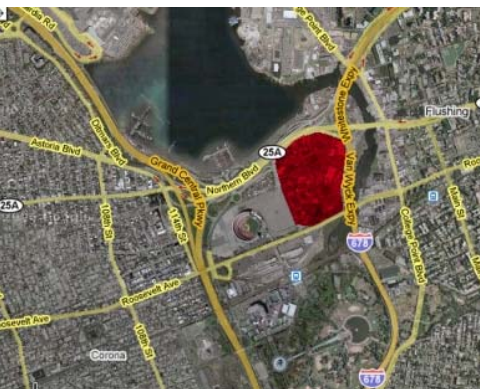


Making Willets Point

Work for New York

A plan for neighborhood success

February 2008



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This report was prepared by the Pratt Center for Community Development and is the result of extensive conversations over several months involving several hundred residents of the communities surrounding Willets Point (especially Corona, Flushing, Jackson Heights and East Elmhurst), workers and business owners from the site itself, and a wide range of community, housing, and labor organizations. Each section of this report contains a description of community input, as well as background information about the proposed project and the issue. The recommendations combine explicit community requests from the process along with best practices based on the Pratt Center’s knowledge of planning processes.

Its contents and recommendations have been reviewed and endorsed by:

Asian Americans for Equality

Association of Community Organizations for Reform Now (ACORN)

Catholic Charities of Brooklyn and Queens

Centro Hispano Cuzcatlán

Good Jobs New York

Habitat for Humanity

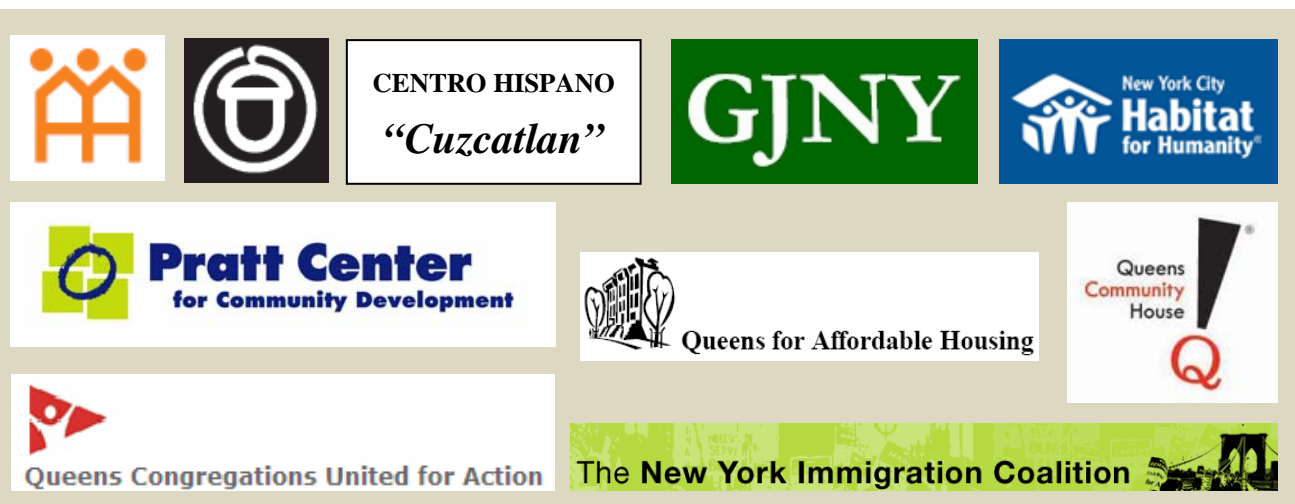
The New York Immigration Coalition

Pratt Center for Community Development

Queens Community House

Queens Congregations United for Action

Queens for Affordable Housing



CONTENTS

A Shared Future for Willets Point.....	1
COLLABORATORS	2
CONTENTS	3
INTRODUCTION	7
THE CITY’S PROPOSAL	9
A Look at the Study Area	9
The City’s development goals	10
Rethinking the goals	12
DEVELOPMENT PRINCIPLES FOR A SHARED FUTURE	13
<i>Redevelopment should only take place if it can meet the following principles; if it cannot, it is not worth the public effort, expense, and displacement, and should not proceed.....</i>	
	13
1. Do right by existing businesses and workers	15
<i>Workforce assistance plan.....</i>	
	16
<i>Relocation concerns and opportunities</i>	
	17
<i>Recommendations</i>	
	18
<i>Do right by existing businesses and workers. If redevelopment takes place, the City must compensate fairly, relocate the businesses in clusters, and provide high-quality job training and placement services for the vast majority of displaced workers and interested local residents, in a way that insures equal access for speakers of languages other than English.....</i>	
	18
• Businesses that depend on their relationships with neighboring businesses in Willets Point should be relocated together in clusters to a permanent home in areas that would allow similar interdependence in other C8 zones in the City.	19
• Existing workers should be able to choose among a range of good options:	19
• All businesses and workers should be treated fairly, but additional efforts should be made to address the needs of the most vulnerable.	19

2. Make most of the housing affordable..... 21

Recommendations 25

Make most of the housing affordable to a wide range of low/moderate/middle income families.

Require 2/3 of the units in the Willets Point Urban Renewal Area be affordable with special focus on affordability for the neediest residents. 25

- **At least one-third of the units should be affordable to genuinely low-income families — households earning less than \$25,000 a year..... 25**
- **At least one-third of the units should be affordable to low- to moderate- and middle-income families, using multiple income tiers to insure affordability at a range of incomes... 25**
- **Insure genuine access for of immigrant families..... 25**
- **The affordable housing units created should be affordable in perpetuity..... 25**
- **Housing that meets the needs of the neighborhoods senior population should be a component of the development..... 25**

3. Guarantee good jobs with targeted local hiring 27

Recommendations 29

Create good jobs targeted to local residents and workers. Require that developers and employers pay prevailing wage and benefits packages for all jobs, with targeted local hiring for displaced workers and residents of surrounding communities. 29

- **Guarantee responsible contractors, who pay prevailing wages, for all construction and permanent jobs in the project..... 29**
- **Require labor peace, so that the project moves forward smoothly, and labor issues are negotiated comprehensively and in advance of the project 29**
- **Ensure that both displaced workers and local residents are able to connect to the newly created jobs, and advance along career paths, by requiring developers, contractors, and employers to hire locally, and by investing in job placement and training programs..... 29**

4. Provide the necessary physical and social infrastructure 31

Recommendations 33

Provide the necessary physical and social infrastructure..... 33

- **Provide physical infrastructure:** environmental assessment and remediation, public transportation and transit improvements, stormwater management, sewer systems and utilities.33

- **Provide social infrastructure:** more schools, senior housing, senior centers, daycare facilities, health centers, and recreational facilities. 34

5. Respect and connect surrounding neighborhoods 35

- Greenways and bike paths potential*..... 35
- Connecting to Downtown Flushing* 36
- The Midtown Global Market: a case study in community development*..... 39
- Recommendations* 40
- Respect and connect to surrounding neighborhoods (especially Corona, East Elmhurst, and Flushing).*
..... 40
- **Develop pedestrian and bicycle connections.** 40
- **Develop physical design connections between Willets Point, the waterfront, and surrounding neighborhoods.** 40
- **Encourage small-scale, entrepreneurial retail and commercial businesses that extend the character of surrounding neighborhoods.** 40

CONCLUSION 41

ATTACHMENTS..... 42

NOTES 45

INDEX OF FIGURES, TABLES AND MAPS

- Figure 1: Willets Point Illustrative Bulk Diagram..... 11
- Figure 2: Community Forum on June 19th, 2007 at St. Mark AME 14
- Figure 3: Images from the Downtown Flushing Development Framework..... 37
- Figure 4: Loss of Manufacturing-zoned area, 2002-2007..... 43

- Table 1: Willets Point Projected Development..... 11
- Table 2: Rent burden and severe affordability surrounding Willets Point..... 22
- Table 3: Loss of Manufacturing-zoned area, 2002-2007..... 43

- Map 1: Willets Point and Surrounding Area 9
- Map 2: Status of Manufacturing Zoning in NYC 17
- Map 3: Willets Point Potential Business Relocation Site 18
- Map 4: Concentration of low-income residents with long commute times >1 hr 31



INTRODUCTION

The New York City Economic Development Corporation has proposed a sweeping plan to acquire and redevelop Willets Point, an industrial area nestled between Corona and Flushing north of Flushing Meadows Park. The City intends to purchase or use eminent domain to acquire 61 acres of privately owned industrial businesses, including auto salvage shops and warehouse distributors — in all around 250 businesses, employing more than 1,300 workers. EDC plans to arrange for a single developer to build 5,500 units of housing, 1.7 million square feet of retail, commercial and entertainment space (including a 2,700-seat movie theater), a hotel and convention center, and a 650-seat K-8 school.

But who will benefit from the government-led leveling and rebuilding of Willets Point? That's where EDC has been distressingly vague.

After displacing the current businesses and workers, EDC's Willets Point plan would create millions of square feet of high-end residential and commercial development. But it makes no specific commitments to creating well-paying jobs or hiring local residents, and has no details on how much of the housing would be affordable, or to whom. It does little to strengthen or connect to the surrounding neighborhoods. Even the “workforce assistance plan” which LaGuardia Community College is already beginning to carry out under contract with the City, imagines success as providing services to only 15 to 20 percent of the workers who will be losing their jobs.

In response, community members and organizations concerned about creating a shared future for Willets Point came together in the summer and fall of 2007 to develop a set of principles for government-led redevelopment of the area:

- 1. Do right by existing businesses and workers**
 - 2. Make most of the housing affordable**
 - 3. Guarantee good jobs with targeted local hiring**
 - 4. Provide the necessary physical and social infrastructure**
 - 5. Respect and connect surrounding neighborhoods**
-

**Willets Point redevelopment should only proceed if it can meet these goals.
If the redevelopment cannot meet these goals, it is not worth the taxpayer money, public effort, nor the pain of displacement, and should not proceed.**

Currently, the City's proposal fails to address the most urgent concern of the businesses and workers set to be displaced: that they will lose their livelihoods. It does not identify the consequences of New York City losing what has been its largest auto-services district. Meanwhile, the housing and economic development plans for Willets Point don't align with the needs for deeply affordable housing, good jobs that serve the local population and site uses that benefit, rather than burden the adjacent communities of Corona, Flushing, East Elmhurst, Elmhurst and Jackson Heights.

During the summer and fall of 2007, the Pratt Center for Community Development worked with Queens organizations and elected officials to facilitate a series of community workshops to elicit the concerns and priorities of area residents, workers, and business owners, and provide general and specific recommendations to the City for enhancements to the Willets Point plan. The workshops generated the findings and recommendations of this report, which attempts to make recommendations for what responsible redevelopment at Willets Point would look like, articulate the consequences of the proposed action within the citywide context, and serve as a tool to assist the community to advocate for its needs.



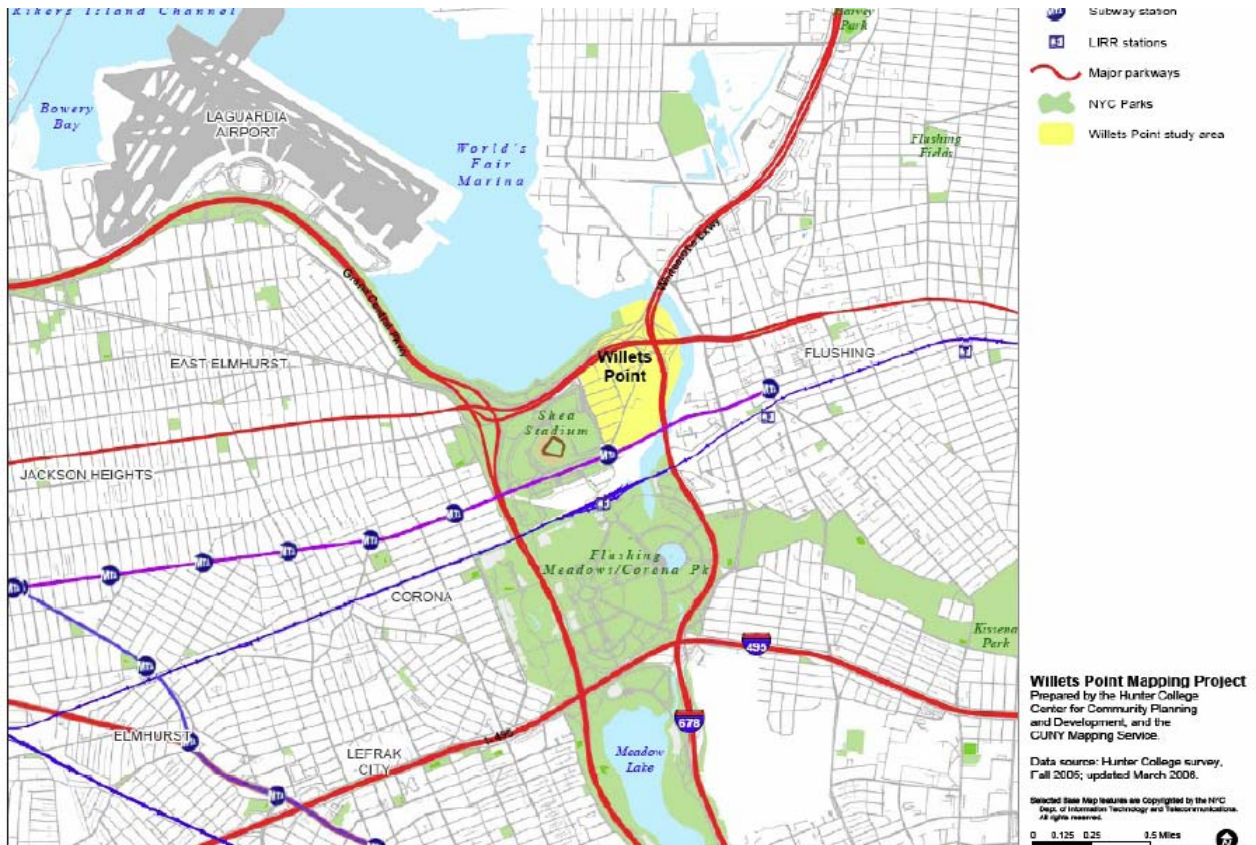
THE CITY'S PROPOSAL

A Look at the Study Area

Willetts Point is a 61-acre industrial area between Shea Stadium and the Flushing River. The area is also called the Iron Triangle for the shape of this peninsula and its dense cluster of manufacturing businesses and auto-parts and repair shops, many of which have been there for generations.

The neighborhood lies between two major highways and is only a five-minute drive from La Guardia Airport. However, Willetts Point is not connected to the city's sewer system, nor does it have proper sidewalks. It is currently separated from surrounding neighborhoods by highway and elevated train lines that contribute to noise pollution and a general negative public image (See Map 1: Willetts Point and Surrounding Area).

Map 1: Willetts Point and Surrounding Area



Since 2004, the City has been working on redevelopment plans for the area. Now, as New York City faces a housing shortage and looks to capitalize on the new \$600 million home of the Mets under construction just to the south, EDC is planning to convert Willets Point into a commercial and residential area. The proposed development for this district is expected to include residences, retail, hotels, a convention center, entertainment, offices, cultural and community facilities, open space, and parking. It aims to transform this rough industrial area into an enlivened, regional destination¹.

The City's development goals

As articulated by the NYC Economic Development Corporation, the goals of the Willets Point Redevelopment Plan are to improve environmental conditions, provide affordable and market-rate housing, transform the area into an “enlivened” destination, promote economic growth and job creation through additional private investment, and improve the quality of life for area residents.

To achieve these goals, the City would develop an Urban Renewal Plan that requires the use of eminent domain to acquire the land. The area would be rezoned from industrial to mixed “destination-commercial”/residential uses and would be designated a Special District.

According to the City's proposal, the existing 61-acre district is mostly privately owned (45 acres), with 16 acres of public street right-of-ways and less than an acre owned by the Metropolitan Transit Authority (an adjacent 13.5 acre MTA bus parking and storage lot is not included in the Bloomberg Administration's plan). The existing businesses (approximately 250) are a mixture of automotive repair and auto body shops, junkyards, wholesalers, construction companies, and auto-related retail establishments².

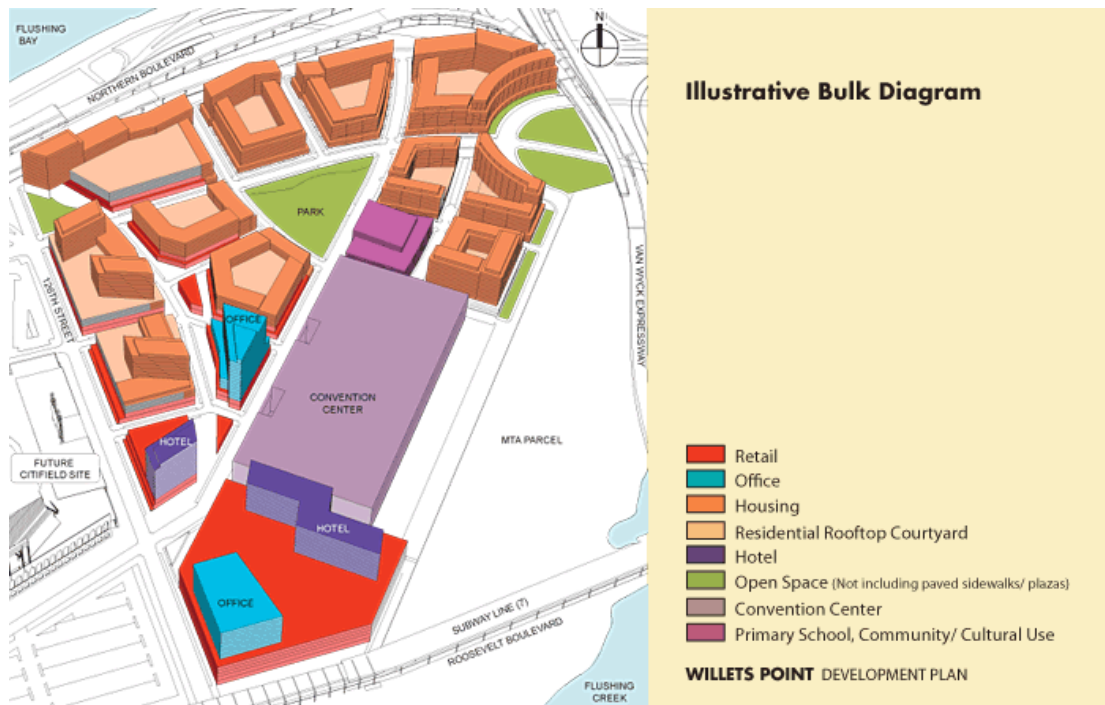
EDC expects the redevelopment to create a total of 2,000 construction jobs per year for 10 years and 5,000 to 6,000 permanent jobs, for a total economic impact on the New York City economy of more than \$4 billion over the next 30 years³.

The City seeks to develop 8.9 million square feet of destination-commercial space including a hotel and convention center, offices and retail (3.1 million square feet); market rate and affordable housing (55 million square feet or 5,500 units); community facilities, including a cultural center and a primary school (250,000 square feet); 11,000 parking spaces and 8 acres of open space (see Table 1: Willets Point Projected Development and Figure 1 Willets Point Illustrative Bulk Diagram):

Table 1: Willets Point Projected Development

Use	Size
Residential	5,500,000 s.f. (approx. 5,500 units)
Retail	1.7 million sq ft (incl. 2,700 seat movie theater)
Office	500,000 sq ft
Convention Center	400,000 sq ft
Hotel	560,000 sq ft (approx. 700 rooms)
K – 8 School	100,000 sq ft (approx. 650 seats)
Community & Cultural Uses	150,000 sq ft
Open Space	8 acres

Figure 1: Willets Point Illustrative Bulk Diagram



Rethinking the goals

As detailed as the development proposals are, some of the most important specifics of the City’s plans remain unclear. The development plan does not address the interests of the surrounding community nor substantively deal with the needs of businesses and workers directly affected by the plan. The proposal, intended to create “New York City’s next great neighborhood,” the city’s “first green community”⁴, is an isolated development that is disconnected from the adjacent neighborhoods. The proposal specifies neither the quantity of affordable housing units nor the levels of affordability that it would contain, leaving many questions about who the “great neighborhood” will be for.

The City officially launched the process of transforming Willets Point in June 2007, by issuing a Draft Scope of Work for its Environmental Impact Statement. Concerned about the lack of input from the community and existing businesses and a development plan that did not address the needs of Queens residents, these organizations proposed and organized a series of five community workshops, held in Jackson Heights, Corona and East Elmhurst. Convened by community, religious, housing, and labor organizations and attended by over 300 people in all, these workshops developed a set of principles for Willets Point redevelopment, building community consensus around how the new Willets Point could address local needs for housing, employment, retail, recreation and other necessities.



DEVELOPMENT PRINCIPLES FOR A SHARED FUTURE

Redevelopment should only take place if it can meet the following principles; if it cannot, it is not worth the public effort, expense, and displacement, and should not proceed.

The first “Willets Point Visioning Session” took place on June 19th, 2007 at St. Mark AME Church on Northern Boulevard in Jackson Heights. It was attended by nearly 200 concerned residents and businesses of the area. Small groups at 18 tables discussed the future of Willets Point in English, Spanish, and Mandarin. Residents of Corona, Flushing, East Elmhurst, Elmhurst and other neighboring communities weighed in, most vocally on the need for affordable housing, fair treatment for existing workers, jobs that pay a living wage, and enough schools to accommodate a growing population. Local business owners and workers, who occupied three tables, argued that they should be allowed to stay, and that their businesses could not survive relocation. Four other smaller workshops⁵ with different groups from the surrounding neighborhoods, held between July and October 2007, also provided insights and recommendations to shape the plan.

Participants were asked to review the redevelopment principles, which were proposed

by the coalition of concerned organizations sponsoring the workshops. Participants were given the opportunity to add, reject, or modify any of the principles. Participants then discussed each principle by table and considered the range of issues associated with each. They then prioritized the principles by voting according to how important to a future action at Willets Point they considered each. Finally, each table discussed a single principle in greater depth, allowing for deeper and more detailed community input to be captured. Detailed notes were taken and responses were coded according to categories. Despite the participants’ diverse backgrounds, their priorities were very similar to one another’s. (See Attachment B: Prioritizing the Principles). Each section of this report contains a description of community input, as well as background information about the proposed project and the issue. The recommendations combine explicit community requests from the process along with best practices based on the Pratt Center’s knowledge of planning processes.

Figure 2: Community Forum on June 19th, 2007 at St. Mark AME



1 . Do right by existing businesses and workers

Background

Willets Point is home to approximately 250 businesses providing more than 1,300 industrial jobs. Many of these businesses provide jobs for Spanish-speaking residents, the majority of whom live in nearby Queens communities such as Corona. The displacement of this large concentration of stable industrial businesses and blue-collar jobs stands to put hundreds of people out of work, and will create a vacuum in necessary auto-related services that are fast disappearing all over the City.

The majority of Willets Point businesses are industrial, including manufacturing, warehouse, construction materials and especially auto-related uses. There are also a few waste management and industrial businesses that occupy a large portion of land. Most of the auto-related businesses are small and located in close proximity to one another. While there is healthy competition between the many businesses, there are also clusters of symbiotic businesses that depend on one another for resources and customers.⁶ The area evolved to what it is today in part because of its location in between several major thoroughfares, as well as neglect by the City of its infrastructure. Willets Point is now a unique regional destination for auto parts and repairs. *The Village Voice* recently called Willets Point "a stock

market for mufflers and tires and glass, in which customers can shop around."⁷

Because the Iron Triangle is "a unique regional destination for auto parts and repairs," in the analysis of Hunter College planning Professor Tom Angotti, who has studied the area, there are very few areas like it that provide a variety of services, concentrated in one area and accessible to highways."⁸ Questions about the possible relocation of this enclave of auto-related businesses — to where remains unclear — are not addressed in EDC's proposal.

Not surprisingly, business owners and workers who attended the community workshops were most concerned with these issues, and their first preference was to maintain the existing ownership and use patterns, with investments in upgrading the infrastructure. However, an almost equal number of votes among these worker/owner tables was given to providing fair compensation and facilitating the relocation of the businesses and workers. In the discussions of this principle throughout all the workshops and tables, there was a sharply articulated sentiment that any public action that displaces businesses and workers must have the highest commitment to support their economic future.

At a November 2007 hearing before the City Council, EDC described its initial efforts to plan for the relocation of existing businesses from Willets Point and into new facilities.

Acknowledging that the amount of existing, suitable, publicly owned industrial land is minimal, EDC has retained the real estate firm Cushman Wakefield to conduct appraisals of the existing manufacturing businesses at Willets Point and of potential industrial sites throughout the

city. As part of this process, existing businesses completed a needs survey. However, this individualized approach to relocation will likely fail to capture the interdependent nature of many of the businesses. The businesses that depend on their proximity to others should be identified and their total acreage needs assessed, so that they can be treated as a whole in any relocation efforts.

Workforce assistance plan

In August 2007, the New York City Economic Development Corporation (EDC), in partnership with the Department of Small Business Services (SBS), issued a Request for Proposals (RFP) for an organization to develop a workforce assistance plan for existing workers in Willets Point, seeking to train, equip and connect these workers to new job opportunities to be developed on the site.⁹ LaGuardia Community College was subsequently selected. The jobs program is expected to begin following the public approval process for development and continue through the end of 2009.

The City's workforce assistance plan for the displaced workers **targets only 15% to 20%** of the current workforce at Willets Point

The program seeks to serve the approximately 1,300 employees of the 250 businesses that are to be relocated. LaGuardia, which is based in Long Island City, must now conduct an outreach and enrollment strategy to maximize participation in an 18-month, training and placement program that targets wage level of \$10 per hour. The program seeks to provide general job preparedness and occupational training, employer-focused job placement services, and comprehensive retention services for Willets Point workers whose jobs would be terminated as a result of business relocation or closure. EDC and SBS project that a significant portion of the participants will require English as a second language instruction.

Industries targeted by the Workforce Programs include transportation (automotive/aviation), manufacturing, technology, and construction/maintenance. The program also seeks to place participants in jobs with advancement opportunities.

The workforce program, however, will at best serve only a small fraction of those workers set to lose their jobs in the redevelopment. EDC requires that only 200 to 360 out of approximately 1,300 workers from the Willets Point area receive the employment services.

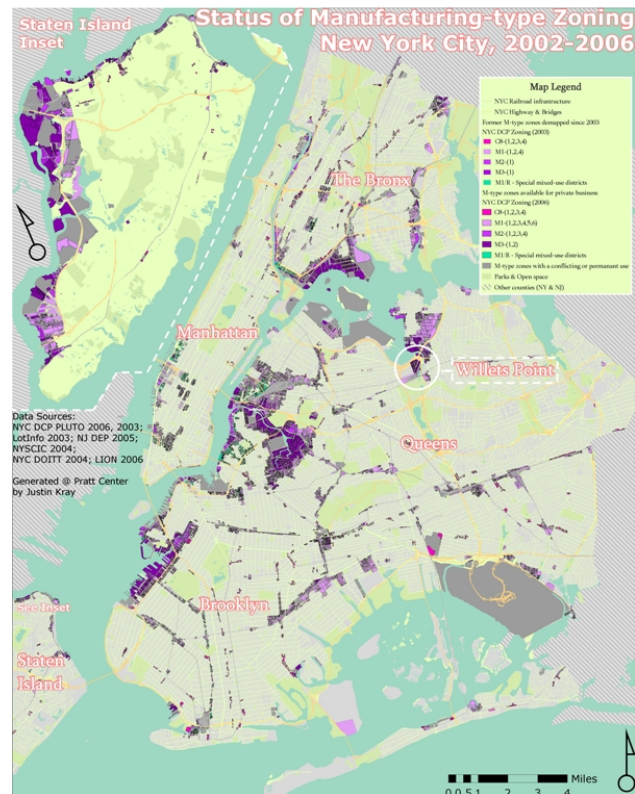
The actual number of Willets Point workers who will need assistance is currently impossible to determine, since it will depend on the success or failure of the City's efforts to relocate businesses and the ability of workers to reach new locations. Planning for

workforce services therefore needs to anticipate worst-case scenarios for job displacement, involving much larger numbers of workers. Programs could also enable displaced workers to take some of the new construction jobs to be created through the redevelopment projects. The construction jobs will become available well before the new permanent jobs created by the development, which will only become available several years after existing workers are displaced, even by conservative estimates.

Relocation concerns and opportunities

To assess the potential options for Willets Point auto businesses to relocate from the area, planners at Pratt Center conducted a preliminary analysis of manufacturing and auto-related (C8) zoning districts throughout New York City. Map 2, Status of Manufacturing Zoning in NYC, shows existing manufacturing and C8 districts in New York City and illustrates the changes in zoning in recent years from manufacturing to commercial or mixed use. The existing large manufacturing districts, mostly located along the waterfronts of Brooklyn, Queens and Bronx, have been subject to extensive rezoning, although some areas have been protected with special designation as Industrial Business Zones. The amount of land devoted to manufacturing in New York City is shrinking. Between 2002 and 2005, 19% of the citywide M-zoned land has been lost to other uses and 26% at risk of conversion, due to rezoning and other factors. (See Attachment C: Loss of Manufacturing-zoned land 2002-2007).

Map 2: Status of Manufacturing Zoning in NYC

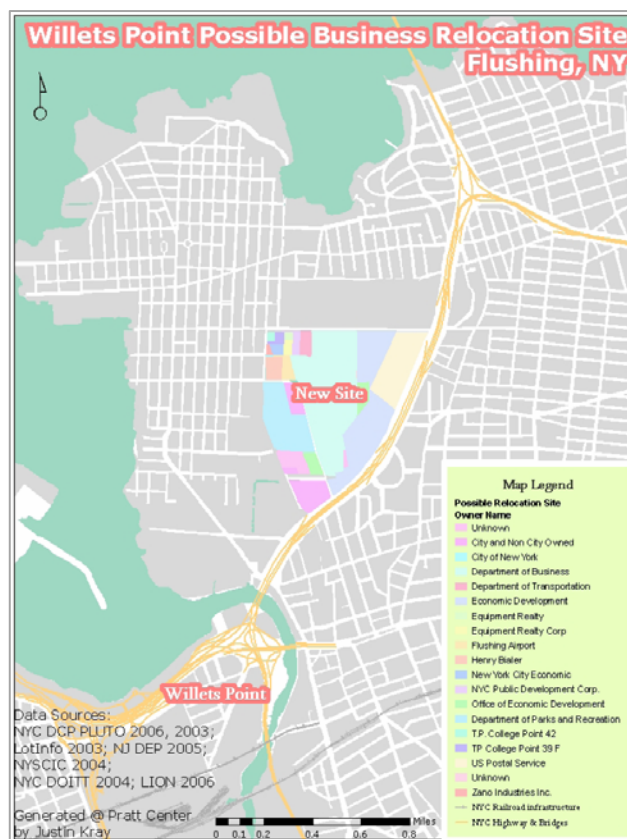


Existing C8 districts are small and mostly located along major transportation thoroughfares. None of those smaller C8 districts appears large enough to accommodate 45 acres of businesses. Collective relocation to these districts would not be feasible.

One of the largest remaining vacant industrial sites is located across Flushing Bay from Willets Point, on College Point Industrial Park and the former Flushing Airport. The area has over 7 million square feet of vacant land and it is well served by commercial transportation roads (see Map 3 — Willets Point Potential Business Relocation Site). The site, home of the Flushing Airport until it was closed in 1984, was the subject of a 2004 proposal by Mayor Bloomberg for a new corporate park housing a wholesale center for 180 ethnic businesses.¹⁰ However, community opposition in the face of elections prevented this plan from moving forward.¹¹ The City has the opportunity now to

consider College Point Industrial Park as a potential site for relocating manufacturing and other industrial businesses of Willets Point.

Map 3: Willets Point Potential Business Relocation Site



Recommendations

Do right by existing businesses and workers. If redevelopment takes place, the City must compensate fairly, relocate the businesses in clusters, and provide high-quality job training and placement services for the vast majority of displaced workers and interested local residents, in a way that insures equal access for speakers of languages other than English.

- **Businesses that depend on their relationships with neighboring businesses in Willets Point should be relocated together in clusters to a permanent home in areas that would allow similar interdependence in other C8 zones in the City.**

To ensure this, relocation efforts must explicitly include a process to identify the members of clusters and their total space requirements.

Possible areas for relocations include the College Point Industrial Park. If coordinated relocation is not possible, then some area should be reserved for existing businesses within the plans for Willets Point. New sites for relocated businesses should be guaranteed as permanent.

- **Existing workers should be able to choose among a range of good options:**
 - relocating with their existing employers (with relocation assistance)

- City-funded job training and placement, in fields of their choosing.
- first priority placement in new jobs at Willets Point (with job and language training, as necessary, to help them prepare for these positions), in construction and permanent positions

- **All businesses and workers should be treated fairly, but additional efforts should be made to address the needs of the most vulnerable.**

This will require the availability of additional City programs to serve the training and placement needs of a greater number of workers. All workers at Willets Point should be able to register as such in order to receive services, without being asked to reveal their immigration status.



2. Make most of the housing affordable

Background

Housing, and in particular, housing affordability, is an issue for many Queens residents, as it is for households throughout New York City. The borough's rapidly increasing population combined with New York City's hot real estate market is creating conditions in which low-income residents are often forced to spend large portions of their income on rent and/or settle for inadequate housing conditions.

As elsewhere in New York City, the population surrounding Willets Point increased at a higher rate than housing production. Between 1990 and 2000, the population increased by 33 percent in Jackson Heights, 22 percent in Corona and 10 percent in Flushing. However, the housing stock increased only by 12 percent in Jackson Heights, 9 percent in Corona and 6 percent in Flushing.¹² Severe crowding conditions (defined as more than 1.5 people per room) can be found in 28 percent of housing units in Jackson Heights and 30 percent of units in Corona and Flushing.¹³

Willets Point is bordered by Community Board 3, where the population grew 31 percent from 1990 to 2000, and Community Board 7, where the population grew 10% during the same time period, but in neither of them did the creation of new housing units keep pace. The Median Household Income for each of these areas in 2005 was \$35,600 in CB 3 and \$45,000 in CB 7, representing a decrease from previous years.¹⁴ However, median rents have increased at a faster pace. The numbers of rentals for under \$1,000 have decreased substantially in the past three years, rent-regulated units are being lost, and the vacancy rates are low.¹⁵

The crisis in housing affordability worsened dramatically from 2002 to 2005 (the year of the most recent NYC Housing and Vacancy Survey):¹⁶ **Table 2 below illustrates those changes.**



Table 2: Rent burden and severe affordability surrounding Willets Point

Jackson Heights		2002	2005
	% of income spent for rent (median, all families)	31%	41%
	% of income spend for rent (median, unsubsidized low-income families)	44%	51%
	% of households with severe affordability or quality problem	19%	30%
Elmhurst/Corona			
	% of income spent for rent (median, all families)	27%	34%
	% of income spend for rent (median, unsubsidized low-income families)	45%	53%
	% of households with severe affordability or quality problem	17%	33%
Flushing/Whitestone			
	% of income spent for rent (median, all families)	31%	35%
	% of income spend for rent (median, unsubsidized low-income families)	48%	55%
	% of households with severe affordability or quality problem	15%	18%

Data Source: NYC Housing and Vacancy Survey 2005

Feedback from the Community Workshops

The creation of affordable housing was the highest priority for participants in the community workshops. Several major themes emerged from these discussions:

- Housing affordable at a range of incomes, but with an emphasis on households with the greatest need:**

For most participants, affordability was the greatest concern. Many residents saw the potential for creating new affordable housing as the primary benefit from redevelopment, and urged that most — or even all — of the units be made affordable to a range of low-, moderate-, and middle-income families. But participants also expressed concern

that the low-income families who need the units the most are too often excluded from new “affordable housing” developed with subsidies from the City of New York.

Under federal guidelines based on the New York area’s median income, a family of four earning up to \$56,000 annually is considered low-income for the purpose of qualifying for federally subsidized housing and many City programs. As a result, rents in that housing are set to be affordable for a family earning \$56,000 or close to it, meaning that those earning half that amount or less — even though they are headed by full-time workers — cannot afford even the publicly-subsidized affordable housing.

Participants articulated a strong desire for at least 33 percent of the housing to be affordable to truly low-income families, earning \$25,000 or less.

- **Access for immigrant families:**

Participants were also concerned that immigrants would not have equal access to affordable housing created on the site. The neighborhoods that surround Willets Point neighborhoods consist primarily of immigrant households: in Corona, 68 percent are immigrant, in Jackson Heights, 63 percent, and in Flushing, 48 percent.¹⁷

Securing affordable housing is a major issue for low-income immigrant families in New York City with 59 percent paying at least half their income in rent. Immigrant families are also far less likely to live in publicly-subsidized affordable housing than native-born New Yorkers:

A recent survey by the Community Service Society found that while half of native-born low-income families surveyed live in subsidized housing, only one-third of immigrant families do.¹⁸

At the community workshops, several participants indicated that many immigrants, regardless of documentation status, do not feel that they have equal access to publicly-subsidized affordable housing.

City policy does not require owners to discriminate against undocumented immigrants, but it does not prevent owners from doing so. Participants called for equal access for immigrants to housing at Willets Point.

- **Senior housing** was articulated as a critical need. While the overall senior population for New York City was roughly flat from 1990 to 2000, there have been significant increases in the neighborhoods surrounding Willets Point: 10 percent in Jackson Heights, 6 percent in Corona and 16 percent in Flushing.¹⁹

Citywide, the minority senior population sharply increased — by 32 percent in the last decade²⁰ while in Queens, the growth spike was even steeper, at 53 percent!²¹ This growth in senior population in Queens was not matched by development under the major federal program financing housing for seniors.

Between 1993 and 2003, the U.S. Department of Housing and Urban Development cut New York City’s Section 202 funding by nearly half.²² The shortage of senior housing is destined to grow significantly worse, since overall senior population in NYC is projected to increase by more than 50 percent by 2030.



- **Livable surroundings:**

Several participants expressed concern about the proximity of the site to La Guardia airport, the need to change flight paths to minimize jet noise, and environmental concerns about locating new housing and community facilities in an area that has experienced extreme environmental contamination.

The two major Bloomberg Administration housing developments in Queens will offer 2,000 market-rate units, 4,014 units for middle-income families, 85 for moderate-income families, and 0 for low-income families.

Failing the Majority of Queens Families

One of the stated goals of the Willets Point redevelopment project is to support the Mayor’s New Housing Marketplace Plan, which commits to the construction or rehabilitation of 165,000 affordable housing units in the City by 2013, and the provision of “both rental and homeownership opportunities for a diverse range of incomes, with a focus on middle-income residents”.

Yet while Queens is the city’s second most-populous borough, with the greatest land area, and a percentage of low-income families comparable to that of other boroughs, it has seen fewer low-income units developed than in any borough except Staten Island. The Bloomberg Administration’s only two significant affordable housing developments in Queens, both on publicly owned land, have completely failed to provide housing for low-income households.²³

	Low-Income	Moderate-Income	Middle-Income	Market-Rate
Arverne East Urban Renewal Area	0	85	1,014	0
Hunters Point South	0	0	3,000	2,000
TOTAL	0	85	4,014	2,000

The Bloomberg Administration has provided no specific details or ranges of affordability for the housing proposed in the Willets Point plan, leaving area stakeholders to doubt whether their communities’ severe need for low-income housing will even be considered, much less met, at Willets Point.

Participants therefore felt that it was especially crucial to achieve a significant amount of genuinely affordable and accessible housing in any redevelopment of Willets Point that includes a residential component:

Recommendations

Make most of the housing affordable to a wide range of low/moderate/middle income families. Require 2/3 of the units in the Willets Point Urban Renewal Area be affordable with special focus on affordability for the neediest residents.

Utilize a tiered approach that genuinely serves low-income-families, who have the most severe need. Guarantee that the housing created is genuinely accessible to immigrant families. Include a dedicated senior housing component. Require that the units be affordable in perpetuity.

- **At least one-third of the units should be affordable to genuinely low-income families** — households earning less than \$25,000 a year.
- **At least one-third of the units should be affordable to low- to moderate- and middle-income families**, using multiple income tiers to insure affordability at a range of incomes.
- **Insure genuine access for of immigrant families**
The City must take affirmative steps to insure that families from nearby neighborhoods, including the full diversity of immigrant families, have

genuine access to the full range of units created at Willets Point.

- **The affordable housing units created should be affordable in perpetuity.**
Owners of tens of thousands of government-subsidized apartments built in New York in the 1960s and 1970s are now withdrawing from obligations to keep those units affordable. The City must require that the affordable units at Willets Point do not expire in 20 or 30 (or even 40) years. In several recent developments — such as inclusionary zoning in Greenpoint-Williamsburg and the plans for middle-income housing at Hunters Point South in Long Island City — the City has required affordability in perpetuity. The same must be done here.
- **Housing that meets the needs of the neighborhoods senior population should be a component of the development.**

3. Guarantee good jobs with targeted local hiring

Background

Economic development projects such as Willets Point are often sold in the name of job creation. EDC has projected that redevelopment of Willets Point would replace the 1,300 industrial jobs with 6,100 permanent jobs and 2,000 annual construction jobs.²⁴ But these projections must be considered in light of actual experience with such projects, in New York as well as other cities. Too often jobs created by publicly subsidized economic development projects do not go to local residents and are not quality jobs, paying below the prevailing wage or even below a living wage.

About 90 percent of workers at Willets Point are employed there full-time, and three fourths of them live in Queens. The Iron Triangle is an important provider of jobs for the immigrant, mostly Spanish-speaking workforce from the surrounding neighborhoods. Given this, it is imperative that new jobs at Willets Point be quality jobs, with meaningful opportunities for the area's working-class immigrant communities.

For New York City's working poor, especially low-income immigrant families, poverty wages are not providing for basic necessities. Low-wage jobs provide negligible work-related

benefits and have seen a decline in health benefits for employees. Several recent studies have documented the low-wages, unsafe conditions, and labor violations for unregulated and low-wage work, including in many of the business sectors planned for Willets Point.²⁵ This is particularly true in the construction sector, even on publicly subsidized projects. Two recent reports by the Fiscal Policy Institute found rampant violations of wage-and-hour and workplace safety laws, leading to substantial underpayment of wages and taxes, and to extremely dangerous conditions that have resulted in the deaths of (mostly immigrant) construction workers.²⁶

In light of these problems, it is essential that any redevelopment at Willets Point include the following best practices:

- wage and benefit standards to insure that jobs pay prevailing wages, and do not use public funds to subsidize low-wage work and/or undercut good employers.
- a well-implemented "first source" hiring source program for residents of surrounding communities (for both construction and permanent jobs).

- a project-specific workforce development plan that helps residents of the surrounding communities not only access entry-level jobs but move up a career ladder, including (where appropriate) state-certified apprenticeship programs.
- a specific plan for monitoring of employers' success in meeting their workforce commitments, with provisions for enforcement, including "clawbacks" — contractual provisions requiring the return of government subsidies in the event that a developer, contractor, or business operator fails to meet its obligations.

Several studies have found that programs of these types, which have been implemented successfully in a wide range of cities, do not restrain development.²⁷

Feedback from the Community Workshops

Participants in the Willets Point visioning sessions felt very strongly about the need for a program that complies with these principles. The overall sense conveyed at the sessions was that the redevelopment proposed is an extraordinary use of public authority, which would only be acceptable with certain guarantees for results.

In discussing their top priorities for Willets Point jobs initiatives, participants most urgently wanted to see programs that offer employment first to the existing workers at Willets Point. The second-ranked priority was to put residents of the neighboring communities first in line for new job opportunities. These jobs, according to several participants, should provide living wages and be unionized.

Making Sure Jobs Programs Work

An institutional framework for creating needed job opportunities is already in place. The City has launched an effort to connect the job creation potential of the redevelopment of Willets Point to the employment needs of the local community. Borough President Helen Marshall chairs a task force of elected officials and representatives from local community boards, minority- and women- owned business, and unions. The task force is charged with creating a plan that:

- develops realistic goals for the contracting of minority- and women-owned businesses and local labor force participation,
- develops a mechanism to monitor progress of the developer in meeting goals,
- explores capacity-building programs for businesses
- ensures M/WBE firms and labor force will be prepared to take on the opportunities as they become available
- seeks ways to create individual job opportunities in skilled trades²⁸

These are good goals. However, it is unclear whether this task force will translate into specific, meaningful, mandated action on the part of developers, contractors, and business on the site. Moreover, given the fact that the “workforce assistance plan” targets only 15 to 20 percent of current Willets Point workers, there is cause for concern that the plan will not be sufficiently ambitious, specific, mandated, or monitored.



Development projects in New York and other cities around the country that have successfully accomplished the task force’s stated workforce goals have shared a number of key qualities, and we therefore propose their inclusion at Willets Point:

Recommendations

Create good jobs targeted to local residents and workers. Require that developers and employers pay prevailing wage and benefits packages for all jobs, with targeted local hiring for displaced workers and residents of surrounding communities.

- **Guarantee responsible contractors, who pay prevailing wages, for all construction and permanent jobs in the project.**

The City should require (in the urban renewal plan, and in all RFPs issued for the site) that all developers, construction contractors, firms with building maintenance contracts, and major retail and office tenants:

- pay prevailing wages and benefits, ensuring that jobs created through publicly supported economic development are sufficient to support a family;
- provide evidence that they will use only responsible contractors, subcontractors, and operators in all environmental remediation, demolition, construction, building services, hotels, and large retail operations. Contractors would have to provide evidence that they have complied with all relevant federal, state, and local laws and regulations that govern responsible contracting, and that they will do so on this job.

- **Require labor peace, so that the project moves forward smoothly, and labor issues are negotiated comprehensively and in advance of the project**

The City should require proof from major developers and project operators that they will seek to minimize the possibility of labor unrest that would interfere with the accomplishment of the development. With such a provision in place, labor relations in all aspects of the project (construction, hotels, building service, retail, hospitality) would be negotiated comprehensively, at the outset of the project, thus insuring both fair treatment of workers and successful development and operation of the project.

- **Ensure that both displaced workers and local residents are able to connect to the newly created jobs, and advance along career paths, by requiring developers, contractors, and employers to hire locally, and by investing in job placement and training programs.**

- Develop a first-source hiring system, with a comprehensive database, outreach, and job readiness program, for displaced workers from current Willets Point businesses and for local residents. All major contractors, subcontractors, tenants, and business operators should be required to hire for the majority of new jobs through this system. The first-source system should be publicly funded and operated, with transparent procedures that are open to immigrants (including necessary measures for language access) and strong performance measures.
- For the construction jobs:
 - Only hire contractors who participate in a New York State-certified apprenticeship program that has been registered with, and approved by, the commissioner of the New York State Department of Labor at the time the contract is awarded, and who have graduated apprentices for at least 3 of the past 5 years from the date that the contract is awarded
 - The developer and contractors should be required to take part in the program of the Mayor's Commission on Construction Opportunity, which was established to create a pathway into quality union jobs in construction for a range of populations. Thus far, there has been no reporting of results from these efforts. Integrate these procedures with the first-source hiring system established for Willets Point.
- Establish an on-site, ongoing worker advancement center, which grows from the first-source hiring system, with the goal of helping workers at Willets Point to access all available programs and benefits (e.g. Earned Income Tax Credit, health and retirement benefit programs), regardless of language spoken. The center should provide ongoing training and referrals to help workers advance up a career ladder.



4. Provide the necessary physical and social infrastructure

Throughout the community workshops, participants expressed concern that development at Willets Point would place additional burdens on an already strained infrastructure. In particular, they were concerned about transportation infrastructure, schools and community facilities, and environmental remediation. There were also concerns about noise due to the proximity to La Guardia airport, and the need to change flight paths.

Transportation

Although Willets Point and neighboring Flushing include major transportation hubs, many residents nonetheless face long commutes. In fact, Flushing, East Elmhurst, and Corona are amongst the New York City neighborhoods with the highest-concentrations of low and moderate-income people with long commute times. At the same time, 53% of households in Council District 21 do not have access to a car.²⁹ Residents were concerned about the impacts of additional development on vehicle traffic congestion in the area, which was categorized as an already intolerable burden generated by drivers outside the community, especially on game days at Shea Stadium. The majority of commercial uses proposed for the site are not designed to serve the immediate community. As a result, there was

great concern expressed about the impacts conference attendees, hotel visitors, and office workers would have on the local community. Participants stressed the need for these impacts to be considered cumulatively with the impacts expected from the new nearby Citifield development, and to be mitigated in the planning for the project. Special concern was expressed for the need for more train and bus service, especially to connect the site with the surrounding neighborhoods.

Map 4: Concentration of low-income residents with long commute times >1 hr



Schools and Community Facilities

Corona and Jackson Heights experienced an increase of over 50 percent and 30 percent, respectively, of their youth population in the last decade, and new school development has not been able to keep up.³⁰ Despite investments by the New York City Department of Education, a large number of elementary, middle and high schools in Queens exceed their current capacity.³¹ Queens' high schools are the most affected; almost 50 percent of them exceed their capacity. The Willets Point Redevelopment plan includes a 650-seat elementary through middle school, but many workshop participants thought that this facility would be insufficient to accommodate future student population associated with the new proposed residential development alone. Furthermore, many participants lamented the over-crowding at existing nearby schools and expressed a desire that uses of the site address and alleviate existing community concerns. Several participants noted that the plan to create a 2,700 seat movie theater but only a 650 school reflected the City's desire to prioritize the comforts of an incoming, wealthier population over the needs of existing and underserved lower income residents.

The Willets Point plan anticipates the development of 150,000 square feet for community/ cultural uses and about 8 acres of open space. Development plans must consider future needs for a senior center, day care center and recreational center for youth.

Infrastructure and Environmental Concerns

The Willets Point peninsula currently lacks basic infrastructure — including a sewer system, paved streets and sidewalks — and is a depository of hazardous materials and contamination as a result of continuous industrial activity since the 1900s.³² Any redevelopment will have to involve major infrastructure and environmental remediation costs. Environmental concerns have recently surfaced about the construction of schools on contaminated sites. The finding of toxins in a recently renovated public high school in Queens that was previously a factory³³ has elevated awareness among parents, students and the community at large about the dangers of reusing highly contaminated sites.

EDC has promoted its plan at Willets Point as a “model of sustainable development for New York City and beyond” and its proposal acknowledges the importance of sustainable design for the site. The site has been registered to participate in the Leadership in Energy and Environmental Design for Neighborhood Development (LEED-ND) pilot study. The US Green Buildings Council, which developed the LEED standards for individual buildings, is in the process of developing a neighborhood-wide standard of sustainability.³⁴ Participation in the pilot study indicates that EDC will attempt to attain certification, but does not guarantee that it will do so. EDC has acknowledged that all sustainable elements of the project will be subject to a cost-benefit analysis that will

ultimately guide decisions. Participants in the sessions were excited about the prospect of a cleaner Willets Point, but expressed concerns that, due to the types of proposed site uses and market rate housing, they would not receive the benefits of a “green” Willets Point, creating a situation where the City prioritizes sustainable

communities for the more affluent, while lower-income residents and workers remain with sub-standard environmental conditions. Some participants felt that the City’s failure to provide infrastructure for existing businesses is a reflection of a double-standard.

Recommendations

Provide the necessary physical and social infrastructure.

Development of Willets Point will require addressing critical physical and social infrastructure investments. Otherwise, the development risks overburdening residents, workers, and surrounding communities.

- **Provide physical infrastructure:** environmental assessment and remediation, public transportation and transit improvements, stormwater management, sewer systems and utilities.
 - The City must ensure that the environmental remediation of the site is thorough and meets the most protective standards for workers, and for residential, educational, and other community uses. A thorough assessment of existing environmental conditions and remediation plans should be conducted and made public. Based on this assessment, the City should prepare a detailed

clean-up plan that the developer and contractors will be required to follow. This plan should be made public before the onset of the land-use review process (ULURP).

- Stormwater management, sewer systems, and utilities should be as efficient as possible on site and interact beneficially with existing infrastructure in the neighboring communities.
- Building design for housing, schools, and community uses should take into account the need to mitigate noise impacts from air traffic.

- **Address the existing transit deficit for neighboring communities**
 - The City should sponsor a thorough study and fully funded implementation plan for public transportation, with a special focus on the existing commuting patterns and destinations for residents of Corona, East Elmhurst, and Flushing
 - The City should explore the creation of a Bus Rapid Transit line that connects communities to JFK airport, where many current residents are employed.
 - Traffic and parking needs for the site and surrounding communities (both residential and business) should be addressed in the study in coordination with an aggressive transit strategy.
 - The study must be subject to public review before the completion of ULURP
- **Provide social infrastructure:** more schools, senior housing, senior centers, daycare facilities, health centers, and recreational facilities.
 - Schools: The proposed single, 650-seat primary-middle school would be insufficient to serve the needs of the new residents at the site, let alone address the overcrowding in existing neighboring schools that was unanimously reported through the community visioning sessions. Multiple school sites, with greater total capacity, as well as a secondary school will be necessary to serve the area.
 - Senior housing, day care facilities, and recreational centers for youth are also necessary to support healthy communities, and should be included in the plans for the redevelopment.



5. Respect and connect surrounding neighborhoods

The existing configuration of the Willets Point peninsula isolates the site from the surrounding neighborhoods. Highways and train lines, as well as its close proximity to La Guardia airport, cut off pedestrian access and contribute to noise and pollution.³⁵ At the same time, the highways and train lines around Willets Point facilitate access to the area, providing a strong advantage to the auto-based, manufacturing, and distribution establishments located there.

The lack of access and connectivity to Willets Point from surrounding communities surfaced as an issue of concern throughout the community workshops. Residents were initially excited about the possibility of development to provide better connectivity — including greenways, waterfront access, and potentially a footbridge — but then disappointed

to see that the current plan does almost nothing to address this need.

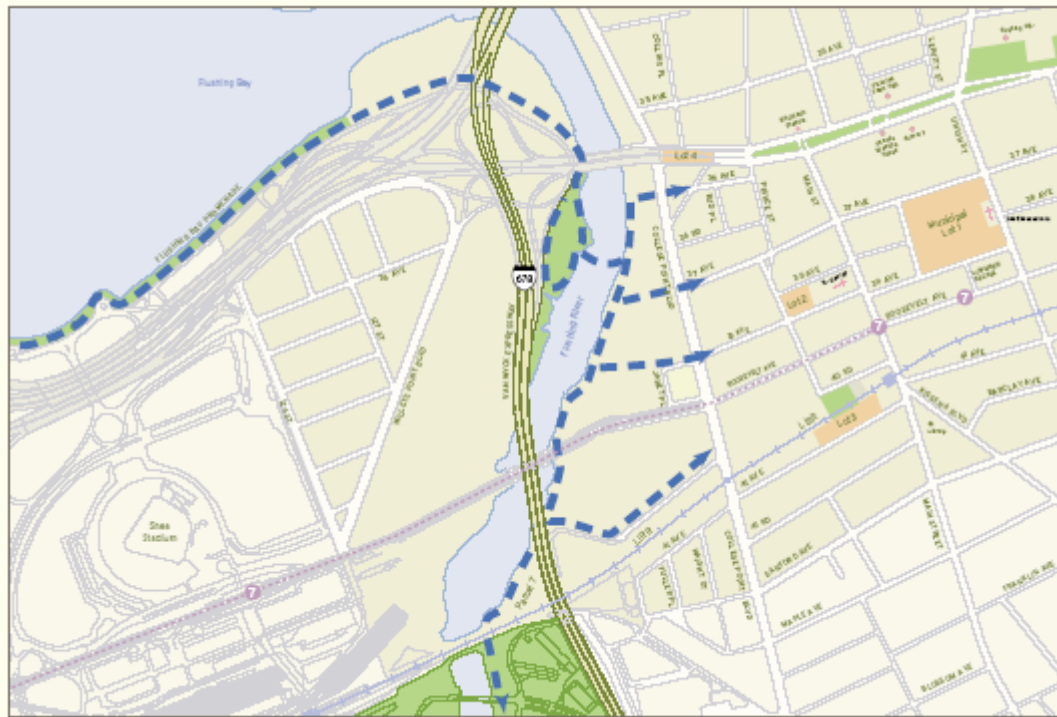
Participants also discussed the need to connect the neighborhood to Willets Point through the encouragement of local mom-and-pop and ethnic businesses, which did not appear to be included in the EDC plan.

The principle of connecting Flushing and Willets Point via new pedestrian connections across a revitalized river — central to the City’s own “Downtown Flushing Development Plan” (which the City claims is the public planning process out of which the Willets Point plan grew) — have **entirely disappeared** from EDC’s plan.

Greenways and bike paths potential

The redevelopment of Willets Point presents the opportunity to rethink the greenway and cycling paths in this area of Queens. The industrial activity of this area, surrounded by highways and lacking infrastructure, isolates it from the neighboring communities. However, the Flushing Bay Promenade, which begins at the eastern end of the Queens East River and North Shore Greenway, continues along the waterfront to the

beginning of the Willets Point peninsula. The future development of this site for housing and destination commercial uses brings the opportunity to develop the Willets Point waterfront and connect existing and proposed greenways and bike paths through this area. Greenway plans were included in the Downtown Flushing Development Framework:



PROPOSED WATERFRONT PEDESTRIAN TRAIL SYSTEM

However, there is no indication in the Willets Point Development Plan that the greenways and bike paths will be designed to include and connect the new development to adjacent areas.

Connecting to Downtown Flushing

In 2004, the City issued its Downtown Flushing Development Framework, which it claims is the public planning process upon which the Willets Point Development Plan is based. The Downtown Flushing Framework proposed urban design recommendations to improve pedestrian connection between Downtown Flushing and its surrounding areas. Willets Point, located to the west across the Flushing River, is one of those areas. The plan, prepared by EDC, proposes pedestrian improvements along the waterfront, including a footbridge to Willets Point at the end of 36th Road. The plan also proposes tree-

planting at the Willets Point side of the footbridge.

None of these elements is included in the Willets Point Development Plan EIS. It is unclear whether the City has any plans to improve the physical connections between Willets Point and adjoining neighborhoods.

The Willets Point redevelopment plan should consider developing the entire waterfront for park and recreation space, which would establish the City's envisioned pedestrian improvements and connections to Downtown Flushing.

Figure 3: Images from the Downtown Flushing Development Framework



THE WATERFRONT TODAY

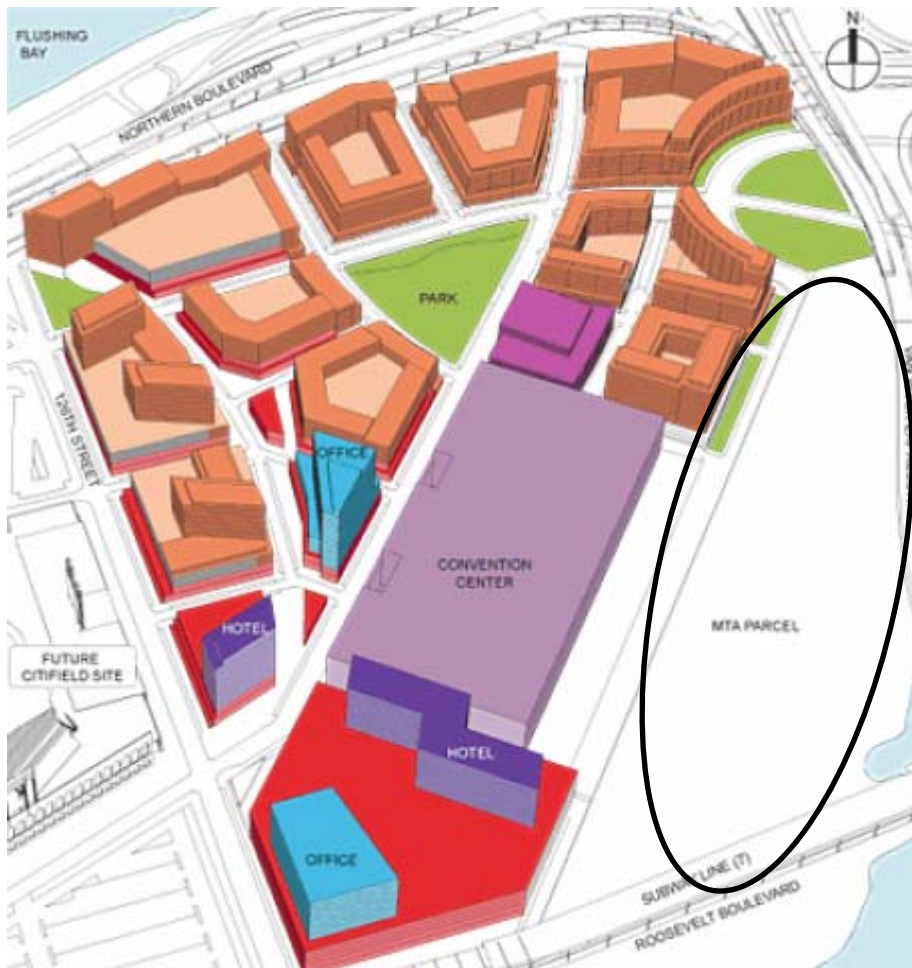


ARTIST'S RENDERING OF A REVITALIZED FLUSHING RIVER WATERFRONT

MTA Parcel

Despite EDC's stated goal to transform the peninsula for mixed-use development, and the Downtown Flushing Plan's strong directive for waterfront access, the City's proposal for Willets Point maintains a Metropolitan Transportation Authority (MTA) parcel on the east side of the peninsula, along the waterfront. Participants noted the incongruity of retaining the MTA site alongside the proposed development and offered various suggestions to resolve the

conflict. Some felt that the MTA site should be relocated, while others felt that if the City is going to retain industrial space for a public use at the site, it should reserve space there for existing businesses as well. Participants felt that if the conflict could not be entirely resolved, creative design features should be employed and a waterfront right of way given to provide public access.



Creating a Community Business Presence:

In addition to pedestrian, bicycle, and transit connections, the Willets Point redevelopment offers a valuable opportunity to make cultural and economic connections to the surrounding communities. Instead of a convention center that appears to be a “piece of Manhattan,” or an

Emerald City, featuring large-footprint chain stores dropped in-between some of New York City’s most diverse immigrant neighborhoods, the character and vibrancy of those neighborhoods could be incorporated into the plan. One model for this is the Midtown Global Market in Minneapolis:

The Midtown Global Market: a case study in community development

The Midtown Global Market is an internationally themed public market, developed to build upon the economic, social, and cultural assets of a diverse community in Minneapolis. The market occupies a large, ground-floor section of the redeveloped Sears Building on Lake Street and features fresh and prepared foods, restaurants and a variety of arts and crafts from all over the world.³⁶

The Midtown Global Market is a component of the Midtown Exchange³⁷, a public-private-neighborhood initiative to reuse, rehabilitate and develop the former Sears site into a mixed-income residential/retail/office/hotel complex.

The Midtown Exchange is the result of more than 12 years of efforts by neighborhood groups, local government and private-sector leaders.

The Market occupies 70,000 square feet and houses more than 40 independent owner-operated local businesses that provide 200 jobs.

This initiative involved the efforts of diverse community-based organizations and business owners from the surrounding neighborhoods to connect their ethnic diversity to the new redevelopment at the Sears complex. The City of Minneapolis supported the project through financing, licensing, and inspections.

The Willets Point redevelopment and the surrounding communities would benefit with an initiative like the Midtown Global Market. Surrounded by three of the most ethnically diverse neighborhoods in New York City, providing a wide variety of retail goods and services, the Willets Point redevelopment presents the opportunity to create a market that reflects the culture of neighboring communities and to foster entrepreneurial development.



Recommendations

Respect and connect to surrounding neighborhoods (especially Corona, East Elmhurst, and Flushing).

Willets Point is surrounded by the vibrant, largely immigrant neighborhoods of Corona, East Elmhurst, Elmhurst, and Flushing. Yet the EDC plan does little to connect to or strengthen those communities. Instead, the new Willets Point appears to be a small piece of Manhattan, dropped in the middle of Queens, but still isolated physically. A much greater effort is required to make this future development and its amenities accessible and attractive to nearby residents. Several ways to achieve this are:

- **Develop pedestrian and bicycle connections.**

 - Areas within the site should be well connected to each other and to the surrounding neighborhoods with bus service.
 - Extend the Flushing Bay Promenade along the Willets Point peninsula, and create new greenways to connect the neighborhoods of Corona and Jackson Heights to the waterfront.
 - Create a footbridge to connect Willets Point with Downtown Flushing as recommended in the Downtown Flushing Development Framework.
 - Develop the bicycle network in this area as proposed in New York City's bicycle map.
- The MTA should give a waterfront right-of-way for pedestrian and bicycle use.
- **Develop physical design connections between Willets Point, the waterfront, and surrounding neighborhoods.**

 - The physical design should be reasonably contextual to the street design of surrounding neighborhoods, with an emphasis on open entry points and landscaping that encourages visitors to explore the neighborhood.
 - Develop the Willets Point waterfront as park and open space.
- **Encourage small-scale, entrepreneurial retail and commercial businesses that extend the character of surrounding neighborhoods.**

 - Prioritize and offer incentives to businesses from surrounding neighborhoods opening a second location. This will not only provide economic opportunities and connect to surrounding neighborhoods; it will also open up international economic networks.
 - Consider a market of international products, featuring local entrepreneurs connected with nearby communities.

CONCLUSION

The recommendations presented in this report are the result of the input of concerned residents, workers, groups and leaders combined with the Pratt Center's review of best practices to accomplish the community's expressed priorities.

This report demonstrates the need to provide a redevelopment plan that responds to community concerns and builds on successful experiences elsewhere. Community input validated the development principles and shaped the final recommendations:

- 1. Do right by existing businesses and workers**
- 2. Make most of the housing affordable**
- 3. Guarantee good jobs with targeted local hiring**
- 4. Provide the necessary physical and social infrastructure**
- 5. Respect and connect surrounding neighborhoods**

Willets Point redevelopment should only proceed if it can meet these goals. If the redevelopment cannot meet these goals, it is not worth the taxpayer money, public effort, nor the pain of displacement, and should not proceed.

ATTACHMENTS

ATTACHMENT A: Willets Point Community Workshop Log

No.	1	2	3	4	5
Session #	S-1	S-2	S-3	S-4	S-5
Day	Tuesday	Monday	Monday	Thursday	Thursday
Date	6/19/2007	7/9/2007	7/23/2007	8/23/2007	10/11/2007
Time	6:30-8:30 p.m.	6:30-8:30 p.m.	6:30-8:30 p.m.	7:00-9:00 p.m.	8:00-9:30 p.m.
Location	St. Mark AME Church	Renaissance School	Our Lady of Sorrows Church	First Baptist Church of East Elmhurst	Jewish Center of Jackson Heights
Language(s)	English/Spanish/Mandarin	English/Spanish	Spanish only	English only	English only
Neighborhood	Jackson Heights	Jackson Heights	Corona	East Elmhurst	Jackson Heights
Who sponsored	Overall Coalition	CM Monserrate	QCUA	QCUA	New Visions Democratic Club
Attendance	200	20	30	20	35

TOTAL ATTENDANCE: 305

ATTACHMENT B: Prioritizing the Principles

Results for tables voting on Redevelopment Principles

All Workshops Combined (5 total)

Principle	TOTAL	Priority	Percent
1. Do right by existing businesses and workers	399	2	28%
2. Make most of the housing affordable	459	1	32%
3. Guarantee living wage jobs with targeted local hiring	145	5	10%
4. Respect and connect surrounding neighborhoods	206	4	14%
5. Provide the necessary physical and social infrastructure	224	3	16%
	1,433		100%

Overall, the top priority was "Make most of affordable housing" with 32% of the votes. "Do right by existing businesses and workers" was the second priority with 28% of the votes. It must be noted that at the large June session, which represents 64% of the votes, "Do right by existing businesses and workers" was the number one priority.

"Provide physical and social infrastructure" was the third overall priority with 16% of the votes. The last two priorities were "Respect and connect surrounding neighborhoods" and "Guarantee living wage jobs with targeted local hiring", respectively.

ATTACHMENT C: Loss of Manufacturing-zoned land 2002-2007

Figure 4: Loss of Manufacturing-zoned area, 2002-2007

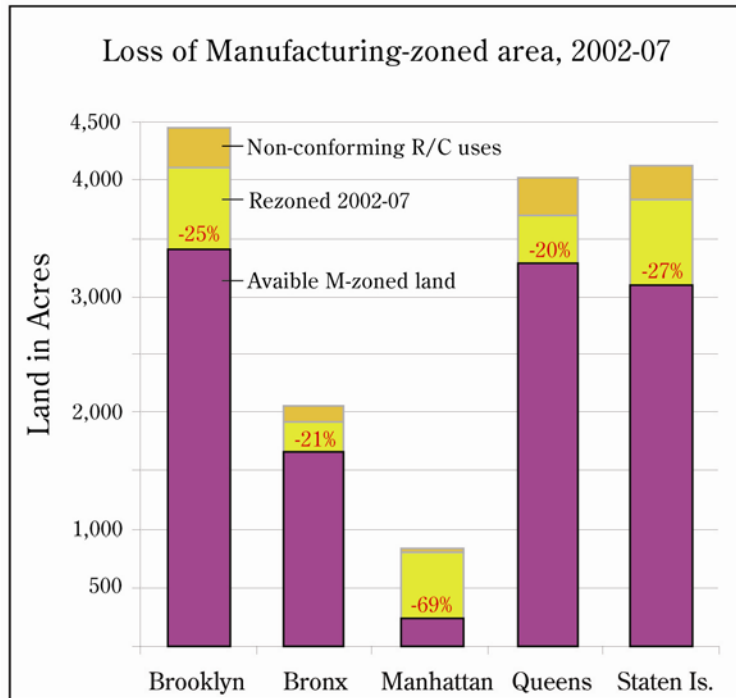


Table 3: Loss of Manufacturing-zoned area, 2002-2007

	NYC	Brooklyn	Bronx	Manhattan	Queens	Staten Island
Total land zoned "M" for Industrial uses in 2002 (acres)	26,686	6,425	2,790	1,225	9,888	6,358
Non-circulating M land (occupied by utility or other institution)	12,312	2,313	876	412	6,196	2,516
Available M land area, 2002	14,374	4,112	1,915	813	3,692	3,842
Available M land area, 2007	11,691	3,407	1,654	240	3,283	3,106
M areas rezoned 2002-07	2,683	704	261	573	409	736
M land with non-conforming R/C use	1,099	339	133	18	328	281
Percent of available M lost since 2002 due to rezoning	18.7%	17.1%	13.6%	70.5%	11.1%	19.2%
Percent of M at risk of conversion, due to rezoning, residential building types, and non-conforming uses	26.1%	25.4%	20.6%	69.0%	20.0%	26.5%

Data Source: PLUTO 2006; Zoning updated by Pratt Center to incorporate all DCP zoning actions through 2007

NOTES

¹ Willets Point Development Plan, Generic Environmental Impact Statement Draft Scope of Work; p. 1

² Ibid.; p. 3

³ Willets Point Redevelopment presentation to the City Council, November 2007

⁴ Mayor Bloomberg's quotes about Willets Point Plan; Angotti, Tom, A Sustainability Test at Willets Point , Gotham Gazette, May 2007.

⁵ Two workshops were sponsored by Queens Congregations United for Action in Corona and East Elmhurst, one was sponsored by Council Member Monserrate and Queens Community House at the Renaissance Charter School, and one was sponsored by New Vision's Democratic Club in Jackson Heights. See Attachment A

⁶ Angotti, Tom. Willets Point Land Use Study, Hunter College Center for Community Planning & Development, April, 2006,, p.3

⁷ Murphy, Jarret. "Melting the Iron Triangle." *Village Voice* June 12th, 2006

⁸ Angotti, Tom, A Sustainability Test at Willets Point , Gotham Gazette, May 2007.

⁹ New York City Economic Development Corporation Willets Point Workforce Assistance Program Request For Proposals For The Provision of Workforce Assistance Services In the Willets Point Area NYCEDC Contract No. 19060008 Project Code No. 1906-1.

¹⁰ News from the Blue Room, Mayor Michael R. Bloomberg Announces Major Industrial Development to Bring 180 Small Businesses and 1,000 Employees to College Point Corporate Park, Office of the Mayor, PR- 027-04, February 03, 2004

¹¹ Winnie Hu and Colin Moynihan, *City Defers Development of Wholesale Center*, New York Times, October 17, 2004

¹² New York City Housing and Neighborhood Information System,

<http://www.nychanis.com/NYU/NYCHANIS/Print.aspx?Vi...&title=Willets%20Point%20Population%20Demographics> and

<http://www.nychanis.com/NYU/NYCHANIS/Print.aspx?Vi...able.aspx&title=Willets%20Point%20Housing%20Number>

¹³ New York City Housing and Neighborhood Information System,

<http://www.nychanis.com/NYU/NYCHANIS/Print.aspx?ViewTable.aspx&title=Willets%20Point%20Rent%20Burden>

¹⁴ State of New York City Housing and Neighborhoods 2006 website at:

http://furmancenter.nyu.edu/documents/Queens06_000.pdf

¹⁵ Queens for Affordable Housing (QFAH) presentation December 13, 2006

¹⁶ NYC Housing and Vacancy Survey, via <http://www.nychanis.com>

¹⁷ New York City Housing and Neighborhood Information System,

<http://www.nychanis.com/NYU/NYCHANIS/Print.aspx?Vi...&title=Willets%20Point%20Population%20Demographics>

¹⁸ Community Service Society, *The Unheard Third, 2006: Bringing the Voices of Low-income New Yorkers to the Policy Debate*, June 2007, and *Blacks, Latinos & Immigrants Chart Course: NYC's Final Frontier?*, January 23, 2007.

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- ¹⁹ New York City Department of City Planning Website: <http://www.nyc.gov/html/dcp/pdf/lucds/qn3profile.pdf>, <http://www.nyc.gov/html/dcp/pdf/lucds/qn4profile.pdf> and <http://www.nyc.gov/html/dcp/pdf/lucds/qn7profile.pdf>
- ²⁰ New York City Department for the Aging (DFTA), *The Older Population in New York City: Changes in Race, Hispanic Origin and Age 1990-2000*, Spring 2003, p. 4
- ²¹ New York City Department for the Aging (DFTA), *The Older Population in New York City: Changes in Race, Hispanic Origin and Age 1990-2000*, Spring 2003, p. 26
- ²² Anthony Weiner, U.S. Representative, 9th CD, Press Release, *New Study Shows: Senior Housing Wait Lists Explode to Over 200,000 Names, for Only 17,000 Apartments*, August 1, 2002.
- ²³ Arverne East data from NYC Independent Budget Office (2007), *The Mayor's New Housing Marketplace Plan: Progress to Date and Prospects for Completion*, November 2007, p. 12. *Hunter's Point South Rezoning and Related Actions Environmental Impact Statement Draft Scope of Work*, p. 9
- ²⁴ Stephen Stirling, "New plans weighted for Iron Triangle", *Queens Tomorrow*, October 4, 2007
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