Predicting the Point:
New York City's de Blasio Era Neighborhood Rezonings, Points of Agreement, and How Neighborhoods Navigated these Complex Negotiations

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Abstract

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In this thesis, I consider how city commitments made in neighborhood rezoning processes were structured and factors that may predict whether promised community benefits were delivered in a timely fashion. My analysis looks at the initial seven Department of City Planning-led neighborhood rezonings during the de Blasio administration in New York City -- East New York, Greater East Midtown, Downtown Far Rockaway, East Harlem, Jerome Avenue, Inwood, and Bay Street. I use quantitative analysis of the point of agreement documents, qualitative interviews with relevant stakeholders, and in-depth case studies of four of these rezonings. Using this mixed-methods approach, I aim to break down the political process that gives birth to the POA agreements, provide context behind how POA commitments are structured, and analyze what factors are most likely to lead to the successful fulfilment of a city commitment in the aftermath of a rezoning. Taking the rezoning itself as a given, the aim of this work is to inform future planners how a community facing rezoning can best respond to maximize its potential benefits.

This thesis finds that commitments were most successful when they: were under the purview of the deputy mayor for housing and economic development; were made via capital commitments for projects or new programs; did not require changes to city policy (or its programmatic approach or operations); had a strong and engaged local Councilmember; and when community groups focused pressure and negotiations on requests that were considered more administratively/legally achievable.

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Preface

In the spring of 2021, I started a new job with the Southwest Brooklyn Industrial Development Corporation (SBIDC). At the time, New York City Mayor Bill de Blasio's administration was advancing a rezoning proposal in the Brooklyn neighborhood of Gowanus – one of the neighborhoods our organization served – and we were active participants in the negotiation process. Years prior, SBIDC had joined forces with a number of other community organizations and NYCHA residents to form the Gowanus Coalition for Neighborhood Justice.

Starting in the de Blasio era, when a neighborhood went through rezoning, the City packaged together a bundle of investments that would be provisioned in tandem for that community. This process was viewed by many area residents, advocates, and organizers as a once-in-a-generation opportunity for substantial new city investment to meet long-standing community needs. The proposed commitments were hashed out in a negotiation between the local city councilmember and the mayoral administration, resulting in a document known as the Points of Agreement (POA). One of my first tasks at SBIDC was to draft a list of priority requests that would serve as our organization's advocated city commitments on workforce development programming, support for entrepreneurs, and new investments into the Industrial Business Zone (areas codified during the prior Bloomberg Administration that the City committed to maintain for industrial use and provided incentives and services to industrial businesses operating within).

It was a task that seemed straightforward enough. After all, we had seven prior neighborhood rezonings to look back on under the same mayoral administration that could serve as key precedents for what worked and what did not. In particular, similar commitments to an industrial business zone abutting a rezoned area already had been made in the East New York

rezoning. Looking through the City's "NYC Rezoning Commitments Tracker,"[1] it was easy to discern what promises had been made by the City and to some extent how the City had followed through in the years since. In practice, however, studying the past rezonings did not create an in-depth roadmap, but only more questions. Why were some commitments successfully carried out and others never even started? In going forth now, should we try to attach exact funding requests or timelines? (In Gowanus, we did so where possible, assuming specificity increased the likelihood of positive outcomes – an assumption that my analysis of the data now finds inconclusive.) When should we ask for a new city program as opposed to a city RFP or a departmental study instead? How had the City made actionable past vague commitments and how could those steps be most effectively applied toward Gowanus solutions now? With only a cursory glance, we were unable to understand which types of commitments might be most likely to be enacted, and whether any community enforcement levers could be activated to ensure better results.

As a practitioner I could not find any detailed results or research that showed precisely how well or poorly these prior rezonings had performed for the communities involved. So I had to dig deeper and locate better barometers of success or failure for the proposed use and development.

Using the first seven de Blasio era rezonings as a guide, this paper profiles the search and application of new means to better measure the effectiveness of rezoning negotiations. Such improved evaluation comes at a crucial time amid historic changes and huge expansions throughout the Boroughs. As an ever-increasing number of projects are launched and

[1] https://www1.nyc.gov/site/operations/performance/neighborhood-rezoning-commitments-tracker.page

proverbially take flight, greater precision in the overall after-analysis can become the “black box” to demystify, fine-tune, and improve the process between city government negotiations, planning, and policy.

Introduction

Largescale neighborhood-wide rezonings formed the centerpiece of the de Blasio administration's strategy for affordable housing and community development. The administration saw rezoning as a means to new affordable housing units and targeted investments as the blueprint for a more inclusive city. Opponents, however, have raised questions about whether current residents of these neighborhoods would actually realize these benefits. They have asked for whom new "affordable" apartments would really be affordable for – based on citywide area median income – rather than proportioned to the incomes of that given neighborhood. The specters of gentrification and displacement were never far off from these debates, a concern ever-present in this ever-changing city. The glaring fact that six of the initial seven de Blasio rezonings took place in low-income communities of color was lost on few.

These debates raged across community meetings and the op-ed pages of the City's newspapers and news sites. Yet once the wheels were in motion, while changes were often made to the package of city investments and to some elements of the rezoning, the rezonings became reality. It is true that several attempted neighborhood rezonings stages (including Flushing West, Long Island City, Bushwick, and Southern Boulevard) were abandoned. But these were cutoff due to lack of support from the local city councilmember before the process truly began. Since 2019, only nine neighborhood rezonings entered the City's review process, known as the Uniform Land Use Review Procedure (ULURP). All nine ultimately passed. The question became not about the likelihood of rezoning, but the contours of the ultimate deal.

This paper nests into larger discussions in the planning literature around how communities are involved and engage in the planning process, the role of economic development, how equity and social justice can be incorporated into planning processes,

community participation along the way, and community benefits agreements. While the mechanisms of public and private development negotiations and agreements have been studied – with a rich literature on community benefits agreements, in particular – there is a gap in the literature on understanding more wholistically the reasons why certain commitments are honored while others fall by the wayside. It is this very topic that I aim to explore in this thesis.

My positionality as a researcher and current practitioner in this field is that economic development is not a neutral activity, but one that is very must infused and imposed with the core values of those pursuing a given project. That is to say, economic development is not a simple end product that can be dispassionately applied to a community for its total betterment. Instead, we must ask *economic development for whom*? How will current residents be affected by this growth? Who holds the power in economic development decisions and how does a given policy affect power dynamics to come?

But in this thesis, I take as a given the process of rezoning and apportioning city investments to rezoned neighborhoods via the Points of Agreement process. Rather than asking the question of whether these processes are just or engender the best outcomes, I acknowledge that they are the way planning has been done in New York City and likely will be in future mayoral administrations. Perhaps the processes will be tweaked, but the approach will likely remain similar. As Mark Twain once remarked, "History does not repeat itself. But it often rhymes."

Instead, my research asks a different series of questions. What elements of the POA negotiation process drive its outcomes? Which actors are most integral to shaping the process? What factors influence the eventual outcomes of specific city commitments? Ultimately, the aim of this work is twofold. On the one hand, inspired and derived by my own practice, I hope this

thesis can inform future planners how a community facing rezoning (or more broadly, any largescale development effort) can best respond to maximize its potential benefits. On the other, I believe that this work asks provocative questions with significant ramifications for the theory of planning.

Setting the Stage

Rezoning in NYC

An upzoning occurs when a city changes its zoning codes for specific lots, larger areas, or full neighborhoods in a way that allows for greater densities to be built. In New York City any upzoning goes through the Uniform Land Use Review Process (ULURP) whose last stage is a vote by the City Council. At this stage in the process, the Council (typically led by the local Councilmember), negotiates a Points of Agreement (POA) with the mayoral administration. Whether it is an area-wide effort or a private developer in the case of a spot zoning, the POA lays out corresponding community benefits meant to ameliorate any negative effects the zoning change might have on the surrounding community.

The City's first documented use of POA for a rezoning appears to be the Williamsburg-Greenpoint rezoning of 2005 – an agreement which had clear gaps in execution (Susser and Stabrowski 2015).[2] The practice was not likely standardized for some time, as Tom Angotti (2010) referred to the process as if were a new development in 2010 with the Flushing Commons POA. He contrasts this with Memorandums of Understanding (MOUs) that the administration had relied on previously – noting that if these could be retracted without enforcement, then POAs likely could be as well. The lack of follow-through on commitments is a problem that persisted, resulting in Local Law 175 in 2016 that required the City to keep track of rezoning commitments along with annual progress reports via an online portal (Mayors Office of Operations).

In practice, rezonings increase land values of the rezoned properties by allowing for increased densities or additional allowable development. Property owners derive greater returns

[2] Also see, https://nynmedia.com/articles/politics/new-york-city/on-frontline-of-gentrification%2C-east-new-york-coalition-pushes-de-blasio-for-zoning-promises.html.

from the same parcel of land by developing additional building space to rent out or sell (also increasing property tax revenue). By increasing the value of the private property through discretionary action, the City is able to impose certain requirements upon that property owner in tandem without invoking the ire of property owners and legal uncertainty. The de Blasio administration took this opportunity to impose new requirements on developers to create affordable housing units. While the increased densities caused by the rezoning will eventually lead to increased demand for neighborhood facilities and services, the administration took the opportunity to concurrently plan to address these needs and provide additional benefits to engender community support.

How a Proposed Rezoning Becomes An Approved Land Use Action

While perhaps less pithy than Schoolhouse Rock's explanation of a bill's transition into a law, the neighborhood rezoning process is in other ways not far off in its length and complex process. The main difference, as discussed earlier, is that once a rezoning enters the ULURP process it is, at least judging by recent history, extremely unlikely to fail.

The first step is a Department of City Planning-led study. This begins to shape the contours of the rezoning that will come. Then the rezoning is announced in its totality and enters the Uniform Land Use Review Procedure. From here, the rezoning is brought before a series of governmental bodies for review and public engagement. First the action is reviewed by the local community board(s) which holds a public hearing on the measure followed by an advisory recommendation. They can either approve or disapprove the rezoning outright, or do either with modifications. Their decision on the matter is not binding, and it is then passed on for review to the Borough President. The Borough President is allowed the same non-binding decision, after

which the rezoning goes ahead to the 13-member City Planning Commission (CPC). The CPC then reviews the rezoning and holds the first deciding vote by majority. If the CPC votes no, the rezoning fails. If the CPC votes in favor, it moves onto City Council. It is at this stage that the local City Councilmember negotiates the package of city investments which then go in tandem with the rezoning known as the Points of Agreement. Typically, the POA are finalized in the hours leading up to the vote by the City Council Land Use Committee's Subcommittee on Zoning and Franchises. Should the Land Use Committee Subcommittee vote in favor, the action advances to the full City Council for a final vote. If the City Council approves, the Mayor has five days to veto Council's decision. If this were to occur, Council has 10-days to override the Mayor's veto via a two-thirds majority.

From Affordable Housing Mayor to Rezoning Mayor

On the campaign trail, affordable housing was a central plank of Bill de Blasio's successful run to become Mayor of the City of New York. Months after his inauguration, the de Blasio Administration released the plan *Housing New York* which aimed to "create and preserve 200,000 high-quality, affordable residences over ten years," (City of New York 2014). A central tenant of this plan was the Mandatory Inclusionary Housing program (MIH) that was put into place in March 2016, which required new residential developments in rezoned areas to provision a certain percentage of affordable units. The strategy was seen as a win-win policy for the administration. Developers and the private sector would be pleased with the density windfall making their properties more valuable and, even with the provision of additional affordable housing units, would still profit from the policy compared to the status quo. While the additional density had no cost to the City, it was immensely valuable to the private property owners and developers. This strategy could create affordable housing without the need for additional city

subsidy – allowing the new market rate units (which would also have the benefit of increasing housing supply more broadly) to cross-subsidize the affordable units.

MIH applies to any development larger than 10 units in an area that has undergone a rezoning. Elsewhere, in lieu of the affordable housing provision, small buildings between 11 and 25 units were given the option to make a payment into an affordable housing fund to be used in the same Community District (if disbursed in the next 10 years, and otherwise restricted to the same borough).Those buildings larger than 25 units are given four options by which to meet the requirements: (1) provide 25 percent of residential gross square feet at rents affordable to those making up to 60 percent of area median income (AMI) on average; (2) provide 30 percent of residential gross square feet at rents affordable on average to those making up to 80 percent AMI on average; (3) provide 20 percent of residential gross square feet at rents affordable to those making up to 40 percent AMI on average; and (4) outside of community districts 1 through 8 in Manhattan, provide 30 percent of residents gross square feet at rents affordable to those making up to 115% AMI on average (with required percentages at various bands). If a new development contains a net increase of units no more than 25 and net increase in residential floor area of no more than 25,000 square feet, then an alternative option is a contribution to an affordable housing fund.[3]

The program was designed to apply only to areas undergoing rezoning (rather than all new development carte blanche) due to concerns regarding legal challenge and the need for it to be written in a way that would be upheld as constitutional by the courts. By using rezonings – which provide developers with increased density, and thus unlock additional property value and operating returns – the program is able to meet the due process and regulatory takings standards.

[3] City of New York Department of City Planning, "Mandatory Inclusionary Zoning," https://www1.nyc.gov/site/planning/plans/mih/mandatory-inclusionary-housing.page.

The Due Process Clause holds that due process of law is necessary for the deprivation of property from an individual (meaning the government must have proper justification for the decision). Due process is only violated in zoning cases when the government's taking of private property is either arbitrary or irrational. A valid policy goal is evident in the City's documentation via their report on the Mandatory Inclusionary Housing program (Chau and Yager 2016). At its core, the City holds that the policy's central purpose is to foster economically diverse neighborhoods. The rationale behind this is clearly explained with: 1) analysis of the existing housing market; 2) explanation of why the combination of city, state, and federal programs around affordable housing cannot alone achieve this goal; and 3) discussion of the larger public benefits of achieving neighborhood economic diversity (City of New York 2015).

The program is able to withstand a "takings challenge" across all three components of the so-called Penn Central test, based upon its application to rezoned property. The economic impact of the regulation is minimal – only the difference between market and affordable rent on a percentage of units (with the stipulation that if an owner is unable to realize a reasonable return, the policy allows for a reduction in its requirements). Landowner expectations are not altered, as mandatory inclusionary housing only applies under new conditions of rezoning (not to existing conditions of the property). Finally, the governmental action is clearly only a readjustment of "benefits and burdens" to "promote the common good," (Chau and Yager 2016).

Therefore, Mayor de Blasio's affordable housing legacy would in many ways be intertwined with his legacy of neighborhood rezonings.

Methodology

Approach Overview

My analysis considers the initial seven Department of City Planning-led neighborhood rezonings during the de Blasio administration (not including the two most recent neighborhood rezonings in Gowanus and NoHo/SoHo, as these actions have transpired too recently to have analyzable results). The initial seven de Blasio rezonings are: East New York (2016), Greater East Midtown (2017), Downtown Far Rockaway (2017), East Harlem (2017), Jerome Avenue (2018), Inwood (2018), and Bay Street (2019). I use quantitative analysis of the first seven de Blasio era rezoning point of agreement documents, qualitative interviews with relevant stakeholders, and in-depth case studies of four of these rezonings to derive a comprehensive understanding of how the City commitments attached to these rezonings were shaped and carried out. Using this mixed-methods approach, I aim to break down the political process that gives birth to the POA agreements, provide context behind how POA commitments are structured, and analyze what factors are most likely to lead to the successful fulfilment of a city commitment in the aftermath of a rezoning.

For this study, I conducted 9 qualitative interviews with actors from within city government and community groups that were actively engaged in one or more of these neighborhood rezoning actions. To protect the privacy of individual respondents providing sensitive insight and analysis into contentious topics, these interviewees names, positions, and associated organizations are withheld from this document. In broad strokes, I spoke with representatives from 2 community groups, 1 community board, 1 outside consultant contracted by the City, 1 appointed city official, and 3 city staff. The findings from these interviews are layered throughout the four in-depth case studies. Then, after first presenting the qualitative

findings alone to characterize the Points of Agreement ultimately arrived at in these seven rezonings, I interweave the qualitative analysis to characterize how these agreements were arrived at and what implications this has for planning, policy, and practice.

In this research, I categorize the City commitments included in POAs into three main differential elements: the type of community benefits being asked for (e.g. capital investment vs. new programmatic investment; or streets improvements vs. workforce development); context of the agreement (e.g. community organizations, political power of various players, negotiating capabilities); and oversight and follow-through (e.g. through a separate community-controlled group, through the office of the councilmember, or through the community board). To what extent are each of these elements able to act as predictors of whether a city commitment will be fulfilled as originally intended? Are there certain categories of city commitment that are more likely to be followed through on (e.g. street repairs, broadband investment, workforce development, etc.)? What type of government action is the most likely to generate results (e.g. budgetary commitment, departmental study, contract to external organization)? To what degree are the results for the community a function of the political skills, motivations, and abilities of the local councilmember to deliver on community priorities?

Framework for Analysis

First, I present four in-depth case studies of the rezoning and POAs in East New York, East Midtown, Far Downtown Rockaway, and Inwood. For each rezoning case study, I provide a background on the components of the rezoning and results of the ULURP process, discuss the relevant stakeholders involved and detail the potential costs and benefits argued by these actors, consider the final package of POAs, and address the impacts the rezoning has had in the years

since. These case studies are compiled through a combination of qualitative interviews with community partners, city agency officials, and city council staff; document review of city planning reports and environmental impact statements; and analysis of media reports. I also layer in neighborhood-specific findings from the quantitative analysis of POA commitments discussed in the following paragraph.

Then, for all seven rezonings I construct a complete universe of city commitments taken from the Points of Agreement documents, and break each commitment down by a series of relevant characteristics. I categorized city commitments made in the POA documents, hand-coding each city commitment for category (Arts, Business, Economic, Development, Education, Employment, Environment, Health, Housing, Infrastructure, Landmarks, Oversight, Public, Space, Safety, Services, Transportation, or Zoning). After that, I code for type of government action (Facilities, Grant, Infrastructure, Land, Marketing, Outreach, Oversight, Program, RFP, Regulation, Staff, Study, or Zoning). Then I mark the specificity of the commitment towards an outcome (0 if the outcome is either non-specific or not differentiable from exiting policy; 1 if the outcome is either an output or relies on outside actors; 2 if the outcome is clear and within the jurisdiction of responsible city agencies). Also marked is the clarity of timeline (0 if no timeline is given; 1 if timeline only provides a vague outline; 2 if the timeline is concrete). Another indicator is whether the commitment should theoretically have been already completed based on the given timeline (0 if not; 1 if so). And also noted is whether the commitment had funding explicitly attached (0 if no; 1 if yes). I also break down the sample by whether a commitment was new, an expansion/alteration of an existing program, already being done, only lightly involving city agencies, or a change to the rezoning itself. I separately analyze city commitments, removing those that were already being done apart from the rezoning. Finally, I

include the designation on status provided through the NYC Rezoning Commitments Tracker (Done, Done with Ongoing Work, In Progress, Delayed, Not Started, or Not in Tracker). I then weave these quantitative findings into broader takeaways from the four case studies and themes from the qualitative interviews.

Finally, I revisit my qualitative findings to discuss what numbers often hide: the political process behind these POA commitments, detailing how actors across the mayoral administration, city council, and community groups interacted to produce the final Points of Agreement attached to these rezonings. Insights from the interviews (as well as the case studies) sometimes align with the quantitative results, while others contextualize them in a different light, as will be discussed.

Literature Review

How planners should engage or respond to community actors has long-been a central point of contention in planning theory. Davidoff (1965) put forth the theory of advocacy planning model which views the planner as a political actor that pursues clearly defined values on behalf of constituencies. Furthermore, he proposes that advocacy groups go beyond mere opposition to a given plan, and instead construct alternative planning proposals to then advocate around. Healey (1992) views the relationship between planners and community forces less adversarial in her communicative planning model. It was the role of the planner, in Healey's view, to open up the process of local government to all. She sets the two groups in dialogue to pursue "mutual learning." Communicative planning also contends that planners have significant agency to act in the public interest, finding "cracks in the structure," (Lauria and Whelan 1995). Forester (1987) extends upon this with his assertion that planners also play an important role as mediators between parties in land use negotiations. Even when planners are also playing a negotiating role, they can simultaneously use participatory planning methods to address power imbalances in access, information, class, and expertise.

Large rezoning plans are often influenced by the concept of property-led economic development, which contends that any given parcel of land should be utilized for its most profitable use (Wolf-Powers 2005). Harvey (2007) takes this point to further extreme with his contention that under neoliberalism, the government and private interests have operated for the "corporatization, commodification, and privatization of hitherto public assets." In the 21st century, there has been a movement away from the rational planning model where planning decisions were entirely made by governments and "experts", and towards a more pluralistic model with negotiated agreements reached between government and affected communities

(Camacho 2013). How the "community" that is being negotiated with is defined is a separate issue I would look to address. The degree to which a single or group of community organizations can be representative of a broader community is often damaged by the conflicts of interest that can occur given the potential funding at stake (Been 2010).

Bent Flybjerg (2002) puts forth a differing theory on power through his phronetic planning research model. Under this approach, Flybjerg contends that to truly understand planning we must look beyond theoretical idealized processes. Instead, he contends, we must trace and understand the power dynamics behind planning decisions. To this end, he asks four central questions: (1) Where are we going with planning and democracy?; (2) Who gains and who loses, by which mechanism of power?; (3) Is this development desirable?; and (4) What should be done?

Recent research (Freemark 2019; Davis 2021) has raised concerns about the potential for upzoning to result in increased housing prices and gentrification. Large-scale rezonings in New York City have been associated with a significant increase in white and Asian residents (Aravena et al. 2020). Often, the agreements struck between the City government and local communities aim to directly ameliorate perceived negative effects from residential displacement to stress of infrastructure systems to the results of increased density creating greater usage of city services such as schooling.

There are two prevailing theories as to who holds the most power behind land use decisions: the "growth machine" and homeowners (or "homevoters"). The growth machine theory was first developed by Harvey Molotch (1972), positing that land use decisions made by cities were ultimately controlled by local elites with real estate holdings and interests in maximizing profits from their holdings. A competing model was advanced by William A Fischel

(2005), that local government land use decisions were principally controlled by homeowners who seek to protect their property rights through zoning. While these views were often more attributed to the suburban context, more recent scholarship has argued that homeowners yield considerable control over zoning decisions in New York City and Los Angeles (Been, Madar, McDonnell 2014; Gabbe 2017).

There is also scholarly debate on how the community voices itself in planning decisions of land use and economic development. Hanssen (2010) argues that in market-driven planning contexts, the community only real avenue of influence is through their local politician given the lack of mandatory community processes until late in a development's approval process. This reliance on the local elected official is largely informal and relies on that actor's discretion to interpret and act upon the will of their community (while his analysis is specifically of the Norwegian model, the system seems structured similarly enough to the NYC context and ULURP to still have relevance in this context). Other scholarship (Levine 2016, Mosley and Grogan 2013) points to community-based organizations (CBOs) as a form of "nonelected neighborhood representative" and contends that in poorer neighborhoods, CBOs have greater influence than local electeds as they are given a larger role in community development decisions by government agencies and philanthropy. Fleischmannn and Pierannunzi (1990) find that appointed citizen advisory boards (in the NYC context, this would likely be analogous to the role of community boards) are most influential over land use decisions.

While there is not substantial literature examining Points of Agreement documents or community extractions through city-led rezoning processes, there is analogous research covering the role of the community and city governments in agreements struck with private developers in rezoning processes (some of which included the City as a party whereas others did not). In

particular, much has been written around Community Benefit Agreements and their impact. Some expound the benefits of CBAs in delivering greater economic justice outcomes, when structured under the right conditions (De Barbieri 2016; Wolf-Powers 2010; Parks and Warren 2009). Wolf-Powers (2010) argues that for CBAs to be effective the local development environment must include a robust market for real estate, public subsidy must be involved, and there must be the potential for community opposition that could derail the project. These can certainly true of city-initiated rezonings – the underlying market conditions will be dependent on the neighborhood in question, while there is not public subsidy necessarily the added FAR amounts to a large incentive for developers, and finally there is nearly always the potential for a community to rise up in opposition to a proposed rezoning. In the rezoning context there is the added element that the local city councilmember must be in line with opposition forces or at least swayed by them to negotiate on their behalf in the POA process. Barbieri (2016) and Been (2010) argues that a CBA can only be enforceable when the community coalition involved is truly representative of the community and accountable to it. The same can be said for community coalitions involved in the negotiations around rezonings.

Others argue that CBAs pose dangers in terms of their degree of community representativeness and in prioritizing localized effects over citywide effects (Been 2010; Gross 2007). Yet, several studies have arrived at a more middling understanding that CBAs are able to deliver on some key benefits while fail to achieve others depending on enforceability and measurability (Marantz 2015).

Case Studies

Combining media reports, document review, and insights from qualitative interviews, in this section I will present four case studies providing in-depth analysis into the neighborhood rezonings of East New York, East Midtown, Downtown Far Rockaway, and Inwood. These four neighborhood rezonings were selected to provide a representative sample of differing political actors, city approaches to the process, community responses, and commitment types made. Across each case study, I lay out a background including an overview of the proposed land use changes and ULURP process, detail key stakeholders and their positions, provide summaries of proposed benefits and costs of the rezoning, provide results from my quantitative analysis of that rezoning's POA commitments, and discuss results from the rezoning and city progress on commitments promised through the POA. Comparative analysis of these case studies is presented later on, in the findings section of this paper.

East New York Case Study

Background

First announced in 2014, the de Blasio administration began a process to rezone 190 blocks of East New York (also including portions of the Cypress Hills and Ocean Hills communities) in Brooklyn. Ultimately enacted in 2016, the neighborhood would be the first of the seven rezonings to occur throughout New York City over the de Blasio mayoralty. The zoning changes were expected to drive substantial residential (roughly 50% of which was expected to be affordable), commercial, and community facility development, while leading to a net reduction in industrial, auto-related, hotel, warehouse/storage, and garage space. The City projected that the action would add 7,042 new housing units, of which 3,538 would be affordable (Phillip Habib & Associates et al. 2016).

The rezoning proposal and land use actions were disapproved with modifications/conditions by Brooklyn Community Boards 16 and 5 in October 2015 by votes of 23-1 and 17-0. CB16's disapproval centered on concerns around affordability for housing, businesses, and community organizations. They also raised issues with increased densities and stress on social services, and the need for local hiring.[4] CB5's modifications included a series of requests for additional new facilities and investments in tandem with a rezoning.[5] They were also disapproved with modifications/conditions by Brooklyn Borough President Eric Adams in December 2015, though he stipulated that he was "generally supportive of the plan's intent." Adams requested modifications included provisions to deepen the affordability of units (and to make this affordability permanently), measures to prevent residential displacement, local hiring conditions, and a body to enforce the City's commitments.[6] Shortly after releasing his decisions, Adams co-penned with local councilmember Rafael Espinal Jr. an op-ed in the real estate outlet *Crains New York* stating they would only support the rezoning if it included additional measures on affordable housing preservation, affordable units for very-low and low-income households (and deeper affordability more broadly), a 50 percent preference for local residents in new housing units, minimum required family-sized affordable units, and restrictions on big-box retailers.[7] Two of these elements would be worked into the Points of Agreement including:

[4] Brooklyn Community Board 16. 2015. "Community Board #16 Recommendation on Application #C160035ZMK." New York, NY: NYC City Council. https://council.nyc.gov/land-use/wp-content/uploads/sites/53/2016/05/East-New-York-CB-16-recommendation.pdf.
[5] Brooklyn Community Board 5. 2015. "Application #C 160035 ZMK." New York, NY: NYC City Council. https://council.nyc.gov/land-use/wp-content/uploads/sites/53/2016/05/BK-CB-5-MIH-and-ZQA.pdf
[6] Brooklyn Borough President Eric L. Adams. "Brooklyn Borough President Recommendation: Application #: East New York Rezoning – 160035 ZMK/ 160036 ZRK/ 160037 HUK/ 160042 HDK/ 160050 ZRK." New York, NY: NYC City Council. https://council.nyc.gov/land-use/wp-content/uploads/sites/53/2016/05/East-New-York-BP-recommendation.pdf
[7] Eric Adams and Rafael Espinal Jr. 2016. "De Blasio's bellwether Brooklyn rezoning must be revised." New York, NY: *Crain's New York Business*. https://www.crainsnewyork.com/article/20160106/OPINION/160109953/de-blasio-s-bellwether-brooklyn-rezoning-must-be-revised.

Department of Housing Preservation & Development (HPD) use of the Extremely Low and Low-Income Affordability (ELLA) program to finance over 1,200 affordable units at various levels of affordability (10 percent at or below 30% AMI, 15% at or below 40% area median income (AMI), and 15% at or below 50% AMI), a local hiring requirement on all HPD-financed projects. The plan was approved by the City Planning Commission by a vote of 12-1 in February 2016. Ultimately, the rezoning passed City Council by a vote of 45-1 in April 2016.[8]

Key Stakeholders

The main community involvement with the rezoning was through the Coalition for Community Advancement: Progress for East New York/Cypress Hills, which was led by the Cypress Hills Local Development Corporation, and included as members: Arts East New York, Muhammad Mosque 7c, North Brooklyn YMCA, Sabaoth Group, United Community Centers, COFAITH Church, Linden Plaza Tenants Association, and the East New York Homeowners' Associations Inc., among others. In 2015, the Coalition partnered with the Association for Neighborhoods and Housing Development, Inc, CUP, Hester Street Collaborative, Pratt Center for Community Development, Urban Justice Center, Collective for Community Culture and Environment, and the Brooklyn Legal Services Corporation A to produce an alternative community plan for the neighborhood.[9] The Coalition worked with the local Councilmember on rezoning negotiations, but opposed the process throughout.

Outside of the Coalition, other key community stakeholders included the Local Development Corporation of East New York (LDCENY), New York Communities for Change,

[8] Emma Whitford. 2016. "East New York Rezoning Plan Flies Through City Council." New York, NY: *Gothamist*. https://gothamist.com/news/east-new-york-rezoning-plan-flies-through-city-council.
[9] Coalition for Community Advancement: Progress for East New York/Cypress Hills. 2015. "East New York Neighborhood Rezoning: Community Plan." New York, NY: Coalition for Community Advancement: Progress for East New York/Cypress Hills. https://hesterstreet.org/wp-content/uploads/2017/07/RezoningReport_ENY_web.pdf

and the East New York Community Land Trust. Brooklyn Community Board 5 was also substantially involved in the community's response to the rezoning. All of these community groups were opposed to the proposed rezoning plan.

Summary of Projected Community Benefits

The chair of the City Planning Commission, Carl Weisbrod, summed up the City's goals for the plan at the time of his vote in favor of the rezoning:

> *Create new housing, including housing affordable to families who currently live in the community; Protect low-income tenants in the neighborhood; Foster job opportunities and more diverse commercial options; Support business growth along key corridors and in the IBZ; Promote safer and more active streets, especially on Atlantic Avenue; and provide more recreational opportunities.*[10]

As the first of de Blasio's neighborhood rezonings which formed a direct line back to his affordable housing plan and application of MIH, new affordable housing production was the foremost touted benefit of this plan. The rezoning was projected to create 7,082 residential units by 2030. Of these, 3,538 were projected to be affordable units, 1,200 of which were expected to be delivered by HPD in the two years following the rezoning.[11]

The Points of Agreement were seen as providing substantial new city investment into a historically disinvested community – most notably with substantial city investments promised for a new 1,000-seat school, large-scale investment into the Industrial Business Zone (IBZ) to promote middle-class jobs and entrepreneurship, and substantial capital improvements to parks.

Summary of Projected Community Costs

[10] Carl Weisbrod. 2016. "City Planning Commission (CPC) Chairman Carl Weisbrod Made The Following Remarks At Today's CPC Vote To Approve the City's East New York Community Plan." New York, NY: City Planning Commission. https://www1.nyc.gov/site/planning/about/press-releases/pr-20160224.page.
[11] New York City Department of City Planning. 2016. "East New York – Final Environmental Impact Statement." New York, NY: City of New York. https://www1.nyc.gov/site/planning/applicants/env-review/east-new-york.page.

Current residents of the area and community-based organizations representing their interests consistently expressed concerns about the potential for residential displacement as a result of the rezoning. One interviewee reported that their main apprehension was the potential for causing real estate speculation which could, in turn, result in the purchase of the large stock of at-the-time relatively affordable single-family homes then owned by lower-income Black and Latinx families. These homes could then be flipped either for sale at greater value or converted into larger apartment buildings that did not provide affordability at levels current residents and their descendants would be able to afford.

While the City promised substantial new investments into the community, one interviewee expressed that locals were concerned over the types of investments being made. Some community members viewed the sudden public investment (after decades of disinvestment from the City) as cynical – meant only to spur new development and benefit outsiders upon their arrival.

Points of Agreement Analysis

The Points of Agreement contained 51 discrete commitments spanning housing, education, business, employment, transportation, parks, and zoning (see Appendix A for detailed breakdown). Housing (17 commitments), business (12 commitments), and parks (7 commitments) were the categories with the greatest number of commitments. Parks had the most commitments with funding attached (6 commitments), followed by transportation (3 commitments). In 71 percent of cases, a city agency was specified as responsible. The majority of these commitments were new (55.8 percent) including 2 pilot programs. Policies or programs the City was already doing made up 15.4 percent. Expansions or changes to existing programs

accounted for 11.4 percent. Another 5.8 percent had little city involvement. And 9.6 percent were changes to the parameters of the rezoning itself.

The Points of Agreement also set in stone a key demand of community groups – the removal of Arlington Village from the rezoned area. This portion of the community included approximately 300 single-family homes that were largely occupied by lower-income Black and Latinx households.

Impacts of the Rezoning

In 2018, the City unveiled a new "Rezoning Commitments Tracker" in response to broad concerns about their follow-through on the series of commitments made throughout its neighborhood-level rezonings. The tracker is updated on an annual basis and is meant to bring transparency to the process.[12]

Of the 51 commitments made in the POA, 12 were immediate actions (i.e. zoning changes or immediate policy implementation) or preexisting programs, and thus did not have to be tracked. Of the remaining 39 commitments, 18 were classified as "done" (the tracker notated 17, but I am adding the IBZ study which was completed though not listed in the tracker), 9 as "done with ongoing work," 11 as "in progress, and 1 as "ongoing."

Most notably, completed projects include several park improvements totaling $35 million, street improvements to Atlantic Avenue totaling $40.8 million, the Broadway Junction study, a commercial district needs assessment, a study of the IBZ, a new Workforce1 Career Center, provision of housing for 907 formerly homeless households, and a pilot program of free

[12] Tanay Warerkar. 2018. "Track the progress made in NYC rezonings in this interactive map." New York, NY: *Curbed New York*. https://ny.curbed.com/2018/6/29/17519384/nyc-rezoning-track-progress-map

legal representation for tenants representing 8,008 households in the area between March 2015 and March 2021,

However, at the time of this writing, six years from the initial agreement several commitments remain unmet – classified as "in progress." The level of completion and commitment to completion is quite varied across these "in progress" items. The 1,000-seat school, for instance, is in the process of being constructed despite not being completed. Other items, such as the IBZ investments, have not been made whatsoever. As-of-yet unfulfilled promises include the installation of bioswales, sewer improvements, residential broadband, the $16.7 million earmarked for IBZ improvements, construction of the 1000-seat school and $17.45 million in existing school improvements, and the provision of 1,200 units of deeply affordable housing. All told, the unfulfilled commitments total over $56,000,000 that the City had agreed to in the POA.

The lack of investment into the IBZ has drawn particular ire from community groups including the Coalition for Community Advancement, BOC Network, North Brooklyn YMCA, CHLDC, Universe City NYC, United Community Centers, Just Hauling, and the Local Development Corporation of East New York. These groups came together to decry the delivery of 0 jobs, despite 3,900 being promised at the time of the rezoning. Without investments in local industrial jobs, they believe that the rezoning is only benefitting outside developers and not local residents.[13]

[13] East New York News. 2020. "East New York Organizations Rally Against ReZoning Development That Has Been Empty On Investment And Jobs Promises." New York, NY: *East New York News*. https://eastnewyork.com/east-new-york-organizations-rally-against-rezoning-development-that-has-been-empty-on-investment-and-jobs-promises/.

Some of the fears of residents and community organizations around lack of housing affordability are also materializing. After five years, only 100 units of below-market housing have been tenanted (though there are more units under construction). This is far below the 1,200 units of affordable housing promised in the POA. The average price for a 2-bedroom apartment was greater than $2,800 – which is greater than the median rent for New York City.[14]

East Midtown Case Study

Background

The East Midtown rezoning was resurrected from the ashes of a failed Bloomberg administration attempt to rezone the area. In November 2013, the administration decided to withdraw the application after being informed that it would not pass if brought to a City Council vote.[15] An interviewee involved in subsequent rezoning stated that the failure of the rezoning to accommodate religious entities in the area and their unused air rights, paired with opposition from historic preservationists, and a feeling that the City wasn't getting enough in return for the provisioned density ultimately resulted in its defeat.

Despite the false start, the need to revamp the longstanding office district in East Midtown was still ever-apparent for city officials. The impetus behind the rezoning, according to an interviewee involved in the process, was the position of New York City more broadly as a global city and a city for company headquarters. Specifically, the Mori Memorial Foundation's 2013 Global Power City Index was seen as a wake-up call by the City elites. In this report, New

[14] Gwynne Hogan. 2021. "Grading De Blasio: In East New York, Mayor's First Rezoned Neighborhood, Promises Fall Short." New York, NY: *Gothamist*. https://gothamist.com/news/grading-de-blasio-in-east-new-york-mayors-first-rezoned-neighborhood-promises-fall-short.
[15] Jen Chung. 2013. "City Council Kills Bloomberg's East Midtown Rezoning Proposal." New York, NY: *Gothamist*. https://gothamist.com/news/city-council-kills-bloombergs-east-midtown-rezoning-proposal.

York City was surpassed by London as the top global city.[16] After the planning process around the renewed push for an East Midtown Rezoning, the 2014 Global Power City Index only confirmed these fears, placing London first yet again and contending that New York City was even further losing ground, now a more distant 2nd place.[17]

East Midtown had long been considered the central business district for not just New York City, but the United States more broadly, and even that of the world. But they were losing ground fast given changing corporate space preferences and the need for newer office development. Without increased densities, it wouldn't make sense for developers to undergo expensive tear-downs and rehabilitation of existing office space. Even within New York City itself, East Midtown was rapidly losing out to the Financial District and the rising West Side/Hudson Yards as the major city office center.

In May 2014, Mayor de Blasio formed the East Midtown Steering Committee to develop a planning framework for a new East Midtown rezoning that would create greater office density. The Steering Committee's explicit purpose was to build upon the prior 2013 rezoning efforts.[18] The rezoning effected 78 blocks, from East 39th Street to East 57th Street between 3rd Avenue and Madison Avenue. The zoning changes would result in an increase in office and commercial uses, along with a decrease in hotel and residential uses (VHB Engineering, Surveying and Landscape Architecture, P.C., et al. 2017). Additionally, the rezoning would allow landmarked buildings to sell unused development density on their properties (known as TDR for transfer of development

[16] Institute for Urban Strategies, The Mori Memorial Foundation. 2014. "Global Power City Index 2013." Tokyo, Japan: The Mori Memorial Foundation. https://mori-m-foundation.or.jp/pdf/GPCI2013_en.pdf
[17] Institute for Urban Strategies, The Mori Memorial Foundation. 2014. "Global Power City Index 2014." Tokyo, Japan: The Mori Memorial Foundation. https://mori-m-foundation.or.jp/pdf/GPCI2014_en.pdf.
[18] East Midtown Steering Committee, with GWW Planning & Development, David Burney, Jonathan Martin, John Shapiro, Geoffrey Wiener, and Erin Buchanan. 2015. "East Midtown Steering Committee Final Report." New York, NY: The Office of Manhattan Borough President Gale Brewer. https://www.manhattanbp.nyc.gov/downloads/pdf/East%20Midtown%20Report%2010-13-15.pdf.

rights) to other buildings in the rezoned area. For each square foot sold, the City collects $61.49 per square foot which is placed in a fund that is apportioned by a formed Governing Group to go towards public space and streets improvements in the neighborhood (estimated to reach $50 million in total).[19]

The rezoning proposal and land use actions were unanimously disproved with modifications/conditions by Manhattan Community Boards 5 (with one abstention)[20] and 6[21] in March 2017. CB5's opposition centered around the need for greater restrictions on extremely dense developments (CB review of those exceeding 24 FAR and a new special permit as the only allowable way to convert 12 FAR from non-residential to residential use) and the need for greater oversight of the Governing Group.[22] CB6's disapproval concentrated on concerns around the lack of open space and taller buildings casting shadows onto existing public space and midblock, and opposition to the rezoning of 5 blocks on the east side of 3rd Avenue in the Turtle Bay subsection.[23] Both community boards 5 and 6 also strongly recommended a requirement that developers must include either outdoor plaza space or covered pedestrian space – including language that such an inclusion would change their vote to "approval" conditional upon other items. In April 2017, the Borough President approved the application with

[19] NYC Department of City Planning. 2017. "Greater East Midtown." New York, NY: NYC Department of City Planning. https://www1.nyc.gov/site/planning/plans/greater-east-midtown/greater-east-midtown.page.
[20] Manhattan Community Board Five. 2017. "Application # N170186 ZRM and N170187 ZMM - Department of City Planning application for zoning changes in the Greater East Midtown area." New York, NY: Manhattan Community Board 5. https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/greater-east-midtown/mn05-resolution.pdf.
[21] Manhattan Community Board Six. 2017. "DCP applications N170186 ZRM and 170187 ZMM - Proposal for Greater East Midtown Rezoning – CORRECTED." New York, NY: Manhattan Community Board Six. https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/greater-east-midtown/mn06-resolution.pdf.
[22] Manhattan Community Board Five. 2017. "Application # N170186 ZRM and N170187 ZMM - Department of City Planning application for zoning changes in the Greater East Midtown area." New York, NY: Manhattan Community Board 5. https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/greater-east-midtown/mn05-resolution.pdf.
[23] Manhattan Community Board Six. 2017. "DCP applications N170186 ZRM and 170187 ZMM - Proposal for Greater East Midtown Rezoning – CORRECTED." New York, NY: Manhattan Community Board Six. https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/greater-east-midtown/mn06-resolution.pdf.

modifications/conditions. The conditions listed in the BP's recommendations were in line with those requested from the community boards.[24] The Community Planning Commission unanimously approved the application in June 2017.[25] Leading into the committee vote, City Council changed the package in line with the recommendations made by the two community boards and borough presidents office, thus garnering their support. In July 2017, the rezoning was unanimously approved by the City Council Land Use Committee's Subcommittee on Zoning and Franchises, followed by unanimous approval of City Council in August 2017. The city put together this Steering Committee with an eye towards including both supporters and opponents of the prior rezoning effort of East Midtown and ensuring that both business/real estate interests and historic preservation interests were well represented.

Key Stakeholders

Importantly, the East Midtown Steering Committee was co-chaired by Manhattan Borough President Gale Brewer and the local City Councilmember Dan Garodnick. This was the exception to the rule across neighborhood rezoning processes – East Midtown is the only example of the seven neighborhood rezonings where elected officials and community board members were part of the team that put together the City's rezoning vision (though others were engaged in initial proposals to the City and engaged in the City's visioning process, as in Downtown Far Rockaway). The rest of the steering committee was made up of: a representative of Build Up NYC (rotating), Clayton Smith representing the joint CB5/CB6 task force, Rob Byrnes of the East Midtown Partnership, Fred Cerullo of the Grand Central Partnership, Eric

[24] Brewer, Gale. 2017. "Borough President Recommendation: N 170187 ZMM, N 170186A ZRM." New York, NY: Office of the Manhattan Borough President Gale Brewer. https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/greater-east-midtown/borough-president-recommendation.pdf/.

[25] City Planning Commission. 2017. "C 170187 ZMM." New York, NY: City Planning Commission. https://www1.nyc.gov/assets/planning/download/pdf/about/cpc/170187.pdf.

Stern of Manhattan CB4, Terrence O'Neal of Manhattan CB6, Margaret Newman of the Municipal Art Society, Andrea Goldwyn of the New York Landmarks Conservancy/Historic Districts Council, Mike Slattery of the Real Estate Board of New York, and Chris Jones of the Regional Plan Association. In addition to the board itself, other stakeholders were brought in as guest presenters on an ad-hoc basis.

One interviewee participating in the Steering Committee reported that at the start of the meetings, real estate interests and historic preservationists sat on the opposite sides of the room. As the process went on however, even the body language changed, and the two sides physically intermingled in the room and became more friendly. Those involved in the work described the Steering Committee's process as trying to achieve consensus. They tried to determine the most important aspects for each stakeholder and ensure those were met, as opposed to which elements might be less important to their bottom line. As one interviewee put it:

> *It wasn't horse-trading, per say. It was about ... saying what are the most important things [for each stakeholder] and trying to build the overall plan in a way where everyone is able to say, 'I got my horse in the race.' I didn't get everything I wanted, but now I understand how others think and they also understand how I think.*

Given the financial benefit they stood to gain through the plan via sale of TDR (on the St. Patrick's Cathedral site), the Roman Catholic Archdiocese was a strong supporter of the rezoning. They even went as far as handing out leaflets during Pope Francis's visit to New York City in 2015 and lobbying Mayor de Blasio for its passage.[26]

[26] J. David Goodman and William Neuman. 2017. "Catholic Church May Cash In on Air Rights in Midtown Rezoning Deal." New York, NY: *The New York Times.* https://www.nytimes.com/2017/07/27/nyregion/catholic-church-east-midtown-air-rights-deal.html.

This rezoning was markedly different from all other neighborhood rezonings in that local residents were of lessor relative importance and played less of a factor in the process. This was the one rezoning not driven by the motivation of residential development (which Mandatory Inclusionary Housing (MIH) was attached to), and instead was focused on the commercial office market. To the extent residents were involved, it was mostly Turtle Bay residents opposed to the rezoning of their stretch of the initial area – these concerns were resolved when these blocks were removed from the rezoned area.

While several parties involved in the Steering Committee voiced concerns in the aftermath of the Council vote about certain elements that City Council added into the rezoning, ultimately it was still a package they could support. Opposition came from outside the Steering Committee, mostly from historic preservationists (though not the Municipal Art Society, New York Landmarks Conservancy, or Historic Districts Council which had representation in the Steering Committee). The Documentation and Conservation of Buildings, Sights and Neighborhoods of the Modern Movement opposed the rezoning, in part, due to sustainability concerns given the rezoning's stated purpose was the demolition and rebuilding of new office space throughout the district.[27] Another strain of opposition came from the City Club of New York which contended that the new office space was not necessary, and this was simply a money grab by the City obtaining new funds through the TDR fee.[28]

Summary of Projected Community Benefits

[27] Elizabeth Kim. 2019. "East Midtown Rezoning Triggers Another Demolition: The Grand Hyatt, A Beaux-Arts Hotel Renovated By Trump." New York, NY: *Gothamist*. https://gothamist.com/news/east-midtown-rezoning-triggers-another-demolition-the-grand-hyatt-a-beaux-arts-hotel-renovated-by-trump.
[28] The City Club of New York, 2017. "East Midtown Rezoning." New York, NY: The City Club of New York. https://cityclubny.org/projects/east-midtown-zoning/.

The East Midtown rezoning promised to reinvigorate the City's central business district in the area, making it once again a global leader for corporate headquarters with state-of-the-art brand-new offices allowable through higher provisioned densities. While the neighborhood grew upwards, development pressure would be eased on a number of provisioned landmarks through the sale of their development rights to surrounding properties. These sales would, in turn, fund a series of public space and transportation improvements for the neighborhood. The final package which passed City Council also included a provision that any building in excess of 30,000 square feet would have to provide a Privately Owned Public Space.

Summary of Projected Community Costs

The negative consequences of the rezoning are the externalities of building taller and with greater bulk -- namely, reduction in light and loss of human scale at the street-level, degrading the experience of pedestrians and area residents. Other opponents cited sustainability concerns given the effects of new development.

The other ever-present question is whether the City extracted enough benefit through the TDR fee. Some might argue that the level could have been set higher, and not extracting a high enough benefit is itself an invaluable cost because this density can never be given away again in this area. In the aftermath of the package's passage, the administration argued that at least 20 percent of the sale fee was properly calibrated. As Deputy Mayor Alicia Glen said, "If everybody is about 20 percent unhappy, then we've done a really good job."

Points of Agreement Analysis

The East Midtown rezoning stood apart from the other six, in that Points of Agreement did not play a significant role in the process. Negotiations, compromises, and agreements were struck with parties at the level of the zoning text itself. This was able to happen given the in-

depth involvement of the local councilmember, borough president, and community boards from the outset. Even the community board and borough president requested that modifications be worked into the zoning text rather than pulled out separately – this was because the process was more collaborative than reactive, with all parties engaged in the process.

There were still five commitments made in a POA (magnitudes fewer than in any other rezoning). On the whole these commitments were also less impactful than in other rezonings. Two were promises of additional engagement – with the American Jewish Committee for a potential future rezoning of a property of interest, and with the Greenacre Foundation to involve them in development decisions surrounding the eponymous park. Additionally, the City committed to fund the East Midtown Governing Group – the party responsible for public space and transit improvements up to $38 million. They also committed this governing group to five specific public realm improvements with an additional $12 million provided upfront. Finally, they also agreed to a study of residential conversion activity.

Impacts of the Rezoning

In the first few years after the rezoning, the resulting new office development was substantial. Three massive new office buildings started construction – the now-completed One Vanderbilt, the new JP Morgan Chase headquarters at 270 Park Avenue (in fact, the previous structure was the tallest building in the world to be purposefully demolished), and the hotel-office structure going up in place of the Grand Hyatt.[29] But COVID-19 and the uncertain future of office space amidst changing work-from-home policies has put this continued office expansion into question going forward. The political conversation may be moving towards

[29] Elizabeth Kim. 2019. "East Midtown Rezoning Triggers Another Demolition: The Grand Hyatt, A Beaux-Arts Hotel Renovated By Trump." New York, NY: *Gothamist*. https://gothamist.com/news/east-midtown-rezoning-triggers-another-demolition-the-grand-hyatt-a-beaux-arts-hotel-renovated-by-trump.

encouraging conversion of some office space into residential buildings – at least in part. REBNY put out a study in December 2021 showing that 10 percent of older Midtown stock – particularly East Midtown (in addition to the Garment District and Flatiron District) -- could be particularly well-suited for conversion into residential. Fred Cerullo, who had served on the Steering Committee and is now president of the Grand Central Partnership and a member of the City Planning Commission, is supportive of residential conversion as well.[30]

Of the five public realm improvements specified in the POA, two are currently being designed – the 43rd Street Shared Street (by Grand Central Terminal) and Pershing East Plaza. The Department of City Planning (DCP) released the three-year study on residential conversion on time, and is slated to release the five-year report in August 2022 (Mayor's Office of Operations). Project planning is also beginning Park Avenue Malls project funded by the Governing Group. This 20-year project, timed to coincide with the Metro-North rehabilitation, will create a median of enclosed galleries and green spaces form 46th Street to 57th Street.[31]

Downtown Far Rockaway Case Study

Background

The Downtown Far Rockaway rezoning process began in November 2015 when local Councilmember Donovan Richards put together the Downtown Far Rockaway Working Group to assemble a vision for neighborhood revitalization. The group's end product was a letter to

[30] Greg David. 2022. "Midtown Office-to-Apartment Conversion Concept Gains Hochul and Adams Support." New York, NY: *The City*. https://www.thecity.nyc/manhattan/2022/3/7/22966532/midtown-office-apartment-conversion-hochul-adams.

[31] Sebastian Morris. 2022. "New York City Council Reveals Next Phase Of Park Avenue Malls Redesign In Midtown East, Manhattan." New York, NY: *New York YIMBY*. https://newyorkyimby.com/2022/01/new-york-city-council-reveals-next-phase-of-park-avenue-malls-redesign-in-midtown-east-manhattan.html.

Mayor de Blasio in February 2016 with a set of recommendations around commercial, transportation, mixed-use development, mixed-income housing, public realm activation, quality of life improvements, and community organization capacity building. None of the recommendations pertained to zoning.[32] The City's response came through NYCEDC in the summer of 2016 with the release of the Downtown Far Rockaway Road Map for Action. This document generally aligned with the working group goals, and then additionally called for the area to be rezoned and kicked-off that process.

The rezoning covers a 23-block area in Far Rockaway's downtown district between Cornaga Avenue, Beach 22nd Street, Beach Channel Drive, Redfern Avenue, Gateway Boulevard, Central Avenue, and Nameoke Avenue. The rezoning was projected to create 3,123 residential units, and add 164,595 square feet of retail and 80,947 square feet of community facilities. The plan also includes the creation of an Urban Renewal Area at the site of abandoned shopping mall. It suggests obtaining the land by way of negotiation or eminent domain, then redeveloping it as mixed use and with mixed-income housing through an RFP to private developers.

The application was approved with conditions by Queens Community Board 14 in March 2017. These conditions included a reduction in allowable core height from 12 stories (and in select cases 15) down to ten stories, a reduction in height outside the core area to four stories, a prevailing construction wage requirement, sewer and water improvements, creation of a new school and playground, additional parking, reserved space for healthcare and daycare facilities, more stringent affordable housing requirements, stipulations that 40 percent of apartments allow

[32] Downtown Far Rockaway Working Group. 2016. "Recommendations for the Future of Downtown Far Rockaway." New York, NY: NYCEDC. https://edc.nyc/sites/default/files/2019-06/2016.02.01_Downtown%20Far%20Rockaway%20Recommendations%20Letter.pdf.

for ownership by residents, and an oversight committee.[33] Queens Borough President Melinda Katz approved the application with conditions along similar lines made in May 2017. Before going to Council, the administration agreed in a POA to a total of $288 million of funding in commitments, of which $126 million would come directly from the City and $162 million would come from federal and private funds. The rezoning passed the Community Planning Commission in July 2017. In August 2017, it unanimously passed the City Council Committee of Land Use Subcommittee of Zoning and Franchises.[34] In September 2017, City Council approved the rezoning unanimously.[35]

Key Stakeholders

The Downtown Far Rockaway Working Group was made up of local Councilmember Donovan Richards, Queens Borough President Melinda Katz, New York State Senator James Sanders Jr. New York Assemblymember Philip Goldfeder, New York Assemblymember Michelle Titus, Queens Community Board district manager Jonathan Gaska, Rockaway Development and Revitalization Corporation President and CEO Kevin Alexander, Far Rockaway Branch Queens Library manager Sharon Anderson, Redfern Houses Tenants Association President Glen Collins, Rockaways Youth Taskforce COO Silaka Cox, First Church of God pastor Rev. Dr. Arthur Davenport, Church of the Nazarene lead pastor Rev. Dr. Les Mullings, Jewish Community Council of the Rockaway Peninsula executive director Nathan

[33] Abigail Savitch-Lew. 2017. "Queens Board Approves Rockaway Rezoning With Significant Conditions." New York, NY: *CityLimits*. https://citylimits.org/2017/03/30/queens-board-approves-rockaway-rezoning-with-significant-conditions/.
[34] Liam La Guerre. 2017. "Far Rockaway Rezoning Clears Key City Council Subcommittee." New York, NY: *Commercial Observer.* https://commercialobserver.com/2017/08/far-rockaway-rezoning-clears-key-city-council-subcommittee/.
[35] Erin Durkin. 2017. "City Council approves Far Rockaway rezoning plan for more housing." New York, NY: *The Daily News*. https://www.nydailynews.com/new-york/city-council-approves-rockaway-rezoning-plan-housing-article-1.3478636.

Krasnovsky, Far Rockaway branch of the NAACP president Elaine Short, St. John's Hospital vice president of development Suzanne Timmer, and EazyLocks owner Carl Roberts.[36]

Councilmember Richards was an influential member, who at the time was considering a run to be Speaker of the Council (unsuccessfully). One interviewee who was somewhat engaged in the Downtown Far Rockaway rezoning, contended that the councilmember was hoping to gain Mayor de Blasio's support in his bid for Speaker and as a result did not press the administration as hard on commitments in the rezoning process. Another interviewee with minimal direct engagement, saw Richards role as more collaborative in the process. Because the working group was consulted throughout and their goals were incorporated, they believed, there was less need for haggling over specifics.

Summary of Projected Community Benefits

Local Councilmember Richards hailed the rezoning as a way to "achieve economic growth without displacing any residents."[37] This plan advanced a series of substantial financial commitments to a neighborhood that had long been disinvested – most notably completely overhauling the streets in the area, and also the sewer and water systems. In addition, new green infrastructure was a vital benefit given how hard the area had been hit by Hurricane Sandy and the potential for flooding in future storms. As Richards alluded to, given the extent of vacant and underdeveloped land in the community, there were less concerns of gentrification and displacement brought forth in community meetings at the time than existed in other

[36] Downtown Far Rockaway Working Group. 2016. "Recommendations for the Future of Downtown Far Rockaway." New York, NY: NYCEDC. https://edc.nyc/sites/default/files/2019-06/2016.02.01_Downtown%20Far%20Rockaway%20Recommendations%20Letter.pdf.

[37] Erin Durkin. 2017. "City Council approves Far Rockaway rezoning plan for more housing." New York, NY: *The Daily News*. https://www.nydailynews.com/new-york/city-council-approves-rockaway-rezoning-plan-housing-article-1.3478636.

neighborhoods and rezonings. The reinvigoration of vacant property – particularly the vacant shopping mall – was a long-standing policy goal to put these areas to productive uses. Moreover, a substantial number of affordable housing units were projected to result.

Summary of Projected Community Costs

Opponents of the plan tended to take issue with adding density to the area. Their concerns were stated in regards to the lack of new services (particularly that no new school or hospital was planned) for the larger population that would result. Also, in a post-Hurricane Sandy world, the wisdom of adding additional people to an area at risk of natural disasters and flooding without clear evacuation contingencies in place seemed ill-advised.[38]

Points of Agreement Analysis

The Points of Agreement contained 53 discrete commitments spanning arts, business, economic development, education, employment, health, housing, infrastructure, landmarks, oversight, public space, safety, services, and transportation (see Appendix A for detailed breakdown). Housing (15 commitments), transportation (9 commitments), and business (6 commitments) were the categories with the greatest number of commitments. Transportation and public space were tied for the most commitments with funding attached (4 commitments each). In 87 percent of cases, a city agency was specified as responsible. The vast majority of city commitments were new (64.2 percent) including 2 pilot programs. Policies or programs the City was already doing made up 18.9 percent. Expansions or changes to existing programs accounted for 13.2 percent. And 3.8 percent had little city involvement.

Impacts of the Rezoning

[38] Abigail Savitch-Lew. 2017. "Queens Board Approves Rockaway Rezoning With Significant Conditions." New York, NY: *CityLimits*. https://citylimits.org/2017/03/30/queens-board-approves-rockaway-rezoning-with-significant-conditions/.

Of the 53 commitments, the NYC Rezoning Commitments Tracker classified 12 as completely "done," 21 as "done with ongoing work," and 20 as "in progress." Of new commitments, 19 of 34 were either "done" or "done with ongoing work." For those commitments that expanded or altered existing city efforts, 4 are "done with ongoing work" and 3 are still "in progress." Of the 20 "in progress" commitments, 6 were not yet slated to be completed based on the provided timeline, but 14 are past due on their original timeline. One of these projects is the renovation of the local branch of the library which is still ongoing (Mayor's Office of Operations).

At the time of this writing, it has been are over four-and-a-half years since the passage of the rezoning. The massive infrastructure project is moving forward on schedule, with Phase 1 completed in August 2021, and Phase 2 slated to be done by Q4 2022. These enhancements have included new water mains, two miles of new storm sewers, more than 120 catch basins, upgrades to the sewer system, new fire hydrants, a 15,000 square foot plaza next to the Far Rockaway-Mott Avenue subway station, new street furniture and street trees, rani gardens, and streetscape improvements. On the housing side, over 1,380 affordable units have been brought online as a result of the rezoning.[39] In early 2022, Phipps Houses finalized a deal to take on phase four of Rockaway Village -- the development on the site of the abandoned shopping center. Once completed, it will include 1,700 affordable housing units, and 120,000 square feet for commercial and community facility use.[40]

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[39] Anna Kovalevska. 2020. "HPD Announces Financing for Nearly 800 Affordable Units in Downtown Far Rockaway." New York, NY: New York Law School Center for New York City Law. https://www.citylandnyc.org/hpd-announces-financing-for-nearly-800-affordable-units-in-downtown-far-rockaway/.

[40] Sebastian Morris. 2022. "Phipps Houses Closes On $116M Package To Complete Rockaway Village Affordable Housing Development In Far Rockaway, Queens." New York, NY: *New York YIMBY*. https://newyorkyimby.com/2022/01/phipps-houses-closes-on-116m-package-to-complete-rockaway-village-affordable-housing-development-in-far-rockaway-queens.html.

Inwood Case Study

Background

The process for rezoning Inwood kicked off in 2015 when the NYCEDC began a multiyear planning study which culminated with the July 2017 release of the Inwood NYC 2017 Action Plan.[41] The Plan, the fifth of the de Blasio administration's neighborhood rezonings to be released (sixth to be passed) was meant to bundle together several preexisting projects and proposals for the neighborhood and included $42 million in public investments.[42] In January 2018, the City's plan to rezone the neighborhood entered into the ULURP process for a 59-block area. The zoning changes were expected to substantially increase residential and commercial densities, and to a lesser degree community facilities. It was projected to deliver 3,908 new residential units (between 1,370 and 1,606 would be affordable). Meanwhile, approximately 50,000 square feet of industrial space in the area would be lost (Philip Habib & Associates 2018).

On March 20, 2018, Manhattan Community Board 12 passed a resolution that eschewed the normal designations, and instead "does not support the Zoning Map amendments as proposed." Rather it put forth recommendations on how the action should proceed otherwise. They proposed reducing allowable heights, preventing the encroachment of chain retail, increased affordability of housing for local residents, decoupling the library redevelopment from

[41] NYCEDC. "Inwood NYC Planning Initiative." New York, NY: NYCEDC. https://edc.nyc/project/inwood-nyc-planning-initiative.
[42] Brendan Krisel. 2017. "City Unveils 'Action Plan' For Inwood Rezoning, Future Developments." New York, NY: *Patch*. https://patch.com/new-york/washington-heights-inwood/city-unveils-action-plan-inwood-rezoning-future-developments.

the rezoning, as well as a detailed list of programs and incentives for the neighborhood.[43] Manhattan Borough President Gale Brewer opposed the rezoning, with conditions on April 25, 2022. She stated that she was not opposed to rezoning outright, but specifically this plan as written, citing concerns of residential displacement and small business displacement. Notably, Brewer did not signal opposition to the proposed allowable heights or of the library redevelopment.[44] On June 25, 2018, the City Planning Commission voted in favor of the Inwood Rezoning, with all but one commissioner voting yes. Before the vote, the CPC had two provisions added to the proposal – encouraging greater public waterfront access and lessening the requirement for ground-floor commercial spaces in developments.[45] In advance of going before City Council, in response to opposition, an area of West 207th Street and Broadway known as "the Commercial U" was taken out of the rezoned area and a number of new city investments were added. Finally, on August 3, 2018, City Council voted in favor of the Inwood rezoning by a vote of 43-1, with one abstention.[46]

In contrast to the six prior rezonings, the Inwood rezoning was momentarily halted by legal challenge. In December 2019, a New York Supreme Civil Court judge ruled in favor of Inwood Legal Action which claimed that the City had failed to include a racial impact study in the Environmental Impact Statement. This effectively annulled the rezoning entirely. In July of 2019, in response to an appeal from the City, the New York Appellate Division First Department

[43] Abigail Savitch-Lew. 2018. "On Inwood Rezoning, Community Board Committee Adopts Many Residents' Demands." New York, NY: *City Limits*. https://citylimits.org/2018/03/16/on-inwood-rezoning-community-board-committee-adopts-many-residents-demands/.
[44] Abigail Savitch-Lew. 2018. "Brewer Votes No With Conditions on Inwood Rezoning." New York, NY: *City Limits*. https://citylimits.org/2018/04/27/brewer-votes-no-with-conditions-on-inwood-rezoning/.
[45] Sadef Ali Kully. 2018. "Planning Commission Approves Inwood Rezoning." New York, NY: *City Limits*. https://citylimits.org/2018/06/25/planning-commission-approves-inwood-rezoning/.
[46] Sadef Ali Kully. 2018. "Council Approves Inwood Rezoning Amid Protest." New York, NY: *City Limits*.

reversed this decision allowing the rezoning to move forward. The New York Court of Appeals then declined a subsequent appeal of this reversal in November 2020).[47]

Key Stakeholders

Some of the main community groups that formed to raise issues with the Inwood Rezoning were the Inwood Small Business Coalition, Northern Manhattan is Not For Sale, and Inwood Preservation. Ultimately, these groups came together with others in a single unified coalition known as Uptown United.[48] These groups included Northern Manhattan Is Not For Sale, Riverside Edgecombe Neighborhood Association, Ft. Washington Collegiate Church, Uptown Community Democrats, Laborers Local 79, Northern Manhattan Community Land Trust, Save Inwood Library, the Inwood Small Business Coalition, Metropolitan Council on Housing, Altagracia Faith & Justice Works, NY State Ironworkers District Council, NYC Community Alliance for Workers Justice, United Auto Merchants, and Inwood Preservation.[49]

Uptown United released the "Uptown United Platform" on February 20, 2018, a 16-page document in response to the plan put forth by NYCEDC and the City. This alternative plan called for a more modest rezoning with less increased density (and slight land use changes), strategies for preserving and creating affordable housing, protections for small businesses, new infrastructure recommendations, decoupling the Inwood library redevelopment from rezoning, measures to keep construction jobs local, and memorials for the Lenape and African burial

[47] Sadef Ali Kully. 2020. "Inwood Rezoning Can Move Forward, State's Highest Court Rules." New York, NY: *City Limits*. https://citylimits.org/2020/11/24/inwood-rezoning-can-move-forward-states-highest-court-rules/.
[48] Abigail Savitch-Lew. 2018. "Board Deliberates Inwood Rezoning and Community Groups' Alternatives." New York, NY: *City Limits*. https://citylimits.org/2018/02/09/board-deliberates-inwood-rezoning-and-community-groups-alternatives/.
[49] See the listing from their press conference opposing the rezoning in July 2018: https://www.humanscale.nyc/2018/07/06/inwood-residents-create-a-better-zoning-plan-what-you-can-do/.

grounds in the neighborhood, among other items.[50] Notably, Community Board 12 relied heavily on this document in their own decision. Uptown United had multiple meetings with Councilmember Rodriguez to discuss their concerns and alternative plan in the leadup to the council subcommittee and full council votes.

However, one interviewee who worked for the City at the time characterized Uptown United's stance as fully oppositional, offering only their alternative plan, without trying to compromise or weigh in on specific elements of a Points of Agreement deal. In fact, in private conversations after the fact, there was conjecture that Uptown United was not actually particularly concerned with removal of the Commercial U from the rezoning. At the time negotiators believed this removal was a central concern that would be seen favorably by that coalition.

It is notable that Councilmember Ydanis Rodriguez was a strong proponent of the rezoning dating back to the initial 2017 Action Plan which pushed the De Blasio administration to rezone the community in the first place. Rodriguez was behind a key change made in the package to alleviate concerned community groups – removing the "Commercial U" from the rezoned area in subcommittee.[51]

Summary of Projected Community Benefits

In his statement after passage of the rezoning, the local councilmember Ydanis Rodriguez (a strong backer and impetus behind the rezoning) summed up the benefits he foresaw as: $200 million in public funds, 5,000 affordable housing units (over five years), 100% affordable

[50] Uptown United. 2018. "Uptown United Platform." https://s3.documentcloud.org/documents/4384164/Uptown-United-Platform-Feb-21.pdf.
[51] Ameena Walker. 2018. "Inwood rezoning gets one step closer to reality with key approval." New York, NY: *Curbed*. https://ny.curbed.com/2018/8/2/17644904/inwood-rezoning-city-council-subcommittee-ydanis-rodriguez-approval.

housing on certain public sites, the new P-Tech school at George Washington Education Campus, and the Immigrant Research Center and Performing Arts space.[52]

Summary of Projected Community Costs

The main concerns with the rezoning tended to be around residential and commercial displacement, particularly for Black and Latinx residents and small shop owners. The affordable housing set-asides in the plan (based on AMI for the whole region), were considered by some to be not enough to be affordable for current lower-income Inwood residents. Additionally, one interviewee raised the issue of a high proportion of rezoned residential units being rent-stabilized at the time (and the threat posed by the risk of these protected units). The lawsuit that temporary delayed the rezoning contended the environmental impact statement was negligent in not considering the disparate racial impacts the rezoning would have on residents (implicitly raising the issue that residential and commercial displacement would be born disproportionately by residents of color).

Points of Agreement Analysis

The Points of Agreement contained 85 discrete commitments spanning arts, business, education, employment, housing, infrastructure, landmarks, public space, services, and transportation (see Appendix A for detailed breakdown). Housing (25 commitments), education (18 commitments), and public space (13 commitments) were the categories with the greatest number of commitments. Education and public space were tied for the most commitments with funding attached (7 commitments each), followed by transportation (4 commitments). In 85 percent of cases, a city agency was specified as responsible. A slight plurality of commitments

[52]New York City. 2018. "Mayor de Blasio and Council Member Rodriguez Celebrate City Council Approval of the Inwood Neighborhood Rezoning." New York, NY: City of New York. https://www1.nyc.gov/office-of-the-mayor/news/402-18/mayor-de-blasio-council-member-rodriguez-celebrate-city-council-approval-the-inwood.

was new (45.9 percent) including 2 pilot programs. Policies or programs the City was already doing made up 44.7 percent. Expansions or changes to existing programs accounted for 8.2 percent. And 1.2 percent had little city involvement.

Impacts of the Rezoning

Of the 85 commitments, the NYC Rezoning Commitments Tracker classified 13 as completely "done," 32 as "done with ongoing work," 29 as in progress, 3 as "delayed," and 8 as "not started." The vast majority of "done with ongoing work" cases (25) occurred under commitments the City was already doing, as did nearly half of those commitments classified as done (6). At the time of this writing, however, we may be over 3.5 years from the approval of the rezoning package – this process was thrown into question by the momentarily successful oppositional legal challenge.

Most significant of the commitments completed thus far was the City's 2nd NYCx Co-Lab Housing Right Challenge and Accessible Mental Health Challenge which awarded organizations funding for four pilots: Heat Seek, Justfix.nyc, NextStep HealthTech and Me Myself & I (Mayor's Office of Operations).

Overall, the rezoning, commitments, and cumulative results were substantially waylaid as the process was tied up in the courts. Significant city commitments have yet to begun including expansion of the STEM Hub, broadband improvements, use of several public sites for affordable housing, construction of a new library, and transportation studies (Mayor's Office of Operations). As of 2021 Q4 there were reports of several housing developments under construction as a result of the rezoning.[53]

[53] C.J. Hugues. 2021. "Inwood Watches Closely as New Zoning Kicks In." New York, NY: *The New York Times*. https://www.nytimes.com/2021/09/10/realestate/inwood-manhattan-new-zoning.html.

Findings

In this section I first present the findings from my quantitative analysis looking at city commitments from all seven rezonings in totality, discussing trends and patterns. Then, I analyze larger themes from the qualitative interviews and the four case studies.

Quantitative Analysis

Across the first seven neighborhood rezonings of the de Blasio administration, a total of 363 city commitments were made in Points of Agreement documents. Greater East Midtown was an outlier with only five commitments and I will thus exclude it from this analysis. (As discussed earlier, the East Midtown process was structured through the Zoning Resolution nearly entirely instead.) When these five commitments are taken out, each of the other six neighborhoods received, on average, 58 commitments. Of the 363 commitments listed in POA documents, 128 were items the City was either already doing or had committed to prior to the rezoning. After these are excluded, the number of fresh commitments made was 235. This gave each neighborhood, on average, 38 commitments.

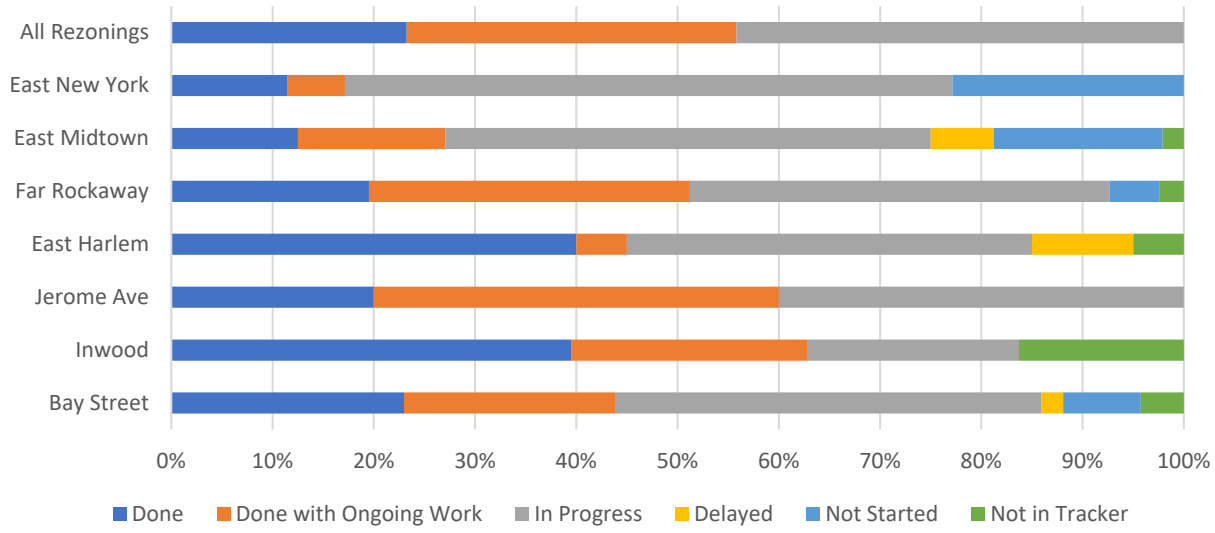
Across the 235 fresh commitments made in neighborhood rezoning POAs, the greatest number related to housing with 45 commitments. After this, came public space with 40 commitments. Then, transportation with 39, education with 29, and business with 24. Slightly under half – 111 commitments – had funding attached to them. The majority of these commitments were new activities – 180 commitments – with 39 commitments being expansion/alterations of existing actions, nine involving only light city agency involvement (i.e. advocating for the MTA to take an action), and seven involving changes to the rezoning itself. Pilot programs accounted for 11 actions – eight of these were new programs and three were

expansions/alterations (e.g. expanding a pilot program operating in other NYC neighborhoods into the rezoned neighborhood).

Of the 235 fresh city commitments, 99 are classified by the NYC Rezoning Commitments Tracker as still "in progress," 54 are "done," 48 are "done with ongoing work," 18 are "not started," five are "delayed," one is "ongoing," and ten were not accounted for in the City's tracker. As Figure 1 shows, East Harlem and Inwood are the two rezonings with the highest proportion of their commitments classified as "done." East New York has the lowest proportion. When "done" and "done with ongoing work" are considered together, Inwood and Jerome Ave have the highest percentage of commitments completed by the City (East New York, again, has the lowest rate).

Figure 1

Status of fresh rezoning commitments by neighborhood



Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

Figure 2 shows commitments broken down by categories and completion status. Of commitments categories with more than 10 newly-made commitments (business, education, housing, infrastructure, public space, services, and transportation), business (71 percent) and housing (56 percent) had the most combined "done" or "done with ongoing work" commitments. The "done with ongoing work" designation is particularly prevalent within housing and business due to ongoing programs, as well as areas where there is ongoing collaboration with and oversight of the private sector. Infrastructure (36 percent) and services (38 percent) are the categories with the highest percentage of commitments classified as "done." Infrastructure projects have a particular concentration of "done" commitments, and 0 "done with ongoing work commitments." This is likely the case because infrastructure entails capital investments and construction work that has a fixed completion. At 76 percent of total commitments, the category with the greatest number of "in progress" designations was education. This finding squares with one interviewee's viewpoint that the Department of Education and Schools Construction Administration were two of the more difficult agencies to coordinate commitments with, given their administrative degree of separation.

Figure 2

Status of fresh rezoning commitments by category

Category	Total Commitments (n)	Done	Done with Ongoing Work	Delayed	In Progress	Not Started	Not in Tracker
Arts	5	20%	0%	0%	60%	20%	0%
Business	24	29%	42%	0%	17%	4%	8%
Economic Development	1	0%	0%	0%	100%	0%	0%
Education	29	10%	14%	0%	62%	14%	0%
Employment	5	0%	40%	0%	20%	20%	20%
Environment	1	100%	0%	0%	0%	0%	0%
Health	1	0%	0%	0%	100%	0%	0%
Housing	45	16%	40%	0%	38%	4%	2%

Infrastructure	14	36%	0%	14%	43%	7%	0%
Landmarks	4	75%	0%	25%	0%	0%	0%
Oversight	3	0%	67%	0%	33%	0%	0%
Public Space	40	25%	10%	5%	58%	0%	3%
Safety	5	40%	0%	0%	60%	0%	0%
Services	13	38%	15%	0%	31%	15%	0%
Transportation	39	23%	18%	0%	44%	15%	0%
Zoning	6	17%	0%	0%	0%	0%	83%
All	229	23%	21%	2%	42%	8%	4%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

When commitments are disaggregated by type of government action, other patterns of greater likelihood of fulfillment emerge (Figure 3). There is not enough of a sample (only two commitments) to draw full conclusions across marketing actions, but in both cases, the commitments were completed in a timely manner. The City also had a high enactment rate for outreach commitments – with 87 percent either "done" or "done with ongoing work." This suggests that one-off outputs within agency discretion have a high success rate. Actions that require interaction with the private sector are less likely to be fulfilled. Two of three public land commitments, for instance, were classified as "delayed." Of the nine RFP commitments, six were delayed and three have yet to be started. Facilities projects were typically behind schedule, with 68 percent of these commitments delayed. The same was true of infrastructure projects -- 53 percent were delayed and 13 percent not started. Grants, programs, and studies each saw relatively high, but still varying levels of success – likely due to the individual circumstances of commitments in these categories.

Figure 3

Status of fresh rezoning commitments by type of government action

	Total Commitments (n)	Done	Done with Ongoing Work	Delayed	In Progress	Not Started	Not in Tracker
Facilities	65	17%	6%	68%	5%	3%	2%
Grant	9	33%	11%	33%	0%	0%	22%
Infrastructure	38	21%	13%	53%	0%	13%	0%
Land	3	0%	33%	67%	0%	0%	0%
Marketing	2	100%	0%	0%	0%	0%	0%
Outreach	16	19%	69%	13%	0%	0%	0%
Oversight	4	0%	50%	25%	0%	25%	0%
Program	39	33%	36%	28%	0%	3%	0%
RFP	9	0%	0%	67%	0%	33%	0%
Regulation	12	25%	50%	8%	0%	0%	17%
Staff	2	0%	50%	50%	0%	0%	0%
Study	29	31%	14%	28%	7%	21%	0%
Zoning	7	29%	0%	0%	0%	0%	71%
All	235	23%	21%	42%	2%	8%	4%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

When commitments were coded for degree of specificity on a scale of 0-2, there was surprisingly little difference in outcome (Figure 4). In fact, commitments that lacked any specifics tended to have a higher rate of being accomplished with 30 percent of these commitments classified as “done” and 30 percent “done with ongoing work.” Those commitments I coded as “1” (either an output or reliant on outside actors) and “2” (clear outcome in control of city agencies) had similar rates of being classified as “done” at 23 percent and 22 percent respectively. However, a greater portion (26 percent as opposed to 15 percent) of “1” commitments were classified as “done with ongoing work.” A greater percentage of those commitments classified as “2” were still “in progress” (50 percent) compared to those classified as “0” (30 percent) or “1” (35 percent). This perhaps points to the greater difficulty for the City to fully meet commitments which are fully spelled out. It is much easier to check the box on an output or when a commitment only requires coordination or outreach to external actors.

Figure 4

Status of fresh rezoning commitments by outcome specificity

Specificity of Outcome	Total Commitments (n)	Done	Done with Ongoing Work	In Progress	Delayed	Not Started	Not in Tracker
0	20	30%	30%	30%	0%	5%	5%
1	99	23%	26%	35%	2%	11%	2%
2	116	22%	15%	50%	3%	5%	6%
All	235	23%	21%	2%	42%	8%	4%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

An analysis of commitments based on their degree of timeline clarity turned up partially intuitive and partially counter-intuitive results (Figure 5). Commitments with clear timelines for their completion were coded as "2", those with vague or partial timelines were coded as "1", and those with no reference to timeline whatsoever were coded as "0." Commitments with clear timelines were classified as "done" a greater percentage of the time (26 percent) than commitments with vague or partial timelines (14 percent). Additionally, commitments with partial timelines also had the largest proportion "delayed" (6 percent). However, those commitments with no mention of timeline whatsoever outperformed commitments coded as "2" or "1" classified as "done" (27 percent) or "done with ongoing work" (33 percent). This is likely because those commitments without timelines are often able to be carried out immediately or in the first year (as opposed to a facilities project that may take years to construct).

Figure 5

Status of fresh rezoning commitments by timeline specification

Clarity on Timeline	Total Commitments (n)	Done	Done with Ongoing Work	In Progress	Delayed	Not Started	Not in Tracker
0	64	27%	33%	28%	0%	11%	2%

1	64	14%	19%	48%	6%	9%	3%
2	107	26%	15%	47%	1%	5%	7%
All	235	23%	21%	42%	2%	8%	4%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

I then disaggregate clear timeline commitments by whether or not they were scheduled to be completed by 2022 (Figure 6). Only 34 percent of those scheduled for completion were classified as "done." A further 18 percent were considered "done with ongoing work." The largest share, 37 percent, were still in "progress." No commitments scheduled for post-2022 completion were completed ahead of schedule. Multiple interviewees working with community organizations relayed that the City had attributed delays and lack of completion of certain commitments to COVID-19 related issues. However, these interviewees believed this was likely more excuse than reality.

Figure 6

Status of fresh rezoning commitments by completion schedule

Should Already Be Completed Based on Timeline	Total Commitments (n)	Done	Done with Ongoing Work	In Progress	Delayed	Not Started	Not in Tracker
0	24	0%	0%	83%	0%	17%	0%
1	82	34%	18%	37%	1%	1%	9%
All	106	26%	14%	47%	1%	5%	7%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

Analyzing commitments by whether funding is attached, provided no clearer likelihood for fulfilment (Figure 7). Commitments with funding attached had a lower percentage of completion (28 percent either "done" or "done with ongoing work") than those commitments with no funding attached (58 percent either "done" or "done with ongoing work").

Figure 7

Status of newly made rezoning commitments by funding status

Funding Stipulation	Total Commitments (n)	Done	Done with Ongoing Work	In Progress	Delayed	Not Started	Not in Tracker
0	124	27%	31%	26%	1%	10%	6%
1	111	19%	9%	60%	4%	5%	3%
All	235	23%	21%	42%	2%	8%	4%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

If we reduce the sample to only look at those commitments which were scheduled for pre-2022 completion (Figure 8), there is less of a disparity between commitments with funding and without funding attached. Funded commitments and unfunded commitments in this category each had 30 percent classified as "done." But funded commitments still fell behind unfunded commitments on "done with ongoing work" (12 percent compared to 30 percent).

Figure 8

Status of newly made rezoning commitments scheduled to have been completed by funding status

Funding Stipulation	Total Commitments (n)	Done	Done with Ongoing Work	In Progress	Delayed	Not Started	Not in Tracker
0	73	30%	30%	26%	0%	5%	8%
1	50	30%	12%	48%	6%	0%	4%
All	123	30%	23%	35%	2%	3%	7%

Source: Author calculations based on POA documents and NYC Rezoning Commitments Tracker.

The quantitative analysis of POA commitments showed category of commitment and type of government action were correlated with a greater likelihood of success. However, the specific details of a commitment had less of a correlation with outcome. When analyzed by

outcome specificity, timeline for completion, and associated funding, clear patterns do not emerge. Actors in the negotiation process sometimes press for greater degrees of detail under the belief that doing so can make a commitment more likely to be fulfilled. But to the contrary, these elements held little bearing on the actual outcome. Greater specificity, if anything, is associated with lower degrees of completion. The devil, it would appear, is not in the details of a POA commitment.

These results would indicate that the most important factors behind a POA commitment are not its structure or specifics. Instead, what matters most is where a commitment fits within the structure of city government – both departmentally and how it is carried out. Interviewees confirmed these results, as I will discuss further below.

"Processing" the Points of Agreement

Points of Agreement (POA) are negotiated between the local councilmember and the administration directly leading into the City Council Land Use Committee Subcommittee on Zoning and Franchises vote. Often these deals are finalized in the late hours of the night preceding this vote. It is within the document that community organizations and advocates receive new city funding and commitments they had advocated for since the rezoning announcement. However, the community groups do not have a seat at the negotiating table. They are fully reliant on the local councilmember to advance any of their positions or line items. The councilmember's leverage in this scenario is their vote on the rezoning. This holds outsize weight given the unwritten rule of local councilmember deference.

Historically, at least in recent years, New York City Council collectively have given what amounts to veto power to the councilmember within whose district a land use action is taking place. The practice came into being under former Speaker Melissa Mark-Viverito whose policy it was to use the weight of the Speaker's office to ensure a local member's decision was not contradicted by the rest of council. Speaker Corey Johnson more-or-less continued this policy, with one notable exception (approval of the New York Blood Center on the Upper East Side over the local member's objection). Before Speaker Mark-Viverito, local councilmembers had significant consultation in and control over land use actions within their district but not full veto power.[54] Thus, as far as the neighborhood rezonings were concerned, if the local councilmember opposed the package, it would nearly certainly fail a council vote (or be pulled beforehand by the administration to avoid certain failure).

Interviewees intimately involved with the process described the negotiation as occurring between city council staff and a central point person on the Mayor's team, typically a staffer at city legislative affairs. In the case of rezonings led through NYCEDC (Downtown Far Rockaway and Inwood), a member of EDC staff would also serve as a point person on the City side of negotiations. That point person (or persons) would serve as intermediary between the agencies and council on any request and also curate the overall administration position, taking into account the totality of the negotiated commitments. On the council side of the process, the negotiators would include the councilmember, that councilmembers' personal staff, and central city council land use staff. The level of involvement staffers had in the process and the level of care taken with these proposals was quite dependent on the individuals involved. As one

[54] Gabriel Poblete and Jeff Coltin. 2021. "Is the New York Blood Center approval the end of City Council's member deference?" New York, NY: *City & State New York*. https://www.cityandstateny.com/policy/2021/11/new-york-blood-center-approval-end-city-councils-member-deference/187075/.

interviewee who had seen the process firsthand characterized it, “You would be surprised how much good outcomes in government depend on people who are motivated and who care are working it.”

The process itself varied greatly from rezoning to rezoning. As one interviewee involved in these negotiations put it: “There is no set process. It’s completely dependent on the context of who the staff working on it, who the involved community organizations are, and who the councilmember is. It depends more than it should on the initiative of individual people.”

Interviewees believed that the administration went into negotiations with a rough sense of a budget for how much they were willing to provide in city commitments to a rezoned neighborhood through the POA. While this was never discussed or confirmed in public documents, the speculation is that the City expected to provide roughly $40,000 per new housing unit (as projected in the environmental impact statement) in city commitments. As the number of projected new housing units typically ranged around 3,000 – 5,000 units this set the ballpark city commitment funding level at between $120 million and $200 million (areas undergoing larger scale rezoning, saw a higher amount). This number includes direct city budgetary funding only. (These deals were often supplemented with additional federal funding directed by the City, private funding which could be leveraged for certain elements, and city councilmember discretionary funding.)

Seeing the City’s Point

Those involved in negotiation processes whom I spoke with indicated there was a hierarchy in what the City was willing to commit to in POAs. First, there was a sliding scale of

preference for which agency was the responsible party to a commitment. The administration's preference was for those agencies bureaucratically under the purview of the deputy mayor for housing and economic development. These included: the Economic Development Corporation, the Department of Housing Preservation and Development, the Department of City Planning, the Public Design Commission, the Board of Standards and Appeals, the Department of Cultural Affairs, the Landmarks Preservation Commission, Libraries, the Department of Parks and Recreation. This was the simplest transaction as the deputy mayor wouldn't have to ask or negotiate with any other mayoral appointee. The next level of priority included other departments clearly under the mayor's control (e.g. Department of Transportation). These were still fairly easy to marshal. Then came agencies with more complex governing structures such as NYCHA or the Department of Education. Finally, agencies of the least preference were those not under city-control at all, such as the Metropolitan Transportation Authority (controlled by New York State). This proved true out in my quantitative finds as well, out of the 184 city commitments not already being done which had city agencies referenced, 47 percent were for agencies under the direct purview of the deputy mayor for housing and economic development.

The other major factor interviewees identified was the type of action required of the City. Capital commitments for projects or new programs were the easiest to get city agreement on because the administration viewed them as the easiest to fulfill. Anything requiring changes to city policy (or its programmatic approach or operations) was much less likely to be agreed upon. While they tend to make up a smaller share of commitments accordingly, interviewees told us the administration tries to only commit to items they believe will be fulfilled successfully. When a difficult or long-shot program manages to a commitment, they are much less likely to be carried out in total – sometimes classified as "done with ongoing work" based only on attempted

change. In some cases, when pushed, policy changes ended up in the POA merely as commitments to do a further study. For example, one interviewee involved in the East New York rezoning indicated that Councilmember Espinal pushed hard for a basement accessory dwelling units (ADUs) pilot in the East New York rezoning. The city ended up committing to a feasibility study, with $12 million in funding if deemed feasible. Thus far, some funding has been provided via HPD's Basement Apartment Conversion financing program, but only eight East New York residents are participating in the program so far (Mayor's Office of Operations). An example of an attempted policy change is the commitment in the Jerome Ave rezoning that the NYPD would "take additional steps to strengthen compliance among officers with existing street parking regulations." Despite this being compliance with existing city law, it is still not existing city departmental policy. While this was technically marked as "done with ongoing work" in the City tracker which cited 11 newly added parking spaces and reminders sent to officers (Mayor's Office of Operations), StreetsblogNYC's 2022 March Parking Madness bracket makes clear actual policy has changed little.[55] As one interviewee told me (as a general rule, not in relation to Jerome Avenue specifically), "You want cops to stop parking in bike lanes? Good luck. It would be so much easier to have the City repave the streets or redo a park."

The Local Councilmember

Former Speaker of the US House of Representatives Thomas P. "Tip" O'Neill was famous for his saying, "All Politics is Local." So too, are city council land use decisions. As

[55] Streetsblog. 2022. "MARCH (PARKING) MADNESS 2022: Two Boogie Down Precincts With Bad Attitudes: The 44th and the 41st." New York, NY: *StreetsblogNYC*. https://nyc.streetsblog.org/2022/03/16/march-parking-madness-2022-two-boogie-down-precincts-with-bad-attitudes-the-44th-and-the-41st/.

discussed earlier, given the practice of local deference, the council vote – and thus the fate of any rezoning – hinges entirely on the local councilmember. As a result, that member is perhaps the most important piece of the entire negotiation.

The extent to which community advocacy factors into the process is wholly contingent on the local councilmember to represent those issues and concerns at the POA bargaining table. What the community ultimately receives is entirely based upon that councilmember. As one interviewee put it, "The ULURP process is an exhausting process. It's hard to keep lots of things up in the air that are unresolved and push on other things simultaneously… the strength of the negotiator is important. Whether they are detail-oriented is important." Another interviewee further underscored this point, "The more specific a councilmember was and the earlier they communicated priorities, the better the outcome would be. That way the administration could know what to work on in advance, well before ULURP."

The four case studies showed different approaches a councilmember can take in these situations. In Inwood, Councilmember Rodriguez took an extremely aggressive approach to the negotiation process, holding it up entirely until the last possible minute. An interviewee familiar with the proceeding noted that the City council land use committee had prepared both approve and disapprove resolutions the night prior to the subcommittee vote because it was still so unclear what the ultimate outcome would be. This strategy ultimately yielded $177 million in city-specific funding. Using the $40,000 per housing unit shorthand formula, one would have expected $156 million in city commitments – so it appears these tactics stretched the deal nearly $20 million higher than might have otherwise occurred.

In East New York, Councilmember Espinal was put in a difficult situation due to timing. His relatively recent election to council and lack of substantial comparative political power left

him with less of an ability to negotiate. As an interviewee opposed to the rezoning put it, "He was a new councilmember, and when you're new sometimes you get taken advantage of." But also, there was the factor that this was the very first de Blasio rezoning – it was a new process and the parameter of what could be extracted from the City in these negotiations was not clear. Options for city commitments also were not apparent. As an interviewee involved in the rezoning characterized the situation, "Councilmember Espinal felt good about what he was able to win. He felt he had delivered for the community." The only point of comparison on city rezonings at the time was the Bloomberg Administration – where communities had gained next-to-nothing in city commitments in return. Yet, by comparison to the coming de Blasio rezonings (apportioned by size), the funding was less. Looking at the units-to-dollars formula, one would have expected East New York to have received $282 million. Instead, the neighborhood received only $250 million in capital commitments.

East Midtown's entire process was quite different from the others. In co-chairing the Steering Committee that created the full zoning proposal, Councilmember Garodnick exerted the most substantial influence of any councilmember studied. He also showed extreme attention to detail and willingness to get in the weeds of complex land use matters at stake. As an interviewee involved in the process relayed, "[Councilmember Garodnick and Borough President Brewer] had genuine skin in the game. They were really part of it. Without them [the rezoning] wouldn't have come about. They were the people in the room whom everyone looked to." Garodnick also had significant political influence and leverage in the situation – he had shot down the prior Bloomberg Administration proposal in 2013. Therefore, it was apparent than any attempt to rezone the neighborhood would have to go through him.

By some accounts, Councilmember Donovan Richards was more focused on broad-based goals for his community than on specific detailed requests. In part, he did not want to get bogged down in a tough fight with the administration due to political concerns in his bid for Speaker. Yet, this more collaborative approach was not without its merits. Downtown Far Rockaway got the largest number of fresh city commitments which should have been completed by the time of this writing – 33. And of these, 20 were either "done" or "done with ongoing work." Perhaps an approach that viewed the City as more partner than adversary – providing broad based goals for which the City could help fill in the blanks – allowed for realistically doable commitments to be achieved. The dollar amount in pure city funding nearly hit the per new housing unit formula on the dot -- $126 million rather than the $125 million the formula would have yielded. But if these investments are actually being dispensed quickly and efficiently, even at a slightly lower level of funding than other neighborhoods receiving larger funds at slower rates, the results can be just as optimal.

Community Groups & Alternative Planning

The rezonings were particularly fruitful from a perspective of alternative community planning, with coalitions of community organizations coming up with alternative proposals to the rezonings in question. In East New York, there was the Coalition for Community Advancement and their East New York Neighborhood Re-Zoning Community Plan. In Inwood, there was the Uptown United Platform. One could also contend that the Downtown Far Rockaway Working Group's letter to Mayor de Blasio was a form of alternative planning (in which they battled the lack of a plan basically). But in the cases of East New York and Inwood, why did robust and thorough alternative community plans fall by the wayside?

One interviewee working within city government and privy to multiple negotiations said these alternatives were less useful in the construction of city commitments given that many of its proposals were either contrary to standard city practice or not possible within the legal framework. One example of these difficulties was the Uptown United Platform's contention that 100 percent of rezoned housing should be affordable – unfortunately, the City does believe such a mandate would be legal under the takings clause. While there is some degree of debate on this point in legal circles, the City has no intention to risk lawsuit and the potential that mandatory inclusionary housing as a whole could be at risk with a conservative Supreme Court. As one interviewee characterized the dance between city government and private developers: "If you make the landowner richer by the city's action, then there is no chance that they will sue. It's the unspoken dynamic. You can only push so hard on private landowners before you risk losing in court bigtime."

In contrast to this approach, one could look to what happened within the East Midtown Steering Committee. At one point in their discussions, the Steering Committee came up with the innovative approach to zone by site rather than district. They wanted to propose a solution where they had identified six key favorable attributes, and a project's possession of those attributes would determine the additional FAR granted. When the topic was presented to Department of City Planning officials, they told the group it would not be workable. They felt such an approach might raise legal issues and they asked the group to return with a zoning by district proposal instead. As an interviewee engaged in the process told me, "Maybe a lesson at the end of the day is that lots of good ideas ultimately have to put into a language or format that is implementable given the available legal and planning regulation structures that the City will be comfortable with."

The political postering taken by community groups was also an important factor in their influence. In the cases of East New York and Inwood, coalitions of community groups were vocally opposed to the rezoning efforts. While a valid position, it undermined their ability to influence the outcomes of the POAs. Given that no neighborhood rezoning once it has entered ULURP has ever failed, community groups might ask themselves whether it would be more beneficial to adopt a more practical realpolitik approach with extremely clear recommendations geared towards getting support. As one interviewee put it, "If [community organizations] had been more interested in shaping the package as opposed to losing valiantly, then I feel like they would have had a better shot at really influencing it." Those groups that engaged in the East Midtown Steering Group and Downtown Far Rockaway Working Group clearly had a greater influence over the ultimate rezoning package.

Oversight

Across the seven initial rezonings of the de Blasio era, only three had oversight structures built into the Points of Agreement: Downtown Far Rockaway, Jerome Avenue, and Bay Street. Downtown Far Rockaway required quarterly meetings between EDC and a steering committee to be appointed by Councilmember Richards. Jerome Avenue required regular meetings between the Councilmember and relevant city agencies to discuss the POA commitments' status. Bay Street required DCP to provide annual updates to community board 1, the Borough Presidents, and the local Councilmember regarding POA commitments. In the aftermath of these rezonings, some observers have pointed to the need for a more robust oversight process to ensure timely completion of city commitments. As one interviewee put it, "[There is a need for an] oversight

committee for this in a real way that is funded, to avoid the paper going in a cabinet until some advocacy group digs it up 5 years later and realized that certain commitments were never done."

The need for some form of oversight and enforcement has been made even more apparent with the transition to a new mayoral administration. With little holding them to the POAs negotiated under a prior administration, in many cases under prior councilmembers, there is some potential for the new administration to shift budgetary commitments to other priorities if they wished to do so. However, all indications, at least so far, are that the new administration intends to honor these POA commitments.

Limitations & Areas for Future Study

George Bernard Shaw famously said, "Some [people] see things as they are and say why, I dream things that never were and say why not." This research squarely fits into the former category. I take the neighborhood rezoning process as it currently exists in New York City and analyze both it and the complex machinations of involved actors from within this box. The current system certainly does not seem ideal. As I've discussed, there is no structured process within city government for the POA negotiation. Additionally, community coalitions creating alternative plans that are not realistically achievable thus fail to respond to community needs and create frustration and feelings of not being heard by these groups. In large part, these community failures stem directly from the lack of structure in POAs -- there is no process in place for the City to engage community organizations or clear documentation of what is achievable and realistic in the POA process. The status quo is certainly not a recipe for success.

Hopefully future scholarship will explore both granular improvements such as how to put in place a clear POA negotiation structure, as well as more big picture approaches that examine new systems for a better framework around land use and community planning such as a comprehensive neighborhood planning approach.

There are also limits for a researcher from outside the apparatus of city government attempting to discern which city commitments were actually brand new in the POA process compared to those that were already in the works. While I did my best to code commitments for this important element given city documents, information from interviewees, and popular media reports, there is certainly the potential for pre-standing commitments (particularly those not made public beforehand) to slip through my detection. As one interviewee described the situation, "Sometimes the City is just adding crap onto a POA. Sometimes it's a project they're

already in the process of doing. Sometimes it's a project they'd been wanting to do and they realize that now they can count it towards the rezoning."

Discussion

The literature review made clear that planning theory could inform our models for interpreting NYC's neighborhood rezoning actions. But how do these rezonings reflect back into planning theory? As the case studies show, de Blasio era planning contained portions of rationalist, advocacy, and communicative planning. While the planning profession has moved away from rationalist planning in recent decades, its lasting power is still apparent in the machinations of the administration around neighborhood rezonings. In three of four case studies, the administration unilaterally defined the boundaries and approach to rezoning (not to mention that rezoning would be the economic development tool rather than an alternative method). The usage of POAs somewhat tempered this top-down approach by centralizing the local elected councilmember.

Community groups had differing degrees of importance in various rezonings. On the whole, the case studies seem to point more favorably towards a communicative planning model approach than to advocacy planning. Community groups and planners achieved the most community support when they were able to work constructively as partners to devise a planning approach. The Steering Group in East Midtown, and to a lesser extent, the Working Group in Downtown Far Rockaway are models of this. Additionally, planners were integral to the negotiation process in a POA and had ample opportunity to play the role of mediator, depending on their access to community groups at the negotiation stage of the process.

The advocacy planning model was less effective in this context, considering the failure of alternative plans in East New York and East Midtown. By attempting to work outside the process and politically persuade relevant actors against the rezonings, these groups were both unsuccessful in halting the process and in imposing their favored policy changes within it.

Flyvbjerg's phronetic planning model is a natural fit for these rezonings. Flyvbjerg contends that planning at its core is "detailed stories of who is doing what to whom" and should be analyzed through the interplay of power and values (Flyvbjerg 2004). This era in neighborhood rezoning was defined by the mayoral administration's exercise of power over land use decisions to advance values of greater density and affordable housing by leveraging private developers. POA packages came about in response to the power of local councilmembers to oppose land use decisions. The interplay between local councilmembers and interested community groups is of particular interest in applying Flyvbjerg's question of who gains and who loses by specified mechanisms of power. In each rezoning case study, the councilmember had more to gain by the behind-closed-doors POA negotiation than other community stakeholders. This mechanism allowed them to (for better or for worse) become a power vacuum among community interests, and act as the counterweight to the mayoral administration in the negotiation.

Molotch's growth machine model certainly finds reasonable application here as well. City elites in the mayoral administration and developers who favored the increased density allowances drove these policies into being. It is notable that even with overwhelming community opposition in East New York, the provisions were still enacted. Yet, East New York and East Midtown also provided some evidence of the "homevoter" model with the community's successful push to remove the single-family sections of Arlington Village and Turtle Bay, respectively, from the rezoned areas.

My findings further Hanssen's conclusion that community members only recourse in land use matters is their local elected representative. Hanssen even attributes this to the distinct lack of process necessitating informal channels between local politicians and others in the

community. This was evident in New York City's rezonings. The de Blasio era rezonings strongly contradicts the findings of Levine (2016) and Mosley and Grogan (2013) that community-based organizations in low-income neighborhoods have greater control of political processes. All seven of the initial de Blasio era rezonings were of low-income communities predominately of color. Their results were most driven by the mayoral administration and local councilmember.

In line with the literature around Community Benefits Agreements, POAs deliver mixed results. Both CBAs and POAs have the ability to falter with unspecific commitments and lack of accountability (what are the ramifications if they fail?). Wolf-Powers' (2010) finding that CBAs are more successful where the private market is stronger is pertinent to POAs as well, particularly for affordable housing delivery. Much of the disconnect around the delivery of affordable housing (and the depth of affordability) stems from the market's inability to support enough cross-subsidizing market rate units. Without a strong enough market to support the hoped-for number of new developments, the City can only do so much to meet affordable housing commitments in a rezone-and-regulate model. The POA – much like the CBA – is a neutral tool. Its relative success or failure is dependent upon the actors involved and their motives and abilities.

All-in-all, I would contend that the de Blasio era rezonings further a growth machine model for understanding major planning decisions, mixed with an albeit restricted model of communicative planning. The neighborhood rezoning with by far the most community control over decision-making was Greater East Midtown. While this certainly had something to do with the failure of the prior Bloomberg-era rezoning and the influence of Councilmember Garodnick and Borough President Brewer, it is striking that this was the one rezoning directly effecting a

predominately wealthier and whiter population. Greater East Midtown was the only neighborhood with interest groups brought to the negotiating table on the zoning resolution itself (rather than later on in the POA). It cannot have been coincidence that these very interests were largely development (aka growth machine) interests. The Greater East Midtown process was simultaneously an exemplar of communicative planning with theses groups. Healey's contention that planners should open the process to all, held true in this case partially – with the caveat that it only opened the process to those allowed to sit around the decisionmaking table. Forester's communicative conception of the planner as a mediator was also present here. The professional planners brought in to facilitate the process and the planners at DCP consulted along the way, made clear which available zoning and policy changes were realistic and brought in the technical guidance to ensure the playing field was level for all those around the table.

Across other neighborhood rezonings, city council central land use planning staff played a similar role guiding the local councilmember and their office through the POA process. Yet community groups *in these lower-income more diverse communities* were not brought around a central city-convened table in the same fashion as in East Midtown. When the central chess piece in this game is the local councilmember, broader political theory of who holds a politician's ear comes into play. There is also a deeper layer to consider comparing the existential concerns of residents against business or architectural interests of development groups, preservationists and architects. When the stakes feel that much higher for one group and distrust feels that much more personal, one is left to wonder if the gap could be bridged.

In East New York and Inwood, community groups felt iced out of the larger city process they were facing and (largely unsuccessfully) turned to advocacy planning to contend with the development forces they were up against. What was seemingly missing most from their

alternative plans was the guidance of DCP or city council planners who could lead community coalitions towards which solutions might be more in-line with general city practices and could thus more easily be translated into a concession actually acceptable to the administration. Could a more effective communicative model of planning help to empower community groups to equal standing against forces of the growth machine? Akin to the Greater East Midtown process, could there be a package of rezoning and neighborhood investments that could satisfy both development interests and community members worried about their ability to remain in their neighborhood long-term? The answer is not clear. These case studies never provided an ample test of these questions, but it would be a challenge worth exploring in practice in future contentious land use actions.

Conclusion

For planners and practitioners, I hope the findings herein provide some guidance on how to approach rezonings and POA negotiations. First, start early and seek deep engagement in the visioning process itself (if possible). In an ideal world, become a part of a Steering Committee working with the City to craft the full rezoning package. Otherwise, formulate key demands at early stages in coalition with other community organizations, develop a strong working relationship with the local councilmember (if you're lucky, that councilmember is politically powerful and detail-oriented), and begin to advocate around these demands before the rezoning action is certified for ULURP. After ULURP begins, understand that there are very few circumstances under which no deal will pass. Distill key demands to a few clear topline requests. Make clear that your support for the rezoning hinges on the fulfilment of these demands. Ensure that all of your requests are doable within the City's current legal and regulatory framework – coordinate with the local councilmember and relevant city agencies to make sure this is the case. When it is time for the POA negotiations to start, structure requests to, wherever possible, be under the jurisdiction of departments under the associated deputy mayor. Also, focus requests on simple funding of facilities, infrastructure, and programs. Try to avoid requests that change city policy as these will likely be either not granted or not fulfilled to their spirit. Don't expend political capital asking for specific timelines or funding – these are not as important to overall success. Finally, ensure that a robust oversight structure is included with clear funding for staffing to staff such a body.

With the de Blasio era drawn to a close and a new mayoral administration in New York City, the future of the city's land use and economic development policy is unclear. Will the city pursue additional rezonings and/or POA packages? No matter what may lie ahead in this specific

realm, these findings can inform future community-city negotiations over land use decisions and planning to meet community needs.

Appendix A: Points of Agreement City Commitment Characteristics

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
East New York	This plan will apply Mandatory Inclusionary Housing for the first time, with both Option 1 (25% of housing at average of 60% AMI with 10% set aside for 40% AMI) and Deep Affordability Option (20% of housing at 40% AMI) available.	Housing	0			Regulation	0	Already Doing	0	2	Immediate	1	0	0	Not in Tracker
East New York	HPD… subsidize new affordable housing using the Extremely Low & Low-Income Affordability (ELLA) Program across the neighborhood, including all private sites that choose to take City subsidy. HPD will exceed ELLA on public sites with even deeper levels of affordability. HPD will expedite the construction of over 1,200 units of deeply affordable housing over the next two years, in addition to over 100 units of affordable housing at the intersection of Christopher and Glenmore Avenues, at the following income levels: [see chart]	Housing	1	HPD	HRA	Program	0	Expand/Alter	1	1	1 to 2 years	1	0	0	In Progress
East New York	500 LINC vouchers to help move 500 homeless families out of shelter and into stable, affordable housing	Housing	1	HRA		Program	0	Expand/Alter	2	0		0	1	99	Done with Ongoing Work
East New York	close the Hector's Court shelter in FY 17 and complete the closure of shelter units at 1801 Pitkin Avenue and 247 Vermont Avenue by the end of FY16. HRA and HPD will make every reasonable effort to encourage the owners of Hector's Court, along with the owners of 1801 Pitkin Avenue and 247 Vermont Street to convert all cluster homeless units and shelter units that DHS vacates to affordable housing.	Housing	1	HPD		Facilities	0	New	1	1	1 to 2 years	1	0	0	Done
East New York	HPD will study the feasibility of affordable housing development on the Grant Avenue Municipal Parking Lot	Housing	1	HPD		Study	0	New	1	0		0	0	0	Done
East New York	HPD will monitor units already rent-restricted through regulatory agreements with government agencies and will reach out to owners with any such regulatory agreements that are near the end of their affordability period to let them know about the financial incentives HPD can provide to preserve affordability	Housing	1	HPD		Outreach	0	New	0	0		0	0	0	Done with Ongoing Work
East New York	The City will continue to provide free legal representation to tenants experiencing harassment. The City has committed $36 million for free legal representation in housing court to any tenant facing	Housing	0			Program	0	Expand/Alter	2	0	Immediate	1	1	36000000	Done with Ongoing Work

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
	harassment in a rezoned neighborhood. The administration has committed to funding this work in East New York for no less than five years.														
East New York	The Tenant Harassment Task Force will continue to take action against landlords who harass tenants	Housing	1	Tenant Harassment Task Force		Program	0	Already Doing	0	0		0	0	0	Not in Tracker
East New York	HPD will continue to proactively engage tenants to report housing quality issues and connect them with legal assistance.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
East New York	HPD will launch Community Retrofit NYC to boost participation in the Green Housing Preservation Program, which targets small buildings of five to 50 units with low interest loans that will make buildings more energy efficient in exchange for maintaining the affordability of their units.	Housing	1	HPD		Program	0	New	0	0		0	0	0	Done
East New York	The City will convene a working group with Council Member Espinal and other elected officials, community stakeholders, DOB, FDNY, HPD, and DCP to study barriers related to legalizing basement units in East New York including $12 million in funding to support conversions or other small home repairs should conversions prove impractical.	Housing	1	Numerous		Study	1	New	1	0		0	1	12000000	In Progress
East New York	HPD will establish a dedicated Homeowner Helpdesk in the community with financial and legal counselors to help homeowners modify mortgages, prevent foreclosures, access home repair and weatherization loans, and address scams such as deed thefts and other issues	Housing	1	HPD		Program	0	New	1	0		0	0	0	Done
East New York	HPD will market loans and grant-funding to East New York low-income homeowners for critical repairs including the Home Improvement Program, the Senior Citizen Home Assistance Program, and funds from Project Help	Housing	1	HPD		Program	0	Light Agency Involvement	1	0		0	0	0	Done with Ongoing Work
East New York	HPD will work with DEP to implement water rate relief programs for low-income homeowners and affordable housing, including the Home Water Assistance Program the Multifamily Water Assistance Program	Housing	1	HPD		Program	0	Already Doing	0	0		0	0	0	Not in Tracker
East New York	HPD will support the community's efforts to study the feasibility of establishing a Cease and Desist Zone to protect homeowners from unwanted solicitation.	Housing	1	HPD		Study	0	Light Agency Involvement	0	0		0	0	0	Done with Ongoing Work
East New York	HPD will assist low-income, first-time homebuyers in East New York with the HomeFirst Down Payment Assistance Program, which provides up to $15,000 toward the down payment or closing costs	Housing	1	HPD		Program	0	Already Doing	0	0		0	0	0	Not in Tracker

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	on a one- to four-family home, condominium, or cooperative.														
East New York	The School Construction Authority (SCA) will build a new 1,000 seat school in District 19… include an at-grade playground that will be open to the public during non-school hours. The school will meet the SCA's Green Schools guide for new construction. Timeline: School is included the FY 15 – FY 19 Capital Plan. Capital Funding: $98 million	Education	1	SCA		Facilities	0	New	2	2	2 to 5 years	1	0	98000000	In Progress
East New York	The Administration will work with the City Council to provide funding for the acquisition and/or renovation of a new childcare center in East New York at 3289 Fulton Street, subject to the project meeting capital eligibility criteria. If this location does not qualify funding will be allocated for childcare at alternative sites. Timeline: FY2017. Capital Funding: $2.8 million - $2.1 million for renovation and $700,000 for acquisition	Education	1	City Council		Facilities	0	New	1	2	1 to 2 years	1	1	2800000	In Progress
East New York	The Administration will fund up to $17.45 million in SCA School Improvement projects for existing schools in the neighborhood.	Education	1	SCA		Facilities	0	New	1	0		0	1	17000000	In Progress
East New York	The City will strengthen the East New York Industrial Business Zone with $16.7 million of City capital: o Renovate City-owned industrial building to better serve business needs. o Improve connectivity and streetscape in and around the East New York IBZ. o Bring high-speed broadband to businesses in the IBZ	Business	0			Infrastructure	0	New	1	0		0	1	16700000	In Progress
East New York	The City will undertake a detailed land use study with the goal of strengthening the East New York Industrial Business Zone.	Business	0			Study	0	New	1	0		0	0	0	Done
East New York	DCP will protect and strengthen industrial core by limiting new self-storage and hotel uses within IBZ.	Business	1	DCP		Regulation	0	New	0	0		0	0	0	Not in Tracker
East New York	SBS will select new industrial business zone service provider for ENY IBZ.	Business	1	SBS		Program	0	Expand/Alter	1	0		0	0	0	Done
East New York	EDC will create a digital marketing campaign to promote ENY IBZ businesses and advertise new real estate opportunities.	Business	1	EDC		Program	0	New	1	0		0	1	99	Done
East New York	The City will assist ENY IBZ businesses and property owners to adopt solar energy.	Business	0			Business-as-usual	0	Already Doing	0	0		0	0	0	Done
East New York	EDC will work with the local community to market the Industrial Developer Fund to potential not-for-profit and for-profit developers to create new and modernized industrial space in the ENY IBZ.	Business	1	EDC		Program	0	Light Agency Involvement	1	0		0	0	0	Done with Ongoing Work

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East New York	SBS will establish a Workforce1 Career Center in East New York where employers can access free recruitment services to find qualified talent, and jobseekers can receive employment services including job placement, skills training, career advisement and job search counseling.	Business	1	SBS		Grant	0	Expand/Alter	2	0		0	1	99	Done
East New York	HPD will pilot a Neighborhood Retail Preservation Program requiring new development to set aside discounted space for local businesses.	Business	1	HPD		Program	1	New	2	0		0	0	0	In Progress
East New York	SBS will conduct a Commercial Districts Needs Assessment on key neighborhood corridors Following results from the commercial district needs assessment, SBS will award competitive funding in 2016 to nonprofits to deliver commercial revitalization services to East New York. Also in 2016, capital funding will be made available for commercial revitalization projects that could include additional street lighting, benches, bike racks, street trees and planters, improved sanitation and corner garbage bins, wayfinding, identity banners and other placemaking initiatives developed by local stakeholders. Expense Funding: $300,000, Capital Funding: $500,000	Business	1	SBS		Grant	0	New	2	2	<1 year	1	1	800000	Done
East New York	SBS will launch an East New York-based business training course.	Business	1	SBS		Program	0	New	1	0		0	0	0	Done
East New York	SBS will assist local businesses with commercial lease negotiations.	Business	1	SBS		Program	0	New	1	0		0	0	0	Done with Ongoing Work
East New York	HPD will expand local hiring incentives in projects it finances	Employment	1	HPD		Program	0	Expand/Alter	0	0		0	0	0	Done with Ongoing Work
East New York	DCP, together with NYCEDC, will conduct a follow-up study of Broadway Junction. To support this study, NYCEDC is prepared to commit resources to fund a real estate planning consultant.	Transportation	1	DCP		Study	0	New	1	0		0	1	98	Done
East New York	DPR will renovate Callahan-Kelly Playground to provide more diverse recreational options. Once scoped, the project is expected to include: the addition of a new comfort station, reconstruction of existing basketball courts, new adult fitness equipment, playground renovation, new seating and landscaping, and a potential new skate park. Capital Funding: $18.1 million.	Public Space	1	Parks		Facilities	0	New	2	0		0	1	18100000	Done

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East New York	DPR will make upgrades to Highland Park to strengthen regional open space resource. Up to $13.1 million will be committed to Highland Park improvements which may include the items below: o Lower Playground improvement with new amenities, which could include: play equipment designed for ages 5-12, a new spray shower, expanded planted areas and enhanced perimeter pathways. o Renovation of BBQ area in Upper Highland Park to include new paths, picnic tables, and grills. o Renovation of Asphalt pathways throughout the park, including to the children's garden and tennis courts. o Improvements to Upper and Lower Highland Park comfort stations. o Upgrades to Jamaica Avenue Sidewalks. o Reconstruction of handball courts and chain link fence. o Creation of a dog run.	Public Space	1	Parks		Facilities	0	New	2	0		0	1	13100000	Done
East New York	The City-owned building at 127 Pennsylvania Avenue will be converted into a multi-purpose NYPD community center with a variety of recreational, academic and supportive programs for young people. This center will offer a range of programs led by community and police partners such as basketball, volleyball, boxing, dance classes, computer skills and general tutoring, targeting youth between the ages of 12-19. In conjunction with community partners and elected officials, NYPD will lead visioning workshops to help understand programming preferences in summer 2016. The City will invest in a significant interior renovation of the building to accommodate these new uses. Timeline: Programming to begin by Fall 2017. Capital Funding: $10 million for building renovation and fit out.	Public Space	1	NYPD		Facilities	0	New	2	2	1 to 2 years	1	0	0	Done with Ongoing Work
East New York	DPR Will transform City Line Park's underused asphalt area into a new, one–acre active recreational space. NYC Parks will lead a public design process to re-envision the space as a community resource for active living, which will serve existing needs while also helping to anchor a series of affordable housing developments planned for the eastern portion of Atlantic Avenue. New amenities could include a synthetic turf field, running track, fitness equipment, seating areas, and new shade trees. Design to start in spring 2016 with a targeted construction start in summer 2018. Capital Funding: $5.2 million.	Public Space	1	Parks		Facilities	0	New	2	2	2 to 5 years	1	1	5200000	Done

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East New York	DPR will reconstruct the handball and basketball courts at Sperandeo Brothers Playground. Timeline: Construction started April 2016. Construction completion anticipated in April 2017. Capital Funding: $400,000.	Public Space	1	Parks		Facilities	0	New	2	2	1 to 2 years	1	1	400000	Done
East New York	Through the City's Schoolyards-to-Playground program, both PS 677-East Elementary School of Excellence and PS 345-Patrolman Robert Bolden will open for community use after school hours and on weekends. Additionally, part of the play yard at PS 345 will be resurfaced and new play equipment will be installed. PS 345 design to start in 2017. Capital Funding: $1.3 million.	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	1	1	1300000	Done
East New York	Play Area Upgrade at NYCHA's Fiorentino Plaza: the scope of work will include the removal and disposal of existing children's play equipment, the leveling of the area and immediate grounds area, the installation of new rubberized safety surfacing, and the installation new customized and colorized children's play equipment. Design commencement: Q1 2017; Construction start: Q4 2017. Capital Funding: $500,000.	Public Space	0			Facilities	0	New	2	2	2 to 5 years	1	1	500000	In Progress
East New York	DOT will make Atlantic Avenue safer and more pedestrian friendly through a major street improvement project. Capital Funding: $40.8 million.	Transportation	1	DOT		Infrastructure	0	New	2	0		0	1	40800000	Done with Ongoing Work
East New York	The Department of Environmental Protection will install new curbside bioswales to absorb and manage storm water in East New York, improving water quality in Jamaica Bay while beautifying streets. Timeline: Two contracts are currently in advertisement for design; construction anticipated to start January 2017. Capital Funding: $21 million.	Environment	1	DEP		Infrastructure	0	Already Doing	2	2	2 to 5 years	1	1	21000000	In Progress
East New York	The Department of Environmental Protection is planning up to $17 million in water main, sewer and distribution main replacement along East New York Avenue between Howard and Pacific, Schenck between Flatlands and Jamaica, Atlantic between Georgia and Conduit, in the rezoning area. Timeline: Anticipated completion of projects ranges from 2018 through 2021.	Environment	1	DEP		Infrastructure	0	Already Doing	2	2	2 to 5 years	1	1	17000000	In Progress
East New York	The City will install conduit for broadband along Atlantic Avenue to bring high-speed broadband to residential areas of East New York. $1.7 million	Infrastructure	0			Infrastructure	0	New	2	0		0	1	1700000	In Progress
East New York	DOT will repave roads on Fulton Street from Essex to Hale and on Ridgewood Ave from Jamaica to Elton, Euclid to Eldert. Capital Funding: $412,000.	Transportation	1	DOT		Infrastructure	0	New	2	0		0	1	412000	Done

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East New York	Remove Arlington Village from the rezoning	Zoning	0			Zoning	0	Change to Rezoning	2	2	Immediate	1	0	0	Not in Tracker
East New York	Apply the new Deep Affordability Option under Mandatory Inclusionary Housing, which requires 20% of new housing be set aside for households making 40% of the Area Median Income, or $31,080 for a household of three.	Housing	0			Regulation	0	Expand/Alter	2	2	Immediate	1	0	0	Not in Tracker
East New York	Reduce the proposed zoning heights in certain areas to preserve strong neighborhood character. Such areas include portions of Fulton Street and Pitkin Avenue in East New York and Eastern Parkway in Ocean Hill.	Zoning	0			Zoning	0	Change to Rezoning	2	2	Immediate	1	0	0	Not in Tracker
East New York	Adjust the zoning along one block of Atlantic Avenue from C4-4D to C4-4 to facilitate the construction of a health care center.	Zoning	0			Zoning	0	Change to Rezoning	2	2	Immediate	1	0	0	Not in Tracker
East New York	Remove a portion of Sheffield Avenue from the rezoning to provide a buffer for the Industrial Business Zone where very intense industrial activities are allowed.	Zoning	0			Zoning	0	Change to Rezoning	2	2	Immediate	1	0	0	Not in Tracker
East New York	Remove the residential option from portions of the proposed Liberty Avenue mixed-use district.	Zoning	0			Zoning	0	Change to Rezoning	2	2	Immediate	1	0	0	Not in Tracker
East Midtown	Advance five upfront public realm improvement projects in the East Midtown area. Through the completion of upfront capital commitments (estimated cost of up to $12M), including:* A permanent shared street on 43rd Street between Lexington and 3rd Avenue* Designation of Pershing East as a pedestrian plaza and a refresh of the space* Thoroughfare improvements on 53rd Street between 2nd and 5th Avenues* Improvements to Park Avenue traffic patterns through turn lane upgrades* Improvements to Lexington Avenue at 43rd Street	Public Space	1	DOT		Infrastructure	0	New	2	0		0	1	12000000	In Progress
East Midtown	Establish the East Midtown Governing Group and fund up to $38 million in City Capital for capital-eligible public realm projects, to be selected by the Governing Group. A commitment of $38M in City Capital for capital eligible public realm projects selected by the East Midtown Governing Group. The above-mentioned public realm projects will be subject to consultation with relevant stakeholders, including the Governing Group, and will take into account the needs of property and business owners along the street. Project selection and design will incorporate the needs for overall circulation, transit connections, building and loading dock access, pick-up and drop-offs, parking, sanitation,	Public Space	1	DOT		Infrastructure	0	New	2	0		0	1	38000000	Done with Ongoing Work

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	deliveries, ADA accessibility, emergency access, and utilities.														
East Midtown	Continue engagement with Greenacre Foundation regarding development within the vicinity of Greenacre Park. Greenacre Park is a gem of a public space situated in East Midtown and a valuable asset for workers, residents, and visitors alike. As such, DCP will do the following for development that occurs within the radius of Greenacre Park (as identified by the Greenacre Foundation): 1. DCP will send the Greenacre Foundation any filed application for any zoning actions pursuant to the East Midtown rezoning at the same time it is sent to the Community Board; 2. DCP will inform any such applicant to discuss its development plans with the Greenacre Foundation; and 3. DCP commits to again meet with Greenacre Foundation to discuss potential shadow impacts from development both within and outside this rezoning plan.	Public Space	1	DCP		Outreach	0	New	0	1	Immediate	1	0	0	Done with Ongoing Work
East Midtown	Report on residential conversion activity in East Midtown. We have not seen evidence that the ability for owners to convert their properties to residential uses as-of-right poses issues for this area. Nonetheless at your request, DCP will report back to the Manhattan Borough President's Office and the City Council on the prevalence of residential conversions and any associated impacts in the rezoning boundaries in both 3 years and 5 years time.	Housing	1	DCP		Study	0	New	1	2	2 to 5 years	0	0	0	In Progress
East Midtown	Meet with American Jewish Committee on East Midtown rezoning district boundaries. The American Jewish Committee owns a site at 165 East 56 Street that is immediately adjacent to the northern edge of the rezoning district. AJC has expressed interest in having that site included in the rezoning, and DCP commits to meeting with them to discuss AJC's interest in a follow-up action that would amend the district boundaries to include that site.	Zoning	1	DCP		Outreach	0	New	0	0		0	0	0	Done

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Far Rockaway	Promote local hiring and job opportunities for area residents. Building on existing services, SBS will enhance outreach to the local community including quarterly recruiting events with various community partners such as faith based organization, the Queens Public Library, and other groups. Commencing Fall 2017.	Employment	1	SBS	W1C	Business-as-usual	0	Already Doing	0	0	Immediate	1	0	0	Done with Ongoing Work
Far Rockaway	Support area M/WBEs. SBS will work with the Council Member to host M/WBE certification events in the district. In addition, it will provide a number of capacity building services to M/WBE business owners in Downtown Far Rockaway. These include certifying firms with contract financing assistance, business courses, one-on-one technical assistance, networking and educational events, assistance with obtaining bonds, and access to City and private sector contracting opportunities. Residents of Far Rockaway can access these opportunities by calling the Certification Helpline or visiting any one of the seven NYC Business Solutions Centers, including the NYC Small Business Support Center located in Jamaica. Commencing Fall 2017	Business	1	SBS		Business-as-usual	0	Already Doing	0	0	Immediate	1	0	0	Done with Ongoing Work
Far Rockaway	Support existing businesses through free legal services and other business outreach efforts. In Downtown Far Rockaway, SBS will conduct door-to-door engagement with business owners and provide neighborhood-specific services to meet business needs through Chamber-on-the-Go and expanded Workforce 1 services. SBS will roll out additional entrepreneurship education programs for immigrant and women-owned businesses, including Women Entrepreneurs NYC (WENYC) workshops on credit, funding, and leadership, in addition to one-on-one financial counseling and mentorship sessions. SBS will continue to monitor needs and provide appropriate entrepreneurship resources in coordination with community partners such as the Queens Public Library. Finally, SBS will work with business owners in Downtown Far Rockaway to coordinate consultation visits from our Compliance Advisors, who educate business owners on how to avoid the most commonly issued City violations. Programs will start in Fall 2017. $50,000.	Business	1	SBS		Outreach	0	Expand/Alter	1	0	Immediate	1	1	50000	Done with Ongoing Work

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Far Rockaway	Complete Commercial District Needs Assessment, including BID feasibility study. SBS will conduct a Commercial District Needs Assessment (CDNA) to look at the existing storefront business landscape in the neighborhood, including the retail vacancy rate, retail mix, retail leakage, physical conditions, and unique character of the commercial corridors and local businesses. Fall 2017-Summer 2018. $100,000.	Business	1	SBS		Study	0	New	1	2	<1 year	1	1	100000	Done
Far Rockaway	Launch Business Incubation Services in Far Rockaway. SBS will work with the Council Member's Office and Workforce1 Center to encourage local business owners and aspiring entrepreneurs to apply and participate in the full suite of FastTrac NewVenture and FastTrac Growth Venture business incubation workshops in Downtown Far Rockaway at dedicated spaces including the Workforce1 Center and local community organizations such as the Queens Public Library. Programs will start in Fall 2017. $50,000.	Business	1	SBS		Program	0	Expand/Alter	1	0	Immediate	1	0	50000	Done with Ongoing Work
Far Rockaway	Explore potential business incubation space in Far Rockaway to support area businesses. Working through SBS and/or NYCEDC, the City will assess the current business landscape and identify the space and programming that would be most appropriate and relevant to area businesses. In spring 2018, the City will report back to the Council Member on a suggested course of action, which could include additional resources for existing programs, the release an RFEI seeking proposals from operators, or other strategies. Report to CM on potential recommendations by end of Q1 2018.	Business	1	SBS	EDC	Study	0	New	1	2	<1 year	1	0	0	Done with Ongoing Work
Far Rockaway	Support the opportunity to bring LinkNYC to Downtown Far Rockaway. In order to allow for future installation of Links in Downtown Far Rockaway, the LinkNYC franchisee will coordinate with DOT-DDC and will install the required subsurface infrastructure within the DOT-DDC capital reconstruction project. Conduit installation to commence in 2019.	Infrastructure	1	DOT	DDC	Infrastructure	0	New	2	2	2 to 5 years	1	0	0	In Progress
Far Rockaway	Continue implementation of RISE:NYC program in Far Rockaway. With support through RISE:NYC, a company named New America is currently working in partnership with the Rockaway Development and Revitalization Corporation ("RDRC") to install resilient mesh wireless networks for Sandyimpacted small businesses and to train the local workforce in its deployment. Implementation of this project is	Infrastructure	0			Infrastructure	0	Light Agency Involvement	0	0		0	0	0	Done

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	underway, and the City estimates that approximately 15 businesses will participate in the program.														
Far Rockaway	Support for Cultural Activities in Far Rockaway. The Department of Cultural Affairs will grant $50,000 to the Queens Council for the Arts for the following initiatives in Downtown Far Rockaway: Regrant Program, which enables the Council to support small organizations for various cultural events (e.g. local dance/music/visual arts groups); 2) Professional Development for Artists and Arts Organizations, which funds individuals and groups to build capacity; and 3) High School Portfolio Preparation Program, which helps students to create art portfolios to apply to specialized high schools. The Queens Council will work with the Councilmember to determine how best to use these funds in the district. Fall 2017-2018. $50,000	Arts	1	DCA		Program	0	New	1	2	<1 year	1	1	50000	In Progress
Far Rockaway	Develop 100% affordable housing on public land. The City commits to financing the development of 100% affordable housing on the existing public site (known as the Beach 21st Street site at Block 15705, Lot 69 and Part of Lot 59), and future public sites within the rezoning area. The Beach 21st Street site would facilitate the development of approximately 150-200 units of affordable housing in accordance with HPD term sheets. Although responses are still being reviewed, the City expects to finance the development of this site under the Mix and Match term sheet, under which the City commits to financing 20% of the total number of units affordable to families earning 30% AMI, and no units will be offered for households earning above 110% of AMI. The City commits to including a retail and/or community facility component within the ground floor of development on the Beach 21st Street site. The City commits to providing an update to the Council Member on the selection process in fall 2017. Additionally, HPD will continue to prioritize planning and development efforts for investments in new affordable housing on publicly-owned land in the adjacent Edgemere and Arverne East neighborhoods. Fall 2017.	Housing	1	HPD		Program	0	Expand/Alter	2	0		0	1	98	In Progress

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Far Rockaway	HPD will provide support to community land trusts to create new permanently affordable homeownership opportunities. HPD recently announced an award of $500,000 from Enterprise Community Partners to the Interboro CLT, a partnership of the Center for NYC Neighborhoods, the Urban Homesteading Assistance Board (UHAB), the Mutual Housing Association of New York (MHANY), and Habitat for Humanity that intends to create a land trust in nearby Edgemere. Over the next 24 months, the grant will fund operations and start-up support while the Interboro CLT works to identify sites for acquisition in Edgemere and elsewhere. 2017-2019.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	2	1 to 2 years	1	0	0	Done with Ongoing Work
Far Rockaway	Establish an Urban Renewal Area to enable mixed-use development. The City projects that approximately 1,700 units of housing can be developed in this URA. While there are several scenarios under which development in the URA may proceed, it is the City's goal to facilitate a compelling mixed-use, mixed-income, phased 100% affordable development.As described elsewhere in this document, the City intends to reserve space within the URA for various desired uses such as a potential school, potential community facility use, and potential business incubator space.	Housing	0			Land	0	New	2	0		0	0	0	Done with Ongoing Work
Far Rockaway	Continue to offer financing to incentivize the development of affordable housing on privately owned sites in Downtown Far Rockaway	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Far Rockaway	Encourage green infrastructure in all new developments on City-owned sites. HPD will require all new construction and substantial rehabilitation projects in the rezoning area that are receiving funding from HPD to comply with the Enterprise Green Communities Criteria. These criteria provide proven, cost-effective standards for creating healthy and energy-efficient homes.	Housing	1	HPD		Regulation	0	New	2	2	Immediate	1	0	0	Done with Ongoing Work
Far Rockaway	Make it easier for residents to understand, prepare for, and complete the affordable housing application process through the Housing Ambassadors program. In order to build the capacity of current Far Rockaway Housing Ambassador partners Margert Community Corporation and Ocean Bay CDC, HPD will offer a Housing Ambassador training in Far Rockaway in 2018 order to make it easier for local organization staff and community leaders to attend and thereby assist Far Rockaway residents with the affordable housing application process. Fall 2018.	Housing	1	HPD		Program	0	New	1	2	<1 year	1	0	0	Done with Ongoing Work

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Far Rockaway	HPD will expand requirements for developers to advertise open housing lotteries on construction sites and notify interested applicants.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done
Far Rockaway	Dedicate rental assistance to help move homeless families out of shelter and into stable, affordable housing. The Human Resources Administration ("HRA") will dedicate City rental assistance resources to help 200 homeless families and individuals from Far Rockaway (zip codes 11692, 11691) who are currently living in shelters move back into the neighborhood if they so choose. Starting Fall 2017. 200 Rental Assistance Vouchers.	Housing	1	HRA		Program	0	Expand/Alter	2	1	Immediate	1	1	99	In Progress
Far Rockaway	Keep existing homes affordable by continuing to offer loans and tax incentives to building owners. HPD will continue to seek opportunities to preserve and invest in existing affordable housing through its various programs.	Housing	0			Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Far Rockaway	Implement an extensive outreach strategy to promote programs that could help homeowners and multifamily property owners make repairs and preserve affordability for existing tenants. HPD's Neighborhood Education and Outreach Unit hosts landlord and homeowner resource fairs. HPD commits to hold its next resource fair in spring 2018. Multifamily buildings in Far Rockaway are included in citywide and boroughwide mailings and robocalls to share information on HPD's loan and tax incentive programs. HPD will begin work in fall 2017 with CNYCN and their partners to conduct outreach to homeowners to provide financial and legal counseling and prevent foreclosures. Fall 2017 - Spring 2018.	Housing	1	HPD		Outreach	0	Expand/Alter	1	2	1 to 2 years	1	0	0	Done with Ongoing Work
Far Rockaway	Support the community's application for the establishment of a Cease and Desist Zone to protect homeowners from unwanted solicitation. HPD will support the community's preparation of application for the Cease and Desist Zone program to the State. HPD can offer guidance and expert testimony through the public process.	Housing	1	HPD		Staff	0	Light Agency Involvement	0	1	Immediate	1	0	0	In Progress

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Far Rockaway	Launch the Zombie Homes Initiative. HPD will work closely with the Council Member and the community in launching a new initiative to address the problem of "zombie" properties—which can be defined as vacant and distressed small homes, whose owners have fallen behind on their mortgage payments. Zombie properties lead to lower property values and higher crime rates in the surrounding area. Through the Zombie Homes Initiative, HPD will help enforce a New York State law, the Zombie Property and Foreclosure Prevention Act of 2016, requiring banks to inspect, report, and maintain zombie properties. As a first step, beginning in Fall 2017, HPD will work collaboratively with the community to identify properties believed to be zombie properties so the City can create a database to check against the State's list. Additionally, HPD will begin outreach in Fall 2017 to connect homeowners to available foreclosure prevention resources and counseling. 2017-2018.	Housing	1	HPD		Outreach	0	New	1	2	<1 year	1	0	0	Done with Ongoing Work
Far Rockaway	Provide resources to educate and support tenants facing potential harassment. HPD will work with the Tenant Harassment Prevention Task Force to investigate and take action against landlords who harass tenants. HPD will educate tenants about their rights and resources to prevent displacement through public information campaigns and through coordination with the Council Member's office and the Community Board. Additionally, HPD's Neighborhood Education and Outreach Unit hosts tenant resource fairs, where they provide information about tenants' rights, legal services, rental assistance programs, and the affordable housing application process. HPD commits to hold the next resource fair in spring 2018. Spring 2018.	Housing	1	HPD		Outreach	0	Already Doing	0	2	1 to 2 years	1	0	0	Done with Ongoing Work
Far Rockaway	Provide tenant legal services to keep families and individuals stably housed and preserve affordable housing. The Human Resources Administration will provide tenant legal services in zip codes 11692 and 11691, to prevent unlawful evictions, harassment by unscrupulous landlords and displacement.	Housing	1	HRA		Business-as-usual	0	Already Doing	0	1	Immediate	1	0	0	Done with Ongoing Work
Far Rockaway	Require HPD RFP respondents to implement a targeted hiring outreach plan. HPD will require respondents to any HPD RFPs in Downtown Far Rockaway to demonstrate a plan for targeted employment outreach to residents of the Rockaways related to the proposed	Employment	1	HPD		Regulation	0	New	2	1	Immediate	1	0	0	Done with Ongoing Work

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	project(s). Applicants will be required to comply with and report on their outreach.														
Far Rockaway	Require developers, general contractors, and subcontractors on major projects in Downtown Far Rockaway to use HireNYC. All firms working on HPD and other City projects receiving more than $1 million in City subsidy ($2 million from HPD) are required to share job openings in entry- and mid-level construction positions with HireNYC, post at the local Workforce1 Center in Arverne, and interview any qualified candidates.	Housing	1	HireNYC	W1C	Regulation	0	Expand/Alter	1	1	Immediate	1	0	0	Done with Ongoing Work
Far Rockaway	Expand opportunities for M/WBEs in the affordable housing development industry. HPD will partner with the Council Member to hold a networking and outreach event for M/WBE and small businesses by the spring of 2018 with the intent of identifying possible opportunities for these businesses to work on HPD-supported affordable housing projects in Downtown Far Rockaway. Spring 2018.	Business	1	HPD		Outreach	0	New	1	1	1 to 2 years	1	0	0	Done with Ongoing Work
Far Rockaway	Implement a comprehensive streetscape improvement project in Downtown Far Rockaway, coordinating with district-wide sewer infrastructure upgrades. DOT's Downtown Far Rockaway Streetscape Reconstruction project will reconstruct Mott Avenue from Redfern Avenue to Beach 17th Street, on Beach 21st and Beach 20th Street from Mott Avenue to Cornaga Avenue, and on Central Avenue from Mott Avenue to Foam Place. Mott Avenue will have expanded sidewalks with new street trees and improved street lighting. This project will also introduce a new DOT public plaza that safely connects pedestrians between the A-train on Beach 22nd Street and regional buses on Beach 21st Street, along with a new gathering space for residents and visitors. This project will be constructed in conjunction with the installation of DEP storm and sanitary sewer infrastructure, supporting the City's rezoning efforts and strengthening resiliency in the wake of extreme weather events. DOT is also currently exploring an interim project, which will use agency in-house materials (markings, signage, etc.) to enhance safety, mobility and quality of life around the intersection of B. 22nd Street. DOT aims to share preliminary designs with the Council Member in spring 2018.	Transportation	1	DOT		Infrastructure	0	New	2	2	2 to 5 years	0	1	77000000	In Progress

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	Construction start in summer 2019. $77 million.														
Far Rockaway	Implement immediate short-term measures to address drainage issues in Arverne. In acknowledgement of area drainage issues highlighted by the Council Member, the City will take nearterm action to address these conditions, even while evaluating long-term solutions. By Fall 2017, DEP will install two to three new storm sewer extensions, pending the results of a feasibility study to determine optimal locations. By Fall 2017, DOT will assess the area streets for potential resurfacing and/or pothole mitigation. The City will continue to monitor the drainage situation in Arverne and will work with the Council Member to advance near-term and long-term plans. Fall 2017.	Transportation	1	DOT		Infrastructure	0	New	1	2	Immediate	1	0	0	Done
Far Rockaway	Install new bus shelters in the Downtown Far Rockaway area. As part of the Downtown Far Rockaway Streetscape Reconstruction project, DOT plans to install two bus shelters and twelve leaning bars at bus stops across the area. DOT plans to create an improved linear bus terminal on Beach 21st street with bus shelters, two leaning bars and street trees to improve the passenger waiting experience. Construction starting in summer 2019. Budget in Streetscape and infrastructure project described above.	Transportation	1	DOT		Infrastructure	0	New	2	2	2 to 5 years	1	1	98	In Progress
Far Rockaway	Pilot car share program in Far Rockaway. The Eastern Rockaways is a designated pilot neighborhood for DOT's on-street car share parking pilot. In fall 2017, the City will distribute permits for up to 18 designated curbside spaces in the Eastern Rockaways to participating car share providers. As part of the pilot program, DOT will provide incentives for car share	Transportation	1	DOT		Program	1	New	2	2	Immediate	1	0	0	Done

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	companies to offer discounts and conduct outreach to local NYCHA residents and Section 8 recipients. 2017-2019.														
Far Rockaway	Install real-time bus arrival displays at key bus stops. DOT will install nine wayfinding totems with real-time bus arrival displays at Q22/Q52/Q53 bus stops in the Rockaways. These totems will provide real-time bus arrival information for both local and SBS routes. Fall 2017. $200,000.	Transportation	1	DOT		Infrastructure	0	New	2	2	Immediate	1	1	200000	Done
Far Rockaway	Explore the feasibility of a new ferry landing east of 108th Street. EDC is currently in the process of determining the feasibility of an additional ferry landing east of 108th street. EDC will commit to sharing the results of the feasibility study with the Council Member at its conclusion this fall. Fall 2017.	Transportation	1	EDC		Study	0	Already Doing	1	2	Immediate	1	0	0	Done
Far Rockaway	Pilot ferry service shuttle from Downtown Far Rockaway to current Beach 108th Street landing. EDC will work with the Council Member to launch a pilot of weekday shuttle service providing a direct connection from Downtown Far Rockaway to the Beach 108th Street landing. This service will operate for three months and will be followed by an evaluation based on ridership and other planning factors. Fall 2017. $80,000.	Transportation	1	EDC		Program	1	New	2	2	Immediate	1	1	80000	Done
Far Rockaway	Advocate for improved MTA bus, subway, and LIRR service. Together with MTA, DOT is evaluating local bus service reliability improvements timed to the Q52/Q53 SBS implementation and considering key Southeast Queens corridors for future SBS upgrades as part of the forthcoming Citywide Transit Plan. The City is also 9 making efforts to improve the affordability of commuter rail service to city residents. Through its representatives on the MTA Board, the City will continue to advocate for lower Long Island Road fares for trips from the Far Rockaway Station to destinations within the five boroughs and for the expansion of City Ticket to Far Rockaway passengers. The City will also advocate alongside the Council Member for improvements to the Far Rockaway LIRR station, improved subway and bus service, and other service improvements in the area.	Transportation	1	DOT		Outreach	0	New	0	0		0	0	0	Done with Ongoing Work

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Far Rockaway	Monitor and, as needed, conduct follow-on traffic studies of the Downtown Far Rockaway area and its environs through the capital program. DOT completed a comprehensive traffic study of Downtown Far Rockaway in 2014. Under the current DOT capital effort, the traffic analysis was updated in 2016 in coordination with the schematic geometric design for the project. DOT will continue to update the analysis through the capital process to ensure we are accurately addressing current traffic conditions. DOT is willing to investigate specific intersections on a case-by-case basis while the capital project is moving through design.	Transportation	1	DOT		Study	0	Already Doing	1	0		0	0	0	In Progress
Far Rockaway	Encourage healthcare uses in new developments on city-owned sites. EDC and HPD are exploring the possibility of including healthcare uses in the Beach 21st Street development site, and will update the Council Member on this project in Fall 2017. Additionally, future HPD RFPs for cityowned sites will give preference to responses that include healthcare facilities.	Health	1	EDC	HPD	RFP	0	New	1	1	Immediate	1	0	0	In Progress
Far Rockaway	Expand daycare offerings in Downtown Far Rockaway. HPD will encourage the inclusion of daycare providers in any RFPs for sites within the DFRURA as well as any developments receiving HPD subsidy. The City will monitor the demand and need for additional publicly funded day care services in the area and identify the appropriate measures to meet demand for additional slots. The City anticipates that additional procurement of center-based daycare seats may be necessary within the redevelopment area to mitigate increased need, and will continue to monitor enrollment and capacity within the rezoning area and address the need as it arises.	Services	1	HPD		RFP	0	New	1	0		0	0	0	In Progress
Far Rockaway	Additional commitment of funding to support violence prevention, education, and community support. The City will commit to an additional $250,000 of Cure Violence funding to support 'Rock Safe Streets', the Sheltering Arms gun violence interruption program in Far Rockaway. Rock Safe Streets works to identify potential incidents of violence and prevent them through mediation and deescalation. In addition, Rock Safe Streets supports those most affected by violence with therapeutic mental health supportive services. The additional funding will allow Rock Safe Streets to hire a new Education/Employment Specialist, Community Coordinator and	Services	0			Program	0	New	2	2	Immediate	1	1	250000	Done

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	Administrative Assistant. Fall 2017. $250,000.														
Far Rockaway	Advance comprehensive renovation of the Downtown Far Rockaway library. DDC will replace the existing 9,000-sf single-story Queens Public Library branch at the corner of Mott and Central Avenues with a new, two-story, 18,000 sf building designed by Snøhetta Architects. The new library will meet both the current needs of the community and future neighborhood growth, and will serve as an anchor for this key corner in Downtown Far Rockaway. Construction commencement in Fall 2018. $30 million.	Services	1	DDC		Facilities	0	New	2	2	2 to 5 years	1	1	30000000	In Progress
Far Rockaway	Hold a site within the Urban Renewal Area for a potential elementary school. The City will reserve a site in the urban renewal area for a period of 10 years in order to be able to accommodate a new elementary school, to be utilized if SCA and DOE determines a need for one during that 10 year period. 2017-2027.	Education	1	SCA	DOE	Facilities	0	New	1	2	>5 years	0	0	0	In Progress
Far Rockaway	Invest in upgrades to existing schools. DOE/SCA is currently advancing over $130million in capital work to provide necessary improvements to the schools within the Council Member's district. In addition, DOE/SCA is accelerating projects currently in design so that students may benefit from the work on an accelerated timeline. DOE/SCA will continue working closely with the community and use the feedback received to ensure that future upgrades meet the needs of the schools and improve the state of facilities within the district. Additionally, the Administration will fund up to $10million in other SCA School Improvements, to be selected in consultation with Council Member Richards prior to June 1, 2018. FY2019. $10 million in additional projects.	Education	1	SCA	DOE	Facilities	0	New	1	2	1 to 2 years	1	1	10000000	In Progress

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Far Rockaway	Explore new models at Downtown Far Rockaway Schools. The Department of Education will meet with the Council Member to explore a Dual Language program for a school in Downtown Far Rockaway for the 2018-2019 school year. DOE will meet with the Council Member to also discuss the potential for new programming and other ways to increase enrollment in schools that are currently significantly under capacity. The Chancellor will also convene a Round Table with Principals to educate and encourage participation in new models and programs such as Dual Language Programs by Downtown Far Rockaway schools. Fall 2017.	Education	1	DOE		Study	0	New	1	1	1 to 2 years	1	0	0	In Progress
Far Rockaway	Review five buildings for potential landmark eligibility. LPC will perform a review of five properties for their historical significance and potential landmark eligibility. The sites include 16-18 Central Avenue, 21-17 Mott Avenue, 19-31 Mott Avenue, 16-17 Central Avenue and 16-12 Mott Avenue. 2017-2018.	Landmarks	1	LPC		Regulation	0	New	1	2	<1 year	1	0	0	Done
Far Rockaway	Study potential to establish a weekly farmers market in the Downtown area. the City will conduct outreach to better understand the feasibility and logistics of a market in Downtown Far Rockaway. Outreach to commence in Fall 2017.	Services	0			Study	0	New	0	0		0	0	0	Done
Far Rockaway	Upgrades to 101 Police Precinct in the form of asbestos remediation, bathroom renovation, and locker room renovations. Asbestos was abated and the remainder was encapsulated. NYPD has committed to abate the previously encapsulated remainder in the Fall of 2017. The abatement from contract to completion should take 4-6 weeks and will cost approximately $25,000. Fall 2017. $25,000.	Safety	1	NYPD		Facilities	0	New	2	2	Immediate	1	1	25000	In Progress
Far Rockaway	ADA access ramp project at the 101 Police Precinct. The City will perform upgrades for the 101st Precinct including an ADA access ramp project, estimated at $300,000. Construction is anticipated start in the fall of 2018. Fall 2018. $300,000.	Safety	0			Facilities	0	New	2	2	<1 year	1	1	300000	In Progress

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Far Rockaway	Build New Park at Block 15534, Lot 70. In response to the strong advocacy of the Council Member as echoed by others in the community, the City will withdraw the ULURP application related to the disposition of this site for housing uses, and will instead dedicate significant capital funding and work through the Department of Parks and Recreation ("Parks") to transform the vacant lot at Block 15534, Lot 70 (corner of Augustina Avenue and Nameoke Avenue) into a new, 14,000-sf park to serve the Downtown Far Rockaway area. Parks will engage the community in a design process to determine the final programming of the space, which could include court amenities, play and/or water features, a comfort station, landscaping, seating, and/or other park amenities. Design to start in Summer 2019 and construction completion anticipated Winter 2022. $10.3 million.	Public Space	1	Parks		Facilities	0	New	2	2	>5 years	0	1	10300000	In Progress
Far Rockaway	Advance the complete renovation of Bayswater Park. The park will see a full scale renovation and NYC Parks will undertake outreach and hold a public scoping meeting to ask the community what they would like to see in this important neighborhood park. New amenities could include new or improved playing fields and playground, improved entrances and expanded shoreline access, and an enhanced area for performances and festivals. Design to start in Fall 2018 and constrcution completion anticpated Winter 2023. $59.3 million.	Public Space	1	Parks		Facilities	0	New	2	2	>5 years	0	1	59300000	In Progress
Far Rockaway	Implement Redfern Open Space improvements. Parks will lead efforts to improve and enhance 12 recreational amenities, creating an attractive open space that serves the growing needs of current and future residents. Design to start in Summer 2018 and construction coimpletion anticipated Fall 2021. $9.3 million.	Public Space	1	Parks		Facilities	0	New	2	2	2 to 5 years	1	1	9300000	In Progress
Far Rockaway	Advance Bridge Creek clean-up efforts. Parks will work with DSNY to assess strategies, understand NYSDEC permitting requirements, and will report back to the Council Member by December 2017 with suggested course of action. DSNY will immediately clean the perimeter of the property, and the City will remove trash from this area by Spring 2018. 2017-2018.	Public Space	1	Parks	DSNY	Facilities	0	New	2	2	<1 year	1	0	0	Done with Ongoing Work

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Far Rockaway	Add mosquito mitigation in Dubos Point Park and Edgemere Park. To address concerns regarding mosquitos at Dubos Point Park and Edgemere Park, the NYC Department of Health and Mental Hygiene will install five (5) additional "mosquito magnets" to those already in place at those locations. Fall 2017. $4,000.	Public Space	1	DHMH		Facilities	0	New	2	2	Immediate	1	1	4000	Done
Far Rockaway	Reserve $91 million in Capital Funding for implementation of the Downtown Far Rockaway Redevelopment Project. As a demonstration of the Administration's commitment to realizing the goals of the Downtown Far Rockaway Roadmap for Action and the Downtown Far Rockaway Redevelopment Project, the City has pledged $91million in Capital Funding for implementation. These funds are reserved to facilitate activation of key underutilized properties within the rezoning area. The City will provide annual updates to Council Member on the utilization of these pledged funds. If, through the course of implementation of the project or by June 2021, there is a surplus of funds remaining AND it is clear that such funds will not be needed and can be repurposed, the City will work in consultation with the Council Member to reprogram funds for other related projects in the area. 2017-2021. $91 million.	Economic Development	0			Program	0	Expand/Alter	1	2	2 to 5 years	1	1	91000000	In Progress
Far Rockaway	Quarterly meetings with steering committee. EDC will commit to quarterly steering committee meetings, whose members will be selected by the Council Member, after the conclusion of ULURP. These meetings will be used to provide project updates and serve as a forum for the City to receive feedback from community stakeholders. First meeting in Fall 2017.	Oversight	1	EDC		Oversight	0	New	2	1	Immediate	1	0	0	Done with Ongoing Work
East Harlem	Expand local hiring incentives in HPD-financed developments. 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.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
East Harlem	Expand opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) in the affordable housing development industry. HPD will continue promoting the participation of M/WBEs and non-profit organizations in the development and management of City-subsidized affordable housing.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Not in Tracker

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East Harlem	Make it easier for residents to understand, prepare for, and complete the affordable housing application process. 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.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
East Harlem	Expand the Harlem River Greenway Link to connect 125th and 132nd St. 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. Design to start Spring 2019. $101 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	101000000	In Progress
East Harlem	Make improvements to the East River Esplanade from 96th through 125th Streets. 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. Inspection will begin by March 2018 and complete by December 2018, scope of work developed by June 2019, construction begins December 2023. $15,000,000	Public Space	1	Parks		Facilities	0	Expand/Alter	2	2	>5 years	0	1	15000000	In Progress
East Harlem	Build a comfort station 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. Design start 2019. $4.7 million.	Public Space	1	Parks		Facilities	0	New	2	1	1 to 2 years	1	1	4700000	In Progress

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East Harlem	Build intergeneration playgrounds to accommodate seniors in local parks.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.	Public Space	1	Parks		Facilities	0	Already Doing	0	0		0	0	0	In Progress
East Harlem	Improve way-finding to Randall's Island	Transportation	1	DOT		Infrastructure	0	Already Doing	0	2	<1 year	1	0	0	In Progress
East Harlem	Increase access to employment opportunities for local residents by establishing a satellite Workforce 1 Career Center in East Harlem. 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.	Employment	1	SBS	W1C	Grant	0	Expand/Alter	1	2	1 to 2 years	1	1	500000	In Progress
East Harlem	Fund local workforce development training. 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.	Employment	1	SBS	W1C	Grant	0	New	1	2	1 to 2 years	1	1	150000	Not in Tracker
East Harlem	Protect and enhance viability of local businesses through SBS grants. 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. 2017-2020	Business	1	SBS		Business-as-usual	0	Already Doing	0	2	2 to 5 years	1	0	0	Done with Ongoing Work

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East Harlem	Renovations of La Marqueta. 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. Construtcion start Winter 2019. $25 million	Landmarks	1	EDC		Facilities	0	Expand/Alter	2	2	2 to 5 years	1	1	25000000	Delayed
East Harlem	Improve safety for visually-impaired pedestrians. 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 citywide. 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.	Transportation	1	DOT		Infrastructure	0	Expand/Alter	1	0		0	0	0	Done with Ongoing Work
East Harlem	Fund a Safe Routes to School (SRTS) study and implement new routes in East Harlem. In a new phase of SRTS projects, planned between 2020 and 2022, DOT will construct a curb extension and pedestrians 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. Construction to start in 2020. $1 million.	Transportation	1	DOT		Infrastructure	0	Expand/Alter	2	2	2 to 5 years	1	1	1000000	In Progress
East Harlem	Modify parking and commercial delivery loading / unloading regulations along 125th St. 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 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	Transportation	1	DOT		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	commercial loading regulations on the street, if necessary.														
East Harlem	Build a new SBS station on 125th St and Lexington Ave. 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.	Transportation	1	DOT		Infrastructure	0	New	2	2	<1 year	1	1	98	In Progress
East Harlem	Construct a new East 125th Street Plaza (Park Ave between 124th and 126th St). 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.	Transportation	1	EDC		Infrastructure	0	Already Doing	0	0		0	0	0	Done
East Harlem	Locate additional benches in areas that provide respite for seniors. 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. Discussions begin in spring 2018.	Infrastructure	1	DOT		Infrastructure	0	Expand/Alter	1	1	1 to 2 years	1	0	0	In Progress
East Harlem	Provide funding to the East Harlem COAD (Community Organizations Active In Disasters). 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	Environment	1	NYCEM		Program	1	New	1	2	<1 year	1	1	15000	Done

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	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. 2018. $15,000														
East Harlem	Explore locations for a new Evacuation Center for East Harlem residents	Environment	1	NYCEM		Business-as-usual	0	Already Doing	0	0		0	0	0	Done
East Harlem	Create and operate the PS 83 Luis Muñoz Rivera School (City Year)	Education	1	DOE		Facilities	0	Already Doing	0	0		0	0	0	Done
East Harlem	Create and operate the PS 108 Assemblyman Angelo Del Toro Educational Complex (The Leadership Program)	Education	1	DOE		Facilities	0	Already Doing	0	0		0	0	0	Done
East Harlem	Create and operate the Esperanza Preparatory Academy School (Union Settlement)	Education	1	DOE		Facilities	0	Already Doing	0	0		0	0	0	Done
East Harlem	Roll out 3K program across East Harlem. 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.	Education	1	DOE		Program	0	Expand/Alter	2	1	1 to 2 years	1	0	0	Done
East Harlem	Improve access to early care and education	Education	1	DOE		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
East Harlem	Install air conditioners in all East Harlem schools. 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.	Education	1	SCA		Business-as-usual	0	Already Doing	0	0		0	0	0	In Progress
East Harlem	Increase number of schools that offer Career and Technical Education ("CTE") programs. 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.	Education	1	DOE		Business-as-usual	0	Already Doing	0	0		0	0	0	In Progress

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East Harlem	Increase afterschool funding for high school students. 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.	Education	1	DYCD		RFP	0	Already Doing	0	0		0	0	0	Done
East Harlem	Implement the Building Community Capacity Program in East Harlem. 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.	Arts	1	DCLA		Grant	0	New	1	2	1 to 2 years	1	1	100000	Done
East Harlem	Designate historic and culturally significant buildings as landmarks. 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, Benjamin Franklin High School, and the Richard Webber Harlem Packing House	Landmarks	1	LPC		Regulation	0	New	1	1	<1 year	1	0	0	Done
East Harlem	Fund targeted local marketing for the NYC Well program. 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.	Services	1	DOHMH		Marketing	0	New	2	2	<1 year	1	0	0	Done

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East Harlem	Expand mental health first aid training, with a focus on youth. 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).	Services	1	DOHMH		Business-as-usual	0	Already Doing	0	0		0	0	0	Done
East Harlem	Conduct outreach and identify new OOPP providers in East Harlem. 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.	Services	1	DOHMH		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
East Harlem	Create DOHMH East Harlem Neighborhood Health Action Center. 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. Opened April 2017	Services	0			Facilities	0	Already Doing	0	0		0	0	0	Done
East Harlem	Coordinate with Agencies to incorporate green infrastructure into city projects	Infrastructure	1	DEP		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
East Harlem	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	Infrastructure	1	DEP		Grant	0	Already Doing	0	0		0	0	0	In Progress
East Harlem	Working with community stakeholders, plan for the development of an enclosed consolidated DSNY sanitation facility for M10 and M11, which meets LEED gold standards. DSNY will immediately begin planning for a permanent, long-term facility to serve District 11 sanitation needs. 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.	Infrastructure	1	DSNY		Facilities	0	New	2	2	>5 years	0	1	98	In Progress

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East Harlem	Integrate subway station entrances into building envelopes at East 116th Street and Lexington Avenue. 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.	Infrastructure	0			Infrastructure	0	New	2	2	<1 year	1	0	0	Done
East Harlem	Study parking requirements in East Harlem. City Planning will study parking requirements in the East Harlem area, and pursue followup action if deemed appropriate.	Infrastructure	1	DCP		Study	0	New	1	1	2 to 5 years	0	0	0	Delayed
East Harlem	Establish a height limit in the R10 district on Park Ave between East 122nd and East 124th Streets	Infrastructure	0			Zoning	0	Change to Rezoning	2	2	<1 year	1	0	0	Done
East Harlem	Follow up correction to height limit on Park Ave between East 115 and East 118 Streets	Infrastructure	0			Zoning	0	Change to Rezoning	2	2	<1 year	1	0	0	Done
Jerome Ave	Keep homes affordable by continuing to offer loans and tax incentives to building owners. HPD will strive to preserve the affordability of as many homes as possible in the Jerome area through 2026. Based on an assessment of its current pipeline, the agency will initiate preservation on at least 1,500 additional affordable homes over the next two years.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Host outreach and marketing events to continue promoting programs that help owners make repairs and preserve affordability. HPD will also conduct at least two property owner and homeowner resource events in the neighborhood. Outreach will be coordinated with local Council Members to determine communication and outreach strategies. HPD will e-mail to the Council Members regular reports of all property owner outreach conducted in the Jerome Avenue area and meet upon request.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Pilot a Landlord Ambassadors Program to provide technical assistance to Jerome Avenue area property owners. 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. 2017-2019	Housing	1	HPD		Business-as-usual	1	Already Doing	0	2	1 to 2 years	1	0	0	Done

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Jerome Ave	Help homeowners access the resources they need to keep, maintain, and improve their homes. HPD will create HomeFix, a new program to help low- and moderate-income homeowners in small, one-to-four family properties fund home repairs. The new program will pair financial counseling with financial assistance, and leverage the services of community and non-profit partners. FY2019 launch.	Housing	1	HPD		Program	0	Already Doing	0	2	1 to 2 years	1	0	0	Done with Ongoing Work
Jerome Ave	Implement the Neighborhood Pillars Program to help community organizations acquire rent stabilized buildings	Housing	1	HPD	HDC	Program	0	Already Doing	0	2	1 to 2 years	1	0	0	Done with Ongoing Work
Jerome Ave	Continue to improve housing quality through rigorous enforcement of the Housing Maintenance Code. As part of the City's focus in the Jerome Avenue area, HPD has increased code inspections in Community Districts (CDs) 4 and 5 by 11%, and violations issued by 25% since 2014. HPD also spent $2.2 million in emergency repairs between Fiscal Years 2014-2017.	Housing	1	HPD		Regulation	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Create a Southwest Bronx Housing Task Force to address unsafe building conditions. HPD will convene and manage a Task Force led by the Bronx Borough President and local Council Members to identify buildings of concern and create action plans to address issues for each building. Building issues may include but are not limited to tax delinquencies, code violations, source of income discrimination, harassment, and expiring affordability restrictions. The Task Force will meet quarterly. Quarterly meetings for at least one year beginning Q2 2018.	Housing	1	HPD		Study	0	New	1	1	1 to 2 years	1	0	0	Done with Ongoing Work
Jerome Ave	Provide robust free legal representation. eviction in Housing Court or in NYCHA administrative proceedings will have access to legal assistance. 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. Brief legal counseling will be available to those earning more. New investments to support Universal Access will be implemented and phased in over the next five fiscal years and will reach $155 million by FY 2022. At full implementation, the City's tenant legal services programs are expected to provide access to legal services for 125,000 households, or 400,000 New Yorkers, and will level the playing field for tenants facing eviction and displacement.	Housing	0			Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Jerome Ave	Proactive outreach to Jerome Ave tenants to provide access to anti-displacement resources including legal services. The Tenant Support Unit (TSU), part of the Mayor's Public Engagement Unit (PEU), uses a data-driven approach to engage and provide assistance to New Yorkers who may be at risk of displacement or experiencing harassment.	Housing	1	TSU		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Continue to work with the Tenant Harassment Prevention Task Force to investigate and take action against landlords who harass tenants	Housing	1	HPD	Other agencies	Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Host tenant resource fairs to educate tenants about their rights and resources to prevent displacement	Housing	1	HPD		Outreach	0	Already Doing	0	2		0	0	0	Done with Ongoing Work
Jerome Ave	Establish a "Certification of No Harassment" (CONH) Pilot Program. In response to feedback from the community and growing interest across the City, the Administration will enforce a pilot CONH program in designated neighborhoods, including CDs 4 and 5, 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 will be required to obtain a CONH before being granted building permits for specified covered work in the buildings. Community groups, under contract with HPD and identified through a Request for Proposals (RFP), will investigate buildings that apply for CONHs.	Housing	0			Program	1	Expand/Alter	1	0		0	0	0	Done with Ongoing Work
Jerome Ave	Pilot the new "Partners in Preservation" initiative to develop comprehensive anti-displacement strategies for buildings at risk. HPD will include the Jerome Avenue area in its new Partners in Preservation initiative and launch a Preservation Action Center that will serve as a hub for neighborhood-based anti-displacement initiatives. HPD will pair agency data with the on-the-ground experience and work of Council Members and other elected officials, community-based organizations, legal service providers, and local stakeholders to advance a comprehensive anti-displacement plan for the Jerome Avenue area. Q1 2019 launches 1 year pilot. $200,000.	Housing	1	HPD		Study	1	Expand/Alter	1	2	1 to 2 years	1	1	200000	Done
Jerome Ave	The Administration commits to the continuation of its work to identify Three Quarters Housing (TQHs). The Task Force will continue to work with local advocates and community members on identifying	Housing	0			Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	three quarter houses and addressing immediate health and safety issues.														
Jerome Ave	Department of Homeless Services (DHS) will discontinue the use of all Cluster units in Council Districts 14 and 16 by 2021. Buildings that contain cluster housing will be targeted for conversion to Tier II transitional housing or permanent affordable housing.	Housing	1	DHS		Facilities	0	New	2	2	2 to 5 years	1	0	0	In Progress
Jerome Ave	Dedicate rental assistance to help move 250 homeless families and individuals out of shelter and into affordable housing. HRA will dedicate LINC, CITYFEPS and SEPS or any successor program resources to help 250 homeless families and individuals from the rezoning area (zip codes 10451,10452,10453,10456,10457,10468) who are currently living in shelter move back into the neighborhood if they so choose. HRA expects to begin allocating vouchers within 120 days of the memorialization of the Jerome Avenue plan.	Housing	1	HRA		Program	0	New	2	2	Immediate	1	1	99	Done with Ongoing Work
Jerome Ave	Incentivize the development of deeply affordable housing that exceeds minimum MIH requirements	Housing	1	HPD		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Proactively engage property owners along Jerome Avenue about the City's resources to develop affordable housing. HPD, in partnership with the Department of City Planning (DCP), the Department of Small Business Services (SBS), and local elected officials, will host an event this spring for property owners in the rezoning area to inform them of the City's resources for developing new mixed-use affordable housing and for small business support and development.	Housing	1	HPD	Other agencies	Program	0	New	1	2	<1 year	1	0	0	Done
Jerome Ave	Advance affordable housing development on publicly-owned land. 5 specific sites specified. HPD will release one RFP in 2018, with the other RFP(s) to be released in mid-2019 (Q2-3).	Housing	1	HPD		RFP	0	New	1	1	2 to 5 years	1	0	0	In Progress
Jerome Ave	Make it easier for residents to understand, prepare for, and complete the affordable housing application process. In addition to revamping its affordable housing application and lottery education materials, HPD will recruit and train Housing Ambassadors in the Jerome Avenue area, which are local community groups that provide free technical assistance to residents who wish to apply for affordable	Housing	1	HPD		Program	0	Expand/Alter	0	0	1 to 2 years	1	0	0	Done with Ongoing Work

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	housing. Recruit local Housing Ambassadors in FY2019														
Jerome Ave	Expand local hiring incentives in HPD-financed developments. In all HPD RFPs for the development of City-owned property, responde nts 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. Regarding the development of private sites, beginning with FY 2019 projects, applicants requesting city subsidies will be encouraged to demonstrate a plan for outreach to residents of the local community district related to employment opportunities generated by the proposed project. HPD will continue implementing HireNYC	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done
Jerome Ave	Continue upholding responsible contracting and labor standards for affordable housing projects receiving City subsidy	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Build a new Community School District (CSD) 10 Elementary school at 2355 Morris Avenue. The School Construction Authority (SCA) has determined that a Department of Education (DOE)-controlled site adjacent to the existing MS 363 is feasible for construction of a new, approximately 458 seat primary school. The school will include a state-of-the art gymatorium among its amenities, as well as an office space that could be utilized by an afterschool provider. The SCA will begin design in July 2019, with the goal of opening a new school in September 2023.	Education	1	SCA		Facilities	0	New	2	2	2 to 5 years	0	1	60000000	In Progress
Jerome Ave	Build new Community School District 9 Elementary school. The SCA is pursuing multiple sites in CSD 9 with the goal of securing one for a new primary school. The Administration commits to building a school on one of these, or any other subsequently identified site, to hold approximately 458 seats. The school will include a state-of-the art gymatorium among its amenities. Timeline: SCA will meet with Council Member Gibson no later than July 2018 to update her on progress identifying a site and regularly thereafter until a site is identified. Subject to all	Education	1	SCA		Facilities	0	New	2	0		0	0	0	In Progress

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	public approvals needed, SCA will initiate design within 3 months of completion of acquisition.														
Jerome Ave	Complete PS 33 Annex. The PS 33 annex will add 388 much-needed elementary school seats to District 10. This new annex is anticipated to be completed by September 2021. Timeline: Construction to begin 2019, with project completion and school opening in September 2021. Funding: Approximately $70 million	Education	1	SCA		Facilities	0	New	2	2	2 to 5 years	1	1	70000000	In Progress
Jerome Ave	Commit to fund current Capital Plan Identified Need in Community School Districts 9 and 10 in the next Capital Plan	Education	1	SCA		Facilities	0	New	1	1	>5 years	0	0	0	Done with Ongoing Work
Jerome Ave	Construct a new "stand-alone gymnasium. Timeline: Design to begin in calendar year 2018. Funding: Approximately $9 million" at PS 246 Poe Center School	Education	1	SCA		Facilities	0	New	2	1	1 to 2 years	1	1	9000000	Done
Jerome Ave	Explore Community School District 10 school rezoning. The DOE will work closely with the Superintendent and Community Education Council (CEC) for CSD 10 to plan for the new school and address attendance zone needs, which may include rezoning.	Education	1	DOE		Facilities	0	New	1	0		0	0	0	Done with Ongoing Work
Jerome Ave	Develop Corporal Fischer Park. Timeline: Design to start in FY 2019. Funding: $4.6 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	4600000	In Progress
Jerome Ave	Renovate and Expand Grant Avenue Park This capital project will expand the existing park by closing Grant Avenue between 169th and 170th Streets, responding to strong community desire for increased open space and recreational opportunities. The full renovation is expected to include roadbed conversion, infrastructure work, lawn area, and 2-3 sports courts. Timeline: Design to start in FY 2019. Funding: $25.7 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	25700000	In Progress
Jerome Ave	Activate and Enhance Bridge Playground. Council Member Vanessa Gibson and Borough President Ruben Diaz have each allocated $500,000 towards design and construction of a new playground on this site. The Administration commits an additional $1.6 million of funding to expand upon that previously envisioned playground project. The project is expected to include play equipment for children, and fitness equipment for adults.	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	2600000	In Progress

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Jerome Ave	Morton Playground will be redesigned and reconstructed, improving access and adding upgraded park amenities. Timeline: Design to start in FY 2019. Funding: $5.2 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	5200000	Not in Tracker
Jerome Ave	The City will fund and complete a Capital Project Scope Development (CPSD) analysis looking at opportunities to increase and improve access to the southern reaches of Aqueduct Walk, from Morton Playground to West Burnside Avenue. The study will examine feasibility and develop associated costs for expanding connectivity and reopening the currently disconnected and inaccessible sections of the park. Timeline: CPSD analysis to be completed in FY 2020. Funding: $8-10 million towards CPSD study and implementation of study recommendations.	Public Space	0			Study	0	New	1	2	1 to 2 years	1	0	0	In Progress
Jerome Ave	Develop a new park at 1801-1805 Davidson Avenue. Expedite transfer of 1801-1805 Davidson Avenue (Block 2867, lot 142 lot) to the Department of Parks and Recreation (DPR) to design and build this new park with community input. If site development as a park is deemed infeasible within the budget allocated, if the Council Member and Community Board indicate in writing that other parks projects have emerged as higher priorities based on more detailed cost estimates from DPR, or if unresolved structural issues with the neighboring buildings would make the site unsafe for open space use, DPR will, in consultation with the community and Council Member, re-allocate funds to (an)other project(s) within the same Council District. Timeline: Design to start in FY 2020, subject to resolution of any structural issues with the neighboring buildings that might affect the safety of the site for open space. Funding: $11.2 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	11500000	In Progress
Jerome Ave	Rename park at West 181 Street between Aqueduct Avenue and Dr. Martin Luther King Jr. Boulevard Commemorating Roscoe Brown and the Tuskegee Airmen. DPR will work with the Council Member, Community Board and advocates to advance the renaming of this site to Roscoe Brown Park and installation of signage. End of 2018.	Public Space	1	Parks		Marketing	0	New	2	2	<1 year	1	0	0	Done
Jerome Ave	Reinvigorate Department of Parks anDPR will connect with each DPR Greenthumb community garden group in CDs4 and 5 and develop a plan to reinvigorate underutilized community gardens. DPR will offer technical support, resources, and collaborate on events and programming that will activate the gardens. DPR will	Public Space	1	Parks		Program	0	New	1	2	1 to 2 years	1	0	0	Done

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	also enforce hours of operations to ensure community members have adequate access to these spaces. Timeline: FY 2019														
Jerome Ave	Create a new "Jerome Program Manager" position, which will oversee all business and workforce strategies related to the Jerome Avenue rezoning. The position, housed at SBS, will provide a central contact point for businesses seeking assistance with compliance, business management, legal services, and relocation resources from SBS and partnering organization.	Business	1	SBS		Staff	0	New	2	2	2 to 5 years	1	1	320000	Done with Ongoing Work
Jerome Ave	Design and Deliver Workforce Training for Auto Workers. SBS commits to working with a local partner to design and deliver a training program(s) tailored to the need of autoworkers. The program(s) will prepare autoworkers for new jobs in the auto industry or other in-demand industries, including construction programs like NYC Green Jobs Corps. The program would only be open to Jerome Avenue-area auto workers. SBS will also work with the JobsFirst Network as a community partner to connect Jerome Avenue youth with the West Farms Workforce 1 Career Center, which provides targeted services for out of school, out of work youth over the age of 18. SBS's Community Partner Coordinators in the Bronx Workforce 1 Career Centers will work with JobsFirst to build this relationship. Timeline: FY 2019 - FY 2020. Funding: $312,250 in total contracts	Business	1	SBS		Grant	0	New	2	2	2 to 5 years	1	1	312250	Done with Ongoing Work
Jerome Ave	Conduct Workforce Outreach and Recruitment Events. SBS will conduct outreach in the district, including recruitment events, at least every other week to connect individuals to the Workforce 1 training and employment services based on demand. Workforce 1 will hold regular recruitment events in the district where recruiters will be screening candidates to fill open jobs for current employers. FY2019-23.	Business	1	SBS		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Jerome Ave	Launch Auto Business Compliance and Retention Initiative. City Hall will pursue partnership with the New York State Department of Environmental Conservation (DEC) to connect their services to businesses throughout the Jerome Avenue area. The City will also fund a community partner organization to follow up with businesses that have received DEC services and connect these businesses to additional local assistance, including the business services provided by SBS. Follow-up will include door-to-door visits, meetings, connection to workshops surveys, and assistance accessing capital. Timeline: Launch FY 2018 through FY 2022. Funding: $200,000 (2 years, FY 2019 - FY 2021)	Business	0			Grant	0	New	1	2	2 to 5 years	1	1	200000	In Progress
Jerome Ave	Create Jerome Avenue Business Grant Program. SBS will create a Jerome Avenue Business Grant Program to help businesses that are directly displaced and need to adapt to changes in the neighborhood. Each business that may be directly displayed will be eligible to receive grants of up to $20,000 per business. Relocation reimbursement grants will be disbursed on a rolling basis. The business owner is responsible for identifying a new location within New York City. SBS will coordinate with local community organizations and elected officials to conduct regular door-to-door outreach to notify all businesses along the corridor of these grant and loan programs. FY2018-FY2022. $1,540,000	Business	1	SBS		Grant	0	New	2	2	2 to 5 years	1	1	1540000	In Progress
Jerome Ave	Work with Jerome Avenue businesses to connect them to capital access services. SBS works with business owners to assess their financing needs, identify appropriate financing options, and connect businesses to our network of over 40 lenders. SBS will connect Jerome Avenue-area to capital through on-site outreach events and the City's NYC Business Solutions Centers.	Business	1	SBS		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Jerome Ave	Deploy the SBS Mobile Unit to the Jerome Corridor monthly. The SBS Mobile Unit will provide small business services and workforce development services (such as application screenings and interviews with employers) on a regular basis. The City will coordinate with local Council Members on outreach strategies, deployment schedule, locations, and specific focus areas.	Business	1	SBS		Outreach	0	Expand/Alter	1	1	2 to 5 years	1	0	0	Done with Ongoing Work

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Jerome Ave	Connect Jerome corridor residents to construction training programs. Through the NYC Green Jobs Corps, SBS will screen Jerome Avenue residents for construction trade pre-apprenticeship training opportunities and free construction trade training. Partners	Employment	1	SBS		Business-as-usual	0	Already Doing	1	1	Immediate	1	0	0	Done with Ongoing Work
Jerome Ave	Partner with Council Members to launch the Jerome Avenue Local Hiring and Responsible Contracting Working Group. This task force will be led by Council Members Gibson and Cabrera and will explore the feasibility of potential new policies to hold developers and contractors accountable for providing real and substantial job opportunities to the residents of the Bronx. This work will focus on projects receiving public subsidies within the Jerome Corridor and will consider: 1) guidelines for developing contractor local hiring plan, 2) guidelines for execution of local hiring plans, including hiring timeline requirements, 3) guidelines for contractor's communication with subcontractors, 4) methods for tracking and reporting hiring strategy outcomes, 5) suggestions for oversight/remediation, 6) proposals for more robust pre-construction skill training curriculum, and 7) consideration for future funding. The task force would also explore the feasibility of enacting and enforcing responsible contractor provisions. Launch 2018.	Employment	0			Oversight	0	New	1	1	Immediate	1	0	0	Not Started

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Jerome Ave	Implement “Under the EL” Public Realm Improvements. The City will make public realm improvements along 16 blocks and pedestrian improvements at critical intersections along Jerome Avenue. These improvements will create safe and vibrant sidewalks and open spaces, contributing to consistent, distinctive streetscape corridor. Access and mobility will be improved across Jerome Avenue, connections strengthened to adjacent retail and residential uses, and new public space destinations for pedestrians will be created. Specific improvements include: • Bus Stops Under-the-El improvements at six intersection along Jerome Avenue at North Street, East 182nd Street, East 181st Street, Burnside Avenue, Tremont Avenue, and East 177th Street. Improvements will include 12 bus bulbs, new sidewalk, benches, wayfinding, new pedestrian signals, Americans with Disabilities Act (ADA) upgrades, and real time passenger information; • Plaza Drive Public Space Improvements: Extension of public space along Jerome Avenue from Keltch Park to Marcy Place, including new sidewalks, curbs, street trees, benches, street lighting, and an improved parking facility along Plaza Drive; • Gerard Triangle Safety Improvements – Jerome Avenue at Gerard Avenue and East 169th Street: Reduced pedestrian crossing distances, new crosswalks, sidewalks, curbs, street trees, benches, and new street lighting; • Pedestrian Improvements at the intersection of Cromwell Avenue, River Avenue and Jerome Avenue at East 169th Street: Reduced pedestrian crossing distances, new crosswalks, sidewalks, curbs, street trees, benches, and new street lighting; • Redesign of intersection of River Avenue and Jerome Avenue at East 168th Street: Reduced pedestrian crossing distances, new crosswalks, and new sidewalks; • Improvements at Cromwell Avenue, Jerome Avenue, and East 167th Street: Reduced pedestrian crossing distance, new crosswalk, new sidewalk, expansion of existing Greenstreet, a new Greenstreet at Cromwell Avenue, new curb, benches, new street lighting throughout; and • Corridor-wide El Space and Street Lighting Upgrade – replacement of 132 existing light poles on Jerome Avenue with CityLight or LED pedestrian lighting as applicable based on height restraints under elevated train structure. New pedestrian scale lighting where	Transportation	0			Infrastructure	0	New	2	2	>5 years	0	1	29500000	In Progress

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	CityLight is not feasible. Timeline: 2019 design, construction completed by 2024. Funding: $29.5 million														

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Jerome Ave	Implement Commercial Corridor Improvements. The commercial corridor improvements will improve pedestrian crossings throughout the Jerome Avenue corridor intersections. These improvements address pedestrian safety concerns and promote street activation. Improvements to the underpasses under Grand Concourse shall also be considered as part of the scope of work. Specific improvements include: • Burnside Avenue between Harrison Avenue and Grand Concourse: Improved pedestrian crossing throughout corridor, roadway resurfacing, high-visibility crosswalks, benches, wayfinding, new pedestrian signals, replacement of existing street lights with CityLights (24), ADA upgrades, bike racks, real time passenger information, and street trees; • E 170th Street between Plaza Drive and Grand Concourse: Improved pedestrian crossing throughout corridor, roadway resurfacing, high visibility crosswalks, benches, wayfinding, new pedestrians signals, replacement of existing street lights with City Lights (29), ADA upgrades, bike racks, real time passenger information, and street trees; • E 167th Street between Plaza Drive and Grand Concourse: Improved pedestrian crossing throughout corridor, roadway resurfacing, high-visibility crosswalks, (2) City-El Kits at River Avenue, benches, wayfinding, new pedestrian signals, replacement of existing street lights with CityLights (24), ADA upgrades, bike racks, real time passenger information, and street trees; and • Tremont Avenue Safety Improvements: • Intersections on Tremont Avenue & Harrison Avenue, Tremont Avenue & Grand Concourse; • Intersections on Sedgwick Avenue & Tremont Avenue, Sedgwick Avenue & Undercliff Avenue, Sedgwick Avenue & Cedar Avenue: Improvements include reduced pedestrian crossing distances, new crosswalks, new sidewalk, improved and safer access to Roberto Clemente State Park, new curb, benches, pedestrian wayfinding; and • Hall of Fame Terrace and University Avenue Improvements: Reduced pedestrian crossing distances, new crosswalks, new sidewalk, new Greenstreet at University Avenue, new curb, street trees, benches, and new street lighting throughout. Timeline: 2019 design, construction completed by 2024. Funding: $20.3 million	Transportation	0			Infrastructure	0	New	2	2	>5 years	0	1	20300000	In Progress

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Jerome Ave	Repave key streets along the corridor. DOT will resurface the following streets within the Jerome Ave Neighborhood Study Area: • Jerome Avenue from E 175th Street to E Tremont Avenue • E 179th Street between Jerome Ave and Grand Concourse • Creston Avenue from E 178th St to E 183rd St • E 163rd St from Grand Concourse to Teller Ave 21 • Sheridan Avenue from E 161st Street to E 167th Street • DOT will inspect streets on a regular basis to include in annual resurfacing schedule. Timeline: Spring 2018 for inspection and Summer/Fall 2019 for resurfacing.	Transportation	1	DOT		Infrastructure	0	New	2	2	<1 year	1	0	0	Done
Jerome Ave	Make Improvements to Cross Bronx intersection of Cross Bronx and Jerome Avenue. As part of the Safety Improvement Project at the intersection of the Cross Bronx Expressway and Jerome Avenue, DOT will install new crosswalks, pedestrian space, and traffic signals across Jerome Avenue and the Cross Bronx exit ramps.	Transportation	1	DOT		Infrastructure	0	Already Doing	2	2	<1 year	1	0	0	Done
Jerome Ave	Reconstruct key step streets and commit to regular cleaning and trash removal. DOT will complete key projects underway or forthcoming on Jerome Avenue step streets. New York City Department of Sanitation (DSNY) will clean step streets as needed and in response to cleaning requests from community leaders, elected officials, and 311. • DOT will complete the Clifford Place Step-Street Reconstruction using Inwood's 215th Street step street as a model with, seating, LED lighting, and a bike channel. DSNY will clean step streets as needed and in response to cleaning requests from community leaders, elected officials and 311. Timeline: Clifford Place under construction. Funding: $7 million • Davidson Avenue Step-Street Reconstruction using Inwood's 215th Street Step- Street as a model with, seating, LED lighting, and a bike channel. Timeline: 2019 design,	Transportation	1	DOT	DSNY	Infrastructure	0	Already Doing	0	2	2 to 5 years	0	0	0	In Progress
Jerome Ave	Continue increased sanitation services implemented as part of the Mayor's Rat Reduction Initiative. In 2017, the City increased Sanitation service in the Bronx rat mitigation zone, which includes the entirety of the Jerome Avenue corridor, as part of the Mayor's Rat Reduction Initiative. All litter baskets in the zone are now collected at least once per day, including on Sundays and holidays. In addition, the City increased curbside trash collection from three days per week to four days per week. DSNY will also expedite a	Services	1	DSNY		Program	0	Already Doing	0	2	Immediate	1	0	0	Done

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	review of any requests for additional street sweeping regulations and alternate side parking in the Jerome corridor as a result of additional development.														
Jerome Ave	Support Metropolitan Transportation Authority (MTA) ADA accessibility project at the 170 Street Station on the 4 line. The MTA has preliminarily identified the 170th Street station as one of the five Citypriority stations to receive access improvements. These projects were developed as part of the City's $2.5 billion contribution to the MTA's 2015-2019 Capital Program. Under the proposal, the MTA will add elevators to the station and make it fully ADA accessible.	Transportation	0			Infrastructure	0	Light Agency Involvement	0	0		0	0	0	In Progress
Jerome Ave	The City will advocate to MTA New York City Transit (NYCT) to provide additional peak hour bus service based on growth in the area. The rezoning was found to create significant adverse impacts for the Bx11, Bx32, Bx35 and will likely require additional peak hour buses. The DEIS analysis did not include Bx13, which also has significant ridership. The City will request that NYCT regularly review crowding on these four lines and increase bus frequencies as needed. The City will also request that NYCT study the potential need for increased peak hour buses in the Highbridge neighborhood.	Transportation	0			Infrastructure	0	Light Agency Involvement	1	0		0	0	0	Done with Ongoing Work
Jerome Ave	Install NYPD Argus security cameras within the Jerome Avenue rezoning area along Jerome Avenue corridor and intersecting commercial corridors. The NYPD will site and install 20 cameras along the corridor in consultation with local Council Members. Timeline: Ongoing. Funding: $704,380	Safety	1	NYPD		Infrastructure	0	New	2	2	Immediate	1	1	704380	Done
Jerome Ave	Address NYPD 44th Precinct parking issues through increased enforcement and changing nearby parking regulations. Expand NYPD parking at the intersection of River Avenue and Jerome Avenue. Implement modifications to West Clarke Street to convert to a one-way street and increase parking spaces. The department will also take additional steps to strengthen compliance among officers with existing street parking regulations. The protocol will include, but not be limited to, more frequent verbal communication by the desk officer at daily roll calls, the posting and	Transportation	1	NYPD		Regulation	0	New	1	1	Immediate	1	0	0	Done with Ongoing Work

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	annual distribution of written materials to officers about the relevant street parking regulations and the consequences for violating those rules.														
Jerome Ave	Address 46th Precinct Facility Challenges. The City will initiate a process to conduct a site search for alternative locations that can later be assessed for feasibility of relocating the NYPD 46th Precinct to a more central location along the Jerome Avenue corridor. The City will report the findings of this site search, including a list of potential sites, to the local Council Member. The City will explore interim solutions (including the potential for on-site parking stackers) to relieve neighborhood parking congestion. Timeline: Complete site search by FY 2020.	Safety	0			Study	0	New	1	1	1 to 2 years	1	0	0	In Progress
Jerome Ave	Provide afterschool programming at new school to be located at 2355 Morris Avenue. Community center administrative space will be incorporated into the design of the District school, and the City will fund afterschool services at the new school when it opens. Timeline: Pending completion of new school at 2355 Morris Avenue.	Services	0			Program	0	New	1	1		0	0	0	Not Started
Jerome Ave	Invest in improvements and expansion of Davidson Community Center. The Davidson Community Center facility (located at 2038 Davidson Avenue) provides much-needed social and community services in the neighborhood and frequently hosts community events. To invest in this important facility and make it accessible, the City will install an elevator and expand the building to a full second floor. Timeline: Pending DDC scheduling and final assessment of site conditions. Funding: $1.9 million	Services	0			Facilities	0	New	2	0		0	1	1900000	In Progress

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Jerome Ave	Convene Jerome Avenue Public Health Taskforce & Neighborhood Health Plan. DOHMH's Center for Health Equity will partner with the Council Members and local stakeholders to form the Jerome Avenue Public Health Taskforce. This Taskforce will develop and implement a Neighborhood Health Plan to address health outcomes in the Jerome Avenue Study area. The Jerome Avenue Public Health Taskforce will include local partners from the healthcare sector, community-based organizations, faith-based organizations, community boards, educational institutions, local residents, and advocates, among others. The taskforce will work together for 18 months to develop and begin implementation of a Neighborhood Health Plan for CDs 4 & 5 to address key community health priorities including healthy food access, air quality and environmental health, access to healthcare, and construction mitigation strategies (including noise, pollutants, pest control, etc.). Timeline: Commencing Spring 2018	Services	1	DOHMH		Study	0	New	1	1	<1 year	1	0	0	Done
Jerome Ave	Increase local access to healthy foods. Health Bucks are $2 coupons distributed by DOHMH that can be used to purchase fresh fruits and vegetables at all NYC farmers markets. The City will conduct targeted outreach to qualified Community-Based Organizations (CBOs), in coordination with the local Council Members' offices, with the goal of increasing the number of organizations that apply to distribute Health Bucks. Increasing access to healthy food will be a focus of the planning efforts of the Jerome Public Health Task Force. Timeline: Outreach to begin Q2 2018	Services	1	DOHMH		Outreach	0	Expand/Alter	1	1	<1 year	1	0	0	Done with Ongoing Work
Jerome Ave	Participate in regular meetings with Council Members to review progress on POA commitments. Meetings to include DCP, HPD, SBS, and other agencies as requested by Council Members.	Oversight	0			Oversight	0	New	1	1		0	0	0	Done with Ongoing Work
Inwood	Keep homes affordable by continuing to offer loans and tax incentives to building owners. Since 2014, HPD has financed the preservation of 445 affordable homes in Community District 12. HPD will continue monitoring homes in Community District 12 with affordability restrictions in its portfolio and use its various financing programs to preserve and invest in the neighborhood's existing affordable housing stock. HPD will strive to preserve the affordability of as many homes as	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	possible in Inwood and Washington Heights through 2026.														
Inwood	Host outreach and marketing events to promote programs that help owners make repairs and preserve affordability. HPD will continue its targeted outreach to property owners, including through events, mailings, emails, calls, and surveying of distressed properties. HPD currently hosts monthly Property Owners Clinics at its downtown location, where building owners can consult one-on-one with HPD preservation finance specialists and representatives from Department of Buildings (DOB), Department of Finance (DOF), and Department of Environmental Protection (DEP). HPD will target outreach for its monthly Property Owner Clinics – including via calls, mailings, and e-mails – to owners in the Inwood area. Timeline: Ongoing and targeted community outreach; monthly Property Owner Clinics at 100 Gold Street	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Pilot a Landlord Ambassadors Program to provide technical assistance to Inwood property owners. 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 selected Landlord Ambassador for Inwood, Mutual Housing Association of New York (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; and · Access local resources and vendors needed in order to close, construct, and operate their properties, including contractors, property managers, attorneys, and other professionals. Timeline: Fiscal Year (FY) 2019-2020	Housing	1	HPD		Business-as-usual	1	Already Doing	0	2	1 to 2 years	1	0	0	Done

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Inwood	Advance preservation projects in City-owned Buildings. HPD is committed to the rehabilitation of vacant and occupied City-owned residential buildings in the neighborhood. In partnership with local nonprofits, Community League of the Heights (CLOTH) and the Northern Manhattan Improvement Corporation (NMIC), HPD is prioritizing the renovation of two vacant City-owned buildings at 2110 Amsterdam and 21 Arden Street, respectively. HPD will work with tenants and the local councilmember to advance Affordable Neighborhood Cooperative Program (ANCP) projects in all remaining Tenant Interim Lease (TIL) properties in Council District 10. Timeline: Fiscal Year 2019-2021; 21 Arden renovations to begin by March 2019	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	In Progress
Inwood	Help community organizations acquire rent stabilized buildings through the Neighborhood Pillars Program. HPD and New York Housing Development Corporation (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. The City will double the capacity of the Acquisition Loan Fund to $275 million 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	Housing	1	HPD		Business-as-usual	0	Already Doing	0	1	2 to 5 years	1	0	0	Done with Ongoing Work
Inwood	Include Inwood, Washington Heights, and Marble Hill in the new "Partners of Preservation" initiative to develop a comprehensive neighborhood anti-displacement strategy. Include Inwood, Washington Heights, and Marble Hill in the new “Partners in Preservation” initiative to develop a comprehensive anti-displacement strategy for the neighborhood HPD will include Inwood, Washington Heights, and Marble Hill in its new Partners in Preservation initiative and launch a Preservation Action Center that will serve as a hub for neighborhood-based anti-displacement initiatives. HPD will pair agency data with the on-the-ground experience and work of community-based organizations, legal services providers and HRA’s Office of Civil Justice, Council Members and other elected officials, the City’s Tenant Support Unit (TSU), and local stakeholders to advance a comprehensive anti-displacement plan for the Inwood area. Timeline: Launch Q1	Housing	1	HPD		Program	1	Expand/Alter	1	2	1 to 2 years	1	1	500000	Done with Ongoing Work

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	2019 for one-year pilot period. Expense Funding: $500,000 in Expense and Enterprise funding														
Inwood	Continue to improve housing quality through rigorous enforcement of the Housing Maintenance Code. HPD 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. If HPD finds such conditions, they issue violations, which require that the owner correct the condition. The most serious conditions must be corrected immediately, while less serious conditions must be corrected within 30 to 90 days. If owners do not correct violations, buildings may enter into one of HPD's enforcement programs. As part of the City's focus in the Inwood area, HPD has increased code inspections in Community District (CD) 12 by 11%, and violations issued by 25% since 2014. HPD also spent $2.2 million in emergency repairs between Fiscal Years 2014-2017.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Create a new Tenant Anti-Harassment Unit at HPD to investigate construction and maintenance harassment. The newly established Tenant Anti-Harassment Unit will have 10 dedicated staff, including two attorneys to initiate litigation, which may include a claim of harassment, against unscrupulous owners and landlords. The new Unit will use data analysis to identify potential buildings and portfolios where harassment is occurring; respond to emergency complaints; partner closely with the Department of Buildings and other agencies to address issues in buildings where maintenance as harassment has been identified; and connect tenants with legal services resources. FY2019	Housing	1	HPD		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Continue to provide robust free legal representation to tenants. Since July of 2015, free legal services programs through the Human Resources Administration's Office of Civil Justice have provided approximately 8,000 Inwood residents with free legal representation, advice and assistance for families and individuals facing eviction, harassment by unscrupulous landlords and other displacement pressures. Between Fiscal Year 2013 and Fiscal Year 2019, Administration funding for legal services programs for tenants in need grew from approximately $6 million to $93 million, a fifteen-fold increase. As a part of the Administration's historic continuing investment in tenant legal services, including implementation of the City's Universal Access to Counsel law which makes New York City the first city in the United States to ensure that all tenants facing eviction in Housing Court or in NYCHA administrative proceedings will have access to legal services, HRA's tenant legal services programs will serve Inwood tenants in zip code 10034 and 10040 by providing access to legal services to all low-income households facing eviction in Housing Court in this zip code every year starting in Fiscal Year 2020. Based on current data, this initiative will serve an estimated 10,000 Inwood residents facing eviction every year. Universal Access will also be implemented in the Inwood zip code 10040, the Washington Heights zip codes 10032 and 10033, and the Marble Hill prioritized zip code 10463 no later than Fiscal Year 2022. In addition, the Public Engagement Unit will dedicate staff to conduct proactive outreach to tenants in these zip codes who may be eligible for legal assistance under Universal Access to Counsel law and in accordance with HRA OCJ's expansion timeline. At full implementation, HRA's tenant legal services are expected to provide access to legal assistance for 125,000 households in all five boroughs, or 400,000 New Yorkers, and will level the playing field for tenants facing eviction and displacement.	Housing	1	HRA		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Continue proactive outreach to Inwood tenants to provide access to anti-displacement resources including legal services Since July 2015, TSU specialists have knocked on over 31,800 doors and assisted over 2,500 tenants in the area. The Tenant Support Unit (TSU), part of the Mayor's Public Engagement Unit (PEU), uses a data-driven approach to engage and provide assistance to New Yorkers who may be at risk of displacement or experiencing harassment. Outreach specialists conduct door-to-door outreach to inform tenants of their rights, identify any housing-related issues and connect them with a range of resources, such as emergency repairs and HRA's free legal assistance.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Conduct outreach to Inwood tenants for the NYC Rent Freeze Program. PEU's Rent Freeze Team will conduct proactive outreach to all likely eligible tenants for or already enrolled in NYC Rent Freeze programs. The Rent Freeze team will aim to enroll or renew 4,100 New Yorkers in NYC Rent Freeze programs. Outreach shall include door knocking, live and robo-calls, mailings, and co-hosting various events in the area in partnership with Council Member Rodríguez. The team will assist all eligible tenants identified through this outreach in enrolling in the Rent Freeze programs.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Open a SUS Homebase Office in Washington Heights. Services for the Underserved (SUS), a provider of homeless services through the HRA Homebase program, will open an office in Washington Heights in August of 2018. A cornerstone of the City's homelessness prevention strategy and the first point of entry for New Yorkers at risk of homelessness, Homebase was launched in 2004. The program was dramatically expanded by the De Blasio administration, which increased the number of locations and doubled the program's funding. The Homebase program crafts individualized service plans that can contain eviction prevention, tenant/landlord services, assistance with relocation, employment and training, household financial assistance, rental assistance screening and application, as well as referrals to other programs. Homebase will also have regular satellite office hours in another local service location where community members can receive housing advice, enroll in Homebase, and receive housing-related referrals. Homebase also offers aftercare services to all households leaving shelter through a rental assistance program, followed by a thorough assessment, the development of an individualized service plan, and intensive services for the most at-risk households. HRA workers are onsite to assist with the tenants' public benefits issues and emergency rent arrears grant applications. Homebase also offers regular workshops, inviting at-risk community members, including former shelter residents, and providing information on affordable housing, subsidies, employment, work supports, and financial empowerment. SUS will work with local groups to ensure Homebase services reach all of Community District 12. Timeline: September 2018	Housing	1	HRA		Grant	0	Already Doing	0	0		0	0	0	Done
Inwood	Continue to work with the Tenant Harassment Prevention Task Force to investigate and take action against landlords who harass tenants. The Administration helped to create an interagency, multi-jurisdictional Tenant Harassment Prevention Task Force comprised of HPD, DOB, Department of Health and Mental Hygiene (DOHMH), the NYC Law Department, Department of Housing and Community Renewal (DHCR), and the New York State Office of the Attorney General (OAG) to investigate and bring enforcement actions – including	Housing	1	Multiple		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	criminal charges – against landlords who are found to be harassing tenants to force them to vacate rent-regulated homes. HPD will continue to work with the Tenant Harassment Prevention Task Force to take action against landlords in the Inwood neighborhood area who are harassing tenants.														
Inwood	Host tenant resource fairs to educate tenants about their rights and resources to prevent displacement. 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 will host two tenant resource fairs by the end of 2019 in coordination with the local Council Member. HPD will work with the local Councilmember to conduct targeted outreach to tenants eligible for SCRIE and DRIE Rent Freeze programs, and will partner with DOF to enroll residents in the programs. Timeline: Host two tenant resource fairs by the end of 2019	Housing	1	HPD		Outreach	0	Expand/Alter	1	2	<1 year	1	0	0	Done with Ongoing Work
Inwood	Establish a "Certification of No Harassment" (CONH) Pilot Program. In response to feedback from the community and growing interest across the City, the Administration will enforce a pilot CONH program in designated neighborhoods, including CD 12, 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 will be required to obtain a CONH before being granted building permits for specified covered work in the buildings. Community groups, under contract with HPD and identified through a Request for Proposals (RFP), will investigate buildings that apply for CONHs. Timeline: Effective September 2018 - September 2021	Housing	0			Program	1	New	1	0	2 to 5 years	1	0	0	In Progress
Inwood	Advance affordable housing development on publicly-owned land. Inwood Library, 4095 Ninth Avenue, Dyckman Houses, DOT Bridge Repair Facility	Housing	0			RFP	0	Already Doing	0	0		0	0	0	In Progress

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Inwood	Explore additional potential opportunities for affordable housing on public land. The City recognizes that there are several additional public sites that the local Council Member has expressed interest in redeveloping with affordable housing. These sites are presently occupied by important City infrastructure and facilities. • DSNY Manhattan Community District 8 Garage When the City relocates the Manhattan CD 8 Sanitation Garage to the Brookdale site in Manhattan (the block bounded by East 25-26th Streets, First Avenue, and the FDR Drive), the existing sanitation facility on West 215th Street and 10th Avenue will be redeveloped to facilitate the creation of affordable housing.Upon relocation of DSNY Manhattan CD 8 operations to the Brookdale garage, the City commits to studying the feasibility of redeveloping the Manhattan CD8 garage site. Redevelopment may include consolidating remaining Inwood garages and/or consolidation of other City uses within the rezoning area to allow for an additional mixed-use development that would include affordable housing and other potential uses. • Vermilyea Avenue DOE Site The City will work on an Educational Construction Fund (ECF) development project on the current site of the IS 52 schoolyard on Vermilyea Avenue that will include housing and recreation space for use by the school and the general public. Work will look at local market conditions, an evaluation of SCA facility needs for the local Community School District and Borough, as well as DOE programmatic and curriculum needs.	Housing	0			Study	0	New	1	0		0	0	0	Not Started

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Inwood	Incentivize the development of deeply affordable housing that exceeds minimum MIH requirements. HPD will work with Inwood property owners to facilitate the creation of affordable housing that exceeds MIH requirements, prioritizing the creation of deeply affordable homes. HPD recently updated its financing terms for its Extremely Low- and Low-Income Affordability (ELLA) and Mix and Match programs to enable deeper affordability levels and to set aside homes for formerly homeless households. Additionally, any MIH project receiving City subsidy must now provide 15% more permanently affordable homes than required by the MIH program alone. Housing developments financed by HPD, greater than 45 homes, will include at least 10% of all homes for families earning less than 30% of the Area Median Income (AMI), and an additional 10% for families earning at or below 50% of AMI. Several property owners in the Inwood area have already committed to using City financing to develop affordable housing, including senior housing, that exceeds the minimum MIH requirements. Development of additional affordable housing on these sites will require the continued partnership of these private owners. Timeline: Ongoing	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Facilitate the consolidation of Con Edison infrastructure to free up sites for mixed-use development, including affordable housing, in the Sherman Creek Area. Con Edison currently owns six sites in the Sherman Creek area between West 202nd and West 205th Streets that are included in the rezoning area. With the rezoning, Con Edison will be able to consolidate a new planned operations facility on the two parcels located between West 202nd and West 204th Streets east of 9th Avenue. This will free up the remaining Con Edison lots to be sold for mixed-use development by others, subject to New York State Public Service Commission ("PSC") approval. These sites are mapped in the Mandatory Inclusionary Housing (MIH) Area, and any residential development will be required to provide a portion of permanently affordable housing. Con Edison's written testimony from the City Council's public hearing on the Inwood Rezoning is attached as Exhibit X. Timeline: 2020	Housing	1	ConEd		Land	0	New	1	1	2 to 5 years	1	0	0	In Progress

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Inwood	Support mission-driven groups interested in developing affordable housing on underutilized sites. Inwood residents and stakeholders expressed a desire to see more participation by mission-driven organizations in affordable housing development and preservation. To assist those interested in affordable housing, HPD will work with local faith-based organizations to explore development opportunities. HPD maintains a Pre-Qualified List of Owner's Representatives to help mission-driven organizations who may have underutilized land but little to no real estate experience. In creating the list, HPD evaluated each organization's technical expertise, experience, and capacity to represent owners in the development of affordable housing. Additionally, HPD will implement recent RFP reforms for future public site RFPs in Inwood, 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. Timeline: Ongoing	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Proactively engage property owners in Inwood about the City's resources to develop affordable housing. HPD, in partnership with other City agencies and local elected officials, will host two events by the end of 2019 for property owners in the rezoning area to inform them of the City's resources for developing new mixed-use affordable housing. Timeline: Winter 2019	Housing	1	HPD		Outreach	0	New	1	2	<1 year	1	0	0	Done with Ongoing Work

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Inwood	Expand local hiring incentives in HPD-financed developments. all HPD RFPs for the development of City-owned property, including the Inwood Library development project, respondents must demonstrate a plan for outreach to residents of the local community district related to employment opportunities generated by the proposed project. The outreach plan could also include activities such as skills, safety, and job training programs. The outreach plan must include a timeline for implementation. The outreach plan must include a timeline for implementation. The outreach plan could also include activities such as skills, safety, and job training programs. Applicants will be required to comply with their outreach plans and report regularly on outreach activities. Regarding the development of private sites, applicants requesting City subsidies will be encouraged to demonstrate a plan for outreach to residents of the local community district related to employment opportunities generated by the proposed project. Private site developers submitting plans will be required to comply with these plans and report regularly on outreach activities. In addition, 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. Inwood area residents will be able to apply for jobs through the City's HireNYC program at nearby Workforce1 Centers. HPD will also continue to explore how it can further more job opportunities on projects assisted by the agency. See the "Workforce Development and Small Business" section for more information. Timeline: Ongoing	Housing	1	HPD	W1C	Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Continue upholding responsible contracting and labor standards for affordable housing projects receiving City subsidy. HPD will require disclosure and background checks through its Sponsor Review process to ensure the integrity of individuals and entities seeking to do business with HPD (e.g., as developers or contractors). Through this review process, some of which will be performed in consultation with the Department of Investigation (DOI), HPD's Sponsor Review Unit will ensure that sponsors are honest, reliable stewards of public resources. Through the sponsor review process, HPD attempts to identify: · History of noncompliance with local, state	Housing	1	HPD	DOI	Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	and federal rules and regulations; including violations, administrative findings and debarments; · Pending and prior litigation; and · Negative contracting history with the City. Timeline: Ongoing														
Inwood	Expand opportunities for M/WBEs in the affordable housing development industry. HPD will continue promoting the participation of M/WBEs and non-profit organizations in the development and management of City-subsidized affordable housing, and aggressively targeting outreach to local small businesses. Through the Building Opportunity Initiative, HPD seeks to: · Expand the use of M/WBE construction contractors and professional service providers on HPD-financed development projects through the M/WBE Build Up Program. The program requires that developers of projects where HPD contributes $2 million or more in subsidy must spend at least 25 percent of all HPD-supported costs on certified M/WBE construction, design, or professional service firms. HPD will encourage the utilization of a diverse pool of contractors and subcontractors, including those from Northern Manhattan, for all projects in the Inwood rezoning area. · Build the capacity of M/WBE and nonprofit developers through professional development, networking, and mentoring programs. The Building Capacity Workshop Series introduces M/WBE and non-profit developers to best practices in affordable housing development, from site selection and project financing to construction and property management. · Improve access to capital for M/WBE developers with low-cost financing options for site acquisition and predevelopment costs through the New York City Acquisition Fund, which offers flexible bridge loans for the purchase of vacant sites or occupied buildings, predevelopment, and moderate rehabilitation. Timeline: Ongoing	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Make it easier for residents to understand, prepare for, and complete the affordable housing application process.HPD 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 will recruit and train Housing Ambassadors in the Inwood area, which are local community groups that provide free technical assistance to residents who wish to apply for affordable housing. Timeline: Ongoing	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Construct the Sherman Creek Malecón at Academy Street.For many years, Academy Street east of 10th Avenue, along the northern side of Sherman Creek Inlet, has been fenced off and inaccessible to the public. Through the rezoning, the City is de-mapping the street and reclaiming it for public use. EDC will construct a new, two-acre waterfront park, the Sherman Creek Malecón, as a place for the Inwood community, including residents of the adjacent Dyckman Houses, to come together and play amid a beautiful natural setting. Recreational amenities could include space for community gatherings such as picnics and barbecues; lawns, seating, and shade structures; and opportunities for water-based activities like fishing or kayaking. EDC will also construct a bike and pedestrian connection along the east side of 10th Avenue to safely connect the Malecón with the five-acre Sherman Creek to the south, creating a continuous green gem along the entire shoreline of Sherman Creek Inlet. Timeline: Design to start in FY19 Capital Funding: $41 million	Public Space	1	EDC		Facilities	0	New	2	1	2 to 5 years	1	1	41000000	Delayed
Inwood	Facilitate the consolidation of Con Edison infrastructure to free up sites for mixed-use development, including affordable housing, in the Sherman Creek Area. Con Edison currently owns six sites in the Sherman Creek area between West 202nd and West 205th Streets that are included in the rezoning area. With the rezoning, Con Edison will be able to consolidate a new planned operations facility on the two parcels located between West 202nd and West 204th Streets east of 9th Avenue. This will free up the remaining Con Edison lots to be sold for mixed-use development by others, subject to New York State Public Service Commission ("PSC") approval. These sites are mapped in the Mandatory Inclusionary Housing (MIH)	Public Space	1	EDC		Facilities	0	New	2	1	2 to 5 years	1	1	9000000	Delayed

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	Area, and any residential development will be required to provide a portion of permanently affordable housing. Con Edison's written testimony from the City Council's public hearing on the Inwood Rezoning is attached as Exhibit X. Timeline: 2020														
Inwood	Rebuild Monsignor Kett Playground as an intergenerational park and destination. Monsignor Kett Playground is a key open space for the residents of NYCHA's Dyckman Houses and Inwood. The site's basketball courts are very heavily used for tournaments and free play. The facility has not seen a major capital upgrade in decades and lacks a year-round comfort station. The City will fund a comprehensive renovation of Monsignor Kett Playground, potentially including high-grade basketball courts with amenities for league play, an intergenerational fitness area, a new year-round comfort station, and connections from the park to the streetscape through Parks-Without-Borders perimeter treatments. NYC Parks will lead a public design process to re-envision the space and will include the Council Member, CB 12, Dyckman Houses, the leagues and sports groups that utilize the site, and other stakeholders. Timeline: Design to start in FY19 Capital Funding: $14 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	14000000	In Progress
Inwood	Repair waterfront infrastructure along the Harlem River (from south of Dyckman Street to West 155th Street). The City will complete the reconstruction and/or restoration of multiple waterfront structures from south of Dyckman Street to West 155th Street. The repairs are anticipated to address the structural integrity of waterfront edge structures to ensure the public's safe continued use and enjoyment of open space amenities on the water and to protect critical roadways like the Harlem River Drive. Timeline: Design to start in FY20 Capital Funding: $88 million	Public Space	1			Facilities	0	New	1	1	2 to 5 years	0	1	88000000	In Progress

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Inwood	Repair waterfront structures near Dyckman Pier, improve public access to Dyckman Pier, and build a new dock. The City will complete the reconstruction and/or restoration of multiple waterfront structures in the vicinity of the Dyckman Street pier, to address critical structural issues. The repairs are anticipated to include the Inwood Canoe Pier and nearby timber bulkhead, and the Dyckman Street Fishing Pier, as well as routine upkeep of the nearby structures, revetments and shorelines. The City will also make improvements to the west end of Dyckman Street, at the entrance to the Dyckman Street Pier, to make the pier more inviting to the public by reconfiguring physical access and adding recreational amenities, landscaping, and signage making it clear which areas of the site are open to the public, and will specify public hours. The City will also construct a new floating dock along the Hudson River in the vicinity of Dyckman Pier. The City will coordinate with the local Council Member on project scope and will provide updates as the project progresses and as operations are determined. The optimal location will be determined based on site conditions, including water depth. The dock will be designed to allow side-loading cultural and excursion vessels to use the facilities, and will support increased visitation, economic development, and enhanced leisure activities in the neighborhood. Timeline: Design to start in FY20 Capital Funding: $21.9 million (including $5 million in City Council funding)	Public Space	0			Facilities	0	New	2	1	2 to 5 years	0	1	21900000	In Progress
Inwood	Improve and enhance Highbridge Park through the Anchor Park Initiative. At over 130 acres, Highbridge Park is one of the area's most important open spaces. The park offers natural beauty intertwined with passive and active recreational amenities. In 2016, Highbridge was tapped for a $30 million investment under Mayor de Blasio's Anchor Parks Initiative – a once-in-a-lifetime opportunity to make an old park new again. Working closely with the community, NYC Parks has since developed a conceptual master plan and is advancing a series of capital improvements for Highbridge Park based on the community's priorities. Phase I, currently in procurement process, improves safety and connectivity within the northern reaches of the Park by upgrading the pathways between the soon to be reconstructed Grand Staircase at Laurel	Public Space	1	Parks		Facilities	0	Already Doing	0	0		0	0	0	In Progress

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	Hill Terrace and a brand new entry plaza at Dyckman Street and Harlem River Drive. Timeline: Phase I in Procurement; Phase II in Design Capital Funding: $30 million														
Inwood	Repair and reopen High Bridge Water Tower. Building on the successful 2015 reopening of the historic High Bridge, NYC Parks is now advancing the restoration of the High Bridge Water Tower. The project, currently out to bid in the procurement process, will stabilize the historic structure and establish public access. Pending successful procurement Parks expects the project to begin construction in late 2018. For project updates, please visit: https://www.nycgovparks.org/planning-and-building/capital-project-tracker/project/5937. Timeline: Procurement Underway Capital Funding: $3-5 million (estimated) (including $1.26 million in City Council funding)	Public Space	1	Parks		Facilities	0	Already Doing	0	0		0	0	0	In Progress
Inwood	Renovate Dyckman Rest and transform space into a welcoming entrance. Highbridge is a heavily used park, but the northwestern corner of the park at Nagle Avenue and Dyckman Street is underutilized and uninviting. The City will fund NYC Parks to transform approximately 1.5 acres of unprogrammed and underutilized space into a gateway for Highbridge Park and the neighborhood. Improvements are expected to potentially include new playground equipment, an area for possible park concessionaires, landscape improvements, and new pathways to better connect to the rest of Highbridge Park across Fort George Hill. Timeline: Design to start in FY21 Capital Funding: $5 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	5000000	In Progress

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Inwood	Upgrade court amenities at Highbridge Park. Highbridge Park has a number of heavily used basketball and volleyball courts in need of upgrade. At the 175th Street Recreation Area, Parks has improved the volleyball and basketball courts by applying new sports coating. Parks will also apply similar sports coating work at the 3.5 basketball courts at Wallenberg Playground (190th Streets), if feasible, to help to extend the usable life of the courts. Timeline: Investigation and work to be complete in FY19 Capital Funding: N/A	Public Space	1	Parks		Facilities	0	New	2	2	<1 year	1	0	0	Done
Inwood	Renovate Anne Loftus Playground. NYC Parks is in the process of renovating this playground. Design was initiated in June 2018 with feedback from the June 25, 2018 public input meeting currently being analyzed and incorporated into the design. A second public input meeting is being scheduled for later this summer. While the project has yet to be designed, based on initial feedback received at the June 25th meeting, pending approvals, NYC Parks expects the design could potentially include installation of contemporary play equipment with a focus on water activities, basketball or other active recreation elements, and upgraded drainage infrastructure to eliminate flooding. Timeline: Design to start in FY19 Capital Funding: $4.2 million (City Council funding)	Public Space	1	Parks		Facilities	0	Already Doing	0	0		0	0	0	In Progress
Inwood	Renovate Inwood Hill Park Soccer Field #1 (Dyckman Fields), including installation of new water service. Dyckman Fields Soccer Field #1 is a heavily used recreational amenity. The lack of water service to Dyckman Fields has led to soil compaction at this soccer field resulting in significant bare spots in the lawn and frequent dust bowl conditions, reducing public access due to flooding during wet conditions, and resulting in further erosion. The City will fund NYC Parks to reconstruct Soccer Field #1 to create a high-caliber, safe athletic facility for league and recreation use. A key component of the project will also include installation of water service, which will increase usability. Timeline: Design to start in FY20 Capital Funding: $6 million	Public Space	1	Parks		Facilities	0	New	2	1	2 to 5 years	0	1	6000000	In Progress
Inwood	Install adult fitness equipment in Inwood Hill Park - Dyckman Green Gym. To promote physical activity among adults, NYC Parks is installing outdoor fitness equipment in Inwood Hill Park. The new equipment is located within Inwood Hill	Public Space	1	Parks		Facilities	0	Already Doing	0	0		0	0	0	Done

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	Park, north of Dyckman Street along Hudson River. Timeline: Construction underway Capital Funding: $400,000 (City Council funding)														
Inwood	Deploy mobile field lighting pilot at Inwood Hill Park ballfield. To provide more field access and support youth tournaments, in summer 2018, NYC Parks will pilot weekend mobile lights use at Inwood Hill Park's Ballfield #1 near Seaman Avenue. NYC Parks will notify local leagues and current athletic permit holders of this amenity which allows for maximum field usage during weekend evening hours. Timeline: Summer 2018 Capital Funding: N/A	Public Space	1	Parks		Facilities	1	Already Doing	0	0		0	0	0	Done
Inwood	Increase access to employment opportunities for local residents. SBS will prioritize access for Inwood residents to Workforce1 training and recruitment services. SBS operates a network of 21 Workforce1 Career Centers across the City, including one located at 516 West 181st Street. Additionally, SBS works with a network of over 300 workforce development community partners across the City to connect Inwood residents to quality employment and training opportunities.	Employment	1	SBS	W1C	Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Connect Inwood residents to training programs in the healthcare industry. The New York Alliance for Careers in Healthcare (NYACH) is an Industry Partnership, bringing together multiple stakeholders of the healthcare industry in order to address the sector's rapidly changing labor force needs. NYACH works with employer partners to develop training program models that are aligned with industry needs. NYACH has informed trainings for in-demand occupations, including medical assistant, health coach, certified peer recovery advocate and medical coding. NYACH will continue the City's partnership with New York Presbyterian Hospital to develop healthcare workforce development training programs, prioritized for Washington Heights and Inwood residents, to access careers in healthcare. NYACH training programs will help New York Presbyterian fulfill its commitment to hire local residents from Washington Heights and Inwood. NYACH/SBS will work with New York-Presbyterian on developing a qualified pipeline of local talent. This will include participating in the design and expansion of work-based learning experiences; recruiting local residents through industry-designed training programs for positions like medical assistants and unit clerks; expanding clinical placement agreements with local colleges offering laboratory tech science programs in an effort to address an under-supply of graduates; and exploring the development of new programs to meet high demand occupations. The Workforce1 Career Center located at 516 West 181st Street serves the residents of Inwood and Washington Heights and offers healthcare trainings tailored for foreign-born New Yorkers, including a Bi-lingual Medical Assistant training program. Through the Workforce1 Career Center system and community partners, SBS will conduct outreach to Inwood residents to connect these jobseekers to training programs in the healthcare industry.	Employment	1	SBS	W1C	Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
Inwood	Connect Inwood residents to training programs in the technology industry. The Tech Talent Pipeline (TTP) is an Industry Partnership, bringing together multiple stakeholders of the tech industry in order to address the sector's talent pipeline needs. TTP works with employer partners to develop training program models that are aligned with industry needs. TTP has informed trainings for in-demand occupations, including associate engineers, web development, and quality assurance. SBS offers industry-informed technology training programs for Inwood residents through the Washington Heights Workforce1 Career Center, including a Web Development training program, as well as other technology training programs developed through the Tech Talent Pipeline Industry Partnership. The technology trainings accessible through the Washington Heights Workforce1 Career Center include a wide range of opportunities for New Yorkers in tech – from those with no tech experience and limited education to those with some experience. Foreign-born New Yorkers, young adults who are out-of-school, out-of-work, and veterans are priority participants for these trainings. Timeline: Ongoing	Employment	1	SBS	W1C	Program	0	Already Doing	0	0		0	0	0	Not in Tracker
Inwood	Connect Inwood residents to training programs in the construction industry. Through the NYC Green Jobs Corps, SBS, with outreach assistance from the local Council office and Community Board 12, will screen Inwood residents for construction trade pre-apprenticeship training opportunities and free construction trade training. Partners in the Green Jobs Corps include Helmets to Hard Hats, Edward J. Malloy Initiative for Construction Skills and Non-Traditional Employment for Women (NEW) and Building Works, all of whom are recognized as pre-apprenticeship trainers by the Building Construction Trades Council. This construction trade training includes pre-apprenticeship training for careers in the green economy, including retrofitting buildings for increased energy efficiency. Individuals with a high school equivalency are eligible for pre-apprenticeship programs and those who may not be ready are referred to community partners and local institutions that provide additional adult and young adult education services. Additionally, SBS will connect jobseekers to construction	Employment	1	SBS	W1C	Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	safety training programs as these programs become available, and screen residents for employment opportunities. Timeline: Ongoing														
Inwood	Work with Con Edison to increase local outreach for workforce development and hiring. Con Edison will expand its efforts on workforce development in Inwood and Washington Heights. ConEd will work with the Workforce1 Career Center system to develop the best strategy to connect local residents to available employment opportunities. Con Edison will consider candidates referred by the Workforce1 Career Center system and other workforce development community partners. Timeline: Ongoing	Employment	1	SBS	W1C	Outreach	0	Already Doing	0	0		0	0	0	In Progress
Inwood	Continue outreach to Inwood small businesses for access to support services. SBS provides free business services to small businesses in Inwood through the NYC Business Solutions Center located at 560 West 181st street. These free services help businesses start, operate and expand in New York City and include business education, access to capital, free legal resources and commercial lease review. Since the start of the de Blasio Administration SBS has provided financing to 64 Inwood and Washington Heights businesses, connecting them to nearly $1.8 million in financing. SBS will meet with the Council Member twice a year to discuss workforce development and business services provided to Inwood residents.	Business	1	SBS		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Protect and enhance viability of local businesses (Neighborhood 360°). Through Neighborhood 360°, SBS worked with local community partners, including the Washington Heights BID, to conduct a Commercial District Needs Assessment (CDNA) that analyzed several local commercial corridors' conditions and opportunities for improvements. Findings from the CDNA directly guided the priorities for the competitive Neighborhood 360° Grant opportunity, which resulted in SBS awarding $1.14 million in funding to the Inwood community from FY2017 through FY2020. In partnership with several Inwood community-based organizations, the funding is providing direct resources to staff, plan, and implement customized commercial revitalization projects including direct business services, place making activities, district marketing, supplemental sanitation services, merchant organizing door-to-door communication with merchants, and merchant networking events to facilitate formation of a merchants association if desired by community. Timeline: Through FY20	Business	1	SBS		Grant	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Provide legal services to local businesses. SBS provides free legal assistance to Inwood businesses through the Commercial Lease Assistance Program, which provides eligible businesses with pro-bono legal services to address commercial lease issues prior to litigation. Through the program, legal service providers can assist small businesses with signing a lease; renewing, amending, or terminating an existing lease; or resolving other commercial lease-related issues, such as landlord harassment, bad conditions, and breach of contract. Timeline: Ongoing	Business	1	SBS		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Expand outreach to provide access to capital for Inwood businesses through the Upper Manhattan Empowerment Zone (UMEZ). UMEZ offers capital access to qualifying small businesses in Upper Manhattan seeking term loans between $50,000 and $250,000 and Lines of Credit between $25,000 and $100,000. All Upper Manhattan businesses, including small businesses relocating to new developments in Inwood are eligible to apply for UMEZ loans and lines of credit. To increase uptake, UMEZ will conduct outreach to Inwood area businesses, including through the Business Solutions Center. Timeline: Ongoing	Business	1	UMEZ		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Inwood	Develop a Pilot Inwood Retail Incentive Program through UMEZ. UMEZ will formulate an Inwood pilot retail incentive program to assist, through convertible loans, certain existing Inwood retail small businesses that relocate within Community District 12 with the purpose of continuing to operate and serve the Inwood and Washington Heights areas. Eligible businesses relocating to new developments in Inwood are eligible to apply to the pilot program. Details on program eligibility and timing is subject to UMEZ's approval process. Timeline: Pilot Program Design and Approval in FY 2019 Funding: up to $750,000 for the program (UMEZ funding)	Business	1	UMEZ		Grant	1	New	1	1	1 to 2 years	1	1	750000	Not in Tracker
Inwood	Encourage the development of affordable space for local small businesses. In order to encourage long-term stability and affordability for local small businesses, for any mixed-use new construction project in the Inwood rezoning area receiving $2 million or more in HPD subsidy, HPD will require long-term leases (minimum of 10 years) with limited rental increases. The requirement will apply to the lesser of 5,000 square feet or 25 percent of the total non-residential floor area. In addition, HPD will encourage developers to work with knowledgeable community stakeholders to identify potential tenants that serve community needs.	Business	1	HPD		Regulation	0	New	2	2	Immediate	1	0	0	Done with Ongoing Work
Inwood	Open a new Pre-K for All Facility as part of the Inwood Library development project. The ACTS Center at the Inwood Library development project will provide adult education programming such as high school equivalency, computer training, English as a second language, and CUNY classes, in partnership with CUNY in the Heights. It will also provide certificate programs for Safe Serve and Home Health Aide. Timeline: Based on the Inwood Library development project timeline	Education	1	DOE		Facilities	0	New	2	1	2 to 5 years	0	1	1000000	In Progress
Inwood	Provide adult education, training, and certificate programs at the Activities, Culture, and Training (ACTS) Center in the Inwood Library development project The ACTS Center at the Inwood Library development project will provide adult education programming such as high school equivalency, computer training, English as a second language, and CUNY classes, in partnership with CUNY in the Heights. It will also provide certificate programs for Safe Serve and Home Health Aide. Timeline: Based on the Inwood Library development project timeline	Education	1			Program	0	New	1	1	2 to 5 years	0	0	0	In Progress

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Inwood	Open a NYC FIRST STEM Center as part of the Inwood Library development project the Inwood Library development project will include an NYC FIRST STEM Center, focused on robotics and mechatronics, in the new facility. NYC FIRST STEM Centers offer hands-on, sustained STEM ("science, technology, engineering and mathematics") education and robotics competitions, including a range of courses and programs that integrate the disciplines of computer science, digital and non-digital fabrication, mechanical engineering, electronics, and sensors. The STEM Center will complement programming offered by the Activities, Culture, and Training (ACTS) Center. It will include programming in partnership with Inwood, Washington Heights, and Marble Hill schools and will also partner with the Pre-K for All facility in the Inwood Library development project. Timeline: Based on the Inwood Library development project timeline	Education	0			Facilities	0	New	2	1	2 to 5 years	0	0	0	In Progress
Inwood	Deploy Algebra for All in Inwood by making District 6 a Focus District. The Department of Education will roll out Algebra for All district-wide and will ensure that the middle schools in the program have the necessary resources and teacher training needed to deliver on this expansion. Algebra for All will reach all 20 middle schools in D6 by the 2019-20 school year. Timeline: 2019-2020 School Year	Education	1	DOE		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Expand Computer Science for All in Inwood through aggressive outreach to District 6 Schools. The Department of Education will undertake an aggressive outreach strategy to drive school-level participation in Computer Science for All. This includes expansion of Computer Science for All programs to additional elementary, middle and high schools in the area, and increased participation of superintendents, principals, and school leadership in teacher professional development opportunities like Computer Science Education Week. The Department of Education estimates that 30 additional District 6 schools will join Computer Science for All over the next three years, to bring computer science education to students in the Inwood community. Timeline: Ongoing	Education	1	DOE		Program	0	Expand/Alter	1	2	2 to 5 years	1	0	0	In Progress

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Inwood	Expand Teacher Professional Development and Training in STEM fields, including through participation to the biannual DOE STEM Institute. The Department of Education will ensure that District 6 teachers are well-trained to teach the content and skills students need to succeed in the academic and professional fields of the future. DOE will undertake an aggressive outreach strategy to drive participation from school leadership in teacher training programs like the biannual DOE STEM Institute. The Department of Education aims to ensure that each school has five teachers trained in high quality STEM professional development, and that schools with over 1,000 students have at least eight teachers trained.	Education	1	DOE		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Upgrade District 6 schools broadband and technology access to support increased focus on STEM education. To date, all but one school in District 6 have been upgraded to fiber optics, and a number of schools have seen their internet bandwidth increased to meet growing demand. DOE will conduct a review and verify the status of the school tech refresh process for every school in District 6 to ensure each school is refreshed by December 2021. In addition, DOE will undertake the process of ensuring increased access to bandwidth for GWEC upon launch of the STEM Hub. Timeline: Ongoing	Education	1	DOE		Business-as-usual	0	Already Doing	0	0		0	0	0	Done
Inwood	Create a state-of-the-art flagship STEM Center at Gregorio Luperon High School for Science and Mathematics. SCA and DOE will invest in structural and program investments to create a state-of-the-art, 21st-century flagship STEM center with a focus on aviation and robotics at Gregorio Luperon High School for Science and Mathematics. The new project will include an FAA approved aviation training simulator to make Gregorio Luperon a Science, Technology, Engineering, and Mathematics hub for Northern Manhattan. Timeline: Design starts in 2019 Capital Funding: $5.35 million (including $2.7 million in City Council funding)	Education	1	SCA	DOE	Facilities	0	New	2	1	2 to 5 years	0	1	5350000	In Progress
Inwood	Make large scale comprehensive capital investments to George Washington Educational Campus (GWEC). The SCA will design a window replacement project at the George Washington Campus, which will address all windows currently rated a 5 on the Building Condition Assessment Survey (BCAS). Replacement is anticipated to include windows, window frames, window guards, and window	Education	1	SCA		Facilities	0	New	2	1	2 to 5 years	0	1	15000000	In Progress

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	shades. The project will bring the windows of the building into a state of good repair. Timeline: Design to start in FY 19 Capital Funding: $15 million - $25 million														
Inwood	Repair two pools at GWEC. The City will refurbish the two pools in GWEC to allow expanded programming for the schools at GWEC and allow them to be open to the public through a private, non-profit operator. The improvements include new HVAC system, electrical upgrades, floor waterproofing and new tiling for the existing "Girls Pool", as well as structural work, new filtration system, new HVAC system, electrical upgrades, and lighting for the Boys' pool, which is currently not used. The improvements would also include new roofing for both pools, new bleachers, and complete upgrades to the girls' and boys' locker rooms to make them usable. The pools would be available for public programming during non-school hours through DOE's permit process. DOE and SCA will work with the local Council Member's office throughout the design and construction and permit processes. Timeline: FY20 Design; FY21-22 Construction Capital Funding: $20 million	Education	1	DOE	SCA	Facilities	0	New	2	2	2 to 5 years	0	1	20000000	In Progress
Inwood	Upgrade space and equipment and outfit new space to accommodate increased STEM education and after-school programming at GWEC. In addition, the City will fund SCA to upgrade existing outdated science labs, create new lab workstations and upgrade space at GWEC to make room for increased programming on STEM. The project may be subject to approval by the Panel for Educational Policy if significant change to building utilization is necessary. Timeline: Design starts in 2019 Capital Funding: $10 million	Education	1	SCA		Facilities	0	New	1	1	2 to 5 years	0	1	10000000	In Progress

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Inwood	Develop and launch the GWEC STEM Institute, a year-long STEM enrichment program to prepare students to be ready for college matriculation in STEM fields. The goal of the GWEC STEM Institute is to prepare, expose and encourage GWEC students to enter and succeed in STEM baccalaureate or associate programs, including the mechatronics and technology programs. The GWEC STEM Institute, through a combination of investments in DOE and higher education/ STEM partners programs, will offer students the unique opportunity to access some of the best and latest learning in STEM fields and maximize their academic potential with the explicit goal of going to college in promising 21st Century career fields. During school hours, DOE will make investments to increase Math and Science learning, with trained teachers with high quality providers. Additionally, and to build upon and maximize the upgrades to the GWEC facilities that will provide students with best-in-class project-based learning opportunities, the DOE will develop and launch a set of programs to provide students a head start on college readiness in the science, technology and engineering fields. These initiatives will include, but may not be limited to, after-school, weekend, and summer STEM programming that complement daytime STEM instruction and introduce students to fields such as mechatronics and robotics; access to college-credit classes through partnership with CUNY and CCNY; and GWEC leadership collaboration with Council District 10 schools, higher education partners, community-based organizations, and industry partners to ensure that GWEC is always at the forefront of innovation on STEM learning. These programs may be made available to not just students at GWEC but also members of the broader community. This initiative may seek to partner with a higher education institution to ensure alignment with college-level academic expectations. Timeline: To come Expense Funding: $2M in yearly funding, including $500,000 per year in new funding for programs outside school hours	Education	1	DOE		Program	0	New	2	0		0	1	98	Done with Ongoing Work

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Inwood	Seek Potential Partners to Develop a P-TECH Program at GWHS. Pathways in Technology Early College High School (P-TECH) is a post-secondary education model that connects high school, college, and the world of work through college and industry partnerships. DOE will study the feasibility of the development of a mechatronics-related P-TECH program in Inwood. Subject to community interest, labor market demand analysis, and the identification of a feasible partnership including higher education and high school partner capacity and interest, the City will work towards the development of a P-TECH program at a school in District 6, including potentially at GWHS campus. Timeline: DOE will conduct a search between 2018-2019	Education	1	DOE		Study	0	New	1	1	2 to 5 years	0	0	0	Done with Ongoing Work
Inwood	Expand program with CUNY Tutor Corps to fund CUNY students providing supplemental tutoring during school to support existing algebra and CS instruction. DOE will continue to partner with CUNY Tutor Corps to reinforce Computer Science for All and Algebra for All curriculum taught in elementary, middle and high schools throughout District 6. Tutor Corps is funded to expand in FY19 from 180 to 360 tutors citywide. DOE will help support connecting tutors with host teachers at participating schools in District 6. Timeline: Ongoing	Education	1	DOE		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Inwood	Create a new Career & Technical Education Program at High School for Health Careers and Sciences. The Department of Education will create a new CTE program that will include partnerships with healthcare institutions like the Isabella Geriatric Center. Students will learn theoretical and practical components of the Certified Nurse Assistant program through a required core curriculum and through work-based learning opportunities in clinical settings. Upon completion, students will be eligible for the Certified Nurse Aid New York State licensing exam. Timeline: 2018-2019 School Year	Education	1	DOE		Program	0	Already Doing	0	0		0	0	0	Done
Inwood	Explore the expansion of the STEM Hub on the current TCU site at GWEC. If the Transportable Classroom Units (TCU) at GWEC are vacated, which may involve proposals requiring Panel for Educational Policy approval, DOE will explore the expansion of STEM education, which will include assessing space and capacity at GWEC and overall demand for increased STEM programming. Timeline: Upon TCU being vacated	Education	1	DOE		Study	0	Expand/Alter	1	0		0	0	0	Not Started

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Inwood	Create an Inwood Innovation Hub focused on STEM Talent Solutions. The 4095 Ninth Avenue RFP will include a request for the development of a new Inwood Innovation Hub that will be a center for Science, Technology, Engineering, & Math (STEM) training, education, and entrepreneurship services and programs. It will offer small business and talent development support and resources to create access to economic and advancement opportunities for local and neighboring communities. The City will work with the local Council office throughout the RFP process, and will specify that the facility operator/project developer provide the following: · Staffed Community Space available for education, training, events, innovation-facilitating networks, research & development, entrepreneurship and programming focused on STEM and other high growth industries and emerging fields. · Entrepreneurship Services offering resources, support staff, equipment and tools for local individual users, groups and small businesses. · Programming delivered by training providers, industry partners and local institutions. · Cross Sector Partnerships and Industry Collaborations with academia, workforce and small business providers, employers and corporations. Suggested local partners could include but are not limited to: CUNY, NY-Presbyterian, Columbia University Medical Center, and Yeshiva University. Timeline: 4095 Ninth Avenue RFP Release Date tentative FY 20/21	Education	0			RFP	0	New	1	0		0	0	0	Not Started

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Inwood	Implement second NYCx Co-Lab in Inwood. The City will implement the second NYCx Co-Lab programming in Inwood. Led by the Mayor's Office of the Chief Technology Officer (MOCTO), NYCx Co-Labs combines technology piloting and education in high-need, high-opportunity neighborhoods by connecting local residents, government, academia, and tech entrepreneurs to identify, co-develop, and test innovative solutions that address the neighborhood's most pressing needs. MOCTO will collaborate with Inwood-based community organizations to assemble a local advisory board and a cohort of youth leaders to guide program activities in the neighborhood, including a series of in-depth workshops to help the community define local priorities and understand the potential for new technologies to address the self-identified neighborhood needs. The workshops will also convene an intergenerational group of civic entrepreneurs to help advance the opportunities for their neighborhood to benefit from the introduction of new technologies. MOCTO will aim to launch the first NYCx Co-Lab Challenge in Inwood in early 2019. The NYCx Co-Lab Challenge will engage the tech industry to partner with City agencies and neighborhood leaders to solve urban problems in real-world settings. The winning proposals will be awarded with City funding and access to municipal infrastructure and neighborhood spaces to test and build solutions developed to respond to community needs. Timeline: 2018-2019 Funding: $100,000	Education	1	MOCTO		Facilities	0	New	1	2	1 to 2 years	1	1	100000	Done
Inwood	Implement broadband improvements in Inwood The City will use its franchise and contracting authority to bring broadband improvements to Inwood. MOCTO and DOITT will seek private partner(s) to use City assets for the introduction of next generation "5G" wireless service and will consider possible City investment as part of a citywide study currently underway. MOCTO will also work with NYCHA and local stakeholders to enhance free Wi-Fi access for NYCHA residents. DoITT will coordinate the deployment of LinkNYC kiosks to deliver free gigabit-speed Wi-Fi along key commercial corridors. Timeline: LinkNYC installation beginning in [calendar year] 2019 Q3; new citywide franchise agreements for mobile telecommunications in place [calendar year] 2019 Q4.	Infrastructure	1	MOCTO	DOITT	Infrastructure	0	New	2	2	1 to 2 years	1	0	0	Not Started

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Inwood	Provide technical assistance to bolster capacity of local cultural organizations. DCLA's Community Arts Development Program will offer a year-long technical assistance program to Upper Manhattan cultural organizations, ensuring that leadership of these organizations have the skills and capacities to successfully meet the demands of running a performing art center. The goal of the technical assistance funding will be to enable groups to be better equipped to respond to an RFP soliciting the IRCPA operator. After a one year period, the City will issue an open RFP for an operator of IRCPA. The organization(s) selected through the RFP process to operate IRCPA will receive additional technical assistance to align IRCPA programming with community needs and interests. Timeline: One year Expense Funding: $75,000	Arts	1	DCLA		RFP	0	New	2	2	1 to 2 years	1	1	75000	In Progress
Inwood	Create a new cultural and research center to celebrate the immigrant experience. In consultation with the winner of the RFP, the City will additionally provide funding for the acquisition, design, and construction of an approximately 15,000-square foot Immigrant Research Center & Performing Arts (IRCPA) at a location to be identified (potentially in conjunction with an affordable housing development project. The site shall include a performing arts space designed to allow for flexibility of programming and staging of performances in a variety of settings including: with the audience on one side (proscenium style), two sides (center stage), three sides (thrust), four sides (theater in the round), or environmental staging, in which the audience and actors intermingle. The space will also include storage, dressing rooms, lobby, classroom, and rehearsal space. IRCPA will also include space for members of the public and academics to research and discuss historical and contemporary materials related to the immigrant experience. The City will also collaborate with relevant academic institutions, including the NYPL, CUNY, and others to assist in programming the space. The City shall provide dedicated funding to the NYPL to provide staff to assist the cultural operator of IRPAC in facilitating an academic and research component of the center. Such assistance may include assisting scholars with inquiries on subjects related to immigrant issues by connecting them to various available digital collections,	Arts	0			RFP	0	New	2	1		0	1	15000000	In Progress

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	curating and providing a discreet collection of circulating materials on the immigrant experience, and working with the operator to offer a range of public programs at both the library and IPRAC related to the immigrant experience. Upon construction, the IRCPA facility will be owned by DCLA and cost to the selected cultural organization will be limited to common area rent, providing a large effective subsidy to operations. Timeline: Release RFP in calendar year 2020 Capital Funding: $15 million Expense Funding: $125,000 per year baselined (subject to OMB approval)														
Inwood	Provide energy assistance to cultural organization selected to operate IRCPA The City, upon selection of the operator, will add IRCPA to the "Energy Coalition." In FY 2017 the City established the "Energy Coalition," which is a group of cultural organizations on City-owned property under DCLA's jurisdiction that are provided baseline energy assistance. The goals of the 'Energy Coalition', which align strongly with the City's CreateNYC cultural plan, are to provide stable funding to select anchor cultural organizations, especially in underserved communities, and to strengthen NYC's non-profit cultural sector through more equitable City funding. 10 organizations citywide are part of the Coalition and this would be the first site in the Inwood/Washington Heights area to be included. Timeline: Upon opening of the new performing art space Expense Funding: up to 75,000/year in baseline funding	Arts	0			RFP	0	Expand/Alter	1	0		0	1	98	Not Started

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Inwood	Build a new state-of-the-art library in Inwood. At approximately 20,000 square feet, the new Inwood Library will be open, light-filled, and welcoming. It will house a large collection of books and periodicals, as well as updated infrastructure for computer-based learning, digital access to a wide range of resources, programming such as adult literacy, and flexible spaces that can be used for meetings and presentations. The programming at the branch would be a part of the general and educational programs offered by the Library which would be clearly connected to IRCPA. NYPL could also provide a discreet collection of circulating materials on the immigrant experience to create a visible connection as well as continue to offer a range of public programs related to the immigrant experience. The community will have access to a temporary library space during construction, and NYPL has committed to providing all core services at the temporary site including circulation of materials, computer appointments, readers' advisory, and reference. NYPL will work with the community to determine temporary locations within other community spaces for popular library programs like ESOL, Teen Tech, and Story Time. Timeline: Based on the Inwood Library development project timeline Funding: $10 million (including $5 million in City funding and $5 million from the Robin Hood Foundation)	Services	1	NYPL		Facilities	0	New	2	1		0	1	5000000	Not Started

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Inwood	Expand Community Services Offered at the DOHMH Washington Heights Center. Located at 600 West 168 Street, the DOHMH Washington Heights Center is an important piece of the City's Upper Manhattan health service network. On the floors operated by the DOHMH, we have public services that range from free and confidential testing and treatment for tuberculosis, and insurance enrollment, and co-located community based service providers. The City also recognizes there is a strong interest to do more to connect these services to the community and are excited for the prospect of working on that with the Council Member to do that work · The City will work with the Council Member's office to develop an outreach strategy to inform and attract more eligible residents of Manhattan Community Board 12 to take advantage of the health services on site. Outreach to include health fairs, targeted neighborhood advertisement (including Get Covered NYC and other medical campaigns as funding allows), and promoting available services through Columbia University's Get Health Heights coalition. Timeline: To begin Q1 CY 2019 · The City will make best faith efforts to collaborate with Columbia University Mailman School of Public Health, which also occupies space within the building, to strategize how their own programming can best serve the Washington Heights and Inwood communities. Timeline: To begin Q4 CY 2018 · The City will upgrade the broadband internet availability for the Washington Heights Center, and ensure that visitors have access to public wi-fi. Capital Cost: $55,300 Timeline: November 2018 · HRA will work with their designated Upper Manhattan HomeBase provider and DOHMH to have representatives on site at 600 West 168th Street. Homebase will hold regular satellite office hours so that visitors to 600 West 168th Street members can receive housing advice, enroll in Homebase, and receive housing-related referrals. Having HomeBase representatives on site will provide a direct connection to onsite providers to a set of new supportive services and strengthen the network between their work and HRA Timeline: Q2 CY 2019 The Public Engagement Unit (PEU) will also hold regular satellite office hours at 600 West 168th Street. Tenant Support specialists will be available to connect tenants in the area to resources and	Services	1	DOHMH	HRA	Program	0	New	2	2	<1 year	1	0	0	Done with Ongoing Work

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	services to mitigate displacement, including referrals to legal assistance through HRA, and provide ongoing case management of all housing-related issues. In addition, specialists will screen any interested constituents for over 30 government benefits through AccessNYC, including Rent Freeze programs (e.g. SCRIE, DRIE) and cash assistance, and advise them through the application processes. Timeline: Q1 CY 2019														
Inwood	Increase local access to healthy foods. Health Bucks are $2 coupons distributed by DOHMH that can be used to purchase fresh fruits and vegetables at all NYC farmers markets. The City will conduct targeted outreach to qualified Community-Based Organizations (CBOs), in coordination with the local Council Member's offices, with the goal of increasing the number of organizations that apply to distribute Health Bucks and connect to local greenmarkets such as the 175th Street Greenmarket and the Fort Washington Greenmarket. Timeline: Outreach to begin Q4 CY 2018	Services	1	DOHMH		Outreach	0	Expand/Alter	1	1	<1 year	1	0	0	Done

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Inwood	Program the Historic Audubon Ballroom. NYCEDC will program the Historic Audubon Ballroom with programming from the Malcolm X Betty Shabazz Center and also collaborate with the local City Council office to make the Ballroom available for use by other local organizations to conduct events and provide services. Timeline: 2019/2020	Services	1	EDC		Land	0	New	1	1	1 to 2 years	1	0	0	In Progress
Inwood	Advance calendaring of the Park Terrace Historic District. LPC has determined that Park Terrace West would require further study to determine eligibility for designation as a Historic District. LPC is undertaking this study of a potential historic district and met with property owners on July 23, 2018 to discuss the research and what designation would mean. If the final results of the study and outreach are positive, the Commission will consider calendaring the Park Terrace Historic District no later than Fall 2018. Timeline: Calendaring Fall 2018 Funding: N/A	Landmarks	1	LPC		Regulation	0	New	1	2	<1 year	1	0	0	Done
Inwood	Improve priority intersections along 10th Avenue. The City will improve priority intersections along 10th Avenue, focusing on providing better pedestrian crossings, simplifying complex intersections, and calming traffic, where feasible. Intersections will include intersections with 10th Avenue at West 205th Street, West 207th Street, West 218th Street, as well as Dyckman Street and Nagle Avenue. Improvements could include reduced pedestrian crossing distances, new crosswalks, sidewalks, traffic signals, pedestrian wayfinding, benches, and street lighting, and would take into account traffic impacts. The City will also focus on enhancing the public realm and pedestrian safety under the elevated 1 Train viaduct infrastructure from Dyckman Street along Nagle and 10th Avenue to the Broadway Bridge. “Under the El” improvements would include new lighting under the elevated structure along Nagle and 10th Avenue, streetscape improvements and public realm activation at intersections, and column treatments. DOT will consult with the Community Board and the local Council Member to prioritize intersections for improvements. Timeline: Design to start FY20; Construction FY23-24 Capital Funding: $26 million	Transportation	1	DOT		Infrastructure	0	New	2	2		0	1	26000000	In Progress

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Inwood	Harlem River Drive Gateway. The City will reconstruct the intersection of Dyckman Street, 10th Avenue, and Harlem River Drive to provide better pedestrian crossings, provide a safer connection between Highbridge Park and the Sherman Creek/Harlem River waterfront, and create a more attractive gateway for the neighborhood. Improvements would include reduced pedestrian crossing distances, new crosswalks, sidewalks, traffic signals, pedestrian wayfinding, and street lighting. Timeline: Design to start FY20; Construction FY23-24 Capital Funding: $7M	Transportation	0			Infrastructure	0	New	2	2	2 to 5 years	0	1	7000000	In Progress
Inwood	Evaluate and explore additional modifications to the protected bicycle lanes on Dyckman Street. The Department of Transportation recently completed modifications to the bike lanes on Dyckman Street and continues to feel the facilities provide important benefits to all users of the corridor. DOT commits to make additional changes to the configuration by retaining a protected bicycle lane on the north side of the street and creating a buffered bike lane on the south side of the street, and to evaluate the effectiveness of this design over the next year.	Transportation	1	DOT		Infrastructure	0	New	2	2	Immediate	1	0	0	Done
Inwood	Implement a neighborhood Traffic Monitoring Plan. The City will fund a Traffic Monitoring Plan (TMP) to monitor traffic and pedestrian conditions in the neighborhood for the next 15 years. The TMP will cover the entire rezoning area, with focus on intersections where significant adverse impacts were identified in the FEIS, including the intersections adjacent to the University Heights Bridge (at West 207th Street and 9th Avenue in Manhattan and at West Fordham Road and Major Deegan Expressway in the Bronx). The TMP is a product of extensive coordination between EDC, DOT, and ODMHED as the lead agency for environmental review. The TMP is intended to confirm the traffic and pedestrian impacts identified in the EIS (and the associated mitigation measures) by considering future changes in traffic and pedestrian volumes and patterns. The TMP will include monitoring of transportation conditions during construction as well as conditions once buildings are completed and operational. The TMP will track the development programs and construction methods of new developments, and compare EIS projections with real world	Transportation	1	EDC	DOT	Study	0	New	1	2	>5 years	0	1	300000	Not Started

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	conditions, adjusting mitigation measures if needed to reflect the incremental development of the neighborhood. By periodically monitoring traffic conditions in the neighborhood, the City will install traffic mitigation measures when needed and where most appropriate. Timeline: 15 years post-ULURP approval Expense Funding: $300,000														
Inwood	Complete the Broadway Bridge Rehabilitation. The current Broadway Bridge opened to traffic in 1962. In addition to the roadway and sidewalks, it also carries the #1 train. Capital plans for major rehabilitation work include repairing deteriorated steel members, replacing the roadway deck, and adding a solid-surface bike lane. Mechanical and electrical work will be done on the bridge's lift system including: replacing the current underwater control cables with droop cables hung between the towers. Each tower will get new electric service as well as auxiliary generators. Timeline: Construction to begin winter 2019 Capital Funding: $92.8 million	Transportation	0		DOT	Infrastructure	0	New	0	0	1 to 2 years	1	1	92800000	In Progress
Inwood	Improve Bus Service along the 207th Street Corridor. The City will examine potential enhancements to bus service along 207th Street, including ways to make the existing bus lane more visible. The City will also study adding Transit Signal Priority, or TSP, along the corridor. TSP uses smart signal technology to talk to buses as they are arriving at the signal to either extend the green signal so the bus may continue through the intersection, or turn the red signal green a few seconds sooner. On average, DOT has seen approximately a 10 percent improvement in bus speeds as a result of TSP. Timeline: Evaluation underway; implementation of TSP potentially by fall 2020. Expense Funding: $135,000 for study and implementation	Transportation	0			Study	0	Already Doing	0	0		0	0	0	Done

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Inwood	Mitigate transportation impacts identified in the Environmental Impact Statement. The FEIS identified potential transportation impacts throughout Inwood. As new development takes place, and subject to feasibility and the results of the Traffic Monitoring Plan (described below), the City will install 13 new traffic signals at currently unsignalized intersections to mitigate traffic impacts. If practicable, the City will also install a corner bulb-out at 10th Avenue and West 206th Street to mitigate pedestrian impacts. Timeline: Ongoing through 2032 Capital Funding: $2 million	Transportation	0			Infrastructure	0	New	0	0	>5 years	0	1	2000000	Not Started
Inwood	Include Inwood in Ferry Feasibility Study. Following the launch of the first six NYC Ferry routes, EDC will undertake a new Ferry Feasibility Study to examine additional sites around the City that may be viable for future routes. The study will include Inwood as one of the neighborhoods under consideration, and will explore potential locations for routes including the Hudson River. Evaluation criteria will include: water depths, population density, travel time competitiveness with other modes, navigational challenges, journey-to-work information, capital and operating costs, transit access, planned and future developments in vicinity, and environmental siting concerns, among others. Timeline: September 2018 to mid-2019	Transportation	1	EDC		Study	0	Expand/Alter	1	1	<1 year	1	0	0	Done
Inwood	Work with MTA to improve subway accessibility. As part of the Fast Forward plan, MTA New York City Transit has committed to dramatically increasing the number of accessible subway stations in the next capital program and making sure that no rider is more than two stations away from an accessible station. This standard is only partially met in Inwood. The 207th Street A Line station is fully accessible, and the Dyckman Street 1 Line station is only accessible in the southbound direction. Other Inwood stations lack ADA access. The City will work closely with the MTA on its subway accessibility plan and will seek to ensure that all communities, including Inwood, meet NYCT's new accessibility standard.	Transportation	0			Infrastructure	0	Light Agency Involvement	1	0		0	0	0	In Progress

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Inwood	Create a Drainage Plan for Inwood. The City will complete a comprehensive Drainage Plan for the Inwood area. The drainage plan will map out tributary areas and existing water and sewer routes and infrastructure and conduct technical analysis to determine the necessary improvements and changes to accommodate future growth. Following approval of the plan by the Department of Environmental Protection, DEP will identify and advance infrastructure projects to implement the Drainage Plan. Timeline: Completion 2019 Expense Funding: Approximately $300,000	Infrastructure	1	DEP		Study	0	New	1	1		0	1	300000	Delayed
Inwood	Water main and sanitary sewer replacement in northwestern Inwood. DDC will continue to implement the project to replace sanitary sewer and water mains in the northwestern portion of Inwood. The project includes distribution water main and sanitary sewer replacements in the area generally bounded by Park Terrace East and West and West 214th and 218th Streets. Timeline: Construction 2017-2020 Capital Funding: $13 million (including some work on Amsterdam south of Inwood)	Infrastructure	1	DDC		Infrastructure	0	New	2	2	2 to 5 years	1	1	13000000	In Progress
Bay Street	Keep homes affordable by continuing to offer loans and tax incentives to building owners. Since 2014, HPD has financed the preservation of 1,488 affordable homes in Community District 1. HPD will continue monitoring homes in Staten Island Community District 1 with affordability restrictions in its portfolio and use its various financing programs to preserve and invest in the neighborhood's existing affordable housing stock.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Host outreach and marketing events to continue promoting programs that help property owners make repairs and preserve affordable housing. HPD will continue its targeted outreach to property owners, including through events, mailings, emails, calls, and surveying of distressed properties. HPD currently hosts monthly Property Owner Clinics at its downtown location, where building owners can consult one-on-one with HPD preservation finance specialists and representatives from Department of Buildings (DOB), Department of Finance (DOF), and Department of Environmental Protection (DEP). HPD will target outreach for its monthly Property Owner Clinics – including via calls, mailings, and e-mails – to owners in the Bay Street area. Timeline: Targeted community outreach for monthly	Housing	1	HPD		Outreach	0	Expand/Alter	0	0		0	0	0	In Progress

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	Property Owner Clinics at 100 Gold Street through December 2021.														
Bay Street	Expand Landlord Ambassadors program to Bay Street rezoning area. 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, the Mutual Housing Association of New York (MHANY), Habitat for Humanity NYC Community Fund, and community organization partners to expand the pilot Landlord Ambassadors Program to conduct outreach and provide technical assistance to owners of multifamily buildings in targeted areas across the City and develop an emergency loan program to address urgent financial and physical conditions. Dependent upon Council support for this initiative in the FY 2020 budget, HPD will ensure targeted outreach to local property owners in the Staten Island Community District 1 to: · Provide information about the benefits of using HPD financing programs · Navigate HPD program requirements, including regulatory agreements, and package application materials for HPD review and approval · Connect to emergency loan programs if needed · Access local resources and vendors needed to close, construct and operate their properties, including contractors, property managers, attorneys, and other professionals Timeline: June 2020 through December 2021 Expense Funding: Dependent upon Council support for this initiative in the FY 2020 budget	Housing	1	HPD		Business-as-usual	1	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Bay Street	Promote the Neighborhood Pillars Program to help community organizations acquire rent stabilized buildings. The Neighborhood Pillars program finances the acquisition and rehabilitation of existing rentregulated buildings to protect current tenants and stabilize communities. The program leverages 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. HPD will partner with the local Councilperson to identify potential non-profits and missiondriven organizations that work in and around Staten Island and ensure they are informed about the opportunity to apply to the Preservation Buyer RFQ, which would qualify them to participate in the Neighborhood Pillars program. Timeline: Through 2021	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Provide free legal assistance to North Shore tenants. Since July of 2015, free legal services programs through the Human Resources Administration's Office of Civil Justice have provided approximately 4,900 North Shore residents with free legal representation, advice and assistance for families and individuals facing eviction, harassment by unscrupulous landlords and other displacement pressures. Between Fiscal Year 2013 and Fiscal Year 2019, Administration funding for legal services programs for tenants in need grew from approximately $6 million to $104 million, a seventeen-fold increase.	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	In Progress

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Bay Street	Educate tenants about their rights and resources to prevent displacement. Since July 2015, Tenant Support Unit (TSU) specialists, part of the Mayor's Public Engagement Unit (PEU), have completed over 12,000 door knocks and assisted over 1,400 Bay Street area tenants. TSU uses a data-driven approach to identify, engage and provide assistance to vulnerable New Yorkers who may be at risk of displacement or experiencing landlord harassment. Specialists conduct outreach through door knocking, phone calls, and events with local CBOs and elected officials to educate tenants about their housing rights, identify any housing-related issues and case-manage them to access a range of services, including emergency repairs through HPD and free legal assistance through HRA. TSU will continue to bridge the gap between tenants in the North Shore and available City resources, to ensure that residents are able to access the services that they need to stay in their home. PEU will report on the number of Bay Street area tenants assisted through TSU's outreach on a quarterly basis to Staten Island Community Board 1 and the Local Council Member. In addition, the Public Engagement Unit will dedicate staff to conduct proactive outreach to tenants in the 10301, 10302, 10303, 10304, 10310 and 10314 zip codes who may be eligible for legal assistance under Universal Access to Counsel law and in accordance with HRA Office of Civil Justice's expansion timeline. Timeline: Ongoing	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	In Progress
Bay Street	Host tenant resource fairs to educate tenants about their rights and resources to prevent displacement. 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 will host two tenant resource fairs by the end of 2020 in coordination with the local Council Member. Timeline: Host two tenant resource fairs by the end of 2020	Housing	1	HPD		Outreach	0	Expand/Alter	1	2	<1 year	1	0	0	In Progress

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Bay Street	Implement "Certification of No Harassment" (CONH) Pilot Program. The Administration will enforce a three-year pilot CONH program in designated neighborhoods, including Staten Island Community District 1, to protect certain tenants from being harassed from their homes. This program identifies specific buildings which meet criteria indicating that tenants may be at risk for harassment. Owners of such buildings are required to obtain a CONH before being granted building permits for specified covered work in the buildings. Community groups, under contract with HPD and identified through a Request for Proposals (RFP), will investigate buildings that apply for CONHs. Timeline: Pilot effective September 2018 - September 2021	Housing	0			Program	1	New	1	2	2 to 5 years	1	0	0	In Progress
Bay Street	Launch HomeFix to help low income homeowners make critical repairs and stay in their homes. Funding for home repairs is often hard to find for low-income homeowners, especially for families struggling to make mortgage payments. Making repairs can contribute to the health and safety of one's home, as well as keep up property values. Often, aggressive speculators will barrage owners with cash offers, knowing that owners with significant maintenance issues will be tempted to accept – even if it means leaving the neighborhood they helped to build, and being left without a viable housing alternative. To meet these needs, HPD will launch HomeFix, a program to help low- and moderate-income homeowners in small, one- to four-family properties fund home repairs. Leveraging the services of multiple community and non-profit partners, the new program will pair financial counseling with financial assistance. HPD will work with the local Councilperson and neighborhood organizations to conduct targeted outreach to eligible households in the North Shore of Staten Island to inform them about the new program and its benefits. Timeline: HomeFix is expected to launch in summer 2019; HPD will conduct targeted outreach in the North Shore during the first year of the program	Housing	1	HPD		Outreach	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Bay Street	Combat Zombie Homes. HPD launched the Zombie Homes Initiative in 2017, with a grant from the Local Initiatives Support Corporation, to aid in the implementation and enforcement of the Zombie Law. Through the initiative, HPD has created a citywide database of zombie homes, surveyed more than 500 likely zombie homes, partnered with the NYC Law Department to enforce Zombie Law penalties, and connected at-risk homeowners with foreclosure prevention resources. In CD1, HPD has: · Conducted 67 exterior surveys of zombie homes to assess their vacancy and maintenance conditions · Made 29 referrals of properties to other City agencies for interventions, such as lot clean-ups or seal-ups of unsecured doors or windows · Sent notices to the mortgage holders of 18 properties to inform them of their failure to maintain the properties · Referred 4 properties to the Law Department for enforcement of the Zombie Law. The Law Department is currently negotiating a settlement agreement for 1 property and reviewing the 3 remaining properties to assess their suitability for legal enforcement. · Contacted at-risk homeowners to foreclosure prevention resources through robocalls and mailings HPD will continue to address zombie homes in CD1 by surveying additional zombie properties and partnering with the Law Department to enforce Zombie Law penalties for unmaintained properties. Timeline: Additional surveying and enforcement through June 2021	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Offer financing to incentivize the development of affordable housing that exceeds minimum MIH requirements. HPD will work with property owners in and around the Bay Street Corridor to facilitate the creation of affordable housing that exceeds the minimum MIH affordability requirements. The agency's financing programs have options that provide for extremely low- to middle-income households, as well as for seniors and households with special needs. HPD also recently updated the terms of its financing programs to require that at least 10% of apartments be set aside for homeless families and individuals in virtually all of our housing programs, as well as more homes for extremely low- and very low-income households. In addition, any project in an MIH area receiving City subsidy must also now set aside an	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	additional 15% of apartments as permanently affordable, on top of the baseline MIH requirements. Timeline: Ongoing														
Bay Street	Proactively engage property owners in the Bay Street Corridor about the City's resources to develop affordable housing. HPD, in partnership with other City agencies and local elected officials, will convene an information session in the fall of 2019 for property owners in the rezoning area to inform them of the City's resources for developing new mixed-use affordable housing that exceeds MIH requirements, prioritizing the creation of deeply affordable homes reaching incomes of 30% and 40% AMI. Timeline: Fall 2019	Housing	1	HPD		Outreach	0	Expand/Alter	0	0		0	0	0	Done
Bay Street	Prioritize the development of City owned land at Jersey Street with affordable housing. HPD will issue a Request for Proposals to develop 100% affordable housing, including senior housing, at 539 Jersey Street. Under current assumptions, HPD estimates that the site can accommodate approximately 223 affordable homes, including approximately 90 units of senior housing, as well as a community facility and retail space. In advance of the Department of Sanitation relocating its operations to Fresh Kills Park in 2023, HPD will conduct a community engagement process to determine an appropriate mix of uses and affordability levels for the site. Based on feedback, HPD will prioritize community-serving uses, including potentially a child-care facility, in the RFP. A minimum of 25% of the affordable housing on the site will serve Extremely Low and Very Low Income Households (those earning up to 30% and up to 50% of the Area Median Income, respectively). Timeline: Release RFP by October 2021; Community engagement starting six months prior to RFP release	Housing	1	HPD		RFP	0	New	1	1	2 to 5 years	1	0	0	Not Started

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Bay Street	Prioritize the development of City owned land at the Stapleton Waterfront with affordable housing. The New Stapleton Waterfront is a 32-acre decommissioned U.S. Navy Base on Staten Island's North Shore. The site was rezoned in 2006, creating a special district and providing City disposition authority, under SBS jurisdiction. The goals were to generate a mixed-use development, build a new public waterfront esplanade and open space, and provide community facilities. The project also includes resiliency measures, such as new storm water infrastructure and shoreline hardening. The northernmost development sites, Sites A and B1, are included in the land use application as they are subject to a text amendment to allow for extra height and changes to the street wall. The City will advance Requests for Proposals (RFPs) for the development of affordable housing. Each site can accommodate at least 300 affordable homes. HPD will issue an RFP for a 100% affordable housing project at Site A, the northernmost development site, by the end of 2020. A minimum of 30% of the affordable housing on the site will serve Extremely Low and Very Low Income Households (those earning up to 30% and up to 50% of the Area Median Income, respectively). Site B1 is currently occupied by the DOT Dock Builders, who are expected to relocate to a new facility by 2023. Contingent upon the successful relocation of the Dock Builders, the City will issue an RFP for the development of a 100% affordable housing project at this site. Timeline: Site A RFP by 2020, Site B1 RFP by 2023	Housing	1	HPD		RFP	0	New	2	1	>5 years	0	0	0	In Progress
Bay Street	Support mission-driven groups interested in developing affordable housing on underutilized sites. Bay Street Area residents and stakeholders expressed a desire to see more participation by mission-driven organizations in affordable housing development and preservation. To assist those interested in affordable housing, HPD will work with local faith-based organizations to explore development opportunities. HPD maintains a Pre-Qualified List of Owner's Representatives to help mission-driven organizations who may have underutilized land but littleto- no real estate experience. In creating the list, HPD evaluated each organization's technical expertise, experience, and capacity to represent owners in the development of affordable	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	housing. In collaboration with Council Member Rose, HPD will host a workshop in early 2020 for missiondriven organizations on the North Shore who are interested in affordable housing development. Timeline: Event to be held in 2020; Encouraging applications on an ongoing basis														
Bay Street	Study the feasibility of affordable housing and commercial development on the Municipal Parking Lot at 54 Central Avenue. The site is currently operated by DOT as a municipal surface parking lot. Its location in the heart of downtown St George makes it an ideal site to pursue affordable housing and job-generating uses. However, there is currently an unbuilt portion of Victory Boulevard which is mapped as a street on the site. Mapped streets do not generate buildable floor area, and any development of the site would require a modification of the City Map. Additionally, the current zoning on the site could limit its potential for redevelopment. Because of these constraints, further analysis is 11 needed to understand development feasibility and the potential costs associated with building affordable housing and commercial uses at this site. Timeline: HPD, DCP, and EDC will dedicate resources to undertake a site analysis and study the development potential of the site by June 2020. Pending the results of that study, the appropriate agencies will seek the necessary resources to de-map the street and advance other technical work.	Housing	1	HPD	Multiple	Study	0	New	1	1		0	0	0	In Progress
Bay Street	Make it easier for residents to understand, prepare for, and complete the affordable housing application process. HPD continues to take steps to help residents become better prepared to submit complete and accurate applications. Housing Ambassadors are community-based organizations and service providers, trained by HPD, who help people prepare and apply for affordable housing. HPD has trained two groups as Housing Ambassadors for Staten Island: CAMBA and Project Hospitality. Timeline: HPD	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	will offer training for interested groups on an ongoing basis.														
Bay Street	Continue to refine tenant selection procedures to reach New Yorkers most in need. HPD is working to remove barriers to qualifying for affordable housing, and regularly updates its procedures to respond to community feedback and new needs. In June 2018, HPD strengthened the City's policies and procedures for allocating affordable housing through NYC Housing Connect lotteries. These policy changes make affordable housing more accessible to vulnerable New Yorkers who would have otherwise been previously disqualified, and include: ● Limiting options to reject applicants based on credit history and debt and ensuring that applicants can no longer be punished for taking their landlords to court. ● Clarifying eligibility guidelines for a speedier review process by eliminating mandatory employment history requirement for self-employment and freelance income. ● Introducing additional protections for domestic violence survivors, such as ensuring applicants cannot be denied housing for adverse factors, such as poor credit or negative debt payment history, if those factors are a direct result of domestic violence, dating violence, sexual assault, or stalking. Timeline: Ongoing	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Bay Street	Dedicated Rental Assistance (DSS) to help move 100 homeless families and individuals out of shelter and into affordable housing. Dedicate rental assistance to help move 100 homeless families and individuals out of shelter and into affordable housing. The CITYFEPS Rent Supplement (CITYFEPS) was created to help homeless families and individuals move from temporary, emergency shelter back to the community as quickly as possible by paying a portion of their rent. HRA will dedicate CITYFEPS or any successor program resources to help 100 homeless families and individuals from the rezoning area (zip codes 10301 and 10304) who are currently living in shelter move back into the neighborhood if they so choose. Both DSS and CCHR will help protect voucher users who may be subject to discrimination. DSS's Source of Income Discrimination Unit works to prevent and prosecute instances of housing discrimination based on lawful source of income via a multi-pronged approach that includes education and outreach, pre-complaint intervention, investigations, and filing and prosecuting complaints on behalf of the City alleging a pattern or practice of source of income discrimination. CCHR enforces the City's anti-discrimination law which includes protections against housing discrimination on the basis of one's source of income (e.g. use of government rental assistance, including vouchers). CCHR has a dedicated source of income discrimination unit that accepts tips and complaints, and works to ensure people with vouchers are not turned away from housing they are otherwise eligible for. Timeline: HRA expects to begin allocating vouchers immediately following the memorialization of the Bay Street plan.	Housing	1	HRA		Program	0	New	2	2	Immediate	1	1	99	In Progress
Bay Street	Improve housing quality through rigorous enforcement of the Housing Maintenance Code. HPD 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. If HPD finds such conditions, they issue violations, which require that the owner correct the condition. The most serious conditions must be corrected immediately, while less serious conditions must be corrected within 30 to 90 days. If owners do not correct violations, buildings may enter into one of HPD's enforcement programs. As part of	Housing	1	HPD		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	the City's focus in the Bay Street area, HPD conducted 5,075 inspections and issued 5,450 new violations in Staten Island Community District 1 in Fiscal Year 2018. Over that same period, the agency spent over $500,000 to repair emergency conditions in the neighborhood. Timeline: Ongoing														
Bay Street	Invest in New York City Housing Authority developments within North Shore. NYCHA residents deserve to live in safe, quality housing, and NYCHA through our NYCHA 2.0 program and other available resources is working aggressively to address the staggering capital need across housing developments in the NYCHA portfolio. NYCHA has already committed $15M to developments located on the North Shore of Staten Island for capital improvements identified in the 2017 Physical Needs Assessment (PNA), including security enhancements at Cassidy-Lafayette and New Lane Area, and elevator replacement at Richmond Terrace. In addition, funding will be committed for the comprehensive modernization work at Richmond Terrace upon completion of further due diligence. The administration will continue conversations with the Council Member and local stakeholders to discuss how we can continue to meet the capital needs moving forward. Timeline: Projected completion of security enhancements and elevator replacement work in 2022. Capital Funding: $15 Million	Housing	1	NYCHA		Facilities	0	New	2	2	2 to 5 years	0	1	98	In Progress

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Bay Street	Reimagine Stapleton Playground to Provide Amenities for Multiple Generations of Users. As part of the Community Parks Initiative, NYC Parks is undertaking major renovations of open spaces throughout the City to offer intergenerational recreation to accommodate people of all ages in our local parks. NYC Parks aims to serve multiple generations and users through the design of active and passive park spaces, using a variety of amenities to invite users of all ages. Within Bay Street, Stapleton Playground is currently in construction. The reconstructed site will feature a new mini pool, play equipment for ages 2-5 and 5-12, a spray shower, picnic and seating areas, adult fitness equipment, basketball and handball courts, as well as a multi-use natural turf field. The new amenities will offer an exciting play space for children who attend the adjacent school as well as community members of all ages. Timeline: Construction underway; Construction completion anticipated winter 2020. Capital Funding: $11.1M ($10.6M Mayoral, $500,000 CM Rose)	Public Space	1	Parks		Facilities	0	Already Doing	0	0		0	0	0	Done
Bay Street	Make improvements to Tompkinsville Park. The City announced plans to demolish the derelict structure in the park. This work, recently completed, will open up sight lines and bring more positive uses into the park by providing expanded plaza space for programming and events. While there is not a comfort station on this site, the park is within walking distance from three public restrooms in the area: St. George Library, the Ferry Building and Empire Outlets. NYC Parks will also explore opportunities to bring farmers' markets and/or other uses to activate the park with positive programming. Timeline: Construction complete; Site reopened to the public in May 2019.	Public Space	1	Parks		Program	0	Expand/Alter	0	0		0	0	0	Done
Bay Street	Reconstruct Cromwell Recreation Center at the Lyons Pools Site. Cromwell Recreation Center was heavily damaged by storm events and was demolished following Superstorm Sandy. The City commits $92 million to build a new recreation center at the Lyons Pool site, across the street from former Cromwell site. The City anticipates that the recreation center will offer a variety of recreational amenities, which potentially could include sport courts, exercise equipment, multipurpose areas for fitness, yoga, dance, and flexible programming spaces that complement the recreational amenities	Public Space	1	Parks		Facilities	0	New	2	2	>5 years	0	1	92000000	In Progress

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	already at Lyons. The City will engage the community in a design process to determine the programming of the space. Timeline: Fund in FY20 budget (July 2019); begin community engagement in winter 2019 and design in spring 2020; pending successful design and procurement anticipated construction completion by end of 2025.														
Bay Street	Construct future phases of public open space at New Stapleton Waterfront. NYCEDC, in partnership with NYC Parks, will complete design and construct the additional phases of the park at New Stapleton Waterfront. Coupled with the completed acreage at the Urby development, the total public open space will encompass close to 12 acres, including a maintenance and operation facility, a comfort station, a playground, Basketball, Pickle Ball, Bocce, and Volleyball courts, a dog run, barbecue grills and picnic area, and a continuous waterfront esplanade. Timeline: Work ongoing to be completed in 2024 Capital Funding: $75M	Public Space	1	EDC	Parks	Facilities	0	Expand/Alter	2	2	>5 years	0	1	75000000	In Progress
Bay Street	Repair the Ornamental Fountain at Tappen Park. The ornamental fountain on the eastern side of Tappen Park is a focal point of the park along Bay Street. However, the fountain sustained damage during Superstorm Sandy and is currently non-operational. NYC Parks will procure a contractor to reconstruct the electrical and mechanical components and restore water service to the fountain. Timeline: Procurement underway; Construction completion anticipated winter 2020. Capital Funding: $930K ($630K Mayoral and $300K FEMA)	Public Space	1	Parks		Facilities	0	New	2	2	1 to 2 years	1	1	930000	In Progress
Bay Street	Improve Village Hall at Tappen Park. Tappen Park's Village Hall building is a historic landmark that was built in 1889 and first operated as the home of the Village of Edgewater's municipal and civic activities. Now vacant and in a state of disrepair, the building most recently housed municipal offices and a health clinic. The City commits $5.7 million to repair the building's roof and transfer jurisdiction of the structure to NYC Parks. Once repair work is complete, NYC Parks intends to activate the building with a concession, programming space and public	Public Space	1	Parks		Facilities	0	New	2	2	2 to 5 years	0	1	5700000	In Progress

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	restrooms. Timeline: Design to Start in FY20 with construction completion two years after the completion of design. Capital Funding: $5.7 million														
Bay Street	Complete the Tompkinsville Esplanade. EDC will complete design and construction of a new esplanade along the Tompkinsville portion of the waterfront, closing the half mile gap that exists between the new waterfront open space at New Stapleton Waterfront and Lighthouse Point. Work will also include resiliency measures, including shoreline stabilization and repair, as well as debris removal. The work will be coordinated with the esplanade constructed in the northern phase of New Stapleton Waterfront. EDC will engage with the community during the design process to understand priorities and gather feedback on the proposed project and amenities. As part of that process, NYCEDC will explore design of a fish cleaning station. Timeline: 2020-2023 Capital Funding: $74M	Public Space	1	EDC		Facilities	0	New	2	2	>5 years	0	1	74000000	In Progress
Bay Street	Recactive 55 Stuyvesant Place. NYCEDC is committed to reactivating the property at 55 Stuyvesant Place for a mix of uses that could include job-generating commercial, community, and creative spaces to continue the ongoing development of quality jobs on the North Shore. NYCEDC will work with the Council Member and Borough President to develop a plan towards reactivation.	Business	1	EDC		Study	0	New	1	0		0	0	0	Not Started
Bay Street	Continue outreach to Bay Street small businesses for access to support services. SBS will continue to provide free services to small businesses along Bay Street through the NYC Business Solutions Center located at 120 Stuyvesant Place. These free services help businesses start, operate and expand in New York City and include business education, access to capital, free legal resources and commercial lease review. Since the start of the de Blasio Administration SBS has served 475 North Shore businesses, connecting them to more than $300,000 in financing. SBS will utilize community partners, the agency's Mobile Outreach Unit and other methods of outreach to connect Bay Street corridor businesses	Business	1	SBS		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	with resources, including support for businesses seeking financing. Timeline: Ongoing														
Bay Street	Protect and enhance viability of local businesses (Neighborhood 360°). Through Neighborhood 360°, SBS worked with local community partners, including the Staten Island Chamber of Commerce, to conduct a Commercial District Needs Assessment (CDNA) that analyzed the conditions and opportunities for improvements along the Bay Street commercial corridor. Findings from the CDNA directly guided the priorities for the competitive Neighborhood 360° Grant program, which resulted in SBS awarding $1.54 million in funding to the Bay Street community from FY2017 through FY2020. In partnership with several Bay Street community-based organizations, SBS will continue to provide funding for direct resources for staff to plan and implement customized commercial revitalization projects, including district marketing, place making activities and public events, supplemental sanitation, beautification services and door-to-door communication with merchants. Through the Neighborhood 360° program, SBS will guide the effort to establish a Business Improvement District on Bay Street. This effort will include the formation of a steering committee that will (1) conduct outreach to existing business, property owners, and local organizations along the Bay Street commercial corridor, (2) identify priority issues and projects that local stakeholders would be willing to fund through the BID, and (3) identify a contiguous area that could form a BID. SBS will provide technical assistance for establishing such BID. Timeline: Ongoing through FY2020 Funding: ~$500K/year	Business	1	SBS		Grant	0	Already Doing	0	0		0	0	0	In Progress

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Bay Street	Increase access to employment opportunities for local residents. SBS will ensure access for Bay Street Corridor residents to training opportunities and individual training grants through the Staten Island Workforce1 Career Center located at 120 Stuyvesant Place and the SI Workforce1 Industrial & Transportation Career Center located at 1972 Richmond Terrace. SBS will host quarterly meetings at the Staten Island Workforce1 Career Center with community partners, including the Center for Frontline Retail to connect local residents with workforce opportunities. Building on existing services, SBS will enhance outreach to the local community including quarterly recruiting events with various community partners such as faith based organization and other groups. Timeline: Ongoing	Employment	1	SBS	W1C	Outreach	0	Already Doing	0	0		0	0	0	Not in Tracker
Bay Street	Support MWBEs. SBS will continue to support North Shore M/WBEs through the Staten Island Business Solutions Center at 120 Stuyvesant Place. SBS certifies and provides capacity building services to M/WBEs to help them compete successfully for city contracts. SBS's capacity building services include workshops on selling to government, one-on-one technical assistance to support M/WBEs who are submitting proposals, and capital access funds for M/WBEs bidding or working on city projects. Since the start of the de Blasio Administration, North Shore certified M/WBEs have been awarded $30 million in contracts. Timeline: Ongoing	Business	1	SBS		Program	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	SBS will provide its full suite of resources to targeted commercial corridors in and around the rezoning area. Through marketing, outreach, and work with community partners, SBS will connect small businesses in targeted commercial corridors with free SBS resources. Targeted commercial corridors include: Victory Boulevard from Pike Street to Minthorne Street; Broad Street from Bay Street to Warren Street, Canal Street and Water Street. Timeline: Ongoing.	Business	1	SBS		Outreach	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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Bay Street	Continue to provide local hiring incentives in HPD-financed developments. In all HPD RFPs for the development of City-owned property, including the Jersey Street Garage, respondents must demonstrate a plan for outreach to residents of the local community district related to employment opportunities generated by the proposed project. The outreach plan could also include activities such as skills, safety, and job training programs. The outreach plan must include a timeline for implementation. Applicants will be required to comply with their outreach plans and report regularly on outreach activities. In addition, 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. North Shore residents will be able to apply for jobs through the City's HireNYC program at nearby Workforce1 Centers. HPD will also continue to explore how it can further more job opportunities on projects assisted by the agency. Timeline: Ongoing	Employment	1	HPD		RFP	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Provide opportunities for M/WBEs in the affordable housing development industry. HPD will continue promoting the participation of M/WBEs and non-profit organizations in the development and management of City-subsidized affordable housing, as well as aggressively target outreach to local small businesses. Through the Building Opportunity Initiative, HPD seeks to: ● Expand the use of M/WBE construction contractors and professional service providers on HPD-financed development projects through the M/WBE Build Up Program. The program requires that developers of projects where HPD contributes $2 million or more in subsidy must spend at least 25 percent of all HPD-supported costs on certified M/WBE construction, design, or professional service firms. HPD will encourage the utilization of a diverse pool of contractors and subcontractors for all projects in the Bay Street rezoning area. ● Build the capacity of M/WBE and nonprofit developers through professional development, networking, and mentoring programs. The Building Capacity Workshop Series introduces M/WBE and non-profit developers to best practices in affordable housing development, from site selection and project financing to construction and property management. ●	Business	1	HPD		RFP	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

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	Improve access to capital for M/WBE developers with low-cost financing options for site acquisition and predevelopment costs through the New York City Acquisition Fund, which offers flexible bridge loans for the purchase of vacant sites or occupied buildings, predevelopment, and moderate rehabilitation. Timeline: Ongoing through 2021														
Bay Street	Uphold responsible contracting and labor standards for affordable housing projects receiving City subsidy. HPD will require disclosure and background checks through its Sponsor Review process to ensure the integrity of individuals and entities seeking to do business with HPD (e.g. as developers or contractors). Through this review process, some of which will be performed in consultation with the Department of Investigation (DOI), HPD's Sponsor Review Unit will ensure that sponsors are honest, reliable stewards of public resources. Through the sponsor review process, HPD attempts to identify: ● History of noncompliance with local, state and federal rules and regulations; including violations, administrative findings and debarments; ● Pending and prior litigation; and ● Negative contracting history with the City. Timeline: Ongoing	Business	1	HPD	DOI	RFP	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Commitment to good jobs in the rezoning area. As part of the Administration's commitment to responsible development and good jobs, the City has developed a set of standards that will apply within the geographic boundaries of Cityinitiated rezoning areas in New York City neighborhoods that are rezoned after January 1, 2016. These standards require that prevailing wages will be required for all building service workers employed in new and existing buildings containing at least 30 units where the owner has received	Employment	0			Regulation	0	Already Doing	0	0		0	0	0	In Progress

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	or will receive one million dollars or more in public financial assistance, or new buildings containing at least 30 units on City-owned property that is sold, leased or developed pursuant to an RFP. Timeline: Ongoing														
Bay Street	Site new school seats in the North Shore. Nearly 1,000 new school seats have been created or are in process near the Bay Street rezoning area. A new primary school located at 357 Targee Street will provide an additional 773 new seats, and an annex being constructed for PS13 will provide an additional 132 seats to the surrounding area. In 2017, SCA opened a new 345 seat addition at Curtis High School, as well as the Eagle Academy for Young Men of Staten Island with 309 seats. Further, the Forest Avenue Educational Community Complex, with 224 seats, opened in 2016. The Department of Education's Proposed Five-Year Capital Plan for FY 2020-2024, which commences in July, provides funding for 1,776 new school seats in the North Shore of Staten Island – amongst the highest funded sub-districts in the City. In addition to PS 13 Annex, SCA is working to site the remaining new school seats for the North Shore within the next 5 years. Timeline: The new annex for PS 13 is anticipated to open in 2020; the primary school located at 357 Targee Street is anticipated to open in 2022. Capital Funding: Approximately $250 Million for the sited new school seats.	Education	1	SCA	DOE	Facilities	0	Already Doing	0	0		0	0	0	In Progress
Bay Street	Fund and construct a public school in the New Stapleton Waterfront. SCA, in coordination with EDC, will build a new public school at the Northern Sites of Special Stapleton Waterfront District. The school will have approximately 600 seats, and the level will be PS or PS/IS, with specific grades to be determined based on need at the time of the design. The City commits to begin design of the new public school as soon as the infrastructure work for the New Stapleton Waterfront project is completed. If need materializes and construction is confirmed, the City will explore incorporating a playground into the Schoolyards-to-Playground Program. Timeline: Upon completion of necessary infrastructure work; per item #59	Education	1	SCA	EDC	Facilities	0	New	2	1		0	0	0	Not Started

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Bay Street	Build a new elementary school at 155 Tompkins Avenue. Design work should begin in 2020, and construction will begin in fall 2021, following the relocation of the Hungerford school to the Petrides Campus. Timeline: 2020-2024 Capital Funding: Proposed FY 2020-2024 Capital Plan.	Education	0			Facilities	0	New	2	2		0	1	98	In Progress
Bay Street	Meet Pre-K and 3K need. The SCA has identified potential sites on the North Shore for 3K centers. The potential sites will bring approximately 500 3K seats to the North Shore by fall 2020. Timeline: To be sited by 2020. Capital Funding: Funded in FY 2020-2024 Proposed Five-Year Capital Plan.	Education	1	SCA		Facilities	0	Already Doing	0	0		0	0	0	Done
Bay Street	Explore feasibility of siting an educational complex at the former Staten Island Hospital Site. After pending litigation is completed and if a finding favorable to the City of New York is made, the City will explore the feasibility of acquiring 101 Castleton for redevelopment into an educational complex, if there is seat need and funding is available in the SCA Capital Plan at such future date. Redevelopment for alternative public uses may also be explored. Timeline: Upon completion of ongoing litigation with a finding favorable to the City of New York	Education	0			Study	0	New	1	0		0	0	0	Not Started
Bay Street	Ensure childcare and school planning reflect need as development occurs. The City is committed to strengthening and expanding access to high quality early childhood education and care. Ensuring there are adequate childcare options as part of any plan for growth is an essential element to success. Future childcare and school planning will reflect the need for seats as new development occurs and need is created. DOE will conclude the RFP available citywide to all providers of early childhood care for birth-five until June 13, 2019, and will update the Council Member about providers selected to work in the North Shore. Timeline: Citywide RFP for childcare providers in 2019; contracts will be awarded in late 2019 for services beginning in the 2020-21 school year.	Education	1	DOE		RFP	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Make improvements to Bay Street from Richmond Terrace to Swan Street. DOT has begun work to implement pedestrian and intersection improvements along Bay Street and Victory Boulevard, including new traffic signals, curb build outs, sidewalk and median widening, and crosswalk realignment. Through the Bay Street Corridor rezoning, the City has announced additional funding to further increase pedestrian amenities around	Transportation	1	DOT		Infrastructure	0	Expand/Alter	2	2	>5 years	0	1	98	In Progress

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	Victory Boulevard and Bay Street. The expanded scope will incorporate additional lighting, street trees, wayfinding, and benches into planned public realm improvements. Timeline: FY19 design start; FY23 construction start Capital Funding: $27.8M														
Bay Street	Make public realm improvements around Tompkinsville Station. DOT will re-envision underutilized spaces surrounding the Tompkinsville SIR Station and improve them by integrating steps or grading, seating, and landscaping adjacent to the existing pedestrian bridge. These improvements will provide a more welcoming, vibrant space for SIR commuters and pedestrians by creating a pedestrian gathering space along Victory Boulevard at the intersection of Tompkinsville Park and Tompkinsville Station. Timeline: FY20 design start; FY23 construction start Capital Funding: $3.7M	Transportation	1	DOT		Facilities	0	New	0	0	>5 years	0	1	3700000	In Progress
Bay Street	Make improvements to Stapleton Station. The Stapleton SIR Station is a key station that connects the neighborhood study area to the St. George Ferry Terminal and greater Staten Island. DOT will expand the sidewalk by building midblock curb extensions at the Water Street and Prospect Street entrances. This will improve visibility and provide space for pedestrian-scaled lighting, as well as pedestrian and bike amenities that make station entrances more welcoming. Timeline: FY20 (Design Start); FY23 (Construction Start) Capital Funding: $500,000	Transportation	1	DOT		Infrastructure	0	New	0	0	2 to 5 years	0	1	500000	In Progress
Bay Street	Advocate to MTA New York City Transit to provide additional peak hour bus service based on growth in the area. Encouraging greater ridership on public transit, including on MTA buses, will be an important way of reducing congestion in the North Shore. The City will request that NYCT regularly review crowding on bus routes serving the North Shore and increase bus frequencies as needed. The City will also request that NYCT study the potential need for increased peak hour buses in the North Shore. Timeline: Ongoing	Transportation	0			Infrastructure	0	Light Agency Involvement	1	0		0	0	0	Done with Ongoing Work

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Bay Street	Implement a Traffic Monitoring Plan. As the timing of new development is difficult to predict with precision and would likely occur over the course of multiple years, the City will undertake and fund a Traffic Monitoring Program to monitor development patterns and traffic and pedestrian conditions in the neighborhood through 2030. DCP, as lead agency, in collaboration with DOT as expert agency, developed a Traffic Monitoring Program to verify the need and effectiveness of the proposed mitigation measures. The Traffic Monitoring Program will cover the entire rezoning area, with a focus on intersections where significant adverse impacts were identified in the FEIS. Through the Traffic Monitoring Program, the City will track development as it occurs, and identify real world conditions to determine whether additional data collection and analysis is warranted. The Program will help determine the timing of implementation of the mitigation measures identified in the Final EIS and/or whether additional or new measures should be considered and implemented. DCP and DOT will commit to regular updates to Community Board 1 to review monitoring plan results and the proposed changes to street network and other strategies to mitigate traffic issues. Timeline: Ongoing through 2030. Expense Funding: $1M to $2M	Transportation	1	DCP	DOT	Study	0	New	1	0		0	1	2000000	In Progress
Bay Street	Coordinate with the Board of Standard and Appeals regarding street widths. Bay Street is mapped to be wider than it is presently built throughout much of the rezoning area, with mapped widths of between 70 and 80 feet. Today, there are several small underbuilt buildings within the bed of the mapped street that preclude the widening of Bay Street to its full width. Over time, new zoning will incentivize redevelopment, and property owners may go to the Board of Standard and Appeals to build within the mapped Bay Street in accordance with GCL Section 35. As that happens, the City may utilize Builders Pavement Plans to widen Bay Street and provide adequate space for buses to make stops without blocking traffic as well as additional parking opportunities. While property owners may apply to the Board of Standard and Appeals to waive requirements in order to locate buildings within the bed of the mapped streets, DOT will issue a public statement on the priority of widening and improving the road network at Bay Street. DOT will make	Transportation	1	BSA	DOT	Regulation	0	New	1	2	Immediate	1	0	0	In Progress

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	clear in future consultations with BSA that granting any requested waivers for permits for building on the bed of mapped Bay Street (GCL Section 35) or waivers of curb alignment would adversely impact existing road network resources and interfere with attempts to improve traffic flows. While the administration cannot keep developers from seeking redress from the Board of Standards and Appeals, the BSA does seek DOT and DEP guidance on such matters. Timeline: Ongoing														
Bay Street	Implement an off-hour Truck Delivery Pilot. In coordination with developers and businesses at the Outlet Mall, DOT will evaluate options for efficient delivery and a waste management strategy to reduce truck trips during peak periods that may include promoting off-hour deliveries between 7pm and 6am and the consolidation of goods. DOT will evaluate the need for truck loading zones along the Bay Street corridor as well as truck route wayfinding signage at intersecting truck routes. Timeline: Through 2021, dependent upon Outlet occupancy	Transportation	1	DOT		Study	0	New	1	2	2 to 5 years	1	0	0	In Progress

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
Bay Street	Relieve NYPD parking obstructions at the 120th Precinct. In 2013, the New York Police Department committed to keeping the lanes of traffic on Richmond Terrace clear and unobstructed by police vehicles double parked in front of the 120th Precinct, and to easing traffic congestion on Richmond Terrace and Hamilton Avenue before Saturday evening baseball games at the Richmond County Bank Stadium. Department vehicles would be properly combat parked in front of the 120th Precinct to maintain two unobstructed travel lanes in both directions on Richmond Terrace. In addition, appropriate resources will be available to assist the flow of traffic on Richmond Terrace and Hamilton Avenue from 6:30 pm to 7:30 pm during Saturday evening baseball games held six times per year at the Richmond County Bank Stadium. The NYPD commits to taking additional steps to strengthen compliance among officers with existing street parking regulations. The protocol will include, but not be limited to, more frequent verbal communication by the desk officer at daily roll calls, the posting and annual distribution of written materials to officers about the relevant street parking regulations and the consequences for violating those rules, increased internal enforcement, more efficiently sharing space, moving cars closer to the curb. The Precinct will commit to monitor and enforce this commitment at all times. Timeline: Ongoing	Transportation	1	NYPD		Regulation	0	New	2	0		0	0	0	Done with Ongoing Work
Bay Street	Explore the relocation of Staten Island Central Booking to the Staten Island Court House. Each County in New York operates a Central Booking, a place where all new arrests are processed. Central Booking is usually connected to the criminal courthouse where the arraignments take place, yet Staten Island presently operates its Central Booking out of the 120th Precinct. Moving Central Booking to the Courthouse could improve the efficiency of court case processing, safety of defendants and general quality of life for Staten Island Residents and local businesses. The City will explore options to relocate Staten Island Central Booking from the 120 PCT (78 Richmond Terrance) to the Staten Island Courthouse (SI Courthouse) located at 26 Central Avenue. Timeline: Spring 2020	Safety	1	NYPD		Facilities	0	New	2	2	<1 year	1	0	0	Done

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Bay Street	Collaborate with the MTA on planning for a North Shore BRT. The MTA is conducting an environmental review process to advance the reactivation of the North Shore Right of Way to accommodate transit service on the old rail line between South Ave and the St. George Ferry terminal. The City is providing input to MTA's ongoing planning efforts toward realizing a North Shore Bus Rapid Transit Line extending westward from the St George Ferry Terminal. While MTA is leading this process, City agencies have been coordinating for several years, providing technical support and input on the North Shore Alternative Analysis, and will continue collaboration as the MTA conducts Environmental Review and moves toward implementation. Timeline: Ongoing	Transportation	0			Infrastructure	0	Already Doing	0	0		0	0	0	In Progress
Bay Street	Monitor intersections that will have unmitigated impacts as a result of the rezoning during weekday rush hours. Intersections with unmitigated traffic impacts as a result of the rezoning must be kept safe. NYPD will work with DOT to monitor these intersections, and ensure sufficient resources are available to fulfill this public safety goal. This may include identifying the appropriate location for the deployment of unassigned but funded TEAs based on established criteria used to ensure safety and improve traffic conditions. Both NYPD and DOT will provide the Council Member with periodic updates, including but not limited to during annual updates coordinated by DCP per item # 65. Timeline: Ongoing	Transportation	1	NYPD	DOT	Study	0	New	1	1	Immediate	1	0	0	Not Started
Bay Street	Provide real time passenger information at MTA bus stops. DOT will install real time passenger information signs at the 20 highest ridership stops where signs have not already been installed. Timeline: FY20-FY22 Capital Funding: $0.9M	Transportation	1	DOT		Infrastructure	0	New	2	2	2 to 5 years	0	1	900000	Not Started
Bay Street	Streetscape improvements along Bay Street. The City commits $6.7M to improve intersections along Bay Street from St Julian Place to Water Street where feasible to better facilitate pedestrian safety and connectivity. Improvements will include curb build outs, intersection normalization, decreased pedestrian crossing distances, and streetscape improvements. Timeline: FY20 (Design Start); FY23 (Construction Start) Capital Funding: $6.7M approved	Transportation	0			Infrastructure	0	New	2	2	2 to 5 years	0	1	6700000	Not Started

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
Bay Street	Remap portions of key sites and make enhancements to improve connectivity along Bay Street. a. Victory Boulevard, between Bay Street and the railway east of Bay Street shall be reconfigured and remapped to provide public amenity space adjoining the sites proposed for higher density. Victory Boulevard between Bay Street and the railway will also be enhanced to provide additional public open space. b. Central Avenue currently extends south to the intersection of Victory Boulevard and Bay Street. DOT, DCP, and DPR shall improve this space for pedestrians. c. Central Avenue currently extends south to the intersection of Victory Boulevard and Bay Street. DOT, DCP, and DPR shall improve this space for pedestrians. Timeline: FY19 design start; FY23 construction start per #45 above	Transportation	1	DOT	Multiple	Infrastructure	0	New	2	2	2 to 5 years	0	0	0	Not Started
Bay Street	Build New Stapleton Waterfront Infrastructure. NYCEDC is investing $45M in new sewers, streets and utilities at the New Stapleton Waterfront to accommodate its future growth. These investments include a substantial increase to storm sewer capacity, complementing the increase in permeable surface in the adjacent public open space, and roadway re-alignment. This entails building out the portion of Front Street in the site to alignment mapped in 2006 as part of New Stapleton Waterfront master plan, improving existing curves in road and establishing development sites at sites A and B1. Lastly, Front Street realignment includes public realm improvements, protected bike lanes, and new sidewalks in right of way where none exist today. Timeline: To be completed in 2023 Capital Funding: $45M	Infrastructure	1	EDC		Infrastructure	0	Already Doing	0	0		0	0	0	In Progress
Bay Street	Create a Drainage Plan for Bay Street. Future improvements to the neighborhood's infrastructure will be identified through the completion of a comprehensive Drainage Plan for the Bay Street area. The Drainage Plan will map out tributary areas and existing water and sewer routes and infrastructure and conduct technical analysis to determine the necessary improvements and changes to accommodate future growth. Following approval of the plan by the Department of Environmental Protection, the agency will identify and advance infrastructure projects to implement the Drainage Plan, if needed. Timeline: ADP will be completed in June 2019	Infrastructure	1	DEP		Study	0	New	1	1	<1 year	1	0	0	Done

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
Bay Street	Update undersized sewers in targeted areas. DEP will invest $15 million in new capital projects to upgrade select 6" sanitary sewers in and around the Bay Street rezoning area to 10" sewers. This will reduce sewer backup rates in the area and bring infrastructure up to current standards. Timeline: Identify 10-12 antiquated blocks for capital project by FY20; begin design in FY21; begin construction in FY23 Capital Funding: $15M	Infrastructure	1	DEP		Infrastructure	0	New	1	2	2 to 5 years	0	1	15000000	In Progress
Bay Street	Monitor quality of Life Complaints Related to Infrastructure. In recognition of residents present-day quality of life concerns related to water infrastructure, DEP will investigate and seek to resolve any DEP infrastructure related quality of life complaints in the rezoning area. This will include any specific locations identified by the community or 311 to confirm the extent of ponding/flooding and identify mitigation measures. If the underlying cause is a street condition, DEP will coordinate with DOT to arrange a joint inspection. DEP will also review any outstanding work orders for infrastructure within the area and prioritize those for close out. DEP will brief Community Board 1, the Borough President and the Council Member on DEP work in the project area on regular basis. Timeline: Ongoing	Services	1	DEP		Business-as-usual	0	Already Doing	0	0		0	0	0	Done with Ongoing Work
Bay Street	Stormwater Management Study. The City will complete a study of urban drainage networks, which will focus on several NYC neighborhoods, including the North Shore. This study will identify where flooding most frequently occurs due to heavy rains and analyze how sea-level rise and stronger rainstorms expected in the future will impact the drainage network. It will also propose mitigation actions to alleviate urban flooding issues. Timeline: In progress, study will be completed in 2020 Funding: Study is fully funded	Infrastructure	0			Study	0	Already Doing	0	0		0	0	0	In Progress
Bay Street	Seek opportunities to expand the Green Infrastructure Grant Program to homeowners and developers throughout Staten Island Community District 1 (DEP). DEP offers a grant program for private property owners in New York City. The minimum requirement is to manage 1″ of storm water runoff from the contributing impervious area. In order to educate property owners on the program, DEP will partner with the council member of District 8 on events involving homeowner outreach	Infrastructure	1	DEP		Grant	0	Already Doing	0	0		0	0	0	Done with Ongoing Work

Neighborhood	Commitment	Category	Agency Specified	City Agency	City Agency 2	Type	Pilot	Commitment Level	Specific Outcome (0-2)	Timeline (0-2)	Timeline Delivery	Should Have Been Completed	Funding binary	Amount funded (99 = in-kind; 98 = $ not specified)	City Tracker Status
	for the Green Infrastructure Grant Program. Timeline: Ongoing														
Bay Street	Provide annual updates to Staten Island Community Board 1, Borough President, and local Council Member. DCP commits to updating Staten Island Community Board 1, the Borough President, and the local Council Member on an annual basis regarding the status of rezoning commitments. The updates shall consist of project updates and serve as a forum for the City to receive feedback from community stakeholders. Timeline: Annual, as of September 2020	Oversight	0			Oversight	0	New	1	1		0	0	0	In Progress

Source: Author calculations based on POA documents for the East New York, East Midtown, Downtown Far Rockaway, East Harlem, Jerome Avenue, Inwood, and Bay Street rezonings; the NYC Rezoning Commitments Tracker.

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