

INWOOD

NYC

2017 Action Plan



Acknowledgements

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Manhattan Community Board 12

Inwood Stakeholder Working Group

Catholic Charities
Centro Altagracia de Fe y Justicia
Centro Médico Dominicano
City Life Is Moving Bodies (CLIMB)
Columbia University
Community League of the Heights (CLOTH)
Conservancy North
Dept. of Education District 6 Superintendent
Dyckman Senior Center
Friends of Inwood Hill Park
Friends of Sherman Creek
Hermandad Cultural Gagá Pa'l Pueblo
Inwood Community Services
Inwood Owners Coalition
Inwood Preservation
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New York Restoration Project
New York Women's Chamber of Commerce
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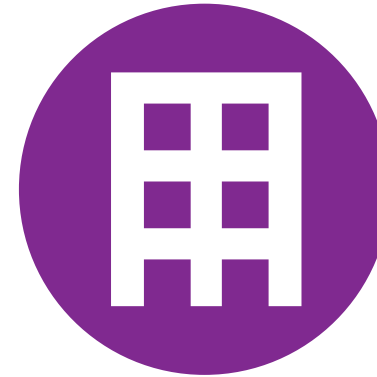
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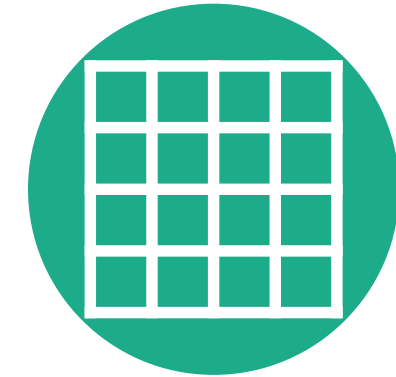
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Executive Summary

Inwood is a neighborhood of unique qualities.

As the northernmost neighborhood on the island of Manhattan, Inwood is surrounded by water and defined by hilly landscapes, great open spaces like Inwood Hill Park, and lively streets like Broadway, Dyckman, and 207th Streets with diverse local businesses. Inwood draws strength from a large amount of affordable housing that has made it possible for generations of working and immigrant families to settle and thrive. Its cultural vitality and sense of community amidst the big city have made it a neighborhood treasured by those who live and work here.

But accelerating challenges call for action.

In order to ensure that Inwood continues to be an affordable, attractive neighborhood for working families, action is urgently needed.

- Rents in Inwood are increasing faster than the rest of the city, putting pressure on residents who depend on affordable housing
- Inwood residents, especially youth, need access to opportunity and quality jobs
- Out-of-date zoning creates a barrier between the neighborhood west of 10th Avenue and the waterfront, while also allowing for development that is out of character with Inwood's familiar neighborhood fabric
- There has been inadequate public investment over the last several decades

These trends threaten the future of Inwood as an affordable neighborhood of opportunity for future generations.

Inwood NYC is a comprehensive plan for investment in Inwood's future.

After decades of low levels of public investment, Inwood is finally getting the attention it deserves. Responding to City Council Member Ydanis Rodríguez's call for action during his State of the District speech in March 2015, a City team led by NYCEDC has engaged over 2,300 residents, workers, and other local stakeholders in planning for the long-term future of Inwood.

From this dialogue, the City and its partners have developed the **Inwood NYC 2017 Action Plan** — a set of strategies and actions to achieve the following community-identified priorities:

- Produce affordable housing, keep existing affordable housing affordable into the future, and protect tenants
- Connect Inwood to the Harlem River by extending the vibrant, mixed-use neighborhood to the east of 10th Avenue and reclaiming the waterfront for the public
- Preserve and strengthen Inwood's distinctive neighborhood character west of 10th Avenue
- Invest in the people of Inwood by increasing access to workforce training and jobs, youth programming, and other services, and supporting local businesses
- Invest in infrastructure such as streets, parks, sewers and community spaces

The Inwood NYC 2017 Action Plan is the first chapter of a conversation about the future of Inwood.

The City is committed to continue working with the Inwood community throughout this process to help shape the future of this great New York neighborhood.



Action Plan Highlights

Support Affordable and Mixed-Income Housing

To relieve the shortage that is driving up rents in Inwood, the City will create opportunities for new housing. Through subsidized affordable housing projects and the Mandatory Inclusionary Housing (MIH) Program, a significant portion of new apartments will be affordable. At the same time, the City will use all the tools at its disposal to preserve Inwood's rent-regulated housing. Finally, the City will protect existing tenants by aggressively investigating complaints of harassment and taking action against landlords who break the law.

Key Actions

- Developing 100% affordable housing and a new state-of-the-art public library on the site of the Inwood NYPL branch
- Opened a new legal services office in Inwood to provide tenants with free legal assistance

Create a Comprehensive Zoning Framework

To enable the large underdeveloped areas on the Harlem River waterfront to reach their full potential and respond to community needs, the City will develop and implement modernized, mixed-use zoning along and east of 10th Avenue. Over time, this plan will restore and open up over a mile of currently inaccessible waterfront, achieving a longstanding community goal. West of 10th Avenue, the City will ensure that the neighborhood's distinctive built character is preserved and strengthened by applying contextual zoning districts.

Key Strategies

- Extend the vibrant mixed-use character of Inwood east to the Harlem River
- Respect and strengthen the existing character of Inwood by implementing contextual zoning west of 10th Avenue
- Create new housing, including permanently affordable housing in all new developments
- Reclaim the Harlem River waterfront for the community with new public esplanades and open spaces

Improve Neighborhood Infrastructure

To raise quality of life for everyone in Inwood, the City will invest in infrastructure. This includes improving parks and other public spaces to meet high demand for recreational amenities. In keeping with the Vision Zero initiative to end traffic deaths and injuries, it also means enhancing streets so that pedestrians and cyclists can get around safely and easily. The City will also take steps to ensure that critical below-grade infrastructure can support the current and future population.

Key Actions

- Investing \$30 million to improve Highbridge Park
- Developing an Inwood drainage plan to address water and sewer infrastructure needs

Invest in People

To ensure that Inwood residents and businesses have opportunities to thrive, the City will invest in community development initiatives. This includes investments in workforce training and educational programming so that youth and adults can find careers in growing industries like health care and technology. The City is also providing resources to assist local businesses and cultural organizations in organizing, in order to better promote and improve Inwood's vibrant commercial corridors.

Key Actions

- Established a new Workforce1 Career Center in Northern Manhattan
- Launched the Neighborhood 360° grant program to support Inwood businesses
- Supporting the community in developing a shared vision for arts and culture

1

Neighborhood Snapshot





Who Lives in Inwood?

Inwood is home to a large immigrant community, as well as the city's highest concentration of residents of Dominican descent and a center for Dominican culture in New York.

Total Population

42,676

approx.

Foreign-Born Population

49%

NYC

37%

Race/Background

| | |
|---------------------------------|-----|
| Hispanic / Latin (all races) | 75% |
| White alone | 16% |
| Black or African-American alone | 5% |
| Asian alone | 2% |
| Multiple Races | 2% |

Population Age

| | |
|---------|-----|
| 0 - 24 | 30% |
| 25 - 44 | 34% |
| 45 - 64 | 25% |
| 65+ | 11% |

Source: US Census Bureau, 2011-2015 ACS Community Survey for Inwood NYC Study area boundary (Manhattan Census Tracts 291, 293, 295, 297, 299, 303, & 307).

Median Household Income

\$41,687

Manhattan

\$72,871

NYC

\$53,373

Population Below the Poverty Line

26%

Manhattan

18%

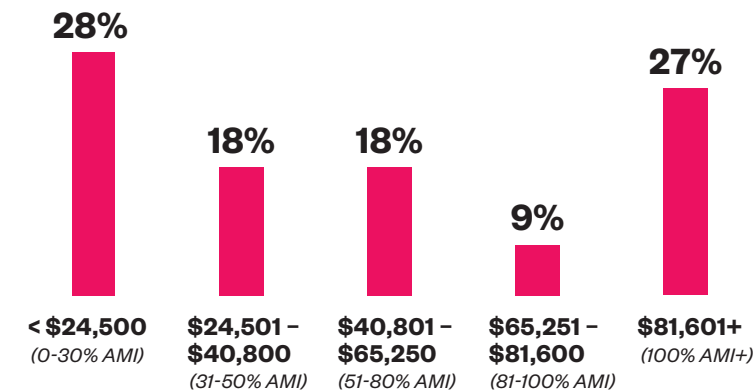
NYC

21%

Source: US Census Bureau, ACS 5-year Estimates 2011-2015; 5-year Public Use Microdata Sample (PUMS) approximates Community District 12 boundary. Dollar Values include income as well as benefits.

Source: US Census Bureau, 2009-2013 American Community Survey for Inwood NYC Study area boundary (Manhattan Census Tracts 291, 293, 295, 297, 299, 303, 307).

Household Income



Sample incomes provided for a family of 3, according to HUD 2016 income limits. Source: US Census Bureau, ACS 5-year Estimates 2011-15, 5-year Public Use Microdata Sample (PUMS) approximates Community District 12 boundary.

Neighborhood Snapshot

The following is a summary outlining Inwood's strengths, assets, challenges, and opportunities that have emerged through the community planning process.

Strengths & Assets

Housing

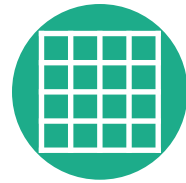


Community District 12 (CD 12) has one of the largest concentrations of rent-regulated housing in New York City — over 70% of all housing units compared to just one-third citywide. Most of this housing was built many decades ago, with over 89% of apartments constructed prior to 1947.

| Regulatory Status | Rent-Stabilized | Government Assisted | Public Housing (NYCHA) | Unregulated |
|-----------------------|-----------------|---------------------|------------------------|-------------|
| Community District 12 | 61% | 6% | 3% | 30% |
| Manhattan | 37% | 14% | 7% | 43% |

Note: Rent-regulated housing includes rent-stabilized, government-assisted, and public housing. Source: HPD Research & Evaluation, 2014

Land Use



Inwood is a vibrant mixed-use community full of apartment buildings, shops and businesses, and community facilities like schools and houses of worship. Residents and workers have excellent access to public transit via the A and 1 subway lines as well as Select Bus Service to the Bronx and two Metro-North Railroad stations located just across the Harlem River.

Infrastructure



Inwood is home to some of the City's most magnificent parks and open spaces. From Inwood Hill Park (the last old-growth forest in New York City) to Fort Tryon, Isham, and Sherman Creek Parks, Inwood residents enjoy more acres of parks and playgrounds per capita than the average New Yorker.

People & Businesses



Inwood is home to hundreds of small businesses and thriving commercial corridors, including Broadway, Dyckman, and 207th Streets. Business sales have been steadily increasing over the past seven years, rising faster than NYC as a whole. The neighborhood is home to two large institutions — New York-Presbyterian's Allen Hospital and Columbia University's Baker Athletics Complex. With a thriving cultural scene and sizeable artist community, the neighborhood also hosts events and programs that serve a diverse spectrum of the city and region.

Challenges & Opportunities

A lack of housing development – especially new affordable housing – coupled with slow growth in wages, is making Inwood less affordable. In the past two decades, only 200 units have been built in Inwood. At the same time, rents are rising faster in CD 12 than in the city as a whole, with a 38 percent increase from 2002 to 2014 compared to 24 percent citywide. These trends are increasing pressure on the existing supply of affordable housing, and Inwood tenants are reporting high rates of harassment by landlords. One example of the demand for more affordable housing: when the lottery for 552 Academy Street (see page 23) was opened in 2014, over 60,000 applications were received for only 41 available apartments.

Over half of households in Community District 12 spend more than one-third of their income on housing.

East of 10th Avenue on the Harlem River waterfront, land is vastly underdeveloped compared to the rest of Inwood west of 10th Avenue. This includes 10 acres of parking lots. Public infrastructure separates the waterfront into two areas north and south of the MTA's 207th Street Yard. In these areas and along 10th Avenue, current zoning mostly does not permit housing development or provide for public access to the waterfront. West of 10th Avenue, where neighborhood character is the strongest, zoning allows significant new development without requiring affordable housing or height limits.

Inwood's zoning has not changed since 1961.

The Harlem River waterfront remains a huge untapped resource for the community, with only very limited opportunities to enjoy the waterfront and experience its natural beauty. Between the Broadway Bridge and Sherman Creek Park, access is currently available at five small, unconnected street-end parks and a community-organized informal open space and wildlife refuge at the North Cove.

Over one mile of the Harlem River waterfront is inaccessible to the public.

Inwood suffers from a relatively high unemployment rate. Residents are overrepresented in employment sectors like entertainment and food & accommodations, which do not traditionally offer family-sustaining wages or opportunities for career growth. Meanwhile, a lack of space hinders the growth of existing and new businesses that could provide local jobs. Annually, Inwood residents spend an estimated \$222 million outside the neighborhood. The community also lacks spaces for youth education, arts and cultural programming, and nonprofit services as well as year-round recreational facilities.

Inwood's unemployment rate is higher than Manhattan and NYC.

Data Source: US Census Bureau, ACS 5-year Estimates 2011-2015

2

Neighborhood Planning Process

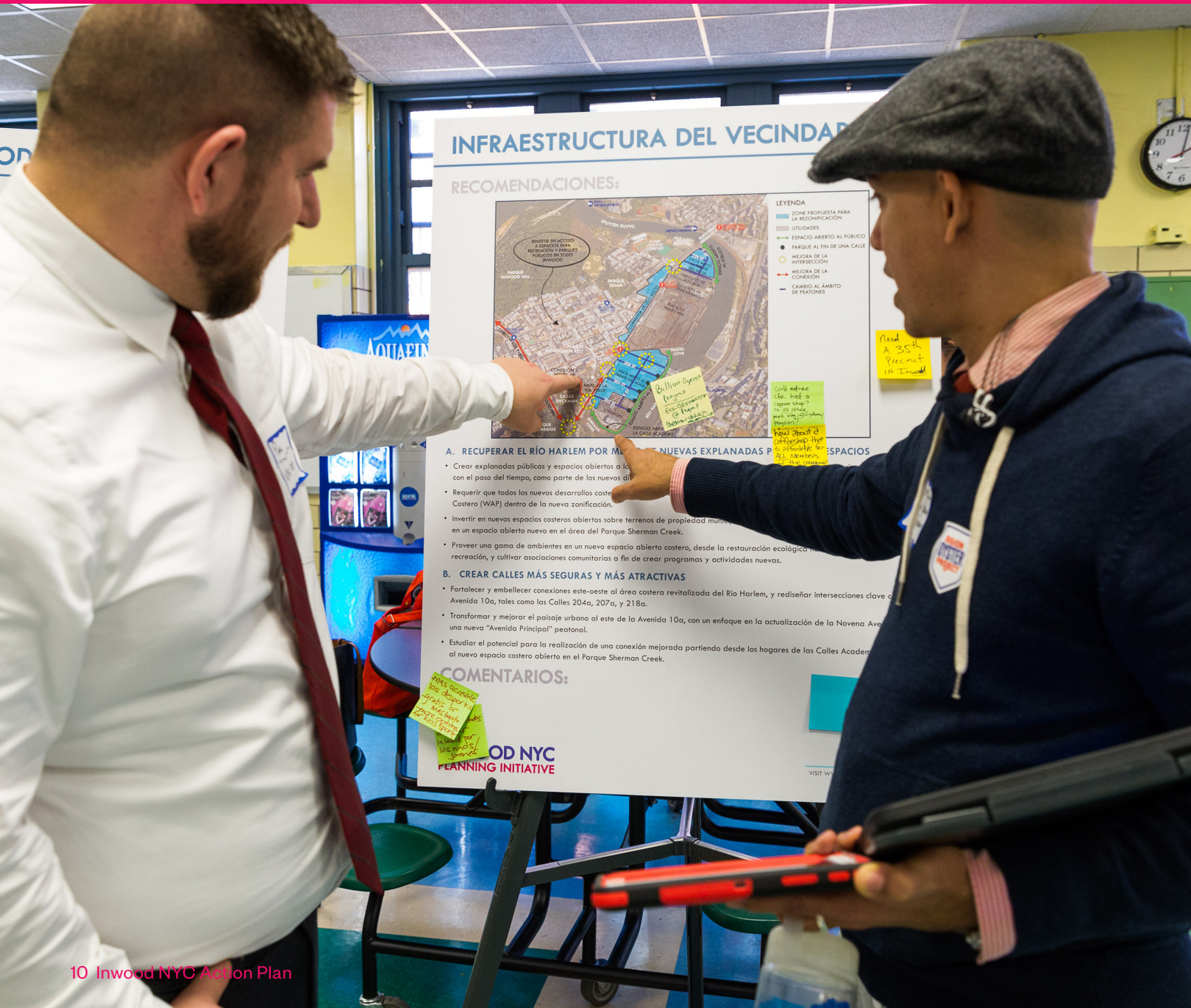
Neighborhood Planning Process

Inwood NYC has taken shape through dialogue with local residents, nonprofit organizations, businesses, and elected officials. Through over a year and a half of bilingual public events, workshops, stakeholder meetings, and surveys, the project has brought together community members of all backgrounds on a range of topics, including housing, zoning and development, parks and streets, jobs and businesses, and community services.

Since Spring 2015

2,300

local stakeholders have engaged with Inwood NYC and shared their ideas and priorities for the future of Inwood.



Inwood NYC Timeline & Process



City Actions So Far

Community Feedback and Priorities

Over the past two years, the City has heard from Inwood community members about their hopes, concerns, and priorities for the future. Below are some common themes expressed through this process:

- Preserve the neighborhood's existing affordable housing and protect tenants from harassment.
- Build new affordable housing for families earning a range of incomes, including very low, low, moderate, and middle incomes.
- Expand rezoning area west of 10th Avenue to preserve Inwood's consistent built character.
- Create new jobs in growing industries that can support families and offer career pathways.
- Support the small businesses and vibrant commercial streets that give Inwood its distinct character.
- Make sure new waterfront open spaces are well-connected to the neighborhood, ecologically sensitive, and provide opportunities for youth to learn and be active.
- Provide much-needed community space offering arts & cultural activities, science and tech education, and other programming for kids and families.
- Improve infrastructure — transportation, power, sewers, parks, and streets — to meet growing demand.

GET MORE INFO

Materials and summaries from public meetings and the community survey are available on the Inwood NYC website at edc.nyc/InwoodNYC.



Community Survey Feedback

What is your favorite thing about Inwood?

449 responses

Parks and Open Space

“The parks. The natural beauty up here is stunning.”

54%

Sense of Community

“I love the sense of community in Inwood. Anytime something happens, the people of Inwood immediately come together to help each other and to protect their neighborhood. Unlike any other neighborhood in Manhattan.”

33%

Neighborhood Character & Small-Town Feel

“The parks and the feeling that you are not in the city even though you're still in Manhattan. The small town character is unique and should be preserved.”

19%

Diversity

“The true sense of community we have through our cultural and economic diversity and the services that offers.”

12%

Transit & Location

“Easy access to transportation, lots of parkland, and always people on the street at every hour.”

9%

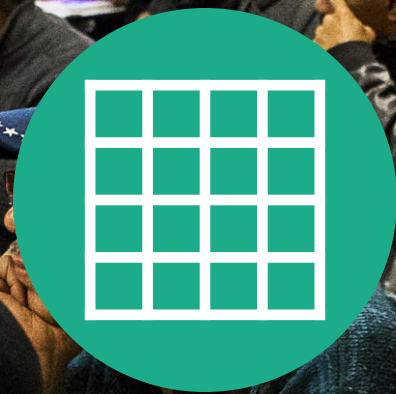


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Neighborhood Strategies



Support Affordable and Mixed-Income Housing



Create a Comprehensive Zoning Framework



Improve Neighborhood Infrastructure



Invest in People

GOAL

Support Affordable and Mixed Income Housing



OBJECTIVE 1

Ensure the Development of New Permanently Affordable Housing

By creating housing for people earning a range of incomes in every new building, the City will ensure that Inwood remains diverse as it grows.

STRATEGY 1

Mandate affordable units in new development

- Require new residential buildings to create permanently affordable housing through the Mandatory Inclusionary Housing (MIH) Program
- Whenever residential development is newly allowed or density is significantly increased, private developers must set aside 20 to 30 percent of units in all new buildings for affordable housing
- New affordable apartments will offer significantly lower rents than market-rate units in Inwood

Mandatory Inclusionary Housing (MIH)

Market Rents Today in Inwood:

Typical 2-bedroom apartment: **\$2,200/month**

Approx. salary needed for family of three to afford this rent: **\$80,000/yr.**

Rents Under MIH Option 1*

25% of residential space set aside for households earning 60% or less of Area Median Income (AMI)

Typical 2-bedroom: **\$1,100/month**

Approx. salary needed for family of three to afford this rent: **\$49,000/yr.**

VS.

Rents Under MIH Option 2*

30% of residential space set aside for households earning 80% or less of Area Median Income (AMI)

Typical 2-bedroom: **\$1,600/month**

Approx. salary needed for family of three to afford this rent: **\$65,000/yr.**

* Within both options, 10% must be set-aside at 40% of AMI (\$700/mo. for family of three earning less than \$33,000/yr). MIH option(s) for Inwood will be determined through the public review process.

STRATEGY 2

Create more affordable housing and achieve deeper affordability

Utilize City-owned sites to provide affordable housing whenever possible.

- Build a 100% affordable housing development on the site of the Inwood branch of the New York Public Library along with a new state-of-the-art library (see page 21)

Offer financing programs to private developers to achieve one or more of the following goals:

- Affordability at a range of incomes, including “deep” affordability for extremely-low and very-low income families (utilizing \$1.9 billion recently added to the City’s housing plan)
- A higher percentage of affordable residential units beyond the 20-30 percent required with MIH
- Additional permanently affordable residential units

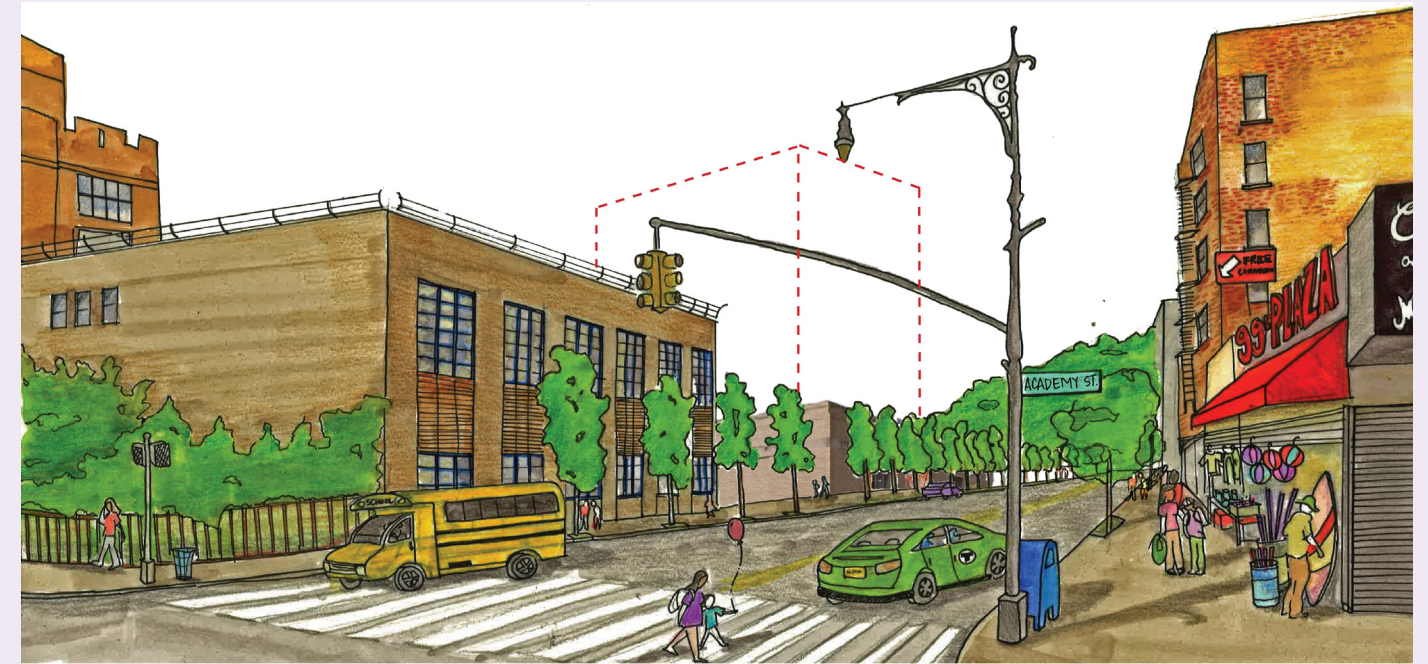
Recent Affordable Housing Project

HPD financed the construction of a 100-unit building at 228-238 Nagle Ave, completed in 2007. The building is home to households earning up to \$49,000 for a family of three and includes 10 units set aside for formerly homeless households.



ACTION

Developing 100% affordable housing and a new state-of-the-art public library on the site of the Inwood NYPL branch



Develop affordable housing on public sites like the Inwood library

While long-term planning is important, **Inwood urgently needs more affordable housing now.** Community stakeholders have called for using public subsidies and land to produce additional affordable housing beyond what will be required under the Mandatory Inclusionary Housing (MIH) Program. In response, the City has identified an opportunity to develop 100% affordable housing on a public site in Inwood.

Inwood Library Project

Redevelopment of the Inwood branch of the New York Public Library (NYPL) will achieve two major community goals expressed through the Inwood NYC process: creating affordable housing and improving community facilities. Through a partnership between NYPL, Robin Hood Foundation, and the Department of Housing Preservation & Development (HPD), **a mixed-use development will provide a new, state-of-the-art library at the base of a new building, with 100% affordable housing above.** The enhanced library will replace all existing amenities while adding new ones such as additional classrooms, computers, and a children’s room. A temporary library will be located in Inwood during construction to ensure continuous service.

GET INVOLVED:

In early 2017, residents and local stakeholders were invited to take a questionnaire and participate in a series of community visioning workshops to explore the types of affordable housing, community services, library programming, and other elements that could be part of this project. About 300 community members attended the workshops and about 750 submitted questionnaires. The City will issue a Request for Proposals (RFP) for redevelopment of the site, accompanied by a community visioning report detailing the feedback received.

In the coming months, the City will continue working to explore any additional opportunities to build affordable housing on public sites in Inwood.



OBJECTIVE 2

Keep Existing Housing Affordable

About 70 percent of apartments in Inwood and Washington Heights are rent regulated, which offers tenants protections from sharp increases in rent and ensures they have the right to renew their leases. However, many tenants have reported landlords using illegal tactics to try to push them out of these apartments. The City, in partnership with Federal and State agencies and community-based organizations, is taking action to protect tenants and keep units affordable into the future.

STRATEGY 1

Preserve affordability in existing buildings

- HPD is proactively reaching out to owners of rent-regulated buildings whose regulatory agreements are ending to offer loans and tax incentives to keep units affordable.
- HPD is coordinating with the US Department of Housing and Urban Development (HUD) to look for opportunities to rehab buildings in distress as well as keep federally assisted buildings affordable after current restrictions end.
- HPD will pilot a Landlord Ambassadors Program with community organizations who will conduct outreach and provide technical assistance to owners of multifamily buildings in Northern Manhattan.

To preserve affordability for tenants in rent-stabilized apartments not subject to agreements regulating their rent, the City is focusing on property owners in Inwood and Washington Heights who could benefit from the City’s preservation loans and tax incentives in exchange for agreeing to maintain the affordability of their units. This includes:

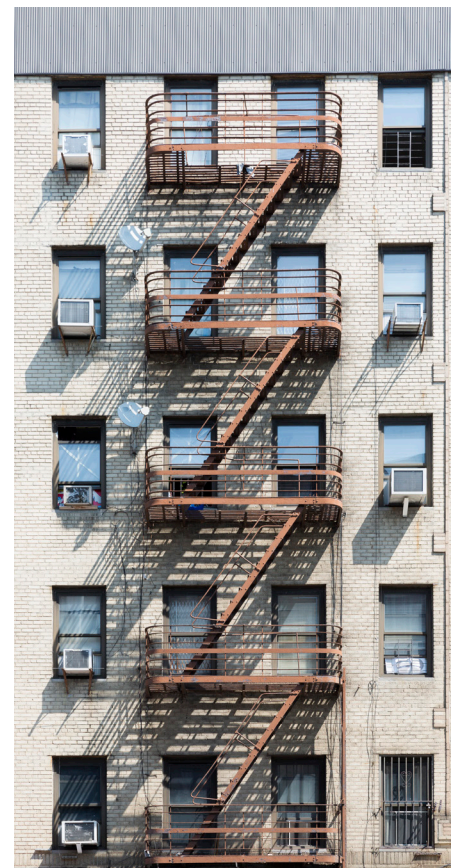
- Contacting the owners of more than 10,000 rental apartments through events, mailers, e-mails, and automated calls.
- Hosting a series of owner events in collaboration with elected officials, community-based organizations, and lenders.
- Seeking out building owners who want to make energy efficiency and water conservation improvements, which the city can help finance in exchange for maintaining affordability.
- Implementing changes to the Tenant Interim Lease (TIL) program to ensure a pathway to affordable homeownership for the 148 City-owned buildings, including 79 Post Avenue and 21 Arden Street. A developer has been assigned to these properties, and HPD is working closely with Council Member Rodríguez to facilitate rehabilitation plans.

Affordable Units Preserved

July 2003–March 2017

| | |
|---------------|--------------|
| CD 12 | 1,900 |
| Inwood | 680 |

Source: HPD 2017 Performance Management and Analytics



STRATEGY 2

Improve and ensure housing quality

- HPD responds to 311 calls, Housing Court requests, and building referrals by community groups and elected officials by sending inspectors to see if building conditions violate the City’s Housing and Maintenance Code.
- The City is stepping up code enforcement in Inwood and Washington Heights, using data to proactively identify buildings that are poorly maintained and in bad condition. These buildings will then be assessed, and the City will also take a look at nearby properties.
- HPD has convened a group of community organizations and housing advocates to identify buildings in poor condition and enhance coordination with groups who work on housing preservation issues in Inwood.
 - Between August 2016 and April 2017, the City surveyed 163 residential buildings in CD 12 and referred 51 buildings to HPD’s Proactive Preservation Initiative (PPI). Follow up actions for buildings in PPI include being referred for further proactive inspection, taken to Housing Court, or put on the landlord watchlist.

Code Activity in Fiscal Year 2016

| | |
|-------------------------------|------------------|
| Inspections issued | 40,000 |
| Violations | 31,310 |
| Emergency repair | \$300,000 |
| <i>25% of Manhattan total</i> | |

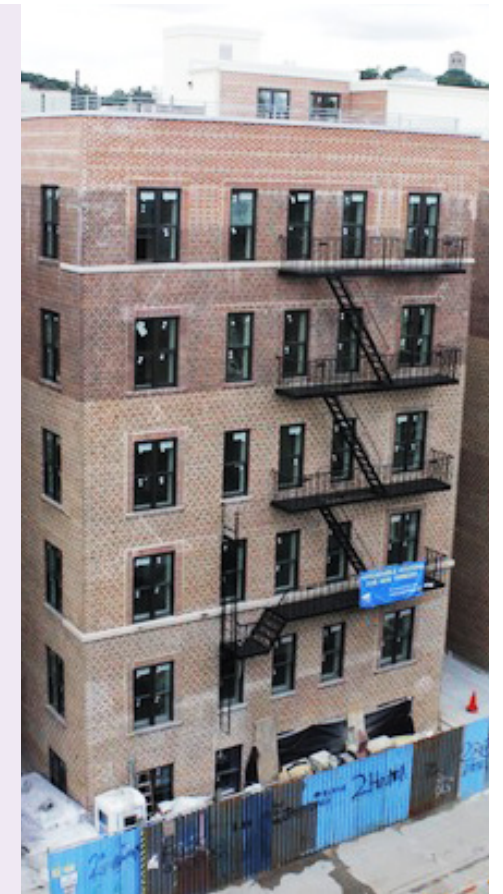
Source: HPD
Code Activity is for CD 12

Recent Housing Preservation Project

In 2015, Community League of the Heights (CLOTH) rehabilitated 552 Academy Street after the building fell into disrepair and was no longer habitable. Using HPD subsidies, the 72-unit building underwent an extensive \$22 million rehabilitation. Today it houses families with incomes ranging from about \$25,000 to \$50,000. All previous tenants were able to return once the renovations were complete.

“With the resources of our elected officials and working with the City, we were able to galvanize momentum to fix this building.”

— CLOTH Executive Director Yvonne Stennett
(Multi-Housing News, June 28, 2012)





OBJECTIVE 3
Protect Tenants

STRATEGY 1
Take action against landlords who are harassing tenants

The Tenant Harassment Prevention Task Force is investigating and taking action against landlords using a variety of tactics, including disruptive and dangerous renovation and construction projects, to force tenants to vacate rent regulated apartments. In addition, the City is exploring the creation of a Certificate of No Harassment Pilot Program to protect rent regulated tenants from being harassed to leave their homes.

STRATEGY 2
Inform tenants of their rights and how to report issues

The City is working to improve and expand information sharing on tenant rights, rent stabilization, credit counseling, and resources for seniors. HPD and the City's Tenant Support Unit (TSU) are prioritizing the following initiatives to reach as many local residents as possible in Inwood and Washington Heights:

- With Council Member Rodríguez, organized three Tenant Resource Fairs in Inwood and Washington Heights since Inwood NYC began, with over 200 attendees and including HRA's Office of Civil Justice, with more to come
- Coordinate with local groups to distribute informational materials at community centers and events
- Update and reissue a Spanish/English brochure to households in Inwood about tenants' rights
- Continue to hold regular office hours with local elected officials and community groups, where TSU specialists meet one-on-one with tenants to assist with housing-related issues

STRATEGY 3
Ensure rent-stabilized tenants are not being charged unlawful rents

New York State's Tenant Protection Unit (TPU) detects and curtails patterns of landlord fraud and harassment through audits, investigations, and legal actions. HPD and TPU, in coordination with community partners, will use their tools to ensure compliance with rent stabilization laws.



TENANT RESOURCES

Call 311 in order to:

- Sign up for the NYC Rent Freeze Program, which helps eligible seniors and people with disabilities stay in their homes by freezing their rent
- Inquire about emergency rental assistance if you are at risk of becoming homeless
- Report unsafe building conditions or illegal construction activity
- Consult with a lawyer free of charge if you are being harassed or facing eviction in Housing Court

OBJECTIVE 4
Increase Access to Affordable Housing

STRATEGY 1
Make it easier for residents to apply for affordable housing

HPD has several initiatives underway to help New Yorkers apply for affordable housing, including:

- Training local community groups to serve as Housing Ambassadors that provide free application assistance to residents. Community League of the Heights (CLOTH) is a Housing Ambassador serving Inwood and Washington Heights residents (call 212-795-4779 or visit cloth159.org).
- Updating the Housing Connect website, affordable housing application, and project advertisements to make these tools more effective and easy to use.

STRATEGY 2
Remove barriers to qualifying for affordable housing

HPD is implementing new marketing guidelines that will make it easier to qualify for affordable housing, including restricting certain credit criteria developers may use to evaluate applicants.

➔ ACTION

Opened a new legal services office in Inwood to provide improved local resources for tenants

The City has made access to quality free legal assistance for tenants a key component of its plan for protecting New Yorkers in need. As a part of Inwood NYC, the City launched an anti-harassment legal services program in 2015 through the Human Resources Administration (HRA).

To address community calls for improved legal services, a City-funded provider, Legal Services NYC, opened an Inwood office in November 2016. Free services offered at the new office include defense in eviction proceedings; assistance suing landlords who are harassing tenants; administrative action to address illegal rent overcharges; and other critical housing issues. To contact the office, call 917-661-4505 or visit 5030 Broadway.

Meanwhile, TSU is also going door-to-door in Inwood and Washington Heights, informing tenants of their rights, identifying housing-related issues, and connecting tenants with a range of resources. TSU specialists case-manage all issues to closure, including referrals as needed to anti-harassment legal services. The program ensures that low-income tenants can stay in their neighborhood by providing access to free legal representation through HRA's Office of Civil Justice, which can respond to evictions and other cases tenants face in court.

Tenant Support in Inwood by the #s

As of February 2017, TSU is going door-to-door in Inwood and Washington Heights, informing tenants of their rights, documenting harassment and eviction, and making referrals to free legal support whenever necessary.

| | |
|--------------------------------|---------------|
| Doors Knocked | 25,371 |
| Phone Calls | 9,734 |
| Cases Opened | 873 |
| Legal Service Referrals | 256 |
| Cases Closed | 666 |
| Tenants Assisted | 2,131 |

GOAL

Create a Comprehensive Zoning Framework



OBJECTIVE 1

Update zoning to reflect current community needs and priorities

Inwood's zoning, which has not been updated since 1961, creates a barrier between the neighborhood west of 10th Avenue and the waterfront.

- Along the Harlem River waterfront, current zoning generally prohibits the kind of mixed-use residential neighborhood that characterizes most of Inwood
- In the heart of Inwood, zoning lacks height limits and other urban design controls to protect the built character of the neighborhood
- Throughout all of Inwood, there are no requirements for affordable housing in new developments or significant opportunities for new commercial and community facility space

Through a balanced approach, the City's rezoning proposal aims to allow for new development where appropriate, while also maintaining the existing built character where it is strong and consistent.

STRATEGY 1

Extend the vibrant mixed-use character of Inwood east to the Harlem River

Rezoning 26 blocks of underutilized land east of and along 10th Avenue will enable the development of new housing, community facilities, shops and offices, as well as a better pedestrian environment, and public access to a revitalized waterfront. These areas are a short walk from the heart of Inwood and have excellent access to public transit.

To ensure that development serves the public interest, zoning will be customized through a special zoning district to shape and guide new buildings according to the neighborhood's needs and priorities, including:

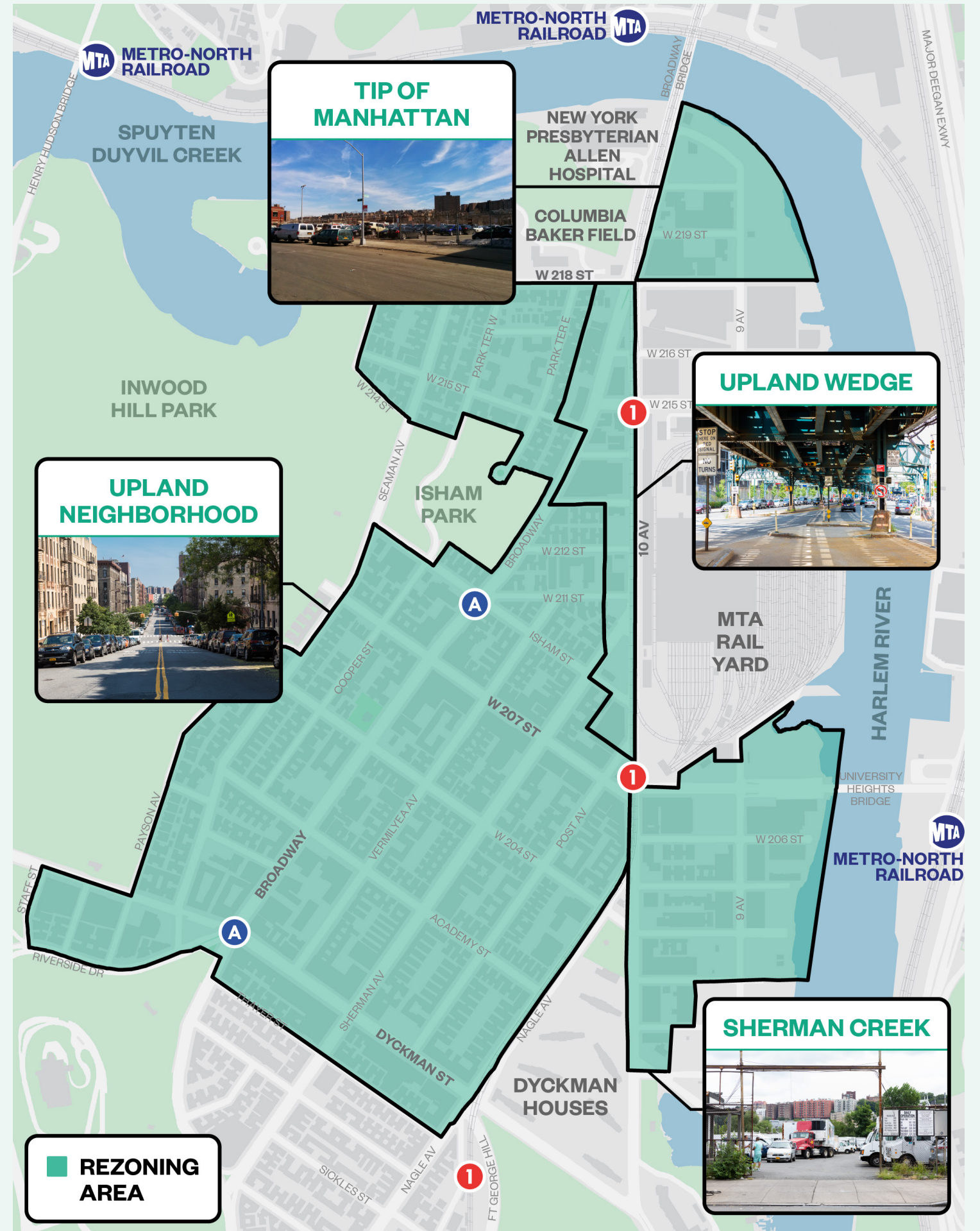
- Defining the size and shape of new buildings to ensure adequate light and air at the waterfront and respond to unique conditions such as the elevated 1 Train
- Requiring all waterfront developments to provide and maintain well-designed public open spaces
- Encouraging commercial and institutional growth that generates good jobs
- Making streets and sidewalks safe and appealing for pedestrians

STRATEGY 2

Respect and strengthen the existing character of Inwood by implementing contextual zoning west of 10th Avenue

In response to calls from Community Board 12 (CB 12), local groups, and elected officials to preserve Inwood's strong and distinctive neighborhood character, the City has committed to expanding the rezoning area to include all of the Inwood NYC study area. Today zoning in this area does not have height limits, other contextual design requirements, or affordable housing requirements. Expanding the rezoning presents an opportunity to address all of these issues and create a more comprehensive neighborhood plan.

Zoning for the areas west of 10th Avenue are currently in development in close collaboration with CB 12 and the Inwood community.





STRATEGY 3

Create new housing, including permanently affordable housing

The rezoning will allow residential development in areas where it is not permitted today. This new housing will help relieve growing market pressures on the neighborhood's existing affordable housing stock by providing more options for a diverse population to continue to grow and thrive in Inwood.

Residential developments in the rezoning area will be required to include permanently affordable housing through the Mandatory Inclusionary Housing (MIH) Program. MIH includes several options for the amount of affordable housing required and income levels of affordable units. The options applying to Inwood will be selected during the rezoning public review process. For more information, download the MIH fact sheet at www1.nyc.gov/assets/housing/downloads/pdf/mih-fact-sheet.pdf

STRATEGY 4

Create opportunities for economic development, job growth, and new community facility spaces.

The rezoning will facilitate the creation of new commercial and community facility space over time. Businesses and institutions will gain opportunities to expand, bringing employment opportunities for Inwood residents. Retail in mixed-use developments will provide more options to shop locally. Ground-floor retail and community facility uses will be encouraged along key streets, extending Inwood's energetic street life and generating more space for community-based nonprofit organizations.

OBJECTIVE 2

Reclaim the Harlem River waterfront for the community's benefit with new public esplanades and open spaces

STRATEGY 1

Establish a Waterfront Access Plan (WAP) to require new developments to create public waterfront open spaces

Improving public access to the Harlem River waterfront is a long-standing yet unfulfilled community priority. To finally realize the promise of this tremendous resource, the Inwood rezoning will include a Waterfront Access Plan (WAP). Building off the Sherman Creek Waterfront Esplanade Master Plan of 2011, the WAP will provide a framework for a continuous waterfront open space from Sherman Creek to the North Cove and from 218th Street to the Broadway Bridge. Developments on waterfront sites will be required to build and maintain public open spaces according to design standards that ensure they are well-connected to the neighborhood, respond sensitively to environmental conditions, and incorporate principles of resilient design.

STRATEGY 2

Explore opportunities for new waterfront open spaces on City-owned land

To supplement these esplanades and fill in gaps in waterfront access, the City will explore investing in new public open spaces on City-owned land. Potential locations could include Academy Street and North Cove in Sherman Creek and portions of the Tip of Manhattan waterfront. The City will work with local waterfront advocates to balance opportunities for ecological stewardship and habitat restoration with family gathering spaces and recreational uses such as fishing and kayaking. These partnerships can also lead to programming such as educational activities for youth.

Community Feedback

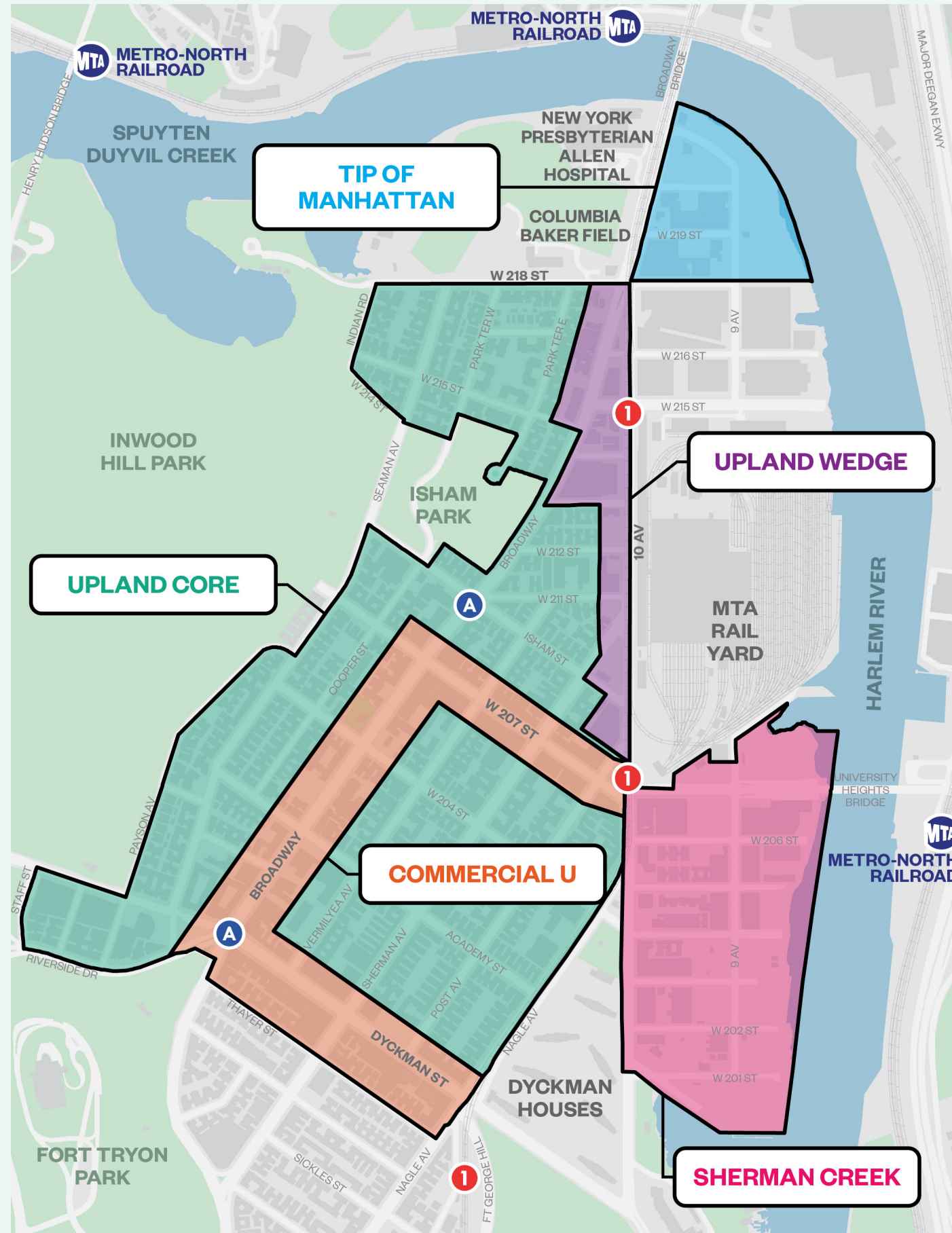
What types of Community Space do you want to see in Inwood?

- Community health care providers
- Indoor and outdoor recreational spaces
- Arts and cultural space (see page 21)
- Job training center (see page 36)

What types of new retail do you want to see in Inwood?

- Supermarkets
- Pharmacies
- Clothing stores
- Gyms





Zoning: Goals & Principles by Subdistrict

1 — TIP OF MANHATTAN

Establish a framework that mixes residential development with a robust commercial component, including the potential for institutional expansion, with strong connections to waterfront open space.

Zoning will seek to:

- Facilitate opportunities for economic development and job growth by limiting residential development in some locations
- Require new waterfront developments to create substantial new public waterfront open spaces
- Strengthen connections to the waterfront with visual corridors and a focus on 218th Street

2 — UPLAND WEDGE

Strengthen 10th Avenue by improving the pedestrian environment under the elevated 1 Train and encouraging a diverse mix of commercial, residential, and community facility uses

Zoning will seek to:

- Allow development to set back from the elevated subway line to allow for more light and air
- Permit residential and a wide range of commercial development, including office space, to create a strong mixed-use corridor

3 — UPLAND CORE

Preserve and strengthen large portions of Inwood west of 10th Avenue where there is a strong and consistent built character.

Zoning will seek to:

- Limit new development where there is a strong existing residential character
- Ensure new development is consistent with existing character by instituting height limits and street wall requirements
- Make existing retail uses conforming under zoning to ensure local businesses can continue to thrive

4 — COMMERCIAL U

Where significant development can occur under existing zoning—namely, along Inwood’s major commercial corridors (Dyckman Street, Broadway, and 207th Street)—make sure it includes affordable housing and good urban design.

Zoning will seek to:

- Require all new residential development to provide permanently affordable housing by applying Mandatory Inclusionary Housing (MIH)
- Impose height limits and street wall requirements suitable for wide commercial streets and sites with access to transit
- Require active ground floors and allow second-story office and retail uses in new developments, consistent with existing character

5 — SHERMAN CREEK

Create a vibrant, mixed-use extension of Inwood with new affordable and mixed-income housing and commercial uses alongside a continuous public waterfront esplanade

Zoning will seek to:

- Allow residential development where it is prohibited today to create new housing at a mix of incomes, including permanently affordable housing
- Require active ground floor uses to create an active, appealing pedestrian environment
- Spur the development of retail and community spaces to produce more local amenities
- Strengthen connections to the waterfront, with a focus on streets that connect to the street grid west of 10th Avenue such as 204th, 206th, and 207th Streets
- Consolidate Con Edison’s existing footprint to facilitate housing and access to the waterfront, while ensuring the continuation of Con Ed’s critical operations

GOAL

Improve Neighborhood Infrastructure



OBJECTIVE 1

Enhance Inwood's magnificent parks

STRATEGY 1

Expand access to Inwood's parks and open spaces

While Inwood is fortunate to enjoy abundant parkland, there is still demand for more recreational opportunities that serve a range of needs for people of all ages. The City is responding to this need and making it easier to access major parks by:

- Activating underutilized spaces with new amenities, such as exercise equipment, playgrounds, plazas, and barbecue areas
- Improving entrances and wayfinding signage to better integrate parks with the surrounding neighborhoods
- Enhancing streetscapes and improving pedestrian lighting and pathways at park edges to promote safety



Over \$15 Million Recently Committed to Improving Inwood's Parks

Inwood Hill Park

- Rehabilitation and renovation of Inwood Nature Center
- Dyckman Fields — Green Outdoor Gym

Highbridge Park

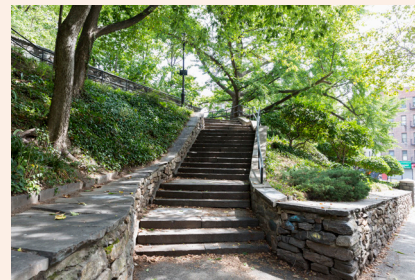
- Restoration of Water Tower

Fort Tryon Park

- Renovation of Jacob Javits Playground
- Renovation of grand staircase to the Cloisters

Dyckman Farmhouse

- Restoration of historic roof and restrooms improvement (including ADA access)



For more information, visit: nycgovparks.org/planning-and-building/capital-project-tracker

The City Parks Foundation (CPF) is making \$300,000 available to community groups for park stewardship, upgrades, and environmental and cultural programming in Inwood Hill, Muscota Marsh, and Isham Parks. As a result of these grants, there will be a large increase in public programming in Inwood parks in Summer and Fall 2017 and Spring 2018.



Urban Wildlife Festival, Inwood Hill Park

ACTION

Investing \$30 million to transform Highbridge Park

With over \$30 million in capital investment committed to Highbridge Park, through the Anchor Parks initiative, the City will transform this well-loved asset to better serve the surrounding neighborhoods of Inwood and Washington Heights.



This major commitment offers a once-in-a-generation opportunity to make an old park new again by significantly transforming large-scale park elements and areas in need of upgrading. Not only do large parks like Highbridge anchor NYC's park system, they also anchor the communities they serve by providing a stabilizing, centering force.

Phase 1, which focuses on the northern part of Highbridge Park, includes:

- Upgrading the park entrance at Dyckman Street and Harlem River Drive
- Repaving pathways and installing better lighting to improve safety
- Restoring the historic Grand Staircase and plaza at Laurel Hill Terrace

GET INVOLVED: Through a multi-step community visioning and capital project scoping process that started in November 2016, the City is working with the community to determine which projects are selected for completion.

OBJECTIVE 2

Increase pedestrian safety and improve neighborhood connections

STRATEGY 1

Explore opportunities to create safe, lively, and pedestrian-friendly streets

To make 10th Avenue and other Inwood streets safer and more attractive for pedestrians, the Department of Transportation (DOT) is evaluating ways to:

- Reduce pedestrian crossing distances through sidewalk extensions and curb realignments
- Create space for more neighborhood amenities, like new pedestrian plazas
- Enhance safety for cyclists and pedestrians by reconfiguring intersections with traffic calming measures
- Improve the accessibility of existing bus stops and subway entrances

STRATEGY 2

Strengthen east-west connections and improve safety at key intersections through corridor improvements

At key intersections along 10th Avenue, and other locations, DOT is exploring ways to improve connections to the Harlem River, including:

- Enhancing bike connections along Dyckman Street and 10th Avenue to better connect existing parks and fill in segments of the Manhattan Waterfront Greenway
- Reconfiguring the intersection of Harlem River Drive, 10th Avenue, and Dyckman Street to improve safety and create a stronger connection between the Harlem River Greenway and Highbridge Park
- Integrate green infrastructure and other streetscape improvements along key corridors

Improve Neighborhood Infrastructure



OBJECTIVE 3

Build capacity of neighborhood infrastructure

STRATEGY 1

Develop an Inwood drainage plan to address water and sewer infrastructure needs

To analyze and plan for increased sewer capacity in Inwood, the City will develop a drainage plan for the neighborhood. The drainage plan will inform a comprehensive capital infrastructure investment strategy by confirming the location and capacity of existing water and sewer infrastructure, and determine where new or expanded infrastructure would be required to support additional development that would result from the *Inwood NYC* plan.

STRATEGY 2

Explore expansion of broadband service in Inwood

The City will explore bringing affordable, high-speed broadband access to residents and businesses in Inwood. An upgraded broadband network would greatly improve the reliability, capacity, and speed of internet and phone service in the neighborhood, helping to connect residents (including youth) to skills and opportunities in the technology sector.

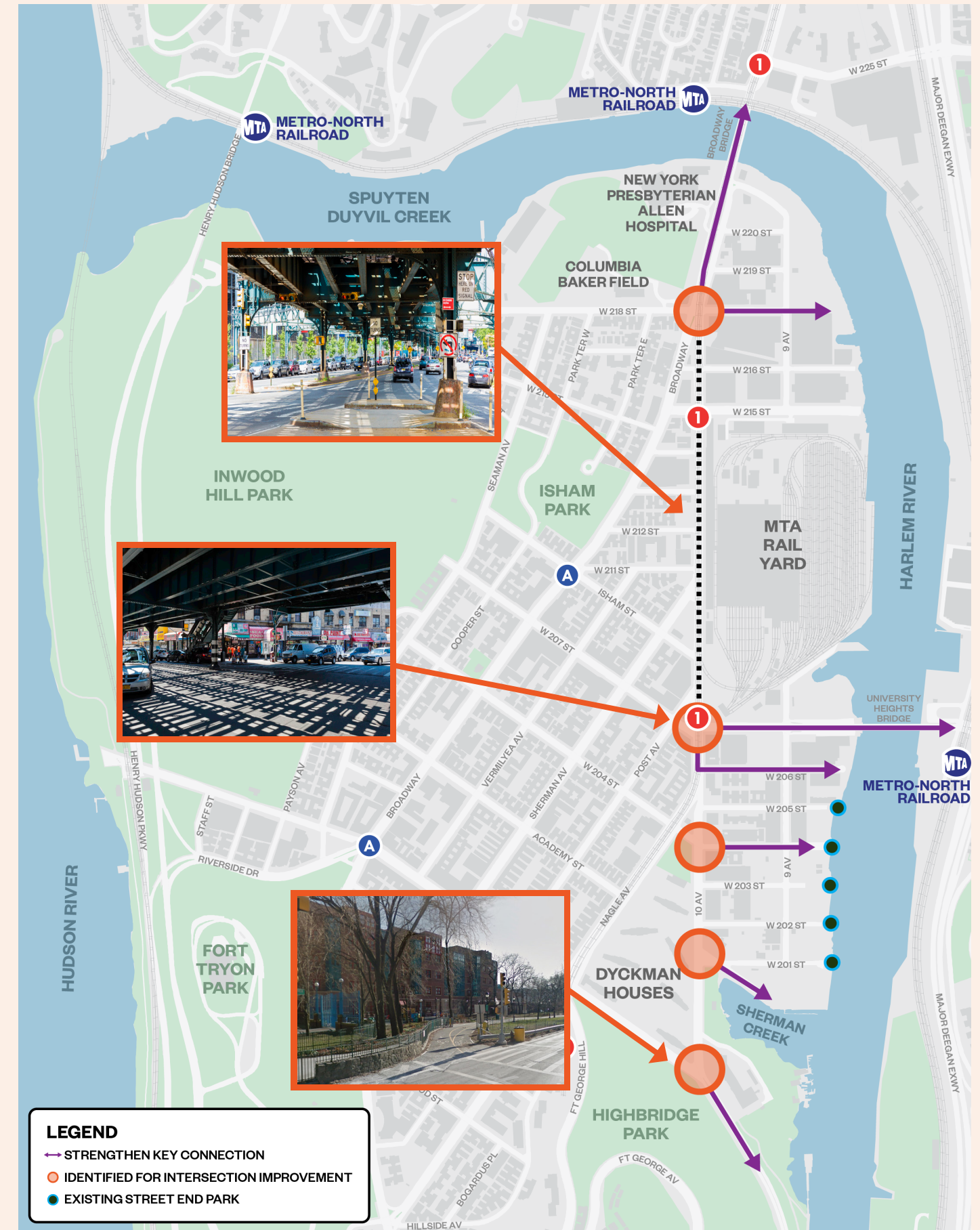
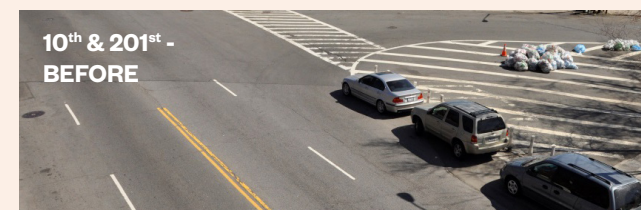
Current & Recent DOT Projects in Inwood

West 215th Street Step Street Reconstruction



Broadway and Isham Street Pedestrian Safety Improvements

Dyckman Street Traffic Calming, Pedestrian Safety and Bike Network Improvements



GOAL

Invest in People



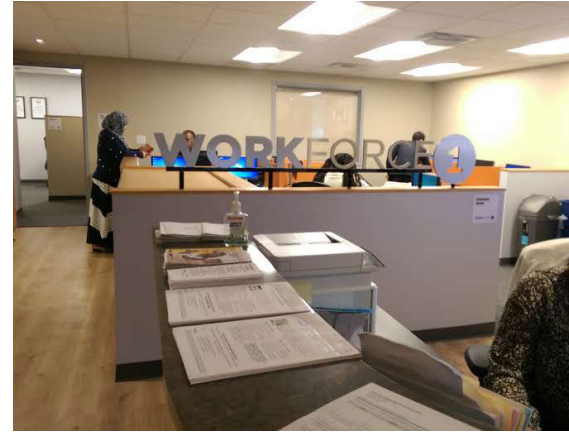
OBJECTIVE 1

Connect Inwood residents to jobs & career pathways

STRATEGY 1

Provide targeted services to help foreign-born New Yorkers reach their full potential

To advance a vision of inclusive growth and shared prosperity, the City's Department of Small Business Services (SBS) has established a new Workforce1 Career Center in Washington Heights to offer a set of targeted services to local residents and workers (see Action below).



STRATEGY 2

Expand youth access to education and skill-building in growing industries

In response to a need identified by many community stakeholders, the City will explore opportunities to increase youth access to STEM education (Science, Technology, Engineering, & Math) and other programming through institutional partnerships.

OBJECTIVE 2

Promote quality, local job opportunities through affordable housing development

STRATEGY 1

Connect Inwood and Washington Heights residents with good jobs in the building trades through the HireNYC program

One of the nation's largest targeted hiring programs, HireNYC enables the City to use its investments to connect more New Yorkers to good jobs and help local businesses find skilled workers. HireNYC now requires that any City contract over \$1 million and any housing development receiving \$2 million or more in City subsidy post open positions with the Workforce1 system and consider qualified candidates.

STRATEGY 2

Expand opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) and nonprofit organizations through affordable housing development

To promote the participation of M/WBEs and nonprofits in the development and management of City-subsidized affordable housing, the City is working to build the capacity of M/WBE and nonprofit developers and improve their access to capital through the Building Opportunity Initiative.

ACTION

New Workforce1 Career Center Established in Northern Manhattan

Recognizing the high unemployment rates and unique needs of the large foreign-born population in Northern Manhattan, **in 2016 the City opened a new Workforce1 Career Center in Washington Heights.**

This major City investment provides access to **Global Talent Pipeline**, a new set of culturally-relevant employment services, and public benefits in one location that is convenient for Inwood residents. This integration of SBS and HRA services helps residents to save time and plan how to manage their benefits in alignment with their workforce training and employment goals.

Along with core employment and training services, the new Global Talent Pipeline services will include:

- **Customized workshops to help foreign-born job candidates develop a better understanding of the American workplace and conduct a successful job search**
- **Advanced occupational training programs in key industry sectors like health care and tech, including contextualized English as a Second Language (ESL) classes**
- **Connection to living-wage jobs with employers who are seeking bilingual staff**
- **Guidance and direct access to HRA benefits such as cash and food assistance**

GET CONNECTED: To learn more and access resources, visit the Washington Heights Workforce1 Career Center at 516 West 181st Street, 5th Floor (1 train at 181 St) or call (929) 841-5050.

“As someone who was not born here, a foreign-born individual, I am really happy that I have finally been given an opportunity”.

— Yvonne Arévalo

A Washington Heights Workforce1 Career Center customer who is enrolled in the Center's advanced Medical Assistant occupational training



OBJECTIVE 3
Help small businesses thrive and strengthen commercial corridors

STRATEGY 1
Provide grants to help Inwood’s businesses and commercial corridors thrive

Launched the Neighborhood 360° Program for small businesses in Inwood (see Action below).

STRATEGY 2
Increase availability of free small business workshops and programs in the neighborhood

The City is providing free workshops and customized business development programs to support the growth of new businesses and entrepreneurs. Additionally, the City will assist merchants with regulatory compliance so they incur fewer fines and violations and will offer free workshops and one-on-one legal assistance to support Inwood business owners in their lease negotiations.



→ ACTION

Launched the Neighborhood 360° Program to support Inwood small businesses

Through the Neighborhood 360° program, the City is identifying, developing, and launching customized commercial revitalization programs and services for Inwood. Beginning in early 2016, **SBS worked in partnership with the Washington Heights Business Improvement District (BID) to conduct a Commercial District Needs Assessment (CDNA) of major Inwood commercial corridors.** These included Broadway, Dyckman Street, 207th Street, 10th Avenue, and 9th Avenue. The CDNA analyzed the existing business landscape, consumer characteristics, physical environment, and unique character of Inwood to help SBS and its partners better understand the needs of the small businesses and shoppers.

In addition, **SBS awarded \$1.14 million in Neighborhood 360° grants to the Washington Heights BID and other local nonprofit partners** to staff, plan, and implement customized commercial revitalization programs informed by the CDNA over the next three years. Initial projects will include sidewalk cleaning services, banner installations, a business marketing campaign, business support workshops, merchant organizing, and family-friendly cultural programming to promote small business growth and quality of life in Inwood.

GET MORE INFO: To learn more about the Neighborhood 360° Program and download the full Inwood CDNA, visit: nyc.gov/neighborhood360.



OBJECTIVE 4
Encourage Commercial and Institutional Growth

STRATEGY 1
Leverage large anchor institutions to foster institutional expansion and job growth

The City will foster institutional expansion and opportunities to create new jobs in growing sectors by prioritizing job-focused development in the northern part of the rezoning area.

The rezoning proposal will also extend Inwood’s commercial corridors east to the Harlem River, providing opportunities for businesses and jobs in the neighborhood to grow.



“SBS has created a new and innovative approach to commercial revitalization, funding a three-year, \$1.1M comprehensive program that will have a long-term positive impact on the vibrancy and quality of life of Inwood”.

— Angelina Ramirez, Executive Director of the Washington Heights Business Improvement District





OBJECTIVE 5

Support the vibrant arts & culture community in Inwood

STRATEGY 1

Explore opportunities to create new community facilities through new mixed-use development

Responding to community feedback that has identified a lack of community space in the neighborhood, including space for indoor recreation, youth, and cultural programming and nonprofit expansion, the City will explore opportunities to create new community facilities in mixed-use developments.



E. Abreu Visuals

STRATEGY 2

Support cultural stakeholders through the Building Community Capacity (BCC) Program

Building Community Capacity, a new initiative of the Department of Cultural Affairs (DCLA), brings together Inwood and Washington Heights stakeholders for intensive training sessions, workshops, public programs, and other activities designed to enhance the role that arts and culture play in developing a healthy, thriving community (see Action on opposite page).

→ ACTION

Supporting the community in advancing a shared vision for arts and culture

Through the BCC program, a diverse group of cultural stakeholders have formed **Northern Manhattan Arts and Culture (NMAC)**, a coalition of organizations and individuals committed to sustaining and promoting the arts and cultural ecosystem in Inwood and Washington Heights.

A first priority was to convene the Northern Manhattan Arts and Culture Summit, a cross-section of the community representing artists, educators, faith-based institutions, businesses, social services, and cultural institutions, to develop a common agenda. BCC has funded the hiring of a project manager dedicated to implementing this shared vision.

Participants prioritized the following:

- **Creating a registry of artists, spaces, and resources to be shared with the community**
- **Convening a monthly meetup series to build collaborative relationships**

“Building Community Capacity is rooted in the understanding that the people who live and work in our neighborhood are the people who know it best. I look forward to BCC providing us with an opportunity to preserve and amplify the essential role that arts and culture have long played in our uptown community.”

— *Veronica Santiago Liu, General Coordinator, Word Up Community Bookshop/Librería Comunitaria*



Neighborhood Strategies Recap



GOAL Support Affordable and Mixed-Income Housing

Objectives

1. Ensure the development of new permanently affordable housing
2. Keep existing housing affordable
3. Protect tenants
4. Increase access to affordable housing

Actions

1. Developing 100% affordable housing and a new state-of-the-art public library on the site of the Inwood NYPL Branch
2. Opened a new legal services office at 5030 Broadway in Inwood to provide improved resources for tenants

Strategies

1. Mandate affordable units in new development wherever possible
2. Create more affordable housing and achieve deeper affordability
3. Preserve affordability in existing buildings
4. Improve and ensure housing quality
5. Take action against landlords who are harassing tenants
6. Inform tenants of their rights and how to report issues
7. Ensure rent-stabilized tenants are not being charged unlawful rents
8. Make it easier for residents to apply for affordable housing
9. Remove barriers to qualifying for affordable housing



GOAL Create a Comprehensive Zoning Framework

Objectives

1. Update zoning to reflect current community needs and priorities
2. Reclaim the Harlem River waterfront for community benefit with new public esplanades and open spaces

Strategies

1. Extend the vibrant mixed-use character of Inwood east to the Harlem River
2. Respect and strengthen the existing character of Inwood by implementing contextual zoning west of 10th Avenue
3. Create new housing, including permanently affordable housing
4. Create opportunities for economic development, job growth, and new community facility spaces.
5. Establish a Waterfront Access Plan (WAP) to require new developments to create public waterfront open spaces
6. Explore opportunities for new waterfront open spaces on City-owned land



GOAL Improve Neighborhood Infrastructure

Objectives

1. Enhance Inwood's magnificent parks
2. Increase pedestrian safety and improve connections
3. Build capacity of neighborhood infrastructure

Actions

1. Invest \$30 million to transform Highbridge Park

Strategies

1. Expand access to Inwood's parks and open spaces
2. Explore opportunities to create safe, lively, and pedestrian-friendly streets
3. Strengthen east-west connections and improve safety at key intersections through corridor improvements
4. Develop an Inwood drainage plan to address water and sewer infrastructure needs
5. Explore expansion of broadband service in Inwood



GOAL Invest in People

Objectives

1. Connect Inwood residents to jobs and career pathways
2. Promote quality, local job opportunities through affordable housing development
3. Help small businesses thrive and strengthen commercial corridors
4. Encourage commercial and institutional growth
5. Support the vibrant arts and culture community in Inwood

Actions

1. Established a new Workforce1 Career Center in Northern Manhattan
2. Launched the Neighborhood 360° grant program to support Inwood small businesses
3. Supporting the community in advancing a shared vision for local arts and culture through the Building Capacity Program

Strategies

1. Provide targeted services to help foreign-born New Yorkers reach their full potential
2. Expand youth access to education and skill-building in growing industries
3. Connect Inwood and Washington Heights residents with good jobs in the building trades through the HireNYC program
4. Expand opportunities for Minority and Women-Owned Business Enterprises (M/WBEs) and nonprofit organizations through affordable housing development
5. Provide grants to help Inwood's businesses and commercial corridors thrive
6. Increase availability of free small business workshops and programs in the neighborhood
7. Leverage large anchor institutions to foster institutional expansion and job growth
8. Explore opportunities to create new community facilities through new mixed-use development
9. Support cultural stakeholders through the Building Community Capacity (BCC) Program

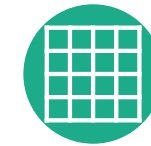


Stay Involved

The Inwood NYC 2017 Action Plan represents a set of strategies and actions that create a roadmap for how the City and its partners can achieve each the four key goals that have emerged through intensive community engagement.



**Support
Affordable and
Mixed-Income
Housing**



**Create a
Comprehensive
Zoning
Framework**



**Improve
Neighborhood
Livability**



**Invest in
People**

This is not a finished plan, but rather the first step of an evolving process and conversation that will continue well into 2018 and beyond. The City is committed to continue working with and engaging the Inwood community throughout this process to help further refine the neighborhood plan. We urge Inwood residents, workers, and business owners to get involved and make your voices heard. The City looks forward to continue working with the Inwood community to help shape the future of this great New York neighborhood.



For more information about Inwood NYC, visit edc.nyc/InwoodNYC, and contact Inwood@edc.nyc to join our mailing list and receive regular updates on the plan.



