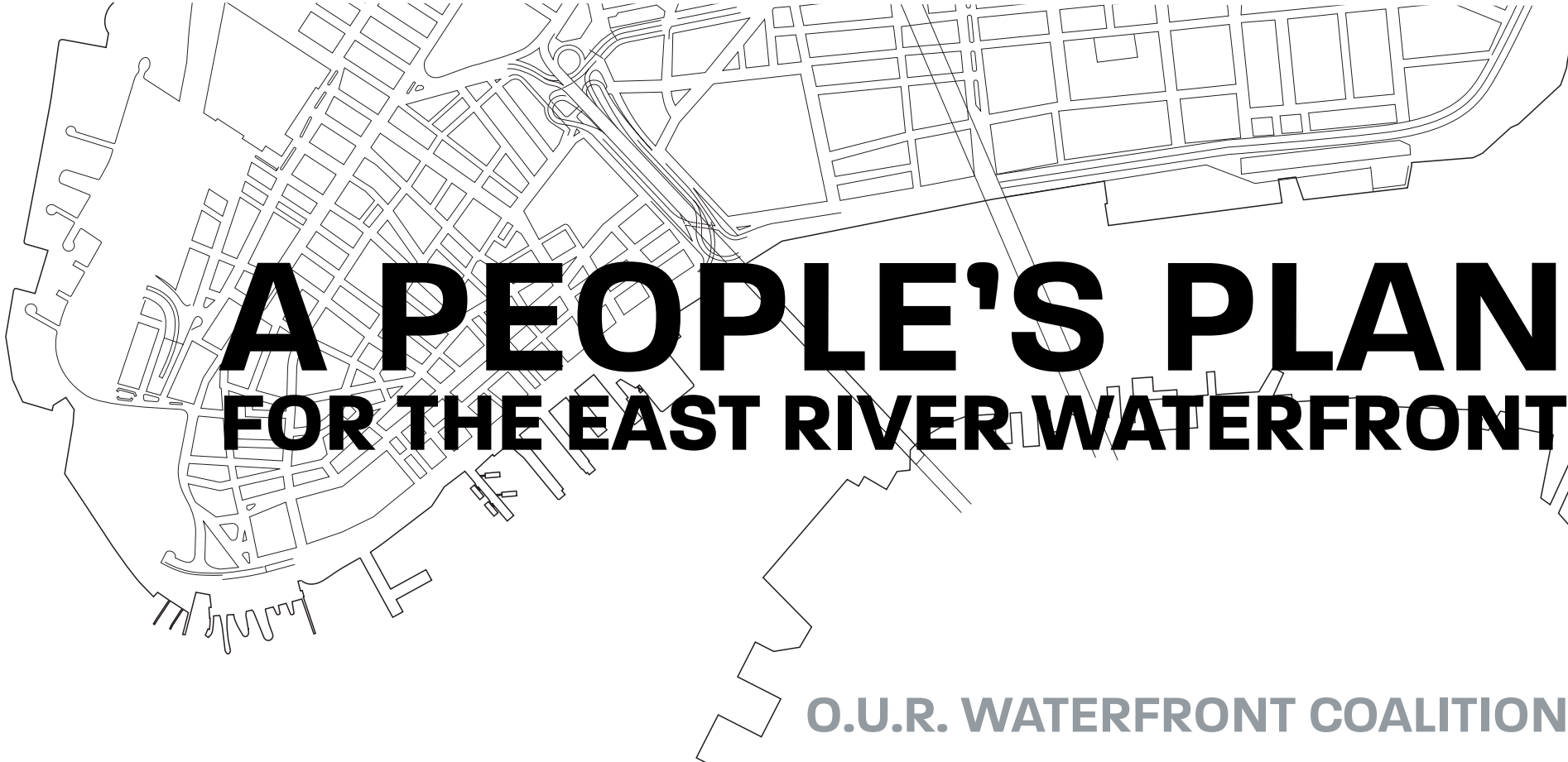
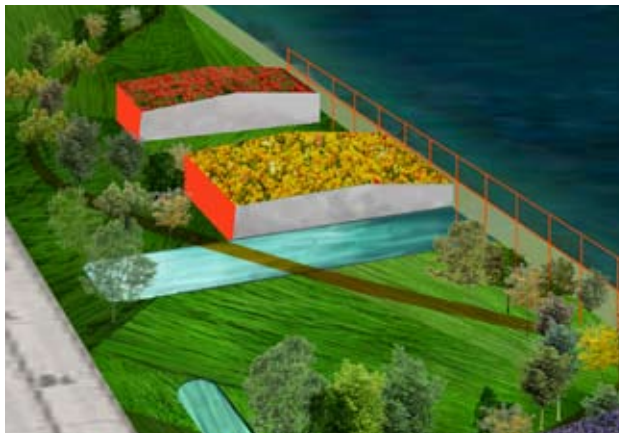




A PEOPLE'S PLAN FOR THE EAST RIVER WATERFRONT

O.U.R. WATERFRONT COALITION



About the Authors: Organizing and Uniting Residents (O.U.R.) Waterfront is a coalition of community-based organizations and tenant associations representing residents of the Lower East Side and Chinatown, including: CAAAV Organizing Asian Communities, the Urban Justice Center's Community Development Project (UJC), Good Old Lower East Side (GOLES), Jews for Racial and Economic Justice (JFREJ), Public Housing Residents of the Lower East Side (PHROLES), Hester Street Collaborative, the Lower East Side Ecology Center, Two Bridges Neighborhood Council and University Settlement. These groups are a mixture of membership-led community organizing groups, social service providers, and other resource allies that are based in or work with groups in the Lower East Side and Chinatown.

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A PEOPLE'S PLAN FOR THE EAST RIVER WATERFRONT

I. Overview and Methodology



O.U.R. Waterfront Visioning Session

OVERVIEW AND METHODOLOGY

New York City's East River Waterfront spans almost the entire length of Manhattan, and includes substantial sections of Brooklyn and Queens. The surrounding community is home to a diverse array of New Yorkers, and while the area has undergone profound gentrification in recent years, residents are still largely low-income and working class. For instance, in 2008, the median household income for Community District 3, which includes the Lower East Side and Chinatown, was just \$32,038. Furthermore, nearly 85% of area residents live in subsidized or rent-regulated housing¹.

For decades, both the LES and Chinatown have been a home, a workplace, and a marketplace for generations of immigrants who through the decades have built the thriving communities they are today. But they are changing dramatically—over the past 10 years, the Lower East Side and Chinatown have experienced a flood of new development and construction, which has greatly accelerated in the wake of 9/11 and has been facilitated by pro-real estate City policies under Mayor Bloomberg.

The ongoing gentrification of Chinatown and the Lower East Side has opened the door to further overpriced development of the surrounding neighborhood. City policies have led to forced displacement and the deregulation of rent regulated housing stock. Substantial new construction, including luxury condominiums, boutique hotels, trendy restaurants, and expensive stores, has altered the urban character of the Lower East Side and Chinatown and has led to the displacement of low-income residents as well as small businesses. As gentrification continues to expand towards the waterfront it becomes increasingly difficult for low income people to have access to services and space in the neighborhood.

In 2005 the New York City Economic Development Corporation (NYCEDC), the City's official economic development organization, launched a plan to dramatically redevelop the waterfront in the Lower East Side and Chinatown². This was part of Mayor Bloomberg's larger vision for economic development, outlined in his blueprint for economic development, PlaNYC, and part of the Mayor's push to develop valuable waterfront land in New York City, much of which was underused and former industrial space. Overall, these plans were not responsive to the needs of the surrounding community and did not include any mechanisms for community input or participation in decision making about the development. Chinatown and the LES are two neighborhoods that have gentrified rapidly in the last decade, and the EDC's plan as originally drafted had the potential to increase the pace of gentrification.

As a result, several community organizations came together to form the OUR Waterfront Coalition. This coalition has created a visioning process to allow for wide scale participation of the community most affected by development on the East River waterfront and to document their ideas and concerns. The following report, "The People's Plan," will lay out the results of this comprehensive visioning process and outline the community's vision for the Waterfront. The People's Plan will also explain the current status of the NYCEDC's plan for the East River Waterfront and explain why and how that plan overlooks the needs of the surrounding community.

Who We Are: The O.U.R. Waterfront Coalition

O.U.R. Waterfront is a coalition of community-based organizations and tenant associations representing residents of the Lower East Side and Chinatown who are organizing to make sure that development along the East River waterfront serves the needs of the diverse communities that live closest to it, especially low-income people, people of color, and immigrant communities. We believe that these communities must be central to the decision-making process about the development and management of their waterfront.

This coalition was formed in the summer of 2007 and has since grown to include 9 organizations including; CAAAV Organizing Asian Communities, the Urban Justice Center's Community Development Project (UJC), Good Old Lower East Side (GOLES), Jews for Racial and Economic Justice (JFREJ), Public Housing Residents of the Lower East Side (PHROLES), Hester Street Collaborative, the Lower East Side Ecology Center, Two Bridges Neighborhood Council and University Settlement. These groups are a mixture of membership-led community organizing groups, social service providers, and other resource allies that are based in or work with groups in the Lower East Side and Chinatown.

FIG. 1



大學睦鄰之家

Methodology: How We Conducted the Visioning

Over the past year, the OUR Waterfront Coalition has completed a comprehensive community visioning process to determine and document the community's response to the proposed redevelopment of the East River Waterfront by the New York City Economic Development Corporation. This process also enabled the communities surrounding the East River to develop their own concrete plan for how the waterfront should be developed. The information presented in the People's Plan was collected using variety of research methods. These include:

**800
people were
surveyed**

800 Surveys, conducted with community members in the Lower East Side and Chinatown between July and November of 2008. The survey asked residents to prioritize the types of services and businesses they would like to see on the waterfront. It also asked economic based questions such as how much money would be reasonable to spend on a day at the waterfront as well as overall fears and concerns of having the waterfront developed. The survey respondents, representative of the community's stakeholders, were diverse in terms of age, race, ethnicity, income level, language, and zip codes. The survey data was analyzed by researchers at the Urban Justice Center's Community Development project. [Addendum 1: Survey]

**Three
visioning
sessions
with 150
participants**

Three visioning sessions with 150 participants, hosted by five different organizations: CAAAV, GOLES, University Settlement, JFREJ and Two Bridges. The visioning sessions were held in Spanish, Chinese and English and were attended by a variety of community members representing the diverse demographics of the neighborhoods impacted by the development. For these sessions, the survey data was translated into a community-accessible format and presented to community members. Participants were asked to answer various questions about their priorities and interests for the development of the waterfront. The responses were transcribed by note takers and analyzed by researchers for this report. [Addendum 2: Visuals from Workshop]

A town hall meeting with 80 participants and elected officials: At this meeting, which was held in English, Chinese and Spanish, the coalition presented the findings from the visioning sessions as well as 3 different design scenarios of how the waterfront could be developed, based on the visioning process. Community members voted on and discussed which scenario best matched their needs and priorities.

**A town hall
meeting
with 80
participants**

A financial analysis and business plan was completed by The Pratt Center for Community Development, based on the community's vision of the development of the East River Waterfront. This plan provides concrete financial data including operating budgets, maintenance budgets and management structures for 3 different development scenarios. Each scenario is based on the data collected through the survey and visioning sessions and includes uses that were prioritized by the community. For this plan, Pratt focused on 3 specific areas slated for development: pier 35, 36 and 42.

**Financial
analysis and a
business plan
based on the
community's
vision**

Review of NYC Economic Development Corporation (EDC) Contracts and Financial Information. A comprehensive review of documents, including budgets, contracts, and email correspondence obtained through Freedom of Information Act (FOIA) requests was conducted by pro-bono legal counsel. Through this review, attorneys analyzed all the NYCEDC contracts and subcontracts pertaining to money allocated to the East River Development project through the Lower Manhattan Development Corporation.

**Review of
EDC contracts
and financial
information**

➔ Through these methods, the OUR Waterfront alliance was able to develop this plan which articulates, visualizes and operationalizes the community's vision for the development of the East River Waterfront.

Neighborhood Context: Where We are Working

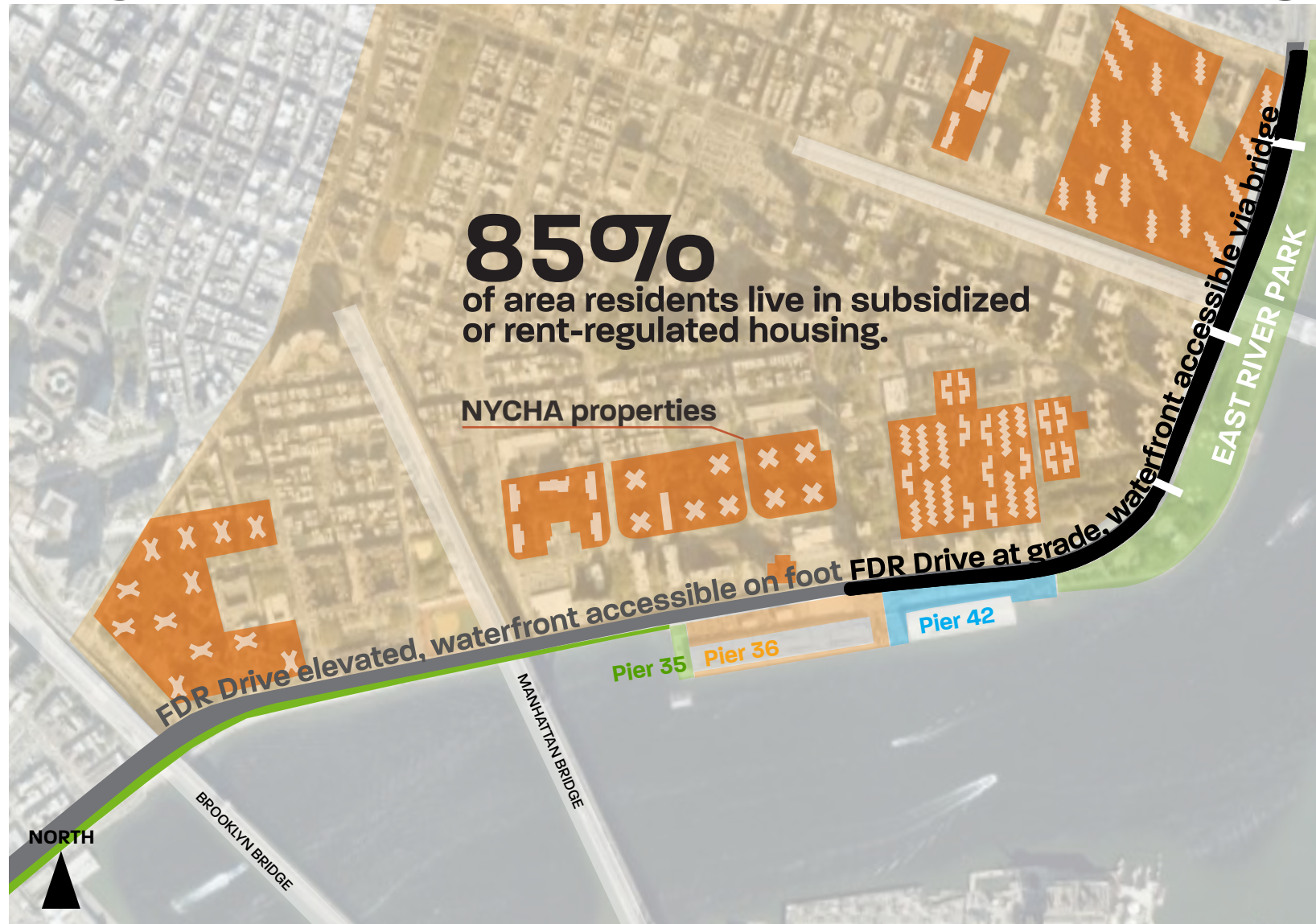


FIG. 2

A PEOPLE'S PLAN FOR THE EAST RIVER WATERFRONT

II. History of Development on the East River Waterfront



Elevated FDR Drive

Historically, the East River Waterfront has been the site of various development projects. In 1954, the FDR Drive was completed on land where there used to be tenements and row houses. Its construction created a physical barrier to the waterfront and limited the public's use of the waterfront. Since then there have been numerous attempts to develop this land, oftentimes neglecting the needs and input of the community. Some major examples of this development are included in the following timeline.

HISTORY OF DEVELOPMENT ON THE EAST RIVER WATERFRONT

The FDR Drive is completed. it becomes a barrier to the waterfront



A mile long redevelopment project proposed by Mayor Lindsay and David Rockefeller that was to be "Battery Park City" for the East River, but the complicated financing never materialized.



The Dinkins administration proposed to build an unwanted garage on Pier 36 rather than developing it for beneficial community use.

Because of the lawsuit the City agrees to build the garage on two-thirds of Pier 36, with the rest of Pier 36 to be used for a "community facility."

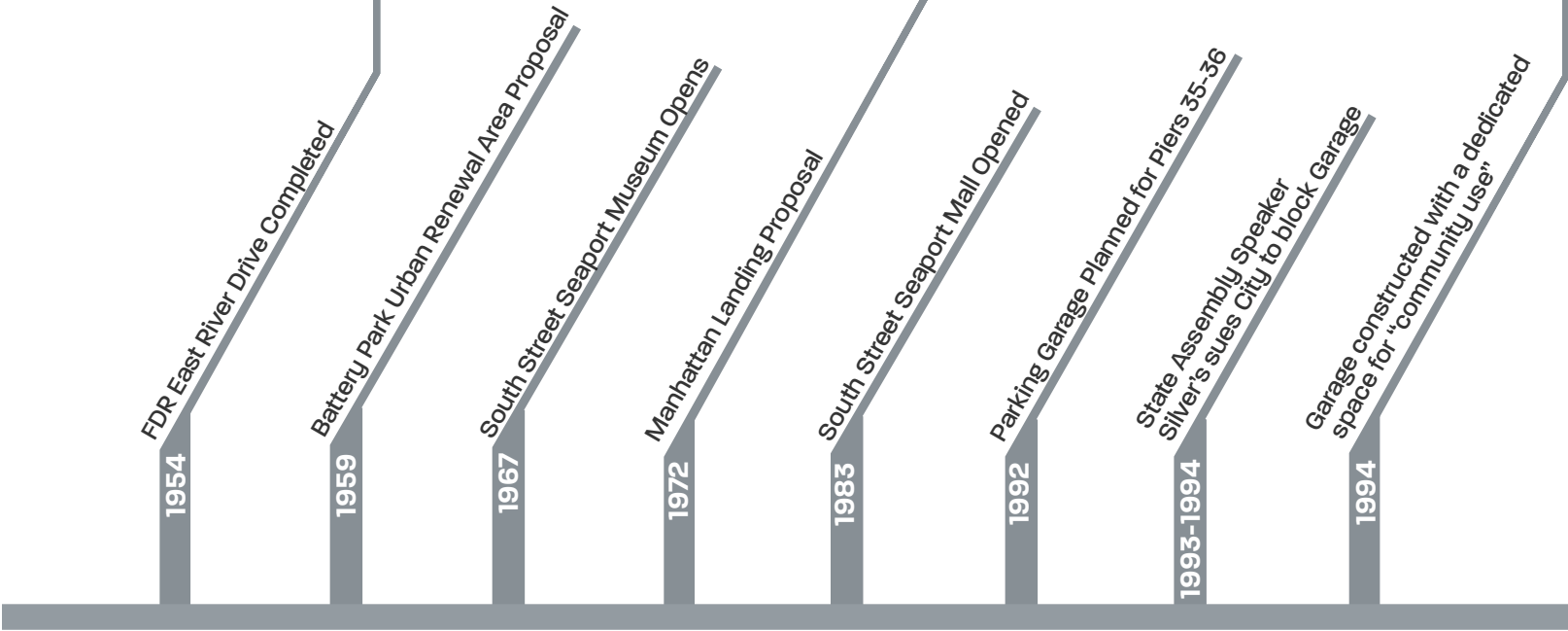


FIG. 3

Basketball City won the bid for the "Community facility" within the Pier 36 Shed building. It is going into construction in the Fall of 2009



The Lower Manhattan Development Corporation was created to coordinate post 9/11 rebuilding effort, and channel federal dollars to projects like the East River Waterfront

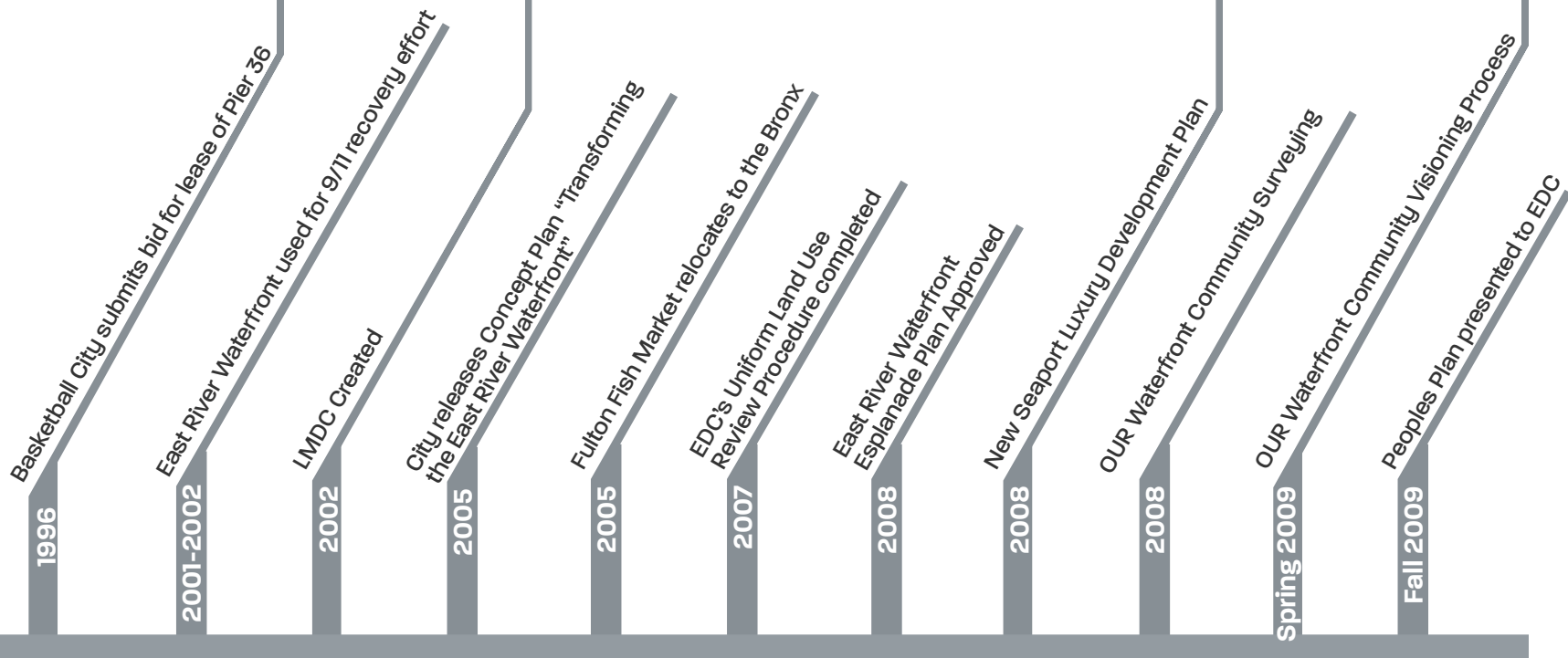


General Growth Properties unveiled new plans to dramatically redevelop South Street Seaport with hotels, condos, and luxury retail. The project's future is now uncertain following General Growth's bankruptcy.



Shop Architects

O.U.R. Waterfront Visioning Sessions





A PEOPLE'S PLAN FOR THE EAST RIVER WATERFRONT

III. The City's Plan for the East River Waterfront



Cover of the "Transforming the East River Waterfront" report

First released in 2005, The NYC Economic Development Corporation's "Transforming the East River Waterfront" concept plan offered a broad plan for redevelopment of the East River Waterfront, roughly from Broad Street to Jackson Street. Approximately two miles long, this area encompasses both Community Board 1 and Community Board 3. The original 2005 EDC plan for the waterfront was comprised of three main elements; the esplanade, pavillions, and pier projects³.

THE CITY'S PLAN FOR THE EAST RIVER WATERFRONT

What is the NYC EDC?

The Economic Development Corporation is New York City's official development organization. Formed in 1991 as a merger between two non-profit corporations, today the EDC is a 501(c)(3) non-profit agency. The NYCEDC's mission includes: managing City-owned properties and assets; providing economic and policy advice to the City; administering loans for both commercial and public uses; and creating partnerships between the public and private sectors. The NYCEDC is run by the President, Seth Pinsky, who was appointed by Mayor Bloomberg in 2008, along with a Board of Directors, who are also appointed by the Mayor. In the particular case of the East River Waterfront, the city plans to use the EDC to invest in, develop and manage the waterfront's development projects.

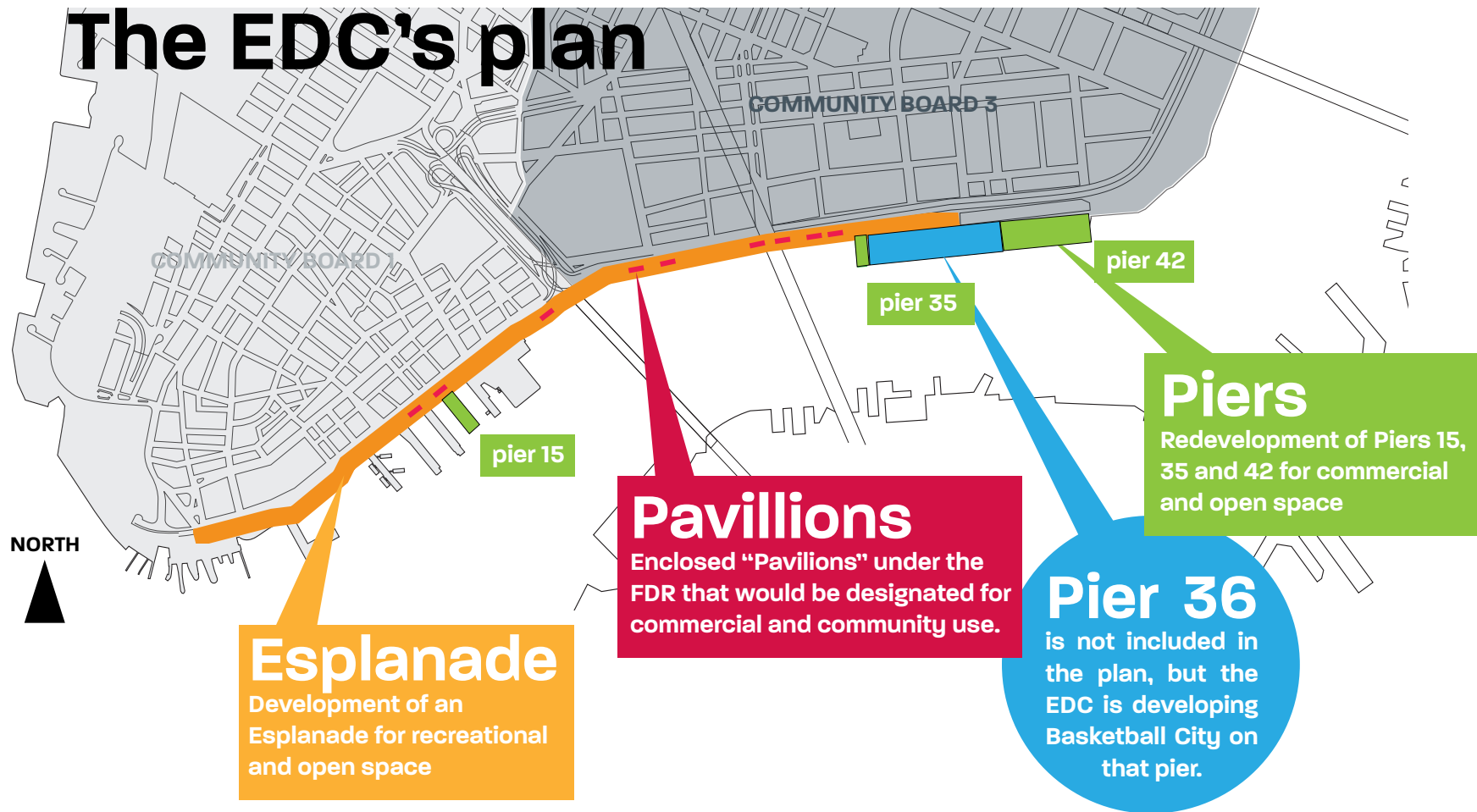


FIG. 4

Funding from LMDC

This ambitious plan was instituted as part of post-9/11 Lower Manhattan redevelopment and is being financed through funds granted from the Department of Housing and Urban Development Community Development Block Grant Program to the Lower Manhattan Development Corporation (LMDC). For this project the NYCEDC has been allocated \$138 million from the LMDC⁴.

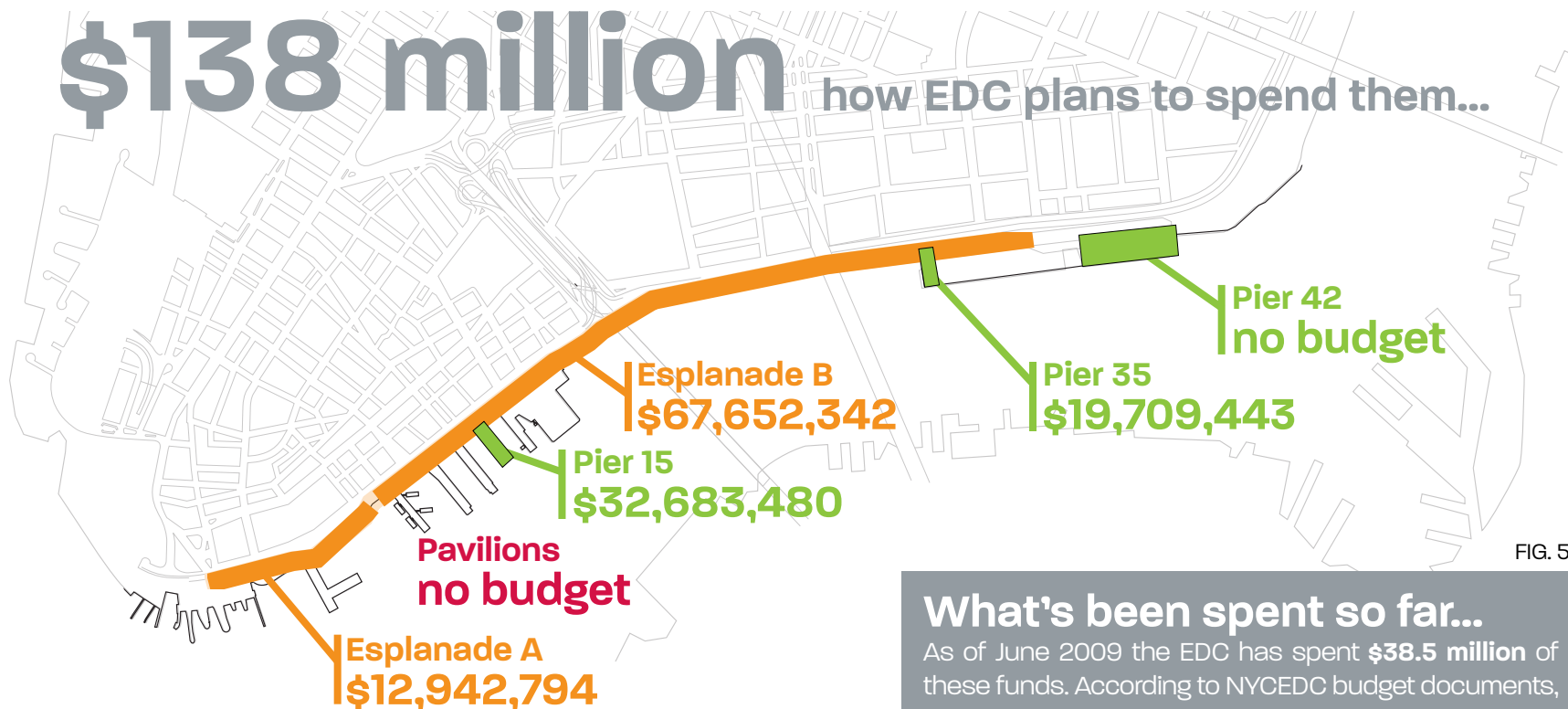


FIG. 5

What's been spent so far...

As of June 2009 the EDC has spent **\$38.5 million** of these funds. According to NYCEDC budget documents, the spending breakdown includes:

- \$10 million** for architectural and landscape design
- \$5 million** for engineering consulting
- \$10 million** for Esplanade B, Phase 1 construction
- \$13.5 million** for Pier 15 marine work

THE CITY'S PLAN FOR THE EAST RIVER WATERFRONT

Components of the Plan and Current Progress

The information in this section is derived from budgets, contracts and other documents acquired from the EDC through Freedom of Information Act requests. The information provided by the EDC was not comprehensive and did not include budgetary figures for all the components of the plan.

Pavillions



The Pavillions would have been located in the derelict space beneath the FDR drive

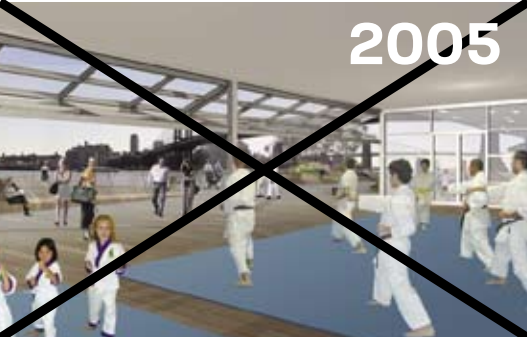
EDC's Original Plan

EDC initially called for two pavillions to be built for community use at Peck Slip. After a planning meeting, community members identified the top three potential uses for the pavillions: active use (exercise and recreational space), a community health center, and an anti-eviction center⁶.

Current status

As of July 2009, the pavillions have been indefinitely postponed by the EDC. No plan for alternative community space has been shared⁷.

EDC Project Renderings



Projected Total Cost

unknown

\$ spent to Date

Project has been indefinitely postponed.

Key to EDC Project Renderings (architectural drawings of proposal)

 = EDC project proposal that has either been changed from EDC'S original plan or it's development is now uncertain

 = EDC project proposal that has been approved and is moving forward into construction

 = Year that each EDC rendering, to illustrate the project, was released to the public

Esplanade



Current conditions of the esplanade

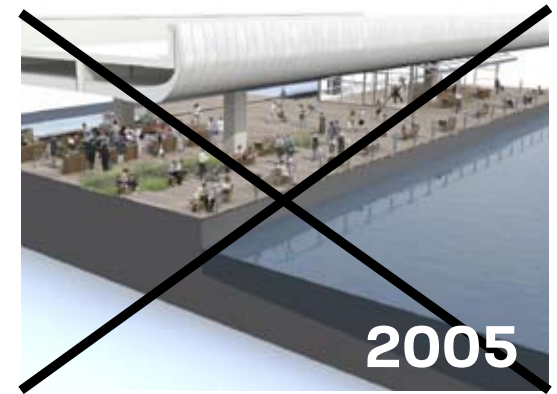
EDC's Original Plan

The EDC's original plan for the esplanade included multi-use railings (brackets for fishing poles, historical placards, viewfinders, etc) that would enhance the waterfront environment; arbors for shade, swings and built-in lighting; and benches for enjoying waterfront views, having a family picnic, or playing a game of chess⁸.

Current status

Ground was broken on August 18. The first phase of the esplanade project will improve the existing structure to safely accommodate both pedestrians and cyclists. It will feature new plantings, seating and lighting, a dedicated bikeway and visitor-friendly designs, and is set to be completed by 2011¹⁰.

EDC Project Renderings



2005



2007

Projected Total Cost

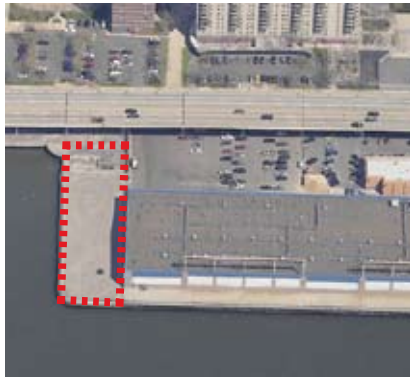
\$80,595,136⁹

\$ spent to Date

Ground broken on August 18, figures have not been released.

THE CITY'S PLAN FOR THE EAST RIVER WATERFRONT **Components continued**

Pier 35



Pier 35 is the only open space within Community District 3 that is moving forward in EDC's plan. It is located adjacent to Pier 36 that houses the Sanitation shed and the site of Basketball City.

EDC's Original Plan

The EDC's initial plan was for a two-tier pier, with limited open space on the top level and a "Bluemarket"—a space to provide information on and products from sustainable fisheries—on the lower level. The "Bluemarket" would serve as both an educational space and as a revenue-generating restaurant¹⁴.

Projected Total Cost

\$19,709,443¹⁵

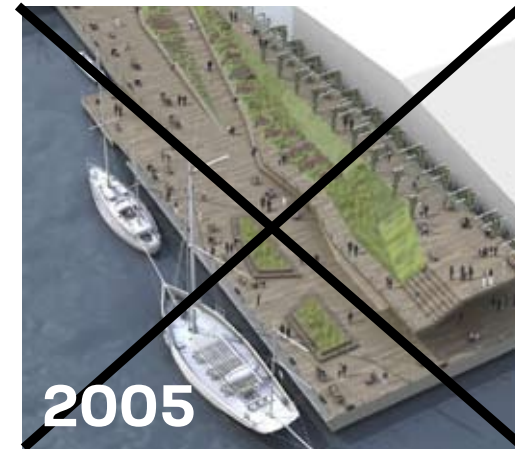
\$ spent to Date

Ground broken on August 18, figures have not been released.

Current status

The EDC now plans to focus on passive recreation as well as open and green space on the pier. One main element of the plan is to create a "green" planted wall that serves the purpose of hiding the shed building on Pier 36¹⁶.

EDC Project Renderings



Pier 42



Pier 42 has a large unoccupied shed building. The pier structure needs to be rehabilitated before anything can be built on it.

EDC's Original Plan

Preliminary plans called for temporary commercial space on the pier, necessitating reinforcement of the pier and demolition of the pier's existing structures¹¹.

Current status

Plans remain underdeveloped. No plans are in place to re-issue a request for proposals for Pier 42¹³.

EDC Project Renderings



2005



2007

Projected Total Cost

\$15 million to \$20 million¹²

\$ spent to Date

No construction has been undertaken.

Pier 36/ Basketball City

While Basketball City is not part of the EDC's original Concept Plan for the East River Waterfront, Pier 36 is an important site on the waterfront. From the beginning of planning for Basketball City, there has been contention over what should be done with the space at pier 36. The pier located between Piers 35 and 42 is the largest publicly owned space between Battery Park and East River Park.



EDC's Original Plan

In 1992, the city attempted to build a sanitation facility on the pier, but part of the plan was blocked in court. In order to finish the project, the city agreed to develop part of the pier as "community space." The EDC awarded this space to Basketball City, Inc., a high-rent, for-profit gymnasium in 1996¹⁷.

Current status

Basketball City is set to break ground on Pier 36 in 2009. The local community board worked out an arrangement with Basketball City to give certain concessions to local residents, but the stipulations agreed on in the deal are not binding or recognized by the EDC or the city¹⁸.

Projected Total Cost

unknown

\$ spent to Date

20 year lease has been signed, exact figures are unclear⁵.

Basketball City Community Provisions

In 2003, the developer of Basketball City, Bruce Radler, offered Community Board 3 a list of equitable community provisions to ensure that the Basketball City facility would accommodate and benefit local residents.

The provisions outlined by Basketball City and the CB3 included:

- **20% of court time for community members**
during peak hours on weekdays and weekends.
- **30% of court time for community members**
on non-peak hours on weekdays and 20% of court time to community members during non-peak hours on weekends.
- **Priority to community groups within CB3**
such as public and parochial schools and nonprofit organizations.
- **Discounted yearly membership fees**
for individual community residents
- **Reduced rate for senior citizens**
using the health club.
- **Healthy food and beverages**
in its vending machines as well as public water fountains and rest rooms available to the community.
- **Make its best effort to hire local residents**
and include effective outreach when positions are identified
- **Construction of two community rooms**
to be use by the Pier 35/36 Ad-Hoc Committee, Community Board #3 (Manhattan), non-profit organizations and schools at no charge.

Will it happen?

While Community Board 3 decided to accept this offer from Basketball City in 2005, it is unclear if these stipulations will be implemented because the agreement is not binding and not recognized by the EDC or New York City. If not addressed explicitly, it is likely that many residents will be priced out of this facility.



A PEOPLE'S PLAN FOR THE EAST RIVER WATERFRONT

V. Research Findings



O.U.R. Waterfront town hall meeting

The OUR Waterfront Coalition has conducted a comprehensive visioning process to develop the People's Plan. This plan articulates the needs of the community by carefully gathering and implementing specific ideas for activities, services, and businesses that the community has voiced and prioritized. In addition, this plan presents a viable financial plan for the implementation of the community's priorities. The following section contains the findings from 800 surveys and the O.U.R. Waterfront visioning sessions.

RESEARCH FINDINGS

Finding 1 Free and Low-Cost Services Residents of the Lower East Side and Chinatown want the East River Development project to prioritize free and low-cost services businesses and retail.

Data collected through both the survey and community visioning sessions, shows that residents were most interested in ensuring that programs, services and businesses along the waterfront were affordable and accessible to long-time residents of the surrounding community. Survey respondents indicated that commercial uses were not a priority. As indicated in the graph to the right, less than one-third of the respondents wanted business to be a part of the development.

SHOULD THERE BE
BUSINESSES AND
SHOPS ON THE
WATERFRONT?

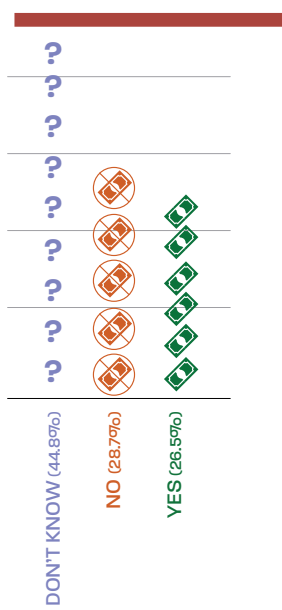


FIG. 6

SURVEY RESULTS: PRIORITIES FOR SERVICES, ACTIVITIES AND PROGRAMS

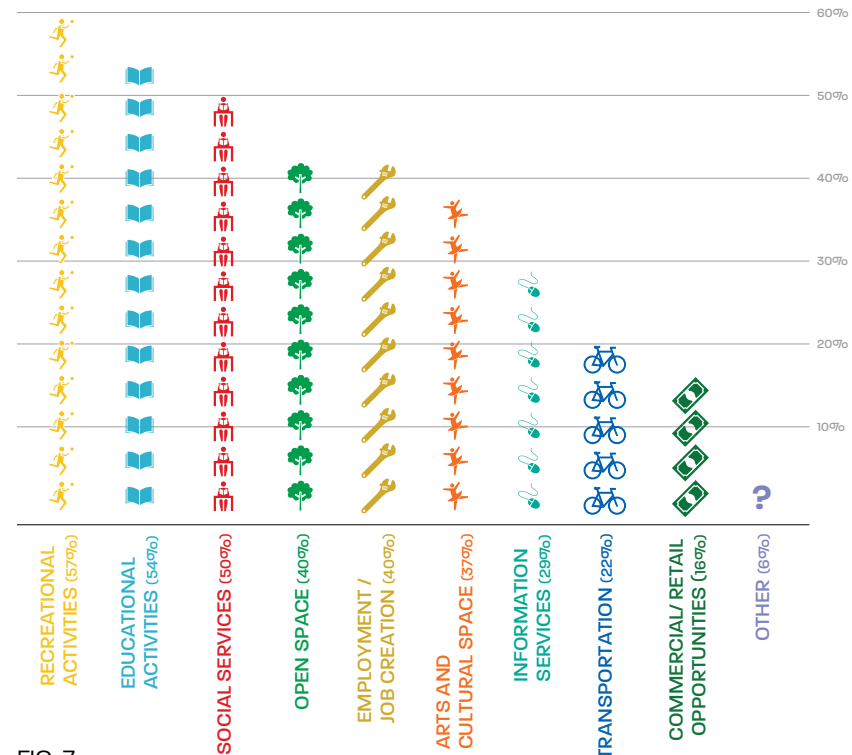


FIG. 7

Community residents also explained the types of free services and programs that they would like to see developed. The types of free services, programs and resources that were prioritized by survey respondents include:

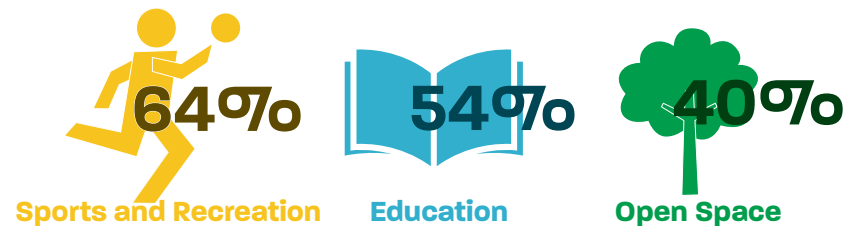


FIG. 8



Finding 1 - Free and Low-Cost Services

Sports and Recreation

Residents overwhelmingly expressed the sentiment that the current sports and recreation facilities along the East River waterfront are inadequate. They believe that the East River Park ball fields have become overcrowded and inaccessible for local residents. People also explained that there is a lack of quality basketball and handball courts because they have been destroyed or have deteriorated.

"Living in America gives us a lot of pressure, we need a place to relax and have fun."

To take advantage of the East River the community feels that there should also be opportunities to participate in water sports including fishing, kayaking and sailing. People responded that they need spaces to barbeque and open spaces to sunbathe, read and relax. Development also needs to accommodate all of the community's residents including senior citizens.

"There need to be activities like fishing, walking and jogging, things that the ageing population can engage in."

"(Recreation) should be free; Chelsea (Piers) is too expensive."

Residents also fear that the development will only include high cost sports and recreation options. Specifically, they are concerned that the proposed development of Basketball City on Pier 36 will not be accessible to community residents because of the facility's high costs.

"We need Handball courts/paddleball courts because they knocked these down in this neighborhood."



Basketball



Handball



Kayaking



River Pool

photo: Meta Brunzema



See Page 18 for section about Basketball City

RESEARCH FINDINGS

Finding 1 - Free and Low-Cost Services

Open Space

Participants of the visioning sessions agreed that there is a lack of open space and green space in their community. Despite the presence of a few nearby parks in the neighborhood, community residents feel that access to quality green, open space is limited and insufficient. In addition, visioning participants feel that quality park space is more available in higher-income areas such as Battery Park City and the West Village.

People also felt that the open space in addition to being green must also be functional. They suggested that the open space along the East River Waterfront should include grass and trees as well as enough places for people to utilize and enjoy the space.

"It is healthy for the community and free for everyone to use."

"There is very limited open space; it is an important part of growing up in New York City."

"We don't have flowers or grass in this neighborhood so we need that along the waterfront."

Open Space on the Piers

Participants in the visioning explained that they have specific ideas for how the piers (35, 36, and 42) should be developed. This includes: green space for sunbathing, reading, playing, and a space for barbequing. In conceptualizing this vision of the piers and waterfront, people gave examples of Battery Park as a model. In explaining why green, open space is an important addition to the community.

"We need green, open space on the piers."

ACCESS TO OPEN SPACE: THE DISPARITY BETWEEN HIGH AND LOW INCOME NEIGHBORHOODS

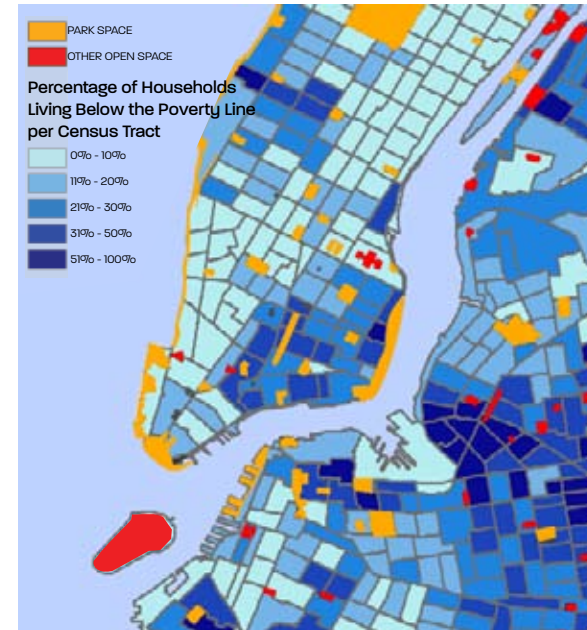
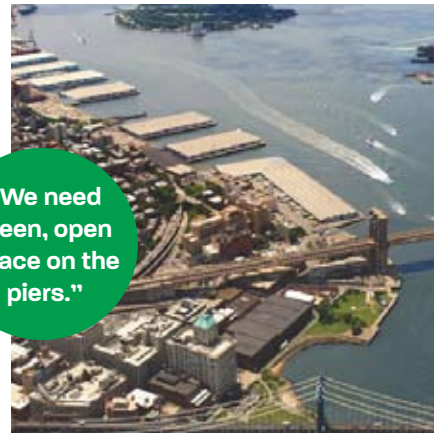


FIG. 9

Brooklyn Bridge Park



Existing Site



Plan for the new park

Finding 1 - Free and Low-Cost Services

Education

"Education should incorporate the important social and environmental history of the Lower East Side."

Another priority articulated by residents during the survey and visioning process is the need to develop educational opportunities for adults and children in the neighborhood as part of the East River Development process. This was especially important to low-income residents that were surveyed, who expressed a higher interest in this than those surveyed overall. 54% of low-income residents prioritized education while 50% of the overall respondents listed it as a priority.

This should be done, residents feel, through the local schools and existing community based non-profit organizations. They suggested that schools and organizations create educational programs and that these programs should be free and focus on environmental and social issues.



"There should be workshops on recycling to keep people conscious and involved with environmentalism and how it relates to healthy living, exercise and nutrition."



"I like the idea of having space for a group of students to learn about the river and have an outdoor classroom. A safe outdoor space for classes doesn't exist here right now."

Some other examples of educational programming discussed were: day camps for local children; language classes; environmentally focused field trips for schools; activities on local/native plants, workshops on recycling, healthy living, exercise and nutrition.

RESEARCH FINDINGS

Finding 2
Cultural Diversity
Residents want programs, services and businesses that reflect and will preserve the rich cultural diversity of the surrounding neighborhoods.

Food and retail vendors that represent cultural diversity of community



Throughout the visioning process, participants explained that they wanted to see vendors and kiosks that represented the cultural diversity of the surrounding neighborhoods. These vendors would sell low-cost, ethnic food that represents the cultural diversity of the community. Residents felt that this would also create jobs for community residents.

"We would like it if vendors were more convenient and cheaper, and if they were made to our taste. We would like to see things like dumplings, fried pancakes, fried rice... we could bring many cultures together – food of all cultures could be sold on the waterfront."

Arts and Cultural Space



Another high priority identified through the surveys and visioning sessions is the need for local and accessible community art and cultural space. The community suggested that there should be a space for public art and the art showcased should reflect the cultural diversity of the community. Aside from showcasing traditional forms of art, it was suggested that the space could also be used for cultural presentation and free movie screenings. In trying to promote local use of the space, another idea would be to install a graffiti/mural space that would allow street artists to display their art without fear of prosecution. To keep the space accessible local art groups should be prioritized for this space. At the community visioning sessions several people commented on wanting to see more local and public art:

"The legacy of the neighborhood could be represented by having an area to watch films."

"(Having a space) for art and culture will revitalize and renew the community for all ages."

"When I was growing up there were a lot of street murals. It would be great to bring that back. This waterfront should stress the unique character of this community and not just be another Upper West Side Riverside Park imitation."

Finding 3 Health and Quality of Life

Residents want services, programs and businesses that will improve the health and quality of life of residents.

Healthy Food

In describing the types of vendors and small business that they want on the waterfront, participants explained that there is a need for healthy food such as fresh produce. Many participants said that they wanted to see fresh fruits and vegetable stands and/or a farmers market that sells affordable and healthy food.

“...it would be good for community if we had somewhere to go to buy fresh produce... it would be good for the health of the community.”

Social Services



Participants at the community visioning sessions explained that social services are a necessary component of the development of the waterfront because there is such a high need for services in the community. Participants wanted a variety of services to be available through a multi-use community center, including: health services; assistance with translation; language classes; eviction prevention; and other case management. Participants stressed that these services should be culturally appropriate and tailored to the needs of the community.

Low-income respondents were more likely to want social services as part of the development than the overall survey respondents. For people making between \$10-20k, 50% responded that they would like social services at the waterfront while 46% of people making less than \$10k said that would like social services. This is compared to 41% of the general survey respondents who listed social services as a priority.

“There could be one building for community organizations, office space, community outreach space, community health center, and free things that are available daily in the open space.”

“We want services to better help us understand what is happening in our community; we want interpretation services if we can't read letters or fill out forms.”

RESEARCH FINDINGS

Finding 4 Low-cost Businesses

Although free services are preferred, residents also want low-cost businesses as their neighborhood becomes increasingly unaffordable.

With gentrification increasing in Chinatown and the Lower East Side, it is important to residents that new businesses along the waterfront be both locally owned and affordable to the neighborhood. These businesses should also be accessible and cater to the needs of all the people that live in the surrounding neighborhood, particularly low-income people.

As indicated in the corresponding graph, visioning participants expressed interest in the low cost businesses.

SURVEY RESULTS: PRIORITIES FOR BUSINESSES

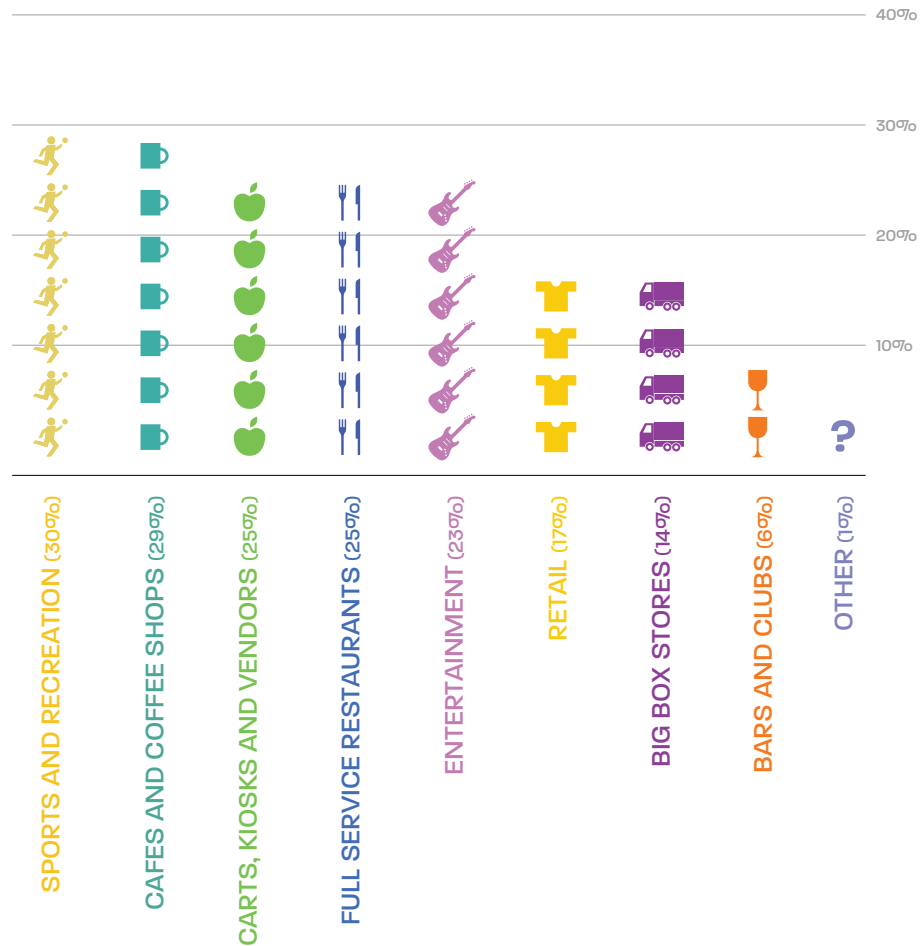


FIG. 10

Finding 4 – Low-cost Businesses

During the visioning sessions, residents explained in greater detail what they would want these low cost businesses to look like and why they were important for their community. Survey respondents indicated that they prefer the following businesses as part of the development:

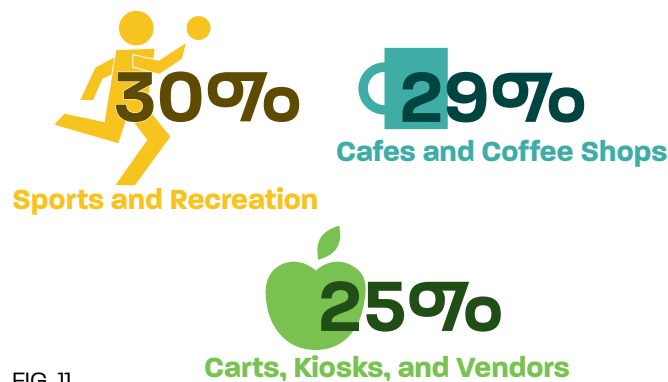


FIG. 11

Carts, Kiosks and Vendors



Small cart vendors also received support from people at the visioning sessions. People said that these types of business could provide a number of different goods such as prepared food, fresh produce and souvenirs. Participants overwhelmingly wanted low cost, healthy food, from vendors rather than pricey, sit-down restaurants. People also wanted a place to buy low-cost groceries and many mentioned lack of access to quality supermarkets. Many people also said that they wanted a green market for fruits and vegetables.

Sports and Recreation



The types of businesses that most people wanted to see on the waterfront are small sports and recreation vendors. These would include bike, skate and boating rentals. Participants in the visioning sessions stressed that these businesses should stay affordable and that they should only charge a small fee for rentals. A common theme was that people did not want to pay for access to sports such as basketball, handball or fishing. Overall, people were firmly against the idea of paying fees to access a gym or sports facility (such as Basketball City).

"A recreation center is needed, especially for teens. They can be an alternative to gangs."

"Recreation centers should be on a sliding scale or comparable to city recreation centers."



"We need a farmers market because the supermarkets have terrible produce and baked goods in this neighborhood."

RESEARCH FINDINGS

Finding 5 No High-end Development

Community residents DO NOT want high-end retail or commercial development on the East River Waterfront.

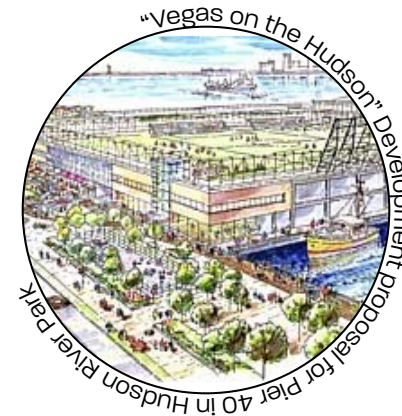
Survey respondents and visioning participants generally felt that retail shops do not belong on the waterfront, particularly big, brand name or “big box” stores. Residents feel that these types of retail stores are not affordable to them and do not cater to their needs or tastes. Visioning session participants cited the South Street Seaport as an example of the type of development they do not want to see on the East River Waterfront. Visioning participants shared their views on the development of high-end retail stores.

Residents also explained that high-end retail stores would speed up the process of gentrification that is already displacing long time residents and making the neighborhood unaffordable and unlivable.

“We need fewer franchises and more mom and pop shops so small businesses aren’t displaced”

“We don’t want name brand big stores around here that would contribute to gentrification.”

“Shopping does not work on the waterfront. Look at the failure of South St. Seaport. It would also hurt Chinatown businesses.”



Finding 6 Concerns

While development of the ERW has much potential and shows promise, many residents still have serious concerns about affordability, accessibility and safety.

SURVEY RESULTS: CONCERNS

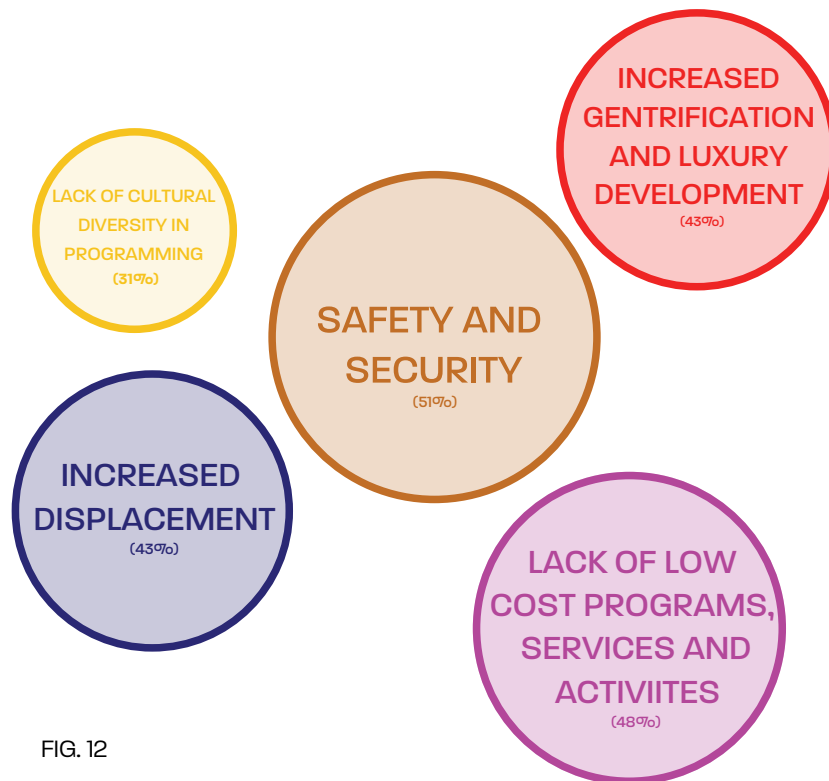


FIG. 12

The predominant concerns shared by community residents about the development of the East River Waterfront include gentrification and displacement of long time residents, lack of affordability, lack of community input in the development process and the safety of the community. Through the community visioning sessions, residents shared their concerns and why they have them.

Gentrification and Displacement

Over the last few years gentrification in the areas surrounding the East River Waterfront has increased precipitously. As a result, many long time businesses and residents have been displaced. Residents fear that the development along the ERW will continue the trend of displacement of local residents and businesses. Participants at the visioning sessions commented on displacement as a major concern for their neighborhood:

"Increased gentrification and displacement are my main concerns. We already have people who come in here and if they build luxury on the waterfront we will be displaced because high-end people feel entitled to take over the neighborhood. We would lose cultural diversity in the neighborhood and have nowhere to go, because nowhere in the city is affordable anymore."

"I'm afraid of shopping centers and exclusive restaurants, anything that might bring in upper-class people and make us feel like we are not wanted anymore. We have to be very careful about what businesses we bring into this community."

RESEARCH FINDINGS

Finding 6 – Concerns Affordability

Along with displacement, maintaining the affordability of the waterfront is a major concern for community residents. They felt that it is important to keep the atmosphere of the waterfront welcoming to the residents of the neighborhood. Specifically, they wanted to see businesses that would be affordable to the low-income community that surrounds the ERW. Even more than keeping goods and services affordable, our respondents' emphasized that they were concerned about keeping rents affordable. Residents voiced the following concerns:

"Small and local businesses need to have access to commercial space."

"Most of the housing along the river is low-income housing; I am concerned that the development will impact this housing."

"We want to see vendors and very inexpensive things that low income people can afford."

Safety

A more general concern people have is one of safety. People at the visioning workshops were concerned about police harassment of low-income people. If the waterfront was designed and included uses only accessible for higher income people, it could deter low-income people who would also visit the waterfront. The development of the waterfront would also lead to an increase of pedestrians. People were also concerned about increased traffic and physical safety when crossing the street. At the visioning sessions residents voiced the following concerns:

"Safety and gentrification are the two biggest concerns. We want the waterfront to be for everyone. Like for me, I am poor but I still want to be able to use the waterfront."



Finding 7

Community Power in Decision Making

Residents feel that they have limited ability to give input to and participate in making decisions about the City's development plans for the waterfront.

Many people expressed the feeling that the city was not taking into account the voices and the needs of the communities who live closest to the waterfront. Instead they feel that the city is trying to target the development of the waterfront towards tourists and other New Yorkers who don't live in the neighborhood. Residents voiced the following concerns:

"One of my main concerns is whatever gets built in the space will determine who comes there and who gets to benefit from the space. If the development causes the rent to go up, gentrification is getting everyone and it is getting worse and worse."

"The city is not considering what the people that live in the area want and are concerned about."





A PEOPLE'S PLAN FOR THE EAST RIVER WATERFRONT

VI. The People's Development Plan



Utilizing the research findings, the OUR Waterfront Coalition, with the assistance of the Pratt Center for Community Development, has created a financial analysis of 3 different options for development. Each option includes the uses that were prioritized by community residents throughout the visioning process. The options propose development of these uses on piers 35,36 and 42. For each option we have conducted in depth research on funding sources, including federal, state and city resources as well as revenue to be generated from small businesses. We have developed capital and operating budgets as well as proposed models for management and governance.

Site Analysis

RELATIVE SCALE OF PIER 36

This graphic indicates the sheer scale of the shed building on Pier 36, a publicly owned space.

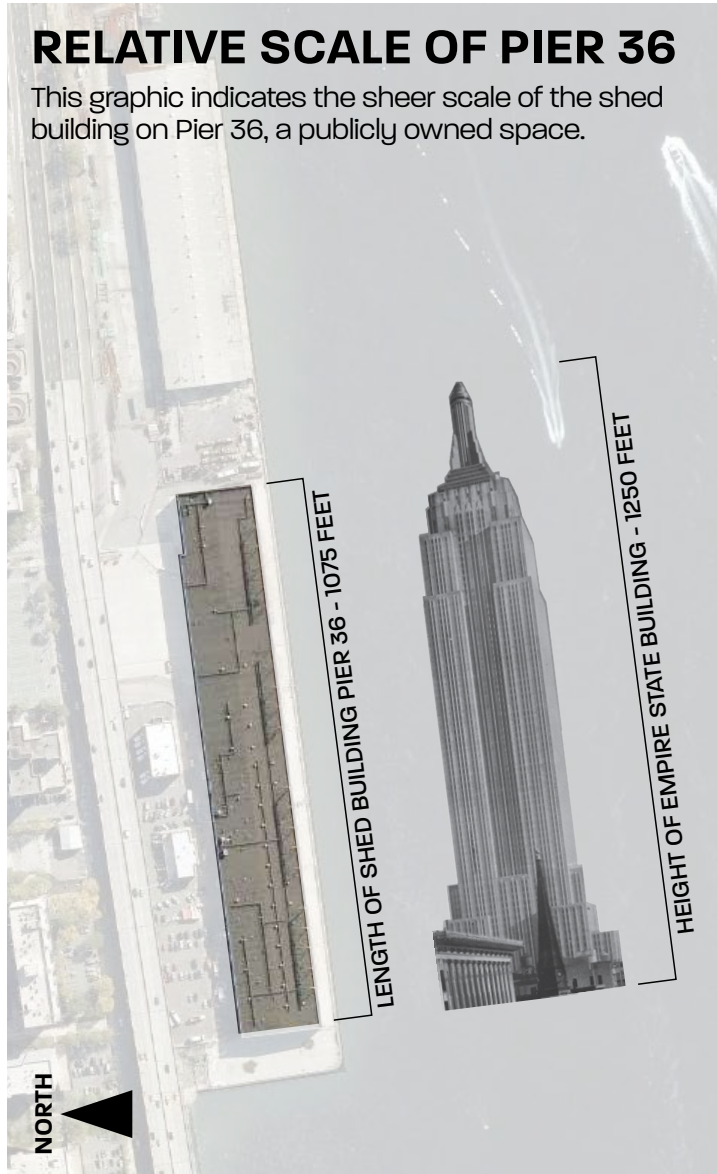
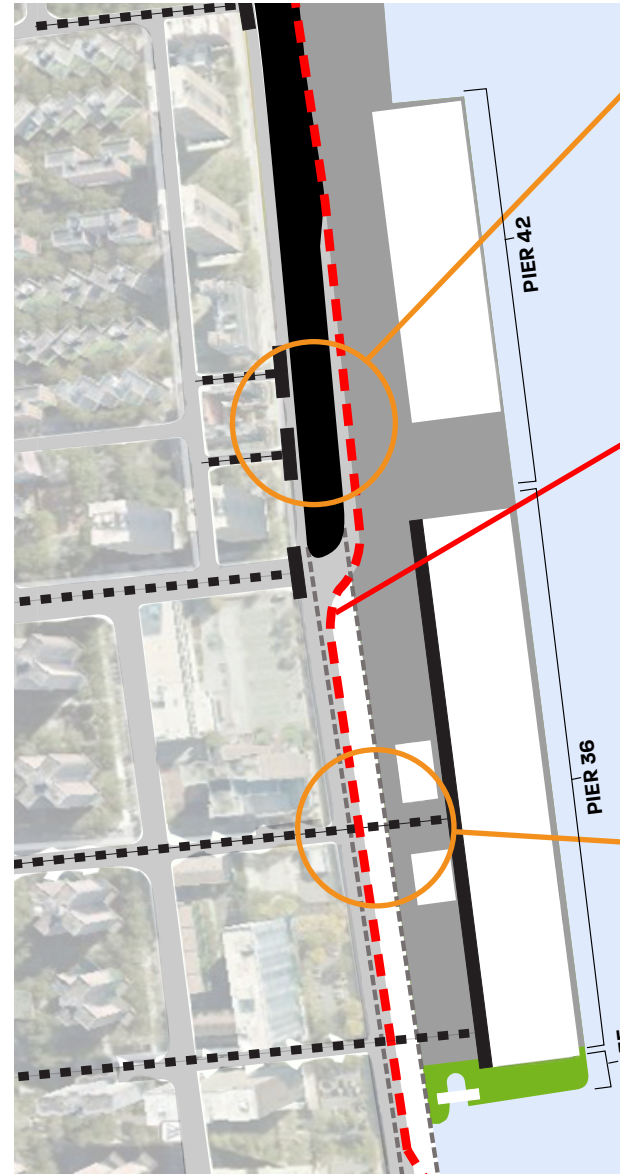


FIG. 13



At Montgomery Street, The FDR Descends to grade level, with no crossings to the waterfront except for footbridges further north in East River Park, this means Pier 42 is only accessible from the north, or south via the greenway.

The current configuration of the greenway forces pedestrians, joggers, and cyclists to move along South street encountering conflicts with vehicles entering Pier 36. There is currently no waterfront access between Pier 35 and East River Park

Along the length of waterfront the esplanade and Pier 35 and Pier 36, The FDR Drive is elevated, this allows for access on foot to the waterfront. Except at Pier 36 access to the waterfront is blocked physically and visually.

FIG. 14

Option 1: Open Space with some indoor Recreational and Sports Activities



All existing structures on the piers would be demolished and most of the site would be used for open space. The site would include...

Greenway

Shared running path/bikeway that connects to East River Park

River Pool

An urban amenity that filters river water to form a pool for local residents to swim in. The river pool could double as an environmental classroom and a community swimming pool that residents of all incomes could utilize.

Multi-use courts

Because of the need for free or low-cost recreation areas, courts that could be used for basketball, tennis, volleyball, etc, should be constructed.

Parking Lot

Small parking lot: due to resident's concerns about the safety of a large parking lot, a small parking lot would be installed to ensure access to the site and reduce car traffic.

Esplanade

Recreation Center

This would be an enclosed structure to provide space for year round, free or low-cost sports and recreation activities for the public, including basketball courts, indoor soccer, indoor supervised play space for younger children and toddlers, and chess and mah jong clubs.

Inlet with Direct water access

via "get-downs" for fishing, kayaking, and other water sports, as well as a running path that would connect to the northern East River Park. .

Flexible Open Space

Open plaza for performances, events, vendors and markets: A place for open-air installations such as farmers' markets, vendors' carts, and outdoor events would be landscaped into the site.

Pier 35 would remain as EDC's current development plan

Mostly pen space; landscaped with grass, seating areas, and "get-downs" to the waterfront.

FIG. 15

Option 2: Mixed Use including Basketball City on pier 36

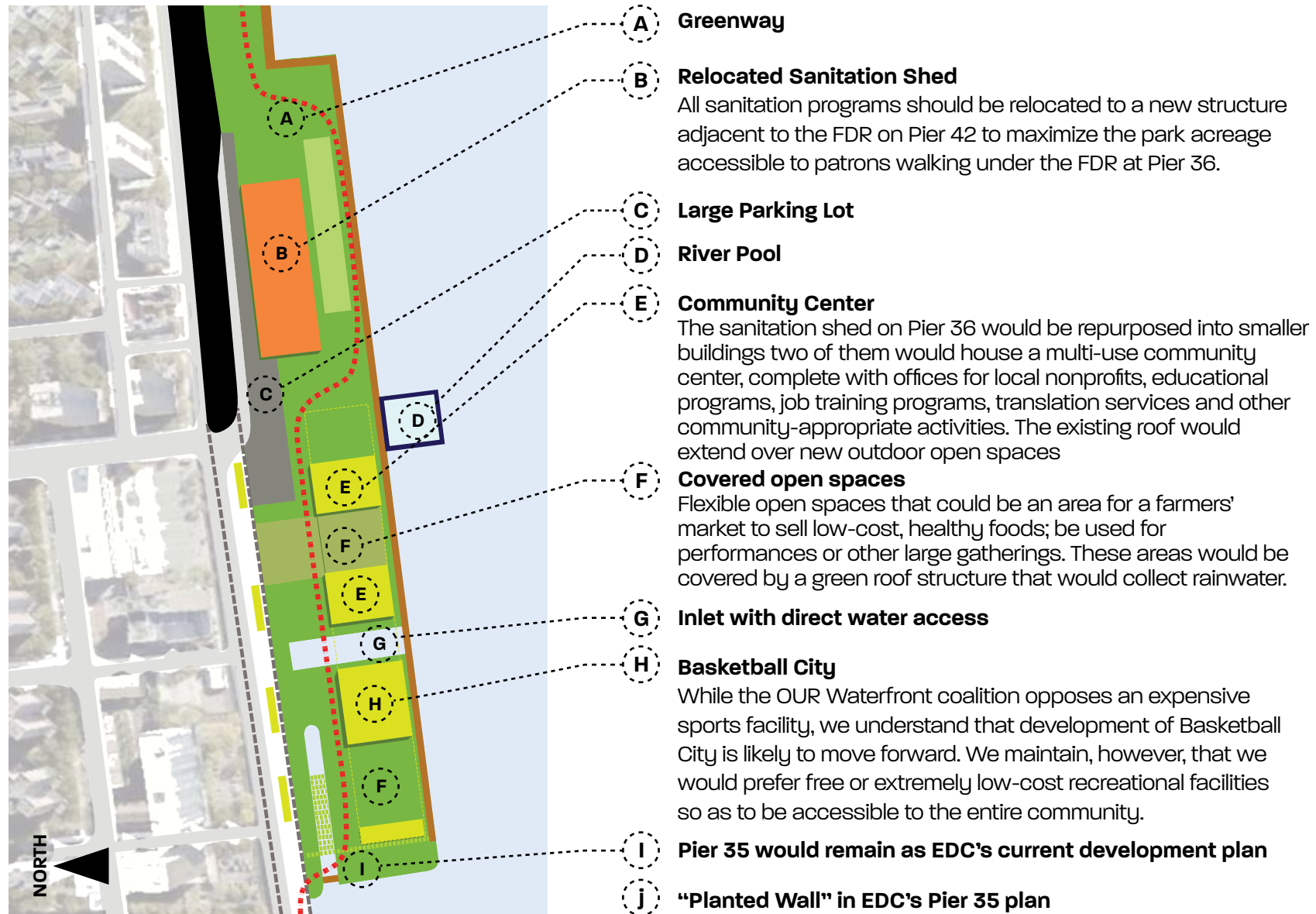


FIG. 16



FIG. 17

Option 3: Mixed Use without Basketball City



This option is a mixture of the first, but does not take into account the possibility of Basketball City. No vehicular traffic would be allowed into the park.

- A Greenway**
- B Multi-use courts**
Because of the need for free or low-cost recreation areas, courts that could be used for basketball, tennis, volleyball, etc, should be constructed.
- C River Pool**
- D Community Center**
The sanitation shed on Pier 36 would be repurposed into smaller buildings two of them would house a multi-use community center, complete with offices for local nonprofits, educational programs, job training programs, translation services and other community-appropriate activities.
- E Flexible Open Spaces**
These spaces could be an area for a farmers' market to sell low-cost, healthy foods, be used for performances or other large gatherings
- F Inlet**
- G Space for environmental education or community gardens**
In keeping with the focus on open space, this area would provide a forum for community residents to interact with each other and their surroundings on the waterfront.
- H Park maintenance bldg and Restrooms**
- I Pier 35 would remain as EDC's current development plan**
mostly open space; landscaped with grass, seating areas, and "get-downs" to the waterfront.
- J "Planted Wall" in EDC's Pier 35 plan**

FIG. 18

Option 3 was overwhelming supported by participants at the O.U.R. Waterfront town hall.



FIG. 19

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Capital and Operating Budgets for Each Option:

Overview and Assumptions

We have created basic proformas, or development and operating budgets, for each of the three options in the People's Plan (see appendix). These figures help to understand the basic financial requirements for development and operation of each of the three options presented in this section.

Each of the development options includes a uses of funds schedule. The pier remediation, marine work, bike path creation and open space creation figures were taken from investigative work completed by EDC and related agencies. Development costs for the community center are line-itemed, and a separate development budget for the community center can be found in the appendix. Development cost estimates for sports facilities and parking are based on industry standards for comparable facilities in the region.

For options 2 and 3, the development plan anticipates a roughly 41,000 square foot community facility. The financial proformas assume that this facility is made available for public purpose uses. These uses would include non-profit and small business tenancies, including income-generating rentals, which would support private debt or bond leverage.

How a community park can be built for \$55,133,369



Fig. 20

Cost of EDC vs. People's Plans

The Lower Manhattan Development Corporation has allocated \$138 million in capital budget alone for its East River Waterfront Project. As of June 2009, the EDC had spent \$38.5 million of those funds. In contrast, the People's Plan's total capital budget and operating costs for one year stands at \$55,133,369. That's a difference of \$82,866,631 – meaning that the difference between the two budgets is more than the entirety of the People's Plan's allocation for both capital and operating expenses.

Operating Expenses for the People's Plan

Operating expenses in each of the options use industry averages to project capital maintenance and operating costs based on the size and use included in each of the development options. Each of the options also includes the establishment and operation of a non-profit oversight and management organization, such as a Local Development Corporation. In each of the expense portions of the options attached, an LDC management line item has been included. Also included is a development staff line, which would fund senior and support staff for a fundraising department which would be required to generate proposals for foundation and corporate development and annual operating support. There is a leasing marketing and advertising staff line item, anticipating that the earned income portions of the budget will require seasoned professional marketing and leasing staff to generate reliable income, and to manage facilities maintenance and expenses (see appendix).

Income: Sources of Funding for the People's Development Plan

In each of the development options, the sources of funds schedule assume reliance on multiple sources of public, private and earned income funds.

Government Capital Support

Government capital support for any of the options described in this section could come from multiple sources. This is because these projects include many public purpose elements, ranging from open space, youth programming and recreation, health, marine life cultivation and appreciation, community development, small business enterprise and job creation. Therefore, the proformas (see appendix) include select sources of public sector capital support.

Each source of funds schedule includes the Lower Manhattan Development Corporation (LMDC) capital allocation which has been earmarked for the Lower Eastside Waterfront Development. The capital amounts included in the proformas are actually less than the total LMDC allocation, indicating that these current proposals, because they are more public in nature, could draw capital funding from many other sources, other than the LMDC allocation. Other public sources include council delegation capital allocation, a source of funds which could reasonably be relied on for a project of this scale, magnitude and multi district positive impact. The project also anticipates capital funding from the Manhattan Borough Presidents office, and federal earmarks from the relevant congressional delegation.

In addition to some of the capital sources suggested here, there are many agency related capital budget items which could be considered for any of the options being contemplated. These range from programs which are promoted by New York City Economic and Business Development Agencies, Youth and Child Development Departments, Parks & Recreation and Ports and Trade. At the State level, all the options here would potentially fit into agency programs from the New York State Department of Environmental Conservation, The Empire State Development Corporation, The New York State Department of Coastal Management

RESEARCH FINDINGS

and other State Health, Human Services and Child Development Agencies and State Parks and Conservancy Programs. Lastly, the same holds true for the Federal Government. Agencies such as the Environmental Protection Agency the Department of Agriculture, the Department of Education and the Department of Health and Human Services, among others are all candidates for funding the capital required to realize any of the options in the People's Plan.

Foundation and Corporate Support

The development options reflected in the plans and proformas contain many elements which would fit squarely into the capital and operating support programs offered by multiple private foundations, corporate philanthropies and private sector public affairs campaigns. All three options in the People's Development plan include sports, recreation, health and community development aspects which are likewise potentially attractive to multiple sources of foundation and corporate giving. A few samples are described below. The Bloomberg Corporate giving program has corporate and employee matching gift programs which support parks & playgrounds, capital, maintenance and ongoing operations. Gift ranges have run as high as \$250,000 per project. The Carl Icahn Foundation funds one time capital campaigns and ongoing support for all sorts of recreation and education facilities; contributions for projects have included planning and hard cost funds ranging from \$5,000 to over \$1 million per project. The Home Depot foundation has a program sometimes referred to as the Alliance for Community Trees. This programs supports community based urban forestry.

Earned Income

On the earned income front, sources of income include daily stall rentals to farmers for a local farmers market, license and lease income from the rental of marine and land communication equipment, sale of signage and advertising rights, rentals from events and corporate sponsorships. Also, each of the earned income options assumes net operating income from the rental of community recreational facilities or net operating income from the operation of the fully developed community center.

Nonprofit or Public Ownership and Management

OUR Waterfront coalition recommends that either a non-profit, or governmental entity should manage the new public spaces to be developed along the East River Waterfront.

Public Management

Under this plan, City governance of the site would continue, meaning the City, under the Department of Parks and recreation would continue to fund annual management and maintenance. The benefit of this style of governance would be that this would lower costs and ensure higher accountability to the surrounding public. Examples of where this structure has worked include...



Concrete Plant Park: A Case Study

The OUR Waterfront Coalition's decision to pursue a public management style for the East River Waterfront is not without precedence. In 1999, New York City was planning on selling an abandoned concrete plant in the Bronx to a private developer. A coalition of community groups organized and fought back, and in September 2009, Concrete Plant Park opened as a public park. Concrete Plant Park is part of the Bronx River Greenway, a planned "necklace of green" that will eventually be a continuous strip of park along the Bronx River. The Bronx River Greenway, and thus Concrete Plant Park, is managed by a hybrid of the Bronx River Alliance, a local community coalition, and the New York City Department of Parks and Recreation. This ensures accountability to the local community and ensures that residents can give input about the programming and maintenance of the park.



photo: The Architect's Newspaper



photo: NYC Parks & Recreation

RESEARCH FINDINGS

Non-Profit Management

For a non-profit entity, a Local Development Corporation (LDC), would be the most effective management path. LDC's carry many benefits such as: they are tax exempt, eligible for valuable non-governmental funding, and are membership organizations, which allow the stakeholders to participate in governance. As an added bonus, they've been proven to work well in recent years, with some examples being the Brooklyn Bridge Park LDC and the Bryant Park LDC. Although continuing fundraising would be necessary to cover such expenses as liability insurance, salaries, overhead, and on-going maintenance, this obstacle could be sidestepped by contracting with the City to cover these costs which the City would otherwise have to assume. In this way, the financial obligations are of very little concern to the LDC because the City provides the funding for infrastructure as if it were a City responsibility, and the LDC is still able to reap all the benefits of being a non-profit organization.

West Harlem Piers: A Case Study¹⁹

Today, West Harlem Piers Park is a two-acre waterfront park featuring brand-new recreational piers, paths for bicycles and pedestrians, landscaped open space, and access to the Hudson River. But it wasn't always that way. In 1998 the NYC EDC had a plan to develop the park, including erecting high-rise hotels, jazz clubs, luxury condos and other commercial space. Community residents felt these plans were inappropriate and not beneficial to the community at large. Residents felt alienated from the decision-making process and cut off from the development taking place in their own neighborhood.

In response, Harlem residents worked with WE ACT to create a community visioning process very similar to that of the OUR Waterfront Coalition. Harlem River Piers Park opened in May 2009 and due to the collective organizing efforts of Harlem residents, many of the residents' dreams were made into reality.

The West Harlem Piers Park is a good model for the NYC EDC to follow in developing the funding strategies and management structure for the East River Waterfront. While the Harlem park is owned by the NYC EDC, it is managed by the local community board and the Harlem Waterfront Council. The Council is a non-profit organization created by the community board. It is responsible for the maintenance and programming of the park and includes a governing board of 15 community based organizations, community boards, educational institutions, and businesses based in the area. The council ensures that the community has a say in how their park is run. This fusion between the city's EDC and local management boards would be a very effective way for the future of the East River Waterfront to remain in the hands of residents of the Lower East Side and Chinatown. This management style would also ensure continued funding – Harlem River Piers Park is funded by state grants and capital investments from the city, the state, the Upper Manhattan Empowerment Zone and the New York State Parks Office.

IV. Shortfalls and Negative Consequences of the EDC Plan



Aerial Photograph of Piers 35 and 36

SHORTFALLS AND NEGATIVE CONSEQUENCES OF EDC PLAN

Using the money allocated from HUD to the LMDC, the NYEDC has not been able to satisfactorily develop a plan that is both beneficial to the community most impacted, and accountable to the community at large.

For the most part, the EDC's planning has taken place without wide-spread community support or approval. From the recent removal of community use pavilions to an ongoing dispute regarding a community use agreement with Basketball City, community voices have not been heard. Today, the East River Waterfront continues to be underutilized and undeveloped. Pier 35 and 42 stand vacant and in a state of disrepair and pier 36, continues to be occupied by the City Sanitation department along with other city agencies.

The NYC Economic Development Corporation (EDC) Plan vs. The People's Plan

The chart below compares the main components, costs and processes of the EDC and the People's Plan and highlights which of the community's priorities the EDC plan overlooks.

	EDC's Original Plan	People's Plan	Shortfalls and What's Missing from EDC's Plans
Total Capital Budget	\$138,000,000 (LMDC Funds for Development of Community Uses)	\$52,031,369	→ EDC plan will cost \$85,968,631 more than People's Plan*
Pavilions	Two community use pavilions to be built at Peck Slip	Top three desires are active use, a community health center, and an anti-eviction center	→ Development has stalled → No indication when the EDC plans to resume building or what will be built
Esplanade	New plantings, seating and lighting and a dedicated bikeway	Free recreation space, places to sunbathe and BBQ, and spaces for educational and cultural opportunities	→ No educational/cultural opportunities → No BBQ sites

*One of the main differences was that people in the visioning sessions didn't prioritize on the esplanade improvements for which the city is allocating \$85 million. Instead of focusing on esplanade, the city should invest money in what the community has prioritized.

	EDC's Original Plan	People's Plan	Shortfalls and What's Missing from EDC's Plans
Pier 42	Reinforcement of the pier and demolition of the pier's existing structures to make way for Temporary commercial space	The shed on Pier 42 would be demolished and open space with ball courts and playgrounds would be created in its place	→ No community center → No space for social services or free recreation
Pier 35	Combination educational space and restaurant	Open grassy area	→ EDC has revised plans to make pier 35 entirely open, green space → This would adhere to the People's Plan
Pier 36 / Basketball City	Basketball City, the for-profit, privately owned gym will be the focal point of the redeveloped pier	Most of the shed on Pier 36 would be demolished, but parts of it would be transformed into a multi-purpose community center. Open plazas for farmers' markets and vendors' carts would also be created	→ The EDC calls for an expensive gym → The People's Plan prioritizes low or no cost services and programs
Process to Develop Plan	The EDC's planning has taken place without community input or approval. The city's official plan for the waterfront does not reflect residents' needs and priorities	The OUR Waterfront coalition distributed 800 surveys to community members, conducted three visioning sessions, held a town hall meeting, and completed a financial analysis based on the community's vision	The EDC... → Has prioritized high end commercial development over community uses → Has not gathered information on what residents would like to see on their own waterfront → Has not provided a forum for community voices to be heard



O.U.R. Waterfront Policy Recommendations

Based on the data collected through the visioning process and the analysis of the current EDC plan, the OUR Waterfront Coalition recommends that the NYC Economic Development Corporation, Mayor and City Council make the policy changes listed on the following pages.

O.U.R WATERFRONT POLICY RECOMMENDATIONS

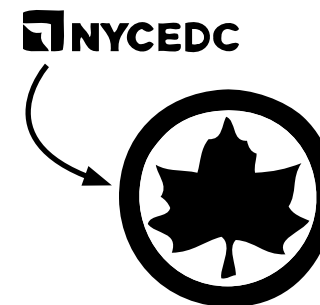
Overall Recommendation

→ EDC and the Mayor should implement the People's Plan for development of the East River Waterfront, detailed in option three on page 40.



Management and Governance

→ All public and community space that is developed along the east river waterfront, including on pier 42, 35, and 36, should be managed by a partnership between a Non-Profit a Local Development Corporation (LDC) and the NYC department of Parks and Recreation.



Transparency, Accountability and Community Input

→ All RFP's for the development of the Piers should be based on the information and results from the community's visioning process that are documented in the People's Plan.

→ All spending related to the waterfront should be transparent and information should be publicly available.

→ The city should allocate more funding to Community Boards specifically for Board members and staff to conduct outreach to individuals and groups in the community to develop a comprehensive and collective response to development plans.

Funding and Commercial Uses

→ Funds allocated from the Lower Manhattan Development Corporation (LMDC) for the development of the East River waterfront should be used to build a community and recreation center on Pier 42 or Pier 36.

→ All commercial uses on the piers should be consistent with the community's preference and should include only small businesses with low-cost goods and not high-end, large-scale commercial projects.

Basketball City

→ EDC should modify its lease with basketball city to include all the provisions outlined in a community benefits agreement between Basketball City, Inc. and the community.

→ EDC should examine projected profits of Basketball City to determine how a portion of these profits could be utilized to support the maintenance and operation of community uses on the waterfront.

→ A Pier 36 oversight Advisory Board, composed of representatives from private and public tenant associations, community based organizations, and Community Board 3 should be established to monitor and oversee a community benefits agreement between Basketball city and the above mentioned community entities.

Endnotes

1. "State of the City," Furman Center for Real Estate and Urban Policy. Web. 5 October 2009.
http://furmancenter.org/files/soc2008/State_of_the_City_2008.pdf
2. "Mayor Bloomberg Unveils Plans for East River Waterfront," Lower Manhattan Development Corporation. Web. 5 October 2009.
<http://www.renewnyc.com/displaynews.aspx?newsid=bc1346ca-ddb8-43ad-a97b-b367e292d461>
3. Department of City Planning, "Transforming the East River Waterfront" concept plan. Released June 2, 2005. Published by the City of New York.
4. Contract between Lower Manhattan Development Corporation and the City, Schedule A-6 and Exhibit A-2.
5. Lease between Basketball City, Inc. and the City of New York, p.22
6. Department of City Planning, "Transforming the East River Waterfront" concept plan. Released June 2, 2005. Published by the City of New York.
7. Meeting with EDC 4/29
8. Department of City Planning, "Transforming the East River Waterfront" concept plan. Released June 2, 2005. Published by the City of New York.
9. Review of contracts between LMDC and NYC
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11. Department of City Planning, "Transforming the East River Waterfront" concept plan. Released June 2, 2005. Published by the City of New York.
12. Review of contracts between EDC and NYC
13. Meeting with EDC 4/29
14. Department of City Planning, "Transforming the East River Waterfront" concept plan. Released June 2, 2005. Published by the City of New York.
15. Review of contracts between EDC and NYC
16. Meeting with EDC 4/29
17. Lease between Basketball City, Inc., and the City of New York.
18. "Basketball City on Our Waterfront," Two Bridges Neighborhood Council. Web. 5 October 2009.
http://www.twobridges.org/index.php?option=com_content&view=article&id=89&Itemid=107
19. "Making a Community Vision Real," We Act for Environmental Justice. Web. 5 October 2009.
<http://www.weact.org/Portals/7/Harlem%20on%20the%20River-Making%20a%20Community%20Vision%20Real.pdf>

Appendices

Appendix 1: O.U.R. Waterfront Survey (English/Chinese/Spanish)

Appendix 2: Visioning Activity: A day at the waterfront

Appendix 3: Budget proformas,

Operating / Capital for People's Plan Option 3

Budget for Community Center

Appendix 4: Letter between CB3 and Basketball City

A DAY AT THE WATERFRONT...

WHAT FREE ACTIVITIES WOULD YOU LIKE TO DO?
PLACE A STICKER NEXT TO 3 OF THE IMAGES

EDUCATION



OPEN SPACE



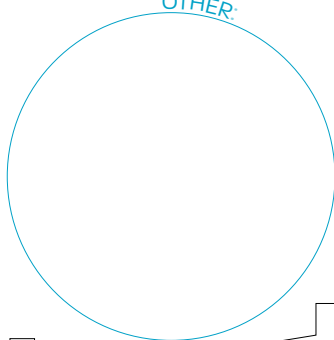
SOCIAL SERVICES



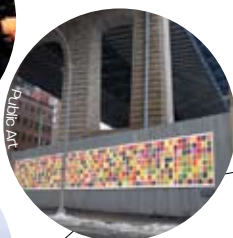
INFORMATION



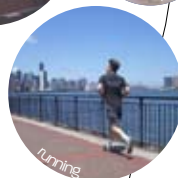
OTHER:



ARTS AND CULTURE



SPORTS AND RECREATION



SPORTS AND RECREATION



WHERE WOULD YOU SPEND YOUR MONEY?
IMAGINE YOU HAVE \$10, PLACE A STICKER
NEXT TO 3 PLACES YOU'D SPEND IT

FOOD AND DINING



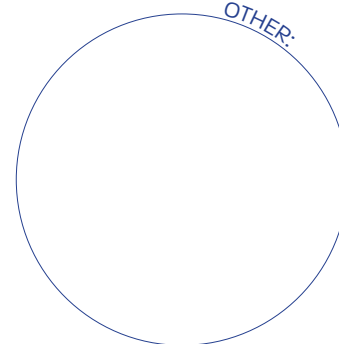
ENTERTAINMENT



SHOPPING



OTHER:



Our Waterfront Park Community Center

Pro Forma Income Statement

Income	\$/Year
Storefront Rents	\$720,000
Non Profit Tenancies	\$350,000
Community Events	\$85,000
Sponsorships	\$140,000
Subtotal	\$1,295,000
Less Vacancy @ 5%	-\$64,750
Net Rental Income	\$1,230,250

note

18,000 sf @ \$40

17,500 sf @ 20

Expenses	
Insurance	\$45,000
PILOT	\$60,000
Utilities	\$48,000
Repairs/Maintenance	\$80,000
Youth Programming Coordinator	\$45,000
Outreach/Activities Director	\$35,000
Professional Fees	\$22,000
Waste/Sanitation	\$12,000
Service Contracts	\$16,000
Executive Director/Community Ctr	\$75,000
Other	\$25,000
Total Operating Costs	\$463,000
Net Operating Income	\$767,250

Debt Capacity Calculation

Valuation @ 7.5% cap rt	\$10,230,000
Debt/Bond Load @ 75%	\$7,672,500



THE CITY OF NEW YORK
MANHATTAN COMMUNITY BOARD NO. 3

59 EAST 4TH STREET - NEW YORK, N.Y. 10003
PHONE: (212) 533-5300 - FAX: (212) 533-3659
WWW.CB3MANHATTAN.ORG - INFO@CB3MANHATTAN.ORG

David McWater, Board Chair

Susan Stetzer, District Manager

April 29, 2005

Mr. Allen Kam, Senior Planner
NYC Economic Development Corporation (EDC)
110 William Street
New York, NY 10038

Dear Mr. Kam:

At its April 2005 monthly meeting, Community Board #3 passed the following motion:

To accept the Basketball City (BBC) letter of October 7, 2003 as submitted to Community Board #3 (CB#3) (as clarified in an April 26, 2004 e-mail) concerning use of the proposed sports facility with the following stipulations:

1. Concerning the use of the basketball and volleyball courts:
 - a. BBC will provide 20% of court time for community members who are members of BBC during peak hours on weekdays and weekends;
 - b. BBC will provide 30% of court time for community members who are members of BBC during non-peak hours on weekdays and 20% of court time to community members during non-peak hours on weekends.
2. Further concerning the use of basketball and volleyball courts, BBC will give priority to public and parochial schools and nonprofit organizations and community groups within Community Board #3.
3. BBC will provide CB#3 with proposed costs for the use of the facility at closed times as soon as possible.
4. BBC will commit to keeping its fee structure for both the courts and the health club for community groups for a two-year period and to further commit itself to maintaining affordable fees during the period of the lease agreement.
5. Senior citizens using the health club will be provided a reduced fee schedule.
6. BBC will make healthy food and beverage choices available in its vending machines and to arrange for a public water fountain and rest rooms available to the community.

Mr. Allen Kam
April 29, 2005
Page 2

7. BBC will commit itself to best efforts to hire local community residents, including effective outreach when the positions are identified; CB#3 will be informed of these efforts.
8. BBC will train its health club staff in assisting seniors and members of the disabled community in available exercise equipment and to have defibrillators available on site.
9. BBC will arrange for a regular audit every three years to be provided to CB#3; local purchase efforts are to be indicated in the audit.
10. The initial lease for this facility will be for a ten-year period, with one five-year renewal.

If you have any questions, please do not hesitate to call.

Sincerely,

David McWater

David McWater, Chair
Community Board #3

Richard Ropiak
Richard Ropiak, Chair
Parks Committee

Enclosures (2)

cc: MBP Fields
CCM Lopez
CCM Gerson
NYSA Speaker Silver
NYC DPR
Basketball City

A PEOPLE'S PLAN

FOR THE EAST RIVER WATERFRONT

O.U.R. WATERFRONT COALITION

