



OFFICE OF THE MAYOR
THE CITY OF NEW YORK

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November 21, 2017

The Honorable Melissa Mark-Viverito
The Honorable Bill Perkins
New York City Council
City Hall
New York, NY 10007

Dear Speaker Mark-Viverito and Council Member Perkins,

For nearly three years, we have worked to engage the East Harlem community in planning for its future. The East Harlem Initiative builds upon previous efforts by both the City and community members, including the East Harlem Neighborhood Plan, by comprehensively addressing East Harlem's needs. Zoning has been updated to promote mixed-use development that both requires affordable housing and promotes economic development through job generation. We are protecting the historic fabric of the neighborhood by preserving the low-rise character of smaller residential streets. We are making open space and public realm improvements which will improve quality of life for years to come. And, we are bringing crucial investments in infrastructure and community resources, many of them identified and reiterated by community members during the public review process.

You will find a comprehensive list of the Administration's commitments attached. As we advance our work to make these investments a reality, we are committed to public transparency and clear and regular reporting on those commitments. Pursuant to legislation passed in 2016, every City-initiated neighborhood rezoning will be subject to a public commitment tracker. My office will work closely with the Mayor's Office of Operations to input all commitments made into an online public tracker within 30 days after passage, including timeline and funding, and will produce annual progress reports to let community members and other stakeholders know how we are making progress.

I commend the East Harlem Neighborhood Plan Steering Committee for their work over the past few years. Because of our collective efforts, East Harlem will enjoy these investments, initiatives, and programs for many years to come, and we will together have made New York City more livable, equitable, and affordable.

Sincerely,

A handwritten signature in black ink, appearing to read "Alicia Glen".

Alicia Glen
Deputy Mayor for Housing and Economic Development

East Harlem Points of Agreement

Introduction

The City will advance the following comprehensive neighborhood investments in housing, transportation, public space, community services, and culture, all of which are conceived to work together to improve the quality of life for East Harlem residents. The strategies below reflect over \$178 million in new City funding for various projects and initiatives.

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Preserve Affordable Housing

Finance and Safeguard Affordable Housing

The City administers loans and tax incentives to help building owners improve the quality, physical condition, and efficiency of their properties. In exchange for financial assistance, private property owners are required to maintain rents at levels that are affordable to existing tenants, as well as limit rent increases.

1. Keep homes affordable by continuing to offer loans and tax incentives to building owners

Description: Since 2014, HPD has financed the preservation of 3,387 affordable homes in East Harlem, representing about 8% of all homes preserved across the city. HPD will continue monitoring East Harlem homes with affordability restrictions in its portfolio, and use its various financing programs to preserve and invest in the neighborhood's existing affordable housing stock.

Timeline: Ongoing

2. Continue promoting programs that help owners make repairs and preserve affordability

Description: HPD is taking a proactive and strategic approach to engaging building owners who could benefit from financing and tax incentives in exchange for maintaining affordable rents for existing tenants. HPD will continue implementing its outreach strategy, targeting property owners in East Harlem through owner outreach events, mailings, e-mails, calls, and surveying distressed properties.

Timeline: Ongoing

3. Pilot a Landlord Ambassadors Program to provide technical assistance to East Harlem property owners

Description: In addition to strategic outreach to owners, the local community identified a need for more sustained technical assistance for mission-driven, faith-based, and small- to mid-sized property owners who are interested in, but unfamiliar with, the process of securing a loan to undertake building improvements. HPD is partnering with Enterprise Community Partners to pilot a Landlord Ambassadors Program to contract with community-based organizations who will conduct outreach and provide technical assistance to owners of multifamily buildings in targeted areas across the city. The Mutual Housing Association of New York (MHANY) has been designated as the Landlord Ambassador for Upper Manhattan, inclusive of East Harlem. MHANY will work with local property owners to:

- Provide information about the benefits of using HPD financing programs.
- Navigate HPD program requirements, including regulatory requirements, and package application materials for HPD review and approval.
- Access local resources and vendors needed in order to close, construct, and operate their properties, including contractors, property managers, attorneys, and other professionals.

Timeline: FY 2017-18

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4. Fund and support the East Harlem/El Barrio Community Land Trust

Description: A Community Land Trust (CLT) is a non-profit organization that maintains control and oversight of affordable housing through ownership of land, and whose primary purpose is the creation and/or maintenance of permanently affordable housing. The CLT's land ownership, paired with a governance structure that reflects the interests of residents and the broader neighborhood, can offer a unique housing model that empowers communities. To support CLTs across the city, HPD issued a Request for Expressions of Interest (RFEI) early in 2017 to identify qualified groups interested in forming CLTs. In addition, HPD recently announced an award of \$500,000 from Enterprise Community Partners to Banana Kelly to support the efforts of the East Harlem El Barrio Community Land Trust. Over the next 24 months, the grant will fund operations and start-up support and is expected to be integrated into the budget of its first rehabilitation project of three buildings in East Harlem. HPD will continue exploring additional opportunities to partner with CLTs in Upper Manhattan.

Timeline: Banana Kelly is working through the initial predevelopment requirements in order to obtain necessary approvals for a construction loan closing by June 2019

Capital Funding: HPD will utilize the Enterprise Community Partners funding, in addition to HPD financing and other sources, to achieve the substantial rehabilitation of certain City-owned buildings in East Harlem under a CLT model. This investment will help secure affordability for existing and new residents in these properties. HPD will maximize deep affordability where feasible.

5. Implement the Neighborhood Pillars Program to help community organizations acquire rent stabilized buildings

Description: HPD and HDC are launching a new Neighborhood Pillars program to finance the acquisition and rehabilitation of existing rent-regulated buildings to protect current tenants and stabilize communities. In fast-changing neighborhoods, the sale of rent-stabilized apartment buildings is often a harbinger of rising rents and tenant turnover. However, non-profit and other mission-based organizations that want to purchase buildings in order to keep them affordable often lack the capital and financing to compete in those transactions. In response, the new program will leverage funding from private sector banking partners and philanthropic organizations to provide capital to neighborhood-based organizations well positioned to identify the buildings most at risk of speculation and rapid turnover. The City will double the capacity of the Acquisition Loan Fund to \$275 million, leveraging funding contributions from private sector banking partners and philanthropic organizations, to enable non-profits and mission-based organizations to acquire buildings that are rent-regulated, but not otherwise part of an existing affordable housing program.

Timeline: FY 2019 launch

6. Invest in capital improvements in New York City Housing Authority (NYCHA) developments within East Harlem

Description: The city will commit \$50 million in capital improvements including:

1. Modernize all ventilation in 17 East Harlem developments including 122 buildings and 12,719 apartments (\$20 million)

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2. Renovate kitchens and bathrooms at Leggett Memorial Early Childhood Center at 237 East 104th Street, Union Carver Early Childhood Center at 1565 Madison Avenue, and Union Washington Early Childhood Center at 1893 Second Avenue. Renovate playground at Jefferson Houses Early Childhood Center at 2211 First Avenue (\$7.7 million)
3. Fund a new elevator at 335 East 111th Street (\$1 million)
4. Replace boilers at Lehman Village and Wilson Houses (\$13.2 million)
5. Conduct roof and parapet work at UPACA (Site 5) (\$2.5 million)
6. Install new gas risers at Johnson Houses (\$5.5 million)

Timeline: Design would commence Q4 2018

Funding: \$50M

Promote Safe and Healthy Housing

HPD's Office of Enforcement and Neighborhood Services (OENS) works closely with other HPD divisions and community partners to identify buildings that are in poor condition; assess and develop appropriate strategies to resolve those problems; and develop plans, with responsible owners, to return buildings to firm financial footing and good physical condition.

7. Continue to improve housing quality through rigorous enforcement of the Housing Maintenance Code

Description: OENS responds to 311 calls, Housing Court requests, and building referrals by community groups and elected officials by sending inspectors to see if building conditions violate the City's Housing Maintenance Code. As part of HPD's focus on East Harlem, and in response to recommendations from the community, OENS prioritized "block sweeps" throughout the neighborhood. Through this initiative, HPD identified buildings and blocks with maintenance or other housing-related issues. HPD will continue monitoring the properties surveyed during this initiative, and will continue accepting building referrals from the community for additional surveying.

Timeline: Ongoing

Protect Tenants

Many low- and moderate-income renters, especially seniors, depend on rent regulation. Changes in the state rent regulation laws over the last few decades have resulted in a net loss of over 150,000 rent-regulated units citywide, which means landlords and owners can raise rents to market rates. The City continues to work with tenants, advocates, and the State Assembly to achieve significant reforms in the laws, but more needs to be done to save critical rent regulated housing.

8. Continue to provide free legal representation to East Harlem tenants facing harassment

Description:

Anti-Harassment Legal Services:

To support tenants who are facing eviction or harassment, the City has expanded funding for civil legal services for low-income New Yorkers. In East Harlem, the City's Human Resources Administration

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(HRA) launched the tenant legal services program in FY 2015. HRA is investing \$4.6 million of funding annually, which is fully secured through FY 2021. The program focuses on ensuring that tenants can stay in their neighborhood by providing access to legal representation that is both proactive – i.e., working with residents and tenant associations to identify patterns of harassment– and responsive to evictions and other cases tenants may face in court.

Timeline: FY 2017-2021

Expense Funding: \$4.6M annually through FY 2021

Universal Access to Counsel

In February 2017, the Mayor announced that the City will fund universal access to legal services for tenants facing eviction in Housing Court. Through a five-year implementation plan, free legal representation will be available to all tenants with household incomes at or below 200% of the federal poverty line, or roughly \$50,000 for a four-person family. Legal counseling will be available to those earning more.

Timeline: Ongoing through 2021

Tenant Support Unit (TSU)

Finally, outreach specialists with the City's new Tenant Support Unit (TSU) are going door-to-door in East Harlem, informing tenants of their rights, documenting complaints related to harassment and eviction, and making referrals to free legal support whenever necessary. Since July 2015, TSU specialists have knocked on over 28,000 doors and assisted over 1,500 tenants in East Harlem.

Timeline: Ongoing

9. Educate tenants about their rights and resources to prevent displacement

Description: HPD is committed to working with partner agencies, elected officials, and community groups to ensure tenants are aware of their rights and have access to important housing resources. HPD's Neighborhood Education and Outreach Unit hosts tenant fairs and coordinates HPD and other agency participation in community events. In addition, through its discretionary awards and Neighborhood Preservation Consultant contracts, the City Council and HPD support community-based organizations that promote and provide tenant resources.

Timeline: Ongoing

10. Continue to work with the Tenant Harassment Prevention Task Force to investigate and take action against landlords who harass tenants

Description: The Administration helped to create an interagency, multi-jurisdictional Tenant Harassment Prevention Task Force to investigate and bring enforcement actions – including criminal charges – against landlords who are found to be harassing tenants to force them to vacate rent-regulated apartments. HPD will continue to work with the Tenant Harassment Prevention Task Force to take action against landlords in East Harlem who are harassing tenants.

Timeline: Ongoing

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11. Establish a “Certificate of No Harassment” (CONH) Pilot Program

Description: In response to feedback from the community and growing interest across the city, the Administration, pursuant to legislative authorization, will enforce a pilot CONH program in designated neighborhoods, including East Harlem, to protect certain tenants from being harassed from their homes. This program will identify specific buildings which meet criteria indicating that tenants may be at risk for harassment. Owners of such buildings would be required to obtain a CONH before being granted building permits for specified covered work in the buildings.

Timeline: Within a year of legislation passage

12. Include East Harlem in the new “Partners in Preservation” initiative to develop a comprehensive anti-displacement strategy for the neighborhood

Description: HPD will include East Harlem in its new Partners in Preservation initiative. Representing our most aggressive and targeted efforts to date, Partners in Preservation will pair HPD's available data with the on-the-ground experience and work of community-based organizations to advance comprehensive anti-displacement plans in neighborhoods identified as most at risk of losing affordability. Strategies are expected to combine new and existing tools to address harassment and disrepair; provide tenants with anti-eviction legal services; protect homeowners from foreclosure and predatory activities; and help building owners access HPD financial resources to improve their buildings and preserve affordability.

Timeline: FY 2019

Expense Funding: \$500,000

Develop New Affordable Housing

13. Prioritize the development of over 2,600 affordable homes on publicly owned land

Description: The City will expedite the construction of over 2,600 units of affordable housing on publicly owned sites in East Harlem over the next several years. A few of these projects – such as the MEC Center and NIHOP/NCP RFQ Clusters– have been in development for some time, while others are being prioritized based on feedback from the community. In response to feedback from the community, the City is committing to deeper levels of affordability for the Lexington Gardens II, Sendero Verde (SustainNYC), and 126th Street Bus Depot sites, where at least 20% of all units will be set aside for households earning up to 30% of AMI. The Acacia Gardens project, which is already under construction, will primarily serve low-income and formerly homeless households.

Project Name	Agency	Affordable Units*	Affordability
Acacia Gardens	HPD	179	30% formerly homeless
			60% at 60% AMI

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			10% at 90% AMI
Lexington Gardens II	HPD	400	20% at 30% AMI
			30% at 50% AMI
			30% at 80% AMI
			20% at 130% AMI
Sendero Verde	HPD	680	10% formerly homeless
			20% at 30% AMI
			4% at 50% AMI
			34% at 60% AMI
			9% at 80% AMI
			3% at 100% AMI
			20% at 130% AMI
NIHOP/NCP RFQ Clusters	HPD	80	TBD (RFQ responses under review)
125th St MEC Center	EDC	760	TBD
126th St Bus Depot	EDC	584**	See Points of Agreement
TOTAL		2,683	

* All unit counts are estimates and subject to change prior to construction.

** Based on Environmental Impact Statement projections and the commitment that at least 80% of all homes on this site will be affordable. The actual number of affordable homes will be determined after an RFP is issued and a developer is designated.

14. Prioritize additional public sites for affordable housing development

Description: The community identified additional publicly owned sites that are currently in use by City agencies but may be appropriate for redevelopment with affordable housing. While many of these properties serve critical community functions, HPD is actively working with its partner agencies to evaluate potential relocation and incorporation into new affordable housing development on-site. HPD will conduct community engagement to inform the redevelopment of these properties through a Request For Proposals (RFP). The selection process for these RFPs will be subject to recent policy reforms, including a new preference for community development plans and experience; recognition of development experience in rehabilitation; and the use of a remainder interest, which is a legal tool that gives the City ownership of the property at the end of the initial affordability period unless HPD and the owner agree on an extension of affordability. HPD also recently revised the terms of its Extremely Low and Low Income Affordability (ELLA) and Mix and Match financing programs, to provide more homes for the

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lowest earners and also require that a portion of all homes are set aside for formerly homeless families. In addition, the City will seek to maximize the number of affordable homes, as well as the depth of affordability, as determined to be feasible for the redevelopment these sites.

- **HRA East Harlem Multi-Service Center (Site 1)**
 - The NYC Human Resources Administration (HRA) East Harlem Multi-Service Center is located on East 120th Street between 1st and Pleasant Avenues. The project will include affordable housing and may include new community/office space for Multi-Service Center tenants. RFP respondents must submit a tenant relocation plan, and the City will work with the selected developer to temporarily relocate existing non-profit tenants of the Multi-Service Center and possibly bring back select tenants to the new building.
- **NYPD 25th Precinct Parking Lot (Site 2)**
 - The New York Police Department (NYPD) 25th Precinct is located on 119th Street between Park and Lexington Avenues and includes a large surface parking lot fronting Park Avenue. The Precinct uses 75 parking spaces on a daily basis, including emergency response, school safety, and other vehicles. The project will include affordable housing and a new parking garage for NYPD vehicles.
- **DSNY 123rd Street Parking Lot (Site 3)**
 - The Department of Sanitation (DSNY) occupies a large surface parking lot on the north side of 123rd Street between Lexington and 3rd Avenues. The site is currently used as vehicle storage, including for large DSNY salt and other utility trucks, and it is expected to host additional spillover vehicles from the new Potamkin garage. The City will explore the feasibility of redeveloping this site with affordable housing and a new garage for DSNY vehicles in 2018. Any future RFP would need to be subsequent to a relocation site being identified and any related land use approvals completed.
- **Urban Assembly School (Site 4)**

The City will periodically evaluate the financial and operational feasibility of rebuilding the school at 2005 Madison Avenue to include a state of the art school building as well as affordable housing, taking into account the needs of the existing schools in the building (Urban Assembly School for Global Commerce & Promise Academy II Charter School) before, during and after any possible construction on the site.

Timeline:

In 2018, HPD will conduct due diligence, assess feasibility, and conduct community engagement to inform the redevelopment of the sites 1-2. The agency will target Q2 2019 for release of the RFPs for sites 1-2. RFPs for sites 3-4 will be released pending confirmation of feasibility.

Capital Funding: TBD

15. Continue to offer financing to incentivize the development of affordable housing that exceeds minimum MIH requirements

Description: HPD aims to affirmatively further fair housing and economic diversity by financing the development of housing that is affordable to families with a range of incomes and needs, from extremely low- to middle-income households, as well as seniors and those with special needs. HPD recently updated its financing

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terms to require that any MIH project receiving City subsidy must provide 15% more permanently affordable homes than required by the MIH program alone.

Timeline: Ongoing

16. Support mission-driven groups interested in developing affordable housing on underutilized sites

Description: The community expressed a desire to see more participation by mission-driven organizations, including faith-based groups, in affordable housing development and preservation. To assist those interested in affordable housing, a number of resources are available, including the Pre-Qualified List of Owner's Representatives and the New York City Acquisition Fund. HPD also recently introduced new policy reforms for its RFPs, including a new preference for community development plans and experience and the recognition of development experience in affordable housing preservation.

Timeline: Ongoing

17. Explore opportunities to finance the development of affordable artist housing

Description: As part of Housing New York, the City committed to building 1,500 affordable apartments for artists. Consistent with goals of the community, HPD will review proposals from private and mission-driven developers seeking to build or preserve artist housing, live/work spaces, or traditional affordable housing integrated with studio and performance spaces in East Harlem. The City will also explore artist housing on future public sites if desired by the community.

Timeline: Ongoing

Promote Economic Opportunity in Affordable Housing Development

18. Connect residents to good jobs in the building trades through the Upper Manhattan Workforce1 Career Center and the forthcoming East Harlem Satellite Workforce1 Center

Description: HPD will continue implementing HireNYC, which requires that any housing development receiving \$2 million or more in HPD subsidy post open positions with the Workforce1 system and consider qualified candidates. East Harlem residents will be able to apply for jobs through the City's HireNYC program at the Upper Manhattan Workforce1 Center located at 215 West 125th Street as well as the forthcoming East Harlem Satellite Workforce1 Center. See the "Increase access to employment opportunities for local residents" section for more information.

Timeline: Ongoing

19. Expand local hiring incentives in HPD-financed developments

Description: In all HPD RFPs for the development of City-owned property, respondents must demonstrate a plan for outreach to residents of the local community district related to employment opportunities generated by the proposed project. Applicants will be required to comply with their outreach plans and report regularly on outreach activities.

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Timeline: Ongoing

20. Expand opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) in the affordable housing development industry

Description: HPD will continue promoting the participation of M/WBEs and non-profit organizations in the development and management of City-subsidized affordable housing. Through the Building Opportunity Initiative, HPD seeks to build the capacity of M/WBE developers, contractors, and professionals. HPD's M/WBE Build Up program requires that developers of projects where HPD contributes \$2 million or more in subsidy must spend at least a quarter of all HPD-supported costs on certified M/WBE construction, design, or professional service firms.

Timeline: Ongoing

Improve Access to Affordable Housing

21. Make it easier for residents to understand, prepare for, and complete the affordable housing application process

Description: HPD recognizes that the affordable housing application process can be time-consuming, and it continues to take steps to help residents become better prepared to submit complete and accurate applications. In addition to revamping its affordable housing application and lottery education materials, HPD has been recruiting and training Housing Ambassadors in East Harlem, which are local community groups that provide free technical assistance to residents who wish to apply for affordable housing.

Timeline: Ongoing

Open Space and Public Realm

22. Expand the Harlem River Greenway Link to connect 125th and 132nd St

Description: The waterfront between E125th and E132nd streets provides a rare opportunity to build a new 7 block long waterfront park. It will provide an exciting amenity for East Harlem residents and will complete one of the last remaining gaps in the Manhattan Waterfront Greenway; today, East Harlem is essentially cut off from the Manhattan Greenway. The bulkhead and waterfront platform will be repaired/replaced and a new park constructed on top. The community has joined The New York City Department of Parks and Recreation (DPR) to design the new park, which is anticipated to include bicycle and pedestrian paths, play and picnic areas, landscaping, and other recreational amenities. The City has already committed \$18M to be used towards waterfront repair work between E125th-E132nd Streets, and is committing an additional \$83M to be used towards further open space development between E125th and E132nd Streets.

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Timeline, pending funding and implementing agency: Design to start in Spring 2019

Capital Funding: \$101M

23. Make improvements to the East River Esplanade

Description: A waterfront inspection of the East River Esplanade conducted in 2012/13 highlighted a need for structural repairs along the entire stretch of the esplanade, including various items identified between E96th and E125th streets. With funding from Mayor de Blasio and City Council Speaker Mark-Viverito, DPR is currently performing a portion of these repairs. The City plans to re-inspect the esplanade in 2018, which will result in updated cost estimates for reconstruction. As part of this POA and the City's commitment to an accessible waterfront, the City commits an additional \$15M for repairs of the East River Esplanade between E96th and E125th Streets. The scope of work for this \$15M will be determined once the updated inspection reports are received, but the funds will be earmarked specifically for the East River Esplanade between E96th and E125th Streets.

Esplanade repair and/or improvements between E96th -E125th streets (exact locations TBD)

Timeline: Inspection will begin by March 2018 and be complete by December 2018, and a scope of work will be developed by June 2019. Construction will begin by December 2023.

Capital Funding: \$15M

24. Build a comfort station in Harlem River Park

Description: Responding to strong community desire for more comfort stations in parks throughout East Harlem, a comfort station will be constructed in Harlem River Park. In order to serve the heavily used ballfields, the comfort station will be sited near the upland portion of Harlem River Park, north of E128th Street and east of the Lexington/Third Avenue Bridge.

Timeline: Design to start in 2019

Capital Funding: \$4.7M

25. Build intergeneration playgrounds to accommodate seniors in local parks

Description: Throughout the City open spaces are undergoing major renovations to offer intergenerational recreation to accommodate people of all ages in our local parks. DPR aims to serve multiple generations and users through the design of our active and passive park spaces, using a variety of amenities to invite users of all ages. Within East Harlem we have three such sites: James Weldon Johnson Playground and Playground 103, currently in construction, and Abraham Lincoln Playground, which will begin construction in late 2018.

Timeline: Work ongoing

Capital Funding: \$18.1M

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26. Improve way-finding to Randall's Island

Description: In 2014 the New York City Department of Transportation (DOT) installed bicycle way-finding signs that indicate the route to Randall's Island at the corner of 1st Ave/102nd St and at the sidewalk ramp near the east end of the block. In October 2017 the DOT Borough Engineer completed the installation of a Bike signage plan designed to bring users to the RFK and Willis Ave Bridges. While there is a bike lane leading to the Wards Island Bridge (103rd Street Footbridge) on E.102nd Street, there is currently no marked and signed return route for bikes; however, one is being planned for E.105th Street.

Additionally, DOT's pedestrian way-finding group has been planning a system of signs and a map with local stakeholders. Using in-house crews DOT will be installing new way-finding signs in East Harlem in 2018. The way-finding group started the project with a workshop at CB11 in February 2015. Since then the staff have met with the New York Restoration Project, the Department of Health and Building Healthy Communities, specifically regarding signage to direct bicyclists and pedestrians from East Harlem and the South Bronx to Randall's Island. DOT is also working with the Randall's Island Park Alliance on this East Harlem sign network plan. Once DOT has completed the network plan, DOT will share the locations with CB 11 and CB 8.

Timeline: 2018

Small Business, Workforce, and Economic Development

27. Increase access to employment opportunities for local residents

Description: The City commits to establishing a satellite Workforce1 Career Center in East Harlem in a location accessible to the public and developed with input from the community and local councilmembers. The satellite Workforce1 Career Center will offer connections to employment and training services, including services for target populations such as out of school, out of work youth aged 18-24 years old.

Small Business Services (SBS) operates 21 Workforce1 Career Centers throughout the city, providing recruitment expertise, industry knowledge, and skill-building workshops to connect New Yorkers to jobs. SBS connects more than 25,000 New Yorkers with quality employment each year.

Through the City's HireNYC policy, City contractors are required to consider New Yorkers for employment opportunities created through eligible City contracts. The City's HireNYC program leverages SBS's network of Workforce1 Career Centers to connect New Yorkers to open positions created through the City's purchases and investments. Through HireNYC and the Workforce1 Career Center system, New Yorkers have a first shot at jobs related to City projects, and employers have access to a pool of talent from the local community.

East Harlem residents will be able to access opportunities created through the City's HireNYC policy by visiting their local Workforce1 Career Center, or any of the City's 21 Workforce1 Career Centers.

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Timeline: 2019

Capital Funding: \$500,000

28. Fund local workforce development training

Description: SBS will connect East Harlem residents to trainings provided through the Workforce1 Center System. Trainings offered are employer-informed, and prepare participants to connect to quality jobs within growth sectors such as healthcare, construction, and technology. SBS will partner with local community organizations, to recruit, serve and prepare East Harlem residents for training and quality employment opportunities within in-demand, growth sectors.

Timeline: FY 2019

Expense Funding: \$150,000

29. Protect and enhance viability of local businesses

Description: Through its Neighborhood 360° grant program, SBS has funded \$1.49M to local non-profit partners. This funding will allow local partners over the next three years to staff, plan and, implement customized commercial revitalization programs for East Harlem's primary commercial corridors. Programs will be informed by the recently-completed Commercial District Needs Assessment for East Harlem and will be responsive to recommendations from the community.

- **Partner:** Union Settlement (Union Settlement is also partnering with local groups: New Harlem East Merchants Association (NHEMA) and Hope Community Inc.)

Timeline: 2017-20 (3.5 years)

Expense Funding: \$1.49M

30. Renovations of La Marqueta

Description: La Marqueta is located along Park Avenue, between E111th Street and E119th Street underneath the Park Avenue viaduct. Since its inception in 1936, La Marqueta has steadfastly remained a landmark in East Harlem. The Speaker's Office and the New York City Economic Development Corporation (NYCEDC) have engaged in a feasibility study to develop goals and a framework for future investments at La Marqueta. This work led to a conceptual plan for Lots 1 through 8 that illustrates and reflects the goals and framework developed through the feasibility study. The next step will be to move from concept phase to design phase, which is anticipated to be in FY18, after which construction is anticipated to start in the winter of 2019.

An overview of the organizational structure for La Marqueta is included as an exhibit to this POA. Moving forward, NYCEDC is open to exploring public-private partnerships to further activate the public market.

Timeline: Construction to start winter of 2019

Capital Funding: \$25M

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Transportation and Safety

31. Improve safety for visually-impaired pedestrians

Description: Accessible Pedestrian Signals (APS) are devices affixed to pedestrian signal poles or added with a supplemental pole. These devices provide information in non-visual formats, such as audible tones, speech messages and vibrating surfaces, to alert vision-impaired pedestrians when the “walk” phase is available at a given intersection. Since August 2016, DOT has installed thirteen APSs in East Harlem, and will evaluate additional crosswalks and intersections in East Harlem for the treatment.

Intersections that receive APS installations are selected based on a ranked list of intersections city-wide. DOT will commit to evaluate a list of intersections of concern provided by the local council members and respond within four months of receiving the list of requested locations.

Timeline: 13 APSs within the last year (2016-17)

Expense Funding: Approximately \$560k (13 APS installations at \$43k / installation)

32. Fund a Safe Routes to School (SRTS) study and implement new routes in East Harlem

Description: A SRTS Study was conducted in 2007. SRTS capital work has already been performed in East Harlem as a result of that initial study: work was completed at PS 7 in 2011 and at PS 72 in 2009. In the time since the first study, DOT has made sweeping citywide safety policy changes and specific capital investments that have benefitted East Harlem. Although school safety zones created in the 2007 program brought speeds near schools to 20 M.P.H., as part of Vision Zero, the City speed limit was brought down to 25 M.P.H. everywhere. Similarly, both 1st and 2nd Avenue are Vision Zero priority corridors and the safety improvements implemented on these corridors, such as pedestrian islands, benefit children, parents and residents who walk around the neighborhood, including to and from local schools.

In a new phase of SRTS projects, planned between 2020 and 2022, DOT will construct a curb extension and pedestrian island in the vicinity of PS 83, Esperanza Prep Academy, TAG Young Scholars, PS 138 and PS 146. The curb extension is planned for 2nd Ave & 109th St across the street from PS 83 and directly in front of IS 12 and the pedestrian island is slated for 1st Ave & 106th St. The curb extension and pedestrian island will slow down vehicles and improve pedestrian visibility.

Timeline: Construction to start in 2020

Capital Funding: \$1M

33. Modify parking and commercial delivery loading / unloading regulations along 125th St

Description: DOT’s Office of Freight Mobility is in the process of developing a comprehensive plan (scheduled to be released in 2018) to improve the efficiency of truck deliveries across the five boroughs, while also reducing the environmental and community impacts of trucking. As part of this study, DOT’s consultants have evaluated various commercial corridors citywide, including in the East

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Harlem area, to assess the variability of freight flow and curb access to local businesses. This information will be used to evaluate any changes to commercial loading regulations on the street, if necessary.

Timeline: 2018 (comprehensive plan to be released)

34. Build a new SBS station on 125th St and Lexington Ave

Description: DOT works closely with the Metropolitan Transportation Authority (MTA) on SBS Routes, the City's version of bus rapid transit. In the decade since SBS began, SBS routes have seen: 10-30% faster bus speeds, 10% increase in ridership, and customer satisfaction of 95%. Select Bus Routes achieve this through off-board fare collection, all-door boarding, bus lanes, bus bulbs, curb extensions, bus shelters, and real time arrival information. Also, any buses can use the bus lanes, which is an advantage for all transit. SBS began along 125th street in 2014 with the M60. To enhance the existing SBS service at Lexington Ave and 125th St, the Department of Design and Construction (DDC) will begin installation of two new bus bulbs, bus pads and a new bus shelter. This work will provide riders more waiting space as well as shelter. Extending the sidewalk to the bus lane allows for better bus operations.

Timeline: 2018

Capital Funding: Estimated \$1.5M (this estimate comes from a larger SBS contract at DDC with a higher total project cost)

35. Construct a new East 125th Street Plaza (Park Ave between E124th and E126th St)

Description: The new East 125th Street Plaza project will be constructed under the Park Ave Viaduct between E124th and E126th St and will contain a newly-constructed plaza area with amenities to expand the space's activation options. Expanded sidewalks surrounding the Metro-North station, improved crosswalks and street lighting, and traffic signal timing changes, will improve the pedestrian experience and calm traffic movements. The plaza project's sidewalk extensions also create the opportunity to provide taxi stands along Park Avenue along both sides of the plaza, which will allow for more efficient transfers between the train and taxis in all directions to and from the station. The project is currently in final design. The New Harlem East Merchants Association (NHEMA)— recently renamed Uptown Grand Central— applied to Round 7 of the Plaza Program in 2014 and is responsible for the maintenance of the plaza and leads on all community programming. NYCEDC is providing Capital planning and will oversee project implementation on DOT's behalf.

Timeline: 2018 (Start of work will follow an adjacent Metro-North Station stair improvement that is scheduled to be completed ahead of the Plaza project also in 2018)

Capital Funding: Project budget total: \$5.55M (comprised of \$4.2M in TIGER funding (federal transportation funding) with the required \$1.35M local match comprised of \$1M from the Speaker's Office and \$350k from DOT's budget)

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36. Locate additional benches in areas that provide respite for seniors

Description: The CityBench program is an initiative to increase the amount of public seating on New York City's streets. DOT installs attractive and durable benches around the city, particularly at bus stops, retail corridors, and in areas with high concentrations of senior citizens. These benches make streets more comfortable for transit riders and pedestrians, especially for those who are older and disabled. To date DOT has installed 57 benches within Manhattan Community District 11. In response to additional interest from the community, DOT will work Council Members Diana Ayala and Bill Perkins to engage the following community stakeholders to identify appropriate locations for benches through the CityBench program.

1. Manhattan North District Council of Presidents to focus on areas around NYCHA developments
2. East Harlem Community Alliance to focus on commercial and crosstown corridors
3. Health Action Center (Dept. of Health and Mental Hygiene) to focus on areas around NORCs/Franklin Plaza and East Harlem Walking Trail

Timeline: Discussions to begin in spring 2018

37. Provide funding to the East Harlem COAD (Community Organizations Active In Disasters)

Description: NYCEM works closely with the East Harlem COAD to increase the preparedness of residents in the area. In 2018 NYCEM will be piloting a training curriculum to accompany its community planning toolkit. NYCEM will pilot this training with the East Harlem COAD before rolling it out citywide to assist the COAD in its efforts and identify the areas all stakeholders in the community, including community groups, elected officials, Community Emergency Response Teams, businesses, schools, houses of worship and other groups, are needed to work together to accomplish mutual goals.

Timeline: 2018

Expense Funding: \$15,000

38. Explore locations for a new Evacuation Center for East Harlem residents

Description: NYCEM has recently conducted surveys of potential evacuation centers for East Harlem, and identified IS 88 at 215 West 114th Street as a potential location. NYCEM and its partner agencies will continue to canvass and identify appropriate locations in areas outside of evacuation zones but close to the East Harlem neighborhood. In particular, they will survey nearby schools that are accessible (or could practically be made accessible if renovations are deemed viable) and outside of the evacuation zones. IS 88 is undergoing renovations to become accessible and the work is expected to be complete for the 2019 hurricane season, at which point OEM will determine if the school is a viable option to serve as an evacuation center. In addition, NYCEM will continue to provide Homebound Evacuation Operation (HEO) to coordinate evacuation assistance for homebound individuals in East Harlem and throughout the city.

Timeline: Ongoing

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Education

39. Create three Community Schools

Description: For the 2017-18 school year, the City created three new Community Schools in East Harlem: PS 83 Luis Muñoz Rivera (City Year), PS 108 Assemblyman Angelo Del Toro Educational Complex (The Leadership Program), and Esperanza Preparatory Academy School (Union Settlement). The three new Community Schools, which are funded for five years, bring the total number of Community Schools in East Harlem to eight.

Community Schools are neighborhood hubs where students receive high-quality academic instruction, families can access social services, and communities congregate to share resources and address common challenges. Each school has a Lead Community-Based Organization (CBO) partner that coordinates and delivers comprehensive services through a Community School Director (CSD), who is a CBO employee. In addition, the Office of Community Schools (OCS) provides support and partners with other DOE departments, city agencies, and philanthropic partners, allowing schools to efficiently access resources.

Pursuant to available funding, the DOE will explore future opportunities to create additional Community Schools in East Harlem and citywide.

Timeline: PS 83 Luis Muñoz Rivera (City Year) and PS 108 Assemblyman Angelo Del Toro Educational Complex (The Leadership Program) are recipients of 21st Century Community Learning Centers (CCLC) program grants. These grants are 5-year commitments that will begin in Fall 2018 and continue to Spring 2023

40. Roll out 3K program across East Harlem

Description: 3-K for All programs will provide free, full-day, high-quality early education for three year olds, starting in fall 2017 in District 7 and 23. As a citywide initiative, our goal is to bring 3-K to all school districts citywide, to make it a universal program.

Starting in fall 2018, the DOE will expand its 3-K portfolio to include new programs in 2 additional school districts, District 4 and District 27, and each year thereafter until 2020, for a total of 8 districts. We are working closely with the Superintendents and district school principals, as well as community based organization leaders, in School District 4 on implementation. The expansion of seats for 3-year olds in these districts will continue over two years.

Timeline: 2018 (2-year implementation)

41. Improve access to early care and education

Description: The Administration for Children's Services ("ACS") has converted vacant Head Start seats into new Early Head Start seats to serve toddlers in East Harlem. This Early Head Start program, as part of the City's EarlyLearn NYC continuum of childcare programming, offers subsidized, high quality care to families who earn up to 200% of the federal poverty level in either centers or home-based care.

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Programs operate 8-10 hours per day, year round, and offer comprehensive services including developmental screenings, family support, health and mental health services. As of July 1, 2017, ACS has converted 2 classrooms among their 28 East Harlem locations in order to serve more toddlers in the East Harlem community.

Timeline: Given the overlap of DOE's early care and education programs with ACS' EarlyLearn NYC programs, EarlyLearn NYC contracts will be transferred and integrated into DOE's Division of Early Childhood Education in 2019. This integration will bolster consistent high quality standards across the publicly-funded early childhood continuum that better transitions to elementary school. ACS has already begun collaborating with DOE to begin this integration, with a goal of completion by February 2019, and DOE will manage the contracting process thereafter.

42. Install air conditioners in all East Harlem schools

Description: As part of the 2018 Fiscal Year Budget, the City has committed to ensuring every classroom in East Harlem and across the City has air conditioning by 2022. The City has dedicated \$28.75 million over the next five years to purchase and install air conditioning units and, where needed, the SCA's five year Capital Plan includes funding for electrical upgrades to support the installation of those units, providing thousands of students with a more comfortable learning environment. DOE is currently in the planning stages of this initiative.

Timeline: 2022

Capital Funding: \$28.75M (City total; not specific to East Harlem)

43. Increase number of schools that offer Career and Technical Education (CTE) programs

Description: The Department of Education (DOE) is committed to ensuring all students, including District 4 students, have the academic and technical education resources to have a pathway to a successful career.

As such, we provide various pathways to help our students achieve that success; one pathway is our Career and Technical Education (CTE) programs. The development of a school-based CTE program requires sequenced programming and three years of development to meet New York State Department of Education CTE program approval. In order to create alternate pathways to graduation, the DOE will work with the following high schools to develop two new certified CTE programs: Heritage High School and Park East High School.

While extensive funding for a CTE program is not available,, we will provide the schools with support to ensure students have the academic and industry-recognized skills that lead to high-quality college and career pathways, including technical assistance for schools, teacher per session fees, and a small allocation for technology and program supplies.

Timeline: Ongoing

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44. Increase afterschool funding for high school students

Description: The Administration has made providing high school aged youth alternatives for out-of-school time a key priority with increased funding and a steadfast commitment to support and strengthen the overall development of young people.

In Community District 11 (CD11), we serve high school youth in after-school programs at 5 Cornerstones Programs located in community centers located in Clinton, East River, Lehman, Wagner, and Johnson Houses. These programs serve 275 high school aged youth. Additionally, there are two Beacon programs located at M.S. 224 and Coalition School for Social Change. New Beacon program contracts commenced September, 2017. DYCD awards increased funding for each of our CD11 Beacon Programs from \$400,000 to \$550,000. Both contracts together total \$1.1 million per year for 3 years and represent a 37.5% percent increase in Beacon funding in the East Harlem community.

To create the RFP, DYCD held several roundtable discussions with community stakeholders, non-profits, and advocates. The new RFP allows providers to identify the age groups of focus in each community to ensure the needs of each specific community are being met.

The RFP included three major enhancements for all Beacons: each program now has increased flexibility to identify populations to provide intensive services, every Beacon program will now have a Street Outreach Worker on staff, and each Beacon will have the option of opening during the weekend and increased late night hours during the Summer months. These enhancements allow Beacons to better target high school students for services, and provide resources for them—especially in the East Harlem community where Beacons have been mobilizing over the years to act as supports for young adults.

Timeline: Contracts issued in September 2017

Expense Funding: \$1.1M per year for a 3-year contract

Arts and Culture

45. Implement the Building Community Capacity Program in East Harlem

Description: The Building Community Capacity program will support the East Harlem community in creating a strategy capable of driving action toward the arts and culture objectives identified in the East Harlem Neighborhood Plan (EHNP). In order to satisfy the City's procurement regulations and identify a grantee, an East Harlem nonprofit organization must submit an application to DCLA for funding.

Working with DCLA, the selected grantee will (i) create a work scope and strategy based on EHNP goals; and (ii) select a consultant responsible for project management. Working with consultant, the community participants will (i) lay out project tasks; (ii) develop a volunteer infrastructure consisting of an oversight committee, leadership, and working groups; and (iii) cultivate cross-sector leaders who can catalyze efforts, provide assistance, and bring additional resources.

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Timeline: 2017-19

Expense Funding: \$100,000

46. Designate historic and culturally significant buildings as landmarks

Description: The Landmarks Preservation Commission calendared the three below properties for future consideration as landmarks (the first step in the designation process). They are:

- Public School 109, 215 East 99th Street (Property 1)
 - The former Public School 109 was constructed in 1899 and transformed in 2015 into an affordable housing complex for local artists, and is architecturally and culturally significant as a Progressive-era elementary school designed by the Superintendent of School Buildings Charles B. J. Snyder. The architecture of P.S. 109 embodies the goals of urban educational and social reform at the turn of the twentieth century.
- Benjamin Franklin High School, 260 Pleasant Avenue (Property 2)
 - Benjamin Franklin High School, now the Manhattan School for Science and Math, is a Colonial Revival school from 1942 that was built to house East Harlem’s first high school. This school featured an experimental curriculum referred to as “citizen-centered community education” that was implemented and developed by the pioneering educator, sociologist, and East Harlem resident Leonard Covello, to serve the diverse immigrant community of East Harlem.
- The Richard Webber Harlem Packing House, 207-215 East 119th Street (Property 3)
 - The former Richard Webber Harlem Packing House is a historic meat market building in East Harlem, constructed in 1895 and originally part of a larger commercial slaughterhouse, meat packing and retail complex. Prominent butcher Richard Webber commissioned the architectural firm of Bartholomew & John P. Walther in 1895, to design a Romanesque Revival style building to house his operations in Harlem.

Additionally, the Landmarks Preservation Commission is expediting a detailed and comprehensive look at the First Spanish United Methodist Church (163 E111th Street) for landmark consideration due to its role in the history of the Young Lords in New York City, and will be considered by the Commission for calendaring on December 12, 2017.

Timeline: On November 14, 2017, the Commission calendared properties 1-3 for a public hearing. The public hearing for all calendared East Harlem properties will be held in Spring 2018.

[Health](#)

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47. Fund targeted local marketing for the NYC Well program

Description: DOHMH has developed an ad campaign promoting NYC Well, planned for rollout in Winter 2018. Ad placements are planned for East Harlem, and will include bus shelters, nail salons, barber shops, and LinkNYC kiosks.

Timeline: 2018

48. Expand mental health first aid training, with a focus on youth

Description: Mental Health First Aid (MHFA) training is for individuals ages 18 and older. The Youth MHFA training, offered citywide, is designed to teach adults how to address the needs of adolescents (ages 12-18).

DOHMH has recently received clearance from the National Council for Behavioral Health (the owners of the curriculum) to extend MHFA training to 17 year olds as long as they are high school seniors. DOHMH will be meeting with DOE to roll this out to high school seniors in the coming school year and will seek to target schools in East Harlem.

In addition, DOHMH will be launching a MHFA public awareness campaign in mid-December, and will include targeted marketing to East Harlem. DOHMH will continue to make MHFA trainings available to all interested community partners.

Timeline: 2017-18

49. Conduct outreach and identify new OOPP providers in East Harlem

Description: In response to requests for more Opioid Overdose Prevention Providers (OOPP's) to train East Harlem residents to administer naloxone, DOHMH has alerted community leaders to the 21 OOPP's currently working in East Harlem. Community members who would like to go to these sites to get a kit should call in advance to ensure availability. DOHMH is committed to helping additional interested organizations become OOPPs.

Timeline: 2017

50. Create DOHMH East Harlem Neighborhood Health Action Center

Description: The East Harlem Neighborhood Health Action Center provides co-located health and social services, including SNAP and Health Insurance enrollment, HIV/AIDS programs, nutrition education and cooking classes, urban gardening and physical activity programs, mental health services for children and families, as well as a Federally Qualified Health Center (FQHC) and a community kitchen. The centers are located at 158 East 115th St. and 161 East 110th St.

Timeline: Opened April 2017

Capital Funding: \$1.7M

Expense Funding: \$1M / year

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Sustainability

51. Coordinate with Agencies to incorporate green infrastructure into city projects

Description: Department of Environmental Protection (DEP) will partner with DPR, DOT, HPD, and EDC to incorporate green infrastructure into new development and public property retrofit projects when possible.

Timeline: Ongoing

52. DEP will seek opportunities in the district to connect with existing homeowners and new developers to expand the Green Infrastructure Grant Program to private properties throughout CD11

Description: DEP offers a grant program for private property owners in New York City. The minimum requirement is to manage 1" of stormwater runoff from the contributing impervious area. In order to educate properties owners on the program, DEP will partner with the councilmember of District 8 on events involving homeowner outreach for the Green Infrastructure Grant Program.

Timeline: Ongoing

Sanitation

53. Working with community stakeholders, plan for the development of an enclosed consolidated DSNY sanitation facility for M10 and M11, which meets LEED gold standards

Description: DSNY will immediately begin planning for a permanent, long-term facility to serve District 11 sanitation needs, which includes the following goals:

- Explore options for a permanent consolidated facility that could house multiple garages, including: District 11, District 10, District 9, and/or the Manhattan Lot Cleaning Unit.
- Assess suitable sites for the permanent facility that will serve residents for the next 100 years. Explore all City-owned sites and appropriate privately-owned sites in Manhattan Community Boards 9, 10, and 11, as well as potential acquisition of the entire Block 1792.

DSNY will engage with local stakeholders on a quarterly basis starting in Q4 2017. The stakeholder group will include representatives from Community Board 11, the local Council Member, the Manhattan Borough President, and additional members that the stakeholders identify. The stakeholder group will provide feedback and accountability on the following tasks:

1. Developing a shared vision with H+H for future use of existing East 99th Street DSNY facility that reflects the needs of H+H and the community.

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2. Providing ongoing community feedback on the construction and operation of the East 127th Street facility.
3. Formalizing a community-engagement process for planning a permanent consolidated facility. This process will include clear benchmarks:
 - Establish shared priorities/goals with the stakeholder group for the permanent sanitation facility (Q2 2018).
 - Share site and building program options with the stakeholder group, including a survey of viable sites, potential building programs for each site, costs associated with acquiring and building a garage on each site, and the critical path to acquiring and developing those sites (Q4 2018).
 - Community consensus and agreement on preferred alternative site (Q2 2019).
 - Contingent on the above, timeline and further milestones for site selection, budget allocation, feasibility, design, and construction (Q2 2019).
 - Contingent on establishing community consensus on a proposed site and securing the necessary funding to develop the facility. DSNY's goal is to complete a facility by 2027.

Timeline: 2017-27

Capital Funding: To be determined

Follow-up Actions

54. Integrate subway station entrances into building envelopes at East 116th Street and Lexington Avenue

Description: The City will pursue a follow-up zoning action to include provisions for the integration of subway entrances into building envelopes at East 116th Street and Lexington Avenue. Such integration is to include potential subway stair relocation and renovation requirements, subject to consultation with MTA.

Timeline: To commence in 2018

55. Study parking requirements in East Harlem

Description: City Planning will study parking requirements in the East Harlem area, and pursue follow-up action if deemed appropriate.

Timeline: Study to commence 2019

56. Establish a height limit in the R10 district on Park Ave between East 122nd and East 124th Streets

Description: The City will introduce a follow-up zoning text amendment to restrict building heights on the section of Park Avenue between 122nd and 124th Streets zoned R10. City Planning will determine

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appropriate height limits after gathering input from community stakeholders, including elected officials and a height limit of 275' will be in scope.

Timeline: Referral of zoning text by end of 2018

57. Follow up correction to height limit on Park Ave between East 115 and East 118 Streets

Description: The City will introduce a follow-up zoning text amendment to further restrict building heights in this section of Park Avenue to 125' in the R7D and 145' in the R8A district.

Timeline: Referral of zoning text by end of 2018

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Exhibit 1: La Marqueta Organizational Structure

Friends of La Marqueta

Friends of La Marqueta (FoLM) would be an independent, incorporated not-for-profit with fundraising capacity. The organization would be formed by local community leaders and be inclusive and open to the public. FoLM would engage with all stakeholders, including NYCEDC, the Market Partner (defined below), the La Marqueta Vendor Association, elected officials, key community members and groups, Community Board 11 and market customers. If FoLM is not formed within 6 months of the POA agreement date, NYCEDC shall not seek to advance a partnership with FoLM as described below.

NYCEDC expects to enter into a Memorandum of Understanding (MOU) with FoLM to outline the expected scope and obligations of FoLM as NYCEDC works towards redevelopment of La Marqueta.

The roles and responsibilities of FoLM would include:

- Develop strategic vision in consultation with NYCEDC;
- Develop goals and metrics for evaluating market performance;
- Partner with NYCEDC to advance the WXY conceptual redevelopment plan through design development;
- Identify opportunities for local community engagement;
- Develop selection criteria for leasing/permitting and receive blind briefings prior to NYCEDC or the City entering into leases or permits for vendor stalls at the retail market;
- Provide prompt feedback when responding to requests for meetings or materials given for comment;
- NYCEDC will develop the goals of the Market Partner RFP, described below, in consultation with FoLM; and
- NYCEDC will provide FoLM with blind briefings on responses to the Market Partner RFP before NYCEDC makes a selection.
- To maintain the collaboration, FoLM must meet performance metrics and benchmarks outlined in the MOU with NYCEDC

Market Partner

This independent local non-profit would be selected through a competitive RFP process conducted by NYCEDC, and would participate in FoLM. NYCEDC will seek to enter into a funding agreement or operating agreement with the selected respondent, respectively as needed.

The roles and responsibilities of the Market Partner would consist of:

- Marketing, events, and cultural programming duties;
- Leasing/permitting: Market Partner shall have 90 days to exclusively seek to find and suggest, to NYCEDC and the City, vendors for vacant stalls;
 - Provided the Market Partner (i) selects vendors that meet the selection criteria established by the City, NYCEDC and FoLM, and (ii) such vendors are approved by NYCEDC in its sole discretion, NYCEDC and the City will seek to enter into negotiations with those vendors for agreements for space at the public retail market.
 - Upon stabilization of the market, which will be defined as one year post-construction completion on the market, if the vacancy rate increases to 10%, or net operating income (NOI) decreases to \$50,000 per year for the public retail market (the “NOI Requirement”), NYCEDC reserves the right to end the

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aforementioned exclusive period with the Market Partner and pursue leasing/permitting directly. The NOI Requirement will increase each year the greater of 3% or CPI, with periodic resets to market.

- Small business incubation support and capacity building;
- On-site staff engagement;
- Stakeholder engagement;
- Reporting: Market Partner shall submit to NYCEDC an annual market report detailing performance of the scope above, with such performance being measured according to specific metrics determined by NYCEDC in its sole discretion.

Vendor Association

The vendor association would be an independent non-profit organization established by the market vendors. It is anticipated that NYCEDC would enter into an MOU with the Vendors Association, which will include an established scope and may include the possibility of funding from NYCEDC. The Vendors Association would participate in FoLM.

The roles and responsibilities of the Vendor Association would consist of:

- On-site vendor engagement;
- On-site staff engagement;
- Assistance with marketing and market events;
- Coordination of vendor participation in marketing and market events.