



**Harlem  
Community  
Development  
Corporation**

163 West 125th Street  
New York, NY 10027  
212-961-4100  
212-961-4143 fax  
www.harlemcdc.com

**BOARD OF DIRECTORS' MEETING  
Friday, December 13, 2013  
10:00 A.M.**

**Draft AGENDA**

**CORPORATE ACTION:**

Approval of minutes for the October 25, 2013 Board of Directors' Meeting

**FOR CONSIDERATION:**

Community and economic revitalization support Program/Community Initiatives Program - Authorization to Allocate and Transfer \$200,000 (Two Hundred Thousand Dollars) from the Community and Economic Revitalization Support Program fund to the Community Initiatives Program Fund; Authorization to Take Related Actions

Community Initiatives Program – Request for a Grant of \$75,000 (Seventy Five Thousand Dollars) to partially fund Personnel, Consultant, Contracts, Services, Equipment and related costs associated with the Caribbean Cultural Center/African Diaspora Institute's Youth Apps Academy Project; Authorization to Take Related Actions

Community and economic revitalization support Program – Request for a Grant of \$37,500 (Thirty Seven Thousand Five Hundred Dollars) to partially finance implementation of New East Harlem Merchants Association, Inc.'s East Harlem Economic Development Program; Authorization to Take Related Actions

Community and economic revitalization support Program – Request for a Grant of \$25,000 (Twenty Five Thousand Dollars) to partially fund the establishment of satellite office in West Harlem by the Washington Heights and Inwood Development Corporation; Authorization to Take Related Actions

**FOR INFORMATION:**

President's Report

**OLD BUSINESS**

**NEW BUSINESS**

**ADJOURNMENT**



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FOR CONSIDERATION

December 13, 2013

TO: The Directors

FROM: Curtis L. Archer

REQUEST FOR: **COMMUNITY INITIATIVES PROGRAM** – Request for a Grant of \$75,000 (Seventy Five Thousand Dollars) to partially fund Personnel, Consultant, Contracts, Services, Equipment and related costs associated with the Caribbean Cultural Center/African Diaspora Institute’s Youth Apps Academy Project; Authorization to Take Related Actions.

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I. Requested Action

It is requested that the directors (the “Directors”) of Harlem Community Development Corporation (the “Corporation”) authorize the Corporation to provide a grant of \$75,000 (Seventy Five Thousand Dollars) from the Community Initiatives Program (“CIP”) fund to partially finance Personnel, Consultant, Contracts, Services, Equipment and related costs associated with the Caribbean Cultural Center/African Diaspora Institute’s Youth Apps Academy Project (the “Project”). It is also requested that the Directors authorize the President to take such additional actions as are necessary in connection with the requested action.

II. Project Summary

Grantee: Visual Arts Research and Resource Center Relating to the Caribbean dba Caribbean Cultural Center/African Diaspora Institute  
103 East 125<sup>th</sup> Street, New York, NY 10035  
Telephone: (212) 307-7420 / Fax: (212) 315-1086  
Contact: Dr. Marta Moreno Vega, President

Project Description: Implementation of the Youth Apps Academy project, the youth technology entrepreneurship component of the multidisciplinary Mi Querido Barrio (My Beloved Community) project.

Project Site: 103 East 125<sup>th</sup> Street, New York, NY 10035

Funding Source: The Community Initiatives Program was established by the Directors in June 2001 for the purpose of making loans and grants to community-based organizations. The criteria for determining eligibility for financial assistance under the program's guidelines are set out in Appendix I.

CIP Assistance: A grant of up to \$75,000 (Seventy Five Thousand Dollars).

Use of Funds: Personnel, OTPS, Consultant, Contracts, Services, Equipment and related costs associated with the Youth Apps Academy project.

Project Team:	Harlem CDC	Wayne Benjamin
		Francisco Guzman
	ESD Legal	Eunice Jackson
	ESD Contractor Diversity	Vikas Gera
	ESD Finance	John Bozak

### III. Project Description

#### A. Background

The Caribbean Cultural Center/African Diaspora Institute (“CCCADI”) CCCADI is one of New York City’s premiere multidisciplinary cultural organizations and one of the first to dedicate its programs solely to the examination and presentation of African Diaspora cultures. It was founded by Dr. Marta Moreno Vega in 1976. Dr. Vega is the former director of El Museo del Barrio and one of the founders of the Association of Hispanic Arts. She received her Doctorate in Yoruba Philosophy in the Diaspora from Temple University in 1995, is co-editor of “Voices from the Battlefield: Achieving Cultural Equity” and author of “The Altar of My Soul: The Living Traditions of Santeria” and “When Spirits Dance Mambo.”

CCCADI currently has four full time employees and five consultants. Its current annual operating budget is approximately \$700,000.

CCCADI’s mission is to educate general audiences about the cultural expressions of the African Diaspora as manifested through visual arts, film, literature, music, dance and the study of traditional belief systems. Its programs bridge the cultures of African and African-descendant communities from Africa to the Americas incorporating experts from varied sources that include scholars, community traditional leaders, artists and educators. CCCADI is one of the oldest, independent city-wide not-for-profit institutions of color dedicated to linking the interests, concerns and cultural commonalities of African Diaspora cultures.

CCCADI’s and promotes public dialogue on issues of cultural equity, social justice and civil society and serves as an important educational and cultural resource. Its program activities include arts learning residencies, workshops and presentations in New York City public schools, performing and visual arts presentations, social policy conferences and the publication and dissemination of curricula and interpretive materials. CCCADI’s public programs and special projects demonstrate links between cultures spanning six continents, the Caribbean, Central America and the Pacific Islands and place artistic performances, exhibitions, workshops and conferences within the context of current cultural, historical and social research.

In July 2009, Harlem CDC awarded a \$75,000 CIP grant to CCCADI to partially finance predevelopment expenses related to architectural design work for the renovation of a decommissioned landmarked firehouse on East 125<sup>th</sup> Street that will become CCCADI’s new

headquarters. In July 2012, CCCADI sold its former headquarters building on West 58<sup>th</sup> Street and moved to temporary office space in the Lee Building, located at Park Avenue and East 125<sup>th</sup> Street; across the street from the firehouse. Renovation of the firehouse is scheduled for completion in early in 2015.

## B. The Project

Mi Querido Barrio (My Beloved Barrio) (the “Project”) is multidisciplinary project that will create a virtual museum connected to the opening of CCCADI’s new home on East 125<sup>th</sup> Street to foster an understanding of the culture, history and legacy of East Harlem through the daily occurrences that give the community its vibrancy and contribute to its collective cultural memory. The Project consists of four interrelated programmatic components:

1. a Visual Arts exhibit;
2. an Interviewing kiosk;
3. a Mobile Augmented Reality System (MARS); and
4. a Youth Technology Entrepreneurship Component, the Youth Apps Academy.

The Visual Arts Exhibit will be the opening exhibit for CCCADI’s new headquarters and will include a combination of objects that will be on permanent display and temporary or revolving exhibits. The exhibit will include physical and digital objects and well as augmented reality works of art located at important points throughout El Barrio.

The Interviewing Kiosk will be located in CCCADI’s new headquarters and will allow for audio and video recording and presentation of stories told by community members related to their memories of the daily life and occurrences through that contribute community’s vibrancy, memory and history.

The Mobile Augmented Reality System component of the initiative will digitally preserve key cultural landmarks that represent the spirit of El Barrio. Augmented reality is a technology that overlays virtual reality / digital objects over real world physical objects. The overlaid virtual objects can be viewed using mobile phones, tablets and other hand-held devices. It is an ideal way to exhibit something that no longer exists in the physical world or in its original historical context. CCCADI announced the launch of the MARS project at a reception on April 19, 2013 and has subsequently worked to build partnerships with community stakeholders such as Tiano Towers and el Museo del Barrio.

### The Youth Apps Academy Component of the Project:

The Youth Apps Leadership Academy (the “Academy”) will initially train 20 young adults in the development of MARS applications and educate them on the business and job opportunities that they can access as they continue to develop skills in the new computer technologies. The Academy will also provide seed funds to five start-up ventures to be launched by teams of the student entrepreneurs to empower them not only to find employment in Silicon Alley, but to also be a part of the stimulation of the growth of a digital economy in El Barrio, Harlem and Upper Manhattan.

The recruitment of students is anticipated to begin in February 2014 and training is anticipated to begin in March or April of 2014. CCCADI will recruit students from local high schools and community-based organizations in partnership with Teacher's College, through its Harlem Schools Partnership, and the Open Society Institute, which has a "Black Men's Initiative" that provides social support for underserved African-American and Latino male youth.

The training will consist of a series of all-day workshops held on Saturdays over the course of a 12-month period at CCCADI's current headquarters. The students will work with the artists, to learn how to create augmented reality works of art and with the technology professionals to learn the programming skills needed to develop smart phone apps. In the spring of 2013 eight artists from El Barrio, Harlem, Brooklyn and Puerto Rico participated in train-the-trainer workshops on the use of augmented reality to create works of art. Students will also receive training in entrepreneurial innovation and leadership. The curriculum will consist of hand-on training in augmented reality design and development, formation and organization of a tech start-up company, business model creation, coding and programming, soft skill; training, pitching and networking and business plan development.

Over the course of their involvement with the Project, each student will be taught by a successful developer of mobile technology applications and mentored by a successful media/technology professional. The training provided will inculcate students in the actual digital production activity of the MARS component of the Project, effectively graduating with and into the launch of CCCADI's new headquarters and the Mi Quiredo Barrio initiative. Also upon completion of business plans developed in the course of the training, the students will be formed into four teams, each of which shall receive \$5,000 in seed money to launch a new technology business.

The Academy will include an apprenticeship system whereby the students will interact with professionals who will serve as mentors and teach workshops on aspects of the curriculum. The mentors will be recruited from the Digital Diversity Network, which was founded in 2012 as a professional association of multi-cultural New York City-based business people in media and technology.

The Urban Cyberspace Company will be responsible for project management. It will work closely with CCCADI staff, to ensure that all project components are coordinated and all targets are met. Urban Cyberspace is a New York City-based advanced community technology development company whose mission is to eradicate the digital divide by transforming technologically disadvantaged communities into technology markets. It was founded in January 2012 by Bruce Lincoln, who is an African-American educational technologist and design scientist currently affiliated with Columbia University and formerly affiliated with New York University.

The Ember Media Company will be responsible for the technical direction of the Project. Ember Media will develop the technical platform for the overall Project, work with the student teams to create the digital strategy for their start-up companies and will host the website of each company through its cloud services platform. Ember Media is an award winning digital media production studio. Led by Clayton Banks and founded in 1998, Ember Media is a minority-

owned company that is a perennial award winner for its cutting edge new media products and designs. Mr. Banks is Ember Media's Executive Producer and is also the former Regional Director of the Showtime Networks, Vice President of Comedy Central and President of the National Association for Multi-Ethnicity in Communications.

C. Consultants to / Contracted Service Providers for the Academy

Project Management:	Urban Cyber Space
Technical Direction:	Ember Media
Web Site Developer:	To Be Selected
Mentors:	The Digital Diversity Network
Curriculum Development:	The WebAcademy.org
Legal:	To Be Selected
Marketing / PR:	To Be Selected

D. Schedule

The student recruitment period for the Project is scheduled to begin in February 2014. Working closely with the artist trainers, mentors and technologists, the students will:

- Begin working on the Project in March or April of 2014
- Form four start-up business venture teams in May 2014
- Develop web sites for the start-up businesses in June 2014
- Development of initial MARS applications will occur in July 2014
- Work with artists, mentors and technologists on augments to the initial applications in August 2014
- Develop business plans in September 2014
- Place augment reality applications in el Barrio in October 2014
- Complete business plans and design documents in November 2014
- Produce final project components in December 2014
- Launch the virtual Cultural environment in connection with the opening CCCADI's firehouse project in early 2015
- Spin-off start up ventures in the second half of 2015

E. Project Budget and Funding

The total cost of the Mi Querido Barrio project is \$345,770. See table below for a description of the proposed funding sources and uses. CCCADI will contribute \$35,770 in in-kind services and has successfully raised \$235,000 - \$175,000 from the Rockefeller Brothers Foundation for the augmented reality component and \$60,000 from the MetLife Foundation for the visual arts and kiosk components. It has requested a \$75,000 grant from Harlem CDC to fund the Youth App Academy component.

USE OF FUNDS	TOTAL	SOURCE OF FUNDS	SOURCE OF FUNDS	SOURCE OF FUNDS
		<b>HARLEM CDC</b>	<b>CCCADI</b>	<b>Rockefeller Foundation &amp; MetLife Grants</b>
<b>VISUAL ARTS EXHIBIT / INTERVIEW KIOSK</b>	\$60,000			\$60,000
<b>MOBILE AUGMENTED REALITY SYSTEM</b>	\$175,000			\$175,000
<b>YOUTH APPS ACADEMY:</b>				
PERSONNEL	\$31,270	\$7,080	\$24,190	
OTHER THAN PERSONNEL SERVICES	\$11,200	\$4,620	\$6,580	
CONSULTANTS	\$20,000	\$20,000		
CONTRACTED SERVICES	\$46,300	\$41,300	\$5,000	
EQUIPMENT	\$2,000	\$2,000		
<b>TOTAL</b>	<b>\$345,770</b>	<b>\$75,000</b>	<b>\$35,770</b>	<b>\$235,000</b>

Contracted Services funded by CCCADI include Marketing and Public Relations. Other Contracted Services include Website Development, Mentoring, Legal, Domain Name Registration and Curriculum Development. Equipment purchases include 20 smart phones. OTPS expenditures include items such as program materials and supplies, printing, publication, and telecommunications (affordable broadband service plan for student/entrepreneurs).

F. Financial Condition

CCCADI is a multi-disciplinary not-for-profit organization formed in 1976 that dedicates its programs to the examination and preservation of African Diaspora cultures. Its revenues have decreased over a three-year historical period, but it has a cumulative positive change in net assets over the same period of time. Its ratio of unrestricted net assets to expenses is 2.87, which meets industry standards. Lower revenues for YTD 2013 results in part from anticipated but as yet unrealized multi-year funding commitments from UMEZ, the Rockefeller Brothers Fund, the New York Community Trust and the Ford Foundation. It has a very strong Empire State Development credit rating and strong debt coverage. CCCADI's revenues consist of Contributions (81%), Grants (15%) and Contracted and other Services (4%).

## VI Non-Discrimination and Contractor & Supplier Diversity

Harlem CDC's Non-Discrimination and Contractor & Supplier Diversity policies will apply to this Project. The Recipient shall be required to include minorities and women in any job opportunities created, to solicit and utilize Minority and Women Business Enterprise ("MWBEs") for any contractual opportunities generated in connection with the Project and shall be required to use Good Faith Efforts (pursuant to 5 NYCRR §142.8) to achieve an overall MWBE Participation Goal of 20% related to the eligible categories totaling approximately \$63,000. As such, the goal MWBE utilization shall be no less than \$12,600.

## VII. Harlem CDC Financial Assistance Subject to Availability of Funds

The provision of Harlem CDC's financial assistance is contingent upon the availability of funds.

## VIII. Program Criteria

The proposed Project complies with the Community Initiatives Program eligibility criteria for grants including:

1. The Community Initiatives Program Fund (the "Program") is intended to fund initiatives by community-based organizations and other successful applicants within the Corporation's service area that will enhance stability and contribute to the future economic development of the community. In general, financial assistance shall be available for feasibility, planning and/or design studies related to future economic development projects, including studies designed to ensure optimal utilization of privately and publicly owned properties. Planning activities that encourage broad community participation are preferred.

The Project will enhance economic stability in the Corporation's service area and contribute to future economic development by training local youth in augmented reality design and development, formation and organization of a tech start-up company, business model creation, coding and programming, soft skills, training, pitching and networking and business plan development.

2. A project must demonstrate the potential to result in a specific community benefit within the next 18-24 months.

The Project's training workshops are anticipated to commence in March or April of 2014 and to conclude within 12 months, leading to the launch of four student start-up businesses in the second half of 2015.

3. Grants shall not exceed one-half of total project cost or \$75,000, whichever is less.

The \$75,000 grant represents 22% of the expenses associated with the Mi Querido Barrio project.

4. Where appropriate, the Directors may authorize Harlem CDC to assist in administration of a project by entering into a contract with consultants selected by the applicant to perform specific aspects of a project.

Harlem CDC will assist the Caribbean Cultural Center/African Diaspora Institute, as requested, with the implementation of any aspect of the Project where Harlem CDC holding a contract directly would be beneficial to the successful completion of the Project.

IX. Recommendation

It is recommended that the Directors authorize a grant of \$75,000 for the purposes stated.

X. Additional Submission(s) to Directors

Resolution



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December 13, 2013

**COMMUNITY INITIATIVES PROGRAM** – Request for a Grant \$75,000 (Seventy Five Thousand Dollars) to partially fund Personnel, Consultant, Contracts, Services, Equipment and related costs associated with the Youth Apps Academy component of the Caribbean Cultural Center/African Diaspora Institute’s Mi Querido Barrio Project ; Authorization to Take Related Actions

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RESOLVED, that based upon the materials presented to this meeting (the “Materials”), a copy of which is ordered filed with the corporate records, the Corporation be authorized to make a grant of up to \$75,000 (Seventy Five Thousand Dollars) (the “Grant”) from the Community Initiatives Program (“CIP”) to partially finance personnel, consultant, contracts, services, equipment and related costs associated with the Youth Apps Academy component of Caribbean Cultural Center/African Diaspora Institute’s Mi Querido Barrio project (the “ Project”) , for the purposes, and substantially on the terms and conditions, set forth in the Materials, and that President or the President’s designee(s) is authorized to execute such agreements as are required with such changes as the President or his designee(s) may deem appropriate; and be it further

RESOLVED, that the Directors find that a grant to partially fund the finance associated costs related to the Caribbean Cultural Center/African Diaspora Institute’s Youth Apps Academy component of the Project are in compliance with the eligibility criteria established under the regulations for the Community Initiatives Program; and be it further

RESOLVED, that the President or the President’s designee(s) be, subsequent to the making of the Grant, and each of them hereby is, authorized to take such actions and make such modifications to the terms of the Grant as he or she may deem necessary or appropriate in the administration of the grant; and be it further

RESOLVED, that the provision of CIP financial assistance is expressly contingent upon and subject to the availability of funds; and be it further

RESOLVED, that the President or the President’s designee(s) be, and each of them hereby is, authorized to take such actions or to execute on behalf of the Corporation such documents as he or she may deem necessary or appropriate in connection with the foregoing resolutions.

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## **APPENDIX I**

The Community Initiatives Program Fund (the “Program”) is intended to fund initiatives by community-based organizations and other successful applicants within the Corporation’s service area that will enhance stability and contribute to the future economic development of the community. The Program is further intended to promote projects which will facilitate planning, increase development and related economic activity, or contribute to the planning or enhancement of vital community resources, including cultural facilities.

In general, financial assistance under the Program shall be made subject to the following guidelines:

1. Financial assistance shall be made available for feasibility, planning and/or design studies related to future economic development projects, including studies designed to ensure optimal utilization of privately and publicly owned properties. Planning activities that encourage board community participation are preferred.
2. A project must demonstrate the potential to result in a specific community benefit within the next 18-24 months.
3. Loans shall not exceed one-third of total project cost or \$100,000, whichever is less, and shall be for a term not exceeding 18 months from disbursement.
4. Grants shall not exceed one-half of the total project cost or \$75,000, whichever is less.
5. Loans shall be available for economic stabilization activities when the applicants can demonstrate a source of repayment over the next 18 months. Economic stabilization activities may include emergency repairs as well as the re-use and redevelopment of deteriorated or underutilized properties.
6. Applicants for loans must own or have been formally designated to develop the site of a proposed project.
7. Applicants for loans must demonstrate that alternative sources of funds have been sought and that none is readily available.
8. Where appropriate, the Directors may authorize Harlem CDC to assist in administration of a project by entering into a contract with consultants selected by the applicant to perform specific aspects of a project.



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FOR CONSIDERATION

December 13, 2013

TO: The Directors

FROM: Curtis L. Archer

REQUEST FOR: **COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM –**  
Request for a Grant of \$37,500 (Thirty Seven Thousand Five Hundred Dollars) to partially finance implementation of New East Harlem Merchants Association, Inc.'s East Harlem Economic Development Program; Authorization to Take Related Actions.

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I. Requested Action

It is requested that the directors (the "Directors") of Harlem Community Development Corporation (the "Corporation") authorize the Corporation to provide a grant of \$37,500 (Thirty Seven Thousand Five Hundred Dollars) from the Community and Economic Revitalization Support Program fund to partially finance implementation of New East Harlem Merchants Association, Inc.'s East Harlem Economic Development Program (the "Project"). It is also requested that the Directors authorize the President to take such additional actions as are necessary in connection with the requested action.

II. Project Summary

Grantee: New Harlem East Merchants Association, Inc.  
2080 Lexington Avenue New York, NY 10035  
Telephone: (212) 410-7296 / Fax: (212) 410-2751  
Contact: Kwanza Smith, Executive Director, NHEMA125th@gmail.com

Project Description: Implementation of the East Harlem Economic Development program, which consists of the establishment of a new, dedicated cleaning crew for the East 125<sup>th</sup> Street commercial corridor and the purchasing of new high-capacity trash receptacles.

Project Site: East 124<sup>th</sup>, 125<sup>th</sup> and 126<sup>th</sup> Streets from Second to Fifth Avenues

Funding Source: The Community and Economic Revitalization Support Program (CERSP) was established by the Directors in May 2013 and is funded through the contributions made to Harlem Community Development Corporation (Harlem CDC) by Columbia University pursuant to the modified General Project Plan affirmed by Empire State Development for the Columbia University Educational Mixed-Use Development Land Use Improvement

and Civic Improvement Project (the “Manhattanville Project”) and the Declaration of Covenants and Restrictions executed by the Trustees of Columbia in connection with the project. The purpose of CERSP is to provide funding to qualifying programs, projects, programs, events and other initiatives that advance Harlem CDC’s mission. The CERSP program guidelines are outlined in **Exhibit 1** attached to these materials.

CERSP Assistance: A grant of up to \$37,500 (Thirty Seven Thousand Five Hundred Dollars).

Use of Funds: Partially fund expenses associated with launching a street-cleaning crew and purchasing high-capacity trash receptacles.

Project Team:	Harlem CDC	Wayne Benjamin
		Francisco Guzman
	ESD Legal	Eunice Jackson, Esq.
	ESD Contractor Diversity	Vikas Gera
	ESD Finance	John Bozek

### III. Project Description

#### A. Background

The New Harlem East Merchants Association (NHEMA) was incorporated in April 2013 as a 501 (c) 6 non-profit organization. Its mission is to improve the image and appearance of the East 125<sup>th</sup> Street commercial corridor, from Second Avenue to Fifth Avenue, and make it an attractive shopping destination for neighborhood residents, pedestrians, local office workers and commuters. By enhancing the East 125<sup>th</sup> Street pedestrian environment and shopping experience, NHEMA aims to increase revenues for local small businesses thereby growing the local economy.

Since its formation NHEMA 23 of the 91 merchants on the East 125<sup>th</sup> Street commercial corridor have joined the organization as dues-paying (\$200 per annum) members. NHEMA members include merchants such as The Brownstone, Island Salad, Uptown Juice Bar, Pathmark, IHOP, Print Direct, Harlem Berry Beauty Lounge, H&M Art and A Taste of Seafood, property owners such as Giscombe Realty Group, Apple Bank, and Harlem Children’s Zone and developers that have either completed or are undertaking new projects on the corridor such as the Blumenfeld Development Group, Artimus Construction and DDM Development and Services. NHEMA was awarded a grant by the New York City Department of Small Business Services (“SBS”) to organize merchants and to promote business along the corridor.

In October 2013, NHEMA responded to SBS’ Neighborhood Challenge competition, which will award grants of \$75,000 to \$100,000 to innovative projects. NHEMA proposes to re-purpose the derelict space under the Metro-North viaduct at the south side of 125<sup>th</sup> Street and Park Avenue under a concept called Uptown Grand Central; Stop, Shop and Share. On November 22, 2013 SBS advised NHEMA that it is one of only two applicants, out of 42 applicants, awarded a full \$100,000 grant. SBS noted that NHEMA’s application exemplified the type of forward-thinking and problem-solving attitude needed to transform the commercial corridor.

NHEMA's has undertaken two street clean-up initiatives. The first event, "Operation Clean Up," involved a combination 60 volunteers and business owners who collected over 50 bags of trash. The clean-up effort was highlighted in the Harlem News. It also hosted an outdoor street festival and its food merchant members sponsored the ribbon cutting for the Henry J. Carter Specialty Hospital.

NHEMA works closely with Manhattan Community Board 11, which has provided it with letters of support for two initiatives, has outreached to Hope Community and the East Harlem Merchants Association to explore options for cross-promoting programs and activities and has also commenced discussions with the 125<sup>th</sup> Street Business Improvement District to explore opportunities for working together.

## B. The Project

The East 125<sup>th</sup> Street Corridor is adversely impacted by several factors, notably streets strewn with trash and debris, 700 to 800 homeless men dropped off and picked up daily at 125<sup>th</sup> Street and Lexington Avenue for the Ward's Island Homeless Shelter and an over-concentration of methadone clinics. It is not within or served by the 125<sup>th</sup> Street Business Improvement District and therefore does not benefit from the services it provides. NHEMA believes it can begin to address these issues by making the experience along the commercial corridors pedestrian areas more pleasant and welcoming. It proposes to expand upon the abovementioned Operation Clean Up initiative to create an ongoing street cleaning program, the East Harlem Economic Development program (the "Program"). The Program consists of establishing a dedicated street-cleaning crew and purchasing 15 new high-capacity trash receptacles for the East 125<sup>th</sup> Street commercial corridor.

To implement the street-cleaning crew component of the Program NHEMA will partner with the Association of Community Employment ("ACE"), a non-profit entity formed in 2008 to enable New York City's homeless men and women to re-enter the workplace and achieve long-term economic self-sustainability. ACE offers three programs designed to combat the cycle of homelessness: Project Comeback, an intensive, four- to six-month vocational rehabilitation program; Project Stay, a life-long job retention program that provides a permanent safety net for its participants; and Project Home which aims to provide a three-year declining rent subsidy to graduates of Project Comeback to assist them in transitioning to independent living. ACE's programs require participants to be "clean and sober"; all participants are screened randomly to ensure a commitment to sobriety.

ACE will provide and supervise a six-to eight-person crew (the "Crew") comprised of participants who have successfully completed Project Comeback. ACE supervisors will visit the East 125<sup>th</sup> Street Corridor seven days a week and will also contact workers twice daily via cell phone. The Crew will sweep sidewalks and bag litter at least twice daily along East 124<sup>th</sup>, 125<sup>th</sup> and 126<sup>th</sup> Streets from Second to Fifth Avenues and will also maintain NHEMA's new high-capacity trash receptacles. In the event of snow, the Crew, will clean the snow from catch basins and pedestrian crossings. The Crew will work seven days a week, except for holidays.

ACE will also provide monthly outreach via mass interviews and intake sessions for the homeless men and women who frequent the East 125<sup>th</sup> Street corridor to determine their eligibility for entry into ACE’s vocational rehabilitation programs. Due to capacity issues ACE may not be able to serve all who apply, but in that scenario, it will make referrals to similar programs.

NHEMA will obtain the trash receptacles through the New York City Department of Sanitation's (“DSNY”) Adopt-A-Basket program. Under this program, prospective litter basket sponsoring organizations must submit, for review and approval, a letter of intent to DSNY that identifies the sponsoring entity, the vendor who will supply the high-end litter baskets, specifications and photos of the selected litter basket, a sample of the basket label, the number of baskets and the proposed locations of the new baskets. To facilitate field coordination, DSNY must be notified at least one week in advance of the delivery and placement of the approved high-end trash receptacles.

C. Consultants / Contractors

Workforce Development: Association of Community Employment, Inc.

D. Schedule

The first year of operations for the street cleaning initiative is scheduled to commence in December 2013, supported by the funds raised to-date by NHEMA, and to run through November 2014. Delivery of the new trash receptacles via DSNY’s Adopt-A-Basket program is anticipated to occur in early 2014.

E. Project Budget and Funding

USE OF FUNDS	TOTAL	SOURCE OF FUNDS		
		HARLEM CDC	NHEMA	SBS Grant
STREET CLEANING CREW	\$60,000	\$30,000	\$16,000	\$14,000
TRASH RECEPTACLES	\$15,000	\$7,500	\$	\$7,500
<b>TOTAL</b>	<b>\$75,000</b>	<b>\$37,500</b>	<b>\$16,000</b>	<b>\$21,500</b>

The Program’s total costs are \$75,000, consisting of \$60,000 for the first year of operations for the street-cleaning initiative and \$15,000 for the new trash receptacles. After the first year of operation, NHEMA will fully support the street-cleaning initiative through member contributions and/or grant funds. To-date NHEMA has raised \$16,000 from members and is continuing its fund-raising activities. As mentioned above, NHEMA was recently awarded a \$100,000 grant by SBS, which can partially fund the Program. It is requesting a \$37,500 grant from Harlem CDC.

F. Financial Condition

NEHMA began operations as a non-profit in April 2013 and has a limited financial history. Therefore, a conclusion cannot be reached as to its financial condition. Based on year-to-date balance sheets it has revenue, through November 22<sup>nd</sup>, of \$75,225, expenses of \$7,419, current assets of \$73,246, total liabilities of \$2,000 and unrestricted net assets of \$71,246. Its revenue consists of grants (73%), corporate contributions (22%) and member dues (5%).

VI Non-Discrimination and Contractor & Supplier Diversity

Harlem CDC's Non-Discrimination and Contractor & Supplier Diversity policies will apply to this Project. The Grantee shall be required to: (i) include minorities and women in any job opportunities created, (ii) solicit and utilize Minority and Women Business Enterprises ("MWBEs") for any contractual opportunities generated in connection with the Project and (iii) use Good Faith Efforts (pursuant to 5 NYCRR §142.8) to achieve an overall MWBE Participation Goal of 25% related to the total value of Harlem CDC's funding.

VII. Harlem CDC Financial Assistance Subject to Availability of Funds

The provision of Harlem CDC's financial assistance is contingent upon the availability of funds.

VIII. Recommendation

It is recommended that the Directors authorize the requested grant for the purposes stated.

IX. Additional Submission(s) to Directors

Resolution



**Harlem  
Community  
Development  
Corporation**

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December 13, 2013

**COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM – Request for a Grant of \$37,500 (Thirty Seven Thousand Five Hundred Dollars) to partially finance implementation of New East Harlem Merchants Association, Inc.’s East Harlem Economic Development Program (the “Project”) ; Authorization to Take Related Actions**

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RESOLVED, that based upon the materials presented to this meeting (the “Materials”), a copy of which is ordered filed with the corporate records, the Corporation be authorized to make a grant of up to \$37,500 (Thirty Seven Thousand Five Hundred Dollars) (the “Grant”) from the Community and Economic Revitalization Support Program (“CERSP”) to partially finance implementation of New East Harlem Merchants Association, Inc.’s East Harlem Economic Development Program, for the purposes, and substantially on the terms and conditions, set forth in the Materials, and that President or the President’s designee(s) is authorized to execute such agreements as are required with such changes as the President or his designee(s) may deem appropriate; and be it further

RESOLVED, that the Directors find that a grant to partially fund the implementation of New East Harlem Merchants Association, Inc.’s East Harlem Economic Development Program is in compliance with the eligibility criteria established under the guidelines for CERSP; and be it further

RESOLVED, that the President or the President’s designee(s) be, subsequent to the making of the Grant, and each of them hereby is, authorized to take such actions and make such modifications to the terms of the Grant as he or she may deem necessary or appropriate in the administration of the grant; and be it further

RESOLVED, that the provision of CERSP financial assistance is expressly contingent upon and subject to the availability of funds; and be it further

RESOLVED, that the President or the President’s designee(s) be, and each of them hereby is, authorized to take such actions or to execute on behalf of the Corporation such documents as he or she may deem necessary or appropriate in connection with the foregoing resolutions.

\*\*\*\*\*

## **EXHIBIT 1**

### **COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM - PROGRAM GUIDELINES**

## COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM GUIDELINES

1. Third-parties seeking Program funding must complete an application, demonstrate the need for Program funds, explain how the funds are to be used and describe the community and economic development impacts of the proposed project, program or initiative upon the Upper Manhattan community.
2. Activities eligible for Program funding (“Eligible Activities”) include, but are not limited to:
  - a. The Corporation’s initiatives for community and economic development, including but not limited to undertaking programs, projects or services to residents or businesses, non-profit and for-profit development entities, Business Improvement Districts (BIDs) and small businesses located within the Catchment Area, in furtherance of the Corporation’s mission;
  - b. Community revitalization, economic development, housing and other real estate development projects, tourism, arts and culture promotion and support activities, engaged in by third parties that further the Corporation’s mission, including but not limited to community-based organizations, institutions or small businesses located within the Catchment Area or provide benefits within the Catchment Area;
  - c. Market, design and feasibility studies, consultant services for qualifying projects, programs or initiatives, economic and community development pilot programs, support for forums and events, small business incubators, job development initiatives, small business support initiatives, and initiatives that directly strengthen the cultural and economic vitality of Upper Manhattan; and
  - d. Supplemental funding to existing Corporation programs, such as the Community initiatives Program (CIP) or the Housing Project Predevelopment Revolving Loan Fund Program (RLF”).
3. Sponsorships or underwriting of any individual third-party applicant or of any individual third-party event or program shall be limited to a maximum of \$20,000 and no organization or entity shall be eligible to receive more than a total of \$20,000 in any given year for the underwriting of an event or program
4. Grants awarded to third parties shall not exceed fifty percent (50%) of the Eligible Activity cost. In addition, in the case of a real estate development project that qualifies as an Eligible Activity, the maximum grant award shall not exceed \$100,000.

5. For a third party real estate development project that qualifies as an Eligible Activity, the maximum loan amount shall be \$200,000 and shall in no event shall the amount of the loan exceed the amount of the developer's cash equity contribution.

6. Consistent with the Corporation's existing delegation of authority the President is authorized to approve funding allocations up to \$50,000, with the exception that funding allocations for staff training, development and related activities, the President is authorized to approve up to \$25,000. Funding requests that exceed \$25,000 or \$50,000, respectively, require the approval of the Corporation's Board of Directors.

7. Program funds may not be used to satisfy tax arrears, fines, penalties, liens, judgments, overhead, salaries or any other operating expenses. Program funding shall not be available to any applicant that is tax delinquent or has failed to file tax returns. Applicants who have proof of an installment agreement or other resolution of a delinquent tax obligation may be considered for funding.

8. Program funding awards shall be determined based upon factors such as the availability of funds, the type of program, project or other initiative proposed, project location and costs, the economic benefits generated, the availability of matching funds.



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FOR CONSIDERATION

December 13, 2013

TO: The Directors

FROM: Curtis L. Archer

REQUEST FOR: **COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM –**  
Request for a Grant of \$25,000 (Twenty Five Thousand Dollars) to partially fund the establishment of a satellite office in West Harlem by the Washington Heights and Inwood Development Corporation; Authorization to Take Related Actions.

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I. Requested Action

It is requested that the directors (the “Directors”) of Harlem Community Development Corporation (the “Corporation”) authorize the Corporation to provide a grant of \$25,000 (Twenty Five Thousand Dollars) from the Community and Economic Revitalization Support Program fund to partially fund the establishment of a satellite office in West Harlem by the Washington Heights and Inwood Development Corporation (the “Project”). It is also requested that the Directors authorize the President to take such actions as are necessary in connection with the requested action.

II. Project Summary

Grantee: Washington Heights and Inwood Development Corporation  
57 Wadsworth Avenue, New York, NY 10033  
Telephone: (212) 795-1600 / Fax: (212) 4781-24051  
Contact: Dennis Reeder, Executive Director; whidc@aol.com

Project Description: Establishing a satellite office in West Harlem for the Washington Heights and Inwood Development Corporation.

Project Site: 1455 Amsterdam Avenue, New York, NY 10027

Funding Source: The Community and Economic Revitalization Support Program (CERSP) was established by the Directors in May 2013 and is funded through the contributions made to Harlem Community Development Corporation (Harlem CDC) by Columbia University pursuant to the modified General Project Plan affirmed by Empire State Development for Columbia University Educational Mixed-Use Development Land Use Improvement

and Civic Improvement Project (the “Manhattanville Project”) and the Declaration of Covenants and Restrictions executed by the Trustees of Columbia in connection with the project. The purpose of CERSP is to provide funding to qualifying programs, projects, programs, events and other initiatives that advance Harlem CDC’s mission. The CERSP program guidelines are outlined in **Exhibit 1** attached to these materials.

CERSP Assistance: A grant of up to \$25,000 (Twenty Five Thousand Dollars).

Use of Funds: Personnel, Occupancy, General Office, Consultant and Program Supply expenses associated with establishing Washington Heights and Inwood Development Corporation’s satellite office in West Harlem.

Project Team:	Harlem CDC	Wayne Benjamin
		Francisco Guzman
	ESD Legal	Eunice Jackson, Esq.
	ESD EEO/AA	Vikas Gera
	ESD Finance	John Bozak

### III. Project Description

#### A. Background

The Washington Heights and Inwood Development Corporation (“WHIDC”) is a 501 (c) 3 organization founded in 1978 to serve the residents and businesses of Northern Manhattan and is also a United States Treasury Department certified Community Development Financial Institution (“CDFI”).

WHIDC’s activities include the operation of a micro-business development program - the Business Operating Success System or BO\$\$, a Child Care Business Development Program and the Medieval Festival at Fort Tryon Park. In May of 2011, WHIDC implemented a Legal Assistance component for neighborhood business in conjunction with the law firm of Clifford Chance, LLP and the NYU School of Law. In addition to these activities, in 2008 WHIDC was selected by the State of New York to operate the Upper Manhattan Entrepreneurial Assistance or EAP Center.

Since its creation in 1992, BO\$\$ has assisted in the creation of over 500 micro-enterprises. BO\$\$ provides one-on-one assistance to micro-businesses and entrepreneurs. The program assists with matters as diverse as lease issues, business formation and cash flow, M/WBE certification, and document translation and is aimed at assisting entrepreneurs with limited educational attainment, English language skills and/or business management expertise. Clients include street vendors, storefront and in-home businesses. BO\$\$ assisted over 250 entrepreneurs in 2010.

WHIDC established the BO\$\$ Micro Business Loan Program in 1995 and since its inception has made 369 loans totaling over \$5,600,000. BO\$\$ loans range from \$100 to \$50,000. Two thirds of these loans have gone to small storefront businesses, with the balance going to street

vendors and in-home businesses. A third of these loans go to start-up businesses. Of the loans to individuals, 96% have gone to minority- and over 40% to women-owned businesses. These loans have created over 414 full-time jobs and 128 new businesses in Upper Manhattan. WHIDC is one of the most active and successful micro-business lenders in New York City.

In 2004 WHIDC established the Child Care Development Program to address the demand for childcare services in Upper Manhattan. The program provides business development services to home- and center-based providers in Upper Manhattan and offers a 22-session Spanish-language classroom training seminar that assists enrollees with marketing skills, accounting systems, finance, taxes, contracts, liability issues and success planning. Upon graduation, participants receive one-on-one business counseling and assistance in securing grants and BO\$\$ loans. WHIDC has completed 19 cycles of training under this program, graduating 295 providers who have opened 198 new businesses, created 201 new jobs and opened 853 new childcare slots. The average annual income of program graduates typically increases from approximately \$18,000 to over \$34,000 within one year of graduation.

In 2012, WHIDC won a THRIVE competition to expand its existing program to provide English- and French-language training, and partnered with PALANTE Harlem to further the services provide to West Harlem community.

The Medieval Festival is an annual one-day event held at Fort Tryon Park since 1983 that attracts visitors from throughout the tri-state region. The event features jousting knights on horseback, falconers, Medieval-style entertainment, educational events and over 100 performers in period costumes. It has grown to be the largest scheduled event in any New York City Park; in 2011 attendance at the festival was close to 70,000.

WHIDC also runs the year-round La Plaza De Las Americas street vendors market at West 175th Street between Wadsworth and Broadway. La Plaza serves as a micro-business incubator for between 20 and 50 individuals (depending on the season). In 2012 WHIDC secured a "Plaza NYC" award under which the City will permanently close off the street to vehicular traffic and convert it into a park-like plaza that can accommodate the vendors, provide a water fountain, trees, and a public toilet.

#### B. The Project

For over 20 years WHIDC has served the West Harlem business community from its Washington Heights office, assisting, on average, between 20 and 30 Harlem-based businesses every year. Over the past four years nearly 16% of WHIDC's loans - \$157,707 out of a total of \$966,201 - were made to businesses in West Harlem. To-date, nearly 19% of its loans in 2013 - \$56,925 out of a total of \$313,580 - were made to businesses in West Harlem; the 2013 percentage may increase as a \$30,000 loan for the Harlem Corral Restaurant is under review.

Given the demand for services, WHIDC believes the time is right to establish a presence in West Harlem and proposes to open a satellite office, the West Harlem Business Development Center (the "Office"), to enhance its ability to provide programs and services, including EAP, BO\$\$, the BO\$\$ micro-loan program and the Childcare Development program, in and to West Harlem. The location proposed for the Office is 1455 Amsterdam Avenue, near West 132nd Street, a

space that is managed by West Harlem Group Assistance. Dennis Reeder, WHIDC's Executive Director since 1980, will be in overall charge of the Office and will supervise staff. The Office will have a staff of four and, during the summer, will be joined by an NYU Law Student intern. WHIDC is working on being able to employ an intern year-round.

Outreach for the Office will be by way of WHIDC's communications with existing West Harlem clients, coordination with local business service providers and community-based organizations, distribution of flyers to local businesses, press and elected officials and strategic partnerships with local financial institutions. Outreach for the Childcare Development Program will also continue to include local provider networks and strategic partnerships with the United Federation of Teachers and City College, which in 2012 assisted with recruiting participants for the English-language Childcare Development program. City College also provides small grants for program graduates (\$500 for start-ups and \$200 for existing providers) and for the past three years has performed the Early Childhood Education component of WHIDC's Spanish-language program at no cost to WHIDC.

WHIDC believes that the Center will help to meet the economic development needs of West Harlem by creating economic empowerment and greater self-determination for local residents, increase equity in the local economy and create new businesses, jobs and streams of income. In the first year of operation of the Office, WHIDC anticipates: providing 40 to 50 West Harlem businesses with counseling, legal and technical assistance, business capital and other forms of assistance; reviewing a minimum of six loan applications and making a minimum of four loans totaling \$100,000 to businesses that cannot access bank financing; and graduating at least 15 new childcare providers who will create at least 10 new businesses which generate at least \$320,000, create six new full-time jobs and open 15 to 20 new child care slots. Services offered at the Office will not duplicate or take away from services already provided by other community-based organizations in the area.

#### C. Consultants / Contractors

Audit:	N. Cheng & Co., PC (Tentative)
Outside Presenters:	To Be Selected

#### D. Schedule

WHIDC anticipates opening the Office in January 2014 and commencing classes for the Childcare Development Program no later than March 2014.

E. Project Budget and Funding

USE OF FUNDS	TOTAL	SOURCE OF FUNDS	SOURCE OF FUNDS	SOURCE OF FUNDS
		HARLEM CDC	WHDC	APPLE BANK / CHASE BANK
PERSONNEL	\$54,140	\$22,568	\$27,232	\$4,340
OCCUPANCY (RENT AND UTILITIES)	\$6,000	\$	\$6,000	\$
GENERAL OFFICE COSTS	\$3,200		\$3,200	
INSURANCE, EQUIPMENT AND OTHER OFFICE COSTS	\$1,700	\$1,332	\$200	\$168
CONSULTANTS	\$1,200	\$500	\$500	\$200
SUPPLIES – CHILDCARE DEVELOPMENT PROGRAM	\$1,300	\$600	\$420	\$280
<b>TOTAL</b>	<b>\$67,540</b>	<b>\$25,000</b>	<b>\$37,552</b>	<b>\$4,988</b>

The total year-one budget for the satellite office is \$67,540, of which WHDC is requesting \$25,000 from the Harlem CDC. The balance of the budget has already been secured through grants from the West Harlem Development Corp (\$37,552), Apple Bank (\$4,000) and Chase Bank (\$988).

F. Financial Condition

WHDC is a not-for-profit corporation formed in 1978 to serve residents of Northern Manhattan through enterprise development and micro-lending programs. Its revenues have decreased over a three year historical period, but its change in net assets over the same period is positive, it has a good ESD credit rating and strong debt coverage. Its ratio of unrestricted net assets to total expenses is 1.85, which meets the industry requirement of between .25 and 3. WHDC’s revenues through November 2013 are down from 2012, it expects grant income to increase. WHDC’s revenues include grants (72%), loan income (17%) and fee income (11%).

VI Non-Discrimination and Contractor & Supplier Diversity

Pursuant to New York State Executive Law Article 15-A, Harlem CDC recognizes its obligation under the law to promote opportunities for maximum feasible participation of certified minority-and women-owned businesses (MWBES) in the performance of Harlem CDC projects. ESD’s Office of Contractor and Supplier Diversity has reviewed the project and has determined that, due to the highly specialized and unique nature of this project, there exists no potential for MWBE participation. More specifically, the Recipient proposes to use of 90% of the grant towards personnel costs, there is no utilization potential with that part of the grant amount, and meaningful MWBE utilization will not be achieved by assigning a goal on the balance of \$2,500. As such, participation goals will not be established or required for this project.

VII. Harlem CDC Financial Assistance Subject to Availability of Funds

The provision of Harlem CDC's financial assistance is contingent upon the availability of funds.

VIII. Recommendation

It is recommended that the Directors authorize the requested grant for the purposes stated.

IX. Additional Submission(s) to Directors

Resolution



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December 13, 2013

**COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM – Request for a Grant of \$25,000 (Twenty Five Thousand Dollars) to partially fund the establishment of a satellite office in West Harlem by the Washington Heights and Inwood Development Corporation; Authorization to Take Related Actions**

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RESOLVED, that the Directors find that a grant to partially fund the establishment of a satellite office in West Harlem by the Washington Heights and Inwood Development Corporation is in compliance with the eligibility criteria established under the guidelines for the Community and Economic Revitalization Support Program; and be it further

RESOLVED, that the President or the President’s designee(s) be, subsequent to the making of the Grant, and each of them hereby is, authorized to take such actions and make such modifications to the terms of the Grant as he or she may deem necessary or appropriate in the administration of the grant; and be it further

RESOLVED, that the provision of CERSP financial assistance is expressly contingent upon receipt and subject to the availability of funds; and be it further

RESOLVED, that the President or the President’s designee(s) be, and each of them hereby is, authorized to take such actions or to execute on behalf of the Corporation such documents as he or she may deem necessary or appropriate in connection with the foregoing resolutions.

\*\*\*\*\*

**EXHIBIT 1**

**COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM -  
PROGRAM GUIDELINES**

## COMMUNITY AND ECONOMIC REVITALIZATION SUPPORT PROGRAM GUIDELINES

1. Third-parties seeking Program funding must complete an application, demonstrate the need for Program funds, explain how the funds are to be used and describe the community and economic development impacts of the proposed project, program or initiative upon the Upper Manhattan community.
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  - d. Supplemental funding to existing Corporation programs, such as the Community initiatives Program (CIP) or the Housing Project Predevelopment Revolving Loan Fund Program (RLF”).
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6. Consistent with the Corporation's existing delegation of authority the President is authorized to approve funding allocations up to \$50,000, with the exception that funding allocations for staff training, development and related activities, the President is authorized to approve up to \$25,000. Funding requests that exceed \$25,000 or \$50,000, respectively, require the approval of the Corporation's Board of Directors.

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8. Program funding awards shall be determined based upon factors such as the availability of funds, the type of program, project or other initiative proposed, project location and costs, the economic benefits generated, the availability of matching funds.