholders described specific hotspots where drugs are sold from parked cars or commercial storefronts, potential solicitation of prostitution, and frequent altercations between merchants and people needing medical and mental assistance. From the survey, many merchants had experienced petty theft in their

stores but did not report it to the Police Department. In speaking with the Police Department, stakeholders do not have a clear distinction of loitering and the right to assembly. Continued outreach from the Quality of Life taskforce can help clarify that distinction and prevent escalation of a situation.

Stakeholders Perception of Public Safety



4

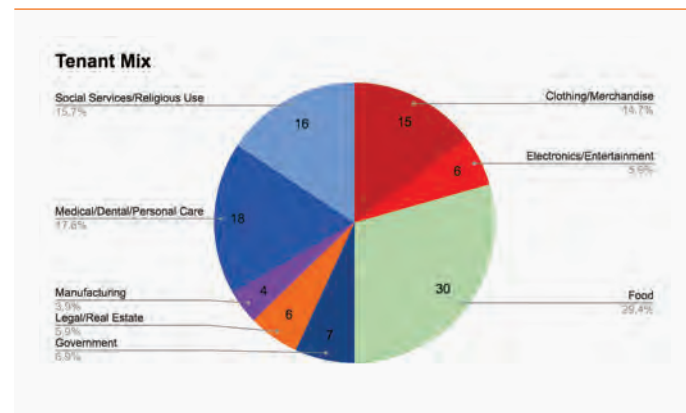
## RETAIL MIX DOES NOT GENERATE ENOUGH FOOT TRAFFIC

“THOSE CARS PASSING BY ARE JUST USING BROADWAY TO GET SOMEWHERE ELSE.”

Restaurant Owner

Having a strong retail mix is a significant driving force in successful commercial districts. The corridor has a couple of anchoring institutions like the college, hospital or local and county government agencies that help generate repeat customers to the area. A more robust retail analysis could evaluate the tenant mix, their offerings, price points and lifestyle. Of the corridor’s commercial spaces, close to **30% are used by non-profits or government agencies**, ranging from churches to social services organizations. More research needs to be done to determine how these existing entities, whether it is Orange County Community College, the DMV, the Court House, the Department of Health & Services or the service providers located at 280 Broadway, contribute to generating foot traffic or patronizing small businesses on the corridor.

ESRI Data is a tool that is used by commercial districts, businesses, and decision makers to understand data on relationships, patterns, and trends. In a three-mile radius from Broadway and Dubois Street, the data shows a total of **\$32 million in retail leakage**. This high figure shows that residents’ commercial needs are often met outside the city perimeter. **Local residents are purchasing their groceries (\$9.5M), clothing (\$8.6M), and sporting goods (\$6.8M) outside of the three-mile radius.** Delving further into this data and using it as one data point can help formulate a business attraction plan.



5

## MAKING A MORE FAMILY ORIENTED OR ENTERTAINMENT CORRIDOR IS NEEDED

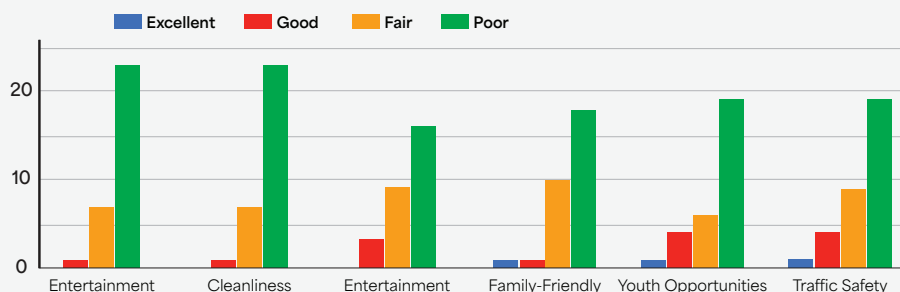
“IT’S AS IF THE GOVERNMENT DARES ME TO DO BUSINESS IN THE CITY.”

Long-standing resident

With an average household size of 3.09 and young median age of 28 years old, Newburgh’s demographics are favorable for businesses focused on children or young adults. However, creating a vibrant and safe space is a fundamental step in building businesses to meet household needs. Harkening to the olden days, Newburgh teemed with cultural anchors and festivals to bring families out on a regular basis. Right now, out of 88 businesses, only four businesses carry a very small portion of items for children under the age of 10: *Exquisite Beauty Supply* carries shoes, *Attalah Drip Boutique* carries a small selection of clothing, *Jose’s Barber Shop* carries soccer gear and *Newburgh Mercantile* carries toys and gifts for babies. With close

to a 30% vacancy, landlords along Broadway have an opportunity to work together and proactively coordinate with the City to identify appropriate businesses and lease their available spaces in a coordinated and mutually supportive way to better serve local families.

In the Business Survey, stakeholders ranked these top five categories as “poor” or “needs improvement.”



## 6

## MISSING BUSINESS NETWORK

I'M UNTOUCHED BY GOVERNMENT.  
IT'S LIKE I AM AN ISLAND TO MYSELF."

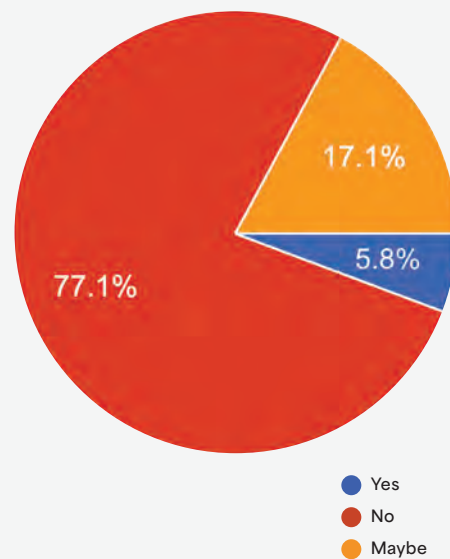
Business Owner

Merchants reported that they would like to work collaboratively with property owners, stakeholders and government to improve the corridor. Though there have been past efforts including the Greater Newburgh Partnership or the Newburgh Business Association, there hasn't been much organizing the last decade, and in particular, it has not focused on the small businesses on Broadway. In the workshops, many of the merchants did not know each other nor their city council representatives. Merchants were grateful to see both property owners and city officials attending meetings about Broadway. The lack of leadership leaves many stakeholders working in silos and limits the exchange of useful resources, assistance, and overall coordination of doing business in Newburgh.

The lack of marketing or cross-promotion of the corridor keeps consumers in the dark on how Broadway can serve their shopping needs. According to the National Main Street Center, 63% of national respondents do not currently have an online sales capability. On Broadway, it's **estimated that less than a quarter of the businesses had online sales options**. As brick and mortar businesses are already facing a growing existential crisis with neighboring malls and online shopping, this is a distinct disadvantage for earning more revenue or ability to hire more employees. Commercial corridor advocates might want to rethink the traditional role of a physical storefronts to provide greater value to existing and potential customers. Innovative ideas range from hosting events (Mama Roux Supper Readings), entertainment offerings (Grit Work's art exhibitions) or sharing space with other compatible businesses operators.



Awareness of Available Resources



7

## LOW BUSINESS MORALE & COMPLACENCY WITH STATUS QUO

I DON'T WANT TO QUIT BUT I FEEL LIKE THE CITY HAS QUIT ON ME."

Business Owner

Historically-underinvested communities have faced enormous economic and **capacity challenges**. Small businesses are at **serious risk** of closing permanently despite being an essential amenity for the community, providing critical services, and offering job opportunities. Broadway merchants often reported feeling burnout, frustration, and **limited bandwidth** even to participate.

The merchants **desire more communication** from city departments. Steps as simple as informing of impending construction projects, hosting workshops on code compliance, or upcoming film industry projects, this type of basic outreach helps merchants prepare themselves and their customers for any short or long-term inconveniences. Because close to 30% of the store owners are Latinx-owned, having bilingual information is important. Translation of city notices, codes, marketing collateral and even emails and/or meetings are key to bringing Spanish-speaking business owners to the table.

Merchants also reported that they are **tired of advocating** for themselves as they feel "no one is listening" in the city government. Furthermore, merchants are struggling on how to manage loitering, homeless or mentally ill persons. More proactive outreach from local social service organizations and government agencies that have expertise in this can help merchants in such challenging situations.

Businesses have **low capacity** and most operate with limited staff and high turnover. Merchants recognized they could be a source of youth employment, but they lacked connections to Newburgh Free Academy, Mount Saint Mary College, and SUNY Orange Community College. Exploring available workforce development programs, resources and opportunities can begin to seed investment in the home-grown workforce.



In Fall 2022, Dr. Mindy Fullilove spoke to stakeholders about the importance of growing a strong welcoming Main Street feel on Broadway.

# RECOMMENDATIONS

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**The need is clear:** stakeholders want to improve the public realm, yearn for more municipal communication and make robust efforts to boost morale to sustain pride in place, people and community. New city leadership, private investment, and upcoming public infrastructure projects offers a timely opportunity to convene stakeholders and collaborate on strategic solutions to shape the main economic artery of Newburgh.

The recommendations are incremental and fundamental first steps to test the relationships, incentivize participation, and start defining the collective strategy and capacity.



# RECOMMENDATIONS

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1

## Small Businesses on Broadway Should Be Prioritized By the City of Newburgh and Its City Council Members.

The City can more frequently engage merchants and other stakeholders on Broadway. This could entail quarterly corridor meetings or visits to the stores to relay information on available resources to support small businesses, future workshops on city codes compliance, hear top concerns or upcoming infrastructure projects like the Broadway Pedestrian Access project. Creating a bilingual manual for operating a business in Newburgh which would include navigating city departments, orienting merchants on various issues including sanitation, public safety, and code compliance, and listing available resources, yearly events, grant opportunities, pro bono legal services. These resources should also be easily accessed via the website. The City is well positioned to pursue state grants or allocate seed monies for strategic planning, technical assistance or capacity building. Potential grants include

Empire State Development Consolidated Funding Application or New York Main Street grants. Strategic Planning will establish critical steps like conducting a needs assessment, retail analysis, business retention and attraction, and public space management. Should the City choose to conduct a full comprehensive district assessment, they could refer to the LISC resource “[Preparing a Commercial District Diagnostic](#)”. The process of doing strategic planning will strengthen merchant and property owner engagement and coalition building. Lastly, the City Council can ask for an annual report on small business efforts including important questions like the main issues reported on SeeClickFix, evaluation of the neighborhood Campaign, successful applications, any press mentions or awards, and ultimately how many businesses have opened or closed in Newburgh.

## RECOMMENDATIONS

### 2

### Launch More Pilot Programs that Target Small Areas for Beautification Events

Launching collaborations among stakeholders for grassroots campaigns like Small Business Saturdays, Shop Local, Broadway Weekly Clean Ups, Reclaiming Parking Spaces, or new programs like Pop Ups in Vacancies, Banner Sponsorship program, or Roll Up the Gates events can generate new public interest, increase foot traffic, secure positive press mentionings, boost neighborhood morale, and deepen customer engagement. Narrowing the scope to a limited area that is 2-3 blocks will be more concentrated and manageable rather than targeting the entire corridor. Many kinds of pilot programs can also attract corporate support to help pay for costs while building partnerships, capacity, and visibility. Finding a fiscal sponsor who can

assist in tax donations may be an important step to securing corporate support. Looking at history, an overlooked but powerful strategy to entice more foot traffic is to bring more cultural programming to the corridor. Broadway was full of entertainment from music, movie, bowling and more which supported the local business establishments.



Dept. of Small Interventions partners with local property owner William Cappaletti and Maggie Mehr of Keep Newburgh Beautiful, to pilot two programs: "Weekly Street Cleaning on Broadway" and "Upgrade to 96-Gallon Trash Container" programs

## RECOMMENDATIONS

### 3

### Help Formalize the Merchant Association

The Broadway Coalition is an informal group of concerned merchants that need to secure committed leadership and participation. Expanding membership with the help of the City and formalizing the group to be a government-taskforce can strengthen this nascent coalition. This entity is critical to sustain stakeholder engagement, develop common vision and goals, and launch small pilot projects to bolster Broadway as Newburgh's main commercial corridor. Given the low morale of existing merchants, targeting new business owners and property owners to get involved can bring new energy and capacity to forming a merchant association. Also expanding the area of focus to include the more established commercial corridor of Liberty Street can bring more

energy and build capacity. Together with the city, exploring strategic partnerships that can build momentum and capacity is tantamount. Synergies already exist between the Newburgh Free Library's Business Bootcamp, Orange County Chamber of Commerce, SUNY OCCC entrepreneurship program. Other partnerships that can bring technical assistance or marketing or tourism grants would be advisable. Learning more about corridor management and resource-management models like a Business Improvement District can help address main concerns of merchants and sustain leadership of a merchant association.



Starting in 2023, Downtown District Alliance, a nascent merchant group, launched monthly meetings to plan collaborations to strengthen the business corridor in downtown Newburgh.



<sup>2</sup>To facilitate the planning and delegation of roles, using an Action Plan template can help (<https://bit.ly/BroadwayActionPlanTemplate>). The template and an example used for the Fall Clean Up Program is also available on [www.dosmallinterventions.com/broadway](http://www.dosmallinterventions.com/broadway).

# CONCLUSION

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The purpose of the report was to listen, respond and amplify the voices of those who make their living on Broadway as they are the backbone of this city and community. Hearing merchants and property owners' hardships and hopes can prompt the convening of stakeholders who can identify incremental steps and the coordination of public-private programs. With each pilot program, there will be progress and lessons learned. Such valuable information can be replicated and applied to Newburgh's other commercial districts such as Liberty Street, William Street, South Street and of course upper Broadway. The next steps are to share the solutions and ideas in this report with the corridor's stakeholders and to continue to cultivate leaders and forge collaborations. This coming year, the business community and the City should meet every other month to find a realistic scope of work for 2023-2024 and outline exact priorities, action items and responsibilities to reach those year's goals. It's imperative that while revitalizing neighborhood retail corridors like Broadway, we are also thinking of promoting more sustainable and equitable retail growth. The most

immediate way is to retain the existing small businesses as much as it is to attract new businesses to the corridor. At the time of writing this report, merchants have already started to tackle issues regarding sanitation. Examples include weekly volunteer clean ups, flash sales of 96-gallon trash bins, advocacy efforts with elected leaders, merchant monthly meet ups and quarterly corridor collaborations. And more events are on the horizon. The important element to remember is that small business matters. They are the conveners for the community, a pathway for increasing local workforce, and the stimulators of pride in place.

Special thanks to all the many merchants that took the time to participate and much gratitude to the report's advisors Larisa Ortiz of Street Sense, Sam Kandel of Small Business Development Center, James Ellis of Perch Advisors, and Andrew Flamm of Pace University Small Business Development Center.

**DEPT OF SMALL INTERVENTIONS**



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**GY**

**TITLE: BROADWAY ANALYSIS**

**PREPARED FOR:**

**DATE: MARCH 2023**

**STATUS: DRAFT**

**PREPARED BY: REBECA RAMIREZ & NAOMI HERSSON-RINGSKOG, AICP**

**APPROVED BY:**

Interested in learning more? Email: [dosmallinterventions@gmail.com](mailto:dosmallinterventions@gmail.com) | [www.dosmallinterventions.com](http://www.dosmallinterventions.com)