

Testimony from NYCHA's Deputy Chief Real Estate Officer Heather Beck
Preserve, Produce, Empower: Positioning NYCHA to Further New York City's
Affordable Housing Agenda
Committee on Public Housing
Wednesday, April 29, 2026 – 10 a.m.
250 Broadway, 8th Floor, Hearing Room 1

Chair Chris Banks, members of the Committee on Public Housing, other distinguished members of the City Council, NYCHA residents, community advocates, and members of the public: good morning. I am Heather Beck, NYCHA's Deputy Chief Real Estate Officer. I am pleased to be joined by Brian Honan, Executive Vice President of Intergovernmental Affairs, and Dylan Baker-Rice, Deputy Chief Asset and Capital Management Officer. Thank you for this opportunity to discuss NYCHA's efforts to strengthen and preserve affordable housing across our city – the foundation of our mission to improve the quality of life for the New Yorkers we serve. Our work spans a variety of important initiatives – initiatives that both renovate our current housing stock as well as enable the creation of new affordable housing; we have rehabilitated and developed thousands of homes, and many thousands more are in the pipeline.

Innovative Housing Preservation Programs

NYCHA's aging buildings suffer from significant capital needs, and for decades federal funding has been woefully insufficient to provide them with the regular investment that all properties need. For these reasons, it's imperative that we pursue new and innovative models for funding, construction project delivery, and partnership – all with the goal to deliver to our residents the homes they deserve and to bring our buildings the investment they desperately need.

The Permanent Affordability Commitment Together (PACT) program and NYC Public Housing Preservation Trust (the Trust) are the cornerstone of our efforts to improve residents' quality of life today and to ensure our buildings will be here to serve the generations to come. Developed in collaboration with residents, and carried out with extensive resident engagement, both initiatives convert developments to the more stable Section 8 funding stream; this is worth nearly double what our developments receive from the federal government under Section 9. This healthy funding source enables us to fully revitalize or rebuild our buildings. These initiatives also ensure that NYCHA developments remain public and that residents maintain their rights and protections, including permanently affordable rent. Both programs rely on the Rental Assistance Demonstration (RAD) to make the transition to Section 8.

More than 44,000 apartments across 169 developments are in pre-development, under construction, or have completed construction through PACT; this represents over \$16 billion in capital repairs and upgrades. Our current pipeline will bring comprehensive repairs and upgrades, along with enhanced property management and social services, to a total of more than 142,000 residents through the PACT program.

The Trust will also dramatically transform residents' homes. To date, four developments have voted to join the Trust to unlock funding for much-needed renovations of their homes. Last year, the Trust signed design-build contracts for projects to modernize nearly 1,400 homes at Nostrand Houses and Bronx River Addition, representing almost half a billion dollars in building upgrades.

Centering resident priorities and expertise is fundamental to our programs. Residents are involved at every step of the planning process; they also help lead the selection of partner teams, they help us prioritize areas of investment, and they work in partnership with our PACT partners after conversion and throughout construction. Together, our partners and residents are creating detailed community plans to capture their planning and decision-making during the pre-development process.

I'd like to share some data on our conversions and progress made with our communities through this vital tool so far.

Starting in 2022, NYCHA partnered with BFJ Planning, an independent planning and consulting firm, to conduct a comprehensive survey at our converted PACT sites. As you can see on this slide, 77 percent of respondents recommend the PACT program for other NYCHA developments and nearly the same amount say they feel more stable in their living situation. This is because residents are very satisfied with the new management teams and the renovations. Seventy-seven percent of residents who responded are very satisfied with the renovations to the buildings, and even more are satisfied with the renovations to the grounds. We will continue to survey residents and collect their direct feedback on the program. Survey responses have helped us understand what is working; they also help us determine how we can improve the program so that NYCHA and our partners learn from our progress.

In our public oversight role, NYCHA collects reports from PACT partners every month to monitor their progress in closing work orders and to ensure they are being responsive to resident needs. From those reports, we can see that our PACT partners are closing work orders in a timely manner.

The PACT program provides immediate benefits to our residents by improving their living conditions – but it is also a large economic workforce generator, given the large-scale construction happening across the city. The Section 3 program sets hiring and training requirements to ensure that these opportunities go back into our NYCHA community. To date, nearly 700 NYCHA residents and other low-income New Yorkers have been hired for construction and operational jobs on PACT projects. The federal government requires that 25 percent of all labor hours are provided by Section 3 hires, and as you can see on this slide, our PACT partners exceed Section 3 requirements.

The PACT program also plays an important role in addressing the Authority's HUD Agreement pillar areas. For instance, PACT partners have abated lead in over 4,000 apartments. And boilers and elevators are either modernized, repaired, or replaced at all PACT sites. By repairing or replacing 482 boilers, our PACT projects have exceeded by nearly two-fold the HUD Agreement target of 200 boilers. And PACT projects similarly exceeded the HUD Agreement elevator target by more than two-fold, with 328 repairs and replacements.

Capital Investments

As we pursue innovative housing preservation programs, we are also strategically investing in residents' homes, and their quality of life, through our regular capital program.

Despite the limited federal funding available, NYCHA is completing more capital work annually than at any point in the Authority's recent history. From 2021 through 2025, we invested over \$5.1 billion in capital improvements across our portfolio, completing 810 construction projects and steadily increasing annual expenditures to \$1.25 billion in 2025. For residents, this has meant new roofs, heating systems, elevators, resiliency measures, waste and pest management assets, and security infrastructure as well as upgraded apartments, playgrounds, sports courts, and community centers. And this work has created the equivalent of over 620 full-time jobs for low-income New Yorkers, including NYCHA residents.

Our Comprehensive Modernization (or Comp Mod) program will complete holistic capital improvements at select developments instead of simply repairing individual building components. Comp Mod projects are active or planned at seven developments currently, where they will transform residents' homes thanks to nearly \$1.2 billion in total funding across the seven developments. Comp Mod projects typically involve full apartment and common area renovations, with heating and plumbing system upgrades as well as hazardous material abatement and elevator modernization. Site selection for Comp Mod focused on sites most in need of substantial renovations based on work orders, leak tickets, and mold complaints. The first two sites, St. Nicholas Houses in Manhattan and Todt Hill in Staten Island, are part of the City Capital Action Plan to address lead and mold in apartments. Two sites, Gowanus Houses and Wyckoff Gardens, were added to focus more on plumbing upgrades, with bathroom and kitchen renovations. These two sites were funded as priorities by the community through the Gowanus rezoning effort. The last three sites – Levitt, 1471 Watson, and Latimer Gardens – are funded federally through a Hurricane Ida FEMA grant along with CDBG-DR funding and State funds. Our ability to further scale the Comp Mod program is limited, due to funding constraints. Given current federal funding cuts to public housing, PACT and the Trust are the only major housing programs that we can scale across our portfolio.

Development of New Affordable Housing

We are working creatively to not only rehabilitate NYCHA properties but also to foster the creation of new housing for our existing residents and to build new affordable housing to help the city address our current housing crisis.

The redevelopment of the Fulton, Elliott, and Chelsea campuses represents one of the largest investments in our communities in recent history. The plan envisions a new future for NYCHA residents, one where our households have access to amenity-rich buildings that will support not only our current families but also the generations to come. Redevelopment through the PACT program will provide all existing Section 9 residents with new homes, guaranteed affordable rent, resident protections, and continued access to community services and programs through the construction of new, state-of-the-art community spaces. Redevelopment through the PACT program keeps these buildings under public ownership and oversight. The plan will also provide new affordable housing for New Yorkers in a high-opportunity neighborhood.

Last year, NYCHA released a Request for Expressions of Interest (RFEI) to solicit potential projects from partners on private land, exploring the expansion of public development opportunities that could serve NYCHA residents and low-income New Yorkers. Building on the success of programs like PACT and the Trust, this new endeavor pursues further public development and the creation of more affordable housing in all five boroughs, tapping into NYCHA's resources as the largest landowner in New York City and its roots as a public developer. The RFEI invited members of the real estate community to propose sites and existing private buildings where NYCHA can use our flexible tools to achieve these aims. NYCHA will soon identify projects that help us advance the three distinct goals outlined in the RFEI: to increase high-quality housing opportunities for NYCHA residents, generate revenue for reinvestment in NYCHA communities, and expand low-income housing opportunities for New Yorkers.

Over the past 10 years, nearly 1,600 units of affordable housing across 11 buildings have been constructed on underused land at NYCHA developments, such as parking lots and storage spaces. Many of these beautiful, new affordable buildings – such as Casa Celina in the Bronx and The Atrium at Sumner in Brooklyn – feature rigorous sustainability standards as well as community facilities and retail which serve new residents as well as the greater community. A subset of apartments in each of these buildings are set aside for current NYCHA residents.

An exciting evolution in the affordable housing construction program is our use of a HUD tool called “Transfer of Assistance.” This is a federal tool, often used in other cities across the country, to offer Section 8 apartments to existing public housing residents in buildings that are constructed on the public housing authority's property or on privately owned land. Four Transfer of Assistance projects are currently in our pipeline, and we look forward to exploring how this tool can provide new housing for our residents at other developments.

In addition to affordable rental opportunities, over the past several decades, NYCHA has helped more than 300 NYCHA residents become owners of Federal Housing Administration (FHA) Homes. These are homes that NYCHA acquired in the late 1970s and early 1980s. We are currently moving forward with plans to both rehabilitate and facilitate homeownership opportunities for our remaining 123 FHA properties. This is yet another example of how NYCHA

can provide stable housing and opportunity to our residents through the creative use of federal tools.

Sustaining NYC's Affordable Housing

We are home to more than half a million New Yorkers, and with our robust work to preserve and create affordable housing, NYCHA is integral to the efforts to ensure that New York City is an affordable place to live. We appreciate the support of all our partners, including members of the Council and other elected officials, who are helping us make progress with this vital mandate.

Mayor Mamdani plans to launch the administration's housing plan soon, and we can then discuss with the Council how our efforts integrate with the plan's vision and strategies. In the meantime, we are happy to answer any questions about the Authority's comprehensive work to strengthen and preserve affordable housing in our city. Thank you.

A photograph of a park with a playground and a brick building in the background. The scene is filled with large, leafy trees that cast shadows on the ground. In the foreground, a set of concrete stairs leads down to a playground area. Several children are playing on the equipment, which includes slides and climbing structures. In the background, a multi-story brick building with many windows is visible. The overall atmosphere is bright and sunny.

New York City Council

Preserve, Produce, Empower: Positioning NYCHA to Further New York City's Affordable Housing Agenda.

April 29, 2026

Photo: Harlem River Houses

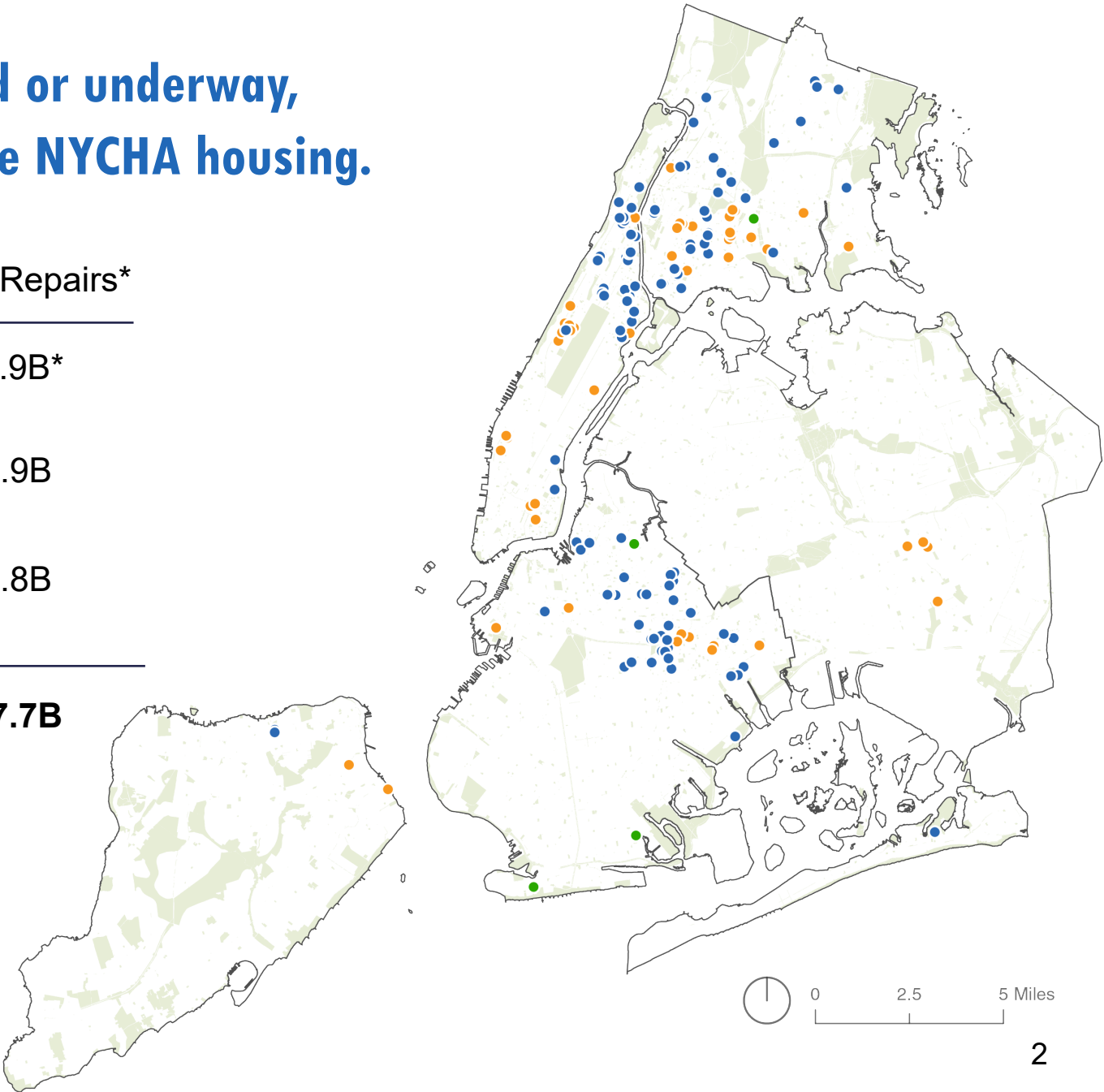


Section 8 Conversions

Over \$17 billion in capital repairs already completed or underway, using every tool to leverage investment and stabilize NYCHA housing.

	# Developments	# Units	Capital Repairs*
● PACT Construction in Progress or Complete	117	31,472	\$9.9B*
● PACT Planning and Resident Engagement	57	14,222	\$6.9B
● TRUST Planning and Resident Engagement	4	1,776	\$0.8B
Total	178	47,470	\$17.7B

* Capital Repairs for the projects that are complete or under construction reflect the combined hard and soft costs. For the projects in the planning and resident engagement phase, we use the 20-Year PNA (2023) as an estimate.





Linden: Upgraded kitchen



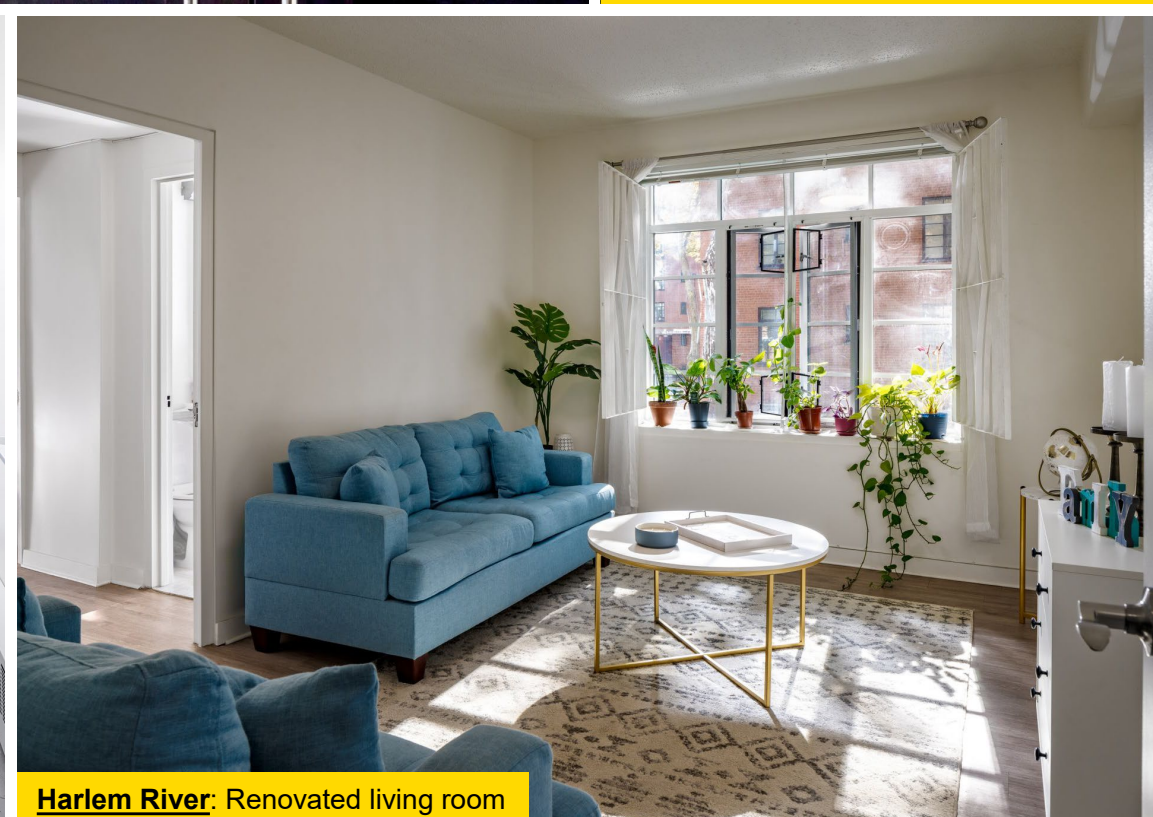
Baychester: Improved sites and grounds



Edenwald: Upgraded façade and windows



Reid Park Rock: Renovated bathroom



Harlem River: Renovated living room



Independence: Renovated lobby



Eastchester Gardens: Design Center



Sack Wern: Rendering of upgraded lobby



Robinson: Rendering of outdoor area



Boston Road Plaza: Model unit bathroom



Boston Secor: Model unit kitchen



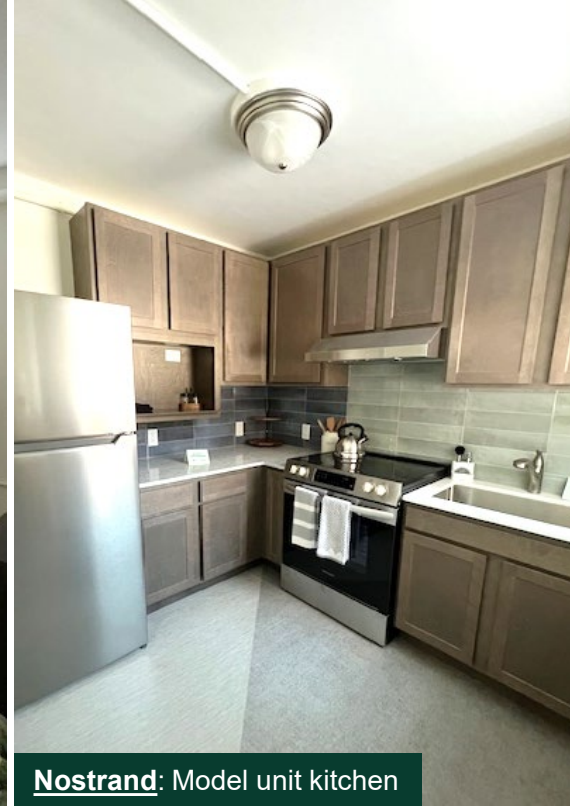
Bay View: Rendering of renovated living room



Nostrand: Model unit bedroom



Nostrand: Model unit living room



Nostrand: Model unit kitchen



Nostrand: Model unit bathroom



Bronx River Addition: Model unit bathroom

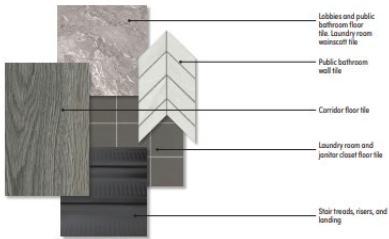


Bronx River Addition: Model unit living room



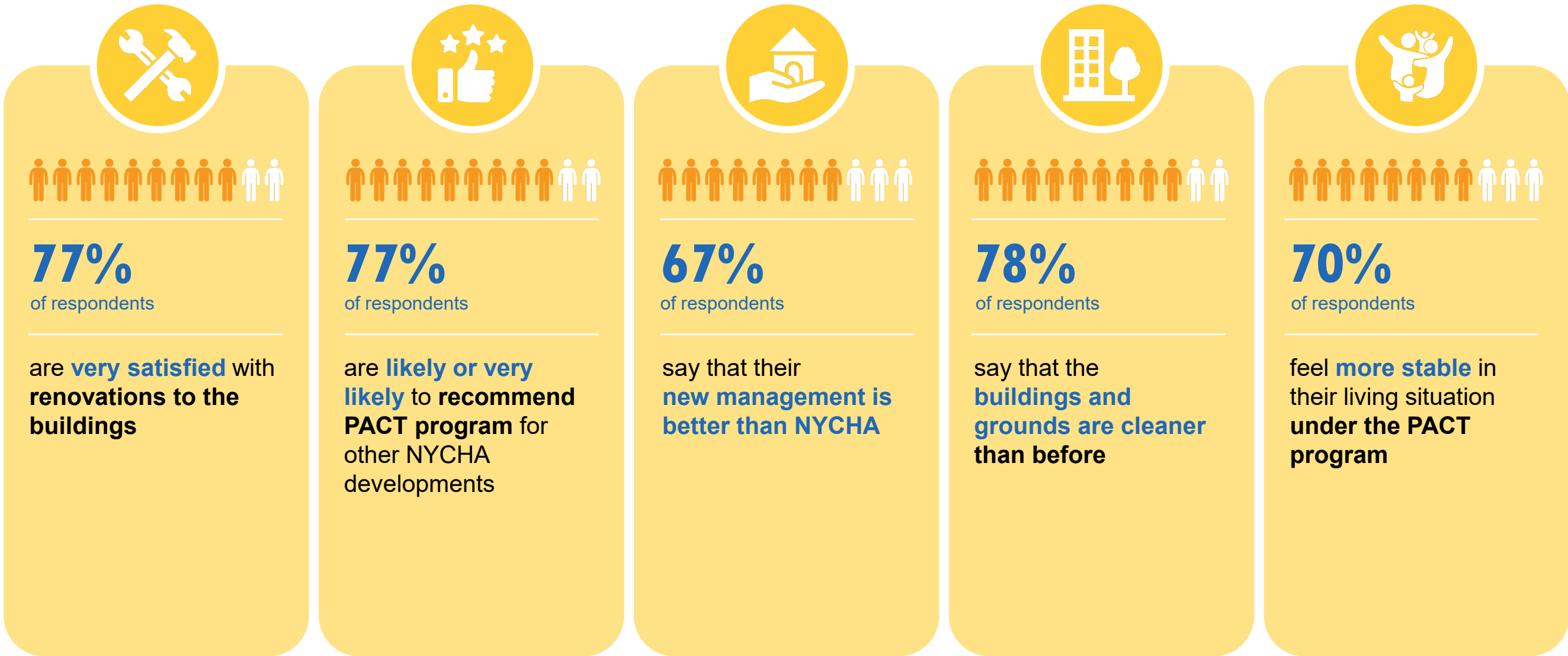
Bronx River Addition: Model unit kitchen

PACT Community Plans



PACT Community Plans include:
RENOVATIONS & UPGRADES PLAN
PROPERTY MANAGEMENT & SECURITY
SOCIAL SERVICES PLAN
PROJECT TIMELINE
and more!

Resident Satisfaction with PACT: Survey Results (2026)



* NYCHA has partnered with an independent planning and consulting firm to conduct a comprehensive survey of resident satisfaction at our converted PACT sites. So far, eight developments have been surveyed and 850 surveys were returned.

PACT Program Performance

PACT property managers are highly responsive, completing work orders in a timely manner.

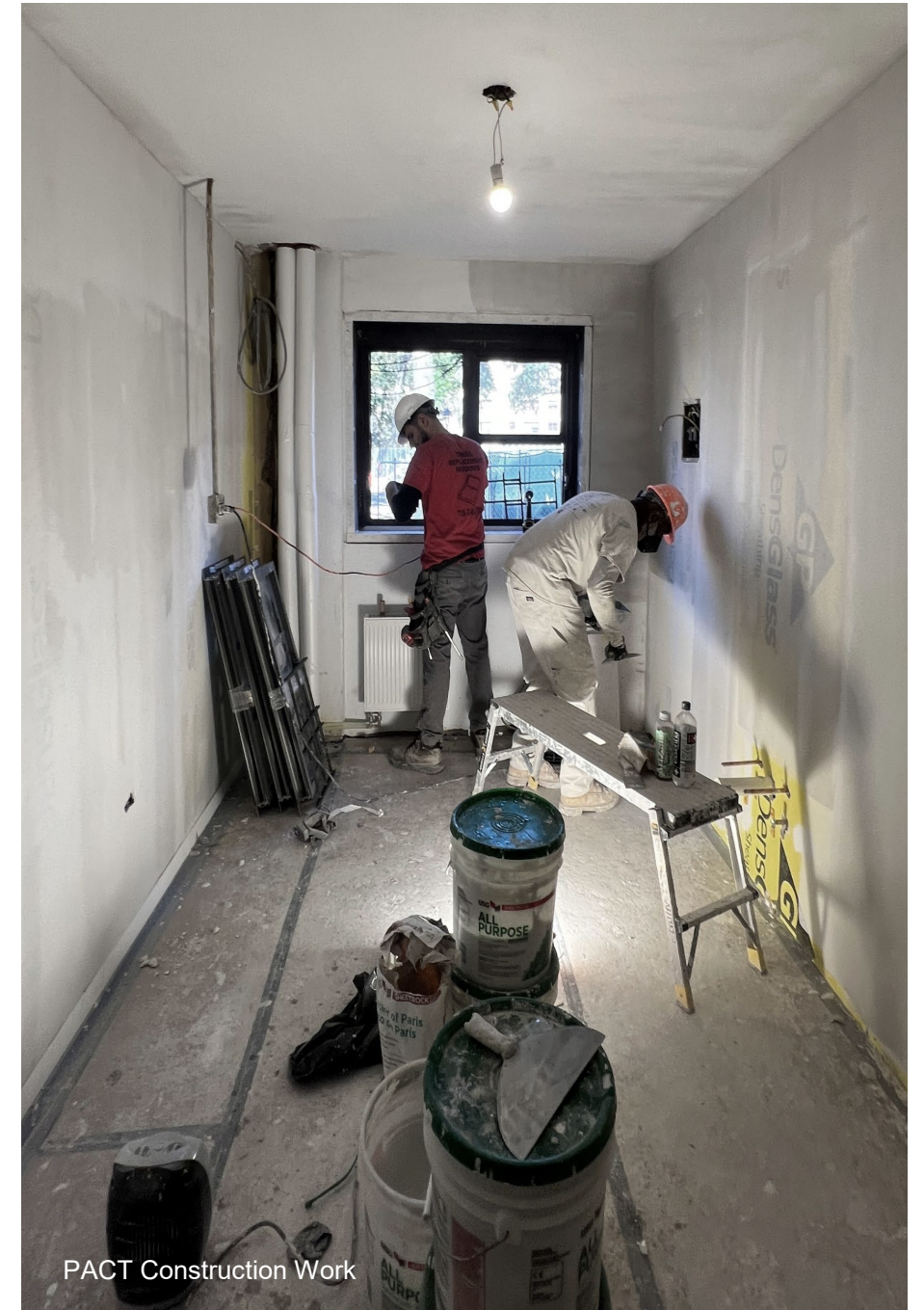
From August 2024 to July 2025:

PACT property managers completed **at least 99%** of work orders, with **87%** of repairs finished on time.

All PACT Projects are subject to Section 3 and NYCHA Hiring and Training Requirements.

29% of all labor hours have been Section 3. 8% have been targeted Section 3.

682 NYCHA residents and other Section 3 workers have been hired for construction and operational jobs in PACT projects.



PACT Construction Work

PACT Program Performance

ACHIEVED

HUD Agreement Target of
200 boilers

Repaired or Replaced
by EOY 2026

HUD Agreement Target of
150 elevators

Repaired or Replaced
by EOY 2024

ONGOING

4,444 apartments
abated of lead-based paint

NYCHA policy requires that
Lead-Based Paint be abated
from all PACT developments.



Apartment unit abatement at Williamsburg Houses

\$1B+ in Comprehensive Modernization & Capital Investment

Comprehensive Modernization: \$1B+

- Large-scale rehabilitation of ~4K units utilizing design-build delivery

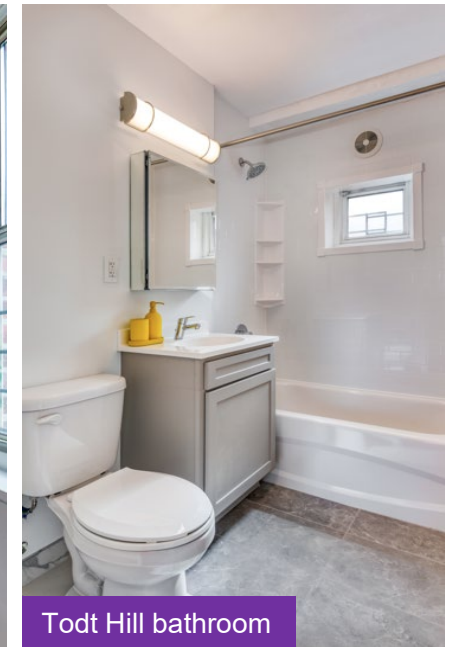
Typical Scope Involves the Following:

- Renovation of apartments including new interior finishes flooring, plaster, and paint*
- Kitchen and Bathroom renovation
- New Heating Systems Including
 - Elevator Modernization*
- Compactors & Waste Yards
- New windows, brickwork, and Local Law 11 repairs*
- Common area enhancements and finishes
- New security cameras and lighting*
- Lead and hazardous material abatement

* Scope is not included in all projects; scope is site specific and included where fully funded.



Todt Hill kitchen



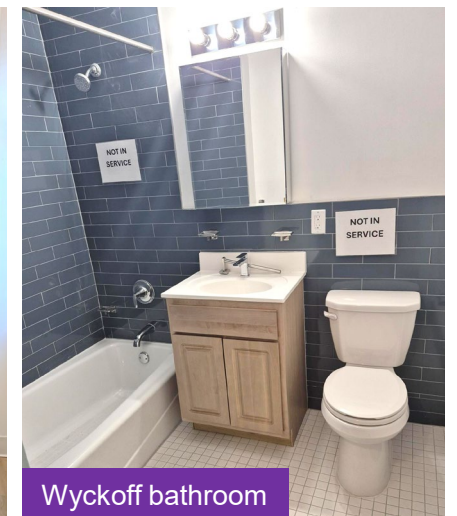
Todt Hill bathroom



Gowanus kitchen



Saint Nicholas kitchen



Wyckoff bathroom

Comprehensive Modernization & Trust Projects

Program	Project	Construction Start	Buildings	Units
Comp Mod	Todt Hill	2/26	7	502
	Saint Nicholas	4/25	13	1,526
	Gowanus	2/26	15	1,139
	Wyckoff	TBD	3	529
Ida Comp Mod	Leavitt*	TBD	1	83
	1471 Watson*	TBD	1	96
	Latimer*	TBD	4	423
Total			44	4,298
Trust Mod	Nostrand	9/26	16	1,148
	Bronx River Addition	TBD	2	226
	Unity Towers	TBD	1	193
Total			19	1,567

* Projects are funded through non-city, federal funding.

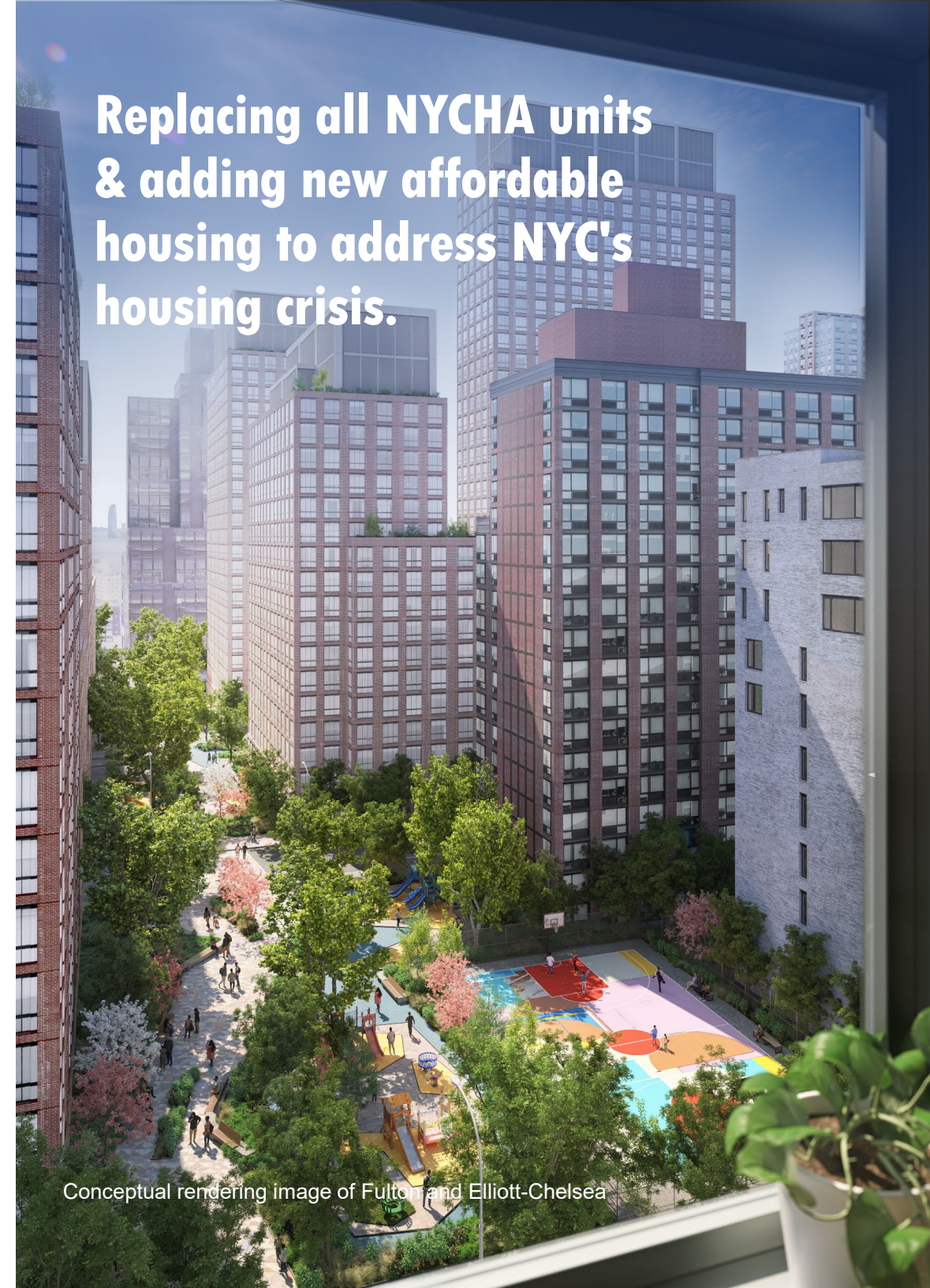


Rebuilding Fulton & Elliott-Chelsea

- ✓ **Rebuild all 2,056 existing units with permanently affordable housing**
- ✓ **Guaranteed right to a new home for all authorized NYCHA residents**
- ✓ Rent remains at 30% of household income, per HUD rules
- ✓ **Publicly owned land and buildings with strong oversight of private management**
- ✓ **Modern, high-quality** apartment amenities and finishes
- ✓ **Sustainable, resilient designs** with electrification, low-emission materials, and storm/flood protection
- ✓ Replace Hudson Guild community centers with new, state of the art facilities
- ✓ In later phases, build **~3,500 mixed-income apartments, including ~1,000 permanently affordable units***

* Unit counts are approximate and subject to change pending final design approval, including ULURP.

Replacing all NYCHA units
& adding new affordable
housing to address NYC's
housing crisis.



Conceptual rendering image of Fulton and Elliott-Chelsea

Creating New Affordable Housing for New Yorkers

Project Name	Host Development	Type	Total Units
The Corden	East 165th Street-Bryant Avenue	Supportive	62
Betances Residence	Betances V	Senior & Supportive	152
Hallets Point	Halls Point Building 7	Family	163
Soundview Coops	Soundview Phase III	Homeownership	72
Melrose North	Morrisania Air Rights	Family	171
Twin Parks Terrace	Twin Parks West	Family	182
Betances Family Apartments	Betances VI	Family	101
Linden Grove	Bushwick II	Senior	153
The Atrium	Sumner	Senior	189
Casa Celina	Sotomayor	Senior	205
Stonewall Houses	Ingersoll	Senior	145
Total			1,595



From the top to bottom: Casa Celina; Melrose North; Betances Residence

Increasing Housing Opportunities for NYCHA Residents

 = Under Construction

Project Name	Host Development	Type	TOA Units*	Total Units
 Lebecchi East	Howard	Family	8	95
Sol on Park Senior	Morris I & II	Senior	80	229
Kingsborough Senior	Kingsborough & Kingsborough Extension	Senior	85	244
53-05 Beach Channel Drive	Ocean Bay Apartments (Oceanside)	Family	8	105
Total			181	673

* Through Transfer of Assistance, eligible NYCHA households will have the opportunity to apply for one of these units, and if selected, transfer directly into the new building through the Rental Assistance Demonstration program as a Project-Based Section 8 participant.



Thank you!

