

FEBRUARY 2016

# EAST HARLEM *Neighborhood* PLAN

## APPENDIX A – PROCESS

Office of City Council Speaker Melissa Mark-Viverito  
Manhattan Community Board 11  
Community Voices Heard  
Manhattan Borough President Gale A. Brewer

[EASTHARLEMPPLAN.NYC](http://EASTHARLEMPPLAN.NYC)

## **PREPARED FOR**

The East Harlem Neighborhood

## **PROJECT PARTNERS**

Office of City Council Speaker Melissa Mark-Viverito  
Manhattan Community Board 11  
Community Voices Heard  
Manhattan Borough President Gale A. Brewer

## **STEERING COMMITTEE**

32BJ Service Employees International Union  
Artimus Construction  
CIVITAS  
Community Voices Heard  
Construction & General Building Laborers Local 79  
Councilmember Inez Dickens  
El Barrio's Operation Fightback  
Elmendorf Reformed Church  
El Museo del Barrio  
Harlem RBI  
Johnson Houses Tenant Association  
Lott Community Development Corporation  
Manhattan Community Board 11  
Manhattan Borough President Gale Brewer  
New York Academy of Medicine  
New York Restoration Project  
Office of City Council Speaker Melissa Mark-Viverito  
Renaissance Charter High School for Innovation  
Union Settlement Association  
Union Settlement Business Development Center  
WE ACT for Environmental Justice

## **FACILITATORS**

Hester Street Collaborative  
WXY

## **REPORT PREPARED BY**

WXY with Hester Street Collaborative

## **GRAPHIC DESIGN**

Yeju Choi / Nowhere Office

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**Appendix A** contains materials related to the East Harlem Neighborhood Plan (EHNP) process. Here, you will find the Process Guide, one of the first documents to lay out the goals, key stakeholders, flow of meetings and methodology of producing objectives and recommendations of the planning process. This appendix also features the fliers and posters the Project Partners used to spread the word about the EHNP process. The final two sections of this appendix lay out the methodology of the rezoning capacity analysis and affordable housing loss analysis conducted for the Affordable Housing Development and Zoning & Land Use chapters of the final report.

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**PROCESS GUIDE**

# **EAST HARLEM** *Neighborhood* **PLAN**

## **A GUIDE TO OUR PROCESS**

SEPTEMBER 2015

[WWW.EASTHARLEMPPLAN.NYC](http://WWW.EASTHARLEMPPLAN.NYC)

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# A

## Introduction

This process has been established to create a community-based Neighborhood Plan for East Harlem that addresses the needs of existing residents and informs the neighborhood rezoning proposal. The Neighborhood Plan will consider anticipated future growth, and will utilize a broad community development framework that goes beyond plans for the built environment to address the development of human capital and enhancements to quality of life. In order to create a framework, several topics have been selected as focal points for research, discussion and meetings. Those topics are:

**Open Space + Recreation**

**Culture + Arts**

**Afterschool / Daycare / Pre-K**

**Education / Schools**

**Affordable Housing Preservation**

**NYCHA / Public Housing**

**Small Business / Economic Development / Workforce Development**

**Zoning / Land Use**

**Affordable Housing Development**

**Environment / Transportation / Safety**

**Health / Seniors**

The plan will ultimately include an expression of values and priorities as well as concrete recommendations for these topics; it will balance community input with statistical background information, and target different ideas and concepts at particular entities and agencies with the ability and the resources to fulfill them.

The plan will include a combination of short- and long-term programs, capital projects, and policies that preserve the cultural diversity of East Harlem and support the ability for long-term residents to stay in the neighborhood and enjoy the benefits of neighborhood change.

## B 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
6. Develop implementable recommendations that reflect community input
7. Provide a model for other communities and neighborhood planning efforts
8. Build a base of engaged residents ready to advocate collectively for community needs

## C Final deliverables

The Final Report will include findings and recommendations informed by Community Visioning Sessions and produced by Steering Committee members with the support of facilitators. The role of the Final Report is:

- 1 To inform the City's rezoning process and related neighborhood planning, project and policy initiatives;**
- 2 To create a community-based road map for long-term neighborhood growth and development;**
- 3 To ensure long-term government accountability to community residents.**

Recommendations will be approved by the Steering Committee following an iterative process between the Community Visioning Workshops and a subgroup formed around each topic. The topic subgroup is comprised of neighborhood leaders, local organizations, and City Agencies. The recommendations will be presented to the Steering Committee for formal approval (vote) in the weeks following the Community Visioning Workshop.

These recommendations will also be presented to the East Harlem community at one large public event, online, and at various community events and venues in an interactive way that encourages feedback and builds community excitement about and support for the plan.

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.

Following the conclusion of the Steering Committee meetings, a large community visioning presentation will be held to present the final plan objectives and recommendations. This public meeting will be a final opportunity for community members to provide feedback on the Final Report document, and to memorialize any critical issues not captured in the recommendations voted upon by the Steering Committee.

## D Roles

### East Harlem Neighborhood Plan Community

The role of the community is to inform the neighborhood planning process through participation at visioning sessions and subgroup meetings.

### East Harlem Neighborhood Plan Steering Committee

Comprised of local leaders and organizations with a rich history of serving the community. The Steering Committee has been formed to generate interest in the Community Visioning process, review and provide feedback on the Workshop findings, and to approve the recommendations. A Steering Committee memorandum is included in section D specifying Steering Committee expectations and decision-making protocols, including voting on recommendations.

### East Harlem Project Partners

**Manhattan Community Board 11, Manhattan Borough President's Office, City Council Speaker's Office, and Community Voices Heard**

Their role is to contribute to project process and communications, linking the efforts of the Steering Committee, topic subgroups, Community Visioning Workshops, as well as facilitating relationships with relevant City Agencies and CBOs. Project Partners will routinely help make decisions on process and protocols moving forward. Voting on such a proposal requires each designated individual representing the Project Partner organization (or a proxy) be present, and that a minimum 3 out of 4 vote is made in favor of the proposal. In the event of a tie, the project facilitators will produce additional alternatives in an attempt to reach 75-100% consensus.



<b>Topic Subgroups</b>	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.
<b>Topic Subgroup Leads</b>	The topic subgroup is comprised of neighborhood leaders and local organizations. City Agencies will participate in meetings, listening to community ideas and input, providing data as available, and supplying feedback from agency perspectives as able and appropriate. The subgroup 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.
<b>New York City Agencies</b>	The Agencies' role is to participate on Topic Subgroups as available and relevant, to provide data as able, and to provide feedback on emerging recommendations when requested as able and appropriate. Early in the planning process, the Project Partners carefully weighed the extent to which agencies should participate in subgroup meetings. Using the voting protocol outlined above, the Project Partners agreed on the following: agencies would be invited to all subgroup meetings, participating and providing input at these meetings and acting as listeners for Topic Subgroup Meeting 2: Workshop Findings. The intention here is to enable free discussion of thoughts, ideas and solutions among subgroup participants.
<b>Facilitators</b>	<p>The facilitators will work together to ensure a smooth flow of information and resources across meetings, topic areas, and participants.</p> <p><b>WXY</b> is a planning and architecture firm with a focus on civic projects in New York City. Its role is to provide convening and research support to the Subgroups, to help facilitate Steering Committee meetings, to help shape the recommendations with the Subgroup Leads, and to develop the Neighborhood Plan with the Project Partners.</p> <p><b>Hester Street Collaborative</b> is a planning, design, and development non-profit organization that provides technical assistance to underserved communities throughout NYC and the US. Its role is to help prepare and facilitate the Workshops and Steering Committee meetings, and to support the Subgroups and the development of the Neighborhood Plan.</p>

# E

## Steering Committee MOU

Memorandum of understanding between the Steering Committee and Project Partners (Manhattan Community Board 11, CVH, Speaker's Office, Borough President's Office)

Steering Committee members play a critical role in advising, reviewing, and decisionmaking in the East Harlem Neighborhood Plan process. Outlined below is a Memorandum of Understanding listing their key responsibilities.

It is the:

- Responsibility of the organizations selected as Steering Committee members to designate one person to be the primary representative and one to three proxy representatives for Steering Committee meetings if the primary representative is not available. Steering Committee members may be removed if representatives are absent at two Steering Committee meetings.
- Responsibility of the representative (primary or proxy) to attend all Steering Committee sessions.
- Responsibility of the representative to be engaged and come prepared to discuss/approve/disapprove of draft recommendations being put before the Steering Committee. This may include coming prepared with suggested revisions to draft recommendations.
- Responsibility of the Facilitators and Project Partners to provide Steering Committee representatives with draft recommendations three days in advance of the Steering Committee meeting in which recommendation approval will be conducted.

Rules for approving recommendations:

- Steering Committees will vote to approve: recommended objectives and initiatives put forward by each subgroup. Note that:
  - › Each subgroup is headed by a Steering Committee member.
  - › The draft 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.
- Steering Committee approval will rely on one representative = one vote.
- Steering Committee approval will require a 75% quorum and 75% approval to pass (the benchmark for approval is high).
- If a recommendation is at an impasse, discussion will be held to see if a revision of the recommendation can lead to approval.
- If an approval cannot be reached on a revision during the Steering Committee, a vote of 50% of the members can suggest that the facilitators take away the recommendation and work with the subgroup leads to prepare alternative recommendations at a later Steering Committee.
- If resolution cannot be reached on alternative recommendations, then the recommendation will not go forward.
- Recommendations that overlap with other topic groups may be held for approval until the final Steering Committee meeting.
- If an approval is not consensus-based: A disapproving organization(s) can register their disagreement with the approved recommendation in the Final Plan document.

## F Process & anticipated meetings

The East Harlem Neighborhood Plan process comprises a series of meeting types, primarily focused around the following three kinds of meetings:

### Steering Committee Meetings

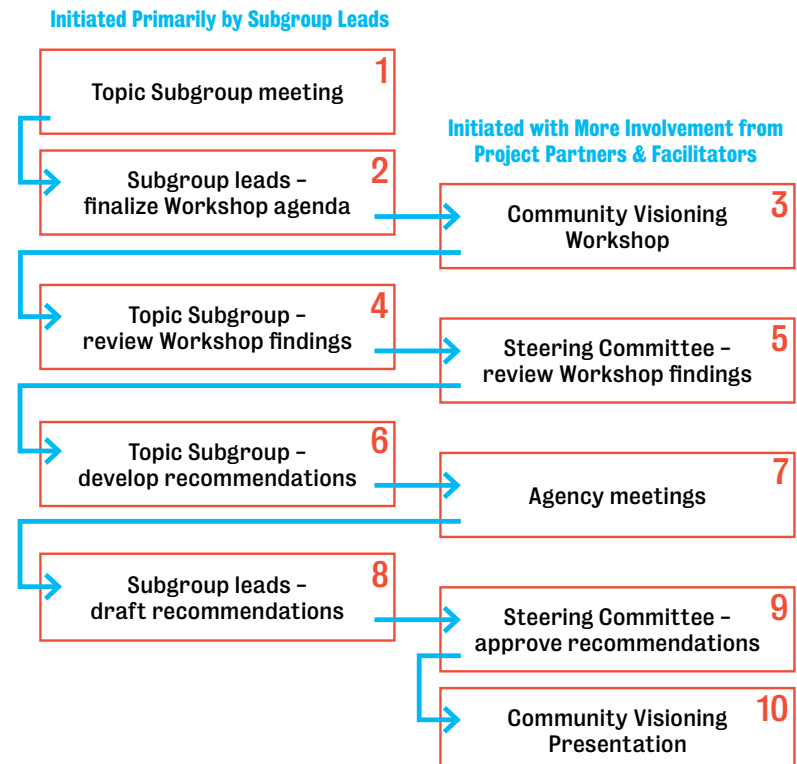
The Steering Committee meetings will be primarily focused around receiving and discussing the findings from the community visioning workshop that preceded the Steering Committee and, once those findings have been refined, discussing and approving the topic recommendations.

### Community Visioning Workshops

There will be 5-6 Community Visioning Workshops overall, which will be organized around topics that correspond to those the Steering Committee will be reviewing. Each workshop will invite the public to participate in identifying needs and concerns related to one or two topics to help envision for the future of East Harlem.

### Topic Subgroup Meetings

The Subgroup will meet prior to the respective Community Visioning Workshop and the following Steering Committee meeting to clarify the findings of the Community Visioning Workshop. The subgroup will then meet again once further research has been conducted on the findings, to draft the recommendations. Each topic will follow the steps in the process outlined below in order to produce final recommendations:



# F

## Proposed meeting & presentation agendas

### 1 Topic Subgroup Meeting

**Meeting goals** To discuss the role of the Subgroup, its goals, objectives, and its process.

**Suggested agenda**  
(90 min suggested)

- Brief review of East Harlem Neighborhood Plan goals & process (10)
  - > Goals
  - > Process (meeting structure; summary of roles)
- Context presentation by subgroup leads/CBOs/agencies/etc. (15)
- Discussion of Strengths and Challenges related to topic area (15)
- Discussion of Objectives – what the subgroup hopes to achieve (10)
- Discussion of Potential Initiatives / Actions (15)
- Discussion of Further Research needed (10)
- Discussion of themes for Community Visioning Workshop (10)
- Review of next steps (5)

#### Protocols

##### Project Partners

- > Coordinate with Subgroup Leads to schedule the meeting. Meetings should be held at least 3 weeks in advance of the Community Visioning Workshop

##### Topic Subgroup Leads

- > Send meeting invitations at least 2 weeks in advance
- > Coordinate with those presenting at the meeting (WXY/HSC can provide feedback but will not be doing the PowerPoint creation)
- > Complete and circulate presentation at least 2 days in advance
- > Facilitate meeting (or ask WXY/HSC to facilitate)
- > Circulate notes and list of attendees within 1 week of the meeting

##### Facilitators

- > HSC/WXY to act as note-taker
- > Circulate notes back to the topic subgroup leader within 1 week

## 2 Topic Subgroup Leads: Community Visioning Workshop agenda planning

**Meeting goals** To determine the agenda & structure of the Workshop.

<b>Protocols</b>	
<b>Topic Subgroup Leads</b>	<ul style="list-style-type: none"> <li>&gt; Prepare agenda for Workshop at least a week in advance</li> <li>&gt; Circulate completed presentation at least two days in advance of meeting. Share with Project Partners and facilitators.</li> <li>&gt; Coordinate with HSC to prepare Workshop format, introduction presentations, and materials</li> </ul>
<b>Facilitators</b>	<ul style="list-style-type: none"> <li>&gt; Coordinate a call regarding the agenda</li> <li>&gt; HSC to coordinate outreach &amp; event requirements</li> </ul>

## 3 Community Visioning Workshop 1: Topic specific discussion

**Meeting goals** To gather insights and information from Community Members that will give direction to the subgroup's potential initiatives and actions.

<b>Suggested agenda</b>	- Introductory presentation	(10)
(65 min suggested)	- Small group / roundtable discussion	(50)
	- Review of next steps	(5)

<b>Protocols</b>	
<b>Topic Subgroup Leads</b>	> Provide introductory presentation and activities
<b>Facilitators</b>	<ul style="list-style-type: none"> <li>&gt; Support subgroup leads in preparing presentation and activities, facilitation, and note-taking</li> <li>&gt; Facilitators create flier and ensures outreach by Project Partners and Steering Committee members</li> <li>&gt; Facilitators provide training for table facilitation within one week before the workshop</li> <li>&gt; HSC to compile notes within 1 week and circulate to the Topic Subgroup</li> </ul>
<b>Project Partners</b>	<ul style="list-style-type: none"> <li>&gt; Provide logistical assistance; space, outreach, interpretation, childcare, food</li> <li>&gt; Provide support for table facilitation</li> </ul>

#### 4 Topic Subgroup Meeting 2: Workshop Findings

**Meeting goals** To review Workshop findings and outcomes and prepare for presentation to the Steering Committee.

<b>Suggested agenda</b> (90 min suggested)	- Review of findings from the workshop	(30)
	- Discussion of Strengths & Challenges related to topic area	(15)
	- Discussion of Objectives – what the subgroup hopes to achieve	(10)
	- Discussion of Potential Initiatives / Actions	(15)
	- Discussion of Further Research / Agency meetings needed	(10)
	- Distribution of tasks	(10)

##### Protocols

##### Project Partners

- > Coordinate with Subgroup Leads to schedule the meeting  
Meetings should be held 1 week after the Workshop and 1 week before the Steering Committee

##### Topic Subgroup Leads

- > Send meeting invitations at least 2 weeks in advance
- > Facilitate meeting (or ask WXY/HSC to facilitate)

##### Facilitators

- > HSC/WXY to act as note-taker
- > Work with Subgroup Lead to develop Steering Committee presentation
- > Presentations should be completed 2 days in advance

## 5 Steering Committee Meeting 1: Workshop Findings

**Meeting goals** To review Workshop findings [and to approve Subgroup recommendations].

**Suggested agenda** (90 min suggested)

- Update on Neighborhood Plan process (5)
- Presentation of findings from the Workshop (55)
- Discussion of Strengths & Challenges related to topic area
- Discussion of Objectives – what the subgroup hopes to achieve
- Discussion of Potential Initiatives / Actions
- Discussion of Further Research / Agency meetings needed
- Review / approval of recommendations (30)

### Protocols

#### Project Partners

- > Send reminder email 1 week in advance of Steering Committee mtg
- > Send presentation/objectives and initiatives to Steering Committee members 1-3 days prior to Steering Committee mtg

#### Topic Subgroup Leads

- > Assist in facilitation of the Steering Committee meeting

#### Facilitators

- > Present findings
- > WXY to print agendas for distribution
- > WXY to facilitate meetings

## 6 Topic Subgroup Meeting 3: Preparing for Recommendations

**Meeting goals** To prepare the Subgroup recommendations for the Neighborhood Plan.

**Suggested agenda** (115 min suggested)

- Review of Steering Committee notes (30)
- Discussion of Strengths and Challenges related to the topic area (15)
- Discussion of Objectives – what the subgroup hopes to achieve (10)
- Discussion of Potential Initiatives / Actions (30)
- Discussion of Further Research / Agency meetings needed (20)
- Distribution of tasks (10)

### Protocols

#### Project Partners

- > Coordinate with Subgroup Leads to schedule the meeting

#### Topic Subgroup Leads

- > Send meeting invitations at least 2 weeks in advance
- > Hold meeting within 2 weeks of Steering Committee
- > Facilitate meeting (or ask WXY/HSC to facilitate)

#### Facilitators

- > WXY/HSC to act as note-taker

## 7 Agency Meeting(s): Testing Recommendations

**Meeting goals** To gather information and discuss potential Agency actions and initiatives related to the Neighborhood Plan. Attendees to include one representative from each Project Partner, one Subgroup lead, and the Facilitators.

**Suggested agenda**  
(90 min suggested)

- Presentation of Strengths & Challenges; Objectives; Research (30)
- Discussion of Potential Initiatives and Actions (30)
- Discussion of Further Research needed (30)

### Protocols

#### Project Partners

- > Coordinate with Agencies to schedule the meeting  
Invitations should come at least 2 weeks in advance
- > Facilitate meeting (or ask WXY/HSC to facilitate)

#### Facilitators

- > WXY to attend with Subgroup Leads; HSC & Project Partners as available
- > WXY to act as note-taker

## 8 Topic Subgroup Leads 2: Draft Recommendations

**Meeting goals** To draft recommendations for presentation to the Steering Committee.

**Suggested agenda**  
(90 min suggested)

- Discussion of Strengths and Challenges related to the topic area(10)
- Discussion of Objectives – what the subgroup hopes to achieve (10)
- Discussion of Initiatives / Actions (60)
- Review of Steering Committee process(10)

### Protocols

#### Project Partners

- > Coordinate with Subgroup Leads to schedule the meeting
- > Send meeting invitations at least 2 weeks in advance
- > Meetings to be held 2 weeks ahead of Steering Committee meeting

#### Topic Subgroup Leads

- > Facilitate meeting (or ask WXY/HSC to facilitate)

#### Facilitators

- > WXY/HSC to act as note-takers
- > WXY to work with the Topic Subgroup Lead to develop the recommendations presentation for Steering Committee meeting
- > Presentation should be completed 1 week in advance of the Steering Committee meeting and circulated to Subgroup for review with clear deadline for feedback
- > Presentations should be circulated to Steering Committee members 2 days in advance of the meeting



## 9 Steering Committee Meeting 2: Topic Recommendations

**Meeting goals** To present and approve the Subgroup recommendations.

<b>Suggested agenda</b> (60 min suggested)	- Presentation of recommendations	(30)
	> Strengths and Challenges related to the topic area	
	> Objectives	
	> Initiatives / Actions	
	> Further Research needed	
	- Review / approval of recommendations	(30)

### Protocols

**Project Partners** > Send a reminder email for the Steering Committee meeting

**Topic Subgroup Leads** > Present recommendations

**Facilitators** > WXY to print agendas for distribution  
> WXY to facilitate meetings (after Aug 13)

## 10 Community Visioning Workshop 2: Presentation of Topic Recommendations

**Meeting goals** To present the Topic Recommendations to the Community Members.

<b>Suggested agenda</b> (60 min suggested)	- Review of Neighborhood Plan process	(10)
	- Presentation of Recommendations	(45)
	- Review of next steps	(5)

### Protocols

**Topic Subgroup Leads** > Provide introductory presentation and activities

**Facilitators** > Support subgroup leads in preparing presentation and activities, facilitation, and note-taking  
> Facilitators create flier and ensures outreach by Project Partners and Steering Committee members

**Project Partners** > Provide logistical assistance; space, outreach, interpretation, childcare, food  
> Provide support for table facilitation

## H

## Proposed report structure

The final deliverables will be the East Harlem Neighborhood Plan which will consist of a report and a short brochure.

The table of contents will be structured as follows:

- 1 Forward
- 2 Executive Summary
- 3 Introduction
- 4 Components of the Plan
  - > Open Space + Recreation
  - > Culture + Arts
  - > Afterschool / Daycare / Pre-K
  - > Education / Schools
  - > Affordable Housing Preservation
  - > NYCHA / Public Housing
  - > Small Business / Economic Development / Workforce Development
  - > Zoning / Land Use
  - > Affordable Housing Development
  - > Environment / Transportation / Safety
  - > Health / Seniors
- 5 Implementation
- 6 Appendix

Each “component” will set out:

- > Contextual understanding
- > Strengths and challenges
- > Objectives
- > Proposed initiatives and actions
- > Further research

The initiatives and actions will describe particular capital, operational / programmatic, and policy proposals addressing the physical environment, human development and capacity, and community cultural and socio-economic identity. The proposals will share the initial feedback received from the key City agencies and highlight the approvals and funding routes necessary for implementation.

# Schedule

The schedule below reflects the critical dates of the East Harlem Neighborhood Plan process.

Topic Subgroup	Project Partner responsible for scheduling subgroup leads	1. Topic subgroup meeting	2. Subgroup leads – finalize workshop agenda	3. Community visioning workshop	4. Topic subgroup – review visioning workshop findings	5. Steering committee – review visioning workshop findings	6. Topic subgroup – develop recommendations	7. Agency meetings	8. Subgroup leads – finalize draft recommendations	9. Steering committee – approve recommendations	10. Community visioning presentation
Facilitator Lead / Support		WXY / HSC facilitation	HSC lead / WXY support	HSC lead	WXY / HSC facilitation	WXY / HSC facilitation	WXY lead / HSC support	WXY lead / HSC support	WXY lead / HSC support	WXY / HSC facilitation	WXY / HSC facilitation
Parks, Open Space and Recreation	Speaker's Office	May	June	4-Jun	June	18-Jun	26-Aug	11-Sep	week of 14-Sep	24-Sep	27-Jan
Culture	Speaker's Office	May	June	4-Jun	June	18-Jun	4-Aug	10-Sep	week of 14-Sep	24-Sep	
Afterschool, Daycare, Pre-K	Speaker's Office	June	June	1-Jul	9-Jul	15-Jul	5-Oct	8-Oct	8-Oct thru 3-Dec	3-Dec	
Schools / Education	Speaker's Office	June	June	1-Jul	9-Jul	15-Jul	28-Sep	8-Oct	8-Oct thru 3-Dec	3-Dec	
Housing Preservation	CVH	7-Jul	23-Jul	29-Jul	7-Aug	13-Aug	29-Sep	6-Oct	8-Oct	15-Oct	
NYCHA	CVH	22-Jul	23-Jul	29-Jul	5-Aug	13-Aug	30-Sep	7-Oct	8-Oct	5-Nov	
Small Business, Economic & Workforce Development	CB11	8-Jul	Sept	10-Sep	17-Sep	24-Sep	week of 28-Sep	8-Oct	30-Oct	5-Nov	
Zoning / Land Use	MBPO	4-Aug	25-Aug & 6-Oct	22-Oct	6-Nov	17-Dec	8-Dec & 21-Dec & 4-Jan	5-Jan	week of 4-Jan	8-Jan	
Affordable Housing	MBPO	25-Aug	21-Sep	22-Oct	13-Nov	17-Dec	8-Dec & 21-Dec & 4-Jan	5-Jan	week of 4-Jan	8-Jan	
Environment, Transportation	Speaker's Office	10-Nov	week of 16-Nov	21-Nov	24-Nov	3-Dec	9-Dec	15-Dec	week of 14-Dec	17-Dec	
Health, Seniors	CB11	29-Oct	week of 16-Nov	21-Nov	week of 23-Nov	3-Dec	week of 7-Dec	14-Dec	week of 14-Dec	17-Dec	
Safety	Speaker's Office	12-Nov	week of 16-Nov	21-Nov	23-Nov	3-Dec	10-Dec	15-Dec	week of 14-Dec	17-Dec	

	Meeting held
	Meeting scheduled
	Meeting to be scheduled

## J

## Process participants & materials

	Meetings & Calls	Materials
<b>Prep Call 1</b>	Subgroup Leads Project Leads Facilitators	Agenda Subgroup guide / process outline
<b>Subgroup Meeting</b>	Subgroup Leads Relevant Organizations Community Leaders & Members City Agencies (limited to 1-2/agcy) Project Leads Facilitators	Agenda Relevant data, program, policy info Questions Maps
<b>Prep Call 2</b>	Subgroup Leads Project Leads Facilitators	Agenda Draft PPT Draft questions for Workshop
<b>Facilitator Training</b>	Facilitators	Facilitator guide
<b>Community Visioning Workshop</b>	Steering Committee Subgroup Leads Project Leads Facilitators Community Members	Agenda Final presentation Facilitator Guide Topic-Specific Activities Workshop Materials Discussion questions Maps & supporting visuals Relevant data, program, & policy info Sign-In Sheets Food Translation Childcare
<b>Prep Call 3</b>	Subgroup Leads Project Leads Facilitators	Agenda All input from Workshop
<b>Steering Committee 1</b>	Steering Committee Subgroup Leads Project Leads Facilitators	Agenda PPT with Findings from Workshop

<b>Subgroup Leads - Draft Recommendations</b>	<b>Meetings &amp; Calls</b> Subgroup Leads Facilitators	<b>Materials</b> Input from Workshop & Subgroup Feedback from Steering Committee
<b>City Agency Meetings</b>	Subgroup Leads Project Leads Facilitators	Relevant Draft Recommendations
<b>Steering Committee 2</b>	Steering Committee Subgroup Leads Project Leads Facilitators	Agenda PPT and/or handouts with Draft Recommendations
	<b>Participants</b> Steering Committee	Steering Committee Members (next page)
	Project Partners	Speaker's Office, Manhattan Borough President's Office, Manhattan Community Board 11, Community Voices Heard
	Facilitators	Hester Street Collaborative WXY
	Visioning Session Facilitators	Hester Street Collaborative WXY Reps. from SC Lead Organizations Project Leads Other experienced facilitators (as needed)

## K

## Steering Committee members

	Organization	Subgroup lead
Project Partner	1 Speaker Melissa Mark-Viverito	
	2 Councilmember Inez Dickens	
Project Partner	3 Manhattan Borough President Gale Brewer	
Project Partner	4 Community Board 11	
	5 El Barrio's Operation Fightback	Housing Preservation
	6 Lott Community Development Corporation	Affordable Housing Development
	7 Artimus Construction	
Project Partner	8 Community Voices Heard	
	9 CIVITAS	Zoning/Land Use
	10 Union Settlement	Small Business, Economic & Workforce Development
	11 Business Development Center (at Union Settlement)	
	12 Harlem RBI	Afterschool, Daycare, Pre-K
	13 Elmendorf Reformed Church	
	14 New York Academy of Medicine	Health, Seniors
	15 El Museo del Barrio	Culture + Arts
	16 Renaissance Charter High School for Innovation	Schools / Education
	17 WE ACT	Environment, Transportation, Safety
	18 Johnson Houses Tenant Association	NYCHA
	19 New York Restoration Project	Open Space + Recreation
	20 32BJ SEIU	
	21 Local 79	

**Website:**

**[www.eastharlempian.nyc](http://www.eastharlempian.nyc)**

**Contact:**

Council Speaker Melissa Mark-Viverito — (212) 788-9121  
Manhattan Community Board 11 — (212) 831-8929  
Community Voices Heard — (212) 860-6001  
Manhattan Borough President Gale A. Brewer — (212) 669-8300  
[EHNHoodStudy@gmail.com](mailto:EHNHoodStudy@gmail.com)

## PROCESS POSTERS

# EAST HARLEM *Neighborhood* PLAN

# PLAN *Comunitario* PARA EL BARRIO

## STUDY AREA / ÁREA DE ESTUDIO



### *Goals*

- Collect and organize community concerns and ideas
- Create a human capital development plan that focuses on the betterment of East Harlem Residents
- Develop and approach to preserving and expanding East Harlem's affordable housing, including public housing
- Support and preserve East Harlem's cultural identity
- Develop implementable recommendations that reflect community input

### *Metas*

- Recoger y organizar preocupaciones e ideas de la comunidad
- Crear un plan para el desarrollo del capital humano que se centre en el mejoramiento de los residentes del Este de Harlem
- Desarrollar un enfoque para la conservación y ampliación de viviendas asequibles del Este de Harlem, incluyendo viviendas públicas
- Apoyar y preservar la identidad cultural del Este de Harlem
- Desarrollar recomendaciones que puedan ser implementadas y que reflejen la opinión de la comunidad

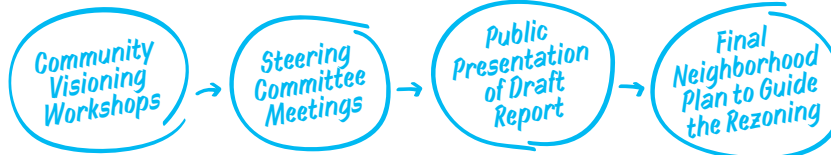


**EAST  
HARLEM  
Neighborhood  
PLAN**

# PROCESS

## Proceso

**PLAN  
Comunitario  
PARA  
EL BARRIO**



Community workshops are open to all. They are your chance to:

1. Learn about programs, policies and projects that directly impact you and your neighbors.
2. Share your ideas, needs, dreams and concerns about your neighborhood.
3. Help develop a Neighborhood Plan shaped by and for the community.

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The Committee works to incorporate feedback from the Community Visioning Workshops into draft recommendations and proposals that are fleshed out and vetted by Sub-Groups of residents and additional East Harlem community organization members and City Agencies.

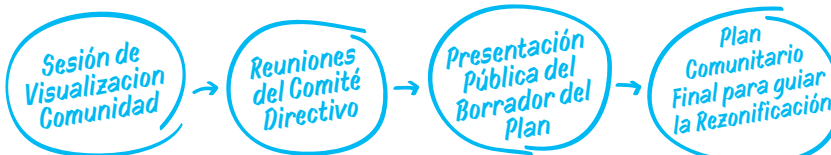
This is your chance to weigh in on the Plan, brainstorm additional ideas, and let us know if we got it right.



**JANUARY  
2016**

The Steering Committee will incorporate feedback from the Public Presentation into the Final Plan.

The Plan will be presented to the Department of City Planning and will inform the neighborhood rezoning.



Un taller comunitario abierto a todos. Tu oportunidad para:

1. Conocer los programas, políticas y proyectos que afectan directamente a usted y sus vecinos.
2. Compartir ideas, necesidades, aspiraciones y preocupaciones acerca de su vecindario.
3. Ayudar a desarrollar un Plan Comunitario formado por y para la comunidad.

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El Comité trabaja para incorporar los comentarios de las sesiones de visualización en el borrador de recomendaciones y propuestas que son discutidas y analizadas por los sub-grupos de residentes, adicionales miembros de organizaciones del Este de Harlem y oficinas de la ciudad.

Este es su oportunidad para opinar sobre el Plan, proporcionar ideas adicionales y hacernos saber si el plan corresponde correctamente con las necesidades del vecindario.



**ENERO  
2016**

El Comité Directivo incorporará los comentarios de la presentación pública en el Plan Final.

El Plan será presentado al Departamento de Planificación de la ciudad para ser tomados en cuenta durante la rezonificación del vecindario.

*Make Your  
Voice Heard!*

**EASTHARLEMPAN.NYC**

*Haga Oír  
Su Voz!*

**EAST  
HARLEM**  
*Neighborhood*  
**PLAN**

# WORKSHOPS

## *Sesiones*

**PLAN  
Comunitario**  
**PARA  
EL BARRIO**

### DATES & TOPICS

#### JUNE 4

Open Space &  
Recreation, Arts  
& Culture

#### JULY 1

Schools & Education,  
After-School,  
Daycare & Pre-K

#### JULY 29

Housing  
Preservation  
& NYCHA

#### SEPT 10

Small Businesses,  
Economic & Workforce  
Development

#### OCT 22

Zoning / Land Use  
& Affordable  
Housing

#### NOV 19

Transportation &  
Safety, Environment,  
Health & Seniors

### FECHAS Y TEMAS

#### JUNIO 4

Espacios Abiertos  
y Recreación, Arte  
y Cultura

#### JULIO 1

Escuelas y Educación,  
Programas de Después de la  
Escuela, Guarderías y  
Pre-Kinder

#### JULIO 29

Preservación de  
Viviendas y  
NYCHA

#### SEPT 10

Pequeñas Empresas,  
Economía y Desarrollo  
Laboral

#### OCT 22

Zonificación / Uso de  
Suelo y Viviendas  
Asequibles

#### NOV 19

Transporte y  
Medio-ambiente Saludable,  
Salud y Ancianos

**For more information,  
please contact:**

**Para más información,  
póngase en contacto:**

**Council Speaker Melissa  
Mark-Viverito:**  
212-788-9121

**Manhattan Community  
Board 11:**  
212-831-8929

**Community Voices Heard:**  
212-860-6001

**Manhattan Borough  
President Gale Brewer:**  
212-669-8300

Place  
Flyer Here

**NEXT  
EVENT!**

**EVENTO  
PRÓXIMO!**

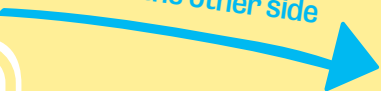


## PROCESS FLIERS

# EAST HARLEM Neighborhood PLAN

**Make Your Voice Heard!**  
Be Part of the Shaping of the East Harlem Neighborhood Plan and the Future of Your Community!

See how the process works on the other side



## TOPICS

## VISIONING WORKSHOP DATES

Open Space & Recreation  
Arts & Culture

June 4



Schools & Education  
After-School, Daycare & Pre-K

July 1



Housing Preservation  
NYCHA

July 29



Small Businesses, Economic &  
Workforce Development

September 10



Zoning/ Land Use  
Affordable Housing

October 22



Transportation & Safety  
Environment, Health & Seniors

November 21

**PUBLIC  
PRESENTATION  
OF DRAFT  
REPORT:  
EARLY 2016**

## EAST HARLEM NEIGHBORHOOD PLAN GOALS:

Collect and organize community concerns and ideas in order to influence City agencies' planning and rezoning processes

Create a human capital development plan that focuses on the betterment of East Harlem residents

Develop an approach to preserving and expanding East Harlem's affordable housing, including public housing

Support and preserve East Harlem's cultural identity

Develop implementable recommendations that reflect community input

For more information  
Please contact:

Speaker Melissa Mark-Viverito:  
212-788-9121

Community Board 11: 212-831-8929

Community Voices Heard:  
212-860-6001

Manhattan Borough President Gale  
Brewer: 212-669-8300

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**eastharlempian.nyc**

## COMMUNITY VISIONING WORKSHOP

### What is a Community Visioning Workshop?

A community workshop open to all.  
Your chance to:

1. Learn about programs, policies and projects that directly impact you and your neighbors.
2. Share your ideas, needs, dreams & concerns about your neighborhood. Help develop a Neighborhood Plan shaped by and for the community.

1

Defining the Future of  
Our Community!

## STEERING COMMITTEE MEETINGS

The Steering Committee is made up of East Harlem community organization representatives.

The Committee works to incorporate feedback from the Community Visioning Workshops into draft recommendations and proposals that are fleshed out and vetted by Sub-Groups of residents and additional East Harlem community organization members and City agencies.

2

## FINAL EAST HARLEM NEIGHBORHOOD PLAN

The Steering Committee will incorporate feedback from the Public Presentation into the Final Plan.

The Plan will be presented to the Department of City Planning and will inform the neighborhood rezoning.

It will be presented to other City agencies to inform the development and funding of relevant policies, programs, and capital projects. It will also be presented to elected officials and readily available to community residents.

3

## PUBLIC PRESENTATION OF DRAFT REPORT

The Steering Committee will present the Draft Plan at a community meeting.

This is your chance to weigh in on the Plan, brainstorm additional ideas, and let us know if we got it right.

# PLAN Comunitario PARA EL BARRIO

**Haga oír su voz! Sea parte en la conformación del Plan Comunitario del Este de Harlem y en el futuro de su comunidad!**

*Vea cómo funciona el proceso al otro lado de la página*



TEMAS	FECHAS DE LAS SESIONES
Espacios Abiertos & Recreación Arte & cultura	4 de Junio ✓
Escuelas y Educación, Programas de Después de la Escuela, Guarderías y Pre-Kínder	1 de Julio ✓
Preservación de Viviendas NYCHA	29 de Julio ✓
Pequeñas Empresas, Economía y Desarrollo Laboral	10 de Septiembre ✓
Zonificación / Uso de Suelo Viviendas Asequibles	22 de Octubre ✓
Transporte & Medio-ambiente Saludable, Salud y Ancianos	21 de Noviembre

## PRESENTACIÓN PÚBLICA DEL BORRADOR DEL PLAN

**Principios de  
2016**

### METAS DEL PLAN COMUNITARIO DEL ESTE DE HARLEM:

Recoger y organizar preocupaciones e ideas de la comunidad con el fin de influir las oficinas de la ciudad en el proceso de planificación y rezonificación

Crear un plan para el desarrollo del capital humano que se centre en el mejoramiento de los residentes del Este de Harlem

Desarrollar un enfoque para la conservación y ampliación de viviendas asequibles del Este de Harlem, incluyendo viviendas públicas

Apoyar y preservar la identidad cultural del Este de Harlem

Desarrollar recomendaciones que puedan ser implementadas y que reflejen la opinión de la comunidad

**Para más información  
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EastHarlemForum/](http://www.facebook.com/groups/EastHarlemForum/)

## SESIÓN DE VISUALIZACIÓN

### ¿Qué es una sesión de visualización?

Un taller comunitario abierto a todos.  
Tu oportunidad para:

1. conocer los programas, políticas y proyectos que afectan directamente a usted y sus vecinos.
2. compartir ideas, necesidades, aspiraciones y preocupaciones acerca de su vecindario. Ayudar a desarrollar un Plan Comunitario formado por y para la comunidad.

1

*Definiendo el futuro de nuestra comunidad!*

## REUNIONES DEL COMITÉ DIRECTIVO

El Comité Directivo está compuesto de organizaciones representantes del Este de Harlem.

El Comité trabaja para incorporar los comentarios de las sesiones de visualización en el borrador de recomendaciones y propuestas que son discutidas y analizadas por los sub-grupos de residentes, adicionales miembros de organizaciones del Este de Harlem y oficinas de la ciudad.

2

## PLAN COMUNITARIO FINAL DEL ESTE DE HARLEM

El Comité Directivo incorporará los comentarios de la presentación pública en el Plan Final.

El Plan será presentado al Departamento de Planificación de la ciudad para ser tomados en cuenta durante la rezonificación del vecindario.

Se presentará a otras oficinas de la ciudad para informar el desarrollo y financiación de las políticas, programas y proyectos que contempla el plan final.

También se presentará al funcionario electo e inmediatamente disponible para los residentes de la comunidad.

3

## PRESENTACIÓN PÚBLICA DEL BORRADOR DEL PLAN

El Comité Directivo presentará el borrador del Plan en una reunión comunitaria.

Este es su oportunidad para opinar sobre el Plan, proporcionar ideas adicionales y hacernos saber si el plan corresponde correctamente con las necesidades del vecindario.

# CAPACITY ANALYSIS

## Capacity Analysis Methodology

An important input into the EHNP decision-making process was the number of housing units that could be built on private sites, NYCHA\*, other public sites, and the potential of projects that were already in the development pipeline. The method used to develop the capacity of each of these development types is outlined below:

\* Note that NYCHA Subgroup Recommendation 5.1 of the EHNP calls for allowing 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.

### Private Sites

Capacity Analysis on private sites is driven by assumptions made on which sites will be developed after they are rezoned. While it is impossible to know what individual land owners will do with their property once it is rezoned, a Reasonable Worst Case Development Scenario (RWCDs) identifies parcels that are likely to be redeveloped through a series of assumptions. Sites were selected for the RWCDs by using a series of queries followed up by site investigation. The first criteria was the amount of floor area built on the site. Generally, sites that were more than 50% built out under proposed zoning were removed from the RWCDs. Buildings that had more than five residential units were also generally excluded since these sites usually have rent regulated tenants, which make them difficult to be redeveloped over the next 15 years. RWCDs sites also had to be a part of a reasonable development site; sites narrower than 50 feet were generally excluded if they could not be part of a larger assemblage.

After automated queries were performed, rezoning areas were examined manually to determine the development potential of sites independent of the criteria. There were a number of sites where the RWCDs criteria were overridden by using additional assumptions regarding the building or the site. Further, there were additional criteria placed on some sites that related to the specifics of the site's appropriateness for inclusion in or exclusion from the RWCDs. Examples of these situations include:

- The parking structure at the northwest corner of 105th Street and Madison Avenue is overbuilt under existing zoning and only slightly underbuilt under the proposed zoning, but it is underutilized and was included in the reasonable worst case development scenario as a site that would likely be redeveloped should it be rezoned;
- Residential buildings that are vacant – most common on Third Avenue, but also elsewhere in the study area – were assumed to be developable even though they have more than 5 units. Vacancy status was determined by the appearance of the building: if the majority of the windows were boarded or otherwise covered, it was assumed to be vacant;
- While zoning lot mergers were not generally a part of the capacity analysis, when there were large sites that were mostly vacant with small residential buildings, these residential buildings were included into an assemblage that may include a zoning lot merger;
- Land used by public schools as playgrounds was removed from the RWCDs;
- Community gardens were removed from the RWCDs, though in at least one case a garden is shown as a part of a larger assemblage assuming a zoning lot merger;

- Conditions of the Milbank Frawley Urban Renewal Area, which prohibits residential development within 100 feet of the Park Avenue viaduct, were not considered, assuming that the plan will be amended to allow development on these sites.

Once the sites included in the RWCDs were selected, different zoning scenarios were applied using Floor Area Ratios associated with Mandatory Inclusionary Housing. Unit counts assume 1,000 SF of zoning floor area per unit and that all the sites can be built to their maximum FAR. Zoning lot mergers, which would allow for FAR to be moved from neighboring properties onto RWCDs development sites, is not considered. Affordable housing followed the MIH guidelines with 25% of the total units being affordable at 60% of area median income.

### **NYCHA Sites**

Capacity analysis on NYCHA sites was developed using only existing zoning. No upzoning scenarios were tested or developed for NYCHA properties and the areas targeted for upzoning are purposely drawn around (in order to exclude) NYCHA developments. Under existing zoning, most NYCHA developments in East Harlem are underbuilt and each one was examined for sites that could take additional buildings. These sites assumed only infill housing that allowed all surrounding existing residential buildings to stay without any changes. The criteria used for selecting sites on NYCHA developments was as follows:

- Development sites must be at least 10,000 SF;
- Development sites must follow the current 60 foot building spacing rules rather than the 40 foot building spacing found in Zoning for Quality and Affordability (ZQA);
- Buildings must reasonably fit within the existing sky exposure plane and height was limited to 25 stories when larger buildings would still be allowed;
- No on-site parking would be provided and existing surface parking lots were potential development sites.

Using these assumptions, only Carver, Washington, Jefferson, Taft, Lehman and UPACA could host infill development. Some larger NYCHA developments with significant unused zoning floor area, like Wagner and Lincoln, had no development sites that met the criteria.

The 40 foot building spacing rule proposed under ZQA was studied during the process but is not reported in the plan. This rule change would allow infill development on most NYCHA developments in East Harlem, which would double NYCHA's potential infill capacity. Uncertainty over the survival of ZQA required that NYCHA capacity be studied under existing zoning and the potential of this rule change on infill housing is not included when evaluating NYCHA's capacity. If ZQA proceeds with the 40 foot building buffer rule, however, more East Harlem NYCHA properties would meet the criteria described above.

Note that NYCHA Subgroup Recommendation 5.1 of the EHNP calls for allowing 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.



## **Public Sites**

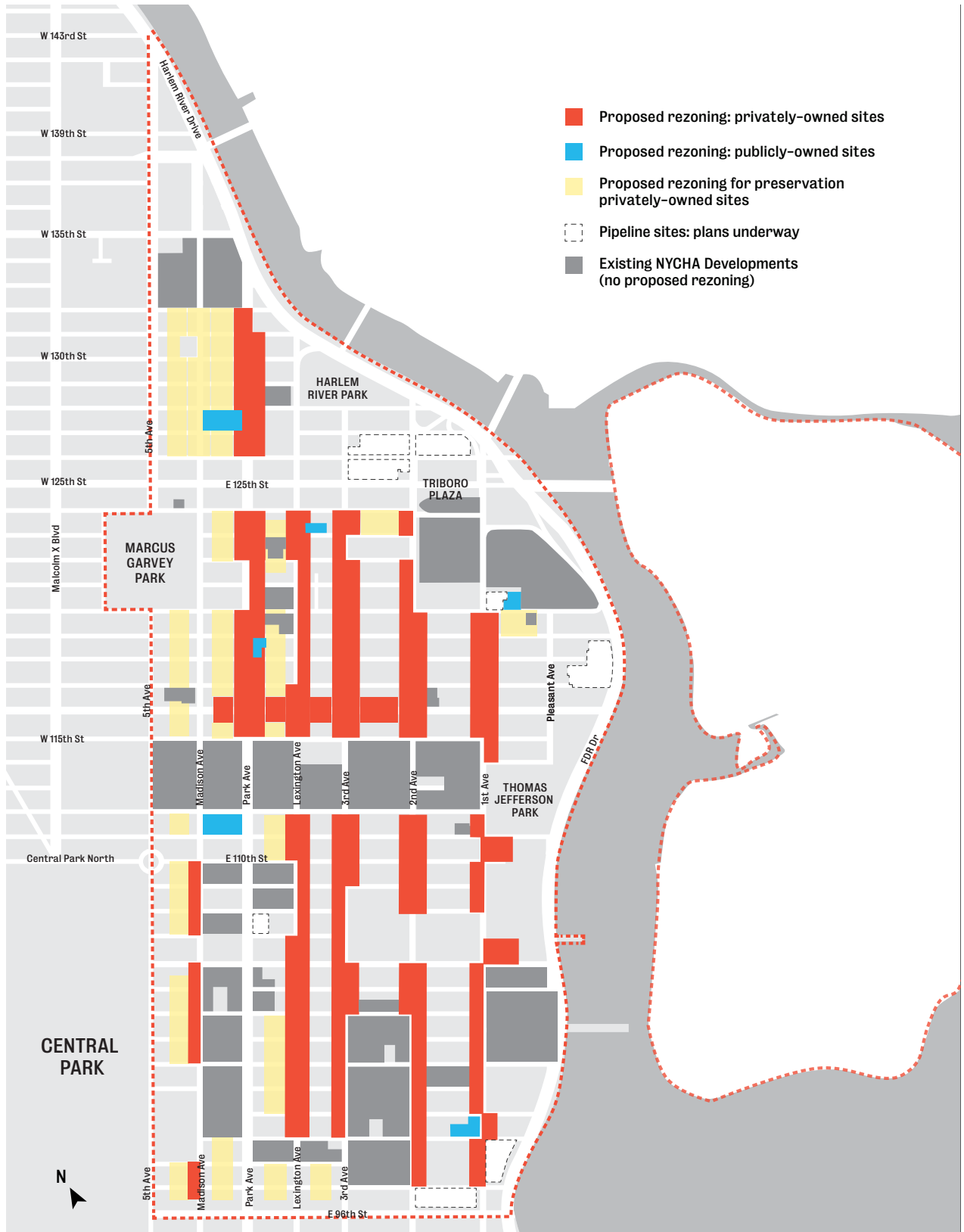
The process identified six Public Sites that are publicly-owned and that may be developed for housing at some point in the future. Some of these sites are in active discussion as to their potential for development (e.g. the Sanitation Garage at the corner of First Avenue and 99th Street) while others are speculative (e.g. the full block Urban Academy school site, the full block including the northwest corner of Park Avenue and 127th Street.) Public Sites do not include smaller scattered lots that are publicly-owned in the Community District. Many of these smaller lots are included in the RWCDs for the rezoning areas, however.

The development potential for Public Sites used different zoning assumptions than the RWCDs sites. Full block sites were assumed to be rezoned as R10 districts with some floor area set aside for community facility and ground floor commercial use. Midblock sites were assumed to be rezoned as R8, while sites that were both mid-block and wide street sites, were assumed to have mixed R8/R10 zoning. In each case, MIH floor area ratios were used and all of the units produced on these public sites were considered to be affordable, per the Steering Committee's recommendation.

## **Pipeline Sites**

Pipeline Sites are eight large private and public projects that are far enough in the development pipeline that they can be described as to the number of units, both affordable and market rate, they will produce. They may still be far from actual construction, and most still need zoning changes and to proceed through ULURP, but they are not speculative and each already has a development program. The EHNP has taken into account these development programs when tallying the number of affordable and market rate units that are likely to be built in East Harlem over the next 15 years. Units from smaller projects that are currently in development are not included in the Pipeline Sites. These may be included in the RWCDs if they meet the criteria or were known to be active development sites.

## Proposed Rezoning Areas



## Capacity Analysis Calculations

Private Sites						
Proposed Area	Proposed Zoning	Total Projected Units	Annual Units (15 yrs)	Affordability Assumptions	Total Projected Affordable Units	Annual Affordable Units (15 yrs)
1st Ave	R9	1,041	69	25% at 60% of AMI	260	17
2nd Ave	R9	1,142	76	25% at 60% of AMI	285	19
3rd Ave	R9	3,032	202	25% at 60% of AMI	758	51
Park Ave (Opt 1)	MX/R7-2 & C6-2	1,298	87	25% at 60% of AMI	324	22
Park Ave (Opt 2)	MX/R8 & C6-3D	1,934	129	25% at 60% of AMI	483	32
Lexington Ave	R7D	648	43	25% at 60% of AMI	162	11
Madison Ave	R8 or R8A	503	34	25% at 60% of AMI	126	8
116th St	R7D	360	24	25% at 60% of AMI	90	6
Public Sites	R8A and R10	2,440	163	100% affordable	2,440	163
Pipeline Projects	Various	4,596	306	Various, see below	2,891	193
	Total (Opt 1)	15,080	1,004	Total Afford. (Opt 1)	7,337	489
	Total (Opt 2)	15,896	1,046	Total Afford. (Opt 2)	7,496	500

\* These calculations do not include the potential additional units produced if Park Ave and 3rd Ave transit areas are zoned higher than proposed

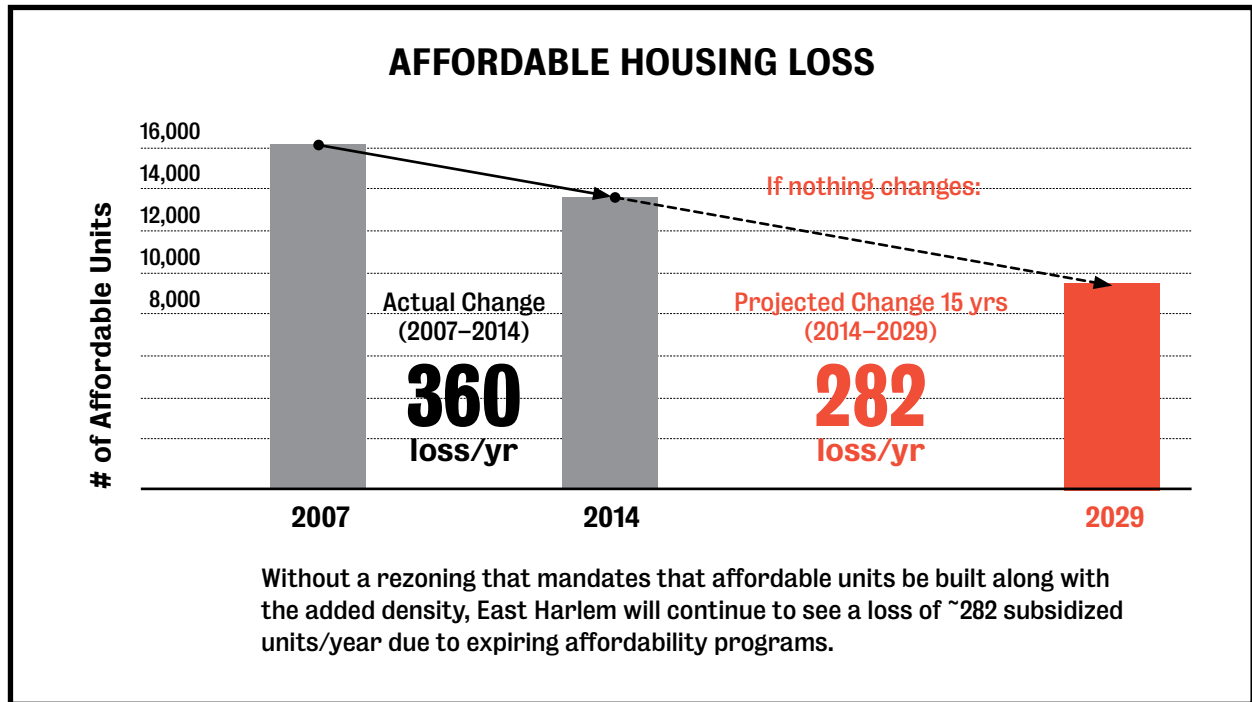
% Affordable (Opt 1) **49%**

% Affordable (Opt 2) **48%**

Public Sites			
Pipeline	# of Units	Affordability Level	# of Affordable Units
(1) Urban Assembly School	800	100%	800
(2) 111th-112th Ballfields	860	100%	860
(3) Sanitation Parking Lot	156	100%	156
(4) District 11 Sanitation Lot	256	100%	256
(5) Police Station Parking Lot	180	100%	180
(6) HRA East Harlem Multi-Service Ctr	188	100%	188
Total Number of Units	2,440		2,440

Pipeline Sites (assumptions per NYCC District Development Pipeline memo)			
Pipeline	# of Units	Affordability Level	# of Affordable Units
(1) Lexington Gardens	400	100% affordable (40-130% of AMI)	400
(2) East River Plaza	1,100	275 afford. units (30-60% of AMI)	275
(3) Coop Tech	800	240 afford. units (below 60% of AMI)	240
(4) Draper Hall Ph 1	186	100% affordable (senior Sec 8)	186
(5) Draper Hall Ph 2	131	100% affordable (below 60-130% of AMI)	131
(6) La Promesa	179	100% affordable (30-90% of AMI)	179
(7) MEC - East 125 St Development	950	800 afford. units (40-150% of AMI per RFP)	800
(8) East 126 Street Bus Depot	850	680 afford. units (AMI's to be negotiated)	680
Total Number of Units	4,596		2,891

## AFFORDABLE HOUSING LOSS ANALYSIS



Source: CB11 analysis, using RPA affordable housing database, John Krauss rent stabilization data, and NYC PLUTO database.

With the goal of trying to identify a target number of affordable units that need replacement to keep up with housing losses in Manhattan Community District 11, the Facilitators created the following table, which looks at the gross affordable housing unit loss in East Harlem's regulated housing stock over different periods. It includes older stabilized units (which are mostly affordable) as well as units in other programs. It does not include public housing, which in this analysis is assumed to remain permanently affordable. Each affordable housing program in this analysis is categorized with high and low probabilities of continuing. High probabilities (i.e. Mitchell-Lamas) were calculated at 100% loss rates, while low probabilities were categorized at 0% loss rates. Rate of change in stabilized housing was continued at an average of the preceding seven years. These losses are gross losses, and do not include new stabilized units that were built since 2007, many of which are stabilized. However, it does include some small amount of older units that were not stabilized in 2007, but which subsequently entered the program, presumably through rehabilitation.

### Changes in Rent Stabilization in Community District 11, 2007–2014

	Period	Start units	End units	Chg in units	Pct. Change	Annual loss
<b>Actual change</b>	2007–2014	16,251	13,730	-2,521	-16%	-360
<b>Projected change 10 yrs</b>	2014–2024	13,730	10,881	-2,849	-21%	-285
<b>Projected change 15 yrs</b>	2014–2029	13,730	9,495	-4,235	-31%	-282
<b>Projected change 23 yrs</b>	2014–2037	13,730	6,186	-7,544	-55%	-328

## Housing Trends Over Time

This analysis was completed by joining multiple databases. The first dataset was collected by the Regional Plan Association (RPA), which combines several databases and includes information from the Furman Center Subsidized Housing Information Project dataset, MapPLUTO, HUD Picture of Subsidized Data, National Housing Preservation Database, and the Rent Guidelines Board Regulated Buildings list.

The RPA dataset categorizes buildings in the following categories: Owned by NYCHA (or public housing), Rent Stabilized, Expiring Subsidy, and Expiring Subsidy with Rent Stabilization. This dataset is limited in that it only qualifies the building as a whole, rather than per unit. This is problematic in that in most buildings, only a portion of the units are stabilized or affordable. The second dataset seeks to mitigate this problem. John Krauss has estimated the number of stabilized units using data found through tax bills from the NYC Department of Finance.

By merging these two databases we are able to see the actual number of stabilized housing units compared to the total residential housing stock, the program they are currently in enrolled in (mostly more than one), and the expiration of these programs. Unfortunately, the Krauss data only extends back to 2007, so our analysis is focused to a time period of 2007–2014. In addition, some manual adjustment to the numbers was required using on-the-ground knowledge.

To determine total residential units over time, the total residential units given by PLUTO was summed and grouped together by the year the building was constructed. Similarly, units within buildings owned by NYCHA and market rate units were calculated in the same way.

The total number of rent stabilized units were calculated by summing Krauss's unit count from that given year. These unit counts were then grouped into two categories: units built before 1974 and units built after 1974. This was done to delineate between older stabilized housing, which has different regulations.

The number of expiring subsidy units was determined in a variety of ways. For certain buildings, a conservative estimate on the percentage of regulated units was based on each building's portfolio. For example, if a building fell under LIHTC, it was assumed that at least 20 percent of the units must be regulated. This percentage was then applied to the total residential units as provided by PLUTO.

This was not possible for many buildings, as they fell under multiple programs. For these buildings, it was necessary to research the specific number of regulated units per individual buildings. There are a variety of websites that contain databases of this information.\* Again, this was then grouped by year built and year expired to determine the number of regulated units per year.

The category Expiring Subsidy with Rent Stabilization includes data from John Krauss. As a result, it was treated similarly to the category Rent Stabilized, and unit counts were added for every given year to determine a sum.

## Mitigations

These unit counts per year are estimates. Even detailed research is not able to provide an exact number for every property. Assumptions were made in regards to percentages of regulated units based on building portfolios. The Krauss data has its own limitations. It only measures stabilized units, and not affordable

units. These numbers may in fact overlap. However, we feel this is as accurate a representation as possible of how the housing stock has changed between 2007 and 2014.

## Projected Losses

### *Regulated Units*

Regulated residential units in East Harlem were evaluated for their level of risk of being deregulated. This analysis was primarily based on the type of program that each building was categorized under according to RPA. Public Housing units, or buildings owned by NYCHA, are projected to remain indefinitely, and therefore they were not included in the analysis.

### *Risk of Rent Stabilized Units*

Rent stabilized units can be considered high risk, due to loopholes that allow buildings to fall out of rent stabilization, and the non-renewability of programs that place units under rent stabilization such as 421a and J51.

### *Risk of Expiring Subsidy*

Buildings that are classified as having an expiring subsidy could be categorized as high risk or low risk. Some of these programs are non-renewable and some can be renewed indefinitely. It is difficult to group these programs together into a category, because they have varying requirements of affordability. Buildings considered high risk are those that employ subsidies with known expiration dates. Low risk buildings have portfolios that are likely to be renewed for the foreseeable future. The table below details the program type included in the various portfolios and the assumed level of risk for expiration.

Program Type	Risk
421a	High Risk
J-51 Tax Exemption	High Risk
Section 221 (d) (3) & (4)	High Risk
Mitchell-Lama	High Risk
Rental Supplement Program	High Risk
LIHTC 4%, 9%	Low Risk
Project-Based Section 8	Low Risk
Section 202 Project Rental Assistance Contract (PRAC)/811 Supportive Housing for Persons with Disabilities	Low Risk
Project Rental Assistance Contract	Low Risk
Article 8A Loan Program	Low Risk
Project Rental Assistance Contract	Low Risk
Other HDC Mortgage	Not a Factor
Section 207/223(f)	Not a Factor
Other HCR Subsidy	Not a Factor
Rental Assistance Program (RAP)	Not a Factor
Other HUD Insurance without affordability restrictions	Not a Factor
Below Market Interest Rate	Not a Factor
Section 236	Not a Factor (Expired)

The next set of pages contain two related documents, one from July 2015 and the other from October 2015, that describe the data used to develop the stabilized housing change, and some other additional findings. The earlier document is brief and looks at Changes in Rent Stabilization in Community District 11, 2007-2014. The second document is longer, focusing on the results of the 2003 rezoning.

The data used by these documents were scrubbed for the EHNP after these memos were written. This data processing addressed anomalies found specifically in the Krauss data. The corrected data set was used in the East Harlem Neighborhood Planning process, but these memos have not been updated to reflect the corrected data. Consequently, there are small differences in how these memos report change over time and how change over time is reported in the EHNP, but these inconsistencies are small. If any differences are noted between how these memos report data, and how EHNP reports data, EHNP data is of higher quality.

\* <http://low-income-housing.credio.com/>  
<http://affordablehousingonline.com/>  
<http://section-8-housing.credio.com/>

DRAFT

**MEMORANDUM**

GEORGE M.  
JANES &  
ASSOCIATES

250 EAST 87TH STREET  
NEW YORK, NY 10128

[www.georgejanes.com](http://www.georgejanes.com)

T: 646.652.6498  
F: 801.457.7154  
E: [george@georgejanes.com](mailto:george@georgejanes.com)

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Date: July 27, 2015

To: LaShawn Henry  
Matthew Washington  
Community Board 11

From: George M. Janes, AICP

**RE: Changes in Rent Stabilization in Community District 11, 2007-2014**

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Earlier this month detailed building-by-building rent stabilization data was released to the public. The story of how these data came to be is a worthy read: <http://blog.johnkrauss.com/where-is-decontrol/>

In short, we now know, by building, the number of units in New York State's rent stabilization program for each year 2007 through 2014. The data from this effort are not perfect, but with access to the raw data we can at least dig into it and investigate questions when they occur. To make the data more useful, we have joined it with the most recent version of the City's PLUTO files so that it includes all tax lots, not just housing involved in rent stabilization. Joining with PLUTO also tags the records with year built, ownership, and other data useful in understanding how and where rent stabilization is changing.

These findings are preliminary, but I wanted to share them to help the Community Board understand changes in the rent stabilization program, especially in light of the neighborhood planning process.

#### **Change in rent stabilized units in Community District 11**

It is immediately apparent that there is considerable change occurring every year: Stabilized units in some buildings go up, others go down, and at first glance it is hard to get a sense of an overall pattern for CD11. Other Community Districts, like CD8, show a clear pattern: stabilized units are falling everywhere, and falling fast. In CD11 some buildings are gaining while others are losing, but one pattern quickly becomes clear: older buildings are losing units at a rapid pace, while newer buildings often have many new rent stabilized units coming on-line. These new units make up for much of the loss in the older units, but not all of it.

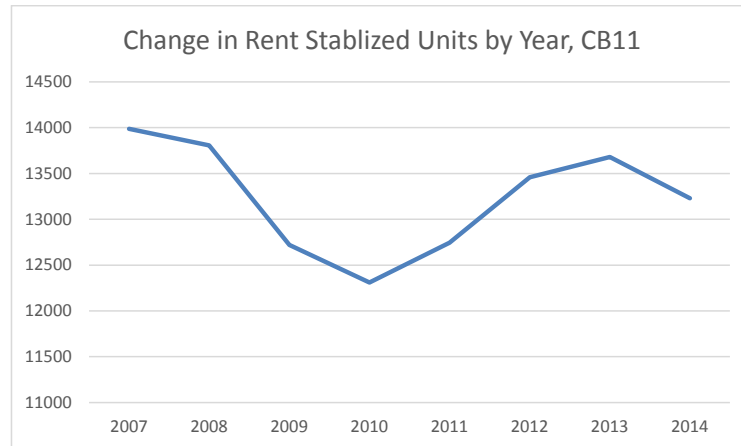
The following table shows the number of units in rent stabilization by the era built for privately owned housing:



<b>Net change in Rent Stabilized Units 2007-2014, Community District 11</b>						
<b>Private Housing Only</b>						
<b>Era housing unit was built</b>	<b>Units in Rent Stabilization, 2007</b>	<b>Units in Rent Stabilization, 2014</b>	<b>Chg in rent stabilized units</b>	<b>Pct Chg in stabilized units</b>	<b>Total units</b>	<b>Change as a percentage of total units</b>
Unknown	-	-	-	-	134	0.0%
Pre-war	9,706	8,196	(1,510)	-15.6%	19,086	-7.9%
Post-war	1,112	264	(848)	-76.3%	8,808	-9.6%
1975-2003	2,373	2,363	(10)	-0.4%	5,012	-0.2%
2004 -2014	797	2,407	1,610	202.0%	4,705	34.2%
<b>Total CD11</b>	<b>13,988</b>	<b>13,230</b>	<b>(758)</b>	<b>-5.4%</b>	<b>37,745</b>	<b>-2.0%</b>

The data show large declines in the number of units in the program for buildings that were built before 1975, almost no change for buildings built from 1975 to 2003 (chosen because that was the year of the rezoning in East Harlem), and large increases in rent stabilized units for newer buildings that have come on-line over the past 10 years.

Change in units over the period was not even. There was a large net decline (nearly 1,700) units in the period 2007 to 2010, and since 2010 there has been a net increase of over 900 units.



The reason why the decline is not steady is clear: there was little development from 2008- 2010 and new buildings tend to add to the rent stabilization stock. Without new buildings coming on-line in the 2008-2010 period, the net loss is dramatic. With new buildings coming on-line in the 2010-2013 period the number of units in the program increases.

**Policy implications**

Currently, 62% of rent stabilized units in East Harlem are in pre-war buildings. About 2.4%, or nearly 200 of these older units leave rent stabilization every year, for all reasons. Yet, East Harlem has nearly kept pace with losses--losing only 5.4% of its rent stabilized units over the 7 year period--by building more units.

More than half the units built in East Harlem in the period 2004-2014 were put in rent stabilization. If this pattern continues, in the near term, East Harlem will need about 400 new units built every year, with 50% of those in rent stabilization to keep pace with the losses in pre-war rent stabilized units.

Even if East Harlem were able to do this, and keep the number of units in rent stabilization steady, the percentage of total units in rent stabilization would continue to go down, as units continue to leave the program.

**Next Steps**

We next plan looking more closely at the data cut by subarea. The first subarea we are looking at is the 2003 rezoning area, and we will try and answer the following questions: Did more development happen inside the 2003 rezoning area than outside of it? Were more rent stabilized units lost inside the 2003 rezoning area than outside of it? Was the development that occurred inside the rezoning area qualitatively different than development that occurred outside of it? These questions are being asked to assess the impact of the 2003 rezoning.

I encourage you, however, to consider questions you may have on rent stabilization to see if this new database is able to answer these questions. Just let me know what they might be and I will see if this database can be used to answer them.

DRAFT

**MEMORANDUM**

GEORGE M.  
JANES &  
ASSOCIATES

250 EAST 87TH STREET  
NEW YORK, NY 10128

[www.georgejanes.com](http://www.georgejanes.com)

T: 646.652.6498  
F: 801.457.7154  
E: [george@georgejanes.com](mailto:george@georgejanes.com)

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Date: October 2, 2015

To: LaShawn Henry  
Matthew Washington  
Community Board 11

From: George M. Janes, AICP

**RE: Performance of the 2003 rezoning**

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In 2003 much of the southeastern portion of CB11 was rezoned. I have been asked to examine the performance of that zoning.

**Summary of Findings**

According to the stated goals of the rezoning, the 2003 rezoning in East Harlem has been effective: it has produced height limited housing that is close to the scale of the existing pre-war buildings in East Harlem. The amount of housing (as a percent of total) developed in the rezoning area is the same as the amount produced outside the rezoning area, but there were proportionally more projects in the rezoning area and the average development size was much smaller. This is consistent with a desire to match the scale of the development to the pre-war built form of the neighborhood. The rezoning did not result in much non-residential development, but volume of non-residential space was not a goal of the rezoning: rather it asked for active ground floor uses on the avenues, which was produced.

Some East Harlem issues that were important in the 2013 zoning recommendations were not a part of the 2003 rezoning: the production and preservation of affordable housing, and the development of non-residential employment producing space are areas where the 2003 rezoning performed markedly worse than the areas not rezoned. If the neighborhood plan identifies affordable housing and the production of non-residential space as goals, the CB may wish to consider the 2003 rezoning area eligible for current rezoning effort even though it was rezoned recently.

**The 2003 rezoning background:**

The 2003 rezoning was a multi-year process undertaken by the Department of City Planning and supported by CB11 and CIVITAS. CB11 approved the rezoning unanimously and it was adopted by City Council with one minor change.

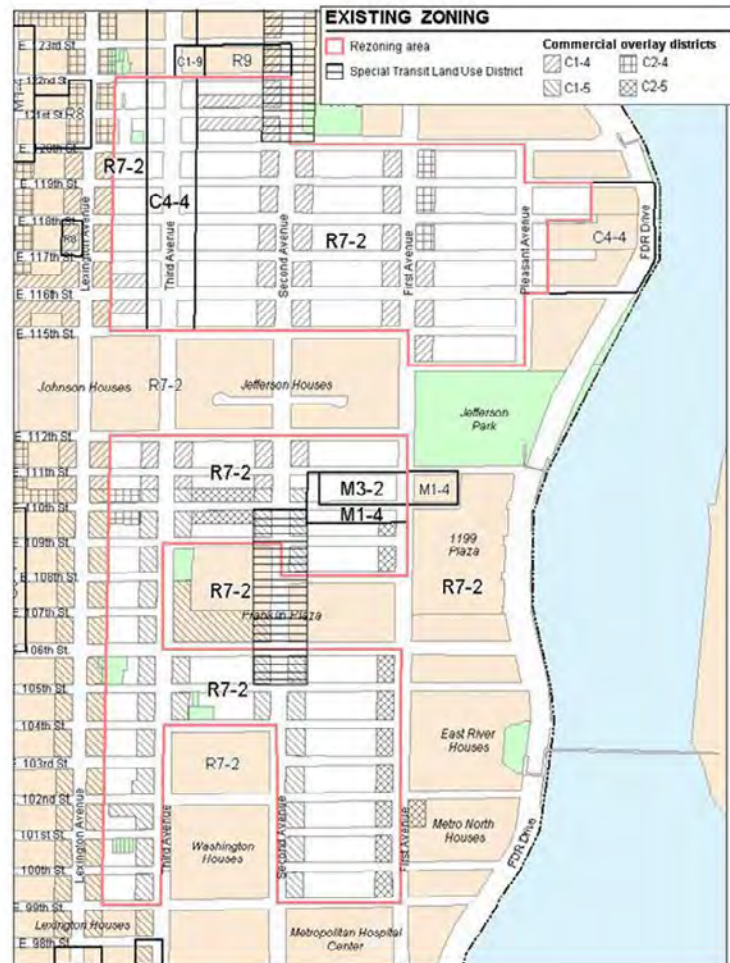
The goals of the rezoning were as follows:

- **Foster new opportunities for residential development.** East Harlem is a growing community with needs for new housing. To help satisfy that need, larger buildings would be permitted at appropriate locations.
- **Ensure that future development is consistent with neighborhood character.** Current zoning encourages tall towers set back from the street, a building form inconsistent with the prevailing character of East Harlem. Schools, health care establishments, and other community facilities can also be considerably larger than residential buildings. The contextual zoning proposed would produce new buildings more in keeping with the character of East Harlem.
- **Preserve the scale of midblocks.** Residential midblocks in East Harlem are typified by rowhouses with consistent heights and street walls that line up along the sidewalks. To preserve these midblocks, the proposal calls for contextual zoning districts that would decrease the maximum permitted size of buildings.
- **Encourage ground floor retail and service uses.** New small businesses and stores are opening throughout East Harlem to support a growing community. The proposal would extend or modify commercial zoning to provide new locations and greater flexibility for ground floor retail uses.

The rezoning area covered 57 blocks and covered much of the area between Lexington Avenue, 122<sup>nd</sup> Street, Pleasant/First Avenue and 99<sup>th</sup> Street. The rezoning area did not include large housing estates, including several NYCHA estates and 1199 and Franklin Plaza. The boundaries of the rezoning area and the 2003 zoning districts are shown in the following map:

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Most of the area rezoned was zoned as R7-2, which is a height factor district that allows tall buildings surrounded by open space, similar to the housing estates that were carved out of the rezoning area. The rezoning was changed as follows:

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Outside the avenues, the rezoning was not a major change in use or density. R7A was a small increase in allowable floor area on the narrow streets on which it was mapped; R7B was a small decrease. On the avenues, R7X was a moderate increase, while the R8A was a significant increase over the R7-2 it replaced. C4-4D constituted no increase in commercial floor area over the C4-4 it replaced, but is a significant increase in residential floor area. Regarding use, the rezoning was a major downzoning for community facility uses, which are allowed at 6.5 FAR under R7-2. The districts mapped in 2003 generally only allow community facility uses at the same FAR as residential uses.

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The other major change was the mapping of nearly entirely contextual districts, which requires a height-limited, high coverage building. These buildings are a closer match to the pre-war built form of East Harlem than the many housing estates that were built post-war. Because buildings are height limited it is much more difficult to assemble development rights from neighboring properties to build a very large building, forcing the scale of buildings to be more uniform.

### **How has the rezoning performed toward its stated goals?**

The rezoning should be evaluated against its stated goals, which in review were:

- **Foster new opportunities for residential development**
- **Ensure that future development is consistent with neighborhood character**
- **Preserve the scale of midblocks**
- **Encourage ground floor retail and service uses**

Each of these goals can be examined by looking at the changes that have taken place in the rezoning area since 2003 and comparing that change to what has happened in the CD outside the rezoning area. The rezoning area is smaller than the balance of the CD, however, so the data are normalized by comparing the percentage of development that has happened since the 2003 rezoning. Finally, since the rezoning was drawn around most public housing, and because public housing infill is largely outside the influence of rezoning, the comparison is made only on privately owned housing.

### **Foster new opportunities for residential development**

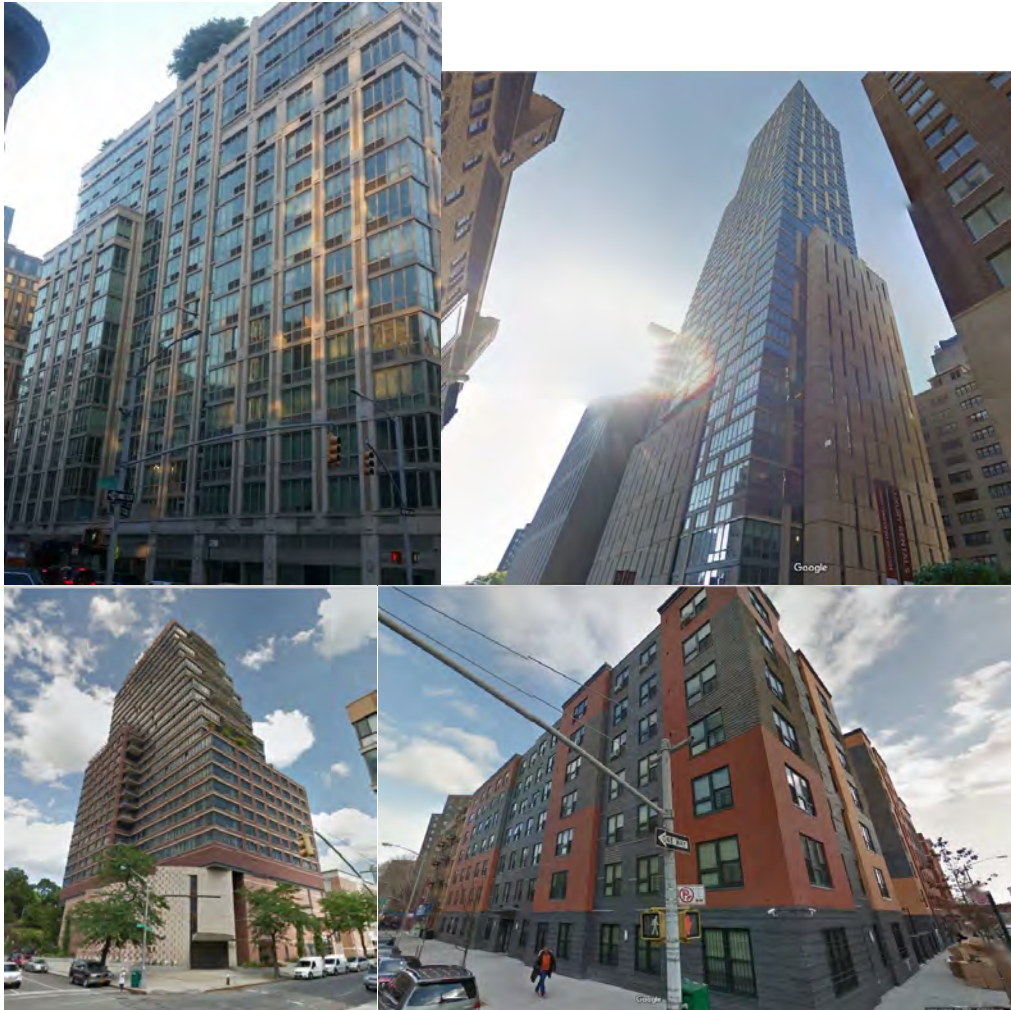
Since 2003, there has been essentially no difference in the number of residential units produced within the rezoning area, when compared to the area outside the rezoning area:

<b>Number of units in CD 11 by year built</b>		
<b>Non-public housing only</b>		
	<b>Rezoning area</b>	<b>Outside rezoning area</b>
<b>2003 or earlier</b>	10,584	22,392
<b>After 2003</b>	1,544	3,298
<b>Pct built after '03</b>	<b>12.7%</b>	<b>12.8%</b>

The nature of the development that has occurred is different, however. There were 68 projects outside the rezoning area with an average size of 49 units. There were 59 projects within the rezoning area with an average size of 26 units. The largest project within the rezoning area had 90 units, whereas outside the rezoning area there were nine projects over 100 units and four of those had more than 200.

These largest buildings outside the rezoning area are on the few higher density districts (R9, R10) in the CD, but larger buildings were also built under the R7-2.





*Four developments built outside the rezoning area (clockwise from upper left): 1510 Lexington, 10 E 102<sup>nd</sup>, in R9 districts, 2081 Madison and 1481 Fifth Avenues in R7-2 districts*

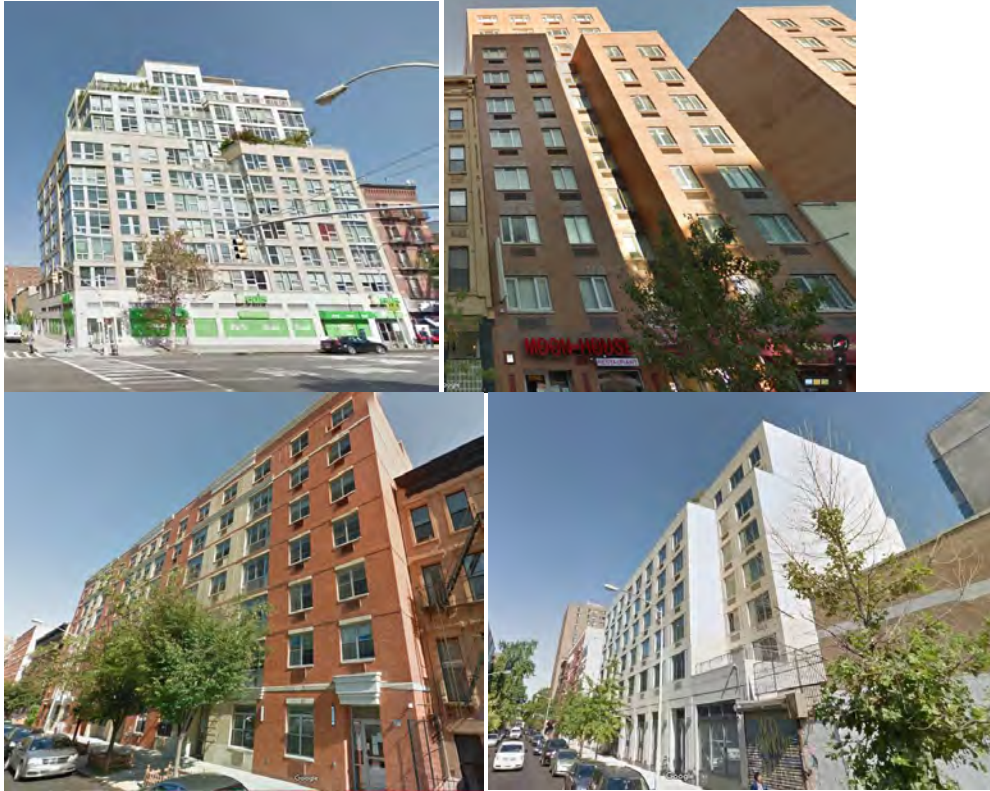
The R7-2 zoning district gives developers the option of building a taller height factor building, like 1481 Fifth (AKA “Fifth on the Park,” lower left), or a lower, height limited “contextual” building like 2081 Madison (lower right). In most places outside the rezoning area developers have chosen the contextual, or height limited building when mapped in an R7-2 district.

Inside the rezoning area developers are forced to build a contextual building:

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*Four developments built inside the rezoning area (clockwise from upper left): 2182 Third, 1810 Third (in R8A districts), 165 and 225 East 118<sup>th</sup> Street in mid-block R7A districts.*

The development that has occurred is more predictable, since developers are not given the choice as to the form of their building: the contextual envelope is restrictive and forces the construction of the buildings seen here.

The buildings tend to be smaller inside the rezoning area than outside of it. Part of the reason is that the contextual building envelope can make very limited use of floor area transferred from other sites. For example, consider this view of 2182 Third Avenue:

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Under an R7-2, some or all of the floor area from the small adjacent buildings could have been added to the development site and a taller building could have been constructed, even though the rezoning upzoned this site. Such a development rights transfer would have meant the smaller buildings would have likely remained after development. Whereas under the R8A, these smaller buildings remain underbuilt and will likely be re-developed into a new building similar to neighboring 2182 Third Avenue at some point in the future.

Fifth on the Park is an excellent example of a large building created with floor area from neighboring sites. Fifth on the Park is the result of a zoning lot merger with the neighboring community facility. All of the residential floor area from those community facility buildings is used by Fifth on the Park. Because of the difference between community facility floor area and residential floor area in the R7-2, the community facility uses still conform to the underlying zoning. This sort of building would be impossible in a contextual R7 district.

#### **Goal 1 conclusion:**

The 2003 rezoning does appear to have marginally incented development on the avenues. While the relative number of units produced inside and outside the rezoning area has been equal, there are more projects within the rezoning area, suggesting that smaller-scale development is occurring inside the rezoning area at a faster pace than outside the rezoning area. The largest projects always occur outside the rezoning area, however, reflecting either the few higher density districts in CD11, or greater flexibility in assembling development sites and floor area.

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**Goal 2: Ensure that future development is consistent with neighborhood character; and Goal 3: Preserve the scale of midblocks**

Buildings constructed under the 2003 rezoning are height limited, high coverage buildings. Buildings like Fifth on the Park cannot be constructed under the 2003 zoning. Buildings on the streets are limited to a maximum of 80 feet, while buildings on the avenues are limited to 120 feet.

Critics can argue that the R7A district is not a good fit with the existing context, however. Consider 333 East 109<sup>th</sup> Street shown in context below:



The taller gray building to the left is 333 E 109<sup>th</sup> Street. At nine stories and 80 feet, it is considerably larger than the three to five story walkups typical of older East Harlem buildings. The perceived bulk of the newer building is minimized by the required setback at 60 feet, but the dormer that projects in the center of the building adds a 7<sup>th</sup> and 8<sup>th</sup> story at the street line. The rezoning goal on the midblocks stated, “To preserve these midblocks, the proposal calls for contextual zoning districts that would decrease the maximum permitted size of buildings.” In reality, an R7A mid-block building produces a slightly larger (4.0 FAR) building than an R7-2, which is limited to 3.44 FAR.

Still, a much taller building could have been constructed in the R7-2, and if the word “size” was replaced with height, the rezoning has performed.

**Goal 2 & 3 conclusions:**

The building envelopes put in place with the rezoning are clearly more in scale with pre-war fabric of East Harlem on both the avenues and mid-blocks.<sup>1</sup> It should be noted, however, that most new development in the R7-2 district used

<sup>1</sup> It is noted that this kind of development is out of character with the post-war housing estate that covers a large minority of East Harlem: context is relative.

the optional quality housing building form, which produces the same form as the R7A, though the resultant building is a little smaller in the mid-blocks.

#### **Goal 4: Encourage ground floor retail and service uses**

The vast majority of new developments that allow commercial uses in the rezoning have commercial uses on the first floor. Development on the mid-blocks do not have commercial overlays, and so do not have commercial uses. This goal was not intended to produce significant amounts of non-residential development; rather, it was intended to produce active ground floor uses to make for better, more active streets.

#### **Goal 4 conclusions:**

Commercial space is found on the ground floor of most of the new buildings where new commercial uses are allowed. But the rezoning did not open new areas to commercial development, and the rezoning considerably scaled back the amount of non-residential floor area that could be built. As an urban design measure, I believe the rezoning succeeded. It did not succeed as a building generation measure, but that was not the intention of this goal.

### **East Harlem 2015**

Since the rezoning new goals have emerged in East Harlem that were not addressed by the rezoning. The 2013 rezoning recommendations identified producing and preserving affordable housing as an important part of those rezoning recommendations. Further, the production of non-residential spaces was also an important goal of that rezoning.

#### ***Affordable housing***

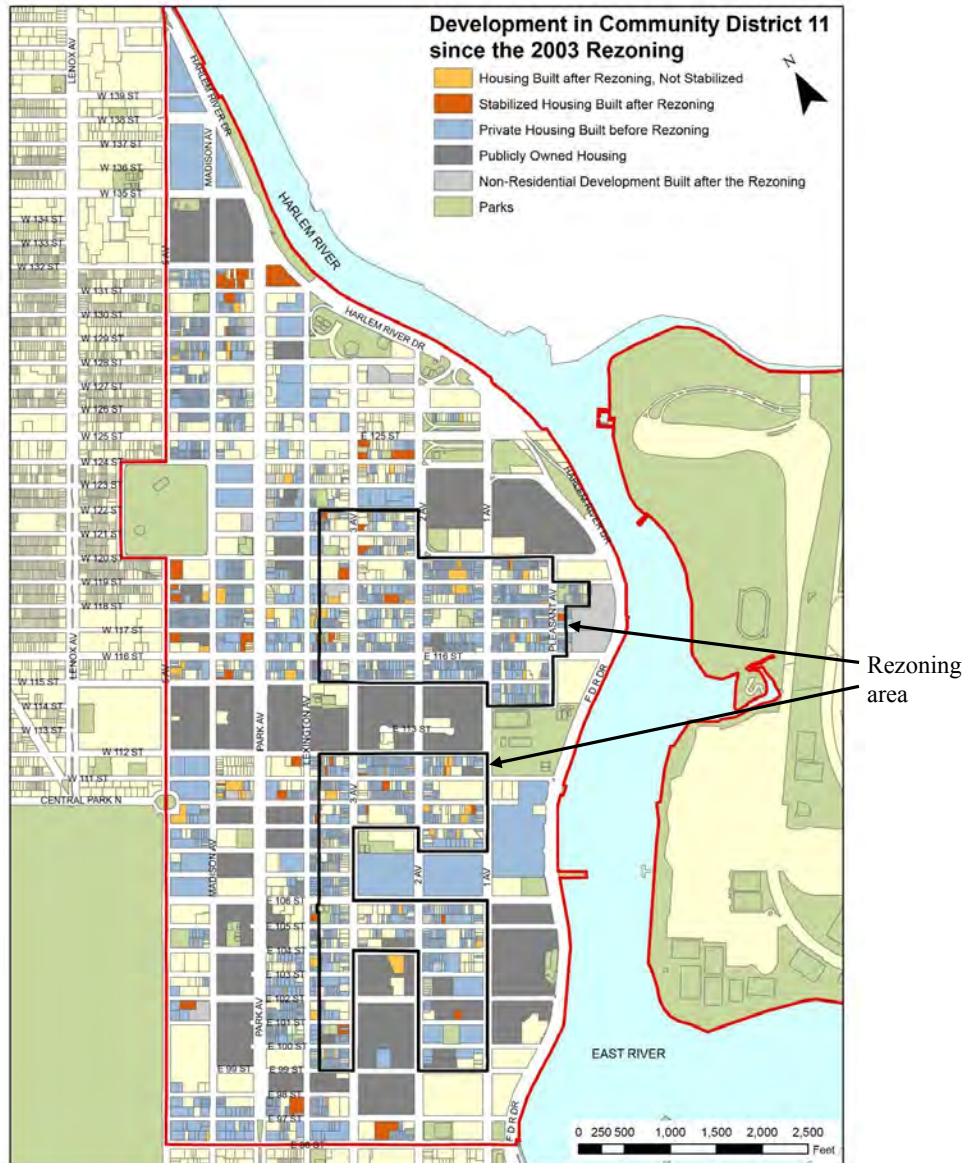
Production or preservation of affordable housing was not a stated goal of the 2003 rezoning, and the area that was rezoned lost more housing units from rent stabilization than the area outside the rezoning.<sup>2</sup> Data released in July 2015 now allow us to track rent stabilized units, by building, in the period 2007 to 2014. Those data tell us that while East Harlem is producing new rent stabilized units, it is losing older units from rent stabilization at a faster rate than it produces new ones. The loss of units in older buildings from rent stabilization is a city-wide issue, but it is happening at different rates in different parts of the City.

The following map shows all parcels with residential units. Private housing built since the 2003 rezoning are colored according to their rent stabilization status. Substantial rehabilitation of vacant or largely vacant buildings are usually counted as newly constructed buildings in this data set.

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<sup>2</sup> Stabilized units are just one component of affordability. Other components of affordability preservation and production are not a part of this analysis due to the limited availability of data.





When these data are summarized we find that the rezoning area produces far fewer stabilized units in new buildings than the area that was not rezoned.

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Net change in Rent Stabilized Units 2007-2014, by year built, CD11						
Private Housing Only						
Outside rezoning area	Units in Rent Stabilization, 2007	Units in Rent Stabilization, 2014	Chg in rent stabilized units 07-14	Pct Chg in stabilized units 07-14	Total private units CD11	Stabilized units as a pct of total
Pre-war	4,185	3,440	-745	-17.8%	9,807	35.1%
Post-war	1,060	217	-843	-79.5%	8,597	2.5%
1975-2003	1,521	1,557	36	2.4%	3,988	39.0%
2004 -2014	552	1,839	1,287	233.2%	3,298	55.8%
<b>Total outside rezoning area</b>	<b>7,318</b>	<b>7,053</b>	<b>-265</b>	<b>-3.6%</b>	<b>25,690</b>	<b>27.5%</b>
<b>Rezoned area</b>						
Pre-war	5,521	4,747	-774	-14.0%	9,142	51.9%
Post-war	52	47	-5	-9.6%	211	22.3%
1975-2003	852	806	-46	-5.4%	1,231	65.5%
2004 -2014	245	568	323	131.8%	1,544	36.8%
<b>Total rezoned area</b>	<b>6,670</b>	<b>6,168</b>	<b>-502</b>	<b>-7.5%</b>	<b>12,128</b>	<b>50.9%</b>
<b>Total CD11</b>	<b>13,988</b>	<b>13,221</b>	<b>-767</b>	<b>-5.5%</b>	<b>37,818</b>	<b>35.0%</b>

East Harlem is losing rent stabilized units at a fairly rapid pace: in the period 2007-2014 it experienced a net loss of 5.4% of its stabilized housing. But this loss is not evenly experienced geographically or by era the housing was built. Older housing is rapidly losing units from rent stabilization, but these losses are balanced by gains in new housing. The stabilized gains in new housing cannot keep up with the losses in older housing, however.

We see that the net change in stabilized units in the rezoning area was -7.5%, while outside the rezoning area the number declined by 3.6%. The difference is due to the fact that a larger number and percentage of the new units coming on line outside the rezoning area are stabilized, which nearly counteract the losses from the older units. Inside the rezoning area, many fewer of the new units enter rent stabilization so the losses in the older units are not as well balanced.

The difference may be related to the size of new construction. As discussed earlier, new buildings constructed in the rezoning area are, on average, much smaller than the buildings outside the rezoning area, and larger buildings may be more likely to participate in programs that require stabilization. While this reasoning is speculation, the rezoning area clearly performs markedly worse when it comes to the production of rent stabilized units.

### Non-residential production

The rezoning was a downzoning for non-residential floor area and when compared to the balance of CD11 produced little non-residential space:

<b>Non-residential space in CD11 by year built</b>		
<b>Privately owned only</b>		
	<b>Rezoning area (SF)</b>	<b>Outside rezoning area (SF)</b>
<b>2003 or earlier</b>	3,261,210	10,446,113
<b>After 2003</b>	393,166	2,859,433
<b>Pct built after '03</b>	<b>10.8%</b>	<b>21.5%</b>
<b>Ave. Size of new project</b>	<b>11,500</b>	<b>53,500</b>

The numbers outside the rezoning area are skewed by two large projects: the Mt. Sinai expansion and East River Plaza, but even if those two projects were removed, the average size of a non-residential development outside the rezoning area was still 27,000 SF or about 2.5 times that of non-residential development within the rezoning area. It is also not a coincidence that those two large developments are outside the rezoning area: the rezoning was not conducive to the production of very large non-residential spaces.

The districts mapped in the rezoning force developers to choose between residential and non-residential spaces: if a developer wants to include a church, for instance, the space for that church would have to come out of the residential floor area for the project. The R7-2 district offered more floor area for community facility spaces, above and beyond what residential spaces offered, which is the main reason a church can be found in the base of Fifth on Park and a school can be found next door.

Where major non-residential development happened inside the rezoning area, it happened in spite of the rezoning, not because of it. By far the largest non-residential development to occur in the rezoning area was the Silberman School of Social Work at Hunter College at 119th Street and Third Avenue:



Under the prior R7-2, this community facility building had a much more flexible building envelope; it could have been taller, or followed another building form altogether. Under the R8A, the building constructed was forced to follow this building form, and it also had less floor area available. It is unknown if the school would have used more floor area or adopted another building form had one been available to it, but it certainly would have had more options.

### Findings

As measured against its stated goals, the 2003 rezoning in East Harlem has been effective: it has produced height limited housing that is close to the scale of the existing pre-war buildings in East Harlem. The amount of housing (as a percent of total) developed in the rezoning area is the same as the amount produced outside the rezoning area, but there were proportionally more projects in the rezoning area and the average development size was much smaller. This is consistent with a desire to match the scale of the development to the pre-war built form of the neighborhood. The rezoning did not result in much non-residential development, but volume of non-residential space was not a goal of the rezoning: rather it asked for active ground floor uses on the avenues, which was generally produced.

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GEORGE M. JANES & ASSOCIATES



It is appropriate, however, to look at the 2003 rezoning through the lens of issues that are important to East Harlem in 2015. It seems unlikely that a rezoning undertaken in 2015 would have the same goals as the 2003 rezoning. Issues of affordable housing production and preservation, and the production of non-residential development have become important issues in the community, as detailed in the 2013 CB11 rezoning recommendations, and preliminary discussions from the neighborhood planning effort.

The 2003 rezoning did nothing to spur non-residential development, and in fact, made the area less attractive to non-residential development through the significant downzoning of community facility uses. Further, the number of rent stabilized units dropped considerably faster in the rezoning area than outside the rezoning area as only a minority of new units produced entered the rent stabilization program. So while the 2003 rezoning performs well against its stated goals and objectives, it has not aged well considering issues that are important to East Harlem in 2015.

If the neighborhood planning process identifies areas within the 2003 rezoning area as potential targets for increased density, or non-residential uses, or other use or form that is contrary to its existing zoning, the fact that this area was recently rezoned should not necessarily keep it from being reconsidered considering the community's current goals and objectives.

**EAST  
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