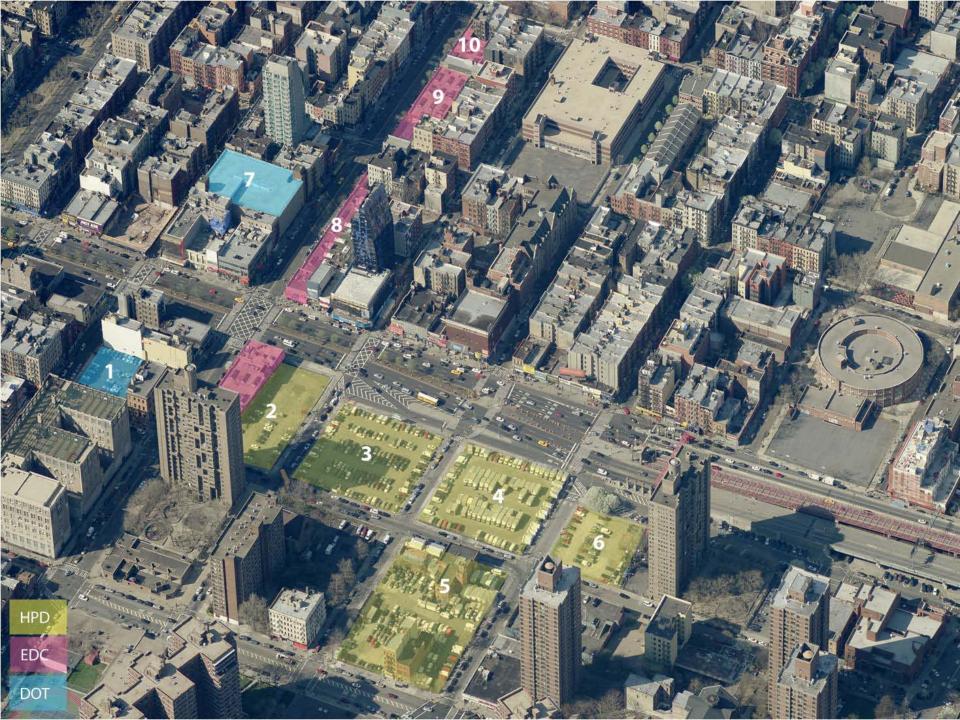
Seward Park Planning Process

John Shapiro Eve Baron

Meeting 2: Monday, June 21st, 2010

Agenda

Review areas of agreement
Discuss use options
"Play" development game
Set the stage for next meeting



Our goal: Help bring the Committee one step closer to a plan that is not only worth doing, but will garner support from the constituencies that the Committee members align with

- Maintain momentum to be ready for the market
- Aim for CB Resolution as precursor to ULURP and CEQR
- Provide consensus and predictability
- Avoid counter-productive level of detail
- Build on the Committee's excellent guidelines

Our time is defined

Spring 2009

July

September

December

January 2010

February

April (last meeting)

June (tonight)

July

Fall

Guiding Principles (Adopted by CB)

Size and scope

City process

Urban design, open space

Parking and retail

Cultural/community space

Goals, objectives, guidelines

Program trade-offs

Resolution of issues

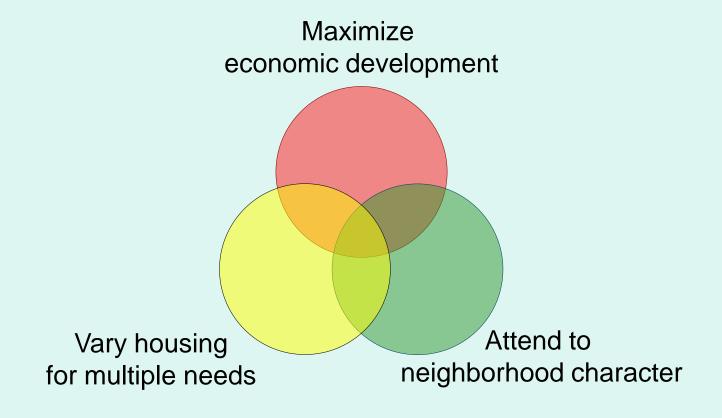
FIRST draft of a plan

Tonight we are focusing on the program

which corresponds with 3 Committee principles

- The urban design should complete the neighborhood
- Parking is secondary or supportive
- A variety of retail is possible and preferred
- Cultural and community uses are in the mix
- Optimize a range of affordable housing

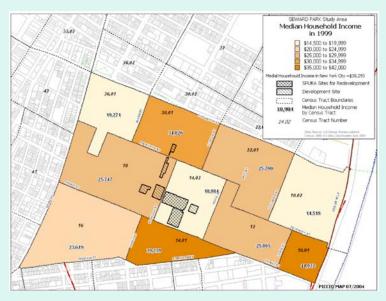
Working individually with committee members, we found significant agreement...



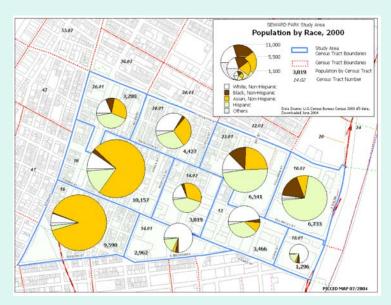
NEIGHBORHOOD CHARACTER

At the juncture of 3+ communities whose aspirations must be met

Block by block character is highly disparate

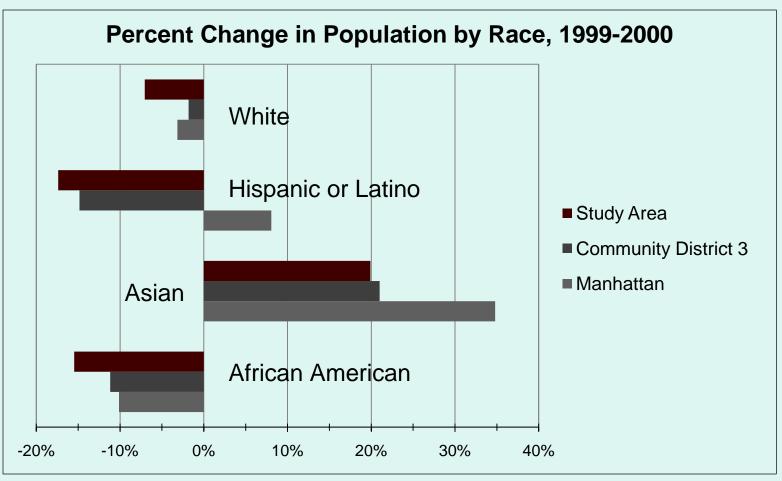


Income



Race/ethnicity

Change is a constant in the LES



Study Area = Census tracts within a half mile radius of SPURA

Neighborhood character has much to do with shopping, cultural uses, public realm





















Variety of retail layouts and rents

- Public market, local / community stores
- Mid-box to restore affordable shopping

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Variety of developers and development teams

Opportunity for sponsorship / partnerships

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Variety of below-market rate housing

- Low, moderate, middle are all "below-market"
- Advocacy for former SPURA relocatees

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Maximize community space under zoning

Up to ~100,000 sf under current zoning

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Up to ~100,000 sf under current zoning

Community involvement in urban design

Building massing; pedestrian experience; open space

To stakeholders, much depends on quality, not just the quantity of *xyz*

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- Mid-box to restore affordable shopping

Variety of developers and development teams

Opportunity for sponsorship / partnerships

Variety of below-market rate housing

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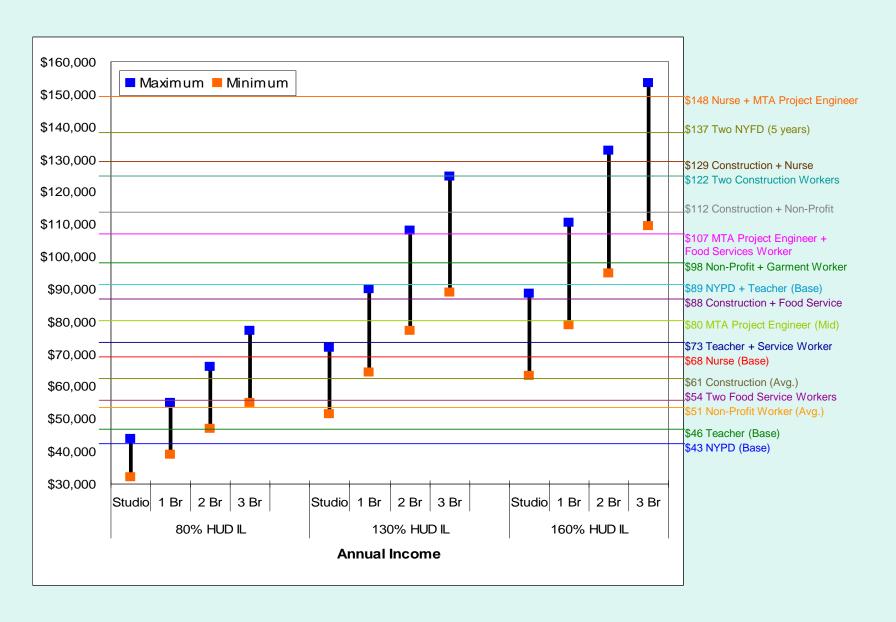
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Community involvement in urban design

Building massing; pedestrian experience; open space

HOUSING: "Affordable" covers a lot of ground



Multiple sites provide the ability to satisfy a variety of housing needs

Income Band	% of AMI of \$80,000	Income	Monthly Rent	Sales Price
Market rate (new)	~ 300%	~ \$240,000	~ \$6,000	~ \$800,000
Middle income	130-165%	< \$130,000	< \$3,000	< \$400,000
Mod. income	60-130%	< \$100,000	< \$2,500	< \$300,000
Low income	< 60%	<\$ 50,000	< \$1,000	< \$150,000
Grand St Coops	~ 60%	\$ 50,000 (2000 infl	ated)	~ \$550,000
Housing Authority	~ 25%	\$ 20,000	\$ 400	

Assumes 2-bedroom apartment for a family of four for the first four rows; Grand St coops based on 2000 census, inflated using CPI; NYCHA figure is citywide; market rate rental is the average of Avalon Christie and prevailing rent; market rate coop based on Seward Park Coops.

Many ways to think about <u>how</u> to satisfy a variety of housing needs

Types of housing—there are different housing types for different constituencies:

Senior housing
Supportive housing
Special needs housing
Transitional housing
Large-unit housing
Small-unit housing
Rental housing
Ownership housing

Senior housing (Jonathan Rose Companies)



Affordable housing of today





100% below-market (Jonathan Rose Companies, Harlem)



50 / 30 / 20 middle income housing (The Tapestry, Lettire Construction, East Harlem)



HDC very low / to low with retail (Nos Quedamos, South Bronx)

"80/20" is what developers WANT to build



Barclay Tower, Financial District (Glenwood Management)



The Crossroads, Rutgers St, LES (Hudson Companies)



Ludlow St, LES (Edison Properties)

11th Ave, Chelsea (Steven B Jacobs)

Housing ideas we heard

Majority of units must be below-market, both...

- Low income families and seniors
- Moderate and middle income
- Some still want market-rate

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Not every site is the same

- Essex St and Williamsburg Br sites each unique
- Delancey sites must complement Coops

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Implementation is part of the plan

- Every site must be implementable, from the outset
- Project has to be carefully phased

The devil is in the details, for housing

Majority of units must be below-market, both...

- Low income families and seniors
- Moderate and middle income
- Some want market rate

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ECONOMIC DEVELOPMENT: The site provides an *excellent* opportunity

Community District 3

Population

170,000 residents 10% of Manhattan

~ size of Salt Lake City, UT

Density

99,000 people per sq mile 40% denser than Manhattan

6 x denser than San Francisco

Employment

78,000 workers 10% of all workers from Manhattan

20% more workers than in Stamford, CT 2 x more workers than in Wilmington, DE

Williamsburg Bridge

110,000 vehicles a day ~same traffic volume as Major Deegan Expwy

Pedestrian scale retail

Local ("mom and pop") retail versus... Small shops, bars, restaurants, versus ... Chains and franchises

Different for Delancey, Essex, and side street (rent and value)



Primary retail
Delancey and Essex frontage
Site 2



Secondary retail
Grand, side streets

Pedestrian scale retail

Local ("mom and pop") retail versus... Boutiques, bars, restaurants, versus ... Chains and franchises

Different for Delancey, Essex, and side street (rent and value)

Medium-box retail

Delancey versus other locations

1st and/or 2nd floors





Mid-Box'ers

Barnes & Noble
Bed Bath and Beyond
B&H Photo
Pathmark
David's
Modell's
Party City
Staples
Toys 'R Us

Pedestrian scale retail

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Medium-box retail
Delancey versus other locations

1st and/or 2nd floor

Big-box 40,000+ square feet 1st floor to 3rd floor



Big-Box'ers

BJs Costco Jetro Green Depot Home Depot IKEA Sam's Club Target Wal-Mart

Pedestrian scale retail

Local ("mom and pop") retail versus... Boutiques, bars, restaurants, versus ... Chains and franchises

Different for Delancey, Essex, and side street (rent and value)

Medium-box retail
Delancey versus other locations

1st and/or 2nd floors

Big-box 40,000+ square feet 1st to 3rd floors

Specialty

Essex Street market Community retail





The retail options can be combined, if wanted

Pedestrian scale retail

- All frontages
- Prime: Delancey + Essex

"Medium-box" retail

2nd flr on Delancey

"Big-box"

- 2+ flr on Delancey
- Supermarket: Grand

Specialty

- Public market: Subway
- Community retail: side streets



Other commercial ideas we heard

Hospitality and entertainment

Movie theater
Catering hall
Hotel
Entertainment complex
Entrepreneur driven













Pod hotel

Residency hotel

Catering hall

Other commercial ideas we heard

Hospitality and cultural

Offices

Non-profit office space Medical clinic Anchor office building Spec office building Deal driven





ANCHOR OR SPEC OFFICE

Existing office market is older buildings with lower rents

However, peak rent is down and average time to rent space is up

New office space may only fill slowly and require cross subsidies

Non-profit ideas we heard

Offices
Non-profit, medical clinic









Cultural

"Turnkey" (vanilla) space Outdoor space Cultural destination Fundraising driven







Non-profit ideas we heard

Offices Cultural

School Elementary Charter





District 1 is under-capacity
District 2 is at-capacity
District 2 is building schools
Requires further discussions with DOE/SCA

Open space ideas that we heard

Park

½ to 1 acre on Grand or Broome Program depends on site use

Plaza

½ to 1 acre on Delancey Location depends on program









ALTOGETHER: Where more work needs to be done to reach agreement...

decide on housing income bands?

how to maximize economic development?

develop now,
or wait?

how to spend the cross-subsidy?

how much and what types of community uses and amenities to subsidize?

what is the "ground cost"?

rezone to max out unit count?

Two questions are technical

decide on housing income bands?

how to maximize economic development?

develop now, or wait?

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Ground costs need to be covered by development

Infrastructure costs could run from \$20M to \$50M

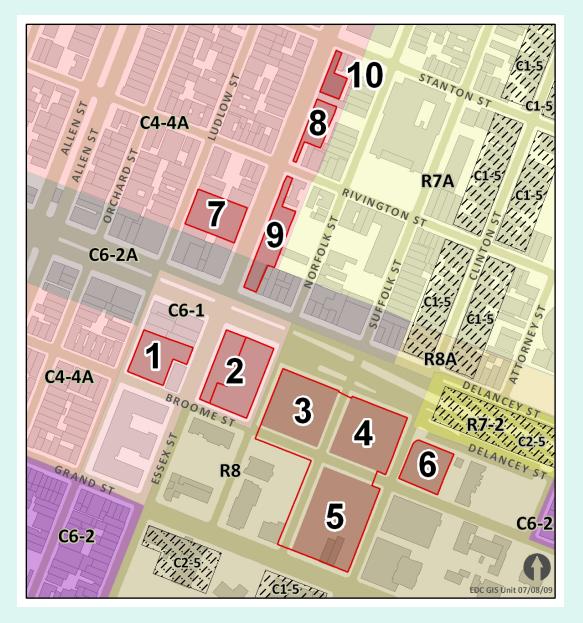
- Street upgrades (pedestrians, sidewalk, etc)
- Utility work (sewers, water, electrical lines, etc)
- Improved subway entrances
- Subway tunnel protection and monitoring
- Stormwater management

Other contingencies included in ground costs

- Market unknowns at time of development (changes in value)
- Some return to City
- Design contingencies
- Construction cost increases
- Unforeseen construction conditions

Total development potential ~ 1.4 million sf

Site	Approx. maximum sf (with efficiency reductions)
1	75,000 – 100,000
2	150,000 – 200,000
3	250,000 - 300,000
4	250,000 - 300,000
5	300,000 - 325,000
6	50,000 - 100,000
8	30,000 - 50,000
9	75,000 – 100,000
10	25,000 - 30,000



Zoning changes (other than adding retail) has significant financial and timing implications

Adding more square feet (upzoning) would: Require more extensive improvements

- More density triggers DEP to require an amended drainage plan and more extensive sewer upgrades
- Additional commercial space means greater traffic mitigation costs
- More built space means higher stormwater mitigation requirements

Could add \$10-30M in infrastructure costs Add significant time delays

 These added costs would also need to be covered by development

One is fundamental to each stakeholder and constituency

decide on housing income bands?

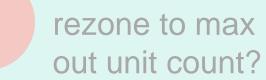
how to maximize economic development?

develop now,
or wait?

how to spend the cross-subsidy?

how much and what types of community uses and amenities to subsidize?

what is the "ground cost"?



Choice should be mindful of the basic tradeoff: current ugly condition vs. unique opportunity

Reminder

- 1.4 million sf + enormous value = can satisfy variety of aspirations
- Hard work of past year engaging multiple constituencies
- Unusual level of inter-agency cooperation (EDC, HPD, DCP)
- Political leadership is known quantity, and supportive if community unites

Next time we can discuss trade-offs in terms of...

- Key locations / urban design impacts
- Impact on internal economics
- Impact on stakeholders and community

For a sense of proportion: SP is almost twice the size as the Cooper Square development

Seward Park

- ~ 6 acres
- ~ 1.4 million sf
- ~ 600,000 750,000 sf non-residential
- ~ 800 1000 units

Avalon's 3 main sites at Cooper Square

Cooper Square

- ~ 4 acres
- ~ 0.8 million sf
- ~ 200,000 sf non-residential
- ~ 700 units



Four have to do with consensus...and tonight's work

decide on housing income bands?

how to maximize economic development?

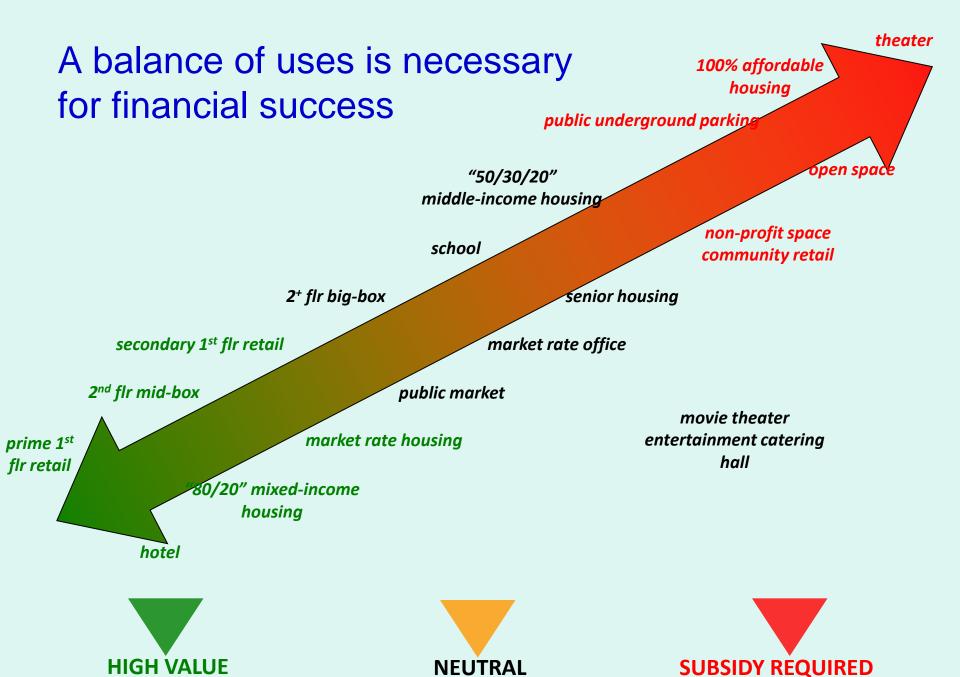
develop now, or wait?

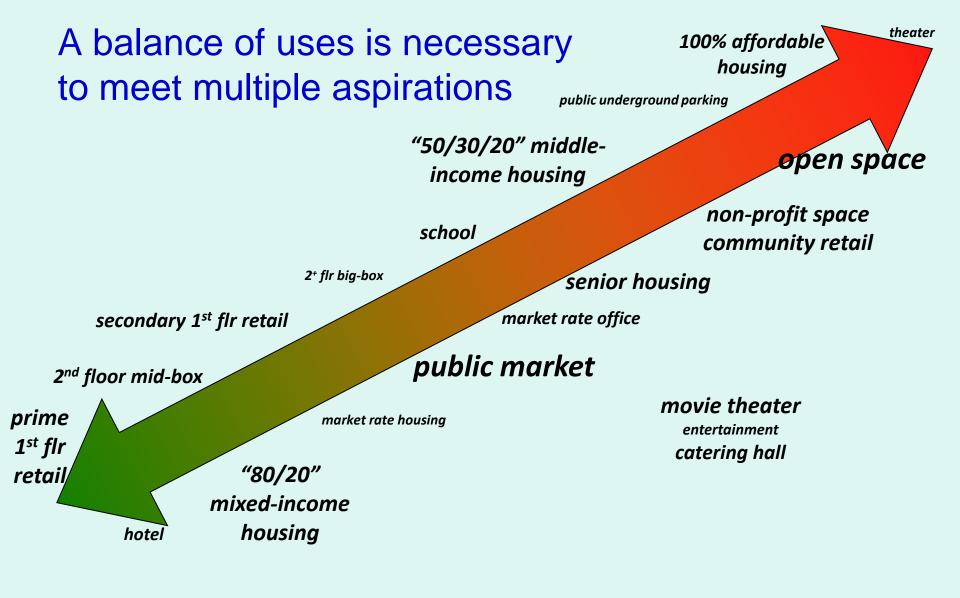
how to allocate the cross-subsidy?

how much and what types of community uses and amenities to subsidize?

what is the "ground cost"?

rezone to max out unit count?





PROVIDES X-SUBSIDY?

TAKES UP SPACE BUT WORTH IT?

WORTH THE X-SUBSIDY?

To better understand the trade-offs and priorities, we've developed a planning game

The game will

- Provide a way to prioritize different uses
- Better understand tradeoffs involved in the program

The game will not

- Create exact development scenarios
- Address physical design issues

We're going to ask each of you to build a program equal to 1.5 million sf, then balance the values

Each player will receive a set of cards corresponding to different types of uses

Each card is equal to 50,000 sf and has a value attached to the specific use



We're going to ask each of you to build a program equal to 1.5 million sf, then balance the values

Allocate 1.5M sf = 30 cards

The game board will help organize the program

Eventually, the program value should balance out

| 50K Sq Ft | (Not in Total Sq Ft) Parking 2 (Not in Total Sq Ft) |
|------------------------|------------------------|------------------------|------------------------|------------------------|---|
| 50K Sq Ft
50K Sq Ft | Parking 3 |
| 50K Sq Ft | |
| 50K Sq Ft | |
| 50K Sq Ft | |
| 50K Sq Ft | |
| 50K Sq Ft | |
| 50K Sq Ft | |

The "Cheat sheet" and score sheet will help you visualize the uses and do the math

Some values are positive and some are negative – the total program must be greater than zero

Everyone (in the room) can use the cheat sheet and game board to build their own program also

PRODUCT TYPE	DESCRIPTION	50,000 sf is equal to		
MIXED INCOME HOUSING 50 / 30 / 20 Equivalent – 55 Units -1	Half are market rate and half are affordable Affordable units targeted at a range of income levels	Approximately 55 housing units that range from studios to 3 bedrooms		
	80% are market rate and 20% are affordable Affordable units targeted at a range of income levels	Approximately \$5 housing units that range from studios to 3 bedrooms		
HOUSING Market Rate – 55 Units + 2	All are market rate	Approximately 55 housing units that range from studios to 3 bedrooms		
	All are affordable and only for seniors Often supported by federal flirough the 202 Program* 1202 would only be available for a limited number of units.	Approximately 55 housing units that range from studios to 2 bedrooms" "Smaller units than other housing programs		
PRIMARY RETAIL 6	Small ground floor retail, usually not a chain retailer Each retailer occupies no more than 10,000 sf and could be a local shop, small café, or restaurant	Approximately: 4 cafes/small stores (2,000sf per) and 4 book/convenient stores (15,000 per) and 2 clothing stores (6,000sf per)		
SECONDARY RETAIL / MIDBOX RETAIL 3	Larger ground floor retail, or two floor retail Usually on main avenue or corner Each retailer occupies more than 10,000sf and could be a chain retail stores, chain drug store, or retail branch of a bank	Approximately: 1 chain clothing store (25,000sf per) and 1 chain drug store (25,000sf per)		
BIG BOX RETAIL 1.5	Large retailer, at least two floors with one on ground floor Usually a chain clothing, furniture, or supermarket Often in the center of an avenue block, or corner	Approximately: 1 chain home/furniture store (50,000sf)		
PUBLIC MARKET 1	Public indoor market, similar to Essex Street Market	Approxmately 3x the size of existing Essex Street Market		
OFFICE First two cards 1 Any subsequent card 0	Small to mid-size market rate office tenants All tenants share an entrance and elevator bank	Approximately: 3 small companies (10,000sf per) and 1 mld-size office (20,000sf)		
HOTEL 4	Small neighborhood hotel or larger event hotel	Approximately 1 small neighborhood hotel with less than 100 rooms OR % of one large event hotel with over 200 rooms		
PERFORMANCE THEATER -30	Capacity for a variety of performances, including Broadway and Off-Broadway productions	Approximately: 2 Off-Off-Broadway theaters (each 25,000sf) with 75-100 seats each OR 1 small Off-Broadway theater (50,000sf) with 425 seats		
MOVIE THEATER / ENTERTAINMENT Unknown	Local community movie theater, entertainment space, or movie theater	Approximately 2 local movie theater (5 screens per theater)		
COMMUNITY / INSTITUTIONAL USE -2	Community medical office, not-for-profit office , or local community group space	Approximately: 3 small organizations (10,000sf per) and 1 mid-size medical office (20,000sf)		
SCHOOL 0	Public elementary school	Approximately 1 small Pre-K to 5th grade school, with 350-375 seats		
OPEN SPACE -3	Public green space, passive open space	Approximately 1/3 of Seward Park OR Approximately same as Gulick Playground		
PARKING	Public underground parking	Approximately 140 -146 parking spaces		

We will then mount the results on the wall so everyone can see them all together...

ALL OF THE PLANS ARE CONFIDENTIAL (put your name on the back)

Housing uses

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MIXED INCOME HOUSING 50 / 30 / 20 Equivalent – 55 Units -1	 Half are market rate and half are affordable Affordable units targeted at a range of income levels 	Approximately 55 housing units that range from studios to 3 bedrooms		
MIXED INCOME HOUSING 80 / 20 Equivalent – 55 Units + 3	 80% are market rate and 20% are affordable Affordable units targeted at a range of income levels 	Approximately 55 housing units that range from studios to 3 bedrooms		
HOUSING 100% Affordable – 55 Units - 6	All are affordable All are targeted at a range of income levels	Approximately 55 housing units that range from studios to 3 bedrooms		
HOUSING Market Rate – 55 Units + 2	All are market rate	Approximately 55 housing units that range from studios to 3 bedrooms		
HOUSING Senior - 65 Units First two cards 0 Any subsequent card – 7	 All are affordable and only for seniors Often supported by federal through the 202 Program* *202 would only be available for a limited number of units 	Approximately 65 housing units that range from studios to 2 bedrooms* *Smaller units than other housing programs		



80/20

100% affordable

senior



Retail uses

PRIMARY RETAIL 6	 Small ground floor retail, usually not a chain retailer Each retailer occupies no more than 10,000 sf and could be a local shop, small café, or restaurant 	Approximately: 4 cafes/small stores (2,000sf per) and 4 book/convenient stores (15,000 per) and 2 clothing stores (6,000sf per)
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Primary (Delancey +/or Essex)



Secondary (side st.s)



Mid-box (2nd flr)



Big-box (2nd flr)



Public market (at subway)

Other commercial uses

OFFICE First two cards 1 Any subsequent card 0	 Small to mid-size market rate office tenants All tenants share an entrance and elevator bank 	Approximately: 3 small companies (10,000sf per) and 1 mid-size office (20,000sf)
HOTEL 4	Small neighborhood hotel or larger event hotel	Approximately 1 small neighborhood hotel with less than 100 rooms OR 1/4 of one large event hotel with over 200 rooms
PERFORMANCE THEATER -30	Capacity for a variety of performances, including Broadway and Off-Broadway productions	Approximately: 2 Off-Off-Broadway theaters (each 25,000sf) with 75-100 seats each OR 1 small Off-Broadway theater (50,000sf) with 425 seats
MOVIE THEATER / ENTERTAINMENT Unknown	Local community movie theater, entertainment space, or movie theater	Approximately 2 local movie theater (5 screens per theater)



Offices



Hotel (transient, residency, pod)



Movie theater

Community uses (please specify)

COMMUNITY / INSTITUTIONAL USE -2	Community medical office, not-for-profit office, or local community group space	Approximately: 3 small organizations (10,000sf per) and 1 mid-size medical office (20,000sf)
SCHOOL 0	Public elementary school	Approximately 1 small Pre-K to 5 th grade school, with 350-375 seats
OPEN SPACE -3	Public green space, passive open space	Approximately 1/3 of Seward Park OR Approximately same as Gulick Playground
PARKING -2	Public underground parking	Approximately 140 -145 parking spaces

















If you have other uses or want to specify uses:

College

Write them on the cards

Family housing

If you don't want a certain use: write that too (but on the back of the card)

Whole Foods

Art Museum

Congregate Care

Pod hotel

Movie theater

Catering hall

Adventure playground

Flower market

We're going to ask each of you to build a program equal to 1.5 million sf, then balance the values

Each card:

Is one type of use = 50,000 sf
Has its own value

Each person will get to pick...

Thirty cards for their own program

Each program must total at least zero

Values on cards and score sheet

All answers are confidential

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SCHOOL 0		Approximately 1 small Pre-K to 5 th grade school, with 350-375 seats	
OPEN SPACE -3	Public green space, passive open space	Approximately 1/3 of Seward Park OR Approximately same as Gulick Playground	
	Public underground parking	Approximately 140 -145 parking spaces	

Reminder: The purposes are to...

- Help people to better understand the trade-offs
- See where there is consensus and divergence
- Inform further conversations
- Prepare for our next meeting to move to site specific discussions

	HOUSING	RETAIL	OTHER COMMERICAL	COMMUNITY USES/ OPEN SPACE	PARKING
50K Sq Ft	50K Sq Ft 1	SOK Sq. Ft	SDK Sq Ft	50K 5q Ft	Parking 1 (Not in Total Sq Ft)
SOK Sq Ft	SOK Sq FI	50K Sq. fit	50K Sq 71	50K 5q Fi	Parking 2 (Not in Total Sq PI)
SOK Sq Ft	SOK Sq Pt	SOK Sq. Pt	50X Sq Ft	SOK Sep Ft	Parking 3 (Not in Total Sq.Ft)
SOK 5q Ft	SOX Sq Ft	50K Sq Pt	50% Sq Ft	50K Sq Pt	
SOK Sq.Ft	SOK Sq Pt	SOK Sq Pt	SOK Sq FY	SOK Sq Ft	
SOK Sq Ft	50K Sq Ft	50K Sq.Ft	50K Sq Ft	50K Sq Pt	
SOK Sq Ft	50K Sq /4	SOK Sq Ft	SOK Sig Fit	50K Sq Ft	
SOK Sq Ft	SOK Sq Pt	SOK Sq Ft	50K Sq.71	SOK Sq Pt	
SOK Sq Ft	SOK SQ Pt	SOK Sq.Pt	50X Sq P1	50K Sq Pt	
SOK Sq Ft	SOIL Sq Pt	50K Sq Ft	SSIK Sig Pt	SUK Sq Ft	



Contact info

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Websites:

http://www.nyc.gov/html/mancb3/html/landuse/landuse.shtml www.nycedc.com/sewardpark