

Housing New York Final Report



Letter from the Mayor

Dear Friends:

Our opportunities are critically tied to where we live, which is why building new affordable homes and preserving the affordability of existing homes in every neighborhood across our City is so important. During my first months in office, we laid out a plan of unprecedented scope to build or preserve 200,000 affordable apartments by the year 2024, in combination with strong tenant protections to set the City firmly on the side of being a city for all. The plan set out to change the housing situation in New York on a fundamental level—to build more housing, protect neighborhoods, reach more of the most vulnerable New Yorkers, and think big about the changes we need to make in government and in the private sector to build our city’s next generation of affordable housing.

Eight years later, we’ve delivered results on a record scale. The 200,000+ affordable homes we’ve created or preserved—ahead of schedule and on-budget—mean that more than a half million New Yorkers will breathe a little easier because we’ve addressed the biggest challenge they face: finding or staying in housing they can afford, in the neighborhoods they love. We have achieved this by doubling the City’s budget for affordable housing, launching new programs to serve our seniors and our very poorest families, stepping in where the federal government has pulled back, and investing in the schools, parks, streets, and community facilities needed to accommodate growing neighborhoods.

But more critically, we’ve changed the paradigm. By passing the strongest Mandatory Inclusionary Housing program in the nation, we’ve ensured that where growth occurs, there will be permanently affordable housing. In addition, by rezoning Gowanus and Soho/Noho, neighborhoods that have exceptional access to transit, schools, and job centers, we’ve made good on a key commitment of Where We Live NYC, the City’s 5-year fair housing blueprint to build more integrated neighborhoods and break down barriers to opportunity.

And finally, by making sure that more Minority and Women-Owned Businesses and non-profits have a meaningful stake in our affordable housing efforts, we’ve expanded and diversified the pool of talent doing this critical work.

This has been a massive enterprise, involving unparalleled investments and the creative thinking and commitment of our partners at all levels of government and across the affordable housing community, and I am enormously proud of what the hard-working, dedicated teams at HPD, HDC, NYCHA, and all their partner agencies have accomplished. The pace we set and the foundation we’ve created positions the city to meet the new challenges we see on the horizon, and to keep fighting to leave New York City better, fairer, and stronger than we found it.

Sincerely,



Bill de Blasio
Mayor

Executive Summary

In May 2014, the de Blasio Administration unveiled Housing New York (HNY), a comprehensive plan to create and preserve 200,000 high-quality, affordable residences over ten years—housing for almost half a million people (the size of Atlanta, Sacramento, Kansas City, and many other major American cities).

The goal was ambitious, as it had to be, to meet the scale of the affordability challenge we face.

It required us to rethink how we work across agencies and with communities. Crafted in coordination with 13 agencies and with input from over 200 individual stakeholders, HNY outlined more than 50 initiatives to address the city's affordable housing crisis. The plan included strategies to create more affordable housing at a wider range of incomes, with a special focus on homes for seniors, the formerly homeless, and those in need of supportive services; to protect the City's past investments in affordable housing; to secure major reforms to the State's rent stabilization laws and introduce new tools to combat harassment and displacement; to partner with communities to plan for the investments they most want to see in their neighborhoods; and to require—not just encourage—that whenever the City rezones for growth, a share of that housing is permanently affordable in order to ensure balanced growth, fair housing opportunity, and diverse neighborhoods.

To achieve the goals embedded in the plan, the Administration more than doubled the annual capital budget for affordable housing; increased the operating budget of the New York City Department of Housing Preservation and Development (HPD) and key agencies to fund the staff necessary to shoulder this significant undertaking; and set aside dedicated funding for infrastructure investments needed to make land available for significant new housing opportunities. Since 2014, the City dedicated \$8.1 billion in City Subsidy, which leveraged four times that amount in spending from other public and private sources. In addition, the New York City Housing Development Corporation (HDC) contributed more than \$13.5 billion in bond financing to support the plan, and more than \$826 million to help preserve New York City Housing Authority (NYCHA) apartments. We also partnered with the State and the Federal government to identify new resources to fund affordable housing.

As a result, the City was able to finance the preservation and new construction of more than 200,000 affordable homes by the end of 2021, two years ahead of schedule.

The numbers are an important metric for accountability, but they don't tell the full story. Behind each and every one of these affordable homes is a New Yorker—a parent, a grandparent, a teacher, a health care worker, a taxi driver, a server, an artist, a survivor of domestic violence, a person struggling with homelessness, mental health or substance abuse challenges—who has a chance to live a better, healthier life because they have a quality home they can afford.

This report summarizes some of the key successes of the HNY plan, a multi-pronged approach to do all we can to ensure that all New Yorkers have a safe and affordable place to live, in neighborhoods that provide opportunities to succeed. HNY wasn't designed to be a static blueprint but rather a dynamic approach that has allowed us to adjust to meet new challenges and needs.

Over the past eight years, we have:

Expanded Access to Affordable Housing Opportunities

Through HNY, we set out to produce more housing for New Yorkers, at a wider range of incomes, and to get those homes to the residents who need it most as quickly and as equitably as possible. To achieve those goals, we:

- **Deepened the Affordability of Our Housing** by revising existing housing financing programs, introducing new ones, and infusing even more capital to support the housing. As a result, 46% of our total production—more than 90,200 affordable homes—serve New Yorkers earning less than \$42,000 (or 50% AMI), far exceeding our 25% target.
- **Created New Programs and Expanded Innovative Housing Models** to meet the diverse housing needs of New Yorkers across neighborhoods. From efforts to promote modular construction to a fresh approach to shared housing, the Agencies introduced numerous new programs that have both generated results and laid a strong foundation for future affordable housing production.
- **Made the Marketing of Our Housing Fairer and More Efficient** by introducing more than 50 policy improvements to our marketing guidelines to make the process faster while still protecting applicants, and launching a new Housing Connect portal that streamlines the application process and makes it more transparent and user-friendly.
- **Secured New Resources** and advanced critical policy changes from the Federal government to achieve more of our affordable housing goals, from income averaging to help subsidize deeper affordability in projects to COVID-relief housing recovery funds that have been vital to keeping New Yorkers in their homes.

Supported the Most Vulnerable New Yorkers

The enormity and complexity of the affordable housing crisis for populations in need demand a comprehensive and compassionate policy response, one that was made all the more urgent by the COVID-19 pandemic. HNY has played a critical role in creating housing opportunities for the city's most vulnerable residents, having:

- **Increased Housing and Services for Homeless New Yorkers** by revamping virtually all of the Agencies' housing financing programs to set aside more apartments for formerly homeless New Yorkers and creating new initiatives to connect more of these residents to the services they need to thrive. As a result, the City has set aside more than 16,000 affordable homes for homeless New Yorkers since 2014.
- **Expanded Rental Assistance**, a critical tool to combat homelessness. The City created several new rental assistance programs and launched the federally-funded the Emergency Housing Voucher (EHV) program in the midst of the pandemic.
- **Redoubled Our Commitment to Supportive Housing**—affordable housing with on-site services to meet special needs—through the NYC 15/15 plan, which committed to creating 15,000 supportive housing units over 15 years. In partnership with numerous City and State agencies, HPD and HDC have financed more than 7,800 supportive homes since the start of HNY.
- **Improved Housing Options for Seniors** through a three-pronged strategy to help seniors

age in place, build new senior affordable housing on underutilized land through a newly developed Senior Affordable Rental Apartments (SARA) program, and preserve existing senior developments. The City also took advantage of improved zoning laws to build more senior housing. All told, this Administration has financed more than 12,900 affordable homes for our growing senior population.

- **Served New Yorkers with Disabilities** by creating more accessible apartments for those households, expanding eligibility for the Disability Rent Increase Exemption (DRIE), promoting enrollment in DRIE, and ramping up efforts to increase participation of individuals with disabilities in the housing lottery.

Kept New Yorkers in their Homes and Stabilized Properties in Distress

The Administration has worked on multiple fronts to keep New Yorkers in their homes by investing in the physical and financial health of our public and affordable housing stock, and taking a coordinated, aggressive approach to protecting tenants from intimidating or unsafe residential conditions. To achieve those goals, the City has:

- **Launched New Programs to Proactively Preserve Affordability**, particularly in properties identified as distressed or in neighborhoods most at risk of speculation and rapid turnover. From new programs to help non-profit developers and other qualified preservation buyers acquire and rehabilitate properties to ensure responsible ownership and long-term affordability to new tools to help homeowners remain in their homes and make needed repairs, HPD leveraged available data and robust community partnerships to stabilize buildings and support residents.
- **Safeguarded the Remaining Stock of Mitchell-Lama Housing** through financial assistance and technical support needed to safeguard not just the affordability, but the long-term financial and physical health of these homes, many of which are facing rising maintenance and operating costs or have the potential to opt out of the program at the end of their regulatory period. Under HNY, HPD and HDC preserved more than 67,000 Mitchell-Lama homes and apartments across the 5 boroughs.
- **Advanced NYCHA PACT**, a partnership with private and non-profit development partners to modernize NYCHA homes, by financing capital repairs at 14,742 apartments across 56 NYCHA campuses through a partnership between HDC and NYCHA.
- **Protected Tenants from Harassment and Displacement** through stronger rent stabilization protections, a citywide Right-to-Counsel initiative that resulted in an increase in the percentage of tenants with legal representation in Housing Court to 71%, a new Anti-Harassment Unit and a new Compliance and Enforcement Unit for tax incentives at HPD, a new Office of the Tenant Advocate at the Department of Buildings (DOB), a new citywide Certification of No Harassment Program, which was recently extended and expanded, and by improving coordination of inter-agency efforts through a new Mayor's Office to Protect Tenants (MOPT).
- **Launched New Initiatives to Respond to COVID-19** to move more families out of shelter and into long term housing, and keep vulnerable New Yorkers impacted by COVID-19 in their homes through initiatives like Project Parachute, a coalition of property owners, non-profits, and City agencies offering eviction prevention services and financial resources, and the Landlord-Tenant Mediation Project.

Promoted Healthy, Sustainable, Quality Housing

With HNY, we didn't want to just produce more housing, we wanted to create better housing—through initiatives that ensure the health and safety of residents, design that leads to healthier outcomes for people, buildings, and neighborhoods, and strategies that save energy and make our communities more resilient in the face of climate change:

- **Enhanced Enforcement and Outreach Efforts to Improve Housing Quality.** In addition to the affordable housing the City creates or preserves, HPD's enforcement teams use numerous tools to ensure the health and safety of New Yorkers, and in recent years have advanced bold new initiatives to protect children from lead poisoning, help owners remediate lead, fight mold and pests, inform New Yorkers about the Housing Maintenance Code, and find innovative tech solutions to advance housing rights.
- **Set a High Bar for Affordable Housing Design** by continually updating the Agency's guidelines to maintain the highest standards for designing quality, healthy, sustainable, and equitable affordable housing, including significant updates to facilitate broadband access, improve cooling and ventilation, and increase access to outdoor space.
- **Promoted Sustainability** to help achieve the City's goals of reducing greenhouse gas emissions by 80% and commit to carbon neutrality by 2050. Efforts include support for high-performance Passive House building standards; a Solar Where Feasible mandate; a Green Housing Preservation Program to finance energy efficiency and water conservation improvements; and most recently, the launch of a pilot program to reduce emissions and improve occupant health and comfort through electrification upgrades.
- **Advanced Resiliency Efforts in Areas at Risk of the Impacts of Climate Change**, including helping rebuild homes affected by Superstorm Sandy through the Build It Back program, and launching of one of the first and most comprehensive neighborhood plans to tackle this issue head-on in the Edgemere neighborhood of Queens.

Advanced Fair Housing and Equity

Through unparalleled investments and innovative policies, this Administration has fought to create a more affordable and equitable city by preventing displacement, giving New Yorkers a real choice in where they live, and preserving and creating affordable housing in all our communities to ensure that we are both making all neighborhoods accessible to all New Yorkers, and helping to draw investment to neighborhoods that have experienced historic disinvestment and discrimination:

- **Launched Fair Housing Blueprint: Where We Live NYC**, the culmination of a two-year planning process engaging hundreds of residents, over 150 community-based and advocacy organizations, and dozens of partner agencies. Already we have moved forward on key commitments in the five-year plan, including the rezoning of Gowanus and SoHo/NoHo, neighborhoods that have exceptional access to transit, schools, and job centers.
- **Prioritized M/WBE and Non-Profit Partners** to grow and diversify the affordable housing community through our M/WBE Build Up program to increase contracting opportunities for certified M/WBEs in HPD/HDC-subsidized affordable housing projects; a dedicated pipeline of public sites for M/WBEs to bid on exclusively; a new requirement that an M/WBE or non-profit partner holds a minimum of 25% financial and ownership stake in any affordable housing project awarded on public land; the dedication of the New York City Acquisition Fund to serve M/WBEs and nonprofit developers; and the creation of a Pathways to Opportunity program to train and build the capacity of M/WBE and non-profit marketing agents, among other initiatives.

Fostered Diverse, Livable Neighborhoods

Since the start of this Administration, we've worked in lockstep with communities to plan for investments in the infrastructure and services needed to accommodate growth and make neighborhoods more livable, while advancing policies to ensure affordable housing is stitched into the fabric of neighborhoods across the city:

- **Launched New Community-Centered Approach to Neighborhood Planning** to engage local residents about what they want and need to see happen in their neighborhoods and use that feedback to guide the City's investments in affordable housing and other types of development and infrastructure.
- **Advanced Policies for Equitable Neighborhood Growth**, including the strongest Mandatory Inclusionary Housing (MIH) program in the nation to ensure that permanently affordable apartments are included in new development in areas zoned for growth. Already, MIH is designated in 14 Community Districts across the city, and more than 4,000 permanently affordable homes have been financed with more approved by the City Council.
- **Spearheaded Neighborhood Plans and Rezonings** in neighborhoods where land use changes and improvements to infrastructure and services could result in new housing and amenities. In each of these community planning processes, from East New York in Brooklyn to SoHo/NoHo in Manhattan, the City worked with local residents, elected officials, and community groups to understand the neighborhood's current and future housing, infrastructure, and resource needs. As a result, the City completed comprehensive neighborhood plans for eight neighborhoods in rezoning areas that combined created the capacity for approximately 34,000 homes.
- **Transformed Public Sites with Placemaking Projects** and partnered with other agencies to identify additional sites for affordable housing. As a result, HPD has released over 38 Requests for Proposals (RFPs) for 82 projects to develop 13,000 affordable homes and apartments on City-owned sites, including on NYCHA campuses. HPD used its Neighborhood Planning Playbook to engage local residents in identifying their needs and priorities for the sites in their communities, and in establishing a community vision that guided the development and selection of proposals.

None of this progress would have been possible without the intensive collaboration and critical support of numerous City agencies, our counterparts in State and Federal government, and our many partners—the community based organizations, faith-based organizations, service providers, for-profit and non-profit developers, property owners, financial institutions, and philanthropies who lend so much creativity, expertise, and commitment to this critical enterprise. The plan built upon ideas for new programs or improvements of existing programs proposed by industry leaders, advocates, and experts and represents our collective commitment to tackle the city's affordable housing challenges head on.

We inherited the world's greatest city from the generations that came before us. Through Housing New York, we took decisive action to build a just, equitable, and prosperous city for future generations to come, and to leave this city stronger.

Deputy Mayor



Alicia Glen



Vicki Been

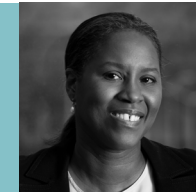
HPD Commissioner



Vicki Been

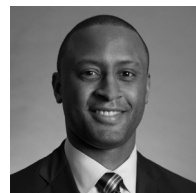


Maria Torres-Springer



Louise Carroll

HDC President



Gary Rodney



Eric Enderlin

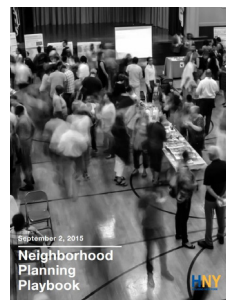
- Mayor releases Housing New York plan



- New Programs: Extremely Low- and Low- Income Affordability Program, Senior Affordable Rental Apartments program



- Mayor releases NextGen NYCHA and NYC 15/15
- New Programs: Green Housing Preservation Program, Neighborhood Construction Program, HomeStretch
- Creation of Neighborhood Planning Playbook and HPD's Homeless Placement Unit



- Passage of Mandatory Inclusionary Housing and Zoning for Quality and Affordability



- New Programs: Our Space, Community Restoration Fund
- 1st Rezoning: East New York



- Mayor commits \$1.9B to deepen affordability
- Mayor releases Housing New York 2.0



- Creation of HPD's new Compliance and Enforcement Unit
- New Programs: Home Fix, Housing+, Zombie Homes, Open Door, Landlord Ambassador Program, Ready to Rent, M/WBE Build Up, Homeowner Help Desk
- Neighborhood Plans: Resilient Edgemere, the Brownsville Plan
- Rezoning: Downtown Far Rockaway, East Harlem

- Mayor releases NYCHA 2.0
- New Programs: Aging in Place, Base-ments, Partners in Preservation, Neighborhood Pillars, Certification of No Harassment, Share-NYC, Housing Choice Mobility
- Launch of HPD's Outreach Van

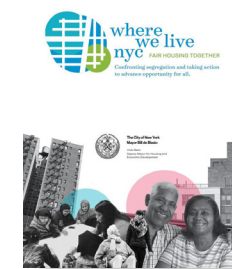


- Neighborhood Plans: Bedford-Stuyvesant Housing Plan
- Rezoning: Jerome Avenue and Inwood

- Passage of Housing Stability and Tenant Protection Act secures rent regulation reforms
- Launch of LeadFreeNYC
- Creation of Mayor's Office to Protect Tenants and HPD's Anti-Harassment Unit
- New Programs: Big Ideas for Small Lots
- Rezoning: Bay Street



- Mayor releases Where We Live NYC Plan



- Creation of City's Racial Inclusion & Equity Task Force
- Launch of new Housing Connect and Tenant Resource Portal
- New Programs: Landlord-Tenant Mediation Project, Equitable Ownership Requirement

- Passage of Racial Equity Legislation
- Repositioning of NYC Acquisition Fund for M/WBEs and non-profits
- New Programs: Tenant Helpline, Tax Lien Sale Outreach, HPD-NYSERDA Electrification Pilot, Pathways to Opportunity, Housing Career Pathways
- Rezoning: Gowanus



and SoHo/NoHo

Expanded Access to Affordable Housing Opportunities

Through HNY, we set out to produce more housing for New Yorkers, at a wider range of incomes, and to get those homes to New Yorkers as quickly and as equitably as possible.

To achieve those goals, we:

- Deepened the Affordability of Our Housing
 - Created New Programs and Expanded Innovative Housing Models
 - Made the Marketing of Our Housing Fairer and More Efficient
 - Secured New Resources
-

Deepened the Affordability of Our Housing

While people with a range of incomes need affordable housing, the need is particularly acute for the lowest income New Yorkers—those earning less than 50% of Area Median Income (AMI). Recognizing that need, in HNY the City committed to financing far deeper levels of affordability than prior housing plans. By revising existing housing financing programs and introducing new ones, and infusing even more capital to serve more of the lowest income New Yorkers, we haven't just met the targets we set and expanded—we've exceeded them.

Mayor de Blasio with a tenant at New Settlement, at the announcement of the City's housing production at the end of the 2018 Fiscal Year.



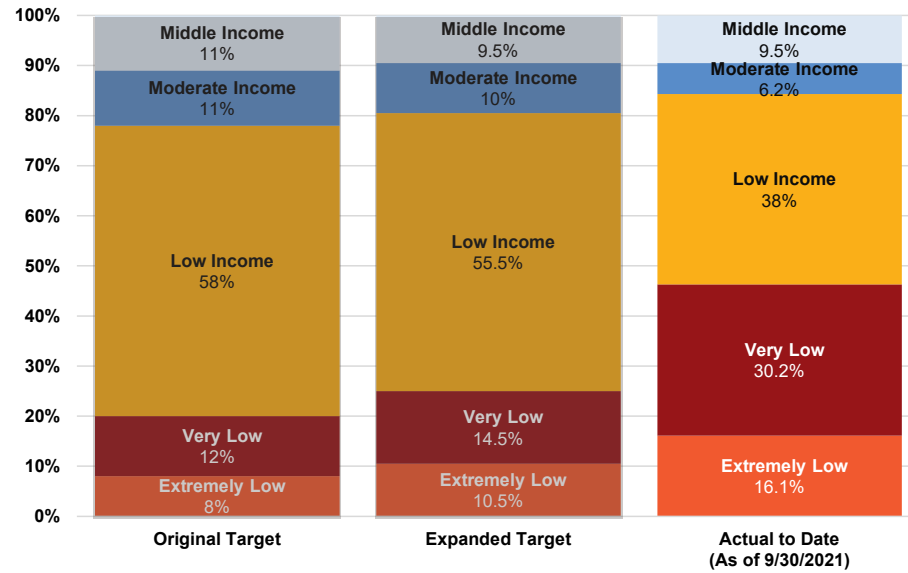
2014: HNY is introduced; the plan sets a target to ensure 20% of the housing created or preserved will serve the lowest-income New Yorkers—those making less than 50% of AMI.

2017: Mayor de Blasio dedicates an additional \$1.9 billion in capital funds to ensure that 25% of homes financed serve the lowest-income New Yorkers.

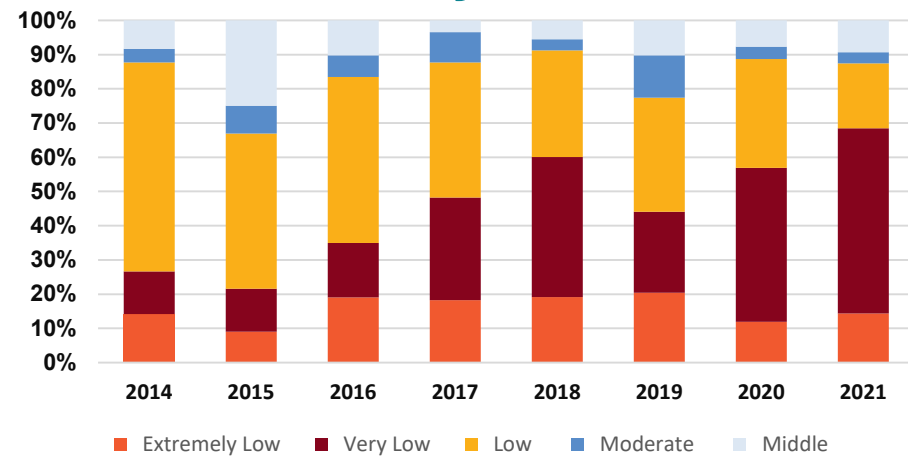
2020: In his State of the City address, Mayor de Blasio promises that going forward, half of all City financed newly-built homes will be for New Yorkers earning less than 50% of AMI.

Today: More than 46% of all housing financed serves the lowest income New Yorkers, and 65% of newly-constructed homes are for New Yorkers earning less than 50% of AMI.

Targeted vs Achieved Affordability



HNY Affordability Achieved



Income Band	Percentage of AMI	Annual Income (for a Family of three)	Monthly Rent Required to Prevent Rent Burden
Extremely Low Income	0-30%	<\$32,220	<\$806
Very Low Income	31-50%	\$32,221 - \$53,700	\$807 - \$1,343
Low Income	51-80%	\$53,701 - \$85,920	\$1,344 - \$2,148
Moderate Income	81-120%	\$85,921 - \$128,880	\$2,149 - \$3,222
Middle Income	121-165%	\$128,881 - \$177,210	\$3,223- \$4,430

Created New Financing Programs and Expanded Innovative Housing Models

There is no single formula to solve the city’s housing affordability crisis. Through HNY, HPD and HDC set out to broaden the range of tools and programs available to meet the diverse housing needs of New Yorkers across neighborhoods. From new approaches to building on small and difficult-to-develop vacant lots to a fresh look at shared housing models, the Agencies have introduced a number of new programs that have not only generated results, but also laid a strong foundation for future affordable housing production.

Extremely Low & Low-Income Affordability

Developed in 2014, the Extremely Low & Low-Income Affordability (ELLA) program was pivotal to meeting the City’s promise of providing deeper levels of affordability. ELLA funds the new construction of low-income multi-family rental projects that must have at least 80% of homes at low-income rents affordable to households earning up to 80% of AMI.

Chestnut Commons is a 14-story Passive House Development with 275 permanently affordable homes in East New York, including 55 reserved for formerly homeless households. Financed through the ELLA program, Chestnut Commons will be developed on the largest public site designated since the East New York rezoning by Cypress Hills Local Development Corporation (CHLDC), MHANY Management, and Urban Builders Collaborative.



Housing +

Many affordable developments constructed a half-century ago were built as islands in a sea of parking and vacant lots. In partnership with owners of U.S. Department of Housing and Urban Development (HUD)-assisted properties, Mitchell-Lamas, and developments financed through past City disposition programs, the City launched Housing + to add new housing on these underutilized lots while addressing the rehabilitation and financing needs of existing developments.

Neighborhood Construction Program

HPD launched the Neighborhood Construction Program (NCP) in 2015 to make it more economical and efficient to develop smaller vacant and under-used parcels of land. NCP achieves economy of scale in the remediation, development, financing, and operation of scattered infill lots and provides opportunities for developers to gain experience and capacity through neighborhood-focused development.

Camber Property Group and Harlem Congregations for Community Improvement (HCCI) developed Joan O. Dawson Plaza on under-utilized land belonging to a neighboring HUD-assisted senior housing building, Victory One (also owned and operated by HCCI). The project opened its doors in February 2021 to 135 senior households, including 55 formerly homeless households.



211 W 147th Street is a 5-story building acquired by the city in 1978. Through ANCP, the building was substantially renovated by West Harlem Group Assistance and celebrated by the community in August 2019.

Open Door

HPD introduced Open Door in 2017 to finance the construction of co-ops and condos for households earning between 80% to 130% of AMI. Homes are marketed to first-time homebuyers who have participated in homeowner education training. This program allows owners to build limited equity in their homes over time, meeting the goal of helping low- and middle-income families build wealth while also preserving ongoing affordability for future generations.

Sydney House is the first Open Door project to complete. Developed by Habitat for Humanity NYC and the Almat Group, this cooperative development brings 56 affordable homes to the Williamsbridge neighborhood of the Bronx, the borough with the lowest homeownership rate.

Affordable Neighborhood Cooperative Program

In 1978, the Tenant Interim Lease (TIL) Program was created to assist organized Tenant Associations in City-owned buildings to develop financially self-sufficient low-income cooperatives where tenants have the opportunity to purchase their apartments. The Affordable Neighborhood Cooperative Program (ANCP) was created in 2012 to select qualified developers to rehabilitate the remaining

City-owned TIL properties in order to create affordable cooperatives for low and moderate-income households. Under HNY, the City infused additional funding into the ANCP program and accelerated construction timelines to help tenants fulfill their homeownership dreams. As a result, we have financed 21 ANCP projects with 45 more in the pipeline, which will serve nearly 1,300 households when complete.





RadRoc is a two-building, mixed-use development that will bring 253 affordable homes to Far Rockaway. Developed by Radson Development and designed by Magnusson Architecture and Planning, the building is now stacked and enclosed by way of modular construction and now awaits interior finishes.

Modular Construction

Wherever possible, New York City seeks to spur and take advantage of innovation in the industry. In 2017, HPD piloted modular construction through the Build It Back program, financing the construction of nearly 100 single-family modular homes, and achieving cost savings of roughly 25% per single-family home as compared to conventional construction. In 2018, HPD released a Request for Information (RFI) on how to leverage modular construction to develop affordable housing faster and more cost-effectively and an RFP to use modular construction on a public site and harness the potential benefits of this model.

Ascendant Neighborhood Development and Ali Forney Center are developing a new 10-story shared housing development for youth that will create 36 homes in East Harlem.

Big Ideas for Small Lots NYC

As HPD aggressively moved through its inventory of vacant and underutilized City-owned land to create more affordable housing, some challenging and oddly-shaped small lots remain. In search of innovative housing solutions for these lots, HPD launched a design competition with American Institute of Architects (AIA-NY) in 2019 that garnered 444 ideas from architects, planners, and other experts in 36 countries to transform these difficult-to-develop lots into affordable housing.



ShareNYC

In 2018, HPD put out an RFP to reimagine shared housing as a solution for one to two people households looking for affordable housing options in New York City. Three proposals were selected to serve diverse populations such as current shared housing residents, populations that may benefit from shared spaces coupled with supportive services, and small households at a range of incomes.

Made the Marketing of Our Housing Fairer and More Efficient

The City has continuously worked to make its affordable housing marketing process faster and fairer, year after year, shaving nearly six months off the average time it takes to get **New Yorkers into City-financed affordable housing. While speed is important, HPD and HDC have also worked hard to ensure the lottery process is inclusive and protects applicants with complicated income streams, credit issues, justice involvement, disabilities, language access needs, and other potential barriers to housing.**

Marketing Guidelines

Since the start of the Administration, HPD and HDC have instituted over 50 policy improvements to their Marketing Guidelines, the rental and occupancy procedures for its affordable homes. Key changes include:

- Reduced documentation requirements
- Allowed positive rental history in place of credit checks
- Restricted rejections based on various discretionary criteria, including credit history, debt, and justice involvement
- Added protections for domestic violence survivors

From 2015 to 2020, the number of affordable homes marketed through Housing Connect has increased by 217%, a pace set by the City's production of newly constructed homes.

New NYC Housing Connect

In June 2020, we launched a new NYC Housing Connect, New Yorkers' central resource for finding and applying for affordable housing. Housing Connect is one of the largest affordable housing resources in the nation, and now one of the most advanced and user-friendly. The new system streamlines the application process, provides New Yorkers with a clear picture

of the opportunities they can apply for, and includes more types of housing than ever before. Applicants can also now view apartments online (removing the need for in-person appointments) and opt to submit and receive documents and alerts electronically, a popular feature that makes the housing application process quicker, less burdensome, safer during COVID, and more environmentally-friendly.

New Yorkers have been able to apply for more than 45,500 affordable housing opportunities during this administration, and homes financed under HNY will continue to be marketed over the next few years as they near completion.

The screenshot shows the NYC Housing Connect website. At the top, there is a navigation bar with links for "Open Lotteries", "About", "Learn", "Log In", and "Register". Below the navigation bar is a search bar labeled "Search Open Lotteries" with a home icon. There are two tabs: "Rentals" (selected) and "Sales". Below the tabs, it says "39 Rental Lotteries" and "Refine your search to find the right lottery for you". There is a "Sort by Days Remaining" dropdown menu and a "Refine Search" button. The main content area displays a grid of six apartment listings, each with a photo, name, location, and number of units available. The listings are: 1. PENINSULA BUILDING 1B (164 Units Available, Hunts Point and Mott Haven | Bronx, Lottery closing in 61 days, Nearby Transit 2, 5, 6). 2. Rockaway Village Apartments (550 Units Available, Rockaways | Queens, Lottery closing in 61 days, Nearby Transit A). 3. 30 Kent Street Apartments (24 Units Available, Greenpoint | Brooklyn, Lottery closing in 59 days, Nearby Transit G, L). 4. Rose Castle (Northwest Brooklyn | Brooklyn, Lottery closing in 57 days). 5. 980 WESTCHESTER APARTMENTS (Hunts Point and Mott Haven | Bronx, Lottery closing in 50 days). 6. BEACH 21ST APARTMENTS (Rockaways | Queens, Lottery closing in 50 days).



After applying to several different Housing Connect lotteries, Tricia got the call for her new apartment at Archer Green at a critical time. She and her newborn baby moved out of their home where they had just found mold and into the new Jamaica development with a laundry room, gym, children's playroom, and an affordable grocery just downstairs.



Housing Ambassadors

Over the course of the administration, we trained community-based service providers to become Housing Ambassadors that help New Yorkers prepare and apply for affordable housing. In 2020, we received additional funding from Citi Community to better support people with disabilities and limited English proficiency. To date, we partner with 49 Ambassador organizations that, among them, speak over 20 languages, including American Sign Language.

Maisha Morales from Good Old Lower East Side, Inc. (GOLES) works with a client seeking affordable housing with support from the Housing Ambassador program. To find a Housing Ambassador near you, visit nyc.gov/housing-ambassadors

Ready to Rent

Financial preparation is a key component of getting ready to apply for the City's affordable housing. With support from City Council, HPD and the NYC Department of Consumer and Worker Protection (DCWP) teamed up to launch the Ready to Rent Program in 2017. With a focus on financial preparedness for affordable housing, the program offers New Yorkers free one-on-one financial counseling and affordable housing application assistance. Financial counselors help

Ready to Rent helps New Yorkers prepare to apply for affordable housing by providing free one-on-one financial counseling and assistance with affordable housing applications.

participants check their credit, calculate income, and save for moving expenses, and Housing Ambassadors help clients with their affordable housing applications. Since its inception, thousands of New Yorkers have received support through Ready to Rent.



Secured New Resources

Our ability to continue to expand access to affordable housing opportunities depends heavily on support and resources from the federal government. In partnership with local and national housing advocates, the City has successfully advocated to expand federal resources for affordable housing development, rental assistance, and so many critical housing needs. As we've seen through the pandemic, COVID relief from the federal government has been necessary to keep New Yorkers in their homes; for this reason, the City continues to work hard to make sure Washington knows how important housing programs are to New York.

One of many examples of projects that use income averaging is Bronx Point, which broke ground in May 2021 with the City, L+M Development, Type A Projects, and hip hop legends in attendance. Phase 1 will bring 542 permanently affordable homes to the neighborhood as well as a Universal Hip Hop Museum, early childhood space, and outdoor science programming.

Income Averaging

In 2018, our efforts helped secure income averaging within the Low-Income Housing Tax Credit Program (LIHTC). Prior to the reform, LIHTC-funded housing could be no higher than 60% of AMI. The new option allows affordable housing projects to serve households with a wider range of incomes (20%-80% of AMI) and thereby cross-subsidize deeper affordability.





9% tax credits helped finance the Sunset Park Library project, which has expanded the Brooklyn Public Library branch to nearly twice its original size and created 49 deeply and permanently affordable homes developed by Fifth Avenue Committee.

Low-Income Housing Tax Credits

The Low-Income Housing Tax Credit (LIHTC) program is the single most powerful federal tool to finance the creation and preservation of affordable housing, an activity that generates jobs, local tax revenue, and additional economic benefits to communities. Over the past few years, the federal government passed legislation that increases access to LIHTCs. In 2018, we secured a four-year 12.5% increase for the 9% LIHTC program, providing additional resources to help finance affordable

housing development. In 2020, we also secured a permanent 4% LIHTC minimum rate, a change that will generate hundreds of millions in additional financing dollars per year for affordable housing development.

Federal Financing Bank

The U.S. Treasury Federal Financing Bank (FFB) – HUD Federal Housing Administration Risk-Share program is a proven, successful model to finance the production and preservation of affordable housing by leveraging origination of multi-

family loans by state and local housing finance agencies. The program was created after the Great Recession to provide low-cost capital for high-performing loans under the FHA-HFA risk sharing program, but unfortunately was allowed to lapse in 2018 by the Trump Administration. New York helped pioneer this program and has successfully used it to finance new construction and preservation of subsidized affordable housing, and recapitalization of public housing. After years of advocacy by New York and California, among other states, the program was reinstated this year.

In 2016, (from left to right) Rachel Fee of the New York Housing Conference, HDC President Gary Rodney, NYS Homes and Community Renewal (HCR) Commissioner James S. Rubin, HPD Commissioner Vicki Been, and Judi Kende of Enterprise Community Partners (Enterprise) joined Senators Charles E. Schumer (D-NY) and Maria Cantwell (D-WA), to urge Congress to expand the LIHTC program.



Fought to Protect Strong Housing Policies

In addition to advocating to advance strong federal policies, the City has also played an important role in calling out and pushing back on harmful federal rule-making changes that might undermine fair housing or protections for vulnerable populations, particularly during the Trump Administration. With our housing allies, New York City fought against:

Mixed Immigration Status rule change, which would have barred households with mixed immigration statuses from living in public housing and using

Section 8 programs, forcing them to face eviction or separate family members from each other.

Community Reinvestment Act reforms, which would have reduced community investments and lending in low-income communities where needs are the greatest.

Equal Access rule changes, which would have allowed gender discrimination in shelters.

Public Charge reforms, which would have hurt the chances of many struggling New York households from becoming lawful permanent US residents and hindered their participation in public benefit programs.

(Left to right) Former HDC Executive Vice President for Development Anthony Richardson, HCR Commissioner of RuthAnne Visnauskas, HDC President Eric Enderlin, Joe Palozzola from the State's HFA, and the late HDC Executive Vice President Rich Froehlich advocating in Washington DC. In his role as President of the National Association of Local Housing Finance Agencies, Rich Froehlich pushed at every turn to secure more of the resources we need to do this critically important work, and will be deeply missed.

Supported the Most Vulnerable New Yorkers

The enormity and complexity of the affordable housing crisis for populations in need demand a comprehensive and compassionate policy response, one that was made all the more urgent by the COVID-19 pandemic.

HNY has played a critical role in creating housing opportunities for the city's most vulnerable residents, having:

- Increased Housing and Services for Homeless New Yorkers
 - Expanded Rental Assistance
 - Redoubled Our Commitment to Supportive Housing
 - Improved Housing Options for Seniors
 - Served New Yorkers with Disabilities
-

Increased Housing and Services for Homeless New Yorkers

From the outset, a critical component of HNY has been expanding opportunities and services for homeless households. While all the housing we finance is open to homeless New Yorkers, HPD and HDC revamped virtually all of their housing financing programs to increase the number of apartments set aside for formerly homeless New Yorkers in buildings built or preserved. As a result, we have required owners and developers to set aside more than 16,000 affordable homes for homeless families since 2014.

Michelle (left) and Lois (right), two formerly homeless seniors, see their new homes at Arthur Ave Senior Apartments for the first time. This development includes 122 affordable homes, supportive services, community room, and vegetable garden where residents can grow food for themselves and the community.



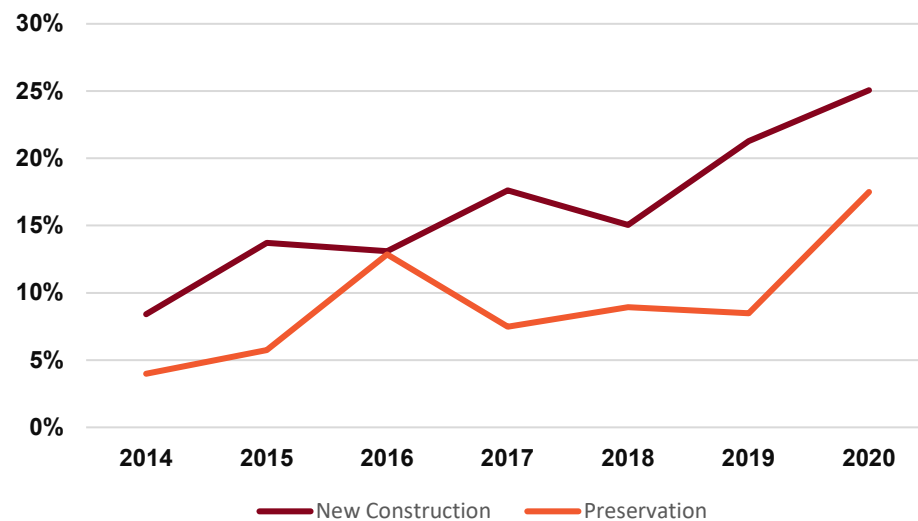
Retooled Development Programs to Increase Set-Asides

Permanent affordable housing is one of the strongest tools to address homelessness in New York City. From the start of the plan, the City has incorporated homeless set-asides into virtually all of its housing programs, providing additional incentives and subsidy for developments that include homeless set-asides. Programs that are designed to provide supportive services on-site have higher set-asides, such as the Supportive Housing Loan Program (SHLP), which requires that 60% of homes be set aside for formerly homeless households, and the Senior Affordable Rental Apartments (SARA) program,

which calls for a 30% set aside. Preservation projects with project-based Section 8 rental subsidies, such as in the HUD Multi-family program, have a 20% homeless set-aside requirement.

Over time, HPD introduced homeless set-aside requirements in almost all preservation and new construction programs. By 2017, HPD mandated a 10% homeless set-aside requirement across many new construction programs, including the ELLA and Mix & Match programs, the two most common HPD programs. In 2020, the set-aside requirement increased to 15% in accordance with Local Law 19 passed by NYC City Council that year. Requirements aside, the City has always pushed to do more to serve more New Yorkers struggling with homelessness.

Homeless Set-Asides



HomeStretch

Under HNY, the City has explored new models to use our resources more efficiently to both provide shelter to New York City's homeless households and to provide permanent affordable housing. In 2015, the City launched HomeStretch, which leverages shelter financing to provide cost-effective, purpose-built shelter along with affordable housing for formerly homeless households on the same site.

Over time, the City increased the percentage of set-asides for homeless New Yorkers in HPD- and HDC-financed rental housing, wherever possible, as represented in the chart on the left.

Deputy Mayor Glen and HDC President Rodney joined the Bowery Residents' Committee to break ground on Landing Road Residence, the City's first HomeStretch development.



Launched the OurSpace Program

In 2016, HPD launched the OurSpace program to fund homes affordable to formerly homeless households whose incomes are at or below 40% of AMI without relying on rental assistance. When a household is referred to an OurSpace home with rental assistance, those additional funds are directed into a reserve that provides transitional and ongoing services for homeless households through a non-profit social service provider.

Housing Retention and Stabilization Services RFQ

In addition to providing a quality affordable home, this administration has made sure households struggling with homelessness have the services they need to stay permanently housed. To do so, we changed our approach to financing projects such that we are now underwriting projects to maximize rental subsidies and capturing any excess income from those payments in a reserve that

can be used to fund social services for tenants. In 2019, HPD issued the Housing Retention and Stabilization Services Request for Qualifications (RFQ) and established a list of qualified service providers for developments with OurSpace or other homes serving the homeless. These service providers were selected based on their ability to help formerly homeless households successfully transition to permanent housing, remain in their new affordable home, and find stability by accessing additional services.

More than 3,300 Housing New York homes are part of projects funded with OurSpace.



Amara is a single mother of two young children. She moved into Bronx Commons after two-and-a-half years in the shelter system and is thrilled with her new home. Now her kids have a safe, beautiful home to grow up in, and through WHEDco’s social service office, Amara can continue to access supportive services. She plans to enroll in Boricua College right across the street, get her bachelor’s in human services, and find a job working in a shelter to help others the way so many have helped her.

Creation of Homeless Placement Services Unit

In 2015, HPD created a new Homeless Placement Services Unit to ensure homeless set-aside apartments are leased to households residing in shelter in an equitable and efficient manner. Homeless Placement Services coordinates with the NYC Department of Social Services (DSS) and the NYC Human Resources Administration (HRA) to create a centralized process of referring shelter residents to HPD homes. The creation of this unit streamlined the referral process for both the clients

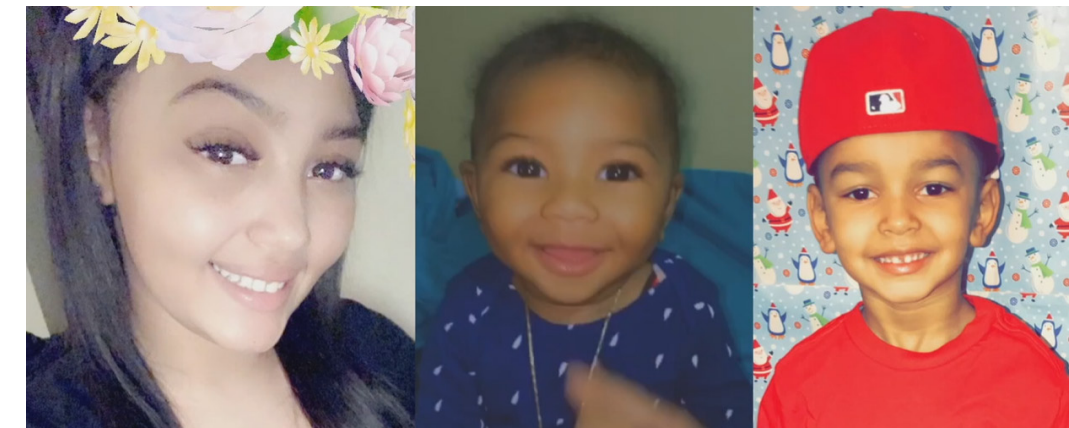
and our developer partners, ensuring that every step from screening to subsidy processing is coordinated and expedited by the agencies.

Emergency Efforts during the COVID-19 Pandemic

As part of the City’s efforts to house New Yorkers in a broader range of housing, DSS raised the payment standards for the City Family Homelessness and Eviction Prevention Supplement (CityFHEPS) vouchers for certain HPD homes early in 2020—right before the outbreak of

COVID-19. HPD seized on this new tool during COVID-19 to ramp up efforts to move homeless families into apartments that were currently leasing up. At the same time, HPD appealed to its affordable housing partners to dedicate a portion of new apartments beyond their existing set-aside commitments to homeless families and worked with those whose projects were not leasing up as quickly to place homeless families in those apartments as well. HPD also worked with HRA and DSS to further streamline the placement process to move families into permanent housing as quickly and efficiently as possible.

Monadnock Development agreed to lease more of the 365 homes at the Compass 3 affordable housing development to homeless New Yorkers, and as a result housed 110 formerly homeless households like Alexa’s (pictured right with her children) at the height of the pandemic.



HPD’s homeless placements have steadily increased over time as the agency has improved policies, increased set-aside production, hired more staff, and created more pathways for developers to volunteer apartments. In response to the pandemic, the agency ramped up efforts, and housed 1,613 formerly homeless households between March 2020 and September 2021.



Expanded Rental Assistance

In addition to financing new homes, rental assistance is another critical component to addressing homelessness. The City has created several new rental assistance programs since the start of the administration, which together with other DSS rehousing programs have helped connect more than 175,000 New Yorkers to permanent housing. To increase rentals through these new assistance programs, the City has conducted regular outreach to landlords, management companies, and brokers, offering a variety of incentives including lease-signing bonuses and forward payment of rent. At the same time, the New York City Commission on Human Rights (CCHR) and DSS fights housing discrimination by investigating allegations of refusing tenants with rental assistance and initiates its own investigations to root out discrimination.



I VOUCH FOR VOUCHERS

"We want to make sure that the transactions we assist you with are as smooth as possible and your experience is positive."

– Elbia, Home Support Unit

Launched the Emergency Housing Voucher Program

To respond to the housing crisis exacerbated by the health and economic effects of COVID-19, HPD and NYCHA received nearly 8,000 Emergency Housing Vouchers (EHVs) from HUD to serve families and individuals who are homeless, at risk of homelessness, fleeing domestic violence, or previously homeless and at high risk of housing instability. The City has also embedded mobility services into the EHV program to encourage and facilitate the use of vouchers in amenity-rich neighborhoods, is providing specialized support to tenants looking for housing, and is offering incentives for faster lease-up by providing owners with broker fees and security deposit vouchers.

The Mayor's Public Engagement Unit (PEU) launched the "I Vouch for Vouchers" campaign to encourage owners to rent to voucher holders.

Redoubled Our Commitment to Supportive Housing

Supportive housing, which is affordable housing with on-site services to meet special needs, has long been seen as one of the most powerful tools to help the most vulnerable homeless individuals and families, including those with serious mental illness, substance use disorders, and/or disabling medical conditions. It is a proven, effective model that both saves public dollars and fulfills the City's commitment to house especially vulnerable New Yorkers. Because supportive housing is a critical pillar of the housing plan, the Administration has committed to expanding supportive housing production and has created more than 7,800 supportive homes since 2014.

Walton House is the first supportive housing development under the NYC 15/15 initiative to open. Developed by Jericho Project (which is also the on-site service provider) and B&B Urban, the project serves 56 veterans and 33 young adults, 40% of whom identify as LGBTQ.



NYC 15/15

In November 2015, Mayor de Blasio committed to creating 15,000 supportive homes over 15 years. The plan is comprised of a projected 7,500 newly-developed congregate (single-site) apartments and a projected 7,500 scattered-site apartments. To date under HNY, HPD has financed more than 7,800 supporting housing apartments, including homes funded under NYC 15/15, NYNY3, state and federal resources, as well as preservation of existing supportive homes.



Improved Housing Options for Seniors

Seniors are more likely than other city residents to be low-income, to be rent-burdened, and to live on a fixed income. In response, the City developed its SARA program and launched Seniors First, a three-pronged strategy to help seniors age in place, build new affordable housing on underutilized land, and preserve existing senior developments. The City also took advantage of Zoning for Quality and Affordability—a 2016 law to improve the City’s zoning rules—to build more senior housing. It also continued to work with existing senior tenants in the City’s Mitchell-Lama housing to help them take advantage of the City’s program to freeze the rents of low-income seniors.

Senior Affordable Rental Apartments

In 2014, following the sunset of the HUD 202 program funding low-income senior housing, HPD launched the Senior Affordable Rental Apartments (SARA) program. The SARA program provides gap financing in the form of low interest loans to support the construction and renovation of affordable housing for seniors 62+ years in age with low incomes. Projects developed with SARA funding must also set aside 30% of homes for homeless seniors.

In December 2021, East Clarke Senior Residences opened its doors to 122 senior households in the Jerome Avenue Highbridge-Concourse neighborhood of the Bronx. Volunteers of America—Greater New York is the developer and on-site service provider to engage seniors and support formerly homeless residents.



Moving On Program

Moving On enables individuals living in supportive housing who no longer need or want intensive, on-site support to become more self-sufficient. The program is voluntary, and empowers supportive housing residents to eventually move beyond the need for on-site support. HPD, the Corporation for Supportive Housing (CSH), the Robin Hood Foundation, and five non-profit providers

help graduates of supportive housing make a positive transition to more independent living while simultaneously creating much-needed vacancies in existing supportive housing projects. The pilot program was privately supported until it secured ongoing city budget funding that will now allow at least 200 households a year to receive support.

Breaking Ground is converting a former Jehovah’s Witness hotel in great condition into 90 Sands, which will bring 491 new affordable and supportive homes to the high-opportunity neighborhood of DUMBO in Brooklyn. More than 300 of the homes are for formerly homeless individuals. The Center for Urban and Community Services (CUCS) is the onsite social service provider.



Supporting Seniors through Preservation

New York City has an existing inventory of affordable senior housing, and preserving this stock is critical to meeting the needs of our aging population. HPD has targeted approximately 170 buildings created through the HUD Section 202 program—with 14,000 apartments—for preservation.

Aging in Place

Many seniors prefer to age in place in order to stay in their homes and communities. Individuals with disabilities also struggle to find accessible housing in their neighborhoods. Aging in Place is an initiative to make more homes suitable for seniors and people with disabilities. The initiative involves a new assessment process that identifies households in need of accessibility modifications and requires those apartment modifications in the scope of work for each project preserved through HPD. 907 homes have received or are in the process of receiving Aging in Place upgrades.

Since 1974, Nessie has been living at Lambert Houses, which includes 731 affordable homes. As the building's systems and design became out of date, the City teamed up with Phipps Houses to replace all 14 buildings with new buildings that are twice as tall. The new Lambert Houses will include 1,665 permanently affordable homes, moving residents like Nessie into upgraded apartments and housing even more New Yorkers.

Stonewall House is the first senior housing development completed under the joint HPD-NYCHA initiative to build new affordable housing on underused NYCHA land. Developed by BFC Partners, the project houses 145 senior households in the Fort Greene neighborhood of Brooklyn and includes a SAGE community center on the ground floor. The City joined its partners on the 50th anniversary of the Stonewall Uprising to cut the ribbon on the development.



Developing New Senior Housing on NYCHA Land

Deepening its commitment to seniors, NYCHA is allocating a pipeline of underused sites to create new senior housing. HPD finances these projects through the SARA program and has designated the first projects to be developed on NYCHA land. Over 500 homes are now under construction or in the planning phases for seniors on NYCHA land.

Senior Citizen Rent Increase Exemption

The City has worked to increase enrollment in the Senior Citizen Rent Increase Exemption (SCRIE), which freezes the rent for seniors living in rent-regulated apartments. Increasing the income eligibility threshold for SCRIE recipients to \$50,000 per year (from the previous income ceiling of \$29,000 per year) has helped more seniors access this ben-

efit. Department of Finance (DOF), the NYC Mayor's Community Affairs Unit (CAU), and PEU have ongoing efforts to reach eligible individuals who have yet to enroll and to help current recipients with annual recertification. HPD also worked with DOF to significantly increase outreach and bring workshops to seniors in Mitchell-Lama developments who may be eligible for the benefit.



When Geraldine found that she could no longer afford the rent on her Flatbush apartment, she reached out to 311. The NYC Public Engagement's Rent Freeze Unit helped her enroll in SCRIE and stay in her home.

Served New Yorkers with Disabilities

Recognizing that all too often, people with disabilities are unable to secure affordable and accessible housing, the City has worked to create more accessible apartments for New Yorkers with disabilities, expanded eligibility for the Disability Rent Increase Exemption (DRIE), promoted enrollment in DRIE, and ramped up efforts to increase participation of individuals with disabilities in the housing lottery.



Disability Rent Increase Exemption

DRIE protects people with disabilities living in rent-regulated apartments from rent increases. In 2014, the City increased the DRIE income eligibility threshold to \$50,000 per year (from \$20,412 per year), which aligns the program with SCRIE rental assistance for seniors and allows more New Yorkers to access this benefit.

The initial phase of The Fountains, a mixed-use development complex in Brooklyn, includes 332 affordable homes and supportive services for people with intellectual and developmental disabilities so they can live independently.



Mayor de Blasio and City officials celebrate expanded access to the NYC Rent Freeze program.

Ensuring Homes are Accessible

The Mayor's Office for People with Disabilities (MOPD) and HPD have worked together to educate individuals with disabilities about the availability of accessible and affordable apartments. The agencies collaborate to improve the accessibility of the lottery application and lease-up process for people with disabilities. At the same time, HPD works to ensure that both architects and contractors are meeting their obligations to provide accessible homes. HPD developed an Accessibility Guide as a part of its New Construction Design Guidelines, which outlines the accessibility requirements that apply to multifamily housing. The new guide features a useful diagnostic tool to help design professionals navigate the multiple layers of accessibility regulations and includes a library of accessibility sketches.

Homes Set Aside for People with Disabilities

In many affordable housing projects overseen by HPD and HDC, 7% of all homes must be set aside for applicants with disabilities (5% for those with mobility disabilities and 2% for vision and hearing disabilities). Accessible homes are designed according to the Uniform Federal Accessibility Standards (UFAS), and vision/hearing homes are wired to support alarm systems to serve people with hearing and vision disabilities. Once a household is approved for an affordable home, they have an opportunity to let the building owner know of any additional and specific disability accommodations they need.

Housing Ambassadors for People with Disabilities

In 2020, HPD, with support from Citi, enhanced its Housing Ambassador program to better help New Yorkers with disabilities apply for affordable housing. The Accessibility Expansion program helps Ambassadors make upgrades to ensure that information and guidance about accessing affordable housing is provided in wheelchair accessible spaces and with assistive technology for those who are deaf or hard of hearing.

Kept New Yorkers in their Homes and Stabilized Properties in Distress

The Administration has worked on multiple fronts to keep New Yorkers in their homes by investing in the physical and financial health of our public and affordable housing stock, and taking a coordinated, aggressive approach to protecting tenants from intimidating or unsafe residential conditions.

To achieve those goals, the City has:

- Launched New Programs to Proactively Preserve Affordability
 - Safeguarded the Remaining Stock of Mitchell-Lama Housing
 - Advanced NYCHA PACT
 - Protected Tenants from Harassment and Discrimination
 - Launched New Initiatives to Respond to COVID-19
-

Launched New Programs to Proactively Preserve Affordability

Preserving affordable housing—making sure that homes that are affordable now, stay affordable and in good physical condition into the future—remains a fundamental approach to keeping residents in their homes and neighborhoods, especially where rents are rapidly increasing. Under HNY, the City has taken a more proactive approach to preservation, leveraging various data and community partnerships to identify and assess properties in distress, and to design the appropriate strategies to help owners stabilize their buildings.



Housing Preservation Opportunities

With Housing Preservation Opportunities (HPO), the Agency took a fresh look at how it can use Article XI tax exemptions to preserve the long-term affordability and operating viability of privately owned multifamily housing across the city. With full or partial tax exemptions for a term of up to 40 years, HPD can help owners secure needed renovations, reduce costs, and leverage outside financing, stabilizing buildings while achieving deeper affordability and more housing for homeless New Yorkers. Since 2016, 10,231 affordable homes have been preserved through the HPO program.

Since 2014, the City has preserved more than 134,000 homes to secure affordability for the next generation of New Yorkers.



Belmont Daniel consists of two buildings in the St. George neighborhood of Staten Island. Through the HPO program, HPD provided a partial Article XI tax exemption to help finance the acquisition and the much-needed repair work at the project including boiler and elevator replacement, garage modernization, and façade work. In addition to preserving affordability at the project for another 40 years, 30% of the homes must be set aside for formerly homeless New Yorkers, and 20% must be permanently affordable.

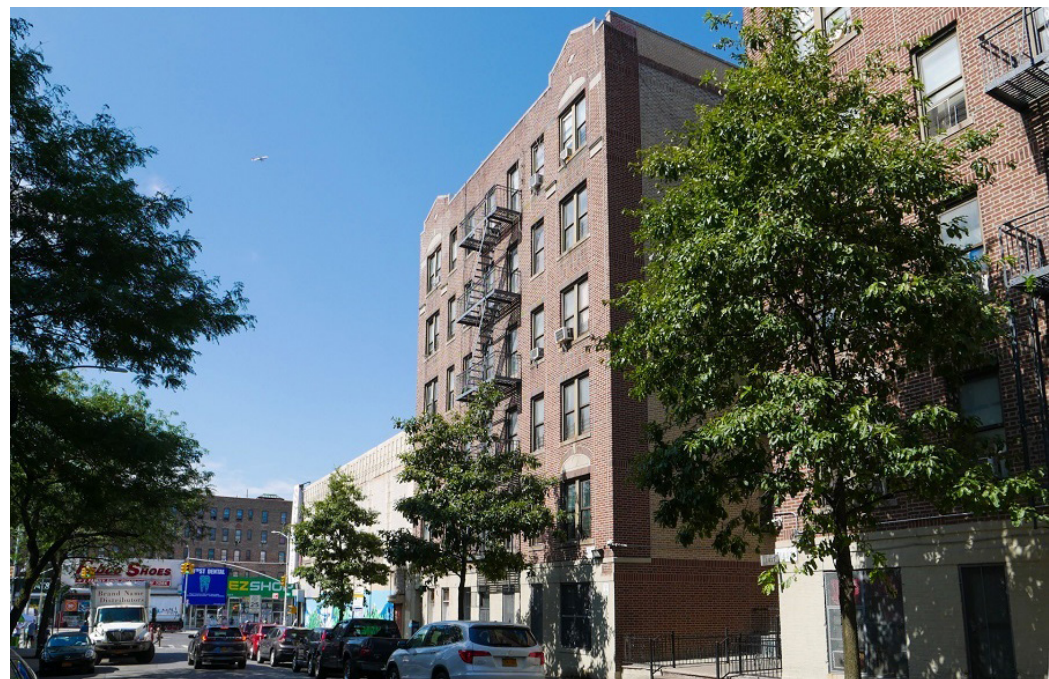
Neighborhood Pillars

Too often, non-profit and other mission-based organizations looking to purchase buildings in order to keep them affordable lack the capital and financing to compete in those transactions. In response, HPD launched Neighborhood Pillars in 2018, to collaborate with neighborhood-based organizations well-positioned

to identify buildings most at risk of speculation and rapid turnover. To facilitate this and other preservation programs, HPD issued a Preservation Buyer RFQ and established a list of 46 qualified preservation buyers that were evaluated for their ability to acquire and rehabilitate privately-owned regulated, rent stabilized, and/or unregulated properties to

ensure responsible ownership and long-term affordability in New York City. Qualified non-profit borrowers on this list can also utilize the Down Payment Assistance Fund for financial and technical assistance or acquisition. Since the program launched, 429 homes have been acquired through Neighborhood Pillars.

The first non-profit acquisition to use the Neighborhood Pillars Down Payment Assistance Fund, 1415-1417 Wythe Place is a five-story walk-up building that was constructed in the early 1920s. The building has been acquired by Settlement Housing Fund with the intent to pursue financing for the rehabilitation of the property, building upgrades, and the preservation of affordable rent for all of its 58 apartments.



Luther inherited a 6-unit property in the Bronx that had accumulated property violations and water, sewer and property tax arrears. He lacked the capital to enter into payment agreements to pay back these arrears. Through LAP, he was able to clear violations, address property arrears and hire a property manager who has helped make repairs in the building and address maintenance issues as they arise.



Landlord Ambassador Program

In 2017, HPD partnered with Enterprise Community Partners (Enterprise) to create the Landlord Ambassador Program (LAP) to stabilize the physical and financial health of small- and medium-sized multifamily buildings in New York City. The Landlord Ambassador, MHANY Management, Inc. (MHANY) (a nonprofit organization that owns, manages and develops affordable housing) provides direct technical assistance services to property owners who need extra support in implementing best building management practices and navigating the process of applying for HPD financing, including low-interest loans or grants for building repairs and tax exemptions to reduce operating costs.

Multifamily Water Assistance Program

The rising cost of water and sewer has disproportionately impacted affordable housing in New York City, which already operate on thin profit margins. To help offset these costs, HPD and HDC partnered with the Department of Environmental Protection (DEP) to offer a water and sewer credit for eligible HPD- or HDC-assisted affordable multifamily housing projects. Eligible projects can receive a \$250 credit per residential unit on their calendar year water and sewer bills, with credits going to buildings that serve low-income residents. Since the launch of the program in 2017, DEP has issued 160,000 credits with a total value of \$40 million.

Tax Lien Sale Outreach

HPD is committed to keeping homeowners in their homes, even and especially if they are struggling to keep up with the bills. Thanks to funding from the NYC City Council, in 2021, HPD partnered with The Center for NYC Neighborhoods (CNYCN) and its network partners to provide owners of one- to three-family homes with outreach and assistance to help them avoid inclusion in the tax lien sale by obtaining and renewing property tax exemptions or abatements, entering into payment agreement plans with City agencies, and participating in financial counseling related to property ownership and outstanding municipal debt. This work is focused on property owners in the areas of the city with the historically highest number of tax liens noticed on the City's tax lien sale list, including Southeast Queens, Central Brooklyn, the North Bronx, and Northern Staten Island.



HomeFix

As part of Housing New York 2.0, HPD launched the HomeFix program in 2019 to help low- and moderate-income homeowners in small, one- to four- family properties fund home repairs. The scope of work can vary, including, but not limited to, repairs to heating, hot water, electrical, and plumbing systems as well as roof, sidewalks, paving, and energy efficiency upgrades. Residents may also be eligible for home improvements through HomeFix to improve accessibility and help senior

residents age in place, including bathroom and kitchen modifications. Leveraging the services of multiple community and non-profit partners, the new program pairs financial counseling with financial assistance. Funded by the NYC City Council, Enterprise, and HPD, the Agency has received expressions of interest from more than 2,400 homeowners, and already closed on loans to help the first twenty-five. The program is expected to support more than 100 homeowners per year.

Cathie, a retired public school teacher, has been a homeowner in Canarsie for 16 years. As the home became more difficult to take care of over the years, she began to think she would have to sell. Thankfully, through HomeFix, she was able to secure affordable, high-quality repairs that would lower maintenance costs and allow her to stay put into the future.

Homeowner Help Desk

HPD worked with CNYCN to establish a Homeowner Help Desk, first piloted in East New York, which offers homeowners assistance with foreclosure prevention, guidance on avoiding scams and deed theft, advice about how to understand buy-out offers, and referrals to home repair and weatherization programs

and financial assistance. In February 2021, HPD and CNYCN received funding from Enterprise and the New York State Office of the Attorney General (OAG) to expand the Homeowner Help Desk to Southeast Queens, Central Brooklyn, and the North Bronx. The expanded Help Desk has engaged more than 8,000 residents across Central Brooklyn, Southeast Queens, and the North Bronx, and has provided 671

homeowners with additional support to identify hardship and develop solutions. At least 84 homeowners are financially better off as a result of the Help Desk's program activities, receiving support such as loan modifications, resolution of non-mortgage lien issues, and housing counseling and legal advice.



HPD, partners, and local elected officials launched the expanded Homeowner Help Desk in May 2021, with Homeowner Help Day in the Bedford-Stuyvesant neighborhood of Brooklyn, when volunteers canvassed the neighborhood to raise awareness about the Help Desk resources.



Basement Apartment Conversion Program

To fulfill a commitment of the East New York rezoning, the City has advanced a pilot Basement Apartment Conversion Program to explore what types of regulatory reforms, zoning changes, and financing programs are needed to convert basement apartments to a safe, legal form of housing. To facilitate the pilot, the City eased some code requirements for participants, waived DOB and DEP fees, and provided technical assistance and financing. HPD is now in the process of evaluating how the pilot can be expanded to address unsafe conditions in illegal basements. To aid that analysis and consider further

regulatory changes and programmatic support that could facilitate the safe conversion of basement apartments, the City is currently convening a working group of experts, advocates, and community representatives.

Zombie Homes

Zombie homes symbolize the effects of the foreclosure crisis in neighborhoods throughout the city: vacant, small homes abandoned during the foreclosure process. Thanks to funding from the Local Initiatives Support Corporation (LISC), HPD launched the Zombie Homes Initiative in 2017 to use a data-driven process to identify and track zombie homes, assess their conditions, and develop innovative strategies to return them to productive use. HPD

also partners with the New York City Law Department to enforce the New York State Abandoned Property Neighborhood Relief Act (the “Zombie Law”), which requires mortgage holders of zombie homes to identify and maintain zombie homes in their portfolios; if HPD finds unmaintained zombie homes through its surveys, the Law Department brings legal action to collect civil penalties against noncompliant mortgage holders. In 2018, HPD brought the first-ever legal action under the Zombie Law, and to date, HPD has collected approximately \$800,000 in civil penalties. HPD also continues to advocate for strengthening the Zombie Law to ensure lenders and mortgage servicers maintain and find long-term solutions for these homes.

HPD tracks and identifies zombie homes by conducting exterior surveys.



In 2003, the Ewens and their three children moved into their dream home, a single-family home in Queens. When Mr. Ewen, the sole financial provider, was laid off in 2008, the family found themselves facing foreclosure. Through the CRF program, Preserving City Neighborhoods HDFC purchased their mortgage, and MHANY Management provided financial counseling and helped them apply for an affordable loan modification that ultimately allowed them to stay in their home.



Community Restoration Fund Program

The City supports struggling neighborhoods hit by the foreclosure crisis by helping homeowners stay in their homes. In June 2016, HPD worked with community partners to facilitate the acquisition of 62 distressed Federal Housing Administration and Federal National Mortgage Association notes through the

Community Restoration Fund (CRF) Program. The properties are one- to four-family homes located in parts of the Bronx, Brooklyn, Queens, and Staten Island with high rates of foreclosure and underwater loans. Under the program, non-profit partners work with homeowners to provide counseling, pursue mortgage modification or refinancing, or reposition foreclosed homes as affordable homeownership or rental opportunities.

Safeguarded Remaining Stock of Mitchell-Lama Housing

The Mitchell-Lama program has long been a vital source of affordable housing, and a significant opportunity for affordable homeownership for New Yorkers. Many of these developments, built in the 1950s and '60s, are in amenity-rich neighborhoods that make the affordability they offer all the more critical. However, rising maintenance and operating costs and the potential for developments to opt out of the program at the end of their regulatory period have made the preservation of the remaining Mitchell-Lamas urgent. Through HNY, HPD and HDC have worked diligently to provide financial assistance and technical support to safeguard not just the affordability, but the long-term financial and physical health of these homes.

Since 2014, HPD and HDC have issued more than \$560 million in financing to preserve 83 Mitchell-Lama developments, ensuring that 48,028 co-ops and 19,088 rental apartments will now remain affordable for another generation.



Mitchell-Lama Reinvestment Program

In 2017, HDC, in partnership with HPD, launched a Mitchell-Lama Reinvestment Program to offer the low-cost, long-term financing needed to anchor the affordability of many of the remaining Mitchell-Lamas. By leveraging an array of financing

tools, the program restructures properties' existing debt and funds critical capital repairs. The program also extends Mitchell-Lama property tax exemptions in order to help keep rents and maintenance fees low for residents. In exchange, properties lock in long-term affordability, ensuring that Mitchell-Lamas remain affordable for the next generation.

Pratt Towers is a Mitchell-Lama cooperative in the Clinton Hill neighborhood of Brooklyn built in the 1960s. In December 2020, HPD and HDC locked-in affordability on 327 affordable homes for another 35 years in exchange for financing roof replacement, façade repairs, installation of a cogeneration system, and other significant rehabilitation.

Advanced NYCHA PACT

NYCHA needs an estimated \$40 billion to fully restore and renovate all of its buildings, but the federal government’s support for public housing has fallen far short of needs over the past few decades. Recognizing this, the City introduced the Permanent Affordability Commitment Together (PACT) program, a partnership with private and non-profit development partners to modernize NYCHA homes. NYCHA plans to use PACT to repair 62,000 NYCHA apartments while preserving affordability and maintaining strong rights and protections for residents.

HDC recently expanded its mission to serve as the key financing partner on PACT conversions, which enable NYCHA to raise the funds needed to make capital repairs and provide financial support to residents, while maintaining public control of NYCHA buildings. In January 2020, HDC launched its inaugural Housing Impact Bonds, which were created exclusively to support efforts under PACT. Currently, more than 35,000 homes are in the pipeline for development under PACT—from the initial stages of resident engagement to completed renovations. Financing has closed on more than 14,742 apartments at 56 NYCHA campuses across the city, and renovations on more than 3,200 homes are now complete.

Camber Property Group, MBD Community Housing Corporation, and L+M Development Partners have completed a \$40 million rehabilitation on the 11 buildings at Baychester Houses through NYCHA PACT. Constructed in the early 1960s, the 440 homes now have new kitchens, new bathrooms, and a new park on site.



Protected Tenants from Harassment and Displacement

There is no silver bullet to address the difficult issue of tenant harassment in all its many forms. For this reason, the City has advanced a robust set of strategies to combat harassment and displacement, including stronger rent stabilization protections, a citywide Right-to-Counsel Initiative, a new Anti-Harassment Unit and a new Compliance and Enforcement Unit for tax incentives at HPD, a new Office of the Tenant Advocate at DOB, a new office of Affirmative Litigation Division at the Law Department, and a new citywide Certification of No Harassment Program, which was recently extended and expanded. The City is also using existing tools more aggressively, including conducting proactive Housing Maintenance Code inspections, initiating targeted litigation, and improving inter-agency coordination and the City’s range of tenant protection resources through a new Mayor’s Office to Protect Tenants (MOPT).

Right-to-Counsel Initiative

To support tenants who are facing wrongful eviction or harassment, the City expanded free legal assistance for New Yorkers in danger of eviction. Because of the program, the percentage of tenants with legal representation in housing court in 2020 was 71%—up from just 1% in 2013. Since 2017, 84% of represented households have been able to remain in their homes. Despite the near-closure of New York City Housing Court and other courts and administrative proceedings in early 2020 due to the COVID-19 pandemic, legal services providers assisted more than 100,000 New Yorkers in housing matters in Fiscal Year 2021, including approximately 63,000 tenants in eviction proceedings.

More than 450,000 New Yorkers have received free legal representation, advice, or assistance in eviction and other housing-related matters since 2014 as part of the Right-to-Counsel Initiative.

Since the launch of the Tenant Harassment Prevention Taskforce (THPT) in 2015, the City and State investigate potential harassment and bring enforcement actions against landlords who harass tenants. Commissioner Louise Carroll joins Attorney General Letitia James and other elected officials to announce a lawsuit against a Bronx-based property management company for violating the New York City Childhood Lead Poisoning Prevention Act and failing to keep tenants safe from lead.



Rent Regulation Reform

For years, the City has partnered with advocates to fight for strengthened rent regulation, and in 2019, we helped secure vital reforms through the Housing Stability and Tenant Protection Act (HSTPA). The reforms include:

Ending High-Rent Vacancy Decontrol, the Vacancy bonus, and other undesirable incentives for landlords to

pressure tenants (especially long-tenured ones) to vacate their homes in order to raise rents upon vacancy.

Limiting Individual Apartment Improvement and Major Capital Improvement Increases, ending the opportunity for landlords to drive up legal rents through possibly unnecessary repairs in order to reach the rent threshold for rent de-regulation. Permissible increases are now smaller, temporary, and can be

claimed only by buildings that do not have hazardous, or immediately hazardous violations on file or findings of harassment.

Revising the use of preferential rents so that landlords may increase preferential rents only by the percentages permitted by the Rent Guidelines Board upon lease renewal (reducing rent shocks for existing residents), and may revert to the legal rent again only when a new tenant takes occupancy.

In 2019, MOPT launched a campaign to inform tenants of their rights under rent regulation reform.

NYC Mayor's Office to Protect Tenants

In 2019, the Administration deepened its commitment to preventing eviction and supporting tenants by creating the Mayor's Office to Protect Tenants (MOPT). MOPT coordinates the City's range of tenant protection resources and interagency teams to streamline and enhance enforcement and strategic initiatives to support tenants, including litigation to hold landlords accountable. With fellow City agencies and external partners, MOPT makes existing anti-harassment and anti-displacement programs better and creates new strategies to root out abuse. The office has also played a critical role during the pandemic to make sure New Yorkers were up to date about the Eviction Moratorium, Emergency Rental Assistance Program and other resources to keep them in their homes.

Anti-Harassment Unit

In 2019, HPD launched a new Anti-Harassment Unit (AHU), which analyzes data to identify buildings and portfolios where harassment may be occurring; initiates litigation seeking correction of tenant-harassing conditions (as defined by law); partners closely with the DOB and other agencies to address issues in buildings where lack of maintenance is being used as harassment; and connects tenants with legal service resources. AHU performs roof-to-cellar inspections, interviews tenants and brings harassment cases in Housing Court where landlords might be withholding essential services or not making repairs. HPD also seeks civil penalties for harassment where warranted.

Certification of No Harassment

In 2018, the City launched a new Certification of No Harassment pilot program, which seeks to disincentivize property owners from harassing tenants to vacate their homes. The program requires landlords seeking building permits for conversion or demolition to furnish proof that no tenants were harassed in the years leading up to the permit application. The pilot targeted buildings in which tenants may be at risk of harassment based on a building's location or physical condition. Despite complications caused by the COVID-19 pandemic, after an initial evaluation of data, the pilot was recently expanded and extended for further study this year.



Since its creation in 2019, AHU attorneys have secured more than \$680,000 in civil penalties and over \$100,000 in rent credits for tenants for harassment cases. The Unit has obtained 32 court orders to correct violations and stop harassment for over 1,000 households.

IF YOUR BROKER SAYS:

I need a \$150 application fee for your new lease.

TELL THEM THE LAW SAYS:

Brokers can't charge more than \$20 and must itemize any fees.



Former HPD Commissioner Maria Torres-Springer is joined by Manhattan Borough President Gale A. Brewer and Council Member Ydanis Rodriguez to announce the launch of the Partners in Preservation Pilot Program.

Launched New Initiatives to Respond to COVID

The city is still recovering from the devastating health and economic impacts of COVID-19. Throughout the pandemic, the City’s housing agencies never let up on the critical work of helping New Yorkers find safe, quality affordable housing. At the height of the pandemic, when New Yorkers were spending more time than ever at home, City inspectors stepped out every day to make sure tenants had heat, hot water, and safe living conditions. Responding to the urgent needs on the ground, HPD worked with DSS and our development partners to move more families out of shelter and into long-term housing, and coordinated with our development partners to keep construction on essential affordable housing projects moving as safely as possible.

The agencies also delivered food and air conditioners to vulnerable seniors, placed healthcare workers and vulnerable individuals in hotels, answered calls to protect tenants from harassment and eviction, and inspected restaurants and businesses in hotspots for zone and mask compliance. We helped keep vulnerable New Yorkers impacted by COVID-19 in their homes through initiatives like Project Parachute, a partnership with a large coalition of organizations, and the Landlord-Tenant Mediation Project.

Partners in Preservation

In 2018, HPD launched Partners in Preservation, a pilot program to help coordinate local anti-displacement initiatives. Through this pilot, the City and Enterprise provided \$1.47 million in funding for community-based organizations to work together on anti-displacement initiatives, such as code enforcement, tenant organizing and education, legal representation, affirmative litigation, and other strategies in certain neighborhoods at risk of rapidly losing affordable housing, specifically East Harlem, the Jerome Avenue section of the Bronx, Inwood, Washington Heights, and Marble Hill.

Through a joint initiative with the Attorney General targeting “zombie condos,” 217 of the 286 properties have come into compliance and we have revoked approximately \$9.2M in tax benefits and received over \$1.2 million in penalty payments from settlement agreements.

New Compliance and Enforcement Unit

In 2017, HPD created a new unit to oversee the enforcement of tax incentives, and make sure that owners receiving tax benefits comply with the law and afford tenants the appropriate protections. Since then, HPD has brought more than 72,000 apartments into compliance with 421-a requirements, including rent stabilization. HPD has partnered with DOF, OAG, and HCR on various initiatives that ensure property owners fulfill their 421-a requirements and register their rent-stabilized homes with HCR.

Speculation Watch List

HPD partnered with the City Council to introduce a Speculation Watch List, which identifies roughly 115 buildings per year (rent-stabilized, recently-sold, and with particular financial characteristics) that merit a closer look for potentially predatory behavior. The City makes this information available to support tenant advocacy and organizing, harnessing the power of data to help them target buildings at risk of predatory investment.

Thanks to the volunteer efforts of public servants, the City was able to deliver nearly 66 million meals through the COVID-19 Get Food program. The City also launched the Get Cool NYC program to keep vulnerable New Yorkers cool indoors during the height of the pandemic. In total, the City installed more than 4,500 ACs for low-income seniors.



Security Deposits

In the early days of COVID-19, New York City advocated for and supported the State's Executive Order to extend the eviction moratorium, and for renters to use their security deposits in lieu of rent payments during a time of crisis. Separately, in December 2020, the City put out a Security Deposits Request for Expressions of Interest (RFEI); as many New Yorkers have difficulty affording the high upfront costs of moving into a new home, the administration set out to explore better options for paying security deposits. The City will next determine if there are products and services being offered that can meet the needs of its development partners and tenants, and will consider select providers for a pre-qualified list to do business with the City.

NYC Tenant Resource Portal and Hotline

In August 2020, MOPT, PEU, and the Department of Information Technology and Telecommunications (DOITT) launched the NYC Tenant Resource Portal to help residential renters access information about their rights throughout the moratorium, and connect to free resources offered by the City to prevent evictions. The portal uses a series of questions to help renters navigate free public and private resources related to their individualized housing situation, such as help navigating an illegal lockout or eviction. The portal also has up-to-date information on the general status of evictions and housing benefits in New York City. To help tenants who want to speak directly to a Tenant Support

Specialist, MOPT and PEU set up a free Tenant Helpline in April 2020. By calling 311 and asking for the Tenant Helpline, any New Yorker, regardless of their income and immigration status, can speak with a PEU Tenant Support Specialist, who can connect them to free legal representation through Right-to-Counsel as well as a myriad other resources. Since its launch the Tenant Helpline has fielded tens of thousands calls from New Yorkers seeking assistance.



In July 2020, HPD Commissioner Louise Carroll joined Mayor de Blasio at City Hall to announce the Landlord Tenant Mediation Project.

Emergency Rental Assistance Program

The City is now working to ensure that funds available through the State-run NYS Emergency Rental Assistance Program (ERAP) are going to New York City households in need. With over \$2 billion in funds already paid or obligated, ERAP is providing eligible low- to moderate-income households with funds to pay up to 12 months of back rent, 3 months of future rent if applicable, and qualified utility arrears. With funding allocated from the State, CBOs contracted by HRA and the City's Tenant Helpline provides outreach and application assistance for both tenants and landlords. In addition to the City's public service campaign informing New Yorkers about this resource, CBOs promoted information across a range of media, from print flyers and social media to phone banking and text messaging, and hosted presentations and educational sessions within various communities.

Project Parachute

With an initial \$4 million dollar investment from property owners, the City partnered with a coalition of over 40 leading owners of market-rate and affordable apartment buildings, non-profit and industry leaders, and service providers to launch Project Parachute to help keep vulnerable New Yorkers impacted by the COVID-19 crisis in their homes. Independently managed by Enterprise, Project Parachute provides clients with rental arrears assistance, landlord mediation, and legal assistance to help them remain housed; helps them stabilize through access to resources like food relief, affordable health services and utility arrears assistance; and helps them sustain stable housing through access to financial counseling, job search assistance, and other service referrals.

Landlord Tenant Mediation Project

The City launched a program in partnership with the Peace Institute to provide free mediation services to owners and tenants during the COVID-19 pandemic addressing rent-related issues outside of the housing court system, with a focus on hardest-hit communities. So far, there have been 294 mediations, which have led to 251 agreements between tenants and landlords, an 85% success rate.

Welcome to the New York City Tenant Resource Portal

The goal of this portal is to help tenants across the city find the resources they need in one place. We understand these are uncertain and stressful times and the City is here to help you maintain stable housing.

This eviction prevention tool was designed by the Mayor's Office to Protect Tenants (MOPT) and the Mayor's Public Engagement Unit's (PEU) Tenant Support Unit (TSU) to help renters navigate public and private resources that can stabilize their housing situation. A tenant seeking help will be taken through a series of questions and directed to the most useful resources based on their responses. MOPT and PEU have included resources from multiple city agencies, Legal Service Providers, and Community Based Organizations.

If you are a Legal Service Provider or Community Based Organization, we welcome your recommendations of additional resources via the online feedback form.

Help! I'm being evicted!

[¡Ayuda! Estoy siendo desalojado \(ver la versión en español del portal\)](#)

Select the option below that best explains your housing situation. If none of the options fit your situation and you believe you are at risk of eviction, you can always call the Tenant Helpline for personalized assistance: dial 311 and say "Tenant Helpline".

I got a paper notice saying I am being evicted

My landlord says I have to move out!

My landlord locked me out of my apartment!

Promoted Healthy, Sustainable, Quality Housing

With HNY, we didn't want to just produce more housing, we wanted to create better housing—through initiatives that ensure the health and safety of residents, design that leads to healthier outcomes for people, buildings, and neighborhoods, and strategies that save energy and make our communities more resilient in the face of climate change:

- Enhanced Enforcement and Outreach Efforts to Improve Housing Quality
 - Set a High Bar for Affordable Housing Design
 - Promoted Sustainability
 - Advanced Resiliency Efforts in Areas at Risk to the Impacts of Climate Change
-

Enhanced Enforcement and Outreach Efforts to Improve Housing Quality

While much of the public focus is on the affordable housing the City creates or preserves, every day HPD inspectors fan the five boroughs to enforce the Housing Maintenance Code, work that continued throughout the pandemic to ensure safe and healthy living conditions for New Yorkers. Given how essential housing quality is to the health and well-being of residents, the City has advanced bold new initiatives to protect children from lead poisoning, help owners remediate lead, fight mold and pests, inform New Yorkers about the Housing Maintenance Code, and find innovative tech solutions to advance housing rights.

HPD Outreach Van

In 2018, with funding from the Bronx and Brooklyn Borough Presidents, the City launched HPD's Outreach Van to take the Agency's community engagement teams on the road. Through the HPD Outreach initiative, expert staff advise New Yorkers on building maintenance and code enforcement issues, and provide support and information about HPD's many other housing services, including the affordable housing lottery, home repair programs, and more. The Outreach Van has been able, even during the pandemic, to ensure that HPD's programs and resources are made available to New Yorkers.



Since 2019, the HPD Outreach van has directly served approximately 2,700 New Yorkers, assisting them with their housing issues and questions, and distributing flyers and informational pamphlets.



Lead Hazard Reduction and Healthy Homes Program

HPD has worked rigorously to enforce new and pre-existing requirements for rental properties built before 1960; in these properties, owners must perform a host of test and remediation actions, using proper and certified work practices to ensure resident safety. A key tool to help owners in this work is the Lead Hazard Reduction and Healthy Homes Program, a joint initiative between HPD and the Department of Health and Mental Hygiene (DOHMH) to administer federally-funded grants for reduction of lead paint hazards and other health risks to owners. A key goal of the City’s LeadFreeNYC ad campaign is connecting building owners to this and other resources to get them the help they need in safely remediating lead hazards in their buildings.

LeadFreeNYC

In 2019, Mayor de Blasio announced the LeadFreeNYC plan, an aggressive set of policies and operational changes to eliminate childhood lead exposure in New York City. Under the plan, effective December 2021, NYC has reduced the threshold for the amount of lead in paint that triggers remediation and abatement; that threshold level is now the lowest of any major US city. In addition, the City lowered the threshold for allowable lead dust levels, expanded the definition of “resides” to cover more children, and launched ad campaigns to raise awareness about new requirements and resources available for tenants and owners.

NYC[x] Co-Labs: Housing Rights Challenge

In February 2020, the City launched the NYC[x] Co-Labs: Housing Rights Challenge, a civic tech com-

The LeadFreeNYC campaign focuses on informing rental property owners of their responsibilities to identify and safely fix lead-based paint hazards in their buildings, and resources available to help them get ahead of lead.

petition for innovative technology solutions that would address tenant housing discrimination in Inwood and Washington Heights. Winners were announced in November 2020, including Heat Seek and JustFix, which were awarded \$20,000 each to implement pilot programs.

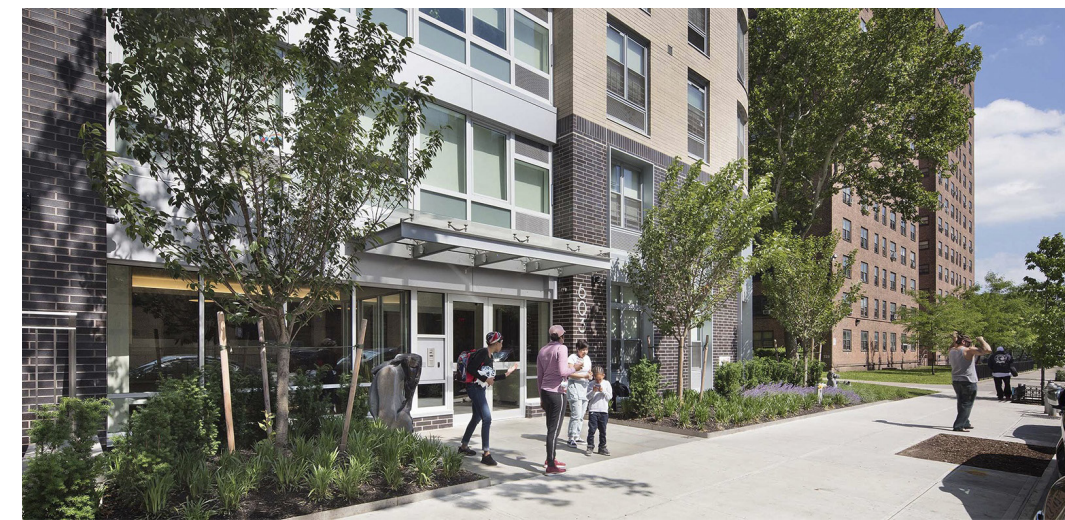
Heat Seek successfully completed its pilot in June 2021, installing heat sensors in roughly 30 apartments with persistent lack of heat to help tenants prove this condition, and worked with Northern Manhattan Improvement Corporation and Manhattan Legal Services to document and resolve tenants’ heat complaints.

JustFix successfully completed its pilot in November 2021, working with tenants and organizers to co-design a text bot called Tenant Text. Tenants can contact Tenant Text with questions about their housing (such as evictions, succession rights, or repairs) and can use it to access JustFix’s suite of tools to take necessary action.

Set a High Bar for Affordable Housing Design

Our investment in affordable housing is an opportunity to achieve better health outcomes for residents; more accessible homes and buildings for people with mobility and hearing/vision impairments, seniors looking to age in place, and families with small children; more livable streets and neighborhoods; and a lower carbon footprint—all by paying attention to high-quality design. Every new construction project that receives HPD subsidy, including senior and supportive housing, is subject to HPD’s Design Guidelines. Over the past several years, the City has updated those guidelines to maintain the highest standards for designing quality, healthy, sustainable, and equitable affordable housing. Most recently, in March 2021, HPD made significant updates to the guidelines to facilitate broadband access, improve cooling and ventilation, and increase access to outdoor space.

The West Side Federation for Senior and Supportive Housing (WSFSSH) development at West 108 on the Upper West Side of Manhattan, which features 198 affordable and supportive homes, a new 110-bed homeless shelter and a federally qualified health center, also offers high-speed broadband to all residents.



Broadband Where Feasible

Under the new broadband guidelines, to the extent feasible, projects must provide high quality and secure internet access at no additional cost to tenants. This requirement seeks to reduce the broadband access issues heightened and highlighted by the pandemic, during which many low-income New Yorkers were unable to access remote health, learning, and work options from home.

Promoted Sustainability

In 2019, Mayor de Blasio announced NYC's Green New Deal, setting a goal to reduce greenhouse gas emissions by 80% and commit to carbon neutrality by 2050. Because buildings make up approximately 70% of all citywide emissions, the City works to ensure its investment in affordable housing helps create or preserve energy efficient, sustainable, and resilient buildings.

Passive House

Passive House is a high-performance building standard which reliably reduces energy needed for heating and cooling up to 90%, and overall energy use by up to 75%, compared to existing buildings. It focuses on passive measures and building components such as insulation, airtightness, and heat recovery to provide tenants with superior quality resi-

dences, while increasing long term viability for building owners through lower utility bills. Residents benefit from great indoor air quality, comfortable and consistent temperatures, significantly reduced energy costs, and acoustically superior homes (from reduced neighbor and street noise attenuation). Since the start of the administration, HPD has closed more than 21 Passive House projects.

In 2016, HPD issued the SustaiNYC RFP for a high-quality, sustainable, and mixed-use project that would meet Passive House standards and expand affordable housing opportunities in the East Harlem neighborhood of Manhattan. Jonathan Rose Companies, L+M Development Partners, and Acacia Network were selected to develop their winning proposal, Sendero Verde. When complete, Sendero Verde will bring 709 new affordable homes, new retail and community facility space, a courtyard with 3 community gardens and be the largest fully affordable Passive House development in the nation.



Solar Where Feasible

To support NYC's commitment of achieving 1 gigawatt of solar energy citywide by 2030, HPD has introduced a Solar Where Feasible mandate, which requires solar on all HPD-financed projects when it is cost-effective. This mandate helps ensure that investment in clean energy lowers building operating expenses in affordable housing, creates green jobs, and reduces harmful emissions. HPD has partnered with non-profit Solar One to create tools to identify and optimize solar projects across HPD's portfolio, and to provide free technical assistance with HPD's Solar Feasibility Analysis.

Enterprise Green Community Criteria

The Enterprise Green Communities Criteria (EGCC), the only comprehensive green building framework designed for affordable housing, is a holistic framework that addresses energy, carbon, water, resiliency, health and safety. It aims for zero-emission, healthy, and climate-resilient affordable housing that can withstand disasters. All new construction and substantial rehabilitation projects receiving funding from HPD must comply with the NYC Overlay or may pursue certification with Leadership in Energy and Environmental Design (LEED) v4 (Gold or Platinum). As of the end of 2021, nearly 300 projects have been certified by EGCC, and another 400 are on the path to certification.

Overlooking the Long Island Railroad, One Flushing is a 10-story intergenerational building in the heart of downtown Flushing, Queens. Developed by Asian Americans for Equality (AAFE), the building features 231 affordable homes, including 66 for very low-income seniors, a roof garden, and a 134kw solar array.



Green Housing Preservation Program

The Green Housing Preservation Program (GHPP) simultaneously fulfills two important goals: helping buildings address the threat that increased operating costs pose for affordability; and advancing the City's efforts to reduce carbon emissions from buildings. Launched in 2015, GHPP provides low- or no-interest loans to finance energy efficiency and water conserva-

tion improvements, along with moderate rehabilitation work. In exchange for the savings resulting from HPD's financial assistance, owners enter into regulatory agreements to keep rents affordable. Since 2015, GHPP has financed improvements in 2,283 homes. GHPP is one of the many tools the City uses to provide resources and support to rentals and HDFC coops to help reduce operating costs, stabilize their properties, and preserve affordability over the long term.

Oral inherited his Flatbush apartment building from his dad. He's more passionate about computer programming than being a landlord, but he made a vow to keep the building in the family and affordable, and GHPP helped him do that with cost-saving green upgrades. In this period of crisis, programs like GHPP provide vital assistance for buildings where tenants face financial strain and landlords may lack the resources for proper maintenance.

New Integrated Physical Needs Assessment

The Integrated Physical Needs Assessment (IPNA) is a property evaluation tool jointly developed and released by HPD, HDC, and the HCR. Physical needs assessments have long been used to assess deficiencies in buildings; when conducted in tandem with energy audits, they can reveal ways to reduce energy use and costs. HPD, HDC, and HCR have merged these two assessment practices into a full roof-to-cellar assessment of the property's physical conditions and holistic evaluation of energy, water, and property health needs that works to better address issues and promote resident health. The new IPNA will help buildings comply with Local Law 97 requirements to meet new energy efficiency and greenhouse gas emission limits and other climate goals.

In 2020, Mayor de Blasio announced New York City's Green New Deal, a bold and audacious plan to attack global warming on all fronts, including work to ensure the City's investment in affordable housing helps create or preserve energy efficient, sustainable, and resilient buildings.

HPD-NYSERDA Retrofit Electrification Pilot

In 2021, HPD and New York State Energy Research and Development Authority (NYSERDA) announced a \$24M pilot program to reduce emissions and improve occupant health and comfort through electrification upgrades in HPD's multi-family preservation projects. Property owners interested in incorporating electrification of hot water heating systems or space heating and cooking into HPD preservation scopes may be eligible to receive grant funding to make these upgrades. The development team will work closely with the pilot's dedicated Technical Assistance Provider to design and scope the electrification project, estimate project costs and energy savings, assist with bidding and procurement, monitor construction, and train building residents and staff on system use and maintenance.



Advanced Resiliency Efforts in Areas at Risk of the Impacts of Climate Change

New York City's extensive waterfront is increasingly vulnerable to coastal storms and sea-level rise. Superstorm Sandy exposed this vulnerability in 2012 with devastating consequences for local communities, and supercharged the City's efforts to understand and address the resiliency issues facing waterfront communities and our affordable housing stock. The City launched the Build It Back program to help rebuild homes affected by the storm, and shored up buildings in its preservation portfolio, including its extensive Mitchell-Lama housing stock. In 2015, HPD launched one of the first and most comprehensive neighborhood plans to tackle this issue head-on in the Edgemere neighborhood of Queens. Since then, the City has advanced resilient design in its newly constructed affordable housing, most recently in its plans for a public site on the North Shore of Staten Island.

City officials joined development partners to cut the ribbon at Beach Green Dunes II, an energy-efficient and resilient development in Far Rockaway, Queens.



A few days before the anniversary of Superstorm Sandy in 2015, Mayor de Blasio joined HUD Secretary Julián Castro to tour a home and a business in Breezy Point, Queens that were impacted by the storm and received funding through recovery programs. The Mayor gave Eamonn and Roseanne Cunningham the keys to their newly renovated home, almost three years after the home was destroyed by Sandy.

Build It Back

After the devastating impacts of Superstorm Sandy, the Mayor's Office of Housing Recovery Operations launched the Build It Back program to provide resources for New Yorkers to repair, rebuild, and elevate their homes, or to relocate. Build It Back efforts have helped 12,500 families recover, rebuilding and elevating over 1,300 homes to meet today's stringent flood compliance regulations and protect against future coastal storms. To address the complex challenges of building in an urban environment, with hundreds of attached homes, an average building age of over 80 years, zoning and fire code constraints, and difficult soil and wetland conditions, the City has innovated with different contractor models, design innovations, the introduction of a modular home program, and community-

driven solutions to replace shared infrastructure and utilities.

HPD's Single Family Rebuild Program provides federal disaster recovery funds to homeowners whose homes were damaged or demolished as a result of Superstorm Sandy. To date, all 243 homes in HPD's pipeline have been completed. If homes were deemed ineligible for rebuild assistance, the Build It Back program could purchase the properties either for redevelopment or to be reclaimed as open space.

HPD's Multi-Family Storm Recovery and Resiliency Program provides federal disaster recovery funds to developments for reimbursements and/or repair or resiliency upgrades. To date, the program has assisted 143 developments that include more than 19,800 households.

HPD's Acquisition, Buyout, Relocation & Resettlement Incentives Program provides Federal disaster recovery funds to homeowners (and affected tenants) who voluntarily choose to relocate from their substantially storm-damaged homes. To date, 120 properties have been purchased from homeowners and the properties will be transitioned to either open space uses or redeveloped as resilient affordable housing.

Resilient Edgemere

Edgemere, a low-lying waterfront community in the Rockaways, hadn't yet recovered from the financial crisis when Superstorm Sandy hit with damaging force. The City launched the Edgemere Community Planning Initiative in 2015 to work with the community to develop a plan to protect the neighborhood from future storms and coastal erosion, while investing in affordable housing, strengthening infrastructure, and creating more retail and services. In addition to proposals to protect the neighborhood from flooding, improve the streets and transportation, and increase neighborhood amenities, the plan laid out several strategies to create resilient housing:

Helping Edgemere's current residents protect their homes and neighborhood from future storm events and sea level rise.

Limiting new residential development in vulnerable areas, and dedicating them for open spaces and coastal protection features instead.

In areas less susceptible to flooding, **facilitating the development of new homeownership opportunities on vacant infill properties.**

Prioritizing affordable housing projects that bring mixed-use retail and community facility space to the neighborhood near existing transit and services.

The Resilient Edgemere Neighborhood Plan includes over \$481 million in projects that are scheduled to be implemented over the next ten years. Many of these commitments are funded, including the reconstruction of Bayswater Park, flood reduction measures, and park access improvements along Beach 35th Street; drainage improvements for Edgemere's shoreline; and reconstruction of Rockaway Community Park. In December 2021, the City financed the first phase of Arverne East, a 35-acre nature preserve that will restore and promote native ecology and make way for more than 1,600 affordable homes in future phases.



Sam Burt Houses is a high-rise Mitchell-Lama residential apartment building and a 2-story town-house building in Coney Island, Brooklyn, containing 148 homes. This property was awarded a \$11.1M resiliency loan, which funded boiler replacement, installation of a new emergency generator, relocation of electrical equipment and installation of flood doors and barriers to dry floodproof the boiler room, gas and electrical meter rooms and pump room. All work was completed in May 2021.

Several Mitchell-Lama complexes were also hard-hit by Superstorm Sandy and needed investments not just in repairs, but in resiliency upgrades that can protect them from future severe weather events as climate change accelerates.



Advanced Fair Housing and Equity

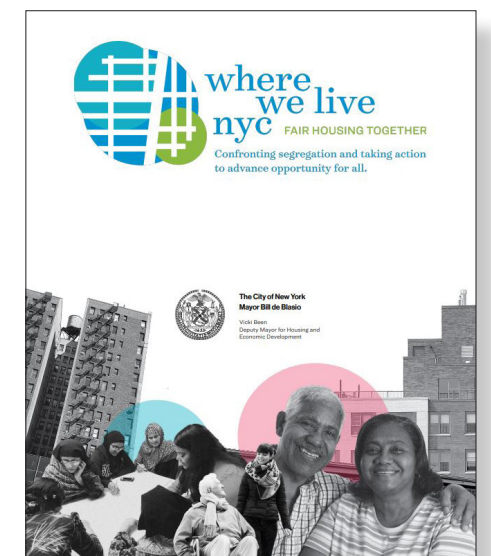
Through unparalleled investments and innovative policies, this Administration has fought to create a more affordable and equitable city by preventing displacement, giving New Yorkers a real choice in where they live, and preserving and creating affordable housing in all of our communities to ensure that we are both making every neighborhood accessible to all New Yorkers, and helping to draw investment to neighborhoods that have experienced historic disinvestment and discrimination:

- Launched Fair Housing Blueprint: Where We Live NYC
- Prioritized M/WBE and Non-Profit Partners

Launched Fair Housing Blueprint: Where We Live NYC

Where We Live NYC is the City's blueprint to advance fair housing in New York City over the next five years. It's the culmination of a two-year planning process led by HPD and NYHCA. We engaged hundreds of residents, over 150 community-based and advocacy organizations, and dozens of partner agencies to discuss difficult fair housing issues, including persistent discrimination in the housing market, segregation in our neighborhoods and schools, and unequal access to amenities and resources on the basis of race, disability, and other characteristics protected by fair housing laws.

We were prepared to finalize the plan in Spring of 2020 when the COVID-19 pandemic hit, with devastating and unprecedented health and economic impacts. The pandemic has had a disproportionate impact on low-income communities of color, and the killings of Ahmaud Arbery, Breonna Taylor, and George Floyd were repeated horrible reminders of the importance of our work to undo the legacy of segregation and systemic racism in our city. After taking stock of everything these trying times have highlighted, the final plan includes enhanced metrics, strategies, policy proposals, and new priorities to break down barriers to opportunity and build more integrated, equitable, and inclusive neighborhoods.





Where We Live NYC was created through a collaborative and comprehensive effort to better understand fair housing challenges. The City worked with partners to learn directly from more than 700 residents across the five boroughs through 62 focus-group-style conversations in 15 different languages. The City also worked with a Fair Housing Stakeholder Group comprising more than 150 community-based organizations, researchers, and policy advocates.

After releasing a draft of the plan, the City held a public hearing and hosted a listening tour to continue the extensive public engagement that has driven the Where We Live NYC planning process. The tour featured a traveling exhibit that outlined the process and draft plan and gave residents a chance to learn and discuss the history of fair housing, explore data on diversity and opportunity in New York City, and share feedback on the strategies outlined in the draft plan to

address discrimination, segregation, and equity in opportunity. The final plan brings together data, experiences, and feedback received from many different sources and is responsive to the challenges brought on by the COVID-19 pandemic. It also includes concrete actions that the City will undertake across agencies and with our many partners to ensure that the city is a fairer and more just place to live for every New Yorker.

HPD has already accomplished so much to advance important goals in Where We Live NYC, and we look forward to mobilizing on even more actions. The plan lays out the City's commitments over the next five years and includes new indicators and metrics to track fair housing challenges and the City's actions over time. Key commitments include:

- Preserving low-cost housing and prevent displacement of long-standing residents through stronger tenant protections and new affordable housing investments.
- Empowering families receiving rental assistance and expand use of these benefits in amenity-rich neighborhoods.
- Creating better and more integrated living options for people with disabilities.
- Aligning investments to address segregation, discrimination, and concentrated poverty.

In June 2019, The City hosted a Where We Live NYC Summit at the Museum of the City of New York to better understand how fair housing issues like segregation and discrimination affects New Yorkers. Deputy Mayor Vicki Been moderated a lively panel featuring Maya Wiley of MSNBC and the New School, Colvin Grannum of Bed-Stuy Restoration Corporation, and Nicholas Bloom of the New York Institute of Technology and Hunter College, followed by poetry from some of the city's top spoken word artists through a partnership with Urban Word NYC.

- Fighting housing discrimination by pursuing increased resources and protections.
- Promoting development that opens up more communities to low-income families.



Stakeholders respond to initial data and help the City expand our analysis and understanding of existing conditions for fair housing issues in New York City (above). Where We Live NYC listening tour at the Abrons Art Center (left).



Already we have moved forward on key commitments in the plan, including:

Gowanus and SoHo/NoHo Rezoning

A key goal of the plan is to make sure every neighborhood plays a part in supporting the city's growth and inclusivity. To make good on this commitment, the City advanced both the Gowanus and SoHo/NoHo Neighborhood Plans through the City's public land use review process. The resulting rezonings incentivize more affordable housing and increase neighborhood diversity in amenity-rich neighborhoods that have exceptional access to transit, schools, and job centers.

Shared Equity RFI

As a part of the City's commitment to explore new models of community wealth building and ownership, HPD, DCWP, and the New York City Economic Development Corporation (EDC) issued a joint Shared Equity RFI in March 2021. The RFI seeks to learn more about shared equity models that enable low- to moderate-income households and households of color to build wealth through collective ownership of neighborhood assets while keeping these assets affordable for communities long-term. The RFI will help inform the City's future work.

Housing Choice Mobility

While HPD invests in all neighborhoods to expand access to affordable housing, offering true neighborhood choice is also a key component of fair housing. HPD launched the Housing Choice Mobility pilot so that HPD Section 8 voucher holders will have the opportunity to live in high-rent neighborhoods where housing may be difficult to find. The City is expanding the program by offering mobility counseling to participants in the EHV program.

Ernestine moved with her son to Downtown Brooklyn, where they're close to transit, shopping and jobs, and far from the crime that caused her so much anxiety on her old block. "This program helps put people in place to make their lives better."

HomeFirst Expansion

In addition to developing and preserving affordable residences for homeowners, the City is also providing funding to support first-time homebuyers' goals. HPD has steadily increased the maximum award available through its HomeFirst Down Payment Assistance Program, from \$25,000 to \$40,000 in 2018, and most recently, up to a \$100,000 forgivable loan to go towards a down payment or closing costs in 2021.

Racial Equity Legislation

In partnership with the Public Advocate and City Council, the City passed legislation that now requires developers to include a racial equity report with certain rezoning applications. HPD and the New York City Department of City Planning (DCP) will also create a new citywide equitable development data tool that will include current and historic information on neighborhood demographics, affordability, and changes.

Chabely always knew she needed to save for a down payment, but she didn't really know where to go from there. When she found HomeFirst, she found the resources to really pursue her goal. Now she's the first person in her family to own her own home.



Prioritized M/WBE and Non-Profit Partners

Shaping development to build better neighborhoods requires strong partners, and we've introduced new initiatives to build the capacity of developers and other real estate professionals who reflect the diversity of our neighborhoods. HPD is committed to promoting the participation of Minority- and Women-owned Business Enterprises (M/WBE), as well as the non-profit community development corporations that have played an important role in the city's neighborhoods over the past decades in developing and managing affordable housing subsidized under City-sponsored programs. Under this administration, HPD has spearheaded multiple efforts to grow the number and strength of M/WBEs and non-profits driving our city's affordable housing efforts and to increase the size and diversify of the the affordable housing community.

Since 2014, through the Building Opportunity Capacity-Building Course, HPD has hosted five classes of participants, totaling 93 firms served.



Building Opportunity Capacity-Building Course

Designed for M/WBEs and nonprofit developers seeking opportunities and exposure to best practices in affordable housing development, this course exposes participants to affordable housing development and finance, asset and property management, and how to position their businesses for effective joint ventures and public-private partnerships.

Since launching in 2017, the M/WBE Build Up Program has delivered more than \$1.12 billion in goal spending towards M/WBEs across 240 projects.

Equitable Ownership Requirement

The equitable ownership requirement, introduced by HPD in November 2020, requires that an M/WBE or non-profit partner hold a minimum of 25% financial and ownership stake in any affordable housing project awarded on public land. Moving forward, all RFPs issued by HPD to develop affordable housing will be subject to the new equitable ownership requirement.

M/WBE Build Up Program

This program seeks to increase contracting opportunities for certified M/WBEs in HPD/HDC-subsidized affordable housing projects. The program requires developers/borrowers to spend at least a quarter of HPD/HDC-subsidy on certified M/WBEs over the course of design and construction of projects where HPD/HDC contributes \$2 million or more in subsidy.

HPD Build-Out

HPD Build-Out focuses on aiding HPD development partners in identifying potential contractors or professional service providers for work on affordable housing projects. It also hosts a seminar series on a range of topics to create a better understanding of the project development cycle with the goal of increasing contractors' project readiness and capacity.



Since the launch of the HPD Build-Out initiative, HPD has held five targeted match-making events for developers, general contractors, and sub-contractors.



In January 2017, Mayor Bill de Blasio joined HPD and the designated teams for the M/WBE Building Opportunity RFP sites.

M/WBE RFPs

To address the disparity in M/WBE developers' participation, HPD championed state legislation that now permits the agency to take additional steps to encourage M/WBEs' participation in the affordable housing development market. The legislation enabled the creation of a competitive pre-qualified list of M/WBE developers and a dedicated pipeline of City-owned sites that were included in the first-ever M/WBE Building

Opportunity RFP in 2015. In 2017, HPD announced the designation of six teams, most of which participated in the agency's Building Opportunity Initiative, to develop 600 affordable homes on vacant City-owned sites in Brooklyn, the Bronx, and Manhattan. Proposals included a mix of supportive and senior housing, a local farm and fresh food services, a high school leadership academy, an LGBT community center, and tech incubator.

In April 2021, we issued a second RFP exclusively for M/WBE developers to transform two City-owned sites in Prospect Heights, Brooklyn into affordable housing. The two completely affordable projects will create approximately 180 new affordable homes, mainly serving low-income families, and with one site dedicated to homes for seniors as part of the City's Seniors First initiative.

1490 Southern is the first project of the M/WBE RFPs to complete. Opened in September 2021, this project developed by Type A and JASA is now home to 114 senior households, who have access to a shared garden, open air terrace, supportive services and more.



Community Land Trusts

As part of our effort to advance community-driven solutions to the affordability crisis, HPD has sought to support the formation and expansion of Community Land Trusts (CLTs), which are not-for-profit organizations formed to own land and to maintain control and oversight of houses or rental buildings located on the land. The CLT sells the buildings to qualified buyers but retains ownership of the land to preserve the long-term affordability of its housing resources.

In 2017, HPD released the CLT RFEI to learn from and about local organizations interested in expanding the model across the City. Using the feedback gathered from the RFEI, the City also applied for and won a \$1.65 million grant from Enterprise

to fund the growth of three existing CLT groups and help build capacity among new groups.

Acquisition Fund

The City joined Enterprise, LISC, and a coalition of public, private and philanthropic partners to announce that the New York City Acquisition Fund will now exclusively serve M/WBEs and nonprofit developers with a minimum 51% ownership stake in the project. Since its establishment in 2016, the \$210 million public-private affordable housing loan fund has offered flexible bridge loans to affordable housing developers to acquire vacant sites and occupied buildings and finance predevelopment work. The recent decision to limit to M/WBE and nonprofit developers preserves the Fund's resources for borrowers most in need of favorable financing for their projects.

In September 2021, HPD designated one of the public sites in the Jerome Avenue rezoning area to Habitat NYC and Westchester, Camber Property Group, and Almat Urban to develop 40 affordable homeownership opportunities in the Southwest Bronx. Ownership of the land will be transferred to Interboro CLT to facilitate ongoing sales to lower-income households, ensuring future generations of first-time homebuyers will benefit from the project's long-term affordability.



Since Dawanna Williams founded Dabar Development 16 years ago, she's experienced first-hand how M/WBEs are often overlooked in the industry because they don't have as much capital or capacity as larger developers. Resources like the Acquisition Fund help close the gap and provided Dabar Development with a bridge loan that would allow them to add even more affordable homes to their 1921 Atlantic Ave project in Bedford-Stuyvesant, making it their biggest project to date: 236 affordable homes for low-income and formerly homeless New Yorkers, plus a grocery store and a vibrant community space.

Pathways to Opportunity

HPD joined Goldman Sachs, LISC, and Enterprise to introduce new funding and training to build the capacity of marketing agents, furthering the Administration's commitment to create fair and equitable access to the affordable housing it is creating at record pace. The first phase of the initiative was designed to increase the number of M/WBEs and non-profits qualified to serve as marketing agents by preparing them to apply for HPD's recently released Qualified Marketing Agent RFQ. HPD has provided free

training to 61 M/WBE firms and nonprofits to date. This training and certification allow these M/WBEs to be more competitive in breaking into the growing marketing agent industry for Housing Connect lotteries.

Housing Career Pathways

The second phase of the Pathways to Opportunity program seeks to create affordable housing marketing career pathways for low-wealth New Yorkers, particularly those currently living in affordable housing, through a workforce

development program. The program seeks to open access to employment in marketing, affordable housing, and LIHTC compliance. A competitive RFP was recently issued to identify a workforce provider(s) to refine and implement the new Housing Career Pathways initiative. The number of temporary jobs associated with HNY construction projects is estimated to be nearly 179,000 in addition to an estimated 3,000 permanent jobs associated with HNY projects.



In June 2021, Deputy Mayor Vicki Been, HPD Commissioner Louise Carroll, and partners celebrated the first two graduating classes of Pathways to Opportunity.



Fostered Diverse, Livable Neighborhoods

Since the start of this Administration, we've worked in lockstep with communities to plan for investments in the infrastructure and services needed to accommodate growth and make neighborhoods more livable, while advancing policies to ensure affordable housing is stitched into the fabric of neighborhoods across the city.

- Launched New Community-Centered Approach to Neighborhood Planning
 - Advanced Policies for Equitable Neighborhood Growth
 - Spearheaded Neighborhood Plans and Rezonings
 - Transformed Public Sites with Placemaking Projects
-

Launched a New Community-Centered Approach to Neigh- borhood Planning

At the start of the Administration, the City set out to reimagine its approach to neighborhood planning. Our new process is comprehensive and transparent and involves agencies working more collaboratively with each other and with community members to ensure that new housing is accompanied by the other investments, services, and infrastructure that allow neighborhoods to thrive. We also collaborated with State and Federal partners, community-based organizations, service providers, developers, property owners, and financial institutions to engage local residents about what they want and need to see happen in their neighborhoods.

Neighborhood Planning Playbook

In 2015, HPD convened City agencies to develop a Neighborhood Planning Playbook. The Playbook outlines the planning process in neighborhoods that may require comprehensive rezonings led by DCP and EDC or where HPD has a large concentration of sites that would benefit from comprehensive planning. HPD used the Playbook to help

shape development on publicly-owned sites in the Brownsville neighborhood of Brooklyn, the Edgemere neighborhood of the Rockaways in Queens, and the Bedford-Stuyvesant neighborhood of Brooklyn. Working with a variety of organizations and community members, with funding from the Ford Foundation and Deutsche Bank, City agencies designed clear, predictable, and transparent community planning processes in these neighborhoods.





\$1 Billion Neighborhood Development Fund

The Mayor established a \$1 billion Neighborhood Development Fund (NDF) to ensure public investment in the neighborhood improvements that must accompany new housing. This funding has supported a range of investments in infrastructure

and services that enliven neighborhoods, create local jobs, and support small businesses. NDF funds have been approved for use in East New York, Downtown Far Rockaway, East Harlem, Jerome Avenue, Inwood, Bay Street, and Gowanus for investments to parks and open space, transportation, housing, community and cultural facilities, and workforce and economic development.



Through the East New York Neighborhood Plan, the City provided \$10 million in funding to convert an underutilized NYPD precinct into a community center. The renovation featured new classrooms, a computer lab, fitness center, dance studio, music room, counseling space, and gym. The center was completed and opened to the public in October 2019 and is operated by the Police Athletic League (PAL).

Advanced Policies for Equitable Neighborhood Growth

Over the past decades, as the City has become home to hundreds of thousands of new residents, the supply of new housing has failed to keep up with demand, driving up housing prices and making many neighborhoods less affordable. Rising land costs, construction costs, and operating expenses have contributed to the supply shortage, and made low-, moderate-, and middle-income housing financially infeasible to build without subsidy. That is why this Administration set out to increase the overall housing supply while creating a number of tools that lay the foundation for our city to grow in a more equitable way.

Zoning for Quality and Affordability

In 2016, the City secured the most comprehensive update to the city's zoning ordinance in 50 years with the passage of Zoning for Quality and Affordability (ZQA). This sweeping change made it cheaper and easier to build affordable housing in a wider range of the city's neighborhoods, especially those that enjoy ready access to transit, by removing many regulatory barriers, such as parking requirements and impractical height limits that significantly constrained the creation of affordable and senior housing projects. ZQA also updated the zoning code to allow higher-quality buildings and better ground floor retail and community facility spaces.



The City celebrates the passage of MIH and ZQA with Secretary of HUD, Julián Castro.



The historic Greenpoint Hospital will be transformed into more than 500 new affordable homes and a new 200-bed shelter. In addition to a café, workforce development center, and community center, the project will be subject to MIH, ensuring that a portion of these homes remain permanently affordable.

Mandatory Inclusionary Housing

Working with the City Council, we implemented the strongest Mandatory Inclusionary Housing (MIH) program in the nation to ensure that permanently affordable apartments are included in new development in areas zoned for growth. MIH is a foundational pillar, not just of our housing plan, but of our vision for the city as a place that is equitable and inclusive. It assures that as the overall housing stock increases, so too will the share of affordable housing. Compared to MIH programs in other cities, New

York City's program requires a higher percentage of affordable housing, serves lower income families and a broader range of household incomes, ensures permanent affordability, and will result in more affordable housing in the same buildings as market rate housing. Already, since MIH was adopted, more than 10,000 MIH apartments have been approved by the City Planning Commission and adopted by the City Council, ensuring that new development in a wide range of neighborhoods will include permanently affordable housing through the program. More than 4,000 MIH apartments are complete or in construction.

Voluntary Inclusionary Housing Program

The City also streamlined HPD's Voluntary Inclusionary Housing program (VIH), a market-based incentive program designed to encourage developers in neighborhoods already zoned for high density to create permanently affordable homes. By eliminating bottlenecks and experimenting with its architectural and engineering reviews, we financed 9,772 homes since 2014, almost twice as many permanently affordable homes through VIH as were financed over the previous 25 years.

Greenpoint Landing is a mixed-income development transforming the waterfront from an industrial area to a thriving neighborhood that will include a new public school and approximately 5,500 homes, of which more than 1,400 will be affordable through VIH and other City programs.



Spearheaded Neighborhood Plans and Rezoning

The City initiated community planning processes in neighborhoods where land use changes and improvements to infrastructure and services could result in new housing and amenities. In each of these community planning processes, HPD worked with local residents, elected officials, and community groups to understand the neighborhood's current and future housing needs, identify the appropriate strategies and investments to meet those needs, and craft neighborhood-specific housing plans. Those housing plans are part of a multi-agency planning process to ensure that affordable housing construction and preservation is supported by additional investments in local infrastructure and services.

The City has completed 11 comprehensive neighborhood plans, eight of which resulted in rezonings that create the capacity for approximately 34,000 homes, of which roughly 9,800 would be permanently affordable through MIH.

East New York Neighborhood Plan

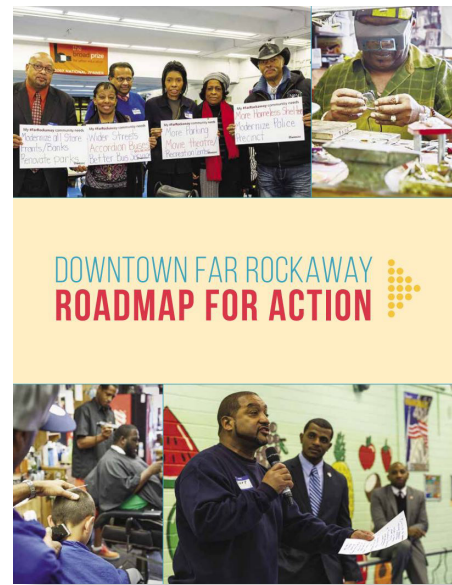


The East New York Neighborhood Plan, including the East New York Housing Plan, promotes affordable housing preservation and development, encourages economic development, creates pedestrian-friendly streets, and invests in community resources to support the long-term growth and sustainability of East New York, Cypress Hills, and Ocean Hill.



Atlantic Chestnut is the largest affordable housing development on a private site to be initiated in the East New York rezoning area.

Downtown Far Rockaway Plan

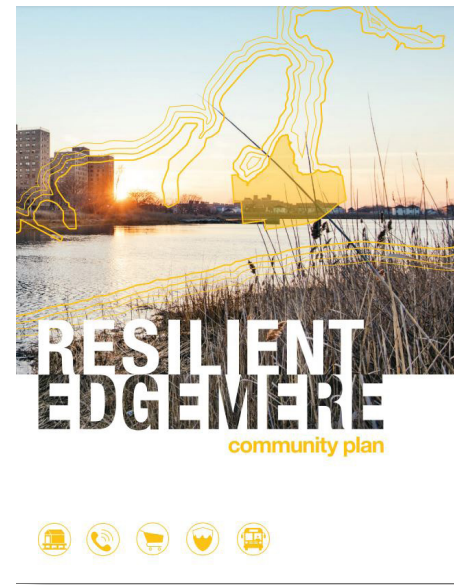


The Downtown Far Rockaway Roadmap for Action supports Downtown Far Rockaway's revitalization as a vibrant mixed-use mixed income center. The resulting plan features a series of commitments to address housing, transportation, economic development, and public space needs in Downtown Far Rockaway and helps realize its potential as the hub of the Rockaway peninsula.



Beach 21st Street will transform a City-owned site into a new mixed-use, mixed-income development.

Resilient Edgemere Community Plan



The Resilient Edgemere Community Plan lays out a vision for the Edgemere neighborhood in the Eastern Rockaways that experienced significant damage from Superstorm Sandy. The plan centers on community resilience and turns the tide on disinvestment by turning vacant lots into affordable housing, retail and amenities, and open spaces, while mitigating flood risk and growing the coastal ecology.



Through the Edgemere CLT RFEI, the City will identify a partner to work with in establishing a CLT on City-owned land in Edgemere.

The Brownsville Plan

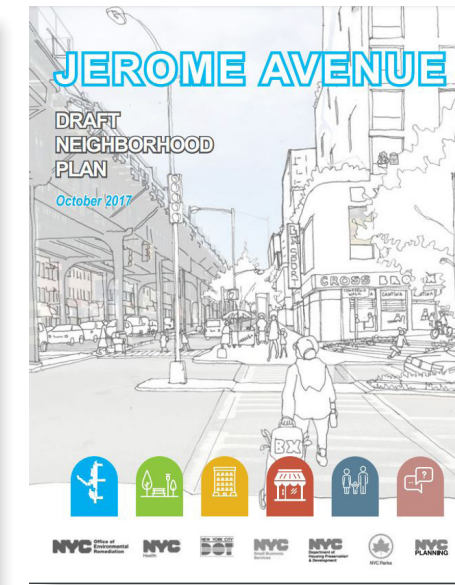


The Brownsville Plan will result in the creation of over 2,500 new affordable homes, representing more than \$1 billion of investment in housing in the neighborhood. In addition to housing built on City-owned land, the plan coordinates over \$150 million in City investments to support the goals of improving health, safety, community economic development, and the arts.



The Brownsville Arts Center and Apartments (BACA) will include 230 units of affordable housing and an arts and culture space, black box theater, a media lab, and arts center run by BRIC.

Jerome Avenue Neighborhood Plan

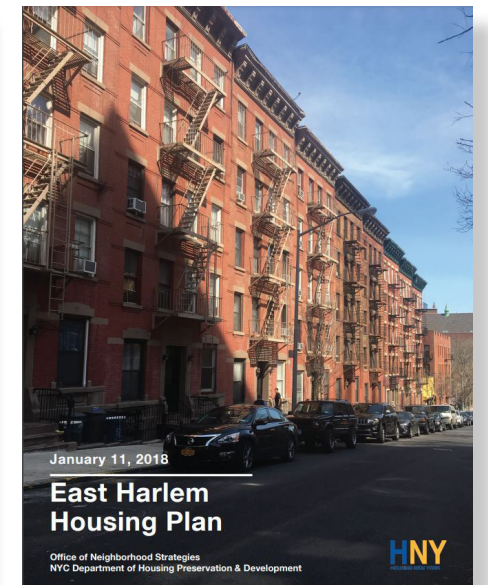


The Jerome Avenue Neighborhood Plan advances a wide range of policy strategies and investments for the neighborhoods along Jerome Avenue. This plan looks at the two-mile stretch of Jerome Avenue, as well as the surrounding neighborhoods. Creating and preserving affordable housing and protecting tenants from eviction and harassment were major focuses of the plan.



The Jerome Anthony site represents the first time the City selected a team proposing a CLT model to create affordable housing on vacant, City-owned land.

East Harlem Neighborhood Plan

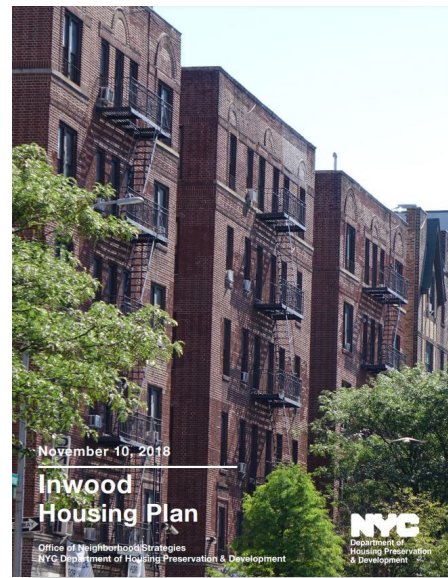


The East Harlem Neighborhood Plan, including the East Harlem Housing Plan, addresses key land use and zoning issues in the neighborhood, but also takes a comprehensive look at current and future community needs to identify a wide range of strategies for East Harlem's growth and vitality. This plan directs significant investments in health, transit, and streetscape infrastructure.



The 250 affordable homes at the Beacon will be connected to a rehabilitated and expanded East Harlem Multi-Service Center.

Inwood Neighborhood Plan

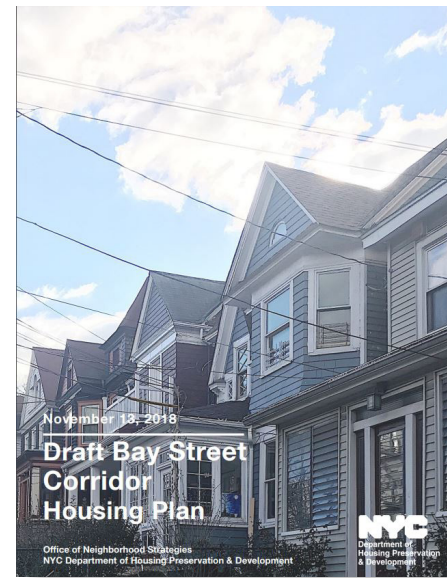


The Inwood NYC Action Plan, including the Inwood Housing Plan, guides investments in open space, transportation, infrastructure, and education. The goal of the plan is to ensure that Inwood remains an affordable and livable neighborhood for working families and to improve the quality of life for all Inwood residents.



The Eliza includes 175 deeply affordable homes and a new library to be operated by the New York Public Library (NYPL).

Bay Street Corridor Neighborhood Plan

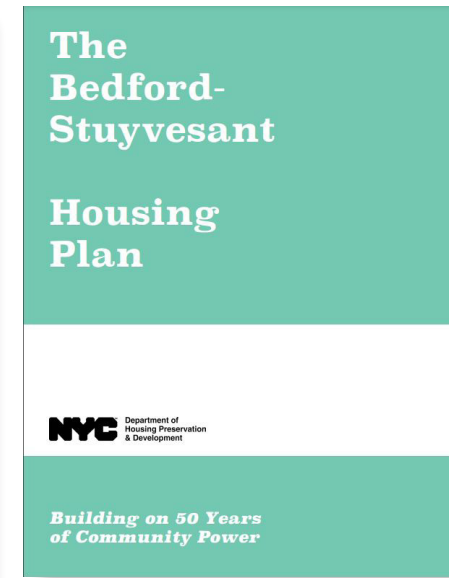


The Bay Street Corridor Neighborhood Plan, including the Bay Street Corridor Housing Plan, connects the existing mixed-use town centers of Saint George, Tompkinsville, and Stapleton by creating a walkable neighborhood with opportunities for housing, businesses, and jobs with access to existing public transportation.

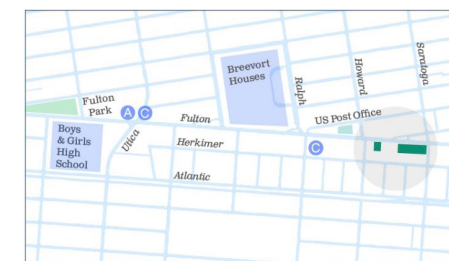


The Stapleton RFP site will bring 360 new affordable homes to the North Shore of Staten Island.

Bedford-Stuyvesant Housing Plan

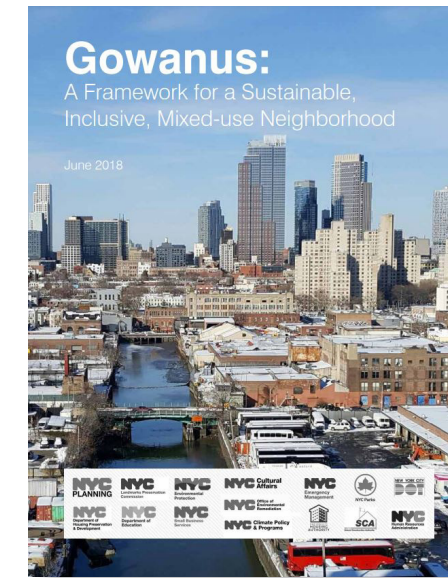


The Bedford-Stuyvesant Housing Plan builds on the pioneering neighborhood preservation success of local organizers in the 1960s and advances a series of strategies to prevent homeowner and tenant displacement. The plan will also help ensure City programs, public services, and community resources are coordinated and aligned with the neighborhood's unique challenges.



The Community Wealth and Wellness RFP includes two sites in Bedford-Stuyvesant, incorporating programming that brings residents together around community wellness, healing, and food security.

Gowanus Neighborhood Plan



The Gowanus Neighborhood Plan seeks a shared, long-term vision for a thriving neighborhood that identifies strategies for an equitable, resilient and sustainable Gowanus, with more local jobs and housing. The plan aims to support community goals such as cleaning up the Gowanus Canal, creating permanently affordable housing and diverse job opportunities, improving the homes of the neighborhood's NYCHA residents, and building and investing in schools, parks and other community resources.



Gowanus Green, with 1,000 affordable homes, anchors the plan.

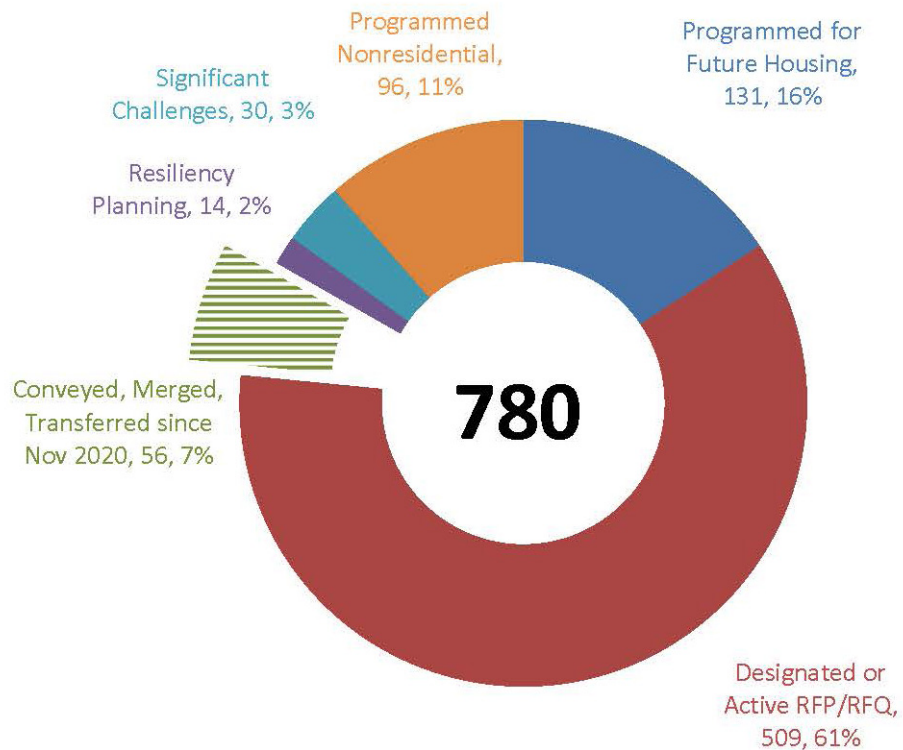
SoHo/NoHo Neighborhood Plan



Seeks to expand housing opportunities for New Yorkers, promote equity, support continued cultural and economic success, and reduce regulatory burdens for the people who live and work there. The population and economic conditions in SoHo/NoHo have drastically changed since the neighborhoods were zoned as manufacturing districts and unique zoning rules were established there nearly five decades ago. Existing rules that prohibit housing and prioritize the area for industrial use do not address the city's growing housing needs, especially affordable housing, and the landscape of modernized industries and new modes of retail and commercial space we see today. The SoHo/NoHo Neighborhood Plan seeks to establish a new special district to modernize the area's zoning.

Transformed Public Sites with Placemaking Projects

Through HNY, the City has maximized the public sites that are available and appropriate for housing development, while getting even more creative about finding new opportunities to add to our inventory of sites. Since January 2014, HPD, EDC, and NYCHA, working with DCP and other agencies, have released over 38 RFPs for 82 projects to develop 13,000 affordable homes and apartments on City-owned sites.



Of the roughly 800 vacant lots under HPD’s jurisdiction, more than three quarters are part of an existing RFP or are planned for future development as affordable housing; the rest are programmed for non-residential use or face significant development challenges (odd shapes, small size that requires assemblage with a private owner, infrastructure challenges). HPD used its Neighborhood Planning Playbook to engage local residents in identifying their needs and priorities for the sites in their communities, and in establishing a community vision that guided the development and selection of proposals.

Since 2017, HPD has decreased the number of vacant tax lots in its jurisdiction by almost 25%.



Spofford Detention Center will be a mixed use 100% affordable housing development as part of the larger redevelopment of the former Spofford Juvenile Detention Center located in the Hunts Point section of the Bronx. HIF financed the demolition of the detention center, environmental remediation, foundation work and the construction of a public plaza space.

NYCHA 2.0

The City has also sought to build affordable housing on underused land on NYCHA campuses, while adding critical community facilities that NYCHA residents and the surrounding communities can benefit from. Since 2015, almost 1,000 new affordable units have been completed on NYCHA land in partnership with HPD and HDC. Another 1,200 affordable apartments and 72 co-op homeownership units are under construction, and nearly 800 more units are planned for development on underused land on NYCHA campuses. Through the Transfer to Preserve (TTP), NYCHA continues to tap into

its extensive unused development rights, known as “air rights,” to raise revenue for the Authority. By transferring only a portion of the Authority’s approximately 80 million square feet of air rights, NYCHA expects to generate proceeds to fund capital repairs for adjacent apartments. With the “Build to Preserve” program, NYCHA uses a mixed-income model to build on its underused land, dedicating 100 percent of the proceeds to make repairs first at the surrounding development. New buildings will be subject to MIH levels of affordability and will increase the city’s permanently affordable housing supply and a satellite primary care center.

NYCHA released an RFP in April 2021 to implement a community-driven preservation and investment strategy at Fulton, Chelsea, Chelsea Addition, and Elliott Houses in the Chelsea neighborhood of Manhattan. A resident review committee was assembled to evaluate proposals and help select the development partners.



\$512 million Housing Infrastructure Fund

The City devoted significant funding to unlock the potential of large sites that require major infrastructure investment to support affordable housing. The \$512 million Housing Infrastructure Fund (HIF) targeted improvements to property that has not been developed to its full potential because of environmental contamination, resiliency needs, or lack of utility connections, roads, or sewers. This is in addition to the \$1 billion Neighborhood Development Fund described earlier in this report.

Conclusion

When we first established our Housing New York plan to create and preserve 200,000 affordable homes for New Yorkers, no one believed it would be possible.

Yet we did it. To put it in perspective, 200,000 homes is enough to house more than half a million New Yorkers, and what we promised in ten years, we achieved in eight. We did it because of the persistence, dedication, and heart of the very many public servants who have worked to carry out this plan over the years.

The housers in the administration were charged with tackling the lack of access, and unequal access, to affordable, high quality, stable, and sustainable housing in thriving neighborhoods, neighborhoods that not only support, but actually open doors for their residents.

We've made real progress in combating those inequities, progress reflected for us in the faces of all of the families and individuals who will live in those 200,000+ homes: kids who won't have to move so often, seniors who can stay in the neighborhoods that they helped build, and households who won't have to worry about what they'll have to give up.

And we went even further than that. Over the past eight years, we've changed the way City agencies work with each other and with communities to address the underlying causes of inequities among neighborhoods.

We made it clear with our rezonings and neighborhood planning that housing is not enough. Residents also need wonderful parks, schools, places for kids to play, libraries, cultural spaces, jobs, and opportunities for people to change careers and learn new skills.

Through our Mandatory Inclusionary Housing program, we established that when developers build in a neighborhood on City land, City subsidy, or tax abatement, they must include affordable housing.

And no matter where you are, every neighborhood, from Gowanus to SoHo, has to step up and provide affordable housing, every neighborhood has to house the formerly homeless, every neighborhood has to be more inclusive.

Finally, we've said that those who build, finance, design, market, and operate every aspect of our affordable housing should reflect the diversity of this city. From marketing to financing, we're ensuring M/WBEs and non-profits have a seat at the table to make decisions.

Together, we've changed the DNA of New York City, and while there is certainly more work to be done, we know dedicated public servants and committed partners will continue to carry this work forward.

Acknowledgments

Housing New York is a massive enterprise, involving not just an unparalleled investment of resources, but the creative thinking and commitment of the teams at numerous City agencies and our partners at all levels of government and across the affordable housing community. This is the best team in the business—dedicated public servants who care about getting it right and getting it done for the people of New York and the future of our city. The progress detailed in this report would not have been possible without the herculean efforts of the following people and their extraordinarily dedicated teams:

Louise Carroll, Commissioner, Department of Housing Preservation and Development
Eric Enderlin, President, Housing Development Corporation
Greg Russ, Chair, New York City Housing Authority
Rachel Loeb, President, Economic Development Corporation
Anita Laremont, Chair, City Planning Commission
Steven Banks, Commissioner, Human Resources Administration/Department of Social Services
Dr. Dave Chokshi, Commissioner, Department of Health and Mental Hygiene
Dr. Mitchell Katz, President and CEO, NYC Health + Hospitals
Jonnel Doris, Commissioner, Department of Small Business Services
Victor Calise, Commissioner, Mayor’s Office for People with Disabilities
Roberto Perez, Commissioner, Community Affairs Unit
Melanie La Rocca, Commissioner, Department of Buildings
Gonzalo Casals, Commissioner, Department of Cultural Affairs
Jacques Jiha, Director, Office of Management and Budget
Sherif Soliman, Commissioner, Department of Finance
Dawn M. Pinnock, Commissioner, Department of Citywide Administrative Services
Tom Foley, Acting Commissioner, Department of Design and Construction
Peter Hatch, Commissioner, Department of Consumer and Worker Protection
Vincent Sapienza, Commissioner, Department of Environmental Protection
Gabrielle Fialkoff, Commissioner, Department of Parks and Recreation
James Hendon, Commissioner, Department of Veterans Services
Hank Gutman, Commissioner, Department of Transportation
Jainey Bavishi, Chief Resilience Officer, Mayor’s Office of Climate Resiliency
RuthAnne Visnauskas, Commissioner, New York State Division of Housing and Community Renewal

We also want to thank the many former colleagues who were so critical along the way, including:
Dr. Mary Travis Bassett, Gregg Bishop, Lissette Camilo, Marco A. Carrión, Rick Chandler, Michael DeLoach, Tom Finkelpearl, Dean Fuleihan, Alicia Glen, Andrea Hagelgans, Melanie Hartzog, Marissa Lago, Jon Paul Lupo, Wylie Norvell, Shola Olatoye, James Patchett, Feniosky Peña-Mora, Lorelei Salas, Mitchell Schwartz, Mitchell J. Silver, Lydon Sleeper, Dr. Loree Sutton, Jamie Torres-Springer, Maria Torres-Springer, Polly Trottenberg, Carl Weisbrod, Emma Wolfe, Daniel Zarrilli.

Credits

Cover photos: Jonathan Patkowski, CamsmithTrey

Pg. 2: (Fiscal Year 2016 Announcement)
Photo: Demetrius Freeman

Pg. 4: (Launch of HNY)
Photo: Ed Reed

Pg. 12: (Ramirez Family)
Photo: Jonathan Patkowski

Pg. 13: (Fairest Big City)
Photo: Ed Reed

Pg. 15: (Chestnut Commons)
Rendering: Dattner Architects

Pg. 16: (Joan O. Dawson Plaza)
Photos: Jonathan Patkowski

Pg. 17: (211 W 147th Street)
Photo: Jonathan Patkowski;
(Sydney House)
Photo: Habitat for Humanity

Pg. 18: (RadRoc)
Rendering: Magnusson Architecture;
(ShareNYC)
Rendering: Think! Architecture

Pg. 21: (Tricia)
Photo: CamsmithTrey

Pg. 22: (Ready to Rent, Housing Ambassadors)
Video Stills: Eric Jankstrom

Pg. 23: (Bronx Point)
Photo: Michael Appleton

Pg. 24: (Sunset Library)
Photo: Jonathan Patkowski;
(LIHTC)
Photo: HPD

Pg. 25: (Advocacy)
Photo: HDC

Pg. 26: (Michelle)
Photo: Jonathan Patkowski

Pg. 27: (Lois)
Photo: Jonathan Patkowski

Pg. 29: (Landing Road)
Photo: Larry Racioppo

Pg. 30: (Amara)
Photo: Jonathan Patkowski

Pg. 31: (Alexa)
Video: NY1
(Compass)
Photo: Monadnock Development

Pg. 32: (I Vouch for Vouchers)
Graphic: PEU

Pg. 33: (Walton House)
Photo: SHNNY

Pg. 34: (90 Sands)
Photos: Jonathan Patkowski

Pg. 35: (East Clarke Place)
Photo: Ryan Moritz

Pg. 36: (Nessie)
Photo: Jonathan Patkowski

Pg. 37: (Stonewall House):
Photo: Joseph Lara;
(Geraldine): Video by NYC Mayor’s Office

Pg. 38: (Fountains)
Photo: Jonathan Patkowski

Pg. 39: (NYC Rent Freeze)
Photo: Michael Appleton

Pg. 40: (Frank)
Photo: Jonathan Patkowski

Pg. 41: (Preservation team)
Photo: HPD

Pg. 42: (Belmont Daniel)
Photo: Iris Holdings;
(1415 Wythe Place)
Photo: Jonathan Patkowski

Pg. 43: (Luther)
Photo: Jonathan Patkowski

Pg. 44: (Cathie)
Photo: Jonathan Patkowski

Pg. 45: (Homeowner Help Desk)
Photos: Ryan Moritz

Pg. 46: (Zombie Homes)
Photo: Giovania Tiarachristie

Pg. 47: (CRF)
Photo: Restored Homes

Pg. 49: (Pratt Tower)
Photo: Joseph Lara

Pg. 50: (Baychester)
Photo: NYCHA

Pg. 52: (Lead Rally)
Photo: Jonathan Patkowski;
(Rent Regulation)
Graphic: MOPT

Pg. 53: (AHU)
Photo: Jonathan Patkowski

Pg. 54: (Partners in Preservation)
Photo: Jonathan Patkowski

Pg. 55: (Get Food)
Photo: Jonathan Patkowski

Pg. 57: (Louise)
Photo: Ed Reed

Pg. 58: (Beach Green Dunes)
Photo: The Bluestone Organization

Pg. 59: (Outreach Van)
Photo: Diane Cho

Pg. 60: (LeadFreeNYC)
Graphic: HPD

Pg. 61: (WSFSSH 108th)
Rendering: Dattner Architects

Pg. 62: (Sendero)
Photo: L+M Development
Partners

Pg. 63: (One Flushing)
Rendering: SLCE Architects

Pg. 64: (Oral)
Photo: Jonathan Patkowski

Pg. 65: (Green New Deal):
Photo: Michael Appleton

Pg. 66: (Beach Green Dunes II)
Photo: Michael Appleton

Pg. 67: (Build it Back)
Photo: Demetrius Freeman

Pg. 68: (Edgemere)
Rendering: HPD

Pg. 69: (Sam Burt Houses)
Photo: Arma Development
Consultants

Pg. 70: (WWL)
Photo: HPD

Pg. 72: (WWL)
Photos: Jonathan Patkowski

Pg. 73: (WWL Summit)
Photo: Jonathan Patkowski

Pg. 74: (Ernestine) Photo:
Jonathan Patkowski

Pg. 75: (Chabely)
Photo: Jonathan Patkowski

Pg. 76: (Building Opportunity
Course)
Photo: HPD

Pg. 77: (Build-Out)
Photo: Jonathan Patkowski

Pg. 78: (M/WBE RFP)
Photo: Ed Reed;
(1490 Southern)
Photo: Diane Cho

Pg. 79: (Jerome Avenue)
Rendering: Robert A.M. Stern
Architects

Pg. 80: (Dawanna)
Photo: HPD

Pg. 81: (Pathways to Opportunity)
Photos: Diane Cho

Pg. 82: (Cityscape)
Photo: HPD

Pg. 84: (Neighborhood Planning)
Photo: DCP;
(NDF)
Photo: DCP

Pg. 85: (MIH)
Photo: Michael Appleton

Pg. 86: (Greenpoint Hospital)
Rendering: Magnusson Ar-
chitecture and Planning and
Architecture Outfit;
(Greenpoint Landing)
Photo: Handel Architects

Pg. 88: (Atlantic Chestnut)
Photo: Phipps Houses;
(Beach 21 Street)
Rendering: Urban Architec-
tural Initiatives;
(Edgemere CLT RFEI)
Photo: HPD

Pg. 89: (Brownsville Arts Center)
Rendering: Aufgang Architects;

(River Commons)
Rendering: Bernheimer
Architecture;
(Beacon)
Rendering: The Community
Builders and Ascendant
Neighborhood Construction

Pg. 90: (The Eliza)
Rendering: Andrew Berman
Architects;
(Stapleton Site A)
Rendering: Bernheimer Archi-
tects and Starr Whitehouse;
(Bed-Stuy RFP)
Map: HPD

Pg. 91: (Gowanus)
Rendering: Marvel Architects /
SCAPE Landscape Architects

Pg. 93: (Spofford)
Rendering: Gilbane-Develop-
ment-Company;
(NYCHA Community Engagement)
Photo: Gerri Hernández

Pg. 94: (MIH)
Photo: Michael Appleton

Pg. 96: (Bronx Commons):
Jonathan Patkowski

Pg. 99: (Fiscal Year 2021)
Photo: Ed Reed

Report design concept:
Bellweather Agency





The City of New York
Mayor Bill de Blasio

Vicki Been, Deputy Mayor for
Housing & Economic Development

**YOUR
Home
NYC**



NYC