

ABOUT THE EAST HARLEM NEIGHBORHOOD PLAN

EMERGING GOALS

1. Collect and organize community concerns and ideas in order to influence City Agencies' planning processes and rezoning efforts
2. Create a human capital development plan that focuses on the advancement of East Harlem residents
3. Develop approaches to preserving existing affordable and public housing and generating new, permanently affordable housing
4. Develop new tools for preservation of culture, economy and built form
5. Create a needs assessment that takes into account East Harlem's current and future community

NEIGHBORHOOD PLANNING TOPICS AND SUB-GROUP LEAD

Zoning + Land Use

Housing Preservation
Arts + Culture

Afterschool, Daycare, Pre-K
NYCHA

Affordable Housing Development

Health + Seniors
Open Space + Recreation
Schools + Education
Safety

Small Businesses, Economic + Workforce Development
Environment, Transportation, Energy

STEERING COMMITTEE MEMBERS

Artimus Construction
Business Development Center (at Union Settlement)
CIVITAS

Community Voices Heard*
Community Board 11*

Councilmember Inez Dickens
El Barrio's Operation Fightback
El Museo del Barrio
Elmendorf Reformed Church
Harlem RBI
Johnson Houses Tenant Association
Local 79

Lott Community Development Corporation
Manhattan Borough President Gale Brewer*
New York Academy of Medicine
New York Restoration Project
Renaissance Charter High School for Innovation
Speaker Melissa Mark-Viverito*
32BJ SEIU
Union Settlement
WEACT

***Project Partner**

THE CONTEXT FOR THE PLAN

WHY NOW

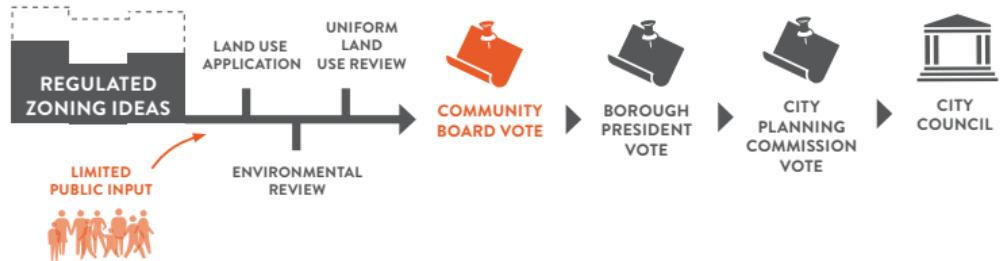
As part of the Mayor's Affordable Housing Plan, the city has determined that it will rezone East Harlem, along with several other neighborhoods across the City



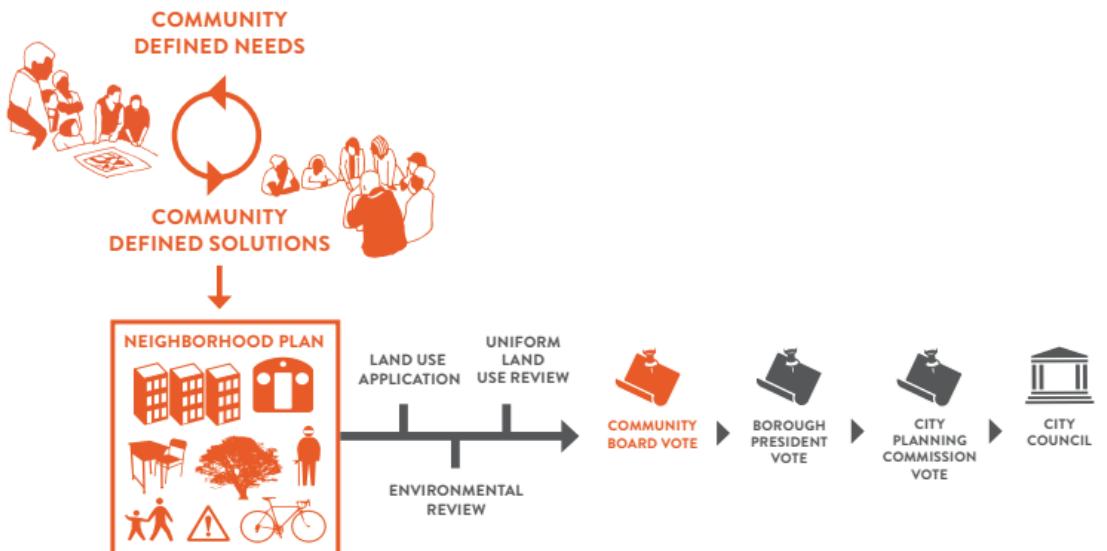
Concurrently the City has also proposed two citywide rezoning Mandatory Inclusionary Housing (MIH) and Zoning for Quality and Affordability (ZQA). These two proposals are separate from the neighborhood rezonings, but work together in theory.

CREATING A NEW PROCESS

Traditionally within the rezoning process, there is limited public input and a narrow focus (ie: to create more affordable housing or to encourage waterfront development).



The East Harlem Neighborhood plan seeks to create a more holistic process based on community defined needs prior to the city's rezoning study. This neighborhood plan will inform the City's zoning proposal and leverage resources to achieve broader neighborhood



HOW THESE RECOMMENDATIONS WERE DEVELOPED

1. INPUT FROM COMMUNITY VISIONING WORKSHOPS FORM THE BASIS OF THE RECOMMENDATIONS

There have been six large community visioning workshops that were publicly open to all residents of East Harlem. Each workshop focused on a different topic or sets of topics. The workshops are an opportunity for members of the community to share ideas, needs, dreams and concerns about East Harlem. Input from the Community Visioning Workshop is used to directly inform the work of the topic subgroup.



HOW THESE RECOMMENDATIONS WERE DEVELOPED

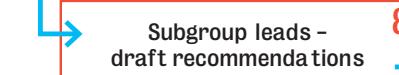
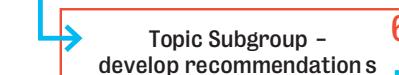
2. THE TOPIC SUBGROUP DEVELOPS OBJECTIVES AND RECOMMENDATIONS

The topic subgroup is comprised of neighborhood leaders, local organizations, and City Agencies. Its role is to develop a framework for addressing recommendations and identified objectives and encourage shared resources. Subgroups are responsible for integrating the findings of the Community Visioning Workshop into the plan's framework.

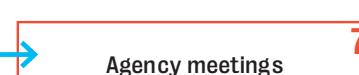
- Each subgroup is headed by an East Harlem Neighborhood Plan Steering Committee member.
- The draft objectives and recommendations to be subject for approval will have been produced and reviewed following three subgroup meetings, a public visioning session, a meeting with relevant agencies and the deliberation of the subgroup leads.

HOW THE SUBGROUPS ARE WORKING:

Initiated Primarily by Subgroup Leads



Initiated with More Involvement from Project Partners & Facilitators



HOW THESE RECOMMENDATIONS WERE DEVELOPED

3. THE STEERING COMMITTEE APPROVES OBJECTIVES AND RECOMMENDATIONS

The recommendations are presented to the Steering Committee for formal approval (vote) in the weeks following the Community Visioning Workshop. The Steering Committee will vote to approve: recommended objectives and recommendations put forward by each subgroup.

- For some recommendations that reflect overlap between topics, the Steering Committee will have the ability to table their vote until the final Steering Committee meeting of the planning process in early January 2016.

16 out of the 21
Steering
Committee
members have
to approve a
recommendation
for it to move
forward

THERE ARE THREE CATEGORIES FOR RECOMMENDATIONS:

Policy

Program

Capital
Project

A recommendation that entails setting a policy that is applied in certain circumstances to regulate and drive desired outcomes. May require some funding sources.

A recommendation seeking maintenance, operations, or programming support for a certain initiative. Requires programmatic funding streams to implement.

A recommendation that entails funding the construction of a tangible built work, including infrastructure, buildings, and landscape amenities.

QUESTIONS THE STEERING COMMITTEE IS ASKING:

- What is the feasibility of implementing this recommendation?
- Is the recommendation East Harlem specific?
- Could it be piloted in the neighborhood or is it a citywide policy that we could advocate for?
- Is it short term (2-3 years) or long term?

OPEN SPACE + RECREATION

WHAT WE HEARD AT THE VISIONING WORKSHOP



STRENGTHS

- Two prominent anchor parks along East Harlem's eastern and western edge (Central Park, Randall's Island)
- Two key neighborhood parks (Marcus Garvey and Thomas Jefferson)
- Strong history and agglomeration of community gardens
- Waterfront esplanade
- 107th St. Pier an existing historic resource

CHALLENGES

- Inadequate open space ratio and walk to a park measure when Central Park and Randall's Island are not included
- Threatened community gardens
- Climate change and resiliency concerns
- Inadequate parks maintenance and staffing
- Continued physical and psychological barriers to park usage

CULTURE + ARTS

WHAT WE HEARD AT THE VISIONING WORKSHOP



STRENGTHS

- First major Latino immigrant neighborhood in New York, starting with Puerto Rican community in the 1920s
- Continuous multi-ethnic immigrant community for the last 150 years
- Strong arts/cultural traditions and landmarks
- Strong cadre of artists and cultural makers in the community
- Multiple arts and cultural organizations, representing many needs and interests, at different scales

CHALLENGES

- Lacking a unified East Harlem arts (funding) advocacy entity
- Lack of coalitions across arts and cultural (and other types) of organizations
- Increasingly unaffordable artist spaces (live/work/display)
- Risk of losing representations of artistic and cultural heritage as neighborhood gentrifies
- Need for expanded arts/cultural resources/ opportunities for local communities and an expansion of opportunities to attract visitors to East Harlem

SCHOOLS + EDUCATION

WHAT WE HEARD AT THE VISIONING WORKSHOP

STRENGTHS

- Strong sense of community and the youth are ambitious and talented.
- Multiple cultural and service organizations. Those are good intermediaries to engage with the youth and bridge between communities, schools, and community based organizations.
- There are opportunities to expose the youth to possible careers (and outside East Harlem) through colleges and tours.
- East Harlem has a rich history: there are opportunities to improve the curriculum in schools by teaching students about their local history.
- There is a need to provide students with a nurturing environment and give them a sense of self-worth and purpose.

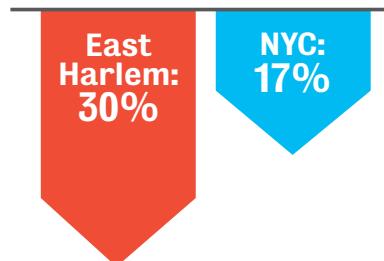
CHALLENGES

- Family education/literacy is a big issue: there is a lack of opportunities and resources for adult learning. This is affecting the education because:
- There is no reinforcement at home of what the students are learning at school.
- Families do not feel invested in their children's education.
- Families do not understand their rights
- School curriculum needs to be revised to be more diverse and less traditional (academic focusing on Math and English) by focusing more on STEM and including sexual education, arts, music, culture, local history, special education programs, financial education and vocational training with exposure to career options.

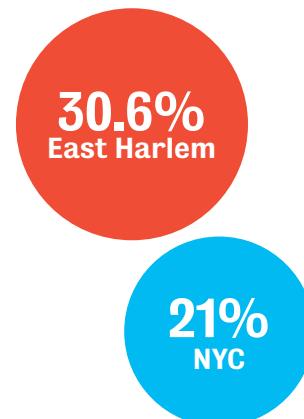
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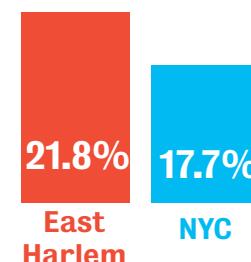
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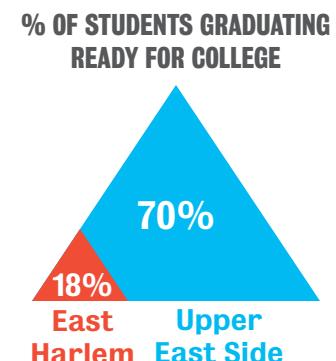
YOUTH POPULATION



STUDENTS WITH DISABILITIES



COLLEGE READINESS



PRE-K, AFTERSCHOOL, DAYCARE

WHAT WE HEARD AT THE VISIONING WORKSHOP

STRENGTHS

PRE-K + DAYCARE

- Many programs for 4 and 5 year olds
- Presence of Bilingual, Multicultural, Wrap Around services
- Programs foster self worth and family involvement
- Outreach to families

AFTERSCHOOL

- Diversity of Community Offerings
- Grassroots, longstanding programs
- Opportunities to partner with cultural institutions

CHALLENGES

PRE-K + DAYCARE

- 0 -3 year old center based programs
- Facilities are in disrepair and are not adequate learning environments for young children
- Lack of funding for high quality staff/programs
- Difference in DOE/ACS program calendar
- End too early for working parents/families

AFTERSCHOOL

- Poor facilities
- Don't do enough to preserve safety and health
- Fragmented and competing programming
- Limited Resources for Quality Programming
- Few pools, fields, and difficulty in accessing
- Lack of diversity of programming (Lack of programming for gifted & talented)

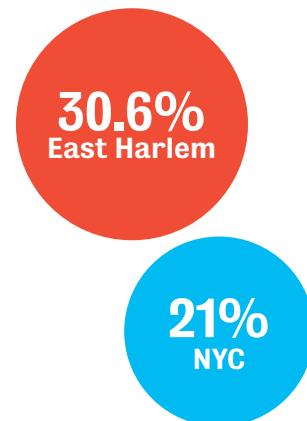
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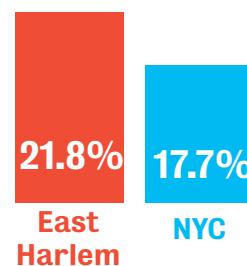
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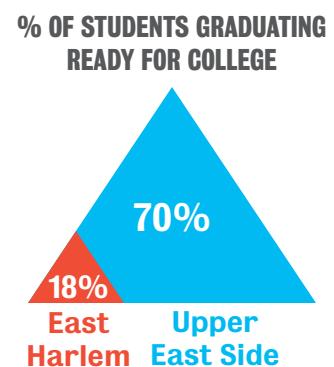
YOUTH POPULATION



STUDENTS WITH DISABILITIES



COLLEGE READINESS



WHAT WE HEARD AT THE VISIONING WORKSHOP

STRENGTHS

- Affordable rents and potential for more affordable housing
- Diverse community
- Family lives nearby
- Public and cultural opportunities (festivals, block parties)
- Opportunity to be involved in the conversation
- Potential for growth and development of recreational areas, cultural/community spaces and programming
- Potential for entrepreneurial opportunities
- Potential for increased safety in the neighborhood, both indoors and outdoors

CHALLENGES

- NYCHA operations: staffing, budget decisions, effectiveness and efficiency of work, communication and treatment of tenants, lack of transparency in operations
- Poor conditions of housing and/or delayed maintenance
- Safety, both indoors and outdoors
- Overcrowding in housing
- High concentration of drug rehab facilities and halfway houses
- Need resources and living spaces for seniors
- Ensuring that income-targeted rents are affordable for East Harlem families
- Concern that new development will make the neighborhood unaffordable, leading to eviction and homelessness
- Community empowerment: ensuring that residents really have a voice and capacity to affect change

34,240 People live in NYCHA developments in East Harlem



29% of East Harlem Residents live in NYCHA

WHAT WE HEARD AT THE VISIONING WORKSHOP

REPAIRS & MAINTENANCE

- Repairs are delayed, done slowly or irregularly, and completed poorly
- Repair work is often incomplete or incorrect and quickly requires redoing
- Infrastructure is failing. Plumbing issues are particularly bad, causing mold, leaky floors/ walls/ ceilings, and no hot water.
- Communication between NYCHA management and tenants is limited and communicates lack of respect
- Understaffing and poor management perceived to lead to ineffective communication and misallocation of resources
- Greater transparency needed to track repairs and communicate progress
- Apartments and campuses require more frequent and thorough cleaning

COMMUNITY ENGAGEMENT

- Residents don't currently feel that their voices are heard and their opinions valued
- Residents want to be more informed about decisions made in their neighborhood and have opportunities for input
- Tenant associations or representatives must be organized to act as a voice to NYCHA management

SAFETY

- Cameras help, but only where installed (crime moves)
- Construction sheds block cameras
- Elevators lack cameras, leading to vandalism and unsanitary conditions
- Drugs and drug pushers are a source of crime
- Buildings' entrances are often left unsecured by management and contractors or unmonitored (no control over who enters)
- Poor and uneven lighting makes it unsafe to be outside
- Seniors need more information about goings-on in their buildings
- Police presence is inconsistent
- Police interact well with seniors but not with youths (need to become their allies)
- Large and/or aggressive dogs make other residents feel unsafe
- Delivery bikes use pathways as cutthroughs

ECONOMIC EMPOWERMENT

- Facilities needed to host programs for seniors
- More programs are needed for youth: afterschool, vocational and trade training, certificate programs, and job placement. These programs could share facilities with the senior programs
- NYCHA should hire residents as staff or on maintenance crew
- Each building should have an advocate involved
- Put protections in place for mom & pop shops
- Empower Tenants Associations through involvement in the decision-making process

AFFORDABLE HOUSING PRESERVATION

WHAT WE HEARD AT THE VISIONING WORKSHOP

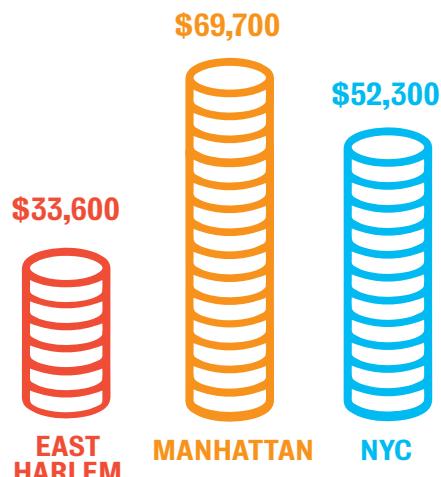
STRENGTHS

- Ability to leverage community participation and action to affect the direction of change
- Diverse cultures coming together and merging in the neighborhood
- Potential for increased safety in the neighborhood, indoors and outdoors
- Community action to improve living conditions and empower tenants
- Commitment to preserving low-income housing and keeping families together

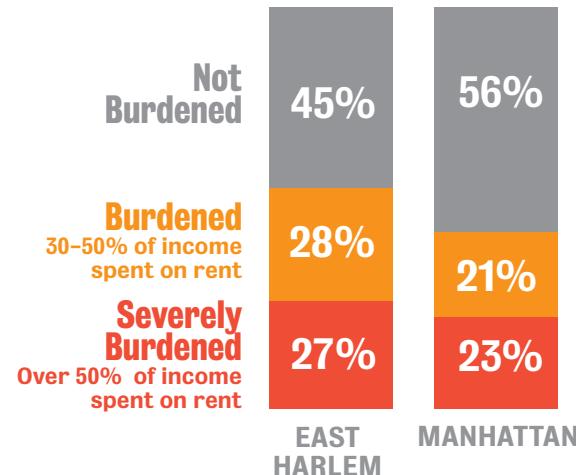
CHALLENGES

- Poor housing condition and a lack of repairs and maintenance
- Concentration of vacant buildings along Lexington Ave and 3rd Ave
- Rising rents and potential of rezoning to make neighborhood unaffordable
- Few housing options for large families and lowest-income members of the community
- Resources for seniors struggling in affordable housing or becoming displaced from their housing
- Safety, both indoors and outdoors

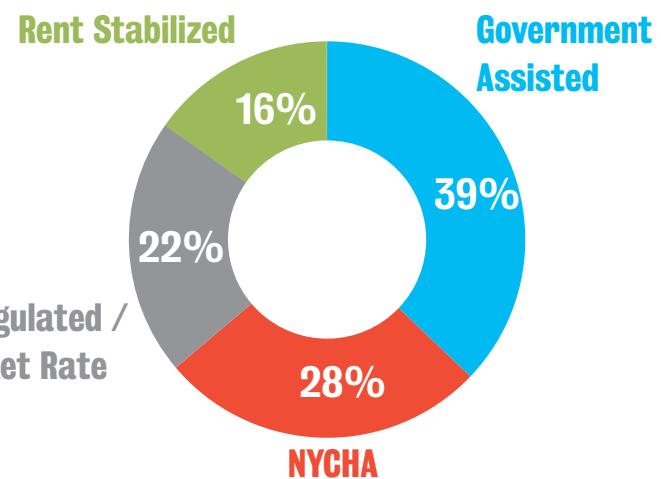
COMPARISON OF MEDIAN INCOMES



RENT BURDEN



TYPES OF UNITS IN EAST HARLEM



Source: US Census Bureau, ACS, 2009-2013 *Based on census tracts approximately within boundaries of CD 11, data also reflects census tracts that are part of neighboring districts

AFFORDABLE HOUSING PRESERVATION

WHAT WE HEARD AT THE VISIONING WORKSHOP

PHYSICAL CONDITIONS

- Prevalence of longstanding vacant buildings, especially in upstairs floors
- Insufficient code enforcement; lack of follow-up on building violations and poor maintenance
- Structural deficiencies and lead paint on old buildings
- Landlords lack sufficient funds for repairs and unlicensed companies hired to undertake renovations



VACANT “WAREHOUSED” BUILDINGS

Source: New York Times

http://www.nytimes.com/2011/10/31/nyregion/east-harlem-landlords-keep-apartments-sealed-up.html?_r=0

HARASSMENT

- Several sources of harassment: landlords, drug dealers, and neighbors
- Landlords deliberately degrade housing (e.g. breaking windows)
- Landlords use tenant’s immigration status as a threat
- Vulnerable tenants (i.e. seniors) are pushed out or denied maintenance
- 311 calls ignored and avoided due to retaliation from landlords
- Renovations used as tool to push units out of stabilization
- Tenants charged fees in addition to rent (e.g. air conditioner fee, refrigeration fee, repair fees, etc.)

AFFORDABILITY & DISPLACEMENT

- Residents generally fear being priced out
- Unaffordable, rapid increases in rents lead to evictions
- Rents continue to increase, while apartment conditions degrade
- Concern that “affordable” rents are not based on neighborhood AMI
- Small local businesses that currently cater to residents are getting priced out

SMALL BUSINESSES, ECONOMIC AND WORKFORCE DEVELOPMENT WHAT WE HEARD AT THE VISIONING WORKSHOP

STRENGTHS

- Small businesses: entrepreneurial spirit, many established stores (despite rising rents)
- Cultural heritage and ethnic diversity
- Eager, available workforce
- Many non-profits, including those that serve businesses and job-seekers

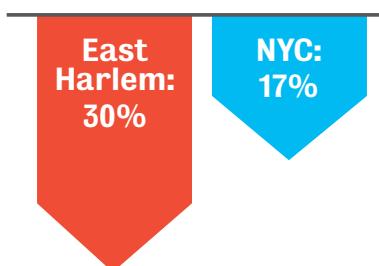
CHALLENGES

- Rising commercial (and residential) rents
- High unmet need for good jobs
- Inadequate workforce development programs: not geared toward sustainable jobs; not accessible to all, including those not on a lease
- Community members & business owners are uninformed about what helpful services and programs do exist
- Weak /inadequate internet infrastructure

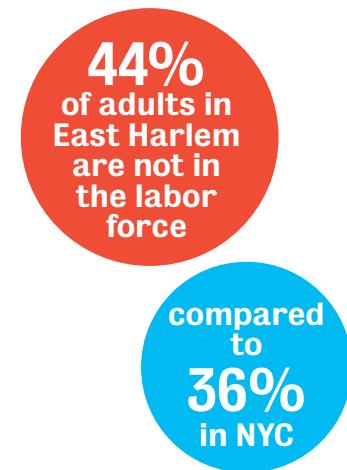
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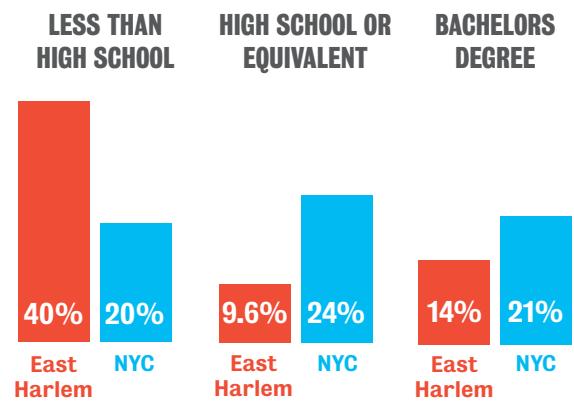
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UNEMPLOYMENT



EDUCATIONAL ATTAINMENT



SMALL BUSINESSES, ECONOMIC AND WORKFORCE DEVELOPMENT

WHAT WE HEARD AT THE VISIONING WORKSHOP

PHYSICAL SPACE

- Room for growth / underutilized spaces, e.g., “vacant land on NYCHA along the avenues,” waterfront,
- 3rd Avenue (vacant land + vacant upper floors), warehoused buildings
- Development should occur at: 125th Street, waterfront, Madison

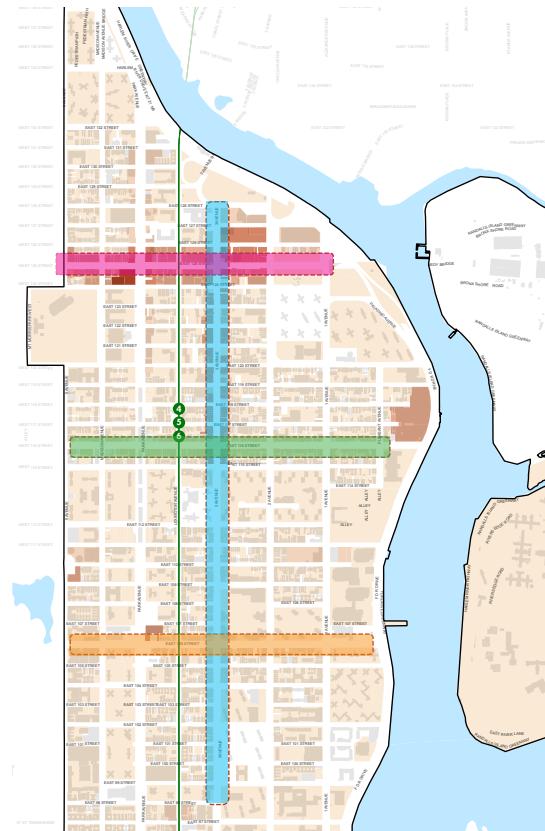
SMALL BUSINESSES

- Commercial rent control is needed
- Business types that are lacking: clothing stores, cooperative/ incubator start-ups

WORKFORCE DEVELOPMENT

- Mismatch between new jobs (local and beyond) and current residents
- Local residents should get local construction jobs, especially more than they do now
- Businesses should be incentivized (e.g., via tax breaks) to hire locally
- Job training should be geared towards stable, well-paying careers

COMMERCIAL CORRIDORS



Identified Commercial Corridors:

Third Avenue

106th Street

116th Street

125th Street

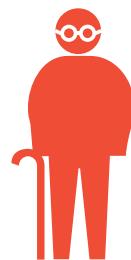
HEALTH + SENIORS

WHAT WE HEARD

STRENGTHS

- Have a District Public Health Office located in East Harlem
- Strong network of CBOs invested in health outcomes for all
- Local presence of institutions committed to public health (hospitals and universities)
- 3 Federally qualified healthcare centers nearby that rarely turn people away and take undocumented individuals
- Diverse community in terms of age, income and race
- Plenty of grocery stores
- Rich in cultural traditions and arts
- Relative political power and influence

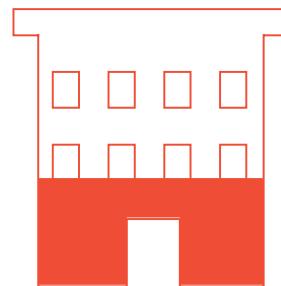
SENIORS



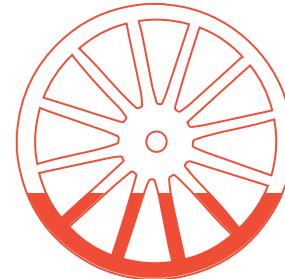
16.8% of East Harlem residents are 60 and over

ISOLATION

40.1% are living alone,



31.9% have difficulty with their mobility, and



35.5% don't speak English as their primary language.



CHALLENGES

- Comparatively low life expectancy
- Extremely high hospitalization rates
- Epicenter of mental health and psychiatric conditions
- Substance abuse
- Some of the worst chronic disease outcomes in the City
- Food insecurity
- Senior poverty
- Pedestrian safety and mobility (ex - 125th St, under viaduct, etc.)
- Availability of resources for growing diversity (ex - Chinese population)
- Threat of loss of culture
- Social isolation among seniors and other vulnerable populations

SAFETY

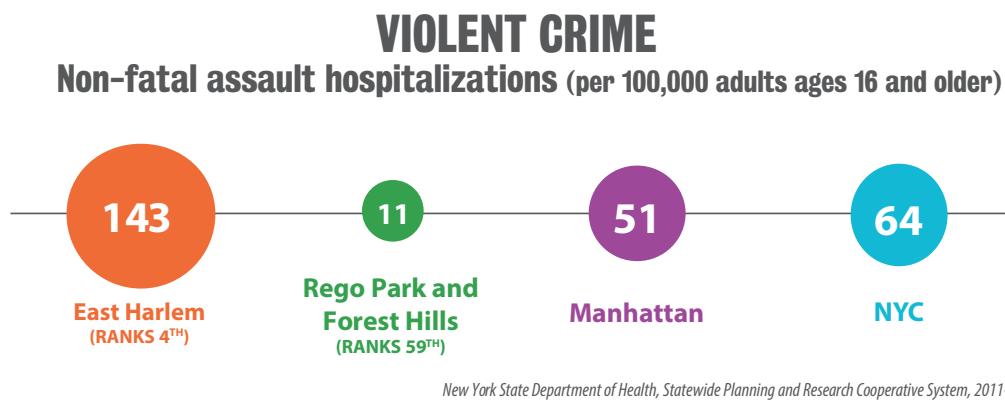
WHAT WE HEARD AT THE VISIONING WORKSHOP

STRENGTHS

- Well organized institutions, tenants and CBOs
- Good emerging ties with community affairs officers in some NYCHA developments
- Positive improvements as a result of 125th Street Task Force
- Some recent lighting and pedestrian upgrades in district
- If improvements are made, the large concentration of public housing in East Harlem can be an opportunity to have a large impact on safety and security in the district

CHALLENGES

- Violent crime
- Overpolicing and lack of proper representation of vulnerable groups (minorities, youth, immigrants)
- Poverty, inequality and lack of jobs as deep seated causes of safety concerns
- Many challenges with pedestrian safety, especially for the visually impaired and seniors
- Lack of lighting and safe passage (viaduct, wide aves, waterfront)
- 125th St and K2 epidemic
- Safety of vulnerable populations (homeless, mentally ill, suffering from substance abuse)



SAFETY

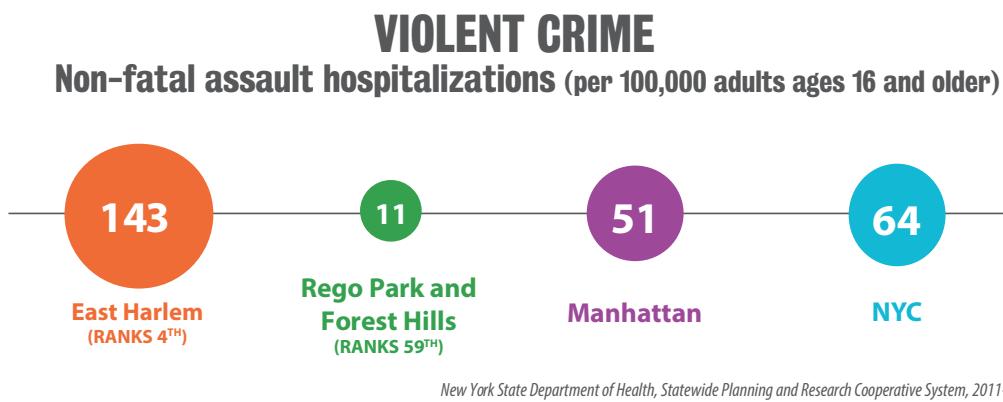
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AFFORDABLE HOUSING DEVELOPMENT / ZONING & LAND USE

WHAT WE HEARD

TRADE-OFFS ACTIVITY (AFFORDABLE HOUSING DEVELOPMENT ON PRIVATELY-OWNED LAND)

AFFORDABILITY

- MIH AMI levels are too high (very recurrent theme).
- MIH requirement of affordable housing is too low and requires too much market rate housing for too few affordable units.
- Buildings should be more mixed income and affordability should be higher than 25%.
- Influx of market rate housing will cause gentrification and displacement.

HEIGHT

- Mixed feelings, but many were ok with significant density and height as a trade-off to more and deeper affordability.
- Higher buildings should be on the Avenues and not the cross streets

DENSITY

- Increased density should be coupled with increase in services such as schools, libraries, community facilities.

DEVELOPMENT AND COMMUNITY PRIORITIES ACTIVITY (PUBLIC LAND)

What kinds of development would you most like to see on the following site types? Choose two:

NYCHA-OWNED LAND

1. 50% Affordable Housing + Improved Maintenance & Needed Repairs – 70%
2. Community Facility – 56%

CITY-OWNED LAND

1. Affordable Housing – 76%
2. Open Space – 50%

COMMUNITY LAND TRUST

1. Affordable Housing – 87%
2. Community Facility – 51%

PRIVATELY-OWNED LAND

(community benefits derived from zoning)

1. Other Community Facility or Commercial Space – 56%
2. School – 55%

AFFORDABLE HOUSING DEVELOPMENT / ZONING & LAND USE

WHAT WE HEARD

SURVEY RESULTS

ADDITIONAL COMMUNITY FACILITIES

Choose the additional Community Facilities that you think are most needed in East Harlem. Select three:

1. Job Training Center – 57%
2. Library – 40%
3. Recreation Center – 38%

AFFORDABLE HOUSING SET ASIDES

Do you think some affordable housing should be set aside for particular groups? Select two:

1. Homeless – 64%
2. Seniors – 62%

DENSITY

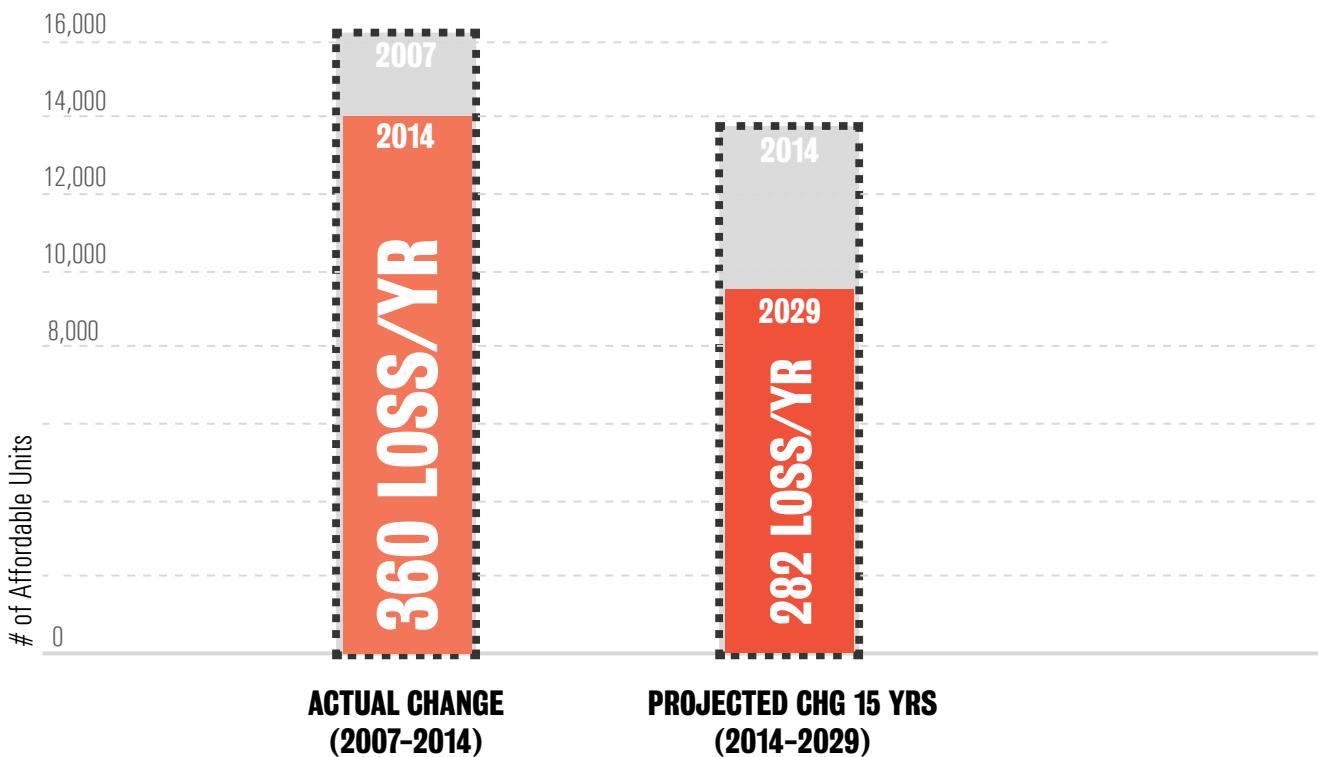
How do you feel about the density of East Harlem?

1. I'd take more buildings if those apartments are affordable for local residents – 54%

Which of these neighborhood benefits that could result from increased density are most important to you? Select two:

1. More affordable housing – 66%
2. Jobs for local residents – 43%

GROSS AFFORDABLE HOUSING LOSS



- Includes stabilized and subsidized units in various programs
- Assigned losses based on high and low probability
- Rate of affordable housing loss was based on preceding 7 years of data and projected out

	PERIOD	START UNITS	END UNITS	CHG IN UNITS	PCT. CHANGE	ANNUAL LOSS
ACTUAL CHANGE	2007-2014	16,251	13,730	-2,521	-16%	360
PROJECTED CNG 15 YRS	2014-2029	13,730	9,495	-4,235	-31%	282

AFFORDABLE HOUSING NEED IN EAST HARLEM

Total Households in East Harlem 46,048

Entering Homeless Shelters	626
50%+ Burden (Renters)	10,235
50%+ Burden (Owners)	381
30%-50% Burden (Renters)	10,989
30%-50% Burden (Owners)	530
Severely Overcrowded (More than 1.5 persons per room)	1,518
Overcrowded (1 - 1.5 persons per room)	2,491

TOTAL SEVERE NEED

12,001 HOUSEHOLDS

Total Need

23,763

****Total Severe Need is: Entering Homeless Shelters, 50%+ Rent Burdening, & half of the severely overcrowded population**

*****Total Need is: Entering Homeless Shelters, 30%+ rent burdening, and one quarter of the overcrowded population**

GEOGRAPHIES

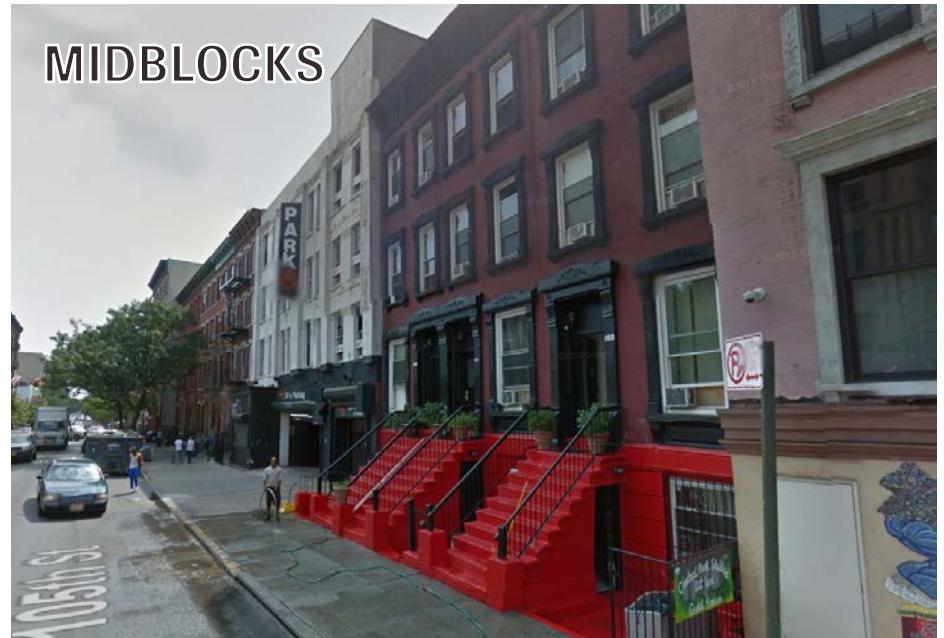
Potential for preservation:

- Midblocks
- Northern Madison Ave
- Eastern 116th Street

Pleasant Avenue (2003 rezoning)



EAST HARLEM Neighborhood PLAN

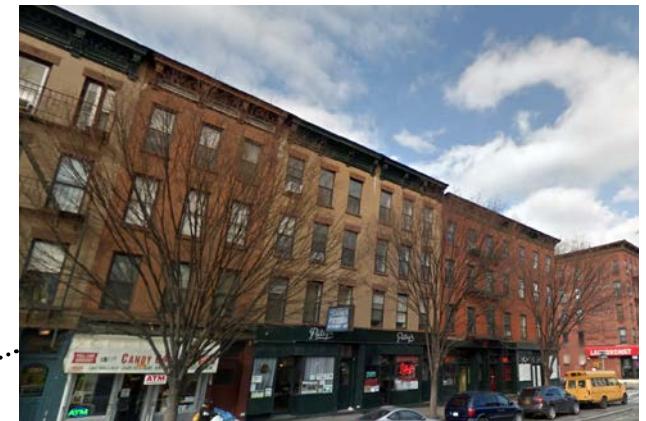


GEOGRAPHIES | 1ST, 2ND, & 3RD AVENUES NORTH OF 115TH ST

Medium density

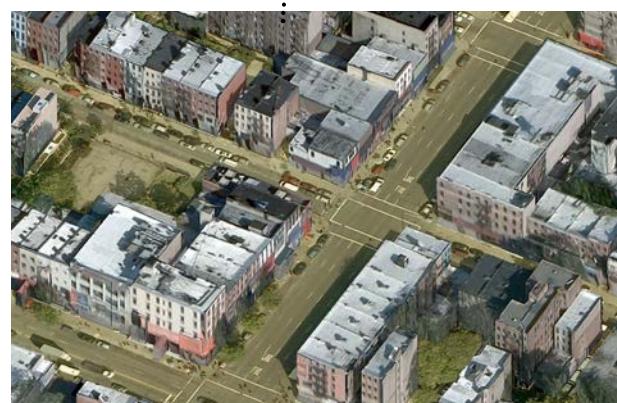
Rowhouses

Residential with
ground floor shopping



Existing Zoning:
Mostly R8A

Existing FAR:
6.02

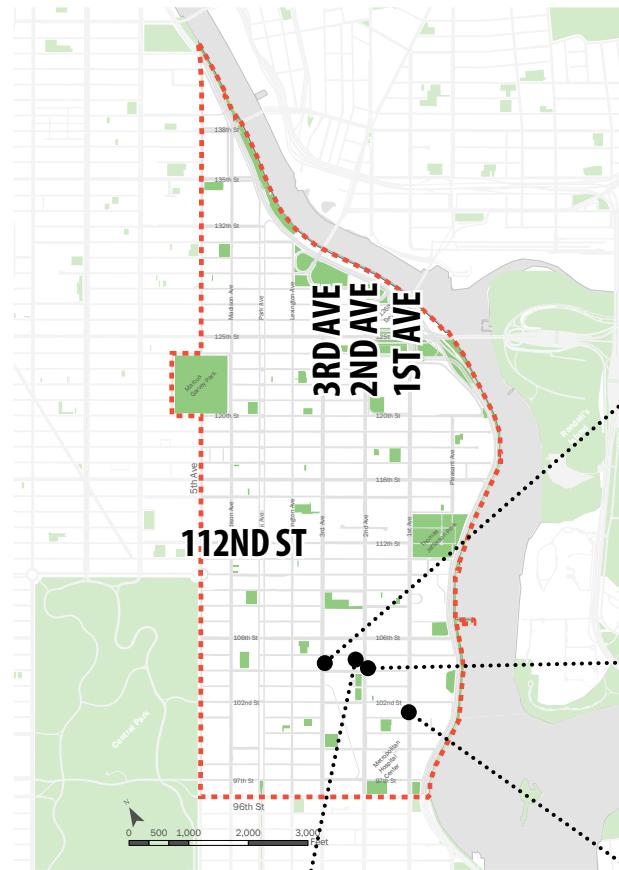


GEOGRAPHIES | 1ST, 2ND, & 3RD AVENUES SOUTH OF 112TH ST

Towers mixed in with
5-8 story rowhouses

High density

“Towers in the park”



Existing Zoning:
Mostly R8A

Existing FAR:
6.02



GEOGRAPHIES | PARK AVE

Viaduct

Mid- and high-rise buildings

Lots of land devoted to open space and parking

High density buildings



Existing Zoning:
M1-2, M1-4, R7-2 or C8-3

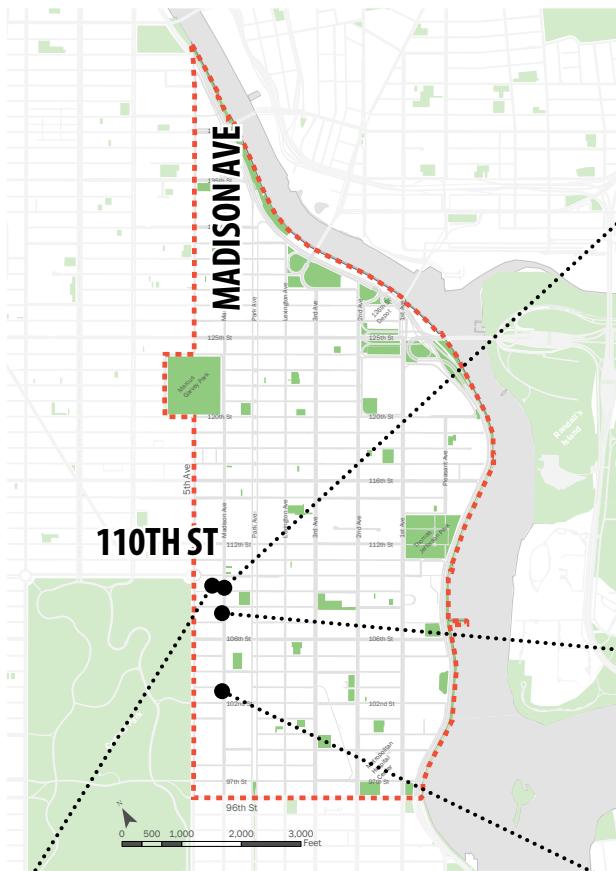
Existing FAR:
2.0 or 3.44



GEOGRAPHIES | MADISON AVE SOUTH OF 110TH ST

Mid- and high-rise buildings

“Towers in the park”



Existing Zoning:
R7-2 or R9

Existing FAR:
3.44 or 7.52



GEOGRAPHIES | 116TH ST

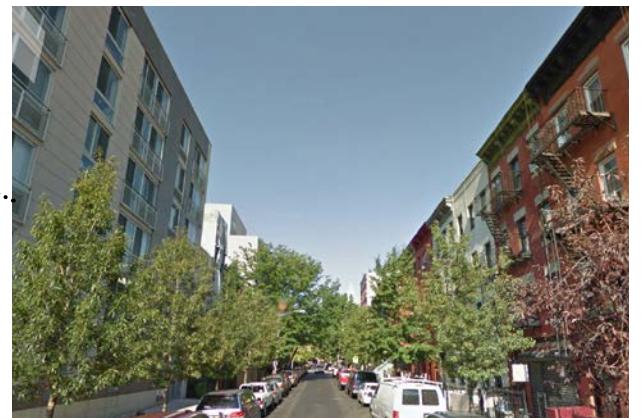
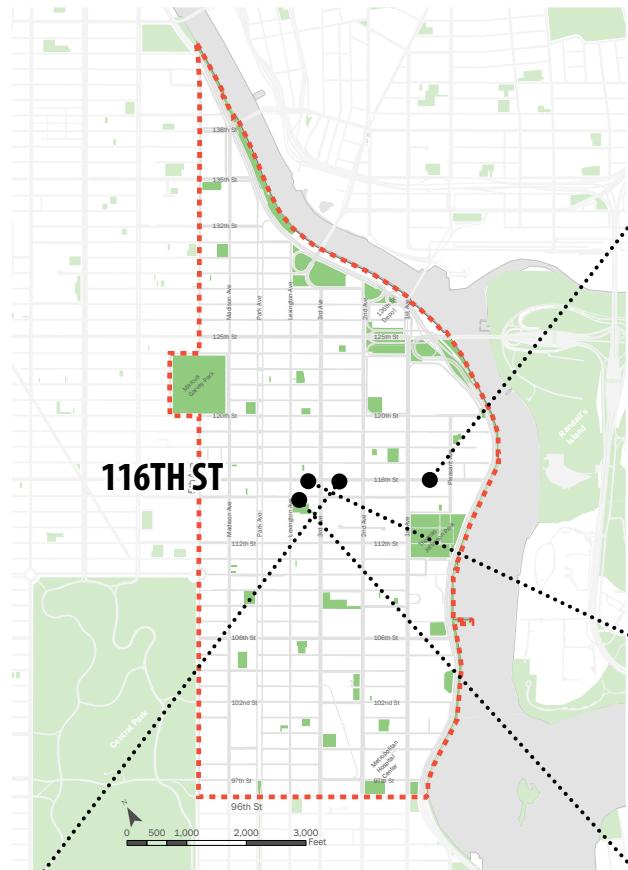
Wide commercial street

Mid-rise buildings

East side: Low- to Mid-rise buildings

**Existing Zoning:
R7B, R7-2 or R7A**

**Existing FAR:
3.0, 3.44 or 4.00**



GEOGRAPHIES | LEXINGTON AVE

Mid-rise and towers

Not as wide as typical avenues



Existing Zoning:
Mostly R7-2

Existing FAR:
3.44

OPEN SPACE & RECREATION

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - ENSURE PUBLIC OPEN SPACE MEETS THE NEEDS OF EAST HARLEM RESIDENTS NOW AND IN THE FUTURE.

RECOMMENDATION 1.1 - Strategically preserve and create open space that strives for 2.5 acres/1,000 residents for existing and future East Harlem residents.

RECOMMENDATION 1.2 - As density increases, ensure that open space is created with new developments as part of zoning special district. Work with developers to create a Community Benefits Agreement (CBA) that funds a program to train and hire East Harlem residents for maintenance and stewardship of these open spaces.

RECOMMENDATION 1.3 - Ensure open space maintenance and staffing is proportional to the number of people using the space, especially during peak season. Increase staffing during the summer season.

RECOMMENDATION 1.4 - Conduct needs assessment for comfort stations, rec centers, and ballfields in East Harlem.

RECOMMENDATION 1.5 - Build a comfort station at Harlem River Park.

OBJECTIVE 2 - LEVERAGE PUBLIC SITE DEVELOPMENT TO CREATE SUFFICIENT PARK SPACE FOR EAST HARLEM RESIDENTS NOW AND IN THE FUTURE.

RECOMMENDATION 2.1 - Seek opportunities on City-owned land for open space creation. With increased density comes the likelihood that land values will rise, leaving agencies unable to afford private property for new parkland.

RECOMMENDATION 2.2 - Conduct a feasibility study of the potential for ferry access along entire East River waterfront, with Pier 107 as a potential access point.

RECOMMENDATION 2.3 - Restore Pier 107 as a public open space.

RECOMMENDATION 2.4 - Conduct a study of where streetends can be developed to add more open space to the East Harlem community. Areas of consideration can include 117th, 118th and 119th Streets and the small streets around Thomas Jefferson Park. Pilot the SummerStreets program at these locations to test the street closure in a temporary way.

RECOMMENDATION 2.5 - Open more school playgrounds during off-hours for community recreation.

RECOMMENDATION 2.6 - Leverage city and private sector programs and resources to support open space development: Neighborhood Plaza Program, GreenThumb Garden Coalitions initiative.

OBJECTIVE 3 - INTEGRATE STORMWATER MANAGEMENT STRATEGIES INTO OPEN SPACE DESIGN.

RECOMMENDATION 3.1 - Require developers to manage 1" of stormwater runoff from all impervious surface area on their site.

RECOMMENDATION 3.2 - Ensure all Combined Sewer Overflow (CSO) Tributary Areas that overlap with the boundaries of CD11 become Priority CSO Tributary Areas for DEP in FY17.	HIGH	LOW
RECOMMENDATION 3.3 - As part of a Priority CSO Tributary Area, DEP should Identify and study existing underground streambeds along East Harlem streets and through large properties working with other agencies like NYCHA to prioritize green infrastructure at these locations.		
RECOMMENDATION 3.4 - Take a comprehensive planning approach to waterfront resiliency, identifying overlapping benefits to the public from flood and storm surge protection by creating green/natural buffers along the water's edge in East Harlem.		

OBJECTIVE 4 – REMOVE CULTURAL AND PSYCHOLOGICAL BARRIERS TO USING PARKS (ESPECIALLY CENTRAL PARK, RANDALL'S ISLAND AND HARLEM RIVER PARK).

RECOMMENDATION 4.1 - Create new and leverage existing funds and partnerships to expand open space programing in East Harlem.		
RECOMMENDATION 4.2 - Improve outreach and communications for park programming by developing an inventory, shared calendar, and outreach strategy for East Harlem programs and permitting.		

OBJECTIVE 5 – REMOVE PHYSICAL BARRIERS TO PARKS AND OPEN SPACE THROUGHOUT EAST HARLEM.

RECOMMENDATION 5.1 - Provide increased lighting throughout East Harlem public open spaces, prioritizing 111th & Park Ave., Park Ave. viaduct, Marcus Garvey Park, and NYCHA complexes. Lighting options should include LED, solar and pavement.		
RECOMMENDATION 5.2 - Make sidewalks, parks, and other open spaces ADA compliant and convenient for seniors and caregivers with young children. Prioritize Park Ave. viaduct, Harlem River Park, 96th and FDR, and Marcus Garvey Park.		
RECOMMENDATION 5.3 - Improve neighborhood wayfinding and create unified open space signage, that includes parks, GreenThumb gardens and NYCHA properties.		
RECOMMENDATION 5.4 - Improve structural conditions of East River Esplanade.		
RECOMMENDATION 5.5 - Study additional ways to improve access to Randall's Island (footbridges, bus routes, ferry service).		

ARTS & CULTURE

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - SUPPORT LOCAL ARTISTS AND ARTS AND CULTURE ORGANIZATIONS.

RECOMMENDATION 1.1 - Work closely with the Department of Cultural Affairs (DCLA) to create a central arts advocacy entity to serve as a resource for East Harlem arts and culture organizations and individuals. This entity will serve as an arts and culture coalition, and should share common goals and objectives. Include a diversity of coalition partners, including LDC's, local business leadership and non-arts oriented community institutions and organizations.

RECOMMENDATION 1.2 - Study the feasibility of and funding needs to expand the use of existing underutilized and non traditional spaces in East Harlem for community arts and cultural programs.

OBJECTIVE 2 - DEVELOP AFFORDABLE ARTIST HOUSING AND CULTURAL COMMUNITY SPACE.

RECOMMENDATION 2.1 - Give first priority usage of artists spaces in newly developed and existing spaces (See zoning Rec: 3.7) to local artists. Local artists living within or who have a history of working within CB 11.

RECOMMENDATION 2.2 - Create a new dance hall and movie theater (engage with theater companies that may be interested in opening a new location in East Harlem).

OBJECTIVE 3 - EXPAND OPPORTUNITIES FOR LOCAL ARTISTS TO PRODUCE COMMISSIONED WORK IN EAST HARLEM.

RECOMMENDATION 3.1 - Advocate for the Percent for Art program in private projects.

RECOMMENDATION 3.2 - Advocate for more use of local artists in the Percent for Art program.

OBJECTIVE 4 - PRESERVE THE UNIQUE CULTURAL HISTORY OF EAST HARLEM.

RECOMMENDATION 4.1 - Establish a process to identify culturally significant structures in East Harlem and a method to preserve and celebrate them. Establish a landmarking process that does not impede the development of affordable housing.

RECOMMENDATION 4.2 - Develop a unified signage and multimedia program for East Harlem, branding it as a key destination in the city. Establish a cultural wayfinding walk or hall of fame that pays homage to the past and present artistic and historic influences of the neighborhood.

OBJECTIVE 5 - INCREASE AWARENESS ABOUT EAST HARLEM ARTS AND CULTURE.

RECOMMENDATION 5.1 - Host a comprehensive community events calendar that advertises all arts and cultural programming in East Harlem. Utilize an outdoor kiosk bulletin board to promote programming and events.

RECOMMENDATION 5.2 - Work more closely with the following organizations and initiatives to streamline promotion of East Harlem arts and cultural programs: East Harlem Community Alliance, Visit El Barrio, NYC & Co.

OBJECTIVE 6 – DEVELOP ARTS PROGRAMMING THAT MEETS LOCAL NEEDS AND ATTRACTS VISITORS TO EAST HARLEM.**HIGH LOW**

RECOMMENDATION 6.1 - Create an East Harlem Theater District for off-Broadway performances.

RECOMMENDATION 6.2 - Continue to expand East Harlem arts and culture into existing programming at NYC Parks, DOE, NYCHA, small businesses and other cultural institutions (ex - film screenings, open mics, music festivals, poetry readings).

RECOMMENDATION 6.3 - Identify resources to further support increased arts and cultural programming at the La Marqueta site.

RECOMMENDATION 6.4 - Streamline and leverage East Harlem cultural festivals and large events (ex - ethnic pride events, food festivals and fairs, coordinated late/free nights at local museums, establish an East Harlem Latin Jazz Festival connected to programming at the Jazz Museum).

SCHOOLS & EDUCATION

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - SUPPORT THE NEEDS OF EAST HARLEM SCHOOLS WITH SPECIALIZED PROGRAMS AND SERVICES.

RECOMMENDATION 1.1 - As part of the planning process, a survey was released to all public school principals in District 4, which encompasses a majority of the public schools in East Harlem. We asked principals to prioritize specialized programs by level of importance to their students and the needs of the district. Based on the results of this survey, resources and funding should be prioritized for the following programs in the district (in order of importance):

- o Social & emotional services
- o Academic remediation
- o Literacy programs
- o Mobile computer labs
- o Funding for social workers, psychologists
- o Restorative justice practices

(The same survey has been released to charter school principals in East Harlem, and results are pending.)

RECOMMENDATION 1.2 - Create more Community Schools in East Harlem school districts. Ensure that any new school built as a result of the rezoning is structured as a Community School.

OBJECTIVE 2 - CREATE MORE DIVERSE PATHWAYS TO CAREERS AND COLLEGE.

RECOMMENDATION 2.1 - Increase the number of schools that offer Career and Technical Education (CTE) programs in East Harlem. Work with the Office of Postsecondary Readiness (OPSR) at the Department of Education to provide adequate guidance to East Harlem schools as they seek to fulfill the necessary elements for a new CTE program, including identifying adequate classroom and shop space, resources for equipment, materials and consumable supplies, and a teaching core able to teach the necessary amount of students.

RECOMMENDATION 2.2 - Expand programs for early exposure to college by ensuring that the Mayor's "College Access for All" initiative reaches all East Harlem schools. This program will include expanded exposure to college for middle school students. All middle schools will begin to create college visit programs for all students and expanded curriculum at middle and high school will provide students with opportunity to gain exposure and support to plan for post high school college and careers.

OBJECTIVE 3 - DEVELOP PARTNERSHIPS TO SUPPORT SCHOOLS AND EXPAND PROGRAMMING.

RECOMMENDATION 3.1 - Develop an East Harlem resource guide that schools can use to establish partnerships with CBOs and service providers, and that CBOs and service providers can use to find schools.

RECOMMENDATION 3.2 - Enlist the resources of OPSR and the Center for Youth Employment in the Office of Workforce Development to actively link interested high schools to East Harlem Workforce Development organizations and CBOs that can provide services to schools.

RECOMMENDATION 3.3 - As the DYCD Summer Youth Employment Program is expanded to the school year, ensure that the 2016–2017 pilot is expanded to at least one East Harlem program.	HIGH	LOW
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OBJECTIVE 4 – ADDRESS SIGNIFICANT CAPITAL AND CAPACITY NEEDS FACING EAST HARLEM SCHOOLS.

RECOMMENDATION 4.1 - Increase the number of high schools that have open admissions policies in East Harlem.		
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RECOMMENDATION 4.2 - Perform electrical work to sustain current and future technology in East Harlem school buildings, such as computer labs, broadband internet, phone service, and air conditioners. Begin with an initial allocation to PS108, located along the Park Ave. viaduct. The school lacks the electrical capacity to run A/C's in the summer, nor can they open their windows due to the noise from the viaduct.		
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OBJECTIVE 5 – EXPAND PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR EAST HARLEM EDUCATORS.

RECOMMENDATION 5.1 - Increase funding for teacher training in East Harlem schools.		
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PRE-K, DAYCARE & AFTERSCHOOL

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - IMPROVE EXISTING AND DEVELOP NEW DAYCARE, PRE-K AND AFTERSCHOOL FACILITIES.

RECOMMENDATION 1.1 - Prioritize pre-K, daycare and afterschool facilities for repairs or relocation based on a comprehensive inventory and prioritization study of these facilities in East Harlem.

RECOMMENDATION 1.2 - Encourage expanded shared-use agreements between pre-K, afterschool and daycare programs and schools, institutions of higher learning and hospitals to access facilities after hours and during off hours (computer labs, media centers, gyms, libraries, playgrounds, indoor pools, etc.). Additionally, these spaces should be affordable to rent so as to not prohibit programs from taking advantage of these joint agreements.

RECOMMENDATION 1.3 - Expand adolescent afterschool program hours.

RECOMMENDATION 1.4 - Provide more late night options for pre-K and daycare programs.

RECOMMENDATION 1.5 - Improve internet and phone infrastructure in East Harlem pre-K, daycare and afterschool facilities.

OBJECTIVE 2 - CREATE MORE CENTER-BASED PROGRAMS FOR 0-3 YEAR OLDS.

RECOMMENDATION 2.1 - Expand Universal Prekindergarten initiatives to include programming for 0-3 year olds.

OBJECTIVE 3 - ENSURE THAT PROGRAMMING IS HIGH QUALITY, CONSISTENT, AND WELL-FUNDED.

RECOMMENDATION 3.1 - Support the following three initiatives from the Campaign for Children policy platform:

- (a) Implement universal access to full-year, full-day early childhood education;
- (b) Ensure salary parity for equally credentialed staff in the public school system and early care system;
- (c) Provide a sufficient per-child rate to ensure quality standards are met.

OBJECTIVE 4 - CREATE GREATER AWARENESS OF EXISTING PROGRAMMING.

RECOMMENDATION 4.1 - Increase the amount of afterschool program seats in East Harlem.

RECOMMENDATION 4.2 - Document existing afterschool programming and share this information with the community, both online and in hard copy. Ensure this information is available in multiple languages. Languages flagged by the SC included Chinese, Spanish and French.

NYCHA

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

OBJECTIVE 1 - ENSURE EFFICIENT, HIGH QUALITY REPAIRS ON NYCHA DEVELOPMENTS.

HIGH LOW

RECOMMENDATION 1.1 - Create a more effective and transparent Optimal Property Management Operating Model (OPMOM) program if and when it is expanded to East Harlem developments. Improve training of managers to listen to the needs of their residents. Improve relations between managers and central NYCHA divisions. Allow for weekend and overnight repairs. Provide managers more flexibility in whom they may call for repairs.

RECOMMENDATION 1.2 - Establish an East Harlem pilot where unions agree to a trial shift system for after hours and weekend repairs in East Harlem NYCHA developments.

RECOMMENDATION 1.3 - Bring the NYCHA One Call program (where NYCHA repair task times and employees are digitally tracked) to all East Harlem NYCHA developments.

RECOMMENDATION 1.4 - Return to previous system of district-wide annual budgeting sessions with NYCHA staff and resident leaders twice a year.

RECOMMENDATION 1.5 - Conduct annual inspections of units in East Harlem NYCHA developments in order to (a) anticipate a timeline for future repair needs, and (b) conduct repairs on the spot during those inspections whenever feasible. Ensure that annual inspections are decoupled from identifying violations.

OBJECTIVE 2 - IMPROVE SAFETY AND SECURITY ON NYCHA DEVELOPMENTS.

RECOMMENDATION 2.1 - Make another round of investment to enhance security at targeted East Harlem developments, modeled after the \$101 million fund allocated in December 2014 by the Mayor and the District Attorney to the 15 most violent developments in Manhattan. With input from residents, focus the funds on infrastructure improvements (lighting, cameras and layered access), and violence reduction programming.

RECOMMENDATION 2.3 - Reintroduce the Safety and Security Task Force in NYCHA and ensure meaningful partnerships with NYPD, DA, CBO's, City Hall, Law Dept., resident watch supervisors and NYCHA residents.

RECOMMENDATION 2.4 - Formalize the community policing engagement approach being undertaken at Johnson Houses across East Harlem developments. There should be a joint effort between NYPD and residents to initiate this program/process.

OBJECTIVE 3 - IMPROVE NYCHA ADMINISTRATIVE TRANSITIONS AND DIMINISH IMPACTS ON NYCHA DEVELOPMENTS.

RECOMMENDATION 3.1 - Formalize a communication protocol between former and newly appointed NYCHA Chairs when there is a transition. Inform district chairs as soon as any major administrative changes at NYCHA are made. Ensure that projects and programs already allocated or underway from a prior administration are retained whenever possible.

OBJECTIVE 4 - IMPROVE ENGAGEMENT AND COMMUNICATION WITH NYCHA RESIDENTS.

RECOMMENDATION 4.1 - Work with Tenant Association leaders to develop a resident and community engagement strategy around major decision making, including returning to the model of monthly meetings with superintendents and managers. Include District Managers in an effort to pass information to the District Manager's supervisor at 250 Broadway.

RECOMMENDATION 4.2 - Inform individual residents if their home has been identified through the NextGen Plan as (a) one of the 6,380 public housing units in scattered-site developments that could be converted to project-based Section 8, or (b) one of 8,313 public housing units in properties where the cost of rehabilitation exceeds the cost of new construction (“obsolete units”) and where these could be converted to project-based Section 8 through a combination of RAD and HUD Tenant Protection Vouchers.	HIGH	LOW
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OBJECTIVE 5 – CREATE MECHANISMS FOR RESIDENT INVOLVEMENT IN DECISION MAKING AROUND DEVELOPMENT ON NYCHA LAND.

RECOMMENDATION 5.1 - Allow residents in public housing developments in East Harlem to decide, after a robust and authentic community engagement process, whether or not they want to permit new residential construction on their development sites.		
RECOMMENDATION 5.2 - If infill does go forward in a development: <ul style="list-style-type: none"> 5.2.1. Ensure that revenues generated by development are funneled into on-site development improvements, with the development directly impacted being the first recipient of those revenues. 5.2.2. Create a governance structure (comprised of a combination of NYCHA residents, TA's and community organizations) to advise on and monitor the spending of revenues generated by infill development. 5.2.3. Provide for NYCHA resident input into levels of affordability for development, as well as siting, design, density, unit types and parking. 5.2.4. Prioritize a percentage for homeless placement in newly created units. 5.2.5. Prioritize a percentage for senior placement in newly created units. 		

OBJECTIVE 6 – CREATE ECONOMIC EMPOWERMENT OPPORTUNITIES FOR NYCHA RESIDENTS.

RECOMMENDATION 6.1 - Provide workforce training opportunities for NYCHA residents and ensure that information about opportunities and courses are distributed in a timely manner (at least 6 months in advance).		
RECOMMENDATION 6.2 - Provide opportunities and spaces to support resident entrepreneurship (e.g. an incubator program in East Harlem NYCHA spaces; expanded links with SBS for additional business development support).		
RECOMMENDATION 6.3 - Provide job training for NYCHA residents interested in seeking employment opportunities within their own or nearby developments and give preference to development residents when hiring.		
RECOMMENDATION 6.4 - Bring broadband and wifi access to all East Harlem NYCHA developments. One potential model is the Red Hook Houses initiative where the Open Technology Institute helped set up a wireless mesh throughout the development.		

OBJECTIVE 7 – IMPROVE NYCHA OPEN SPACES.

RECOMMENDATION 7.1 - Improve and activate NYCHA open spaces where feasible (set away from the buildings) and build stronger connections to other green spaces within the neighborhood through wayfinding. Consider passive recreation (i.e. seating and benches), active recreation (playgrounds or ball courts), and urban agriculture (i.e. community gardens). Build a stewardship plan into any improved open spaces that encourages participation and leadership of residents, particularly youth.		
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HOUSING PRESERVATION

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - PREVENT HARASSMENT. ENFORCE TENANT RIGHTS.

RECOMMENDATION 1.1 - Ensure that legal aid funding is extended following the 3-year program currently in place.		
RECOMMENDATION 1.2 - Expand sharing of information between Tenant Support Unit/HRA/Legal Services and East Harlem CBOs through a standing task force meeting.		
RECOMMENDATION 1.3 - Provide additional funding and training to CBOs that engage in tenant protection issues in East Harlem.		
RECOMMENDATION 1.4 - Expand the distribution of HPD's ABC's Of Housing, including more thorough distribution to new tenants and existing tenants renewing their leases.		
RECOMMENDATION 1.5 - Lobby at the State level to change illegal and legal rent fee structure. Raise awareness of what fees are and are not legal. Increase the number of audits and personnel in East Harlem looking into illegal non-rent fees and fraudulently applied rent fees.		
RECOMMENDATION 1.6 - Establish a right to counsel in housing court.		
RECOMMENDATION 1.7 - Create an East Harlem anti-harassment / anti-eviction district, modeled after the Clinton Special District. Include funding for CBO organizing along with the designation, as CBOs are often assisting and reporting on behalf of tenants in harassment incidents.		
RECOMMENDATION 1.8 - Improve the mechanism by which rezonings are announced in a neighborhood, and by which communities can prepare themselves against harassment before a rezoning takes place, such as through required additional community forums and workshops. Include funding for CBOs and developers to host these forums and workshops.		

OBJECTIVE 2 - PROTECT RENT STABILIZED UNITS. PREVENT DE-STABILIZATION.

RECOMMENDATION 2.1 - Expand the resources available to East Harlem building owners and developers to preserve affordable units by creating a district-wide HPD funding set aside. 2.1 (A): Focus the uses of these funds on privately-owned stabilized buildings in major distress and needing repairs. 2.1 (B): Focus the uses of these funds on affordable units within public financing programs set to expire over a set number of years. 2.1 (C): Focus the uses of these funds on unregulated 1-5 unit buildings that could be brought into a preservation program.		
RECOMMENDATION 2.2 - Clearly define illegal Airbnb activity, and improve the enforcement of regulations by proactively utilizing data.		

RECOMMENDATION 2.3 - Remove barriers to not-for-profit affordable housing developers to protect (and create) affordable housing in East Harlem, such as through: (a) Lowering HPD RFP equity requirements for not-for-profit organizations (b) Providing a discount on water and sewage charges if the developer is providing units at income bands at or below 50% of AMI	HIGH	LOW
RECOMMENDATION 2.4 - Create greater incentives for private sector investment in not-for-profit affordable housing development, such as by increasing tax incentives made available to investors and, in return, ensuring the provision of additional community benefit services by the developer.		
RECOMMENDATION 2.5 - Consider the location of existing affordable units (both regulated and unregulated) as a central decision factor in establishing a rezoning area boundary.		

OBJECTIVE 3 – ENSURE ACCESSIBILITY AND ELIGIBILITY OF AFFORDABLE HOUSING LOTTERIES.

RECOMMENDATION 3.1 - Provide resources that enable individuals applying for housing lotteries to pull together required documentation. Simplify documentation that is needed and expand the forms of documentation that are acceptable.		
RECOMMENDATION 3.2 - Require private developers to hire a local third party organization to conduct lottery counseling and marketing, and require proper compensation for these services.		
RECOMMENDATION 3.3 - Mandate that housing lotteries have detailed information made available at the construction site, including a nearby location of where to pick up a lottery application.		
RECOMMENDATION 3.4 - Establish a district-wide housing preparedness clinic that holds regularly scheduled sessions, so that tenants are well-prepared for lotteries.		
RECOMMENDATION 3.5 - Create a community input process for establishing criteria for housing lotteries for special populations (senior, artist, homeless, etc.), and ensure that HPD requires and properly funds selected developers to adhere to the criteria.		

OBJECTIVE 4 – IMPROVE AGENCY INFORMATION-SHARING TO IDENTIFY TENANT HARASSMENT.

RECOMMENDATION 4.1 - Create an information-sharing agreement between CBOs and HPD/DOB to share tailored data sets on affordable housing, building violations, and harassment. Use CASA/HPD information-sharing in the Bronx as a precedent.		
RECOMMENDATION 4.2 - Train East Harlem CBOs to synthesize the tailored data sets they are obtaining from HPD/DOB.		

OBJECTIVE 5 – PRESERVE VACANT, UNDERUTILIZED AND DISTRESSED PROPERTIES FOR AFFORDABLE HOUSING DEVELOPMENT.

RECOMMENDATION 5.1 - Pilot the Urban Homesteading Assistance Board's recommendations for the City's tax liens policy in East Harlem. For rental housing where there is outstanding tax debt, pursue one of the following policies: (a) City enters into a payment plan with existing owner that includes rent regulation of exiting units, or (b) for owners that continue to not pay outstanding tax debt, the City initiates foreclosure and uses the existing Third Party Transfer program to transfer the buildings to an affordable housing provider. Ensure that the City continues to withhold tax debt on low income cooperatives from the lien sale in		
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	HIGH	LOW
favor of working with the cooperators on a plan to stabilize those units.		
RECOMMENDATION 5.2 - Support the growth of a Community Land Trust (CLT) in East Harlem by recommending that the city commit to transferring a small list of city-owned buildings, at-risk HDFCs, vacant/distressed properties, and under-utilized public land in East Harlem to CLT stewardship, and provide up-front financing to support the preservation of low-cost housing, in partnership with proven nonprofit affordable housing developers. Experienced, locally-based nonprofit affordable housing developers should also have representation on the CLT board.		
RECOMMENDATION 5.3 - Create a citywide unused/underutilized property registry. Pilot the registry in East Harlem. Include information about expiring stabilization programs.		
RECOMMENDATION 5.4 - Use EDC/HPD acquisition funds to purchase warehoused properties that would be conveyed to an affordable housing developer through an RFP process.		
RECOMMENDATION 5.5 - Study the establishment of a special district for fee capture on the transaction of air rights to preserve existing affordable housing.		

OBJECTIVE 6 – ENSURE THAT HOUSING IS SAFE, CLEAN AND FUNCTIONAL.

RECOMMENDATION 6.1 - Pilot the following specific initiatives in East Harlem: <ul style="list-style-type: none"> • Have HPD initiate housing court actions on any building where over a certain number of violations exist (the typical definition for statutory distress is 4 or more B&C housing code violations per unit). • Have HPD refuse to forgive fines when a building meets a certain threshold based on the number of violations, their severity, and how long they've existed. • Exempt HDFC's and non-profit owner groups from these initiatives. 		
RECOMMENDATION 6.2 - Endorse the Stand for Tenant Safety Coalition Legislative Platform to Reform the Department of Buildings (DOB).		
RECOMMENDATION 6.3 - Require DOB and HPD coordinate prior to any DOB vacate order; and refer tenants to legal aid in these circumstances.		
RECOMMENDATION 6.4 - Fund a division in the Public Advocate's Office to oversee enforcement of code violations.		

OBJECTIVE 7 – PRESERVE AFFORDABLE NEIGHBORHOOD AMENITIES.

RECOMMENDATION 7.1 - Preserve retail affordability for local small businesses by making additional loans and grants available, and through studying the potential for a retail rent stabilization program.		
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SMALL BUSINESSES, ECONOMIC & WORKFORCE DEVELOPMENT

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

	HIGH	LOW
OBJECTIVE 1 - INCREASE QUALITY EMPLOYMENT OPPORTUNITIES FOR EAST HARLEM RESIDENTS.		
RECOMMENDATION 1.1 - Require developers to set goals for hiring East Harlem residents, and giving East Harlem residents the first opportunity to interview for positions. ULURP participants (Community Board, Borough President, Councilmember) can require these actions on projects going through ULURP.		
RECOMMENDATION 1.2 - Create a better mechanism for overseeing developer performance on their agreements to hire East Harlem workers (e.g. requiring developers seeking public approval to provide quarterly reports on local hiring to the Community Board, Borough President and Councilmember, as well as to the local workforce development provider network, which can track and post those reports). Add community and union oversight to assure quality hires. Make quarterly reports public.		
RECOMMENDATION 1.3 - Encourage local employers, including building management companies, to hire local residents. This can be accomplished by providing funding to a local workforce development provider network that facilitates local hiring by identifying, screening and referring local residents to employers seeking to hire locally, as well as to developers looking to build in East Harlem. Ensure local workforce development providers have good track records for connecting people to jobs and ensuring that they are quality jobs.		
RECOMMENDATION 1.4 - Work with labor unions to build pre-apprenticeship programs for East Harlem residents and workforce development partnerships with pathways to union jobs.		
OBJECTIVE 2 - ENSURE THE SUCCESS OF EAST HARLEM RESIDENTS – INCREASE WORKFORCE DEVELOPMENT OPPORTUNITIES.		
RECOMMENDATION 2.1 - Provide more funding to workforce development programs in East Harlem, with a focus on *career* training, not just entry-level jobs, and encouraging connections to actual jobs being created.		
RECOMMENDATION 2.2 - For all *public* projects (with a threshold to be established for when this requirement is triggered), other than affordable housing projects already benefiting from subsidies, there should be a 1% set-aside for local job training programs, modeled on the “1% for art” requirement.		
RECOMMENDATION 2.3 - SBS should open a satellite Workforce 1 center in East Harlem and should build connections between that center and major East Harlem employers. Workforce 1 should also coordinate with local community based organizations and trades unions to ensure good connections to employers. Secure additional funding for programming and staffing at this center in order to provide career training and job placement services specifically for youth in East Harlem aged 16-24.		
RECOMMENDATION 2.4 - Work to ensure that HRA’s job readiness and placement efforts are coordinated and integrated with other job training programs in East Harlem.		
RECOMMENDATION 2.5 - Increase funding for programs that help local residents learn English, obtain their high school equivalency degree, become citizens or prepare for college.		
OBJECTIVE 3 - PROTECT AND ENHANCE THE VIABILITY EAST HARLEM’S SMALL BUSINESSES.		
RECOMMENDATION 3.1 - Amend existing zoning to permit additional commercial spaces on the second floor, provided that such commercial spaces do not displace rent controlled or rent stabilized apartments.		
RECOMMENDATION 3.2 - Amend existing zoning to limit the width of certain commercial spaces, which will preclude “big box” stores from moving into those locations, and encourage thriving small businesses.		

	HIGH	LOW
RECOMMENDATION 3.3 - Provide multi-year funding to establish and sustain merchants' associations on East 116th Street and East 125th Street, with the ultimate goal of establishing a Business Improvement District (BID) if found to be warranted.		
RECOMMENDATION 3.4 - Increase funding for programs that provide assistance to local small businesses in consultation with the small businesses themselves.		
RECOMMENDATION 3.5 - Have SBS conduct a Commercial District Needs Assessment (CDNA) along the main commercial corridors in East Harlem.		

OBJECTIVE 4 – INCREASE ECONOMIC ACTIVITY IN EAST HARLEM.

RECOMMENDATION 4.1 - Utilize zoning to encourage further development to bring in more businesses and business activity. Potential locations for development include East 125th Street, the NYCHA “superblocks” along the existing commercial corridors, Park Avenue, Madison Avenue and the Harlem River waterfront. Ensure that any waterfront development retains public access to the waterfront.	
RECOMMENDATION 4.2 - Bring NYCHA and NYCHA residents to the table and make sure that NYCHA’s “NextGen” plans proceed only in a manner that is consistent with the priorities of the East Harlem Neighborhood Plan.	
RECOMMENDATION 4.3 - Create incentives such as the Dept. of Finance’s Relocation and Employment Assistance (REAP) program and use organizations such as a merchant’s association or BID if warranted to attract new types of businesses to open in East Harlem (e.g., hotels, movie theaters, cultural venues, bowling alley, business clothing stores, etc.).	
RECOMMENDATION 4.4 - Provide funding for a local group to encourage local businesses, non-profits and other organizations to purchase goods and services within East Harlem.	
RECOMMENDATION 4.5 - Take steps to enhance the safety and cleanliness of the commercial corridors by including better lighting, more waste receptacles and more frequent sanitation pick-ups.	

OBJECTIVE 5 – ATTRACT MORE TOURISTS AND OTHER VISITORS TO EAST HARLEM.

RECOMMENDATION 5.1 - Add wayfinding signs to better assist visitors.	
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ADDITIONAL WORKFORCE RECOMMENDATIONS

RECOMMENDATION 6.1 - Improve job standards: Require recipients of public subsidies and city-owned property and properties requiring land use processes to commit to ensuring that all contractors and subcontractors working in East Harlem be participants in state or federally approved apprenticeship programs for the trades in which they perform work.	
RECOMMENDATION 6.2 - Improve job standards: Require building owners who receive public subsidies or whose buildings are constructed on city-owned property or property disposed by the city to pay prevailing wage for building service workers and living wages for other permanent workers.	
RECOMMENDATION 6.3 - Good quality job creation: Encourage developers and commercial tenants to commit to paying prevailing wage or living wage, whichever is the industry standard, for the permanent jobs and respecting workers’ right to organize.	
RECOMMENDATION 6.4 - Facilitated hiring: Create a local hire intake center, run by a qualified community-based organization, to facilitate a citywide local hire goal for rezoned communities. This would allow East Harlem residents to work in other rezoning areas and have residents of those areas work in East Harlem, thus drastically widening the long-term career employment opportunities rather than incentivizing short-term jobs.	

HEALTH & SENIORS

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - IMPROVE ACCESS TO HEALTHY, AFFORDABLE, QUALITY FOOD.

RECOMMENDATION 1.1 - Amend the Food Retail Expansion to Support Health (FRESH) program to allow for a variance for food cooperatives and nonprofit grocers to be eligible for zoning and tax incentives under the program.

RECOMMENDATION 1.2 - Establish a year round comprehensive farmer's market in La Marqueta that is affordable to residents and businesses.

RECOMMENDATION 1.3 - Increase funding and expansion of food box programs. Ensure that new pick-up sites are evenly distributed throughout East Harlem utilizing Grow NYC's 6 block radius threshold.

RECOMMENDATION 1.4 - Increase food production/manufacturing and commercial kitchen spaces through light industrial zoning in East Harlem (see zoning rec 2.2). This would include establishing wash, chop & bag facilities that can cater to schools, senior centers, and other places that regularly prepare large quantities of food as part of their programs.

OBJECTIVE 2 - IMPROVE HEALTH SERVICE COORDINATION AND ACCESS.

RECOMMENDATION 2.1 - Identify capital funding support for the East Harlem Neighborhood Health Hub.

RECOMMENDATION 2.2 - Increase funding for HIV prevention programming & services in East Harlem. Increase the number of supportive housing units for those living with HIV/AIDS and/or make this cohort the primary set aside for supportive housing units in East Harlem.

RECOMMENDATION 2.3 - Conduct feasibility study to determine the placement of the number of new Federally Qualified Health Centers (FQHC's) in East Harlem with a focus on the geographic middle of district boundaries.

RECOMMENDATION 2.4 - Designate East Harlem as a priority community for the rollout of Direct Access NYC to ensure more translation services at neighborhood health facilities. Languages flagged by the SC included Chinese, Spanish and French.

RECOMMENDATION 2.5 - Decrease the number of uninsured residents through equitable distribution of health insurance navigator programs.

RECOMMENDATION 2.6 - Select East Harlem as a priority neighborhood for the rollout of Thrive NYC Initiative including: "Mental Health First Aid Training, NYC Mental Health Corps, Youth Mental Health First Aid.

OBJECTIVE 3 – ALLOW FOR EAST HARLEM SENIORS TO AGE IN PLACE.

HIGH LOW

RECOMMENDATION 3.1 - Create Aging Improvement District boundary designation building off the Neighborhood NORC designation definition. The density and number of persons over age 50 in a given area is to be considered. Businesses, development projects, etc would be encouraged through use of existing incentives to make physical plants, services, goods age-friendly. Example- businesses in an age-friendly district would be allowed to use SBS storefront improvement funds to make age-friendly physical improvements. Note: The Mayor's Age-friendly NYC Commission should do this.

RECOMMENDATION 3.2 - Prioritize built environment

improvements called for in the East Harlem Age-friendly Neighborhood Action Plan, including ensuring the pedestrian plaza at 125th St. and Park Ave. is inclusive of older adults in its design and on-going programming.

RECOMMENDATION 3.3 - For affordable units created on privately owned sites through MIH, ensure that they are built with accessibility features that cater to seniors, and that preference for some percentage of units is given to seniors.

OBJECTIVE 4 – ENHANCE THE BUILT ENVIRONMENT TO PROMOTE HEALTH.

RECOMMENDATION 4.1 - Work with NYCHA to ensure that proper connections are made through its waterfront developments leading to the Randall's Island footbridge at 103rd Street. Wayfinding, markings, and signage are required to identify routes from First Avenue, as well as dedicated bicycle and pedestrian routes, and pavement and sidewalk improvements. While NYCHA must provide these on its property, DOT can provide technical assistance and design guidelines for greenway connections. Also coordinate with NYCHA to mitigate/remove scaffolding/sidewalk shed obscuring route across 102nd St.

RECOMMENDATION 4.2 - Establish a Health District in East Harlem centered around the neighborhood health hub.

RECOMMENDATION 4.3 - Establish a multigenerational playground in EH that has options for seniors and adults.

OBJECTIVE 5 – FOSTER SAFE AND HEALTHY LIVING ENVIRONMENTS.

RECOMMENDATION 5.1 - Encourage the adoption of the Active Design Guidelines: Affordable designs for Affordable Housing as an industry standard in East Harlem.

RECOMMENDATION 5.2 - To the greatest extent possible, renovation and new construction should implement health-promoting practices including building envelope restoration; new heating, electrical, and ventilation systems; air sealing; new insulation and exterior cladding; window replacement; Energy-Star fixtures and appliances; asbestos and mold abatement; apartment gut retrofits; low volatile organic chemical and moisture-resistant materials; exercise enhancements; and indoor no-smoking policy.

SAFETY

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - IMPROVE EMERGENCY PREPAREDNESS IN EAST HARLEM.

RECOMMENDATION 1.1 - Provide guidelines in multiple languages for sheltering in place and for evacuation procedures for vulnerable populations. Target senior centers, public housing developments, community centers, schools, and other public buildings for posting these guidelines. Give priority to buildings located in the flood zone.

RECOMMENDATION 1.2 - Create a Long Term Recovery Group in East Harlem. Ensure that the Long Term Recovery Group has funding to conduct the following tasks in preparation for a potential future disaster/event: establish information/resource hubs within the district, develop a strategy for information dissemination, identify protocols for residents, create a transportation plan for evacuation.

RECOMMENDATION 1.3 - Explore the possibility of creating an evacuation center that can better serve CB11 at PS 198/PS 77, which is located just south of the district on 96th Street between 3rd and Lexington Aves.

OBJECTIVE 2 - REDUCE VIOLENCE AND INVEST IN YOUTH EMPOWERMENT IN EAST HARLEM.

RECOMMENDATION 2.1 - Expand programming for high-risk youth and their families to other areas in the district, and ensure that after-hours programming is made available. Consider starting with expanding and diversifying programming at Corsi Houses and at the Thomas Jefferson Recreation Center.

RECOMMENDATION 2.2 - Invest in deepened, positive police engagement in NYCHA by funding more community-based police training initiatives.

OBJECTIVE 3 - ENSURE ALTERNATIVE APPROACHES TO QUALITY OF LIFE ISSUES, IN ADDITION TO POLICING.

RECOMMENDATION 3.1 - Identify a location for a Diversion Center, a facility that, instead of incarcerating individuals with low-level offenses, will connect them to mental health, shelter, or other social services. Ensure that police officers have training to respond to these cases.

RECOMMENDATION 3.2 - Assess East Harlem mental health and drug rehabilitation center services. Identify quality of services, extent of utilization, and opportunities for improvement.

OBJECTIVE 4 - MAKE PHYSICAL IMPROVEMENTS TO INCREASE SAFETY IN EAST HARLEM.

RECOMMENDATION 4.1 - Develop specifications for improving the quality of lighting in key areas of East Harlem. Consider more careful siting of lighting, and relocate lighting that is currently obscured by street trees.

RECOMMENDATION 4.2 - Provide strengthened protections for East Harlem cyclists and pedestrians interfacing with construction sites. Ensure that DOT works closely with its sister city agencies (Department of Design and Construction, Department of Buildings, Department of Environmental Protection, and Parks) to coordinate enforcement and ensure compliance with safety. For particularly large or complex construction sites, consider placing trained pedestrian traffic managers in the field, who will focus on bicycle and pedestrian safety in and around major construction projects.	HIGH	LOW
RECOMMENDATION 4.3 - Improve lighting within Marcus Garvey Park, Thomas Jefferson Park, and along the East River Esplanade.		
RECOMMENDATION 4.4 - Increase Parks Enforcement Patrol (PEP) within Harlem River Park, Marcus Garvey Park and Thomas Jefferson Park.		
RECOMMENDATION 4.5 - Take steps to enhance the safety of East Harlem commercial corridors. Potential initiatives include (a) increasing the quality of lighting along commercial avenues and (b) relocating the M35 bus stop from the corner of Lexington Avenue and 125th Street.		

ENVIRONMENT AND TRANSPORTATION, ENERGY

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

OBJECTIVE 1 – CAPITALIZE ON THE PLANNED IMPLEMENTATION OF THE SECOND AVENUE SUBWAY AND IMPROVE THE ABILITY OF EAST HARLEM PUBLIC TRANSIT USERS TO ACCESS JOBS, SERVICES, CULTURAL FACILITIES AND EDUCATIONAL OPPORTUNITIES.		HIGH	LOW
RECOMMENDATION 1.1 - Create a multi-modal transit hub that connects between the Second Ave Subway (SAS), the 125th Street MetroNorth Station and the Lexington Ave Line, which also considers buses and taxis. Incorporate this hub and connection as part of the SAS Phase 2 Design Process through a dedicated community engagement session that leads to design guidelines for the physical connections.			
RECOMMENDATION 1.2 - Ensure that there is engagement with business owners who will be impacted by future Second Ave Subway (SAS) construction to limit displacement and loss of business.			
OBJECTIVE 2 – IMPROVE THE MOBILITY OF SENIORS AND THE VISUALLY IMPAIRED WITH INCREASED AND DEDICATED PUBLIC TRANSIT OPTIONS AND STREETSCAPE INFRASTRUCTURE.			
RECOMMENDATION 2.1 - Conduct a service assessment and survey of Access-A-Ride to identify issues and develop solutions to improve wait times and provide on-time service. Potential solutions for improving service may extend beyond more funding, such as to resolving issues around how MTA contracts its vehicles, an improved voucher system, and ride-sharing.			
RECOMMENDATION 2.2 - Identify funding to install bus shelters on 5th Avenue along its entire length in the district, prioritizing the installation of shelters along Central Park. (This may require working with residents and the Central Park Conservancy around issues of historic character and appropriate design.)			
RECOMMENDATION 2.3 - Locate CityBench program installations in areas that provide respite for seniors, along NYCHA developments, commercial and cross-town corridors, and near Naturally Occurring Retirement Communities like Franklin Plaza. Coordinate locations with the DPHO's proposed walking trail and other cultural wayfinding initiatives.			
RECOMMENDATION 2.4 - Address safe access for the visually impaired via the piloting of the Vision Enhancement Community Project (VECOMP) in key areas including 125th St, 116th St, 5th Ave and Madison Ave; adjacent to Mount Sinai and Metropolitan Hospitals; and areas around senior center locations throughout CB11.			
OBJECTIVE 3 – INCREASE OVERALL PEDESTRIAN SAFETY WITHIN CB11.			
RECOMMENDATION 3.1 - Require DOT and MTA to jointly conduct a comprehensive study of the Park Avenue Viaduct running from 102nd Street to the Harlem River Drive, with a primary focus on pedestrian safety.			
RECOMMENDATION 3.2 - Fund a study of DOT's Safe Routes to School (SRTS) program at all school sites in East Harlem, and implement where possible.			
RECOMMENDATION 3.3 - Improve connectivity of bike paths in the northeast corner of the district (between 124th and 127th, along both 2nd and 1st Avenues).			
OBJECTIVE 4 – IMPROVE AIR QUALITY IN EAST HARLEM BY REDUCING CONGESTION AND MITIGATING VEHICULAR EMISSIONS.			
RECOMMENDATION 4.1 - Institute a pilot enforcement program to reduce congestion at key intersections and along key commercial corridors. Reduce vehicular idling (school buses, trash trucks, taxis, double-parkers).			

RECOMMENDATION 4.2 - Modify parking and loading/unloading regulations (such as via implementing rush hour regulations) along 125th St. between 1st Avenue and 5th Avenue, with the purpose of speeding up cross town bus times and improving air quality. Establish a similar set of recommendations for commercial deliveries to improve the efficiency of commercial truck traffic along East Harlem's other primary commercial corridors (116th Street, 106th Street, Lexington Avenue, and 3rd Avenue).	HIGH	LOW
RECOMMENDATION 4.3 - When bus or sanitation depots are redeveloped within East Harlem, require that new buildings meet or exceed LEED Gold standards.		
RECOMMENDATION 4.4 - Encourage passive building design standards in the rezoning area and develop incentives for developers to pursue passive building construction.		
RECOMMENDATION 4.5 - Relocate the M10 Sanitation Garage at 110 East 131st St. (at the intersection of Lexington & Park Ave) to a more suitable location within Community Board 10. It only serves residents of CB 10 but is located within CB11.		
RECOMMENDATION 4.6 - Relocate the existing M11 Sanitation Garage from 343 East 99th St. (at the intersection of 1st & 2nd Ave), where it is adjacent to both healthcare and residential uses, to a more suitable location.		

OBJECTIVE 5 – IMPROVE THE ENERGY RESILIENCY AND INDEPENDENCE OF EAST HARLEM RESIDENTS BY INCREASING ACCESS TO NON-FOSIL FUEL BASED RENEWABLE ENERGY.

RECOMMENDATION 5.1 - Explore the possibility of incorporating a special zoning district to allow for the generation of non-fossil fuel renewable power for community use and sale back to the grid as a revenue generator, to facilitate the development of a micro grid.		
RECOMMENDATION 5.2 - Pilot a micro grid initiative at NYCHA's East River Houses and Metro North Plaza, Metropolitan Hospital, and several schools in the southeast part of the district.		
RECOMMENDATION 5.3 - Working in consultation with both NYCHA and NYCHA residents, develop and install energy storage infrastructure on NYCHA property (within Microgrid pilot area) to facilitate the following objectives: 1) greater resiliency and reliability in the event of a blackout; 2) the reduction of the need for dirty peaker plant energy; and 3) generate revenue for NYCHA. The batteries will be used to store energy from off-shore wind facilities, with power purchased through the NYC Bulk Transmission System. Study the feasibility of siting enough storage infrastructure to reach 30mW of energy storage capacity		

OBJECTIVE 6 – REDUCE WASTE GENERATED IN EAST HARLEM AND IMPROVE THE EFFECTIVENESS OF SANITATION OPERATIONS IN COMMERCIAL CORRIDORS IN EAST HARLEM.

RECOMMENDATION 6.1 - Improve sanitation along commercial corridors in East Harlem by installing more waste receptacles and providing more frequent sanitation pick-ups.		
RECOMMENDATION 6.2 - Set up a demonstration project in East Harlem NYCHA developments to evaluate NYCHA Recycles! Program and NYCHA resident-driven recycling initiatives.		

AFFORDABLE HOUSING DEVELOPMENT

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - INCREASE THE AMOUNT OF AFFORDABLE HOUSING WITH DEEP AND VARIED LEVELS OF AFFORDABILITY IN ANY NEW DEVELOPMENT.

RECOMMENDATION 1.1 - Establish a target of at least 50% affordable housing in total across any new development on public sites and privately rezoned sites with Mandatory Inclusionary Housing.

RECOMMENDATION 1.2 - For the 50% affordable housing, establish targets of low and moderate AMI bands that relate to the neighborhood medians and require provision of affordable housing below 30% of AMI. Households in East Harlem earn a median income of about \$33,500/year, or about 43% of AMI.

- 37% make 0-30% AMI (< \$23,350)
- 16% make 31-50% AMI (\$23,351-\$38,450)
- 17% make 51-80% AMI (\$38,450- \$62,150)
- 7% make 81-100% of AMI (\$62,151- \$77,700)
- 23% make 101%+ AMI (> \$77,700).

RECOMMENDATION 1.3 - Ensure the enforcement of regulatory agreements that outline affordability requirements. Empower tenants and CBOs to be involved in such enforcement. Work with HPD to make regulatory agreements more accessible to the public, and provide annual reports to the CB, City Council and BP.

RECOMMENDATION 1.4 - Assure permanent affordability in the units created through Mandatory Inclusionary Housing and developed on public sites.

RECOMMENDATION 1.5 - Aim to achieve total new development of affordable housing that exceeds the estimated current loss of rent regulated housing (which projects forward to an approximate loss of 280 units per year for the next 15 years) and addresses a significant portion of the severe housing need documented in East Harlem, which includes the percent of the local population that is homeless, overcrowded, and severely rent burdened.

RECOMMENDATION 1.6 - Establish a special district along portions of 3rd, 2nd and 1st Avenues that allows for a voluntary density bonus on top of (and in conjunction with) a potential rezoning with Mandatory Inclusionary Housing so that greater levels of affordability can be reached. [This recommendation assumes a potential rezoning with MIH to R9 and a “bump-up” for the voluntary density bonus.] Consider application of this special district concept to portions of Madison, Lexington and Park Avenues. Additional study needs to be done to establish how much additional affordability can be built in and still make the project financially viable.

RECOMMENDATION 1.7 - Study the establishment of a linkage between the voluntary density bonus (see 1.6 and EIS-related recommendations) and a policy on construction workforce that requires living wages, local hiring and certified apprenticeship programs.

RECOMMENDATION 1.8 - Ensure that construction jobs for affordable housing production pay living wages, advance local hiring, and provide certified apprenticeship programs so that East Harlem residents can be ensured well-paying and safe work environments, with long-term career opportunities.

OBJECTIVE 2 - EXPAND AFFORDABLE HOUSING TOOLS AND RESOURCES TO INCREASE AFFORDABLE HOUSING IN NEW DEVELOPMENT.

RECOMMENDATION 2.1 - Exclusively public sites that can be redeveloped, with or without a change in zoning designation, should be built with 100% affordable units, and these units should be required to reach deep and varied levels of affordability up to 130% of AMI, and to establish a target of at least 20% of the units at or below 30% of AMI.

RECOMMENDATION 2.2 - If residents decide that new infill development is appropriate for their NYCHA development, create additional affordable housing on available NYCHA sites in conjunction with active engagement with the development residents.	HIGH	LOW
RECOMMENDATION 2.3 - Explore the potential for adaptive re-use, co-location and development of underutilized buildings for affordable housing and other community uses.		
RECOMMENDATION 2.4 - HPD should provide more affordable artist live/work spaces through its programs in East Harlem. Locate these spaces in appropriate areas as part of potential rezoning, such as along the Park Avenue viaduct (allow artist live/work housing to use commercial FAR should the area be rezoned).		
RECOMMENDATION 2.5 - Encourage HPD to work with the community to identify sites and funding to create more affordable housing for seniors.		
RECOMMENDATION 2.6 - Seek to create more supportive housing, and ensure that it is built in conjunction with an experienced non-profit supportive housing providers for those groups most in need in the district as identified by Community Board.		
RECOMMENDATION 2.7 - Increase the amount of City subsidy available to reach deep levels of affordability.		
RECOMMENDATION 2.8 - For public site RFPs: <ul style="list-style-type: none"> 2.8.1. Require maximum and deep affordability. 2.8.2. Require permanent affordability strategies. 2.8.3. Require that developments meet community-defined program and design requirements, including those for open space and community facilities, and housing for the homeless. 2.8.4. Encourage that HPD require involvement of locally-based non-profit developers/owners. 2.8.5. Explore the potential for the conveyance of vacant and underutilized City-owned land to a community land trust. 		
RECOMMENDATION 2.9 - Encourage private developers to work with the East Harlem community (non-profit developers, community-based organizations, service providers, the Community Board, et al) to ensure that all new developments meet community needs and priorities.		
RECOMMENDATION 2.10 - Make community preference in affordable housing a requirement of development in East Harlem		
OBJECTIVE 3 - IMPLEMENT TOOLS TO ADDRESS DISPLACEMENT OF BOTH RESIDENTS AND BUSINESS OWNERS.		
RECOMMENDATION 3.1 - Adopt anti-harassment measures to discourage the displacement East Harlem residents.		
RECOMMENDATION 3.2 - Discourage speculation and encourage community-centric development with an anti-warehousing policy, and an investor/purchaser transfer tax.		
RECOMMENDATION 3.3 - Encourage the leasing of ground-floor commercial space to local small business owners through coordinated outreach to landowners and landlords. Ensure that DCP, HPD, EDC and SBS coordinate efforts and resources to strengthen strategies for small business creation and retention along commercial corridors in East Harlem.		

ZONING & LAND USE

Please mark the recommendations as HIGH or LOW priorities in the columns on the right.

HIGH LOW

OBJECTIVE 1 - PRESERVE IMPORTANT EAST HARLEM BUILDINGS AND REINFORCE NEIGHBORHOOD CHARACTER.

RECOMMENDATION 1.1 - Preserve areas with unique East Harlem neighborhood characteristics through rezoning, such as 116th Street east of 3rd Avenue, Madison Avenue between 126th and 132nd Streets, and midblock areas. The subgroup discussed indicators of significant neighborhood character, such as particular façade treatments/colors, architectural style, design of midblocks including building entries, neighborhood gardens, ground floor activities and storefronts, skyline, and locations where important historical and cultural events took place.

RECOMMENDATION 1.2 - Protect buildings and sites with significant local and cultural heritage by considering landmark status or ensuring they are rezoned into preservation districts. This will depend on context and neighboring zoning. Buildings and sites for consideration for local heritage or landmark status include the Cosmo Theater (116th Street), the building featuring the Zapatista mural (117th Street), the building featuring De La Vega's homage to Picasso (111th Street), the Casa Latina Music Store (116th Street), the 1st Spanish Methodist Church (111th Street), La Marqueta, Harlem's Colonial African Burial Ground Sacred Site, Public Housing, and others.

RECOMMENDATION 1.3 - Study the creation of historic districts in areas such as Pleasant Avenue, 116th Street east of Park Ave., the corner of 106th and Lexington Avenue, and Pleasant Village (along E. 119th Street between 1st Avenue and Pleasant Avenue).

RECOMMENDATION 1.4 - Redefine the Transit Land Use Special District, which was mapped in 1973 along 2nd Avenue and has remained unchanged since. In addition to correcting their current locations to reflect the current Second Avenue Subway station plan, the Special District itself should be rewritten to include the following:

- 1.4.1. Urban design guidelines to ensure that sidewalks are unobstructed for larger pedestrian flows and that built form enhances local character.
- 1.4.2. Incentivize connectivity to help manage future pedestrian flows. Encourage new buildings to connect directly to new subway stations where possible, promote seamless underground connections between existing and new subway lines and between subways and MNR lines, and address connections to express buses.
- 1.4.3. Evaluate the potential for creating a mechanism around the 125th Street intermodal hub that would capture value from significantly greater density to be used for improvements to the historic station, station plaza, and public space, street, and under-viaduct areas within close proximity to the hub.
- 1.4.4. Incentivize opportunities for mixed-use development along 125th Street that incorporates requisite 2nd Avenue Subway infrastructure, including vent shafts, entrances, exits, passageways, etc.

OBJECTIVE 2 - ALLOW FOR INCREASED DENSITY IN SELECT PLACES TO CREATE MORE AFFORDABLE HOUSING AND SPACES FOR JOBS.

RECOMMENDATION 2.1 - A rezoning to create more affordable housing should consider the widest avenues (3rd, 2nd and 1st Avenues) for increased density. Potential zoning districts discussed through this planning process include the commercial equivalents to R9 or R9A to trigger MIH.

RECOMMENDATION 2.2 - A rezoning to create more commercial and/or light industrial space should consider Park Avenue between 115th and 132nd Streets due to the street's proximity to the rail viaduct. One potential zoning designation discussed through this planning process is an option that considers a 7.2 FAR non-residential district paired with an R7-2 MIH district of 4.6 FAR, which would leave 2.6 FAR for non-residential uses at the base of a building.* Another option discussed considers an M1-6 district (10 FAR) with an R8 MIH district (7.2 FAR), which keeps total FAR limited to 10 and would keep the difference between non-residential and residential FAR below 3 FAR.

<p>*This option acknowledges that the 7.2 FAR non-residential zone does not currently exist and either a new district or the language of the special district would need to be designed to accommodate this pairing of FARs.</p> <p>RECOMMENDATION 2.3 - A rezoning should consider higher density commercial districts around the MetroNorth Station, the 125th Street Lexington Avenue line express stop, and future 2nd Avenue subway terminus in the area outside the 125th Street Special district. Specifically:</p> <ul style="list-style-type: none"> 2.3.1. Park Avenue from 122nd Street to 124th Street, and from 126th Street to 128th Street, currently zoned as C8-3, M1-2, M1-4, and R7-2. The potential zoning districts discussed during the planning process were C6-2 and C6-3D, which are commercial equivalents of R8 and R9D. Lexington from 122nd Street to 124th Street. R7D was discussed for most of the length of Lexington Ave. south of 124th Street, but C4-4D (R8A equivalent) was discussed as an option for the portion from 122nd Street to 124th Street. 2.3.2. Lexington from 122nd Street to 124th Street. R7D was discussed for most of the length of Lexington Ave. south of 124th Street, but C4-4D (R8A equivalent) was discussed as an option for the portion from 122nd Street to 124th Street. 2.3.3. 3rd Avenue from 122nd Street to 124th Street, excluding the Taino Tower portion of that area, is currently zoned as C4-4, but considering transit access and the existing large-scale Taino Towers, this area was discussed for C6-3 or C6-4, the residential equivalents of which are R9 and R10. 2.3.4. 2nd Avenue from 123rd Street to 124th Street, west side of street, currently zoned as R7-2 was also discussed for C6-3 and C6-4 due to its proximity to Taino Towers and transportation access. <p>RECOMMENDATION 2.4 - A rezoning should target the west side of Madison Ave. between 107th and 110th Streets, 102nd and 106th Streets and 96th to 98th Streets. Much of lower Madison Avenue is currently lined with large institutional or height factor buildings. The targeted areas are generally the portions of lower Madison with less intense uses, which can accommodate more intense uses than the current R7-2 allows. The zoning districts discussed through this planning process were R8 or R8A. This portion of Madison Ave. is about 80 feet wide and large enough to accommodate 7.2 FAR.</p> <p>RECOMMENDATION 2.5 - A rezoning should target Lexington Ave. between 115th and 124th Streets, and 98th and 112th Streets. At only 75 feet wide, Lexington is not an appropriate location for much more intense uses than the current R7-2 zoning allows. With an intact and vibrant commercial character along portions of the Avenue, an R7D mapped with a commercial overlay would require commercial uses in the base of new buildings, reinforcing Lexington Avenue's character. Along with R7D, other zoning districts discussed through this planning process were R8 or R8A. R7D allows an FAR of 5.6. R8 or R8A allow FARs of 7.2.</p> <p>RECOMMENDATION 2.6 - A rezoning should target the midblocks of 116th Street from Madison to 3rd Avenue, which at 100 feet wide is an appropriate place for increased density. Currently zoned R7-2 and R7A with commercial overlays, an upzoning that would better suit its current character is an R7D district with a commercial overlay that would require ground floor commercial uses and allow buildings at 5.6 FAR. This district should protect the character of the street with a height limit, and ensure active ground-floor uses in keeping with the existing character of the street. The eastern portion of 116th was remapped in 2003 as a preservation district (R7B), and no changes should be considered in that area.</p> <p>RECOMMENDATION 2.7 - Further study is required for the potential for zoning alterations along lower Park Avenue south of 112th Street, where the stone viaduct presents a unique urban design condition.</p> <p>RECOMMENDATION 2.8 - Further study is required for the potential for a contextual zoning designation along 5th Avenue north of 111th Street to 142nd Street, with consideration for both sides of the avenue.</p>	HIGH LOW

RECOMMENDATION 2.9 - Existing height factor housing developments have been excluded from most zoning recommendations. This exclusion is not an endorsement of the existing “tower-in-the-park” zoning. As with lower Park Avenue and upper Fifth Avenue, further study is required for these areas.	HIGH	LOW
RECOMMENDATION 2.10 - Other city-owned public sites that are potential redevelopment sites for affordable housing should be developed at higher densities, such as R8A on narrower streets and R10 on wider streets.		
RECOMMENDATION 2.11 - Any potential rezoning should eliminate minimum parking requirements.		

OBJECTIVE 3 - IMPROVE AND CREATE MORE SERVICES AND AMENITIES FOR THE EAST HARLEM COMMUNITY THROUGH ANY NEW DEVELOPMENT ON PRIVATE AND PUBLIC SITES.

RECOMMENDATION 3.1 - Create an Enhanced Commercial District on portions of 3rd, 2nd and 1st Avenues which would require: that the first 30 feet of ground floor frontage in new development be for commercial or community uses; that at least 50% of the ground floor frontage be occupied by retail uses; that residential lobbies be limited to 25-foot frontage widths; that curb cuts would be limited to side streets to maintain safe and vibrant sidewalks; and that 50% of the frontage on the avenues be transparent.		
RECOMMENDATION 3.2 - Require the Department of City Planning, the Department of Education, ACS and School Construction Authority to adequately project the impacts of new development on school seat requirements and establish opportunities for new early childhood education and school facilities to be built in the base of new developments. Approaches for making student projections should include detailed analysis, such as the clear definition of school building capacities based on current surveys. Require coordination around and appropriate timing of development of school facilities as units are developed.		
RECOMMENDATION 3.3 - Leverage any potential rezoning to replace aging and inadequate school facilities with new facilities developed at the base of new developments and the redevelopment of the aging school sites for new affordable housing and financing of the new school facility.		
RECOMMENDATION 3.4 - Require that community facilities, including early childhood education, afterschool, community space, artist space, and workforce training centers do not count towards FAR in order to encourage the creation of these spaces, such as through a special district mechanism. <ul style="list-style-type: none"> • Institute a height cap, FAR limit or discretionary permit requirement to ensure community facility spaces do not exceed a certain size. • Require developers to create a plan that establishes the link between community needs and community facilities created through a combination of analysis and community-based feedback (including a recent district needs assessment and community surveys). • Require that these community facilities be built in advance of the construction of a majority of the associated units. 		
RECOMMENDATION 3.5 - Establish an East Harlem Garden District that would create public and programmed community gardens that would support youth and senior activities as part of a potential rezoning and approach to open space. [A potential subdistrict area could cover the area between Park and Pleasant Avenues, between 111th and 120th Streets where there is already a significant density of community gardens.]		
RECOMMENDATION 3.6 - Require that East Harlem infrastructure – including power, telephone, sewer, and water – be upgraded to improve the basic functioning and connectivity of the existing community and for any future population increase.		