

**TESTIMONY OF SARAH CARROLL,
LANDMARKS PRESERVATION COMMISSION CHAIR,
BEFORE THE LAND USE COMMITTEE OF THE NEW YORK CITY COUNCIL
March 7, 2019**

Thank you Chair Salamanca and Chair Adams; good afternoon to you and the members of the Land Use Committee. It is an honor to come before this body for a hearing on the Landmarks Preservation Commission's Fiscal Year 2020 Preliminary Budget, and my first budget in the capacity as Chair of the Commission. I am joined today by Lisa Kersavage, our Executive Director; Gardea Caphart, our Director of Financial Management; and Ali Rasoulinejad, our Director of Community and Intergovernmental Affairs.

As you know, the Commission's mission is to protect the significant architectural, historical and cultural resources of our City. In the nearly 25 years I have worked at LPC, I have seen first-hand the power of preservation to revitalize communities, to support economic development and bring pride of place across all five boroughs. Since 1965, when Mayor Robert Wagner signed Introduction 653 into law, the Commission has designated more than 36,500 buildings, districts and sites throughout the five boroughs.

Essential to the continued protection and preservation of these and future designations are the resources available to the Commission. With that, I will begin my testimony today with an overview of our preliminary budget and then discuss my priorities for the agency, including how the pillars of equity, efficiency, and transparency will support our work.

Budget Overview

The LPC's adopted budget for FY 2019 was \$6.68 million and for FY 2020 the preliminary budget is \$6.84 million, which consists of \$6.22 million in City funds and \$617 thousand in federal Community Development Block Grant (CDBG) funds.

The \$158 thousand increase in our budget is primarily due to collective bargaining increases for union employees and mayoral increases for managers.

Of the overall preliminary budget, 91% (\$6.21 million) is allocated to personnel services (PS) and 9% (\$630 thousand) to other than personnel services (OTPS). Our budget supports the agency's five departments, including the Research Department, responsible for evaluating and advancing properties for designation; the Preservation Department that reviews permit applications for work on designated properties; the Enforcement Department that investigates complaints of potential violations, and helps owners correct non-compliances; and the Archaeology and Environmental Review Departments, that assist city, state and federal agencies in their Environmental Review process. The agency's total head count in the preliminary FY 2020 budget is 85, including 77 full-time positions and 8 part-time positions.

Of the CDBG funding, about 80% is allocated to personnel supporting critical community development-related functions such as surveys, environmental review, archaeology, community outreach and education; while about 20% or approximately \$115,000 is allocated for our Historic Preservation Grant Program for low-income homeowners and not-for-profit organizations.

I will now discuss the work of the Commission that these resources will support.

Research and Designation

In FY 2018, we designated 17 individual landmarks; 2 historic districts, 1 interior landmark and 1 scenic landmark, for a total of 481 buildings and sites. Among these designations are the New York Public Library's Main Reading Room and Catalog Room, the Empire State Dairy Company Building and Complex in East New York, the Coney Island Boardwalk, and three individual landmarks in East Harlem. I am especially proud of the designation of the Central Harlem Historic District, which is not only architecturally significant, but also a remarkable reminder of the substantial role that the African-American community of Harlem played in creating political and social change in New York City and the nation.

In FY 2019 we have designated 3 individual landmarks and 1 historic district to date. These include 550 Madison, the former AT&T Headquarters Building and the world's first Postmodern style skyscraper; 236 President Street in Brooklyn, the first purpose-built free kindergarten in the borough; and the Park Terrace West-West 217th Street Historic District, a significant enclave of revival style residential architecture in Inwood.

We have spent the last several months conducting surveys, studies and evaluations for potential future designation proposals. One of those surveys resulted in prioritizing four potential historic districts in Sunset Park, which the Commission voted to calendar in January. This neighborhood does not have a historic district today, but with the calendaring of these four districts more than 500 buildings are now being considered for landmark protection. These districts contain distinctive streetscapes that represent the history of the working and middle-class community that developed here in the early 20th century.

Moving forward, I am committed to ensuring that the agency continues to recognize the buildings and communities that reflect the city's diversity, to protect historic resources in communities that have been less represented by designations, and to tell the story of all New Yorkers through our designations. Since my tenure began as Chair we have prioritized studies of historic resources related to immigrant, LGBT and labor history, as well as residential and industrial heritage throughout the five boroughs.

I will now turn to our preservation and permitting operations.

Preservation and Permitting

The key to success in preservation is effective regulation, which requires an efficient, transparent and accessible process for applicants. Buildings are living, thriving contributors to the dynamism of New York City. Our job is not to prevent change, but to manage it, so that we can ensure these significant buildings and sites are protected and allowed to adapt to remain a vital part of our City's continued growth.

Our Preservation Department is the largest department within the Commission and is the regulatory arm of our agency. Our staff are professionally trained preservationists who work with property and business owners to help them obtain approval for work that meets their needs and is sensitive to the historic building and context. Each year approximately 94-97% of permits are issued by staff pursuant to the Commission's rules. The remaining 3-6% of the applications are reviewed by the full Commission.

In FY 2018, the Commission received 14,011 permit applications and took action on 12,563 applications, ranging from restoration and repairs, to windows and storefronts, to additions and new buildings. Through the first half of this fiscal year, we have received 6,858 applications and have taken action on 6,361 applications.

Additionally, over the past calendar year we engaged in a comprehensive public process to streamline permit review and approval for everyday work. The effort culminated in the unanimous adoption of major amendments and new rules. These updated rules will be easier to use, and will increase transparency and efficiency for those who interact with the Commission, from homeowners and small businesses who file for permits, to community boards and preservation groups, who weigh in on these projects. A variety of new and expanded work types are included in the amended rules, such as provisions for barrier-free access and to improve energy-efficiency and resiliency of historic buildings.

Outreach and Education

Outreach and education are also essential to our success. Since my tenure began, our commitment to raising awareness about the benefits and responsibilities of preservation has been tangible. We have ramped up our community outreach and began publishing new educational materials. Our aim in this effort is twofold: to boost support for historic preservation and designations and to educate and make our processes more accessible to applicants and the public. We hope that these materials and increased accessibility will improve the public's interaction with the Commission.

For Fiscal Year 2019, we are on track to participate in or host 36 outreach sessions with the public and community groups, an amount higher than any in the Commission's recent history and double the number of events from just five years ago. During outreach events agency staff discuss a range of material including the Commission's history and designation process, instruction on how to obtain permits for work, and funding opportunities available to the owners of historic properties, including the Commission's own Historic Preservation Grant Program, which I will discuss more in-depth later. I am confident these outreach events will have a palpable impact on improving the public's accessibility to the Commission and compliance with the Landmarks Law. An informed property owner is far less likely to receive a violation for illegal work.

In addition to our increased presence in communities, we have taken a number of steps to enhance transparency through technology upgrades. Just prior to the start of this fiscal year, and as a part of our process to amend the Commission's rules, we launched two unique online tools. There is a new interactive web map that for the first time allows users to see geographically both proposed and approved work for all landmarks and buildings within historic districts. There is also an enhanced search tool, allowing users to search for relevant work types and within specific community districts.

Building on that work, in December 2018, as a response to feedback from community boards, I directed staff to develop and launch a monthly reporting system for community boards. This system, implemented in February, relays all permits issued and applications filed to each community board at the beginning of each month, providing greater transparency and access to the agency's regulatory work than ever before.

Finally, we are updating, revising and creating a variety of new and easy-to-follow guides and fact sheets for those interacting with the Commission. During the fall we released our updated Guidelines for Archaeological Work in New York City, the product of a State grant and consultation with over 100 stakeholders. Shortly thereafter we began to publish a series of one-page fact sheets on our website for a variety of work types. More recently we have begun work on a comprehensive update of our Permit Application Guide, which will provide applicants with step-by-step instructions on filing and completing their applications for work.

Community Development Block Grant Funding

Before I conclude, I want to return to the Historic Preservation Grant Program, a modest, federally-funded initiative targeted for low and moderate-income homeowners and not-for-profit organizations to help restore or repair the facades of their landmarked buildings.

For FY 2019, the Program has awarded three \$30,000 grants to three not-for-profits. They are the Stuyvesant Heights Christian Church in the Bedford Stuyvesant/Expanded Stuyvesant Heights Historic District; the Little Theater/Helen Hayes Theater, an individual and interior landmark in the Theater District of Manhattan; and the Biltmore Theatre, an interior landmark also in the Theater District, which is listed on the National Register of Historic Places.

Summary

In summary, we are excited for the future of preservation in New York City and thank the Administration and Council for your continued support and the resources provided in this budget. We are a small agency and nearly the entirety of our budget is personnel-based. This is a hardworking and dedicated staff with an outsized impact on our city, responsible for the protection and preservation of its most significant buildings, districts and sites. Our commitment is that we will continue to do so with the resources provided, and strive to do so equitably, efficiently and transparently.

Thank you again for allowing me to testify and I am happy to answer any questions you may have.

Statement from Marisa Lago, Chair of the NYC Planning Commission and Director of the Department of City Planning, before the Land Use Committee of the City Council, on the Mayor's Fiscal Year 2020 Preliminary Budget and Four Year

March 7, 2019

DCP Financial Summary						
<i>Dollars in Thousands</i>	2017	2018	2019	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2019	2020	2019 - 2020
Spending						
Personal Services	\$ 24,475	\$ 25,550	\$ 29,983	\$ 31,742	\$ 32,613	\$ 2,630
Other Than Personal Services	\$ 11,837	\$ 10,556	\$ 22,042	\$ 23,221	\$ 13,190	\$ (8,852)
Total	\$ 36,312	\$ 36,106	\$ 52,026	\$ 54,963	\$ 45,803	\$ (6,222)
Funding						
City Funds	\$ 22,427	\$ 22,048	\$ 30,980	\$ 28,720	\$ 26,246	\$ (4,734)
Federal - Community Development	\$ 12,382	\$ 12,872	\$ 19,703	\$ 24,101	\$ 18,215	\$ (1,488)
Federal - Other	\$ 1,375	\$ 1,147	\$ 1,343	\$ 1,672	\$ 1,343	\$ -
Intra City	\$ 48	\$ 6	\$ -	\$ -	\$ -	\$ -
State	\$ 82	\$ 32	\$ -	\$ 470	\$ -	\$ -
Total	\$ 36,312	\$ 36,106	\$ 52,026	\$ 54,963	\$ 45,803	\$ (6,222)
Headcount						
Full-Time Positions - Civilian	292	296	355	397	379	24
Total	292	296	355	397	379	24

**The difference of Fiscal 2019 Adopted compared to Fiscal 2020 Preliminary Budget.*

Good afternoon Chair Salamanca Jr., Subcommittee chairs Moya, Adams and Kallos, and distinguished members of the Land Use Committee. Thank you for the opportunity to discuss the Department of City Planning's (DCP's) Preliminary FY 2020 budget. Before turning to the budget, I'd like to touch upon a few critical topics: transparency, training, and the 2020 Census.

DCP continues to develop and make available – for free – easy-to-use digital planning tools. These sophisticated tools are made for the public, for residents, students, businesses, and elected officials. They're meant to increase public fluency in New York City's land use process. They allow the public to explore, understand and navigate land use rules. They put demographic and socio-economic information at people's fingertips. Since I appeared before you last March, DCP has released ten separate digital tools. The most recent release is a first-ever, interactive digital version of our Zoning Resolution. Having this green-formatted Zoning Resolution means that we'll no longer be printing the 1,500-plus page document. The digital edition empowers the public—which will no longer need to pay \$750 for a hard copy – making the Zoning Resolution exponentially more accessible. A complete list of DCP tools launched in the last 12 months is attached as an appendix.

We've also made significant progress in increasing and improving training for Community Boards. At the request of this Committee, DCP launched a series of training sessions to better engage with both new and more experienced Community Board members. These DCP workshops aim to strengthen Community Boards by providing consistent and ongoing training on fundamental planning principles. They also assure that Community Board members are aware of the many data and planning resources and tools that are available to them, for free, through DCP.

This past year, in coordination with all five Borough Presidents' offices, each DCP Borough Office provided training to new Community Board members, reaching approximately 235 Community Board participants, with the vast majority of Boards participating.

In addition, DCP has already hosted two Leadership Forums for Community Board Chairs and District Managers. Nearly half of all boards were represented at these forums, and 84% of those who attended stated that they'd recommend the training to their colleagues.

2020 CENSUS

I'd be remiss if I didn't use every public occasion to emphasize the importance of a full, accurate 2020 Census count. The decennial Census count directly affects federal funding for many programs that are critical to the well-being of New Yorkers. Because this funding is based on population, we must have an accurate count in 2020.

The members of DCP's Population Division are renowned experts in counting urban areas, and their expertise was on view in the New York State Attorney General's lawsuit challenging the U.S. Census Bureau's decision to include a "citizenship" question on the 2020 Census. Among the nationally recognized expert witnesses who were called to testify was the City's Chief Demographer, DCP's own Joseph Salvo.

As part of DCP's work to get a full count in next year's Census, Dr. Salvo and his team submitted addresses for more than 122,000 housing units that the federal Census Bureau didn't have on its address list. Overlooked addresses are frequently inhabited by vulnerable and underrepresented populations. Finding these addresses means that about 300,000 more New Yorkers can now be counted.

ZONING FOR JOBS

New York Works- East Midtown

Turning to this Administration's and this City Council's focus on growing good-paying jobs, I will highlight that the Vanderbilt Corridor and Greater East Midtown plans have already spurred four job-generating projects. East Midtown is home to more than a quarter million jobs and is among the city's most important tax generators. At the same time, its buildings and public realm are aging and in need of investments. In just the year and a half since the City Council adopted the Greater East Midtown Plan to spur renewal, three new mega projects have been announced. These projects mean state-of-the-art office towers housing tens of thousands of workers in a range of industries in addition to a large number of construction jobs. This momentum gives us confidence that the zoning changes that we all pushed so hard to establish give this gem of a central business district a solid foundation for well-managed growth. This is especially so since private developers who benefit from the new zoning rules pay their fair share by making required contributions to a public realm fund. These contributions have already tallied hundreds of millions of private dollars for sidewalk, street, and transit access improvements in and around

Grand Central Terminal. The Vanderbilt Corridor rezoning alone has meant more than \$220 million in funds for transit and public realm improvements that must be completed before the under-construction office towers receives a Certificate of Occupancy. The suite of improvements required include a 4,000-square foot transit hall on the ground floor of One Vanderbilt, which will provide connections to the Long Island Rail Road, Metro North and the 4/5/6/7/S subway lines. These connections include new elevators, bringing additional portions of this major transit hub into compliance with the federal Americans with Disabilities Act. The privately funded improvements also include escalators, and the construction of a 10,000-square foot connecting passageway. The mezzanine level of the Grand Central subway station will be upgraded and enlarged, and new connections will be provided among the mezzanine, platform and street. Among many other public realm improvements, this project must deliver a new, block-long pedestrian plaza on the de-mapped portion of Vanderbilt Avenue between East 42nd and East 43rd streets.

The Greater East Midtown Plan's first proposed project, the JPMorgan Chase headquarters project, has already contributed more than \$41 million to the area's public realm improvement fund this past December. We expect that number to more than double as other projects come to fruition.

New York Works- Eliminating Barriers to Job Creation

New York City has the most people, 8.6 million, and the most jobs, 4.5 million, in its history. This growth presents both big challenges and big opportunities, among them the need to facilitate

jobs creation for New Yorkers. Through Mayor de Blasio's New York Works Plan, DCP is working to update outdated zoning rules that hamper the ability of New York City businesses, especially small businesses, to grow jobs.

This is not just about Manhattan. The 10 largest employment hubs outside of Manhattan account for almost a half million jobs, and these hubs added over 52,000 new private sector jobs between 2006 and 2015.

As New York City's economy grows, our businesses are growing. They need modern, flexible workspaces for the jobs of today and tomorrow. DCP is looking at rules in commercial and manufacturing districts, especially outside of our central business districts, where zoning has not been updated since 1961. Through research and ongoing public engagement, DCP seeks to better understand how zoning can be more responsive to modern workplace needs, in an equitable fashion, near where New Yorkers live and near public transit. Alongside job growth, zoning updates aim to reduce congestion and increase New York City's long-term sustainability and livability.

Among the challenges that employers are facing are burdensome parking and loading requirements that are stifling the ability of small businesses to grow in place- even when that place has good public transit. These outdated requirements mean that one- and two-story factories cannot build an additional story without years of planning and petitioning for special zoning rules – something that can be prohibitively costly and time-consuming for a small

business. It means that in many of these areas, as much space must be dedicated to parking as to offices. This is the legacy of a mid-20th-Century notion that suburban office parks were the future of our boroughs' economies. Our outdated zoning rules, ironically, mean that loft-style buildings, with large and flexible workspace that can be used by a wide range of businesses and nonprofit organizations, are nearly impossible to build today. As our economy continues to modernize, evolve and grow, old zoning rules are hurting our ability to create more well-paying jobs for more New Yorkers.

A Step Forward: North Brooklyn

Last Fall, DCP released the North Brooklyn Industry and Innovation Plan (Plan). Part of Mayor Bill de Blasio's 10-point Industrial Action Plan (to strengthen our core industrial zones and build strong communities), the Plan is the most comprehensive land use study of an industrial area undertaken by New York City in decades.

The Plan is focused on the North Brooklyn Industrial Business Zone (IBZ). Strategically located in the center of New York City and with more than 20,000 jobs, the North Brooklyn IBZ is the five boroughs' third largest IBZ, and one of the city's most important job-producing centers. It includes areas that are strongly industrial, handling significant goods movement, as well as areas near transit that are characterized by non-industrial and pedestrian-oriented business activity. As this Administration works to foster more good-paying jobs across a broad range of sectors and foster a more diverse and equitable economy, the Plan zeroes in on strategies and solutions to achieve the City's goals of retaining the essential industrial businesses, while also encouraging

mixed-use business districts and job growth. The Plan seeks to modernize zoning regulations for the industrial district and enable the creation of mixed-use workspace, including office, industrial and other job-intensive space, for emerging creative and innovative industries that are increasingly bringing jobs closer to workers across New York City. By creating new space for emerging industries, we protect and preserve space for all businesses. From construction and distribution, to custom manufacturing and food production, to creative tech and media, IBZ businesses build jobs, and that benefits all New Yorkers.

More broadly, the Plan is informing our planning efforts for other active and growing job centers outside of New York City's central business districts.

Planning for Metro North in the Bronx

One such non-traditional job center is located in Morris Park in the Bronx, where a Bronx Metro-North Working Group was convened last summer to engage residents and businesses to optimize new commuter rail service in the works for the East and South Bronx. Four new stations, in the Hunts Point, Parkchester/Van Nest, Morris Park and Co-op City communities, will connect residents and businesses to Midtown Manhattan, as well as job centers in Westchester and southeast Connecticut.

Led by Bronx Borough President Ruben Diaz, Jr., Department of Transportation Commissioner Polly Trottenberg, New York City Economic Development Corporation President James Patchett and myself, the working group is planning holistically for the job growth and housing

opportunities that the new rail service presents, including infrastructure and quality of life investments needed to shape growth so that it serves these vibrant and diverse existing Bronx communities well.

NEIGHBORHOOD PLANNING

Neighborhood planning is a key tool used to help create sustainable growth for New York City communities. These plans focus on far more than zoning, bringing historic investments to parks, schools, roadways, transit access upgrades and more, as well as enhancing tenant protection initiatives. They rely on land use tools, including the City's successful Mandatory Inclusionary Housing (MIH) program. The most progressive in the nation, MIH means that at least 20% of all new housing created through a neighborhood plan will be permanently affordable. In a city like New York, with a chronic shortage of housing, the program is a game changer. While MIH is less than 5 years old, we have already made significant progress.

In East New York, the Mayor, Council Member Rafael Espinal and Schools Chancellor Carranza last summer celebrated a ground breaking for a 1,000-seat Pre-K through eighth-grade school, the first in a generation. It is set to open in September 2020. We are seeing affordable housing being created, including at the Linwood Apartments, a 100% affordable project at 3002 Atlantic Avenue that will deliver 100 new homes. Thirty of the homes are reserved for homeless individuals and families, and 70 for extremely low-very low-and low-income families. The building is set to open next summer. A second project, on one of New York City's last remaining

large development sites, the Dinsmore Chestnut site, is set to create 274 apartments that will be affordable for the formerly homeless, extremely low- very low- and low-income households. A developer has been designated and the project is moving forward. A third, 100% affordable project, at 50 Pennsylvania Avenue, will create 200 more affordable homes. The project is expected to include a FRESH program supermarket, and the development is expected to be financed in the coming months.

After years of work by housing advocates and local elected officials, the Administration committed \$12 million to establish a basement legalization pilot program as part of the East New York Plan. Special thanks to the City Council for adopting legislation last month to formalize the program for Brooklyn Community Board 5.

Since the successful rezoning of Far Rockaway's downtown core in the fall of 2017, more than 600 affordable homes are already in development, as are new commercial and community facilities and public open spaces. In addition, demolition of the very dilapidated Far Rockaway Shopping Center is beginning to set the stage for the first phase of a large-scale redevelopment that will bring 457 new affordable homes, including for homeless families, and 90,000 square feet of new retail space to Downtown Far Rockaway. The three-phase project is expected to bring a total of 1,700 affordable homes to this property alone.

Since the East Harlem Neighborhood Plan was adopted in November 2017, more than 1,900 homes have already been secured as affordable housing, most of them through HPD's

preservation programs. This brings the total of affordable units under Housing New York to 6,779 (5,897 preservation; and 882 new construction) in this Manhattan neighborhood, with most of the units serving extremely-low to low-income households. Examples of preservation projects for which financing closed last year include the Lakeview Apartments, with 446 rental homes, and Franklin Plaza, with 1,634 co-op units. Both are Mitchell-Lama projects that were ready to exit the program. There is much more going on in East Harlem as part of this Plan to protect and improve the quality of housing, including the launch last October of a Certification of No Harassment (CONH) Pilot Program, which requires owners of buildings that meet certain criteria to certify that no tenant harassment has taken place before they are granted construction permits by the Department of Buildings. The City has published a list of more than 1,000 buildings, with approximately 26,000 homes, that are subject to the CONH program. Also, more than 11,895 violations were issued as part of the rigorous enforcement of the Housing Maintenance Code.

Since the Inwood NYC Plan was adopted last August, the City has released a request for proposals for the design of two new waterfront parks, at Academy Street and North Cove along the Harlem River. The parks will provide important new public waterfront access and recreation for this Northern Manhattan community.

In the year since adoption of the Jerome Avenue Neighborhood Plan, HPD has preserved more than 750 homes, hosted numerous events to assist tenants and property owners, conducted proactive tenant outreach and provided legal services to 11,000 individuals. In addition,

thousands of housing inspections have been done, resulting in roughly \$700,000 in emergency repairs. Further, roughly 1,300 new affordable, supportive or senior homes are proposed on half a dozen sites.

Ongoing planning work includes the Bay Street Corridor Plan on the North Shore of Staten Island. We are working closely with the community and Council Member Debi Rose as the proposed rezoning moves through public review. The proposal seeks to bring affordable housing, jobs, public realm improvements, and better recreation and waterfront access to this centrally located, transit-rich North Shore community.

Another example of collaboration is ongoing planning work with Council Member Brad Lander in Gowanus, aimed at ensuring that residents and businesses in this green-focused neighborhood are protected and strengthened as we move into the 21st Century.

We are hard at work with Council Member Antonio Reynoso and the Bushwick community as we seek to ensure the construction of housing, and especially affordable housing, in this vibrant neighborhood. We also share the goal of fostering the local job hubs, which provide jobs for residents.

Last but not least, Council Member Rafael Salamanca Jr., who serves with distinction as Chair of this Committee, is working with the Bronx's Southern Boulevard community and DCP to

secure the investments in affordable housing, roadway improvements and waterfront access that this community needs and deserves.

Mandatory Inclusionary Housing – a Generator of Affordable Housing

Since MIH became law in 2016, the City Council has approved land use actions that enable the creation of more than 22,000 homes, of which at least 5,500 must be permanently affordable under the program. That translates to enough homes for more than 14,000 low-income New Yorkers, and in perpetuity. We are incredibly proud of this program, the most progressive in the nation.

It is fitting that this hearing is occurring just days after the very first MIH units to be approved by the City Council in 2016 are now opened. In February, Queens celebrated the opening of One Flushing, with 231 affordable homes, 117 of which are permanently affordable. The 10-story project includes apartments ranging in size from studios to 3-bedrooms and serves very low-, low-, and moderate-income individuals and families, and includes 66 units reserved for very low-income senior residents. Another two important examples of MIH at work are 601 W 29th Street and 606 W 30th Street. Approved by the City Council last year, these developments will rise, without City subsidy, on the southern edge of Hudson Yards. Together they represent roughly 1,200 new homes, 300 of them permanently affordable under MIH. These three projects show how MIH is working well across New York City neighborhoods.

RESILIENCY

An example of DCP's smart citywide strategic planning work is our ongoing outreach effort for Zoning for Flood Resiliency.

With resiliency front and center on the minds of New Yorkers (and especially for businesses operating and residents living near our 520 miles of coastline), DCP is working with communities to update the Flood Resilience Text Amendment adopted by the City Council in October 2013.

That zoning text amendment was adopted as an emergency measure to remove zoning constraints to rebuilding in the flood zone after Hurricane Sandy. We expect to put the citywide update to the Flood Resilience Text Amendment, which we now call Zoning for Flood Resiliency, into public review later this year. It seeks to make the temporary regulations permanent, implement lessons learned from the Sandy recovery and rebuilding process, address issues raised by local communities during the rebuilding process, and encourage long-term resiliency investments in the flood zone. Building on three years of outreach and community input, we are currently preparing a "Plain English" version of the proposed text amendment to make it more accessible to regular New Yorkers. We have been working with community groups and Community Boards for several years, and we began briefing Borough Boards last month.

Another facet of DCP's resiliency planning is our Resilient Industry Report, which identifies cost-effective strategies that industrial businesses in the floodplain can choose to use to reduce flood risk and restore operations quickly in the event of future flooding. This Report provides descriptions and cost estimates for a wide range of resiliency retrofits to help protect and

strengthen the city's industrial sector. The Report is purposely not regulatory; it is intended to serve as a toolkit to help interested industry stakeholders. We are pleased that the Report has generated interest from local industrial firms, as well as cities across the United States, and internationally, who are interested in our ground-breaking work on this topic.

FINANCIAL OVERVIEW

DCP began Fiscal Year 2019 with an Adopted Budget of \$52M and an authorized headcount of 355 full-time staff lines, of which \$31M and 164 positions are funded with City Tax-Levy dollars. DCP's remaining \$21M budget allocation and 191 positions are funded primarily by grant awards from the federal government. The \$52M Fiscal Year 2019 Adopted Budget allocates \$30M to agency-wide personnel services, including members of the City Planning Commission, and \$22M to non-personnel services. DCP maximizes its budget by efficiently deploying its resources to meet the priorities of the Administration, the strategic objectives of the Department, and above all, the needs of our communities.

In comparison to the FY19 Adopted Budget, DCP's FY20 Preliminary Budget of \$45.8M and 379 full-time staff lines, represents a net \$6.2M reduction and a 24-position increase to our overall operating budget. This \$6.2M decrease is the combination of a \$2.6M increase in Personal Service funding and a \$8.9M net decrease in Other-Than-Personal-Service (OTPS) funding. The variance of \$6.2M between DCP's FY2019 Adopted Budget and FY20 Preliminary Budget is driven

by the expiration of several one-time, temporary projects, and is offset by new needs and supplemental funding for collective bargaining increases.

The \$2.6M Personal Service increase to DCP's budget consists of \$700K in new funding and seven temporary positions to support a variety of exciting new initiatives, \$1.5M in collective bargaining increases, and a \$400K incremental adjustment to personnel funding for DCP's recently extended federal Community Development Block Grant (CDBG) resiliency grant.

DCP's new needs include:

- \$150K for the addition of two temporary positions to support DCP's regional planning initiatives;
- \$100K for a temporary Senior Demographer to assist with population projections and preparations for the 2020 Census; and
- \$400K for the addition of four temporary positions to build a "CEQR App" to partially automate the preparation of environmental reviews.

In addition to new needs, another \$1.5M was added to the budget to reflect contractual increases negotiated through collective bargaining.

Additionally, DCP is gratified to note that the U.S. Department of Housing and Urban Development has approved an extension of DCP's Disaster Recovery CCDBG, extending DCP's grant funding from January 2019 through June of 2021. The extension was accompanied by an

increase in funding and an opportunity to adjust DCP's CDBG-Disaster Recovery budget. This resulted in a \$400K and 17 position increase to DCP's FY20 Preliminary Personal Services budget.

With these 17 resiliency-grant positions and the receipt of seven temporary new needs positions, DCP's FY20 Preliminary Budget headcount stands at 379 positions, an increase of 24 over the adopted budget of 355 positions.

The \$8.9M decrease to DCP's OTPS budget chiefly consists of \$8.3M in one-time and temporary project funds that are scheduled to expire at the end of FY19, \$200K in efficiency savings, a \$500K reduction in CDBG-Disaster Recovery grant funding, and a \$100K new need for translation services.

This \$8.3M reduction from one-time and temporary project funds includes \$2M associated with the anticipated completion of DCP's Paperless Filing System and the elimination of \$3.2M in environmental consulting funds that were the result of a one-time transfer from prior years to FY19. Additionally, a one-year outlay of \$3.1M in Census Outreach funding is scheduled to expire at the end of FY19. This funding will be transferred into future years, to fund Census outreach and communication efforts by the Mayor's Office.

The FY20 Preliminary budget was further reduced by \$200K in efficiency savings that were returned to the City from DCP's Environmental Consulting budget in a prior fiscal year based on point-in-time project schedules and spending projections.

The remaining \$500K decrease is connected to the extension and reforecasting of DCP's CDBG-Disaster Recovery grant, in which DCP reallocated \$400K of its OTPS funding to Personal Services in FY20, and shifted \$100K to FY21 to align FY20-FY21 budget allocations with revised spending projections for the new grant term.

This \$9M reduction to DCP's FY20 Preliminary OTPS budget is offset by an addition of \$100K to assist DCP in providing translated documents to the public.

In total, these budget changes result in a net reduction of \$6.2M and an increase of 24 positions to the DCP budget. DCP's FY20 Preliminary Plan budget stands at \$45.8M with an authorized full-time headcount of 379 positions, allocating \$32.6M to agency-wide personnel services and \$18.2M to non-personnel services. Despite a budgeted decline in funding, the Mayor's FY20 Preliminary Budget adequately supports DCP's robust work program and allows us to meet the needs and expectations of the people of New York.

Thank you for inviting us to testify. We welcome your questions.

Appendix A

As mentioned earlier in my testimony, DCP has released ten impressive digital tools that make the work we do and land use tools employed by planners and the public more transparent and more accessible. These tools are the following:

1. **Zoning Resolution (ZR):** offers a new green version of the Zoning Resolution and means the City has stopped printing the 1,500-plus page document. The digital edition empowers the public, which no longer needs to pay \$750 for a hard copy. You can access it here: <https://zr.planning.nyc.gov/>
2. **Zoning Application Portal (ZAP):** offers the status of active land use applications and project data back to 1970. You can access it here: <https://zap.planning.nyc.gov/projects>
3. **Zoning and Land Use Map (ZOLA):** offers simple ways to search for zoning regulations for your own or a neighbor's property. You can access it here: <https://www1.nyc.gov/site/planning/data-maps/zola.page>
4. **NYC Street Map:** digitizes New York City's official street records. You can access it here: <https://streets.planning.nyc.gov/about>
5. **Population Fact Finder:** is a sophisticated tool that allows anyone to easily define a study area of their choice and examine local population profiles, with detailed demographic information and housing statistics, and how these statistics have changed over time. This data was previously available only to those who knew how to access and read complex statistical tables – and not even the federal government has such a precise and useful tool for the public. You can access it here: <https://popfactfinder.planning.nyc.gov/#12.25/40.724/-73.9868>
6. **Community District Profiles:** is your gateway to data, maps, and other resources describing New York City's 59 community district. You can access it here: <https://communityprofiles.planning.nyc.gov/>
7. **Metro Region Explorer:** an interactive tool developed by DCP's new Regional Office. It offers population, housing, and employment trends within the Tri-State New York City Metropolitan Region. You can access it here: <https://metroexplorer.planning.nyc.gov/welcome/intro#9/40.8159/-73.8693>
8. **Waterfront Access Map:** allows New Yorkers to find and enjoy more than 200 waterfront parks and open spaces along our 520 miles of shoreline. You can access it here: <https://waterfrontaccess.planning.nyc.gov/about#10/40.7097/-73.9653>
9. **POPs Map:** makes the location of more than 550 Privately Owned Public Spaces in our crowded central business districts searchable. The POPs Map is part of our Facilities Explorer, a comprehensive dataset of public and private facilities, from libraries to schools, parks, and health and social service providers, that shape the quality of our neighborhoods. You can access it here: <https://capitalplanning.nyc.gov/map/facilities#10/40.7128/-74.0807>
10. **NYC Rezoning Commitments Tracker:** is a user-friendly interactive map detailing progress on all City promises made to communities as part of neighborhood-scale rezonings. It was launched by the Mayor's Office of Operations in June. You can access it here: <https://www1.nyc.gov/site/operations/performance/neighborhood-rezoning-commitments-tracker.page>

**DEPARTMENT OF INFORMATION TECHNOLOGY AND TELECOMMUNICATIONS
TESTIMONY BEFORE THE CITY COUNCIL COMMITTEES ON LAND USE AND
TECHNOLOGY**

FISCAL YEAR 2020 PRELIMINARY BUDGET

THURSDAY, MARCH 7, 2019

Good afternoon Chairs Salamanca and Koo, and members of the City Council Committees on Land Use and Technology. My name is Samir Saini and I am the Commissioner of the Department of Information Technology and Telecommunications, also known as DoITT, and New York City's Chief Information Officer. Thank you for the opportunity to testify today about DoITT's Fiscal 2020 Preliminary Budget. With me are John Winker, Associate Commissioner for Financial Services; and Michael Pastor, our General Counsel.

DoITT's Fiscal 2020 Preliminary Budget provides for operating expenses of approximately \$679 million, allocating \$175.6 million in Personal Services to support 1,887 full-time positions; and \$503.4 million for Other than Personal Services, or OTPS. Intra-City funds transferred from other agencies account for \$142 million, or about 21% of our total budget allocation. Telecommunications costs represent the largest portion of the Intra-City expense, projected at \$89.1 million for Fiscal 2019.

For Fiscal Year 2019, the budget appropriation increased by \$4.1 million from the Fiscal Year 2020 November Financial Plan. The increases to the Fiscal 2020 Preliminary Budget are largely attributed to \$3 million grant funding roll from FY18 to FY19 for the community development disaster (CD) program.

For Fiscal Year 2020, the budget appropriation increased by \$4.5 million. We have implemented savings and efficiencies across several program areas. We put forth a Citywide cost avoidance effort through Software Asset Management (SAM), which will entail DoITT regularly working with agencies to ensure that they deploy licenses in the most cost-effective way to their users. This effort is projected to result in an estimated net cost avoidance to the City of \$10.6 million per fiscal year.

Throughout the year, we strive to find savings both citywide and within DoITT by negotiating citywide contracts. Our citywide contracts have enabled agencies to procure critical goods and services faster—and at a greatly reduced rate—than they would have been able to through an individual contract. We continue to expand this valuable suite of citywide technology contracts. We do the heavy lifting on negotiating pricing and terms and conditions so we can leverage our aggregate citywide purchasing power to drive aggressive discounts to all agencies.

One recent example is a citywide license agreement for ServiceNow, a platform that will allow agencies, including DoITT, to streamline their IT operations. We have negotiated terms and price holds for ten years covering all City agencies, with discounts that would save approximately \$500,000 across the City annually, amounting to approximately \$5 million in savings for the term of the contract. This particular license agreement not only saves the City money, but it also creates operational efficiencies within agencies, automating core processes. We have also successfully negotiated contracts with two competing resellers that allow agencies to purchase IT goods and related services and will ease purchasing for a broad range of hardware, software, cloud and related service purchases at large discounts.

We're also proud of our performance in awarding contracts to Minority and Women-Owned Business Enterprises (M/WBEs). In October 2018, DoITT was recognized by City Hall as a top performing agency for awarding more than \$449 million to M/WBEs since 2015. As the Council may be aware, the City recently implemented a new \$150,000 M/WBE discretionary purchasing method, and since its implementation in August, DoITT has been the lead agency for the City on using this new method, having awarded 52 contracts directly to M/WBEs worth over \$4.2 million. Aside from that, within the last year, we awarded a citywide IT purchasing contract to an M/WBE with a contract authority of \$285 million over 5 years. Further, the master contract has a 20% goal of M/WBE participation at the individual order level, which DoITT actively monitors and enforces.

These key initiatives are a small part of a wider strategic plan that we plan to release shortly. In my first year here, I have been working within DoITT and with our agency customers to:

- **Prepare** for changes that strengthen our role as a Technology Center of Excellence for NYC government;
- **Run** our operations in more efficient and effective ways to dramatically improve service quality and customer satisfaction;
- **Grow** our capacity to deliver the services for which there is growing customer demand;
- and **Transform** how we empower customers to improve how they support and serve all New Yorkers.

When this strategic plan is unveiled, I'd be more than happy to take a deeper dive with the Committees to show the great things to come here at DoITT.

Finally, before I take questions, I would like to take the opportunity to address a topic that has been top-of-mind for the Council and our agency over the past year: our relationships with our cable franchisees Charter/Spectrum, Altice, and Verizon. We have been engaged in conversations with the Chairs and committee members about ways we, as a City, can work together to hold these companies accountable. Given the limited scope of our cable television franchise agreements, which come up for renewal next calendar year, we developed legislation with the Law Department and the Mayor's Office of the Chief

Technology Officer that would establish privacy protections and expand consumer protections for all customers of all services these franchisees offer beyond cable, including broadband and voice. We fully appreciate the Council's interest and leadership in this particular policy area. Chair Koo is the prime sponsor of both bills – Introduction 1101 and Introduction 1102 – and has graciously introduced these into the Technology Committee, and Chair Salamanca is a co-sponsor of both pieces of legislation. We look forward to having the opportunity to discuss them in another hearing, and are happy to answer any outstanding questions the committees may have about this package.

With respect to the enforcement of our franchise agreements, as the committees know, we have been engaged in several audits of Charter Communications. Last year, we issued a notice of default of our franchise agreement pertaining to fair labor practices as the result of an NLRB ruling against the company for interfering with workers' rights to organize. As recently as December, we issued another default to Charter for failing to comply with our franchise agreement provision pertaining to the hiring of local vendors. Today, I can share that we completed our financial audit and have found Charter in default for altering the method of calculation of their franchise fee payments since their merger with Time Warner Cable. Our audit has found that Charter owes the City approximately \$6 million in unpaid fees. We gave them a notice on February 6, and gave them until March 1 to cure. As many of you may already be aware, we issued Charter a Notice of Default yesterday for failing to pay this outstanding fee. This does not end with a default. We plan to pursue all possible remedies to retrieve the revenue we believe the City is owed, and we will certainly consider these defaults as we evaluate Charter's future as a cable television franchisee in New York City.

With that, I'd be happy to take questions from the Committees. Thank you once again for the opportunity to testify before you.

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Cooper Square Community Land Trust

61 East 4th Street, #1E, New York, NY 10003, (212) 228-8210 ext. 108

March 7, 2019

Mr. Chair and Members of the Land Use Committee,

My name is Valerio Orselli. I am the Project Director of the Cooper Square Community Land Trust, on the Lower East Side of Manhattan. I am here to express our strongest support for the NYC Community Land Initiative's application for a City-wide Community Land Trust Initiative recently submitted to the NYC City Council.

The Cooper Square Community Land Trust (CSCLT) founded in 1994 is currently a fully functioning Community Land Trust in NYC. We are presently working with the NYC Community Land Initiative and the Learning Exchange in order for CSCLT to grow and to provide technical assistance and support to emerging CLT's in all five boroughs.

Our CLT is based on the principle of permanently affordable housing, which can be accomplished only through what we call the decommodification of the housing; that is through the use of grants and forgivable loans for the renovation, coupled with strict resale restrictions. Cooper Square CLT, with no loans to repay, provides for social equity. By keeping maintenance fees/rents low, it allows its many residents to save money for a better education, child care, health care, start a business, travel and the pursuit of creative activities, resulting in an enrichment of family life

Some 20 years after the renovation of our 21 buildings, our housing remains affordable to households earning \$17,920.00 per year for a single person residing in a studio to \$36,880 for a family of four in a 3-bedroom apartment.

By its ownership of the land under the twenty-one buildings, and leased to the Cooper Square Mutual Housing Association pursuant to a ninety-nine years Ground Lease, it exercises a stewardship role over the buildings, helping to protect their long-term affordability.

Clustering the twenty-one buildings into one cooperative structure created an economy of scale allowing the MHA co-op to share income and expenses, purchase goods and services at a discounted rate, share the commercial income amongst all the buildings and create a common Reserve Fund. The commercial income from the twenty-four storefronts provides some 27% of the MHA II's operating income.

The stewardship role of the CLT was a crucial factor in securing the NY State Attorney General's office approval. The Cooper Square Community Land Trust (CLT) holds title to the land under the Cooper Square MHA housing, and monitors and enforces the MHA's non-profit ownership structure, long-term affordability and resale restrictions through a Ground Lease and a Regulatory Agreement. Where the Ground Lease and the Regulatory Agreement may differ, the stricter requirements shall prevail.

I refer you to the chart below, indicating that affordability levels in our buildings range from 24.5% of Area Median Income for a studio to 35.4% of AMI for a 3-Bedroom unit.

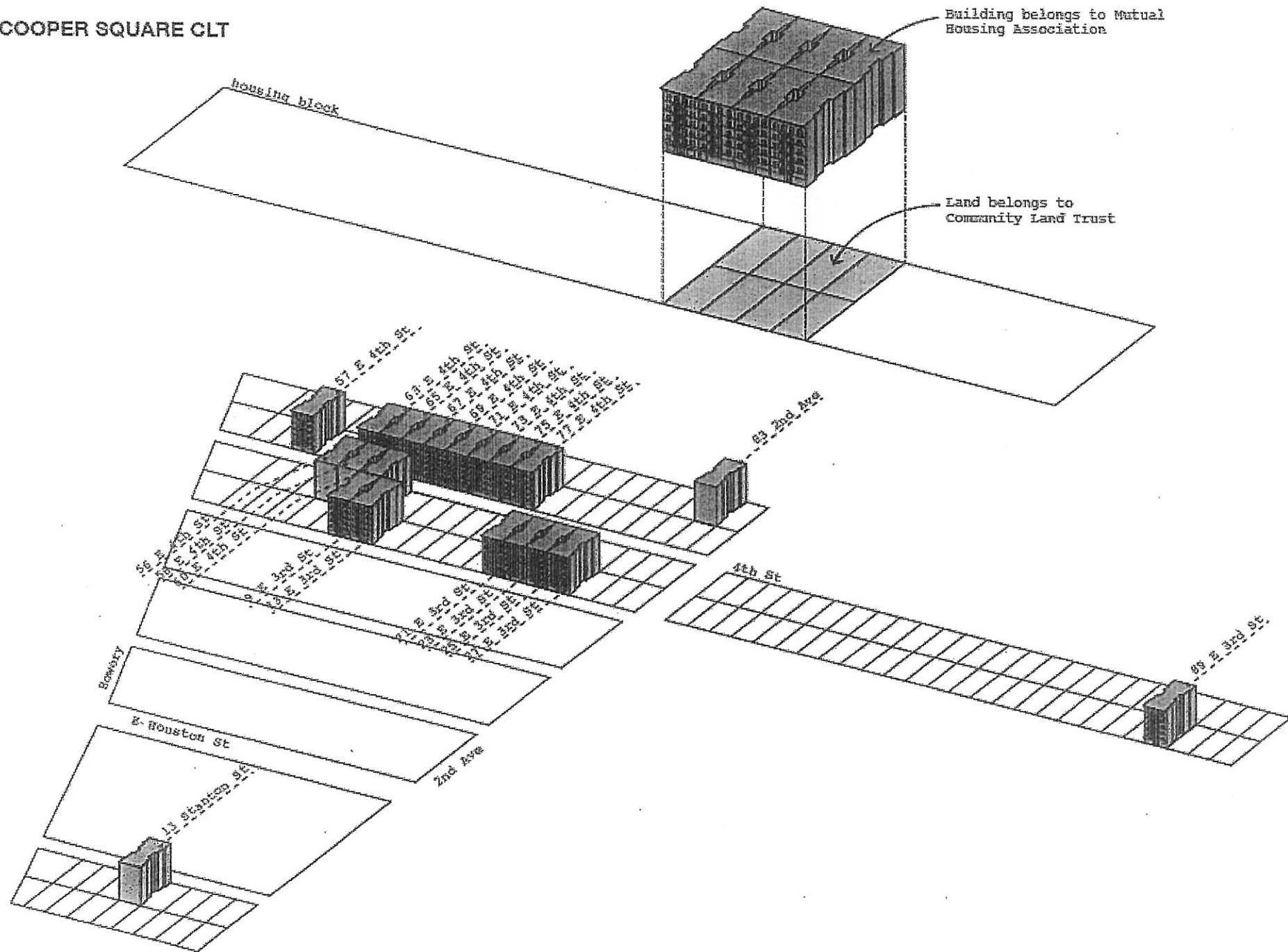
APT. SIZE	LOCATION	SQ. FEET	POST REHAB BASE RENT (1)	CURRENT RENTS+ Unmetered Gas Fee (2)	AFFORDABILITY BY ANNUAL INCOME LEVEL (% OF AMI) (3)
Studio	23 East 3 rd St.	300 SF	\$285.00	\$448.00	\$17,920.00 24.5% of AMI
One-BR	13 Stanton St.	484SF	\$379.00	\$596.00+\$10.00* = \$606.00	\$24,240.00 31.0% of AMI
Two-BR	71 East 4 th St.	631 SF	\$431.00	\$679.00+\$11.00* = \$690.00	\$27,600.00 29.4% of AMI
Three-BR	83 Second Ave	1,104SF	\$578.00	\$910.00+\$12.00* = \$922.00	\$36,880 35.4% of AMI

(3) NYC 4/2018 Average Median Income (Assumed Occupancy= 0-BR (1 person); 1-BR (1.5 people); 2-BR (3 people); 3-BR (4 people))

Even with the economy of scale created by the MHA and the CSCLT's stewardship role, costs will continue to escalate. To meet this challenge, CLT's will need to be fully established and continue to expand. For the permanently affordable housing stock to increase, the CLT model needs to be expanded City-wide. City Council funding for the NYCCLI City-wide CLT Initiative will play a critical role in this new initiative.

Thank you

COOPER SQUARE CLT





COMMUNITY DEVELOPMENT PROJECT

**Testimony of Paula Z. Segal
to the New York City Council Committee on Land Use
Preliminary Budget Hearing for FY 2020
March 7, 2019**

Thank you for the opportunity to testify today. My name is Paula Segal; I am a senior staff attorney at the Community Development Project (CDP), a non-profit legal services organization that works with grassroots and community-based groups in New York City to dismantle racial, economic and social oppression. My practice, Equitable Neighborhoods, works with directly impacted communities to respond to City planning processes and private developers, helping to make sure that people of color, immigrants, and other low-income residents who have built our city are not pushed out in the name of “progress.”

As you will hear from our colleagues at the New Economy Project today, community land trusts (CLTs) are an opportunity for resident-led preservation of the affordability of New York City neighborhoods. CLTs have been used for housing, for cultural space, for commercial storefronts and for preserving places where people work. We are here to urge you to make sure that new citywide CLT Initiative be included in the FY20 budget. We are part of the initiative as a provider of transactional legal services to the grassroots organizations poised to create an expand CLTs across the boroughs. The needed legal support includes incorporation, governance, corporate and property tax filings, transactions and the design of governance strategies that reflect accountability to communities that have invested in the City by living in neighborhoods that were abandoned by both private and public capital for decades (a.k.a. drafting bylaws). Initiative funding will not only allow CDP to provide these services to CLTs that our existing

clients and partners are incubating,¹ it will also allow us to develop new relationships as legal service providers to other Initiative members and to support the development of best practices and training materials that we can share with other legal service providers.

For further information, contact:

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<https://cdp.urbanjustice.org/cdp-equitable-neighborhoods@eqneighborhoods>

¹Northwest Bronx Community & Clergy Coalition; Queens Neighborhoods United; the Mary Mitchell Family and Youth Center (Bronx); CAAAV: Organizing Asian Communities (Manhattan) and Nos Quedamos (Bronx).



FOR THE RECORD

EVERGREEN

Your North Brooklyn Business Exchange

Testimony of Leah Archibald, Executive Director of Evergreen

March 7, 2019

On behalf of Evergreen, the local development corporation serving industrial North Brooklyn businesses, I am writing to express my grave concerns about the proposed loft law bill. As written, the current bill circulating in Albany has the potential to undermine 4 years of hard work put into DCP's North Brooklyn Industry and Innovation Plan. We propose amendments that would protect both tenants and industrial businesses and disincentivize illegal conversion in the future. I was part of a coalition of community organizations that had an opportunity to sit down with the NYC Loft Tenants and have an open dialogue regarding our goals, priorities, and concerns in regards to the Loft Law being discussed in Albany. While it has been easy to frame this as a debate of conflicting interests, we found that there was broad consensus on a number of key priorities.

1. We want to assist long-term loft tenants that are facing imminent eviction
2. We want to ensure existing industrial jobs are not displaced.
3. We do not want to incentivize the conversion of manufacturing to loft space.

Because we found agreement on these points, we are confident there is a way to advance a legislative solution, together, that ensures all of these goals are met. We must work to modify the language in this bill, because as it is currently written we believe that expansion of the loft law will negatively impact our industrial community and the 15,000 working class jobs located here.

Manufacturing is alive and well in North Brooklyn, and for the past 35 years Evergreen has fought to keep it that way. North Brooklyn companies make everything from bespoke suits to architectural steel, from store installations for Park Avenue boutiques to fortune cookies for corner takeout joints. This is a dynamic combination of businesses old and new, traditional and innovative, big and small. But what they create most are good paying jobs for the people who live here. North Brooklyn's industrial businesses face many challenges. Manufacturing company closure and job loss in North Brooklyn is significantly and disproportionately higher than losses in other parts of Brooklyn and Queens in the last decade. This disparity is the result of additional pressure – i.e., commercial and residential conversion – on industrial firms and businesses in those areas, beyond industrial businesses in other parts of the city.

As you know, all IBZ's are exempt from these regulations with the exception of a small part of LIC and the entirety of the Greenpoint Williamsburg and North Brooklyn IBZ's. We are concerned about the safety of units, as well as the displacement of industrial employers from the community. It isn't just the manufacturers in converted buildings that are impacted, it's the ones across the street, next door, etc that end up getting pushed out by residential tenants. These are legal M zones-- the manufacturers were there first. Ultimately, it is scofflaw landlords that reap the rewards for illegally converting manufacturing buildings. It's just not fair, and undermines our ability to keep high quality working class jobs in our community. Our community needs these jobs. Nearly 40% of the North Brooklyn industrial workforce lives in the local area. These jobs, on average, pay residents 73% more than local retail establishments; or \$52,842 vs. \$30,620 annually. Additionally, over 60% of manufacturing jobs offer benefits, compared with 30% of service jobs. Also, these jobs frequently do not require English proficiency or advanced education. Considering 20% of our local



EVERGREEN

Your North Brooklyn Business Exchange

residents do not speak English, 31% live at or below the poverty line, and nearly 37% of are on some form of public assistance, these jobs offer the best path to self sufficiency and economic security for our community residents.

Evergreen fields dozens of requests for assistance in locating industrial real estate each year. However, despite this demand, there is an ever-shrinking supply of available properties. This is in no small part a consequence of the 2005 rezoning, where the amount of M-zoned land was significantly reduced, and of the ongoing illegal residential and legal commercial conversion of our remaining manufacturing buildings. We often find that while businesses in North Brooklyn are interested in expansion, they increasingly have nowhere to go in the City. One third of respondents in a recent survey noted that they would like to expand in the near future. If we do not protect our industrial and manufacturing spaces, these businesses will be unable to expand locally and the community will lose valuable job opportunities for our residents.

We propose a number of amendments to the pending NYS legislation to improve protections for loft tenants seeking protections under loft law and the businesses both within and nearby to converted buildings. Evergreen would support legislation that:

- Imposes a hard deadline for North Brooklyn IBZ applications and thereafter the window should be permanently closed for any new loft conversion applications within the North Brooklyn and Greenpoint Williamsburg IBZ and Ombudsman Areas.
- Has clarifying language about what is allowed to happen to IMD upon designation. For example, if 3 units qualify for loft status, why does a property owner then get to redevelop the entire building for market rate residential? Currently there are no guidelines outlining what they may do with remaining space to DOB allows residential.
- Restricts applications for protection to tenant groups only, not building owners anymore.
- Establishes protection for businesses in converting properties.
- Mandates better enforcement and penalties for landlords moving forward to disincentivize this behavior.
- Creates an MOU that loft protection applicants must sign noting that they live in a manufacturing zoned building in an industrial zone and acknowledge that there may be attendant annoyances that they will encounter.
- Applications for protection should trigger a notice for businesses within a certain range (200 feet?) who will have standing to submit testimony to loft board about impact to their business.



EVERGREEN

Your North Brooklyn Business Exchange

- Mandates that the Loft Board have a much more transparent process. Applications should be searchable on their website, or should be migrated to DOB's website if necessary.

Protecting and promoting our industrial sector is crucial to the city's overall economic development. The sector provides close to 500,000 jobs in New York City, making up nearly 15% of the city's workforce, and contributed \$1.7 billion in tax revenues. The manufacturing and industrial sector is not only a strong component of our economy but a reliable source of jobs for many of our fellow New Yorkers.

I request that you advocate to increase protections for both businesses and residents and to minimize loss of jobs in our community. Not only is this legislation an end-around to avoid the impact studies and public process required for zoning changes, it undermines the city's stated goals of encouraging job growth in the North Brooklyn IBZ. Thank you in advance for your consideration and I look forward to working with the community on this important issue.



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TESTIMONY OF ARMANDO MORITZ-CHAPELLIQUEN
BEFORE LAND USE COMMITTEE
REGARDING FY2020 PRELIMINARY BUDGET

FOR THE RECORD

March 7, 2019

Good afternoon. Thank you Chair Salamanca and members of the Land Use Committee for the opportunity to testify.

My name is Armando Moritz-Chapelliquen and I am the Senior Economic Development Organizer with the Association for Neighborhood and Housing Development (ANHD). ANHD is a membership organization of NYC- neighborhood based housing and economic development groups: CDCs, affordable housing developers, supportive housing providers, community organizers, and economic development service providers. Our mission is to ensure flourishing neighborhoods and decent, affordable housing for all New Yorkers. We have over 100 members throughout the five boroughs who are working alongside communities to create economic opportunity and who have together developed over 100,000 units of affordable housing.

I am here today representing both ANHD and the Industrial Jobs Coalition, a citywide alliance of policy advocates, community organizations, and business service providers from across the city. As part of the Industrial Jobs Coalition, we released a report card last fall urging city agencies to better coordinate with one another to advance a comprehensive industrial policy. As today's discussion is focused on the preliminary budget for the Department of City Planning, it is worth revisiting this recommendation and seeing if progress has been made.

Land Use Actions and Long Term Efficacy

Over the past 3 years, the City has engaged in land use actions restricting competing uses like hotels and self-storage from spreading into our core industrial areas, the Industrial Business Zones. More recently, the North Brooklyn Industry and Innovation Plan presents a land use framework that could be applied to all 21 Industrial Business Zones across the city. **The success of this land use framework and others like it will be largely contingent upon the relevant city agencies, such as the Department of Buildings, ensuring that proposed mixed-use arrangements are being met.** Enforcement of mixed use models is something that has continually been raised as we have sought new land use protections for our industrial areas. As land use actions proceed, the need for addressing enforcement only becomes more pronounced.

While we are not discussing the budget for the Department of Small Business Services, we would be painting an incomplete picture of the City's industrial land use policy if we did not mention the role of Industrial Business Service Providers (IBSPs). The IBSPs have been recognized as the City's eyes and ears on neighborhood industrial and manufacturing issues, providing necessary insight into local challenges and a crucial voice on the importance of land use actions. The success of land use actions is the success of the IBSPs. **As funding for this program is ending, we strongly encourage the Council to continue to champion the cause of industrial and manufacturing and support continuing funding for the IBSP program.**

Mixed Messages on Manufacturing

It is also necessary to raise questions regarding the future of land use actions in North Brooklyn and Bushwick as a new iteration of the loft law is being debated in Albany. We recognize the need to extend protections to vulnerable and otherwise appropriate tenants. However, City policy and the community of North Brooklyn have



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a long-standing interest in the protections of light manufacturing uses because of the equitable economic development benefits they bring. Given that this latest iteration of the loft law has potentially massive impacts on both the City's own future plans for North Brooklyn and the jobs currently in the area, it is alarming to see that the Administration has expressed support for this iteration of the bill. As this is a budget hearing, **we are curious as to how much time and money has been spent on the plans underway in North Brooklyn, including the Industrial study and the Bushwick Community Plan. We would also like to see how this investment was weighed in the context of supporting this state legislation.**

We have been active partners with the City to advance a modernized industrial land use policy. We look forward to continuing this relationship and advancing an equitable economic development vision. Thank you again for the opportunity to testify.



Community Land Trust Initiative

Testimony to the New York City Council Committee on Land Use Preliminary Budget Hearing for FY 2020 March 7, 2019

Good afternoon, Committee Chair Salamanca and members of the Land Use Committee, and thank you for the opportunity to testify. My name is Julia Duranti-Martinez, and I am the Community Land Trust (CLT) Coordinator at New Economy Project. New Economy Project is an economic justice organization that works with community groups throughout New York City to fight discriminatory economic practices and to support cooperative economics and community-led development, rooted in racial and gender justice, neighborhood equity, and ecological sustainability. New Economy Project co-founded and co-convenes the NYC Community Land Initiative, a coalition of more than two dozen housing and social justice organizations advocating for CLTs to preserve and create deeply affordable housing and stabilize neighborhoods. Since 2017, we have coordinated a citywide Learning Exchange for groups at various stages of CLT formation. As an outgrowth of this work, New Economy Project and 14 partner organizations are proposing a new citywide CLT Initiative, with FY2020 discretionary funding support, that would incubate and expand CLTs in all five boroughs of NYC.

CLTs are a proven mechanism to preserve vital affordable housing stock, prevent extraction of public subsidies, and combat displacement. A CLT is a nonprofit that owns and stewards land in the community's interest, and leases use of the land for affordable housing development and other community needs. CLTs typically issue renewable 99-year ground leases that establish resale and rental restrictions and ensure that CLT leaseholders cannot earn speculative profits if they choose to sell or rent their property. These permanent affordability restrictions protect public investments in CLTs from being lost to the market over time—a key advantage that CLTs have over conventional affordability terms of 15 or 30 years. The longstanding Cooper Square CLT, on Manhattan's Lower East Side, for example, has developed and preserved 400 units of housing for households earning 26.5% - 36% of Area Median Income (AMI), and will continue to do so in perpetuity.

CLTs also engage community members in meaningful decision-making over neighborhood and housing development. CLT boards of directors are typically composed of equal parts CLT leaseholders, community members, and public stakeholders. The CLT facilitates broad community engagement and participation in land use and planning decisions. Both Cooper Square CLT and the East Harlem/El Barrio CLT grew out of sustained community-led planning and visioning processes, and continue to have strong relationships with their community boards and other local partners. The Northwest Bronx Community & Clergy Coalition's proposed Bronx CLT will partner with nonprofit housing developers to identify development opportunities and engage residents in the planning and management of properties.

While housing remains a key focus for many CLTs, the flexibility of the CLT model can support any land use. CLTs around the country incorporate commercial uses, community and cultural spaces, community gardens, and open space into their work. The development of green space as well as public space that uplifts the resilience of local residents is particularly critical in communities that have been deeply affected by decades of environmental injustice and divestment. The Mott Haven-Port Morris Community Land Stewards engaged in extensive community visioning and design processes to develop its plans for community gardens, and recently completed a feasibility study for a community health and arts center (H.E.ARTS). Similarly, the Mary Mitchell Center for Family and Youth plans to create a CLT that will partner with community gardens to cultivate healthy food and value-add products for income generation.

In addition to fostering permanently affordable housing, equitable community development, and community engagement in planning and land use processes, CLTs can be important partners in disaster recovery and resilience in the face of climate change. CLTs from the Bay Area to the Florida Keys incorporate ecological building techniques and green energy into their work, and partner with community members in the wake of hurricanes and other extreme weather events to rebuild. Locally, the South Bronx Land and Community Resource Trust—a partnership between We Stay/Nos Quedamos, the South Bronx River Watershed Alliance, the NYC Community Gardens Coalition, and the South Bronx Culture Collective—plans to prioritize affordable housing as well as community gardens and green infrastructure, such as community-owned utilities, micro grids, and storm water mitigation.

The CLT model has sparked a citywide movement that has achieved tremendous gains in recent years—including passage of the City’s first local law defining and entering CLTs into the administrative code; increased NYC Dept. of Housing Preservation and Development (HPD) support for the CLT model; expanded training, legal and technical support networks; and investment of NYS Attorney General settlement funds in local CLTs. More than a dozen community-based organizations from the Northwest Bronx to Brownsville are working to develop local leadership, deepen community partnerships, organize tenants and homeowners, and identify properties suitable for their CLTs.

The proposed citywide CLT initiative will allow groups to build upon this exciting progress at a critical moment of opportunity. The initiative will support essential CLT community education and organizing, board and member training, and other start-up costs; build capacity through legal, financial, and technical assistance; and promote coordination among CLTs so they reach a sustainable scale. We ask the Committee to include the CLT initiative in its budget recommendations for FY2020.

Thank you again for the opportunity to testify. For more information or questions, please contact Julia Duranti-Martínez at New Economy Project (212-680-5100, julia@neweconominyc.org).



Community Land Trust Initiative

Description: The city-wide Community Land Trust (CLT) Initiative will strengthen communities and create and preserve permanently affordable housing, by incubating CLTs in all five boroughs of NYC. The CLT initiative will engage thousands of NYC tenants and homeowners in outreach, organizing, education, and CLT governance; and provide legal, technical and financial support to establish and build capacity of CLTs. The initiative will be administered by DYCD.

Request: New Economy Project (Coordinator) and partners request \$850,000 to fully fund the new citywide CLT Initiative, made up of 15 community and technical support organizations, listed below.

Need: More than 75% of low-income NYC renters are rent burdened. From 2014 to 2017, median rents increased by more than one-third. The city is rapidly losing affordable housing due to expiring subsidies and deregulation of rental properties. NYC also loses more than 1,000 small businesses each month – a particular burden for neighborhoods of color, where small businesses provide a large share of jobs.

Impact: The CLT Initiative will support development of 11 CLTs to create and preserve permanently affordable housing and combat residential and commercial displacement, in low-income NYC neighborhoods. The initiative will conduct 50 community education and organizing sessions in all five boroughs; engage 1,000 tenants and homeowners in CLT activities; and provide 25 training and technical assistance engagements to support successful incubation or expansion of CLTs. Over the long term, the initiative will create and preserve more than 5,000 units of permanently affordable housing for low-income New Yorkers. CLTs are a proven mechanism to preserve vital affordable housing stock, prevent extraction of public subsidies, and stabilize commercial and community spaces. Cooper Square CLT, for example, has developed and preserved almost 400 units of permanently affordable housing on the Lower East Side, for families earning as low as 30% AMI, while providing affordable commercial space for 20 small businesses.

Scope and Services: The CLT Initiative consists of 11 community-based organizations (CBOs) and four technical support organizations, described below. CBOs will conduct community education, outreach and organizing, and receive training and technical support to successfully incubate or expand CLTs in their neighborhoods. Technical support organizations will provide legal and other support to CBOs.

1. **CAAAV Organizing Asian Communities** will create a CLT focused on affordable housing for elderly residents, and commercial space for immigrant-owned businesses, in Manhattan's Chinatown.
2. **Chhaya CDC** will pursue a CLT that preserves community space and commercial affordability for small businesses in Jackson Heights, and work with partners to prevent foreclosures.
3. **City College of New York** will develop training curricula on CLTs.
4. **Community Development Project** will provide transactional legal support on CLT incorporation, by-laws and other matters.
5. **Community Solutions** will work with Brownsville, Brooklyn residents and nonprofit partners to establish a CLT to support low- and moderate-income households.
6. **Cooper Square CLT**, a decades-old CLT on the Lower East Side, will acquire and develop new properties, and recruit and train an intergeneration team of community and housing leaders.

7. **Cypress Hills LDC** will create a CLT to preserve low income homeownership and rental units in Cypress Hills and East New York, Brooklyn, focusing on homeowners at risk of foreclosure.
8. **East Harlem El Barrio CLT** will complete acquisition of its first four properties and engage tenants and community residents in stewardship, organizing, and creation of a Mutual Housing Association.
9. **Mary Mitchell Center** will pursue a CLT to steward property it currently owns and publicly-owned land and housing it seeks to acquire.
10. **Mott Haven Port Morris Community Land Stewards** will support limited-equity homeownership opportunities, as well as commercial, cultural, and educational spaces that improve quality of life.
11. **New Economy Project (Coordinator)** will provide research, training, and overall coordination for the CLT Initiative, including to track progress and ensure timely reporting and compliance.
12. **Northfield LDC** will establish a CLT to create affordable homeownership for low income families on Staten Island, and to preserve homes at risk of foreclosure.
13. **Northwest Bronx Community & Clergy Coalition** will create a CLT to protect affordable housing, community and nonprofit spaces, commercial and industrial spaces and community gardens.
14. **Picture the Homeless** will provide training and mentorship on community and CLT organizing.
15. **We Stay/Nos Quedamos** will form a CLT to steward affordable housing NQ currently manages and green infrastructure, including microgrids, community-based utilities and storm water mitigation.



For more information, please contact Deyanira Del Rio at New Economy Project:

dey@neweconomynyc.org, 212-680-5100, x208

CLT Initiative

Participating Community Groups

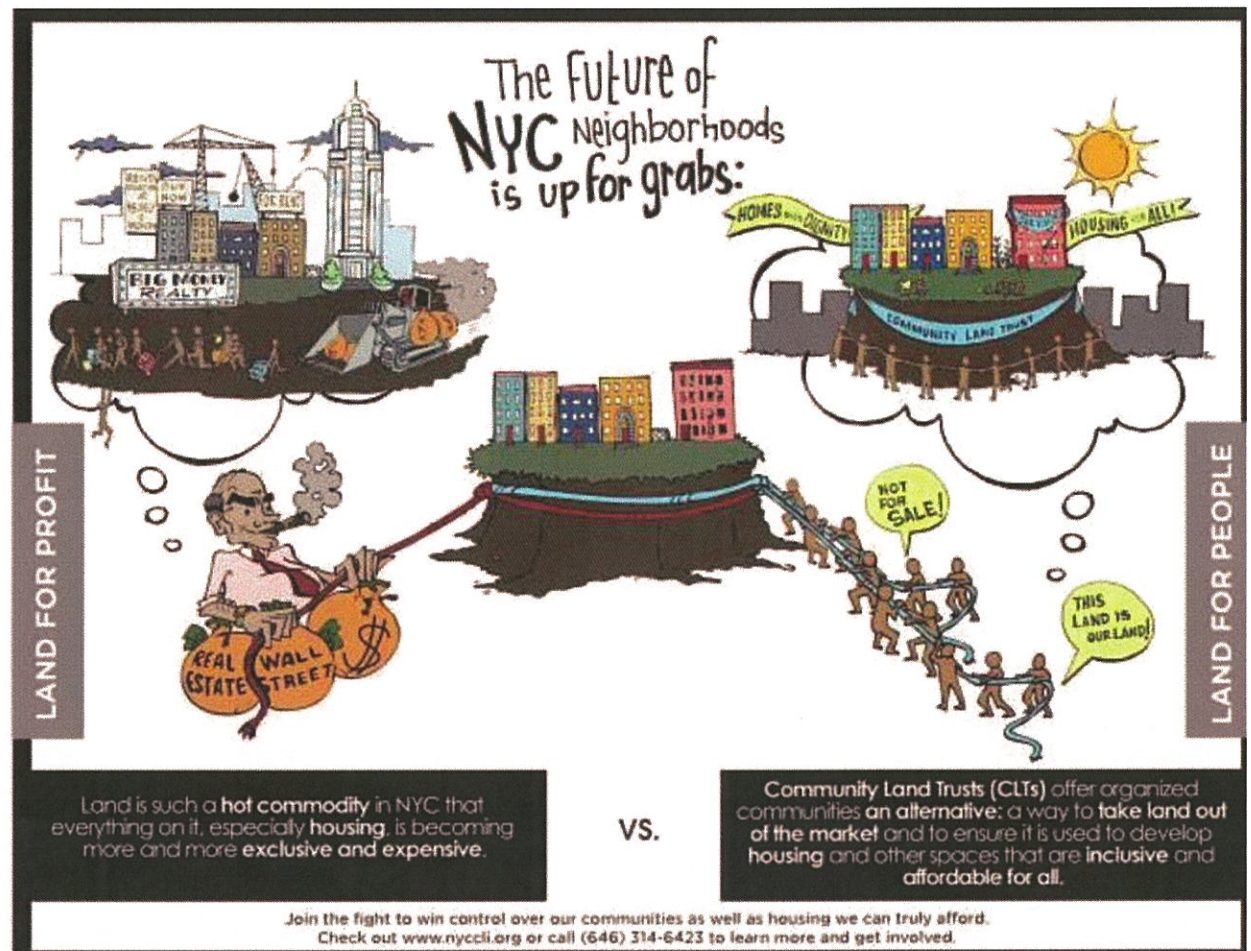
Technical Support Providers:

- City College of New York
- Community Development Project
- New Economy Project
- Picture the Homeless



WHY Community Land Trusts?

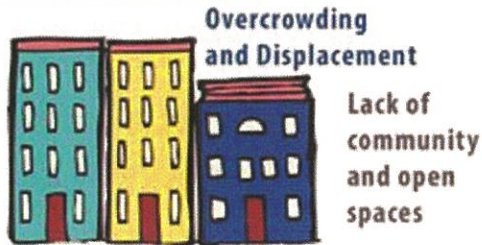
- **Permanent affordability & neighborhood stability.**
- **Community stewardship of land, housing, and other community assets.**
- **Protects public investment in affordable housing**
- **Economies of scale**
- **Social equity**



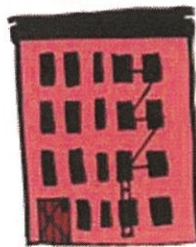
How a COMMUNITY LAND TRUST (CLT) Works

1. A community is struggling with things like:

Rising housing costs
and commercial rents



Vacant buildings



2. Community Members work together to form a Community Land Trust (CLT), a non-profit, democratically governed organization that gets and keeps land in trust on behalf of the community.

3. The CLT facilitates community-driven planning to address the community's immediate and long-term needs. It works with resident groups, non-profit housing developers and other organizations to:

Preserve and enhance low-income housing and other places of value to the community

Develop unused spaces to meet community needs

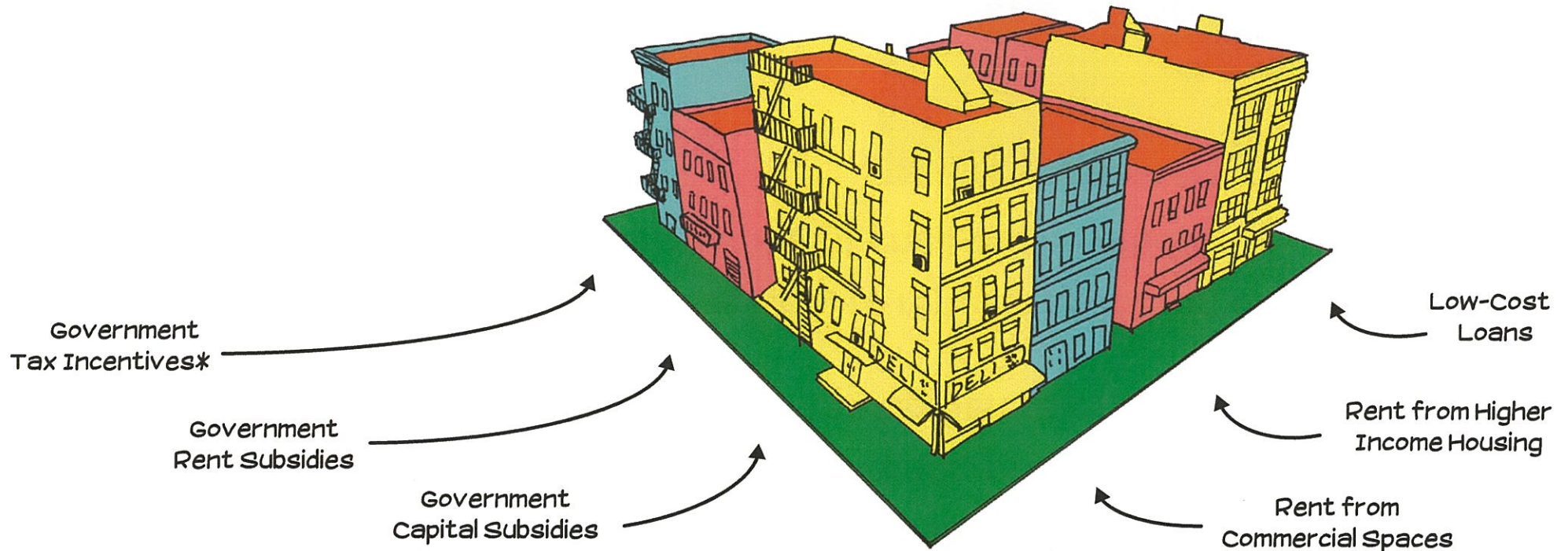


How a CLT Works (cont'd)



- **CLTs separate ownership of land and buildings.** The nonprofit CLT owns the land, and issues ground leases to buildings, typically for 99-year renewable terms.
- **The CLT model is flexible** and can support homeownership, rental, SRO, commercial space & more. As they expand, CLTs can achieve **cross-subsidies and economies of scale.**
- **CLTs require ongoing community organizing to be successful.**

Permanent Stewardship Protects Public Investment in Property & Housing



The CLT enforces ground leases and resale/affordability restrictions. This ensures *permanence* of affordability on a CLT, prevents extraction of public subsidy, and creates an extra layer of community oversight.

Advancing CLTs - What can New York do?

- **Create a preference for CLTs** in public land/public property dispositions and subsidy allocations, reflected in future RFPs/RFQs/RFEIs
- **Look to CLTs as a preservation partner** for rehabilitation of distressed assets, (including at-risk HDFCs, long-term AEP buildings, property in the city's third party transfer program, and property in the tax lien sale)
- **Change the way land on CLTs is assessed**, to reflect separation of land and buildings and long-term affordability maintained by the model.
- **Incorporate CLTs into Housing New York framework.**
- **Provide grants and financing** to support CLT start-up, capacity-building, expansion





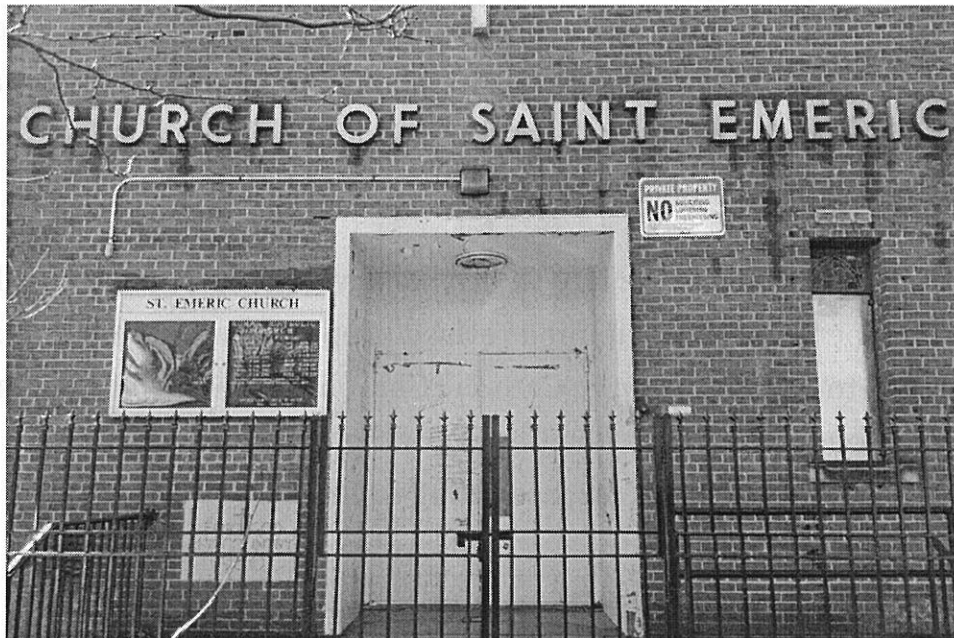
EAST VILLAGE NYC AFFORDABLE HOUSING

3

Shuttered East Village churches must be converted into low-income housing, advocates say

"The Archdiocese of New York has an opportunity to take a bold step for the community," said one advocate

By Caroline Spivack | Feb 21, 2019, 9:31am EST



Advocates aim to develop 400 units of below-market-rate housing at the former Church of Saint Emeric on East 13th Street. | Caroline Spivack/Curbed NY

The Archdiocese of New York is considering a proposal to turn over a shuttered East Village church to a land trust that would transform the property into 400 units of below-market-rate housing.

The Cooper Square Community Land Trust has offered to partner with developer Jonathan Rose Companies to create a mixed-income community on the roughly 300,000-square-foot parcel at 740 East 13th Street between Avenues C and D. The plan is the latest in a years-long effort urging the archdiocese to convert unused church space

into affordable homes for a Manhattan neighborhood where nearly half of the tenants are rent burdened.

The archdiocese has already committed to devoting 100,000 square feet of the property toward affordable housing—though they have yet to define tenant income requirements—on land that houses the former Church of St. Emeric. But housing advocates say the church should further its charitable mission by devoting the entire lot to low- to middle-income housing.

“We believe it would be unjust to develop part of St. Emeric’s for market rate housing,” wrote Valerio Orselli, project director with the Cooper Square Community Land Trust, and Steve Herrick, the executive director of the Cooper Square Committee, in a recent letter to David Brown, the archdiocese’s director of real estate. “The Lower East Side/East Village community between East 14th St. and Houston St. has lost a great deal of affordable housing in the past decade, and we cannot help but view the Archdiocese’ disposition of its properties in this context.”

The archdiocese, which says it is the largest private developer of low-income housing in the city, invited Cooper Square to submit a revised proposal for the site after rejecting the land trust’s July bid to partner with the Catholic Church on low-income senior housing at another shuttered house of worship: the Church of the Nativity at 42-46 Second Avenue between East Second and Third streets, according to Orselli.



The Church of the Nativity closed its doors in August 2015 and faces an uncertain fate. | Caroline Spivack/Curbed NY

Joseph Zwilling, a spokesperson for the Archdiocese of New York, said that the Church of the Nativity belongs to Most Holy Redeemer Parish because the Nativity's congregation merged with the East Third Street church and is not owned by the archdiocese. In instances of unused church space, the archdiocese works with a given parish to determine the best course of action.

The Cooper Square Community Land Trust, a Lower East Side organization that ensures community stewardship of land, offered to buy Church of the Nativity for \$18.5 million (with \$5 million in closing costs) over a 30-year period, but the Archdiocese has instead expressed interest in seeking market value for the land and using the funds to address needs at the Most Holy Redeemer and parishes across the city, according to Cooper Square's letter. As an alternative, the Archdiocese suggested St. Emeric's—which is directly across from a Con Edison power plant and requires environmental remediation from contaminated soil—as a potential site for affordable housing.

Rather than an either/or approach, advocates contend that both parcels should be developed into below-market-rate housing and argue that the Catholic Church's resistance to do so flies in the face of its doctrine.

“It’s in direct contradiction in the teachings of the Church,” said Orselli. “We understand that the Church has obligations, but there clearly is a disconnect from the social justice thesis of the Church and the practices of the real estate offices of the Archdiocese.”

The Church of Nativity closed its doors in August 2015 as part of a downsizing effort within the archdiocese that shrunk its number of parishes from 368 to 296. Parishioners from the Church of St. Emeric landed at a merged Church of St. Brigid-St. Emeric, which was also set to close and its buildings demolished until an anonymous donor stepped in with some \$20 million to endow and restore the Avenue B church.

In canonical terms, the Catholic Church has since relegated the former Church of Nativity to profane use. This means it can be sold and used for anything that is not antithetical to Catholic teaching (what is known as a sordid use)—but neighborhood advocates say that ignoring the neighborhood’s dire need for below-market-rate housing and selling the land to the highest bidder is tantamount to a sordid use.

“It’s kind of mind boggling,” said Rebecca Amato, the associate director of the Office of Civic Engagement and Urban Democracy Lab at NYU’s Gallatin School of Individualized Study, who got involved with the Church of Nativity efforts while studying the Cooper Square Community Land Trust. “It shows a complete lack of knowledge or respect or ignorance of the history of the Lower East Side and of the faith of the people who have lived there for centuries.”

Amato even raised her concerns at a November conference in Rome hosted by the Vatican’s Pontifical Council for Culture discussing the use of decommissioned Catholic churches across the globe.

Today, the Cooper Square Community Land Trust fears it is unlikely that the group will reach an agreement with the archdiocese to develop the Church of the Nativity site. Instead, if the property is sold with the purpose of developing housing, the trust urges the archdiocese to mandate a buyer develop a minimum of 25 percent affordable housing.

“We have concluded that we cannot make a viable offer to develop even mixed-income rental housing at the Nativity site that would satisfy the Archdiocese’ purchase price requirement,” reads Cooper Square’s letter to the archdiocese, which notes that

developers the group has consulted with estimate a high-end price of \$40 million for the land.

Meanwhile, if the trust's proposal to develop St. Emeric's is accepted, the project would also include community space, as well as services for mental and physical health, senior services, and educational programming. The group would fine tune the plan based off of community feedback.

The Cooper Square Community Land Trust is in the midst of organizing a May town hall —with the support of Community Board 3—on the fate of the Church of Nativity, the St. Emeric's site, and on the issue of how decommissioned churches can be best utilized by the archdiocese and the communities they once served. A venue and exact date have not yet been set.



Curbed NY Newsletter

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Could a Community Land Trust Keep Brownsville Affordable? Local Nonprofit Says Yes.

Community land trusts transfer the control of city-owned land to local residents and stakeholders to maintain affordability and economic diversity of their neighborhood.



by Andrea Leonhardt — January 29, 2019



SEARCH NEAR YOU

trust for Brownsville and Ocean Hill and is looking for local residents to join the advisory committee.

“Brownsville is a good location for a community land trust because of the significant opportunities for development here,” said John Napolitano, senior project manager of Inspiring Places for the Brownsville Partnership. “As vacant land owned by the Department of Housing Preservation and Development is redeveloped, a CLT will help ensure that the new building supports the goal that every Brownsville resident has a safe, healthy and affordable place to live.”

Community land trusts are nonprofit corporations that develop and steward affordable housing, community gardens, civic buildings, commercial spaces and other community assets on behalf of the community. In neighborhoods like Brownsville, where an influx of development on long-vacant land is underway, CLTs are particularly important, said Napolitano.

“Creating a CLT can help ensure that as development happens in Brownsville, it’s done in a way that keeps the interests of the community front and center,” said Napolitano. “By empowering the community to participate in the development process, the CLT can ensure that new construction addresses what matters to Brownsville residents, like creating more housing that’s truly affordable. Most importantly, a CLT gives the community a strong say in future planning and development. It’s crucial that a CLT is established before development comes in, so that affordability can be preserved for current residents.”

Once formed as an independent nonprofit, the mission of this membership-based organization will be to transfer control of select real estate assets to local residents and community stakeholders to maintain affordability, economic diversity and local access to essential services within the neighborhood. A board drawn from residents, other members of the community, advisors and public officials will oversee the operations of the CLT, Napolitano explained.

The Brownsville CLT will place particular emphasis on providing new homeownership and rental opportunities, as well as sponsoring community improvement and placemaking projects on vacant properties.

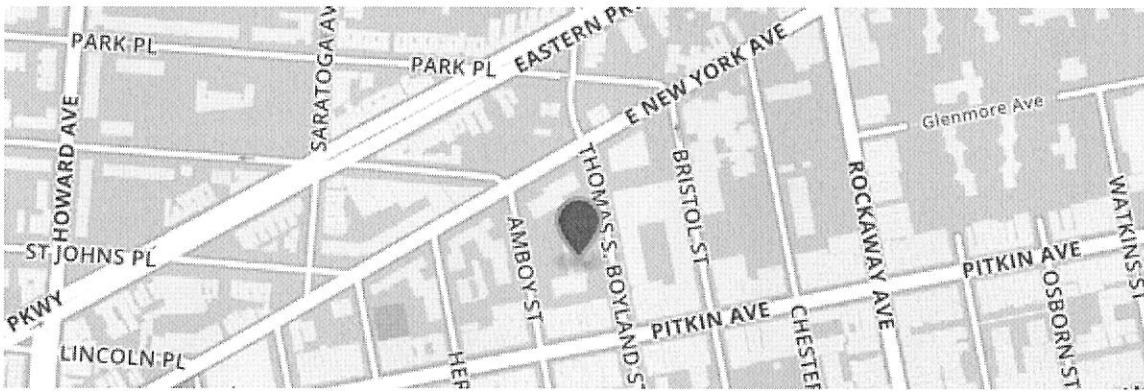
SEARCH NEAR YOU

developed and provide a check to ensure that the new housing being built is affordable and serves the community's needs.

“Our goal is to form a panel of at least 12 members, with residents and local stakeholders making up two-thirds of the group,” said Napolitano.

A first introductory meeting was held on January 16, and a second introductory meeting will take place in mid-February. The CLT will be formed in the next few months, with the election of board members taking place later this year, said Napolitano.

The Brownsville Partnership is still accepting applications from interested residents. For more information, sign up here.



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I represent: New Economy Project

Address: 121 W 27th St #804 New York NY 10001

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Name: Valerio Orselli

Address: 16 4rd Ave, NYC 10003

I represent: Cooper Square Community Land Trust

Address: 61 E 4th St, NY 10003

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I represent: NYC Local 3 RBFW

Address: Ham Van Buren Bldg

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Name: Ed Delgado

Address: 346 E 21 St, NYC 10007

I represent: Cooper Square CLT

Address: 61 East 4th St, NYC 10007

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Name: Paula Segal

Address: 501 W 17th St, NYC 10011

I represent: Community Development Project

Address: 423 Williams St, 16th Floor, NYC 10013

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Name: Fun Ares

Address: _____

I represent: DOT, First Deputy Commissioner

Address: _____

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Name: Samir Sari

Address: _____

I represent: DrTT Commissioner

Address: _____

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Name: Michael Pastor

Address: _____

I represent: DrTT General Counsel

Address: _____

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Name: John Winkler

Address: _____

I represent: DrTT Associate Commissioner Financial Svcs

Address: _____

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Name: Armando Moritz-Chapellignon

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I represent: ANHD

Address: _____

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Name: Leah Archibald

Address: 287 14th St BK

I represent: Evergreen

Address: 2 Kingsland BK

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Name: Susan Arvon

Address: 120 Bway 31st FL

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Address: 120 Bway 31st FL

I represent: DCP

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Address: 120 Bway 31st FL

I represent: DCP

Address: _____

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Name: Malisa LAGO

Address: 120 Bway 31st FL

I represent: DCP

Address: _____

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I represent: _____

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Address: LPC - Administration

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Address: LPC - Administration

I represent: _____

Address: _____

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