



West Harlem Piers

Developing a Tourism Plan
Manhattan Community Board 9





Acknowledgements

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Introduction

- **The West Harlem Piers is the strip of waterfront property between St. Clair Place/125th Street and West 133rd Street.**
- **A series of piers and an adjoining park is in the final stage of construction and slated for a Spring 2008 opening.**
- **The piers will bring visitors closer to the waterfront and can be developed into a dynamic tourist destination in Upper Manhattan.**
- **The Harlem Piers area begins from Old Broadway to 12th Avenue from 125th Street to 135th Street**



Developing a Tourism Plan

- The name “West Harlem Piers” recognizes the increasing significance of the piers in positioning West Harlem as a tourism destination
- Although the offerings of the Pier will be substantial, there are many further opportunities to be seized.
- In particular, the piers area is a tremendous opportunity for the development of an arts and culture hub attractive to both community members and tourists alike.



The Economic Opportunities in Arts & Culture Tourism

- There is an un-tapped economic opportunity for the West Harlem Piers in arts & culture tourism.
- Arts & culture tourism is based on the development and support of creative industries in West Harlem.
- Creative industries are defined by Americans for the Arts as “arts-centric businesses that range from nonprofit museums...to for-profit film, architecture, and advertising companies...creative industries are the high-octane fuel that drive the information economy – the fastest growing segment of the nation’s economy.”



The Economic Opportunities in Arts & Culture Tourism

- Americans for the Arts documented the economic impact of arts & culture organizations and their attendees for the year 2005 :
 - Attendees spent \$103.1 billion or an average of \$27.79 per person per event*
 - 39% of attendees were visitors who spent \$40.19 per person per event*
 - Local residents naturally become attendees comprising 61% of attendees spending an average of \$19.53 per person per year*

*Data Source: “Arts & Economic Prosperity” by Americans for the Arts



The Economic Opportunities in Arts & Culture Tourism

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Data shows that the support and development of creative industries:

- Creates desirable tourist destinations.
- Attracts both local and non-local audiences.
- Attendees both local and non-local spend considerable money thus spurring business growth, creating jobs, and generating government revenue



A Look at Creative Industries in CB9 Manhattan

CB9

Businesses in zip code 10031*

- A total of 1225 businesses, including street level retail space, home-based small businesses, non-profits, and religious institutions among others
- The majority of businesses employ between 1 and 4 people
- 85% of businesses employ less than 10 people
- Only 10 businesses have more than 100 employees

*Source: Reference USA, all data is as of January 2007



A Look at Creative Industries in CB9 Manhattan

CB9

Businesses in zip code 10031*

- 67% of local businesses have sales volume of less than \$1 million per year.
- Nearly 50% have less than \$500,000 in sales volume.
- 8 local businesses have sales totaling between \$10 and \$20 million per year.
- Food services, including restaurants and grocery stores, make up the greatest number of businesses in the area.

*Source: Reference USA, all data is as of January 2007



A Look at Creative Industries in CB9 Manhattan

CB9

The business make-up in zip code 10031*

- 67 restaurants
- 44 grocery stores
- 65 beauty salons
- 59 health care professionals
- 37 real estate services
- 30 churches

*Source: Reference USA, all data is as of January 2007



A Look at Creative Industries in CB9 Manhattan

CB9

Data on Creative Professionals:

- 46 businesses in the 10031 zip code are in the creative industries or 3.7% of the total.
- Art galleries and dealers make up the largest number of a single type of creative business with a total of 8 in the area.
- The other businesses cover a range of services including music, visual and performing arts

*Source: Reference USA, all data is as of January 2007



A Look at Creative Industries in CB9 Manhattan

CB9

- Creative industries, defined by Americans for the Arts as businesses involved in the “creation or distribution of the arts”
- Overall, creative industries make up 4.3% of all businesses in the country
- These industries tend to be much more adept at retaining their workforce.
- From 2004 to 2006, employment for all businesses dropped 5.6% while employment in creative industries dropped by only 3.7%

*Source: Americans for the Arts



A Look at Creative Industries in CB9 Manhattan

CB9

A comparison of creative industries in U.S. Congressional District 15
and New York State District 30 vs. zip code 10031

U.S. 15 & N.Y.S. 30*	10031*
18 & 19% film & video related	>1% film & video related
18% photography related	>1% photography related
2-3% visual arts related	0.08% visual arts related

*Source: American for the Arts

*Source: Reference USA, all
data is as of January 2007



A Look at Creative Industries in CB9 Manhattan

CB9

- It is clear that more analysis is needed to have a total look at the business needs in CB9 Manhattan.
- However, the aforementioned data shows that there is a clear shortage of arts-related businesses in some sectors.
- The development of these sectors can only enhance the branding and marketing of the West Harlem Piers.



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Creating a West Harlem Piers Brand

- It is not as simple as “build it and they will come”, the West Harlem Piers, to be the best, must be marketed.
- To differentiate the area, the piers must be positioned as not only a simple park but apart of a bigger arts & culture “scene”
- Thus the marketing of the Piers and West Harlem as a new and fresh cultural destination should start immediately and continue to expand and evolve as the area develops.



Creating a West Harlem Piers Brand

Marketing Strategies:

- Develop the brand concept of the West Harlem Piers and promote it to local businesses, key stakeholders and residents to ensure that actively advocate for the area.
- Encourage business owners and stakeholders within the Piers area to see themselves as part of the waterfront.
- Program a diverse range of high quality arts & culture attractions for visitors to encourage them to move through out the waterfront area
- Develop and make easily accessible to all a full calendar of major and minor events to be staged in the Piers area
- Develop a multi-faceted advertising and promotion campaign targeted at both visitors and local residents



Case Study: Chattanooga, TN

- A former industrial center, Chattanooga's land along the Tennessee River was once so polluted that it was near uninhabitable.
- The city created a riverfront vision, entitled "The 21st Century Waterfront" putting \$120 million into a 129-acre project using the river to revitalize the city's downtown area.
- Central to this revitalization was the appreciation of art, both informal and formal.
- Twenty years after they started the project is complete and the banks are lined with an aquarium, art museum, children's museum, carousel, theatres, green space and public art.



Case Study: Boston Piers Park

- Boston Piers Park is a 6.5 acre children's playground that was built along the East Boston riverfront in 1995.
- It aimed to answer East Boston's need for public open space.
- The park reclaims an abandoned pier and provides direct pedestrian access to the waterfront.
- The park includes, besides the children's playground, and amphitheatre for culture activities, a sailing center, and an "outdoor fitness system"



International Initiatives

Creative London

“Economically, London’s creative industries are one of the fastest growing sectors in the city: generating £21bn annually, employing more than 500,000 Londoners, they will contribute significantly to future job growth in London.”

Ken Livingstone, Mayor of London

It’s only recently that we’ve been able to fully appreciate the contribution that the creative industries make to London’s economy and present the case for studying and supporting them.

London’s creative industries are clearly doing well and the future looks very promising. Research suggests that growth rates of 4.5 per cent are sustainable in the medium term, particular in sectors like digital content, music, design and fashion. So, by the time the Olympics come to London in 2012, we could be talking about a £30bn plus business – a business that’s bigger than the city’s financial sector.

But besides the sums, the creative industries also provide ideal opportunities to achieve social inclusion in the capital – challenging existing economic and social barriers, promoting diverse workforces, engaging with disadvantaged communities and allowing individuals to use talent and innovation alone to shine.

And that’s priceless.



International Initiatives

CREATE BERLIN

CREATE BERLIN IS AN INITIATIVE BY AND FOR BERLIN DESIGNERS

CREATE BERLIN is an ambassador representing creative variety of the Berlin design scene

CREATE BERLIN unites creative minds and talents from agencies, companies and institutions in Fashion Design, Product / Interior Design and New Media / Graphic Design and is a network spanning all design disciplines.

CREATE BERLIN clusters the energies and ideas of Berlin's creative talents and provides them with a platform to realize their projects and visions by joining forces with other creatives under the label CREATE BERLIN.

With help of national and international funding organisations and businesses CREATE BERLIN promotes the economic potential of Berlin's design industry and strengthens Berlin's reputation as a unique and aspiring design metropolis and as a recently designated UNESCO City of Design.

CREATE BERLIN is committed establishing Berlin as an internationally recognized design metropolis and to promoting innovative design products from Berlin worldwide.



Recommendations

- Lengthen the re-zoning area west to the Hudson River
- Inclusion of CB9's New Amsterdam – Mixed Use District from 125th Street to 129th Street in the River to River re-zoning area.
- Acquire a R7 with C4 overlay rezoning of the New Amsterdam – Mixed Use District and the buildings on the northern boundaries of West 125th Street From Morningside Ave. to Broadway (height limitations to 13 stories)
- Expansion of the 125th Street Business Improvement District to the Hudson River & across 12th Avenue.
- Shared management of the West Harlem Piers which includes a programmatic arm driven by West Harlem community partners.
- Branding of West Harlem & the West Harlem Piers