

EMPIRE STATE DEVELOPMENT CORPORATION AND  
HARLEM COMMUNITY DEVELOPMENT CORPORATION

VICTORIA THEATER  
LAND USE IMPROVEMENT AND CIVIC PROJECT

Danforth Development Partners LLC/233 West 125<sup>TH</sup> Street Danforth, LLC

**GENERAL PROJECT PLAN-July 18, 2012**

**I. Background**

Conditional Designation of the Project Developer

In September 2004, Empire State Development Corporation (“ESD”) and Harlem Community Development Corporation (“Harlem CDC”) issued a Request for Proposals (“RFP”) for the redevelopment of the land and improvements known as the Victoria Theater located at 233-235 West 125<sup>th</sup> Street, New York County, between Adam Clayton Powell, Jr. and Frederick Douglass Boulevards (the “Project Site”). The RFP sought proposals that would create an “economically viable destination” to “complement recent economic activity, create jobs..., create and support a venue for local arts, entertainment and cultural uses..., consider preservation and/or adaptive reuse, to the extent practicable ... [and] provide an economic return to the public entities that have an interest in the Site.”

The staff of Harlem CDC, after a review of the eleven timely responses to the RFP, recommended to the Harlem CDC Board of Directors that Danforth Development Partners LLC (“Danforth”) be conditionally designated as developer of the Victoria.

In October 2007 the Directors of Harlem CDC authorized its President or his designees to enter into a Memorandum of Understanding and Conditional Designation (“MOUCD”) with Danforth, subject to the terms and conditions of the MOUCD and to the Danforth responding favorably to the concerns raised by the Board with respect to minority contracting, local employment and the inclusion of affordable housing. The MOUCD and Addendum No. 1 thereto, which includes as Exhibits letters describing in greater detail the minority contracting, local employment and affordable housing goals for the proposed project as well as the parameters for the financing and build out of the cultural units that are included in the proposed Project, were simultaneously executed on November 26, 2007. Addendum No. 2 to the MOUCD is expected to be executed on or about July 30, 2012 and will reflect additional refinement of the negotiated terms for the development of the Project, which are reflected in this General Project Plan.

Subsequent to the execution of the MOUCD, as a result of downturns in the real estate and capital markets, Danforth sought additional equity investors. In Spring 2011 Danforth came to an agreement with Exact Capital, a New York City based diversified real estate development firm engaged in the acquisition, finance, development and management of mixed-use residential and commercial properties (“Exact”) to join the development team as an additional investor and development partner. Collectively, Danforth, Exact and Falconwood, an equity investor and principal at the time of execution of the MOUCD, or affiliates thereof, would undertake the

project as 233 West 125<sup>th</sup> Street Danforth, LLC (the “Developer”). The Developer is an affiliate of Danforth; Danforth is the majority member of the Developer.

Danforth is a minority-owned real estate development entity that is wholly owned by M. Steven C. Williams. Mr. Williams has 25 years of experience in real estate and construction. He partnered with Cogswell Realty in the redevelopment of two commercial office buildings - 55 West 125<sup>th</sup> Street and 215 West 125<sup>th</sup> Street. The offices of former-president William Jefferson Clinton are located in 55 West 125<sup>th</sup> Street.

Exact is a diversified real estate development firm that is principally engaged in the acquisition, finance, development and management of mixed-use residential and commercial properties. Exact’s projects include the Livmor Condominium, a 160,000 SF \$48 million new construction project in Harlem, 374 Manhattan Avenue, a \$7 million gut-renovation condominium project in Harlem, Diego Beekman Houses, a \$33 million renovation of a 1,240 unit low-income property in the South Bronx, and 1800 Southern Boulevard, a 68 unit \$23 million new development on a former Brownfield site in the West Farms Square section of the Bronx.

The Falconwood Corporation (“Falcolnwood”) is a New York City investment banking and venture capital firm with an emphasis on real estate.

#### History of the Project Site

The Project Site was designed and built for the Loew’s Corporation in 1917 by Thomas W. Lamb, one of America’s great theater architects of the era, and is one of the few theaters from Lamb’s early career remaining in New York. Upon its opening, the Loew’s Victoria Theater (as it was known until 1977) a 2,394-seat, luxury vaudeville and motion picture theater was hailed “as one of the largest and most beautiful theaters in greater N.Y.” The theater joined the *Apollo Theater* (then known as the *Hurtig & Seamon’s New Burlesque Theater*) a short distance to its East, as well as the *Alhambra* and the *Proctor, Hammerstien Opera House*, all on West 125<sup>th</sup> Street, which became known as Harlem’s “Opera Row”.

In 1977 the Harlem Urban Development Corporation, the predecessor to Harlem CDC, acquired fee title interest in the Project Site. The Project Site has experienced numerous changes, the most radical being its conversion to a multi-screen movie theater in 1987 when five movie theaters were created from the large auditorium, mezzanine and stage areas. The Project Site has been substantially vacant since 1997.

The 1987 renovation was completed pursuant to a 1985 Memorandum of Agreement (“MOA”) including the City of New York, the New York State Historic Preservation Office (“SHPO”) and the Advisory Council on Historic Preservation, an independent federal agency “that promotes the preservation, enhancement, and productive use of America’s national historic resources, and advises the President and Congress on national historic preservation policy”. As a result of the MOA, a permanent record of the appearance of the main auditorium and lobby areas was created and filed with the Library of Congress. SHPO determined that the Project Site was eligible for listing on the National Register of Historic Places.

In a 2002 review of the Project Site, SHPO determined that despite certain alterations and building deterioration, it still met the eligibility criteria for inclusion on the National Register. At

that time, SHPO concluded after a site visit and review of a 2000 conditions assessment report that, notwithstanding localized water damage, the structure was excellent or good and that the Project Site was eminently viable for rehabilitation. Unfortunately, as revealed in a 2008 Existing Conditions Report for the Victoria, as updated by a 2011 Conditions Assessment Update (Appendix B.2 of the Draft Environmental Impact Statement [“DEIS”], attached hereto, and Appendix B.1, Attachment A of the DEIS, respectively), together, (the “Environmental Reports”), the condition of the Project Site has deteriorated significantly since 2002, primarily as a result of prolonged water infiltration. This chronic deterioration has led to heavy mold growth, potential threats to the structural integrity of the building and other defects, which when coupled with the outdated mechanical systems, threaten to seriously undermine the long term viability of this historically significant structure.

## **II. Project Location**

The Project, specifically described below under “Project Description” (the “Project”), would be located at 235-237 West 125th Street in Harlem, on the north side of West 125th Street, mid-block between Frederick Douglass Boulevard and Adam Clayton Powell, Jr. Boulevard, near the world famous Apollo theatre. The Project Site is an approximately 20,000 square foot (“SF”) T-shaped through lot (Manhattan Block 1931, Lot 17), with approximately 50 feet of frontage along West 125th Street and 150 feet of frontage along west 126th Street. The Project Site is improved by a three-story approximately 40,000 SF structure built in 1917. It consists of two buildings: the South Building, which fronts onto West 125th Street and contains the original entrance and lobby of the theater; and the North Building, which is located on West 126th Street and contains the former theater auditorium and other accessory public spaces. The auditorium and stage area in the North building were subdivided into five movie theaters in the mid-1980’s. The Project Site and Victoria will be used interchangeably throughout this document.

A “Project Site Map” is attached.

## **III. Project Description**

The primary goal of the Project is to redevelop the Project Site in a manner that is beneficial to the local community and contributes to the ongoing revitalization of the area as an arts, entertainment, cultural, and commercial destination. The Project seeks to address the persistent need for affordable housing and the growing need for market-rate housing as well as to meet the demand for hotel accommodations in upper Manhattan and the greater Harlem area.

The Project will consist of the design, redevelopment, and construction of several improvements at the Project Site as well as the preservation or adaptive reuse of many of the elements from the original theater, which improvements shall conform to agreed design, use and operating guidelines to be included in a ground lease with a purchase option (the “Ground Lease”, and related documents, a declaration of covenants, conditions and restrictions (the “CCR”) by and between Harlem CDC and the Developer, and otherwise to be established in Harlem CDC’s sole discretion.

The Project would include the Developer subdividing the Project Site's existing tax lot into as many as five tax lots, which would then be included in a condominium regime for the ownership and operation of the Project. The subdivided lots would be designated as one or a combination of: "Cultural Condominium"; "Hotel Condominium"; "Parking Condominium"; "Residential Condominium"; and "Retail Condominium". During construction Harlem CDC would lease the entire Project Site, consisting of the original tax lot or any subdivided lot derived therefrom, to Developer pursuant to the Ground Lease with option to purchase. Upon successful completion of the Project and exercise of the purchase option, Harlem CDC would retain ownership of the Cultural Condominium unit only and convey title to the remaining condominium units to Developer or its designee.

The description of the proposed improvements to and uses for these above described is as follows:

#### Historic Preservation

Pursuant to consultation conducted with SHPO the Project would incorporate certain historic preservation measures such as retention and restoration of the Project Site's south building, including restoration of its original lobby, façade, marquee and blade sign. In addition, during the course of the Project design, the Developer and its architect, in consultation with Harlem CDC, ESD and SHPO would have to identify other architectural elements in the north building of the Project Site (which is to be demolished) that can be salvaged and reused or that can be referenced and used to inform and influence the design of new spaces in the Project as well as include the installation of educational materials concerning the historic Victoria Theater itself and in its larger context as part of Harlem's Opera Row.

#### Residential Condominium

The residential component of the Project would be developed under the New York City Housing Development Corporation ("HDC") Mixed-Income Program, also known as the "50/30/20 Program". It would contain approximately 229 studio, one- and two-bedroom rental units (the "Residential Condominium"). Pursuant to HDC's program guidelines, a minimum of 20% of the units must be affordable to those households with earning at or below 50% of area median income ("AMI") or alternatively 25% of the units must be affordable to households with income at or below 60% AMI. Also pursuant to HDC guidelines a minimum of 30% of the units must be affordable to households with earning at or below 130% AMI, the maximum income limit for the Affordable Units. The Affordable Unit would be affordable to those earning from 40% AMI to 120% AMI. Approximately, 40% of the Affordable Units would be two-bedroom units.

## Hotel Condominium

Construction of an approximately 210-key select service hotel, that would include an approximately 5,000 SF ballroom as well as dining and entertainment spaces. Developer has selected Cambria Suites by Choice International Hotels (“Choice”) as the preferred flag for the hotel component of the Project because Developer believes Choice offers the best combination of services and value for the Project’s anticipated customer base and because it also offers partial financing of the hotel construction.

Choice-branded properties provide business and leisure travelers with a range of high-quality, high-value lodging options throughout the United States and internationally. In addition to Cambria Suites some of its brands include Clarion, Comfort Inn, Comfort Suites, Main Stay Suites and the Ascend Collection.

There are presently two other Cambria Suites hotels in development in Manhattan – one in the Times Square area and one in Chelsea. Choice’s expansion of its Cambria Suites flag into upper Manhattan and the Greater New York market would be accompanied by marketing support and regional and national advertizing. They have combined their growth strategy with strong financial support of the brand by supporting owners with use of their balance sheet to enhance project financing. The Developer expects the Project to benefit from Choice’s marketing activities aimed at establishing Cambria Suites in the New York metropolitan area.

## Cultural Arts Condominium

The Acquisition Cost to the Developer would include an obligation to build out approximately 25,000 SF of the Project Site as a cultural arts center for use as performance and administrative office space for cultural arts organizations. The cultural arts center would feature a 199-seat black box theatre and a 99-seat flexible performance space, as well as exhibit and rehearsal spaces, a public lobby/event space, scenery and costume shops, meeting and educational spaces, dressing rooms, other backstage spaces, and a box office. Upon completion, Developer would not have an option to purchase this unit. Harlem CDC either would retain unencumbered fee title in the unit or transfer it to an affiliate. Harlem CDC would then make the unit available for use as a permanent home to cultural institutions it selects. The cultural space would be either leased or sold to the cultural organizations for a nominal amount, with the organizations being responsible for providing furniture, fixtures and equipment and operating costs for the cultural space. The Cultural Arts Condominium would be designated for use as a cultural arts facility for the life of the development. The initial cultural arts organizations that Harlem CDC anticipates would occupy the space are listed below. However, Harlem CDC would reserve the right to modify its selection of entities.

*The Harlem Arts Alliance (“HAA”)* is a not-for-profit arts service organization committed to nurturing the artistic growth and the development of artists and arts organizations based primarily in Harlem and its surrounding communities. Comprised of over 750 individual artists and arts organizations, HAA plays an essential role by helping to build the resources, network, and capacity of its richly diverse membership. In addition, HAA

maintains strong partnerships with numerous arts organization and institutions throughout New York State, the region and the nation to maintain vital collaborative efforts to promote the arts in communities.

*JazzMobile* was founded in 1964 by Daphne Arnstein, an arts patron and founder of the Harlem Cultural Council and Dr. William "Billy" Taylor, jazz pianist, composer, broadcaster, educator and advocate. It is a multifaceted organization whose mission is to present, preserve, promote and propagate "America's Classical Music"—Jazz. Signature programs include summer mobile concerts, jazz workshops, lecture/demonstrations and a vocal competition. It is the pioneer mobile music organization and has brought the great jazz artists of our time directly to the public throughout the five boroughs of New York City as well as to Westchester County, several cities in upstate New York, New Jersey, Washington D.C., Maryland and Virginia. JazzMobile's also operates a not-for-profit music publishing and a recording company.

*The Classical Theatre of Harlem ("CTH")*, a 501(c) 3 not-for-profit corporation, is a professional theatre company founded in 1999 at the Harlem School for the Arts. Its mission is to maintain a professional theatre company dedicated to presenting the "classics" on the stages of Harlem; to create employment and educational outreach opportunities in the theatre arts for the Harlem community; create and nurture a new, young, and culturally diverse audience for the "classics"; and heighten the awareness of theater and of great art in Harlem.

*The Apollo Theater Foundation, Inc. ("ATF")* a not-for-profit organization established in 1991, is dedicated to the preservation and development of the legendary Apollo Theater through the *Apollo Experience* of world-class live performances and education programs. ATF's vision is to expand the reach of the Apollo Experience to a worldwide audience and to promote the world famous Apollo Theater as both an historic landmark, and also as a symbol of the brilliance of American artistic accomplishment.

In 2011, these Cultural Partners worked with Harlem CDC and consultants to review and refine the build program for the Cultural Condominium Unit. They are currently working with legal counsel to both structure an umbrella organization for the four Cultural Partners and advise on creating strategic plans for the operation, management and maintenance of the Cultural Condominium Unit.

### Retail Condominium

The Project would include the construction of approximately 27,000 SF of non-hotel related retail space, including a larger restaurant, jazz club, gift shop and other retail uses offering amenities to both hotel guests and patrons of the cultural arts center. Approximately 3,000 SF of this space would be allocated to smaller stores and leased at below market rents to small local retailers. Provision would also be made for vendor kiosks in public areas.

### Parking Condominium

The Project would include construction of below-grade parking for approximately 90 vehicles . Stackers are anticipated to be used to effectively double the amount of cars that can be parked.

#### Timetable

Developer anticipates that Project building plans could be completed and approved by the New York City Department of Buildings in the final quarter of 2012, followed by a closing on the construction financing for the Project in the first quarter of 2013. The Ground Lease with Harlem CDC and related documents would be executed at or immediately before the construction loan closing. In order to meet this schedule, Harlem CDC and/or ESD, as described below under “Harlem CDC and ESD Participation” would conclude: (1) appropriate environmental review under the New York State Environmental Review Act (“SEQRA”); and (2) appropriate actions required under the New York State Urban Development Corporation Act (the “UDC Act”) to enter into the Ground Lease and related documents.

#### IV. The Need for and Benefits Gained from the Project in the Project Location

##### Preservation of an Historically Significant Location

As the Environmental Reports reflect, the Project Site has deteriorated significantly in recent years, in many instances the result of inadequate or inoperable mechanical systems, roof and other leaks and other negative effects that typically occur in vacant buildings. These conditions in turn have led to the proliferation of mold in the building’s interior, the compromising of the building’s structure, and the continued deterioration of the Victoria’s historic façade and marquee.

The north building of the Project Site has already been deemed unfeasible to retain for purposes of the Project and would be demolished. The Project would prevent a similar fate for the south building, which, if left to further deteriorate, would undoubtedly and tragically lead to the loss of a major example of the work of the Victoria’s architect Lamb and a significant piece of Harlem cultural arts history.

##### Permanent and Affordable Space for Cultural Arts Organizations

Four established local arts organizations, the Harlem Arts Alliance, Jazzmobile, the Classical Theatre of Harlem, and the Apollo Theatre Foundation (collectively the “Cultural Partners”), have been selected by the Developer’s team and would occupy the Project’s cultural space. All are established organizations in the Harlem Community. The space built and leased to the Cultural Partners at a nominal rent would help preserve and sustain Harlem’s prominence as the artistic capital of Black America by securing for these organizations permanent homes within which they could consolidate administrative and performance space. The contemplated nominal rent charge as well as the sharing of common expenses such as utility costs, insurance and the use of the cultural arts space lobby, bathroom facilities and box offices would help reduce each organization’s operating costs. In addition, the organizations would have the opportunity to generate revenue not only via box office sales but also through short term rental of their space to other arts institutions, as ewlll as other organizations and individuals for special events..

##### Increasing Affordable Housing Units in the Project Area

There is a great need for housing in New York City and the need is expected to increase as the population continues to grow. The need for affordable housing is even more acute in the greater Harlem area. The Plan to build the approximately 229 residential rental apartments that would be included in the Project, fifty percent of which would be affordable to low to moderate rate income households, would help to address both local and citywide housing needs.

#### Adding Hotel Capacity in Harlem

The hotel is a particularly important component of the Project. It would be only the second new hotel constructed since 1913 (when the Hotel Theresa opened) in Upper Manhattan, an area with a population of more than 500,000 that is also one of the top three destinations for tourists to the City. It would be the Project's primary generator of permanent jobs and is expected to offer guests a more full-service experience than is offered by the 124-room Harlem Aloft, a Starwood brand hotel located only a few blocks from the Victoria, which opened December 2010. The banquet and meeting spaces would also serve the community by providing these services/amenities that are sorely lacking in the Harlem area.

In an analysis prepared in March 2012 by HVS Consulting and Valuation Services on behalf of Choice, HVS described the development of the Harlem lodging market as being in "in its budding stages". They estimate minimum potential room night demand to be approximately 319,000. This estimate would support a total room supply of roughly 1,105 guestrooms at a 79.0% occupancy rate.

#### Adding Retail Capacity

The retail portion of the Project would generate jobs for New York City residents, including Harlem residents. In addition, a portion of the non-hotel related retail space built into the Project would be marketed at affordable rents to encourage participation by local small businesses.

#### Jobs Creation

An economic development impact analysis of the Project was prepared by the ESD Policy and Research department (the "Analysis"). The Analysis examined the one-time economic development impacts of construction activity as well as the ongoing economic development impact of permanent jobs, income and taxes (measured over a seven year period from 2014-2020, including two year construction period and five years of Project operation). Based on the Analysis, the project would generate approximately 580 construction related employment and approximately 373 permanent jobs. The personal income that would be earned by the Project's permanent direct employees is estimated at \$19.3 million. The total personal income of direct, indirect, and induced employment would be an estimated \$28.1 million. The total New York State tax revenue that would be generated by Project operations is an estimated \$4.7 million, with an additional \$4.5 million for New York City, for total tax revenues of \$9.2 million.

#### Local Outreach and Employment Opportunities

Developers is committed to providing opportunities for community employment and economic opportunities at all phases of the Project. Developer proposes to hire a workforce compliance monitor, establish an aggressive outreach campaign concerning contracting and work force hiring



opportunities, establish a minimum goal of 30% minority business participation, establish a program to maximize the utilization of local vendors and contractors, and work with the selected hotel chain to recruit and train local residents for the hotel jobs generated by the Project. Developer would establish a minority business utilization plan that promotes hiring workers from Harlem zip codes, including drafting into construction contracts language that sets forth the requirements and procedures for compliance with M/WBE participation goals.

#### Green building amenities

The Project would be built as a high performance, environmentally-responsible structure, expected to substantially reduce energy and water consumption. The Developer would build the Project to achieve the equivalent of a “Silver” rating in conformance with the guidelines of the United States Green Building Council and “Leadership in Energy and Environmental Design” (“LEED”) rating system, or its equivalent.

|  |  |                           |                               |
|--|--|---------------------------|-------------------------------|
| <b>II. <u>Estimated Project Costs And Financing Sources</u></b>  |  |                           |                               |
| <b><u>(A more detailed financing description is at Section IV (Essential Terms) Subsection D</u></b>         |  |                           |                               |
| <b>CONSTRUCTION FINANCING</b>  |  |                           |                               |
| <b><u>FINANCING USES</u></b>   |  | <b><u>AMOUNT (\$)</u></b> |                               |
| Acquisition (Land and Building)  |  | 25,000,000                |                               |
| Hard Costs (including contingency)   |  | 85,600,210                |                               |
| Soft Costs (including contingency)   |  | <u>29,194,733</u>         |                               |
| Sub-Total  |  | 139,794,943               |                               |
| Developers Fee's   |  | <u>2,300,000</u>          |                               |
| <b>Total</b>   |  | <b><u>142,094,943</u></b> |                               |
| <b><u>FINANCING SOURCES</u></b>  |  |                           |                               |
| First Mortgage: IDA (NYC Industrial Development Agency ("IDA") & NYC Housing Devel. Corp ("HDC") bond issues |  | 80,894,869                |                               |
| Upper Manhattan Empowerment Zone ("UMEZ") Second Mortgage*   |  | 6,500,000                 |                               |
| HDC Mortgage   |  | 8,800,000                 |                               |
| Hotel Loan Facility  |  | 10,916,555                |                               |
| Harlem CDC Enforcement Mortgage  |  | 7,400,000                 |                               |
| Low Income Housing Tax Credit ("LIHTC") Equity   |  | 1,500,000                 |                               |
| Developer's Equity**   |  | <u>\$ 26,083,519</u>      |                               |
| <b>Total</b>   |  | <b><u>142,094,943</u></b> |                               |
| <b>PERMANENT FINANCING</b>   |  |                           |                               |
| <b><u>HOTEL</u></b>  |  |                           | <b><u>TERM/RATE/LIEN</u></b>  |
| First Mortgage: IDA  |  | 31,844,271                | 20 yrs / 7.1% / 1st on RE     |
| UMEZ Second Mortgage   |  | 6,500,000                 | 10 yrs / 3.25% / 2nd on RE    |
| MERF Second Mortgage   |  | 5,000,000                 | 10 yrs / 3% / 2nd on RE       |
| Hotel Loan Facility  |  | 10,916,555                | 5 yr max./8.5-12%             |
| Cultural Build Out/Developer Equity  |  | <u>10,175,000</u>         |                               |
| <b>Subtotal</b>  |  | <b>64,435,826</b>         |                               |
| <b><u>RESIDENTIAL</u></b>  |  |                           |                               |
| First Mortgage: HDC  |  | 49,050,598                | 30 yrs / Tax-Exempt Bond, 5.8 |
| HDC Second Mortgage  |  | 8,800,000                 | 30 yrs / 1% / 2nd on RE       |
| Harlem CDC Enforcement Mortgage**  |  | 7,400,000                 | 50 yrs / 2nd on RE            |
| LIHTC Equity   |  | 5,598,874                 | NA                            |
| Developer Equity, incl'g cultural build out  |  | <u>6,809,645</u>          | NA                            |
| <b>Subtotal</b>  |  | <b>77,659,117</b>         |                               |
| <b>Total</b>   |  | <b><u>142,094,943</u></b> |                               |
| * To be presented to ESD Directors at a later date   |  |                           |                               |
| ** No payments of principal or interest due unless default on residential affordability obligations          |  |                           |                               |
| ***Includes \$2.5 million obligation to Harlem CDC, payment of which is deferred during construction         |  |                           |                               |

## Harlem CDC and ESD Participation

Pursuant to the UDC Act, ESD was created to implement the “policy of the state to promote a vigorous and growing economy, to prevent economic stagnation and to encourage the creation of new job opportunities...” UDC Act, Section 2. The UDC Act, extends all the powers of UDC to its subsidiaries. To that end ESD and its subsidiaries are empowered, pursuant to UDC Act Section 10 (c) , to undertake,

A. A “Land Use Improvement Project” upon finding:

- (1) That the area in which the project is to be located is a substandard or insanitary area, or is in danger of becoming a substandard or insanitary area and tends to impair or arrest the sound growth and development of the municipality;
- (2) That the project consists of a plan or undertaking for the clearance, re-planning, reconstruction and rehabilitation of such area and for recreational and other facilities incidental or appurtenant thereto;
- (3) That the plan or undertaking affords maximum opportunity for participation by private enterprise, consistent with the sound needs of the municipality as a whole.

For the reasons set forth in the Environmental Reports referred to above, ESD finds that the Property in its current condition is a substandard or insanitary area, or is in danger of becoming a substandard or insanitary area and tends to impair or arrest the sound growth and development of New York City.

Further, ESD finds that the Project will clear, re-plan, reconstruct, and rehabilitate the Property and that the Project will maximize opportunity for the private Developer, which will be responsible for the payment of all costs associated with the Project, and for other private enterprises that will construct and occupy the Project.

The City of New York has been advised of and supports both Harlem CDC’s and ESD’s participation in the Project as well as the overrides of certain sections of the New York City Zoning Resolution that are being requested of ESD by the Developer.

ESD and its subsidiaries also are empowered, pursuant to UDC Act Section 10(d) , to undertake \_\_\_\_\_ a Civic Project upon finding:

- (1) That there exists in the area in which the project is to be located, a need for the educational, cultural, recreational, community, municipal, public service or other civic facility to be included in the project.
- (2) That the project shall consist of a building or buildings or facilities which are suitable for educational, cultural, recreational, community, municipal, public service or other civic purposes.
- (3) That such project will be leased to or owned by the state or an agency or instrumentality thereof, a municipality or an agency or instrumentality thereof, a public corporation, or any other entity which is carrying out a community,

municipal, public service or other civic purpose, and that adequate provision has been or will be, made for the payment of the cost of acquisition, construction, operation, maintenance and upkeep of the project. .

- (4) That the plans and specifications assure or will assure adequate light air, sanitation and fire protection.

Harlem CDC and ESD find:

That the area in which the Project is to be located lacks sufficient affordable housing, which the Project will address;

That there is a lack of jobs in the area where the Project is located and the Project will create significant numbers of construction and permanent jobs that will benefit residents of New York City, and in particular Harlem.

That cultural institutions in Harlem lack affordable performance and administrative space, a need which the Project will address. The Project's new structure, integrating restoration and preservation of historic elements into new residential, cultural, hotel, and commercial units, will also bring much needed housing, particularly affordable housing, and economic energy to the community. The Project also will add to and enhance existing area cultural and entertainment attractions.

Pursuant to the proposed terms of the Project, the Project will be publicly owned through construction, and post-construction a portion of the Project will continue to be publicly owned or will be owned by a not-for-profit umbrella organization comprised of the Cultural Partners and will be utilized for community, cultural, and other civic purposes. Developer will be responsible for payment of all costs associated with construction, operation, and maintenance of the Project; post-construction the Harlem CDC and/or the Cultural Partners will be responsible for the operation and maintenance of the Cultural Condominium Unit.

The Project would comply with all applicable Building Code(s), including making adequate provision for light, air, sanitation, and fire protection.

to implement the Project,

ESD will:

- (A) serve as lead agency pursuant to SEQRA and be responsible for preparing Draft and Final Environmental Impact Statements analyzing all environmental aspects of the Project; and
- (B) override the New York City Zoning Resolution as it would otherwise apply to the Project Site and the Project, pursuant to Section 16 of the UDC Act (as specifically set forth below under "Design, Use and Operating Guidelines"); and

Harlem CDC will:

- (A) enter into the Ground Lease and other related documents with Developer or an affiliate of Developer, upon the terms set forth below under “Essential Lease Terms with Developer/Tenant; and
- (B) pursuant to the terms of the Ground Lease and related documents upon Developer delivering a copy of a temporary Certificate of Occupancy for the Project and compliance with any other conditions of the Ground Lease, including compliance with the UDC requirements regarding dispositions of property, proceed to transfer title to the, Hotel, Residential Retail and Parking condominium units to be created as part of the Project to Developer, and to the Cultural Arts Condominium as set forth herein.

## **VII. Design, Use and Operating Guidelines**

It is not practicable for the Project to comply with the New York City Zoning Resolution (“ZR”). The required size and financing for the Project dictates that the Project be developed in accordance with the Development Agreement to be attached to the Ground Lease, as well as any other requirements to be established in Harlem CDC’s sole discretion. ESD will override the ZR and other local laws inclusive of the Uniform Land Use Review Procedure review and certification process, including, specifically: i) ZR 97-42, ZR 97-421, ZR 97-422, ZR 23-145, ZR 34-112 (Floor Area); ii) ZR 97-42; ZR 97-421, ZR 97-422, ZR 23-145 and ZR 34-112 (Floor Area Ratio); ZR 23-22 (Maximum Number of Units); iii) ZR 35-24 and ZR 94-442 (Maximum Building Height); iv) ZR 35-24 (Maximum Base Height); v) ZR 35-24 (Initial Setback Above Base Height); vi) ZR 94-442, ZR 97-443 (Minimum [C4-7] Base Height and Streetwall; vii) ZR 33-303 (Clearance when lot line is adjacent to neighboring rear lot line); and viii) ZR 25-62 (Minimum Square feet per car in an attended parking facility).

The maximum allowable building height on West 126<sup>th</sup> Street is 80 feet and along West 125<sup>th</sup> Street 195 feet. To allow for the amount of program area needed while retaining and restoring the South Building, the proposed maximum building height is approximately 290 feet. While the new building would be taller than the maximum height limit allowed, the overall bulk and height of the proposed building would be in context with other tall buildings in Harlem, including the Adam Clayton Powell, Jr. State Office Building.

To accomplish the objectives, goals and programmatic needs of the Project, Developer also would request a zoning override of floor area and FAR requirements to an estimated FAR of 17. The additional floor area will allow for an economically viable development that will create jobs, provide housing, provide hotel space to serve increased market demand, and create a venue for cultural programming.

The maximum allowable number of residential units on the Project Site under the ZR is 134; the number of residential units proposed for the Project is approximately 229. This override is necessary to accommodate the proposed housing, of which 50% will be affordable..

The City of New York has been advised of and supports the Project and ESD's participation in the Project and the overrides of the abover referenced sections of the ZR that are being requested.

## **VIII. Essential Terms**

### **A. Ground Lease(s) Landlord/Tenant**

Harlem CDC, as owner, will lease the Project Site to 233 West 125<sup>th</sup> Street Danforth, LLC, as Developer/Tenant during the construction period for the Project, which is estimated to be approximately thirty (30) months (the "Ground Lease"). Developer/Tenant will design, develop, construct, and operate the Project at the Project Site pursuant to this General Project Plan and the Ground Lease. The Ground Lease will be "triple net", with Developer/Tenant responsible for all costs of operation, including impositions and assessments. The Ground Lease will have a purchase option described in Subsection F below (Purchase Option).

Harlem CDC is prepared to, create or cooperate in the creation of the condominium regime and subdivision the Project Site into separate tax lots, and to enter into separate ground leases for one or more of the condominium units, in order to facilitate separate construction financing of the housing and commercial components of the Project, permitting Developer/Tenant to enter into separate leasehold mortgages for the separate condominium units. Nonetheless, the Developer will be obligated to secure a TCO for the entire Project Site before Harlem CDC will transfer title to any part of the Project Site.

The Project Site is tax exempt as a result of Harlem CDC ownership. However, in the event Developer/Tenant fails to deliver a Temporary Certificate of Occupancy ("TCO") for the entire Project Site within thirty (30) months of the Ground Lease commencement date, Harlem CDC would have the right to impose on Developer Payment in Lieu of Taxes ("PILOT") payments equivalent to the amount of real property taxes that would have been payable by Harlem CDC if it were a taxable entity, adjusted to take into account real estate tax exemption benefits that might have been available for the improvements to the Project Site. In the event Developer/Tenant exercises the purchase option after delivery of CO or TCO for the Project, those portions of the Project that are no longer owned by Harlem CDC would no longer benefit from Harlem CDC's exemptions from property, sales and use taxes.

### **B. Project Location:** See Section II (Project Location):

### **C. Project and Project Agreements:**

Specifically, the Project calls for the design, redevelopment, and construction of improvements at the Project Site, as well as the preservation or adaptive reuse of many of the elements from the original theater, including but not limited to the following, which improvements shall conform to agreed design, use and operating guidelines to be

included in or as attachments to the Ground Lease, a development agreement (the “Development Agreement” ), and a declaration of covenants, conditions and restrictions (the “CCR”) by and between Harlem CDC and Developer/Tenant, and as otherwise to be established in Harlem CDC’s sole discretion:

An approximately 360,000 SF, 26-story mixed used facility, environmentally responsible (“green”) building:

- i. Approximately 210-key select service hotel, that would include an approximately 5,000 SF ballroom;
- ii. Build-out of an approximately 25,000 SF cultural arts center that would feature a 199-seat black box theatre, a 99-seat flexible performance space as well as exhibit and rehearsal spaces, title to which would be retained by Harlem CDC or its designee and leased to and primarily utilized by four cultural partners selected by Harlem CDC. The cultural arts center space would be sold or leased at nominal rents and the spaces would be utilized for cultural purposes for the life of the development;
- iii. Approximately 229 studio, one-, and two-bedroom rental apartments, of which 50% would be affordable to low, moderate, and middle income individuals and households (the “Affordable Apartments”). Forty percent of the Affordable Apartments would be two-bedroom units. The Affordable Apartments would be subject to a subordinate mortgage in the amount of \$7.4 million dollars from Developer to Harlem CDC securing the obligation to maintain the units as affordable for fifty years;
- iv. Approximately 27,000 SF of prime non-hotel related retail space suitable for a larger restaurant, jazz club, gift shop, and other retail uses offering amenities to both hotel guests and patrons of the cultural arts center. Approximately 3,000 SF will be allocated to smaller stores and leased at below market rents to small local retailers. Provision would also be made for vendor kiosks in public areas of the Project;
- v. sub-grade parking that would include vehicle stackers that effectively double the amount of cars that can be parked in the same amount of square footage;
- vi. retention and restoration of the theatre’s south building, including restoration of the original lobby, grand staircase and south building façade, marquee and replication of the original blade sign as well as the identification, salvaging and reuse of other architectural elements in the north building of the theater (which would be demolished) or referencing those elements in the design of new spaces in the Project. Construction of a permanent historic preservation installation open to the public chronicalling both the historic Victoria Theater, and its place in the larger context as part of Harlem’s Opera Row.

D. Financial Terms:

Acquisition Cost: \$25 million

Payable as follows:

| Credits to Acquisition Cost              | Amount (\$)      |  |  |
|--|------------------|--|--|
| Deposit paid with MOUCD execution        | 1,000,000        |  |  |
| Payment Due at Execution of Ground Lease | 4,000,000        |  |  |
| Credit for Cultural Buildout             | 12,600,000       |  |  |
| Affordability Enforcement Mortgage       | <u>7,400,000</u> |  |  |
| Total                                    | 25,000,000       |  |  |
|  |                  |  |  |
|  |                  |  |  |

At the execution of the Ground Lease, Harlem CDC is prepared to defer the receipt of \$2.5 million of the \$4 million Acquisition Cost payment due from Developer until as late as the issuance date for the TCO for the Project. Any unpaid portion of the \$4 million obligation would be secured by a full recourse “Note” with a due date on or before the date of issuance of a TCO for the Project.

The \$12.6 million credit for cultural buildout represents the amount Harlem CDC would agree to credit Developer for the design and construction of improvements to Cultural Condominium unit with a cost or independent valuation of \$12.6 million, in accordance with the Ground Lease and related Project documents. Ownership of the completed Cultural Condominium unit will be retained by Harlem CDC or its designee.

In consideration of Developer building the Residential Condominium unit to include the Affordable Apartments in the Project, which would be subject to a regulatory agreement requiring that the units remain affordable for a period of years, Harlem CDC would credit \$7.4 million dollars toward the Acquisition Cost. The affordability obligations would be secured by an enforcement mortgage (“Affordability Enforcement Mortgage”) with a term coinciding with the length of the affordability regulatory period, extended by an additional twenty years.

Developer/Tenant would be exempt from sales and use taxes on the capital improvements included in the Project and from property taxes for so long as Harlem CDC retained title to the Project Site. However, Harlem CDC could impose Payment in Lieu of Real Property Tax (“PILOT”) on Developer in the event construction extends beyond thirty (30) months. See Financial Terms section of the General Project Plan for a more detailed description.



Further, Developer/Tenant will:

- a. Pay to Harlem CDC Base Rent of \$1 per month
- b. Pay all Harlem CDC and ESD third-party costs in connection with the RFP and the Project, including but not limited to consultant, counsel and environmental costs;
- c. Pay all Harlem CDC and ESD out-of-pocket costs they may incur related the Project;
- d. Pay all water, sewer and other charges that the City of New York levies against the Property, including but not limited to impositions with respect to business improvement districts;
- e. Design, develop, construct and operate the Project at the Project Site at Developer/Tenant's sole cost, including but not limited to the build-out of the Cultural Condominium unit resulting in improvements with a cost or independent valuation of \$12.6 million;
- f. Pay all expenses related to drafting the condominium documents, submitting the condominium for acceptance and filing with the New York State Attorney General, and subdividing the tax lots, including without limitation the fees of outside legal counsel, filing and recording fees, as well as out-of-pocket disbursements;
- g. Indemnify ESD and Harlem CDC and hold ESD and Harlem CDC harmless from all lawsuits and liabilities arising out of ESD and Harlem CDC participation in the Project; and
- h. Tenant/Developer shall provide and shall maintain during construction payment and completion bonds acceptable to Harlem CDC naming Harlem CDC as obligee or a letter(s) of credit naming Harlem CDC as beneficiary in an amount equal to the estimated cost of performing all construction on the Project Site.

**IX. Environmental Review**

ESD (as the lead agency on behalf of Harlem CDC) determined that a Draft Environmental Impact Statement ("DEIS") was necessary to be prepared pursuant to the State Environmental Quality Review Act ("SEQRA") and its implementing regulations (6NYCRR Part 617). The DEIS for the Project is a comprehensive document that includes extensive technical analyses of potential impacts on the environment and proposes measures to mitigate any identified potential significant adverse impacts of the proposed Project. It also considers alternatives to the Project.

The DEIS, prepared by environmental consultants AKRF, has been reviewed by ESD and Harlem CDC staff. It is the opinion of ESD and Harlem CDC staff that the DEIS is satisfactory with respect to its scope, content and adequacy for purposes of SEQRA and the implementing regulations of the New York State Department of Environmental Conservation. Upon acceptance of the DEIS by ESD Directors, staff would undertake to circulate and file the DEIS as required by SEQRA. Circulation of the DEIS affords an

opportunity for the public and involved and interested parties to review and comment on the proposed Project, for a statutorily required minimum period of 30 days. All substantive comments received by ESD on the DEIS shall be addressed in the Final EIS. Pursuant to SEQRA, a duly-noticed public hearing would be held on the DEIS.

**X      Non-Discrimination and Contractor 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 contracts. Accordingly, Harlem CDC’s Non-Discrimination and Contractor & Supplier Diversity policies will apply to the Project. Developer and its affiliates and/or partners shall be required to solicit and utilize MWBEs for any contractual opportunities generated in connection with the Project and to use Good Faith Efforts (5 NYCRR §142.8) to achieve an overall MWBE Participation Goal of 30% in relation to the total value of the Project. The aforementioned goal shall be divided to include a Minority Business Enterprise (“MBE”) Participation Goal of 22% and a Women Business Enterprise (“WBE”) Participation Goal of 8%, both related to the total value of the Project.

Site Plan  
Renderings and Plans  
Economic and Fiscal Impacts Analysis