



THE FREDERICK DOUGLASS BLVD. SUMMER FESTIVAL

PROJECT PROPOSAL
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Contents

BACKGROUND.....	03
RECOMMENDATIONS.....	04
FDB SUMMER FESTIVAL.....	05
SUMMER PAVILION:.....	06
OPEN STREETS:.....	10
IMPLEMENTATION PLAN.....	13
KEY PARTNERS.....	15
BUDGET AND FUNDING.....	17
TRAFFIC ANALYSIS.....	19
NEXT STEPS & CONCLUSION.....	20
APPENDICES.....	21

Background

Following a successful mixed income planning effort in the early 2000s, led by then Manhattan Borough President Virginia C. Fields, the area of Frederick Douglass Blvd. between 110th street and 135th street is home to thriving businesses and mixed-income housing. As Central Park West crosses 110th St. it becomes Frederick Douglass Blvd. designating it as the "Gateway to Harlem" and marked by the memorial to Frederick Douglass which creates the centerpiece of the 110th St. traffic circle. This memorial faces south toward the north facing Harriett Tubman Memorial, together framing the area of the Blvd. known as "Restaurant Row" while representing the history of Harlem as a destination for generations of Black residents.

The corridor's non-profit business association is the The Frederick Douglass Blvd. Alliance (FDBA) whose mission is: "Building a strong community, improving quality of life, and maintaining a clean and safe boulevard, for residents, visitors, small business owners and workers. We seek to establish Frederick Douglass Boulevard, Harlem's Gateway and Restaurant Row, as a model residential and commercial corridor. We also seek to uplift those who for decades have been the bedrock of this historic community."

The following includes a proposal for the Frederick Douglass Blvd. Summer Festival, which includes streetscape and creative planning interventions that will further the FDBA's mission. The objective of this plan is to enhance the corridor's image, draw new visitors, increase community between residents and local stakeholders, and increase traffic to the businesses on the Blvd. while responding to the history, local characteristics and current political moment.

Recommendations

Following analysis (See Appendix I for SWOT Analysis) of Frederick Douglass Blvd. we found the corridor to have many strengths which can be leveraged to advance the FDBA's mission, which include a unique cultural identity and a thriving restaurant scene. These strengths combined with the opportunity for outdoor entertainment can serve to enhance the Blvd.'s image as a popular destination for NYC residents and visitors.

When people think of Harlem we want Frederick Douglass Blvd. to come to their minds, and for them to visit it as an experiential journey to discover the area's people, culture and food. We can look to successes such as the High Line and surrounding Chelsea neighborhood, Koreatown in Midtown Manhattan and Williamsburg in Brooklyn. These are areas that are seen as social destinations to spend an extended amount of time in, resulting in increased vitality for the area and the economic success of local businesses.

With the coming renovations to the northern end of Central Park and the proximity to diverse populations located in the Upper West Side of Manhattan, Harlem and affiliated with Columbia University, there is a varied customer base to draw from. What will draw new visitors, sustain current customers and benefit area stakeholders is if this image enhancement is authentic and resonates with the history of Harlem, which is currently commemorated by the Blvd.'s memorials.

The FDB Summer Festival

We recommend the enhancement of Frederick Douglass Blvd. as a social destination begin with the Frederick Douglass Blvd. Summer Festival in Summer '23. The FDB Summer Festival is an art centered approach, building on the established organizational architecture that has resulted in the Alliance's successful Open Street and bloc party programming, and will be creatively driven by local artists and community members. Inspiration can come from other NYC initiatives, such as Harlem's Park to Park events and implementation of the 125th Street Black Lives Matter Street Mural, and the River to River Festival produced by the Lower Manhattan Cultural Council.

Why art?

Art is a vehicle for economic growth and social cohesion, thus will doubly contribute to the corridor's vitality. A fifteen-year study conducted in neighborhoods across Chicago found that the "capacity of people to act together on matters of common interest" was the number one indicator of health and well-being, even over access to wealth or healthcare. Additionally, what most draws people to an area is other people, so increasing the traffic to the corridor through art and community activities will increase customers and grow business for the corridor's restaurants and establishments. To ensure this double impact of social and economic benefit, effective community partnerships must be initiated in order to facilitate programming and streetscape design that are creatively driven by members of the community.

FDB Summer Festival

The FDB Summer Festival which will be designed and thematically driven by a local artist, includes the possibility for two separate, but cohesive approaches, that may gradually lead to permanent changes on the corridor.

Approach One- Summer Pavilion: Utilize the prime location and land opportunity of the 28th Precinct Police Station parking lot as the site for an architectural pavilion, that will serve as the site for summer concerts, restaurant pop-ups and family friendly programming.

Approach Two- Open Streets: An expansion of the Open Streets program will draw visitors to the Blvd. and create visual and cultural cohesion on the streetscape linking the Northern and Southern monuments.



Summer Pavilion: Place & Background

A challenging symbolic and aesthetic backdrop to the Harriet Tubman Plaza and Swing Low Memorial, designed by sculptor Alison Saar, is the 28th Precinct Police Station. At the time of the monument's commission, the public had an objection to the design of the monument in that it faced South, rather than North, which has symbolic significance in relation to Tubman's role as an abolitionist leading people North toward freedom. Part of the reasoning for the South facing direction of the monument was to prevent the statue from "symbolically confronting the police station."

Beyond the symbolic significance, the building is seen by many in the area as an eyesore that detracts from the success of local businesses. The 'Brutalist' style building is foregrounded by a walled off parking lot, and encircling the building are the station's patrol and civilian cars parked in combat formation.

While the building and cars represent a closed off and antagonistic relationship with the surrounding businesses and memorial, we know from speaking with Rosemonde Pierre-Louis of the FDB Alliance that despite complaints about the building and parking, that this precinct has "always had a strong relationship with the surrounding area" and has "been an important partner for Open Streets."

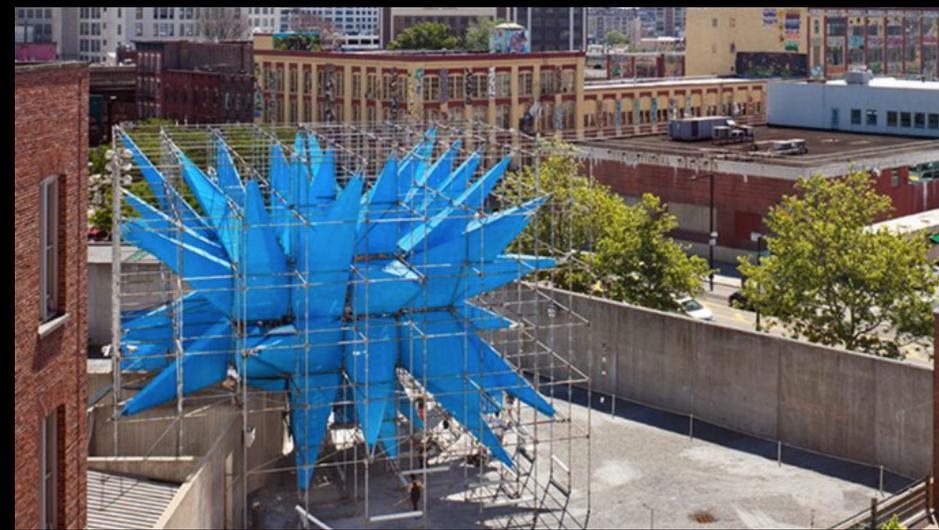


Summer Pavilion: The Idea

Building on this positive relationship, we see the 28th Precinct station as an opportunity for both a physical space in a prime location at the crossroads of FDB and St. Nicholas Ave. (see aerial view on the following page) and as a potential initiator of community dialogue. The initiation of dialogue could potentially lead to more permanent adjustments to the building that will contribute to the vitality of the area year-round and would require significant city and NYPD funding.

For the Summer '23 plan we see the Long Island City based MoMA PS1 Museum's Young Architect's Program as inspiration for this approach. The Young Architect's Program selects a winning submission each year to design a temporary, outdoor installation for the museum's courtyard area.

The 28th Precinct station will be the home to the FDB Summer Pavilion, serving as a temporary art installation and the site for weekend summer programming including concerts, shows by local art institutions, pop-up restaurant events, and family-friendly art programming. The design of the pavilion and temporary art on the building and parking lot walls, will be led by an artist chosen from within the community. Additional space for events will be made through temporary closures of St. Nicholas Ave., which runs along the west side of the station.



Summer Pavilion: Images



Above: Aerial view facing north of the proposed location at the 28th Precinct station. The Tubman memorial is marked by the blue symbol. Right: Images from MoMA PS1's programming.

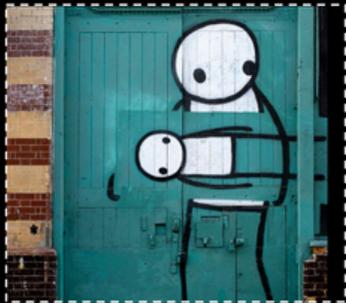
Open Streets: A Gradual Process

The streetscape intervention is meant to be a gradual process that takes the Open Streets program as the vehicle. The intervention will be started with minor alterations along the pedestrian path. Some more drastic action will be taken in the future to further diversify the neighborhood, for example, taking over the on-street parking space. Ideally, in the long run, the Frederick Douglass Blvd. will be completely changed, even including the traffic road, to provide spaces for larger social events, for example, art exhibitions or music festivals.



Open Streets: More Than Involving the Public

We want to involve the public to participate in the programming of the project as much as possible, because as planners who have no personal lived experience in the project site, we may not be able to think in a way that is pertinent to the immediate interest of the local residents and the traditional public meeting approach may also be biased. So, our approach is to invite and guide local residents to leave their own marks on the street, to give the street back to the community, like a blank canvas, and all local residents are invited to make their own creations on the street.



Artist



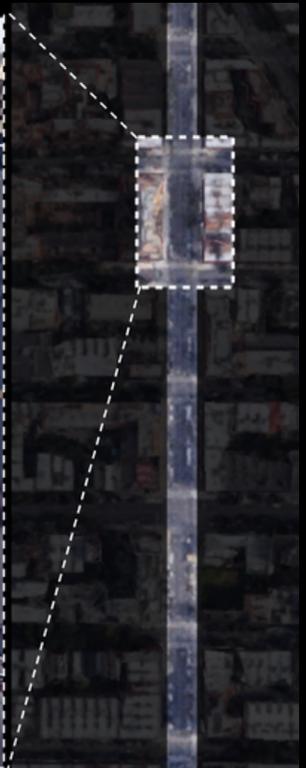
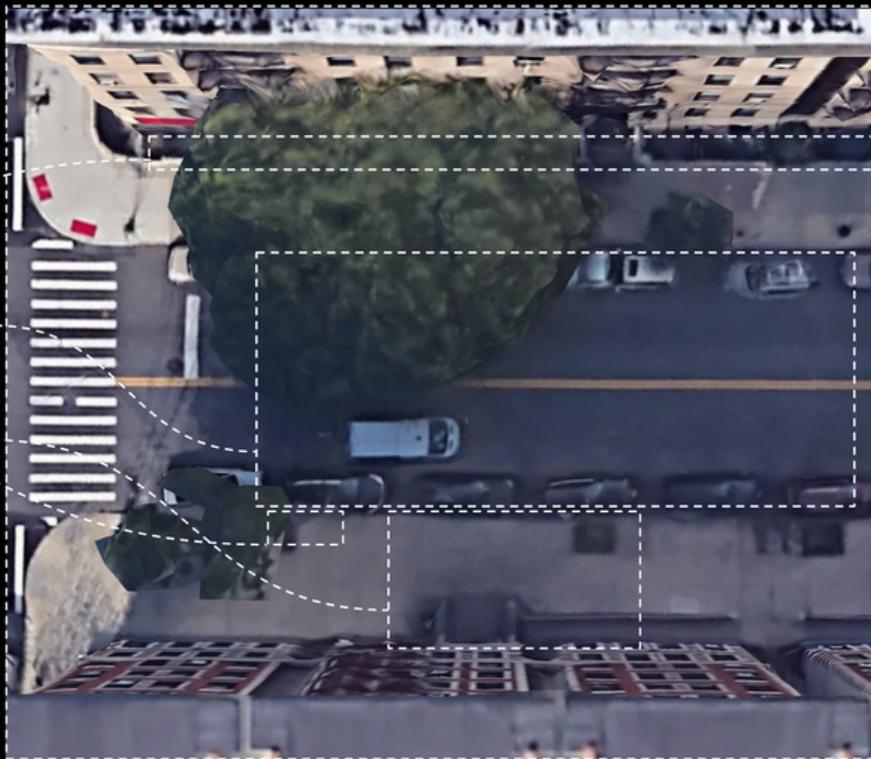
Resident



Musician

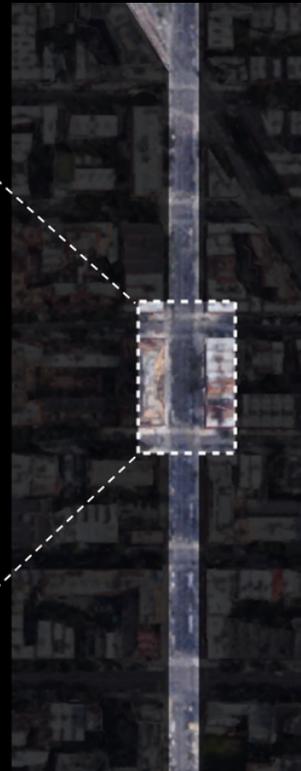


Business Owner



Open Streets: The Generative Design

Finally, we want the whole process to be well planned but undefined. a process that is self-developed and not predetermined by us. Taking this specific spot in front of Dunkin Donuts as an example, it can be changed into an outdoor seating area, as the business owner will normally do, or it can also become an open street library for kids and students, a gallery for local artists to showcase their artisanal practices, or even a stage for music performances. Different actions can even be integrated into one to make the street more diversified; for example, outdoor dining with live music performance, or a reading area as part of an art exhibition.



Implementation Plan

Implementation of the FDB Summer Festival will require collaboration between three key stakeholders, the FDB Alliance, the 28th Precinct of the NYPD, and a local arts organization. This three-way collaboration will ensure that the art and community programming is community centered, reflects the Harlem identity, and is aligned with the needs and desires of all stakeholders.

To drive the the artistic content and festival theme we recommend the creation of an artist residency hosted by the arts organization partner. Applicants to the residency will be required to submit plans which include a theme for the year's festival, art concept for the Pavilion, exterior and walls of the 28th Precinct Station, and a plan for community involvement in artistic products at the station and/or on the Open Street Structures. There may also be a sustainability angle to the project, with the inclusion of requirements to use recycled materials, which would also help to reduce costs. The selection of the artist, which must be an artist with strong connections to the neighborhood, will be made with input from all key partners, as well as the community itself. This may be through public online voting or through community representatives.

Implementation Plan

Community involvement and collaboration with the chosen artist will depend on cooperation with local non-profits, community organizations and arts organizations, including performing and visual art schools, which will be facilitated by the FDBA and the partner arts organization. The active participation of local organizations and businesses in the art content and programming will help to ensure the needs and voices of all community members are included, thus reducing the likelihood of negative impacts on the local community. There may also be the opportunity to partner with non-profits to increase the social impact component, such as raising awareness about community relevant issues.

We additionally recommend hiring an event consultant or appointing a qualified FDBA affiliated individual to lead the project. Following this appointment an event committee should be convened, made up of Alliance members and community members, with committee members assigned to specific roles such as 'volunteer lead' and 'head of marketing,' and areas of programming such as 'music event producer' or 'gallery night coordinator.'

Key Partner: Community Arts Organization

We recommend FDBA partner with a Harlem based arts organization that already has reach into the local artistic community. They will also offer experience with community engagement and artist selection and fellowships, as well as curatorial experience to help guide the artist on the theme of the festival. Ideally this organization has experience with programming in socially engaged or participatory art. They also offer additional marketing exposure for the event and corporate sponsor, and are a potential source of funding for the artist's compensation. The Alliance offers the arts organization exposure and increased belonging in the community, and an opportunity for artistic collaboration with a social purpose.

An example of a program that the chosen arts organization could model it's FDB Summer Festival artist fellowship after is the The Laundromat Project's Create Change Fellowship Program. This Fellowship is for "artists and cultural producers who are interested in developing and deepening a collaborative, community-based, and socially-engaged creative practice. The Fellowship is philosophically grounded in peer-learning around art making, power analysis, and community building."

While the Laundromat Project is no longer located in Harlem, they still have reach into the community, so are potentially a promising partner. Other organizations that would make potential partners are the Harlem Arts Alliance and The Studio Museum.

Key Partner: NYPD

The NYPD , specifically the 28th Precinct is a vital partner in this proposal, both for cooperation on the Open Streets initiative and for the Summer Pavilion, to be constructed on the 28th Precinct property. The 28th Precinct serves the central portion of Harlem including the corridor, the Apollo Theater, and the Studio Museum in Harlem. The commanding officer is Inspector Andre M. Brown.

As noted previously in this proposal, the community has a historically positive relationship with the precinct, although within the community there is a negative impression made by the space taken up by the Precinct's parking.

A collaboration with the Precinct will benefit the FDBA through the provision of space and faclitation of the festival, as well as helping to make the Blvd. more aesthetically pleasing for the summer months. The Precinct will benefit through an improved image, which should lead to more effective community policing. It also gives both parties an opportunity to create positive dialogue around community relevant issues such as policing and race.

Budget and Funding

The budget for the Frederick Douglass Blvd. Festival is based on a menu of activities that may be built on one another, dependent on funding availability. For example, within Approach I, the Architectural Pavilion, there is the possibility of presenting 2-3 concerts throughout the summer, as MoMA PS1 does with its "Warm-Up" concert series. If this is not possible due to funding constraints, then the Pavilion may be the home to more simple and affordable activities, such as pop-up restaurant events, local comedy nights, or family art events hosted by local organizations. The primary costs for the Pavilion include the Artist fee and construction materials. It is expected that the architectural engineering and construction fees will be provided pro bono by local firms, as is customary for this type of art-related work.

The same buildable concept applies to Approach II, the Open Streets Expansion. Cost depends on the number of structures built and the activities presented. The FDBA can also expect these costs to be mitigated through the use of preexisting structures from previous years of Open Streets. For both approaches, the use of volunteers and in-kind support will aid in mitigating costs. Additionally, initial investments in structures and re-useable items, such as tables, will decrease costs for the following years of the Festival. Below are select estimated costs. (Itemized breakdown of costs in Appendix V.) Please note that costs are limited to direct costs and marketing expenses are not included.

Total: \$204,485

Artist Fellowship fee: \$20,000

Pavilion: \$21,400

Concert: \$7,770

Open Streets structures: \$5,000 per structure

Outdoor Library: \$2,265

Budget and Funding

Funding for the Open Streets initiative is partially funded by fees paid by FDDBA member businesses who decide to take part. Further funding for the pavilion and expanded Open Streets activities should primarily come through a corporate sponsor. In the pilot year, a corporate sponsor will be more effective than city funding, which is subject to lengthy approvals. Following the 2023 pilot festival additional funding may be procured through capital funding from the Manhattan Borough President's office. The FDDBA should look ahead to plan for the requirements of this funding (see link to requirements in Appendix VI) to be eligible for 2024.

The FDDBA can build on the success of the previous sponsorship from Stella Artois and leverage its networks and community reach to obtain a lead sponsor for this event. The corporate sponsor will offer the majority of funding for the project, as well as in-kind product support, in exchange for visibility in the community and an image aligned with art, impact and sociability. Additional funding may come from city or private grants, such as the NYC Small Business Services and the Project for Public Spaces Community Placemaking Grant, foundation grants, and individual donor support.

In addition to advertising requirements agreed upon with the lead sponsor, advertising revenue opportunities from additional sponsors may include wheat-pasting, painted murals or digital art at the pavilion location, as well as on Open Street structures and participating buildings. Additional earned revenue opportunities include ticketed music events and a percentage of art sold during gallery nights. While choosing earned revenue options, such as ticket sales, it is important to consider inclusivity of the local community, perhaps by offering a designated amount of concert tickets to local residents and ensuring affordable food vendor options.

Traffic Analysis

Starting at the northwestern corner of central park, Frederick Douglass Boulevard eventually terminates near the Harlem River at the Harlem River Drive around West 159th Street.

The project site will take place on Frederick Douglass Boulevard from 112th St. to 120th St. According to the traffic data obtained from the Department of Transportation, the traffic volume of FDB is 10084 vehicles/day, which is less than that of its adjacent roadways, for example, the Adam Clayton Powell Blvd. and Lenox Ave. which accounts for 18218 and 18708 traveling per day respectively.

Compared with its surrounding roadways, the relatively lower daily traffic volume of the section of FDB where the project takes place indicates the feasibility of closing or partially transforming the street for pedestrian activities and allocating the traffic to nearby driveways for the purpose of marketing and monetizing the streets and Harlem Community.

For further information see Appendix VII.



Conclusion

The Frederick Douglass Blvd. Summer Festival is a two-pronged, community-led approach that will initiate the enhancement of the Blvd.'s identity as a top social and cultural destination for Harlem residents, New Yorkers and tourists, bringing new and sustained business traffic to the corridor and creating a heightened sense of community for the area's residents.

Next Steps

- Establish key partnerships (NYPD, Arts organization, Corporate Sponsor)
- Gather data on the needs of stakeholders
- Establish a committee

Appendices

I. SWOT Analysis

II. Gantt Chart

III. Stakeholder Analysis

IV. Key Partner Engagement Plan

V. Budget

VI. Resources

VII. Traffic

VIII. Pavilion Mock-up

SWOT Analysis

STRENGTHS

- Thriving restaurant scene
- Unique cultural identity and history
- Wide sidewalks and streets
- Active business alliance with a history of successful corporate sponsorships, and Open Streets program
- Aesthetically pleasing architecture and monuments
- Cooperative relationship with local police
- History of neighborhood cooperation
- Vibrant local art institutions (ex. Studio Museum, Harlem School of the Arts)
- Close vicinity to Central Park (with coming improvements to North end of the park, Upper West Side, Columbia University, surrounding Harlem)
- Accessible by Citibike and public transportation

OPPORTUNITIES

- Proven success of outdoor, social events in post-covid world
- Success of event programming in other areas (ex. MoMA PS1) to draw new visitors to an area
- Expanded capacity for restaurants to increase revenue
- Advertising opportunity for restaurants and businesses through programming and temporary art
- Talent of local artists
- Police station parking lot as potential site for events
- Millennials and Gen Zs are attracted to experiential and cultural events

WEAKNESSES

- Blvd. as a whole isn't viewed as a destination
- Lack of cohesion between the two monuments and the streetscape, and between the restaurants
- Sparse outdoor seating without connection to one another
- Police station is an eyesore (including parked cars and parking lot) and symbolically opposed to Tubman memorial
- Vibrancy of street drops at area of police station
- Limited availability of funding
- Lack of entertainment venues and varied retail on the Blvd.
- Difficulty to maintain the monuments
- Gaps of empty space in the storefronts along the corridor

THREATS

- Numerous outdoor summer events in NYC
- Possibility of Covid resurgence and event cancellation
- Dependent on city agency approval for projects
- Political risk to interact publicly with police
- Dependent on sponsorship and external funding
- Requires successful coordination of various stakeholders
- Possibility that community and businesses won't "buy in" to the idea
- Negative externalities to local businesses and residents (ex. increased noise and traffic)

Appendix I: Gantt Chart part 2

ACTIVITY	2022					2023					RESPONSIBLE					
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		June	July	Aug	Sep	Oct
3 Complete Logistic/City Requirements for Open Streets and Event Programming																
3.1																FDBA, committee
3.2																FDBA, committee
3.3																FDBA, committee
4 Provide Event Programming to Public																
4.1																FDBA, committee
4.2																FDBA, committee
4.3																FDBA, committee, DOT
4.4																Committee
4.5																FDBA, committee
4.6																FDBA, committee
4.7																FDBA, committee
4.8																FDBA, committee
5 Monitor and Evaluate Project Impact																
5.1																FDBA, committee
5.2																FDBA, committee
5.3																FDBA, committee
5.4																FDBA, committee
5.5																FDBA, committee

Appendix II: Stakeholder Analysis

Stakeholder	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?
Architecture Firm (eg. WXY)	Collaboration on community art activities, enhanced image.	Architectual engineering services for physical art structure(s).	Failure to deliver.
Artists (Lead artist and participating artists)	Opportunity to create art, promote their artistic practice, contribute to the community, be compensated for their work.	Lead and design the artistic product and programming, perform, take part in art activities.	Failure to deliver product or performance, failure to commit fully to projects.
City Government Agencies	Well-being of citizens.	Funding, approval of street closures etc.	Blocking necessary approvals.
Community Board	Improved experience in the community for its constituents, increased business to the area, while respecting needs and concerns of neighborhood residents.	Advocate the project to the city for support and funding, increase community support and engagement.	Create negative feelings toward the project in the community and with city agencies and officials.
FDB Business Employees	Income, safety and ease of working and traveling to work.	Work events, help with Open Streets programming and logistics, promotion.	Complaints to business owners about negative impacts such as added workload or difficulty getting to work, failure to deliver services.
FDB Business Owners	Increased customer base and revenue, satisfied current customer base, increased publicity, involvement in the community.	Sell to residents and visitors, offer space for Open Streets programming, help to facilitate artistic and community programming, promote the events, volunteer or become involved as a committee member.	Failure to cooperate with Open Streets logistics and programming, negative publicity.
FDBA Board Members	Improved corridor in line with the Alliance's mission.	Organize the festival, lead the committee, network for sponsorships and partnerships, promote.	Failure to complete necessary tasks and milestones.
FDBA Members	Increased customer base and revenue, satisfied current customer base, increased positive publicity, involvement in the community, benefited by the FDB Alliance.	Sell to residents and visitors, pay fee to be included in Open Streets, offer space for Open Streets programming, help to facilitate artistic and community programming, promote the event, volunteer or become involved as a committee member.	Decide not to take part in Open Streets, bad publicity to community and other Alliance members, failure to cooperate with Open Streets logistics.
Local Arts Schools and Organizations	Provide opportunities for their students and members to perform and lead or take part in arts activities.	Facilitate children and adults to perform and create visual art	Negative publicity, failure to engage.
Local Community Organizations	Improve the lives of their members and community members.	Promotion, giving their advice and input, connecting and coordinating their members with festival programming and activities	Negative publicity, failure to engage.
Visiting Customers/Attendees	Fun activities, summer entertainment, an opportunity to get a taste of Harlem, explore a different area of the city.	Purchase food, products and tickets, spread the word about the summer festival and the corridor, contribute to art and public events/activities.	Negative publicity, failure to engage.

Appendix IV: Key Partner Engagement Plan

Key Partner	Expected Role	Significance to the Project	Stakeholder Need	Information to Obtain from Stakeholder	Strategy of Engagement	Anticipated Outcome of Engagement
NYPD	Implementing Partner	Providing physical space, cooperation and support. Will also be included in artist and content selection.	Visibility as a positive stakeholder in the community.	Feasibility of the project, legal requirements, physical requirements, days and times best suited for events, potential hurdles.	Coordinate involvement through the Commissioner.	Increased connection to the community and improved image, which increases ease and effectiveness of community policing.
Arts Organization	Implementing Partner	Leading the artist outreach, selection process and community, and providing engagement guidance for the chosen lead artist. Contributing to creating the theme of the year's festival.	Opportunities for artistic and community engagement to improve image, create publicity, increase visitors and supporters.	Input on how to involve the community in activities, and how to go about the artist selection and outreach process.	Board members to reach out to potential arts organization partners.	Increased integration into the community and grows its support and visitor base.
Corporate Sponsor	Funding Partner	Providing the majority of financial support and possible in-kind product support.	Increased visibility and positive image, increased revenue and customer base.	Branding, logo and advertising requirements, sponsorship amount.	Board members to reach out to potential partners.	Increased visibility in the target demographic and community.
Community Members	Implementing Partner	Participating in activities, purchasing from local establishments, spreading the word about the summer festival, volunteering or becoming a committee member.	Increased access to local, inclusive and affordable activities, space for kids to play, space for bike riding, increased quality and culturally relevant entertainment opportunities, neighborhood safety and cleanliness, sense of community and connection.	Community needs and desires, possible areas of contribution, such as artists, volunteers, or committee members.	Charettes, social media, surveys, focus groups, interviews with community leaders.	Improved summer experience, increased sense of connection with community, increased pride of culture and place.

Appendix V: Budget part 1

APPROACH I - Pavilion and Pavilion Music Event	Price per unit	unit	# of units	Total cost	Unit size and Additional Information
PARKING SPACE REDESIGN					
Artist Fellowship Award for both phases	\$20,000		1	\$20,000	Based on the Laundromat Project's Create Change Fellowship
Activity One: Art on station wall and perimeter walls					
Supplies for wheatpasting (temporary murals/advertisements)	\$11		200	\$2,200	Unit size: 32X32 print
Painted mural (on police station)	\$10		10,000	\$100,000	Unit size: 1 square foot
Plan A Total Cost:				\$102,200	
Activity Two: Pavilion					
Architect /engineering fee	15,000		0	\$0	Pro bono
Construction and planning	50,000		0	\$0	Pro bono Steel/timber construction
Supplies for pavilion	10,000		1	\$10,000	A max budget could be provided to the artist, depending on fund availability.
Construction Labor	50	per hour	128	\$6,400	(32 hours * 4 people)
Permits and miscellaneous construction costs	5,000		1	\$5,000	
Plan B Total Cost:				\$21,400	
Activity Three: Music event					
Staff	15	per hour	80	\$1,200	(10 staff * 8 hours)
Security	18	per hour	32	\$576	(4 staff * 8 hours) could be pro bono police staffing
Clean up crew	15	per hour	16	\$240	(4 hour clean-up*4 people)
Talent	0	per day	2	\$0	Varies widely on the performer.
Event Insurance	250	per day	1	\$250	
Lighting	1000	per day	1	\$1,000	
Lighting designer	38	per hour	8	\$304	
Crew	20	per hour	24	\$480	3 crew members for 8 hours
Sound technician	25	per hour	8	\$200	
Sound equipment	1000	per day	1	\$1,000	
Stage	900	per day	1	\$900	
Generator	300	per day	1	\$300	
Stage set-up staff	20	per hour	16	\$320	(4 hours * 4 staff)
Permits and miscellaneous costs (ticket sales)	1200		1	\$1,200	
Vendor costs	0	per day	0	\$0	Alcohol and non-alcoholic beverages; Provided by the vendor who receives profits; food available at restaurants; or vendors outside of the venue
Plan C Total Est. Cost:				\$7,970	
Total Est. Cost for All Approach I Activites:				\$151,570	

Appendix V: Budget part 2

APPROACH II Open Streets Expansion	Price per unit	unit	# of units	Total cost	Unit size and Additional Information
OPEN STREET INTERVENTION (Per Block)					Cost estimation based on fully utilizing one block for each activities. Manager can choose to partially use the street or hybridizing different activities based on budget
Activity One: Outdoor Dining					Based on estimated cost provided by Streetery Builder https://www.curbed.com/2020/11/nyc-outdoor-dining-cabins-streeteries-construction.html
Basic	\$5,000	Structure	5	\$25,000	Simple wood structure. Includes all costs, including construction.
Advanced	\$20,000		0	\$0	Includes decoration and heating. (Not necessary for summer festival.)
			Cost per block:	\$25,000	Some costs will be covered by local business owners, additional structures that are not restaurant seating will be an FDDBA expense (nonrecurring expense)
		# of blocks	8		
			Total Est. Cost:	\$200,000	
Activity Two: Outdoor Playground					Information from Street Lab
Facility	\$100		10	\$1,000	
Staff	\$15	per day	2	\$30	Optional/Volunteer
			Total Est. Cost:	\$1,030	(nonrecurring expense*)
Activity Three: Outdoor Library					Information from Street Lab
Movable Bookshelf	\$150		5	\$750	
Book	\$15		100	\$1,500	Can be reduced by accepting donation/partnering with library
Staff	\$15	per day	1	\$15	Optional/Volunteer
			Total Est. Cost:	\$2,265	(nonrecurring expense*)
Activity Four: Outdoor Art Lab/Studio					
Material	\$150	per sq.ft	150	\$22,500	
Construction	\$50	per sq.ft	150	\$7,500	
Staff	\$15	per day	1	\$15	
			Total Est. Cost:	\$30,015	(nonrecurring expense*)
Activity Five: Outdoor Performance/Theater					
Projector	\$100	per day	1	\$100	
Movie Screen	\$300		1	\$300	
Portable Audio	\$200		1	\$200	
Portable Chairs	\$12		25	\$300	
Other Equipment	\$100		1	\$100	
Staff	\$15	per day	1	\$15	Optional/Volunteer
			Max.Cost	\$1,015	(recurring expense)
			Total Est. Cost for All Approach II Activitites (10	\$34,325	*if volunteer staff are utilized
			Total Est. Cost for Approach I and II:	\$185,895	
			Contingency costs 10%	\$18,590	
			Total Est Cost:	\$204,485	

Appendix VI: Resources (Links)

Example Events (Look to these for potential sponsors, event, and marketing ideas)

- [MoMA PS1 Young Architects Program](#)
- [River to River Festival](#)
- [Harlem Park to Park 125th Street Mural](#)

City (Potential partners and funding)

- [Community Board 10](#)
- [Manhattan Borough President Mark Levine](#)
- [City Council #9 Kristin Richardson Jordan](#)
- [28th Precinct Station](#)
- [Harlem Congregations for Community Improvement, Inc.](#)
- [Harlem Community Development Corporation](#)
- [Harlem Neighborhood Block Association](#)
- [125th Street Business Improvement District](#)
- [West Harlem Development Corporation](#)

Permits/ Approvals

- [Mayor's Office of of Citywide Event Coordination and Management](#)
- [NYC Public Design Commission](#)
- [DOT Open Streets](#)
- [Temporary Food Establishment](#)
- [Non-Retail Food Establishment](#)
- [NYC EPA Generators](#)
- [NYPD Sound](#)
- [DoB Temporary Structure](#)

Appendix VI: Resources (Links)

Arts Organizations (Potential artist residency and community arts partners)

- [Schomburg Center](#)
- [The City Museum](#)
- [Harlem Arts Alliance](#)
- [West Harlem Arts Fund](#)
- [Upper Manhattan Arts Alliance](#)
- [Harlem Park to Park List of Art Partners](#)

Non-Profit Social Justice Potential Partnerships and Inspiration

- [Fortune Society Creative Arts](#)
- [NY Times MoMA PS1 Leans into Social Justice](#)

Funding

- [Manhattan Borough President's Office Capital Funding](#)
- [NYC Small Business Services Open Streets Grant](#)
- [Project for Public Space Community Placemaking Grant](#)

Architecture Firms

- [WXY Studio](#)
- [Rockwell Group \(125th st. Mural\)](#)

Other Resources

- [Public Art Fund](#)
- [Harlem One Stop Extensive List of Harlem Stakeholders](#)

Appendix VII: Regional Traffic Counts

Regional Traffic Counts



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