



April 25, 2016

East 111th Street Site Community Visioning Summary Report

Office of Neighborhood Strategies
NYC Department of Housing Preservation & Development



01 Introduction

Why: Development, Informed by the Community

On February 25th, 2016, the Department of Housing Preservation and Development (HPD), with the help of the Office of City Council Speaker Melissa Mark-Viverito, Manhattan Community Board 11 (CB11), the Office of Manhattan Borough President Gale Brewer, and the Department of City Planning (DCP), facilitated a community visioning workshop to gather public input for the future development of new affordable housing, community gardens, and neighborhood amenities on the East 111th Street Site in East Harlem.

This public report summarizes the results of the workshop and additional feedback received through email and post-workshop questionnaires. This report is also available on

HPD's website at <http://www1.nyc.gov/site/hpd/community/east-111-street.page> and will be attached to the Request for Proposals (RFP) issued for this Site. RFP applicants are strongly encouraged to consult it.

The purpose of the workshop was to understand community priorities, gather ideas for future development on the site, and enable meaningful and interactive participation from those who live and work in East Harlem and have an intimate understanding of neighborhood conditions and needs. HPD also held meetings with community gardeners to ensure their needs are met. Input gathered from the engagement process informed the development of the RFP for the site.

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East 111th Street Community Visioning Workshop Report Back



How: Community Visioning Workshops

The workshop was held at the Clinton Houses Community Center. Over 100 community members participated, including families, seniors, CB11 members, garden representatives, and local groups, with the majority living and working within a half mile of the site. About 36 HPD and DCP staff members facilitated at 11 different tables.

HPD designed participatory and interactive activities to gather community input on needs and desires, including:

- Housing types
- Community facility uses
- Retail types
- Affordability levels
- Site layout and urban design

Outreach for the event was conducted with the help of the Manhattan Borough President's Office, Office of Speaker Melissa Mark-Viverito, CB11, and local community organizations through door-to-door canvassing, street flying,

and email blasts to local groups.

In addition to the workshops, HPD created a paper and online feedback form with similar questions that were asked through activities at the workshop. Project partners collected feedback over the phone and in district offices. The Borough President's Office distributed 400 surveys in the neighborhood. Posters were placed along the sidewalk of the site to inform people about the site, the timeline and process, and how to submit feedback.

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Outreach and participation in numbers:

2500+ bilingual flyers distributed
100+ community members attended
245+ total questionnaires completed

Come join us for a
Community Visioning Workshop for the East 111th St. Site

Share your ideas for the development of new affordable housing & neighborhood amenities at E 111th St between Park and Madison Ave.



WHEN: Thursday, Feb 25, 2016 from 6-8 p.m

WHERE: Clinton Community Center
120 East 110th Street, New York, NY 10029
⑥ 110th St, M101, 102, M103 - Lexington Ave & 110th Street

Interactive Activities
Spanish Translation
Snacks & Refreshments
ALL ARE WELCOME!

More opportunities for feedback:
Join us for a report back of workshop results to CB11 on March 9, 2016 at 6pm
Bonifacio Senior Center
(7 E 116th St)

For Access-A-Ride transportation, please reserve 2 days in advance at (877) 337-2017

Hosted by the Office of Speaker Melissa Mark Viverito, Manhattan Community Board 11, the Office of Manhattan Borough President Gale Brewer, the Dept. of Housing Preservation & Development (HPD), and the NYC Dept. of City Planning (DCP).



Únase a nosotros para un
Taller de Visualización Comunitaria sobre El sitio ubicado en la Calle 111

Comparta sus ideas para el desarrollo de nuevas viviendas asequibles y comodidades en la calle 111, entre las avenidas Park y Madison



¿CUÁNDO? Jueves 25 de febrero, 2016 de 6-8 p.m

¿DÓNDE? Centro Comunitario de Clinton
120 East 110th Street, New York, NY 10029
⑥ 110th St, M101, 102, M103 - Avenida Lexington y Calle 110

Actividades interactivas
Interpretación en Español
Meriendas & refrescos
¡TODOS SON BIEN-VENIDOS!

Más oportunidades para compartir sus ideas:
Únase a nosotros para un resumen de los resultados del taller al CB11 - 9 de marzo 2016 @6pm Bonifacio Senior Center (7 E 116th St)

Para la transportación Access-A-Ride, por favor reserva 2 días por adelantado al (877) 337-2017

Organizado por la Oficina de la Presidente del Consejo Melissa Mark Viverito, Manhattan Community Board 11, la Oficina de la Presidente del Condado de Manhattan Gale Brewer, el Departamento de Conservación y Desarrollo de la Vivienda de NYC (HPD), y el Departamento de Planificación de la Ciudad de Nueva York (DCP).

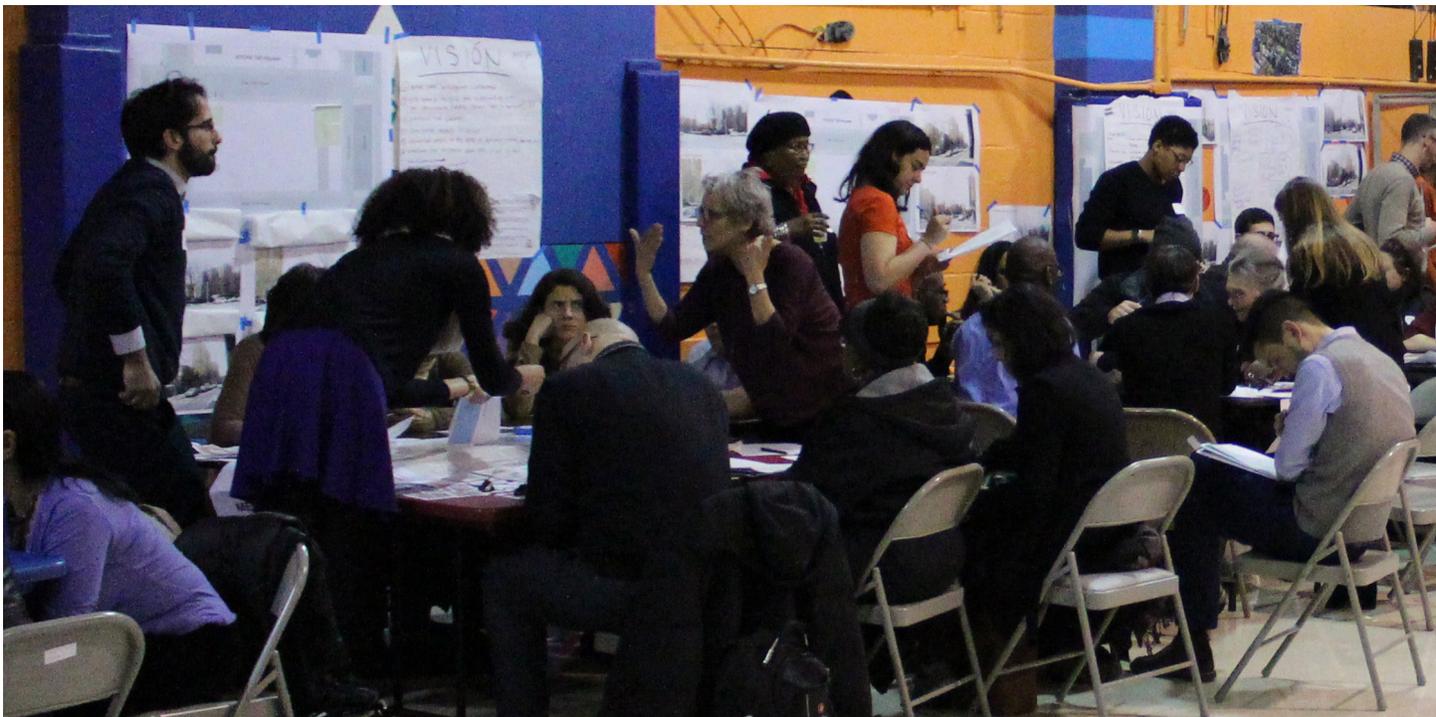


What: The East 111th Street Site

The East 111th Street site, bounded by East 112th Street, Park Ave, and Madison Ave, is a public site owned by the City of New York through HPD. The site is over 76,500 square feet in size and encompasses community gardens and a baseball field. Two privately owned parcels also exist on the block. Four community gardens will remain on the site, while two will be incorporated into other gardens within the surrounding neighborhood. The Parks Department is working with the organization that currently utilizes the baseball field to obtain a permit for another field in the area.



Community Engagement Timeline



What: Building off the East Harlem Neighborhood Plan

This initiative builds off the planning framework identified in the East Harlem Neighborhood Plan (EHNP), which is the product of a community planning process that began in May 2015 and was convened by the City Council Speaker Melissa Mark-Viverito, Manhattan Borough President’s Office, CB11, Community Voices Heard, and a diverse group of East Harlem stakeholders. The EHNP outlines a number of recommendations for the development of public sites in the neighborhood, many of which were echoed by workshop participants.

What: Incorporating Community Garden Needs



HPD and Parks met with leaders of the four gardens that will remain on site to understand the needs of the gardeners and how they might be incorporated into the future development of the site. These priorities are summarized in a document that will also be attached to the RFP. Top Left: Mission Garden; Top Right: Villa Santurce; Bottom Left: Villa Santurce Jardineras; Bottom Right: Chenchita’s. Photo Credit: Chelsea Kelley.



Previously Stated Community Goals

- Develop 100% permanently affordable housing for a mix of incomes, prioritizing deepest levels and vulnerable populations
- Promote sustainability, open space, continued community gardening, and active recreation and design
- Activate ground floors with commercial and community facility uses that serve the neighborhood
- Support small businesses and promote local economic and workforce development
- Promote walkability and pedestrian safety

Source: General principles paraphrased from the East Harlem Neighborhood Plan recommendations related to public sites. See RFP Appendix for specific EHNP recommendations related to public sites and visit www.eastharlempplan.nyc



02 Summary of Findings

Though there were many different visions for the site, the following were common threads that the majority of tables identified as priorities:

Programming

- **Housing Types:** Families, singles and young couples, seniors, and other supportive housing for those with special needs
- **Community Facility Types:** Arts and cultural center, publicly-accessible open space, active recreation facility, and other youth and workforce/economic development centers.
- **Retail Types:** Sit-down restaurant or cafe, affordable supermarket with healthy food options, and pharmacy; commercial uses in general should promote activity and enliven the street

Affordability

- Rents affordable to a wide mix of household incomes, but prioritizing extremely low and very low income households
- Strategies for affordability in perpetuity, such as community land trusts and non-profit ownership
- Options for homeownership

Site Layout & Urban Design

- Maximize the number of affordable units, while respecting surrounding context
- Create multiple buildings of varying scales with greater heights on the avenues
- Buildings should incorporate setbacks
- High quality design and green / sustainable features
- Retail should be located on the avenues
- Gardens should be located where there is access to adequate sunlight

- Safety and security strategies should be prioritized on Park Avenue
- Streetscape improvements, such as trees, benches, bike racks, and lighting, should be incorporated into the development and sidewalks
- Publicly-accessible open space (in addition to the four community gardens being incorporated into the new development)

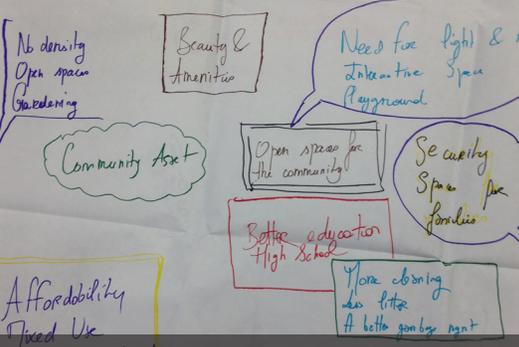
Additional Considerations

- Local hiring initiatives, fair wages, and apprenticeship programs
- Targeted marketing of new units to local residents and those that have been displaced from the neighborhood
- Willingness to work together with the community and gardeners, after developer selection

An earlier revision of these findings was presented to the CB11 Land Use Committee on March 9th, 2016, and were adjusted to include additional feedback received through March 22 from the paper and online questionnaires, email account, and additional feedback reported to CB11, Borough President, and City Council Speaker.

HPD will evaluate RFP submissions based on the quality and feasibility of the proposals, as well as how they respond to the priorities articulated by the community.

VISION TABLE 2



VISION

- GARDENS, SUSTAINABLE High-Tech
- LOW + VERY LOW INCOME HOUSING
- MIXED-INCOME
- SUPPORTIVE HOUSING
- SUPPORTIVE SERVICES/COMM. FACILITY
- LOCAL RESIDENT PREFERRED LOW MIDDLE INCOME HOUSING
- ALL GARDENS TO GO

VISION MES 6

- MAKE SURE DEVELOPMENT IS AFFORDABLE
- WE SHOULD RETAIN SOME OWNERSHIP OF SITE (BACK TO RESIDENTS)
- MAINTAIN THE GARDENS
- SOMETHING MODEST IN HEIGHT
- HOUSING OPEN TO ALL TYPES OF RESIDENTS (SENIORS, FAMILIES)
- SOMETHING THAT INTEGRATES GREEN SPACE + NOT TOO HIGH
- MULTIGENERATIONAL MULTI-GENERATIONAL DEVELOPMENT
- KEEP THE BASEBALL FIELD
- CULTURAL PROGRAMMING
- ACTIVE GROUND FLOOR

“ I love East Harlem and I want it to flourish and grow

“ A family-oriented community where there is a greater sense of belonging

Affordability
Fixed Use
Supporting local
business

General Principles from the EHNPP
Develop affordable housing for a mix of incomes, with a particular focus on deep affordability and vulnerable populations
Promote sustainability, open space, and active design facility uses
Activate ground floors with commercial and community facility uses
Support small businesses and promote workforce development
Promote walkability and pedestrian safety

Principios generales del Plan Comunitario Para El Barrio
Desarrollar viviendas económicas para una variedad de ingresos, con un enfoque en asequibilidad y las poblaciones vulnerables
Promover la sustentabilidad, espacio abierto, un jardín comunitario continuo, además a recreación y el diseño activo
Activar las plantas inferiores y las instalaciones para uso comercial y comunitario
Promover el desarrollo de pequeñas empresas y el empleo

Table #1

VISION

- REAL AFFORDABILITY
- INCLUSIVE + LOW INCOME
- PRESERVE RECREATION +
- AMENITIES (MORE!) PRESERVE OPEN SPACES
- OPEN SPACES
- RECREATION (youth) → AFTERSCHOOL

“ My kids to be able to afford to live in the neighborhood in which they grew up

SPECIALTY FOODS
DRUG STORE (LOCAL)
DESIGN SPACE
PERFORMANCE
FARMER'S MARKET

VISION

- AFFORDABILITY, ENCLAVE
- THINGS DOWNRIGHT
- COMMUNITY LANDTRUST / LONG-TERM AFFORDABILITY
- DEEP AFFORDABILITY * x2
- PUBLIC OPEN SPACE + GARDENS
- BOTANICAL GARDEN

“ Development that will accommodate the people who have lived and contributed in this neighborhood all these years, but are getting displaced due to gentrification and rising rents

- WORKFORCE DEVELOPMENT
- REAL AFFORDABILITY
- COMPREHENSIVE
- SAFE + AFFORDABLE
- STRENGTHENED COMMUNITY
- AFFORDABLE HOMEOWNERSHIP
- COMMERCIAL ACTIVATION
- EVERYTHING ABOVE + MORE

General Principles from the EHNPP
Develop affordable housing for a mix of incomes, with a particular focus on deep affordability and vulnerable populations
Promote sustainability, open space, and active design facility uses
Activate ground floors with commercial and community facility uses
Support small businesses and promote local economic workforce development
Promote walkability and pedestrian safety

General Principles from the EHNPP
Develop affordable housing for a mix of incomes, with a particular focus on deep affordability and vulnerable populations
Promote sustainability, open space, and active design facility uses
Activate ground floors with commercial and community facility uses
Support small businesses and promote local economic workforce development

TABLE 10

VISION

- CURIOUS ABOUT WHAT WILL HAPPEN
- AFFORDABLE HOUSING
- AFFORDABILITY - WHAT DOES IT MEAN FOR COMM?
- TRANSITIONAL & SUPPORTIVE HOUSING
- INTERESTED IN OUTCOME
- CONCERN ABOUT GENTRIFICATION ? HOW WILL IT AFFECT COMM?

TABLE 12

VISION

“ A space to help bring neighbors from diverse backgrounds together to socialize... Spaces where people from all walks of life feel welcome and there are opportunities for people to have meaningful and positive interactions

VISION

- very low income housing (20% AMI + below)
- union jobs + apprenticeship programs
- STABILITY + PROGRESS
- Homeownership options (AFFORDABLE) w/



General Principles from the EHNPP
Develop affordable housing for a mix of incomes, with a particular focus on deep affordability and vulnerable populations
Promote sustainability, open space, and active design facility uses

03 Desired Uses

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East 111th Street Community Visioning Workshop Report Back

As a warm up exercise, each participant filled out a questionnaire and defined his or her top three types of housing, community facilities, and retail needs in the neighborhood. A total of 75 questionnaires in both English and Spanish were collected at workshop tables, and 171 were collected through the online and paper versions. At the workshop, participants at each table worked together to design their ideal program for the site through a hypothetical building activity. Participants used tiles with images of different types of housing, community facilities, and retail uses and prioritized the uses they wanted to see built (pictured on page 8). The questionnaire results are summarized on pages 9-10.



OF TOTAL TABLES...

75% prioritized a workforce training center. About **55%** prioritized an arts / cultural center, day care, grocery, sit-down restaurant, or small business, while **45%** wanted a healing center.

“ We need access to *affordable* fresh fruits and vegetables and healthy restaurant options.

“ Living on a fixed income is hard in NYC. Let's safeguard our seniors as meaningful members of our community.

“ The community desperately needs resources to help find jobs, engage in structured recreation, and help youth through quality afterschool programs.

Types of Housing

Participants prioritized units for families, singles and young couples, and seniors as the top housing needs in the community. Other supportive housing types were also prioritized, particularly for veterans, formerly homeless, grandparents raising kids, and people with disabilities. For supportive housing and units for young couples and singles, we heard a strong preference for one bedrooms over studios. Homeownership opportunities were also mentioned as desirable.

The chart below compiles the results from the hypothetical building board activity (pictured on the previous page), summarizing the aggregate proportions of each type of housing that table participants desired to see on the site:

Housing type	Range at tables ¹	Average proportion ¹
Family	26-50%	35%
Singles / Couples	25-44%	29%
Senior	6-33%	16%
Supportive	6-25%	17%
Other	0-11%	2%

¹Percent of total "housing" tiles placed on boards. Range and averages reflect information from 11 different tables.

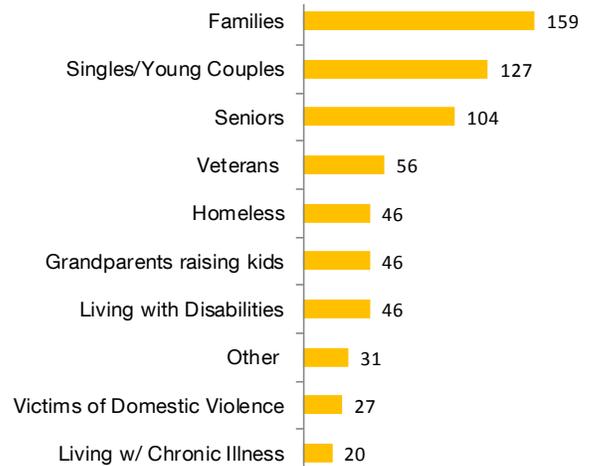
Types of Community Facilities

An arts and cultural center was identified as a top priority, with a particular focus on youth programming. Open space was another primary need, with an emphasis on preserving the community gardens and creating additional public open space. Additionally, participants voiced a desire for an active recreation facility, youth and workforce development or small business incubator, and affordable day care option. A few tables suggested a multi-purpose community center that would have youth and adult programming centered around active recreation, arts and culture, and economic development / education.

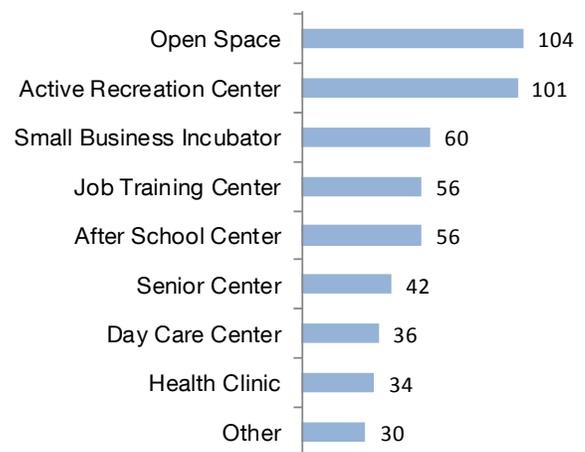


IDEA: Creating new public open space was very important to many participants. However, creating more open space means could potentially limit the number of affordable units that can be built. As a way to achieve both goals, some participants suggested creating a publicly-accessible rooftop garden on the new development.

Top 3 Housing Types



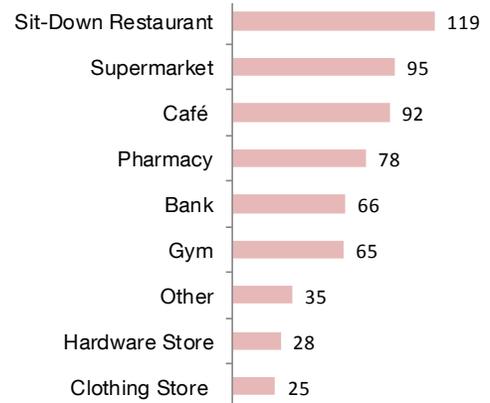
Top 3 Community Facilities



Types of Commercial / Retail

The need for more retail was a key theme, with residents noting a lack of amenities and a desire to activate blank street walls within the neighborhood. A sit-down restaurant or cafe that could serve as a community gathering space was identified as the top priority. Participants also noted the need for an affordable supermarket in the neighborhood with fresh, healthy food options, especially since the recent closing of the Pathmark on 125th Street. Participants also noted a lack of convenient access to a pharmacy, bank, or other convenience retail.

Top 3 Retail Uses



“ A small business incubator would foster entrepreneurship skills in a community that is not often provided with the opportunities to develop ideas and products.”

04 Affordability

The second activity simulated the challenges associated with making an affordable housing project work financially -- to not only build affordable housing but also maintain it over the long term. We asked participants, within these parameters, “What mix of affordability levels are most important in the neighborhood?”

The activity began with an overview of Area Median Income (AMI)¹, the neighborhood’s income distribution, and rents considered affordable to families of different household sizes and incomes. Then, each person received a limited number of tickets (representing City subsidy) that could be traded for stickers symbolizing apartments at different rent levels. In general, more tickets were needed for deeper affordability, and higher-rent units could help subsidize more affordable units. Participants had to fill their buildings with stickers using a limited number of tickets to design their mix of affordability levels. After the exercise, we asked people to share their concerns, as well as their ideal affordability mix if there were no rules.

In addition to the workshop activity, the online feedback form asked respondents what mix of affordability is most important for the site.

¹ Area Median Income, or AMI, is the measure used to describe affordability levels for households of different incomes and sizes. HUD determines the AMI for different regions throughout the U.S. each year in order for them to qualify for federal funding. AMI for the New York Metro Area in 2015 is defined as \$77,700 for a family of 3. This is known as 100% of AMI. HPD uses this AMI as a point of reference and sets its own income requirements that are tailored to New Yorkers based on a percentage of that designated AMI. For example, a family of 3 earning \$38,850 (half of \$77,700) is categorized as earning 50% of AMI.



“ A wide range of incomes is important to ensure diversity and a cohesive integrated community.”

Both workshop and questionnaire participants expressed a need for housing that served a range of incomes. While some envisioned housing on site to serve only a mix of extremely low- to low-income households, others envisioned the mix to include moderate and middle income households, particularly with homeownership opportunities, to create a more socioeconomically diverse development. The vast majority of participants desired 100% affordable housing with a focus on families earning less than 60% of AMI², and emphasizing the urgency of units for those earning 30-40% of AMI³. Some also noted that moderate- and middle-income families also need affordable homes in the neighborhood.



2 For a family of three earning approximately \$46,620
3 For a family of three earning approximately \$23,350 - \$31,080

What does it cost to build & maintain affordable housing?

Instructions

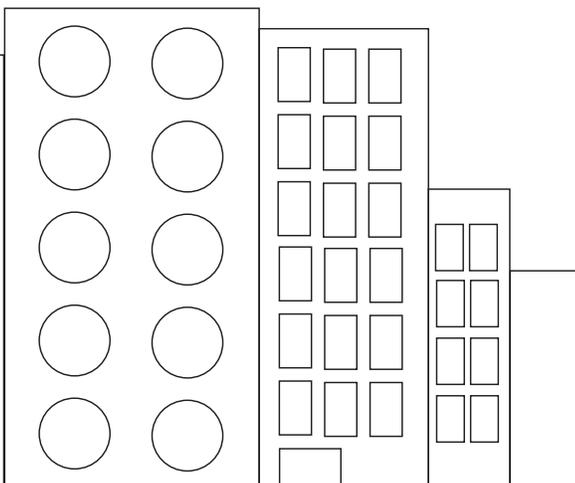
1. Each person has 20 tickets, which represent a limited amount of "City subsidy."
2. Trade in your tickets for stickers, which represent "units" affordable for a range of incomes.
3. Each "unit" differs in cost; in general, you need more tickets to subsidize deeper affordability.
4. You must fill up your building (10 stickers in total), but you don't have to use all of your tickets.
5. In the box underneath, tell us why.

Of the total Households in East Harlem (CD11)

- 19% earn 120%+ AMI
- 12% earn 81-120% AMI
- 16% earn 51-80% AMI
- 16% earn 31-50% AMI
- 37% earn <30% AMI

A majority of those earning below 30% of AMI are NYCHA households. About one third of total households in CD11 are NYCHA, earning an average median income of \$19,000.

Source: U.S. Census Bureau ACS 5 Year Estimates 2008-2012



Briefly share us your thoughts or tell us why you decided on this set of affordability levels:

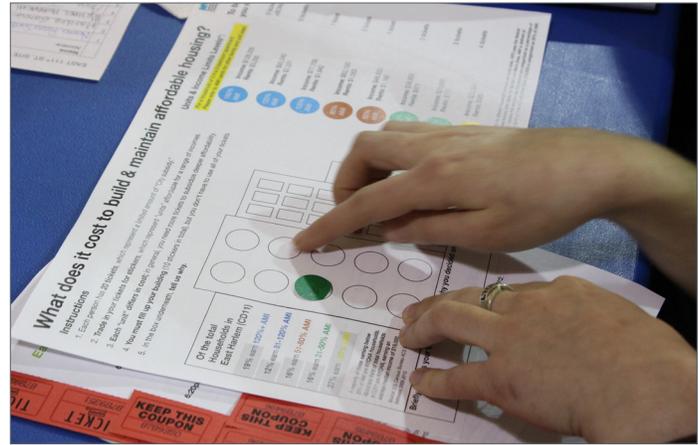
Units & Income Limits Levels*:

For a household of 3 in a 2-bedroom apartment.
Please refer to AMI cards for other family and unit sizes

AMI Level	Income	Rents	To build, you need:
165% AMI	\$128,205	\$3,205	0 tickets +BONUS1
120% AMI	\$93,240	\$2,331	0 tickets
100% AMI	\$77,700	\$1,942	1 ticket
80% AMI	\$62,150	\$1,553	2 tickets
60% AMI	\$46,620	\$1,165	1 ticket
50% AMI	\$38,850	\$971	2 tickets
40% AMI	\$31,080	\$777	3 tickets
30% AMI	\$23,350	\$583	4 tickets

*To describe affordability for different household incomes and family sizes, HPD uses the federal government's Area Median Income (AMI) figure. For the New York Metro Area, AMI is defined at \$77,700 for a family of 3. Families that earn less than this amount are categorized as a percentage of that AMI. For example, a family of 3 earning half of that figure (\$38,850) is categorized as 50% of AMI.

Participants also emphasized a desire for long-term affordability, citing strategies such as non-profit ownership and Community Land Trust models. Participants also wanted the developer to create a plan to promote local hiring, fair wages, and apprenticeship opportunities during construction.



13

Participants also emphasized a desire for long-term affordability, citing strategies such as non-profit ownership and Community Land Trust models. Participants also wanted the developer to create a plan to promote local hiring, fair wages, and apprenticeship opportunities during construction.

“ Affordability needs to be in perpetuity - Community Land Trusts can be a model to implement this. ”

“ I live in a building with a mix of incomes and it is a very exciting and meaningful expression of the history, creativity, and multiculturalism of NYC. ”

“ Too much of new development is serving the middle and upper income brackets. Those that live and work here are being priced out of the neighborhood or have already been displaced. ”

Affordability Activity Boards

05 Site Layout & Urban Design

The third activity brought urban designers from the Department of City Planning to help visualize what participants envisioned in terms of urban design and public realm improvements. The facilitators asked participants: “How should the buildings be laid out? Where should the gardens go? How should the site be connected to the surrounding area? What should it feel like walking down the street? What public amenities would you like to see and where?” Each table completed a site diagram (see pages 15-16) and street-view sketches (see page 18).

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The site design activity was influenced by the need to incorporate four community gardens into the future redevelopment plan for the site. Prior to the workshop, a number of meetings were held with the gardeners to identify their needs for the new space⁴. Access to sunlight is the most critical need, so buildings will have to be designed to minimize shadows. DCP developed a shadow analysis showing where shadows fall during various times of the day and year. Based on the location of the shadows, a majority of participants chose to locate the gardens on the eastern and southern portions of the site (along Park Avenue and E. 111th Street). However, many participants preferred site design to ensure active uses along Park Avenue to promote safety and security. Thoughtful treatment is needed here to achieve both objectives.

⁴ See additional Appendix items in the RFP for garden priorities and guidelines for relocation.

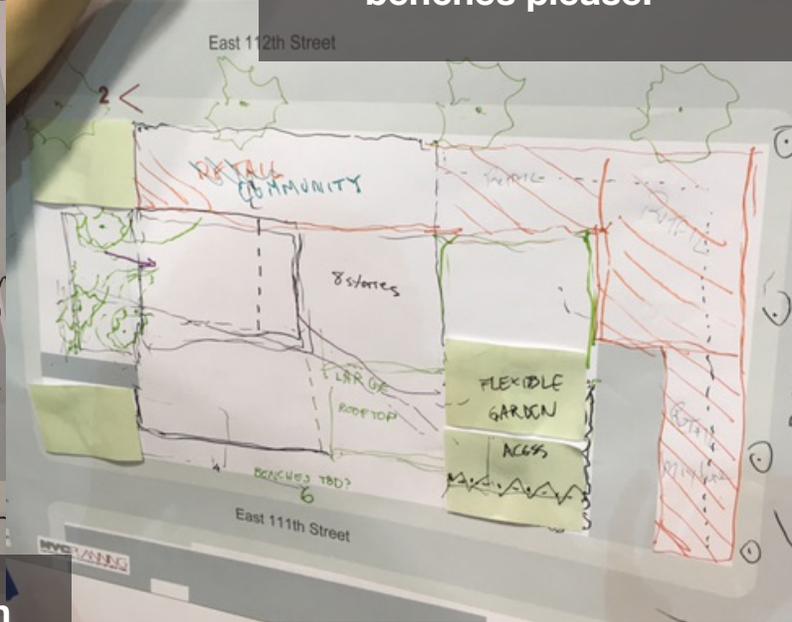
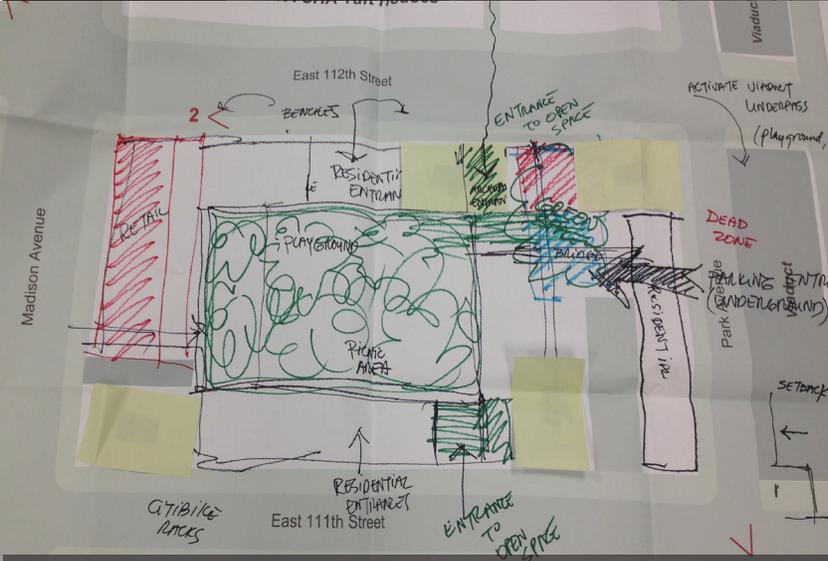


“ Maximize the number of affordable units, but be respectful of the surrounding context.

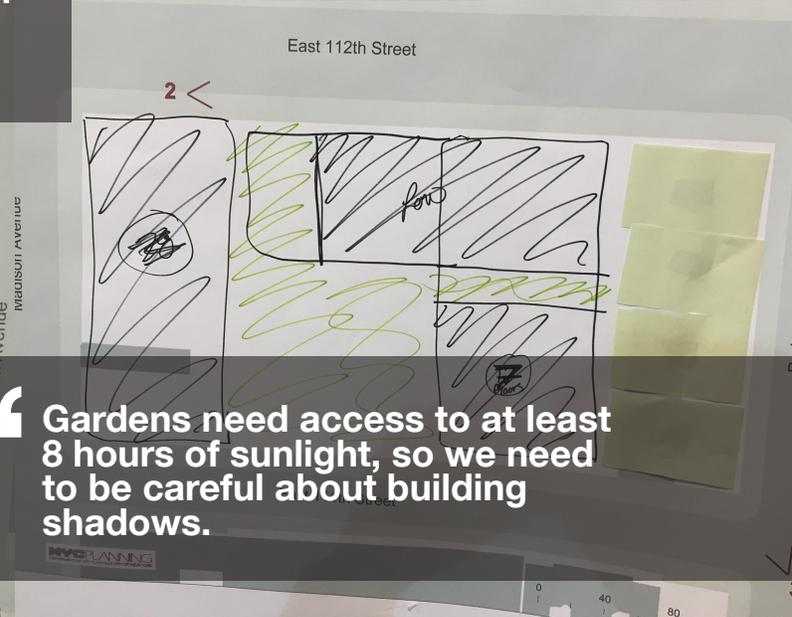
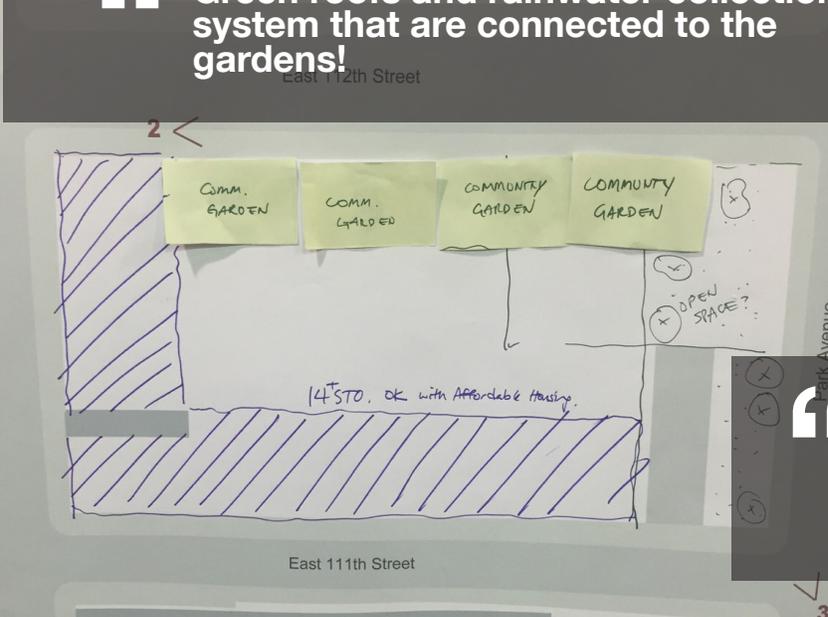
“ We need to protect and create more open space, because everyone is reducing it.



“ Street trees and benches please!



“ Green roofs and rainwater collection system that are connected to the gardens!

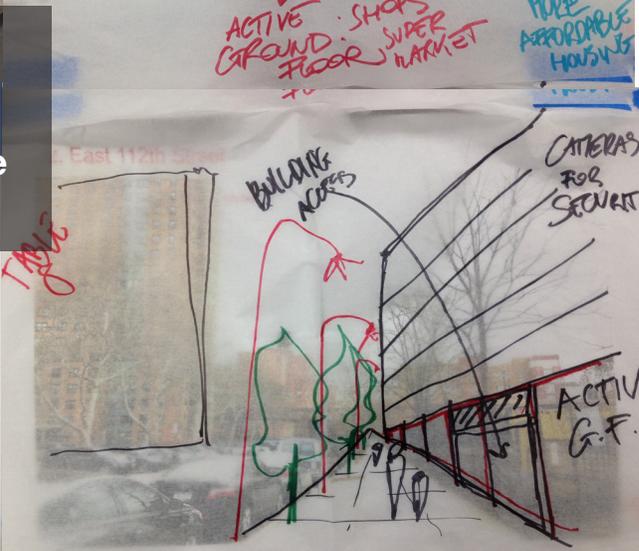
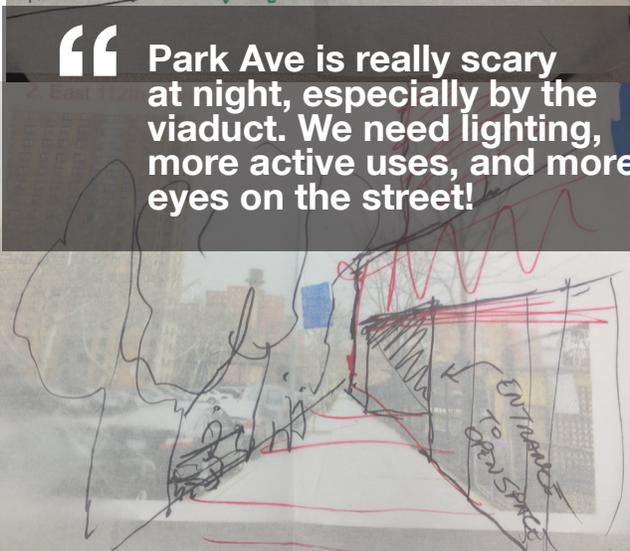
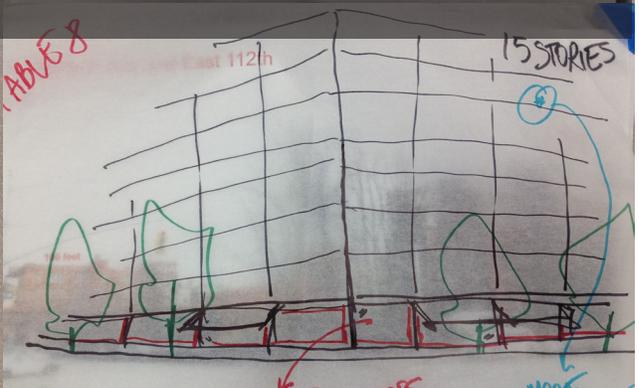
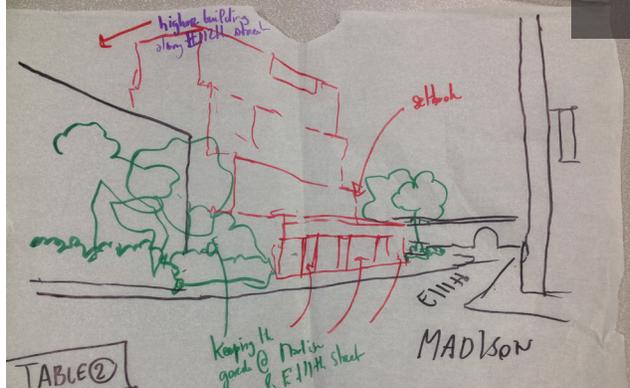
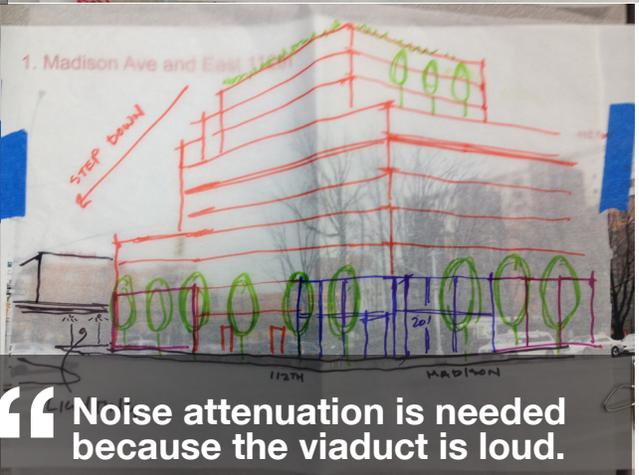
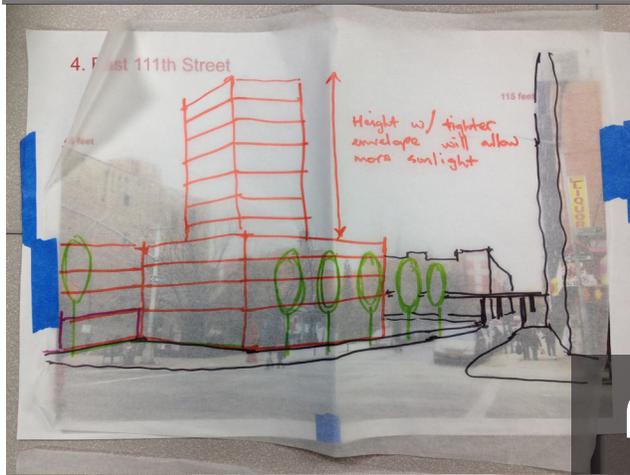
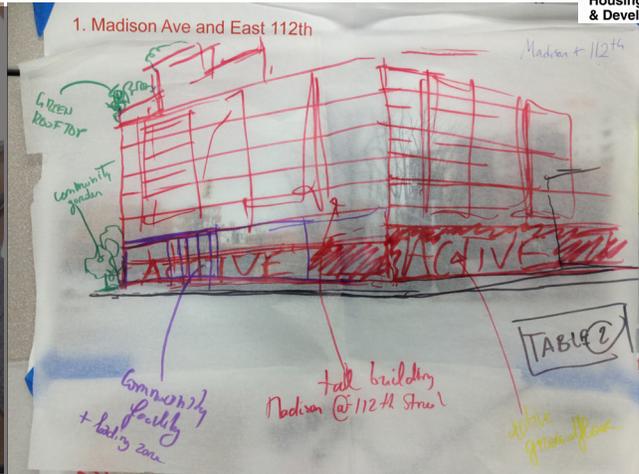
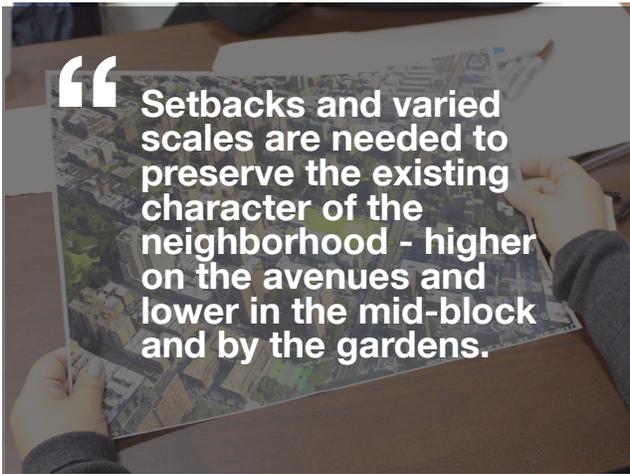


A number of participants voiced a desire to see a more active street wall, with a particular emphasis on providing retail along Park and Madison Avenues. We also heard a desire to see publicly-accessible open space in addition to the gardens, potentially through a greened area running through the block connecting 111th and 112th Streets, as well as ideas for green space on roofs. Participants noted a need for streetscape improvements around the site. Some suggestions included more trees, bicycle stations, traffic calming, benches, and street lighting. Parking was also identified as a need that could be placed underground.

We also heard a large number of participants who were willing to accept taller buildings as a trade-off for more affordable housing and to reach deeper levels of affordability. However, many participants, especially those that lived directly adjacent to the site, felt strongly that new buildings should respect the context of the surrounding neighborhood and that no structures should be taller than adjacent buildings. Majority of participants suggested maximizing building density on the avenues and stepping down on the side streets, so as to meet the different affordable housing needs in the community without overwhelming the area with tall buildings.

There was also interest in incorporating green building design into the new structures, including noise-reducing materials (particularly along the viaduct), and components such as energy efficiency, green roofs, and rainwater collection or greywater systems connected to the gardens.





“ Park Ave is really scary at night, especially by the viaduct. We need lighting, more active uses, and more eyes on the street!

Acknowledgments

We would like to thank all of the community groups and participants in the workshop for helping with outreach and taking the time to share their concerns and ideas regarding the future development of the E. 111th Street site. We would also like to thank City Council Speaker Melissa Mark-Viverito and Manhattan Borough President Gale Brewer for their co-sponsorship, workshop remarks, and their staff's help with outreach, workshop planning, and facilitation. Additionally, we want to thank Manhattan Community Board 11 for helping to plan and co-sponsor the event. We thank all project partners for their help collecting post-workshop feedback and providing comments for this report. Finally, we thank the volunteer staff from the Department of Housing Preservation and Development (HPD) and the Department of City Planning (DCP) who helped to make the workshop possible.



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