ABOUT CORONA

Background

Corona is a growing and diverse neighborhood with a bustling small business community. It is bordered by Elmhurst to the west, Northern Boulevard to the north, the Long Island Expressway to the south, and Flushing Meadows Corona Park to the east. The neighborhood is unique for its multi-ethnic culture and is home to immigrant families with roots from Latin America, Asia, and Europe. These diverse groups contribute to Corona’s sense of place and are reflected in the variety of small business offerings.

The development of Corona began in the late 1800s after the New York and Flushing Railroad began service to the area. Initially known as West Flushing, Corona adopted its current name when local real estate developer Thomas Waite Howard suggested the name “Corona” because he considered the area to be the crown of Queens County. Today, Corona’s architecture is characterized by its distinct 20th century brick houses and buildings that rarely exceed six stories; low-rise commercial buildings and one- and two-family homes are also common.

Corona has been home to immigrants since the early 1900s. Italians were first to settle in the area, pioneering the development of numerous businesses along 108th Street and Roosevelt Avenue. Many long-standing Italian-American small businesses still operate today, Corona has also been home to a large African-American community, including the famous musician Louis Armstrong. In recent decades, neighborhood demographics have changed dramatically; Corona has become home to a new generation of immigrants originating from Latin America, particularly from Mexico, Ecuador, and the Dominican Republic. Riding the 7 train into Queens is an eye-opening experience, with Queens’ vast diversity on display as the train rolls above Roosevelt Avenue, rattling over the neighborhoods of Corona and Jackson Heights. The elevated train, which has three stops located in the neighborhood, can bring residents and commuters to Times Square in less than 30 minutes when riding express, making the neighborhood highly accessible.

Roosevelt Avenue, Junction Boulevard, and National Street serve as the main commercial corridors for the local community. At night, Corona transforms into one of New York’s largest and most vibrant night markets, serving as a popular destination for social events and a hotspot for shopping and dining. The commercial corridors are home to a variety of ethnic stores, restaurants, and street vendors that all contribute to Corona’s vibrant commercial landscape, as residents gather to eat and catch up with merchants who they have come to know quite well over many years.

In This Report

Existing conditions, business data, and qualitative depictions of the neighborhood were gathered from more than 554 surveys and various stakeholder meetings with neighborhood merchants, street vendors, shoppers, workers, property owners, and residents.

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Neighborhood Demographics

Corona is home to the largest Latin American immigrant community in Queens. More than 66% of residents within the Corona study area are foreign-born, compared to 48% in Queens and 37% in New York City. While Corona has historically been home to various diverse immigrant communities, today its residents are 78% Hispanic or Latino and 15% Asian. The unemployment rate in the neighborhood is relatively low at 5.6% and the median household income is $44,979, compared to $67,210 for Queens and $52,737 for New York City.

Future Opportunities

Corona is located in close proximity to various institutional anchors and recreation areas that contribute to the vibrancy of the community at large, such as the Queens Zoo, Queens Museum, Flushing Meadows Corona Park (the largest park in Queens), and the New York Hall of Science. With strong transit connectivity provided by the 7 train, Corona has the potential to attract the large crowds that use the train to access Times Square. In addition to the collection of anchor institutions, there have been recent investments in public space.

In 2017, a $6.6 million capital project broke ground on Corona Plaza that transformed the former temporary pedestrian plaza into a permanent open space. According to the NYC Department of Transportation (DOT), plaza amenities include a performance space with built-in seating, new lighting, bike racks, additional planting, and permanent furniture.

Leveraging these various community assets together with the large network of active merchant associations can better position Corona to attract the businesses and consumers needed to support the growing economy.
### Points of Interest

- Assessed Commercial Corridors
- Community Institutions
- Public Facilities
- Business Improvement District
- Noteworthy Sites
- Community Markets

### Merchant & Business Groups

- 82nd Street Partnership
- Asian Americans for Equality (AAFE)
- Corona Business Corporation
- Corona Community Action Network (CAN)
- Lefrak City Merchants Association
- Make the Road New York
- Queens Chamber of Commerce
- Queens Economic Development Corporation

### Notable Places

1. Langston Hughes Community Library and Cultural Center
2. Make the Road New York
3. USTA Billie Jean King National Tennis Center
4. Queens Museum
5. Louis Armstrong House Museum
6. New York Hall of Science
7. Queens Zoo
KEY FINDINGS & OPPORTUNITIES

Strengths

- High foot traffic throughout the day and night that supports patronage of local small businesses
- Strong access to transportation with more than 150,000 daily riders on 10 MTA bus routes and one subway line
- Home to affordable, community-serving businesses that reflect the diverse and unique cultural identity of the neighborhood
- High density of small businesses due to the entrepreneurial spirit of the community
- Devoted consumer base that is committed to shopping locally
- Relatively low vacancy rate (5%) and a diverse retail mix that includes food, clothing, and medical services
- Year-round community events organized by local residents and community organizations celebrate the unique cultural diversity of the neighborhood
- Close proximity to major destinations such as the Queens Museum, Flushing Meadows Corona Park, LaGuardia Airport, and the USTA Billie Jean King National Tennis Center

Challenges

- Poor perceptions of public safety, especially at night
- Litter along main commercial corridors disrupts the pedestrian shopping experience
- Public spaces lack sufficient amenities to meet people’s needs for resting, sitting, eating, and having social encounters
- The elevated train structure is poorly maintained and diminishes the aesthetics of the corridor
- Merchants are skeptical to participate in government-led initiatives
- Fear of current Federal immigration policies has decreased economic activity
Opportunities

- Install a wayfinding system to guide foot traffic between key points for consumers, residents, and tourists to learn about businesses, points of interest, and other key community destinations
- Support business growth by hosting community events that encourage visitors to patronize local businesses and raise awareness of Corona’s unique culture and diversity
- Clean and maintain the sidewalks and public spaces along the commercial corridors to make them more inviting and appealing for residents and consumers alike
- Work with public and private partners to educate street vendors on food safety
- Activate the space under the elevated train with innovative public art and installations

- Increase the amount of light beneath the elevated train to address concerns about perceptions of safety
- Coordinate with businesses and NYPD precincts to improve safety along the corridor
- Increase communication among merchants and promote City services to connect entrepreneurs to resources
- Support existing community-based organizations to actively organize merchants, property owners, and other stakeholders to address small business, sanitation, and streetscape needs

What’s Next?

Recommendations can be used by community-based organizations to inform future programming and allocation of their resources.

For more information on a range of grant programs SBS offers to help community-based organizations strengthen and revitalize commercial districts, visit nyc.gov/neighborhoods
**BUSINESS LANDSCAPE**

**Business Inventory**

**715**

Total Number of Businesses

**4.8%**

Vacancy*

*Note: In 2017, New York City’s 73 Business Improvement Districts reported an average ground floor vacancy rate of 6.8% and median ground floor vacancy rate of 5.6% (SBS BIDs Trends Report, 2017).

**Storefront & Retail Mix**

- Clothing & Shoe Stores: 81
- Full Service Restaurants & Bars: 75
- Barbershops, Spas, Beauty Salons, & Supply Stores: 70
- Medical Services: 66
- Professional Services (Real Estate, Tax Office, Insurance, & Law): 47
- Electronics, Cellphone, Computer Sales, & Repair: 44
- Delis / Bodegas & Botanicas: 43
- General Merchandise Stores: 36
- Vacant: 34
- Specialty Food Stores: 25
- Home, Furniture, Department, & Hardware Stores: 23
- Pharmacies & Health Stores: 23
- Limited Service Restaurants: 20
- Houses of Worship, Nonprofit Organizations, & Public Administration: 19
- Dry Cleaners, Laundromats, & Tailor Shops: 17
- Cash Advance, Money Transfer Services, & Pawn Shops: 14
- Supermarkets: 12
- Jewelry Stores: 10
- Office Supply, Stationery, Shipping, & Gift Stores: 10
- Gyms, Martial Arts, & Dance Studios: 9
- Automotive Related Businesses: 7
- Banks: 6
- Liquor Stores: 6
- Florists: 6
- Construction, Manufacturing, Freight Shipping, & Wholesale: 2
- Other: 10

In Corona’s commercial district, **327** businesses share the same location with at least one other business. Often each store has its own entrance, address, and separate utility metering, allowing for easy division of expenses.

Business inventory and retail mix data were gathered by the Queens Chamber of Commerce through a comprehensive area inventory of businesses located along Roosevelt Avenue, Junction Boulevard, National and 103rd streets. (January to June 2017).
What We’ve Heard from Corona Merchants

How many years have you been in business here?

- 0-2: 25%
- 3-5: 32%
- 6-10: 19%
- 11-20: 12%
- 21+: 12%

- Mean: 8
- Median: 5
- Mode: 3

57% of businesses in Corona are under five years old.

*Note: The mean is the average of all responses, the median is the middle number when all responses are arranged in ascending order, and the mode is the most common response.

How many employees do you have?

- Mean: 4
- Median: 3
- Mode: 2

Do you own or rent your property?

- Rent: 84%
- Own: 1%
- No Response: 15%

Over the past year, has your business improved, stayed the same, or decreased?

- Improved: 11%
- Stayed the Same: 31%
- Decreased: 58%

In the coming year, do you plan to expand, stay, relocate, or close?

- Expand: 6%
- Stay: 86%
- Relocate: 1%
- Close: 7%

What kinds of resources would help your business?

- Space improvements: 32%
- Marketing support: 14%
- Training for staff: 13%
- New equipment: 12%
- Access to financing: 9%
- Lease support: 7%
- Assistance with regulatory compliance: 6%
- Legal services: 4%
- Other services: 5%

What changes need to occur to attract more visitors/shoppers to Corona?

- Safety: 30%
- Parking: 22%
- Sanitation: 21%
- Community events: 10%
- Beautification: 9%
- Merchant collaboration: 4%
- Storefront improvements: 4%

Source: Based on 176 merchant surveys conducted by Asian Americans for Equality in Spring 2017.
BUSINESS LANDSCAPE

Street Vendor Study

Corona is home to perhaps one of the biggest street vending scenes in Queens. Walking along Roosevelt Avenue provides the full experience of the day-to-day life of a street vendor and the diverse product offerings and vibrant street life they contribute to the neighborhood. The street vendor study notes the physical count of vendors, the type of equipment they use to sell their products, as well as a closer look at their experiences, challenges, and priorities. There are three different types of vending as defined by New York City regulations — first amendment vendors (i.e., primarily those who sell books, magazines, and artwork), food vendors, and general vendors (i.e., primarily those who sell anything from clothing and accessories to flowers and toys). A greater familiarity with the mix of street vendors and their offerings can allow for a better understanding of the full breadth of goods and services available to local consumers and better align inclusive commercial revitalization strategies for all stakeholders within the commercial district.

Street Vendor Retail Mix

<table>
<thead>
<tr>
<th>Product Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepared Hot Foods</td>
<td>25</td>
</tr>
<tr>
<td>Fruits &amp; Vegetables</td>
<td>18</td>
</tr>
<tr>
<td>Jewelry &amp; Accessories</td>
<td>18</td>
</tr>
<tr>
<td>Ice Cream</td>
<td>15</td>
</tr>
<tr>
<td>Snacks &amp; Drinks</td>
<td>14</td>
</tr>
<tr>
<td>Clothing</td>
<td>1</td>
</tr>
<tr>
<td>Health Care Services</td>
<td>1</td>
</tr>
</tbody>
</table>

This information was gathered between April and June 2017. The presence of each stationary street vendor (food truck vendor, vendors using carts to sell food and merchandise, vendors using stands, tables, shopping carts) and those using no equipment (e.g., selling out of a cooler) was documented through on-the-ground-observations. Vendors in movement were excluded from this study.

Vendor Types by Equipment

- **Food Truck** vendors usually sell prepared meals and other larger selection of products
- **Food Cart** vendors typically sell food, drinks, and/or accessories
- **Stand** vendors predominantly sell fruits and vegetables, and sometimes drinks, plants, or accessories
- **Table** vendors sell accessories and/or small merchandise
- **Cooler** vendors sell drinks and often ice cream
- **No Equipment** vendors sell snacks and drinks, and/or accessories

Vendor illustrations used courtesy of the Center for Urban Pedagogy (CUP) and are excerpted from Vendor Power!, a collaboration of CUP, The Street Vendor Project and designer Candy Chang. The project, which folds out to a large-scale poster, decodes the rules and regulations for New York’s street vendors so they can understand their rights and avoid unnecessary fines.
What We’ve Heard from Corona Street Vendors

Do you live in this neighborhood?

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>No Response (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>86%</td>
<td>10%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Is vending your only source of income?

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>No Response (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>67%</td>
<td>27%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Foreign Born

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>No Response (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>96%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

What We’ve Heard from Roosevelt Avenue Merchants

Business Inventory

- Total Businesses: 320
- Vacancy: 6%

Most Common Businesses

- Medical Services: 41
- Full Service Restaurants & Bars: 32
- Clothing & Shoe Stores: 29
- Barbershops, Beauty Salons, Spas, & Supply Stores: 27
- Electronics, Cellphone, Computer Sales & Repair: 22

Do you own or rent your property?

<table>
<thead>
<tr>
<th></th>
<th>Own (%)</th>
<th>Rent (%)</th>
<th>No Response (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Own</td>
<td>3%</td>
<td>90%</td>
<td>7%</td>
</tr>
</tbody>
</table>

Source: Based on 51 street vendor surveys conducted by the Street Vendor Project in Fall 2017. Inventory conducted by AAFE on a Friday at 3:00pm; weather: 72° and sunny.
## BUSINESS LANDSCAPE

### What We’ve Heard from Junction Boulevard Merchants

**Business Inventory**

<table>
<thead>
<tr>
<th>Total Businesses</th>
<th>Vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>204</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Do you own or rent your property?**

<table>
<thead>
<tr>
<th>Rent</th>
<th>Own</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>85%</td>
<td>0%</td>
<td>15%</td>
</tr>
</tbody>
</table>

### Most Common Businesses

- Clothing & Shoe Stores: 39
- Medical Services: 19
- Full Service Restaurants & Bars: 18
- Barbershops, Beauty Salons, Spas, & Supply Stores: 16
- Professional Services (Real Estate, Tax Office, Insurance, & Law): 16

**What changes need to occur on or around your corridor to attract more shoppers?**

- Safety: 20%
- Sanitation: 20%
- Parking: 19%
- Community events: 17%
- Merchant collaboration: 12%
- Beautification: 5%
- Storefront improvements: 5%
- Other: 2%

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### What We’ve Heard from 103rd Street and National Street Merchants

**Business Inventory**

<table>
<thead>
<tr>
<th>Total Businesses</th>
<th>Vacancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>191</td>
<td>4%</td>
</tr>
</tbody>
</table>

**Do you own or rent your property?**

<table>
<thead>
<tr>
<th>Rent</th>
<th>Own</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>75%</td>
<td>0%</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Most Common Businesses

- Barbershops, Beauty Salons, Spas, & Supply Stores: 27
- Full Service Restaurants & Bars: 25
- Bodegas, Delis, Convenience Stores, & Botanicas: 16
- Professional Services (Real Estate, Tax Office, Insurance, & Law): 14
- Clothing & Shoe Stores: 13

**What changes need to occur on or around your corridor to attract more shoppers?**

- Safety: 33%
- Parking: 23%
- Sanitation: 21%
- Beautification: 9%
- Community events: 5%
- Other: 4%
- Storefront improvements: 4%
- Merchant collaboration: 2%
The map above illustrates the density of commercial activity in Corona. Larger circles indicate a higher concentration of businesses, including street vendors, merchants, and mini-malls. Some merchants believe that high commercial density is beneficial due to the clustering of shopping activity in a concentrated area, while others believe that too much concentration may deter shoppers.
BUSINESS LANDSCAPE

What We’ve Heard from Corona Merchants and Shoppers

How is this commercial district different from others?

- “Consumers have a diverse set of options when it comes to purchasing products on the corridor.”
- “The area offers a unique shopping experience, characterized by the size of its stores, pricing options and leasing alternatives.”
- “Consistent and loyal customer base that supports our businesses.”
- “Different parts of the commercial corridor can be easily reached due to the neighborhood’s high level of accessibility.”
- “The density of businesses contributes to the vitality of the neighborhood.”
- “The diversity of the place!”

What changes would you like to see to improve the commercial activity in the area?

- “Improved security on the trains and on the street. In addition, cleanliness in the neighborhood should increase, as it’s a shame to live in New York and see so much trash.”
- “Create garden spaces and have more community-based vigilance to support everyone to increase security.”
- “City officials should work harder to collaborate with the residents of the neighborhood to improve the area.”
- “There are not enough community events for children or families. More events will help motivate residents and attract new people to the neighborhood.”
- “The overall sense of safety within the neighborhood needs to increase. In the morning, when there are people around, I feel safe. At night, however, there are less people on the streets and I feel unsafe.”

What changes need to occur to attract more visitors/shoppers to the commercial district?

<table>
<thead>
<tr>
<th></th>
<th>Merchant Response %</th>
<th>Consumer Response %</th>
<th>Street Vendors %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>30%</td>
<td>25%</td>
<td>29%</td>
</tr>
<tr>
<td>Sanitation</td>
<td>21%</td>
<td>22%</td>
<td>27%</td>
</tr>
<tr>
<td>Storefront Improvements</td>
<td>4%</td>
<td>15%</td>
<td>–</td>
</tr>
<tr>
<td>Beautification</td>
<td>9%</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>Parking</td>
<td>22%</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Community Events</td>
<td>10%</td>
<td>8%</td>
<td>20%</td>
</tr>
<tr>
<td>Merchant Collaboration</td>
<td>4%</td>
<td>6%</td>
<td>–</td>
</tr>
</tbody>
</table>

Source: Based on 300 consumer surveys, 176 merchant surveys, and 51 street vendor surveys conducted by AAFE, MRNY, and SVP in Spring 2017.
PHYSICAL ENVIRONMENT

Storefront Conditions

An analysis of 715 businesses along Roosevelt Avenue, Junction Boulevard, National Street, and 103rd Street revealed that 22% of storefronts are in poor condition, 42% are in average condition, and 36% are in good condition.

Streetscape Observations

Of the 57 blocks where streetscape conditions were assessed, 16% were found to have good streetscape conditions, 54% exhibited average streetscape conditions, and 30% had poor streetscape conditions.

- Litter and trash management issues are highly visible along Roosevelt Avenue, especially around corners and outside of subway stations.
- Vandalism (graffiti, posters, etc.) is present along 68% of the blocks assessed in the study area.
- Of the 715 storefronts assessed, 30% were found to be in poor condition. Poorly rated storefronts were more commonly concentrated under the elevated train, while Junction Boulevard accounted for most of the good storefront conditions.
- Corridors lack amenities like street furniture, murals, and artwork. Overall, there is a lack of maintenance of the few existing street furniture elements and open spaces within the corridor.
- Storefronts intended for the operation of single commercial occupancy are crowded with multiple awnings for various business operations.
- Display of business merchandise on the street affects the widths of sidewalks, disrupting pedestrian circulation and perpetuating crowding.
- The elevated train creates challenges for businesses by reducing lighting and creating excessive noise.
**BUSINESS OUTLOOK**

**Corona Retail Opportunity**

<table>
<thead>
<tr>
<th>Residents spend</th>
<th>Local businesses make</th>
<th>Every year,</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2.34B each year in goods and services</td>
<td>$1.06B each year in retail sales</td>
<td>$1.27B is spent outside the neighborhood</td>
</tr>
</tbody>
</table>

**Retail Leakage & Surplus**

<table>
<thead>
<tr>
<th>Category</th>
<th>Surplus</th>
<th>Leakage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gasoline Stations</td>
<td>$184.7M</td>
<td>$0</td>
</tr>
<tr>
<td>Department Stores (Excluding Leased Departments)</td>
<td>$118.4M</td>
<td>$0</td>
</tr>
<tr>
<td>Grocery Stores</td>
<td>$108.8M</td>
<td>$0</td>
</tr>
<tr>
<td>Other General Merchandise Stores</td>
<td>$90.6M</td>
<td>$0</td>
</tr>
<tr>
<td>Clothing Stores</td>
<td>$89.1M</td>
<td>$0</td>
</tr>
<tr>
<td>Electronics &amp; Appliance Stores</td>
<td>$60.8M</td>
<td>$0</td>
</tr>
<tr>
<td>Building Material &amp; Supplies Dealers</td>
<td>$60.1M</td>
<td>$0</td>
</tr>
<tr>
<td>Restaurants &amp; Other Eating Places</td>
<td>$53.3M</td>
<td>$0</td>
</tr>
<tr>
<td>Sporting Goods, Hobby, &amp; Musical Instrument Stores</td>
<td>$41.2M</td>
<td>$0</td>
</tr>
<tr>
<td>Jewelry, Luggage, &amp; Leather Goods Stores</td>
<td>$27.1M</td>
<td>$0</td>
</tr>
<tr>
<td>Furniture Stores</td>
<td>$24.2M</td>
<td>$0</td>
</tr>
<tr>
<td>Home Furnishings Stores</td>
<td>$23.5M</td>
<td>$0</td>
</tr>
<tr>
<td>Specialty Food Stores</td>
<td>$17.0M</td>
<td>$0</td>
</tr>
<tr>
<td>Other Miscellaneous Store Retailers</td>
<td>$15.7M</td>
<td>$0</td>
</tr>
<tr>
<td>Office Supplies, Stationery, &amp; Gift Stores</td>
<td>$15.1M</td>
<td>$0</td>
</tr>
<tr>
<td>Drinking Place -Alcoholic Beverages</td>
<td>$12.4M</td>
<td>$0</td>
</tr>
<tr>
<td>Used Merchandise Stores</td>
<td>$10.4M</td>
<td>$0</td>
</tr>
<tr>
<td>Book, Periodical, &amp; Music Stores</td>
<td>$9.4M</td>
<td>$0</td>
</tr>
<tr>
<td>Auto Parts, Accessories, &amp; Tire Stores</td>
<td>$9.2M</td>
<td>$0</td>
</tr>
<tr>
<td>Special Food Services</td>
<td>$8.3M</td>
<td>$0</td>
</tr>
<tr>
<td>Lawn / Garden Equipment &amp; Supply Stores</td>
<td>$8.2M</td>
<td>$0</td>
</tr>
<tr>
<td>Beer, Wine, &amp; Liquor Stores</td>
<td>$5.7M</td>
<td>$0</td>
</tr>
<tr>
<td>Florists</td>
<td>$3.7M</td>
<td>$0</td>
</tr>
<tr>
<td>Shoe Stores</td>
<td>-$21.9M</td>
<td>$0</td>
</tr>
<tr>
<td>Health &amp; Personal Care Stores</td>
<td>-$58.8M</td>
<td>$0</td>
</tr>
</tbody>
</table>

Retail leakage and surplus is the difference between estimated spending by local residents on retail goods and estimated sales by local retail businesses. Retail leakage occurs when consumer demand exceeds retail supply in a designated trade area. On the chart, a positive value indicates leakage of retail sales and represents net consumer spending that is being captured by retailers outside of the trade area. Retail surplus occurs when retail supply exceeds consumer demand in a designated trade area. On the chart, a negative value indicates a surplus of retail sales and may signify a market where retailers are drawing customers from outside the trade area.

Source: ESRI and Infogroup, November 2017.
**Business Trends**

**Change in Total Business Sales, 2010–2017**

- Corona: ▲ 49%
- Queens: ▲ 51%
- NYC: ▲ 66%

**Corona Total Business Sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$961,433</td>
</tr>
<tr>
<td>2011</td>
<td>$1,062,879</td>
</tr>
<tr>
<td>2012</td>
<td>$1,018,252</td>
</tr>
<tr>
<td>2013</td>
<td>$1,068,405</td>
</tr>
<tr>
<td>2014</td>
<td>$1,265,873</td>
</tr>
<tr>
<td>2015</td>
<td>$1,452,717</td>
</tr>
<tr>
<td>2016</td>
<td>$1,653,856</td>
</tr>
<tr>
<td>2017</td>
<td>$1,847,855</td>
</tr>
</tbody>
</table>

**Change in Median Sales by Business, 2010–2017**

- Corona: ▲ 235%
- Queens: ▲ 196%
- NYC: ▲ 165%

**Corona Median Sales by Business**

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>$22,323</td>
</tr>
<tr>
<td>2011</td>
<td>$22,732</td>
</tr>
<tr>
<td>2012</td>
<td>$24,456</td>
</tr>
<tr>
<td>2013</td>
<td>$33,092</td>
</tr>
<tr>
<td>2014</td>
<td>$35,865</td>
</tr>
<tr>
<td>2015</td>
<td>$44,475</td>
</tr>
<tr>
<td>2016</td>
<td>$39,332</td>
</tr>
<tr>
<td>2017</td>
<td>$44,764</td>
</tr>
</tbody>
</table>

Source: Division of Tax Policy, NYC Department of Finance

---

**What We’ve Heard from Shoppers**

**What additional types of businesses would you like to see in Corona?**

- Department stores
- Healthy food options, fresh produce markets
- Open and recreational spaces
- Family and kid-friendly businesses
- Arts and entertainment
- Co-ops and community organizations

**How safe do you feel shopping in this commercial district at night?**

- Very safe: 22%
- Somewhat safe: 27%
- Not very safe: 36%
- Not at all safe: 15%

**How often do you shop in Corona?**

- Daily: 24%
- 2 to 4 times a week: 10%
- Once a week: 26%
- Twice a month: 6%
- Once a month: 22%
- 3 to 6 times a year: 5%
- Rarely/Never: 7%

Source: Based on 300 consumer surveys conducted by Make the Road New York in Spring 2017.
Source: Division of Tax Policy, NYC Department of Finance
**DATA APPENDIX**

### Study Area Boundaries

#### Assessed Commercial Corridors

Primary data on Corona’s storefront businesses and street vendors presented on pg. 6–11 was gathered along the following corridors:

- Roosevelt Ave.: 90th St. and 108th St.
- Junction Blvd.: 34th Ave. and 41st Ave.
- 103rd St.: 37th Ave. and Roosevelt Ave.
- National St.: Roosevelt Ave. and 45th Ave.
- 104th St.: Roosevelt Ave. and 42nd Ave.

#### Corona Context Area

Demographic and employment data on pg. 16–17 correspond to the Corona’s neighborhood context area.

#### Trade Area

Retail leakage, surplus, and retail opportunity data on pg. 14 correspond to the 0.75 mile trade area.

---

### Area Demographics

#### Total Population

<table>
<thead>
<tr>
<th></th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>66,561</strong></td>
<td></td>
<td>2,280,602</td>
<td>8,354,889</td>
</tr>
</tbody>
</table>

#### Population Density (per square mile)

<table>
<thead>
<tr>
<th></th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>95,347</strong></td>
<td></td>
<td>20,881</td>
<td>27,632</td>
</tr>
</tbody>
</table>

#### Average Household Size

<table>
<thead>
<tr>
<th></th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.71</strong></td>
<td></td>
<td>2.89</td>
<td>2.64</td>
</tr>
</tbody>
</table>

#### Car Ownership

<table>
<thead>
<tr>
<th></th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>36%</strong></td>
<td></td>
<td>62%</td>
<td>45%</td>
</tr>
</tbody>
</table>

#### Commuting Patterns

- **5,462** Work in Corona, live elsewhere
- **444** Live & Work in Corona
- **17,504** Live in Corona, work elsewhere

---

16 Neighborhood 360° Commercial District Needs Assessment
Area Demographics

### Population Diversity

<table>
<thead>
<tr>
<th>Category</th>
<th>Corona</th>
<th>Queens</th>
<th>NYC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latino</td>
<td>78%</td>
<td>28%</td>
<td>29%</td>
</tr>
<tr>
<td>White alone</td>
<td>3%</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>Black alone</td>
<td>1%</td>
<td>18%</td>
<td>22%</td>
</tr>
<tr>
<td>Asian alone</td>
<td>15%</td>
<td>24%</td>
<td>13%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Some other race alone</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islande</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

### Population Age

<table>
<thead>
<tr>
<th>Age</th>
<th>Corona</th>
<th>Queens</th>
<th>NYC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>9%</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>5 to 14 years</td>
<td>13%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>15 to 24 years</td>
<td>15%</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>25 to 44 years</td>
<td>39%</td>
<td>31%</td>
<td>31%</td>
</tr>
<tr>
<td>45 to 64 years</td>
<td>20%</td>
<td>26%</td>
<td>25%</td>
</tr>
<tr>
<td>65+ years</td>
<td>5%</td>
<td>13%</td>
<td>12%</td>
</tr>
</tbody>
</table>

### Income

<table>
<thead>
<tr>
<th>Category</th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$44,979</td>
<td>$57,210</td>
<td>$52,737</td>
</tr>
</tbody>
</table>

### Pop. Below Poverty Line

<table>
<thead>
<tr>
<th>Category</th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Educational Attainment

<table>
<thead>
<tr>
<th>Category</th>
<th>Corona</th>
<th>Queens</th>
<th>NYC</th>
</tr>
</thead>
<tbody>
<tr>
<td>12th Grade or Less, No Diploma</td>
<td>42%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>32%</td>
<td>27%</td>
<td>25%</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>10%</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Associate’s Degree</td>
<td>5%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>9%</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>Graduate or Professional Degree</td>
<td>3%</td>
<td>11%</td>
<td>14%</td>
</tr>
</tbody>
</table>

### Median Age

- **Corona**: 32.2
- **Queens**: 37.5
- **New York City**: 35.7

### Foreign-Born Population

- **Corona**: 66%
- **Queens**: 48%
- **New York City**: 37%

### Employment

<table>
<thead>
<tr>
<th>Category</th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population in Labor Force</td>
<td>66%</td>
<td>64%</td>
<td>63%</td>
</tr>
<tr>
<td>Unemployment*</td>
<td>5.6%</td>
<td>9.5%</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

*Note: Unemployment figures are based on data from 2010-2014. As of March 2018, the unemployment rate is 3.7% for Queens and 4.6% for New York City (NYSDOL); updated neighborhood-level data for Corona is not available.

### Local Employment

<table>
<thead>
<tr>
<th>Category</th>
<th>Corona</th>
<th>Queens</th>
<th>NYC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Residents’ Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation, Food Services, Arts, Entertainment</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Services</td>
<td>13%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
<td>12%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Services, Health Care, Social Assistance</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional, Scientific, &amp; Technical Services</td>
<td>8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation, Warehousing, Utilities</td>
<td>7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance, Insurance, Real Estate</td>
<td>4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Administration</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jobs Located in the District</th>
<th>Corona</th>
<th>Queens</th>
<th>New York City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation, Food Services, Arts, Entertainment</td>
<td>9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Services</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retail Trade</td>
<td>23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational Services, Health Care, Social Assistance</td>
<td>26%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional, Scientific, &amp; Technical Services</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation, Warehousing, Utilities</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance, Insurance, Real Estate</td>
<td>6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Administration</td>
<td>16%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DATA APPENDIX

Corona Transportation

MTA Annual Bus Ridership (2016)

9.7M Q68
5M Q53
5M Q23
4.5M Q66
1.9M Q72
1.8M Q29
966K Q48
454K QM2
255K QM20
32K QM3

Vehicular Traffic (2015)

15,234 Average daily vehicles on Roosevelt Avenue between Broadway and Junction Boulevard
13,133 Average daily vehicles on Roosevelt Avenue between Junction Boulevard and 108th Street
12,369 Average daily vehicles on Junction Boulevard between I495 and Roosevelt Avenue
12,900 Average daily vehicles on Junction Boulevard between Roosevelt Avenue and 32nd Avenue
8,690 Average daily vehicles on 104th Street between 37th Avenue and 43rd Road
6,097 Average daily vehicles on 43rd Avenue between National Street and 108th Street

Average Weekday Subway Ridership (2016)

22,051 7 Junction Blvd. Station
20,282 7 103 St. - Corona Plaza Station
16,957 7 90th St. Station

Bus Routes

10 MTA Bus Routes

Sources: MTA 2016; NYS DOT, 2015 Annual Average Daily Traffic data.
Recent SBS Investments in the Neighborhood

- **Summer and Spring**, Avenue NYC placemaking grant of $30,000 awarded to the 82nd Street Partnership, 2018.
- **Shop Corona, Live Well - Friends of Corona Plaza**, Avenue NYC placemaking grant of $30,000 awarded to the Queens Economic Development Corporation, 2018.
- **Shop Local / Shop Under the 7**, Avenue NYC placemaking grant of $30,000 awarded to the 82nd Street Partnership, 2017.
- **Shop Corona, Live Healthy**, Avenue NYC placemaking grant of $30,000 awarded to the Queens Economic Development Corporation, 2017.
- **Visual Merchandising & Marketing strategies**, Avenue NYC business attraction and retention grant of $35,000 awarded to the 82nd Street Partnership, 2016.
- **Shop Corona, Live Healthy! Compra en Corona, Vive Saludable!**, Avenue NYC capacity building grant of $20,000 awarded to the Queens Economic Development Corporation, 2016.
- **Under the 7**, Avenue NYC placemaking grant of $40,000 awarded to the 82nd Street Partnership, 2015.

Existing Plans & Studies

- **East Elmhurst Rezoning**, NYC Department of City Planning, 2013.
- **North Corona 2 Rezoning**, NYC Department of City Planning, 2009.

Sources

ESRI and Infogroup, Inc. November 2017 ESRI Retail MarketPlace Profile.

Infogroup, Inc. 2017. From ReferenceUSA database.

Metropolitan Transportation Authority. 2016. Average Weekday Subway Ridership.

NYS Department of Labor. March 2018. Unemployment Rate Rankings by County.

NYS Department of Transportation. 2015 Annual Average Daily Traffic, using Traffic Data Viewer.

NYC Department of Finance, Division of Tax Policy, using data from NYS Department of Taxation and Finance. Business sales are reported by tax year, which runs from March 1st to February 28th. Sales data are compiled from sales tax returns, which are rolled up by tax filer within a year, excluding returns with negative sale amounts. For each year, each tax filer is reported according to the address listed on their latest return. The top 1% of filers were removed from sales data.


Vendor illustrations used courtesy of the Center for Urban Pedagogy (CUP) and are excerpted from Vendor Power!, a collaboration of CUP, The Street Vendor Project, and designer Candy Chang. The project, which folds out to a large-scale poster, decodes the rules and regulations for New York’s street vendors so they can understand their rights and avoid unnecessary fines.

Photo Credits: © NYC & Company: Joe Buglewicz, Will Steacy, Julienne Schaser, Laura Miller, Phil Kline; Queens Chamber of Commerce; Street Vendor Project; Urban Justice Center; NYC SBS: Rosa Kelly, Jose Trucios.
ABOUT SBS

The NYC Department of Small Business Services helps unlock economic potential and create economic security for all New Yorkers by connecting New Yorkers to good jobs, creating stronger businesses, and building thriving neighborhoods across the five boroughs.

ACKNOWLEDGMENTS

We would like to recognize and thank the following individuals and organizations for their contributions to the development of the Corona Commercial District Needs Assessment:

Queens Borough President Melinda Katz
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Former NYC Council Member Julissa Ferreras-Copeland
Queens Community Boards 3 and 4
Corona Merchants and Street Vendors
Corona Shoppers and Residents

nyc.gov/neighborhood360