

# Kingsbridge Armory Task Force Report

Bronx Borough President Ruben Diaz Jr. and  
Council Member Fernando Cabrera, Co-chairs

June 2011





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Dear Sir or Madam:

In your hands you hold the final report of the Kingsbridge Armory Task Force, a body that was created in February 2010 to examine the future reuse and redevelopment of this historic structure.

This task force was made up of respected leaders from all walks of life, ranging from presidents of national and citywide organizations to union leaders, from community organizations to former elected officials, all transcending political affiliations. Their expertise and insight on this issue cannot be understated. For more than a year this task force, which we have been proud to serve as its co-chairmen, has been examining numerous options for the responsible redevelopment of the Kingsbridge Armory, and we have not been disappointed. Our task force heard from representatives from a variety of industries, including healthcare, entertainment, education, physical wellness, arena management, cultural, environmental and houses of worship. The response to the mission of the task force has been almost universally enthusiastic, and many of the ideas and proposals put in front of the task force are reflected within this report.

We are grateful not only to the numerous individuals and entities that expressed their considerable enthusiasm for and commitment to the redevelopment of the Kingsbridge Armory, but also to those individuals who made up the team from New York University's Robert F. Wagner Graduate School of Public Service's Capstone Program. The Capstone team provided an invaluable service to our task force, and we are indebted to them for their efforts.

This extensive report must be used to design a new request for proposals (RFP) for the Kingsbridge Armory, and we are willing to work with this administration to make that happen. This new RFP must call for a project that not only reflects the needs and desires of the surrounding neighborhoods, but is complementary to the existing business community nearby.

The Kingsbridge Armory has the potential to bring about significant community revitalization to the northwest Bronx by serving as a destination for the entire metropolitan region, and we are certain that the proposals put forward in this report represent a strong first step towards the positive, community-oriented future reuse of this borough landmark.

Sincerely,

Ruben Diaz Jr.  
Bronx Borough President

Fernando Cabrera  
City Council Member, 14<sup>th</sup> District



June 22, 2011

Dear Friends,

I am pleased to write on behalf of the Bronx Overall Economic Development Corporation and its participation in the Kingsbridge Armory Task Force. During these past months we were able to meet with interested parties and discuss alternative and constructive uses for this amazing, historic building.

The development challenges for the Kingsbridge Armory are many, but we are gratified by the large number of organizations and businesses that were interested enough to come to us and discuss its future prospects. What is key to each of the proposals put forward here is their avid interest in participating in a venture that would generate good jobs while maximizing the space with commerce and amenities that will also service the community.

This process has provided the City of New York with a series of ideas and proposals, showcasing just how much interest there really is in the positive redevelopment of the Kingsbridge Armory. I know that my time on this task force was time well spent. The doors were opened not only to Bronx stakeholders to discuss their interests in the armory, but also to businesses throughout the region who welcomed the opportunity for expansion here as well.

I look forward to working with the City of New York to put forward a new request for proposals for the Kingsbridge Armory and to move this project forward.

Sincerely,

Marlene Cintron  
President



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## I.

### **Kingsbridge Armory Task Force**

#### **Executive Summary**

##### **NEED FOR A TASK FORCE**

The need for the Kingsbridge Armory Task Force was evident after the overwhelming opposition to the proposed retail mall originally slated for the site resulted in a December 14, 2009, City Council vote of 49 to 1, rebuking of the plan.

On December 19, 2009, Mayor Michael Bloomberg vetoed that vote, which the City Council would later override.

Prior to the City Council vote, Community Board #7 gave a conditional approval to the proposed retail mall. Those conditions included a legally binding community benefits agreement, a market survey of the project's impact on the neighborhood and jobs for area residents.

Arguments against the proposed retail mall at the Kingsbridge Armory, which was put forward by the Related Companies, were numerous.

For starters, the developer failed to include provisions requiring "living wage" jobs—defined as \$10 per hour with benefits or \$11.50 per hour without—for employees at the future mall as part of a community benefits agreement regarding its development. Throughout the negotiations over the community benefits agreement Borough President Diaz, City Council members, community leaders and other concerned parties and stakeholders indicated that they could not and would not support the retail development without this provision.

In addition, the plan lacked any significant analysis on the effect a new retail mall would have on the Fordham Road commercial district; a highly contested issue given its proximity to the Kingsbridge Armory. Moreover, Bronx leaders questioned the appropriateness of utilizing taxpayer subsidies to develop the retail mall, fearing they would create an environment where the Fordham Road business owners were, in essence, subsidizing their competitors.

"Nobody can argue that Fordham Road, which sits three blocks away from the Kingsbridge Armory, would not have been devastated by a retail mall. In the summer, shoppers would have abandoned Fordham Road for the air conditioning...in the winter; the same would be said for the heat. A covered, climate-controlled shopping mall...the end of Fordham Road as we know it.

And all at taxpayer expense,” said Borough President Diaz in his 2011 “State of the Borough” address.

Also, it was noted that the developer had put forward an inadequate traffic plan. These concerns were among those cited by the City Council in their vote to oppose the retail development.

During his 2010 “State of the Borough” address, Borough President Diaz explained the need for this Kingsbridge Armory Task Force. He noted that those who had stood up against the retail development did so in order to ensure that heavily taxpayer-funded development met real community needs, including the creation of better jobs as well as being complimentary to existing neighborhood businesses.

“Do not misunderstand me,” said Borough President Diaz. “I welcome development, and I am ready, willing and able to work with everyone that wants to do business within our borough. But we must raise the standard of that development. We must stand up and demand that major projects that receive heavy taxpayer benefits offer more than poverty level jobs. It is time to do better.”

### **CREATION OF THE TASK FORCE**

The creation of the Kingsbridge Armory Task Force was announced at Bronx Borough President Ruben Diaz Jr.’s “State of the Borough” address on March 5, 2010. It followed months of discussions between Borough President Diaz, his staff, the Bronx Overall Economic Development Corporation and other interested parties from across the City regarding the future of the Kingsbridge Armory, the need for a Task Force, and the direction that Task Force would eventually take.

As the Kingsbridge Armory lies firmly in his district, City Council Member Fernando Cabrera agreed to co-chair the Task Force with Borough President Diaz. On March 22, 2010, Borough President Diaz and Council Member Cabrera announced the members of the Task Force, which included:

- Majora Carter, economic development consultant
- Marlene Cintron, president of the Bronx Overall Economic Development Corporation;
- Paul Foster, chairman of Bronx Community Board #7
- Jack Kittle, political director of District Council 9
- Steven McInnis, political director for the New York City District Council of Carpenters;
- Desiree Pilgrim-Hunter, a board member of the Northwest Bronx Community & Clergy Coalition
- Ned Regan, former state comptroller
- Jack Rosen, Chief Executive of Rosen Partners LLC
- Steven M. Safyer, MD, President and CEO of Montefiore Medical Center

- Kathryn Wylde, President & CEO of the Partnership for New York City

On October 22, 2010, it was announced that State Senator Gustavo Rivera, whose district includes the Kingsbridge Armory, was added to the Task Force.

### **SUMMARY OF PROCEEDINGS**

The Task Force held eleven sessions from April 28, 2010 to June 14, 2011. It reviewed a comprehensive package of informational materials, heard presentations from a broad array of fields, and acquired independent technical assistance to help them with their work. A chronology of meetings and milestones follows:

- April 28, 2010: Tour of the Kingsbridge Armory
- May 28, 2010: Submission of New York University Robert F. Wagner Graduate School of Public Service Capstone Program application
- June 29, 2010: Members met and established an agenda
- July 15, 2010: Members are provided with a comprehensive package of materials for their review
- September 14, 2010: Meeting to hear proposed recreational and antique usage concepts and discuss further outreach
- October 12, 2010: Task Force hosts a roundtable discussion with Bronx institutions of higher education
- October 14, 2010: The Kingsbridge Armory Task Force announced that New York University's Robert F. Wagner Graduate School of Public Service has selected the Kingsbridge Armory for study through its Capstone Program (Capstone team)
- November 9, 2010: Meeting includes a discussion with the Capstone team and a roundtable discussion with Bronx medical institutions
- December 14, 2010: Meeting is devoted to presentations to representatives from the film production and entertainment industry
- January 11, 2011: The primary focus of this meeting was for the Kingsbridge Armory Redevelopment Alliance to present its development platform. The Task

Force also met with a religious institution that expressed an interest in the site.

- January 15, 2011: The Capstone team presented five initial development model concepts for the Task Force's consideration
- February 8, 2011: The Task Force prioritizes three of the five Capstone team models for in-depth study
- May 6, 2011: The Capstone team presents their research findings for three models. Copies of the report are provided to each Task Force member for review
- June 14, 2011: The eleventh and final meeting was devoted to final comments and questions on the work of the Task Force. The borough president indicated that he would release the complete findings of the Task Force, including the full and unaltered New York University Robert F. Wagner Graduate School of Public Service Capstone Report

### **EXPRESSIONS OF INTEREST & OUTREACH**

- **Institutions of Higher Education:**

Lehman College; Bronx Community College; Hostos Community College; Fordham University; Boricua College; College of Mount Saint Vincent; Manhattan College; SUNY-Maritime College; and Mercy College

- **Medical Industry:**

Montefiore Medical Center; Albert Einstein College of Medicine; St. Barnabas Hospital; & Union Community Health Center

- **Recreation:**

YMCA, New York Velodrome

- **Film Industry:**

Marc J. Makowski Virtual Production & Special EX Studio; The Stanley Kubrick Film & Television Complex; Silvercup Studios; Steiner Studios; Broadway Stages; Kaufman Astoria Studios; Writers Guild of America East; Motion Picture Studio; & Terramax Picture Studio

- **Community:**  
Kingsbridge Armory Redevelopment Alliance & Community Board #7
- **Religious Institutions:**  
World Changers Church International
- **Sports and Entertainment:**  
New York Sports and Entertainment, LLC; Mark Messier/ Deutsche Bank Hockey Facility
- **Antique /Artifact Industry:**  
Irreplaceable Artifacts

### **THE CAPSTONE REPORT**

- **Report Summary**
  - Living wage jobs
  - Community use space
  - Function as an anchor space for community
  - Decrease unemployment and promote economic development in the Bronx
- **Desirable Benefits**
  - Destination for visitors to the Bronx
  - Bring new revenue to the community
  - Improve the physical landscape
  - Engage the neighboring school children with educational programs and athletic facilities
  - Environmentally friendly “green” space for cultural expression
- **Underlying Development Assumptions**
  - The Capstone Team’s final three scenarios specifically aim to revitalize the immediate area to benefit the people currently living and working in the community
  - The assumption underlying all three scenarios is that New York City government retains ownership of the building and partners with a developer or management company to

operate the space. In these scenarios, capital costs would be assumed by the city but passed through in the form of rent over a period of time.

### **Model 1: Sports, Wellness & Entertainment Center**

#### **Drill Floor**

Athletic Multi-Sport Center  
Entertainment/Concert Venue

#### **Head House**

Nonprofit and Locally-Based organization space  
Community space for after school programs and adult education programs

#### **Basement**

Rehabilitation facility  
Health-training center

### **Model 2: Sustainable Food Industry**

#### **Drill Floor**

Catering center with fully operational commercial kitchen for culinary arts training  
Light food processing Space

#### **Head House**

Dedicated classroom space  
Workforce training space

#### **Basement**

Hydro-organic agriculture  
Cultural green market operating on weekends

**Model 3: Film Studio****Drill Floor**

State-of-the-art film and production facility

**Head House**

Office space for rent to local businesses and organizations

Classrooms and training room for film workforce training

**Basement**

Artisan market

Retail space accessible from Jerome Avenue

**TASK FORCE CONCLUSIONS**

During its work, the Kingsbridge Armory Task Force met with dozens of individuals interested in putting forward redevelopment plans. They included representatives from medical and educational fields, film industry, sports, recreation, antique/artifacts, and a house of worship. There is an agreement among the members of the Task Force that there was significant interest in the armory that would both benefit the community and be an economic engine for the Bronx. The breadth of representation on the Task Force was diverse and the scope of interest in the building broad.

The Task Force members indicated that future development of the Kingsbridge Armory should include a mix of both public and private interest. A living wage, which is currently being decided in the City Council, was also a priority, due to the low-income nature of the surrounding neighborhood. Community involvement must also be part of the development process. The Task Force supported the mixed-use development models researched by the New York University Robert F. Wagner Graduate School of Public Service Capstone Program.

Borough President Diaz emphasized the importance of responsible “usage” of the Kingsbridge Armory for the overall benefit of the local community and the Bronx as a whole. Additionally, the borough president noted that several of the city’s other armories have been redeveloped with significant government funding, and it would be inexplicable for such a financing model to be precluded from the Kingsbridge Armory.

It is the belief of the Kingsbridge Armory Task Force that the information included within this report must be used to develop a new “request for proposals” for the armory. The Task Force will work with the Bloomberg administration, as well as state and federal officials and all other interested parties, to make this next step a reality.

## II The Kingsbridge Armory Building and Neighborhood

- *Physical Description*

- The armory occupies an entire city block between Jerome and Reservoir Avenues, fronting on Kingsbridge Road, with a total area of 522,850 square feet, set back from surrounding streets
- The building is dominated by the 152,800 square foot drill hall, having a clear ceiling height of 130 feet
- The armory has several large areas below grade that can be used for parking
- The dramatic façade also contains office space

- *History of the Armory*

- The site was acquired in 1884 for use as part of the Jerome Park Reservoir
- The basin for the reservoir was later reduced and the surplus land made available for a concentration of educational, recreational and other public uses
- The armory was designed by the architectural firm of Pilcher and Tachau
- The Armory was completed in 1918 as the Eighth Regiment Armory
- The building was designated as a New York City Landmark in 1974
- The Kingsbridge Armory was added to the National Register of Historic Places on December 21, 1982
- The National Guard vacated the building in 1996, and title passed from New York State to New York City
- The building is currently operated and maintained by the New York City Department of Economic Development

- ***The Neighborhood***

- Transportation***

- The site is immediately served by the # 4 train of the Jerome Avenue/Woodlawn subway line, the D train of the Grand Concourse subway line and by seven bus lines
    - By car, the armory is within a half mile of the Major Deegan Expressway

- Land Use***

- A densely developed mixture of residential apartment houses and private residences surround the Kingsbridge Armory
    - Kingsbridge Avenue hosts small retail, catering to the local area. Regional shopping can be found only three blocks away on Fordham Road

- Institutions***

- Educational facilities and open spaces are concentrated immediately to the north of the armory, including Herbert H. Lehman College, Dewitt Clinton High School, the Bronx High School of Science, the Walton Campus, two public schools, the Jerome Park Reservoir and adjacent historic parklands
    - Significant community facilities include the James J. Peters VA Medical Center , the Jewish Home Life Campus and Monroe College

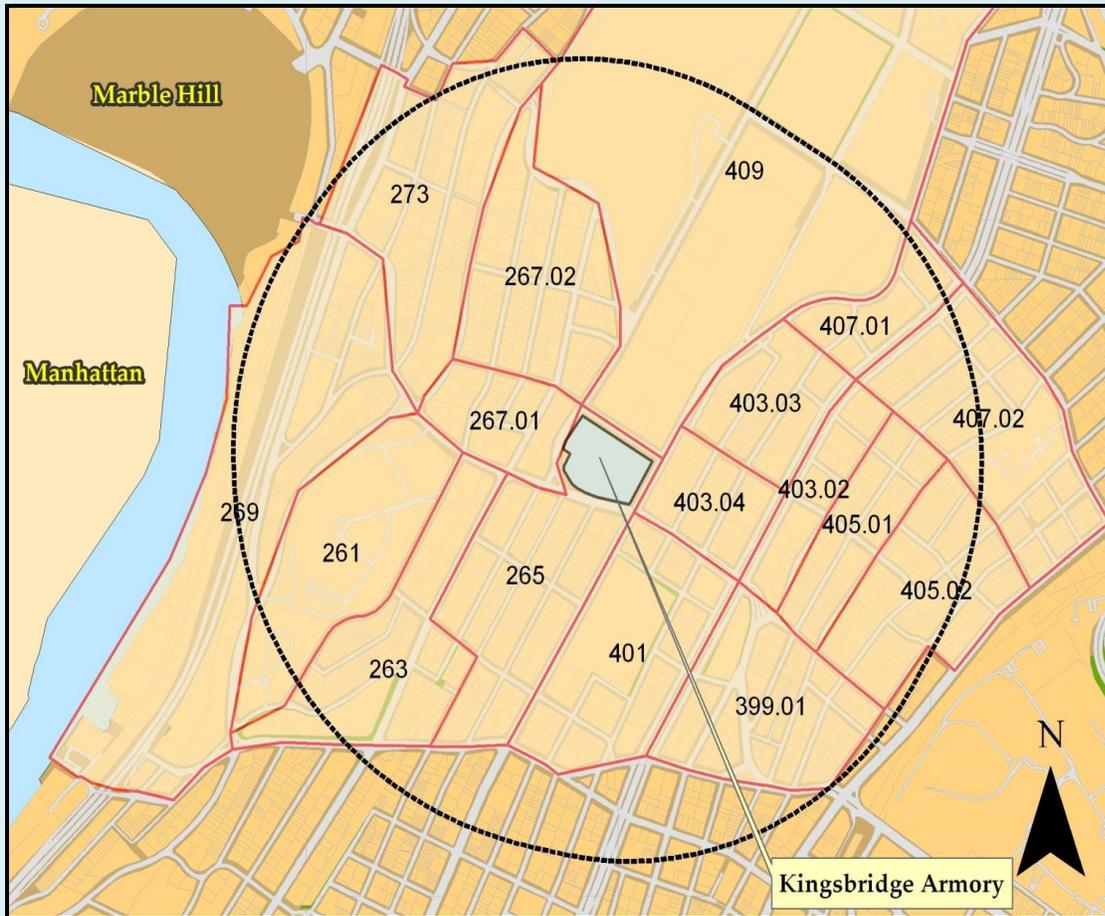
- Open Space***

- Nearby parks include St. James Park, Mosholu Parkway and Poe Park

- **Demographics:**

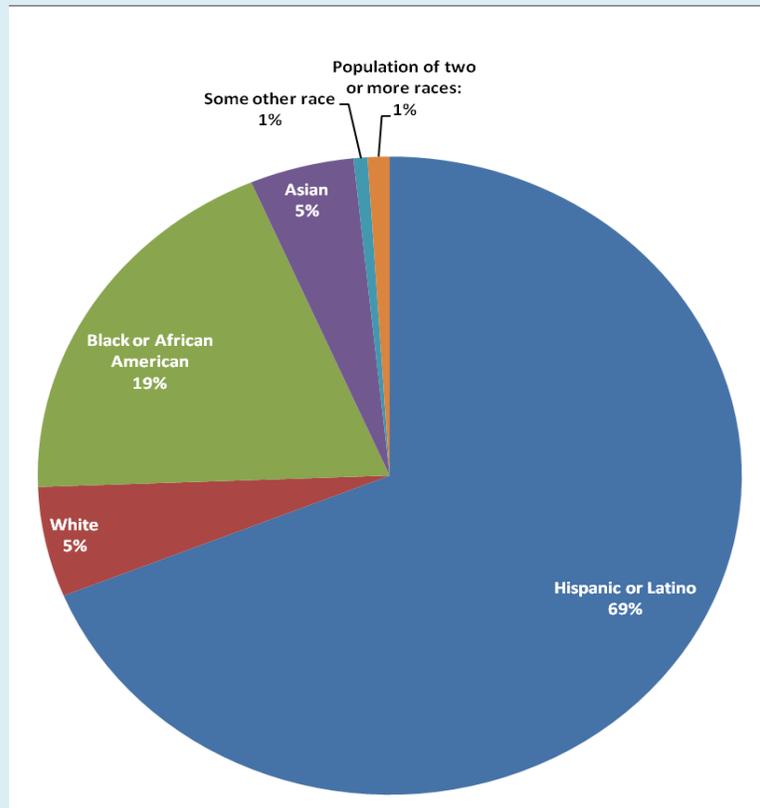
*Study of Census Tracts within ½ mile of Kingsbridge Armory  
Based on 2010 Census data and American Community Survey 2005-2010*

Study Area: 17 Census Tracts within ½ mile of Kingsbridge Armory



## Demographics Continued

Breakdown of Race for the 17 Census Tracts within ½ mile of Kingsbridge Armory

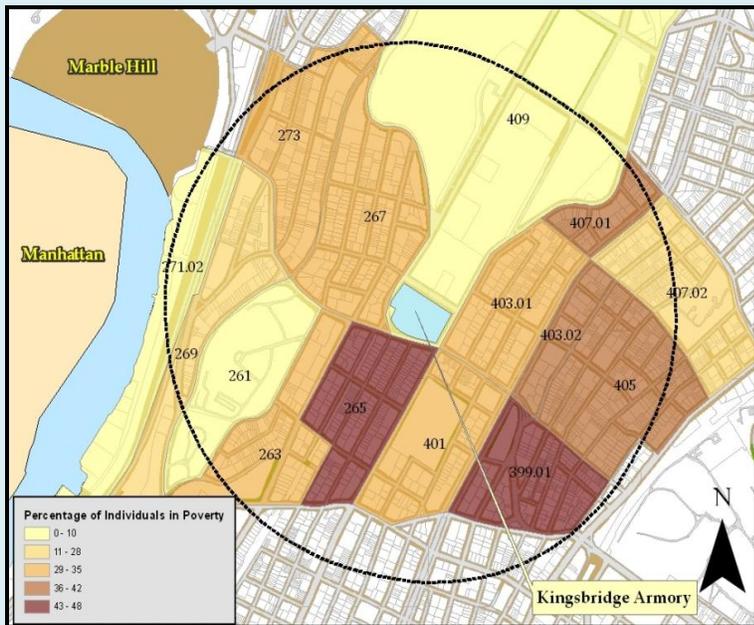


Total Population: 86,029

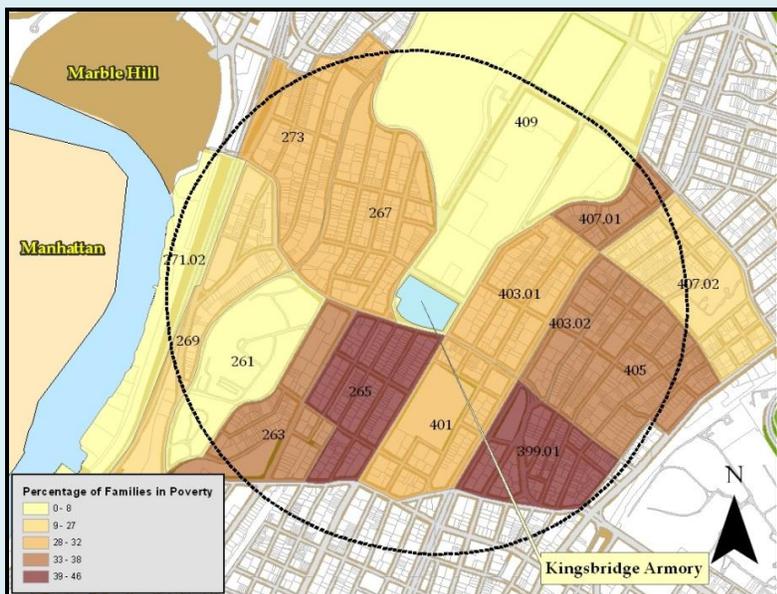
### Demographic Facts

- Average Household Size of 15 Census Tracts: 2.67
- Median Age of 15 Census Tracts within ½ mile of Kingsbridge Armory: 32.8
- Median Income of 15 Census Tracts within ½ mile of Kingsbridge Armory: \$32,443
- The average journey to work for tracts surrounding Kingsbridge Armory is 42.3 minutes

## Poverty Rate



**The average poverty rate for individuals in the census tracts surrounding the Kingsbridge Armory is 29.9%. The average poverty rate for families in those census tracts is 26.7%.**



\*Please note: U.S. Census Bureau measures poverty based on a threshold of \$10,956 for a single person and \$21,984 for a family of four

- **Local Businesses and Services**

- Fordham Road Business Improvement District

- Generally located on Fordham Road, from Jerome Avenue to Third Avenue
- Serves 300 businesses
- Established in 2004

- Kingsbridge Business Improvement District

- Generally located on Broadway from West 230<sup>th</sup> Street to West 236<sup>th</sup> Street
- Serves 189 businesses
- Established in 2001

### III Kingsbridge Armory Task Force

#### Membership

- **Majora Carter** was the founder and executive director of Sustainable South Bronx from 2001 to 2008 – where she pioneered green-collar job training and placement systems in one of the most environmentally and economically challenged parts of the United States. The recipient of a MacArthur Genius Grant, Ms. Carter is now president of her own economic consulting firm.
- **Marlene Cintron** is the president of the Bronx Overall Economic Development Corporation. Ms. Cintron has an extensive background at Fortune 500 companies, in State and Federal government and in the not-for-profit sector.
- **Paul Foster** was appointed to Bronx Community Board # 7 in 2000, and became board chairman in 2010. Mr. Foster was deeply involved with the Land Use Committee that dealt with the original Kingsbridge Armory project, and brings many years of experience working on community issues to the Task Force. Currently, Mr. Foster works for the Sophie Davis Program at the City College of New York.
- **Jack Kittle** is the political director of District Council 9 of the International Union of Painters and Allied Trades. District Council 9 is composed of 18 local unions representing painters, bridge painters, glaziers, drywall finishers, paper hangers, and other trades in the finishing industry. He currently serves as trustee to the Painting Industry Insurance and Annuity Funds and is secretary to the Eastern Regional Conference of the IUPAT Political Action Committee.
- **Steven McInnis** currently serves as the political director for the New York City District Council of Carpenters, a position he has held for the last twelve years. Mr. McInnis also serves delegate to the District Council from Local Union 608, as the Carpenters Union Representative on the New York Roadway Improvement Coalition and on the executive board of the New York State Democratic Party.

- **Desiree Pilgrim-Hunter** is the President of the Northwest Bronx Community & Clergy Coalition, founded in 1974. Ms. Pilgrim-Hunter is the lead spokesperson for the Kingsbridge Armory Redevelopment Alliance and has served on the Borough President's Community Advisory Board. She has also been the President of her 1,100 plus unit Fordham Hill Oval Co-op Board, where she has lived for more than 26 years.
- **Ned Regan** served as the comptroller of the State of New York for 15 years, the state's chief financial officer, from 1979 to 1993. An attorney, Mr. Regan was chairman of the NYC Municipal Assistance Corporation (MAC), the president of the Levy Economic Institute of Bard College, and was a twelve-year trustee of Oppenheimer Mutual Funds. He was a trustee on the financial Accounting Foundation (FAF) that oversees the FASB and the GASB. He has taught at several universities and served on numerous for-profit and nonprofit boards, frequently as chair of their audit committees.
- **Gustavo Rivera** is the newly elected State Senator for the 33rd Senate District in the Bronx. Senator Rivera lives in Kingsbridge Heights and represents Kingsbridge, Riverdale, Van Cortlandt, Norwood, Bedford Park, East Tremont, Crotona as well as other neighborhoods in the northwest Bronx. Senator Rivera was originally born in Santurce, Puerto Rico, and moved to New York in 1998 to pursue a doctoral degree in Political Science at the Graduate Center of the City University of New York. Prior to running for State Senate, Gustavo Rivera worked as a college professor at Pace University, where he taught classes in politics and government. He has also worked for U.S. Senator Kirsten Gillibrand, State Senator Andrea Stewart-Cousins, then Mayoral candidate and former Bronx Borough President Fernando Ferrer as well as SEIU and the Obama for America campaign.
- **Jack Rosen** is the founder and chief executive of Rosen Partners LLC, a leading residential and commercial real estate development

firm operating worldwide. Mr. Rosen was appointed by President Clinton to the U. S. Holocaust Memorial Council, and was a member of the NASA Advisory Council

- **Steven M. Safyer**, MD, is president and CEO of Montefiore Medical Center in New York City. Montefiore is the University Hospital and Academic Medical Center for the Albert Einstein College of Medicine. In 2006 Dr. Safyer was named Chair of the Bronx Regional Health Information Organization Board.
- **Kathryn Wylde** is the president and CEO of the Partnership for New York City, a nonprofit organization of New York City business leaders established by David Rockefeller in 1979. An internationally known expert in housing, economic development and urban policy, Ms. Wylde serves on a number of boards and advisory groups , including the Federal Reserve Bank of New York, the Mayor’s Sustainability Advisory Board, NYC Economic Development Corporation, NYC Leadership Academy and the Research Alliance for NYC Public Schools.

## **Kingsbridge Armory Task Force Meetings Summary**

### **April 28, 2010**

The Kingsbridge Armory Task Force is convened at the Kingsbridge Armory and given a tour of the facility by New York City Economic Development Corporation staff, including the drill floor, head house, two basement levels, and surrounding neighborhood. The borough president asks the Task Force members to help identify reuse options for the armory.

### **May 28, 2010**

The borough president submits an application to the New York University Robert F. Wagner Graduate School of Public Service for consideration under their Capstone Program, a year-long analysis, research and financial feasibility study. The borough president believes securing Capstone will assure that the Task Force has both strong academic research and analysis resources as well as an independent perspective to support its work.

### **June 29, 2010**

The second meeting of the Task Force included a discussion on the findings of the tour and thoughts on potential reuses, management and development models, construction and operational financial considerations, as well as the city's economic climate. The reuses discussed included affordable recreation, concert and banquet halls, a street green market, higher educational and health facilities, residential or hotel feasibility, and green manufacturing. The Task Force members suggested consideration of cooperative ownership or a condominium model of ownership and recommended a multi-use facility development model. There was also a discussion on the city's financial problems and the overall investment climate, as well as concerns about generating adequate cash flow for maintenance and operations. The Task Force members requested a comprehensive package of background information to assist them in their evaluation.

**July 15, 2010**

The members of the Task Force were sent a comprehensive background package reference information, including the Uniform Land Use Review Procedure materials with Community Board #7 and borough president recommendations, City Planning Commission and City Council resolutions, as well as the executive summary of the final environmental impact statement; demographic statistics indicating neighborhood age, income and household size; a retail business profile of the Kingsbridge and Fordham Business Improvement Districts; examples of the adoptive reuse of similar facilities; The Related Companies' Shops At The Armory plan; the Community Board #7 atrium concept; the Northwest Bronx Clergy and Community Coalition platform summary; building plans; concept proposals and photographs submitted by the YMCA, Irreplaceable Artifacts and New York Sports and Entertainment, LLC, as well as a chess center proposal submitted by a local teacher.

**September 14, 2010**

The third meeting of the Task Force focused on reuse presentations by the YMCA and International Artifacts, as well as a discussion on inviting institutional representatives from the higher education and health fields, the largest employers in the county, for a roundtable discussion on the reuse of the armory.

The YMCA presented a proposal for a portion of the facility, primarily the drill floor. Their proposal is based on its operation and management of the formerly underutilized Park Slope Armory, which opened in 2010 as multipurpose athletic and educational center. As part of the agreement with the city, which provided the construction funding and continues to own the building, local schools have use of the facility during school hours and the YMCA generates the operational funding. A homeless shelter continues to operate in a portion of the building.

Irreplaceable Artifacts presented a proposal for a portion of the facility, primarily the drill floor. The proposal consisted of establishing a year round

“Retail Through the Arts” complex within the armory that included displaying recovered materials from older buildings, such as glass, metalwork, masonry, woodwork and fixtures; creating a market to sell them within the historic context of the armory and creating a employment training for those interested in the recovery of artifacts field. The concept would also combine art, antiques, arts and crafts, food and produce vendors, as well as facilitate incubator space for entrepreneurs in the field.

### **September 28, 2010**

The Capstone Program accepts the Kingsbridge Armory as a project. Under the Capstone Program, a team of faculty and students from New York University will identify alternative uses for the armory through a year-long planning study that will advise the Task Force. The project will include research, analysis and financial feasibility of three sustainable and socially beneficial reuse development models.

### **October 12, 2010**

The fourth meeting of the Task Force was a roundtable discussion with representatives of higher educational institutions on their ideas for the reuse of the armory, including Hostos and Bronx Community Colleges, Fordham University, Monroe College, College of Mount Saint Vincent, Lehman College, Mercy College, SUNY Maritime, Manhattan College, and Boricua College.

There was a consensus that colleges individually could not handle the scope of the work needed to outfit the armory and that a collaborative effort was essential, particularly for acquiring federal grants. Suggestions offered included research space or a science park that would facilitate taking product to market, space for training programs, a health hub with opportunities for students to secure internships leading to permanent employment, and recreational/physical fitness facilities for colleges without adequate facilities of their own. There was a consensus that medical facilities coupled with educational institutions would have an advantage in pursuing federal funding.

**November 9, 2010**

The fifth meeting featured an introduction of the New York University Robert F. Wagner School of Public Service Capstone team to the Task Force members. The primary focus of this meeting was a roundtable discussion with representatives from the borough's medical industry, including Montefiore Medical Center, Albert Einstein College of Medicine, St. Barnabas and Union Community Health Center. The consensus was that medical use was not likely because of the shift from hospitals to ambulatory care. Research was seen as too expensive.

There was support for a multi-purpose facility that encompassed general and public health education, as well as training leading to employment, possibly sponsored by the healthcare industry. The group indicated a need to help expand the healthcare system into wellness or disease prevention system, particularly given the borough's rates of asthma and obesity. The members also believed that national funding for community public health workforce training was feasible. The borough president indicated his financial capital support for healthcare facilities.

**December 14, 2010**

The sixth meeting of the Task Force was largely devoted to hearing expressions of interest from the film production industry. Several studios were in attendance, including Steiner Studios, Broadway Studios, Silvercup Studios, Kaufman Astoria Studios, and South Bronx EFX. The overwhelming consensus was that there was a significant need for space of the magnitude offered by the Kingsbridge Armory to accommodate big movies. Large productions have left New York City because of the lack of sufficiently large enough locations and facilities. The studios all reported a need to expand their production space.

While new job creation numbers are low, representatives underlined the positive impact the production industry has on local businesses. One studio pointed out that they do business with 125 local merchants. The Bronx is not competing for the any portion of the \$5 billion that New York City

receives annually for film and TV production. Industry representatives also indicated that a film production complex could also have an educational component such as at the Ghetto Film School.

New York Sports and Entertainment, LLC also presented at this meeting, and expressed interest in the drill floor to establish a 5,000 to 6,000 seat arena for minor league hockey, New York Liberty Women's Basketball. The facility would generate 120 to 150 events a year and employ 30 to 50 full-time and 200 to 400 part-time staff.

After the presentations, the Task Force members discussed energy efficiency, permanent job generation opportunities, the need for training programs, as well as federal investment incentives (EB5)

### **January 11, 2011**

The agenda for the seventh Task Force meeting included presentations by World Changers Church International and the Kingsbridge Armory Redevelopment Alliance (KARA). KARA was convened in 2005 by the Northwest Bronx Community and Clergy Coalition and the Retail, Wholesale and Department Store Union. KARA's redevelopment principles include education (four schools), quality jobs that provide living wages with benefits, affordable entertainment and recreational facilities for neighborhood youth and residents, community space for social services and cultural programming, a mix of commercial retail with opportunities for small Bronx based businesses, and an environmentally sustainable design and minimal traffic impact. Additionally, linkages with health services and employment training programs were underlined.

KARA recommended a not for profit management/ownership community development model corporation model to manage the facility with the city retaining ownership. Preferred anchor tenants included a college, job readiness, and health and wellness institution. KARA also supports a 25% construction jobs target for Bronx residents and apprenticeships leading to jobs in the building trades. KARA seeks a community benefits agreement that reflects the community needs in proportion to government investment.

World Changers Church International, an Atlanta based church, with 6,000 members in the New York City area expressed an interest in acquiring the armory. The Word Changers Church has regular services in Manhattan with an average attendance of 2,900. The church proposes to create a 3,500 to 4,000 auditorium with administrative offices. Additional services proposed include daycare, after school, and summer camp programming; a gymnasium facility; a food and clothing bank; a career center; a recording studio; and a drama department. All would be open to the public, regardless of church membership.

### **January 15, 2011**

The Capstone team from NYU submits five initial concepts for the redevelopment of the Kingsbridge Armory. The Task Force members are provided copies of this initial report and are asked by the borough president to recommend three of the five preliminary development concepts explored by the Capstone students for in-depth study and the final report before the next meeting.

### **February 8, 2011**

At this eighth meeting, the borough president reports on the outcome of the Task Force preference for further Capstone team study. These are Concept II, the film studios, film office/ production space and post production space on the drill floor with rental offices, workforce training center for the film industry in the head house and a cultural artisan market in the basement.

Concept III, the green technology manufacturing, local food manufacturing and processing, multi-purpose rental/training/catering/demonstration on the drill floor, green auditing workforce training, classroom space and science center in the head house, and hydroponic gardens in the basement.

There was a consensus that Concepts IV and V appeared interchangeable and Capstone agreed to combine them. As combined they include the multi-sport facility/entertainment complex with large-scale performance space, a professional hockey rink, as well as arts/cultural exhibition space on the drill floor, community/nonprofit office and programming space in the head

house, and for-profit rehabilitation center and health training center in the basement.

The Task Force members were advised that the Capstone team was a consultant to the Task Force and that their report analysis is meant to help guide the decision making process. The Capstone Report would not necessarily be the recommendation of the Task Force. The report, which will focus on feasibility and financial impact, would be completed in May.

### **May 6, 2011**

The tenth and penultimate meeting of the Task Force was devoted to a presentation on their research-based perspective on potential uses for the Kingsbridge Armory. The team directed its efforts toward creating mixed-use scenarios for the armory that would meet the needs of the community and the city. As per the agreement with the Capstone team, financial models and accompanying data for three scenarios for the development of the armory were provided.

The borough president released the Capstone Report and asked the Task Force members to review it for the next and last meeting in June, along with all of the other expressions of interest, after which he would release the final Task Force report.

### **June 14, 2011**

The eleventh and final meeting was devoted to final comments and questions on the work of the Task Force. The borough president indicated that he would release the complete findings of the Task Force, including the complete New York University Robert F. Wagner Graduate School of Public Service Capstone Report.

## **IV THE CAPSTONE REPORT**

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# **THE KINGSBRIDGE ARMORY:**

## Redevelopment Models and Analysis

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The Office of the Bronx Borough President  
*Final CONFIDENTIAL Report: April 28, 2011*

By:

**New York University Robert F. Wagner Graduate School of Public Service**

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# EXECUTIVE SUMMARY

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*In October 2010, a Capstone team from the Robert F. Wagner Graduate School of Public Service at New York University (NYU Wagner) was engaged by the Office of the Bronx Borough President to independently research options for the redevelopment of the Kingsbridge Armory in the Bronx. The Kingsbridge Armory has stood largely vacant since the Eighth Regiment Armory of the National Guard departed in April 1996. In 2007, the New York City Economic Development Corporation (NYCEDC) issued an RFP to redevelop the space and selected a proposal by The Related Companies to transform the Armory into a shopping center. After much opposition by community members and local elected officials, led by the Bronx Borough President, the proposed redevelopment was not approved by the City Council during a 2009 Urban Land Use Review Process (ULURP) vote.*

*This document looks at the history of the Kingsbridge Armory in the context of the demographics and economic landscape of the Kingsbridge section of the Bronx. It outlines baseline criteria for any future redevelopment of the space that must or should be met through any response to an RFP. Finally, it suggests three possible mixed-use redevelopment scenarios for the Armory, named according to the suggested use for the main drill hall: a sports, wellness and entertainment center; a sustainable food industry center; and a film studio. All models feature additional uses in other sections of the building. Each financial model demonstrates the square footage to be allocated to each function; the estimated capital costs and the average rent needed to cover those costs for each scenario (see chart below); a discussion of how the model meets the baseline criteria set by the Capstone team; and a description of the economic impact and externalities created by the redevelopment scenario.*

<b>Redevelopment Model</b>	<b>Estimated Capital Cost</b>	<b>Average rent per square foot required to break even</b>
Sports, Wellness & Entertainment Center	\$171,385,243	\$32.40
Sustainable Food Industry Center	\$142,673,873	\$26.97
Film Studio	\$126,146,793	\$23.84

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# INTRODUCTION

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## Objective

### *The Role of the Capstone Team*

The objective of the Capstone team is to provide the Office of the Bronx Borough President and the Kingsbridge Armory Task Force with an objective, research-based perspective on potential uses for the Kingsbridge Armory. From the beginning of the client engagement in October 2010, the team has directed its efforts toward creating mixed-use scenarios for the Armory that would meet the needs of the community and the city. In keeping with the agreement between the Capstone team and the Client, the team herewith provides financial models and accompanying data for three scenarios for the redevelopment of the Armory.

Each of the Capstone team members independently elected to work on the Capstone proposal put forth by the Office of the Bronx Borough President. Each was guided by an interest in economic development, city planning, and the borough of The Bronx. The team members bring a wide array of experience in the fields of finance, public policy, city government and urban redevelopment. The team has used analytical skills and unbiased viewpoints in order to provide the Office of the Bronx Borough President with proposals for redevelopment. These proposals meet the needs of more than one group of stakeholders and would differ from any single-use model that might be proposed by a private developer.

## Site Description and History

### *The History of the Kingsbridge Armory*

The Armory was designed by the firm of Pilcher and Tachau, with construction taking place between 1912 and 1917.<sup>i</sup> Once construction was completed, the Eighth Coast Artillery of the United States Military utilized the facility. The Armory includes a total of 575,000 square feet (522,850 gross usable space) with an impressive 152,500 square foot drill hall. It stands 130 feet tall and 600 feet wide. It occupies more than one complete City block from 195<sup>th</sup> street to West Kingsbridge Road and from Reservoir Avenue to Jerome Avenue. Two buildings located to the north of the Armory on the same lot are not a part of the space analyzed here. The two buildings are currently utilized by the National Guard and controlled by the State of New York.<sup>ii</sup>

As its military role diminished by midcentury, the Armory became the setting for many other activities, including dog shows, boat shows, boxing matches and film shoots. In the 1980s, part of the building became a homeless shelter.<sup>iii</sup> The National Guard vacated the building in 1996. Currently, the Armory is owned by the City of New York and operated by NYCEDC. The Armory is rented for film and television production use and serves as a storage facility for anti-graffiti trucks.

The majority of the Armory has not been utilized for quite some time, resulting in the need for abatement. The City of New York recently replaced the entire roof and conducted some abatement of the Armory at a cost of \$30 million. However, there is a substantial amount of water located in the sub levels of the structure and major repairs are needed in many parts of the

building's floors, walls, and physical structure. Very general estimates by NYCEDC put the current operating cost to the city at approximately \$300,000 annually.

The Kingsbridge Armory has city, state and federal landmark status, which has implications for development due to the fact that there are restrictions as to what can be done to the physical structure of the Armory.<sup>iv</sup>

The Armory is currently zoned in an R6 residential area. R6 Residential Districts are medium density areas that encourage wider lot developments to build low and narrow and smaller lot developments to build high.<sup>v</sup>

### ***Neighborhood Description***

The Armory is located in the Kingsbridge neighborhood of the Northwest Bronx, which has a mixture of commercial and residential structures. Commercial retail and services in the area are predominantly located along Kingsbridge Road as well as on Jerome Avenue. See Appendix A for Retail Survey.

There are numerous multi-floor apartment buildings as well a mix of two and three story detached residential homes.

There is a subway station, the 4 train, located adjacent to the Armory on Jerome Avenue. A subway stop for the B/D trains is located three blocks to the east at the intersection of Kingsbridge Road and the Grand Concourse. There are also several bus stops located within one block of the Armory including: BX 1, 2, 3, 9, 22, 28 and 32. By roadway, the Armory is accessible via Jerome Avenue from the Mosholu Parkway and from the Major Deegan Expressway (I-87) via West Kingsbridge Road.

Numerous learning institutions are located in close proximity of the Armory. They include: Lehman College; Monroe College; four high schools; and two elementary schools.

### ***Community & Demographics***

According to *The Kingsbridge Armory: Background and Reuse Proposals* document supplied by the client, the Kingsbridge Armory sits within ½ a mile of 15 census tracts in the Bronx community. Within these tracts there is a total population of 87,885 people. Of these, 63% are Hispanic or Latino, 21% are Black or African American, 8% are White, 5% are Asian, and 2% are of two or more races. The U.S. Census measures poverty based on a threshold of \$8,794 for individuals and \$17,603 for a family of four. Within the 15 tracts surrounding the Armory, 33.9% of individuals live at or below the poverty level and 31.8% of families are at or below the poverty level. The median income measured is \$28,431 and the average journey to work is 42.9 minutes. As of February 2011 preliminary data, current unemployment in the Bronx is 12.7%.<sup>vi</sup>

Based on data found in the Northwest Bronx Community & Clergy Coalition and the Community Development Project of the Urban Justice Center Report, "Boom for Whom," the Northwest Bronx top industries employ 93% of the working population. The top ten industries employing the greatest number of workers are:

1. Education, health, and social services (29.6%)
2. Retail (10.5%)
3. Finance, real estate, rental, and leasing (8.6%)
4. Professional, scientific, management, administrative, waste management (8.5%)
5. Arts, entertainment, recreation, accommodation, and food services (7.9%)
6. Transportation, warehousing, utilities (6.5%)
7. Other services (6.4%)
8. Manufacturing (6.4%)
9. Construction (4.5%)
10. Public administration (4.5%)

The report also indicates the prevalence of a wide range of establishments, including, but not limited to: general automotive repair, car washes, consumer electronics repair and maintenance, barber shops, beauty salons, dry cleaning and laundry services, parking garages, and religious, civic, and social organizations.

In addition to the information found in the Northwest Bronx Community & Clergy Coalition and the Community Development Project of the Urban Justice Center Report, the Capstone team surveyed businesses within the parameters set by the Office of the Bronx Borough President (see Appendix A). Our findings remain consistent with that of the Northwest Bronx Community & Clergy Coalition's report. Out of a total of 126 businesses surveyed in the proposed area, 25% (32) of the businesses are retail, while 19% are restaurants or fast food facilities. The third largest industry is other professional services, which includes real estate, tax service, psychics, banks, a travel agency and other specialized services. The next largest industry is beauty/nail salons, making up 15% of the surrounding community businesses. The remaining industries make up 10% or less of the businesses and include delis, grocery stores and bodegas, pharmacies, and fresh food markets.

The Kingsbridge neighborhood also has numerous social service organizations, including: Paradise Transitional Housing; New York City Financial Empowerment Center and Single Stop Benefits Screening at the New York Public Library, Bronx Library Center; Concourse House Housing Development; Kingsbridge Heights Neighborhood Improvement Association; Episcopal Social Services; Sedgewick Avenue Group Home; Tolentine Zeiser Community Life Center; Bronx Community Re-Entry Center; The Alex Frank Children & Family Services; Safe Horizon Services Agency; Association for the Help of Retarded Children: Family & Clinical Services; Inwood House; FEGS Health and Human Services System; St. Dominic's Home; and St. James Recreation Center.

## **Redevelopment Process**

### ***The Importance of Redevelopment***

The Kingsbridge Armory is a landmark building and a focal point for the Kingsbridge community. The potential is great for the Armory to be able to meet some of the needs of the community in a variety of ways. The space can provide the community with a place that serves as a hub for recreation, education, and entertainment. The Armory can also be a place that holds opportunities for new jobs to be created in the neighborhood and where other social services are available for the community. Lastly, local merchants and restaurants can benefit

from an increase of patrons to the neighborhood. Empty, the Armory is a drain on city and community resources.

### ***Previous RFP and Process***

The Armory has remained vacant and much debate continues to center around how it should be utilized. Former Mayor Giuliani attempted to have the Armory turned into a retail center and athletic facility. Creating a mixed-use facility that generates income for the City as well as benefits for the community have been driving forces for the redevelopment process.

In 2007, three developers expressed interest in the Armory: Atlantic Development Group, Rosenshein Associates and the Related Companies. The Related Companies was chosen to redevelop the Armory with the expectation, through a Community Benefit Agreement, that included a stipulation to hire local workers and pay them a living wage of at least \$10 an hour.

By the time the Related Companies' response to the RFP was submitted, the City had already completed repairs and abatement totaling over \$30 million to replace the roof of the Armory. However, due to concerns with the redevelopment project, in September 2009, Bronx Borough President Ruben Diaz, Jr., made a formal recommendation to not approve the Related Companies' application. In December 2009, the City Council voted it down during the Uniform Land Use Review Procedure. Concerns addressed by the Bronx Borough President and City Council included the inability of the developers to guarantee a living wage for all workers, parking shortages as well as traffic congestion that would be a result of the redevelopment of the Armory as proposed by The Related Companies.<sup>vii</sup> Other concerns addressed in terms of the proposal were the lack of community benefits from the shopping center and the negative impact it would have on local merchants.<sup>viii</sup>

The Kingsbridge Armory has essentially remained vacant since the vote. Bronx Borough President Ruben Diaz, Jr. engaged the Capstone Team to look at potential redevelopment options for the Armory and create relevant financial models in October 2010.

# GOALS AND CRITERIA

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The Capstone team established a set of criteria to help facilitate its of diverse financial models considered for the redevelopment of the Armory. The team identified criteria that must be met in the redevelopment of the space, as well as criteria that the team found desirable in making the Kingsbridge Armory a dynamic space, representative of the future of the Bronx. If criteria meet the expectations of the stakeholders, they should be considered as part of any future RFP process.

The team felt that the Kingsbridge Armory redevelopment must meet the following criteria:

1. It must create living wage jobs in the community if any government subsidies are directed toward the redevelopment. A job in which an employee is paid at least \$10 per hour with benefits (\$11.50 without benefits)<sup>ix</sup> is considered to have a living wage. It must also work toward decreasing the level of unemployment in the borough. There should exist a mechanism through which local residents can achieve upward economic mobility (e.g., through training and/or skill-building).
2. It must include community uses and/or space for community organizations that provide direct social services to the surrounding community. The minimum that should be allocated for community use is 20% of the programmable space of 390,200,<sup>x</sup> which equals approximately 78,000 square feet. Community uses are defined as spaces that are open and accessible to the community as public spaces and/or provide a social, economic, health or cultural service directly to the community.
3. It must function as an anchor space for the surrounding community and community members should readily have access to the facility and the services that it provides. The building must include space that is open and accessible to any community member.
4. It must align with current policies and strategic plans for overall economic development in the Bronx, including decreasing unemployment, attracting new businesses to the Bronx, and bringing new funding and opportunities to existing Bronx businesses.
5. It must align with “green” practices as much as possible and be environmentally sustainable. Environmentally sustainable industries conserve resources in order to provide for future generations, are energy efficient and skill-enhancing for workers.<sup>xi</sup>

In addition, it is desirable to the Capstone team that the redevelopment of the Kingsbridge Armory meets the following criteria:

1. It should serve as a destination for outsiders visiting the Bronx.
2. It should bring net new revenue to the community and not displace significant revenue from surrounding businesses and organizations.
3. It should improve the physical landscape and social environment of the neighborhood.
4. It should have at least one function through which it can engage the neighboring schoolchildren in educational programs, such as classroom space, athletic space, or activity space.
5. It should include a space for cultural expression, through the arts or other types of media.

The Capstone team will identify how each of the three financial models will meet the criteria.

# PROCESS OF SELECTING THREE PROPOSALS

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## Capstone Process

The Capstone team from NYU Wagner has been engaged to develop three financial models for the redevelopment of the Kingsbridge Armory in the Bronx, along with baseline criteria that will help in creating any future Request for Proposals to redevelop the space.

The project was split into three phases. In Phase 1, the team focused on (1) a market survey, which included an accounting of local businesses in the area immediately surrounding the armory and demographic analysis, (2) research of successful models for similar redevelopment/adaptive reuse projects, and (3) stakeholder interviews.

1. **Neighborhood Research:** The team became familiar with the Kingsbridge neighborhood, including its history, current demographics, and economic landscape. A retail survey of the area directly surrounding the Armory was conducted. See Appendix A. The team also explored other large-scale redevelopment projects in communities across the Bronx, and familiarized itself with the process by which large public spaces are rehabilitated in New York City.
2. **Research and Case Studies:** The team conducted research using available public information on several mixed-use redevelopment projects. The research focused broadly on the conversion of large, city-owned spaces into functioning and sustainable generators of economic activity across the country. The research and related case studies provide information on those projects deemed most applicable to the Kingsbridge Armory redevelopment, either because of the scope of the project or because it occurred in an area similar to the Kingsbridge neighborhood in demographics and economic characteristics. See Appendix B.
3. **Interviews:** The Capstone team has conducted interviews with members of the Kingsbridge Armory Task Force; NYC policy and economic development experts; and stakeholders from the various industries explored. See Appendix C.

In Phase 2 of the Capstone project, the team continued to interview stakeholders and experts in the field. Based on this initial research, the Capstone team crafted five redevelopment models rooted in the belief that each model must incorporate both community and enterprise uses, and that community uses must be subsidized with greater government and philanthropic funding. Each model also provided a general indication of how each of four areas of the Armory could be used: the drill hall, the head house, the basement, and the sub-basement. The five models initially proposed and submitted to the client on December 13, 2010 are as follows:

### **Model 1**

This scenario presented the Armory as a space for culture and for the community, locally as well as throughout the city. The Drill Hall would accommodate large-scale exhibitions from museums around the world, or serve as a permanent annex for one of the existing museums in the city. The peripheral spaces would host a rental space/catering hall and a Cultural Artisan Market. The local surrounding community would have the opportunity to access industries in art and culture

through art education, gallery showings, and artist workshops. A religious institution was also included as a possible tenant for the drill hall space and surrounding community spaces.

### **Model 2**

In Model 2, the drill hall would be turned into a state-of-the-art film and production facility. Bi-level offices and multi-purpose spaces would be built at multiple points along the Armory wall. The Head House would be redeveloped to include office spaces for rent to local businesses and organizations, as well as classrooms and training rooms for the film workforce training facilities. Space on the basement level would be set-aside as workshop space for the film studio and on weekends serve as a destination cultural artisan market. The sub-basement would feature parking, storage, and mechanical space.

### **Model 3**

In this scenario the drill hall space would be converted into light manufacturing space and into a multi-purpose congregation and catering hall. Hydroponic gardens on the basement level would generate simple produce for the catering hall as well as local schools, government agencies, hospitals, local bodegas and/or grocery stores. The Head House space would be split, one side as offices for a manufacturing center and the other as space for community uses—classroom space for horticultural and science programming for area school children and space for workshops, such as green auditing workforce training. Seasonal outdoor gardens would be tended by local high school and elementary school children, and a green market would be placed outdoors.

### **Model 4**

In Model 4, half of the drill hall would be used as a professional hockey rink for private and public use. The rink could be rented as practice space for athletics and other events such as birthday and corporate parties. The other half of the drill hall would be converted into a state of the art rehabilitation center for patients that have had joint repair/replacement surgery. The head house would consist of rooms for community usage including health and wellness education or programming, and there would also be office space available for rent. In the basement level, the majority of the space would be designated for a for-profit rehabilitation center, containing numerous rooms with exercise equipment, as well as other equipment needed for patients recovering from injuries or surgeries. In the sub-basement there would be parking and storage space.

### **Model 5**

In this scenario the drill hall space would be mainly used as a multi-sport athletic center containing basketball, soccer, volleyball courts and gymnastic space. The remaining space would be rented for large-scale performances, such as Cirque du Soleil, theater shows, and the circus or exhibition space for use as an annex of a current NYC cultural institution. The Head House would be used for office space for nonprofit and community organizations, as well as community space for after-school programs and adult education programs. The basement level would feature a recreational/game center. The theater might also be renovated to feature weekend movies or local theater performances.

The Task Force was asked to choose the three models that they would like to see the Capstone team research further. The Bronx Borough President's Office then tallied all of the votes from Task Force members. On February 2, 2011 the client selected three of the five initial concepts for the Capstone team to pursue: Model 2, Model 3, and a combination of Models 4 and 5.

Phase 3 of the Capstone team project marked the end of most stakeholder interviews and research. The team's focus was redirected towards finalizing the following items for each of three proposals to be presented to the client and the Task Force on May 6, 2011: (1) Concept statement for redevelopment, (2) Financial Model, and (3) Assessment of non-financial criteria.

# SPECIFICATION OF THE THREE OPTIONS

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The purpose of this section is to illustrate the options by describing how the space would be used in each case. The Capstone team conducted more in-depth research and interviews to inform these decisions.

Usable square footage was calculated based on the floor plans provided to the Capstone team by the Office of the Bronx Borough President, which indicate a gross square footage of 522,850. We have furthered calculated the total square footage available for lease as 390,200, which is the gross square footage minus 42,800 square feet of storage/mechanical space, 74,950 square feet of corridors/hallways, and 14,900 square feet of balcony seating on the drill floor level. We have depicted the usable square footage in the floor plans in Appendix D, which are based on the "Space Available" documents drawn by Mayers & Schiff Associates.

The final three options are as follows:

## **MODEL 1: SPORTS, WELLNESS & ENTERTAINMENT CENTER**

In the sports, wellness and entertainment center scenario, the drill hall space would be used as an arena that facilitates both athletic and large-scale entertainment events. The Kingsbridge Armory Task Force was presented with the possibility of a hockey rink, though the space would be conducive to other sporting events such as basketball. Stadium seating would be fixed in the space, though the floor could easily be covered and the space converted into a concert venue for large-scale concerts or events such as graduations, circus or theater events, religious services, civic events, trade shows, or other ceremonies.

The arena space would not take up the full expanse of the drill hall floor. For example, a hockey rink with seating, storage and locker rooms only needs 75,000 square feet of space. The arena would be located centrally in the drill hall to preserve the vertical expansiveness that one experiences walking from the Head House into the drill hall. A portion of the wing space on the western side of the drill hall would be used for storage and equipment, locker rooms, and as a backstage area for when the venue is converted into a concert space. Space would also be made for concession stands and other retail, either at the top of the arena seating or in the wings of the drill hall. The remainder of the drill hall space on the eastern side would feature a multi-sport athletic center, including an arcade and a field house with basketball and volleyball courts, a gymnastic space, and a climbing wall.

The Head House would be used for office space for nonprofit and locally-based organizations and companies, as well as community space for after-school programs and adult education programs. The basement space would include a rehabilitation facility with a swimming pool and a health-training center. The theater might also be renovated to feature movies or local theater performances.

This redevelopment model could benefit from the following tax incentives:

- New Market Tax Credit
- Jobs Now and Economic Development Fund (EDF)

- IDA Commercial Tax Incentives
- Federal Work Opportunity Tax Credit (WOTC)
- Employee Wage Tax Credit
- Energy Cost Savings Program (ECSP)
- Investment Tax Credits
- Zone Capital Credits
- Commercial Expansion Program

In this model, the space is broken down by the following square footage:

<u>Designated Use</u>	<u>Area Allocation</u> <i>(square feet)</i>
<u>Head House</u>	
Subsidized Nonprofit Office Space	14,270
Youth Programming	14,270
<u>Drill Floor</u>	
Hockey Rink & Arena (with locker rooms)	75,000
Field House (Basketball/Volleyball/Gymnastics)	25,000
Arcade/Game Space	10,000
Rock Climbing Wall	10,000
Retail	32,800
<u>Basement</u>	
Rehab Facility (with swimming pool)	55,600
Health Training Center	19,800
Theater	10,000
<u>Sub-Basement</u>	
Parking	123,460
Storage/Mechanical	42,800
Corridors/Hallways	74,950
Balcony	14,900
<b>Total</b>	<b>522,850</b>

## MODEL 2: SUSTAINABLE FOOD INDUSTRY

The scenario features an innovative event space meant to provide the community with much needed conference and special occasion space. The catering center serving the event space would have a fully operating commercial kitchen, making it a competitive destination for events throughout the city. Such equipment would allow it to double as a small business incubator, training local employees for careers in the culinary arts and catering business. Another portion of the drill floor will serve as light processing space for regional and local farm produce, for example, washing, slicing and packaging local apples. Further, the DOE could enter a public-

private partnership and procure some or all of the food being processed in this space. (A private company could also operate the food-processing center independently.) Regardless, a food processing center would provide well-paying manufacturing and service jobs to the community. In addition, one acre of indoor vertical, hydro-organic agriculture would produce as many as six acres of fresh produce to be sourced to local grocery stores and bodegas. Produce from this source could be profitably sold at wholesale prices and would retain a longer shelf life, making it attractive for bodega owners to stock.

There would also be a small area of retail open to the general public on the drill floor, which could operate as social-venture businesses employing and training local residents while also providing income to support the Armory’s community programs. An example of this can be seen in Common Ground’s rehabilitation housing development in the Times Square building where a Ben and Jerry’s is located in the commercial space on the first floor of the building.<sup>xii</sup> Businesses in the Armory would be solicited to enhance the offerings in the Kingsbridge area.

The basement would feature a segment of office space, as well as an area dedicated to a cultural and green market. The green market would initially operate on weekends, and expand into weekdays as demand for goods grows to a sustainable level.

The local school-aged population would benefit from food and science demonstrations with dedicated classroom space in the Head House and a greenhouse on the flat portion of the roof. Other space in the Head House would serve as space for workforce training and green auditing training for the local community.

This redevelopment model could potentially benefit from the following tax incentives:

- New Market Tax Credit
- Jobs Now and Economic Development Fund (EDF)
- IDA Commercial Tax Incentives
- Federal Work Opportunity Tax Credit (WOTC)
- Employee Wage Tax Credit
- Energy Cost Savings Program (ECSP)
- Investment Tax Credits
- Zone Capital Credits
- Commercial Expansion Program
- Excelsior Jobs Program

In this model, the space is broken down by the following square footage:

<b>Designated Use</b>	<b>Area Allocation</b> <i>(square feet)</i>
<u>Head House</u>	
Green Auditing Training	9,513
Workforce Training Center	9,513
Science Classrooms	9,514
<u>Drill Floor</u>	
Fruit/Vegetable Processing	20,000

Catering and Event Space	52,740
Commercial Kitchens	7,000
Urban Agriculture/Hydro-organic Gardens	43,560
Retail	29,500
<u>Basement</u>	
Artisan/Green Market	55,600
Office Space	19,800
<u>Sub-Basement</u>	
Parking	133,460
Storage/Mechanical	42,800
<u>Roof</u>	
Greenhouse	2,000
Corridors/Hallways	74,950
Balcony	14,900
<b>Total</b>	<b>524,850*</b>

*\*Additional 2,000 square feet in this model is due to Greenhouse.*

### MODEL 3: FILM STUDIO

In this scenario, the drill hall would be turned into a state-of-the-art film and production facility. The drill hall already includes several features that would accommodate a studio, including high ceilings for vertical sets and overhead mechanical; space to build out multiple stages; and multiple entry points for trucks and large equipment. Because film and television sets are re-created with each show, very little infrastructure build-out would be necessary to get this model running. The Kingsbridge Armory already has the distinction of being one of the largest open spaces in which to shoot films in the city and by leaving the space somewhat raw could capitalize on the demand for large spaces by big-budget productions. The drill hall could easily be repurposed as a full time studio by cleaning up the space, enhancing the electrical grid, and building out approximately 20,000 square feet of enclosed, insulated space in a wing of the drill hall, offering easy access to rooms for scripting, dressing, makeup, and other production facilities. There is increasing demand for large-scale production space as production studios take advantage of New York State's 30% tax credit. In fact, at the time of printing this document, two productions with budgets of over \$250 million have expressed interest in renting the Armory for an extended period.<sup>xiii</sup>

The Head House redevelopment would include office spaces for rent to local businesses and organizations, as well as classrooms and training rooms for film workforce training facilities. The Bronx lacks a comprehensive film education program at its local colleges and universities; a portion of the rental space could be rented to schools expanding their film programs, giving them the benefit of working close to actual production and creating opportunities for collaboration between the school and the film studio.

While the film studio would keep the Armory active during the workweek, it would come alive

on the weekends as a destination cultural artisan market on the basement level, in which vendors from around the city would sell locally made goods, crafts, and furniture. Traditional, permanent retail spaces would also be built in the basement level, accessible from the Jerome Avenue entrance. The theater space would be reactivated and used for film screenings, theater performances, and community events. Some additional space on the basement level would be set-aside as workshop space for the film studio, and the sub-basement would feature extensive parking, storage, and mechanical space.

This redevelopment model could potentially benefit from the following tax incentives:

- New Market Tax Credit
- Jobs Now and Economic Development Fund (EDF)
- IDA Commercial Tax Incentives
- Federal Work Opportunity Tax Credit (WOTC)
- Employee Wage Tax Credit
- Energy Cost Savings Program (ECSP)
- Investment Tax Credits
- Zone Capital Credits
- Commercial Expansion Program

In this model, the space is broken down by the following square footage:

<b>Designated Use</b>	<b>Area Allocation</b> <i>(square feet)</i>
<u>Head House</u>	
Workforce Training Center	9,513
Office Space	9,513
Classroom Space	9,514
<u>Drill Floor</u>	
Film Production Studio	152,800
<u>Basement</u>	
Cultural Artisan Market	25,000
Film Workshop Space	19,800
Retail	30,600
Theater	10,000
<u>Sub-Basement</u>	
Parking	123,460
Storage/Mechanical	42,800
Corridors/Hallways	74,950
Balcony	14,900
<b>Total</b>	<b>522,850</b>

# FINANCIAL REQUIREMENTS OF EACH OPTION

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Below are the financial models for each of the three scenarios, which calculate projected costs and how much the city would have to charge per square foot to break even.

The assumption underlying all three scenarios is that New York City government retains ownership of the building and partners with a developer or management company to operate the space. In these scenarios, capital costs would be assumed by the city but passed through in the form of rent over a period of time. To cover capital costs, the team has estimated that a 30-year maturity tax-exempt bond with a 4.51% interest rate will be issued.

We feel that this type of public/private partnership is the best way for the city to make certain that the use of the Kingsbridge Armory is in keeping with the wants and needs of Bronx residents and government. These models do not provide the city with revenues in the form of property taxes but does provide revenue in the form of rent. While these are the assumptions adopted by the Capstone team for the purpose of presenting concise models, the city could of course pursue the possibility of a private developer assuming a significant amount of the total capital costs under a long-term lease.

It also assumes that annual building operating expenses will be approximately 20% of the debt service amount plus the debt service itself (this is a first year cost that might increase with Consumer Price Index-related inflators over time).<sup>xiv</sup> Building operating expenses are defined here as payroll, insurance, cleaning services, utilities, maintenance and repair, and management fees.<sup>xv</sup>

The final assumption is that the city would be able to collect rent on 390,200 square feet of space (see page 12 and Appendix D). We have determined the average rate per square foot for all rentable spaces; it would, however, be at the discretion of the city or the property manager to determine which rents to increase and which to subsidize (i.e., what rent to charge to each tenant). For example, the city might decide to subsidize nonprofit space by charging commercial tenants a higher rate than indicated in the model. Another example: if the community determined that parking should be provided free of charge, the property manager could cover the difference by increasing rent charged to other tenants. For context, a Bronx Update published by NYCEDC quoted \$21.39 as the average square foot rental rate for office space in the Bronx in 2008.<sup>xvi</sup>

## MODEL 1: SPORTS, WELLNESS & ENTERTAINMENT CENTER

Designated Use	Capital Costs
Subsidized Nonprofit Office Space	\$ 3,068,193
Youth Programming	3,068,193
Hockey Rink & Arena (with locker rooms)	30,000,000
Field House:	
Basketball/Volleyball/Gymnastics	5,602,000
Arcade/Game Space	2,500,000
Rock Climbing Wall	720,000

Retail	4,225,952
Rehab Facility (with swimming pool)	16,235,200
Health Training Center	2,376,000
Theater	5,000,000
Parking	12,152,168
Storage/Mechanical	5,514,352
Corridors/Hallways	9,656,558
Balcony	1,919,716
Soft costs	49,346,912
Abatement	20,000,000
<b>TOTAL</b>	<b>\$ 171,385,243*</b>

*\*See Appendix F for breakdown of sources*

Total annual operating costs for this model are \$12,640,784, which includes \$2,106,797 in building operating expenses plus \$10,533,987 worth of annual debt service payments. Based on this the city would need to charge a minimum average rent of \$32.40 per square foot throughout the space to break even.

## **MODEL 2: SUSTAINABLE FOOD INDUSTRY**

<b>Designated Use</b>	<b>Capital Costs</b>
Green Auditing Training	\$ 2,045,390
Workforce Training Center	2,045,390
Science Classrooms	2,045,605
Fruit/Vegetable Processing	2,000,000
Catering and Event Space	15,822,000
Commercial Kitchens	2,120,000
Urban Agriculture/Hydro-organic Gardens	800,000
Retail	3,800,780
Artisan/Green Market	7,163,504
Office Space	4,257,198
Parking	13,136,468
Storage/Mechanical	5,514,352
Greenhouse	1,000,000
Corridors/Hallways	9,656,558
Balcony	1,919,716

Soft costs	49,346,912
Abatement	20,000,000
<b>TOTAL</b>	<b>\$ 142,673,873*</b>

*\*See Appendix F for breakdown of sources*

Total annual operating costs for this model are \$10,523,132, which includes \$1,753,855 in building operating expenses plus \$8,769,277 worth of annual debt service payments. Based on this the city would need to charge a minimum average rent of \$26.97 per square foot throughout the space to break even.

### MODEL 3: FILM STUDIO

<b>Designated Use</b>	<b>Capital Costs</b>
Workforce Training Center	\$ 2,045,390
Office Space	2,045,390
Classroom Space	2,045,605
Film Production Studio	5,000,000
Cultural Artisan Market	3,221,000
Film Workshop Space	4,257,198
Retail	3,942,504
Theater	5,000,000
Parking	12,152,168
Storage/Mechanical	5,514,352
Corridors/Hallways	9,656,558
Balcony	1,919,716
Soft costs	49,346,912
Abatement	20,000,000
<b>TOTAL</b>	<b>\$ 126,146,793*</b>

*\*See Appendix F for breakdown of sources*

Total annual operating costs for this model are \$9,304,152, which includes \$1,550,692 in building operating expenses plus \$7,753,460 worth of annual debt service payments. Based on this the city would need to charge a minimum average rent of \$23.84 per square foot throughout the space to break even.

# PERFORMANCE OF EACH MODEL ON BASELINE CRITERIA

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This section includes a statement of economic impact and description of how each model addresses the needs of the surrounding community, as well as a description of how the model meets baseline criteria for future RFP as established by the Capstone team.

The team describes major takeaways for each scenario based on the research and models, and outlines any additional items that the Kingsbridge Armory Task Force might want to consider in regard to each scenario and the industries involved. While there are plenty of examples of neighborhood economic revitalization through gentrification, the Capstone team's final three scenarios specifically aim to revitalize the immediate area to benefit the people currently living and working in the community.

## MODEL 1: SPORTS, WELLNESS & ENTERTAINMENT CENTER

### *Economic Impact & Jobs*

This scenario would create approximately 420 new jobs in the Kingsbridge Armory alone. The largest space, the arena and athletic areas, would employ an estimated 290 permanent staff (50 full-time, 240 part-time). Median hourly wages would range from \$9.89/hour for recreation attendants to \$103,313 annually for a manager. For the remainder of the space, jobs would include: 30 jobs in the retail area (median wage \$10.79/hour for salespeople - \$20.88/hour for managers); 50-60 jobs in the office space (median wage \$13.58/hour for clerks - \$28.21/hour for managers); 4-10 jobs in the theater space (median wage \$11.88/hour for attendants - \$80,563 annually for managers), depending on the operating organization; 20 jobs in the rehabilitation facility (median wage \$12.42/hour for physical therapy aides - \$32.46/hour for occupational therapists); 5 jobs in the health training center (median wage \$28.20/hour); and 6 parking attendant jobs (median wage \$9.94/hour).

In addition, 33 jobs would be created on-site for day-to-day operations including, 3 Operations management positions (\$52,143 - \$77,066 annually), 15 maintenance and janitorial positions (median wage \$14.14/hour - \$19.74/hour) and 15 security positions (median wage \$12.61/hour).

[All labor statistics for each model in this document are drawn from the New York State Department of Labor and are based on the Occupational Employment Statistics Survey of Employers, as of August 2010. The figures used in this document are median wages.<sup>xvii</sup>]

Displacement of significant revenues in the community by this project are not projected because there are no businesses in the immediate proximity of the Kingsbridge Armory operating athletic facilities, entertainment spaces, event spaces, or theaters, among others.

### *Baseline Criteria*

The redevelopment of the Kingsbridge Armory into an athletic/entertainment venue meets a number of the baseline criteria developed by the Capstone team in the near term. While it does not automatically guarantee living wage jobs for all positions, it works toward decreasing the

### **The Kingsbridge Armory:**

Redevelopment Models and Analysis

level of unemployment in the borough and offers programs through which workers can receive training and skill building. The estimate is that this model will bring approximately 270 jobs that will inherently pay a living wage and that for the remaining jobs; pay would be at the discretion of the operator for the space. The Capstone team recommends that the city negotiate a community benefits agreement that requires a living wage for at least 75% of the jobs created in this model.

It will bring net new revenue to the community by bringing people from outside the neighborhood for concerts and events, and does not directly compete with any entertainment facilities located nearby. It will have a positive economic impact on the community in the near-term through labor needed to build out the space and through the local spending on food and supplies that will take place through that process; long-term positive economic impact will be through the creation of new jobs in the space and through the local spending of those employees and visitors to the space. Through the creation of new jobs and the possibility of bringing new businesses to the Bronx, it is in keeping with Bronx overall economic development policies.

Approximately 158,000 square feet will be set aside for subsidized community space and space for organizations that provide direct service to the community through education, athletics, recreation, and the arts. With such a diverse array of uses, the Kingsbridge Armory will be open and functional in at least some capacity at all hours of the day and will act as a dynamic space where people from the community come and go with frequency. It is potentially sustainable in the long run, should the arena be frequently booked and the other spaces accessible at competitive rates. The space should be built according to the environmental and sustainability standards of the borough though it is not inherent to the model.

### ***Externalities***

The negative externalities associated with this model include increased traffic in the surrounding area from visitors to the surrounding area, especially on the occasion of athletic events or concerts in the arena; the potential for increased noise in the area on concert nights, from music and from any generators brought in to support the space; and increased usage of the Kingsbridge Armory subway station.

The positive externalities include increased spending locally by individuals attending events at the Armory, and any associated jobs created through this increased spending; opportunities for youth to engage in positive after-school and evening activities; and health benefits for people that make use of the sporting and wellness facilities.

### ***Major Takeaways for this Model***

Of the three models proposed by the Capstone team, the Sports, Wellness & Entertainment Center model would create the largest number of jobs in the shortest amount of time. As stated, it would attract people from both inside and outside of the borough to the Kingsbridge neighborhood, and local businesses would benefit as a result. The ability for the arena space to be converted for other events is a huge plus for this model and could offer a significant source of revenue for off-season periods. It also has the potential to fill a gap in the convention center and large event space landscape of the city.<sup>xviii</sup> This model also provides training space for professional and community sports leagues as well as professional and college teams. In

addition, this model provides a space for children to be active, while having fun in a safe environment. Moreover, national and local policymakers are focusing more on increasing children's physical activity; for example, Michelle Obama's *Let's Move* initiative. However, many of the types of jobs created through this model are not significantly different from those created through The Related Companies proposal, which was not successful with community members. The Capstone team believes that some of the lower paying positions in the arena and retail spaces could be offset by those working in the rehabilitation center, where wages increase significantly and there are opportunities for training and advancement in a growing field.

## **MODEL 2: SUSTAINABLE FOOD INDUSTRY**

### ***Economic Impact & Jobs***

The sustainable food scenario would create approximately 180 new jobs in the Kingsbridge Armory alone, including an initial 42 jobs in the food processing space at an average annual wage of \$33,522<sup>xix</sup>; 27 jobs in the retail space (median wage \$10.79/hour for salespeople - \$20.88/hour for managers); 20 jobs in the catering and event space (median wage \$12.62/hour for wait staff - \$57,215 annually for managers); 50-60 jobs in the office space (median wage \$13.58/hour for clerks - \$28.21/hour for managers) and classroom space (median wage \$47,453 annually for instructors). Because the commercial kitchen will serve as a small business incubator, many individuals will be trained to work in the catering and event space. It is expected that the urban agriculture piece can operate as both a for-profit and non-profit space with 17 employees: a director, associate director, operations manager, development associate, community relations manager, 3 employment training staff, 3 farm managers and 6 farm staff. Average wages for employees in an urban farm range from \$12/hour to \$16/hour for labor and retail workers and \$75,000 annually for farm managers.<sup>xx</sup>

In addition, 23 jobs will be created on-site for day-to-day operations including, 3 Operations management positions (median wage \$52,143 - \$77,066 annually); 10 maintenance and janitorial positions (median wage \$14.14/hour - \$19.74/hour); and 10 security positions (median wage \$12.61/hour).

There is currently one additional food processor in the Bronx that processes some regional produce, Baldor Specialty Foods. This business is located at Hunts Point and recently expanded its operations, opening a new processing plant. Despite this, we do not anticipate significant displaced revenues from this project. There is a stated demand from the regional agricultural community for more light processing space for their produce to meet growing consumer demand of such products. The event space is unique in that it will provide low cost meeting space for local community groups. There is nothing of the kind in the area. However, the rooms used for special events would compete not just with other catered event spaces in the Bronx, such as Wave Hill, the Bronx Botanical Gardens, Marina del Ray, but with New York City event spaces of comparable size.

### ***Baseline Criteria***

The redevelopment of the Kingsbridge Armory into a sustainable food center meets a number of

the baseline criteria developed by the Capstone team, but has a longer-term vision than the athletic/entertainment center.

The sustainable food center provides new jobs and includes opportunities for skill building through green auditing training and workforce training, as well as through the catering/event space. Approximately 140 of these jobs will likely guarantee a living wage by the nature of the industry. It brings net new revenue to the Kingsbridge neighborhood in the form of a new industry, though the green market may displace some revenue from surrounding food purveyors. It both brings new businesses to the community and also includes opportunities for local small businesses to incubate and seek funding. The event space fits with the Bronx economic development efforts to grow the hospitality industry and attract business for conferences, trade-shows, and large-scale events.

Approximately 93,140 square feet will be set aside for subsidized community space and space for organizations that provide direct service to the community through education and workforce training programs. With such a diverse array of uses, the Kingsbridge Armory will be open and functional in at least some capacity at all hours of the day and will act as a dynamic space where people come and go with frequency.

Lastly, this model meets "green" practices and goals for sustainability, promotes the consumption of local, organic produce.

### ***Externalities***

Negative externalities associated with this model include increased traffic and pollution from trucks bringing produce to and from the market and processing space; and displaced revenue from the Morton-Williams across the street once food is available for sale to the public (and once the outside green market opens). Processing revenues will also be displaced from the processing taking place at Baldor Specialty foods as well as catering spaces in the Bronx.

The positive externalities include increased spending locally by individuals working at the Armory, and any associated jobs created through this increased spending; opportunities to engage the local school population through food and science related programming; increased accessibility to healthier food options; and the potential for the Kingsbridge neighborhood to establish itself as the go-to area for this kind of food processing.

### ***Major Takeaways for this Model***

A green development model is timely and forward thinking. Sustainability and green practices are being touted by public figures from Christine Quinn's recent *FoodWorks* agenda to Michelle Obama's healthy food initiatives.

There is growing demand for processed, whole foods and New York state regional farmers would like to tap into that demand. Further, this model could address the call for healthier food options for New York City's schools. Recent food initiatives with the Department of Education have provided lightly processed whole foods, such as carrots and apples, to students as a substitute for unhealthy, fast food options. However, these regional foods have historically been

processed outside of the five boroughs and then distributed to New York City. A food processor of this kind would bring economic benefit directly to the Bronx.

A green development of this scale will establish New York City as a cutting-edge, environmental leader and the Bronx will take center stage in this innovation. The Capstone team believes that the event space would become a destination in its own right, especially on weekends as the cultural and green market comes alive with activity and local flavor.

### **MODEL 3: FILM STUDIO**

#### ***Economic Impact & Jobs***

This scenario would create approximately 150 jobs in the Kingsbridge Armory alone, including 6-10 permanent office staff for the film studio (median wage \$53,616 - \$77,066 annually); 50-60 jobs in the office space (median wage \$13.58/hour for clerks - \$28.21/hour for managers) and classroom space (median wage \$47,453 annually for instructors); 25 jobs in the retail spaces (median wage \$10.79/hour for salespeople - \$20.88/hour for managers) and 25 in the cultural artisan market (median wage \$32,509 annually); 4-10 jobs in the theater space (median wage \$11.88/hour for attendants - \$80,563 annually for managers), depending on the operating organization; and 6 parking attendant jobs (median wage \$9.94/hour). Film productions would bring in up to 300 jobs during production periods, including up to 50 production assistants that could pull from the Film Workforce Training Center program (production assistant median wage \$100-200/day).<sup>xxi</sup>

In addition, 23 jobs will be created on-site for day-to-day operations including, 3 Operations management positions (median wage \$52,143 - \$77,066 annually); 10 maintenance and janitorial positions (median wage \$14.14/hour - \$19.74/hour); and 10 security positions (median wage \$12.61/hour).

Significant displaced revenues from this project would not occur because there are no businesses in the immediate proximity of the Kingsbridge Armory operating film studios, and we have heard from local schools and universities that there is a shortage of classroom and education spaces.

#### ***Baseline Criteria***

The redevelopment of the Kingsbridge Armory into a film studio meets a number of the baseline criteria developed by the Capstone team, though in some cases this will take place over the long term. While it does not automatically guarantee living wage jobs, it works toward decreasing the level of unemployment in the borough and offers programs through which workers can receive training and skill building. Approximately 95 of the jobs created will inherently be living wage jobs. It will bring net new revenue to the community by bringing people from outside the neighborhood for to work in the space, and to concerts and events in the basement theater space, and does not directly compete with any entertainment facilities located nearby. It will have a positive economic impact on the community in the near-term through labor needed to build out the space and through the local spending on food and supplies that will take place through that process; long-term positive economic impact will be through the creation of new jobs and increased activity at businesses immediately surrounding the Armory.

Approximately 55,000 square feet will be set aside for subsidized community space and space for organizations that provide direct service to the community through education, workforce training, and cultural expression. Please note that this model provides less than 20 percent of the space for community use, given the need to utilize the entire drill floor for the production studio. With such a diverse array of uses, the Kingsbridge Armory will be open and functional in at least some capacity at all hours of the day and will act as a dynamic space where people come and go with frequency. It is sustainable in the long run should the state continue to offer the 30% tax credit to productions that are executed in New York.

### ***Externalities***

Negative externalities associated with this model include increased traffic in the surrounding area during film shoots and on weekends when the cultural artisan market is open. In addition, parking could be an issue as there is no way to guarantee that employees will park in the underground lot, unless the studio and office renters rent parking spaces in bulk as part of their leases. Extra generators might be brought in for large-scale shoots that produce noise and pollution.

The largest positive externality is the increased patronage of local businesses. Film studios in Queens and Brooklyn indicate heavy uses of neighborhood stores including hardware stores, supply stores, restaurants, and clothing stores, among others. This is also a prime opportunity for the borough to corner a portion of the film and television industry in New York City, as film-related businesses tend to agglomerate near studio locations.

### ***Major Takeaways for this Model***

There is enormous demand for more film and production studio space in New York City, especially since New York State renewed the 30% tax credit in August 2010. A recent article in *Crain's New York Business* notes that TV pilots alone have spent \$120 million in the city to date in 2011.<sup>xxii</sup> The Bronx is primed to take a portion of the revenue generated by the film industry because of the uniqueness of the Kingsbridge Armory as a large-scale studio. A significant portion of this revenue would be generated indirectly in the borough, when production companies spend money locally on goods and services while in residence at the Armory.

Turning the drill floor into a film studio requires a longer-term vision when it comes to jobs for the borough. Most production jobs are union jobs, which require special training and patience for positions to open up. However, many of the individuals with union production jobs started their careers in the film industry as production assistants, which are readily available and can be secured through city-sponsored training programs. Production assistant jobs are low paying but can lead to secure jobs in a growing industry over time, providing a great opportunity for young people from the Bronx to build careers.

Other functions of the building are opportunities to keep the building alive and accessible during periods when productions are not in full force. An artisan market is a great way to attract people from all over the city to the Armory and could create some additional connections between local artisans and the film industry. Office, classroom and retail space would keep additional portions of the building occupied on weekdays and weekends.

## SUMMARY OF FINDINGS

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The Capstone team believes any of the three options detailed above would improve the overall economic and social setting of the community and the Bronx. All of the options would make the Kingsbridge section of the Bronx a destination for tourists as well.

### *Tradeoffs*

**In Model 1:** This model provides the most community access and it could have a positive impact on the health of the people in the area. It would provide people of Kingsbridge with a centralized location to interact and socialize with one another. In this model, there will be more jobs created than in the other two models; however, there is no guarantee they will pay living wage. An inherent tradeoff exists in this model in that the creation of a greater number of jobs also leads to a lower percentage of high paying jobs.

**In Model 2:** Compared to Model 1, this model features higher paying jobs, though fewer in number. The building function also includes more sustainable and green practices, which are a focus for Bronx policymakers. There is a possibility that this model could displace some revenues from other local establishments. Another concern will be with the waste (sewage) that is created from the food processing plant and the additional cost created by proper disposal techniques.

**In Model 3:** This model will provide high paying jobs; however, the highest paying jobs require union membership and a specific skill set. There are strong incentives currently available for companies to shoot and produce their films in New York. If the State decides to no longer provide these incentives to the film industry, it would make the location less desirable for companies to choose to shoot in New York and result in a decrease in demand for locations in the area. A benefit is increased spending at surrounding businesses. There is no guarantee that local community members will be hired during film and video productions.

All of the models include skill-building and training programs that would have a positive impact on the community. People in the community would have access to the building to use the facility, and all provide space for either schools or youth programming. The chart below summarizes how each model meets the criteria.

<b>Summary of Three Redevelopment Models</b>			
<b>GOALS AND CRITERIA</b>	<b>MODEL 1</b>	<b>MODEL 2</b>	<b>MODEL 3</b>
<b>MUST</b>			
Total number of jobs	420	180	150
Living wage jobs	270	140	95
Provides local upward economic mobility options	moderate	high	moderate
20% of space is reserved for community use	yes	yes	no
Anchor Space - Allows community access	yes	yes	yes
Aligns with Bronx economic development policies below:			
Decrease unemployment	yes	yes	yes
Attract new businesses	yes	yes	yes
Bring New Funding Opps to Local Businesses	yes	yes	yes
Aligns with "green" practices	moderate	high	low
<b>SHOULD</b>			
Draws visitors to the Bronx	yes	yes	yes
Brings net new revenue to community	low	low	high
Improves neighborhood landscape and social environment	yes	yes	yes
Engages neighborhood school children	high	high	low
Includes space for cultural expression	yes	yes	yes

In summary, the Capstone team has provided in this document three financial models and accompanying data for the suggested redevelopment of the Kingsbridge Armory. All figures were acquired during research into available literature and through interviews with the field, without the benefit of assessing the actual Armory site. Should the Office of the Bronx Borough President decide to further pursue one of the models (or portions of the models), further investigation will be required.

# APPENDICES

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- A. Retail Survey and Map
- B. Case Studies
- C. Interview Summaries
- D. Usable Square Footage Chart
- E. Initial Industry Research
- F. Financial Models with Sources
- G. Kingsbridge Armory Images - ADDITIONAL IMAGES TK

# APPENDIX A: Retail Survey

## KINGBRIDGE ARMORY RETAIL SURVEY

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
Nacional (Travel agent)	E. Kingsbridge				X			
Bronx New Way Co.	E. Kingsbridge						X	
Artistic	E. Kingsbridge		X					
Konnex (Mobile Phone Store)	E. Kingsbridge	X						
Amiga Fashion	E. Kingsbridge	X						
New Way Newstand	E. Kingsbridge						X	
C. Kim's Fruit and Vegetable Market	E. Kingsbridge					X		
A & H Grocery Inc.	E. Kingsbridge						X	
Ameritel (Mobile Phone Store)	E. Kingsbridge	X						
Rodriguez Barber Shop	E. Kingsbridge		X					
Kingsbridge Fresh Fish	E. Kingsbridge					X		
King Wok	E. Kingsbridge			X				
Gold Star Jewelry	E. Kingsbridge	X						
Furniture Outlet	E. Kingsbridge	X						
King's Jewelry	E. Kingsbridge	X						
Star Drug (Pharmacy)	E. Kingsbridge							X
Tony's Pizza	E. Kingsbridge			X				
Barry Clothing	E. Kingsbridge							
China Wok	E. Kingsbridge			X				

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
Tobacco Deli & Grocery	E. Kingsbridge						X	
Brother's Pizza	E. Kingsbridge			X				
N° Solo Para Mujeres	E. Kingsbridge	X						
Kingsbridge Computer Services	E. Kingsbridge				X			
UV Nails Inc	E. Kingsbridge		X					
El Ramero Deli & Grocery	E. Kingsbridge						X	
Kingsbridge Coffee Shop	E. Kingsbridge			X				
Morton Williams (Larger Supermarket)	E. Kingsbridge						X	
Duane Reade	E. Kingsbridge							X
Dunkin Donuts/ Baskin Robbins	E. Kingsbridge			X				
Lyly's Signature Nail Care	E. Kingsbridge		X					
La Cocina Restaurant	E. Kingsbridge			X				
Wine and Liquor	E. Kingsbridge						X	
Animal Hospital	E. Kingsbridge				X			
Mr. Tax	E. Kingsbridge				X			
Continental Coiffures	E. Kingsbridge		X					
Psychic	E. Kingsbridge				X			
Blue Chus (Shoe Repair)	E. Kingsbridge	X						

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
La Musica Record & Plus	E. Kingsbridge	X						
O'Brien's Pub	E. Kingsbridge			X				
Divino Pharmacy	E. Kingsbridge							X
Kennedy Fried Chicken	E. Kingsbridge			X				
Flowers by Carlos	E. Kingsbridge	X						
La Casa Princessa (Discount Dept Store)	E. Kingsbridge	X						
St. Lazarus Botanica (Flowers, candles, herbs)	E. Kingsbridge	X						
Kingsbridge Locksmith	E. Kingsbridge				X			
Kosovo Realty LLC	E. Kingsbridge				X			
40 Minute Photo Finishing	E. Kingsbridge	X						
Victor's Income Tax & Real Estate	E. Kingsbridge				X			
Okyenibal Medical/ King Raj Pharmacy	E. Kingsbridge				X			X
C&S Value	E. Kingsbridge	X						
Chase Bank	E. Kingsbridge				X			
Chase Bank II	E. Kingsbridge				X			
Barber Shop	W. Kingsbridge		X					
King's Gift Shop	W. Kingsbridge	X						
Candy Stop 1	W. Kingsbridge						X	
ATAX Accounting Services	W. Kingsbridge				X			

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
Forever Young Natural Products/ Herbal Remedies	W. Kingsbridge							X
Top Design Nail # 4	W. Kingsbridge		X					
JP House Depot Inc (Electronics)	W. Kingsbridge	X						
Everything Nice Kids Inc.	W. Kingsbridge	X						
JP .99 Express Inc.	W. Kingsbridge	X						
H& R Block	W. Kingsbridge				X			
King's Farm	W. Kingsbridge					X		
J. Helen Beauty Supplies	W. Kingsbridge		X					
King's Quality Furniture	W. Kingsbridge	X						
CFSC Checks Cashed	W. Kingsbridge				X			
Subway	W. Kingsbridge			X				
Manny Travel Agency	W. Kingsbridge				X			
New Nail Design Spa Inc.	W. Kingsbridge		X					
Auntie Rita's	W. Kingsbridge			X				
Kingsbridge Fashion	W. Kingsbridge	X						
Usualdo's #6	W. Kingsbridge		X					
JR Pet Shop Corp	W. Kingsbridge	X						
.99 Discount	W. Kingsbridge	X						
El Coqui Bakery	W. Kingsbridge			X				

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
Medical Center	W. Kingsbridge				X			
Chau Rite Way (Dry Cleaners)		X						
No. 1 Chinese Restaurant	W. Kingsbridge			X				
Kingsbridge Pharmacy	W. Kingsbridge							X
Vargas Hardware	W. Kingsbridge				X			
Emilio's Pizzeria	W. Kingsbridge			X				
A & K Stationary	W. Kingsbridge							X
Sabroso Mangu	W. Kingsbridge			X				
La Nacional (Mobile Phone Store)	W. Kingsbridge	X						
La Base Sport	W. Kingsbridge		X					
ROD	W. Kingsbridge						X	
America's Finest Karate/Kickboxing Academy	W. Kingsbridge				X			
Free Style Nail Salon	W. Kingsbridge		X					
Solutions (Driving School)	W. Kingsbridge				X			
African Hair Braiding	W. Kingsbridge		X					
Kennedy Fried Chicken	W. Kingsbridge			X				
Kingsbridge Grocery Inc.	W. Kingsbridge						X	
Kuky Travel	W. Kingsbridge				X			

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
Kim's Fruit and Vegetables	W. Kingsbridge					X		
Priceless Furniture	W. Kingsbridge	X						
L.F.T. Clothing	W. Kingsbridge	X						
Yoon's Fish Market	W. Kingsbridge					X		
L & M Nail	W. Kingsbridge		X					
Yu Hua	W. Kingsbridge			X				
Kingsbridge School Of Dance	W. Kingsbridge				X			
Super Foods (Super Market)	W. Kingsbridge							X
Casa de Empeno (Pawn Shop)	W. Kingsbridge	X						
Wilson's Barber Shop	W. Kingsbridge		X					
Deli Grocery	W. Kingsbridge						X	
Vigo (Mobile Phone Store)	W. Kingsbridge	X						
New Image Salon	W. Kingsbridge		X					
Que Linda	W. Kingsbridge	X						
Capital Diner	Jerome Ave			X				
K-Town Discount	Jerome Ave	X						
Lucy's Flowers	Jerome Ave	X						
Pace Copy Center	Jerome Ave				X			
Kingsbridge African Market	Jerome Ave						X	
Double Dragon	Jerome Ave			X				

Name	Location	Retail / Clothing	Beauty/ Nail Salon/ Barber	Restaurant/ Fast Food	Professional /Business Service	Fresh Food Market	Deli/ Grocery/ Bodega	Pharmacy
American Delight & Grocery Corp	Jerome Ave						X	
Com Tam Ninh-Kieu Restaurant	Jerome Ave			X				
Phnom Penh- Nha Trang Market	Jerome Ave					X		
24 hrs Laundromat	Jerome Ave				X			
New York Nail Supply	Jerome Ave		X					
La Azteca	Jerome Ave			X				
Flavor Spot Restaurant	Jerome Ave			X				
Mexican Fast Food Inc	Jerome Ave			X				
Jack International Unisex	Jerome Ave		X					
Top Design Nail #2	Jerome Ave		X					
McDonald's	Jerome Ave			X				
Clothing Store (No Name)	Jerome Ave	X						
<b>TOTAL</b>	<b>126</b>	<b>32</b>	<b>19</b>	<b>24</b>	<b>24</b>	<b>6</b>	<b>13</b>	<b>8</b>

## APPENDIX B: Case Studies

There are many good examples of the rehabilitation of armories and similar large-scale spaces in New York City and beyond that have successfully incorporated community uses. While the Kingsbridge Armory is unique in size and the current situation of the surrounding community, studying other redevelopments can spark meaningful ideas about reusing abandoned or run-down publicly owned spaces. The following literature review describes conversions that have successfully incorporated community themes, including notable redevelopments of New York City armories, and, where possible, the stated financing methods used to achieve each goal.

### COMMUNITY USES

There are several examples of large-scale buildings and armories that have been redeveloped with the intent of enhancing the community. While many conversions have utilized private, revenue-generating components, there are examples of armories used solely for community purposes. The Marshall Street Armory in Lansing, Michigan is a good example. It uses the large interior space to create efficiencies and synergies in the non-profit sector. Like the Kingsbridge Armory, this armory is also located in the proximity of local schools.

The Bronzeville Armory in Chicago, Illinois is situated in an area that has similar economic challenges as the Kingsbridge area in terms of under-employment and historically high crime rates. This conversion celebrates the culture of the local community by housing a museum of cultural artifacts from the African-American regiment the armory served in addition to its main purpose as a military school. Further, the redevelopment utilized financial and practical support from a broad range of sources, from local to federal government support to private and foundation philanthropy.

The BankNote building, located in Hunts Point, Bronx, is an example of a mixed-use facility aiming to meet cultural and educational needs of the Hunts Point community. Although not an armory, it is a historic landmark and measures at a close scale to the Kingsbridge Armory. It should be noted that much of the space has not been leased. In November 2010, the city opened the Sunshine Small Business Incubator in the building.<sup>xxiii</sup>

#### Marshall Street Armory – Lansing, MI

“A Collaborative Non-Profit Headquarters Development”

**History:** The 41,000 sq. ft. Marshall Street Armory in Lansing was built in 1924. It has served several purposes since being used actively by the military. It is currently situated next to a middle school in Lansing, Michigan. The Greater Lansing area has a regional population of approximately 456,000. The region has a diversified employment base with healthcare and education providing the most jobs.<sup>xxiv</sup>

**Redevelopment:** A local real estate entrepreneur and native of Lansing -- Pat Gillespie of The Gillespie Group -- took an interest in the Armory and is redeveloping the site into low-overhead space for non-profit organizations. Many details of the original building are being kept intact during the conversion. The developers also highlight sustainable practices in their redevelopment.<sup>xxv</sup>

**Current Use:** The Armory provides a space for local and statewide nonprofits to promote collaboration, effective practices, and shared resources.<sup>xxvi</sup> The redeveloped armory opened in

#### **The Kingsbridge Armory:**

Redevelopment Models and Analysis

early 2011 and several non-profit organizations have already signed long-term leases with the Gillespie Group, including the Michigan Nonprofit Association, Capital Area United Way, Capital Region Community Foundation, Food Bank Council of Michigan, and the Michigan Association of United Ways.<sup>xxvii</sup>

#### The Chicago Military Academy - Bronzeville, Chicago

**History:** The Eighth Regiment Armory is a Chicago Landmark, built in 1915, and was the first armory built for an African-American military regiment in the United States. The armory served as a center for the social life of the neighborhood and hosted events until it was closed in the 1960s. It lay dormant for many years until redevelopment commenced in 1999.<sup>xxviii</sup>

**Redevelopment:** The Chicago Public Schools (CPS), in conjunction with the Mayor's Office, Chicago Park District, Illinois National Guard, and Department of Defense, established a plan to renovate the Armory building. In 1999, the building was purchased by the Chicago Public School System. The Chicago Military Academy at Bronzeville is now the only public military high school representing all four branches of the armed forces and run by the Army's Junior Officer Training Corps.<sup>xxix</sup>

**Financing:** Former United States Senator Carol Moseley-Braun (D-Ill.) included \$10 million in the \$270 billion Defense Appropriation Bill that was approved by the United States Senate to renovate the Bronzeville Armory.<sup>xxx</sup> Chicago spent \$24 million on the project and an additional \$10 million came from donations.<sup>xxxi</sup> In addition to city, state and federal agencies, support for the project came from local private colleges, minority business associations, foundations, and the Tuskegee Airmen and Civil Air Patrol.

**Current Uses:** The Chicago Military Academy serves as the anchor of the Bronzeville revitalization effort. Both public and private entities have played major roles in the project. The Academy is the site of the National African-American Military Museum, which will display artifacts and memorabilia of the black commanded "Fighting Eighth" Illinois National Guard Regiment and other honorable veterans. The curriculum is designed to build leadership skills and to provide students with exceptional post-secondary qualifications. The Academy will include a mandatory Junior Reserve Officer Training Corp. instructional component and a mandatory four-year college preparatory curriculum.<sup>xxxii</sup>

#### The BankNote Building - Bronx, New York

**History:** The BankNote Building in the Hunts Point section of the Bronx was built in 1909 and boasts a total size of 405,000 square feet. It is comprised of three interconnected buildings and one adjacent building. The BankNote was originally the home of the American Bank Note Company, a currency printing company. The company moved out of the building in 1985 and since that time the BankNote has housed several industrial companies and warehouses. The building has historic landmark status.<sup>xxxiii</sup>

**Redevelopment:** The BankNote was acquired by Taconic Investment Partners and Denham Wolf Real Estate Services in 2007. The \$25 million redevelopment project was completed in 2010 with the intent of being a mixed-used facility. The sustainable design of the building includes large energy efficient windows and skylights. There is a green roof located on one of the wings of the building.<sup>xxxiv</sup>

**Financing:** The \$25 million project was supported by i-Star Financial and the New York City Investment Fund. The project fund is managed by DLJ Real Estate Capital Partners, Inc., a unit of Credit Suisse.<sup>xxxv</sup>

**Current Use:** The developer's vision was to create a space that stayed true to the building's historic structure while creating an urban center for commercial, cultural, educational, retail and community usage. Currently, the Arthur Aviles Typical Theatre at the Bronx Academy of Art and Dance (BAAD!) are located in the BankNote building along with other tenants that include LightBox photography and film studio, Sustainable South Bronx, and the Wine Cellarage. There is still a large amount of commercial and retail space that is vacant in the building. There is a significant amount of support from local government for the BankNote.<sup>xxxvi</sup>

### **Lessons for the Kingsbridge Conversion**

- While a school building is not feasible for the Kingsbridge Armory, any re-use option that includes some benefit for the local school-age population and respects the identity of the local community will likely receive support from the surrounding community.
- Market conditions have changed since investment in the redevelopment of the Bank Note building as evidenced in its low occupancy rate, especially for loft office space.

### **SPORTS/RECREATION FACILITIES**

Several New York City armories have been successfully re-purposed as sports and recreation facilities. The operating revenues for these facilities are typically generated through user fees, sponsorships, and, in the case of the Park Slope Armory, gym membership dues. In addition to recreational facilities, the Washington Heights Armory provides a range of services to the local community including student preparatory and technology classes.

Similar to the Kingsbridge area, which is surrounded by schools, the Park Slope Armory in Brooklyn not only attracts YMCA members on a daily basis, but also is utilized by schools in the community who lack gymnasium space for students.

The Washington Heights Armory in Manhattan is a balanced representation of the community's history and culture. In the early 1900s, professional American sports teams, such as the New York Yankees, New York Mets, and New York Giants, played at the Polo Grounds before they had stadiums of their own, giving the community a strong sports presence. Today the community consists mainly of Hispanics and while no professional American sports team play in Washington Heights, this armory brings together both children and adults of the community while drawing in regional attention with its state-of-the-art track.

Chelsea Piers and Aviator Sports and Events Center are two significant examples of successful redevelopments through public/private partnerships.

#### **Park Slope Armory - Brooklyn, NY**

**History:** The Park Slope Armory was built in 1895 to house the 14th Regiment New York State Militia. In the 1980's a 70-bed women's shelter was housed in the armory and remains in use today. It was placed on the National Register of Historic Places in 1994. After the state of New York gave the city control of the armory, steps were taken to renovate the space.

#### **The Kingsbridge Armory:**

Redevelopment Models and Analysis

**Redevelopment:** Proposals for the redevelopment of the armory included a sports center, Police Department outpost, museum of Brooklyn military history, and a combined residential/commercial structure that would host occasional antique shows.<sup>xxxvii</sup> Ultimately, the Prospect Park YMCA was the winning bidder and is the current facility service operator of the armory, which opened at the beginning of 2010.

**Financing:** The renovation project was completed in 2007 and cost \$16 million. The capital campaign was financed with \$8.2 million from the Office of the Mayor, \$6 million from the City Council, and \$2 million from the Brooklyn Borough President's Office. Operating revenue for the facility is generated through donations, sponsorships, events or fees for the track area, memberships, and fees for the use of room space.<sup>xxxviii</sup>

**Current Uses:** Currently, this multipurpose space serves the surrounding Park Slope community, including public schools. The 60,000 square foot drill hall now includes a 1/8-mile track and four multipurpose courts for basketball, soccer and volleyball. The rest of the facility houses group exercise space, cardio exercise machines, and strength training equipment. As the facility service operator, the YMCA is responsible for operating, managing and maintaining the space.<sup>xxxix</sup> This new YMCA center provides recreational space for local schools, senior programs, exercise programs for kids and parents, and art programs, among other offerings.

#### Washington Heights Armory - New York, NY

**History:** The Armory was built in 1909 as a training center for the National Guard. However, due to its location in northern Manhattan, it became a center for many of the city's large events, including track and field competitions. Due to economic crises of the 1980's and the subsequent increase in the homeless population, the Armory was converted into a shelter with over 1,800 beds. By 1987 it was no longer used for track and field events.<sup>xi</sup>

**Redevelopment:** In 1993 the Armory Foundation was created to rehabilitate the site from a homeless shelter into a resource for the community. Construction began on what is now the flat surfaced MONDO track in 1993 and by 1997 the installation was complete and the Armory became a world-class facility.<sup>xli</sup>

**Financing:** To date more than \$700,000 of federal funding has been secured for programming through the Armory Foundation.<sup>xlii</sup>

**Current Uses:** Today, the Armory Foundation serves young people and adults in the community through the following programming:

- **The New Balance Track and Field Center** – 60,000 sq ft arena with an Olympic sized track.
- **The National Track and Field Hall of Fame** – a museum and interactive sports/fitness center.
- **The Charles B. Rangel Technology & Learning Center** – children are taught literacy through computer-based programs, older teens are taught technical skills. Computer skills, GED and ESL classes are held for adults that live in the community.
- **The Armory College Preparation Program** – classes and assistance is provided to students to obtain admission to college.

- **Men’s Shelter** – there are still 200 beds for homeless men that are managed by Armory staff in collaboration with NYC Dept of Homeless Services.

### Chelsea Piers – New York, NY

**History:** In 1910, Chelsea Piers, at the time owned by the New York State Department of Transportation (now owned by the Hudson River Park Trust), was built to serve as a New York port on 28-acres of the Hudson River waterfront. Over the next 50 years, it served as a terminal for luxury liners, an embarkation point for soldiers departing to fight in World Wars I and II, and as a cargo terminal.<sup>xliii</sup>

**Redevelopment:** From the late 1960s into the 1970s, Chelsea Piers became desolate and neglected, until in May 1992, a newly formed company, Chelsea Piers Management, Inc., submitted a bid and proposal to develop the area. The Chelsea Piers Sports and Entertainment Complex opened in August 1995, becoming a major sports and entertainment center in Manhattan.

**Financing:** The total renovation cost of the Chelsea Piers redevelopment project was \$100 million, which was privately financed through loans and a long-term lease, subsidized by the State of New York. A majority of the waterfront project is privatized through visitor admissions and fees for activities at the piers.<sup>xliv</sup>

**Current Uses:** Chelsea Piers contains BlueStreak sports training facility, gymnastics, rock climbing, basketball, volleyball, indoor turf fields, batting cages, studios, toddler gyms, 1,200 square foot putting green, 200-yard driving range, two ice skating rinks, a health club and a spa. The Sports Center Health Club occupies 150,000 square feet, and contains 25-yard pool, ¼ mile indoor track, two fitness studios, 10,000 square foot indoor climbing wall, indoor sand volleyball court, boxing ring, 3 basketball/volleyball courts, and more than 20,000 square feet of cardio and strength training equipment.<sup>xlv</sup> In addition, Chelsea Piers can be rented for film and television productions, photo and commercial shoots, event marketing, and weddings at their two on-site locations.

### Aviator Sports and Events Center – Brooklyn, NY

**History:** Aviator Sports and Events Center is a multi-purpose, 25-acre facility in Brooklyn. It is housed in the historic hangars of Floyd Bennett Field, New York City’s first municipal airport.<sup>xlvi</sup>

**Redevelopment:** In 1972, Floyd Bennett Field became inactive and unused. In the fall of 2006, Aviator Sports and Events Center was opened. Four airplane hangars were redeveloped creating a recreation and entertainment complex for the community.<sup>xlvii</sup> The center is part of the national park system: Gateway National Recreation Area.

**Financing:** The center is managed through a collaboration partnership between a private sports management company and the National Park Service (NPS). Corporate partnerships with the Aviator Sports and Events Center include the U.S. Army, Waste Management, Capital One Bank, conEdison, Metropolitan Recycling, University Sports Medicine, New York Aviators, and National Park Service.<sup>xlviii</sup>

**Current Uses:** This large space hosts indoor events, athletics, and recreation space, and two

outdoor turf fields with full catering and food service and parking for over 5,500 cars.<sup>xlix</sup> Approximately 1.5 million visitors come through this facility annually. Being housed in a former airplane hangar, it has high ceilings, amazing architecture, and full of history, much like the Kingsbridge Armory. The interior space is 170,000 square feet and accommodates:

- Two indoor turf fields for Soccer or Lacrosse
- 20,000 sq. ft. multipurpose field house, which can accommodate:
- 2 Basketball courts
- 2 Volleyball courts
- Boxing ring and stage options
- 15,500 sq. ft. gymnastics/dance center
- 15,000 sq. ft. performance exercise center
- 2 NHL regulation ice rinks
- 35' tall rock climbing wall

Besides sports, the center also rents space for corporate and social events, weddings, and concerts.

### **Lessons for the Kingsbridge Conversion**

- The large drill floor space is well suited for sports and wellness purposes.
- Membership fee revenue for a recreational center will be limited because of the demographics of the surrounding area. An alternative financing source for this conversion is important.
- Events have the capacity to draw visitors from outside of the Bronx.

### **SUSTAINABLE FOOD INDUSTRY**

While local depression-era markets, such as the Essex Street Market, have provided an arena for local and small business owners to sell their wares, the city has been criticized for not encouraging such markets to provide better access to local, healthy food options.<sup>l</sup> These critics argue that neighborhood public markets should have a more prominent role in Mayor Bloomberg's sustainability plan (PLANYC2030).<sup>li</sup> However, the city's newest conversion, the La Marqueta Market in East Harlem, is poised to do just that.

#### **Essex Street Market - Lower East Side, New York City**

**History:** The Essex Street Market is housed in a 15,000 square foot industrial space on the Lower East Side and is managed by NYCEDC. The market began in 1940 as part an initiative by Mayor Fiorello H. LaGuardia to create indoor retail markets and ease congestion on city streets. Historically, the market served Jewish and Italian immigrants.

**Redevelopment:** A private developer took over the Essex Street Market space in 1992 in the hope of revitalizing the space. When the developer's vision failed to materialize, NYCEDC gained control of the building and in 1995, commenced a \$1.5 million renovation of the space. In 2006, NYCEDC was leasing the space to vendors for \$27 per square feet.<sup>lii</sup>

**Financing:** In 1995, NYCEDC renovated a portion of the market for \$1.5 million. An unused area of the building, "building D", has not been renovated, but is leased by NYCEDC as event and film space.<sup>liii</sup>

**The Kingsbridge Armory:**  
Redevelopment Models and Analysis

**Current Uses:** The market still caters to local residents, now predominantly Latino and young professionals, and hosts a diverse mix of businesses from bodegas and butchers to artisanal cheese mongers.<sup>liv</sup> According to NYCEDC’s website, the Market serves a vital community function as a social environment where residents of the surrounding area come to “connect and share ideas.”

#### La Marqueta - East Harlem, New York City

**History:** Like Essex Street the market was opened during Fiorello La Guardia’s term as mayor in the 1930’s as a centralized area for local pushcart vendors. Due to the influx of Puerto Rican immigrants into the East Harlem neighborhood in the 1950’s, the market specialized in exotic and Caribbean products.<sup>lv</sup>

**Redevelopment:** Redevelopment concepts have been floated for La Marqueta since the 1970’s. The current redevelopment is the brainchild of Irwin Cohen, developer behind the Chelsea Market. He conceived the idea to convert the space into a mile long specialty food market.<sup>lvi</sup> The specific proposal calls for a 22-block open-air market along Park Avenue from 111th to 133rd Streets.<sup>lvii</sup> In January, the Economic Development Corporation unveiled a new tenant at the market, a 4,000 foot kitchen incubator meant to help small business entrepreneurs start food-related businesses, operated by Hot Bread Kitchen, a social enterprise that trains immigrant women in commercial and artisanal baking.<sup>lviii</sup> The incubator includes two production kitchens, two prep kitchens, a chocolate kitchen, a specialty production space and dough room, as well as dry and cold storage facilities. In addition, there is a demonstration kitchen available for classes and other events.

**Financing:** The Hot Bread Small Business Incubator was opened with \$1.5 million of support from the NYCEDC. Local residents can rent the incubator for \$10 per hour.

**Current Uses:** To date, the Hot Bread Kitchen incubator occupies 4,000 square feet of the potentially 80,000 square feet market.<sup>lix</sup> The city council hopes to continue development at the site, but there are no definite development plans.<sup>lx</sup>

#### Lessons for the Kingsbridge Conversion

- Food policy and ensuring access to fresh produce is high on the city’s policy agenda. The re-purposing of space for food and market uses is likely to be viewed favorably by City Council.
- The redevelopment should take advantage of the cultural and ethnic diversity of the area

## **APPENDIX C: Interview Summaries**

The Capstone team conducted initial interviews with major stakeholders, industry experts, and people with extensive experience in NYC's economic development issues. Many view the project from different perspectives. The entities we conducted interviews in our research are:

KARA; Majora Carter Group; Office of Bronx Council Member Fernando Cabrera; Office of State Senator Gustavo Rivera; Partnership for New York City; New York City Economic Development Corporation; Washington Heights Armory; Park Avenue Armory; NYC Department of Cultural Affairs; Mayor's Office of Film & Media; NYU Steinhardt; NYU Schack Institute of Real Estate; NYU Wagner Graduate School of Public Service; NYU Steinhardt Nutrition, Food Studies and Public Health; Broadway Stages; New York City Council; New Amsterdam Market; Home Town Farms, San Diego, CA; Cornell University Dept. of Food Science & Technology /New York State Agricultural Experiment Station; Market Creek Events & Venues, San Diego, CA; Greenhouse Project, New York Sun Works, Inc.; Environmental Health & Safety, Harvard University.

Listed below are the most significant wants, needs, suggestions, and considerations suggested by each group.

### **Community Stakeholders**

- Retail space can be used to support/sustain community usage of the building.
- There should be at least 60,000 to 70,000 square feet devoted to community space.
- Bronx has good small business longevity—a small business incubator is needed.
- There are no recreation centers, especially for local youth.
- There is need for affordable job training centers.
- There is need for a community bookstore.
- The redevelopment should create a couple of hundred jobs for the community.
- The film industry may increase community business revenues through its local buying power.

### **Local Business Leaders**

- An ideal usage for the Armory would be a multi-use space that meets needs in community, climate, and poverty with different levels of entry for other jobs.
- Ideas for the redevelopment include, urban produce, food manufacturing that supports New Yorkers, production of goods that support the local economy, and incubation space that supports new entrepreneurs (i.e. The Ghetto Film School).
- The Greenpoint Manufacturing Design Center is an example of the idea of shared facilities and purposes.
- Possible funding sources to explore include: IDA, State (financing for community development); CBDG (city finances operating budget with this as a result difficult to obtain); landmark funds; syndicate historic tax credits.

### **NYC Armory Administrators**

- There may be federal capital funding available for redevelopment.

#### **The Kingsbridge Armory:**

Redevelopment Models and Analysis

- Research Federal Historic Landmark tax credits.
- It may be easier to fund education than sports because people are excited about education.
- The space is used five months out of the year while the armory is rented for other purposes the remaining seven months.
- The armory hosts an event for vendors and caterers to come check out the armory and increase the chances of them hosting an event there.

### **City Agencies**

- Studio space needs NYS Tax Incentives in addition to lots of space, high ceilings and air conditioning.
- The redevelopment should fit into the tax incentive code.
- The redevelopment should also have offices and other areas for staff to do work.

### **Academia**

- Consider the cost per square foot of any reuse idea.
- Understand current market conditions and rental rates.
- Think about what sustainable means for the Bronx community.
- It is important to define what the term “local” means for food processing. Such centers could be constrained by the fact that the most locally produced foods are not in season all year round.

# APPENDIX D: USABLE SPACE AVAILABLE CHART

Yellow highlights indicate space not available for lease.

SPACE AVAILABLE		HEAD HOUSE				DRILL HALL				GROSS USABLE SPACE AVAILABLE	
		GROSS USABLE ROOM SPACE	GROSS USABLE ROOM SPACE	TOTAL	GROSS USABLE ROOM SPACE	GROSS USABLE LARGE SPACE	GROSS USABLE BALCONY	GROSS USABLE PARKING SPACE	TOTAL		
BASEMENT	-STAR -CORR	800 SF	-LOOKER -STO -WC	21,000 SF	16,000 SF	-SUPPLY -RM -STO	-TRN -BELL & HOWE -HEATING -WORKING ALTY -L-RN	-PK LOT -RMP	165,000 SF	186,520 SF	
BASEMENT MEZZANINE	-STAR -CORR	2,500 SF	-LOOKER -OFF	11,800 SF	3,000 SF	-STO -RM	-BALCONY SEAT	-PK LOT -RMP	55,000 SF	67,700 SF	
1ST FLR	-STAR -CORR	4,500 SF	-OFF	17,350 SF	3,200 SF	-CORR	-DRILL HALL		176,050 SF	193,400 SF	
1ST FLR MEZZANINE	-OFF									2,700 SF	
2ND FLR	-STAR -CORR	7,100 SF	-BOARD RM -OFF	16,850 SF	9,400 SF	-CORR	-BALCONY SEAT		24,300 SF	41,150 SF	
3RD FLR	-STAR -CORR	900 SF	-MEZANUM CLUB -RM -OFF	4,120 SF						4,120 SF	
TOTAL		15,900 SF		74,740 SF	54,150 SF				421,310 SF	496,050 SF	
SPACE NOT AVAILABLE											
BASEMENT			-"CLOSED SPACE"	7,000 SF							
BASEMENT MEZZANINE			-"SHELTER"	19,800 SF							
APPROXIMATE TOTAL GROSS SPACE											
										522,850 SF	

Mayers & Schiff Associates PC

Architects Planners

126 Fifth Avenue  
New York New York 10011  
212 807 0400

Project  
KINGSBRIDGE ARMORY  
BRONX, NY

Drawing Title  
AREA LIST  
EXG CONDITION  
(PROGRESS)

Scale

Date  
7.19.95  
Project No  
94.107

Drawn by

Dwg.No

EX-01

## APPENDIX E: Initial Industry Research

### I. Multi-Purpose/Arts and Culture Center

Within the arts and cultural industry are some practical and accommodating uses that the Capstone team decided to explore for the purpose of reusing the space in the Armory: cultural flea markets, artist studio/rehearsal space, and light manufacturing for NYC artisans. Flea Markets are a site for tourists as well as a regular destination for residents within the city. Depending upon the specialty of the market, people will travel across boroughs and often bi-city to experience what a flea market has to offer. Some examples of popular flea markets in New York City include: The Annex/Hell's Kitchen Flea Market, The Brooklyn Flea Market, The Market NYC, and the Green Flea. Each of these flea markets specializes in a particular area of interest, such as antiques, fashion, furniture and crafts, and fresh foods. Although they have a common theme of reusable and handcrafted items, creating a unique identity helps to distinguish the flea market as well as appeal to a selective market. Given the rich culture in the area, a cultural flea market would be ideal in this space. Our vision is that the Kingsbridge Armory could be to NYC what the Marche aux Puces is to Paris: a destination in its own right.

Alternatively, one of the most pressing issues in the cultural community is the lack of affordable studio and rehearsal space. A cultural space devoted to the creation of artwork is a great way to attract a diverse industry to the Northwest Bronx area. It is well known that cultural centers often lead the shaping of dynamic neighborhoods. Creating such a space would also create a revenue stream for the development, while also housing an industry that can, in the future, contribute to the local youth and residents of the community through tutorial and/or art/resident training programs.

### II. Film Studio

The location of a major film studio at the Kingsbridge Armory would be an economic boon to the retailers and businesses in the surrounding area, especially when large-scale productions are in session. Film crews rely on local businesses for food and catering, gifts, equipment, transportation, and tools and hardware, among other things. Less tangibly, the location of a film studio would bring a level of excitement and prestige to the area based on the celebrity-factor. It could also serve as a way to engage with schools and universities with film programs in the surrounding area. Universities could have a resource through which to expand their film programs. Public schools could connect through arts education classes; the NYC Department of Education released a film- and media-centered version of the Blueprint for Teaching and Learning in the Arts in 2009 because of a rise in interest in teaching through film.

There is a significant need for large-scale soundstages in New York City. Currently, Sony Pictures has a two-year rental contract with the Marcy Street Armory, so that the space is available to them year round regardless of whether or not they are in production.<sup>ixi</sup> In late 2010, the city's soundstages did not have enough space to accommodate a \$300 million production of *The Avengers*, which moved the bulk of its production to New Mexico.

The Mayor's Office of Film, Theatre and Broadcasting was created in 1966 to encourage filmmakers and directors to use the real New York City as the backdrop and production center for films. During the Bloomberg administration, the office has expanded in size and has

expanded the tax incentives available to companies that film in New York. Several large, vacant industrial properties across the city have been converted to film studio and production spaces, though in some cases the studio space was built from scratch on unused land. Silvercup Studios is the notable exception, being built in the landmark Silvercup Bakery building in Queens. However, it also offers a good example of the quickly expanding industry, as Silvercup Studios has already expanded once to Silvercup East, and a \$1 billion facility called Silvercup West has been proposed (though this is currently stalled.)

The studio known as Broadway Stages in Brooklyn is an excellent example of the ability of a film studio to transform a neighborhood into a thriving economic area. Broadway Stages currently operates over twenty stages in Brooklyn and Queens housed in former factory buildings and is building an additional seven stages north of its main campus in the Greenpoint neighborhood of Brooklyn. As it has grown its presence in the neighborhood, the studio has mounted solar panels on several of its rooftops, undertaken neighborhood beautification and street level landscaping projects, and turned one of its rooftops into an urban farm run by a local nonprofit. By its own estimates, three television shows shooting one episode every eight days have a collective operating budget of \$12 million. These same shows spend approximately \$25,000 per week locally on everything from lumber to hardware to beauty products to coffee. Broadway Stages has created a map of local businesses that is given to production companies renting the space in order to facilitate more local spending.

In addition to bringing net new revenue to the Bronx, since the film industry currently does not have a strong presence in the borough, the redevelopment of the Kingsbridge Armory into a film studio has the potential to create new jobs for the surrounding community. New York City provided start up funds and ongoing support for the “Made in New York” Production Assistant Training Program, currently located in Brooklyn. The program provides four weeks of free training, followed by two years of job placement. Production Assistants make an average of \$100-\$200 per day. Currently, the city is hoping to expand the program to provide more specialized training in areas that might lead to union jobs. The Armory’s Head House would be an ideal place to roll out an additional training program in close proximity to an actual studio. While these are not necessarily living wage jobs, they are almost an unofficial prerequisite to higher level jobs in the industry, which are often union jobs and offer unskilled laborers an opportunity to be trained in a specific skill set.

It is important to note that while the film industry has the potential to revitalize a neighborhood and generate economic activity, it is a heavily subsidized industry. Currently, New York State subsidizes the film industry to the tune of a 30% tax credit if 75% of the production takes place within the state. The tax incentive outlines location requirements in order for a production to receive the tax credit, which includes heating and air conditioning, though armories are exempt from this requirement. Interviews suggest that when the tax credit briefly expired in the summer of 2010, bringing film production in New York State to a halt, so resources would need to be invested to make certain that the tax credit was sustained for many years to come. New market and historic tax credits would also be an incentive for the film industry to utilize the space in the Kingsbridge Armory. Lastly, there historically seems to have been little incentive to do post-production in the New York City area as Los Angeles offers an experienced and accessible post-production talent pool. However, more recent state tax credits related to post-production and the increase in filming that takes place in New York City has increased the amount of post-production taking place locally.

While the current studio spaces in New York City are not armory spaces, the San Francisco Armory offers an example of an armory space reconstituted for use by the film industry. In that instance, the studio space is purely for pornographic film use. Community uproar erupted in 2006 after Kink.com purchased the San Francisco Armory for \$14.5 million. The San Francisco Armory, vacant since 1975, is a 200,000 sq. ft. landmarked structure located in the Mission District, which is a diverse area of “hipster and homeless.”<sup>lxii</sup> Kink.com uses the armory as its production studio. Local community members were disappointed that the armory would not be used for a community-focused purpose. Previous bids had included a non-profit rehabilitation clinic, a mainstream film studio, a gym, and a mixed-use residential/office project including low-income housing.<sup>lxiii</sup> While we do not advocate this kind of usage in the Kingsbridge neighborhood, it demonstrates a successful redevelopment project that is self-sustaining and has brought other business to the area.

### III. Sustainable Food Industry

There is a burgeoning green awareness in New York City. To date, this has included a broad range of activities from urban farming to green markets for local and regional farmers to the “greening” of current infrastructure and support of new green tech industries. Current city policy is quite favorable to green initiatives – both green technology and urban and regional agricultural initiatives. The Mayor has exemplified his interest in sustainability through the PlaNYC initiative announced on Earth Day 2007. He has also pursued a vigorous public health agenda, including food calorie labeling, proposed soft drink taxes, the healthy bodega initiative and improved school food options. City Council, as exemplified through Christine Quinn’s recently announced FoodWorks program, aims to capitalize on the “locavore movement” to improve public health, create new jobs, and support regional agriculture. NYCEDC has several programs and incentives in place to attract new green tech businesses. A recent decision model for the NYCEDC on development of the Kingsbridge Armory concluded that the city explore a green technology and urban agriculture model for the space.<sup>lxiv</sup>

Some options for the Armory’s redevelopment, in this industry, include a food and science center, food processing space, green technology manufacturing, hydroponic gardens, catering space, and seasonal gardens and youth market. A Food and Science Center would support sustainable, regional food production and/or green manufacturing as well as horticultural education. In the area of food processing, the City Council has expressly stated a need for large industrial spaces for regional food processing. The food processing industry provides well paying jobs to residents with little formal education. These jobs are often union protected and are not as sensitive to recession as other industries; since demand for food remains stable and may even increase. Wages average \$14 per hour nationally.<sup>lxv</sup>

In looking at catering/event/multi-purpose space, several large industrial buildings have been converted into such spaces with great success. A local example is The Foundry in Long Island City, Queens. This building, a converted 19th century foundry, is rented for weddings, receptions, fund raisers, meetings, dinner parties, cocktail parties, birthday parties, corporate parties, high school proms, performances, recitals and art exhibits, film and video shoots and photography.<sup>lxvi</sup> In addition, a dedicated commercial kitchen space would be operated as a small business incubator and community food education and demonstration space. For an excellent

NYC model see Just Foods, located in Brooklyn, New York. An additional example is Market Creek Events and Venues, a new social venture project with the San Diego based non-profit, the Jacobs Center for Neighborhood Innovation. Launched in 2008 after the completion of the Joe and VI Jacobs Center, Market Creek Events and Venues offers a collection of indoor and outdoor spaces, from intimate gatherings to large-scale conferences and events incorporating multicultural art and design, presentation technology, and environmentally friendly operations. Although competitive with the tourism and hospitality market, Market Creek Events and Venues ensure affordability to the community. In addition to providing affordable community space Market Creek has a training program for disadvantaged individuals providing workforce development training in the hospitality industry. Along with Market Creek Events and Venues the Joe and VI Jacobs Center houses leased office space, office space specifically for non-profit community organizations, gallery space and retail space.

According to the FoodWorks initiative, in the next few years the City Council intends to move the city's procurement power to support regional and local food production. Another dedicated space, possibly the basement level, could host hydroponic gardens. These gardens would grow simple produce to be sourced to local schools, hospitals and surrounding grocery stores/bodegas at competitive prices.

Finally, the grounds surrounding the armory and a flat rooftop surface would be cultivated into seasonal gardens. During seasonal months, this area would host horticultural training programs for local elementary and middle schools. [INSERT NYC Sunworks]Groundwork Hudson Valley's Science Barge in Yonkers, NY is a great model. This program is a prototype urban farm operated as an environmental education center. Its local programs include, an outdoor classroom, a community supported agriculture program, and a summer youth employment program. In non-seasonal months, space in the Head House and the demonstration kitchen space, mentioned above, would host similar programs. In seasonal months, the grounds would also host a small green market providing fresh foods to the community, which can be employed by youth in the local area. GrowNYC hosts green markets for youth across the five boroughs and is successful in areas such as Brownsville, Brooklyn.

A sustainable food model has significant workforce training opportunities especially in catering and hospitality. Moreover, green auditing is a new industry with high wage potential and a growing demand. The beneficial, restorative effects of horticultural job training and education programs utilizing urban agriculture have been demonstrated across the country. Models include Added Value, Red Hook, Brooklyn; Growing Home, Englewood, Chicago; New Amsterdam Market, South Street Seaport, NYC; among many others. There are also significant therapeutic and educational benefits to the local area school-age population by having an urban agricultural and science center nearby. Positive improvements in the area of public health by creating a focus on sustainability, green living and healthy food options, and the implementation of the city's healthy bodega program - local vendors pay less for local, healthy food options due to proximity of market.

#### IV. Wellness/Rehabilitation

New York City is a leader in the field of health care. Patients, of all ages, come to New York City to obtain medical advice and treatment. There are also numerous hospitals and institutions of higher learning that are headquartered in the Bronx. The hospitals that are located in the Bronx

#### **The Kingsbridge Armory:**

Redevelopment Models and Analysis

are: Bronx-Lebanon Hospital Center; Calvary Hospital, Jacobi Medical Center; Lincoln Medical Center; Montefiore Medical Center; Einstein Medical Center; North Central Bronx Hospital; and St. Barnabas Hospital.

The Bronx is already well known for the field of medicine and by creating a facility in the Armory that helps rehabilitate patients, the borough will set itself even further apart as an elite health care destination. Having an elite facility, such as this one, will make the Armory and the Bronx a destination for people to travel to. By creating a center for rehabilitation and wellness in the Bronx, it will increase the number of jobs for people in the community. The center will also attract patients from outside of the community, which will result in increases in revenues for local businesses.

#### V. Sports/Recreation

Throughout New York City, the sports industry is continuously growing, through the creation of new stadiums and new sports teams. In the professional sports sector, New York City is home to various sports grounds, such as Madison Square Garden (Manhattan), Yankee Stadium (Bronx), Citi Field (Queens), Flushing Meadows Corona Park (Queens), Keyspan Park (Brooklyn), Nassau Veterans Memorial Coliseum (Long Island), Belmont Racetrack (Long Island), and Richmond County Bank Ballpark (Staten Island).<sup>lxvii</sup> Each arena represents major and minor league sports, such as basketball, baseball, hockey, boxing, tennis, and horse racing. With New York encompassing such a passion and talent for a range of sports, it is only natural to create athletic facilities in order for communities to participate in and enjoy these activities. For example, major redevelopments, which are primarily themed as athletic facilities in New York City are, Chelsea Piers in Manhattan, the Armory Track in Washington Heights, the YMCA Sports Complex at Park Slope Armory in Brooklyn, and Aviator Sports and Events Center in Brooklyn. Although the Bronx is home to the New York Yankees, several health clubs, and one YMCA in Castle Hill, the Kingsbridge community lacks an elite athletic space, which brings the community together, while serving their needs.

The goal would be to turn the Armory into an elite athletic facility with possible partnerships with major athletic companies, such as Nike, while still accommodating the local community and people beyond the Bronx.

## APPENDIX F: FINANCIAL MODELS

### MODEL 1: SPORTS, WELLNESS AND ENTERTAINMENT CENTER

	Area Allocation	Capital Cost per Sq. Ft. or Flat Rate <sup>1</sup>	Capital Cost 2011	Annual Rent <sup>2</sup> based on avg. of \$32.40/sq. ft.
<b>Head House</b>				
	Subsidized Nonprofit Office Space	14,270 \$	215.01 \$ 3,068,193	\$ 462,286
	Youth Programming	14,270 \$	215.01 3,068,193	462,286
<b>Drill Floor</b>				
	Hockey Rink & Arena (incl. locker rooms)	75,000 \$	400.00 30,000,000	2,429,674
	Field House (Basketball/Volleyball/Gymnastics)	25,000 \$	224.08 5,602,000	809,891
	Arcade/Game Space	10,000 \$	250.00 2,500,000	323,957
	Rock Climbing Wall	10,000 \$	70.00 720,000	323,957
	Retail	32,800 \$	128.84 4,225,952	1,062,577
<b>Basement</b>				
	Rehab Facility (with swimming pool)	55,600 \$	292.00 16,235,200	1,801,198
	Health Training Center	19,800 \$	120.00 2,376,000	641,434
	Theater	10,000 \$	500.00 5,000,000	323,957
<b>Sub-Basement</b>				
	Parking <sup>3</sup>	123,460 \$	98.43 12,152,168	3,999,567
	Storage/Mechanical <sup>4</sup>	42,800 \$	128.84 5,514,352	-
	Corridors/Hallways	74,950 \$	128.84 9,656,558	-
	Balcony	14,900 \$	128.84 1,919,716	-
	Soft Costs <sup>5</sup>		49,346,912	
	Associated Construction Costs <sup>6</sup>		20,000,000	
<b>TOTAL</b>	<b>522,850</b>		<b>\$ 171,385,243</b>	<b>\$ 12,640,784</b>
Annual Debt Service <sup>7</sup>	\$ 10,533,987			
Annual Building Operating Expenses <sup>8</sup>	\$ 2,106,797			
<b>TOTAL OPERATING COSTS</b>	<b>\$ 12,640,784</b>			
Total leasable square footage	390,200			
Average cost per square foot	\$ 32.40			

Notes:

<sup>1</sup>Sources for capital cost per square foot are listed below.

<sup>2</sup>Estimate of required rent in order to cover total operating costs.

<sup>3</sup>Estimating operating at 50% capacity (200 spaces); rate would have to equal \$39 a day at current cost.

<sup>4</sup>Includes 'Closed Space'.

<sup>5</sup>Based on soft cost estimate of \$49.3 million proposed by Related Companies in the NYC IDA Project Cost/Benefit Analysis, March 5, 2009. This is a conservative estimate for the models presented in this document.

<sup>6</sup>Site-unseen abatement assessment provided by Gordon Reynolds, Environmental Affairs, EHS Harvard University.

<sup>7</sup>Based on a 30-Year maturity, tax-exempt bond with 4.51% coupon rate.

<sup>8</sup>Estimated at 20% of annual debt service cost.

Cost per Square Foot/Flat Rate Sources:

Office Space: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Youth Programming: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Hocket Rink: Bernard Shereck, New York Sports & Entertainment, LLC

Field House space: <http://evstudio.info/construction-cost-per-square-foot-for-recreation-facilities>

Arcade: [http://www.ehow.com/how\\_7670516\\_open-video-arcade-business.html](http://www.ehow.com/how_7670516_open-video-arcade-business.html)

Rock Climbing Wall: Pyramide (company designs and builds climbing walls)

Retail: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Rehab Facility: <http://evstudio.info/construction-cost-per-square-foot-for-recreation-facilities>

Health Training Center: <http://www.ideafit.com/fitness-library/so-you-want-to-start-a-new-club>

Theater: NYC Department of Culture Affairs (includes seats, HVAC, etc.)

Parking: <http://www.reedconstructiondata.com/construction-forecast/news/2010/01/rsmeans-dollars-per-square-foot-construction-costs-four-types-of-structure>

Storage/Hallways/Balcony: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

**MODEL 2: SUSTAINABLE FOOD INDUSTRY**

	<b>Area Allocation</b>	<b>Capital Cost per Sq. Ft. or Flat Rate<sup>1</sup></b>	<b>Capital Cost 2011</b>	<b>Annual Rent<sup>2</sup> based on avg. of \$26.97/sq. ft.</b>
<b>Head House</b>				
	Green Auditing Training	9,513 \$ 215.01	\$ 2,045,390	\$ 256,552
	Workforce Training Center	9,513 \$ 215.01	2,045,390	256,552
	Science Classrooms	9,514 \$ 215.01	2,045,605	256,579
<b>Drill Floor</b>				
	Fruit/Vegetable Processing	20,000 \$ 2,000,000	2,000,000	539,371
	Catering and Event Space	52,740 \$ 300.00	15,822,000	1,422,322
	Commercial Kitchens	7,000 \$ 300.00	2,120,000	188,780
	Urban Agriculture/Hydro-organic Gardens	43,560 \$ 800,000	800,000	1,174,751
	Retail	29,500 \$ 128.84	3,800,780	795,573
<b>Basement</b>				
	Artisan/Green Market	55,600 \$ 128.84	7,163,504	1,499,452
	Office Space	19,800 \$ 215.01	4,257,198	533,978
<b>Sub-Basement</b>				
	Parking <sup>3</sup>	133,460 \$ 98.43	13,136,468	3,599,224
	Storage/Mechanical <sup>4</sup>	42,800 \$ 128.84	5,514,352	-
<b>Roof</b>				
	Greenhouse	2,000 \$ 500.00	1,000,000	-
	Corridors/Hallways	74,950 \$ 128.84	9,656,558	-
	Balcony	14,900 \$ 128.84	1,919,716	-
	Soft Costs <sup>5</sup>		49,346,912	
	Associated Construction Costs <sup>6</sup>		20,000,000	
<b>TOTAL</b>	<b>524,850</b>		<b>\$ 142,673,873</b>	<b>\$ 10,523,132</b>

Annual Debt Service <sup>7</sup>	\$ 8,769,277
Annual Building Operating Expenses <sup>8</sup>	\$ 1,753,855
<b>TOTAL OPERATING COSTS</b>	<b>\$ 10,523,132</b>

Total leasable square footage	390,200
Average cost per square foot	\$ 26.97

Notes:

<sup>1</sup>Sources for capital cost per square foot are listed below.

<sup>2</sup>Estimate of required rent in order to cover total operating costs.

<sup>3</sup>Estimating operating at 50% capacity (200 spaces); rate would have to equal \$39 a day at current cost. Square foot assumes existing Theater space is demolished.

<sup>4</sup>Includes 'Closed Space'.

<sup>5</sup>Based on soft cost estimate of \$49.3 million proposed by Related Companies in the NYC IDA Project Cost/Benefit Analysis, March 5, 2009. This is a conservative estimate for the models presented in this document.

<sup>6</sup>Site-unseen abatement assessment provided by Gordon Reynolds, Environmental Affairs, EHS Harvard University.

<sup>7</sup>Based on a 30-Year maturity, tax-exempt bond with 4.51% coupon rate.

<sup>8</sup>Estimated at 20% of annual debt service cost.

Cost per Square Foot/Flat Rate Sources:

Green Auditing Training: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>  
Workforce Training Center: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>  
Science Classrooms: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>  
Fruit/Vegetable Processing: Brushett, Lynda and Lacasse, Stephen T., "Regional Market Analysis for Fresh-cut Apple Slices," Cooperative Development Institute (Jan. 2006).  
Catering and Event Space: Charles Davis, Director of Project Development from Market Creek Events and Venues, San Diego, CA.  
Commercial Kitchens: Based on the capital costs for developing La Marqueta commercial kitchen (see Case Studies for more information).  
Urban Agriculture/Hydroorganic Gardens: Dan Gibbs, CEO of Hometown Farms San Diego.  
Retail: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>  
Artisan/Green Market: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>  
Office Space: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>  
Greenhouse: Greenhouse Project Associate, New York Sun Works, Inc.  
Parking: <http://www.reedconstructiondata.com/construction-forecast/news/2010/01/rsmeans-dollars-per-square-foot-construction-costs-four-types-of-structure>  
Storage/Hallways/Balcony: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

**MODEL 3: FILM STUDIO**

	Area Allocation	Capital Cost per Sq. Ft. or Flat Rate <sup>1</sup>	Capital Cost 2011	Annual Rent <sup>2</sup> based on avg. of \$23.84/sq. ft.
<u>Head House</u>				
	Workforce Training Center	9,513 \$ 215.01	\$ 2,045,390	\$ 226,833
	Office Space	9,513 \$ 215.01	2,045,390	226,833
	Classroom Space	9,514 \$ 215.01	2,045,605	226,857
<u>Drill Floor</u>				
	Film Production Studio	152,800 \$ 5,000,000	5,000,000	3,643,451
<u>Basement</u>				
	Cultural Artisan Market	25,000 \$ 128.84	3,221,000	596,114
	Film Workshop Space	19,800 \$ 215.01	4,257,198	472,123
	Retail	30,600 \$ 128.84	3,942,504	729,644
	Theater	10,000 \$ 500.00	5,000,000	238,446
<u>Sub-Basement</u>				
	Parking <sup>3</sup>	123,460 \$ 98.43	12,152,168	2,943,851
	Storage/Mechanical <sup>4</sup>	42,800 \$ 128.84	5,514,352	-
	Corridors/Hallways	74,950 \$ 128.84	9,656,558	-
	Balcony	14,900 \$ 128.84	1,919,716	-
	Soft Costs <sup>5</sup>		49,346,912	
	Associated Construction Costs <sup>6</sup>		20,000,000	
<b>TOTAL</b>	<b>522,850</b>		<b>\$ 126,146,793</b>	<b>\$ 9,304,152</b>

Annual Debt Service <sup>7</sup>	\$ 7,753,460
Annual Building Operating Expenses <sup>8</sup>	\$ 1,550,692
<b>TOTAL OPERATING COSTS</b>	<b>\$ 9,304,152</b>

Total leasable square footage	390,200
Average cost per square foot	\$ 23.84

Notes:

<sup>1</sup>Sources for capital cost per square foot are listed below.

<sup>2</sup>Estimate of required rent in order to cover total operating costs.

<sup>3</sup>Estimating operating at 50% capacity (200 spaces); rate would have to equal \$39 a day at current cost.

<sup>4</sup>Includes 'Closed Space'.

<sup>5</sup>Based on soft cost estimate of \$49.3 million proposed by Related Companies in the NYC IDA Project Cost/Benefit Analysis, March 5, 2009. This is a conservative estimate for the models presented in this

<sup>6</sup>Site-unseen abatement assessment provided by Gordon Reynolds, Environmental Affairs, EHS Harvard University.

<sup>7</sup>Based on a 30-Year maturity, tax-exempt bond with 4.51% coupon rate.

<sup>8</sup>Estimated at 20% of annual debt service cost.

Cost per Square Foot/Flat Rate Sources:

Workforce Training Center: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Office Space: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Classroom Space: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Film Production Studio: informal estimate provided by Broadway Stages

Cultural Artisan Market: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Film Workshop Space: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Retail: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

Theater: NYC Department of Culture Affairs (includes seats, HVAC, etc.)

Parking: <http://www.reedconstructiondata.com/construction-forecast/news/2010/01/rsmeans-dollars-per-square-foot-construction-costs-four-types-of-structure>

Storage/Hallways/Balcony: <http://evstudio.info/cost-per-square-foot-of-commercial-construction-by-region>

## End Notes

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- <sup>i</sup> Landmarks Preservation Commission. Kingsbridge Armory (Eighth Regiment Armory). Bronx: September 1974, 17 Jan. 2011 <[http://www.neighborhoodpreservationcenter.org/db/bb\\_files/74-KINGSBRIDGE-ARMORY.pdf](http://www.neighborhoodpreservationcenter.org/db/bb_files/74-KINGSBRIDGE-ARMORY.pdf)>.
- <sup>ii</sup> City Planning Commission. October 2009. 20 Jan. 2011 <<http://www.nyc.gov/html/dcp/pdf/cpc/090437.pdf>>.
- <sup>iii</sup> The New York Times. 2006. 28 Apr. 2011 <<http://www.nytimes.com/2006/11/05/nyregion/thecity/05armo.html>>.
- <sup>iv</sup> New York City. City Planning Commission. Application fo Zoning Map Amendment. 28 Apr. 2011 <<http://www.nyc.gov/html/dcp/pdf/cpc/090437.pdf>>.
- <sup>v</sup> NYC Department of Planning, NYC Zoning: Zoning Reference. Residential Districts: R6. 10 Dec. 2010 <[http://www.nyc.gov/html/dcp/html/zone/zh\\_r6.shtml](http://www.nyc.gov/html/dcp/html/zone/zh_r6.shtml)>.
- <sup>vi</sup> Labor Force Data by County. February 2010 – March 2011. 28 Apr. 2011 <<http://www.bls.gov/lau/laucntycur14.txt>>.
- <sup>vii</sup> Plannyc. June 2010. 28 Apr. 2011 <<http://www.plannyc.org/taxonomy/term/749>>.
- <sup>viii</sup> KARA: NYU to Focus on Kingsbridge Armory Redevelopment Plan. 28 Apr. 2011 <<http://www.ourarmory.org/articles/detail.php?id=320>>.
- <sup>ix</sup> Living Wage NYC: Our City Our Lives Our Future. 28 Apr. 2011 <<http://www.livingwagenyc.org/pagedetail.php?id=3>>.
- <sup>x</sup> Programmable space figure of 390,200 is calculated as the total gross space of 522,850 minus 42,800 square feet of storage/mechanical space, 74,950 square feet of corridors/hallways, 14,900 square feet of balcony space. The 522,850 square foot figure is taken directly from the floor plans provided by the Bronx Borough President's office. Floor plans are depicted in Appendix I.
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**KINGSBRIDGE ARMORY REDEVELOPMENT**  
**ALLIANCE’S MULTI-USE MODEL: “BUILDING**  
**UPON CAPSTONE”**



# THE “CROWN JEWEL” OF THE BRONX A MIXED-USE MODEL

THE GREATNESS THAT CAN BE THE KINGSBRIDGE ARMORY

CREATED BY THE KINGSBRIDGE ARMORY  
REDEVELOPMENT ALLIANCE MODEL'S  
COMMITTEE: DESIREE PILGRIM-HUNTER, JOAN BYRON,  
SANDRA I. LEON, ANGELJEAN SEYMORE & ALEX SOTO



## AN EXCERPT FROM A PRESS RELEASE SENT OUT BY THE MAYOR'S OFFICE REGARDING THE FATE OF THE PARK SLOPE ARMORY

[SOURCE: NEWS FROM THE BLUE ROOM, PR-202-04, WWW.NYC.GOV, 7/22/2004]

*“New York City’s armories, many of which are on the National Register of Historic Places, are important historical structures, closely tied to the City’s cultural and civic growth, and are untapped resources for community space,” said Mayor Bloomberg. “Modeled after the successful program at the Fort Washington Armory in the Washington Heights section of Manhattan, Take the Field plans to make use of underutilized space at the Park Slope Armory to create a community asset with immeasurable benefits for Brooklyn-ites young and old. The partnership between Take the Field, DHS and DOE creates an exciting opportunity to partner essential social services with community resources that greatly improve quality of life for neighborhood residents, and I want to thank the Borough President and the Council for their part in making this project a reality.”*

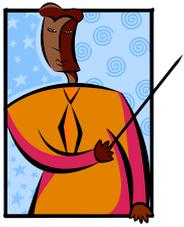


## **THE BIRTH OF A MIXED-USE PUBLIC/PRIVATE RE-DEVELOPMENT MODEL FOR THE KINGSBRIDGE ARMORY**

For the last 15 years, through charettes, public meetings, protests, and numerous hearing testimonies the community has spoken.... Saying they want to see “*Community Serving Re-development*” of the Kingsbridge Armory that includes “Living Wage” jobs.

**The residents of the Northwest Bronx want the following community benefits from the redevelopment of the armory:**

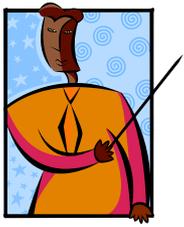
1. Four small schools on the Armory grounds
  - 2000 school seats to relieve overcrowding
2. Good jobs for community residents
  - Wall to wall living wage jobs with benefits and a voice at work
  - Target unemployed and unemployed residents in Community Boards 7 & 8
3. Affordable entertainment, recreational and athletic space for our community
  - Recreational facilities must be affordable to low income residents



## **THE BIRTH OF A MIXED-USE PUBLIC/PRIVATE RE-DEVELOPMENT MODEL FOR THE KINGSBRIDGE ARMORY**

**The residents of the Northwest Bronx want the following community benefits from the redevelopment of the armory - Continued From Pg. 3**

4. Community space for social services and cultural programming. Access to the grounds outside the armory as outdoor public space.
5. A mix of commercial retail space that will include large and small stores that complement the existing businesses along Kingsbridge Road. Opportunities for small, independent Bronx-based business in the Armory.
6. Environmentally sustainable design and minimal traffic impact
7. Jobs for the community residents in the construction phase of the Armory redevelopment



# THE KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE'S MODEL FOR THE KINGSBRIDGE ARMORY

Our Multi-Use Model calls for a development with community serving by...(1) keeping it in public's hands, (2) financing it through a public/private partnership and (3) managing it through a non-profit, Local Development Corporation, for the life of the Armory.



The multitude of uses are based on our community benefit principles. This type of development is not new. There is legacy of public private/partnerships between the City of New York and Community Serving Non-Profits. The armories have been developed in this manner have the advantage of being located in wealthy neighborhoods.



# KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL



## ARMORY SHELL

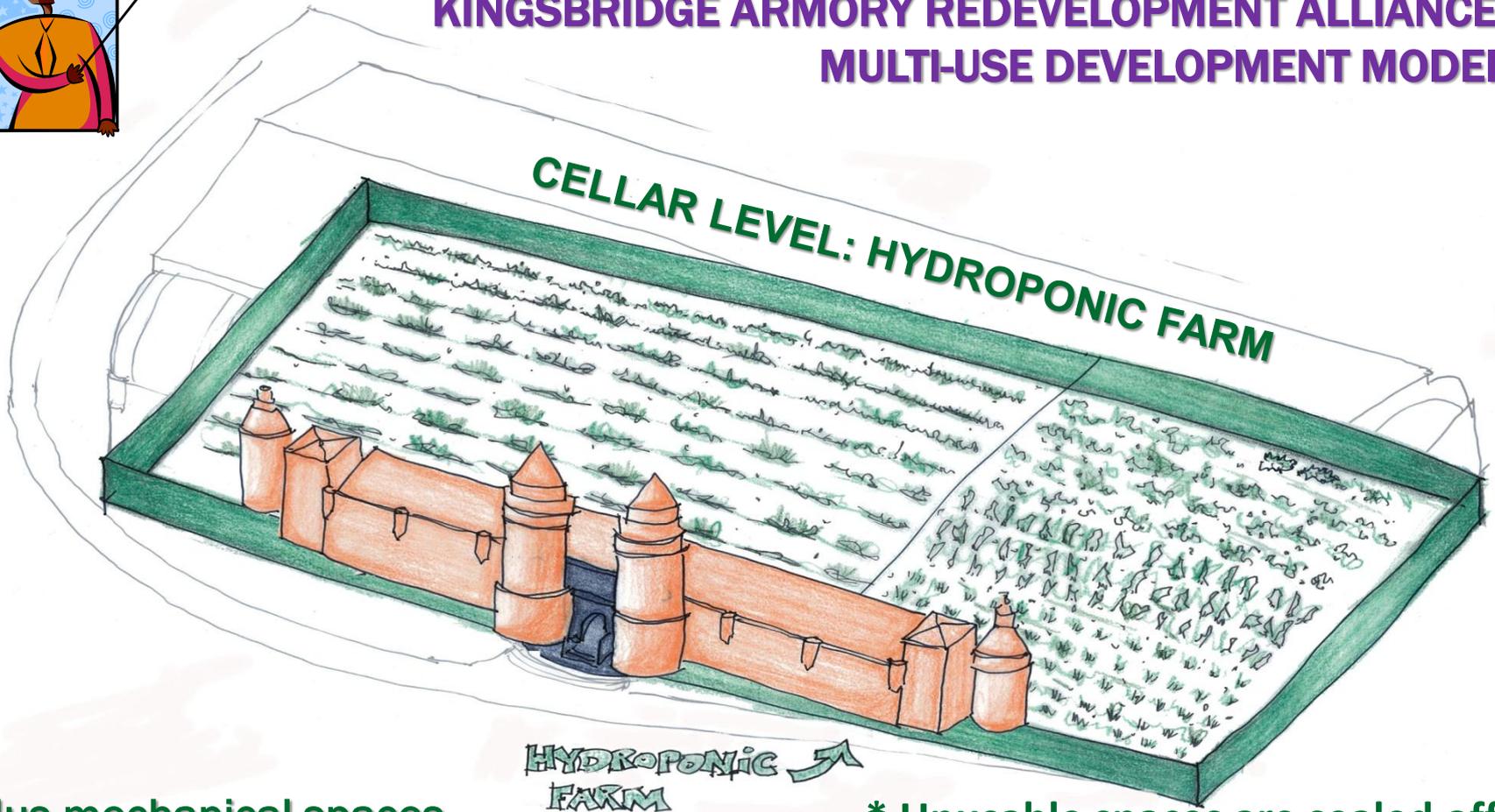


# KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL





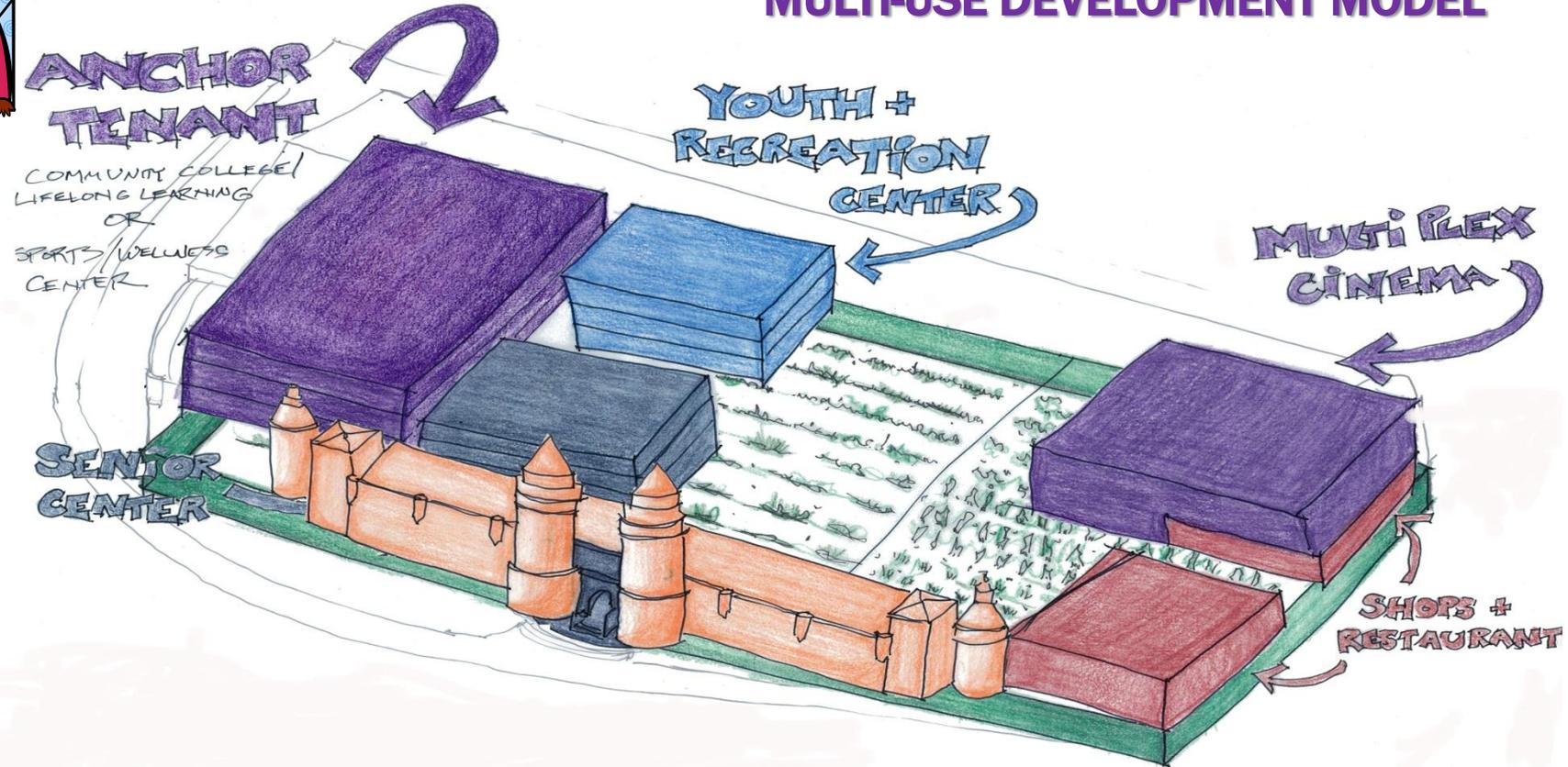
## KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL



Plus mechanical spaces.

\* Unusable spaces are sealed off.

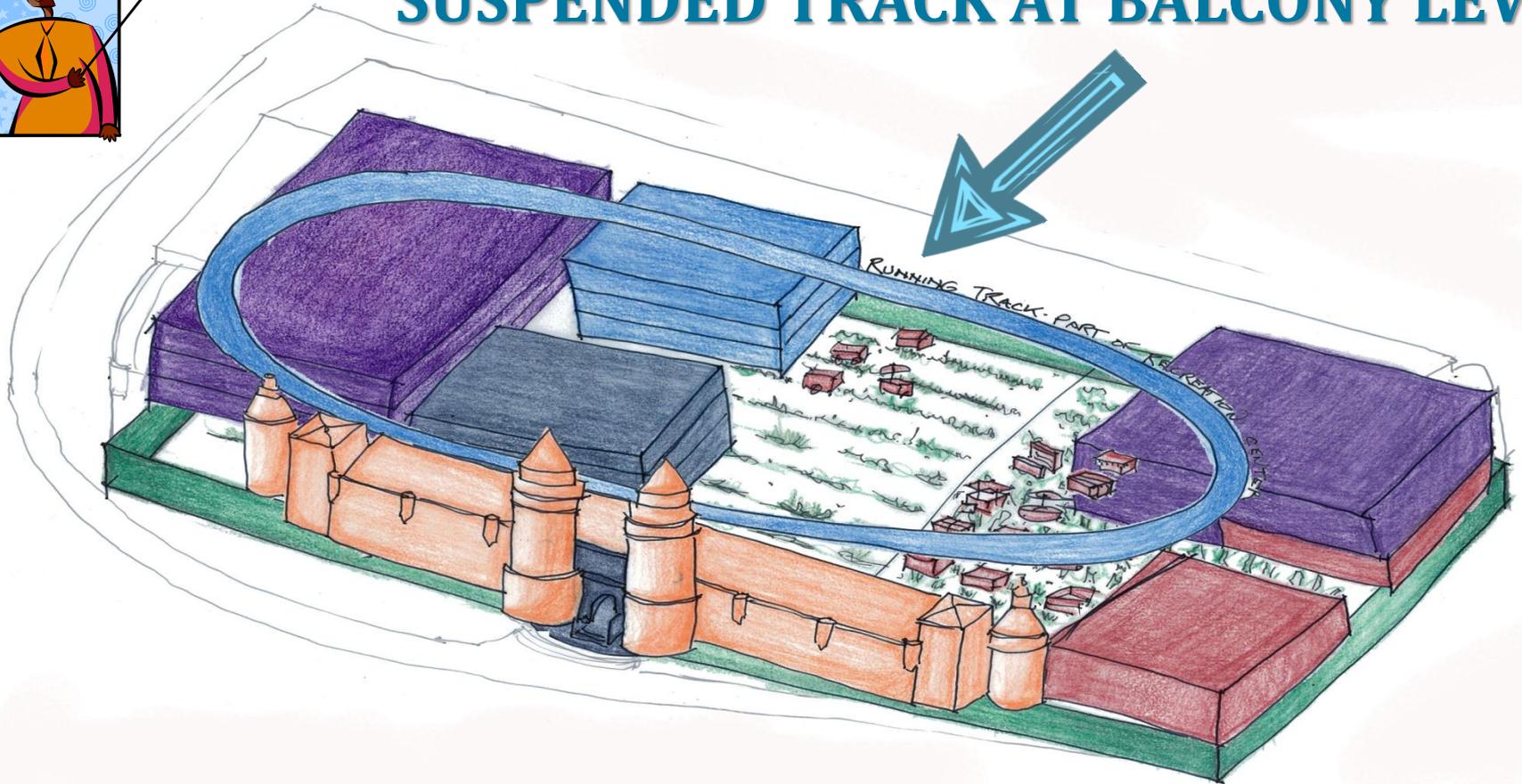
# KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL



**MULTI-LEVEL USES IN MAIN DRILL FLOOR SPACE**



# SUSPENDED TRACK AT BALCONY LEVEL

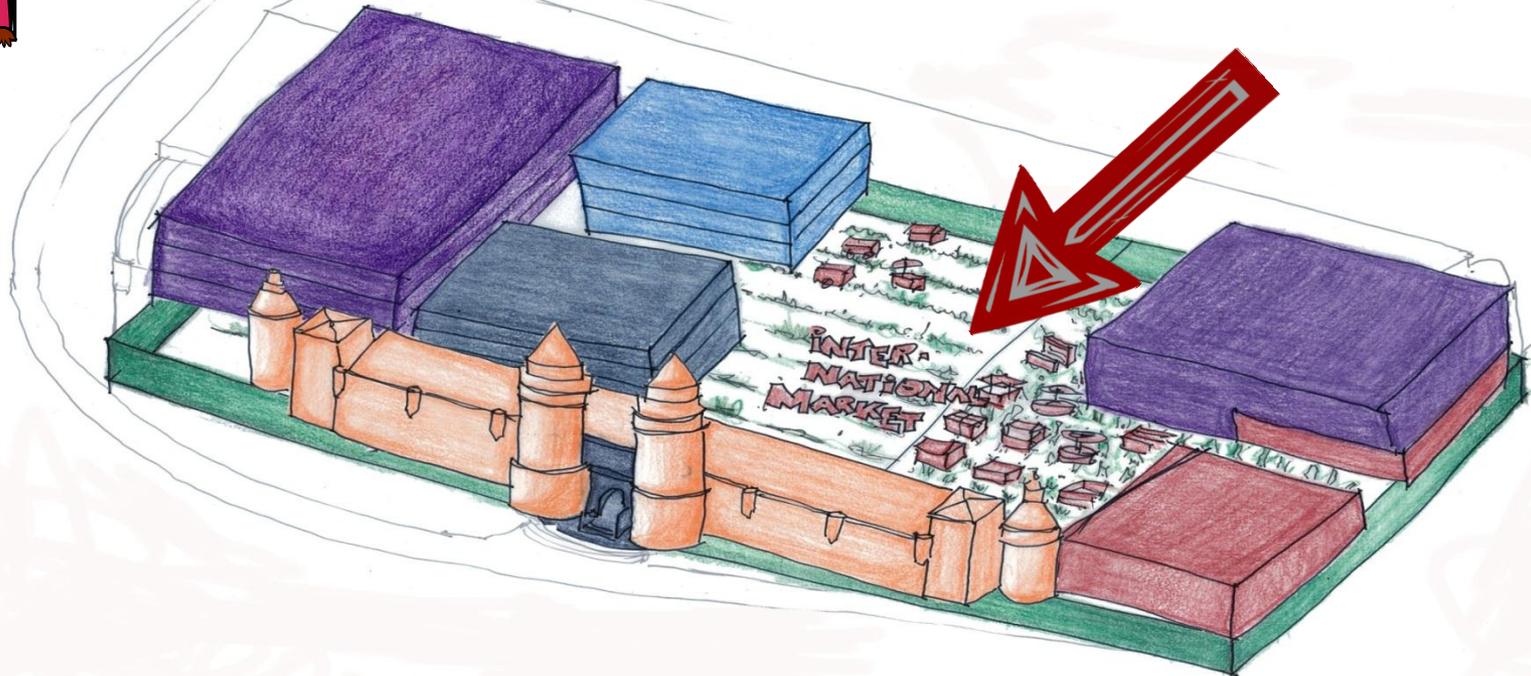


## KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL

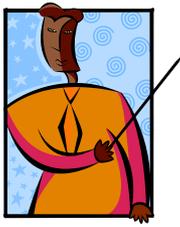
KARA'S MULTI-USE MODEL FOR THE KINGSBRIDGE ARMORY 6/23/2011



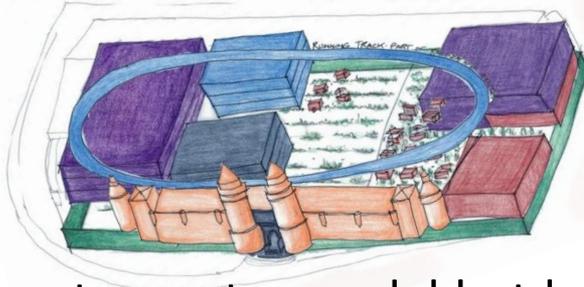
## KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL



**INTERNATIONAL MARKET- Food and Craft  
Stalls for Local Entrepreneurs**



## KINGSBRIDGE ARMORY REDEVELOPMENT ALLIANCE: MULTI-USE DEVELOPMENT MODEL



Our model is not a contra-model but builds on the suggested uses in Capstone's report. It is an evolution of it. KARA's model uses the drill floor more intensively. Our model re-purposes the multi-story structures to house its anchor and additional accessory uses. This allows for the central portion of the drill floor to be developed as an open court, enlivened by circulation between the various uses, and occupied by a small vendor market.

While the multi-story construction KARA proposes may be more expensive than other proposals presented to the task force, it takes better advantage of the 90-foot high drill floor, allows for more economical heating, cooling, and ventilation of tenant spaces, and will provide a larger number of construction jobs in a broader range of trades.



## HOW IS OUR MODEL AN EVOLUTION OF CAPSTONE?

We have read the report and agree with Capstone on several points, including a shared emphasis on identifying uses that create social and economic benefits for the surrounding community without imposing unacceptable traffic or other burdens, or harming local businesses.

We only diverge on the specific ways that these goals are achieved. Since KARA had the advantage of working with a single model, rather than multiple alternatives, we were able to develop both the proposed space uses and the associated rent streams in greater detail. Modeling at this level of detail also allowed KARA to account for the impact of a living wage requirement on tenants – for example, restaurants – whose wages would typically be lower than the levels defined in the requirement (\$10/hour plus benefits, or \$11.50/hour without.) Rents for these users are projected at lower levels than those paid by comparable businesses in the area, since in practice, spaces may need to be offered at a discount to offset the added cost to businesses of the living wage requirement.



# What is the difference in Development Costs?

Development Cost:

	Capstone 1 Sports, Wellness, Entertainment Center	Capstone 2 Sustainable Food Industry	Capstone 3 Film Studio	KARA Mixed Community and Commercial Uses	Notes / reason for difference
Building Gross Area	522,850	524,850	522,850	436,000	Capstone includes about 130,000 SF in sub-basement for parking (but notes that spaces would have to charge \$39/day to break even) We don't think this is feasible. We also think they have severely underestimated costs for underground parking and other basement and sub-basement uses such as a pool.
Total Development Cost ("Capital Cost")	\$171,385,243	\$142,673,873	\$126,146,793	\$200,000,000	Capstone's construction cost / square foot seem low, given the location and the challenge of working inside the armory. Their source is for generic one-story commercial construction. KARA's number may be overly conservative (too high) even in light of the more complex multi-story uses we propose. <b>More analysis is needed of both KARA's and Capstone's models.</b>
Total Development Cost / Square Foot	\$328	\$272	\$241	\$383	KARA cost / SF based on 522,850 gross SF

We believe that Capstone's estimates of development costs are too optimistic (i.e. too low.) They are based on generic regional construction costs for much simpler types of buildings, and do not take into account the complexities of working inside the Armory. They have also not blocked out how the uses they propose would actually fit into the Armory, so their space allocation and costs are based on simply filling up the drill floor and other areas with one-story high spaces. KARA's model shows how uses should be grouped into multi-story blocks, to create a campus-like environment with good relationships between the different uses. KARA's more intensive use of space costs more to build, but will be easier to manage, and will also create more jobs for the building trades.

# What is the difference in Cost and Debt Service?

## Operating Costs and Debt Service

Capstone model assumes that the entire development cost can be debt-financed, and calculates the rents needed to support that debt. KARA model backs into debt service by estimating how much debt could be serviced from a rent stream and net operating income based on actual uses, and calculates how much subsidy (historic tax credits, special appropriations, etc.) would be needed to fill the gap.



	Capstone 1 Sports, Wellness, Entertainment Center	Capstone 2 Sustainable Food Industry	Capstone 3 Film Studio	KARA Mixed Community and Commercial Uses	Notes
Total annual debt service	10,533,987	9,769,277	7,753,460	5,726,175	KARA's "Net income available for debt service" allows for a 7.5% vacancy rate, and a 2.5% contribution to reserves. Capstone does not include these allowances.
Total building operating expenses	2,106,797	1,753,855	1,550,692	3,488,000	Capstone's operating expenses are based on a rule of thumb - 20% of debt service. KARA's more conservative number is based on \$8/square foot of leasable and non-leasable occupied space, and assumes that building service workers are paid a living wage.
total leasable area	390,200	390,200	390,200	301,000	Capstone's leasable space includes parking - it is doubtful that people will pay the \$39/day per space that would be needed to amortize the cost of building underground parking.
average rent / SF needed to cover debt service	32.40	29.53	23.84	30.61	
Amount of upfront subsidy needed to make the model work. Could come from historic building tax credit, federal or state appropriations, city capital funds, or philanthropy - probably will need a mix of all these!				143,779,570	Conservative assumption, based on commercial interest rate of 9% over 20 years
				106,836,611	Optimistic assumption, using the same 4.51% rate over 30 years as Capstone

Capstone's models appear to be feasible based on debt financing alone, without an upfront capital contribution from government. However, they appear to have underestimated some costs, and omitted others entirely. KARA's analysis may be overly conservative. Further investigation of development and operating costs and assumptions are needed.



# What makes our model Financially Feasible?

**KARA Armory Model**

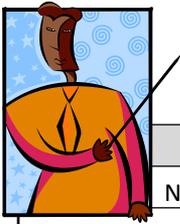
draft 6/6/11

**uses, rents, and conceptual pro forma**

Estimated rents are based on what similar users pay for space in the Northwest Bronx or comparable areas - BUT - are discounted to reflect the impact of a Living Wage requirement on tenants.

Tenant	space - total square feet	rent / sq. ft./ year	total rent / year
All rents are 'triple-net' = tenant is responsible for its own utilities, taxes, insurance, maintenance, security, etc. The building is responsible only for costs of maintaining common spaces.			
Anchor (2-year college or similar)	100,000	\$40	\$4,000,000
Youth / recreational center	30,000	\$30	\$900,000
Senior Center	30,000	\$30	\$900,000
Multiplex Cinema (assume six-plex)	50,000	\$50	\$2,500,000
small shops and restuarants on Jerome Avenue side	20,000	\$50	\$1,000,000
International market	20,000	\$20	\$400,000
small spaces for artist, community and unique business use (in headhouse and turrets)	30,000	\$10	\$300,000
Welcome to the Bronx Information Center	1,000	\$20	\$20,000
Hydroponic farming in cellar	20,000	\$5	\$100,000
<b>Total rental space</b>	<b>301,000</b>	<b>square feet</b>	<b>\$10,120,000</b>

# What makes our model Financially Feasible?



Non-rent producing spaces (estimated)			
Building management	5,000		
Mechanical	50,000		
Interior campus / courtyard space	80,000		
<b>total revenue and non-revenue space</b>	<b>436,000</b>	<b>square feet</b>	
Net rent per year, less vacancy / uncollectable @		7.50%	\$9,361,000
estimated management & maintenance cost / SF (includes management, accounting, insurance + cost of maintaining common spaces: utilities, security, cleaning, etc.)		\$8	3,488,000
<b>Net Operating Income</b>			\$5,873,000
2.5% to reserve			\$146,825
NOI available for debt service			\$5,726,175
<b>Amount rents could finance under various terms:</b>	<b>years</b>	<b>interest rate</b>	<b>total ('principal')</b>
typical commercial loan	20	8%	\$56,220,430
tax-exempt bonds	30	4.51%	\$93,163,389



# What makes our model Financially Feasible?

<p><b>likely cost to renovate Armory to make it ready for tenants (not including tenant improvements)</b>          For comparison with Capstone's models, this square footage includes all spaces, including areas that would be sealed off.</p>	522,850	\$383	\$200,000,000
<p>amount of public subsidy required to make it work (= total cost minus debt that can be financed from rents.)</p>	commercial terms		\$143,779,570
	non-profit terms		\$106,836,611

Potential sources of subsidy include the federal historic buildings tax credit, as well as capital appropriations from the city, state, and federal governments.



# WHO WILL MANAGE THE ARMORY?

## LDC: Local Development Corp.

**Non-Profit LDC** - is governed by a board including K.A.R.A. representatives, other community stakeholders (residents, congregations, community based organizations, small business owners), representatives of the Developer, representatives of the city administration (probably NY EDC), and other elected officials (probably the Borough President.) The board would oversee the redevelopment of the Kingsbridge Armory and Implementation of the Community Benefits Agreement for the life of the project.

The board will be selected in accordance with the Public Authority Accountability Act or 2005.

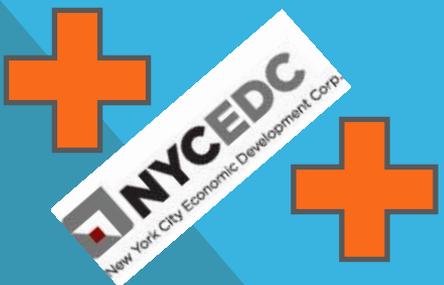
Board  
Community  
Stakeholders



KARA Reps.

- Residents, Congregations, Small Business Owners
- Community Based Organizations

Private  
Developer



Bronx  
Borough  
President





# WHY A COMMUNITY SERVING REDEVELOPMENT MODEL?

## HIGHLIGHTS:

- ❖ Builds and sustains strong communities;
- ❖ Creates economic opportunities in low-income neighborhoods;
- ❖ Help community-based organizations expand their roles as community anchors with the capacity to link residents to job opportunities;
- ❖ Supports local efforts to protect and expand neighborhood investment;
- ❖ Offers high quality space at a cheaper price/not Manhattan;
- ❖ Provides a mix of uses;
- ❖ Revenue that can be recouped;



# The Community Benefits !



## Other Armories: 168<sup>th</sup> Street Armory

The Armory Foundation (a non-profit) occupies space donated by the City of New York under a tenancy-at-will agreement. The Foundation is responsible for all maintenance cost and leasehold improvements.

**\$24 Million in Public and Private Donations were raised for the renovations. In their 2009 returns they listed receiving \$3,431,258 in government grants.**

The median income per household in this community is **\$36,345.**



**City Owned, Non-profit Managed,  
Over \$3 Million in Government Funding**

[SOURCE: ARMORY FOUNDATION WEBSITE, PLAN NYC'S WEBSITE AND NYC DEPT. OF BUILDING DISTRICT SURVEYS]



## Other Armories: Park Slope Armory

The YMCA of Greater New York was selected by the City as the facility's service operator, and is now tasked with operating, managing and maintaining the center. As part of the agreement with the City, the YMCA will generate revenue through donations, sponsorships, events or fees for the track area, memberships, and fees for the use of room space that will support the overall operations of the Armory including its community programs.

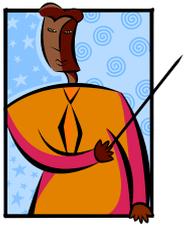
**The \$16 million renovation project was funded by \$8.2 million from the Office of the Mayor, \$6 million from the City Council, and \$2 million from the Brooklyn Borough President's Office.**

The median income per household in this community is **\$80,072**.



**City Owned, Non-profit Managed, Over \$16 Million in Government Funding**

[SOURCE: ARMORY FOUNDATION WEBSITE, PLAN NYC'S WEBSITE AND NYC DEPT. OF BUILDING DISTRICT SURVEYS]



## Other Armories: Park Avenue Armory

On November 14, 2006, the Seventh Regiment Armory Conservancy finalized a 99-year lease with the State and assumed control of the landmarked building at 643 Park Avenue.

According to a Senior Project Director at the Armory, \$100 million had been raised by the beginning of 2009, including a \$30 million grant from the State of New York and a \$5 million grant from the City of New York for infrastructure.

The median income per household in this community is \$105,760.



City Owned, Non-profit Managed, Over \$35 Million in Government Funding

[SOURCE: ARMORY FOUNDATION WEBSITE, PLAN NYC'S WEBSITE AND NYC DEPT. OF BUILDING DISTRICT SURVEYS]



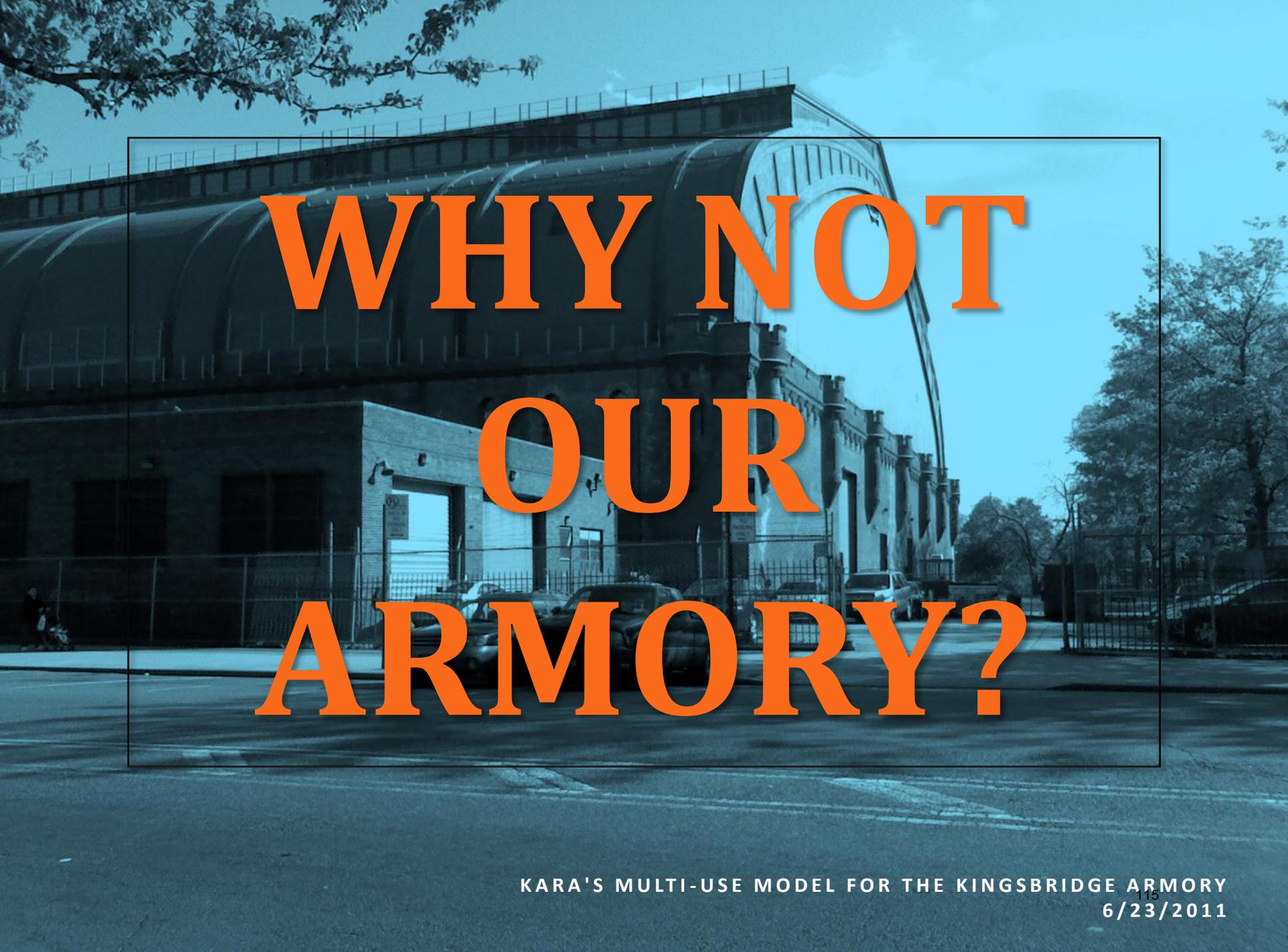
# Our Armory Can Be Great!

Capstone's report stated that:

***“The potential is great for the Armory to be able to meet some of the needs of the community in a variety of ways. The space can provide the community with a place that serves as a hub for recreation, education, and entertainment. The Armory can also be a place that holds opportunities for new jobs to be created in the neighborhood and where other social services are available for the community.”***

We agree. So if some armories can be redeveloped as public private partnerships with the City of New York and be managed by a non-profit entity to assure it's service to their local communities, then we have to ask ourselves:

[SOURCE: NYU'S WAGNER SCHOOL FOR PUBLIC SERVICE'S CAPSTONE PROGRAM'S REPORT TO THE KINGSBRIDGE ARMORY TASKFORCE]



# WHY NOT OUR ARMORY?

## **VI Similar Projects**

- Park Slope Armory
- Fort Washington Armory
- Park Avenue Armory

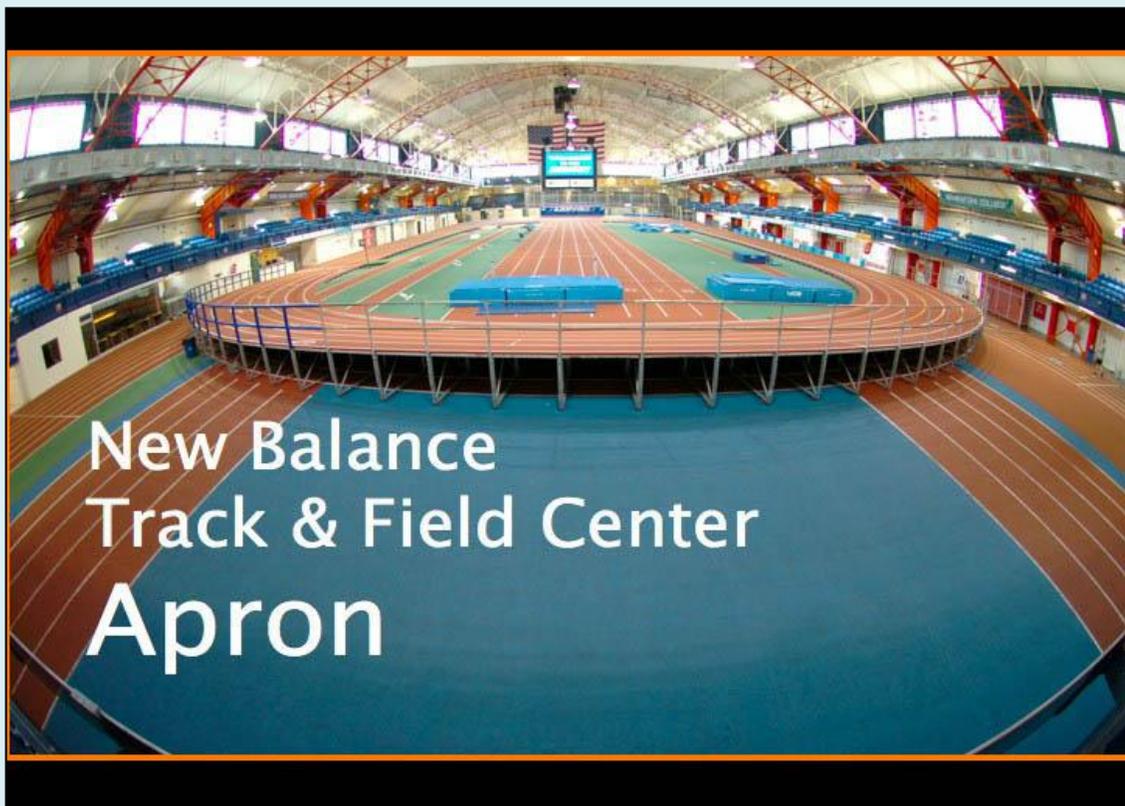
### **Park Slope Armory, Brooklyn, N. Y.**

- Built as an armory with a 70,000 square foot drill hall in 1895. The YMCA of Greater New York was selected by the City as the service operator for the site, and is now tasked with operating, managing and maintaining the center.
- As part of the agreement with the City, local schools are given use of the facility during school hours. The YMCA will generate revenue through donations, sponsorships, events or fees for the track area, memberships, and fees for the use of room space that will support the overall operations of the armory.
- The \$20 million renovation project, reopened in 2010, was funded by \$8.2 million from the Office of the Mayor, \$6 million from the City Council, and \$2 million from the Brooklyn Borough President's Office.
- ADHS homeless shelter operates in a portion of the building.



### **Ft. Washington Armory, New York, N. Y.**

- Built as a training center for the National Guard in 1909, it became a venue for many of the city's biggest events, including track & field meets by the 1920s. In the 1960s, the armory was the unrivaled center for track & field competitions in greater New York.
- The armory was converted to a homeless shelter, housing over 1,800 beds. By 1987, New York track & field had been driven from its historic home.
- Renovations for the New Balance Track & Field Center at the armory began in 1993. The facility includes a pole vault runway, an eight-lane sprint and hurdle straightaway, two long jump pits, two high jump areas and a shot put area. The arena seats more than 4,000 people in the 60,000 square foot drill hall.
- The building includes the National Track and Field Hall of Fame. It is also listed on the National Register of Historic Places.



### **Park Avenue Armory, New York, N. Y.**

- Built by the elite Seventh Regiment between 1877 and 1881, the Park Avenue Armory contains interiors designed by Louis Comfort Tiffany, Stanford White, the Herter Brothers and other prominent artists of the period.
- The New York City Landmarks Preservation Commission has called it “the single most important collection of 19th century interiors to survive intact in one building.”
- The building is on the National Register of Historic Places.
- The 55,000 square foot drill hall is a venue for arts events.



## Other Similar Projects

- **Paramount Theatre, Brooklyn**
  - Originally built as a movie theatre
  - Now serves as the athletic center for Long Island University. The proscenium is intact with two basketball courts on separate levels in the auditorium space.
- **Reading Terminal, Philadelphia, Pa.**
  - Originally built as the terminal of the Reading Terminal
  - Adapted as the Reading Terminal Market.
- **Union Station, St. Louis, Mo.**
  - Built at a railroad station, Union Station first opened in 1894, but ceased operation as an active train terminal in 1978. Union Station reopened in August of 1985 as the largest adaptive re-use project in the United States combining retail, dining and hotel facilities.
- **Asphalt Green, New York, N. Y.**
  - Built as the municipal asphalt plant
  - Converted to a community athletic facility
- **Chelsea Piers, New York, N. Y.**
  - Chelsea Piers is a series of historic piers on the West Side of Manhattan in New York City that was a passenger ship terminal in the early 1900s.
  - The piers are currently used by the Chelsea Piers Sports & Entertainment Complex.

## VII Appendix

### Expressions of Interest and Press Releases

1. YMCA
2. Marc J. Makowski Virtual Production and Special EFX Studio Proposal
3. Stanley Kubrick Film and Television Complex
4. World Changers Church International
5. New York Velodrome
6. Kingsbridge Armory Chess Center
7. New York Sports and Entertainment, LLC
8. Irreplaceable Artifacts
9. Community Board #7 Recommendations
10. Press Releases

**Kingsbridge Armory  
Task Force Report  
June 2011**

**YMCA PROPOSAL**

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**YMCA Sports Center**  
**at the**  
**Park Slope Armory**

**September 14, 2010**

# YMCA of Greater New York

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- 20 YMCAs in New York City
- 3 new YMCAs to open in 24 months
- 400,000 New Yorkers  
Over 50% 18 and older



New York City's YMCA

We're Here for Good.

# Three Strategic Priorities

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- The YMCA will strengthen its position as the leading youth-serving organization in New York City
- The YMCA will strengthen its presence in New York City neighborhoods
- The YMCA will have become a destination for non-profit staff, civic leaders and major funders



New York City's YMCA

We're Here for Good.

# Project Overview

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- **2004: Mayor and Take the Field announce public and private commitments for a multipurpose athletic and recreation facility.**
- **D.H.S. – Administers building, including a small women’s homeless shelter.**

# Project Overview

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- 2007 – RFP released to operate the facility
- 2008 – YMCA selected to operate
- 2008-09 – Final construction
- January 2010 – Opened

# Program

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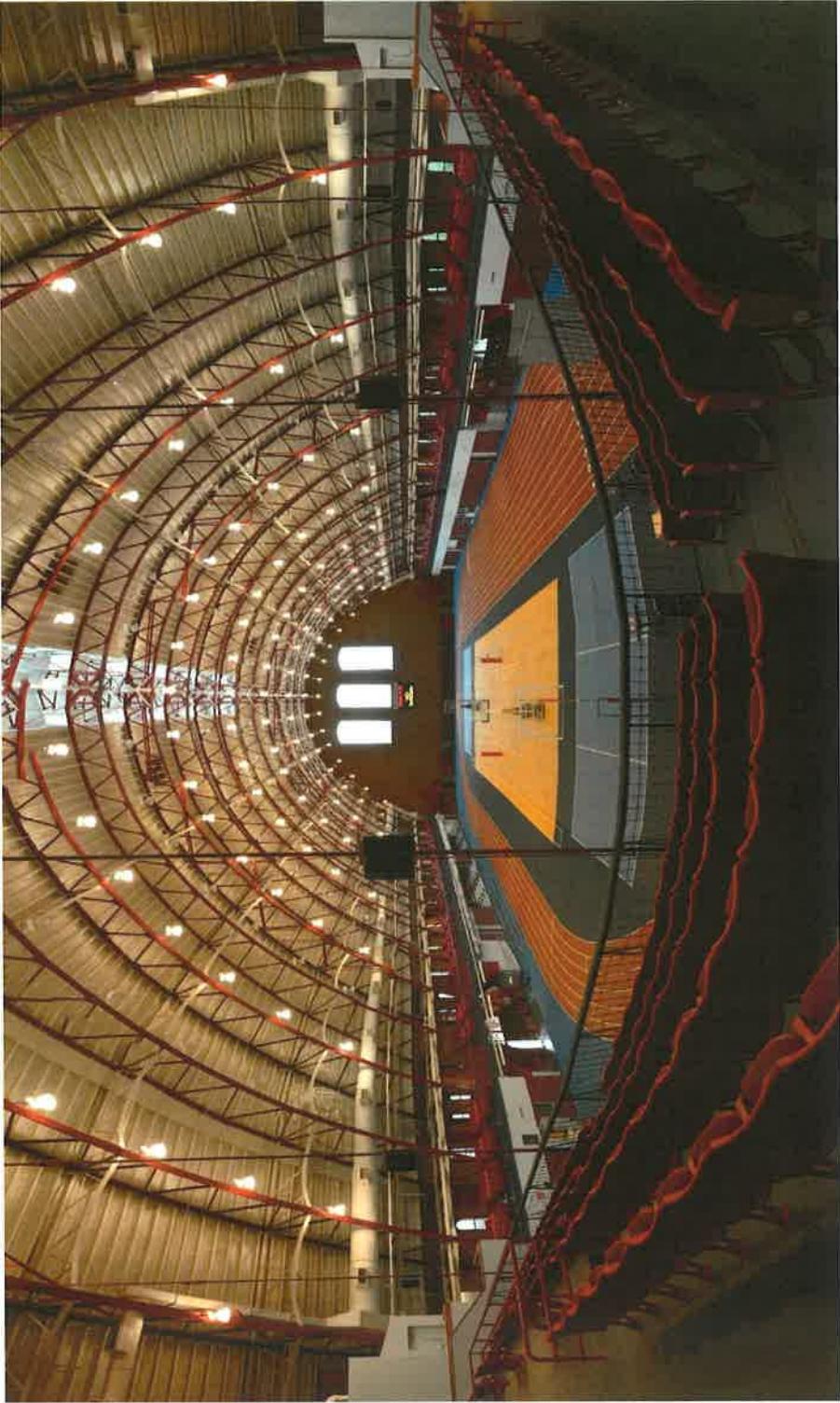
- Youth development
- Healthy living
- Building community



New York City's YMCA

We're Here for Good.

# YMCA Sports Center at the Park Slope Armory



New York City's YMCA

We're Here for Good.

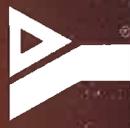
# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



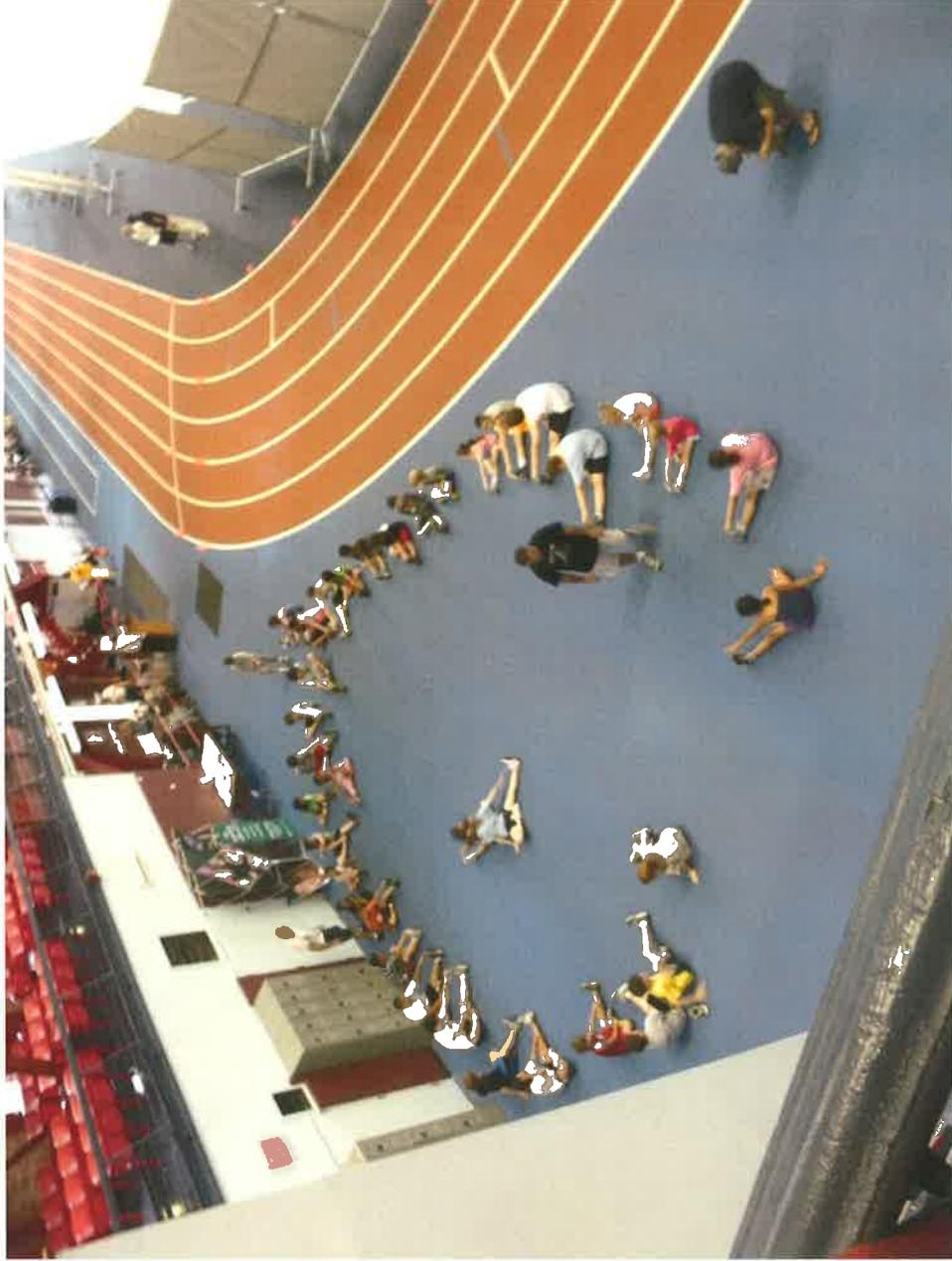
 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# PARK SLOPE ARMORY



# PARK SLOPE ARMORY



 New York City's YMCA  
We're Here for Good.

# Park Slope Armory YMCA

## Family Program

Fall 2010 (Begins sept. 7th)

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
>* (CT) 9:30-10:15 am Story Time	> (TK) 9-10 am Stroller Strut		> (TK) 9-10 am Stroller strut	>* (CT) 9:00-9:45 am Story Time		
>* (CT) 10:30-11:15am Story Time	> (TK) 9-10 am Toddler Open Sports	>* (CT) 10 am-12 pm Tumbling Tots	> (TK) 9-10 am Toddler Open Sports	>* (CT) 10-12 am Tumbling Tots	>* (AT) 10-12 am Family Get Messy Julie	
> (MB) 10-11 am Parent/Tot Yoga Elias	>* 10:15-11:00 am Story/Song/Shimmy Sandy		>* (AT) 10 am-12 pm Get Messy with Your Adult Julie			
> (CR) 10-11 am Baby Boot Camp Joanna	> (MB) 10:30-11:30,am Parent/Baby Pilates Kimberly	> (CT) ONCE A MONTH 12-1 pm "Lunch Time with Louie" Last Wed. of every month	> (CR) 10:30-11:30 am Baby Boot Camp Tracey			> (TK) 2:00-6:00 pm Open Family Sports Time On south Court
>* (CT) 2:00-2:45 pm Baby Boogie Christin		> (TK) 2-4 pm Toddler Open Sports	> (MB) 2-3 pm Parent/Baby Yoga Kimberly			
>* (CT) 3:30-4:30 pm Story, Song and Shimmy with Christin			(MB) 6:00-7:30 pm Pre-natal Yoga Eve		> (MB) 4-5 pm Family Yoga Jason	> (MB) 3-4 pm Family Yoga Jason
> (TK) 6:30-7:30 pm Family Walk Time	> (TK) 6:30-7:30 pm Family Walk Time	> (TK) 6:30-7:30 pm Family Walk Time	> (TK) 6:30-7:30 pm Family Walk Time	> (TK) 6:30-7:30 pm Family Walk Time		

### FAMILY PROGRAM

Effective:

September 7, 2010

Class Locations:

- Mind-Body Studio (MB)
- Art Room (AR)
- Culture Room (CT)
- Cardio Room (CR)
- TRACK (TK)

\* PICK UP TICKET AT MEMBERSHIP DESK UP TO 30 MIN. PRIOR TO CLASS TIME

> Must be Accompanied by an Adult

Please Note: Classes are subject to change without notice



## **PRENATAL**

### **Prenatal Yoga**

**Tuesdays, 2-3:30 pm**

**Thursdays, 6:00-7:30 pm**

**Member Fee: Free, Non-Member Fee: \$12**

This yoga class is especially kind and gentle to the body and is specifically designed to help expecting mothers feel more comfortable during pregnancy and prepare physically, mentally, emotionally and spiritually for labor, birth and motherhood.

Come join us to maximize your health, to heal yourself and clear the way for a new chapter in your life. A wonderful opportunity for connecting with other pregnant women as well as individual time for private reflection.

## **FOR ADULT & BABY**

### **Baby Boot Camp**

**Mondays, 10:00-11:00 am**

**Member Fee: Free, Non-Member Fee: \$12 visit**

**Parents with non-crawling babies**

Get your cardio while bonding with your baby! A low-impact fitness class designed for sleep-deprived parents looking to regain vitality and strength.

### **Parent & Baby Yoga**

**Thursdays, 2:00-3:00 pm**

**Member Fee: Free, Non-Member Fee: \$12 visit**

**(Babies 1-10 mon)**

A great way to bond with your baby! This class is designed to help new moms regain strength and vitality, while incorporating baby in the process. Also, provides opportunity to build relationships with other new parents.

### **Baby Boogie**

**Mondays, 2:00-3:00 pm**

**Member Fee: Free, Non-Member Fee: \$12 visit**

**(Parents with Baby up to 13 mon)**

Take playgroup to the next level! Meet other parents and learn new ways to interact with your child in a family friendly atmosphere. Each week we will explore ways to help our babies to improve motor coordination and cognitive abilities. We will begin with getting to know one another, followed by games for our tiny ones, and end with singing and dancing. Ideal for new parents.

### **Stroller Strut**

**Tuesdays & Thursdays, 9:00-10:00 am**

**Member Fee: Free, Non-Member Fee: \$12**

Rainy day? Cold outside? Come and take a stroll on our world-class track with your baby. An opportunity for parents to walk on the track with their child. Baby must remain in stroller.

### **Parent & Baby Pilates**

**Tuesdays 10:30-11:30 am**

**Member Fee: Free, Non-Member Fee: \$12 visit**  
**(Babies 1-10 mon)**

Take playgroup to the next level! Meet other parents and learn new ways to interact with your child in a family friendly atmosphere. Each week we will explore ways to play with our babies to improve motor coordination and cognitive abilities. We will begin with getting to know one another, followed by games for our tiny ones, and end with singing and dancing. Ideal for new parents.

## **ADULT & CHILD FUN**

**Get Messy with Your Adult (12 months up to 3 years with adult)**

**Thursdays 10 am-12 pm**

**Member Fee: None, Non-Member Fee \$10**

Children together with their parents/guardians will explore the world of imagination, through an introduction to materials including clay, paint, paper, markers, glue, fabric, found and recycled objects.

**Family Get Messy (All ages, but must be accompanied by adult. All participants must be members or pay non-member fee.)**

**Saturdays, 10 am-12 pm**

**Member Fee: None, Non-Member Fee \$12**

Just like "Get Messy with Your Adult," but the whole family can join in the fun.

**Story Time (all ages with adult)**

**Mondays 9:30-10:15 & 10:30-11:15 am**

**Friday 9:00-9:45 am**

**Member Fee: None, Non-Member Fee \$10**

Spend time exercising your brain with your child while you enjoy listening to stories in a fun and safe setting.

**Story, Song & Shimmy (up to 5 yrs with adult)**

**Mondays 3:30- 4:15 pm**

**Tuesdays 10:15- 11:30 am**

**Member Fee: None, Non-Member Fee \$10**

Bond with your little one while they develop social, motor and cognitive abilities. Stories and singing will be followed by fun and dancing with scarves and instruments.

**Tumbling Tots (up to 4 yrs with adult)**

**Wednesdays, 10:00 am- 12:00 pm**

**Fridays, 10:00 am- 12:00 pm**

**Member Fee: None, Non-Member Fee \$10**

Free space to play with soft gym mats and manipulative to explore.

### **Lunchtime with Louie!**

**(Last Wednesday of the month)**

**Member Fee: None, Non-Member Fee \$10**

Your 'lunchtime-fun' destination spot! Come listen, sing-along, play musical instruments and dance to the music of bilingual singer, songwriter and recording artist Louie Miranda!

### **Family Walk Time**

**Monday-Friday 6:30-7:30 pm**

**Members Only**

Grab the kids and stop by for an hour of walking free of the elements on our world-class track.

### **Parent & Tot Yoga**

**Mondays, 10:00 am-11:00 pm**

**Member Fee: Free, Non-Member Fee: \$12 visit**

**(Babies 10 mon-2 yrs)**

Strengthen the bond between you and your child while getting fit at the same time! Parent/Tot yoga is also a great venue to develop lasting friendships with other parents and children.

### **Family Yoga**

**Saturdays, 4:00- 5:00 pm**

**Sundays, 3:00-4:00 pm**

**(Children must be 3 years or older and must be**

**accompanied by an adult)**

A fun-filled yoga class where the entire family can relax and have a good time. This class can help you and your children find strength, flexibility, and a feeling of calm.

### **Open Family Sports Time**

**Sundays, 2:00-6:00 pm**

**(To participate during this time parents and children must be together on the court)**

Spend time with your child shooting baskets, kicking a soccer ball or playing some sports. We provide the space and equipment, you just need to be together to play.

**Please Note: Children can not use guest passes**

**Ask about the great classes for children  
in our Arts & Culture Program!**



**New York City's YMCA**  
We're Here for Good.

# Park Slope Armory YMCA

## Group Fitness Class Descriptions

### Mind-Body Classes

#### **Hatha Yoga**

A yoga class that integrates postures, breathing exercises, relaxation and meditation to stretch, strengthen and condition. All levels are welcome.

#### **Vinyasa Yoga**

A class linking flowing sequences of yoga poses together with an emphasis on breathing technique.

#### **Beginner Yoga**

Designed to teach basic yoga postures that will enhance flexibility, strength and balance and promote relaxation.

#### **Power Yoga**

A vigorous yoga workout with mindfulness on alignment.

#### **Sun Salutations & Meditation**

Perform a series of yoga Sun Salutations to prepare the body and mind for meditation.

#### **Prenatal Yoga**

This class helps prepare expectant mothers physically and mentally for the experience of childbirth, by learning to stretch, strengthen, focus and relax.

#### **Parent and Baby Yoga**

A great way to bond with your baby! This class is designed to help new moms regain strength and vitality, while incorporating baby in the process. Also, provides opportunity to build relationships with other new parents.

#### **Parent and Tot Yoga**

Strengthen the bond between you and your child while getting fit at the same time! Parent/Tot yoga is also a great venue to develop lasting friendships with other parents and children.

#### **Family Yoga**

A fun way to get fit together. For families with children ages three and up.

#### **Mat Pilates**

Based on original Pilates techniques, this class is designed to restore muscular balance, improve posture, help prevent injury and build strength and flexibility. All levels welcome.

#### **Parent and Baby Pilates**

Discover your core again! Tighten, tone & stretch while bonding with your baby. These strength training movements involving coordinated breathing techniques will help you to find correct alignment and reduce back pain associated with carrying your child.

#### **Tai Chi**

T'ai Chi Chuan (aka Taijiquan) is a many-faceted discipline, at once a slow and graceful moving meditation that fosters inner peace and emotional balance; a "soft," internal martial art. We will focus on correct alignment, relaxed breathing and a clear and solid understanding of the movements, but will also have an enjoyable and fun experience.

#### **Qigong**

This form distills the essence of many of Tao practices such as Tai-chi, Qigong, breathing and meditation methods into a simple, enjoyable and highly effective daily regimen. It is a perfect way for busy people to rejuvenate themselves every day.

#### **Ballet**

A beginner technique class that places emphasis and attention on alignment and placement of the body.

#### **Modern Dance**

A more relaxed, free style of dance utilizing emotions and moods to design individual steps and movements, with a deliberate use of gravity.

#### Cardio Classes

##### **Core Training**

A class that focuses on abdominal, back and core muscle training and stabilization to improve the body's overall functional strength.

##### **Total Body Conditioning**

A full body workout designed to strengthen and tone the upper and lower body using resistance equipment.

##### **Stability Ball**

Learn how to use your core more effectively and focus on strength training using stability balls.

#### **Step**

A high intensity workout filled with advanced choreography that uses every angle of the step platform. Prior step training experience is advised.

#### **Cardio Kickboxing**

A high energy class combining muscle conditioning with kickboxing combinations of punches and kicks in a variety of drills, exercises and self-defense techniques.

#### **Boot Camp**

An efficient circuit training workout that challenges your entire body, utilizing calisthenics such as pushups, jumping jacks, crunches and other body weight exercises.

#### **Spinning®**

A great cardio workout of simulated road bike riding to energizing music. Appropriate for all fitness levels.

#### **Punk Rope®**

A high energy, fun fitness class, combining rope jumping with a wide variety of creative conditioning drills. Beginners are welcome and ropes are provided.

#### **Kettlebells**

Use these specialized weights to improve strength and conditioning with proper alignment.

#### **Zumba**

A fusion of Latin and international dance themes that create a dynamic, effective fitness system. The routines feature aerobics, fitness and interval training with a combination of fast and slow rhythms that tone and sculpt the body.

# Park Slope Armory YMCA

## Group Fitness Class Schedule

### GROUP FITNESS CLASSES

Effective: Sept 7th

#### Class Locations

- MB** Mind-Body Studio
- CR** Cardio Room
- DF** Drill Floor

#### Notes

- 1) Classes are subject to change or cancellation without notice
- 2) \* PLEASE PICK UP TICKET AT MEMBERSHIP DESK PRIOR TO CLASS TIME
- 3) \*\* FEE-BASED CLASS
- 4) \*\*\*REGISTRATION REQUIRED
- 5) AOA - Active Older Adults

#### Monday

##### AM

7-8	Spinning	Margo	(CR)*	Joanna	(DF)
8-8:30	Core Training	Margo	(CR)	Christin	(MB)
7-8	Vinyasa Yoga	Elias	(MB)	Kimmy	(CR)
8-8:45	Beg. Pilates	Mary	(MB)	Kimberly	(MB)
8:45-9:30	Pilates	Mary	(MB)	Joanna	(CR)
9-10	Interval Step	Joanna	(CR)	Parent/Baby Pilates	(MB)
10-11	Baby Boot Camp	Joanna	(CR)	Kimberly	(MB)
10-11	Parent/Tot Yoga	Elias	(MB)		

##### PM

12-1:15	Vinyasa Yoga	Sarah K.	(MB)	Tracey	(CR)*
12:30-1:15	Spinning	Kimmy	(CR)	Tracey	(CR)*
1:15-2	Punk Rope Interval	Kimmy	(CR)	Mary	(MB)
3:30-4:30	Hatha Yoga	Zania	(MB)	Sarah W.	(MB)
5-5:45	Beg. Pilates	Lauren	(MB)	Zoe	(MB)**
5:45-6:45	Pilates	Lauren	(MB)	Zoe	(MB)**
4-5	Teen BootCamp	12-18yrs	(CR)***	Danella	(CR)
5:30-6:30	Spinning	Joanna	(CR)*	Emily	(CR)
6:30-7:30	Kettlebells	Joanna	(CR)*	Rita	(MB)
8-9:15	Adv. Vinyasa	Sarah G.	(MB)	Teresa	(MB)
8:30-9:30	Zumba	Danella	(CR)		

#### Tuesday

##### AM

7:15-8:15	Boot Camp	Joanna	(DF)		
8-9	Ballet Bar	Christin	(MB)		
8-9	Spinning	Kimmy	(CR)		
9-10	AOA Yoga	Kimberly	(MB)		
9-10	Interval Training	Joanna	(CR)		
10:30-11:30	Parent/Baby Pilates	Kimberly	(MB)		

##### PM

12-1	Spinning	Tracey	(CR)*		
1-2	Circuit Training	Tracey	(CR)*		
12-1	Pilates	Mary	(MB)		
2-3:30	Prenatal Yoga	Sarah W.	(MB)		
3:45-4:45	Movement 3-4 yrs	Zoe	(MB)**		
4:30-5:15	Movement 5-7 yrs	Zoe	(MB)**		
5:30-6:30	Zumba	Danella	(CR)		
6:30-7:30	Spinning (Beg. 9/14)	Emily	(CR)		
6:30-7:30	Beg. Vinyasa	Rita	(MB)		
7:30-9	Vinyasa Yoga	Teresa	(MB)		

#### Wednesday

##### AM

7-8	Vinyasa Yoga	Sarah W.	(MB)		
8-9	Spinning	Cancelled	(CR)*		
8-8:45	Beg. Pilates	Mary	(MB)		
8:45-9:30	Pilates	Mary	(MB)		
9:30-10:30	Power Yoga	Jason	(MB)		

##### PM

12-1:15	Vinyasa Yoga	Sarah K.	(MB)		
12-1	Cardio-Kickbox	France-L	(CR)		
1-2	Stability Ball	France-L	(CR)		
3:45-4:25	Ballet 3-4 yrs	Christin	(MB)**		
4:30-5:15	Ballet 5-7 (I)	Christin	(MB)**		
5:15-6	Ballet 8-10	Christin	(MB)**		
5:30-6:15	Total Body	Kimmy	(CR)		
6:15-7:00	Spinning	Kimmy	(CR)		
6:30-7:30	Adult Ballet	Christin	(MB)		
7-8	Punk Rope	Kimmy	(CR)		
8-9	Total Body	Kimmy	(CR)		
7:30-9	Beg. Yoga	Elias	(MB)		

#### Thursday

##### AM

7-8	Sun Sal./Medit.	Elias	(MB)		
7:15-8:15	Boot Camp	Joanna	(DF)		
8:30-9:30	Stability Ball	Joanna	(CR)		
9:30-10:15	AOA Chair Ex.	Joanna	(CR)		
10:30-11:30	Baby Boot Camp	Tracey	(CR)		
11:30-12	Core	Tracey	(CR)		
10:30-11:15	Imag Theatre 3-4	Christin	(MB)**		

##### PM

12-1	Beg. Pilates	Traci	(MB)		
1-2	Int/Adv. Pilates	Traci	(MB)		
1-2	Afro-Jazz	Buffy	(CR)		
2-3	Par./Baby Yoga	Kimberly	(MB)		
3:45-4:25	Ballet 3-4 yrs	Zoe	(MB)**		
4:30-5:15	Ballet 5-7 (II)	Zoe	(MB)**		
6-7	Cardio Kickboxing	France-L	(CR)		
6-7:30	Prenatal Yoga	Eve	(MB)		
7-8	Body Sculpt	France-L	(CR)		
8-9	Zumba	Alma	(CR)		
7:30-8:30	Vinyasa	Eve	(MB)		

#### Saturday

##### AM

7:30-8:30	Boot Camp	Joanna	(CR)		
8:30-9:30	Quigong	Miranda	(MB)		
8:30-9:30	Total Body	Joanna	(CR)		
9:30-10:30	Spinning	Jodee	(CR)*		
10:30-11:30	Cardio Kickbox	France-L	(CR)		
11:30-12	Core Training	France-L	(CR)		
12:30-1:30	Zumba	Danella	(CR)		
9:30-10:15	Beg. Pilates	Olivia	(MB)		
10:15-11	Pilates	Olivia	(MB)		
11-12	Beg. Vinyasa	Jacoby	(MB)		

##### PM

12-1:30	Vinyasa Yoga	Zaria	(MB)		
5-6	Vinyasa Yoga	Cheryl	(MB)		

#### Sunday

##### AM

8-9	Sun Sal./Meditation	Kimberly	(MB)		
9-10	Vinyasa	Kimberly	(MB)		
10-11:30	Tai chi	Miranda	(MB)		

##### PM

12-1	Spinning	Jodee	(CR)*		
1-2	Total Body	Jodee	(CR)		
2-3	Vinyasa Yoga	Jason	(MB)		
3-4	Family Yoga	Jason	(MB)		
4-5	Beginner Yoga	Cheryl	(MB)		
4-5	Kettlebells	Joanna	(CR)*		
5-6	Restorative Yoga	Cheryl	(MB)		
5-6	Spinning	Joanna	(CR)*		

# Park Slope Armory YMCA

## Arts & Culture For Children & Adults

Mon.	Tues.	Wed.	Thurs.	Fri.
	(AT) 9:45-10:30 am Build, Build, Build! 2-3 yrs w/ Adult Julie		(MB) 9:45- 10:30 am Kids Yoga 3-4 yrs drop off Cara	
	(AT) 10:45- 11:30 pm Build, Build, Build! 3-4 yrs Drop off Julie		(MB) 10:45-11:30 Imagination Theatre 3-4 yrs drop off Cara	(MB) 10:30-11:15 Imagination Theatre 3-4 yrs drop off Christin
	(AT) 12:00-1:30 pm Adult Printmaking Julie			
	(MB) 3:45-4:25 Creative Movement 3-4 yrs Drop off Zoe	(MB) 3:45-4:25 Ballet 3-4 yrs Drop off Christin	(MB) 3:45-4:25 Ballet 3-4 yrs drop off Mindy	(AT) 3:45-4:30 Build, Build, Build! 3-4 yrs drop off Carli
	(MB) 4:30-5:15 pm Ballet 3-4 yrs Drop off Zoe	(MB) 4:30-5:15 pm Ballet (Level I) 5-7 yrs Drop off Christin	(MB) 4:30-5:15 pm Ballet (Level II) 5-7 yrs drop off Mindy	AT) 4:45- 5:30 pm Build, Build, Build! 5-7 yrs drop off Carli
		(AT) 2:45-3:30 pm Cantemos Music 6 mon- 2 yrs Louie	(AT) 3:45-4:30 pm Modern Art for Modern Tots 3-4 yrs Drop off Julie	(MB) 3:45-4:25 Ballet 3-4 yrs Drop off Cara
(CT) 3:45-4:30 pm Guitar 8-10 yrs Drop off Ilusha	(AT) 5:00-6:30 pm Making Graphic Novels Tween/ Teen George	(AT) 3:45-4:30 pm Cantemos Music 3-5 yrs Louie	(AT) 4:45-5:30 pm Modern Art for Modern Tots 5-7 yrs Drop off Julie	(MB) 4:30-5:15 pm Ballet 3-4 yrs Drop off Cara
(CT) 4:45-5:30 pm Guitar 11-14 yrs Drop off Ilusha			(MP1) 4:00-5:00 pm Karate (Novice) 4 and up drop off Mustafa	
			(MP1) 5:00-6:00 pm Karate (Intermediate) 4 and up drop off Mustafa	
(CT) 6:30-7:30 pm Adult Guitar (Beginners) Ilusha		(CT) 6:30-7:30 pm Adult Guitar (Continuing) Louie	(AT) 7:00-10:00 pm Adult Collage/ Mixed Media Susan	

**Classes Begin:  
September 7**

**Registration  
Member:  
August 21st**

**Non-Member:  
August 28th**



**Class Locations:  
Art Room (AT)  
Culture Room (CT)  
Mind-Body (MB)**

## **YOUTH CLASSES**

### **BALLET**

[3-4 year olds, 5-7 yrs olds]

This progressive program is a wonderful way to introduce children to movement. Children can twirl and leap with friends, finding poise, coordination and body awareness while having fun.

Members: \$70, Non-Members: \$125

### **CREATIVE MOVEMENT**

[3-4 year olds]

A great way to teach self-expression through dance. Creative movement builds self-esteem and is a wonderful first adventure into locomotion.

Members: \$70, Non-Members: \$125

### **IMAGINATION THEATRE**

[3-4 year olds]

A great first theatre experience that uses stories as the basis for imaginative play. Participants will work with a different story each week to explore characters, settings, and plot. A wonderful way for children to learn to express their emotions and interact with their peers.

Members: \$70, Non-Members: \$125

### **BUILD, BUILD, BUILD!**

[3-4 year olds, 5-7 yrs olds]

A fun new class where students can experiment with bringing their ideas to life in 3-dimensions.

This class will challenge kids to stack, build, sculpt, balance and manipulate materials, developing their fine motor skills while increasing awareness of space and design.

Featuring a section for 2-3 year olds to attend with their parents/guardians. Great opportunity to get them exposed to artmaking and spending time with their teacher and peers in a small setting. Members: \$90 Non-Members: \$140

### **MODERN ART FOR MODERN TOTS**

[3-4 year olds, 5-7 yrs olds, 8-10 year olds]

Introduce your child to the Modern Masters and their contributions to Art History. In this class children will utilize material skills in painting/drawing/collage/printmaking while working in the style of famous artists. In the 8th week parents attend an "art opening" where the budding artists can talk about their work and the artists that inspired it.

Members: \$90 Non-Members: \$140

### **CANTEMOS LET'S SING!**

[6 months— 2 year olds with adult, 3-5 year olds]

This upbeat and highly interactive bilingual music class integrates song, dance, puppetry, call and response and the playing of simple instruments (shakers, maracas, and drums). Parents/caregivers and children will internalize basic concepts found in music.

Members: \$130 Non-Members: \$160

### **BEGINNERS GUITAR**

[8-10 year olds]

Introduction and exploration of the instrument: *electric or acoustic*, taught in a fun, creative way. Technique, chords, melody, scale construction, finding notes, songs, reading music, tuning and more.

Students must provide their own guitar.

Members: \$145, non-Members: \$175

## **TWEEN & TEEN CLASSES**

### **BEGINNERS GUITAR**

[11-14 year olds, 14-17 year olds]

Introduction and exploration of the instrument: *electric or acoustic*, taught in a fun, creative way. Technique, chords, melody, scale construction, finding notes, songs, reading music, tuning and more.

Students must provide their own guitar.

Members: \$145, non-Members: \$175

### **MAKING GRAPHIC NOVES**

[11-17 year olds]

This class is designed to help anyone who is interested in making their own comic books, manga, or graphic novels.

Through a variety of drawing and storytelling exercises, learn the tools and techniques that professional artists use to tell their own stories and more. We'll explore every step of creating your own graphic novel: designing the characters, writing the script, thumbnail sketches, penciling, inking, lettering and more.

Members: \$130 Non-Members: \$160

## **ADULT**

### **ADULT PRINTMAKING**

Already at the Y to work out? Try flexing your mind and exercising your creativity with this fun, low-tech printmaking class. Learn D.I.Y. techniques that you can use to customize everything from clothes, to stationary, to the way your home looks. Using a variety of tools professional artists use, coupled with around the house items, learn to design and create original works of art and more. Members: \$175 Non-Members: \$225

### **COLLAGE/ MIXED MEDIA**

This Workshop will explore the art of collage and its many materials, techniques, approaches and possibilities for personal expression. Students will cut, tear and glue a variety of found and painted papers to larger paper and work with media such as water based paint, pencils, and charcoal. They will experiment with color, shape, texture and line to layer compositions and organize images and ideas. Some projects will include three dimensional formats such as assemblage and artists books and visits, when possible, with local artists who use paper. Reflection and dialogue will be an ongoing part of the Workshop. All levels of experience are welcome.

Students bring their own supplies and will receive a list of materials and small tools.

Members: \$215 Non-Members: \$255

### **BEGINNERS GUITAR**

Introduction and exploration of the instrument: *electric or acoustic*, taught in a fun, creative way. Technique, chords, melody, scale construction, finding notes, songs, reading music, tuning and more.

Students must provide their own guitar.

Members: \$115, non-Members: \$155

# YMCA SPORTS COMPLEX AFTER SCHOOL 2010-2011

## OUR PHILOSOPHY

The YMCA is a partner to parents and teachers in helping children grow strong and healthy academically, socially and physically. When children enter the Y After School program, a whole other world of imagination and growth opens up to them. In addition to supplementing what they have learned in school, they participate in interactive learning models that engage critical thinking skills, have a chance to socialize with each other, and form long-lasting friendships that enhance their development, growth and self-confidence.

### Our After School Program Provides

- The chance to choose programming based on your child's needs and loves
- Age-appropriate learning
- Choice of sports in our state-of-the-art facility
- Variety of arts programming with highly qualified instructors
- Option for pickup from PS 107, 10, 295, 39 for the additional fee of \$105 per eight week session. Children will be escorted between classes by pickup staff. Please note: Five children must be registered from the site in order for the pickup to occur.



**Program Starts:**  
September 7, 2010

**Registration Dates:**  
August 21st for Members  
August 28th for Non-Members  
*\* Pickup from schools available*



361 15th Street

(Between 7th & 8th Avenue)

Brooklyn, NY 11215

## Y AFTER SCHOOL

Begins September 7th & runs on 8 week cycles

### Fall Session I

**September 7, 2010 – October 31, 2010**

Member Registration: August 21, 2010

Non-Member Registration: August 28, 2010

**\* No classes September 6, 2010**

### Fall Session II

**November 1, 2010 - December 23, 2010**

Week 1 October 16, 2010

Week 2 October 23, 2010

**\* No Classes December 24, 2010 through January 2, 2011**



Choose to structure your child's afterschool program by opting for a full week, Monday through Friday, or only the afternoons you want. Choose to end the day at 4:45 pm, or at 6:00 pm. Please Note: Between 3:00-3:30 pm Participants have the option of joining social and snack time. Children will prepare and transition to their electives from 4:45- 5:00 pm students will have a chance to go to the restrooms and be escorted to their next elective.

## HOLIDAY CAMP

The YMCA Sports Complex at the Park Slope Armory offers Holiday Camp from 9:00 am- 5:00 pm, or 8:00 am- 6: 00 pm for extended hours.

Monday, September 9, Rosh Hashanah \$65/ \$85

Tuesday, September 9, Rosh Hashanah \$65/ \$85

Monday, October 11, Columbus Day \$65/ \$85

December 27- 30, Winter Recess \$125/ \$135

February 21- 25, Mid-Winter Recess \$175/ \$185

### Please Note

The prices listed above apply for those who pre-register. If you register less than one week in advance the rate is \$70. Also note, Holiday Camp may be cancelled due to low registration (less than 8 participants.) If Holiday Camp is cancelled, you will receive a full refund.



## CONTACT US

### YMCA Sports Complex

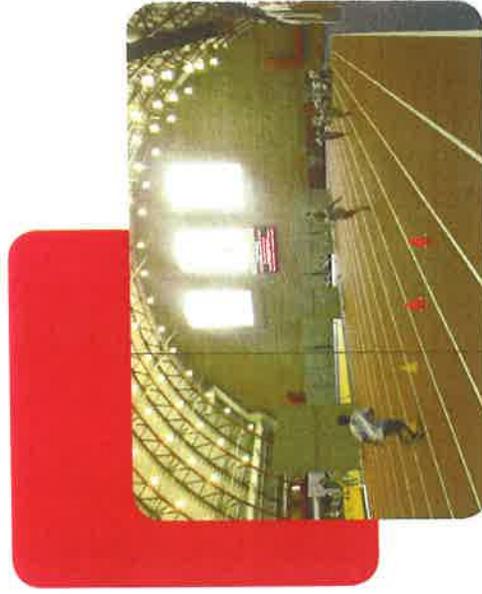
361 15th Street

Brooklyn, NY 11215

Phone: 212-912-2580

[www.ymcanyc.org/armory-sports-complex](http://www.ymcanyc.org/armory-sports-complex)

YMCA Sports Complex office hours are between 8:00 am & 8:00 pm



## Park Slope Armory YMCA

Fall Session I: September 7th- October 31st

### Monday 3:45-4:45

Class	Age	Member/Non-Member
Yoga	4-5 yrs	\$70/\$120
Karate	5-7 yrs	\$110/\$140
Soccer I	3-4 yrs	\$85/\$115
Chess	8-10 yrs	\$85/\$115

### Monday 5:00-6:00

Class	Age	Member/Non-Member
Karate	4-5	\$110/\$140
Multi-Sports	5-7	\$90/\$120
Tutoring	4-10	\$85/\$115
Basketball	8-10	\$85/\$115

### Tuesday 3:45-4:45

Class	Age	Member/Non-Member
Multi-Sports	4-5	\$90/\$120
Theatre Games	5-7	\$120/\$150
Cartooning	8-10	\$120/\$150
Tutoring	4-10	\$85/\$115

### Tuesday 5:00-6:00

Class	Age	Member/Non-Member
Ballet/Creative	5-7	\$70/\$120
Kids Fitness	8-10	\$120/\$150
Tutoring	4-10	\$85/\$115
Track	4-10	\$85/\$115

### Wednesday 3:45-4:45

Class	Age	Member/Non-Member
Kid Fitness	4-5	\$90/\$120
Soccer	5-7	\$85/\$115
Printmaking	8-10	\$120/\$150
Basketball	5-7	\$85/\$115

### Wednesday 5:00-6:00

Class	Age	Member/Non-Member
Soccer	3-4	\$85/\$115
Music	5-7	\$90/\$120
Basketball	8-10	\$85/\$115
Tutoring	4-10	\$85/\$115

## Schedule of Classes After School

### Thursday 3:45-4:45

Class	Age	Member/Non-Member
Jazz/Hip Hop	5-7	\$70/\$120
Multi-Sports	3-4	\$85/\$115
Track	4-10	\$85/\$115
Chess	8-10	\$85/\$115

### Thursday 5:00-6:00

Class	Age	Member/Non-Member
Soccer	5-7	\$120/\$150
Multi-Sports	8-10	\$90/\$120
Jazz/Hip Hop	8-10	\$90/\$120
Tutoring	4-10	\$85/\$115

### Friday 3:45-4:45

Class	Age	Member/Non-Member
Theatre Games	5-7	\$120/\$150
Track	4-10	\$85/\$115
Soccer	8-10	\$85/\$115
Basketball	8-10	\$85/\$115

### Fridays 5:00-6:00

Class	Age	Member/Non-Member
Theatre Games	8-10	\$120/\$150
Soccer	5-7	\$85/\$115
Basketball	5-7	\$85/\$115
Tutoring	4-10	\$85/\$115

### \* Saturday Morning Sports 9:00-10:00

Class	Age	Member/Non-Member
Soccer	3-4	\$85/\$115
Basketball	5-7	\$85/\$115

### \* Saturday Morning Sports 10:30-11:30

Class	Age	Member/Non-Member
Soccer	10-12	\$85/\$115
Basketball	10-12	\$85/\$115

## Holiday Camp

The Park Slope Armory YMCA offers Holiday Camp from 9:00 am- 5:00 pm, or 8:00 am- 6:00 pm for extended hours.

Date	Member/Non-Member
Thursday, September 9, Rosh Hashanah	\$65/\$85
Friday, September 10, Rosh Hashanah	\$65/\$85
Monday, October 11, Columbus Day	\$65/\$85
December 27-30, Winter Recess	\$125/\$135
February 21-25, Mid-Winter Recess	\$175/\$185

### Please Note

The prices above apply for those that pre-register. If you register less than one week in advance the rate is \$70. Also, note, Holiday Camp may be cancelled due to low registration (less than eight participants.) If Holiday Camp is cancelled, you will receive a full refund.

### Contact us

361 15th Street  
Brooklyn, NY 11215

### Phone

(212)912-2580

### E-mail

www.ymcanyc.org/armory-sports-complex

### Office Hours

8:00 am- 8:00 pm Monday-Friday  
9:00 am- 4:00 pm Saturday & Sunday



**Kingsbridge Armory  
Task Force Report  
June 2011**

**MARC J. MAKOWSKI**

**KINGSBRIDGE ARMORY PACKAGE**

Proposal for Virtual Production & Special EFX Studio

PROPOSAL FOR A VIRTUAL PRODUCTION & SPECIAL EFX STUDIO  
IN THE SOUTH BRONX  
BY MARC J. MAKOWSKI

## CONTENTS

1. MISSION STATEMENT:
2. OVERVIEW:
3. INITIATIVE:
4. BUDGET:
5. FINANCING:
6. SUMMATION:

## MISSION STATEMENT

1. To build a fully state of the art virtual reality production facility for film and TV productions in the south Bronx.(real time productions capable of creating the visions as seen in movies like Sin City, Sky Captain and UnderWorld to name just a few.
2. To train Bronx residents and especially south Bronx residents in virtual production techniques who have already taken and have demonstrated and interest in media arts. (The Ghetto Film School.
3. To use these people trained in virtual production in the So Bro EFX environment (the studio).
4. To supply production jobs to Bronx residents who live in the borough and are working at their craft here in the Bronx and are making professional money.(see exhibit D). To boost the Bronx environment as well as the image of the Bronx.
5. To expand the studio within 5 years to a fully operational production facility with “break up & break down stages”, which will result in more jobs.
6. A production facility in the Bronx would be highly competitive with other production facilities around the city for 2 major reasons, the first being a Bronx location allows us to charge cheaper rates due to the lower real estate values and secondly superior production techniques. We would allow smaller productions (\$300,000-\$3 million) to use a real studio setting. We could be as much as 40% cheaper than the other major facilities that exist here in New York,

## OVERVIEW

1. In every borough of New York City there are “major film & and video production studios”, except for the Bronx. As a matter of fact the major production facilities are located in Queens New York., which has Silver Cup/Kaufman studios. Manhattan has the Chelsea Piers, Metropolis, Sony Studios, to name just a few. Brooklyn now has the Brooklyn Navy Yard/Steiner Studios. Staten Island will soon have the Aiello Studios in some variation or form.
2. The Bronx does infact have 2 studios that are listed on the mayor’s office of film and broadcasting website, however one is a photography studio and the other is the Kingsbridge Armory. Please note that the Kingsbridge Armory is not a studio, but is merely a large space that is rented out. Productions bring their own crew and staff and build according to the needs of said productions.
3. The mayor’s office also has two studio lists, one a preferred list. Those studios qualify for the 15% state and city tax breaks. The other is a combined list with preferred and general facilities.(see exhibit A)
4. Film and TV production has become a 5 Billion dollar a year industry in New York City and employs approximately 100,000 people yearly.(see exhibit B)
5. At the end of December 2005 film and video productions totaled over 31,500 film days, that’s approximately 86 productions, shooting every day, 365 days a year. (This statistic can be found on the mayor’s website).
6. The Bronx only received approximately 150 shooting days and 3% of the 5 billion dollars; this was not even in actual dollars spent in the borough, but rather what might trickle into the Bronx from the city coffers as a result of overall production in the city.
7. Since the Bronx has no film production facilities any filming that is done in the borough is filmed on the street or in leased housing or other facilities. They also use their own crews. The only way they employ anybody from the Bronx is if they are part of the crew. This usually occurs at the start of productions. The other problem is the Bronx itself. Most of what is filmed is usually blight (an end of the world scenario). (see exhibit C)

## INITIATIVE

1. To have a dedicated representative from the Bronx, either as representative from a political office or as a not for profit association employee to highlight doing film productions in the Bronx. (Just like what is being done for tourism here in the city).
2. To implement production training techniques to Bronx residents.
3. Building a production facility in the Bronx would enable the borough to compete for a portion of the \$5 billion dollars that New York City receives annually for film and TV production.

## FINANCING

1. Financing for the South Bronx EFX Works Studio could be done two fold.
2. Monies could be placed in and thru a not for profit organization to finance the purchase or renting of space, and equipment as per the budget. Paying staff to start teaching the virtual studio production techniques. A person or persons to represent the Bronx in film and video production, just like it is done for tourism
3. A Limited Liability Partnership Financing would be done thru investors, there would be a General Partnership and a Limited Partnership (the investors), both sharing in productivity revenue, as well as the investors getting their principal back over x amount of years.
4. \*Note: It should be noted that film, TV and production is highly speculative and very high risk. This could result in the possibility of loss to all or partial of ones principal (investment).

## SUMMATION

1. To build a Virtual Production Facility in the South Bronx for film, TV and special visual effects.
2. To train Bronx film makers in our techniques.
3. To supply the film makers in the Bronx with highly technical production skills with a studio where they can utilize these skills and earn competitive industry salaries.
4. To take away the stigmatism that the Bronx has had for so long.
5. To keep these skilled crafts people in the Bronx, working in the Bronx and spending their money in the Bronx.
6. To improve the economic development in the Bronx. Looking at Astoria Queens 20 years after Silver Cup/Kaufman Studios opened there(1986- to present), the area has experienced a total economic rebirth, with great shopping centers, a museum, housing and many fine restaurants.

**Kingsbridge Armory  
Task Force Report  
June 2011**

**THE STANLEY KUBRICK**  
**KINGSBRIDGE ARMORY PACKAGE**

The Stanley Kubrick  
Film and television Complex

BDFE mtg  
12-14-10

**The Stanley Kubrick  
Film and Television Complex**

**Bronx, New York**

**Mission**

- To create economic opportunities, employment and educational training in the multi-billion dollar motion picture, television production and computer graphics industries from within The Bronx, New York.
- To build a bridge between Hollywood and The Bronx by getting support from such corporate giants as Kodak, Microsoft, Viacom, SONY, AOL-Time Warner, Paramount, Universal, the major television networks, and other film and television studios.
- To honor filmmaker and native son, Stanley Kubrick, who was born in The Bronx, went to William Taft High School, was an average student and became an international icon of the worldwide film and television industry, as well as being one of the innovators of computer graphics technology.

## Goals & Objectives

- To celebrate one of our own by dedicating The Bronx Film and Television Complex to Stanley Kubrick. (See attached biography)
- Create jobs in the production of films and television programs and be able to compete with the other Boroughs of the City of New York who have taken steps to go forward with their plans to build production studios and sound stages. (See attached article regarding Staten Island, which has been rejected - Hollywood Reporter)
- The entertainment industry has an employment multiplier of 2.5, meaning that for every direct person employed, there are an additional 1.5 jobs created which are indirectly employed on each production.
- The Bronx must join the rest of the City in its quest to obtain more opportunities and begin the process of "Re-engineering" The Bronx in the 21<sup>st</sup> Century in the lucrative entertainment industry.
- There are a number of locations in the South Bronx (Port Morris - Mott Haven - Hunts Point) where buildings could be converted into sound stages and production/educational facilities.
- By attaching the name of the international visionary and filmmaker, Stanley Kubrick to the project, The Bronx Borough President's Office will be in a position to tap into the Hollywood movers and shakers to achieve its goals and objectives.
- Many personalities from The Bronx such as: Penny Marshall, Gary Marshall, Bette Midler, Jennifer Lopez, Regis Philbin and many more both in front and behind the camera, including the corporate world, will rally to aid The Bronx in this endeavor.
- To bring together government and private industry to train future visionaries and filmmakers, and form alliances with the Federal, State and City Departments of Education (high schools, trade schools and colleges) for daytime and "after school" programs in the motion picture and television production process and the world of computer graphics.
- Our youth are lagging in this arena and therefore we must prepare them to compete and work within the industry.

# Biography/Chronology

[home](#)

### Books:

For more books and book reviews click [books](#) link above

## 1928 - 1950

Stanley Kubrick was born on July 26, 1928 in the Bronx, New York City.

### Collection of Early Photography



Stanley Kubrick  
Rainer Crone  
Best Price \$39.89  
or Buy New \$47.25  
[Buy amazon.com from](#)

Privacy Information

By age 13 he had developed passions for jazz drumming, chess, and photography.



Sold photos to *Look* magazine while still a student at William Taft High School, where his activities included band and the school newspaper, the Taft Review. Graduated high school in 1946 with a 67 average. Couldn't get into college because of low grades and an influx of returning WWII veterans.

At 17 years of age he landed a job at *Look* magazine as a photographer. Worked there for several years, traveling all over America.

### Two Biographies

#### One legitimate



Stanley Kubrick  
Vincent Lobrutto  
Best Price \$2.99  
or Buy New \$21.15  
[Buy amazon.com from](#)

Privacy Information

All of that traveling opened his eyes to the world and Kubrick developed a thirst for knowledge. He enrolled as a non-matriculating student at Columbia University and monitored classes taught by Lionel Trilling, Mark Van Doren, and Moses Hadas.

Attended the Museum of Modern Art film showings as often as they changed the program.

Played chess for money at the Marshal and Manhattan clubs and in Washington Square park in Greenwich Village.

## 1951 - 1960

#### One Tabloid



Stanley Kubrick  
John Baxter  
Best Price \$0.70  
or Buy New \$16.15  
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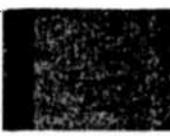
Privacy Information

In 1951 at 23 years of age, Kubrick used his savings to finance his first film, a 13 minute documentary short about boxer Walter Cartier, who had been the subject of one of his *Look* photo assignments. Taught to use the equipment by the man who rented it to him, Kubrick acted as producer, director, and cinematographer. **Day of the Fight** was bought by RKO for its *This is America* series and played at the Paramount Theatre in New York on a bill with an Ava Gardner Robert Mitchum movie, *My Forbidden Past*. Kubrick lost money on the venture, making the film for \$3,900 and selling it for about \$100 less.

Quit his job at *Look* to pursue filmmaking full time.



Archives



The Stanley Kubrick Archives  
Alison Castle  
Best Price \$350.00  
or Buy New  
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RKO advanced him money to make a documentary short for their *Pathe Screenliner* series. Called Flying Padre, the 9 minute film was about Father Fred Stadtmueller, a priest who tended to duties in his 4000 square mile New Mexico parish by flying from place to place in a Piper Cub.

In 1953 was commissioned by the Atlantic and Gulf Coast District of the Seafarers International Union to direct and photograph a 30 minute industrial documentary called The Seafarers. It was Kubrick's first film in color.



Stanley Kubrick  
Christiane Kubrick...  
Best Price \$26.10  
or Buy New  
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In 1953 he raised \$13,000 from his relatives to finance his first feature length film Fear and Desire.

In 1955 he raised \$40,000 from friends and relatives and shot his second feature, Killer's Kiss.

\*\*\*

Film career surveys



Kubrick  
Michel Ciment, Gil...  
Best Price \$120.13  
or Buy New  
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In 1956 Kubrick hooked up with budding producer James B. Harris and went to Hollywood to make his first studio picture, The Killing, based on a novel, with a budget of \$320,000, and a cast of notable Hollywood character actors.

After The Killing, Kubrick/Harris were signed by Dore Schary, the head of production at MGM, to develop properties. Kubrick and novelist Calder Willingham prepared a script based on a Stefan Zweig story called The Burning Secret. The project was never made.

Next Kubrick and Willingham along with Jim Thompson wrote an adaptation of Humphrey Cobb's novel Paths of Glory. Every studio turned the project down until Kirk Douglas agreed to star. The resulting film proved to be Kubrick's first classic, and is often regarded as one of the best films about war ever made.



Stanley Kubrick, Director  
Ulrich Ruchti, Syb...  
Best Price \$8.59  
or Buy New \$19.56  
Buy amazon.com from  
Privacy Information

Kubrick spent the next year or two in development hell, creating scripts which he couldn't get produced, including one for Kirk Douglas called I Stole 16 Million Dollars, about safecracker Herbert Emmerson Wilson, and another about Mosby's Rangers, a southern guerilla force in the American Civil war. He spent six months in preproduction with Marlon Brando for One Eyed Jacks, a film Brando eventually decided to direct himself.

In 1959, Kirk Douglas was producing Spartacus. The original director

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CHASE



Cinema of Stanley Kubrick  
 Norman Kagan  
 Best Price \$1.12  
 or Buy New \$24.25  
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 Privacy Information

Anthony Mann was fired after only two weeks of production and Douglas offered Kubrick the job, which he accepted. The film was Kubrick's first hit and garnered some Academy Award attention.

1961 - 1970



Next, Kubrick/Harris made Lolita, based on Vladimir Nabokov's controversial novel. They had bought the rights to the book in 1958, for a reported \$150,000. For a number of financial and legal reasons the film was shot in England. In the late 60s Kubrick moved to England permanently and made all of his subsequent films there.



Kubrick, New and Expanded Edition  
 Thomas Allen Nelson  
 Best Price \$3.46  
 or Buy New \$14.36  
 Buy from amazon.com  
 Privacy Information

After Lolita, James B. Harris and Kubrick ended their partnership. Harris went on to become a director and Kubrick took over producing his own films again.



The Complete Kubrick  
 David Hughes, Pete...  
 Best Price \$7.50  
 or Buy New  
 Buy from amazon.com  
 Privacy Information

A fascination with the "delicate balance of terror" of the cold war lead Kubrick to the novel Red Alert which he adapted into a nightmare comedy called Dr. Strangelove. This time Kubrick had a hit on his hands and the film received much critical acclaim including Oscar nominations for Kubrick as co-author, director, and producer.



Following the success of Dr. Strangelove, Kubrick hired noted science-fiction writer Arthur C. Clarke to develop an original scenario about man's encounter with extraterrestrial intelligence. 2001: A Space Odyssey is generally considered not only one of the greatest films ever made but a landmark in cinema history. Kubrick garnered more Oscar nominations for writing and directing, and his only Oscar win ever, for designing and directing the film's special effects.



Stanley Kubrick Companion  
 James Howard  
 Best Price \$9.80  
 or Buy New  
 Buy from amazon.com  
 Privacy Information

Kubrick next planned to make a film about Napoleon, but because of the prohibitive cost he could not get the project made.

1971 - 1980

Kubrick then adapted the novel A Clockwork Orange to the screen. Despite its initial X rating in the United States, the controversial film did well and received numerous accolades, including 3 more Oscar nominations for Kubrick as writer, director, and producer.



Videos

CDs

Around this time, with such a string of extraordinary films to his credit, many ~~magazine and newspaper articles and books were written about Kubrick, some~~ portraying him as an eccentric recluse about whose personal life little was known. Far from Hollywood, Kubrick lived in a large home in a semi-rural setting well outside of London with his third wife, Christiane Harlan, and their three daughters. Harlan, a German painter and former actress, had played the only woman in **Paths of Glory**. Their large home also contained his offices and post-production facilities.

After two futuristic science-fiction films Kubrick changed direction and created **Barry Lyndon** an 18th century story based on the 19th century novel by William Makepeace Thackeray. While the 11 million dollar costume drama was not a box office success, the accolades continued to pile up. 7 Oscar nominations, more than any other Kubrick film before or since, including Kubrick's usual 3 for writing, directing and producing.

In 1980, 5 years after **Barry Lyndon**, Kubrick released his contribution to the horror genre, **The Shining**, based on the novel by Stephen King. This time the film was a financial success but critics were generally not as receptive and there were no Oscar nominations at all.



## 1981 - 1990

It was another 7 years before Kubrick released his next film, **Full Metal Jacket**. Despite arriving on the heels of the blockbuster hit *Platoon*, the film was a box office success and critical favorite but only one received Oscar nomination for writing.

At this time Kubrick gave an interview to *Rolling Stone* magazine where he refuted many of the persistent rumors of his eccentric behavior.

Kubrick became involved in supervising the transfers of some of his films for the home video market and also creating a new negative of **Dr. Strangelove** from the highest quality prints available after it was discovered the original negative was lost.

In May of 1990 Kubrick joined with directors Martin Scorsese, Woody Allen, Francis Coppola, Steven Spielberg, Robert Redford, Sydney Pollack, and George Lucas in forming the Film Foundation, an organization meant to promote the restoration and preservation of films.

## 1991 - 1999

Kubrick developed another science-fiction project called **AI** (Artificial Intelligence), but he determined that special effects technology could not handle the requirements of the story, so the project was put on hold.

In April of 1993 Variety announced Kubrick's next film would be an adaptation of Louis Begley's first novel *Wartime Lies*, about a Jewish boy and his aunt trying to survive in Nazi occupied Poland in WWII by passing as Aryan. Joseph Mazzello, from *Jurassic Park*, was set to play the boy and rumors had Kubrick looking to Julia Roberts, Uma Thurman, or Jodie Foster to play the aunt. The 100 day shoot was to begin that summer for a Christmas 1994 release. Kubrick had sent location scouts to Poland, Hungary, and Slovakia and he was to base the production out of Bratislava, Slovakia.

Then in November of 1993 the L.A. Times reported that after being impressed with the special effects technology in *Jurassic Park* and because of the success of *Schindler's List*, Kubrick decided to set aside plans to direct **Aryan Papers** and planned to produce and direct **AI** with production planned the next year.

In mid-December of 1995, Warner Bros. released the news that Kubrick was still in pre-production for the very complicated **AI**, but would first make a film called **Eyes Wide Shut** starring Tom Cruise and Nicole Kidman. The film began shooting in late 1996 and finished shooting in early 1998.



On Saturday March 8th, 1997, the **Director's Guild of America** awarded Stanley Kubrick its highest honor, the **D.W. Griffith Award**. The 68 year old Kubrick did not attend but did send an acceptance speech on videotape. Jack Nicholson accepted the award for Kubrick and said:

"My first impulse was to quote Bum Phillips when he said of Earl Campbell the running back that he was in a class all of his own, and if he wasn't, it don't take long to call the roll."

In September of 1997, Kubrick was also awarded the Golden Lion Award at the 54th Venice International Film Festival.

In the first week of March 1999, Kubrick arranged a special screening of **Eyes Wide Shut** for two Warner Brothers studio heads and the film's two stars, Tom Cruise and Nicole Kidman. By all accounts reaction was very favorable and Kubrick was very excited about the film. One report claims he said he thought it was his best film.

On March 7th, 1999, Stanley Kubrick died in his sleep of a heart attack. He was 70 years old.

---

On July 16th, 1999, **Eyes Wide Shut** was released in the United States and was the top grossing film of that opening weekend despite the usual mixed reviews and mixed audience reaction that accompany a Kubrick film.

On July 1st of 2001, Steven Spielberg's version of *A.I.* also opened as the top box office draw of the week also despite the usual mixed reviews and mixed audience reaction that accompany a Kubrick film.

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**Biography**

[home](#)

**Kingsbridge Armory  
Task Force Report  
June 2011**

**WORLD CHANGERS**  
**CHURCH INTERNATIONAL**

Kingsbridge Armory Proposal

# Kingsbridge Armory

Proposal

Presented by  
World Changers Church International  
Tuesday, January 11, 2011



# Who Are We?



World Changers Church International



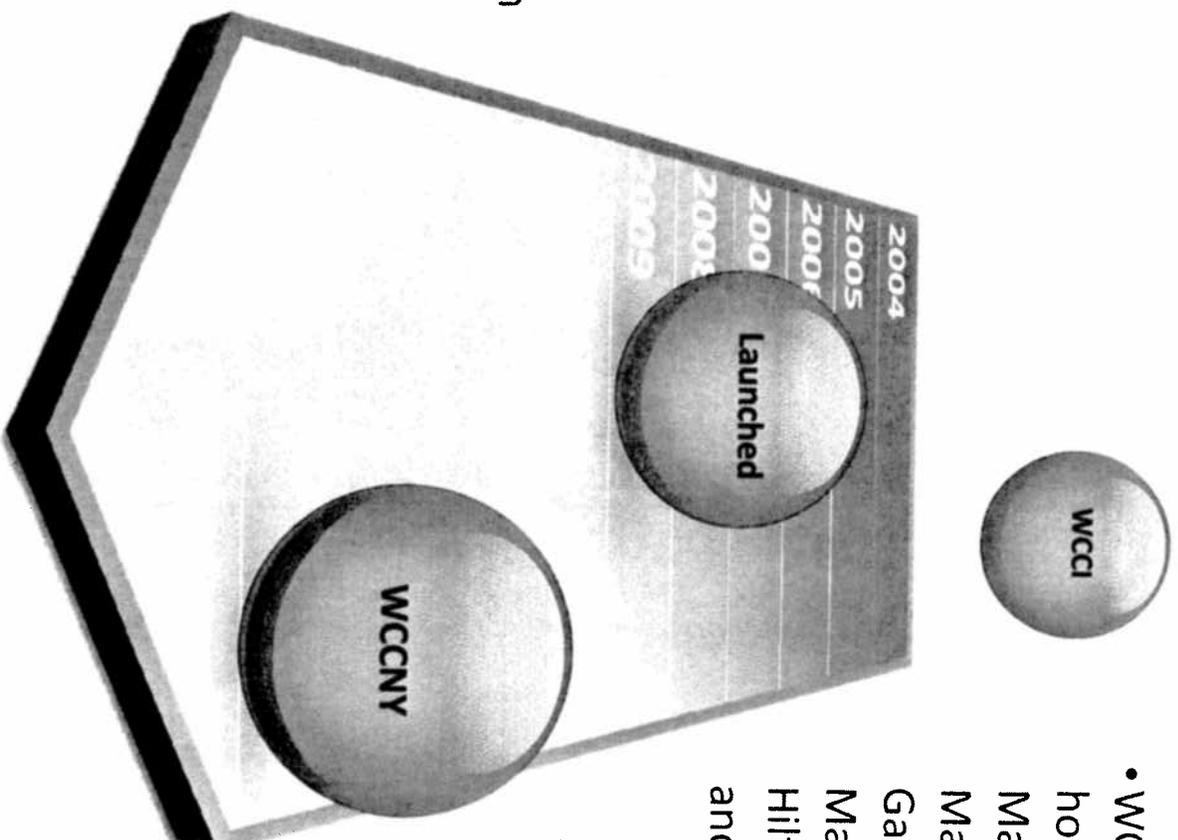


# Our History

6 Years

- World Changers Church New York (WCCNY) is a non-profit organization which launched its weekly services in October 2004 in Manhattan, New York.

- World Changers Church New York (WCCNY) is led by Dr. Creflo and Taffi Dollar.



- WCCNY had been hosting meetings in Manhattan such as Madison Square Garden Theatre, Manhattan Center, Hilton New York Hotel and other venues.

- World Changers Church International (WCCI) is the "parent" company of WCCNY. WCCI is responsible for the administrative support of WCCNY.

# Our Impact

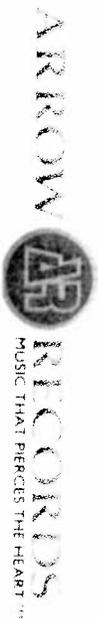
More than 20 Outreach Ministries

WCCNY

The ministry has made an impact through bible study groups, conventions, international tours, television, radio broadcasts, nationally published books, twenty outreach ministries, gospel music, video productions and continues to spread the gospel via the distribution of its teachings.



CRELLO DOLLAR



*Prestige*

CHANGING  
YOUR WORLD



YEAR  
2004 - Present





# Our Impact

*New York*

- 1 Invested \$30 Million into New York City's economy over the past 6 years through weekly rentals.
- 2 Weekly average attendance 2,900
- 3 More than 8,000 active members on roll (Over 1,600 active members live in the Bronx area.)
- 4 Weekly Satellite Church Services held in Queens and Brooklyn

# Local Television Schedule

## Changing Your World® Broadcast

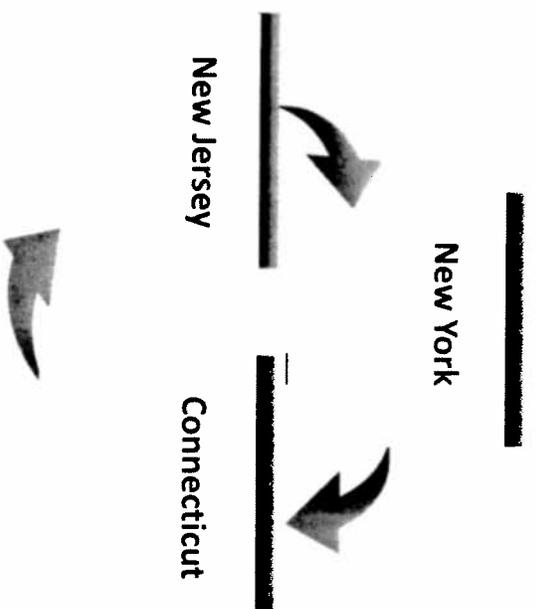
Area	State	Channel	Station	Affiliate	Day	Time
NEW YORK	NY	5	WNYW	FOX	SUN	9:30 AM (E)
NEW YORK	NY	11	WPIX	CW	SUN	8:30 AM (E)
NEW YORK	NY	62	WRNN	IND	M-F	9:00 PM (E)

The ministry's television outreach is now available to more than one billion homes around the world.



# WCCNY Outreach Ambassadors of Change

Our Ambassadors of Change (AOC) program is an outreach program created specifically to meet the needs of non-church members who live in the New York, New Jersey and Connecticut areas. AOC has adopted the Alfred Smith Housing Project in Manhattan.





## Ambassadors of Change 2010 Programs

The programs listed below were offered at the Alfred Smith community in lower Manhattan and the East New York section of Brooklyn.

- Summer Youth Basketball Tournament – 6 to 8 week program where AOC provided basketball jerseys, basketballs, food and water for all participants. In 2009 and 2010 AOC conducted and hosted 3 of the tournaments.
- Partnered with South Bronx Overall Economic Development Corporation and other agencies to provide health care, job search assistance and educational training to honor women during National Women's History Month.
- AOC and the 30th Precinct of New York Police Department held a Peace in the streets event. The event was designed similar to a traditional block party.
- The 30th Precinct of New York Police Department requested AOC to partner with them for a National Night Out event. National Night Out is a crime and drug prevention event.
- Back to School Event - Distributed 500 backpacks with school supplies. Also provided dental and health screenings during this event.



# Conventions held in New York

*Over the past 10+ years*

## CHANGE CONVENTION

- Madison Square Garden Arena – July 1997
- 15,655 Registered, and over 10,000 attended

1997



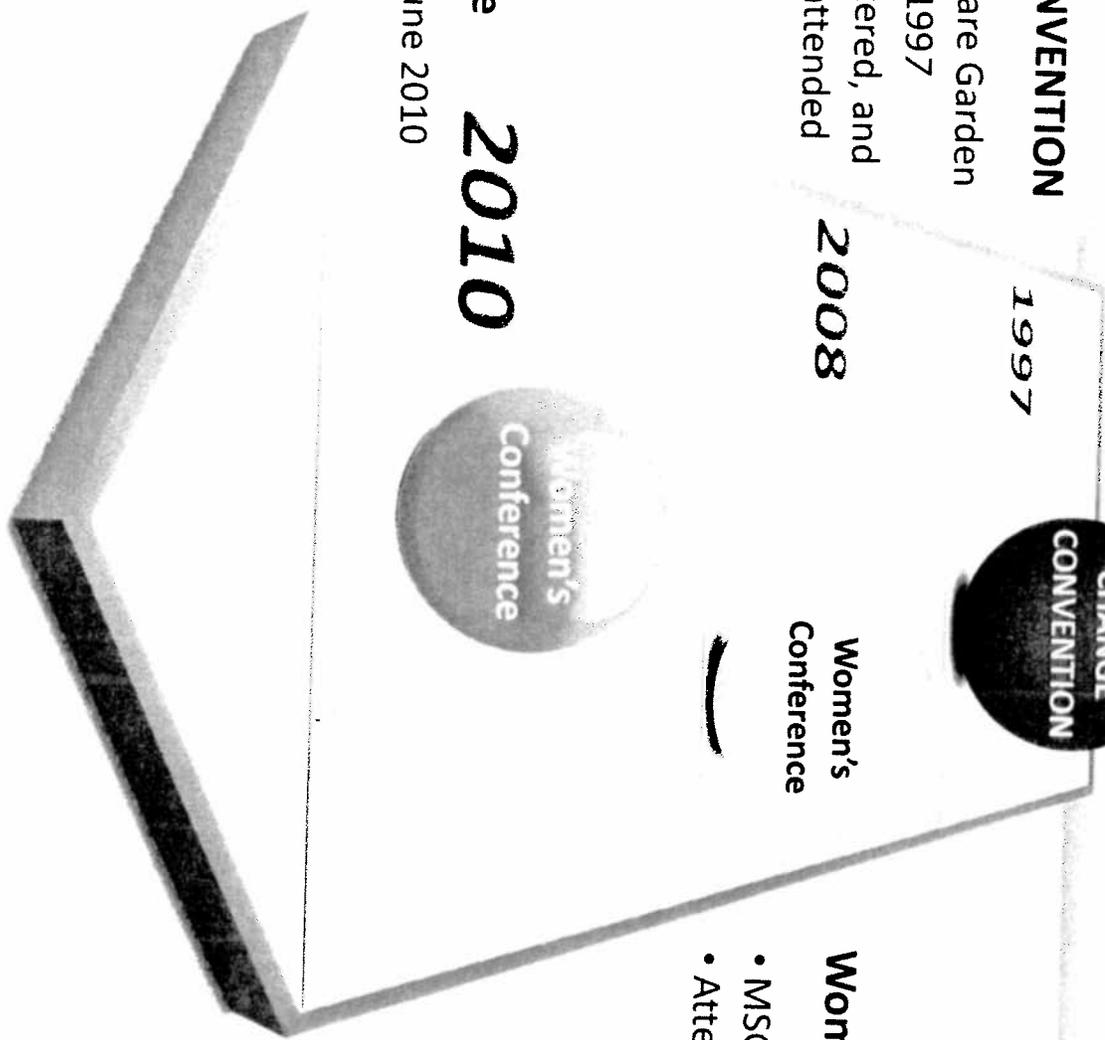
2008

Women's Conference

- ### Women's Conference
- MSG Theatre – March 2008
  - Attendance – 4,100

## Women's Conference 2010

- Manhattan Center – June 2010
- Attendance – 2,700



# WCCI Outreach

Atlanta

## Annual Back to School Event

- 3,000 book bags with school supplies given out;
- Free haircuts for boys;
- Free health screenings.

## Annual Thanksgiving Feeding Families

- Distributed an estimated 3,000 food boxes.

## Christmas Events

- Distributed toys and food boxes to over 200 families.

## Food and Clothing Bank

- Distributed an estimated 319,440 pounds of food to 5,400 people.

## Volunteer Services

- Outreach includes Hospital Visitation, Personal Finance, Prison Ministry, Substance Abuse, Recovery and Family

## Prestige

- Prestige is a program designed to help empower and build the self-esteem and self-worth of women who are involved in

# PROPOSAL FOR THE FUTURE OF KINGSBRIDGE ARMORY

- State of the art Church Facility to include administrative offices
- Daycare , Afterschool Program and Summer Camp
- Gymnasium Facility to include a full basketball court and work out facility
- Food and Clothing Bank – to provide food, clothing and financial assistance to people in need
- Career Center – Provide job training with state of the art equipment and job assistance
- Change Council – Partner with local government leaders to make a change in the community
- Arrow Record – Recording Label with a recording studio that will assist in artist development
- Drama Department – Produce Plays



**Kingsbridge Armory  
Task Force Report  
June 2011**

**NEW YORK VELODROME**

At The Kingsbridge Armory

# Support The New York Velodrome



## At The Historical Kingsbridge Armory

*~ Demo Season Fall 2011 ~*

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### ~ Contacts ~

**Jack Simes**  
Phone: 484-357-9330  
e-mail: [jack@betcycling.com](mailto:jack@betcycling.com)

**Mike Green**  
Phone: 917-318-8895  
e-mail: [mgreen36@nyc.rr.com](mailto:mgreen36@nyc.rr.com)

## Cycling Facts

---

- Cycling is a Lifetime world wide sport with over 170 countries affiliated to the International Cycling Union.
- Americans spend \$5 billion on bicycles, related equipment and cycling activities each year. Annual bicycle sales have consistently topped 10 million units since 1984.
- In New York City there are more than 230,000 cyclists who ride on a daily basis and over 1500 licensed racers.
- It is estimated that in the U.S. annually 64.3 million people ride a bicycle. That's more than the combined total of Golf (23.3 mil), tennis (11.5 mil) and alpine skiing (10.5 mil).
- Pari-mutuel cycling in Japan, known as Keirin, generates 15 billion dollars annually in wagers.
- The New York Times named cycling as the number 1 recreational sport of choice, "The new Golf", for American corporate executives.
- Youth Cycling is proving to be one of best the ways to fight child obesity.

### Historical

- When Joe DiMaggio officially started the 1939 NY 6-Day race in Madison Square Garden, it marked the first major sports event to be broadcast on television (NBC-TV).
- When the third Madison Square Garden closed to make way for the current Garden, in an article titled, Recollections Plucked from the Garden: 43 Years of Cheers and Tears, the NY Times wrote:  
"There was nothing on the entire sports scene to compare with the mad spectacle of the 6-Day bicycle race. The colorful endless whirl of the two-man teams generated almost frenzied enthusiasm among the fans".
- The first post WW II 6-day in the USA was successfully held October 17-23, 1948 in the Kingsbridge Armory, Bronx, NY.

# **Project Possibilities For Discussion**

---

## **Short Term Test Experience**

- **Erect a temporary Velodrome with spectator seating, portable rest room facilities, concession areas.**
- **Institute a comprehensive program of training and racing for all levels of track cycling.**
- **Option: develop an indoor BMX course for training and League competition**

## **Long Term**

- **Convert The Kingsbridge Armory Into an official USA Cycling Center by installing a permanent Olympic size 250 meter Velodrome, ample spectator seating,**
- **Renovate training and class rooms and all other amenities necessary for a cycling anchored sports entertainment and training facility capable of hosting the most major international events such as world championships and Olympic Games.**
- **Other activity. When not being used for major cycling promotions the Kingsbridge Armory Velodrome may also be used for activities such as concerts, court sports, rallies, graduations etc.**

## Key Elements

---

- **Exciting Spectator Oriented & Racing Events Designed For TV And Web Casting.**



- **Comprehensive Program Of Ongoing Racing And Training For All Levels: Pro/Olympic, Scholastic, International, Regional, Bronx**



- **Free Recreational, Racing, Training Programs for Bronx & NYC Youth.**

- ~ *Health*
- ~ *Education*
- ~ *Character Building*
- ~ *Career Guidance*



- **Cycling Skills & Fitness Programs For the general Public**

- **New Business Development With Positive Economic Impact On Existing Neighborhood Business.**
  - ~ *New Jobs Related To Velodrome Activities.*
  - ~ *New Cottage Industries Related To Cycling & Fitness.*
  - ~ *Increase For Existing Neighborhood Business.*
  - ~ *National And International Tourism.*



Jack considers the development of indoor Velodrome cycling and the as the premier endeavor he has undertaken in a substantial career of successful projects.

Previously, Jack was the key developer of the US Professional Cycling Federation (USPRO), the organization for which he created and implemented the strategy that secured the exclusive USA pro cycling governing rights from the International Cycling Union (UCI), the world governing body of cycling. During the twelve years he served as executive director of USPRO, he was instrumental in growing USPRO cycling from its one registered pro team and one sanctioned event, both of which he helped create, to a season long point series of over fifty events, a dozen registered pro teams and establishing the United States as the country with the most licensed professional racers in the world at that time.



Additionally, Jack was a founder and, for ten years, race director of the US PRO Road Championship in Philadelphia, one of the world's richest and best-attended single day cycling events. And, as the first director of the Valley Preferred Cycling Center in PA, he created programs there that included hosting and securing sponsorships for a world championship. The standards he established enabled that facility to become recognized as one of the world's most successful outdoor velodromes.

Jack served for 16 years as one of only two non-European members of the UCI Professional Executive Committee and Council. During this time he proposed and lobbied for policy changes that resulted in the opening of the UCI calendar to new events worldwide, the establishment of separate continental race calendars, the acceptance of women's international trade teams, and the eligibility of professional cyclists to compete in the Olympic Games beginning in 1996. In his capacity with the UCI, Jack also spent time in Japan as a guest of the Japan Professional Cycling Federation observing the cycling pari-mutuel system known as Keirin.

More recently, Jack has provided consulting services regarding racing program development for planned indoor velodromes in New York, Pennsylvania and Portugal (now built) as well as the existing outdoor Valley Preferred Cycling Center. He is the founder of Veloplex Arenas, a system to construct indoor velodrome facilities in a cost effective way. He was also the first Executive Director (2007 – 08) for the Cadence Cycling Foundation, a non profit organization formed to introduce American youth, especially those from inner cities, to competitive cycling.

Before becoming a developer of professional cycling activity, as a competitor, Jack was a three time Olympic cyclist, multi-time US National Champion and a World Championship medalist. He was a USA Olympic and Pan American Team coach as well as the coach of seven USA World Championship Track Cycling Teams and the GM of fourteen USA Pro World Road and Track Teams.



In 1992 Jack became the first North American recipient of the UCI Merit Award for distinguished service to the UCI. He was inducted into the US Bicycling Hall of Fame in 1995 as well as the Lehigh Valley Velodrome Hall of Fame in 2003. From 1999 – 2005 Jack served on the NYC2012 Board of Directors and Venue Advisory Committee. NYC2012 was a not-for-profit organization created to bring the Olympic Games to New York in 2012.

**Kingsbridge Armory  
Task Force Report  
June 2011**

**KINGSBRIDGE ARMORY**  
**CHESS CENTER**

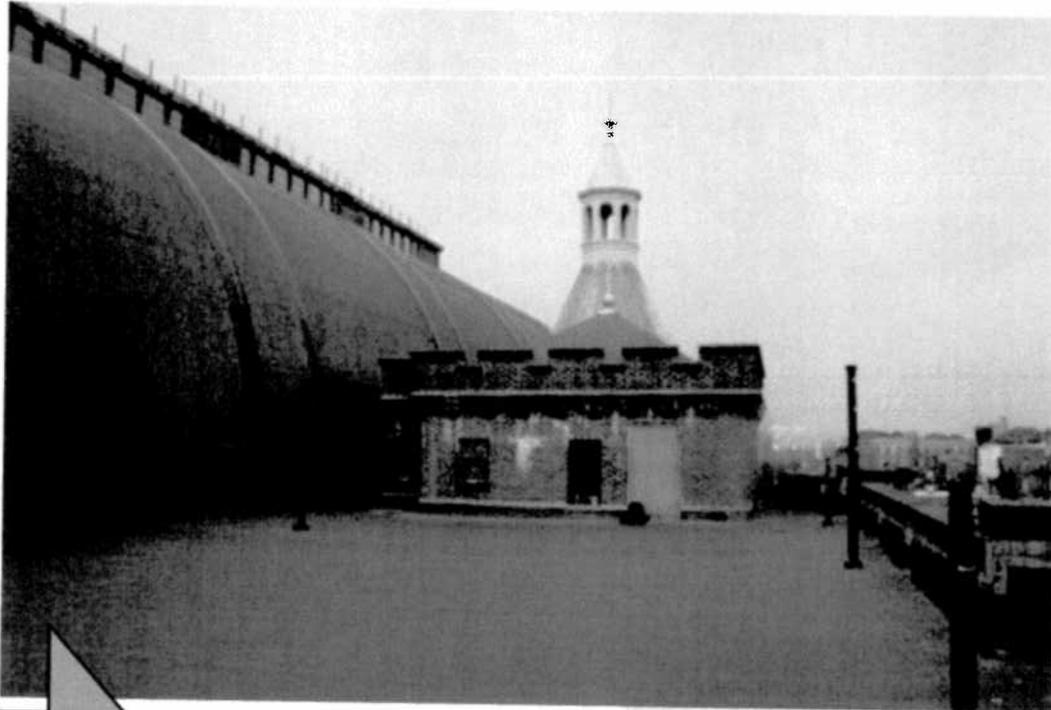
A Proposal for the creation of The Kingsbridge Chess Center  
in the historic Kingsbridge Armory

# *The Kingsbridge Chess Center*



## **A proposal for the creation of The Kingsbridge Chess Center in the historic Kingsbridge Armory.**

Serving the community with after school programs and other educational initiatives including field trips for DOE classes, an indoor and outdoor supervised public chess playing space, a tournament hall, Chess library and computer center, The New York City Chess History Museum, and a senior citizen outreach program, the Kingsbridge Chess Center seeks to add vitality to the local community by hosting world class chess events as well as promoting the educational activity of Chess for all ages of local residents.

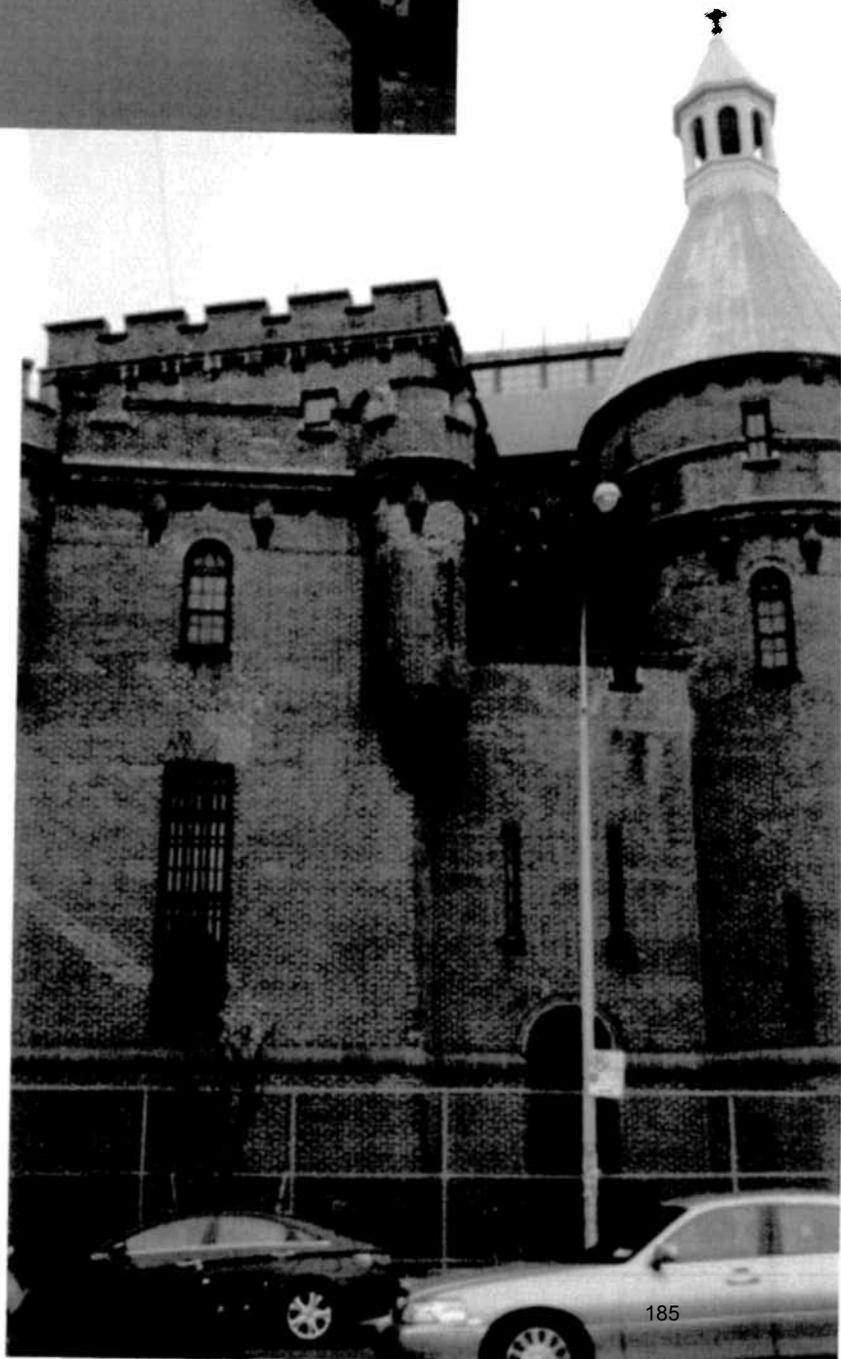


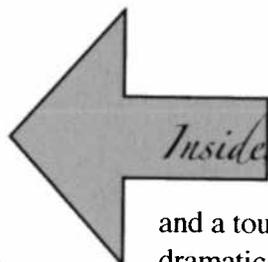
*Nestled* next to the elevated 4 train in the Bronx, The Kingsbridge Armory has long delighted children with its whimsical nod to the architecture of the castle.

The Kingsbridge Chess Center seeks to preserve some of that whimsy and translate it into a tangible, positive institution in the community.

To be housed in one end of the “Head House” portion of the enormous armory, the KCC would be a small part of the larger development, but a very visible and site appropriate use. The outdoor playing space would be situated atop the battlement pictured above, readily visible from the MTA station adjacent to the site.

Along with a large flag adorned with a Chess “King”, this would give the Kingsbridge neighborhood a positive presence for people to identify with. Just as some 4 train riders crane to catch a glimpse of a game at Yankee stadium, others would look to see on a nice day how many chess players were playing at the Kingbridge Chess Center.





the action doesn't stop, with indoor playing space

and a tournament hall, housed in the "Bishop Tower" a dramatic round space suitable for both professional Chess events such as Master Simuls, the currently dormant New York Open (a historic professional tournament) and a home for local scholastic tournaments and open-to-all local events.

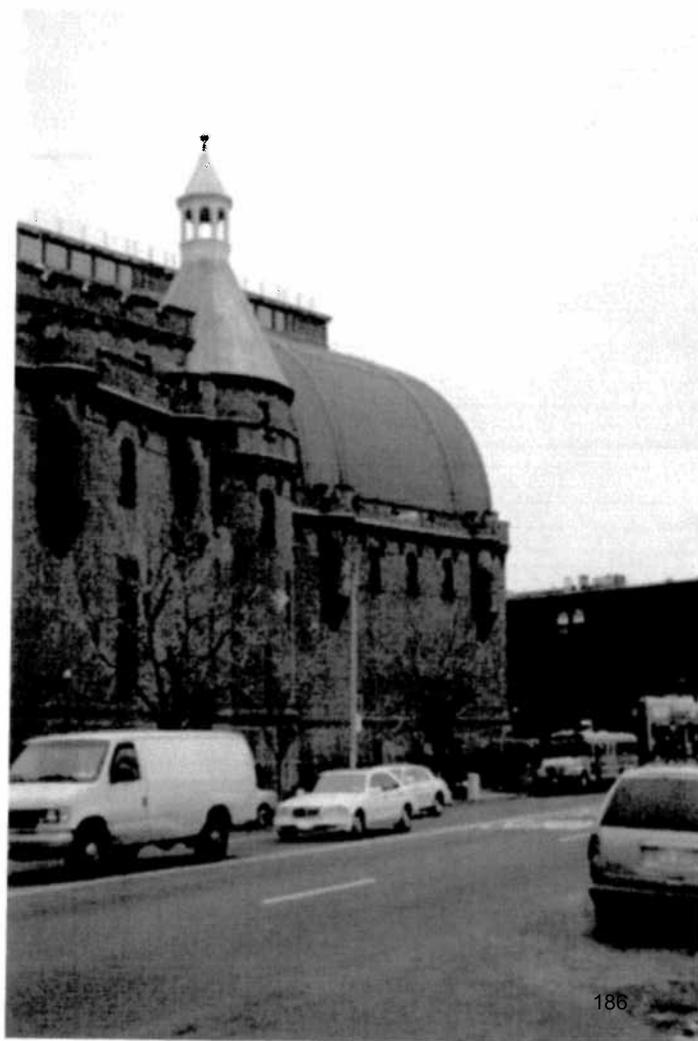
Adorned with exhibits showing the long and storied history of Chess in New York City, the site would also serve as a home for the New York City Chess History Museum, serving as an inspiration to local players and visitors alike.

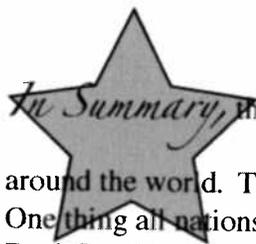
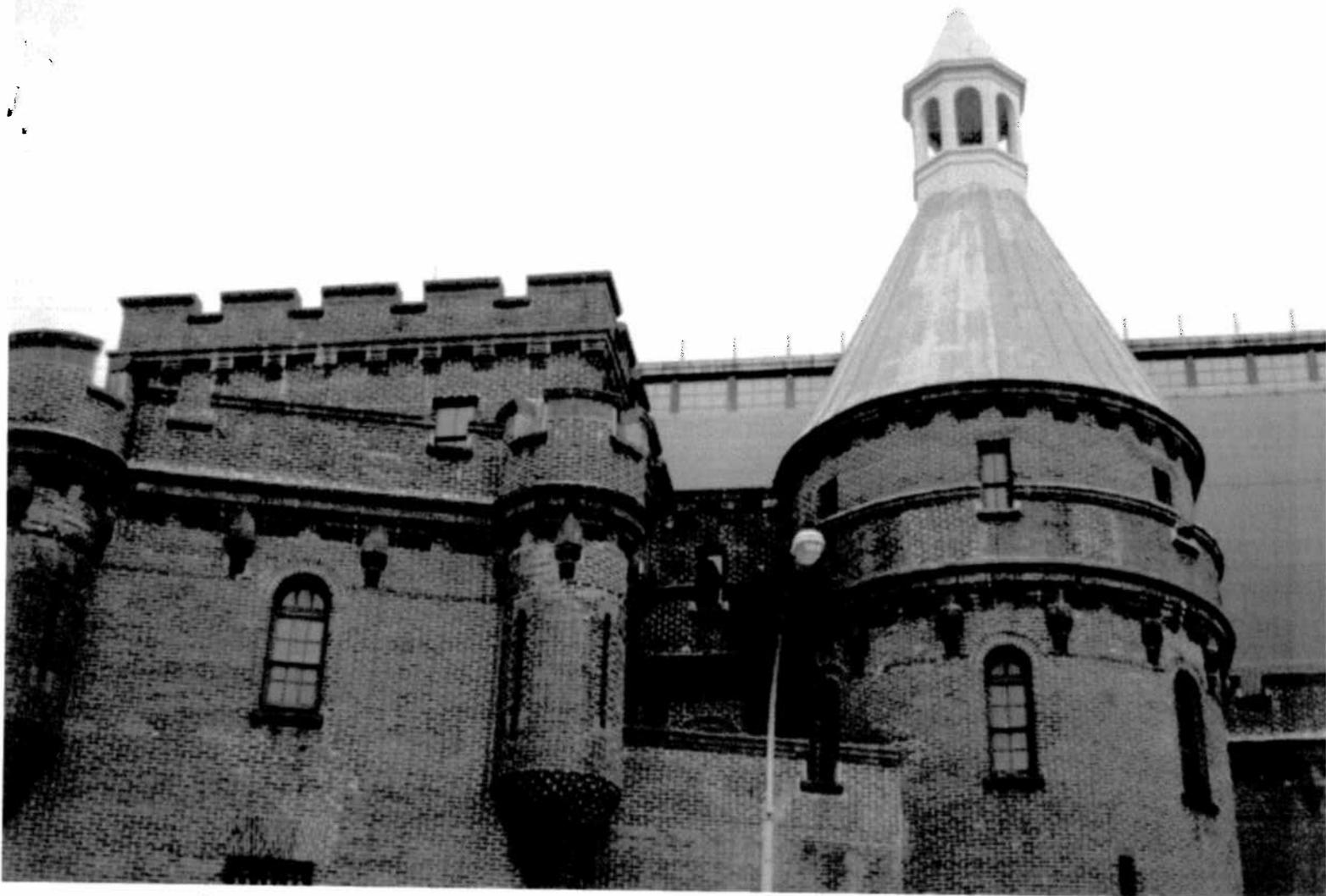
A retail space would help provide revenue to the center, and would specialize in practical chess equipment at reasonable rates. Coffee and concessions would also be sold, while a large event would certainly provide ample business to local eateries.

The space would also host classes from area schools for field trips. Classes would tour the facility then get a lesson from a trained Chess professional before playing their own class tournament in the Bishop's Tower.

After-school, a sort of "day care for teenagers" would seek to engage local high school students in that dangerous time after school lets out and before working parents can be home to supervise. The center would seek partnerships with the NYPD's PAL to engage high risk youths with the game of Chess.

Adults would not be ignored, with a nightly chess club, local tournaments, and year round supervised playing space. Senior citizen events and outreach to local nursing homes would allow the Kingsbridge Chess Center to boast true "cradle to grave" service to the local community, providing a playing environment suitable to all ages.





*In Summary,* the Kingsbridge Chess Center would be a true destination spot for Chess players from around the world. The Kingsbridge neighborhood is one the most diverse in the country, if not the globe. One thing all nations share is some form of Chess. From the Cuban World Champion and Grandmaster Jose Raul Capablanca, to today's African American Grandmaster Maurice Ashley and beyond to Albanian Champion (and lovely lady) Ilir Seitaj, Chess is an inclusive game that everyone can enjoy together, young and old, male and female, rich and poor. What better use for a relic of a more military age than to promote peaceful battles atop our chess boards over those still raging on the battlefields of man.

*Contact:*

Christopher Kerrigan  
2474 Grand Avenue, #32-D  
Bronx, NY 10468  
347-758-6359  
[christopherkerrigan@yahoo.com](mailto:christopherkerrigan@yahoo.com)

**Partners:** *If granted, the KCC would seek to partner with state, local, and federal government in the form of grants, with operating partnerships with the Department Of Education, the NY Dept. of Parks and Recreation, and several dedicated Chess non profit groups, educational foundations, and homeless charities, as well as local parent and community groups.*

12/11/10

Christopher Kerrigan  
2474 Grand Ave #32-D  
Bronx, NY 10468  
347-758-6359

Mr. Wilhelm Ronda  
Director, Bureau of Planning & Development  
Office of the Bronx Borough President  
851 Grand Concourse, Suite 206  
The Bronx, N.Y. 10451

Dear Mr. Ronda,

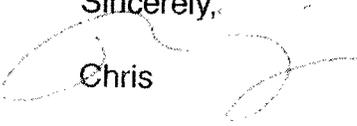
It was the highlight of serving my Jury Duty to spend a few minutes meeting you and discussing my idea for the Kingsbridge Chess Center as part of the Armory redevelopment. As promised, here is a general proposal outlining the project.

I have purposely left some details vague until the final zoning is done for the site, most notably whether the Chess Center would be non profit, for profit, or even run by myself and a combination of City entities (DOE, Parks, etc). I am very flexible in general, and the Center as outlined could be smaller or perhaps, if circumstances allowed, even more ambitious.

The portion of the "Head House" that seems most suited for the Chess Center would be the one end (the square and round tower), adjacent to the 4 train stop. I think this would give maximum visibility to the project and help give the overall "feel" of the Armory a more positive spin. Plus it has its own street level entrance.

I am available to discuss the plan further as needs dictate, be it a private meeting with you and/or other decision makers, or a public forum in the future.

Sincerely,

  
Chris

**Kingsbridge Armory  
Task Force Report  
June 2011**

**NEW YORK SPORTS AND  
ENTERTAINMENT, LLC**

Sports Arena & Entertainment Complex  
(Formerly known as New York Arena Management Corp.)

February 26, 2010

**Now Known as New York  
Sports and Entertainment, LLC**  
8 Saltaire Lane  
Bayville, NY 11709  
Tel: 516.313.7974  
Fax: 526.922.4974

Wilhelm Ronda  
Director  
Bureau of Planning & Development  
Office of The Bronx Borough President  
851 Grand Concourse  
Suite 301  
The Bronx, NY 10451

Dear Wilhelm,

I tried emailing the enclosed architect's rendering of the interior bowl of our proposed 6,800 seat arena on Long Island, but your email account did not allow it to go through. Therefore I am using the postal service to deliver this to you. Our facility will have the ability to be converted for multiple uses such as basketball, lacrosse, indoor soccer, arena football, concerts, boxing, wrestling, ice shows, circus, trade shows, etc. While this rendering has a seating capacity for hockey of 6,800, seating for concerts and similar events will increase the seating capacity to more than 8,500.

A facility with possibly a similar seating capacity could be constructed within the Kingsbridge Armory and many of these same venues would become available to your community should we develop a working agreement between the Borough of The Bronx and NYAM. There are many benefits to the community as a direct and indirect result of a sports and entertainment facility as noted below:

- Creation of jobs, both full and part-time
- Tax benefits to the community
- Enhanced economic growth and ancillary private sector development spurred by the development and operation of a sports and entertainment complex
- Diversified and affordable entertainment and sports alternatives for families in the local area
- Additional youth and adult hockey, figure skating, lacrosse, soccer and field activities
- Recreational programs for local residents
- New sponsorship and advertising opportunities for local businesses
- Enhanced community pride, self-image with regional and national exposure

These are but a few of the benefits that will become available to The Bronx in general and the community specifically. I am enclosing an Executive Summary that will explain everything in greater detail.

A duplicate of this letter and its contents is being mailed to James Rausse for his records.

Trusting that we will have the opportunity to meet in the near future, I shall be available to meet with you at a mutually convenient time.

Regards,



Bernard Shereck  
President and Chief Executive Officer

**New York Arena Management Corp.**  
(NYAM)

CEL: (516)  
313-7974

**Bernard Shereck**  
President  
Chief Executive Officer  
[bshereck@NYAMgmt.com](mailto:bshereck@NYAMgmt.com)

Encl.

Tel: 631.424-6500  
Fax: 631.424-6511

7 Dawson Street  
Huntington Station  
New York 11746

# Interior Bowl Rendering



ARCHITECT  
SIN & COMBS DE TILDETS  
SPORTS

**Sports Arena & Entertainment Complex**

**Executive Summary**

February 2010

**New York Arena Management, Corporation  
(NYAM)**

**7 Dawson Street**

**Huntington Station, NY 11746**

**Tel: 516.313.7974**

**CONFIDENTIAL DRAFT**

**For discussion only**

**Not for duplication or publication**

## Introduction:

This document is directed toward potential investors and includes a summary of strategic business information critical to the initial establishment and operations of sports arenas and entertainment complexes (*Complex*) located in the United States and elsewhere by the New York Arena Management Corporation (NYAM). The plan outlined herein articulates the basis for business development, management and operation of a sports and entertainment complex. This information is confidential and was developed for discussion purposes only. The information cannot be duplicated or published without the expressed written consent of the NYAM principals.

NYAM was formed on July 8, 2008 in New York State as a C corporation under the laws of New York State.

Responsibility for the design, development and hands-on-management of a *Complex* before, during and after construction of a *Complex* will be the responsibility of the NYAM senior management team:

- Bernard Shereck, President and Chief Executive Officer
- Joseph F. Eaton, Executive Vice President and Chief Financial Officer
- Thomas J. Palamara, Executive Vice President and Chief Operating Officer
- Lee A. Eskilsen, CFE, Owners Representative

The following companies will assist before, during and after the development, construction and completion stages of a *Complex*:

- The law firm of Cahn & Cahn, Huntington, NY
- The architectural firm of Jack L. Gordon Architects, New York, NY
- The engineering firm of Cameron Engineering & Associates, Woodbury, NY
- The investment firm of Platinum Gate Capital Management, New York, NY

Upon completion of a *Complex*, NYAM will manage and operate the facility with a 12 member board of directors to advise, oversee and support the operating partners and management staff on a continual basis.

### **1. Company Summary:**

2. The inspiration for NYAM is the result of a life-long journey and creative vision of Bernard Shereck. The concept of a facility that would serve the sports and recreation needs of a community was further developed with the support and talents of Joseph F. Eaton and Thomas J. Palamara.

### **3. Company Ownership:**

NYAM is a privately held C corporation owned by Bernard Shereck, Joseph F. Eaton and Thomas J. Palamara. A percentage of the corporation stock may be made available to a limited number of investors. The number of investors will be determined in part by Security and Exchange Commission (SEC) "Regulation D" requirements.

### Operating Partners / Managers:

- C.E.O. / President and General Managing Partner – Bernard Shereck
- C.F.O. / EVP and Managing Partner – Joseph F. Eaton
- C.O.O. / EVP and Managing Partner – Thomas J. Palamara
- Senior VP and Owners Representative – Lee A. Eskilsen

Other Partners /Managers may include:

- G.M. / SVP – TBD
- VP, Arena Operations – TBD
- VP, Human Resources – TBD
- VP, Entertainment Operations – TBD

Investment Partners:

- Limited Partner, Group One – TBD
- Limited Partner, Group Two – TBD
- Limited Partner, Group Three – TBD
- Limited Partner, Group Four – TBD
- Limited Partner, Group Five – TBD
- Limited Partner, Group Six – TBD

**4. Management Team:**

The founding and key members of the NYAM senior management team are as follows:

- **Bernard Shereck – *President and Chief Executive Officer***  
Shereck's background and experience in business and sports is extensive. Born and raised in Montreal, Canada, he played hockey within the Montreal Canadiens organization. At age 22, he moved to the United States and joined an apparel company located in Greensboro, North Carolina, where he was part of a sales team instrumental in developing Wrangler as a brand of jeans. He rose to an executive position within the company and resigned to accept higher positions with other companies, ultimately becoming president of several apparel companies. During his business career he stayed in touch with hockey through his contacts with retired players, with the National Hockey League and as a youth hockey coach. Upon retirement from the apparel industry, he returned to his first love – hockey – and leased a dilapidated facility from the City of Long Beach, New York, which he turned into a profitable, fully programmed ice arena. Shereck directed all phases of the arena's transformation – building renovation as well as the initiation of youth and adult hockey programs as well as figure skating, learn to skate and learn to play hockey programs. The facility has since been returned to the City of Long Beach to enable Shereck to concentrate on this new project.
- **Joseph F. Eaton – *Executive Vice President and Chief Financial Officer***  
Eaton's background includes more than 20 years of experience as a Certified Public Accountant and Certified Financial Planner. A managing partner of Castiglia Eaton located in Huntington Station, New York. Eaton has an extensive background in taxation, financial analysis and valuation of small to large entities. He also has considerable experience in obtaining bank and venture capital financing.

- **Thomas J. Palamara – Executive Vice President and Chief Operating Officer**  
Palamara’s background in arena management is extensive. He currently operates a twin ice rink facility in Hauppauge, New York and is familiar with all aspects of arena operations. In his position as EVP of the Rinx, Palamara manages all business aspects of the first-class multi-venue sports and recreation facility in addition to interfacing with the Town of Islip – leaseholder on the buildings and the land. He also coordinates the energy savings plan and is responsible for all equipment purchases, events scheduling, contracts and legal affairs. In addition to being the driving force behind the business expansion, Palamara is also the coaching coordinator for the Eastern District of USA Hockey, president of PAL Hockey and an off-ice official for the National Hockey League.
- **Lee A. Eskilsen – Senior Vice President and Owners Representative**  
Eskilsen has more than 25 years of national and international experience in the development of public assembly facilities and major sports and entertainment events. A milestone in Eskilsen’s career was the pre-opening and management of one of the world’s largest and most successful arenas, the Manchester Evening News Arena (formerly the NYNEX arena) in Manchester, England. Eskilsen has also been involved in the development and management of six arenas, among them the Covelli Centre (formerly the Chevrolet Centre), Youngstown, Ohio; the Mullins Center, University of Massachusetts, Amherst, Massachusetts; and the William Paterson College REC Center, Wayne, New Jersey. Eskilsen is also president of ESVenues, a venue and event development and management company. In addition, he has been a faculty member in the Center for Sports, Entertainment and Event Management at Johnson & Wales University in Providence, Rhode Island for the past seven years.

5. **Management Philosophy:**

The management philosophy of NYAM is to give senior *Complex* staff the authority and support to achieve their full potential in their respective positions of responsibility.

Additionally, the board of directors will meet with the management team on a monthly basis to discuss financial and programmatic developments. The board of directors will include the NYAM principals, the management team and select investors.

6. **Vision Statement:**

- To be the premier sports and entertainment venue for families and businesses in their area.

7. **Mission Statement:**

- Committed to professionalism, integrity, excellence and fun. To provide an elite sports and entertainment experience that offers fans an opportunity for an exciting and affordable family oriented event.
- Corporate partners will have an avenue to access potential customers for cost effective revenue growth.
- The mission of the *Complex* is to provide a state-of-the-art venue offering family affordable sports and entertainment in an enjoyable, clean and safe facility that is environmentally friendly.

- NYAM's goal is to establish a professionally operated and profitable venue creating exciting and memorable experiences for the entire community.
- Excellent customer service employing the best practices and equipment available in catering to each and every guest.

#### 8. Objectives:

NYAM will operate and manage *Complexes* and will provide the following;

- Professional sports franchise development and management
- Physical building and plant operations
- Parking concessions operations
- Sports and entertainment services
- Food and service concession operations
- Ice rink and recreational sports management
- Venue and event development and implementation
- Sponsorship development, valuation and sales programs
- Marketing and branding platforms
- Community-based program development
- Youth and adult based programming

#### 9. Management Keys to Success:

- **Seasoned Management Team and Staff:** NYAM will put in place the most experienced entertainment and sports venue event personnel and the senior management team. Facility managers will develop staff resources specialized in all aspects of entertainment and sports customer service.
- **Low Overhead Cost:** NYAM will be instrumental in reducing development, design and construction costs, resulting in substantial savings to any building project by engaging the services of a construction management firm to oversee all operations during the pre-construction and construction periods. Including a construction manager in the design and development process – the architects, project manager and NYAM principals create a cohesive team.
- **Creation of a Green, LEED-certified Sports and Entertainment Complex:** NYAM will create a facility that is LEED-certified to the highest level possible in an effort to assist the environment by being green friendly including the restriction of styrofoam cups and plates, plastic straws, etc., and the use of electric ice making equipment in place of gas operated machinery, etc.
- **Wide Range of Services:** NYAM will provide the community a *Complex with* a variety of entertainment and sports events as well as a full-service restaurant, concession stands, pro shops and when possible a health club and children's nursery. These diverse services will attract more visitors, offering a myriad of options for guests to enjoy the facilities and events.

- **Ample and Secure Parking:** NYAM will provide parking for all events either on the property or close by. State-of-the-art lighting, security cameras and on-site security personnel will make parking safe and easy.
- **Public Transportation:** NYAM will work with various agencies, both governmental and private to assure ease of reaching the *Complex* via public or private transportation.

#### 10. Complex Development:

A *Complex* will be considered if located in an area that is in close proximity to major highways, parkways and public transportation. Preliminary demographic studies will be required to indicate the needed ingredients for a successful sports and entertainment center. The viability of the target market for this family entertainment and sports center is based on the population growth over the past 25 years and within a radius of 25 miles of the facility.

The facility will be high-tech and totally computerized. Luxury suites will offer cable and closed-circuit TV's. Each suite will be equipped with a telecommunication system that provides the guests the means to order food and beverages or contact staff for assistance, as well as to communicate externally. Premium seating will also be available and provide owners of those seats many of the amenities available to luxury suite owners.

The *Complex* financial accounting system will automatically and systematically monitor every revenue source of each venue. In addition to tracking ticket sales, the following services will provide significant income for the *Complex* with the restaurant providing most in secondary revenue and the financial tracking system will monitor its revenue stream;

- Hourly ice rental
- Public skating
- Full-service family restaurant
- Multiple concession stands and kiosks
- Pro shops
- Health club
- Child care facilities

#### 11. Complex Facilities:

- A *Complex* will be required to have an NHL sized ice rink, (200' x 85') with a minimum seating capacity of 5,000 stadium seats
- 18 to 24 luxury suites
- Premium seating
- Dasher boards and glass system for hockey
- Portable, suspension wood basketball court
- Fully integrated scoreboard and sound system
- Concert rigging grid system
- Full-service family restaurant and concession stands

## **12. Tenants:**

NYAM will provide the *Complex* with a professional hockey team playing in the ECHL, (formerly known as the East Coast Hockey League), the foremost AA hockey league in the world and serving as a developmental league for the National Hockey League, (NHL).

In addition, NYAM will seek to provide as tenants the Women's National Basketball Association (WNBA), the NBA Development League (NBA D-League), the National Lacrosse League (NLL), the Arena Football League (AFL) and the American Indoor Soccer League (AISL).

The *Complex* will also host family shows including concerts, the circus, ice shows, home and entertainment exhibits as well as boxing and wrestling performances, etc.

## **13. Financial Projections:**

NYAM will create a Confidential Operating Proforma (COP) that will detail the assumptions and formulas used to develop the potential revenues and expenses for the *Complex*. The financial documents will be made available upon request.

## **14. Economic Impact and Community Benefits:**

NYAM's plan is to develop a *Complex* to benefit the residents of a community in several significant ways;

- Economic impact
- Quality of life
- Community pride
- Employment

There are many intangible benefits to building a *Complex* in the community. These include regional and national media coverage; entertainment, sports and community recreation activities; enhanced community pride.

Some tangible, quantifiable benefits often serve as a return on investment of public funding, a return with the potential to be contributed to the development and construction of these venues. A quantifiable measurement of a venue's impact on the local economy are typically characterized as economic impacts and fiscal impacts.

Economic impacts are typically conveyed through measures of direct spending, total output, personal earnings and employment. Each of the measures of economic impact is further described below:

- Direct spending represents spending generated by the *Complex* – venue rent, tickets, parking, concessions and merchandise. Direct spending also encompasses spending in hotels, retail commerce, dining, entertainment, parking and transportation related to *Complex* events and activities. Professional sports event revenue – luxury suites, premium seating, sponsorships, naming rights, advertising and electronic media revenue – is also direct spending.
- Total output represents the total direct, indirect and induced spending effects generated by the *Complex*.

- Personal earnings represent the wages and salaries earned by employees of the businesses involved with the *Complex*.
- Employment is expressed in terms of full-time and part-time positions.

**15. Direct Spending – Direct Effects:**

The development and construction phase of the *Complex* will represent a significant one-time impact on the economy of the community where the complex is developed. This impact will be determined by the volume and nature of the construction expenditures in the area. Direct spending on construction typically consists primarily of significant materials and labor purchases. Since these purchases tend to take place over a relatively short length of time, the construction phase typically creates a distinct and visible impact on the community.

**16. Total Economic Activity:**

Direct spending represents the beginning of the calculation of economic impacts on the economy, or what is defined as the initial change in final demand. For the purposes of this summary, impacts are described as total economic activity.

Total economic activity represents gross spending associated with the construction and operations of the *Complex* adjusted to account for spending that (a) originates from the area, (b) originates from the *Complex* and does not normally occur outside of the area, (e.g., a concert attendees that normally would travel to Manhattan, New Jersey or Long Island can now see the concert in their community and (c) displace spending.

**17. Multiplier Effects:**

Economic impacts are further increased through re-spending in the local economy of direct spending. The total impact is estimated by applying an economic multiplier to the initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with the direct spending and continuing through each successive round of re-spending. Successive rounds of re-spending are generally discussed in terms of their direct and induced effects on the area's economy. The effects are defined as follows;

- Indirect effects consist of the re-spending of initial or direct expenditures. These direct impacts extend further as the dollars constituting the direct expenditures continue to change hands. This process in principle could continue indefinitely. However, recipients of these expenditures may spend all or part of it on goods and services outside the market area, put part of these savings into a financial instrument or pay taxes, all of which halts the process of subsequent expenditure. This process is termed *leakage* and diminishes the overall economic impact.
- Induced effects consist of the positive changes in spending, employment, earnings and tax collections generated by personal income associated with the management and operation of the venue and its franchises. Specifically, as the economic impact process continues, salaries and wages are earned, employment and population growth are generated and

spending occurs in virtually all business, household and governmental sectors. This represents induced spending impacts generated by direct expenditures.

The appropriate multipliers to be used in evaluating a venue are dependent upon certain regional characteristics and also on the nature of the expenditure. An area capable of producing a wide range of goods and services within its borders will have high multipliers, a positive correlation existing between the self-sufficiency of an area's economy and the higher probability of re-spending occurring within the region. If a high proportion of the expenditures must be imported from another geographical area, lower multipliers will result.

**18. Fiscal Impacts:**

In addition to the economic impacts generated by the *Complex* and its tenants throughout the market area, the public sector benefits from the increased tax revenues. In preparing estimates of the fiscal impacts, total tax revenues are attributed to the estimated direct spending. In addition, estimates of the effect of the total output and earning on the tax collections should be estimated. Tax revenues estimated should include state and local sales, hotel taxes and income taxes.

**19. Non-Quantifiable Community Benefits:**

In addition to the economic effects of money spent on the *Complex* construction and at the venue events, the community will enjoy additional benefits from the creation of a new venue with the development of hotels, restaurants and other business establishments in the surrounding area. Communities have found that the development of entertainment and sports facilities can catalyze new business growth and revitalize the immediate area in which the new venue is located.

The effects of attracting people to a concentrated area will impact numerous industries and enhance economic activity throughout much of the area market. Primary visitor industries include hotel, restaurant, retail and related industries that can benefit directly from the proposed arena. Indirect impacts can benefit support business sectors including wholesale, manufacturing, transportation and other industries.

In addition to the more quantifiable benefits from the arena development, construction and operations of the proposed *Complex* confer some benefits that cannot be quantified. These qualitative benefits may include the following;

- Enhanced economic growth and ancillary private sector development spurred by the development and operation of the *Complex*
- Diversified and affordable entertainment and sports alternatives for families in the local area
- Additional youth and adult hockey, figure skating, lacrosse and soccer
- Recreational programs for local residents
- New sponsorship and advertising opportunities for local businesses
- Enhanced community pride, self-image with regional and national exposure

**Summary:**

The proposed *Complex* will create a working synergy in conjunction with other downtown initiatives and existing businesses. Together these establishments could enhance the reputation of the community chosen as a future entertainment and sports destination.

New York Arena Management Corp., (NYAM) goal and purpose is to make this venue a reality. We continue to look for a community to collaborate with as a partner in this exciting venture. We will provide the knowledge, expertise, experience and contacts to make this project a successful reality for a chosen community.

**Inquiry contact:**

Bernard Shereck

President and Chief Executive Officer

New York Arena Management, Corp. (NYAM)

7 Dawson Street

Huntington Station, NY 11746

Tel: 631.424.6500

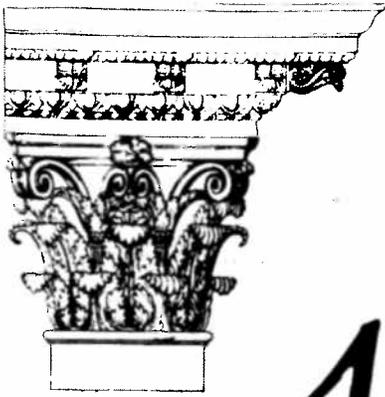
Fax: 631.424.6511

Cel: 516.313.7974

Email: [bshereck@NYAMgmt.com](mailto:bshereck@NYAMgmt.com)

**Kingsbridge Armory  
Task Force Report  
June 2011**

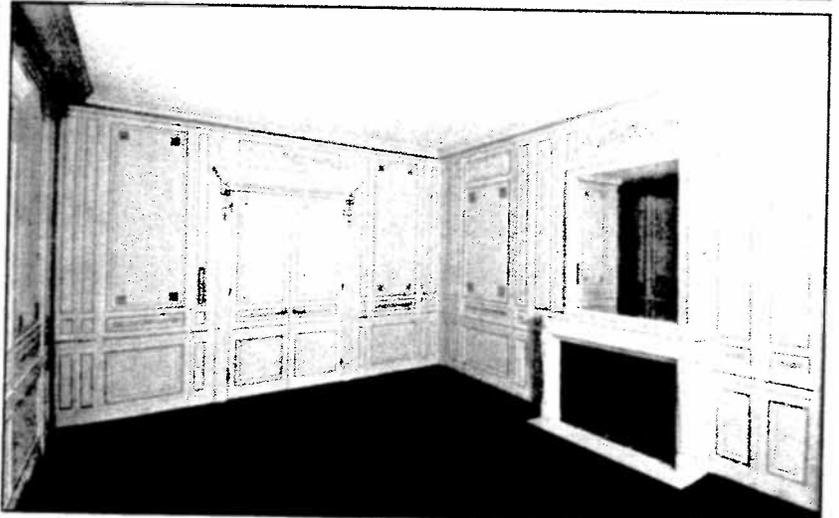
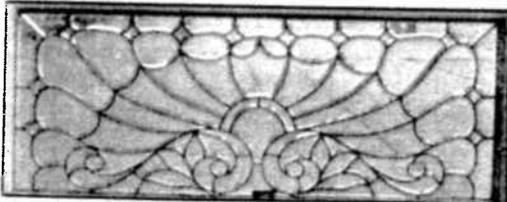
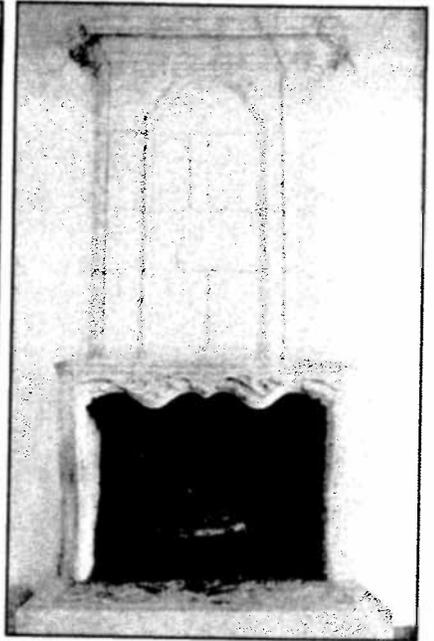
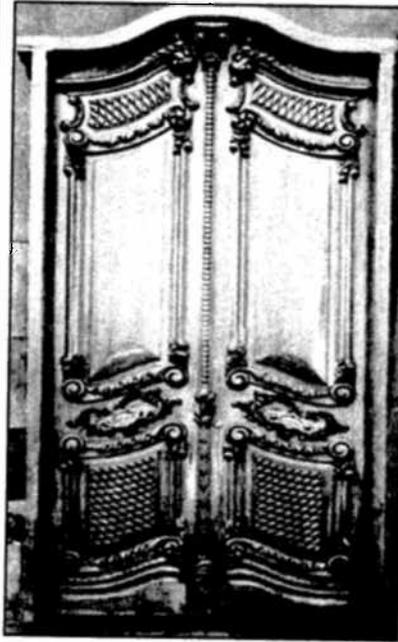
**IRREPLACEABLE ARTIFACTS**



# Irreplaceable Artifacts™

OUR 35<sup>th</sup> YEAR

Still the Nation's Leading Source for Architectural Ornament from Five Continents



## Retrofitting and Restoration of Our Architectural Ornament

Over the years we have assembled a list of trades people who are skilled at restoring, modifying or installing the many unique pieces we sell. Whether it be an entire paneled room, a fireplace, stained glass or vintage plumbing, we have worked with the best in the field. Please ask us for recommendations and suggestions. When you buy from us you get the benefit of years of curating these highly specialized trades.

## Acquisitions and Reclamations from Demolition and Renovation

Since our beginning over 35 years ago we have held fast and steady to our principles: being committed to saving what we can in this world from senseless destruction and from the landfill. Whether demolition is senseless, controversial, needed or elective, we have no control over these decisions. However, we have a long established and excellent track record of saving the best of a building and giving the pieces a new life for future generations to enjoy. Since that was the original intent of architectural ornament, we have played a major part in raising the public's awareness of architectural ornament and making preservation a household word.

Additionally, many of our pieces have found new homes in various museums around the world as well as in thousands of fine residences and commercial establishments.

## Dismantling Services

If you intend to save some or all of the ornament from a building(s) and need it professionally removed, we can do it for you. From a paneled room, to a marble fireplace to a built-in mosaic. Since our success depends on a wide variety of skills and experience necessary to save pieces from old buildings that we dismantle, undoubtedly our success can be attributed to our extraction expertise. More often than we would like, we are placed under tight deadlines in construction schedules. As of this printing the McCutcheon House is a prime example of having to perform "The Impossible." We are able to dispatch a team on a moment's notice to do all levels of work.



We had only 3½ days to get everything out of this house including saving some pieces for the owners.

Some of our work for others in the past includes The New York City Landmarks Preservation Commission, NY State

Dormitory Authority, NYC Department of Parks and Recreation, Bear Stearns, Turner Construction, HRH Construction, Hartz Mountain Industries, and many private individuals.

## **Irreplaceable Artifacts resurrects its famed “Wholesale Newsletter Catalogue” —in honor of its creator—John Handler.**

Almost 30 years ago, the late John Handler came up with an idea for a newsletter to explain the architectural antique business and showcase the magnificent items that were available. Working together—we chose the photographs—then John created the memorable descriptions for each picture. As Irreplaceable Artifacts

grew and developed retail locations, the need for the newsletter diminished. But with John’s untimely death this past Spring, we’ve been prompted to re-create a publication that has some of the same feel as the originals did. There is no way that we could duplicate John’s way with words, but we’ve decided to at least try.

## **Why Demolition Depot when you have Irreplaceable Artifacts?**

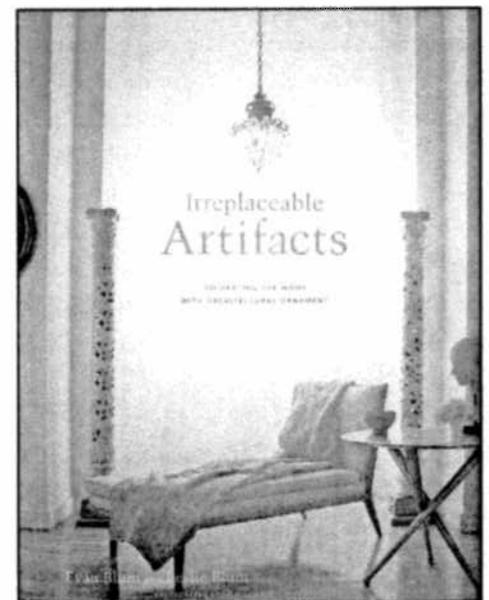
Irreplaceable Artifacts dealt with unique and historic rescued architectural ornament. On every job site there were always items that weren’t of the same caliber, but were still too good to send to a landfill. Demolition Depot was originally conceived to showcase the material that could be saved and re-used, but wasn’t “up to snuff” for Irreplaceable Artifacts. When the City of

New York senselessly demolished our building at 14 Second Avenue and allowed the demolition contractor to steal millions of dollars of our inventory in July 2000; we needed a new location for all of our activities. So, the businesses were combined and both are now housed at the 125th Street location. Since then we’ve opened another Irreplaceable Artifacts in Middletown, Connecticut.

# **D E S C R I P T I O N   O F   S E R V I C E S**

## **Personal Consultation**

Running this business has meant that we’ve needed to become experts about how to re-use our pieces. Many can simply be displayed as art, but it is also interesting to try to integrate an artifact into new construction or restoration. Our experience in doing just that—can save you time and energy—if you bring us your projects early on so that we can help you find pieces that will complement your ideas. Many architectural elements also lend themselves to being re-used in a totally different context; a column capital as a table base, grilles incorporated into folding doors or a window frame made into a mirror. These are just a few of the ideas that we’ve come up with and can share with you. You can see some examples in our book “Irreplaceable Artifacts: Decorating the Home with Architectural Ornament”.



## Sales, Liquidations, Deaccessions, and More ...

Many times—over the years—we have been commissioned to liquidate and sell either collections or complete building contents. For example: a church, a hotel, or another institution is about to undergo a major renovation or demolition, and we are called in to maximize the value of an asset normally intended for the landfill. Why spend money throwing out materials that can be re-cycled and re-used?

Another part of our service is arranging to channel materials to various non-profits for a tax credit for the donation. Whether you are an owner's representative, architect, interior designer or another trade you can be a hero for yourself, your client, and the environment by turning them on to us for a free evaluation of their properties.

## Prop Rentals

Did you ever wonder where the bathroom fixtures in the film *Carrie* came from? Or, the interior of Baryshnikov's apartment in *Sex and the City*? Probably not, because the former looked appropriately common place—and the latter—appropriately amazing. Well, both came from us! We outfitted many scenes from the series of *Carrie* movies, *Sex and the City* and beyond.

What about the sets for the *CBS Early Show*, *Good Morning America*, *The Today Show*? We're there too. And, last year before the Writers Strike, we were outfitting seven or eight movies at a time—with everything from vintage plumbing fixtures, to paneled rooms, lighting and doors.

Have you been to an event and seen an enormous chandelier or stone ornaments decorating the tables? We have outfitted numerous prestigious events with items as diverse as garden statues and oversize planters, as well as the gates that provided the backdrop for the Grammy Awards Ceremony. A fair share of our rentals go to music venues like *MTV*. One highlight was the infamous shower scene with Madonna and Britney. It featured one of our vintage needle showers and an enormous gate from our vast inventory.

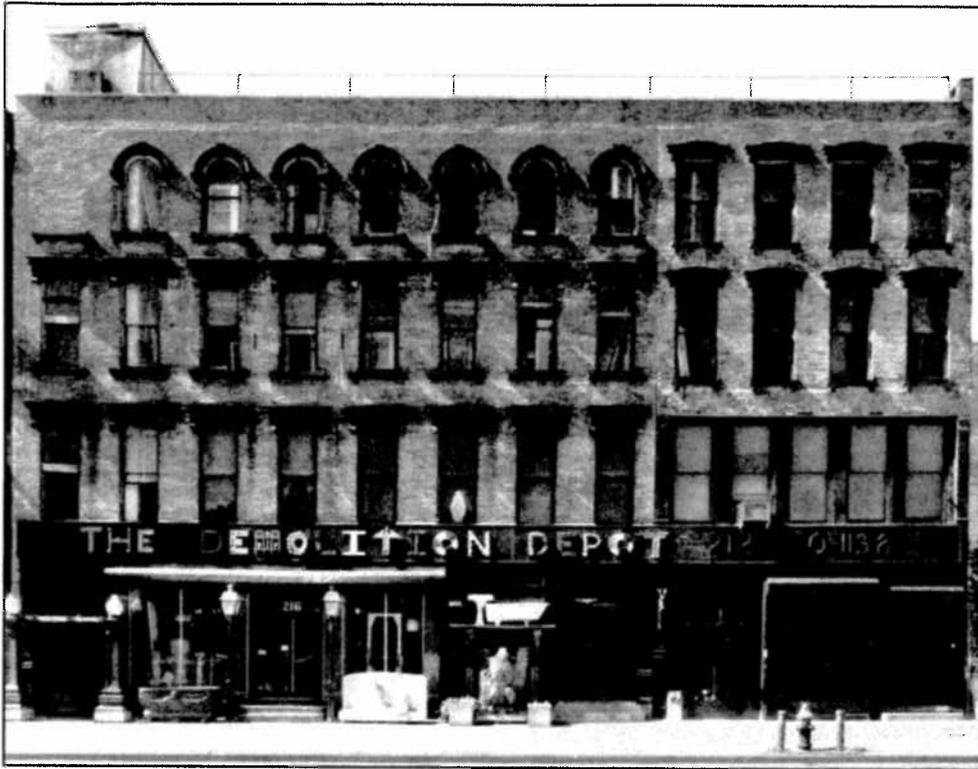
If you are an art director working on a production, stop by and see what you can design around.

## Facility Rentals

Our facilities are so unique that from time-to-time we have rented our premises with the use off all our props in situ. It has been a successful venue for various episodes of television shows like *Law & Order Criminal Intent* and *The Equalizer*; and photo shoots for *Vogue*, *Array*, *NY Magazine* and other publications. It has also served as a location for album cover art shoots, print ads and various promotions.

You are invited to send your location scouts in for a feasibility analysis.

# Demolition Depot



◀ **NEW YORK**

216 East 125th Street  
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Mon - Sat 10 AM to 6 PM  
Sun by appointment only  
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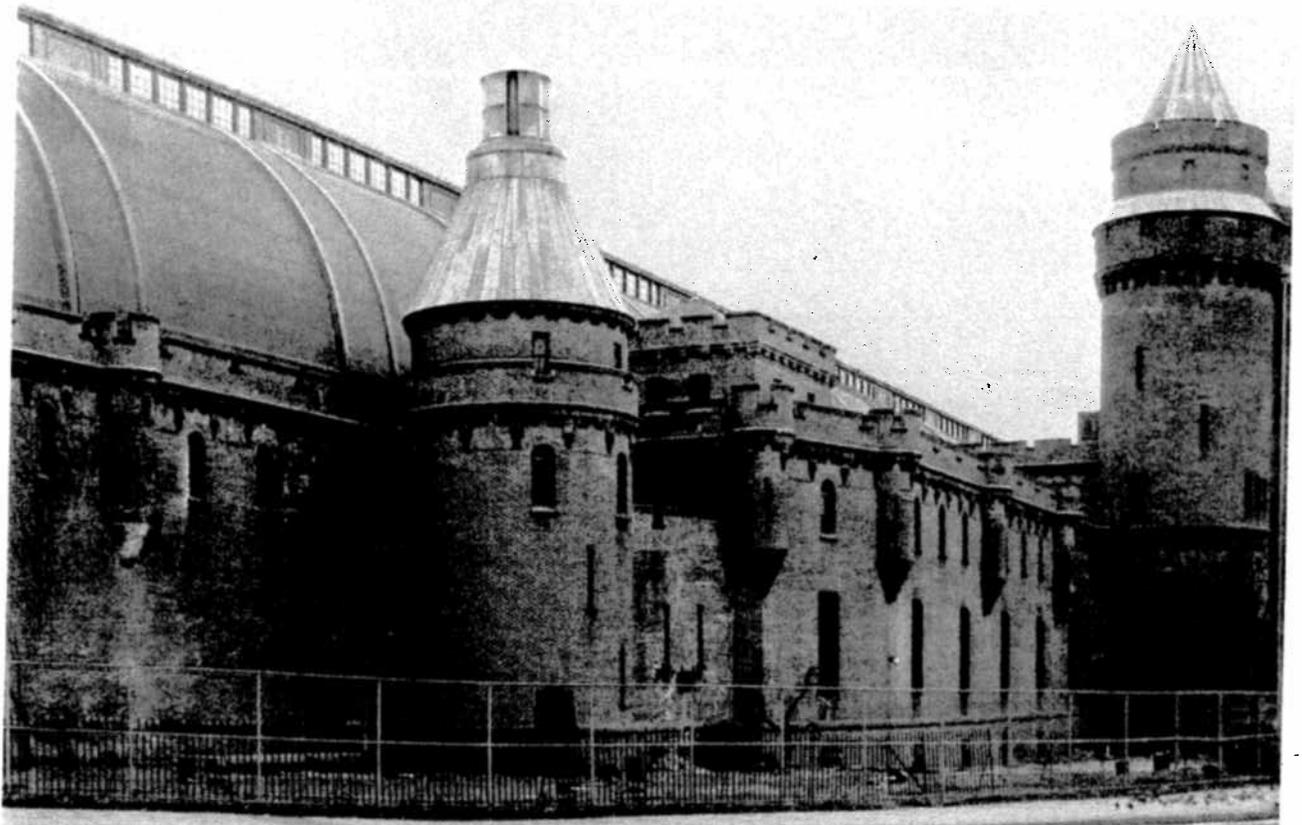
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*Hours may vary, please call*



# Irreplaceable Artifacts



A UNIQUE OPPORTUNITY FOR THE KINGSBRIDGE ARMORY

# A UNIQUE OPPORTUNITY FOR THE KINGSBRIDGE ARMORY

by Evan Blum

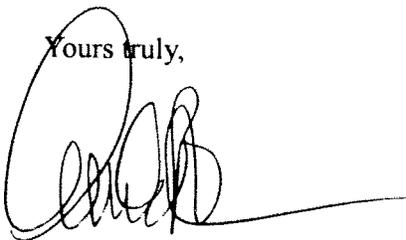
New York City; the art capital of the world, does not have a year-round public forum combining art, antiques, arts & crafts, and flea markets in one facility as many other world capitals can boast. London has its Portobello Road; Paris, it's famous Marche aux Puces, yet New York is left lacking. We have a wonderful opportunity to rectify this void in our cultural fabric with the Kingsbridge Armory. My proposed scheme for the armory can, and will easily create between 3,000 to 4,000 jobs for the city if approval is gained to implement my concept. In addition to the vendors provided for in my plan; there will be ample room for incubator spaces available for those interested in starting their own businesses and for those individuals or companies wanting to sell their wares when downsizing or moving

My "Retail-Through-the-Arts" concept has the potential for massive appeal across all spectrums of society. An additional point of interest in this scheme is the culinary aspect of food and produce vendors. An organic food market can also be incorporated into the facility adding further draw to an already dynamic concept. This comprehensive approach can and will only enhance the surrounding neighborhood. My plan does not compete with any of the existing businesses in the area but can only broaden their customer base with added foot-traffic.

The following pages illustrate the recently held *two weekend-only* shows at Pier 94 in the city that I previously invited you all to attend. Please note the broad range of interests and items represented just at this one small show. The 67th Regiment Armory on Park Avenue, which is a quarter of the size of the Kingsbridge Armory, contributes approximately \$250,000,000 per year to New York City's coffers. What is more surprising is that the shows' at the Park Avenue Armory are few and also only *seasonal*. Think of what a larger *permanent* exhibition facility could generate!

Finally, I kindly ask all of you for your thoughts, questions, and feedback on this exciting plan for the Kingsbridge Armory. Again, this is truly a unique and special opportunity for New York City and the Bronx.

Yours truly,



Evan Blum

evan@demolitiondepot.com



VIEW OF ADMISSIONS COUNTER



VINTAGE FASHION VENDORS SECTION

**EVAN BLUM**

*Irreplaceable Artifacts*

*at Demolition Depot*

216 E 125th Street

New York, NY 10035

Tel: 212-860-1138

Fax: 212-860-1560

[evan@demolitiondepot.com](mailto:evan@demolitiondepot.com)

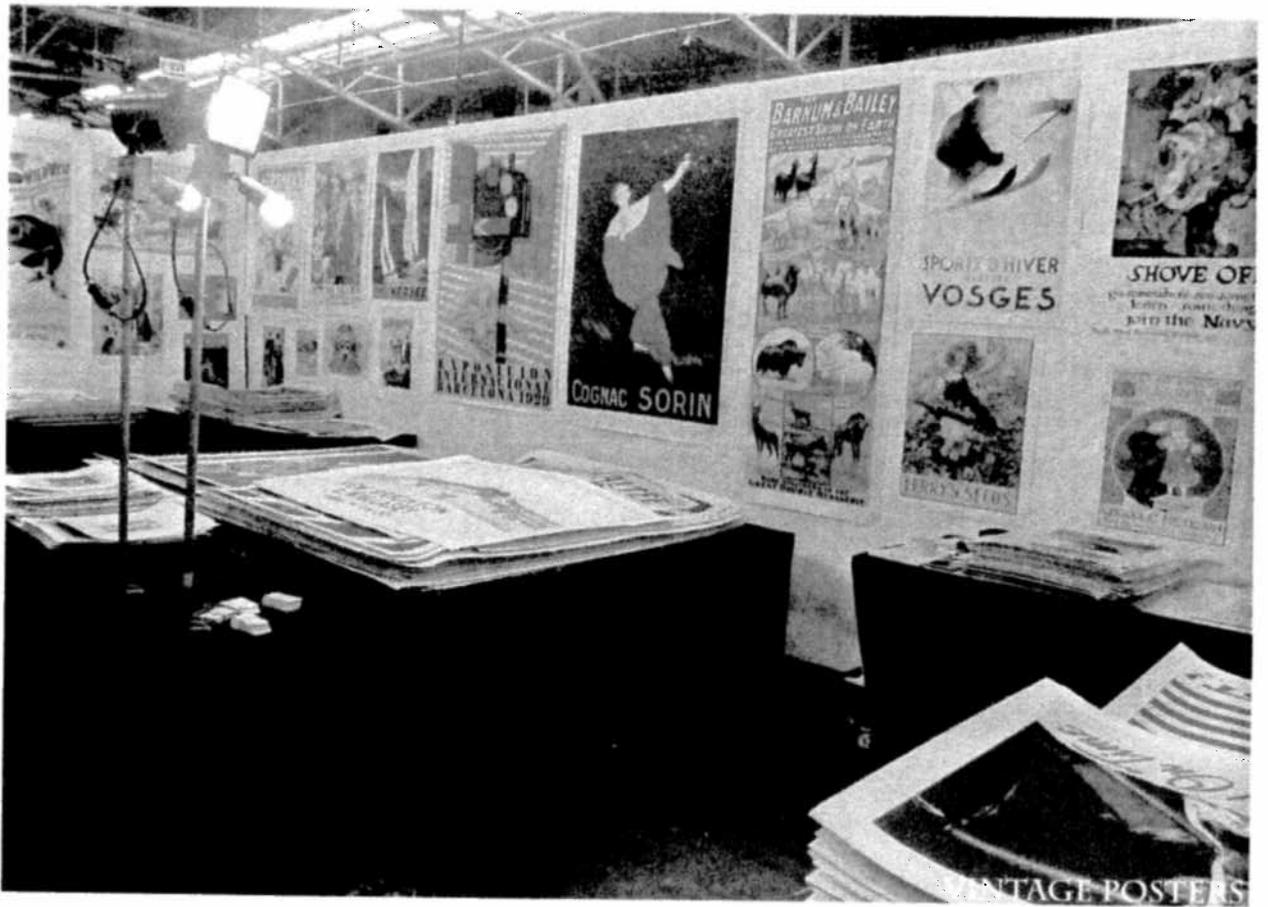
[www.demolitiondepot.com](http://www.demolitiondepot.com)



MID CENTURY ART 5



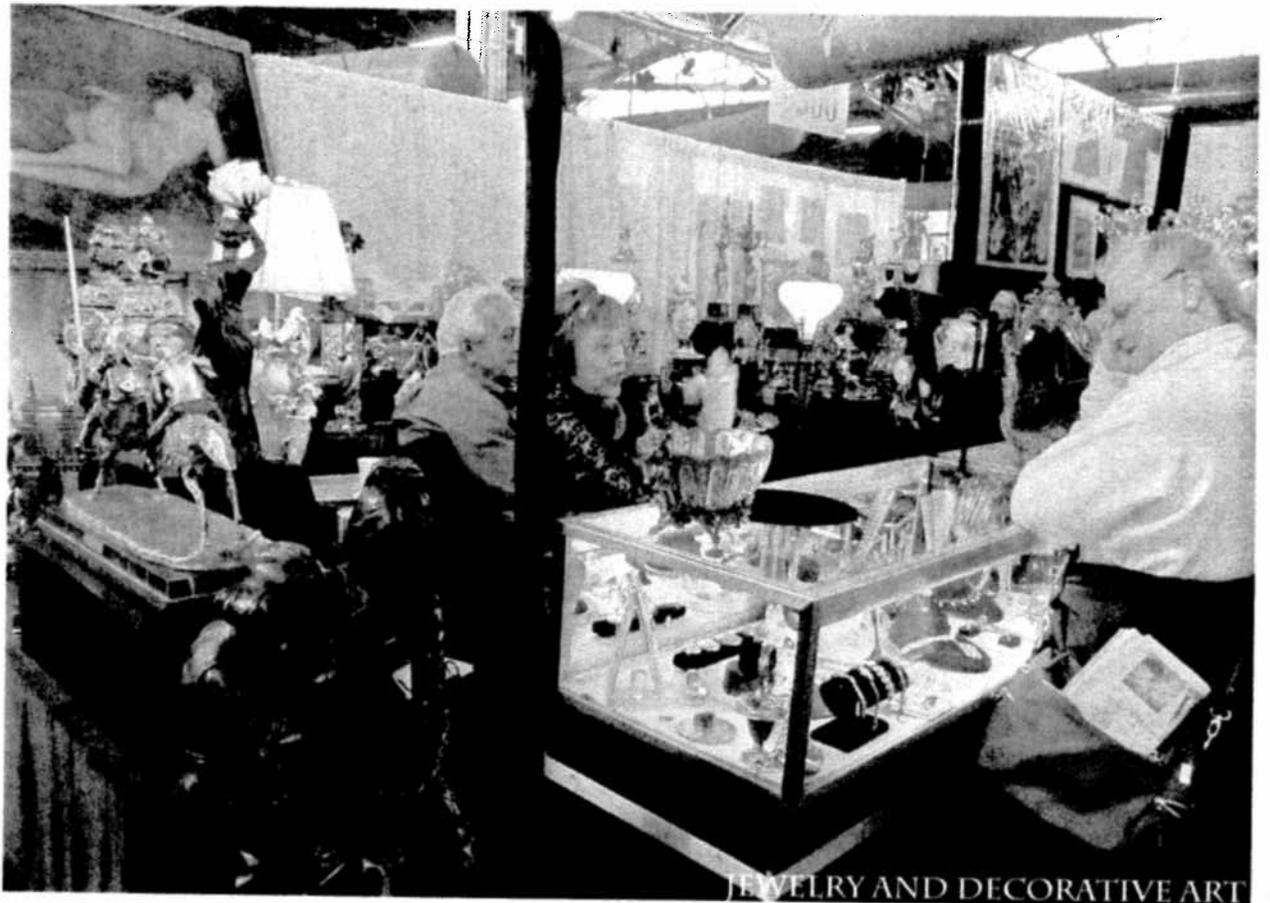
PAINTING DEALER 6



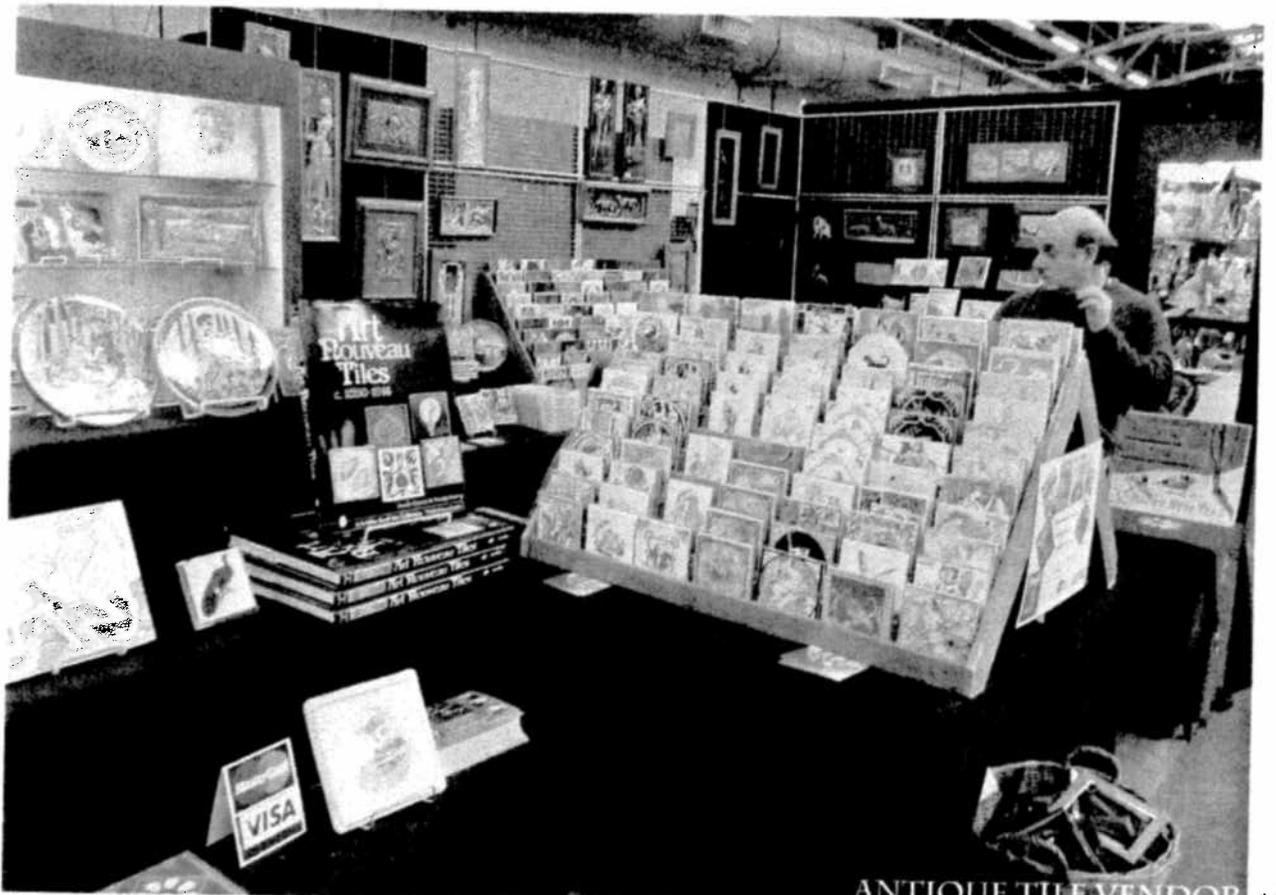
HERITAGE POSTERS



BOOKS ON ART AND DESIGN

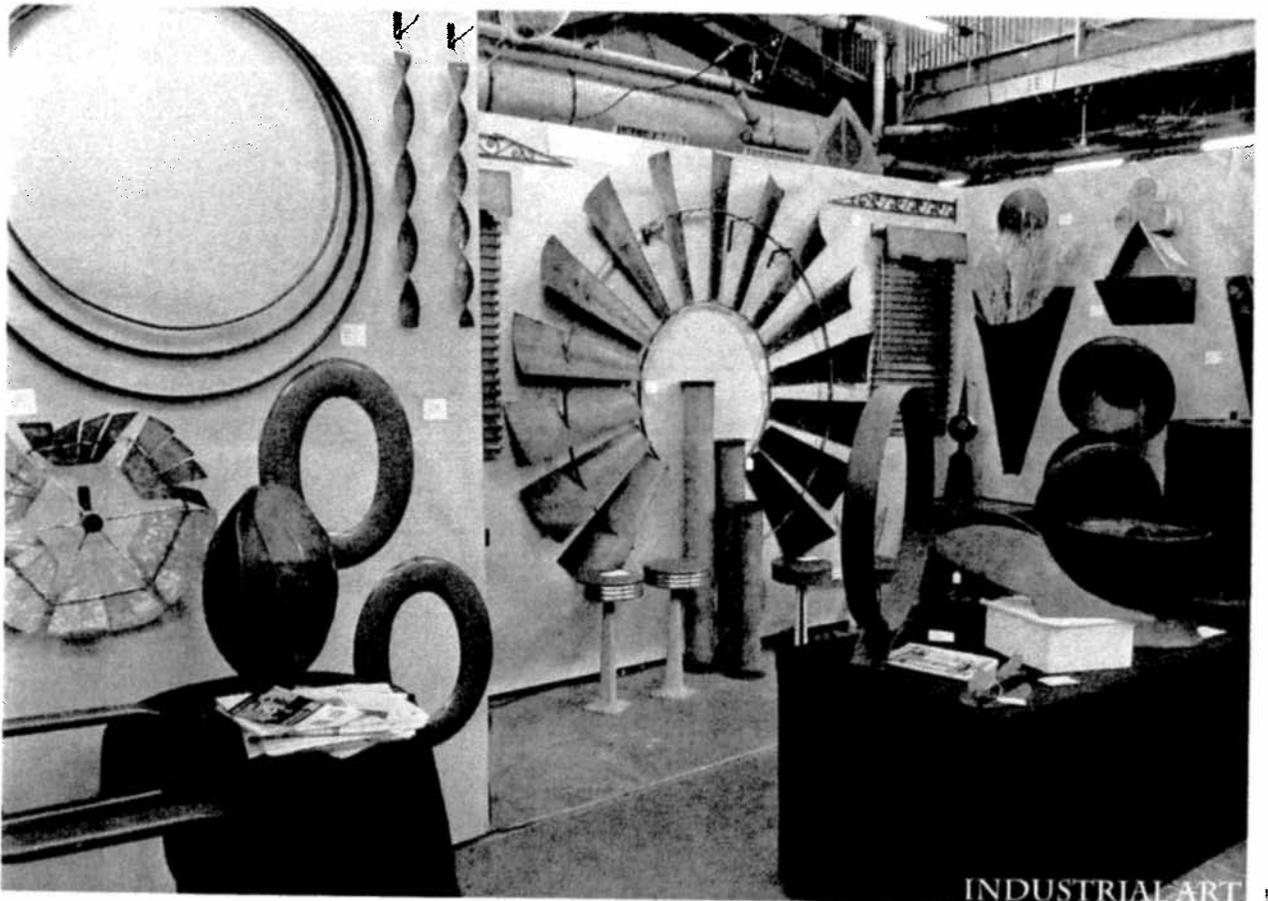


JEWELRY AND DECORATIVE ART 9

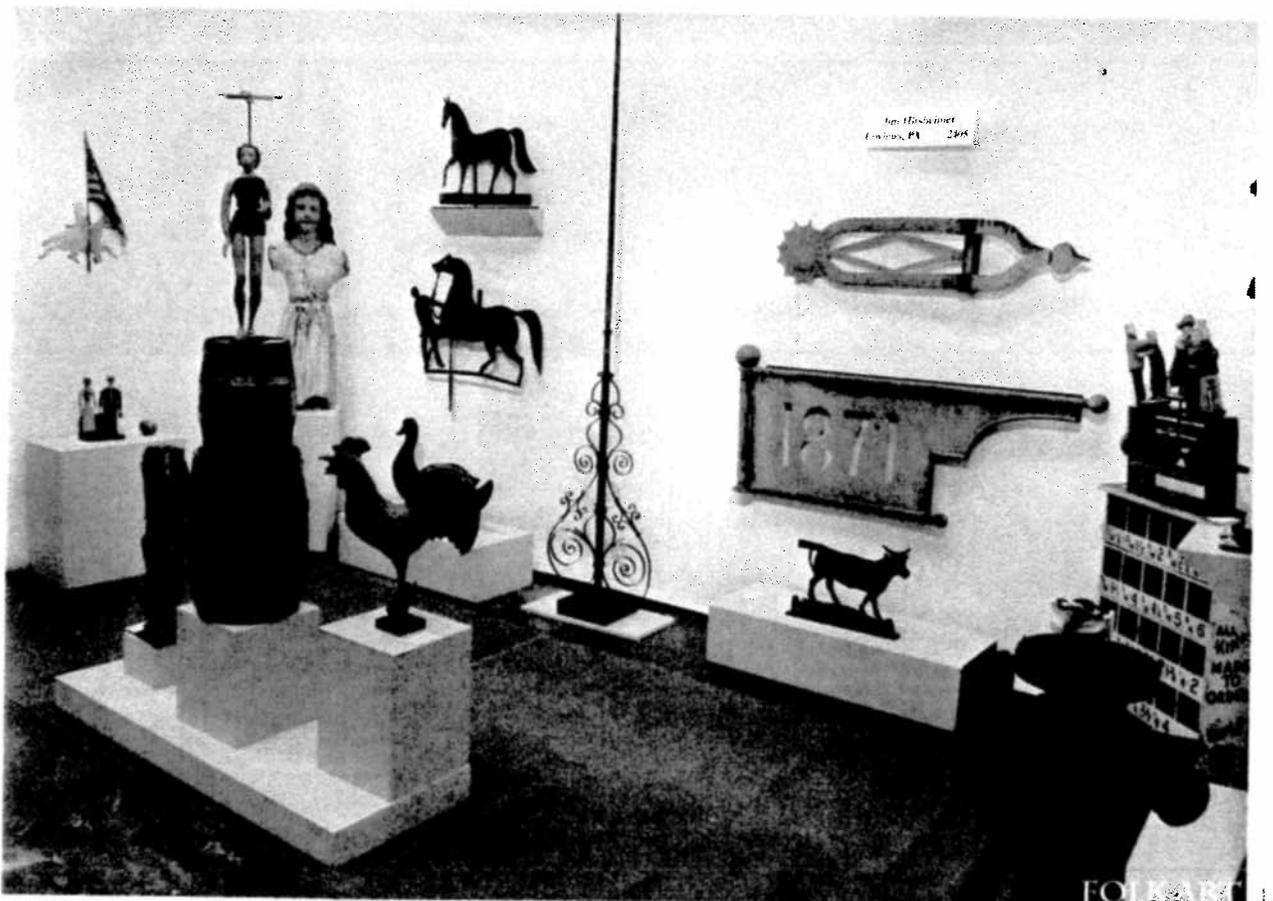


ANTIQUE TILE VENDOR 10





INDUSTRIAL ART 15



FOLK ART 16



MID CENTURY DECORATIVE OBJECTS 18



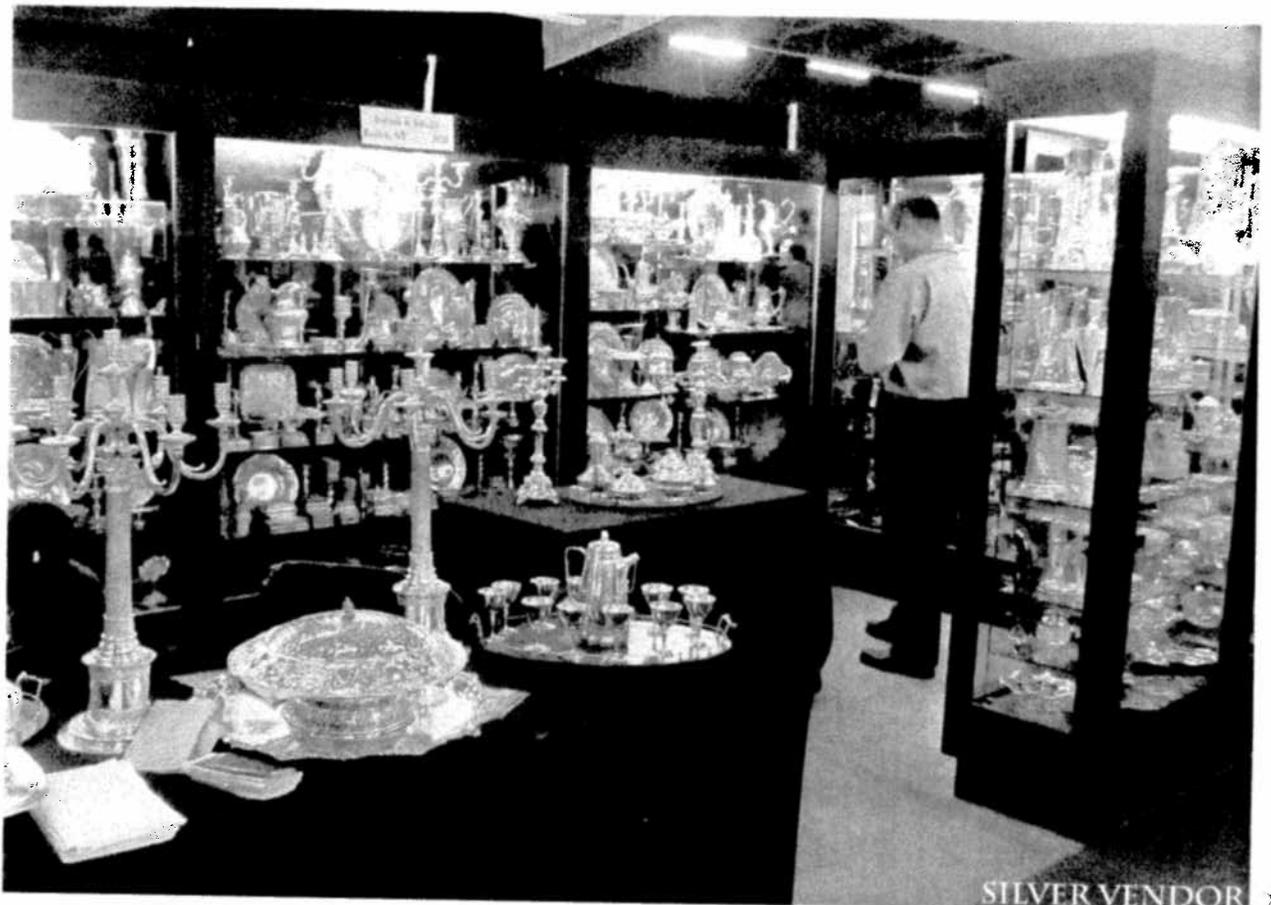
BOTANICAL PRINTS 16



VINTAGE TOYS 17



DECORATIVE LIGHTING FIXTURES 18



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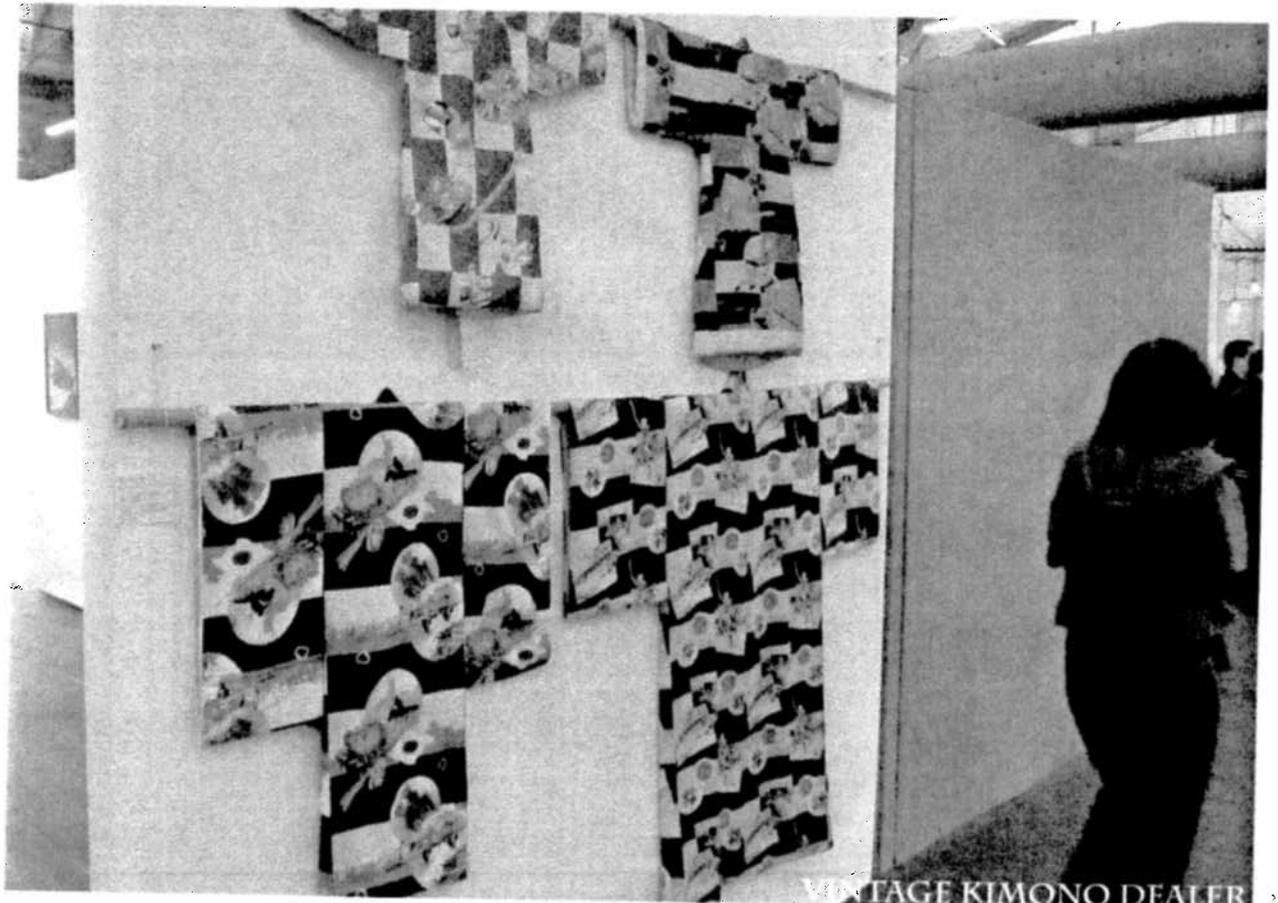
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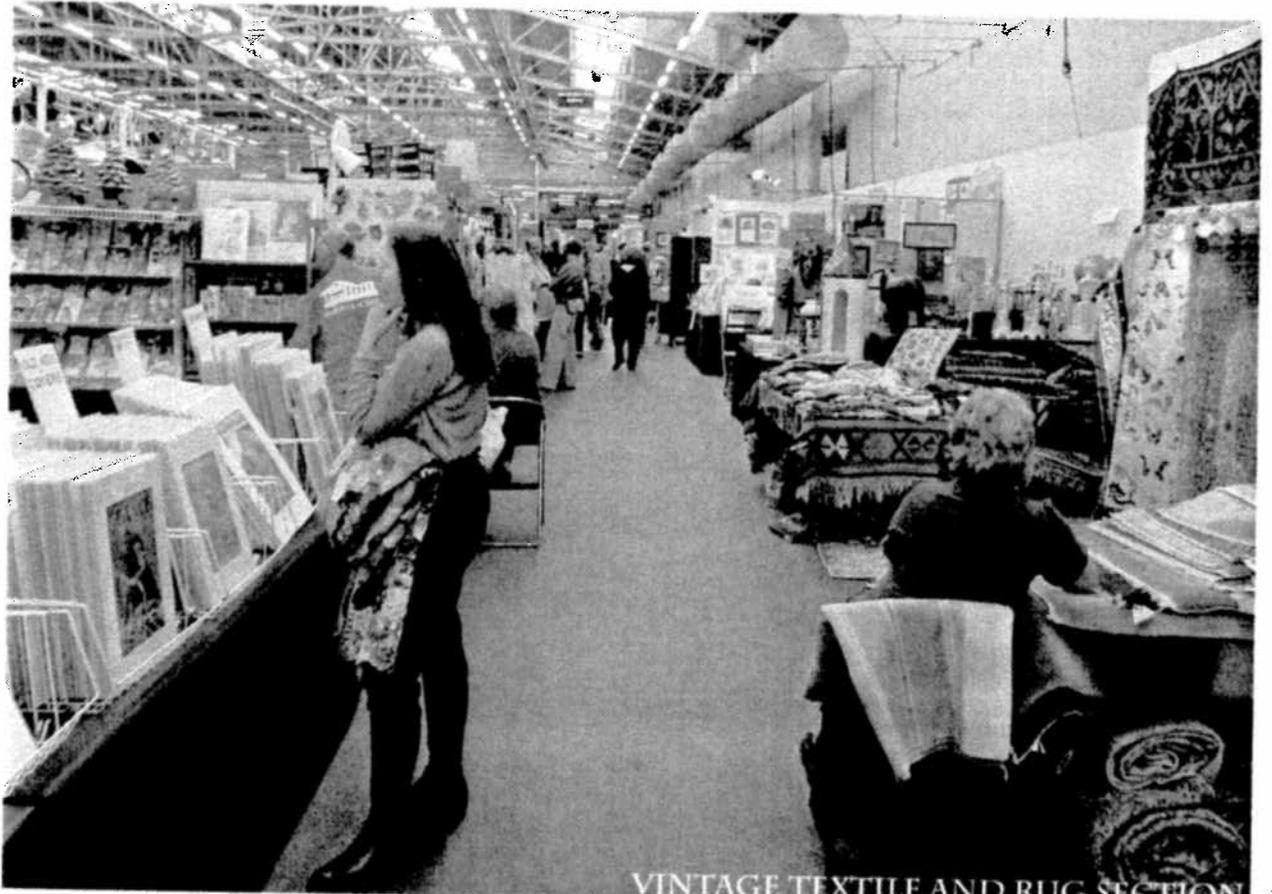
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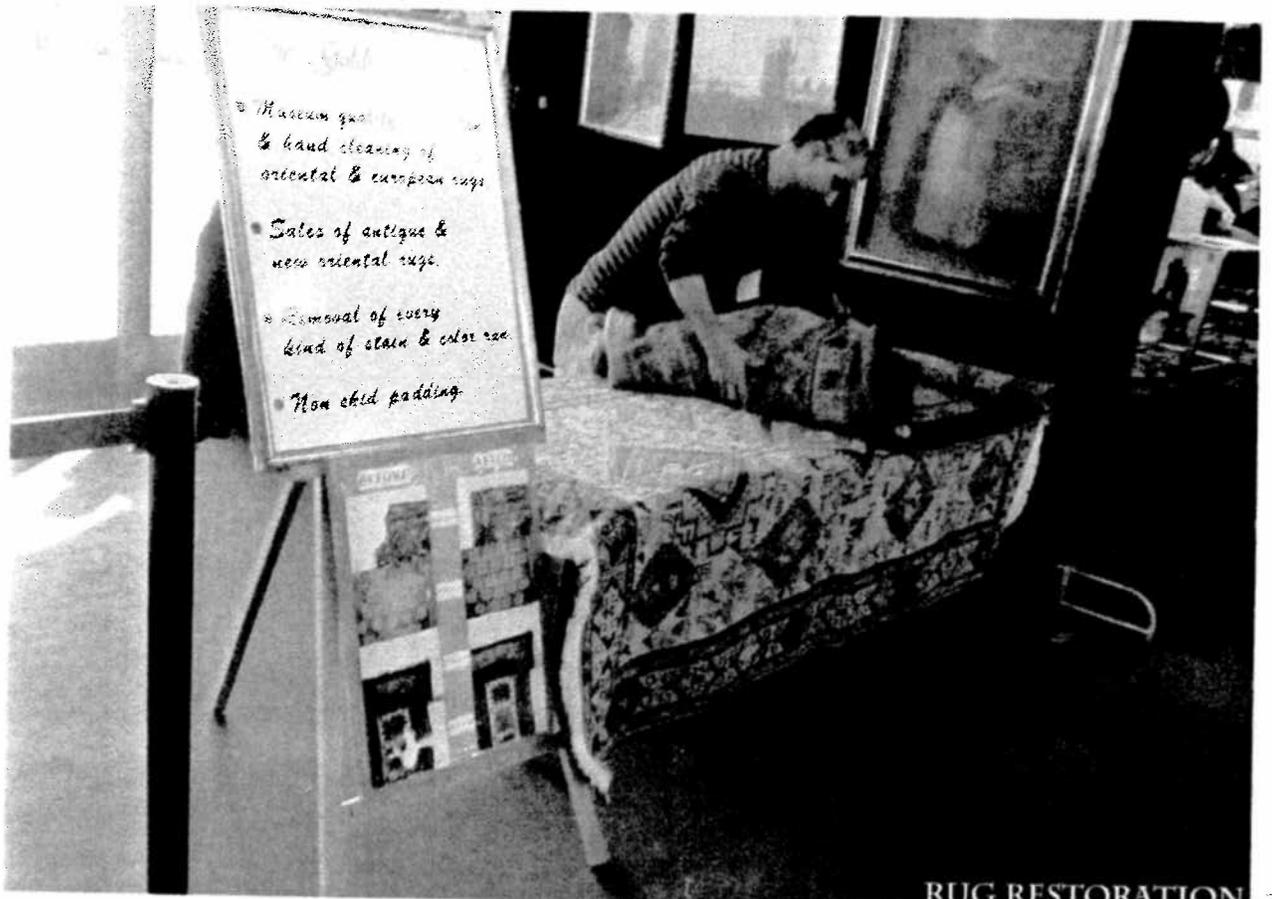
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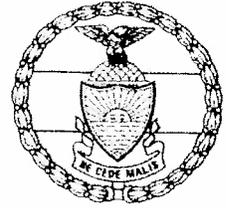


VIEW OF BOOTHS IN ASSOCIATED ART SHOW 32

# **Community Board 7 Recommendation**



THE CITY OF NEW YORK  
BOROUGH OF THE BRONX  
COMMUNITY BOARD 7



GREGORY W. FAULKNER, CHAIRPERSON

FERNANDO P. TIRADO, DISTRICT MANAGER

July 21, 2009

City Planning Commission  
22 Reade Street  
Room 2E  
New York, NY 10007

Re: Application #C090437ZMX  
Application #C090236MMX  
Application #C090237MMX  
Application #C090438PPX

To Whom It May Concern:

Attached is the resolution adopted on July 14, 2009 by Bronx Community Board 7 regarding the above ULURP applications pertaining to the Kingsbridge Armory. Please feel free to contact our office if you should have any questions. Thank you.

Sincerely,

Gregory W. Faulkner  
Chairperson

Fernando P. Tirado  
District Manager

CC: Ruben Diaz, Jr., Bronx Borough President  
Carol Samol, Director, Department of City Planning, Bronx Office

07/21/09 12:00 PM  
COMMUNITY BOARD 7

WHEREAS, the Board is charged with representing the various interests in the community on all issues regarding land use and the disposition of city-owned property within the district; and the Board has demonstrated due diligence in considering the needs and concerns of these interests throughout its role in the ULURP process;

WHEREAS, recommendation for approval of the aforementioned ULURP applications must unequivocally include the following:

1. Regarding Application# C090437ZMX, an amendment of the Zoning Map, changing from an R6 District to a C4-4 District, the area bounded by West 195<sup>th</sup> Street, Jerome Avenue, West Kingsbridge Road, and Reservoir Avenue, the Board recommends approval of the application with the condition that the city retain the development rights for any unused rights and not transfer them to the developer.
2. Regarding Application# C090236MMX, involving the elimination, discontinuance and closing of a portion of Reservoir Avenue at its intersection with West Kingsbridge Road, the Board recommends approval of the application with the condition that the NYC Parks & Recreation properties of Barnhill Triangle and the portion of Aqueduct Walk along West Kingsbridge Road are to be provided funding by the developer and be included in the public plaza design as the "Gateway to the Armory".
3. Regarding Application# C090237MMX, involving the elimination, discontinuance and closing of a portion of West 195<sup>th</sup> Street between Reservoir Avenue and Jerome Avenue, the Board recommends approval of the application with the following conditions:
  - a. A proviso that the de-mapping be delayed until the construction in the Armory is completed or until the Dept. of Education acquires the sites and commits to the building of schools.
  - b. Additionally, if the buildings used currently by the National Guard are not acquired by the School Construction Authority for the purposes of building 2 schools, that the de-mapping application be rescinded.
4. Regarding Application# C090438PPX, for the disposition of one city-owned property known as the Kingsbridge Armory, the Board recommends approval of the application with the following conditions:
  - a. A legally-binding, enforceable Community Benefits Agreement is negotiated and established.
  - b. A market survey is done at the developer's cost by an independent entity to be determined by the Community Board to ascertain the needs of the community prior to the renting of Armory space.
  - c. The "Shops at the Armory" be 100% constructed by union construction workers.
  - d. A First Source Hiring Plan is implemented for all jobs at the Armory.
  - e. Community Space is allotted and designed as per the Social Venture Mall concept proposed by the Community Board. This space would include recommendations made by the Community Board, including, but not limited to, a career and technology center. It is recommended that between 50,000 – 60,000 sq. ft of total community space be identified and allocated at a rate of \$10/sq. ft. for non-profits entities who wish to occupy the Armory space.
  - f. A "World Peace Atrium" public arts project as outlined by the Community Board is included.
  - g. Minimum LEED Silver standard for construction be implemented and include the ability to capture storm water from the roof for irrigation of the landscaping.
  - h. A youth recreation facility is built in the Armory.
  - i. Wi-Fi and broad band services are provided throughout the Armory and include the public plazas.
  - j. An advisory group is established to follow-up on the construction and implantation phases of the development.
  - k. The CB supports a supermarket committed to providing our community with a vast selection of organic food options in the Armory.

**Kingsbridge Armory  
Task Force Report  
June 2011**

**BOROUGH PRESIDENT RUBEN DIAZ JR.**

PRESS RELEASES



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

Contact: John DeSio 718- 590-3543

AUGUST 26, 2009

## **BOROUGH PRESIDENT DIAZ & RWDSU PRESIDENT APPELBAUM DISCUSS PRINCIPLES OF KINGSBRIDGE ARMORY CBA AND DELAYED ULURP RESPONSE**

On Wednesday, August 26<sup>th</sup>, Bronx Borough President Ruben Diaz Jr. and Stuart Appelbaum, president of the Retail, Wholesale and Department Store Union, joined together in the shadow of the Kingsbridge Armory to discuss their shared commitment to the goals of the draft community benefits agreement that has been submitted to the Related Companies, the City-selected developer of the retail project.

Last week Borough President Diaz issued a draft community benefits agreement to the developer. That document, which was developed with input from the Kingsbridge Armory Redevelopment Alliance (KARA), Bronx Community Board #7 and local elected officials, outlined a number of guiding principles that the community and Borough President Diaz would like to see included as part of the proposed retail development, known as "The Shops at The Armory."

Under the City's Uniform Land Use Review Procedure (ULURP), Borough President Diaz was required to issue his recommendations on the Kingsbridge Armory project by Monday, August 24<sup>th</sup>, or be considered non-compliant with ULURP. However, logistical issues prevented the borough president from engaging in major negotiations with the developer on the principles of the draft community benefits agreement, something Borough President Diaz felt was necessary before he could take any public position on the development.

"After months of hard work, my office was able to bring the various stakeholders in this project together to craft a strong draft community benefits agreement that takes the needs of the community, as well as the needs of the developer, into consideration," said Borough President Diaz. "It is more important to me that we hear from the developer regarding their direction on this community benefits agreement before I make my recommendations than that we meet the ULURP deadline. We have worked too hard to see this process rushed."

The Department of City Planning has indicated that, while the Borough President's recommendations will be non-compliant, it will still be reviewed by the City Planning Commission.

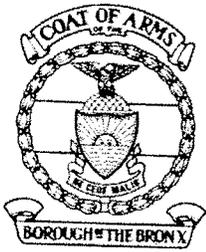
The draft community benefits agreement that will be negotiated with the Related Companies includes provisions concerning a living wage policy, first source and local hiring, various

economic development initiatives, labor peace and the ability of employees at the retail development to unionize, community access to space at the Kingsbridge Armory and the development of a community facility as part of the project, the maintenance of local parks, green initiatives, and area traffic improvements.

The draft community benefits agreement also calls for a supermarket or big-box warehouse club to be excluded from the development.

“We appreciate the leadership Bronx Borough President Ruben Diaz has shown in bringing all of the community stakeholders together to ensure any development of the Armory is good for the community,” said Stuart Appelbaum, president of the Retail, Wholesale and Department Store Union and a member of KARA. He repeated KARA’s position that “Economic development that creates jobs that keep people in poverty accomplishes nothing.” Appelbaum added, “We expect and demand that the Kingsbridge Armory be developed in a way that strengthens the community, and not just enriches the developer.”

“We have laid out a strong community benefits agreement, and we want to work with the Related Companies to make this project a reality. I look forward to sitting down with the developer in the coming days to discuss this document and the principles contained within it,” said Borough President Diaz. “Developers who do business in The Bronx must be mindful of the desires of the community, and we hope that Related will take that advice to heart.”



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

CONTACT: John DeSio 718-590-3543

October 9, 2009

## **BOROUGH PRESIDENT DIAZ ISSUES RESPONSE TO DEVELOPER ON KINGSBRIDGE ARMORY**

Today, Bronx Borough President Ruben Diaz Jr. has issued his official response to the Related Cos., the developer of the proposed Kingsbridge Armory project, following the developer's answers to the Borough President's concerns about the project as outlined in his ULURP recommendation issued in August and subsequent testimony before the City Planning Commission.

"It is upsetting that, rather than address the legitimate concerns of the Bronx community surrounding this development, on issues ranging from traffic to business impact, the Related Cos. and its consultant have simply chosen to dismiss, if not outright ignore, issues raised by my office," said Borough President Diaz.

Issues that have not been appropriately addressed by Related include the lack of a market study, inadequate study of the development's potential impact on area traffic, a total refusal to consider the development's impact on area bus routes, the negative impact of paid parking on the proposed retail center's customer base and the inclusion of far too few parking spaces.

"In many cases, the Related Cos. responses to the questions raised by my office seem to have been issued without any real consideration of those concerns, as though the answer was predetermined before the question was even asked, which is no way to formulate responsible public policy. I hope that the developer will take another look at my concerns—which were put forward only after months of careful consideration and discussion with numerous community organizations—and offer my office a real response on these issues," said Borough President Diaz.

*Both the developer's initial response, as well as Borough President Diaz's reply to that document, are attached.*



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Ruben Diaz Jr.  
BOROUGH PRESIDENT

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FAX: 718-590-3537

October 9, 2009

**Official Response from Bronx Borough President Ruben Diaz Jr.  
Regarding Kingsbridge Armory Developer's FEIS Retort to His Concerns**

Since I voted not to support Related's proposal for the Kingsbridge Armory, a spotlight has been put on the project not only for its lack of commitment to its potential employees, but the inadequate analysis done in the Draft Environmental Impact Statement (DEIS) and Final Environmental Impact Statement (FEIS). Many conclusions related to socioeconomic concerns, traffic, and transit, were improperly conducted or simply fall short of real anticipated impact in DEIS, and were not revisited in the FEIS.

This is not the first time City and its consultants have skirted proper analysis on major development projects it promotes. Whether this is intentional or indolent, it is nonetheless disturbing. For this project, comparative analyses were done with other projects that are nothing like the Kingsbridge Armory or do not exist. This comparative approach has become status quo with how the City conducts its Environmental Assessment and Impact Statements, and unprofessionally shortchanges the true impact large-scale projects have on communities. Below I expand on the comments I made in my recommendation to highlight the inadequacies put forth in the DEIS and FEIS.

**1. No Market Study Conducted**

Section 3-24 of the DEIS and FEIS (Socioeconomic Conditions) states:

"It is not possible to know exactly who (residents or non-residents) is spending money in the area. This is particularly true for employment-intensive areas such as Fordham Road where a large portion of shoppers do not live, but rather work in the area."

While it is true that Fordham Road is one of the busiest shopping districts in the City, this should have no bearing on gathering information as to who shops there. Fordham Road, as does many other retail centers, has a Business Improvement District, which conduct regular surveys, and develop marketing strategies for both existing businesses and with the hope of drawing additional business that cater to the needs of the community and its visitors. In saying this, how does Related intend to determine what businesses are appropriate for the Armory without doing a market study? Who is their target audience? How can they assure the success of these businesses? Companies across the world spend thousands of dollars to market studies to assure success of their business and/or clients. What makes the Armory site different?

**2. Inadequate Analysis of River Plaza**

River Plaza is acknowledged in the DEIS, but simply acknowledged and lumped in with the Broadway/Marble Hill retail corridor. River Plaza is uniquely situated serving The Bronx, much of Manhattan above 59<sup>th</sup> Street and Yonkers. Before the Gateway Center at Bronx Terminal Market was developed, River Plaza was the largest retail development since Bay Plaza was constructed in the 1980's. Broadway, East 225<sup>th</sup>, 231<sup>st</sup> and 238<sup>th</sup> Streets are smaller scale retail strips serving those specific portions of Marble Hill and Kingsbridge. A standalone analysis needs to be conducted, given that it is the most comparable development to the Kingsbridge Armory in the vicinity.

**3. Improper Traffic Comparison Analysis**

The DEIS traffic and parking analysis was conducted by comparing the Kingsbridge Armory to projects at Willets Point in Flushing and Plaza at The HUB. These comparisons were wholly inappropriate. The FEIS response is that both neighborhoods around each project is similar to the neighborhood around the Armory.

- a. Willets Point is an area containing a number of auto repair shops, manufacturing, as well as the new Citi Field and associated parking. The current road network is extremely dilapidated due to industrial truck traffic. It is situated along Flushing Bay bound by the Whitestone and Van Wyck Expressways, and the Willets Point train yards just north of Flushing Meadows-Corona Park. Though it has access via the IRT 7 and LIRR trains, it is isolated from residential and commercial neighborhoods in Flushing and Corona. These stations are primarily used during New York Mets home games, the U.S. Open, and for Parks Department employees, nothing resembling the steady foot traffic on Kingsbridge Road.
- b. The Plaza at The HUB was a 12-story office/retail complex planned for East 149<sup>th</sup> Street and Bergen Avenue. While the neighborhood is similar to Kingsbridge Heights and Fordham Road, the project was never built, and based its projections on the economy at the turn of the century, not the current environment we live in.

These comparisons have resulted in a number of no significant impact determinations that do not adequately compare as they have completely different modal splits, local vehicle load capacities and access to highways. A better comparison would have been to River Plaza down the road from the Kingsbridge Armory, with similar access to highways & public transit, and demographics.

**4. University Avenue and West Kingsbridge Road**

The Level of Service (LOS) rating for this intersection went from "C" to "F" and was determined immitigable. The delay increased from approximately 47 seconds to an unspecified amount of 120+ seconds. I find it doubtful that this intersection, where both University and Kingsbridge are four lanes, will see more than tripling in traffic patterns. Part of this reasoning may be as a result of access as a conduit to the Major Deegan Expressway exits of Fordham Road and West 230<sup>th</sup> Street. Even if this was the reasoning for a traffic increase at this intersection, the amount of increase is astronomical, and furthermore does not take into account traffic coming from the Van Cortlandt Park South exit to the north, which I will discuss in my next point.

**5. No Impact Analysis for Van Cortlandt Park South**

Van Cortlandt Park South is a road leading from the Major Deegan Expressway to Mosholu Parkway that is located northwest of the Armory. The exit at the Major Deegan Expressway, as well as major intersections at Bailey and Sedgwick Avenues were not considered in the traffic study. Van Cortlandt Park South is an important exit, which filters drivers to the New York Botanical Garden, Bronx Zoo and Fordham University, all of which are a farther distance from

the exit than the Kingsbridge Armory. The road also crosses Goulden Avenue, a more than one mile stretch that only contains two traffic lights and ends at West 195<sup>th</sup> Street, where it meets Reservoir Avenue at the northside of the Armory. Drivers from the north will undoubtedly use this exit, given the extended, almost uninterrupted stretch of road leading to the Armory. This would take significant traffic from the Fordham Road and West 230<sup>th</sup> Street exits, and needs to be analyzed. To point the finger at this office, inferring that we limited the expansion of analysis to a ½ mile radius, while we were simply suggesting expansion of the overall scope, is ludicrous. Part of the reason a group conducts a Draft EIS is to give opportunities for mistakes to be corrected, as well as flexibility. Revelation of this realistic option should behoove the analyst to consider all options, as opposed dismissing it based on predisposed limitations. Ignoring an elephant in the room simply does not make it go away.

**6. No Analysis for BX1 and BX2 buses**

After clearly stating this omission in my comments for the DEIS, an analysis of BX1 and BX2 service along the Grand Concourse is still entirely missing. The maps in the FEIS do not even acknowledge the existence of these buses, which lie well within the ¼ mile catchment area. I cannot understand why AKRF chooses to ignore two of the most heavily used buses in the borough and the impact the Armory will have on service. These lines run along the most well-known street in the borough and provide a crucial north-south link, particularly for elderly and disabled residents. It is appalling that these buses are ignored in the FEIS.

Additionally, AKRF's response that no one will use the BX1 and BX2 is mired in fantasy. That Bronxites would be unwilling to walk three blocks to the Armory, which is being proposed as this commercial beacon for the borough, is insulting. Furthermore, the IND D train is located at the same spot where the BX1 and BX2 stop, which is three blocks from the Armory. The suggestion of the BX28 and BX32 buses as alternative options, are unrealistic. First, the BX28 is primarily an east-west bus that travels along Gun Hill Road and only sometimes extends to Kingsbridge and Fordham Roads, terminating many times at East 206<sup>th</sup> Street in Norwood. Also, the route of BX28 is circuitous below Norwood, providing a lengthier trip than either the BX1 or BX2. Finally, the BX32 only travels south, and does not go north of Kingsbridge Road/West 195<sup>th</sup> Street. The BX1 and BX2 buses provide access to almost the entire Grand Concourse, Riverdale, Kingsbridge, Norwood, Bedford Park, Mott Haven, Melrose and The HUB, making it one of the busiest in the borough.

**7. Relocation of the BX9 stop**

While results based on CEQR methodology for the BX9 stop at East Kingsbridge Road and Jerome Avenue may be valid, the reality due to increased traffic and the presence of a tricky underpass will result in backups as far back as the Grand Concourse. Already there are traffic tie-ups due to bus bunching. The increase in vehicular, transit and pedestrian activity will surely result in increased backups. A simple solution is to relocate the BX9 stop in front of the Armory itself.

**8. Parking Fees**

The biggest problem I have heard about Related's Gateway Center at Bronx Terminal Market project is that there is a charge for parking, or at least no option for validation. Patrons of both the Bronx Terminal Market and Kingsbridge Armory should not have to pay for parking, as this will simply induce people to drive to the suburbs for free parking and lower sales tax. While I can understand that Related wants to capture some of the Yankee overflow, charging for parking

at the Kingsbridge Armory is entirely unnecessary, and will place a burden on Bronxites who drive. There is no reason why there cannot be parking validation available to patrons.

9. **Parking Spaces**

While I understand that AKRF conducted a “conservative” estimate of parking, and the hope is that the garage will never reach capacity due to public transit and pedestrian means of conveyance, the worst case scenario option of having patrons park on local streets will be a significant burden to the community. Also, making people walk along the desolate stretch of Goulden Avenue from Bedford Park Boulevard between a reservoir and an elevated park for almost a mile does not provide the reassurance of safety one expects will shopping at a major retail facility.

**The Shops at the Armory FEIS**

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**Comment 5:** The northwest Bronx is in desperate need of a health clinic. A health clinic would address the needs of thousands of people, provide jobs in health care, and draw many people into the area, which would economically benefit everyone. (Rozankowski)

**Response:** The project's approximately 27,000 square feet of community facility space has not yet been programmed. The project sponsor would work with community stakeholders to determine the appropriate programming of this space.

**Comment 6:** Install decorative street lighting, particularly along Jerome Avenue, which is heavily shadowed by the elevated train. (Diaz)

**Response:** The project's design includes decorative street lighting surrounding the Armory building,

**Comment 7:** [There has been] no identification as to whether internal design components would reflect the Romanesque architectural characteristics and former use of the building. There's no provision of transparency for the archway facing the elevated train along Jerome Avenue, similar to the fenestration along Reservoir Avenue, which would provide visual access from the elevated train. [There has been] no provision of transparency guarantees for all entrances without historically significant elements. [There has been] no transparent landscape plan for Reservoir Avenue and Barnhill Square that the community can comment on, to assure the newly landscaped area is aesthetically pleasing and appropriate. (Diaz)

**Response:** Since the project is seeking federal historic preservation tax credits, the proposed cleaning, repair, and alterations to the Armory (which is listed on the State and National Registers of Historic Places) would be undertaken in consultation with the New York State Office of Parks, Recreation and Historic Preservation (OPRHP) and in compliance with the Secretary of the Interior's Standards for Rehabilitation. As the project could potentially involve discretionary actions by New York State, OPRHP may also review the project and the proposed alterations to the Armory under Section 14.09 of the New York State Historic Preservation Act of 1980. Because the Kingsbridge Armory is a New York City Landmark, the proposed project requires a Certificate of Appropriateness (CofA) from LPC. LPC's issuance of a CofA would ensure that the proposed alterations to the Kingsbridge Armory would be appropriate to the historic character and context of this historic building.

These measures are largely incorporated into the design of the project and have been vetted with OPRHP and the National Parks Service through the project's application for federal historic preservation tax credits. Specifically, the project will reflect the building's existing architectural characteristics and former use, the archway facing the elevated train along Jerome Avenue would be transparent, decorative street lighting would be provided outside the Armory, and a preliminary landscape plan has been developed. With regard to the transparency of all non-historic entrances, most entrances are historic and not subject to alteration, however, the developer will consider this request for the non-historic entrance from Reservoir Avenue.

**Comment 8:** [There has been] no identification as to how the City plans to use the \$5 million acquisition price or annual taxes, which I feel should go towards the development and maintenance of the community facility, and not to the General Fund. (Diaz)

**Response:** Comment noted.

**Comment 9:** [There has been] no commitment that parking fees for the garage are eliminated or patrons have the option to validate parking. (Diaz)

**Response:** This is correct. The redevelopment currently envisions that a fee will be charged for parking.

*COMMUNITY BENEFITS AGREEMENT*

**Comment 10:** Until the Related Companies negotiates a legally binding CBA this body must reject this proposal. The CBA we have developed with the Bronx Borough President would make sure that when the Armory is developed, not just Related but the people who live and work here in Kingsbridge and throughout the Bronx would benefit. It is a reasonable and responsible plan and would in no way hinder Related's ability to profitably develop the Armory. Under the CBA, the Armory would be developed in a way that creates living wage jobs for local residents. And those workers would be able to exercise their right to organize without threat or intimidation. Local businesses that already provide many good jobs to local residents would be protected. There would be ample recreational and community space created and there would be construction and retail jobs for Bronx residents. And under the CBA there would be opportunities for locally owned businesses and businesses owned by women and minorities to have a real share in the development. This would be a groundbreaking approach in the Bronx and in New York City. (Applebaum)

KARA stands behind the Bronx Borough President's recommendation to deny the project without a legally-binding CBA. (Pilgrim-Hunter)

The project should be rejected until a binding CBA has been signed. (Byron, Cunningham, Eichler)

The developer has not agreed to a socially equitable CBA. I cannot understand why the developer would not act in good faith with the Bronx and the City as a whole, by not considering the needs of the community. The provisions in the proposed CBA are both fair and negotiable. Among the most important disagreements with the developer is their refusal to assure living wage provisions, defined by Local Law 38 adopted in 2002, as \$10 per hour with health benefits. EDC made it clear in the site RFP that it would favorably view development plans that maximize the number of jobs meeting the City's living wage and health benefit standards. All the community wishes to do is to be a participant in what could be its greatest socioeconomic investment for generations to come. (Diaz)

**Response:** Comment noted. CBA's are outside the scope of a CEQR analysis.

13 markets within  $\frac{1}{4}$  of a mile from the site, and at least 16 that serve the residents within  $\frac{1}{4}$  of a mile from the Kingsbridge Armory. In all there are 14 supermarkets and 135 bodegas, fruit stands, etc. within the  $\frac{1}{4}$ -mile trade area. In addition, the DEIS identifies 605 convenience goods stores in the  $1\frac{1}{2}$  mile radius but does not distinguish the amount of grocery stores. (Pauls)

**Response:** The DEIS surveyed and analyzed existing food stores within the 1.5-Mile Trade Area. Based on the retail surveys conducted, the DEIS identified 605 convenience goods stores within the 1.5-Mile Trade Area, of which 141 were supermarkets or grocery stores (see page 3-30 of the DEIS or Appendix A, "Socioeconomic Conditions").

The 13 supermarkets discussed in detail in the DEIS do not represent a comprehensive inventory of every supermarket or grocery store within the 1.5-Mile Trade Area. Rather, these 13 supermarkets represent the type of store that would experience the strongest competitive pressure from a potential large chain supermarket, were one to be located within the proposed project. As discussed in the DEIS, these stores are large chain supermarkets with more than 10,000 square feet. As noted above, the analysis focuses on grocery stores in particular, because grocery stores often serve as anchors for retail concentrations.

**Comment 17:** By utilizing the *Dollars and Cents of Shopping Centers* as a guide they have taken national averages and applied them to the extraordinary circumstances of New York City. Sales volumes in New York City are considerably higher than any national or regional averages. This is due to the extremely high operating costs such as rent, utilities, taxes and wages.

In fact, while the DEIS estimates food store sales at the Kingsbridge Armory at \$41.3 million from the 60,000 square feet of space, the Pathmark supermarket in Co-Op City produces over \$50 million in less space. A typical New York area Costco will produce as much as \$200 million in total volume with over 33 percent derived from food store type merchandise. This is in excess of \$66 million in food sales annually. A typical 60,000 square foot market in New York City will do between \$55 and \$65 million in sales. (Pauls)

**Response:** The EIS analysis does not apply the national average sales volume; according to the *Dollars and Cents of Shopping Centers: 2008*, the national average for supermarket sales is \$479 per square foot. To estimate potential sales from a 60,000-square-foot supermarket at the project site, the EIS analysis used \$688 per square foot, which is the median sales per square foot amount from the top 10 percent of stores nationally (in terms of sales per square foot) and is a reasonable assumption for analysis. The EIS analysis uses the *Urban Land Institute's Dollars and Cents of Shopping Centers: 2008* as a guide because it is the suggested source for sales volume data cited in the *CEQR Technical Manual*. It should also be noted that the Pathmark supermarket in Co-Op City referenced by the commenter is approximately 62,000 square feet, which is larger than the 60,000-square-foot supermarket analyzed in the EIS.

**Comment 18:** There is no mention of a viable market study. The DEIS actually states “it is not possible to know exactly who is spending money in the area.” This is especially disturbing to me, as companies around the country spend thousands of dollars to accurately determine their customer base and proper uses, yet it is suggested infeasible in the Bronx. This is critical in terms of determining the best uses for the community and the impact on the surrounding area. This includes the impact of a proposed 60,000 square-foot supermarket will have on the surrounding communities, which have a number of viable supermarkets and grocery stores. (Diaz)

**Response:** The DEIS includes a detailed analysis of the potential for indirect business displacement due to competition, including a description of retail employment and sales trends, specific types of stores, and an analysis of retail expenditures in the area (see analysis beginning on page 3-12). The quote from the DEIS is incomplete (i.e., words were omitted) and is taken out of context. The statement reads as follows (bold and italics added):

“Capture rates are also affected by an inflow of money from people who do not live in the area. Some of the sales in the Primary Trade Area, for example, may be from people living in other areas of the Bronx, other New York City boroughs, and elsewhere, shopping at stores in the Primary Trade Area. **It is not possible to know exactly who (*residents or non-residents*) is spending money in the area.** This is particularly true for employment-intensive areas such as Fordham Road, where a large portion of shoppers do not live, but rather work in the area.”

The statement was used to explain how capture rate analyses cannot predict with a high level of precision whether sales are coming from residents or workers. It was never meant to indicate that the analysis could not tell where the customer base is located.

**Comment 19:** [An analysis of the project’s] impact on River Plaza is missing entirely. This key shopping destination includes Target, Marshall’s and Applebees, and is located ¼-mile from the Armory, almost where West Kingsbridge Road becomes West 225th Street. It is crucial to know if this major investment will be affected by the proposed uses at the Armory. (Diaz)

**Response:** The comment is incorrect. The DEIS contains a detailed analysis of every substantial retail concentration within a 1.5-Mile Trade Area of the project site, including the Broadway/Marble Hill concentration which includes River Plaza (identified as “Area 4” on page 3-19 and in Figure 3-3 of DEIS). In fact, “River Plaza” is explicitly identified on page 3-19. Page 3-32 of the DEIS explicitly states that “Many of the retail concentrations in the 1.5-Mile Trade Area, such as...Broadway/Marble Hill...would continue to draw significant numbers of customers from the local population... Thus, it is unlikely that they would be significantly affected by the proposed project.”

**Comment 20:** [The project’s potential] impact on Fordham Road and its major chain stores is not clear. (Diaz)

**Response:** The DEIS contains a detailed analysis for “Area 8: Fordham Road” on Figure 3-3, on page 3-20, and on page 3-34. For reasons cited in these sections and in the competition

analysis more generally, the conclusion is that there is not likely to be significant impacts from displacement of Fordham Road chain stores.

**Comment 21:** The community does not need a 60,000 square-foot supermarket, when there are a number of viable, successful, union supermarkets within ½ mile of the Armory. (Diaz)

**Response:** The “need for” a supermarket is outside the scope of CEQR analysis; the analysis in Chapter 3, “Socioeconomic Conditions,” follows *CEQR Technical Manual* guidelines in assessing the potential competitive effects of the proposed project, and conservatively assumes the project would include a 60,000-square-foot supermarket for purposes of analysis. See also the response to Comment 13.

### COMMUNITY FACILITIES

**Comment 22:** [There has been a] lack of assurance from the Department of Education (DOE) that siting of at least two schools occurs. (Diaz)

**Response:** The only action that relates to the property along West 195th Street is EDC’s demapping application, which will result in an additional 20 feet of land along the south side of West 195th Street currently used as a street. This property is not being disposed to the developed and the developer has no control of its future use or development. Neither the mapping action nor any of the other actions are projected to preclude any future use or development of this property (see DEIS page 2-8).

**Comment 23:** [There has been] no commitment to develop a community facility adjacent to a school along West 195th Street to assure street life after school hours. [There has been] no identification for non-DOE educational facilities within the Armory, such as space for Lehman College, or practice, rehearsal and performance space for performing arts, as desired by the community. (Diaz)

**Response:** As described in the DEIS, the project will include approximately 27,000 square feet of community facility space within the Armory, some or all of which can be used by educational facilities. The developer has committed to working with stakeholders to pursue the creation of a viable youth recreation facility inside the Armory. Development adjacent to a school along West 195th Street is outside the scope of the project.

### TRAFFIC AND PARKING

**Comment 24:** There are three unmitigated intersections during peak hours: West Fordham Road-Major Deegan Expressway Northbound Ramp; West Fordham Road-Major Deegan Expressway Southbound Ramp; and West Kingsbridge Road-University Avenue. The first two intersections are already immitigable. The Northbound Ramp also connects at Cedar Avenue and Landing Road, which provide additional northbound and southbound traffic. The Southbound Ramp intersects with the University Heights Bridge to Manhattan. There is also additional development anticipated along Landing Road, which will increase traffic. The DEIS predicts that the southbound and westbound lanes of the intersection of West Kingsbridge Road and University Avenue will triple in terms of traffic delays. This

is a wide intersection with a steady traffic flow. I find it troubling that this will not only become a problem intersection, but it is anticipated there is nothing DOT can do about it. (Diaz)

**Response:** As the commenter notes, the intersections of the Major Deegan Expressway ramps with Fordham Road are already unmitigatable; given prevailing conditions, any substantial project in the vicinity of this intersection would aggravate the existing traffic congestion and result in impacts. With regard to the intersection of West Kingsbridge Road and University Avenue, the DEIS identifies all practicable mitigation measures to reduce traffic impacts projected for this intersection. One further action not suggested in the DEIS, but available in the future if needed, would be to prohibit left turns from key approaches to the intersection. It was thought that this might be more disruptive to overall neighborhood residents' traffic patterns than the benefits potentially available at this one intersection, so it was not introduced at this time.

**Comment 25:** There are no traffic studies done for Van Cortlandt Park South at the intersections of the Major Deegan Expressway (Deegan), Bailey and Sedgwick Avenues. The Van Cortlandt Park South exit off the Deegan provides a viable travel alternative given the connection to Goulden Avenue, which is an extremely long stretch of street with only two traffic lights that feeds into the Armory garage. (Diaz)

**Response:** The scope studied in the DEIS, including the traffic study area, was the subject of a scoping meeting held on October 2, 2008. During that hearing, the Borough President's office requested that the scope of study be enlarged from a ¼-mile radius to a ½-mile radius from the project site, stating that "a ½ mile [study area] will also capture key street intersections for evaluation of vehicular and pedestrian traffic impacts." The intersections now raised as concerns to the Borough President are more than one mile from the site, well beyond the ½-mile radius that the Borough President had stated would be sufficient to evaluate traffic impacts. Most importantly, the analyses conducted for the DEIS do not envision a significant volume of traffic passing through these intersections en route to and from the proposed project, so detailed analyses were not warranted. Finally, these locations were also not requested by the New York City Department of Transportation (NYCDOT) in their review of the scope of work for the DEIS.

**Comment 26:** The proposal for spillover parking to be mitigated by on-street parking in the community is unacceptable. The anticipated worst-case scenario is that 330 vehicles will need to find on-street parking spaces within the community on Saturday afternoons. One recommendation includes parking on Bedford Park Boulevard, which would cause people to walk 2/3-mile to one mile along train yards to the Armory. (Diaz)

**Response:** The DEIS uses conservative trip generation factors to estimate the number of vehicles generated by the proposed project. While on-street parking space is available to accommodate projected peak traffic demand within ½ mile from the project site, in reality, the limited number of parking spaces within the project is likely to result in substantially fewer drivers to the site and less parking demand, and substantially more patrons taking public transportation since the site is well served by subway and bus. For

the River Plaza shopping development on 225th Street and Broadway, private automobile trips are much lower than what was anticipated before the project was built, resulting in a highly underutilized parking lot. The DEIS does not include any recommendation that people park along Bedford Park Boulevard; it merely points to the availability of parking there should people need to park there if they cannot find spaces closer to the site. Shoppers who do park there could walk along Goulden Avenue and Reservoir Avenue to get to the Shops at the Armory and would not need to walk along train yards.

**Comment 27:** Although on-street parking is suggested as a mitigable option for the Saturday parking overflow, “No Standing” is proposed at the same time from 11AM-2PM for West Kingsbridge Road and Jerome Avenue, thus cancelling some proposed on-street parking options, as well as directly impacting community parking. (Diaz)

**Response:** This mitigation measure results in the loss of approximately three parking spaces, an insignificant number of spaces as compared to the total number of on-street spaces in the area, and only during the Saturday midday peak period. If it is determined that on-street parking should be retained at this location then this intersection would not be mitigated during this period.

**Comment 28:** Traffic comparisons to Willets Point and Plaza at the HUB are inappropriate. Willets Point is an entirely different community that is isolated by highways, parks and the East River, while Plaza at the HUB has no anticipated start date and was developed in a different economic environment. (Diaz)

**Response:** Willets Point and Plaza at the HUB data were used only for the purposes of estimating mode split and average vehicle occupancies since the Willets Point and Bronx Hub areas have similar public transportation and roadway network features as the vicinity of the proposed project. The two projects were not used to evaluate traffic conditions at all in the vicinity of the Kingsbridge Armory development. Use of the mode split and average vehicle occupancy data were reviewed with and approved by NYCDOT as being appropriate for the project site.

**Comment 29:** [There has been] no promise to allow only school-related vehicles, including teacher and school administrative vehicles, along West 195th Street between 2-4 PM on weekdays. [There has been] no commitment to restrict truck access to the ramp leading from West 195<sup>th</sup> Street to the Armory, particularly during school hours. (Diaz)

**Response:** This request is not supported by any traffic conclusions of the DEIS. The number of vehicles projected to be generated by the Armory project along West 195th Street during this time is less than three per minute and no significant traffic or pedestrian impacts or safety concerns are projected in this area.

Upon completion of the project, the ramp leading from West 195th Street to the Armory will be used for emergency pedestrian egress only and will not typically be used for truck access.

**Comment 30:** The Related Companies knows the increase in congestion is going to be significantly worse and admits there's nothing they are willing to do about it—so the traffic congestion that was rated from letter A through F will become an F, the worst possible rating, due to this current plan. (Pilgrim-Hunter)

**Response:** The detailed traffic analysis included in the DEIS followed the *CEQR Technical Manual* procedures. The DEIS presents a reasonable worst-case description of projected future conditions, consistent with CEQR guidelines; all procedures and analyses were reviewed and approved by NYCDOT and includes a wide array of traffic improvements intended to mitigate significant impacts to the maximum extent possible.

**Comment 31:** Any large retail use in the area would have a terrible effect on traffic in the area. There's already tremendous traffic on Jerome Avenue. (Sloane)

**Response:** The DEIS included a detailed traffic analysis at key locations along Jerome Avenue following *CEQR Technical Manual* procedures and was reviewed and approved by NYCDOT. It identified locations that would be significantly impacted and traffic capacity improvements needed to mitigate those impacts to the extent possible.

**Comment 32:** Adding a warehouse-style, big-box supermarket will significantly increase the impact of this project, significantly increase traffic volumes, and produce even more locations where project impacts cannot be mitigated. The full impact of the proposed 60,000 square foot, big-box supermarket has not been accounted for in the DEIS. The trip generation characteristics assumed in the DEIS are relevant to a shopping center (the DEIS refers to destination retail as inclusive of warehouse supermarket club land use), not a supermarket land use that generates 2 to 4 times the number of trips per square foot of retail space as does an equivalent designation space for the Armory. The Institute of Transportation Engineers *Trip Generation Manual* reports the trip generation rate for a warehouse supermarket [is] about three times that for the destination retail rates used in the DEIS. As a result, the DEIS is fatally flawed and must be fully revised before any action is taken on this project. Correcting for the flawed analysis results in a severe under count of project impacts. This report shows that the project will produce at 16 to 24 percent increase in overall vehicular travel, resulting in 137 more trips in the PM peak hour and 319 more trips midday on Saturdays. (Ketcham)

**Response:** At this time, the proposed project has unprogrammed retail space; that is, specific tenants have not been identified for any of the space. While, as reflected in Chapter 1, "Project Description," it is possible the program may provide a supermarket use, it is not anticipated to include a warehouse-style big box supermarket. Consequently, the application of a warehouse supermarket use for trip generation purposes is not appropriate. Specifically, a warehouse type supermarket, which is typically larger than 100,000 square feet, would not be feasible within the up to 60,000 square foot space assumed in the EIS. Moreover, based on the information presented in the *Institute of Transportation Engineers (ITE) Trip Generation Manual, 8th Edition*, warehouse or discount supermarkets are free-standing retail stores, and therefore do not reflect the character of the retail space at the project site. Rather, the proposed project would not

procedures and guidelines, identifies significant impacts, and identifies measures needed to mitigate such impacts. Its analyses and findings were fully reviewed and approved by NYCDOT. Comment noted.

**Comment 53:** There are only 400 spaces for over 500,000 square feet of commercial uses, and that is less than 1 per 1,000 square feet of space. That is far less than the typical standard of 5 spaces per 1,000 square feet recommended by the ICSC and also far less than most of the provisions of the New York City Zoning Code, which typically mandate 3-4 spaces per 1,000 square feet. We suspect that the artificially low availability of parking was guided by the severe traffic impacts of the proposed garage and the impossibility to mitigate impacts of a larger, more appropriate parking garage. (Pauls)

**Response:** The amount of on-site parking provided is in compliance with the provisions of the New York City Zoning Resolution for the proposed zoning district and appropriate given the project's close proximity to multiple mass transit options.

#### **TRANSIT AND PEDESTRIANS**

**Comment 54:** There is no analysis of the Bx1 and Bx2 bus lines. These are heavily-used buses located three blocks from the site. (Diaz)

**Response:** Detailed analyses of the five most relevant bus routes in the vicinity of the project site were conducted including the Bx3, Bx9, Bx22, Bx28 and Bx32 routes. Significant impacts were not identified to any of these routes. The Bx28 and Bx32 routes (operating on Jerome Avenue) provide similar north/south connections as the Bx1 and Bx2 routes (operating on Grand Concourse), and have bus-stops located in the immediate vicinity of the project site as compared to the Bx1 and Bx2 stops which are located approximately 3-blocks away. Therefore, it is anticipated that few, if any, of the patrons would use the Bx1 and Bx2 lines and no quantified analysis is warranted.

**Comment 55:** The DEIS analyzes weekend service to the Armory for the Bx22. The Bx22 does not serve the Armory on the weekends, terminating at either East Fordham Road-Valentine Avenue or Boston Road-Pelham Parkway. (Diaz)

**Response:** The comment is correct that the Bx22 does not service the project site during weekends. Accounting for this service condition does not alter the DEIS conclusion that the project would not result in significant impacts on bus loadings in the project area. The bus analyses presented in Chapter 14, "Transit and Pedestrians" in the FEIS have been modified to reflect the fact that the Bx22 does not provide Saturday service to the site.

**Comment 56:** There is no suggested service increase on the BX9, which connects Fordham Road, Riverdale, Kingsbridge and West Farms. Ridership will undoubtedly increase with the advent of the Armory. Also, location of the current BX9 stop on the eastern side of Jerome Avenue will cause traffic delays due to bunching and increased ridership. This should have been considered in the DEIS. (Diaz)

**Response:** The analysis for Bx9 route identified no impacts on the service conditions based on the CEQR methodology. Therefore, no service increase is warranted on this route as per the CEQR standards. In the event there is a need for service changes in the interim, it would be addressed by NYCT as part of their regular service evaluation.

**Comment 57:** Install bump outs or neck outs at the northwest corner of Jerome Avenue and West Kingsbridge Road to provide more space for people waiting for area buses, and assure proper traffic flow. (Diaz)

**Response:** The project sponsor has been discussing this aspect with NYCDOT, and the FEIS analysis includes a bump out/neck down at the northwest corner of West Kingsbridge and Jerome Avenue.

**Comment 58:** The Kingsbridge Armory project will attract as many as 4,800 pedestrians an hour to the site (Saturday peak hour), ultimately concentrating most of them along Kingsbridge Road, the main entrance to the site. Combined with upwards of 900 more cars and trucks each hour weekdays and 1,300 on Saturdays (and far more when adjusting for a supermarket), the Kingsbridge community will clearly face increased hazards as more conflicts occur between pedestrians and vehicles. The result can only be a significant increase in pedestrian injuries and fatalities. These consequences are ignored in the DEIS. (Note that pedestrian-vehicle accidents will increase in direct proportion to any increase in traffic from the proposed project. This assumption is standard engineering practice for NYSDOT.) Traffic simulation, which includes pedestrian movements, would help to answer this question ignored in the DEIS. (Ketcham)

**Response:** Consistent with the requirements of the *CEQR Technical Manual*, the DEIS includes a detailed assessment of pedestrian conditions in the study area with increased pedestrian and vehicle levels due to the proposed project (please refer to Chapter 14, "Transit and Pedestrians"). In addition, the DEIS includes an assessment of pedestrian safety conditions as well as the impact of the proposed project on school safety in Chapter 14, "Transit and Pedestrians." It should be noted that the assessment of potential environmental impacts (including the impacts on traffic and pedestrian conditions) for the proposed project were based on CEQR procedures; these procedures do not assume an increase in pedestrian-vehicle accidents in direct proportion to any increase in traffic.

**Comment 59:** Pedestrian impacts appear to have been under-reported by at least 20 percent and perhaps much more. The assignment of pedestrians entering and leaving the site in this figure, while understated, actually disappears near the site; for example, at the northwest corner of Jerome and Kingsbridge where 97 trips vanish. Also, the assignment of pedestrian trips do not reflect the large number of shoppers who will be forced to park on-street, some at great distances from the Armory; they are simply not represented in the DEIS or in Appendix C. (Ketcham)

Pedestrian impacts are 20 percent or more under reported in the DEIS. (Pilgrim-Hunter)

**Response:** All of the pedestrian trips—including the large number of shoppers who will park on-street— have been accounted for in the analysis (see the figures contained in Appendix C). As identified in Chapter 14, “Transit and Pedestrians,” based on the results of the pedestrian analysis, the proposed project would not result in any significant adverse pedestrian impacts.

**Comment 60:** The DEIS must provide diagrams showing pedestrians entering and leaving the site at all proposed entrances. (Ketcham)

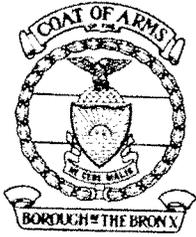
**Response:** Comment noted. The potential impacts due to the project generated pedestrian trips are assessed for sidewalks, crosswalks, and corners. The peak hour pedestrian volumes at these elements are presented in the figures contained in Appendix C.

**Comment 61:** It is estimated that 135 vehicles will be traveling to and from the Armory weekdays between 3-4 PM. Students will still be exiting school at this time. How will this impact student pedestrian flow? (Diaz)

Related is ignoring the impacts of traffic on nearby schools, playgrounds, churches, public libraries, and in particular traffic congestion/pedestrian safety. (Pilgrim Hunter)

Also largely ignored are the impacts of traffic on nearby sensitive sites like schools, playgrounds, churches, public libraries, etc. For example, P.S. 86 is directly across West 195th Street from the northeast corner of the Armory. The DEIS reports approximately the same number of auto trips during the 3 to 4 pm hour as during the evening peak traffic hour when students leave P.S. 86, thereby increasing the hazards borne by residents of the Kingsbridge community, yet the DEIS reports no impact. Similarly, the heavily used St. James Park, just a block south of the site down Jerome Avenue, where families take their young children every day is likewise jeopardized by any increase in traffic volumes. And these effects are true all over this heavily populated area. The EIS must account for these impacts on a site by site basis, not just assert that P.S. 86 is safe. (Ketcham)

**Response:** The commenter’s assertion that the impacts of traffic on nearby sensitive sites like schools were largely ignored is not correct. The DEIS included a detailed assessment of pedestrian safety conditions as well as the impact of the proposed project on school safety (please refer to Section F, “Pedestrian Safety” in Chapter 14, “Transit and Pedestrians”). An assessment of pedestrian safety conditions was performed for 18 intersections in the study area based on the most recent 3-year accident data obtained from the New York State Department of Transportation (NYSDOT). Based on this assessment, two of the study area intersections (including the intersection of Jerome Avenue at West Kingsbridge Road) were identified as high-accident locations based on the CEQR criteria. The DEIS identified additional safety measures for the intersection of Jerome Avenue at West Kingsbridge Road to enhance pedestrian safety.



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

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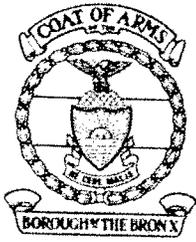
October 19, 2009

## **STATEMENT BY BOROUGH PRESIDENT DIAZ**

### ***RE: City Planning Commission Vote on the Kingsbridge Armory Project***

“While I am disappointed with the outcome of today’s vote, I am heartened that several of my colleagues from other boroughs stood with the people of my borough and agreed that the current proposal to redevelop of the Kingsbridge Armory is a bad deal for The Bronx. Related has not adequately addressed the concerns that my office, in conjunction with the elected officials, community board and community groups from the area, have laid out in our community benefits agreement, nor does the developer seem at all interested in doing so.

“We are not asking for anything radical or extreme. We are simply asking that, in a borough that has the highest poverty rate in the nation and has consistently seen the highest unemployment numbers in New York State, Related and their future tenants provide living wage jobs with benefits that allow Bronxites a chance to provide for their families and to build a better life. I am hopeful that the developer will sit down with my office to negotiate this issue and others prior to the City Council’s upcoming vote on the project, and I will continue to stand up and do what is right for the people of The Bronx,” said Bronx Borough President Ruben Diaz Jr.



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

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**March 5, 2010**

## **BOROUGH PRESIDENT DIAZ ANNOUNCES THE CREATION OF A KINGSBRIDGE ARMORY TASK FORCE DURING HIS FIRST “STATE OF THE BOROUGH”**

Bronx Borough President Ruben Diaz Jr. announced the formation of a Kingsbridge Armory Task Force during his first State of the Borough Address, which took place today at the Evander Childs High School Campus. The new task force, co-chaired by City Council Member Fernando Cabrera, will examine the armory and discuss ideas for its future use, such as manufacturing, recreation, and other innovative uses.

“The fight at the Kingsbridge Armory was not about preventing development, nor was it about focusing on the parochial concerns of a small corner of the city. What we stood for at the Kingsbridge Armory was the right of all city residents to earn an honest living when developers take large taxpayer subsidies to make their projects work,” said Borough President Diaz.

Borough President Diaz also discussed the need for new “living wage” laws in New York City, and announced that he has partnered on legislation with Bronx City Council Members Annabel Palma and G. Oliver Koppell that would require developers that receive taxpayer subsidies to make their project work to pay a “living wage.”

“The idea that any job is better than no job should no longer apply specifically when developers take millions of dollars in taxpayer funding,” said Borough President Diaz. “When New Yorkers are already struggling to pay their rents, when they must worry about feeding and clothing their children, when our poverty rates are the highest in the nation, we cannot accept that the minimum wage is the best salary a developer can offer while they take so heavily from the taxpayers’ wallets. If you want charity, you must be charitable. If you want a public benefit, your project must benefit the public.”

Borough President Diaz reiterated his commitment to bring a real hotel to the Bronx, an amenity that the Bronx has lacked for too long, and announced that he would be working with developers and the New York Hotel Trade Council to identify appropriate sites for a new hotel and generate interest from hotel operators in the Bronx.

“We are all tired of visitors coming to the Bronx but spending their evenings in Westchester or New Jersey, taking with them the money that could have been spent in our restaurants and shops,” said Borough President Diaz. “Together, we will bring this much needed, and long overdue, project to our borough. We have a great deal to offer here in the Bronx, and hotel operators would be crazy to ignore us.”

Borough President Diaz discussed his push to develop a “green” economy in the Bronx, highlighting the recent announcement of a federal grant for the Consortium for Workers Education that will be used to train more than 400 Bronx residents for work in the growing field of energy efficiency. In addition, the borough president’s office is working in conjunction with Senator Kirsten Gillibrand and Fordham University to bring a co-generation plant to the college’s Rose Hill campus. The project will lessen the burden on our electric grid, reduce pollution, and create dozens of new jobs.

“You should know by now that I am serious about building the ‘green’ economy, and these are just a few of the steps that we have already taken. My office will continue to work to expand green manufacturing opportunities in our industrial zones,” he said. “We will encourage existing businesses to retrofit, and work to find incentives for them to do so. We can, and we will, create the blueprint—or should I say ‘greenprint’—to expand this emerging industry and lead the nation.”

Borough President Diaz also spoke on the menace of illegal guns, and discussed the need for stronger national gun control laws, indicating that outside interests can’t drive the debate, “while our mothers, grandmothers and daughters are gunned down right before our eyes.” Diaz Jr. noted the success of his recent gun buyback program, co-hosted with the District Attorney Robert Johnson and the NYPD at four churches across the Bronx, which was able to take nearly 1,200 guns off of our streets.

“Using this program as a model, my office will look to take an additional 1,500 illegal firearms out of circulation in the next year, and will continue to identify different initiatives and funding streams to combat gun violence in our streets,” Borough President Diaz said.

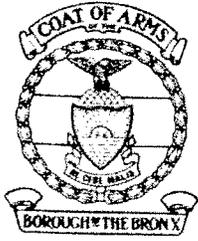
The borough president discussed about the many great opportunities for development in the Bronx, such as the waterfront, which according to Borough President Diaz is “virtually untouched,” and could create new opportunities for housing, economic development, and for recreation. He also talked about the need of creating more affordable homeownership opportunities to Bronxites, in all neighborhoods.

“I am always happy when affordable housing is developed in the Bronx, but we must do more to ensure that new developments are built that offer Bronxites a chance to buy their homes.

Homeownership leads to community stability, and my office will do all that it can to persuade developers to create more of those opportunities. A stable neighborhood is a better neighborhood, and more stability means a better Bronx.”

Borough President Diaz concluded his speech recognizing the “great deal of work to do” during his administration, and made a called to work together as “One Bronx,” to tackle the issues the Bronx faces head on.

“I know that, as ‘One Bronx,’ we have the will to stand up and fight for our neighborhoods, to ensure that we no longer receive the short end of the stick when it comes to economic development, education, and the critical funding our communities need to thrive,” said Borough President Diaz.



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

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March 22, 2010

## **BOROUGH PRESIDENT DIAZ & COUNCIL MEMBER CABRERA ANNOUNCE THE MEMBERS OF THE KINGSBRIDGE ARMORY TASK FORCE**

Today, Bronx Borough President Ruben Diaz Jr. and City Council Member Fernando Cabrera jointly announced the members of the newly formed Kingsbridge Armory Task Force.

The task force, which was first announced during Borough President Diaz's "State of the Borough" address several weeks ago, will be charged with examining the Armory and discussing ideas for its future utilization, such as manufacturing, green development, recreation, and other innovative uses.

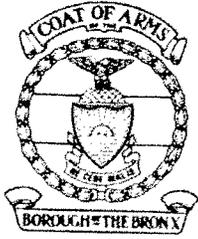
The members of the task force are Majora Carter, environmental consultant; Marlene Cintron, president of the Bronx Overall Economic Development Corporation; Paul Foster, chairman of Bronx Community Board #7; Jack Kittle, political director of District Council 9; Steven McInnis, political director for the New York City District Council of Carpenters; Desiree Pilgrim-Hunter, a board member of the Northwest Bronx Community & Clergy Coalition; Ned Regan, former state comptroller; Jack Rosen, Chief Executive of Rosen Partners LLC; Steven M. Safyer, MD, President and CEO of Montefiore Medical Center, and Kathryn Wylde, President & CEO of the Partnership for New York City.

"A retail mall was not the best use for this space, given the traffic issues and its proximity to the Fordham Road shopping district. My critics have challenged me to come up with something better for the Kingsbridge Armory, and I am prepared to answer that call. There are a number of different options besides retail that could eventually make their home in the armory, be it the expansion of the film industry, arts and recreation space, green manufacturing, or a combination of these and many other uses. This task force will examine those ideas and others, expand on the best of them and develop a report that we will use to help the City craft a new RFP for this iconic structure," said Borough President Diaz.

"I eagerly look forward to working closely with this distinguished panel to find a viable, successful solution to the development of the Kingsbridge Armory. The Armory represents a great opportunity for the people of my district who not only want to see the Armory developed, but need it to be. It's time for us to look at this from every angle, and I see the Armory Task Force as the ideal body to gather the resources necessary to carry this out," said City Council Member Fernando Cabrera.

Over the next several months, the task force will meet to discuss different ideas for the redevelopment of the Kingsbridge Armory. Following those meetings, the task force will issue an extensive report outlining recommendations for the future of the site which could be used to develop a new RFP for the building.

*Complete biographies for the members of the task force are attached.*



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

Contact: John DeSio 718- 590-3543

October 14, 2010

## **KINGSBRIDGE ARMORY TASK FORCE ANNOUNCES NYU CAPSTONE PROGRAM TO STUDY THE REDEVELOPMENT OF THE KINGSBRIDGE ARMORY**

In an open letter to the public, the Kingsbridge Armory Task Force has announced that New York University's Robert F. Wagner Graduate School of Public Service has selected the Kingsbridge Armory for study through its highly competitive Capstone Program.

Under NYU's Capstone Program, a team of faculty and students from the university will identify alternative uses for the armory through a year-long planning study that will advise the Kingsbridge Armory Task Force. The project will include research, design, and analysis of a sustainable and socially-beneficial model for the reuse of the Kingsbridge Armory.

"The NYU Capstone Program is a highly selective, highly competitive program, and we are thrilled that they have chosen to focus their efforts on the redevelopment and reuse of the Kingsbridge Armory this year. Working together with NYU, it is our hope that this study will not only identify new uses for the Kingsbridge Armory, but will lead to the creation of a new RFP for this historic structure," said Bronx Borough President Ruben Diaz Jr.

"The task force has taken on the challenge of identifying how the Bronx can attract the jobs of the future and prepare its residents to fill them. This is not simply about reuse of a public building. It is about how this building might contribute to a larger community and borough agenda for economic growth," said Kathryn Wylde, President & CEO of the Partnership for New York City.

"We are bringing in highly skilled individuals to ensure that the Kingsbridge Armory will be transformed into a space that benefits our borough without downsides. The NYU's Capstone Program will offer us the vision of young and talented professionals, and we are ready to work with them to find the best plan for the Kingsbridge Armory," said Marlene Cintron, President of the Bronx Overall Economic Development Corporation (BOEDC).

"I welcome the news that the NYU Capstone Program will participate in the process of redeveloping the Kingsbridge Armory, and I am confident that the seeds for a wonderful new community resource within the walls of this historic structure will be planted," said City Council Member Fernando Cabrera.

The Kingsbridge Armory Task Force consists of Borough President Diaz, Council Member Cabrera, Ms. Cintron, Ms. Wylde, Majora Carter, environmental consultant; Paul Foster, chairman of Bronx Community Board #7; Jack Kittle, political director of District Council 9; Steven

McInnis, political director for the New York City District Council of Carpenters; Desiree Pilgrim-Hunter, a board member of the Northwest Bronx Community & Clergy Coalition; Ned Regan, former state comptroller; Jack Rosen, Chief Executive of Rosen Partners LLC; and Steven M. Safyer, MD, President and CEO of Montefiore Medical Center.

*A copy of the open letter is attached.*



OFFICE OF THE BRONX BOROUGH PRESIDENT  
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To Whom it May Concern:

Since early this year a Kingsbridge Armory Task Force, appointed by Bronx Borough President Ruben Diaz Jr., has been meeting to discuss the future of this historic structure. Roughly one year ago, The City's original proposal to construct a retail mall at the Kingsbridge Armory was defeated by the City Council because of a number of issues, such as traffic, environmental impact and the lack of a living wage provision for future employees at the site. However, support for living wages was not required to join the task force. In fact, several members of the Kingsbridge Armory Task Force were publicly supportive of the retail mall proposal and are currently opposed to the living wage proposal that Bronx Borough President Ruben Diaz Jr., the founder of this task force, has currently placed before the City Council.

At this point, the task force has concluded that efforts to redevelop the Kingsbridge Armory will focus on strategic reuse of the property for a combination of community revitalization, education, and economic development purposes. Our objectives will be to attract more skilled workers and higher paying jobs to the Bronx, to provide community space that will improve the quality of life of those in the surrounding area, to build on the strengths of the borough's universities, cultural and medical institutions, and, hopefully, to include programs that will prepare neighborhood residents for jobs in the technology and professional service sectors.

There has already been considerable interest from many parties in this regard. Our task force has heard from those looking to bring many different options to the Kingsbridge Armory, including space for recreation, cultural programming, arena and event space, and educational uses. In fact, many of these innovative ideas could work together, given the massive size of the armory and the reasonable demands of each project. We expect that given the poor shape of the building and its three levels of landmark protection, the redevelopment of the Kingsbridge Armory will likely require multiple components, as well as considerable public investment, in order to be successful.

To support this effort, the office of Borough President Diaz submitted the project for a special planning award from New York University's Robert F. Wagner Graduate School of Public Service. Last week, NYU announced that the project was a winner in a highly competitive contest. Under NYU's Capstone Program, a team of faculty and students from the university will identify alternative uses for the armory through a year-long planning study that will advise the Kingsbridge Armory Task Force. The project will include research, design, and analysis of a sustainable and socially-beneficial model for the reuse of the Kingsbridge Armory. In recent years this program has helped identify uses and funding opportunities for many worthy causes, including a number of City agencies, and we are

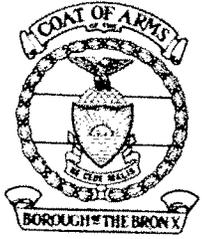
confident that the report developed through the Capstone Program will present a strong foundation upon which to build a new RFP for the Kingsbridge Armory.

In order to foster the continued positive growth of the Bronx, we must make sure that development is handled in a responsible way, one that incorporates both the needs of the developers as well as the community-at-large. At the Kingsbridge Armory we are moving in the right direction, towards the creation of a new facility that will have the potential to reinvigorate not just the surrounding neighborhood but the entire Bronx.

Sincerely,

The Kingsbridge Armory Task Force

Consisting of Bronx Borough President Ruben Diaz Jr., City Council Member Fernando Cabrera, Majora Carter, Environmental Consultant; Marlene Cintron, President of the Bronx Overall Economic Development Corporation; Paul Foster, chairman of Bronx Community Board #7; Jack Kittle, Political Director of District Council 9; Steven McInnis, Political Director for the New York City District Council of Carpenters; Desiree Pilgrim-Hunter, a board member of the Northwest Bronx Community & Clergy Coalition; Ned Regan, former state comptroller; Jack Rosen, Chief Executive of Rosen Partners LLC; Steven M. Safyer, MD, President and CEO of Montefiore Medical Center, and Kathryn Wylde, President & CEO of the Partnership for New York City.



**Ruben Diaz Jr.**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

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Contact: John DeSio 718-590-3543/ Liseth Perez-Almeida 718-590-2509

**OCTOBER 22, 2010**

**FOR IMMEDIATE RELEASE**

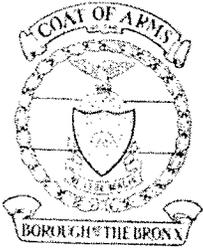
## **BOROUGH PRESIDENT DIAZ NAMES GUSTAVO RIVERA TO KINGSBRIDGE ARMORY TASK FORCE**

Bronx Borough President Ruben Diaz Jr. announced today that Gustavo Rivera, Democratic nominee for the State Senate in the 33<sup>rd</sup> District, will be joining the Kingsbridge Armory Task Force, effective immediately.

“Gustavo will bring an important perspective to this group, and I am happy that he has accepted my invitation to join the Kingsbridge Armory Task Force. I welcome his input on the redevelopment of this historic building,” said Bronx Borough President Ruben Diaz Jr.

“I look forward to working with Borough President Diaz and the other members of the Kingsbridge Armory Task Force on this important endeavor. I am resolved to making sure that we transform this structure into something that will be useful to the community, the Bronx and the entire city, and I am committed to working with my colleagues in government, labor and the private sector to make it happen,” said Gustavo Rivera.

The 33<sup>rd</sup> State Senate District includes the Kingsbridge Armory.



**Ruben Diaz Jr**  
**Bronx Borough President**

**John DeSio**  
**Communications Director**

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CONTACT John DeSio 718- 590-3543/ Liseth Perez Almeida 718-590-2509

February 24, 2011

## **BOROUGH PRESIDENT DIAZ DELIVERS SECOND "STATE OF THE BOROUGH" ADDRESS**

Today, to a full house at DeWitt Clinton High School in the northwest Bronx, Bronx Borough President Ruben Diaz Jr. delivered his second "State of the Borough" address. During the speech, Borough President Diaz announced several initiatives his office will pursue in the upcoming year, such as bringing a first-class hotel to the Bronx, hosting the borough's first ever education summit and expanding the successful "Peace in Our Streets" initiative against gun violence.

"Together, as 'One Bronx,' we come together today to offer a positive vision for the future of our borough," said Bronx Borough President Ruben Diaz Jr. "We come together to celebrate our successes while offering new ideas and concepts to build our borough for the future. In development, in housing, in business, in health, and in education, we are developing the ideas that will shape the future of our entire City, right here in the Bronx."

During the speech, Borough President Diaz highlighted economic development in the Bronx. While highlighting specific cases, the borough president also noted that the Bronx Overall Economic Development Corporation (BOEDC), which serves as the economic development arm of his office, has pushed more than \$32 million in funding into the borough's economy to a wide variety of businesses. In addition, the BOEDC provided assistance, financial or otherwise, to almost 700 Bronx businesses in the last year.

"My administration has and will continue to make intelligent economic development a reality. We have taken major steps to market the Bronx to new businesses, to support our existing businesses, and to grow the overall economy of our borough," said Borough President Diaz.

Part of growing the new Bronx economy is bringing new business to the borough. Borough President Diaz spoke at length regarding the initial steps that have been undertaken to bring a first-class hotel to the area near Yankee Stadium.

"This development would serve as a new tourism hub for our borough, while creating hundreds of good jobs for Bronx residents and greatly enhancing the area surrounding Yankee Stadium," said Borough President Diaz.

On the future of the Kingsbridge Armory, Borough President Diaz noted that the Kingsbridge Armory Task Force would put forward recommendations for the future of the historic structure in the spring. The borough president also challenged Mayor Michael Bloomberg to join him in making the redevelopment of the historic structure a reality.

“The report of this task force must be the cornerstone of a new RFP, and I invite the mayor to join with me to responsibly redevelop the Kingsbridge Armory,” said Borough President Diaz.

Borough President Diaz also continued his call for a new “living wage” law in New York City, one that would require developers who receive heavy taxpayer subsidies to do better by their employees. Statistics show that income disparity in New York City has increased dramatically over the past two decades. In addition, there is considerable research that shows that a “living wage” law would not harm business, and that such laws provide workers with the ability to both improve their financial situation and rely less on government assistance.

“It is time to hold hearings on this legislation, and for the City Council to bring it to a vote. The people of New York City cannot afford to wait,” said Borough President Diaz.

Borough President Diaz focused on education in the speech, as well. He noted that this fall, his office will host the borough’s first-ever education summit, which will bring together education leaders from across the nation to both discuss the problems facing our public schools and to develop ideas for the future.

“We will work to foster innovation while also making sure our public schools, once again, are the best in the nation,” said Borough President Diaz. “We will put forward new ideas to make sure all students— from our most gifted to those who need extra help and everyone in between— are being served by our public school system. Our children must be prepared to enter college and the workforce, and the way to make sure that happens is to guarantee that our public schools are the best they can possibly be.”

The borough president also noted that his office has continued its fight to make public schools safer, by continuing to lead the fight to remove PCBs, a dangerous chemical that was used in school construction for many years, from school buildings. Borough President Diaz’s commitment to make the Bronx safer and healthier extends outside of schools, as well. He noted during the speech that he has allocated funding to convert one Bronx building to cleaner burning fuel, a move that will keep the building affordable to tenants while also contributing to a greener Bronx.

In addition, Borough President Diaz announced that his office will seek to create, in conjunction with the City Council, a new law requiring a “health impact statement” be developed as part of major development projects. This initiative would ensure that new development does not have an adverse impact on the health and well-being of neighborhoods across the City.

In other funding, this year Borough President Diaz provided more than \$12 million in funding for schools across the Bronx, funding that was used to provide critical improvements to the physical plant of Bronx public schools. In addition, the borough president was able to leverage almost \$16 million in funding into \$442 million in new housing development across the borough. Borough President Diaz also highlighted new park improvements that have been made in the Bronx, as part of the \$37.6 million he allocated in total capital funding this year.

The Bronx saw some hardships this year, but Borough President Diaz noted that even in the most trying times the borough came together in a positive way. A spate of bias crimes last year has led to the formation of a new task force, to be made up of clergy and community leaders from all faiths, ethnicities and sexual orientations, designed to stand together in the face of future hate crimes. In addition, the borough president pointed to the success of his “Peace on the Streets” initiative, which works to end gun violence in the Bronx. During the speech, the borough president took time to recognize the hundreds of volunteers who assisted with this effort, and urged all Bronxites to join this effort when it restarts in the coming weeks.

“We reached thousands of Bronxites, and the message we heard from them was loud and clear: they are tired of being terrorized in their neighborhoods... they are tired of keeping their children inside, for fear that they will be struck down by a stray bullet... they are tired of the violence. I agree...enough is enough,” said Borough President Diaz.

The borough president closed his speech with a call to all Bronxites to come together, as “One Bronx,” to support efforts in all neighborhoods to make the borough a better place to live.

“It is time to let the world know once again that the Bronx is a place of success. We face challenges— in education, in the economy, in making our borough a greener place. But we are all committed to the rebirth and continuing revitalization of our Bronx, “One Bronx”— the place we call home,” said Borough President Diaz.

# Diaz turns armory page

## In State of Boro address, vows new community-backed plan

BY BILL EGBERT

THE CITY may be giving a cold shoulder to finding a new plan for the Kingsbridge Armory any time soon, but Borough President Ruben Diaz Jr. says he's ready to move forward.

In an apparent about-face after leading the charge to defeat a proposal to redevelop the armory last year, Diaz is saddling up again — this time to find a development plan the community will rally behind.

In his first State of the Borough address last Friday, Diaz announced he was forming a new Kingsbridge Armory Task Force to seek new ideas for developing the 575,000-square-foot fortress, and he wants the city's support.

"We want to work with the mayor's office and the Economic Development Corporation on this," said Diaz's press secretary, John Desio.

But the city's Economic Development Corp. is less enthusiastic about the prospects of finding a new developer so soon after the proposal by The Related Companies went down in flames last year.

"There are no plans to release a new request for proposals for the armory," said EDC spokesman David Lombino.

"It is highly unlikely that the private sector will be eager to pour the hundreds of millions of dollars necessary to now undertake the extraordinarily complex

and costly redevelopment of a large landmark structure in a state of disrepair," said Lombino.

In his address, Diaz said that the opposition he led was not against the redevelopment *per se*, but against taxpayer subsidies for minimum-wage jobs.

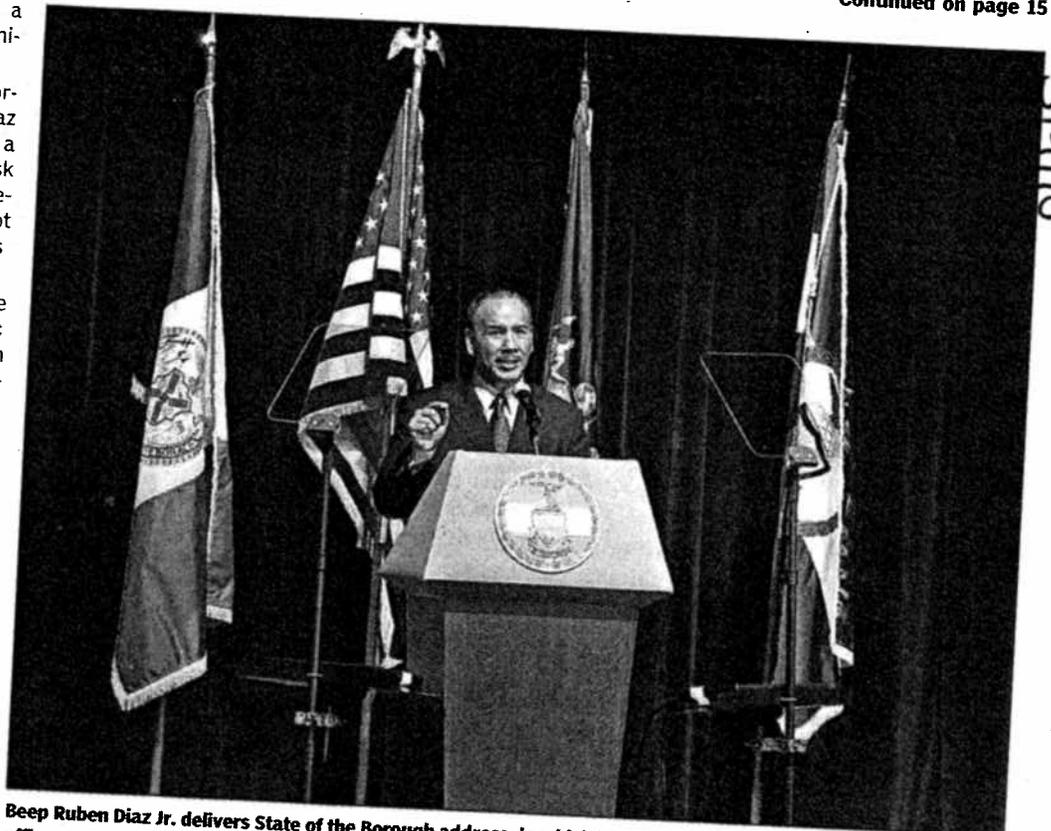
"The fight at the Kingsbridge

Armory was not about preventing development," said Diaz, "nor was it about focusing on the parochial concerns of a small corner of the city. What we stood for at the Kingsbridge Armory was the right of all city residents to earn an honest living when developers take large taxpayer subsidies to make their projects work."

The \$310 million redevelopment proposal ran aground in the final stage of the approval process over the developer's resistance to including living wage requirements in tenant leases.

Related said requiring retailers to pay higher wages than they would at other shopping centers would sink the project.

Continued on page 15



Beep Ruben Diaz Jr. delivers State of the Borough address, in which he said he wants to work with the mayor's office and Economic Development Corporation to develop a new Kingsbridge Armory plan. Photo by Victor Chu

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# Beep aiming for new armory plan

**Continued from page 1**

But a majority of the City Council sided with the opponents who insisted that a development subsidized by tax dollars owed the taxpayers working there more than the minimum wage.

"The idea that any job is better than no job should no longer apply specifically when developers take millions of dollars in taxpayer funding," Diaz said.

The borough president's new task force, to be co-chaired by Diaz and City Councilman Fernando Cabrera (D-South Bronx), echoes an earlier task force created by the city's Economic Development Corporation in 2004.

That group, composed of elected officials and local community leaders, helped EDC craft the Request for Proposals and evaluate bids.

After two previous attempts to redevelop the armory collapsed because of local opposition, the hope was that involving community representatives at the earliest stages of the process would assure local buy-in for whatever plan emerged.

While that task force wasn't ultimately successful, the borough president's office hopes that the new one will break the historical pattern and find a use for the armory the local community will support through the entire approval process.

Diaz has a grander plan to keep any future armory plan from getting hung up on the living wage sticking point: He said he wants to see a city living wage law passed.

In his address, Diaz touted legislation he's pushing with Bronx City Council members Annabel Palma (D-Soundview) and Oliver Koppell (D-Riverdale) that would require all developers that receive taxpayer subsidies to make sure their projects provide living-wage jobs.

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TOP STORIES

Updated 03/05/2010 09:30 PM

# State Of The Bronx Outlined By New Leader

By NY1 News

*Bronx Borough President Ruben Diaz Jr. unveiled an ambitious agenda in his first State of the Borough address in Olinville on Friday. Borough reporter Dean Meminger filed the following report.*

Borough President Ruben Diaz Jr. showed he had a full plate when it comes to improving the Bronx, as he delivered his first State of the Borough address in Olinville on Friday.

Diaz was elected borough president last year, after Adolfo Carrion went to work for President Barack Obama, and now Diaz wants to take on some of the same issues as his predecessor.

"The poverty rate here is 28.3 percent, more than double the state and federal average, and our current unemployment rate here is 13.9 percent," said Diaz.

A major hotel for the borough is still high up on the borough president's to-do-list.

"I have had about three or four meetings already since I have been borough president, where operators are interested," said Diaz. "Just yesterday, we hosted 35 concierges from the City of New York who are going to start directing tourists here."

Diaz said it is a way to create good jobs, a conference center and allow people to have a comfortable night's stay when visiting the Bronx.

Another big issue is the redevelopment of the Kingsbridge Armory. Diaz was instrumental in killing the mayor's proposal to put a mall inside of the armory, and he said he does not want it to remain vacant.

During his speech, Diaz announced the creation of a task force to find new developers for the armory.

"We all have to come together to make this armory work, and it is a building that is worthy of a good development. So he is definitely on point," said Desiree Pilgrim Hunter of the Northwest Bronx Community Coalition.

"He went a step farther and offered real vision, and some challenging points about what we have to do to stop gun violence, what we we have to do about the development process. I thought it was powerful," said Public Advocate Bill de Blasio.

Over the last year, the Bronx had several cases where tragic shootings brought more attention to the issue of guns and teen violence in the borough.

"Now Mayor Bloomberg and I, we don't agree on everything, but if there is one issue that we stand side by side on, is we need strong gun control laws right now," said Diaz.

The borough president has his work cut out for him if he plans to succeed with everything mentioned in his address.

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# Diaz delivers first borough address

BY PATRICK ROCCHIO

Borough President Ruben Diaz, Jr.'s first state-of-the-borough speech was met with loud cheers in an audience packed with dignitaries and citizens at the Evander Child High School campus on Friday, March 5.

Comptroller John Lui, Public Advocate Bill de Blasio, City Council Speaker Christine Quinn, Brooklyn Borough President Marty Markowitz, and former Bronx Borough President Fernando Ferrer, and many members of the borough's state legislature and City Council delegations all were in attendance.

Diaz touched on several broad subjects, including his campaign theme of "One Bronx," high unemployment and poverty rates in the borough, and illegal guns. He also spoke about developing the "green" economy, fostering affordable homeownership, and making use of the waterfront. In the speech, Diaz praised the work of Direct Environmental, a Hunts Point company that builds solar-powered trash compactor street receptacles seen in the borough's Business Improvement Districts. He said he wants to create more "green" jobs.

"You should know that I am

serious about building the green economy," Diaz said. "My office will continue to work to expand green manufacturing opportunities in our industrial zones. We will encourage existing businesses to retrofit, and work to find incentives for them to do so. We can, we will, create the blueprint -- or should I say the greenprint -- to expand this emerging industry."

Diaz's controversial decision to oppose a plan to rebuild the Kingsbridge Armory into a retail and commercial center was also addressed. Diaz worked with the City Council to stop a redevelopment plan because the developer refused to agree to concessions on wages that called for \$10 an hour for all workers with benefits, and \$11.50 for workers without benefits.

Diaz announced the formation of a Kingsbridge Armory Task Force during the address, co-chaired by Councilman Fernando Cabrera, which will examine the armory and discuss ideas for further use and development, such as manufacturing and recreation.

"The fight at the Kingsbridge Armory was not about preventing development, nor was it about focusing on the parochial concerns

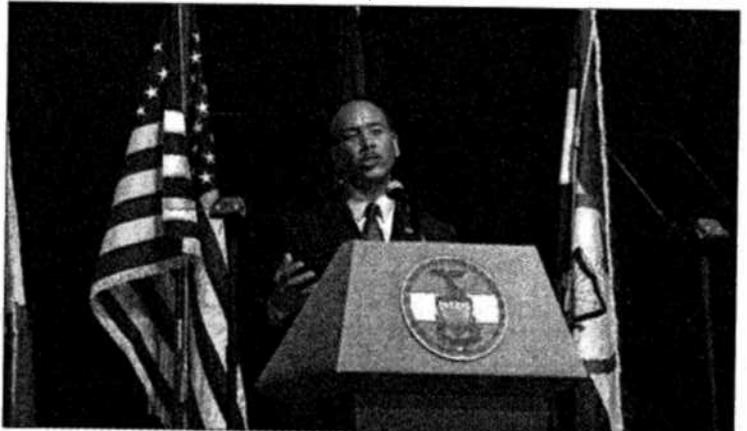
of a small corner of the city," he said. "What we stood for at the Kingsbridge Armory was the right of all city residents to earn an honest living wage when developers take large taxpayer subsidies to make their projects work."

The veto of the plan for the Kingsbridge Armory redevelopment drew criticism from many who felt that with the borough's high unemployment rate of almost 14%, the project was desperately needed. Diaz also introduced the new head of the Bronx Overall Economic Development Corpora-

tion, Marlene Cintron, and spoke of creating a first-class hotel near tourist attractions such as the Bronx Zoo and New York Botanical Garden.

"Ruben laid out his vision and his concerns," said Assemblyman Carl Heastie, chairman of the Bronx Democratic committee. "He spoke of rebranding the Bronx and said the borough is open for business."

Reach reporter Patrick Rocchio at (718) 742-3393 or [procchio@cnglocal.com](mailto:procchio@cnglocal.com)



Photos by Robert Benimoff

Borough President Ruben Diaz Jr. gave his first state-of-the-borough speech at Evander Childs High School on Friday, March 8.

# Diaz announces Kingsbridge Armory taskforce

BY CANDICE M. GIOVE

Despite the funerary tone Mayor Michael R. Bloomberg has taken on any future redevelopment at the Kingsbridge Armory, Bronx Borough President Ruben Diaz Jr. envisioned a reincarnation in his first State of the Borough address. And he hopes that its second life will include living-wage jobs.

"I have said the idea that any job is better than no job should no longer apply, specifically when developers take millions of dollars in taxpayer funding," the Bronx beep said. He repeated the line again, the second time more emphatically.

Now his tough talk—an echoing of his strong opposition to the dead project, which failed to include a living-wage provision—doesn't apply only to the Bronx project. He said that he's partnered with Councilman G. Oliver Koppell and Councilwoman Anabel Palma, who recently put forth a bill in the City Council, which would mandate higher wages in exchange for tax benefits. He expects that measure will pass this year.

"When New Yorkers are already struggling to pay their rents, when they must worry about feeding and clothing their children, when our poverty rates are the highest in the nation, we cannot accept that the minimum wage is the best salary a developer can offer while they take so heavily from the taxpayers' wallets," he told an audience at Evander Childs High School. "If you want charity, you

must be charitable."

In addition to supporting the citywide legislation, he enlisted Councilman Fernando Cabrera, who just replaced incumbent City Councilwoman Maria Baez and represents the district that includes the armory, to lead a task force to identify uses for the vacant building. The borough president, who will co-chair that committee and is expected to announce other members in the coming week, plans to develop a new request for proposals.

He said that body will explore possible manufacturing, recreational or other "innovative uses" for the site.

Councilman Koppell said copies of the living-wage bill are being printed and circulated. "We're going to push it."

In the meantime, he shared in the borough president's optimism for future development at the site. He always envisioned it as a recreation center.

"You know, they have Chelsea Piers in Manhattan," he said. "That's the kind of thing I'd like to see there."

The enormous structure, under the Related Companies' plan, would have become a shopping destination—a mall that would have opened up about 1,200 positions and over 1,000 temporary construction jobs. The City Council killed that vision this past December after fruitless discussions between Bronx officials, the City and

the developer failed to include living wages—\$10 an hour with benefits or \$11.50 without—for those workers.

In a borough where unemployment hovers at 13.9 percent, Diaz took a lot of flak from the citywide media and Mayor Bloomberg, who at the time lamented the loss of thousands of jobs in the Borough.

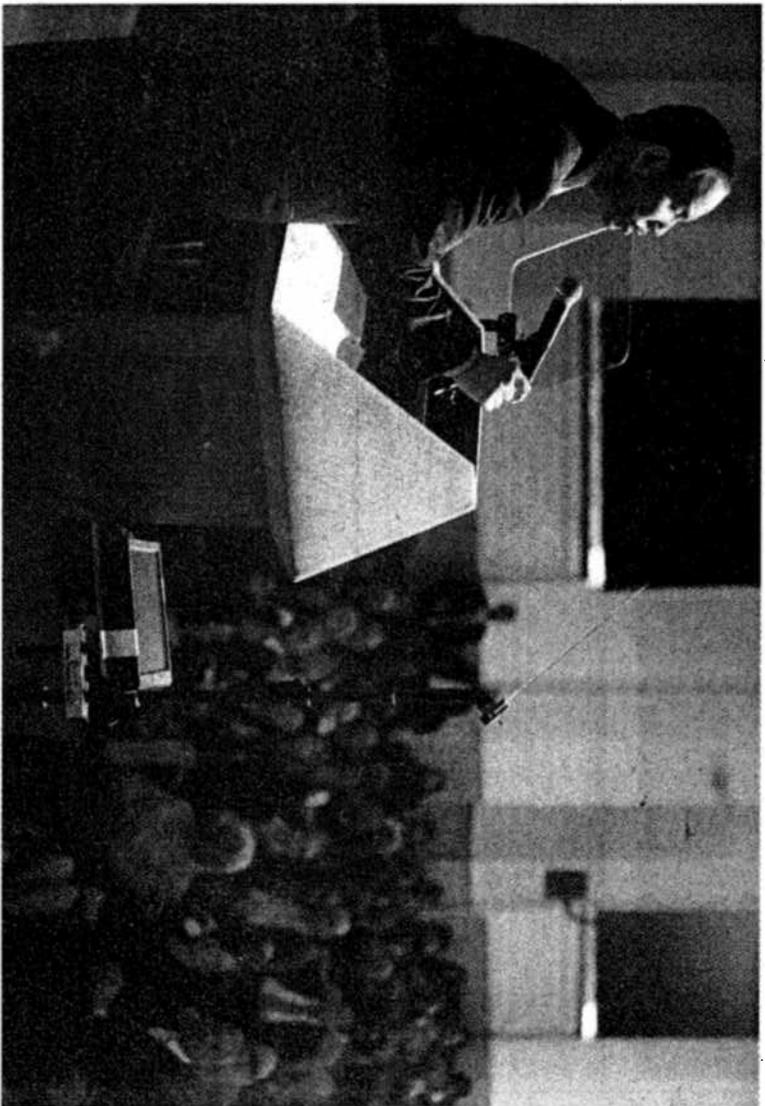
In the mayor's project post mortem, he doubted that any future redevelopment would occur at the site.

City Council Speaker Christine Quinn, who attended the address, shared Diaz's rosier view and said she looks forward to looking at new redevelopment ideas.

"Nothing is ever dead until you say it's dead," she said.

Public Advocate Bill deBlasio also believed the project could be revived.

"I think it's an incredible property. And I'm hoping something good can happen with it, because clearly there's a great potential there," he said after the address. "I'm glad he's focusing on it and quickly rebounding from the previous situation to go forward."



Bronx Borough President Ruben Diaz Jr. stepped up to a podium at Evander Childs High School to deliver his nearly hour-long State of the Borough address. The March 5 speech, his first, outlined goals for the Borough, including a fresh look at redevelopment of the Kingsbridge Armory and developing a green economy.



*Text and photos  
by Daniel P. Bader*

Sitting on a bench on Fordham Plaza, a man who calls himself "L" has his lunch in his lap and a satchel full of papers next to him. He's missing a few teeth and is nervous about how his hair looks. He says he has a bachelor's degree in finance, but is out of work. When asked what the most important issue is for Bronxites, he says it's simple. "Jobs, man — no work," he said. "There's good jobs out there, but they're hard to get. It's supply and demand."

A short ten months ago a special election hoisted Bronx Borough President Ruben Diaz Jr. into office. On March 5, before a packed house that included three of the city's top elected officials — City Council Speaker Christine Quinn, Public Advocate Bill de Blasio and Comptroller John Liu — Diaz delivered his first State of the Borough speech in the auditorium of Evader Childs High School on East Gun Hill Road.

The speech was a week late — the first speech had to be postponed after the city was socked with over a foot of snow in late February — but more than anything, Diaz' speech focused on "L's" concerns

# Diaz: "Let's get to work"

## New BP focuses on green jobs and high unemployment in first State of the Borough speech

any old employment, he wants green jobs, jobs from green development and jobs that pay a living wage.

To illustrate how badly jobs are needed, the borough president quoted several statistics, most importantly the fact that the Bronx unemployment rate is 13.9 percent, higher than the national average and "by far" the highest in the state. That contributes to a poverty rate of 28.3 percent, "more than double the state and federal average," Diaz said.

Building on his campaign call for "One Bronx," Diaz said that the borough would beat back unemployment with development that benefited the community.

Despite the Bronx's critical need for jobs, he nevertheless called the failed proposal to turn the empty Kingsbridge Army into a mall, which would have employed hundreds, a victory.

Developers pulled out of the deal after the City Council, over the veto of Mayor Michael Bloomberg, required companies benefiting from the tax credits in the deal to pay at least \$10 an hour to employees.

It was a victory, Diaz said, against developers that aren't going to do anything for the community.

"One Bronx" means that when developers want to do business in our borough, they must do what is right for the entire Bronx, and not just themselves," he said. "When New Yorkers are already struggling to pay their rents, when they must worry about feeding and clothing their children, when our poverty rates are the highest in the nation, we cannot accept that the minimum wage is the best salary

they take so heavily from the taxpayers' wallets. If you want charity, you must be charitable. If you want a public benefit, your project must benefit the public."

He also used the speech to announce a new task force to brainstorm ideas for the armory.

Pointing to a new library in Woodlawn, the Via Verde mixed-use housing development in Oak Point and Common Ground's Brook Avenue Residence, he said he would encourage sustainable, green development and that the borough would "take the lead on LEED," a green buildings certification, with funding from his office.

"My administration will bring the Bronx to the forefront of environmentally-friendly development, and we will take advantage of the benefits these jobs will create," he said.

Already, Diaz said, a federal grant for the Consortium for Workers Education will train 400-plus Bronxites in energy efficiency, and an environmentally friendly cogeneration plant at Fordham University will create dozens of new jobs and the plant "will be a significant step towards the development of an alternative power grid, leading to lower energy costs, right here in the Bronx."

The Bronx's "untouched" waterfront is another opportunity for housing and recreation, he said, and he plans on expanding the empowerment zone to help more small businesses.

"Things are tough right now. The hit our economy has taken during the past two years has caused numerous budget cutbacks and job losses not

nation. In times like these, our struggling not-for-profit organizations feel the budget pinch more than ever. I will fight, along with our borough's Council delegation, to make sure the Bronx gets its fair share of city dollars, regardless of the enormous budget cuts—to our senior services, to our schools, to our parks—that have been proposed by Mayor Bloomberg," he told the supportive crowd of hundreds of Bronx and city dignitaries.

Diaz ended his speech with a rousing "let's get to work" which was met with a standing ovation.

Senior Irene Hunt, who spends time at the Moshulu Montefiore Center on Dekalb Avenue, thought Diaz' speech was "very motivational" and was glad Diaz mentioned resisting the budget cuts to senior services.

"We're proud of him and we want to work with him," she said, adding that the speech made her think of former Borough

President Adolfo Carrion, Jr. Hunt said she worries about the budget cuts and how they'll affect people in the Bronx.

"They're cutting back on a lot of things," she said, like student Metrocards. "A lot of parents can't afford to pay for these bus passes."

Simcha Eichenstein said he felt that a lot of the Bronx's problems are city-wide.

"I don't think it's any different than any of the other boroughs," he said — it boils down to education and affordable housing.

Still, he said, "the Bronx is a nice place to live in today," and wishes more Orthodox Jews, like himself, would consider moving in.

"There used to be a very large population outside of Riverdale," he said, and things have turned around.

"It's unbelievable the job the last three borough presidents have done," he said.



Public Advocate Bill de Blasio and City Comptroller John Liu joined other city dignitaries at the borough president's first State of the Borough Speech.

El Defensor Público Bill de Blasio y el Contralor de la ciudad John Liu se reunieron con otros dignatarios de la ciudad en el primer Estado del Municipio