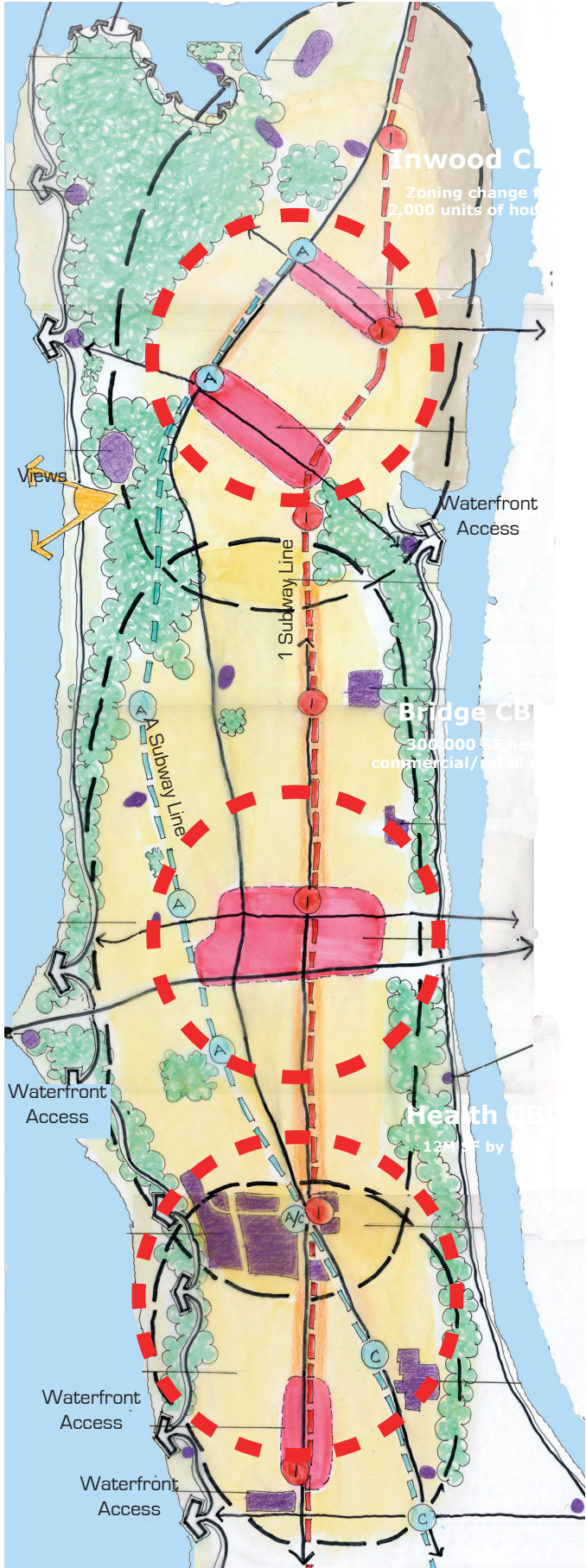


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COMMERCIAL & INSTITUTIONAL HUBS

COMMUNITY DISTRICT 12-M



- Commercial Centers
- Institutional Centers
- Parks/Open Space
- Residential Use
- Hub

The Study's recommendations draw from a synthesis of demographic research, field observation, a review of previous studies, and extensive public engagement conducted through interviews, questionnaires, and interactive workshops.

Washington Heights and Inwood contain a number of highly effective, but rapidly changing institutions. There is a significant pride of place and reasonably good relationships with city agencies. There are good prospects for the members of CB12 to influence a positive course of affairs in the social and economic development of Washington Heights and Inwood. The study provides a factual base to support them.

There are three essential elements in Washington Heights and Inwood that support the suggestion of the study:

- A major population center with an extraordinary stock of residential architecture constructed for the most part prior to 1947.
- Open space resources are equivalent to Central Park. The three major parks, Highbridge, Inwood, and Fort Tryon, which look outward to river views, have suggested the nickname "upstate Manhattan".
- Three major commercial and institutional hubs serving the community and the region. These are the Inwood Central Business District (CBD), The George Washington Bridge CBD (linking St. Nicholas north and south) and the Health Hub CBD with its convenience "bowtie" commercial centers created by the New York Presbyterian Hospital campus.

From amongst the many recommendations put forward, the Study selected thirty-one specific actions which it believes will best support the six goals, as detailed below. Community Board 12 is encouraged to look carefully at them, at the supporting material found in the body of the Study, and to select for implementation actions that will help move the entire process of development and preservation forward. Since some may be implemented quickly, while others will require lengthy efforts, it is important to look at the priorities, and to promote a mixed strategy of quick actions ("low hanging fruit") and longer term, more substantial changes that will help the community.

Several of these recommendations have also been evaluated for the cost of implementation. Figures are given for each of these, together with a total for the package of recommendations.

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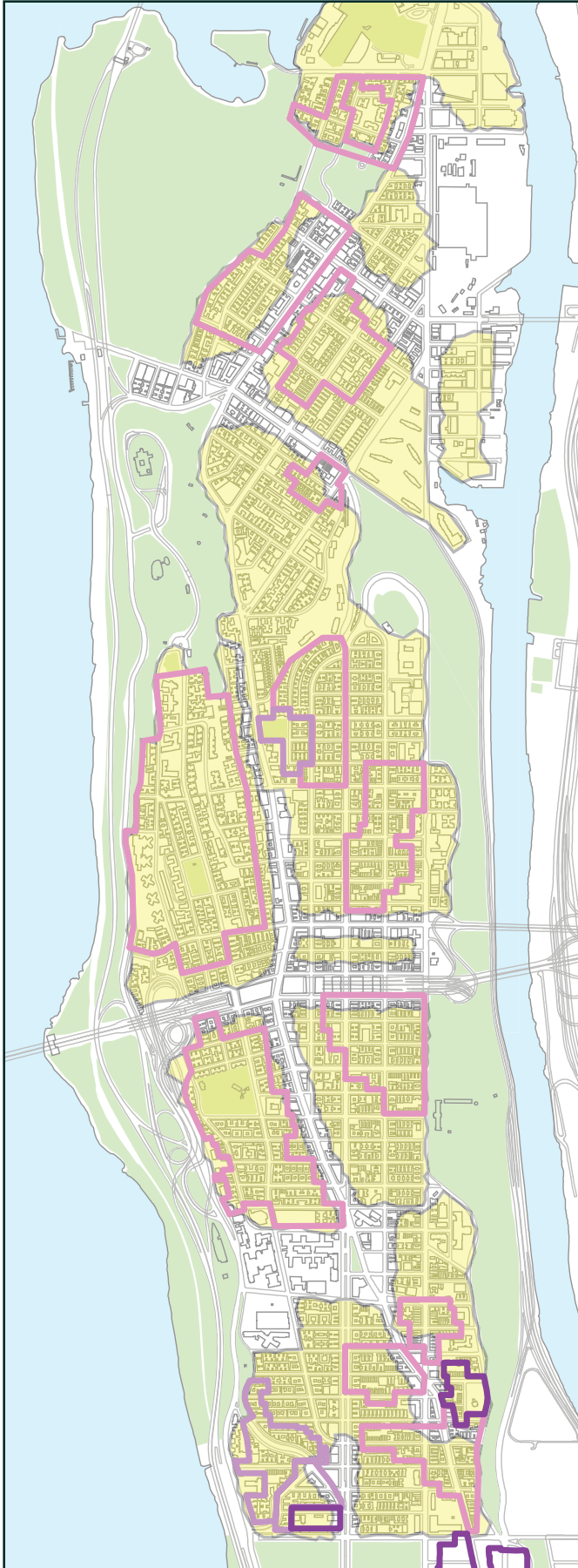
Plans and programs to forward these recommendations include:

- Ongoing/Proposed Changes in 421a tax incentives
- Changes General Exclusion Area (GEA) making inclusionary housing mandatory
- Mayor's 2030 plan for sustainability (plaNYC)
- The Sherman Creek Rezoning Plan

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NEIGHBORHOOD PRESERVATION AREAS

COMMUNITY DISTRICT 12-M



- Contextual / Preservation Zones
- Current Historic Districts (CHD)
- Community Proposed Districts (CPD)
- Historic Exploration Areas (HEA)

["low hanging fruit"] and longer term, more substantial changes that will help the community. Several of these recommendations have also been evaluated for the cost of implementation. Figures are given for each of these, together with a total for the package of recommendations. From these, the Working Group, through its own deliberations and in consultation with residents and professionals, established 6 goals, each of which is addressed in a series of recommended actions that the Board should consider as it moves toward implementation.

Resources such as land and buildings, infrastructure, and the people of institutions and businesses constitute the assets of a community. The community board influences public and private investment in these assets through its priority setting process. It has the power to influence the marketability of any project through critical review. Investments, once measured only by tangible improvements, now also include numerous measures to improve community life and to prevent damage to future generations. The recommendations in this study therefore describe investments in both land and in people. (See page 4 above.)

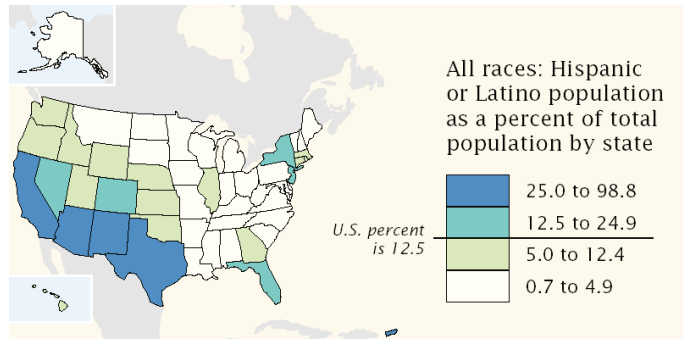
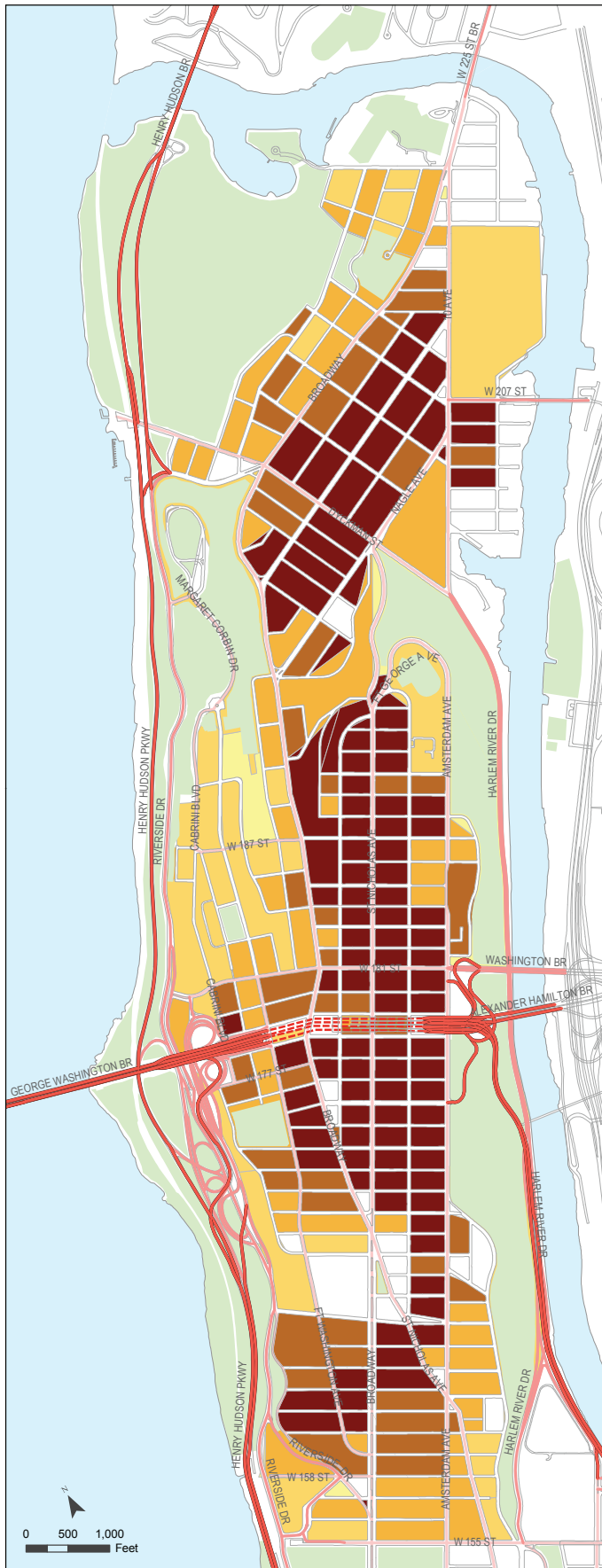
CD12 should seek the creation of one new affordable housing unit for every market rate unit produced (whether newly built or rehab) and, second, to increase directly and supplement indirectly the income and financial literacy of current residents.

It should also be noted that many of these recommendations will require further study and investments, and that there is a cost associated with them. Should the Board wish to proceed with these items, it will need to work with agencies of the city as well as foundations and other sources of funds to bring them to fruition.

On the other hand, many of these are easy to accomplish, and cost little or nothing, and should be used as a method of raising community awareness and pride as the Board takes actions and establishes a sense of momentum to cover those actions that cannot be accomplished so quickly.

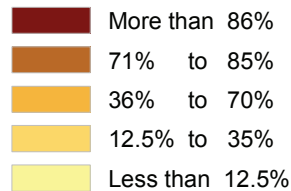
POPULATION OF HISPANIC OR LATINO ORIGIN

COMMUNITY DISTRICT 12-M



Source: U.S. Department of Commerce, Economics and Statistics Administration, U.S. CENSUS BUREAU

PERCENT OF POPULATION (all races)



Source: NYCmap, Community Cartography, Census 2000

The Community Board set two broad areas that it wished the study to focus on. These were:

- (1) Preserving and strengthening neighborhood character and safeguarding against over-development, and,
- (2) Locating and protecting the area's historic resources. This section suggests a structure for defining and evaluating the physical characteristics of the community and concludes with recommendations for the preservation of historic resources.

From these, the Working Group, through its own deliberations and in consultation with residents and professionals, established 6 goals, each of which is addressed in a series of recommended actions that the Board should consider as it moves toward implementation.

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Goal 1. Identify trends in the community and best practices for balanced community development

- Provide information on who lives in CD12 and their needs
- Develop a framework for actions to assist CB12 in fulfilling its mission and suggest priorities.

Goal 2. Foster development and preservation of affordable housing

- Encourage a mix of rental and ownership housing
- Preserve the existing affordable housing inventory

Goal 3. Locate sites/ areas—and actions—meeting community needs

- Include locations for housing, education and other community facilities; expand small business and economic activity; culture and recreation

Goal 4. Preserve and strengthen district character and quality of life

- Highlight community assets and resources
- Safeguard against over development

Goal 5. Locate buildings and areas of special architectural or historic interest

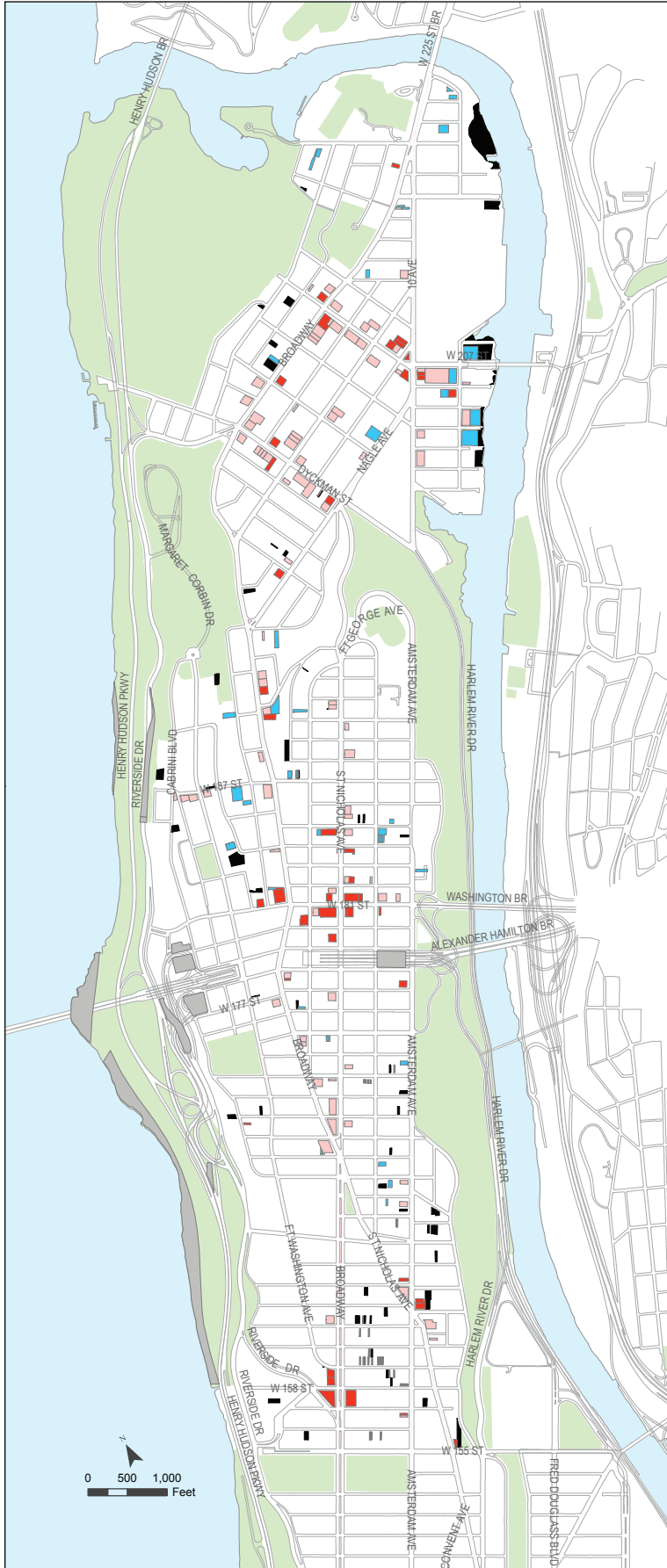
- Identify buildings and districts for protection through landmark designation
- Recommend alternative forms of protection or recognition

Goal 6. Update Zoning

- Implement contextual zoning where appropriate

DEVELOPMENT INDICATORS

COMMUNITY DISTRICT 12-M



- One-Story Commercial Building
- Two-Story Commercial Building
- Parking (Open)
- Vacant Land (Other)
- Vacant Land
- Vacant Buildings

Source: NYCmap, Community Cartography, Census 2000

1.1 TRENDS

- There are several relevant social and demographic trends affecting the future of CD12:
- Population and density in the city continue to increase. CD12's Density in CD12 is over 82,000 persons per square mile, and the average for Manhattan is 67,000 persons. CD12's population has grown by 5% since 1990. This is nearly double the City rate of 3%.
- The population has changed almost completely since 1960. In 1960, it was a predominately white, non-Hispanic community. Only five percent of its population were Puerto Rican and 11% were non-white African-American (Black) or "Other". By 2000, CD12 had become a predominately Latino community with a majority composed of first and second generation immigrants from the Dominican Republic. Despite this shift, race and ethnicity are viewed today a less of an issue than class and economic diversity.
- A comparison between 1990 and 2000 shows a slight increase in economic diversity within the Latio population and a very slight reduction in poverty, stimulated by welfare reform.
- Poverty remains high at 30% of all households. Both median household and family income hover around \$29,000 (1999) compared to \$47,000 for Manhattan as a whole and \$38,000 for New York City.
- Given the scale and severity of these issues, the Working Group asked the team to identify the best practices within the city and the nation for the effective development of local assets useful in solving problems. These are listed in some detail in Section 5 below.

1.2. HOUSING

The housing situation in CD12 constitutes the core of both the physical and the social issues that need to be addressed, since low incomes and rising costs make it difficult if not impossible to provide the necessary help to the community. Only if it can be kept relatively intact can members of the community be provided with the resources they will need to integrate successfully into the broader economic and social fabric of the city and the nation.



A. BASIC INFORMATION

- CD12 has 74,000 housing units
- More than half (about 38,000) were constructed before 1939.
- 66,000 rented apartments
- Rent Guidelines Board regulates the rent of all but about 4,000 of these dwellings.

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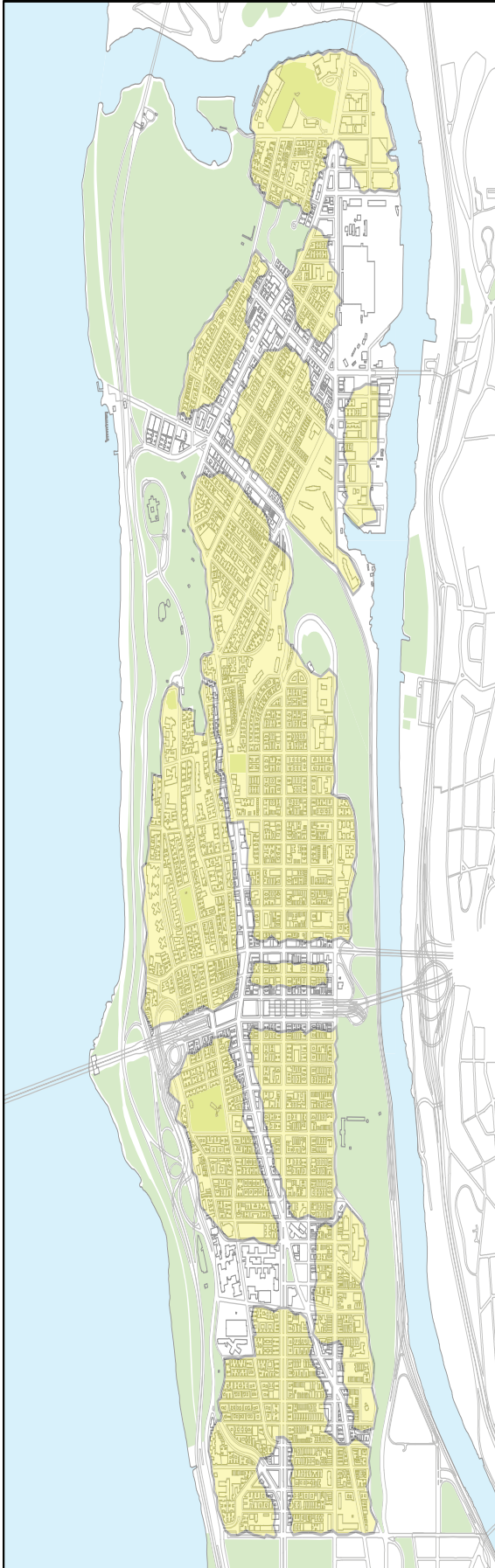
B. THE ISSUE OF RENT BURDEN

One third of the community or nearly 20,000 households pay more than 35% of income for housing. Nearly half of these families experience "severe rent burden"—paying more than 50% of household income for shelter. This situation parallels that of New York City as a whole with one-third of all households rent burdened. But because of the low incomes, this issue is more severe in CD12.

- Two key indicators point to worsening conditions in CD12.
- A rise in building code violations and the lack of subsequent repair despite a well-organized and efficient NYC Anti-abandonment program
- A dramatic increase in eviction proceedings launched in the NYC Housing Court involving 22,000 households in CD 12 between 2000 and 2005.
- C. The Housing Crisis in CD12
- Increased movement since 2000 towards crisis conditions for many families.

CONTEXTUAL PRESERVATION ZONES

COMMUNITY DISTRICT 12-M



Contextual / Preservation Zones

- 20 to 30 percent of the affordable housing in Washington Heights and Inwood was lost between 2002 and 2005 (2005 Fuhrman Institute Report).
- Increasing number of evictions, pressure growing to displace lower income households.
- D. Toward Neighborhood Sustainability
- Need to sustain the ability of residents to remain in their housing long enough to obtain basic tenant organizing help.
- Community-based development and resident service corporations provide a first level of defense. However, when these organizations are confronted by 22,000 eviction proceedings, they are completely overwhelmed.

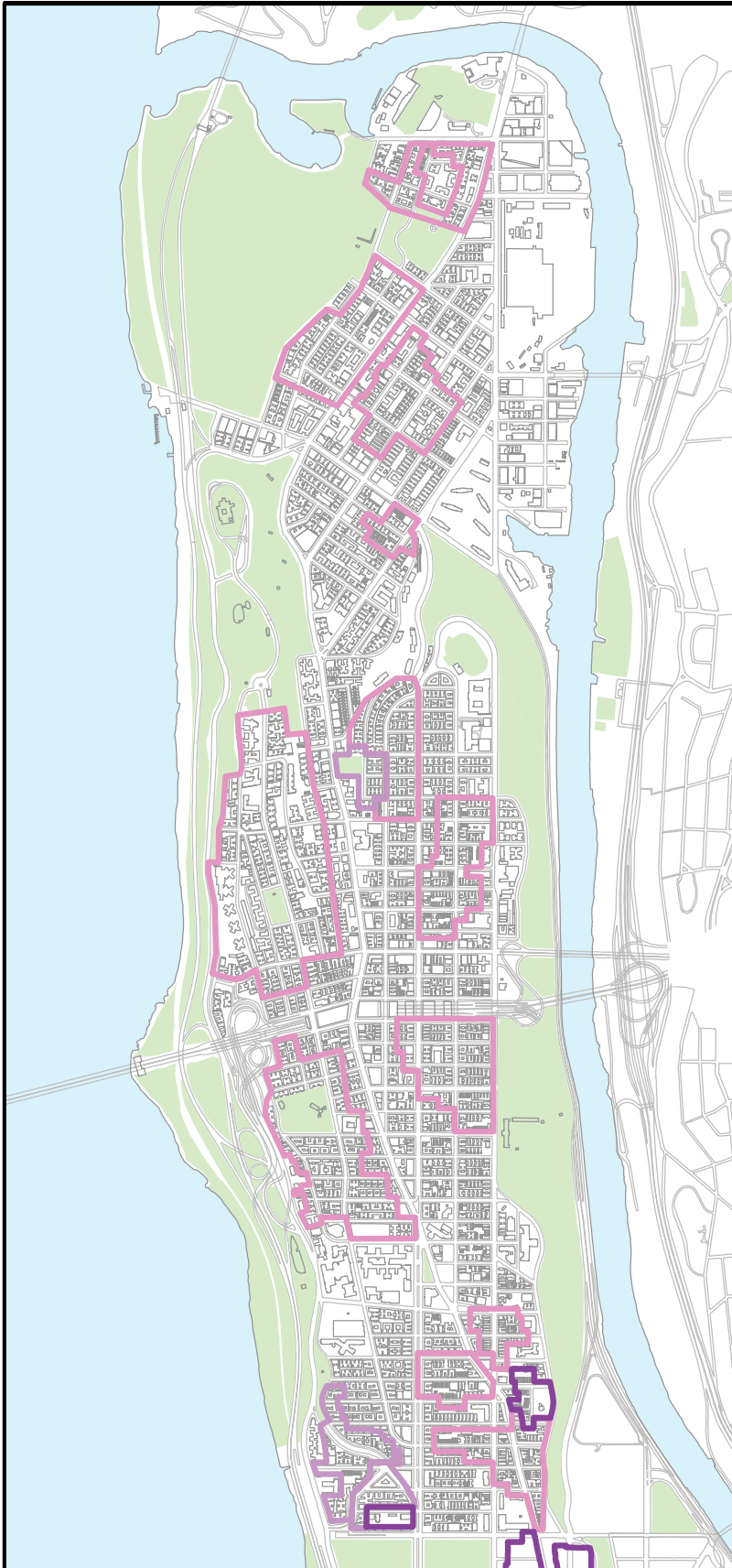
1.3. COMMUNITY NEEDS AND FUTURE DEVELOPMENT

City Agencies and CB12 have an active role that they must play continuously to identify community needs and the resources to address them.

- Assessing community needs and developing the programs and locations best suited to meeting them is responsibility both of the city's major agencies and the business community.
 - Community Boards are mandated by the New York City Charter to make a formal Statement of Community Needs to the Department of City Planning on an annual basis.
 - Capital and expense budget activities of the city's service agencies that affect land uses in the community must be presented to community board members.
 - There is a severe lack of large, publicly-owned sites available for development:
 - Space is needed for community facilities and other needs like housing, education, cultural and recreational activities.
 - This argues for maximizing the utilization of public land, and also for incorporating community-facilities in new development.
 - Two sites with potential for public development were identified in community workshops. These are the Edgecombe Correctional Facility and Sherman Creek Park.
 - More creative and cooperative arrangements among agencies will be required to ensure effective actions under this proposed approach.
 - The Community League of the Heights (CLOTH) plan for a new high-school and mixed-use facility on property owned by NYCHA is a welcome example.
 - Major development projects like the Port Authority bus terminal reconstruction should be available for community facilities as well.
 - CB12 can also play a role in matching private developers with community-based organizations and programs needing places to locate new or expanded programs.
- In addition to the organizational and programmatic efforts, specific elements related to the physical design and character of CD12 need to be addressed.

HISTORIC PRESERVATION OPPORTUNITIES

COMMUNITY DISTRICT 12-M



- Current Historic Districts (CHD)
- Community Proposed Districts (CPD)
- Historic Exploration Areas (HEA)

2.1. SAFEGUARDING NEIGHBORHOOD CHARACTER

- The physical complexity and density of CD12 is the central component of its “character”.
- The landscape has changed from natural forest to densely developed urban over the last three hundred years,
- Certain parts have retained many of their original qualities.
- Safeguarding physical elements against threats part of a vital debate about the future of the district.
- A significant issue to be addressed is the question of what constitutes over-development within the context of CD12.
- CB12 will need to establish objectives related to “over-development” and “historic resources” and develop measures of progress toward meeting the goals which can be monitored on a regular basis. These should include.
- Defining boundaries of geographic areas which form distinct neighborhoods with unique architectural character.
- Creating a high priority program of protection against development inconsistent with existing neighborhood character and context.
- Encouraging resident groups to urge protection of individual landmarks, neighborhood preservation, and historic exploration areas.
- Proposing “neighborhood preservation areas” (NPA) and “historic exploration areas” (HEA).
- Locating landmark structures of importance to the culture, history, and architecture of Washington Heights and Inwood.

2.2. PRESERVING HISTORIC RESOURCES

- The preservation of individual sites in CD12 is an important step in safeguarding its social history and architectural character. This includes one of the twelve WPA swimming pools is located in Highbridge Park, whose history embodies a progressive interest in the well-being of residents. The areas designated for historic exploration include about 200 of the 300 blocks that make up CD12.
- Forty individual sites have been identified for historic landmark consideration – focus on architectural preservation activities
- Twelve neighborhood areas were identified as priority neighborhood preservation areas or as historic exploration areas leading to creation of historic district designations.
- The areas outside of these neighborhoods are also important, but require a different approach based on their mixed-use character and role in the economic development of the district.

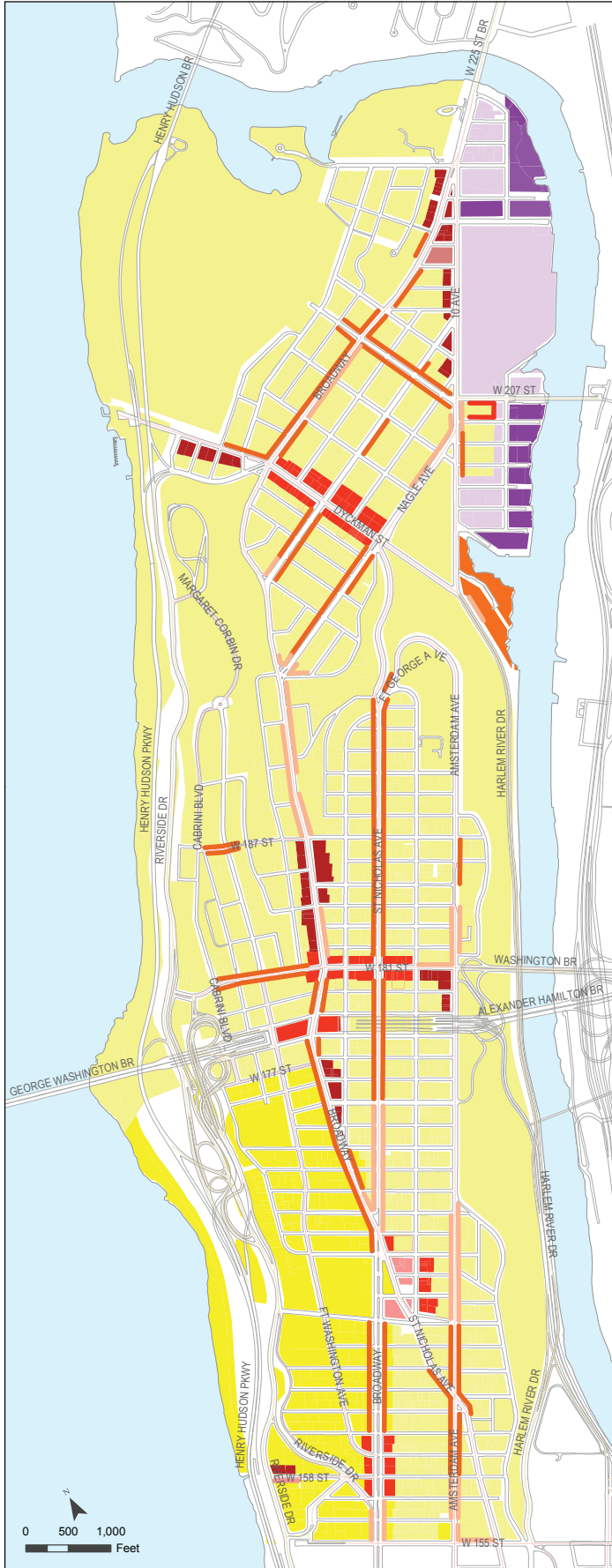
2.4. ZONING AND LAND USE



Three examples of housing in Washington Heights/Inwood

ZONING

COMMUNITY DISTRICT 12-M



ZONING

- C3 Waterfront Recreation
- C4-4 General Commercial
- C6-2 General Service
- C8-3 General Service
- C8-4 General Service
- M1-1 Light Manufacturing
- M2-1 Medium Manufacturing
- M3-1 Heavy Manufacturing
- R7-2 General Residential
- R8 General Residential

COMMERCIAL OVERLAY

- C1-3
- C1-4
- C2-1
- C2-4

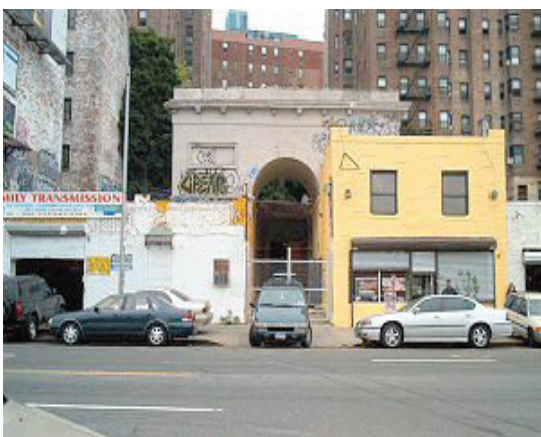
Source: NYCmap, Community Cartography



THE SEAMAN/DRAKE ARCH IN 1907



UNIQUE HOUSING CONDITION IN INWOOD



THE SEAMAN/DRAKE ARCH IN 2005



PRESERVATION OPPORTUNITY IN WASHINGTON HEIGHTS

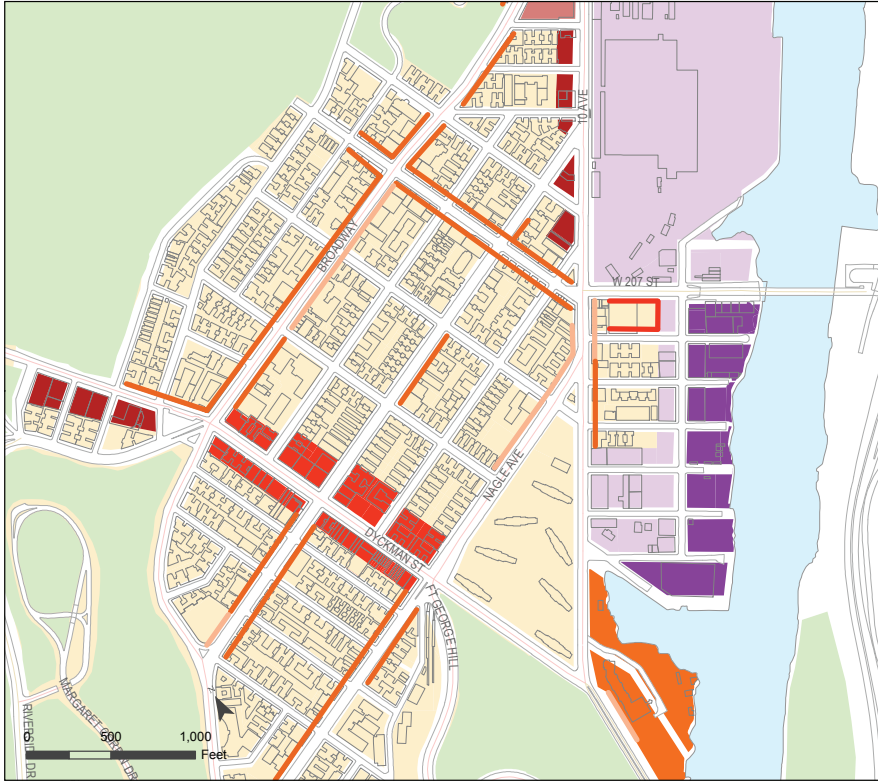
2.3 CREATING A PLANNING CONSTITUENCY

Parallel to the strategy for community facility development, the report calls for the development of a constituency for planning from each of these areas willing to promote a change in zoning to preserve existing character and to identify historic landmark and districting opportunities.

- The current zoning in CD12 dates from 1961.
- Except for a small area, largely south of the George Washington Bridge and west of Broadway, all of CD12 is designated R7-2.
- The only other relatively large tracks of land not zoned for housing are C8 zones associated for the most part with Broadway and a small industrial area off the Harlem River dominated by the MTA and Con Edison. There are also commercial overlay zones for businesses along the major arterials.
- R7-2 zoning was characterized as “down-zoning” because most of the existing buildings have more floor area than would be allowed by the 1961 R7-2 zoning.
- R7-2 designation requires all new buildings provide off street parking, making the existing buildings more valuable.
- At the close of the 20th century, the labor force in New York City was split primarily into two groups: those who were well educated and highly skilled and those who were minimally educated and low-skilled. Unlike past decades, lower income groups are finding it much more difficult to advance economically as incomes in the lower and middle sectors of the economy are essentially static.
- The impact of this growing inequality is falling on the rental-housing sector. This is especially true in communities like Washington Heights/Inwood, where the gap between what many families can afford and what apartments cost is growing continuously. If this continues as it now stands, the physical well-being of housing in Washington Heights and Inwood within the next few years may become critical.
- The city’s plan for meeting the housing affordability crisis includes an aggressive use of an inclusionary zoning program that allows developers build more area (“bulk”) into buildings on the condition that a portion of the apartments (20% typically) remain affordable in perpetuity.

EXISTING ZONING & PROPOSED SHERMAN CREEK ZONING

COMMUNITY DISTRICT 12-M

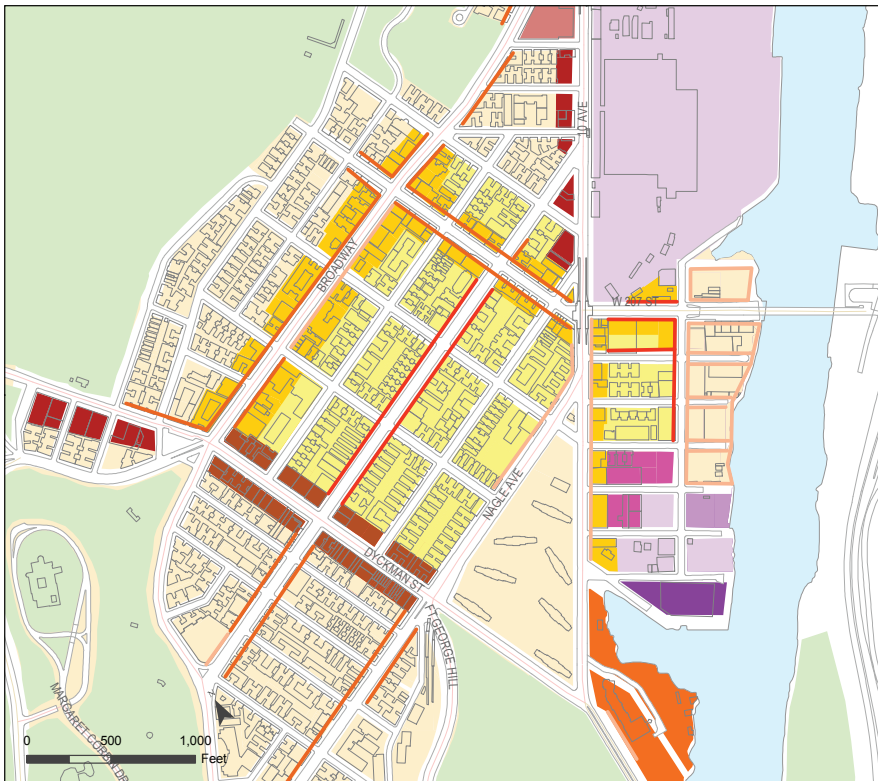


ZONING: EXISTING

- C3 Waterfront Recreation
- C4-4 General Commercial
- C8-3 General Service
- M1-1 Light Manufacturing
- M3-1 Heavy Manufacturing
- R7-2 General Residential
- R8 General Residential

COMMERCIAL OVERLAY

- C1-3
- C1-4
- C2-1
- C2-4



ZONING: PROPOSED

- C3 Waterfront Recreation
- C4-4D General Commercial
- C8-3 General Service
- M1-1 Light Manufacturing
- M1-1/R7-2 Mixed District
- M1-1/R7A Mixed District
- M3-1 Heavy Manufacturing
- R7-2 General Residential
- R7A General Residential
- R8A General Residential

COMMERCIAL OVERLAY

- C1-4
- C2-4

Source: NYCmap, Community Cartography

RECOMMENDATIONS FOR GOAL 1

Identify trends and best-practices for balanced community development

- 1.1. DEPLOY A “FIGHT FOR COMMON GROUND” BOARD RESOLUTION STRATEGY
- Prepare a resolution jointly with Nos Quedamos that supports the rights of working class families
- 1.2 REQUIRE PRESENTATION OF THE QUALITY HOUSING SOLUTION IN ALL NEW DEVELOPMENT
- Request action by the Department of Buildings and the Department of City Planning to inform owners and developers of this policy.
- 1.3 FACILITATE BINDING AGREEMENTS
- Require submission of Memorandums of Understanding (MoU’s) on all actions requiring CB (advisory) review.
- 1.4 DEVELOP A POLITICAL WILL
- Seek resources for Board training on consensus building processes (\$15-20,000)
- 1.5 PRESS FOR ZONING INNOVATION IN SHERMAN CREEK AND ADJACENT AREAS OF INWOOD
- Seek resources for independent review of CEQR of Inwood (\$30-40,000)
- 1.6 OPEN DIALOGUE WITH DCP ON REZONING FOR ALL OF CD12
- Seek resources to develop 197c strategy for all of CD12 using current proposal as impetus.
- 1.7 COMMUNITY BENEFITS AGREEMENT – INITIATE WORKABLE TESTS
- Approach NYPH as a willing partner in development of a CBA process (\$5-10,000)
- 1.8 ENHANCE CB12 ANALYSIS OF ULURP AND RELATED MONITORING ACTIVITY
- Develop resource to map all development activity in the district subject to Board review.(\$510,000)
- 1.9 EXAMINE POTENTIAL FOR FORMATION OF CD12 AS A PUBLIC BENEFIT CORPORATION
- Consider alternatives to CB9 CBA Process such as District Authority Charter
- Resource Implication: \$55,000 - \$80,000



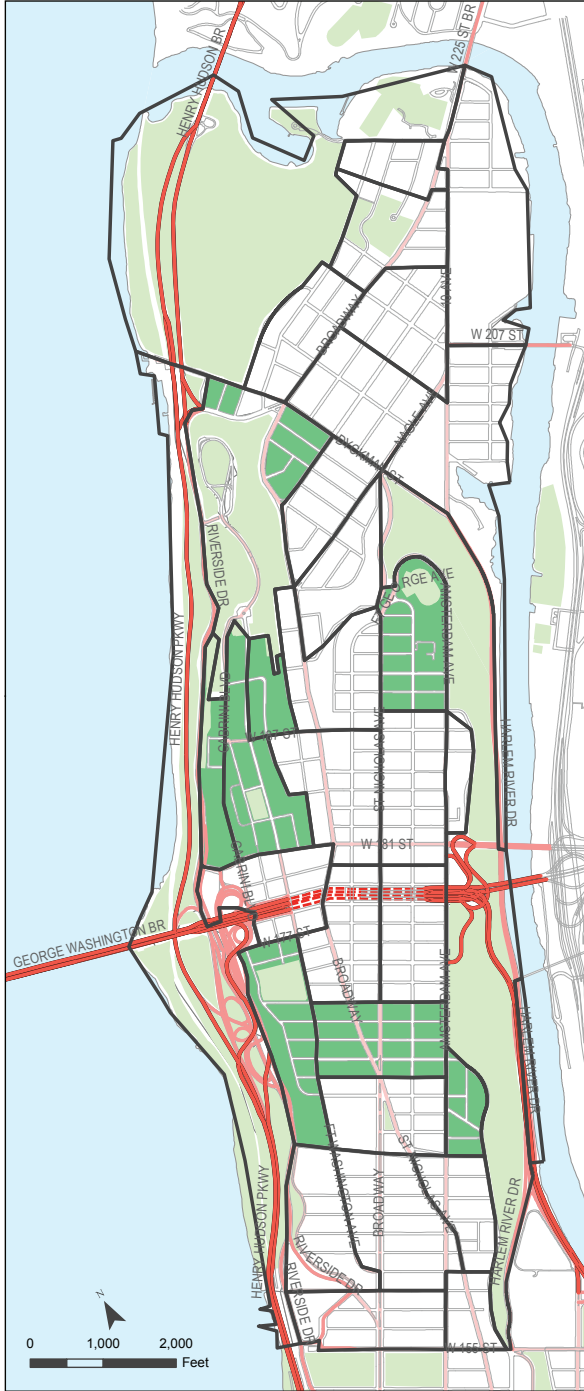
RECOMMENDATIONS FOR GOAL 2

Foster development & preservation of affordable housing.

- 2.1 ORGANIZE “MONEY FOR HOUSING” IN CD12: A SUMMIT ON HOW, WHEN AND WHERE.
- Given actions below, sponsor joint land use committee, housing committee and general board summit, co-hosted with area banks city/state agencies and developers. (\$40-50,000)
- 2.2 SUPPORT REFORMS OF EQUITY FINANCING GOOD REPAIR CLAUSE & ESCROW.
- Seek out Housing Here and Now and follow-up w/ NYC Comptroller on findings of lending practices.

HOUSING LOSS AND RENT BURDEN

COMMUNITY DISTRICT 12-M



LOSS OF HOUSING UNITS 1990 - 2000

- CENSUS TRACTS AFFECTED
- CENSUS TRACT BOUNDARIES



HOUSEHOLDS WITH SEVERE RENT BURDEN

- MORE THAN 30%
- 25% - 29%
- 13% - 24%

This graphic illustrates the rank order of census tracts in CD12 by percentage of households with income less than 80% of the AMI (1999) with a cost burden - paying more than 35% of income for gross rent.

SECTION 3: RECOMMENDATIONS AND ACTIONS

- 2.3 EVALUATE 421A REFORMS FOR CHANGES IN AFFORDABLE HOUSING PRODUCTION IN CD12.
- Formally support the city council proposal and support elimination of certificate buyouts in favor of mandatory onsite inclusion and/or creation of a dedicated housing trust fund.
- 2.4 REFORM/REPEAL URSDADT LAW.
- Annual letter to Governor and State Delegation.
- 2.5 SUPPORT TENANT REPRESENTATION IN CASES OF OWNER “OPT-OUTS” OF SEC.8 AND OTHER SUBSIDIES.
- Call for across the board support for tenants similar to the City Council’s Tenant Empowerment Act.
- 2.6 DEVELOP CAPACITY FOR TENANT ORGANIZING AND EXPAND EDUCATION OF TENANTS’ RIGHTS.
- Make funding for tenant organizing a top expense budget category at the District Needs, District Cabinet and Borough Board levels. Align expense and capital budget priorities with recommendations made by local housing organizations and tenant’s rights groups.
- 2.7 IMPLEMENT SUB-DISTRICT HOUSING PRESERVATION AND DEVELOPMENT PLANS.
- Seek resources and identify places and partners for closer analysis.
- 2.8 SEEK INCREASED SUPPORT FOR PROGRAMS THAT PREVENT HOMELESSNESS.
- Develop contacts with DHS regarding services specific to the needs of CD12.
- 2.9 SUPPORT INTENSIVE BUILDING INSPECTIONS.
- Ask all NPP inspectors based in local CBOs for a bi-annual mini-conference and routine updates.
- 2.10 SUPPORT DEVELOPMENT OF AN “EMERGENCY RENT FOR FAMILIES” FUND.
- Seek CBO conference to discuss rationale of the fund’s development and management options.
- 2.11 SUPPORT FORMATION OF A DEDICATED HOUSING TRUST FUND (HTF).
- Seek participation in policy sessions regarding the structure and purpose of the HTF.
- 2.12 SUPPORT SET ASIDE INCREASES IN NEW YORK STATE’S USE OF TAX CREDITS FOR AFFORDABLE HOUSING.
- Encourage state and federal representatives to direct surplus of NYS Low-Income Housing preservation dollars to communities such as CD12.

RECOMMENDATIONS FOR GOAL 3

Locate sites/areas - and actions - meeting community needs including locations for housing, educational facilities, services, culture and recreation. This group of recommendations speaks specifically to the tools needed to measure progress in meeting the goals.

- 3.1 IDENTIFY THE RESOURCES NEEDED TO PRODUCE A COMMUNITY DISTRICT NEEDS PROGRESS REPORT.
- Conduct an evaluation of the District Needs Statement (DNS) process over last five years.
- (\$5-10,000)
- 3.2 ENCOURAGE MIXED-USED DEVELOPMENTS THAT INCORPORATE COMMUNITY FACILITIES.
- Develop procedures for negotiating community facility development as part of all requests for zoning variances or changes. Develop a list of service providers seeking expansion development

PARKS & OPEN SPACE

COMMUNITY DISTRICT 12-M



PARKS

- Cemetery
- Indoor Public Assembly
- Museum
- Park
- Playground
- Sitting Area, Mall Strip
- Stadium, Track, Field

Source: NYCmap, Community Cartography

- space and establish the necessary relationships.
- 3.3 COMMUNITY FACILITY LOCATION PRIORITY: SCHOOLS AND HEALTH RELATED SERVICES.
- Broker relationships between major commercial, institutional, and housing/real estate developers to provide low-cost space for priority service providers such as a charter schools and child-care centers on a site-by-site basis.
- 3.4 INVESTIGATE IMPACT OF SMALL BUSINESS ON LOCAL ECONOMY AND EFFECTS OF DISPLACEMENT.
- Support high priority funding for programs that assist small businesses and evaluate the impact of their loss on the economy of CD12. (\$25-30,000)
- 3.5 COMMUNITY FACILITIES: PASS THE WORD ON 311.
- Seek data from this NYC DoITT system on 311 usage (Invoke Freedom of Information Act if necessary).
- Resource Implication: \$30,000 - \$40,000

RECOMMENDATIONS FOR GOAL 4

Preserve and strengthen district character and quality of life, including highlighting community assets and resources while safeguarding against over-development.

- 4.1 "SAFEGUARD AGAINST OVER-DEVELOPMENT"
- Develop resident constituencies on a neighborhood-by-neighborhood basis with a long-term interest in evaluating contextual zoning choices and historic preservation options.
- 4.2 TARGET RESOURCES FOR CULTURAL AND EDUCATION PROGRAMS
- Find and direct cultural organizations to funding sources (UMEZ-CIIF, DCA, NYSCA, NEA).
- Recruit NYC-EDC, other agencies (Department of Community Affairs), CBO's and institutions for Task Force on Audubon Terrace.
- 4.3 TARGET NYS RESOURCES FOR ENVIRONMENTAL ACTION AND COMMUNITY PLANNING.
- Build coalitions to apply for NYS Environmental Protection Funds (EPF) and "Quality Communities".
- 4.4 PROMOTE AND DEVELOP COMMUNITY SQUARES AND PLAZAS, PARK EDGE AND ACCESS IMPROVEMENTS.
- Engage the City's Department of Transportation and Department of Parks and Recreation regarding opportunities for public space, traffic calming, plazas, and "green street" programs
- Engage DCP on rezoning to support open space objectives (25-30K)
- 4.5 SUPPORT NEIGHBORHOOD PRESERVATION CONSTITUENCY
- Establish "Community Preservation Areas within twelve contextual zones" (See R5 & R6)
(Listed in Relative Order of Priority for Action over 6-12 months)
- Resource Implication: \$25,000 - \$30,000

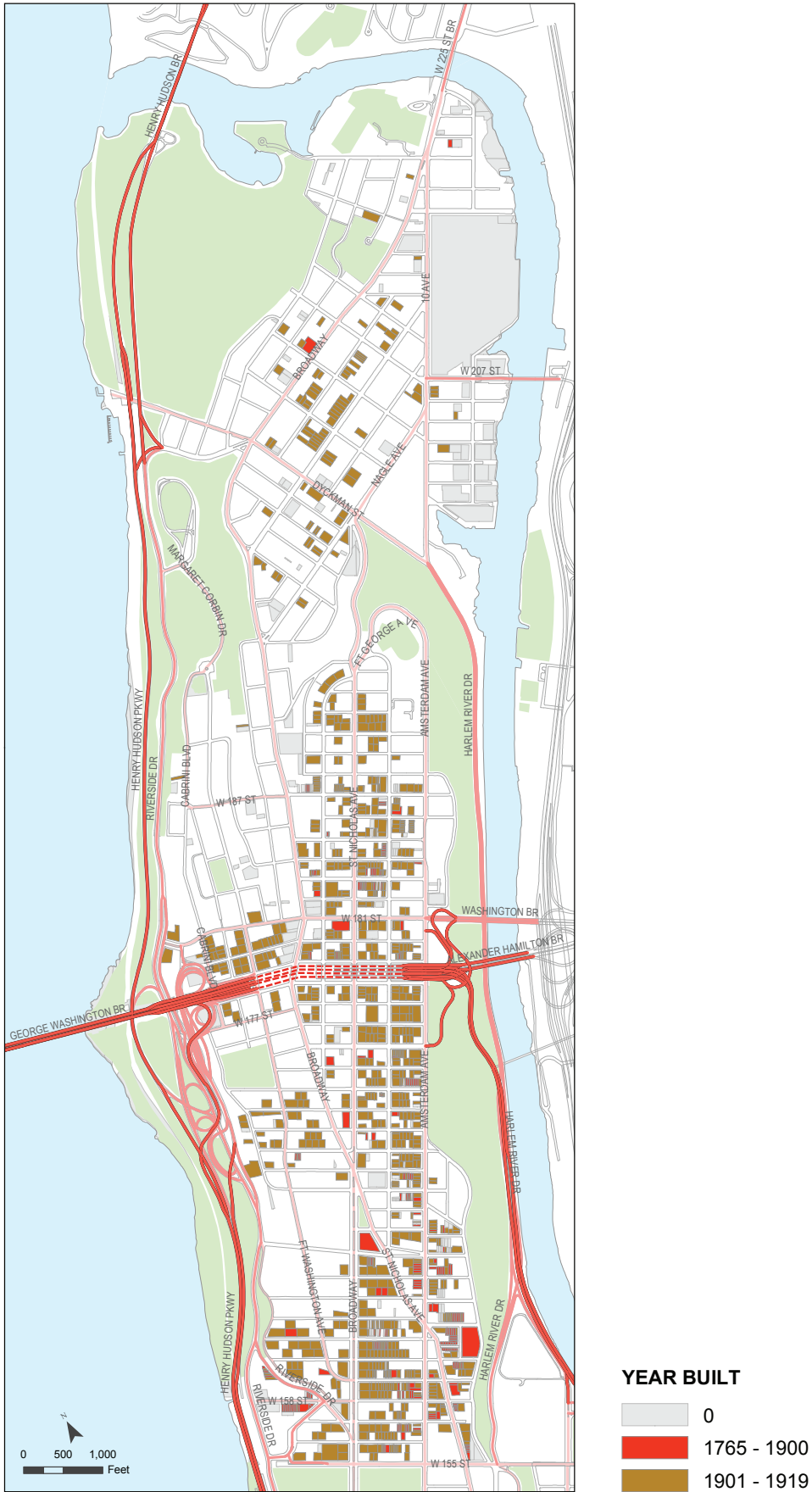
RECOMMENDATIONS FOR GOAL 5

Locate buildings/areas of special architectural/historic interest

- 5.1 ENGAGE LPC TO ADVISE ON HISTORIC PRESERVATION INITIATIVES
- Establish a Task Force on Historic Preservation composed of board members, experts and residents charged with identifying historic and cultural resources for submission to LPC (\$15-25,000)
- 5.2 PRESERVATION THROUGH HISTORIC DISTRICT RESEARCH AND INDIVIDUAL BUILDING DESIGNATION

PRESEVATION OPPORTUNITIES-PRE 1920 STRUCTURES

COMMUNITY DISTRICT 12-M



Source: NYcmap, Community Cartography

- Task Force will prepare report evaluating the Federal Historic Preservation Tax Incentive Program through NYC-LPC and the National Trust for Historic Preservation and promote use of the Low Income Tax Credit for preservation of all projects potentially eligible for listing on the National Register of Historic Places.
- 5.3 EXPAND THE USE OF SCENIC VIEW EASEMENT AND SCENIC LANDMARKS
- Seek implementation of scenic view easements to all parks such as that enjoyed by Ft. Tryon.
- 5.4 SUPPORT NEIGHBORHOOD PRESERVATION DISTRICTS
- Define Historic Preservation and Landmark Designation options within the twelve contextual zoning areas
- Resource Implication: \$15,000 - \$25,000

RECOMMENDATIONS FOR GOAL 6

Update zoning

- 6.1 Develop a two-track approach to rezoning all of CD12.
- Track one: “growth through development areas” and Track Two “growth through preservation” as outlined in policy Framework for Preservation and Development (\$75-100,000)
- 6.2 Review Zoning Options Area by Area (Sub-District)
- Seek resources to evaluate full impact of Sherman Creek proposal and apply principles to entire district;
-
- Include selection of areas for possible mixed-use (MX) and Special District designation with an emphasis on three central business districts (CBDs): Inwood, Bridge and Health. (\$30-40,000)
- 6.3 Implement Sub-District Zoning Initiatives
- Initiate 197c applications seeking contextual zoning solutions in twelve defined areas. (\$120-150,000)
- Resource Implication: \$225,000 - \$290,000

The total resource implication for all of the recommended actions is between \$350,000 and \$465,000

1.9 Examine Potential for Formation of CD12 as a Public Benefit Corporation
Consider alternatives to CB9 CBA Process such as District Authority Charter.

COMPOSITE FRAMEWORK FOR DEVELOPMENT

COMMUNITY DISTRICT 12-M



- Contextual / Preservation Zones
- Current Historic Districts (CHD)
- Community Proposed Districts (CPD)
- Historic Exploration Areas (HEA)
- 1 Subway Line
- A,C Subway Lines
- 1 Subway Stations
- A,C Subway Stations
- C8 Zones
- Vacant Land
- Vacant Land (Other)
- Vacant Buildings
- Parking (Open)
- One Story Commercial Buildings
- Two Story Commercial Buildings
- Development Corridor
- Development "In-Play"

4.1 BEST PRACTICES

To address the many challenges of CD12, the team was asked to look at other, similar efforts, and identify the best practices or models that could be adapted to the situation in CD12. From among the wide range of examples that were examined, 31 specific programs or practices have been identified as specifically useful or relevant to the conditions found in CD12. These should be carefully examined and tailored to the conditions found here. They are suggested as priorities for action.

BUILD ASSOCIATIONS

Enhance community board activities and services Support civic and local development corporations and encouraging them to form effective networks.

Overcome the “limited pie” thinking that keeps everyone’s slice small.

It is critical to recognize that population and business growth are expanding this pie. CD12’s promotion of increased cooperation among service providers will support organizing and advisory services for tenants and businesses alike.

COMMUNITY PLANNING:

197a Planning process (CB9)

Community Engagement Workshops (Sherman Creek)

Negotiating Entity (LDC—CB9, explore PBC alternative) Community Benefit Agreements/MOUs
311—The Community Board should request data to help monitor emerging issues

1. Zoning:

- Compare Current Contextual Zoning (East Harlem, Frederick Douglass Blvd.)
- Special District—Clinton SD (1974); High Line SD (2006)
- Scenic View Easement—Brooklyn Promenade
- Inclusionary Zoning Policy (CD1 Brooklyn leads CD12 as precedent)

2. Affordable Housing:

- Mod Rehab/Neighborhood Preservation Program
 - Establish a New Housing Marketplace
 - Pursue 421a Reforms
 - Require or encourage enforcement of “Good Repair Clause” by banks/lending institutions (Housing Here and Now)
- Create Community Land and Housing Trust (CATCH) Shared Equity Mortgages

3. Economic Development:

- Organize Merchants and create or support BIDs (181st Street; Gun Hill Road, Bronx)
- Organize and fund programs under NYC DSBS—Avenue NYC Program; NYS Main Street Program
- Establish Community Credit Programs (Shore Bank)
- Establish Manufacturing Incubators (Greenpoint Manufacturing Center)
- Support Micro-enterprise lending
- Create urban plaza/squares as marketplaces (Project for Public Spaces)
- Promote and support international trade (Model: Chinatown/Flushing)

COMPOSITE VIEW

COMMUNITY DISTRICT 12-M



PROPOSED ADDITIONS

- Proposed Individual Landmark
- Proposed Scenic Landmark
- Proposed Historic District
- Potential Historic District

LPC DESIGNATIONS

- Existing Individual Landmark
- Existing Scenic Landmark
- Existing Historic Districts

STREETSCAPE ELEMENTS

- Lamp Post (LPC)
- Plaque (LPC)
- Tree (LPC)
- Stepped Street

Source: NYCmap, Community Cartography, Census 2000
New York City Landmarks Preservation Commission

4. Historic Preservation:

- Expand use of LPC Historic Districts (Hamilton Heights/Sugar Hill)
- Contextual Zoning combined with Districting (Upper West Side)
- New York State Cultural Resource Survey (Hamilton Heights WH CPO)
- Promote use of Historic Preservation Tax Credits (HCCI development)

5. Open Space and Cultural Tourism:

- NYS “Heights Heritage Area” (Management Plan Development)
- Regional open-space initiatives (High Bridge/Croton Aqueduct trail, Henry Hudson Parkway Scenic Byway)
- NYS Local Waterfront Revitalization Plan Grants – Take Me To the River, West Harlem Piers

4.2. NEW FRAMEWORK FOR DEVELOPMENT

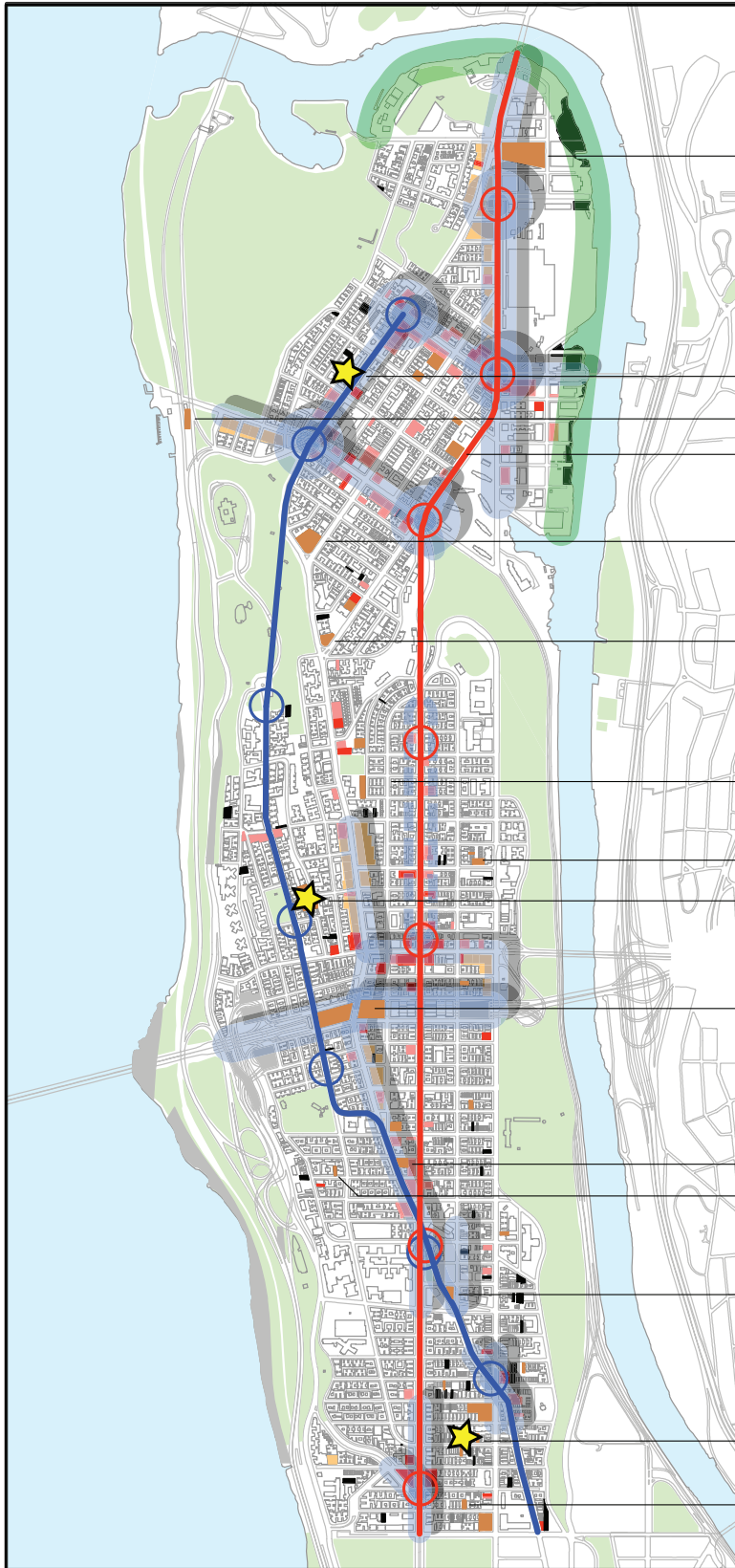
The Study recommends a new policy framework for evaluating the pace and content of all new development in the district.

A core element is the ongoing (2007) contextual zoning change to Inwood and Sherman Creek. These changes propose the use of inclusionary zoning bonus options.

These changes are consistent with the city’s current community development policy. They involve making market-rate development interests compatible with the housing needs of current residents.

FRAMEWORK FOR DEVELOPMENT

COMMUNITY DISTRICT 12-M



- Dyckman Job Center
- Inwood Case Study
- Proposed Community / Cultural Facility
- New Affordable Housing on Nagle Ave.
- Proposed Market Rate Housing at Broadway & Sherman Ave.
- Proposed Market Rate Housing at Broadway & Nagle Ave
- Market Rate Housing on Wadsworth Terrace
- Yeshiva University
- Overlook Case Study
- Port Authority Bus Terminal
- Commercial Office
- Market Rate Housing
- Market Rate Housing
- Infill Case Study
- Affordable Housing on w156th Street

- One Story Commercial Buildings
- Two Story Commercial Buildings
- Vacant Buildings
- Vacant Land
- Vacant Land (Other)
- Development "In-Play"
- C8 Zones
- Development Corridor
- Waterfront Corridor
- 1 Subway Line
- A,C Subway Lines
- 1 Subway Stations
- A,C Subway Stations

5.1. CONTEXT- NYC

THE STUDY finds that while the city's fortunes are improving in terms of overall growth, this situation is having a negative effect on many residents of CB12. Analysis of CB12's capacity to manage this finds three assets and three challenges, or hot-buttons that act as filters for action decisions.

- The city's fortunes are improving. The city's short-term fiscal picture through FY08 shows a \$2 billion surplus this year and \$700 million the next according to the Mayor's Financial Plan released in November 2006 although it also projects new budget shortfalls in 2009 and 2010.
- New York City is safer – crime is down 22% from 2000 to 2006.
- The housing market in NYC is pressing on upper Manhattan with great force.
- At the close of the 20th century, the labor force in New York City was split primarily into two groups: those who were well educated and highly skilled and those who were minimally educated and low-skilled. Unlike past decades, lower income groups are finding it much more difficult to advance economically as incomes in the lower and middle sectors of the economy are essentially static.

5.2. CD12'S THREE MAJOR ASSETS

CD12 has three essential elements that contribute to a relatively unique context for land-use and planning choices. These are: population density, open space and the three strong CBDs with mixed commercial and institutional uses in the north, central and southern parts of the district.

Density:

- CB12's density—the number of people per square mile—is made possible because of its housing stock, location and public transportation. CD12 contains a significant stock of residential architecture constructed for the most part, prior to 1947. Under the right conditions, these can provide the setting for a healthy and economically growing community.

Open Space (“Upstate Manhattan”)

- The district's topography is a resource with unique form, character, and scale, and is a major attraction. A progressive approach to both preservation of these resources and economic development could bring in thousands visitors, and contribute to the well being of the small businesses that are CD12's major source of local employment.

CD12's Three CBDs

- There are three major commercial and institutional hubs that serve the community and the region. These are the Inwood Central Business District (CBD), The George Washington Bridge CBD (linking St. Nicholas north and south and the Health HUB CBD and its convenience “bowtie” commercial centers created by the New York Presbyterian Hospital campus. These business centers form the heart of a vibrant pattern of mixed-use development that generates major economic activities complementing the dense pattern of residential architecture.

5.3 CD12'S THREE CHALLENGES

The three major assets outlined above are keys to the resolution of the three challenges which dominate the analysis. They affect every effort to reconcile the goals of balancing development pressures, enhancing and preserving quality-of-life for all residents, and maintaining affordability and viability as a mixed-income community.

- The first issue is the future of a community that is 75% Latino with a 30% poverty rate.
- The second issue is the conflict between rising rents and the declining real wages which is both a district and a citywide issue.
- The third issue addresses the CD12's stock of pre-war rent regulated housing—the largest of any community district in Manhattan. This requires financing both for the preservation and for the prevention of deterioration of the area and its buildings. At the same time, the human and institutional resources for sustaining the affordability of this stock must also be protected.

CHALLENGE 1: PRESERVATION OF AFFORDABLE HOUSING

- The preservation affordable housing in the privately held stock in CD12 is the highest priority. For families with a median income of about \$26,000, including the EITC, affordable rent would average between \$500 and \$600 a month. In 2000 the district was still able to meet the demand. Using 65,000 rental units as the base, about 22,000 rented for less than \$500 (35%), 40,000 rented for \$500 to \$999 (61%) and just 3,000 rented for \$1000 or more (4%). However, this is no longer the case.

City policy entitles residents of the CD12 to half of newly constructed apartments through a lottery system. Even if developers accept voluntary inclusion and produce two-thousand new market-rate housing units in the next two decades, this will yield at best only 400 affordable units. This number is 1,600 units short of the need just in Inwood alone.

- The demographic portrait of low-skill, low-wage immigrant households, coupled with the data on increased evictions in CD12 strongly suggests the need for resources and services to protect tenants, especially those in physically distressed buildings where harassment or forced displacement may be a contributing issue.

- Gentrification could become an issue as existing residents try to discourage more affluent ones from occupying market rate units, and could lead to considerable friction between present tenants and landlords seeking higher rents.

Land constraints will make reliance on new construction to meet the needs of CD12 insufficient. Only the implementation of programs that preserve affordability in the existing housing stock can begin to meet this need. The application of “affordability measures” and income indexing would keep rent increases in line with incomes, thereby providing protection to both owners and renters. This is a key alternative to the forces of competitive demand. The number of affordable apartments available becomes a policy question. But it cannot be effective unless there is also a strong program of public education.

CHALLENGE 2: RENT AND WAGES

Household income must increase more rapidly to meet the unrelenting rise in the cost of shelter. The widening gap between personal wages and the cost of housing means that even the application of all currently available measures to stabilize housing conditions and rents will be insufficient.

- Washington Heights/Inwood provides one of the last remaining clusters of low-priced rental apartments. The need for a major initiative to address the long-term stability of rental housing in CD12 is thus particularly acute.

Low and intermittent wages are a primary cause of eviction proceedings in the district. Severe rent burden describes the condition of 50% or more of household income going towards shelter.

- This condition affects over 16,000 households, while the total number of households for whom rent is unaffordable (at 35% or more as a share of income) was over 27,000.

- Despite the fact that nearly 95% of the housing stock in CD12 is rent stabilized, market demand and other factors are driving rents upward. Protection and enforcement of rent-regulation, together with effective programs to increase household incomes are critical to securing the stability and well-being of the community.

CHALLENGE 3: IMMIGRATION AND MIGRATION

The economic fortunes of the Latino community will directly affect CD12's economic progress. CD12 is subject to relatively rapid population movement through both in-migration and out-migration. For Latino immigrants, the community is becoming less like a rung on a career ladder and more like a grounding station for entering the United States and "moving on" as soon as possible. This signals instability, and the question of concern is whether families feel that they must leave New York in order to succeed. Although CD12 prides itself on diversity, it is important to recognize that this is a heavily Latino community. The issue of immigration reform and rights is crucial for CD12, not only for the protection of large numbers of residents, but also for the ability of the community to receive its fair share of government resources and representation.