

# 62ND ANNUAL LUNCHEON

# POLICY WITH A PURPOSE POLICY WITH A PURPOSE POLICY WITH A PURPOSE

4.27.2022

## HONORING 2022'S AWARDEES

### IMPACT FOR PLANNING

#### RESIDENT REVIEW COMMITTEE FOR FULTON AND ELLIOTT-CHELSEA HOUSES

**DARLENE WATERS & MIGUEL ACEVEDO** | Tenant Association Presidents

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**JEROME COURT REDEVELOPMENT** | S:US & Bronx Pro Group

### IBO BALTON COMMUNITY PLANNER AWARD

**SIMON KAWITZKY**  
New York City Housing Authority

**SYLVIA XIAOMENG LI**  
Department of City Planning



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# WELCOME TO CHPC'S 62ND ANNUAL LUNCHEON!

**We are so excited to be back together as a community after such a difficult hiatus. That is what today is all about, a celebration of being together as a housing and planning community and honoring our accomplishments which are always rooted in collaboration.**

This room is a testament to the collaboration of our community—from planners to financiers, from owners to architects, from developers to residents, from lawyers to service providers. We gain so much from working together, listening to each other, learning from each other, and building on each other's expertise.

Today we are honoring the extraordinary collaboration that led to Jerome Court Redevelopment. We are showing our deep gratitude for the incredible work and dedication of our civil servants, who were able to accomplish the most complicated community planning efforts while in a pandemic. We are giving our Impact in Housing award to a pioneer of collaboration to improve housing conditions in NYC for five decades. And we are delighted to welcome and honor the public housing residents of Fulton and Elliott-Chelsea Houses, who have shown us that how powerful a collaboration can be when the public-private partnerships also include residents in decision-making.

We extend our deepest thanks to all of the supporters of CHPC, especially those who have contributed to us over the last two years. You have made our work possible. Thank you.

With gratitude,



Richard Roberts  
Chairman



Mark Ginsberg  
President



Sarah Watson  
Executive Director

# CHPC'S CURRENT INITIATIVES

**A NEW LENS FOR NEW YORK CITY'S HOUSING PLAN:** A New Lens for NYC's Housing Plan explores how housing policy can have an impact beyond creating and preserving a certain number of affordable housing units. Through New Lens, CHPC explores how the power of a housing plan can help government define its policy objectives and metrics to achieve broader goals. In six issue briefs, CHPC makes the case for the importance of reframing the city's housing plan through a policy lens like climate change or racial equity. Subsequent full-length reports dive into four of the proposed lens—housing for an immigrant city, housing to address gender inequality, housing for LGBTQ+ communities, and housing to improve health outcomes—enumerating ways that the housing plan can be leveraged to advance intersectional policy goals.

**LIFE OF A WORK ORDER:** Life of a Work Order explores NYCHA's intricate property management system juxtaposed with the system used by other New York City property managers. What happens when a NYCHA resident calls about an issue in their apartment? How many steps are involved in NYCHA's repair processes? How does NYCHA's process differ from property managers' process in the rest of New York City's housing sector? CHPC mapped the work order process for two common repair requests—a leak and patching and painting—exposing the difference in length, complexity, and burden imposed on the tenant.

**PUBLIC HOUSING REVOLUTION | LESSONS FROM LONDON:** After decades of crippling federal budget cutbacks, severely deferred maintenance, and growing capital needs, NYCHA is in crisis and housing conditions for tenants are intolerable. Some NYCHA developments are beginning to be transferred to public-private partnerships through the PACT program, bringing new investment and new property management. However, there is deep mistrust among public housing residents after decades of management neglect and broken promises. In 2019, CHPC published a study about the vast improvements made in London's public housing conditions over the last three decades. A critical component of England's successful transformation was the elevation of residents in all decision-making around the “regeneration” of its public housing. Residents were given a menu of improvement options and were treated as architectural clients; residents selected architects and developers and gave the final vote on any rehabilitation or redevelopment plans for their homes. CHPC believes it is critical to empower public housing residents in NYC with decision-making roles regarding the future of their homes. CHPC is now working with the housing industry, NYCHA, and City Hall to develop strategies to elevate the role of NYCHA residents when their development is slated for transfer and rehab through the PACT program.

**PARTICIPATORY PROPERTY MANAGEMENT TOOLKIT:** The ultimate goal of PACT is to drastically improve the quality of life for public housing residents who have been living in untenable conditions for too long. Harnessing the experience and insight of residents about how their developments operate is a key strategy to advance this goal. CHPC has developed a toolkit for how residents could effectively participate in the new phase of property management that follows a PACT transfer, ensuring that resident needs remain the central focus well after renovations are complete. The toolkit sets out case studies from the UK under seven themes broadly describing ways for residents to participate in the strategy, scrutiny, and shaping of property management so that service is tailored to their needs and provides a level of quality assurance that rivals or exceeds the private market. Examples from the toolkit also demonstrate how participatory property management can also be a boon to affordable housing providers and front-line staff who benefit from the transparency, efficiency, potential cost reduction, and real-time feedback and validation of their work.

**BRUTAL BUREAUCRACY:** From in-person meetings, visits with case workers, shuttling documents from one city agency to another, to paperwork that never seems to be filled out correctly, we have a complicated system to help those most in need. In Brutal Bureaucracy, CHPC explores how to reduce the administrative burden of our housing and social safety net programs. Given New York City's affordable housing crisis, it is also critical that when scarce affordable housing resources become available, we move as quickly as we can to house New Yorkers. CHPC analyzed NYC housing lottery data to determine how long it takes for tenants to move into new affordable housing. In the first issue brief published under the banner of Brutal Bureaucracy, CHPC revealed that it takes 371 days on average to fill all of the units in a NYC housing lottery, despite the units being available and ready for occupancy. We are continuing to conduct analysis to reveal the impact of the brutal bureaucracy and recommend areas for reform.

**ACCESSORY DWELLING UNITS (ADUS) AND BASEMENT CONVERSIONS:** CHPC continues to build upon hard-won progress. Our recommendations and analyses, informed by our role as the Program Evaluator of the Basement Conversions Pilot Program (BACPP), helped shape the development of ADU legislation pending before the state legislature. In October, CHPC testified before NYS Assembly regarding the importance of ADU legislation and responded to specific technical concerns posed by the hearing's most skeptical assembly members. Locally, two code revisions proposed by CHPC to facilitate basement conversions were enacted by the city and went into effect in January. Along with the conclusion of the East New York pilot, CHPC is focused on resiliency measures to address the climate risks tragically and disproportionately borne by New Yorkers living in basements, many of whom have little or no housing choice.

**ONWARD AND UPWARD | 10 ZONING REFORMS IN THE ERA OF THE CRISES:** New York City is facing difficult and unprecedented circumstances. At the same time as battling a global pandemic and the resulting economic fallout, the city is dealing with concurrent crises of housing affordability and homelessness, racial and economic inequality, and climate change. While these issues emerged long before the onset of COVID-19, the pandemic has only made them worse, and the need for solutions even more urgent. Zoning and regulatory reform must play a key role in the advancement of a pathway forward. The rules and regulations governing development in NYC are so complex that there are entire industries built on interpreting them. Many aspects of building design and construction are subject to several different requirements in various codes. Significant parts of the Zoning Resolution have not been updated for several decades and are misaligned with modern-day policy goals. With such an elaborate thicket of regulations in play, the built environment has been unable to keep up with changing circumstances and needs. CHPC's new report recommends areas for reform that can help shape the regulatory framework to advance the following goals: Affordable, High-Quality Housing for All; Fair Housing & Racial Equity; Environmental Sustainability; A Just Economic Recovery.

**EQUITABLE ENFORCEMENT:** Code enforcement has the power to revitalize neighborhoods, improve children's health outcomes, protect occupants from substandard housing conditions, educate homeowners, and strengthen communities. But code compliance isn't a policy goal in itself. The city's myriad codes and regulations address issues large and small, not all of which have immediate and outsized impact on health and safety. In fact, code enforcement can work against other important housing goals by thwarting affordable housing creation and preservation, destabilizing neighborhoods, and by disproportionately penalizing and displacing vulnerable populations, particularly elderly, low income, immigrant, and communities of color. CHPC's first Equitable Enforcement issue brief explores the balance between risk, government resources, and the city's policy goals. By recommending new tools and metrics for success, CHPC hopes to reframe the purpose of code enforcement from reactive and punitive to proactive and goal oriented.

**ZONING FOR SOLAR:** Expanding solar energy infrastructure across New York City is fundamental in the fight to reduce emissions. Recent zoning changes and other climate measures helped the city quadruple its solar capacity between 2013 and 2016. However, zoning still limits the installation of solar technology on large residential buildings across the city, even though buildings are responsible for 75 percent of GHG emissions. In a new technical brief, CHPC, in partnership with NYSAFAH, advocates for zoning reform to enable a greater number of solar panels on multifamily roofs. CHPC has also assembled a coalition of supporters, who have signed onto a letter calling on the zoning code reform.

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## IMPACT AWARD FOR PLANNING

# RESIDENT REVIEW COMMITTEE FOR FULTON & ELLIOTT-CHELSEA HOUSES TENANT ASSOCIATION PRESIDENTS DARLENE WATERS & MIGUEL ACEVEDO



Fulton and Elliott-Chelsea Houses residents made history as the first group of NYCHA residents to lead a PACT planning process, which included the PACT proposal review and developer selection for the preservation of 2,054 apartments within Fulton, Chelsea, Chelsea Addition, and Elliott Houses.

For decades, despite having expert knowledge of their housing needs, public housing residents across the country have been largely left out of the decision-making process about the future of their homes. Traditionally, NYCHA has provided its residents with forums to obtain information and address concerns. This degree of involvement was enough to say that residents were heard but did not result in shifting priorities or modifying plans based on the resident feedback.

In 2019, NYCHA released a preservation plan for Fulton Houses, Elliott Houses, Chelsea Houses, & Chelsea Addition to address their collective \$366M in repairs needs. NYCHA's plan called for the developments to transition to Section 8 through PACT and proposed the demolition of two residential buildings on the Fulton campus, temporary relocation of their residents, and the construction of a new residential building on the campus. Though it lacked resident input and garnered vocal opposition from both residents and advocates, the plan seemed poised for approval—another decision made on behalf of NYCHA residents rather than with or by residents.

Remarkably, NYCHA and City Hall decided to discard the plan and embrace a new approach, working with and empowering residents to develop and shape their own future. During the fall of 2019, a Chelsea Working Group was established, comprised of Fulton & Elliott-Chelsea residents, elected officials, Community Board 4 representatives, housing advocates, NYCHA, and the Mayor's Office. After assessing a variety of funding and rehabilitation strategies, the group collectively determined that a PACT conversion would provide the single largest source of funds, covering over two-thirds of the total project cost, to invest in the developments' capital needs.

After 18 months of weekly meetings, the Chelsea Working Group released a final report outlining residents' priorities and three key recommendation areas: address the full capital needs of the four developments, safeguard and expand the rights and protections for existing and future residents of the Chelsea NYCHA developments, and establish clear, consistent, and accountable engagement methods to give residents real decision-making power in the renovation of their homes. Enacting this last recommendation would mark the first time in our city and nation's history that public housing residents exert real influence on the future of their homes.

*(opposite page)  
Resident Review  
Committee deliberates  
over the selection of a new  
development partner*

*(at right)  
Rendering of the renovat-  
ed campus for Fulton and  
Elliott-Chelsea Houses by  
Essence Development  
and Related Companies*



Acknowledging that residents are those most impacted by a preservation plan, the Working Group recommended that NYCHA directly involve residents in the PACT process including RFP development, evaluation, and the selection process. During RFP development, Chelsea NYCHA residents introduced new parameters and score weights, setting the terms and expectations for the coming proposals and development teams who could potentially become their partner. To elevate the importance of property management and on-going resident engagement, the residents developed a new 30-question property management questionnaire required of all RFP respondents that focused on quality and service rather than the technical aspects of property management that had been the focus of previous PACT RFPs.

Once RFP responses were received, tenant leaders formed the Fulton and Elliott-Chelsea Houses Resident Review Committee to evaluate the proposals, interview development teams, and ultimately select the team best suited to meet the needs of Fulton & Elliott-Chelsea. The committee consisted of 10 members from across the Fulton and Elliott-Chelsea campuses who met twice weekly for three months, devoting hundreds of volunteer-hours to assess developer proposals. The Resident Review Committee had in-depth discussions about proposed building upgrades, management practices, security plans, and design features, and plans to enhance social services.

With a deep understanding of each proposal gained from months of analysis and interviews with each development team, the Fulton & Elliott-Chelsea Resident Review Committee made history and chose to partner with Essence Development and Related Companies on the fulfillment of over \$366 million in capital needs. For the first time, NYCHA residents oversaw every single step of the development and selection process. Fulton and Elliott-Chelsea proved again that no one understands the needs of public housing developments like its residents. This project serves as a national model for future public-private partnerships and demonstrates the power of leveraging residents' expertise and decision-making with the resources of the affordable housing industry.



**DARLENE WATERS** serves as the Resident Association President of Elliott-Chelsea Houses representing over 2,376 residents. Since moving into Elliott Houses during 1955, Ms. Waters has devoted her life to supporting and serving her community. For 41 years, Ms. Waters worked as an assistant teacher at the Head Start Early Childhood Education center located on the Elliott-Chelsea campus, nurturing and educating generation after generation of the children in her community. Now, in her role as Resident Association President, Ms. Waters' weekly schedule is jammed packed with meetings about how to improve the services

residents receive and their housing quality. Her commitment stems from a deep desire to help the residents in her community with tangible results. Ms. Waters looks forwards to the improved housing quality and safety that residents will receive through PACT and their partnership with Essence and Related Companies. She attests that elevating resident voices and decision-making during the planning process has been and will continue to be the key to a successful PACT conversion. "Residents live here. This is their home. They should have a direct say in everything about their homes and neighborhood, and they know better than anyone else." In addition to being Resident Association President, Ms. Waters serves as a board member for the Holy Apostles Church and the Hudson Guild.



**MIGUEL ACEVEDO** is the President of the Fulton Houses Residents Association, representing over 2,103 residents. A resident of Fulton Houses since the 1960s, Miguel is a committed advocate for Fulton residents and residents of other lower Manhattan NYCHA developments. When residents are frustrated and need assistance they reach out to Miguel. Whether an issue requires persistent outreach to NYCHA or partnership with community organizations, Miguel is committed to finding solutions for residents. Mr. Acevedo is an accomplished leader; he has expedited housing condition improvements in response

to tenant concerns, secured funding for Fulton capital projects, facilitated meal distribution during the pandemic, and worked to bring a pop-up vaccine site to Fulton Houses' Community Center. Miguel welcomes partnership with Essence Development and Related Companies and thinks the PACT process marks an important milestone in Fulton Houses' history. For too long residents have dealt with deplorable conditions, but now they have a seat at the table and will shape their own future. Miguel has played an instrumental role in ensuring a wide range of resident voices continue to be heard during the PACT planning process. In addition to Resident Association President, Miguel Acevedo is the Executive Director of Fulton Youth for the Future, co-founder of Afford Chelsea, an alumnus of Community Board 4 having served for 10 years, and a lead organizer responsible for the 2009 passage of Leandra's Law.

## IMPACT AWARD FOR HOUSING

### JERILYN PERINE

**HPD COMMISSIONER 2000-2004**

**CHPC EXECUTIVE DIRECTOR 2006-2018**

Jerilyn Perine's impact on housing over her five-decade career is unparalleled in New York City. Jerilyn is a true housing policy luminary; she has dedicated her career to public service through housing policy and community development, to the mission of improving housing conditions and opportunities for fellow New Yorkers, and to being a mentor, collaborator, and teacher to many.

Jerilyn's career began in the era of New York City's decline. As a born-and-bred New Yorker, her career in planning and housing policy was always treated as a vocation to save her city. Her first planning work involved surveying burned-out or looted buildings to see what businesses remained in Central Brooklyn. Throughout the 1980s and 1990s, Jerilyn worked her way up through HPD in many different roles in development, preservation, and code enforcement. Her different roles shaped her vision about the essentiality of housing and her belief in the role and power of HPD as the shepherd of the City's housing stock. Her career has been driven by the mission that all New Yorkers must have access to housing as essential shelter, as a generator of wealth, and as the foundation to happiness.

Further into her career, Jerilyn was appointed Commissioner of HPD by both Mayor Giuliani and Mayor Michael Bloomberg. Under Mayor Giuliani, she designed and managed programs to return tens of thousands of tax-foreclosed buildings to local, private ownership and prevent future cycles of abandonment. She successfully negotiated with HUD to save more than 500 small buildings purchased through HUD's scandal-plagued 203(k) program. She negotiated a settlement to end a long-standing legal battle over the fate of the City's community gardens, which preserved gardens and allowed more than 3,000 units of affordable housing construction to proceed. After September 11, 2001, she stayed downtown for over a week, day-and-night, turning HPD into a relief center looking after everyone who sought refuge there.

As Bloomberg's commissioner, Jerilyn was the author of the first New Housing Marketplace Plan, a pioneering plan that marked a shift in NYC's housing policy from the in-rem era to a new phase of booming demand. With demand for housing increasing and availability of buildable sites decreasing, the Housing Plan focused on using government tax incentives and subsidies to leverage private investment to create new affordable housing, setting an affordable housing target for the first time. The plan focused preserving existing rental housing, investing in the clean-up of old industrial land to spearhead the regeneration of the Brooklyn waterfront, and saving distressed neighborhoods.



Collaboration was a guiding tenet of Jerilyn's leadership at HPD and later at CHPC. She is passionate about international engagement and diverse perspectives informing housing to fight NYC's tendency toward insularity. She was a proud member of the International Brownfield Exchange working alongside leaders in Germany, Austria, Spain, Northern Ireland, and England to exchange information, establish new working relationships, and develop, test, and communicate best practices about the redevelopment of former industrial areas. She established and chaired the Mayor's Neighborhood Investment Panel which included housing professionals from New York's banks, philanthropic organizations, research institutions, academia, and the non-profit and for-profit development industry, in an unprecedented effort to restructure HPD's programs and monitor the ongoing effectiveness of the Housing Plan. She organized biannual conferences on housing policy in collaboration with the New York University Furman Center for Real Estate and Urban Policy and the Federal Reserve Bank of New York.

Jerilyn's impact on housing is almost outweighed by her impact on the people she has managed, mentored, and supported. The legacy of her career spreads to thousands of people including employers, employees, friends, colleagues, HPD and CHPC fellows and staff, graduate students of her housing program at Columbia University's School of International and Public Affairs, and many other teaching venues. When she would return to City Hall or HPD after leaving the public sector, she would be greeted with excitement and warmth by everyone from the mayor to the mailroom staff.

After her extraordinary tenure in public service, Jerilyn took over the helm of CHPC in 2006, which was seen at the time as a trustworthy research organization that needed a shift in direction to maintain its relevance. Jerilyn's leadership solidified its future for decades to come. Her focus was to reinvigorate the audience for CHPC's work and find inventive ways to convey fresh approaches for housing policy, based on current realities. She set up a new paradigm for CHPC by blending big-vision projects with detailed technical recommendations for government agencies. Under her leadership, CHPC made video games that explored challenges related to developing and managing apartment buildings and put on huge national housing exhibitions. CHPC's audience expanded exponentially, the board became more diverse and younger, and the organization collaborated with housing practitioners and policymakers from Israel to Japan, England to Australia. CHPC's research renewed interest in new housing typologies, launched housing pilots, paved the way for a host of zoning changes that have improved affordable housing development, and shaped new approaches to transitional housing and the use of private activity bonds. She instigated and launched CHPC's Strategic Impact Fund which gave the organization the ability to rely on more consistent funding for the first time. She made CHPC relevant, innovative, impactful, financially sustainable, and exciting.

Jerilyn has all the qualities we should hope for our public servants. She is passionate and dedicated, yet tough and will not tolerate bullshit. She has an incredible balance of being a visionary who also knows how to make change happen. She has an uncanny ability to appreciate every facet of a residential building; she simultaneously sees its history, its cultural significance, its financing, its architecture, the zoning, housing, and building codes that shape it, and its residents and how housing intersects with their lives.

There is absolutely no doubt that Jerilyn Perine has had an extraordinary and outsized impact on housing in New York City. We are so happy that we get the opportunity to honor her today to mark just a fraction of our gratitude for her.

# IMPACT AWARD FOR COMMUNITY INVESTMENT

## JEROME COURT REDEVELOPMENT

### S:US & BRONX PRO GROUP

Located in Mount Hope in the Bronx, Jerome Court Redevelopment is an extraordinary example of community investment through housing development.

A joint venture between the non-profit housing and service provider Services for the UnderServed (S:US) and Bronx Pro Group, Jerome Court Redevelopment marks the transformation of an old two-story SRO building to a brand-new 16-story, 144,000 sf mixed-use building. The building includes 176 total units, consisting of 105 supportive housing units, 70 affordable housing units and 1 superintendent's unit designed by Marvel Architects. The supportive housing units will house a mix of households including individuals and families leaving shelter who experience behavioral health challenges. Along with the new apartments, large community lounge and landscaped patio, laundry space, fitness room, S:US office space to provide social services and housing support for residents, and 24-hour security, the mixed-use building will also include about 7,000 sf of ground floor retail space that will be leased to several convenience and food-based operators.



*(above) Rendering of the Jerome Court Redevelopment, designed by Marvel Architects, developed by S:US and Bronx Pro Group*

Jerome Court Redevelopment is a testament to the long-standing partnership between S:US and Bronx Pro Group, one of many projects that the two organizations work together on in the Bronx. The site was a former motel which was converted into 40 efficiency studios by Palladia for tenants with HIV/AIDS. From 2001 to 2016, Palladia (and then S:US) provided supportive housing services for all tenants in the building. However, the building was underbuilt, unsuitable for permanent housing, and had significant deferred maintenance needs. After the tax credit investor exited in 2016 and S:US acquired Palladia, S:US became the owner of the property and immediately began to plan their vision for the development of the site in partnership with Bronx Pro Group.

Jerome Court Redevelopment is a model of collaboration between private, public, and non-profit sectors to change the housing opportunities of New Yorkers in a meaningful way and invest in communities and neighborhoods. The development was financed through a combination of capital subsidy through HDC's Extremely Low and Low-Income Affordability (ELLA) program, HPDs Supportive Housing Loan Program (SHLP), 4% Tax Exempt Bonds, the Federal LIHTC program, as well as financing by TD bank and Enterprise. The supportive housing units will receive NYC 15/15 HRA subsidy for the social services and matching rental assistance from HPD to cover operating expenses. To make the project viable, Bronx Pro Group was able to transfer development rights from an adjacent site that they own. S:US worked closely with the NYC Department of City Planning to help to shape the details of new R8-A zoning as part of the Jerome Avenue Neighborhood Plan that finally made the vision for the site possible. The Jerome Court Redevelopment would not have been financially feasible without the Jerome Corridor Rezoning.

All residents who were relocated from the previous building will be able to return to the new development if they choose, and it is expected that 15-20 will do so. In addition, the project will provide new affordable homes, new supportive housing and services, high-quality amenities, and streetscape and landscape improvements. The Jerome Avenue Redevelopment is a beacon of community investment that will have lasting impact for the residents and the wider neighborhood for decades to come.

**Services for the UnderServed** is a 501(c)(3) New York non-profit organization serving more than 35,000 consumers annually with housing and social services. The organization was founded in 1978 with the mission of assisting individuals with developmental disabilities and mental illness achieve community-based housing. S:US currently operates 183 programs across 140 locations throughout all 5 boroughs, with a concentration in the South Bronx and Central Brooklyn. S:US has an annual operating budget of almost \$240 million and employs approximately 2,500 people in New York City. S:US provides permanent housing to over 2,200 individuals in New York City through a mix of congregate and scatter site supportive housing. S:US' involvement ranges from sole developer and general partner to 50/50 joint development and ownership, to master-lessor and social service provider in buildings developed and owned by a partner.

**Bronx Pro Group** is a women-owned, neighborhood-based firm dedicated to community development through affordable housing investments. Bronx Pro's mission is to develop high quality affordable housing that is sustainable and builds thriving communities. Bronx Pro Group employs approximately 100 professional and support staff engaged in real estate development, construction, property management, and residential services. The company began as a property manager in 1988 and in 1998 it expanded its business activities to include the development of low and moderate-income housing. Beginning first with the rehabilitation of occupied, city-owned buildings, the company has since broadened its scope to include the development of new construction projects that contain both residential and commercial / community facility spaces. To date, Bronx Pro Group has developed over 3,000 units through various City and State programs.

## **IBO BALTON COMMUNITY PLANNER AWARD**

### **SYLVIA XIAOMENG LI** **DEPARTMENT OF CITY PLANNING**

Sylvia Xiaomeng Li, AICP is a Senior Planner and Team Leader at the Manhattan Office of the New York City Department of City Planning (DCP). Sylvia has dedicated over eight years to the Department, serving as a leader in agency efforts to build more equitable and thriving neighborhoods. Sylvia’s work spans across Manhattan but is particularly focused on SoHo/NoHo and the West Side. Sylvia led and supervised the planning efforts of the SoHo/NoHo Neighborhood Plan, which made history in late 2021 as one of the first neighborhood rezonings for affordable housing in a predominately white, amenity-rich, high-income neighborhood. The plan is expected to bring 900 new permanently affordable homes to area, along with substantial investment in local business and the arts. Sylvia was instrumental in the passing of the plan – leading community engagement, zoning proposal development, research and communications since the idea was first introduced over six years ago. Sylvia’s fierce commitment to inclusive community engagement was demonstrated by the 40 community meetings she helped plan and facilitate, along with the engagement platform, Envision SoHo/NoHo.

If facilitating a neighborhood comprehensive plan wasn’t difficult enough, Sylvia took on the momentous task of transferring community engagement to a virtual setting during the height of the COVID-19 crisis. Her commitment to the plan and her work as a community planner held steadfast through some of the most difficult periods of the pandemic, developing a whole new format for engagement practically overnight. With her leadership, the SoHo/NoHo plan moved forward through the pandemic – engaging a larger, more diverse audience through a series of dynamic virtual engagement sessions. These sessions directly informed the plan and were catalytic for the development of a plan that represented diverse stakeholders and needs. With its passing, the plan created inroads for future rezoning in the city’s most economically and racially segregated neighborhoods. According to Sylvia, the SoHo/NoHo neighborhood plan demonstrated a “strong narrative of equity,” and helps meet the city’s greater housing and economic needs.

**Sylvia's fierce commitment to inclusive community engagement was demonstrated by the 40 community meetings she helped plan and facilitate, along with the engagement platform, Envision SoHo/NoHo.**



Sylvia credits the support of DCP leadership and her “city family” when asked about the difficulties faced throughout the rezoning. She also celebrates the diverse community body that engaged in the planning process for the ultimate success of the neighborhood plan.

Sylvia's experience as a community planner may have been solidified at DCP, but her commitment to working in partnership with communities and fighting for more healthy neighborhoods started before her time in city government. A graduate of Cornell University with a Master of Regional Planning, Sylvia has worked across the planning sector on a city-wide and global scale. In her role as a planner/policy researcher with the New York Academy of Medicine she provided planning and design expertise to Age-friendly NYC – an advocacy initiative to better support aging and elderly residents in the design of cities. She also studied housing quality in Indonesia's squatter communities in her role as a graduate student.

Sylvia's career fully encapsulates the mission of the community planner. She has long emphasized the importance of integrity, deep listening and commitment to learning from area stakeholders in the planning process, while ensuring a greater mission of equity and access is achieved in the neighborhood and city as a whole.

## **IBO BALTON COMMUNITY PLANNER AWARD**

### **SIMON KAWITZKY** **NEW YORK CITY HOUSING AUTHORITY**

Simon Kawitzky is the Vice President of Portfolio Planning at the New York City Housing Authority (NYCHA) and has been instrumental in embedding new community planning processes into NYCHA's real estate work over recent years. Simon oversaw the first resident-led working group at Elliot-Chelsea and Fulton houses to review and select the new PACT partner for their development – fundamentally shifting the power to resident decision-making. He is now rolling out this new dynamic of resident-centered planning across the PACT pipeline. He is also the lead designer of the PACT Resource Team, a fund to give residents access to any third-party technical assistance related to PACT and to support their new decision-making roles.



**SIMON HAS BEEN INSTRUMENTAL IN EMBEDDING NEW COMMUNITY PLANNING PROCESSES INTO NYCHA'S REAL ESTATE WORK OVER RECENT YEARS.**

As the Assistant Commissioner he also helped develop the city's first Assessment of Fair Housing, a historic step in addressing New York City's legacy of segregation and discrimination in the housing market. In his previous role as Director, he applied his passion for community engagement to create the agency's first Neighborhood Planning Playbook – a framework for inclusive community engagement. He also oversaw the creation and implementation of the Brownsville Plan as well as the East New York Neighborhood Plan – one of the city's first neighborhoods to undergo the Mandatory Inclusionary Housing (MIH).

Before his time in city government, Simon built an impressive portfolio of affordable housing projects and comprehensive planning initiatives at Jonathan Rose Companies, where he worked with the private and public sector in housing financing and development. He also led the community planning process for the Town of Morristown, which was the first town in the state to attempt a master plan that incorporated mobility and community design – leading ultimately to the adoption of form-based zoning code in Morristown. In addition to his work in Morristown, Simon helped develop the first comprehensive plan for Newark, New Jersey in over two decades.

Much of his work Simon credits to his education at Pratt Institute, where he received his M.S. in City and Regional Planning. At Pratt, he worked under the mentorship of several professors, including John Shapiro and Ronald Shiffman, both who continue to shape his work today. It was at the Pratt Graduate Center for Planning and the Environment where Simon learned much of what he knows today in terms of authentic and effective community engagement, affordable and fair housing and comprehensive planning.

Simon's resume is impressive – from city government to private industry, his work has extended across the city in all areas of housing, neighborhood development and community engagement. He is deeply passionate and committed to advancing more fair and equitable neighborhoods for all New Yorkers, with a keen understanding of the intersection of public and private partnerships in the process. Across his several roles of leadership in the last decade, he has continued to go back to his roots of community engagement – serving as a model of city and private sector partners everywhere.

# PAST IBO BALTON AWARDEES

**JOE SALVO, 2020**

**LEILA BOZORG, 2019**

**JIM BUCKLEY, 2018**

**NICOLE FERREIRA, 2017**

**LOUISE CARROLL, 2016**

**JESSICA KATZ, 2015**

**ISMENE SPELIOTIS, 2014**

**BILL CARBINE, 2013**

**JOHN GEARRITY, 2012**

**MARIAN ZUCKER, 2011**

**JOAN TALLY, 2010**

**ERIC ENDERLIN, 2009**

**BRIAN CHEIGH, 2008**

**MICHAEL POLO, 2007**



# IBO BALTON COMMUNITY PLANNER AWARD

**IBO BALTON (1954-2007) WAS AN URBAN PLANNER WHOSE CAREER IMPROVED THE LIVES OF PEOPLE THROUGH THE PLANNED REHABILITATION AND NEW CONSTRUCTION OF AFFORDABLE HOUSING, AND THE CREATION OF LOCAL RETAIL AND MUCH NEEDED COMMUNITY FACILITIES.**



Ibo's work at the NYC Department of Housing Preservation and Development from 1986 through 2007 took him to deprived communities in the South Bronx and Brooklyn, but he is best remembered for his groundbreaking work in Harlem where he lived and worked.

Facing the massive abandonment of Harlem's housing stock, Ibo's careful planning and advocacy brought millions of dollars of government and private funds to help rebuild tens of thousands of units of affordable housing. The renaissance evident everywhere in Harlem today is largely attributable to Ibo's painstaking work on behalf of the community that he lived in, devoted his career to, and loved so much. We believe that Ibo would be most pleased

that Harlem is no longer a community from which large numbers of families become homeless as it once was. From new supermarkets, to local banking, vibrant shopping, and bustling streets, Harlem today is a far cry from where it was in the 1980s when the city was its largest landlord, the housing stock was largely abandoned, and residents had to travel outside of their community for basic services like fresh food, dry cleaners, banking, and shops.

Ibo's friends and colleagues Ron Moelis, Robert Ezrapour, Lucille McEwen, Jerilyn Perine, Richard Roberts, William Traylor, and Christopher Cirillo select an exceptional planner who is making a significant contribution toward the restoration of communities through the development of affordable housing, local businesses, and other community improvements that enhance people's lives. Our goal is not just to remember Ibo, but to inspire others to connect their work to the improvement of communities.

2022 IBO BALTON  
2022 IBO BALTON  
2022 IBO BALTON  
2022 IBO BALTON  
AWARD COMMITTEE

**FOR MORE THAN TEN YEARS, THE COMMITTEE OF THIS AWARD HAVE COME TOGETHER TO RECOGNIZE A COLLEAGUE WHOSE CONTRIBUTIONS TO THE FIELD EMBODY THE SPIRIT AND WORK OF IBO BALTON, AN EXCEPTIONAL URBAN PLANNER AND PUBLIC SERVANT.**

The committee members had all worked with Ibo, who passed away in 2007, and in that time, he made a lasting impression of the power of one person's contribution. They now honor others who continue to remind us that individuals can transform communities.



**CHRIS CIRILLO** became the Executive Director of Lott Community Development Corporation in 2012. Based in East Harlem, Lott has developed and continues to manage approximately 700 affordable rental apartments in Northern Manhattan. Before joining Lott, Chris spent 6½ years as Vice President for Development at The Richman Group Development Corporation. Prior to joining Richman, Chris held several positions at the New York City Department of Housing Preservation & Development (HPD) over a ten-year period. Chris is a 1995 graduate of Brown University, where he received a Bachelor of Arts with honors in Urban Studies, and a 2016 graduate of Pratt Institute's Master of Science in Historic Preservation with distinction.



**ROBERT EZRAPOUR** is the President of K&R Realty Management and Vice President of the Artimus Development team, where he has worked for 28 years developing affordable housing using both traditional and creative financing structures. Before that, he worked at American Express International, reaching the level of assistant treasurer. Robert is a charter board member of NYSFAFH. He received his M.B.A. from the University of Chicago.



**LUCILLE L. MCEWEN** is Vice President for Real Estate at Communitlife. In her previous position as Executive Director of Manhattan Valley Development Corporation, she strengthened Northern Manhattan's affordable housing community for more than three years. From 2002 to 2011 she served as President and CEO of Harlem Congregations for Community Improvement ("HCCI"), a community development organization dedicated to the preservation and development of affordable housing. Lucille also served as the General Counsel and Chief of Staff of the Upper Manhattan Empowerment Zone and as Assistant Commissioner at the NYC Department of Housing Preservation and Development, where she implemented programs that contract with neighborhood based entities.



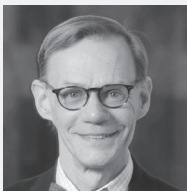
**RON L. MOELIS** is the Chairman and Co-founder of L+M Development Partners Inc., a New York real estate development company specializing in the financing and development of affordable housing in the New York City metropolitan area. As well as being an industry leader in New York City, Mr. Moelis plays an influential role by serving on the boards of a number of trade associations as well as the New York University School of Law Real Estate Institute and the University of Pennsylvania Center for Community Partnership. He teaches Urban Real Estate Development at the University of Pennsylvania's School of Design.



**JERILYN PERINE** built a talented team during her tenure at CHPC that focused on driving a high impact agenda to improve the quality of public debate, inform public policy, promote new ideas, and engage a wide audience. Ms. Perine is an urban planner with 30 years of experience in housing and community development. She was appointed Commissioner of the Department of Housing Preservation and Development by both Mayor Rudolph Giuliani and Mayor Michael Bloomberg to lead America's largest municipal housing agency with more than 3000 employees and an annual operating and capital budget of \$800 million.



**RICHARD ROBERTS** is a Principal and Chief Business Development Officer for Red Stone Equity Partners, LLC. He has worked in affordable housing and urban market investments for over 18 years. Prior to joining Red Stone, he worked in the government and in for-profit and nonprofit sectors. He served as the Commissioner of the New York City Department of Housing Preservation and Development, one of the largest allocators of Low Income Housing Tax Credits in the country, where he was responsible for the investment of more than \$1 billion into New York City's neighborhoods and the creation of over 30,000 units of affordable housing. He was also the founding Managing Director of the Goldman Sachs Urban Investment Group. Richard is active on a number of civic, philanthropic, and industry organizations and serves on the boards of Citizen's Housing and Planning Council (Chair), the New York State Association for Affordable Housing (executive committee), Habitat for Humanity-New York City, and Global Kids (Chair).



**WILLIAM W. TRAYLOR** is the President of Richman Housing Resources, LLC. Prior to joining the firm, Mr. Traylor was the Managing Director of the New York office of the Local Initiatives Support Corporation (LISC). During his 30 year career in New York, Mr. Traylor has held various positions with several affordable housing developers and within the public sector including President of the NYC Housing Development Corporation and Deputy Commissioner for Development at the Department of Housing Preservation and Development. He received his Master's degree from the University of Notre Dame in 1985 and his Bachelor's degree from Stonehill College in 1982.

# CHPC BOARD CHPC BOARD CHPC BOARD

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**LISA BLECKER**

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**KIRK GOODRICH**, Monadnock Development

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**DAVID E. GROSS**, AIA, GF55 Partners  
**BAABA HALM**, Enterprise Community Partners  
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**KEVIN HOFFMAN**, Richman Housing Resources  
**WILLIAM N. HUBBARD**, Center Development Corporation  
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**CAROL LAMBERG**, Consultant  
**DEBORAH CLARK LAMM**, Consultant  
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**RON MOELIS**, L+M Development Partners  
**NIALL MURRAY**, Rockabill Development  
**PERRY NOTIAS**, Notias Construction  
**MICHAEL NYAMEKYE**, Dantes Partners

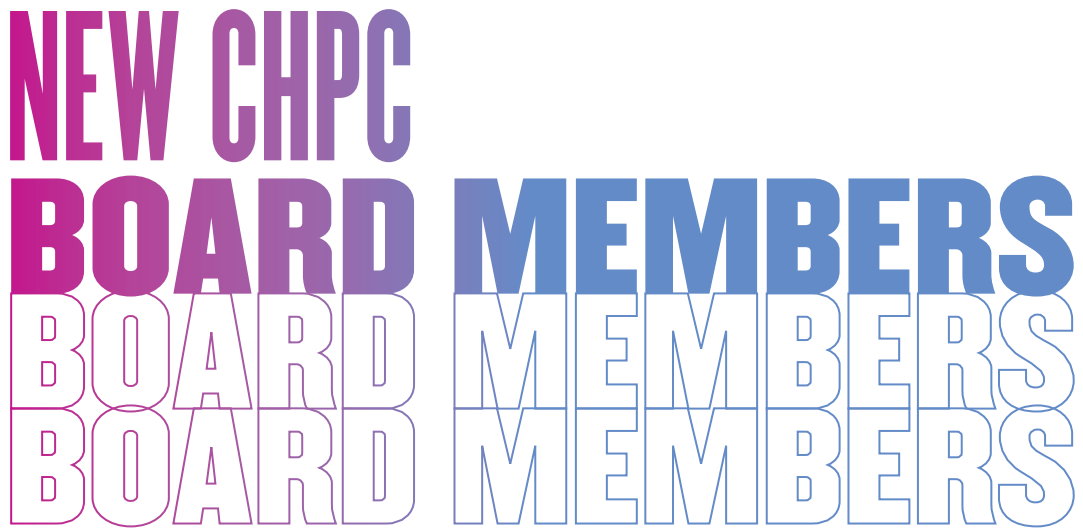
**ANTHONY RICHARDSON**, CREA  
**AMELIA RIDEAU**, Genesis Companies  
**JAMES RISO**, Briarwood Organization  
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**JOSEPH B. ROSE**, Rose Urban Strategies  
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**EMILY YOUSOUF**, Consultant  
**HOWARD A. ZIPSER**, Akerman

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## EMERITI

**FRANCES MAGEE**  
**PETER SALINS**

# NEW CHPC BOARD MEMBERS



**FOR 80 YEARS, OUR ORGANIZATION'S BOARD OF DIRECTORS HAS BEEN THE SOURCE OF ITS IDEAS AND THE REASON THAT OURS IS A TRUSTED VOICE. REPRESENTING ALL PARTS OF THE HOUSING AND PLANNING COMMUNITY IN NYC, IT IS THE BOARD MEMBERS THAT DEBATE IDEAS, OFFER INNOVATIVE SOLUTIONS, PROVIDE THEIR EXPERTISE AND TIME GENEROUSLY, AND HELP TO SHAPE OUR WORK SO THAT THE ORGANIZATION ALWAYS MAY FIND ITS WAY TO PRACTICAL CHANGES THAT WILL IMPROVE OUR CITY.**

CHPC has maintained this system by always adding to its board new members who bring commitment, vitality, and new perspectives to our ongoing work.

Our newest board members are...



**TIMOTHY HENKEL, Principal & Senior Vice President, Pennrose, LLC**

As a principal and member of the executive leadership team, Tim Henkel is responsible for all aspects of Pennrose’s national development strategy. He oversees a team of regional vice presidents and has been instrumental in Pennrose’s continued growth in key markets across the country.

Tim began his career at Pennrose in 1999. He is an expert in all forms of public and private real estate financing including affordable housing via Federal and State Low Income Housing Tax Credits (LIHTC), Federal and State Historic Rehabilitation Tax Credits (HTC), mixed-income multifamily housing via tax-exempt bonds, and public housing replacement leveraging federal HOPE VI grants. Tim has overseen the growth of Pennrose’s development platform to include new construction, adaptive reuse and acquisition/ preservation projects. Tim currently serves on the board of the National Housing & Rehabilitation Association and NJ Apartment Association. He is an Alumni board member of the William E. Simon School of Business and serves on the boards of Triple C Housing and Penn Reach, a nonprofit dedicated to helping people with special needs find homes and services. Tim holds a Bachelor of Science degree in Civil Engineering from Bucknell University and a Master of Business Administration from the William E. Simon School of Business Administration at the University of Rochester.



**ANTHONY RICHARDSON, Managing Director NY Syndications, Crea**

Anthony Richardson is the Managing Director for New York Syndications at CREA, LLC. In this role, Anthony expands CREA’s New York footprint and serves as the primary contact for the New York state and local housing agencies. Prior to Crea, Anthony was the Executive Vice President for Development at the New York City Housing Development Corporation (HDC). During his tenure, HDC issued over \$10 billion in multifamily

housing bonds and consistently ranked as the top issuer in that category. HDC’s Development department also underwrote and coordinated numerous new construction and preservation transactions in support of Mayor de Blasio’s Housing New York plan. As Director of Multifamily New Construction Programs at the New York City Department of Housing Preservation and Development (HPD), he played a key role in the agency’s financing of more than 6,000 new residential units with a total development cost of over \$1 billion. Anthony earned a Master’s degree in public administration and public policy from Columbia’s School of International and Public Affairs (SIPA) and a Master’s degree in public administration and economic policy from The London School of Economics & Political Science. Anthony also holds a B.A. degree from Morehouse College.





**AMELIA RIDEAU, Chief Legal Officer, Genesis Companies, LLC**

Amelia serves as the Chief Legal Officer for Genesis Companies LLC. Amelia's project finance experience is deeply rooted in partnership, having represented public entities, developers, non-profits and investors for over a decade. Prior to joining Genesis, Amelia served in several legal roles with PNC, supporting its M&A and private equity activity, its Community Development Banking Group including Opportunity Zone financing, CRA and public welfare investments and the Tax Credit Solutions Group's LIHTC, NMTTC and HTC investments. Previously a Member of McManimon, Scotland & Baumann, LLC, Amelia worked primarily on the approval and financing of a myriad of affordable housing, economic development and redevelopment transactions utilizing forms of federal, state and municipal financial assistance, including tax credit financing, tax exempt bonds, redevelopment area bonds, tax exemptions and abatements, federal credit enhancements and conventional financing and the negotiation, approval and implementation of land use plans, financing instruments, development agreements, redevelopment agreements and financial agreements. Amelia currently serves on the Board of Trustees of the York Street Project, a provider of early childhood development, supportive housing and permanent affordable housing for parents and children. Amelia received her B.A. from the University of Wisconsin-Madison and her J.D. from Rutgers University School of Law-Newark.



**BAABA HALM, VP & Market Leader, Enterprise Community Partners New York**

Baaba Halm is the New York market leader for Enterprise Community Partners, a national nonprofit on a mission to make home and community places of pride, power and belonging, and platforms for resilience and upward mobility for all. Baaba has two decades of experience in housing, community development, and policy, and a deep commitment to racial equity. She most recently served as the executive deputy commissioner and chief diversity officer at the NYC Department of Housing Preservation and Development (HPD). There, she was second in command to the commissioner, overseeing six divisions; divisions included Asset & Property Management and Diversity, Equity, and Inclusion/EEO. During her tenure, she crafted the Equitable Ownership Requirement benefiting minority-owned developers and the agency's first in-kind program to foster the participation of minority vendors across the entire affordable housing. Baaba also brings rich experience from her work in the nonprofit sector at Covenant House New Jersey and Housing Works, where she focused on issues such as homelessness and housing discrimination. Baaba received a bachelor's degree from Morgan State University and a law degree from Brooklyn Law School.



**PATRICK BLANCHFIELD, Vice President, Environmental & Land Use Planning, AKRF**

A city planner, Patrick’s primary focus includes area-wide rezonings and redevelopment projects involving housing, mixed-use residential, and commercial developments. Patrick manages all aspects of environmental reviews and helps government agencies, developers, architects, and attorneys navigate the regulatory process and meet project objectives. He has an expansive understanding of the City’s land use and development process and a thorough knowledge of the environmental requirements of the New York City Environmental Quality Review, New York City Department of Housing Preservation and Development, and State Environmental Quality Review Act. He has participated in some of New York City’s largest rezoning proposals. Previously the Executive Director of Environmental Planning at HPD, Patrick oversaw compliance with city, state, and federal environmental requirements for affordable housing initiatives.



**DAVID FLEMING, Executive Director of Development, OMNI**

David has been working at Omni since 2006 and first served as General Counsel until late 2018 when he switched roles to his current position. Since joining the company, he has been heavily involved in all Omni financial transactions as well as the expansion of the company. In David’s current role as Executive Director of Development, he is responsible for supervising, structuring and managing Omni’s real estate transactions across the country, as well as supervising the legal components in connection therewith. Prior to joining Omni, David was the Vice President of Acquisitions and Senior Counsel for a national tax credit syndication firm based in Southern California. There he was responsible for the closing and syndication of over \$300 million in low-income housing tax credits. From 1997 to 2000, David was a transactional real estate attorney practicing on Long Island, New York. He holds a Bachelor of Arts degree from S.U.N.Y. Geneseo and a Juris Doctor degree from St. John’s University School of Law.



**MATTHEW ROONEY, CEO, MDG Design & Construction**

Matthew Rooney is the Chief Executive Officer of MDG Design + Construction. Matthew joined MDG in 2015 and has since helped the company nearly double in size from its prior 25-year history through strategic planning with the goal of sustainable growth. He is involved in every aspect of MDG from construction to development both in the office and in the field. He received his B.A. in Finance and Marketing from the Stern School of Business at New York University with a concentration in real estate finance. Matthew was driven to the affordable housing industry through the stories of displaced residents throughout New York City; he aims to preserve and create housing to maintain an economically diverse city. To date, he has overseen the closing of nearly 2,500 units working closely with lenders, government agencies, consultants, and his development team members to ensure a timely closing that meets the goals set by the development team. Additionally, Matthew has overseen construction and development costs of over \$900 million dollars.



**MICHAEL NYAMEKYE, Director of Development, Dantes Partners**

As Development Director at Dantes Partners, Mr. Nyamekye is primarily responsible for leading all aspects of planning, financing and implementation of the current New York pipeline. He serves as the day-to-day contact and liaison with applicable housing finance agencies and other key stakeholders within the communities where the developments are located. He is also responsible for leading community meetings; overseeing construction of preservation and new construction developments; and actively engaging in business development efforts. Mr. Nyamekye graduated from the University at Albany, SUNY in Albany, NY with a degree in Economics. Prior to accepting this position, he served as a Project Manager and Senior Project Manager for the New York City Department of Housing Preservation and Development where he was primarily involved in the implementation of Inclusionary Housing, in both private and subsidized, new construction and preservation affordable housing developments.



**WENDI SHAFRAN, Principal and Director of Affordable Housing, FXCollaborative**

Wendi Shafran, AIA, LEED AP BD+C, is a Principal and Director of Affordable Housing at FXCollaborative, a New York City-based architecture, interiors, and planning design firm. With over two decades of experience in multi-family residential design, Wendi provides leadership to many of the firm's residential mixed-use, mixed-income, and affordable projects. Wendi's specialty is in creating inspirational and socially conscious spaces that address specific community needs for housing and amenities, while responding to local context. With a strong expertise in the design and technical aspects of architecture, she expertly leads projects teams, resolving complex technical and programmatic issues while maintaining the integrity of each project. A lifelong New Yorker, Wendi believes that built environments have a dual environmental and community impact, and when designed well, can help reshape our cities as more diverse, sustainable, and equitable places. Wendi is a registered architect in New York and holds a Master of Architecture degree from Columbia University. A frequent speaker and active member of the housing design community, she is involved in a number of industry organizations with a focus on housing, social equity, and mentorship.

# CHPC STRATEGIC IMPACT FUND

IMPACT FUND  
IMPACT FUND  
IMPACT FUND  
IMPACT FUND

**THE STRATEGIC IMPACT FUND, LAUNCHED IN 2013, IS A MULTI-YEAR FUNDING COMMITMENT TO CHPC BY A GROUP OF INDUSTRY LEADERS THAT HAS SERVED TO SIGNIFICANTLY EXPAND THE CAPACITY, SCOPE, AND IMPACT OF OUR WORK**

Strategic Impact Fund contributions have allowed us to expand more efficiently and have enabled us to undertake complex multi-year projects. We have been able to reach a far wider audience with our cutting-edge analysis and engaging events. We are deeply grateful for the support and guidance of the contributors to this fund, who serve as the Strategic Impact Fund Advisory Group, shaping and guiding the enhanced research agenda.

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**SIMON BACCHUS**, The Arker Companies

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**ANDY COHEN**, BRP Development Corp.

**MARTIN DUNN**, Dunn Development Corp.

**ROBERT EZRAPOUR**, Artimus Construction

**KIRK GOODRICH**, Monadnock Construction

**RICK GROPPER**, Camber Property Group

**MATTHEW GROSS**, Lettire Construction Corp.

**KEVIN HOFFMAN**, Richman Housing Resources LLC

**NICK LEMBO**, Monadnock Construction

**NICK LETTIRE**, Lettire Construction Corp

**JEFFREY LEVINE**, Douglaston Development

**SAMANTHA MAGISTRO**, Bronx Pro Real Estate Management Inc.

**MEREDITH MARSHALL**, BRP Development Corp.

**ERIC MCCLELLAND**, Red Stone Equity Partners

**RON MOELIS**, L+M Development Partners

**RICHARD ROBERTS**, Red Stone Equity Partners

**MATTHEW ROONEY**, MDG Design & Construction

**MICHAEL ROONEY**, MDG Design & Construction

**JOE ROSE**, Rose Urban Strategies

**DAVID SCHWARTZ**, Slate Property Group

**JESSICA SHERMAN**, Douglaston Development

**MAT WAMBUA**, Merchants Capital

# WILLIAM R. GINSBERG FELLOWSHIP PROGRAM

**WE ARE ESPECIALLY PROUD  
OF OUR CONTRIBUTION  
TO PREPARING A  
NEW GENERATION OF  
PROFESSIONALS WHO  
WILL SHAPE THE HOUSING  
INDUSTRY IN ALL ITS FACETS  
FOR YEARS TO COME.**



**THE WILLIAM R. GINSBERG FELLOWSHIP PROGRAM** supports recent graduates starting off their careers as well as professionals with years of experience. Over 20 alumni have participated in the program since its inception in 2007. Alumni have gone on to work in exciting careers in law, government, planning, development, public policy research, and more. Most alumni have stayed right here in New York City, but some have gone as far afield as Argentina, China, and Germany!

The William R. Ginsberg Fellowship Program honors the legacy of Bill Ginsberg, who served on CHPC's board for more than four decades. Bill was a pioneering environmental lawyer and New York City Parks Commissioner who cared deeply about urban planning and environmental law. The William R. Ginsberg Fellowship Program is supported thanks to a generous gift from Bill and his family.

**“THANKS TO THE GINSBERG FELLOWSHIP PROGRAM, I HAVE THIS AMAZING OPPORTUNITY TO LEARN MORE ABOUT HOUSING ISSUES AND HOUSING POLICY AT A HISTORICAL INSTITUTION LIKE CHPC. WORKING WITH THE CHPC TEAM HAS HELPED ME BROADEN MY UNDERSTANDING OF HOW PROGRESSIVE HOUSING POLICY AND COLLABORATION ACROSS THE PUBLIC, PRIVATE, AND NONPROFIT SECTORS CAN BRING CHANGE.”**

**WIDELEINE DESIR, 2022 FELLOW**

# GINSBERG FELLOW

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# ALUMNI

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## WIDELEINE DESIR

SPRING 2022

Ginsberg Fellow, CHPC

## FIONNUALA SEIFERTH

SUMMER 2019

Director of Housing Policy and Operations, NYC Health + Hospitals  
NEW YORK, NY

## CAMILA JORDAN

SUMMER 2018

Executive Director, TETO Brasil  
SÃO PAULO, BRAZIL

## VIKTORIA BARBANIUK

SUMMER 2018 - SPRING 2019

CEO, CIVITTA  
KYIV CITY, UKRAINE

## YASHESH PANCHAL

FALL 2017

Urban Planner and Architect, RECITY Network Private Ltd  
MUMBAI, INDIA

## DILLON MASSEY

SUMMER - WINTER 2015

Senior Product Designer, Botkeeper  
BROOKLYN, NY

## KATHERINE LEITCH

SUMMER 2015 - SPRING 2016 FELLOW

Senior Policy Analyst, CHPC  
NEW YORK, NY

## DELFINA LOPEZ FREIJIDO

SUMMER 2013-SPRING 2014

Head of Sustainable Finance, Banco de la Nación Argentina  
BUENOS AIRES, ARGENTINA

## THOMAS LOVATT MARTIN

SUMMER 2013 FELLOW

Engagement Manager, McKinsey & Company  
NEW YORK, NY

## JOSEPH PUPELLO

SUMMER 2013 FELLOW

President & CEO, Zone A New York  
NEW YORK, NY

## JINGQIANG (JD) DU

WINTER 2013 FELLOW

Assistant to President/Senior Manager of Investment and Asset Management,  
Sinobo Group  
BEIJING, CHINA

## MEGAN HOUSTON

SUMMER 2012 FELLOW

Director, Palm Beach County Office of Resilience  
WEST PALM BEACH, FL

## HANNAH GONZALEZ

SPRING 2012 FELLOW

Independent Consultant  
MANILA, PHILIPPINES

## JINNY KHANDUJA

SPRING 2012 FELLOW

Executive Director at CUE Art Foundation  
NEW YORK, NY

## BEN ANDERSON

WINTER 2012 FELLOW

Economic Development Project Manager, National Development Council  
NEW YORK, NY



**NEELIMA PANOLI**

**SUMMER 2011 FELLOW**

Senior Project Manager, RXR Realty  
NEW YORK, NY

**ANNA CAVA GROSSO, AICP**

**FALL-WINTER 2010 FELLOW**

GIS Specialist, City of Philadelphia  
PHILADELPHIA, PA

**DANIELA FEIBUSCH**

**SUMMER 2010 FELLOW**

Counsel, Hirschen Singer & Epstein LLP  
NEW YORK, NY

**KASIMIR HAGENDOORN**

**SUMMER 2010 FELLOW**

Project and Stakeholder Manager, Procap  
UTRECHT, NETHERLANDS

**STEFANIE MARAZZI**

**FALL 2009-FALL 2010 FELLOW**

Partner, Hirschen Singer & Epstein LLP  
NEW YORK, NY

**ALNISHA MANIACI**

**FALL 2009-SPRING 2010 FELLOW**

Acting Chief Diversity Officer and Chief of Staff to the Executive Deputy  
Commissioner  
NYC Dept. of Housing Preservation & Development  
NEW YORK, NY

**HANNAH HESSE**

**SUMMER 2009 FELLOW**

Project Architect, delaossa Architekten  
MUNICH, GERMANY

**SULIN CARLING**

**SPRING 2009 FELLOW**

Principal, HR&A Advisors  
NEW YORK, NY

**KERCENA DOZIER**

**FALL 2008-WINTER 2009 FELLOW**

Chief of Staff, State Senator Brian A. Benjamin  
NEW YORK, NY

**CAROL CLARK**

**WINTER 2008-SPRING 2009 FELLOW**

Director, Office of the Chief Architect, Dept. of Design & Construction  
NEW YORK, NY

**SAADIA CHOWDHURY**

**SUMMER-FALL 2008 FELLOW**

Senior Buyer Manager, Connections  
LONDON, ENGLAND

**ANDREA BENSON**

**WINTER 2007-SPRING 2008 FELLOW**

Business Development Manager, Michigan Economic Development Corporation  
DETROIT, MI

**SILVETT GARCIA-TSUANG**

**WINTER 2007 FELLOW**

Event Coordinator, New Life Fellowship Church  
NEW YORK, NY

**DENALI DASGUPTA**

**SPRING-SUMMER 2007 FELLOW**

Director of Data and Learning, Thrive Chicago  
CHICAGO, IL

# THE CHPC MARIAN SAMETH & RUTH DICKLER ARCHIVES AND LIBRARY

**Since its founding in 1938, CHPC has amassed an unparalleled collection of publications, working files and manuscript materials documenting the major housing and planning debates of New York City throughout the 20th century.**

**The archives and library represent not only the history of the residential built environment in New York City, but also an astonishingly vivid history of the work of CHPC.**

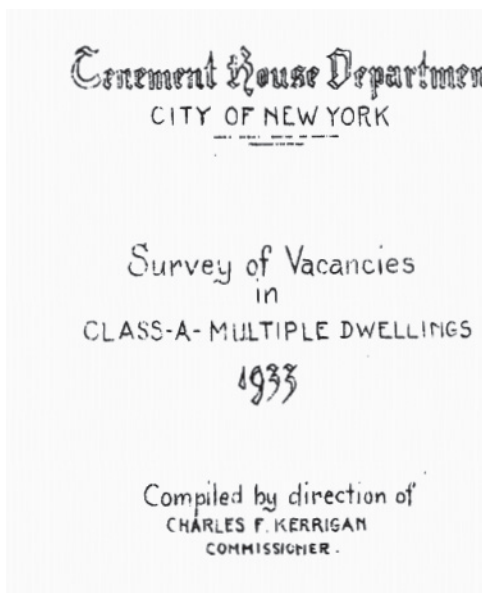
The archives include documents such as: early drafts of FDR's New Deal housing programs; personal correspondence between CHPC board members and prominent public figures such as Eleanor Roosevelt, Robert Moses, Jane Jacobs, Fiorello LaGuardia, Al Smith, and William O'Dwyer; rare government reports and memoranda; legislative debates; original site planning and neighborhood analysis for housing developments from the 1930s to the 1960s, particularly public housing; surveys detailing New York City neighborhood populations; original marketing brochures for developments; and the first tenant application forms for a variety of public housing sites and subsequent tenant opinion surveys.

**CHPC's archive contains many fascinating and rare pieces, but the collection taken as a whole is much more valuable than the sum of its individual publications and documents. Finding in one place the arc of the development of housing policy in the city is of incalculable value to the researchers who visit our collection. A guide to the holdings of the archives can be found at [www.chpcny.org/archival-library](http://www.chpcny.org/archival-library).**

The following pages contain a small sample of the documents found within CHPC's archival collections.

## 1933 VACANCIES SURVEY

In March and April of 1933, the NYC Tenement House Department hired 800 emergency workers including unemployed architects, engineers, and real estate professionals. Over the course of two months, the team surveyed an astounding 128,344 Class A Multiple Dwelling Units.



What they found was shocking. City vacancy rates were an incredible 14.4 percent— thousands of apartments literally sat empty. Meanwhile, the ranks of the homeless on New York City's streets continued to grow, unable to afford the rent for these vacant units.

This study, found in our archives and available at the link below, was the first to lay the groundwork for the Pack Law which was passed as an amendment to the Multiple Dwelling Law (§248) to permit the conversion of Class A Multiple Dwellings to SRO units in 1939.

[https://chpcny.org/wp-content/uploads/2010/01/1933\\_NYC\\_Vacancy\\_Study.pdf](https://chpcny.org/wp-content/uploads/2010/01/1933_NYC_Vacancy_Study.pdf)

## CHPC'S ARCHIVE

# JUSTIFYING TAX EXEMPTIONS FOR HOUSING — IN 1933



Policymakers perennially debate the merit of tax incentives for housing and whether incentives should be reformed. CHPC's archive contains documents exploring the debate over whether government should investing in the creation of housing decades before 421-a drew criticism. But these documents—one an explainer, the other a fully impassioned argument—despite their close parallels with the 421-a debate, recall a much different New York City. The year was 1933, a

couple years into the Great Depression, and slum clearance was on the minds of city planners.

“On June 22, 1927, the Municipal Assembly of New York City enacted Local Law No. 9 providing for tax exemption of the improvements of State Board of Housing projects for a period of twenty years,” explains a memo from the NYC Welfare Council's Housing Information Bureau.

Its companion document, dated February 24, 1933, frames the discussion by pointing out that “at various times, in various places the government has” subsidized public transit; utility installation; condemned property under eminent domain; and reduced the tax obligations of “housing corporations which limit dividends, their rents, or both.” Building the foundation of an argument in support of the tax benefits, the memo continues, “Under present conditions it is financially impossible to build for the lower income groups without the aid of tax exemption.”

Still, the authors of the initial explanatory memo were realistic: “Once the state and municipality are committed to a program of stimulating the improvement of the housing of its inhabitants, they must be prepared to pay the price. We cannot embrace a policy and refuse to accept its consequences.” Their research includes a case study presenting the effect of the tax exemptions on nine residential buildings. The chart from their report is seen below. Interestingly, this memo points out that “the principal factor producing the variations shown in the room rental increases is the difference in the average room sizes. Buildings with smaller rooms experience the lowest savings and those with the larger

rooms the greatest savings. "This, the authors write, suggests that developers who provide more to their residents (in terms of living space) receive a greater benefit (in reduced taxes) for doing so.

TABLE XIII.  
 AMOUNT BY WHICH PAYMENT OF TAXES ON IMPROVEMENTS WOULD INCREASE  
 MONTHLY ROOM RENTS IN STATE BOARD OF HOUSING PROJECTS.

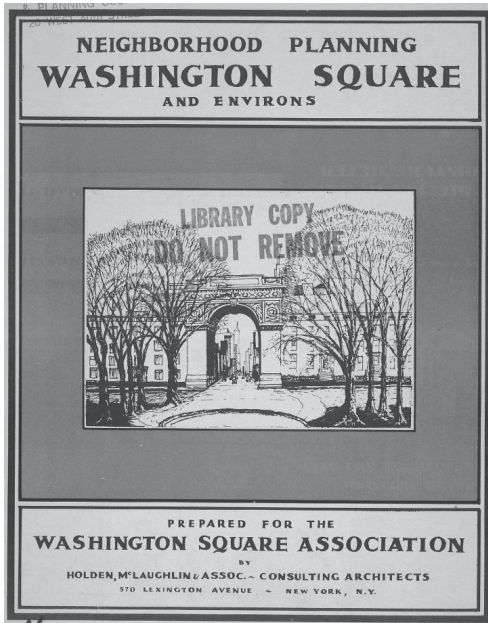
Project	Amount of Rental Increase Per Room Per Month
Amalgamated Housing Corporation	
Units 1-6	\$2.09
Units 7-8	3.00
Amalgamated Dwellings, Inc.	2.49
Academy Housing Corporation	1.61
Brooklyn Garden Apartments, Inc.	
Fourth Avenue	1.94
Navy Yard	1.27
Farband Housing Corporation	2.47
Manhattan Housing Corporation	2.59
Stanton Homes Corporation	3.16
Average for 9 Projects	2.29

The Welfare Council memo concludes, "The municipality has a great responsibility for the kind of dwellings confined within its jurisdiction. When it fails to widen narrow streets, to develop new playgrounds and parks, to build modern schools, provide adequate means of transportation and to zone blocks so that factory and residential buildings are not alongside one another, there results such deteriorated neighborhoods as the Lower East Side. The hundreds of millions of dollars which the city has lost from such short-sighted policies can easily be computed. The losses from disease and crime caused by bad housing cannot be measured in monetary terms."

Read the original documents by visiting CHPC's archive or by following the links below:  
<https://chpcny.org/assets/taxexemption-memo-1933-a.pdf>  
<https://chpcny.org/assets/taxexemption-memo-1933-b.pdf>

# CHPC'S ARCHIVE

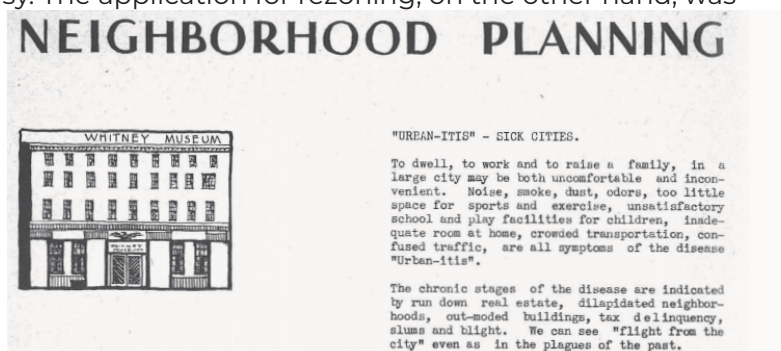
## WASHINGTON SQUARE PARK REZONING



In 1945, the Washington Square Association, a group of neighborhood residents, organized a fiery campaign against the impending redevelopment of the area around the park. They feared that a “thirty-story apartment building planned for post-war erection on Washington Square North” would be just the beginning of a complete inundation of the park by tall buildings (Herald Tribune, April 26, 1945). The anti-development advocates found an ally in Robert Moses, who advanced a rule to downzone the area “bounded by Hudson and West Eleventh Streets, Broadway, a line 100 feet south of East Eight Street, Greene, Spring, Varick, and Clarkson Streets.” (New York Times, May 10, 1945). In addition, Moses planned to

cap the height of buildings around most of the city’s parks, but “would not affect commercial buildings erected in areas not zoned for residence, such as Battery Park, City Hall Park, and Bryant Park.” (Herald Tribune)

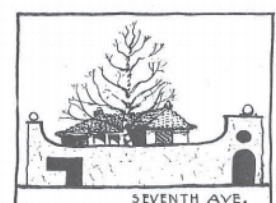
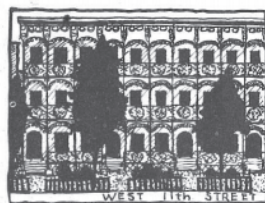
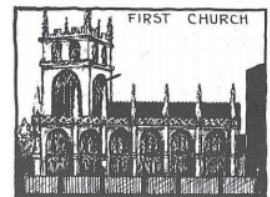
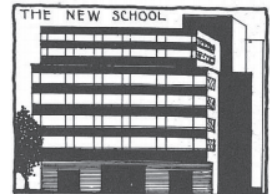
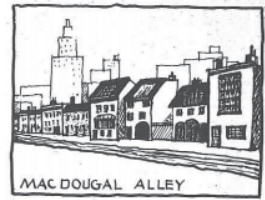
At a City Planning Commission hearing on the plans, “only one of the twenty-two persons who spoke at the hearing, for themselves individually or as spokesmen for civic groups or realty owners, expressed unqualified opposition to the proposed rezoning.” (New York Times, May 24, 1945) This person represented the Chalfonte Syndicate, developers of the proposed apartment building that spurred the controversy. The application for rezoning, on the other hand, was filed by 67 private homeowners who feared for the property values. He “contended that [the proposed restrictions] were confiscatory and hinted that a court fight would be



made should the commission approve them.” Moses, in rebuttal, argued that “the city’s parks were all becoming too small and had to be protected from the damage that population congestion was causing.” (New York Times)

The CHPC archives contain clippings of these news reports as well as primary documents chronicling the rezoning of Washington Square Park’s borders. These include impassioned letters from local advocates seeking support for their petition to the City Planning Commission, and between prominent planners and CHPC members.

Among the documents found in CHPC’s archive are a poster and the petition that the Washington Square Association distributed for signatures. In addition to the petition, the group hired an architectural consulting firm in 1944 to produce a pamphlet detailing neighborhood planning concepts for the park “and environs.” The pamphlet describes what it calls “urbanitis,” an ailment that city dwellers suffer from as a result of poor planning whose remedy is neighborhood planning. The pamphlet and other prima, can be seen in its entirety in the CHPC archives or by following the links below:



**Poster:** <https://chpcny.org/wp-content/uploads/2014/01/Wash-Sq-Villagers-rezoning-poster.png>

**Petition:** <https://chpcny.org/wp-content/uploads/2014/01/Wash-Sq-Villagers-petition.pdf>

**Pamphlet:** <https://chpcny.org/wp-content/uploads/2014/01/Wash-Sq-Assoc-neighborhood-planning.pdf>

## CHPC'S ARCHIVE

# FIGHTING HOUSING DISCRIMINATION BY EXECUTIVE ORDER

In 1962, President John F. Kennedy recognized the need to expand the role of the federal government in protecting the rights of Americans to access housing. Citing the Housing Act of 1949, the last major federal law related to housing, Kennedy issued Executive Order 11063 for “the realization as soon as feasible of the goal of a decent home and a suitable living environment for every American family.” In it, he ordered every federal department to take action to protect Americans of all races, religions, and nations of birth from discrimination.



The executive order was framed with a finely written preamble that stated, among other things, that “discriminatory policies and practices based upon race, color, creed, or national origin now operate to deny many Americans the benefits of housing financed through Federal assistance and as a consequence prevent such assistance from providing them with an alternative to substandard, unsafe, unsanitary, and overcrowded housing.”

The order consisted of four substantive parts:

1. Prevention of discrimination both in the sale and the lending of residential property and land;
2. Implementation by federal departments and agencies, including submitting plans to the President within 30 days;
3. Enforcement, including termination of federal contracts, withholding of future federal aid, withholding of approval of lending institutions, and civil or criminal prosecution; and
4. Creation of the President’s Committee on Equal Opportunity in Housing, with members from the President’s cabinet, White House staff, and members of the public.



The executive order became effective upon Kennedy's signing, on November 20, 1962. A press release accompanied the order, in which the president declared, "Our national policy is equal opportunity for all and the Federal Government will continue to take such legal and proper steps as it may to achieve the realization of that goal."

The following day, the federal Housing and Home Finance Agency released a Q-&-A that effectively summarized the goals and details of the order (taken verbatim):

- By what means does the Order seek to achieve this purpose [freedom of choice in housing for all Americans]?
- What forms of housing assistance are covered by the Order?
- Does the Order apply to existing housing as well as housing yet to be provided?
- Are builders or developers of housing subject to the Order?
- If a person buys a dwelling that is subject to the Order, at the time of purchase, will he be prohibited thereafter from discriminating in its resale or rental?
- Does the Order apply to the rental of a unit in a two-family residence where the owner occupies the other unit?
- Is housing in urban renewal areas covered?
- How will home financing institutions be affected by the Order?
- What will be the impact of the Executive Order on the housing market and the national economy?



**To get the answers to those questions, visit CHPC's archive or the links below:**

**Executive Order:** <https://chpcny.org/assets/1962-Executive-Order-EOWcover.pdf>

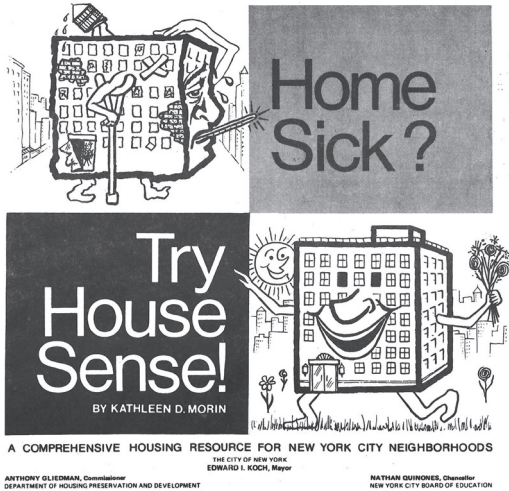
**Q&A:** <https://chpcny.org/assets/1962-Executive-Order-QA.pdf>

**Press Release:** <https://chpcny.org/assets/1962-Executive-Order-WH-presser.pdf>

**HHFA Analysis:** <https://chpcny.org/assets/1962-Executive-Order-detailedanalysis.pdf>

# CHPC'S ARCHIVE

## A HOUSING CURRICULUM FOR PUBLIC SCHOOLS



In the 1980's housing in New York City was, in many ways, sick. Tens of thousands of units had been abandoned, New York City was still near the brink of bankruptcy and the federal government was backing away from its historical commitment to housing. HPD was a relatively new agency at the time and it had few tools in its toolbox to tackle the huge housing problems it faced. The agency, however, had a philosophical underpinning that healthy buildings made healthy neighborhoods and its staff had the creativity to experiment with new ideas. If tenants

could be taught how to take charge of the buildings they lived in and address deteriorating conditions this would be a huge step towards preserving the fabric of neighborhoods across the City.

HPD and the Board of Education developed *Home Sick? Try House Sense!*, a housing curriculum for the City's public schools which was intended to help children "understand how to keep good housing good and make poor housing better." By teaching the children, the City hoped that it could also instruct their parents on the ABC's of housing in order to help them improve their living conditions, their buildings and, ultimately, their neighborhoods.

The curriculum was first taught in PS 145 and JHS 54 (both in Manhattan) as part of a pilot program. CHPC's archives contain Volumes I and II of the second



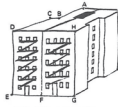
iv

ART WORK BY KEVIN PEREZ, P.S.145 MANHATTAN

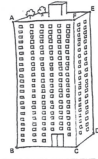


SINGLE-FAMILY HOUSE

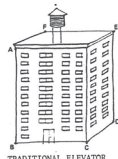
# CONSTRUCTS HOUSING



OLD-LAW TENEMENT



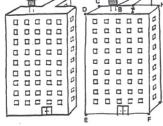
HIGH-RISE APARTMENT HOUSE



TRADITIONAL ELEVATOR APARTMENT BUILDINGS



BROWNSTONES



HOUSING PROJECTS

## A Place of Their Own!

DIRECTIONS: Read the following poem or ask your teacher to read it to you. Discuss its meaning. Enjoy it!

How You Rent Houses? \*  
by Joanne Oppenheim

How you rent houses?  
Tall or small,  
high or low  
in an office  
on to a row  
new  
suburban  
in a city  
a town  
side by side  
or up and down.

Apartment  
compartments  
apart and complete  
with doors to close  
and doors to seal.

One room  
two rooms  
sometimes many more  
people **THICK** on every floor.

good neighbors,  
kind neighbors  
some you **DO** meet  
only neighbors  
only neighbors  
and you **DO** meet.  
Upstairs neighbors  
downstairs neighbors  
neighbors down the halls  
but they all share one roof  
and the outside walls.

How look at these look-alike houses in rows  
on look-alike streets --  
Have you ever seen them?  
Except for the number  
except for the name  
the outside of each is exactly the same!

But inside  
each house has a look of its own  
has one kind of character and story and tone.

Neatly or quiet  
noisy or real  
the people inside make each house unique  
the outside  
the look-alike houses in rows  
all look-alike  
Have you ever seen them?

Must people gather together to live  
to top  
to seal  
to get  
to give  
together for work  
together for play  
till each hour comes on the end of each day  
Then everyone rushes to get to their home  
a house or apartment  
a place of their own!

\* An excerpt, reprinted from *HOW YOU RENT HOUSES*, © 1971, by Joanne Oppenheim, by permission of Holt-Rinehart-Winston Publishing Company, Inc.

CONCLUSION: On this worksheet, or on a separate piece of paper, draw pictures which capture the meaning of the individual verses or of the entire poem. Display them in the classroom. Try to write another verse to this poem, in which you describe your own house and home.

### SHARING:

Take this worksheet home. Share it with your family. Ask them to read the poem aloud. Enjoy it! Discuss its meaning! Ask each member of your family to help to write another verse for the poem. Make your own "family poem" about your house and home.

printing of House Sick? Try House Sense! from 1985 (the first printing was in 1981), which was used in more schools across the city. These volumes contain dozens of classroom materials and activities focusing on housing, including games, poems, songs and photographs as well as drawing, reading and writing exercises. Also included are extensive resources for teachers: from background information on New York City's history and development to teaching objectives, lesson plans and grading rubrics. These different materials could be adapted for children in kindergarten through the ninth grade.

**House sick? Try house sense!** was used in New York City's public schools for several years but over time housing needs evolved, HPD's priorities shifted and the curriculum was no longer updated. Gradually the initiative faded away.

If we were to devise a housing curriculum for our public schools today, it would surely look very different. What would you want to teach young children about housing today?

## Rent Roulette

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START	
1. You have collected \$100 in rent.	2. Your water tower fell off! Replacements are needed for equipment in the building. Pay \$1.00.
3. Your insurance bill comes to your house. Pay \$1.50.	4. You have to pay the people who help you run the building. Pay \$6.00.
5. Your tenants pay their rent on time. So you can pay your bills on time. Here ahead three pieces.	6. Your tenants do not pay their rent on time. You cannot pay your bills on time and more all repairs that are needed. Only 3 repairs.
7. Spare parts are needed! Supplies are needed! Pay \$1.25.	8. Labor costs go up! Pay \$7.00!
9. Electricity, gas, and fuel used for part of the building come out of your money (and the tenants' money too). Pay \$20.00.	10. You must pay your taxes. In some amounts. Pay the CITY \$12.00.
11. You are on the way to the Bank and stop for a cup of tea. Rest here for two turns.	12. RETURN TO START IF YOU HAVE MORE BILLS TO PAY! Continue to circle the bills until you are ready to go to the BANK!
13. Your boiler breaks. It must be repaired. Pay the contractor \$7.00.	14. <b># BANK #</b> Whoopee! You have \$35 left over for PROFIT. So busy with one minute. You must pay your financing costs out of this. Roll the dice. If it rolls 1 or 2, keep it for profit. If it rolls 3, 4, 5, pay the bank the \$25.
	15. <b>Pay Repairs and Damages</b>

## CHPC'S ARCHIVE

### ARCHIVE NAMESAKE

# WE ARE INDEBTED TO THE WORK OF MARIAN SAMETH AND RUTH DICKLER, STAFF MEMBERS OF CHPC, WHOSE DECADES OF DEVOTION TO THE ARCHIVAL LIBRARY ENSURED ITS SURVIVAL.



Marian Sameth is longest serving member in CHPC's history, having joined the organization in 1946, drawn by its commitment to NYC's neighborhoods and civic advocacy. Marian, along with her colleagues Frances Magee and Ruth Dickler, established CHPC's remarkable library and archival collection. Through her six decades with the Council, Sameth was the heart and soul of the archive. Evidence of her thoughtfulness and absolute commitment to preserving the historical record is found throughout the archives in her neat handwritten annotations, careful conservation of all CHPC's precious documents, and numerous attributions in academic journals and publications. Ms. Sameth served as

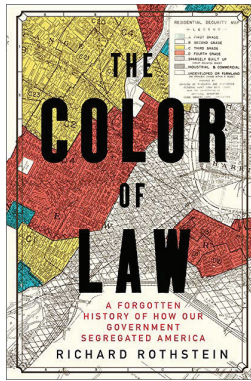
Associate Director of CHPC until she retired in 2000 and assumed a position on CHPC's Board of Directors. She remained connected to the organization until she passed away in 2017 at 98 years old.

Born and raised in New York City, Mrs. Ruth Dickler first joined CHPC as a volunteer in 1962, where she began to build CHPC's archival library. Recognizing that resources to expand the collection were scarce, she worked with the City's publishers to obtain book donations and established and edited CHPC's BookNews, which provided reviews on books related to New York City housing and planning.

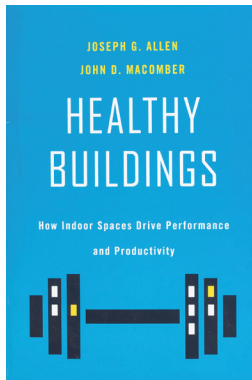


She created the library's first card catalogue and became an important resource for many of New York's researchers, academics, and students. Her volunteer work grew into a staff position (the salary for which she donated back to the organization). A talented writer and editor, her research and organizational skills helped to shape CHPC's work and its effectiveness for nearly five decades. Upon her "retirement" she became a member of CHPC's Board of Directors, where she served for decades. Mrs. Dickler passed away in 2015 at the age of 102. Her imprint on CHPC's history, work, and future will remain alongside her autobiography, *In My Mind's Eye*, which sits on the shelf of the archival library she created.

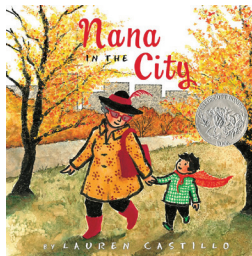
# CHPC'S 2022 BOOK CLUB CLUB CLUB CLUB CLUB



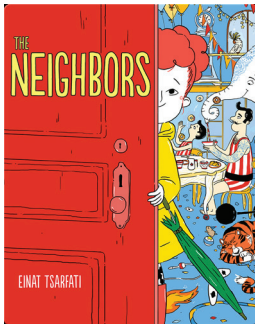
**THE COLOR OF LAW: A FORGOTTEN HISTORY OF HOW OUR GOVERNMENT SEGREGATED AMERICA**  
By Richard Rothstein



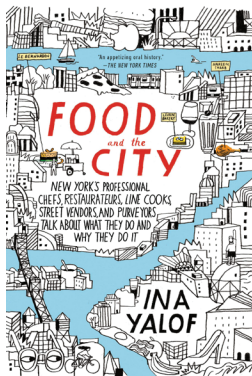
**HEALTHY BUILDINGS: HOW INDOOR SPACES DRIVE PERFORMANCE AND PRODUCTIVITY**  
By John Macomber & Joseph G. Allen



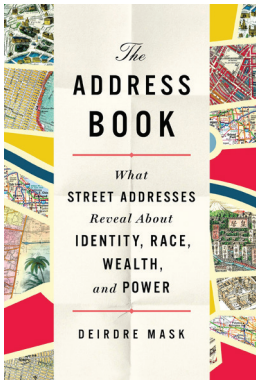
**NANA IN THE CITY**  
By Lauren Castillo



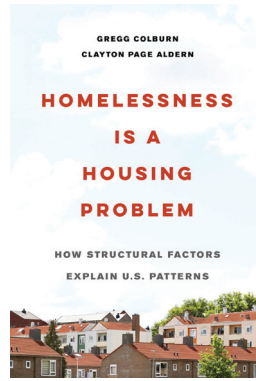
**THE NEIGHBORS**  
By Einat Tsarfati



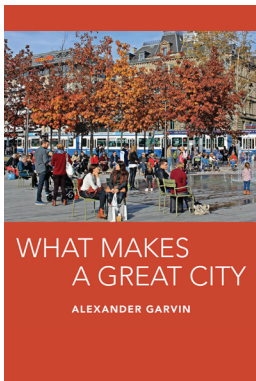
**FOOD AND THE CITY: NEW YORK'S PROFESSIONAL CHEFS, RESTAURATEURS, LINE COOKS, STREET VENDORS, AND PURVEYORS TALK ABOUT WHAT THEY DO AND WHY THEY DO IT**  
By Ina Yalof



**THE ADDRESS BOOK: WHAT STREET ADDRESSES REVEAL ABOUT IDENTITY, RACE, WEALTH, AND POWER**  
By Deirdre Mask



**HOMELESSNESS IS A HOUSING PROBLEM: HOW STRUCTURAL FACTORS EXPLAIN U.S. PATTERNS**  
By Gregg Colburn & Clayton Page Aldern



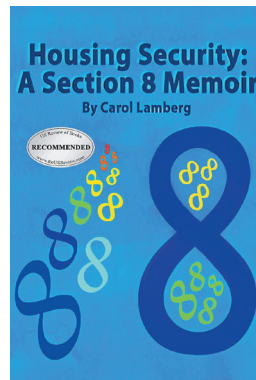
**WHAT MAKES A GREAT CITY**  
By Alexander Garvin



**ADMINISTRATIVE BURDEN: POLICYMAKING BY OTHER MEANS**  
By Pamela Herd & Donald Moynihan



**UP IN THE OLD HOTEL**  
By Joseph Mitchell



**HOUSING SECURITY: A SECTION 8 MEMOIR**  
By Carol Lamberg

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2022 HONOREES

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ELLIOTT-CHELSEA HOUSES

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Artimus congratulates CHPC on its 62<sup>nd</sup> Luncheon, along with this year's honorees for their diligent work in advocating and advancing public policy to create and preserve affordable housing throughout New York City. We salute Jerilyn Perine for a lifetime of service to the affordable housing community. Congratulations to our friend Miguel for his tireless efforts to improve the lives of the residents of Fulton Houses.

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**The Resident Review Committee for  
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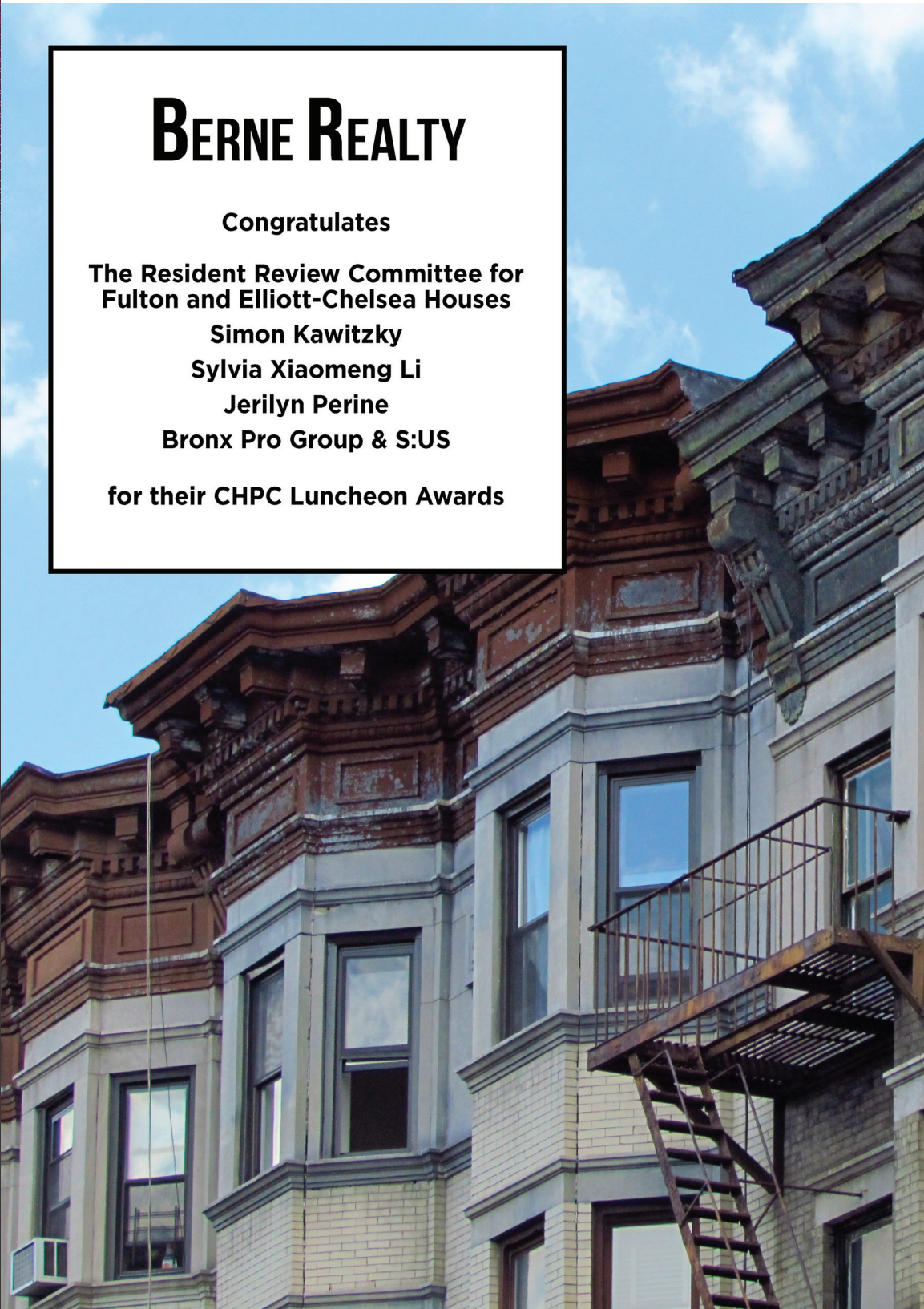
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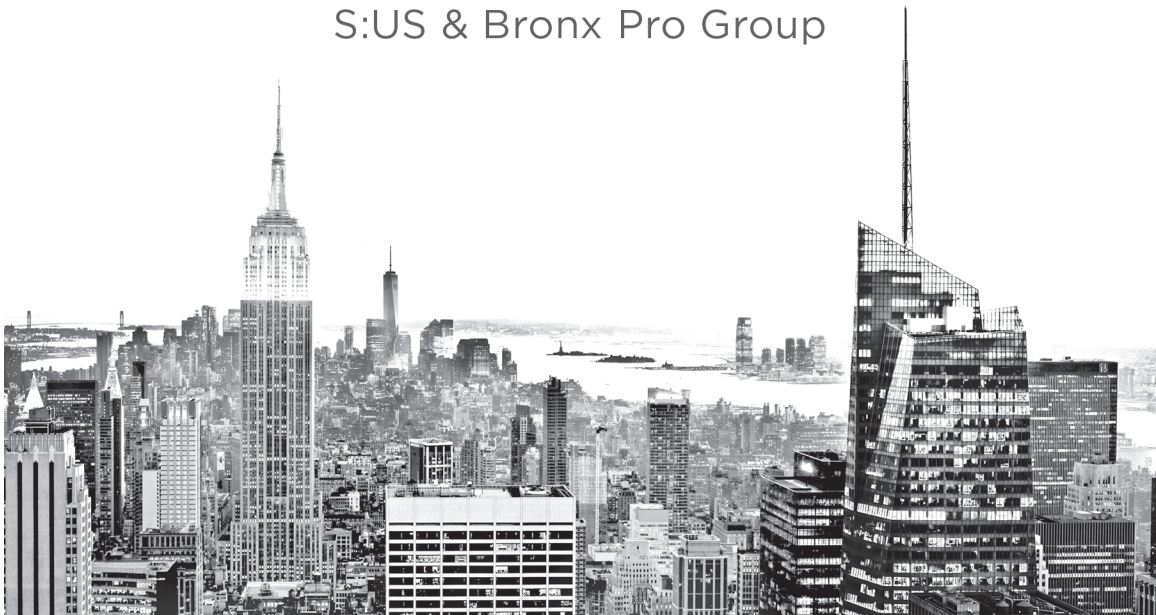
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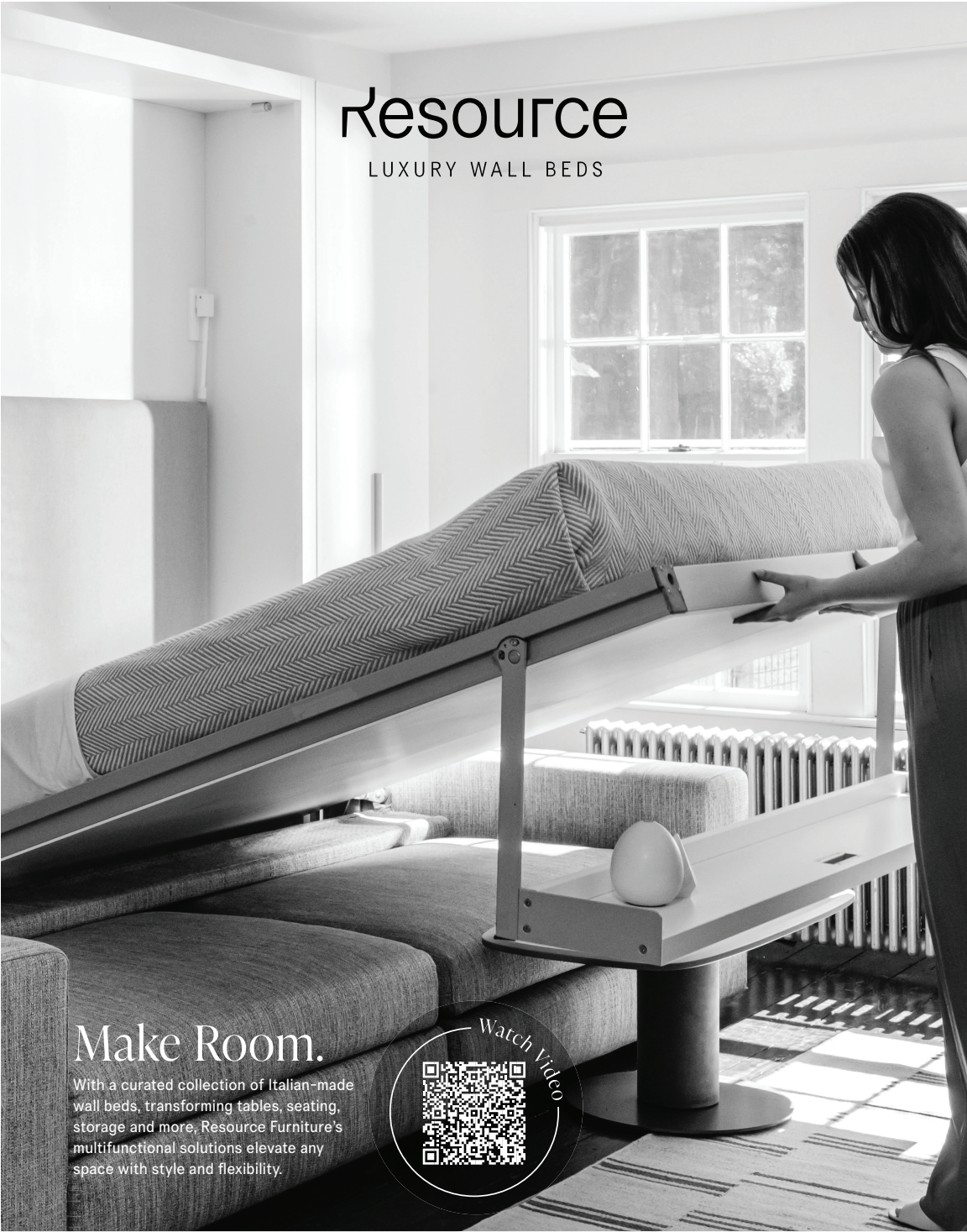
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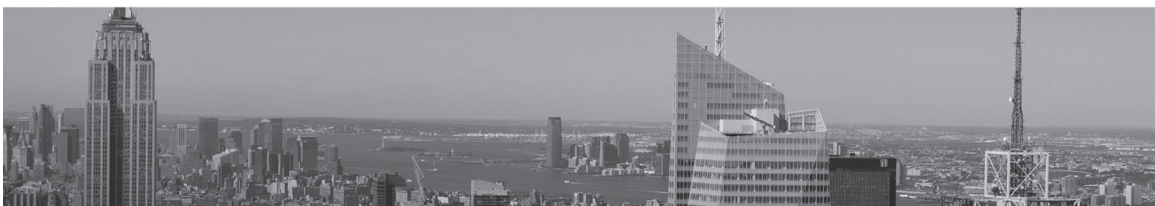
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Essence & Related would like to congratulate Darlene, Miguel, and the Resident Review Committee on receiving the Impact for Planning Award for their hard work and dedication to serving their neighbors at Fulton and Elliott-Chelsea Houses.



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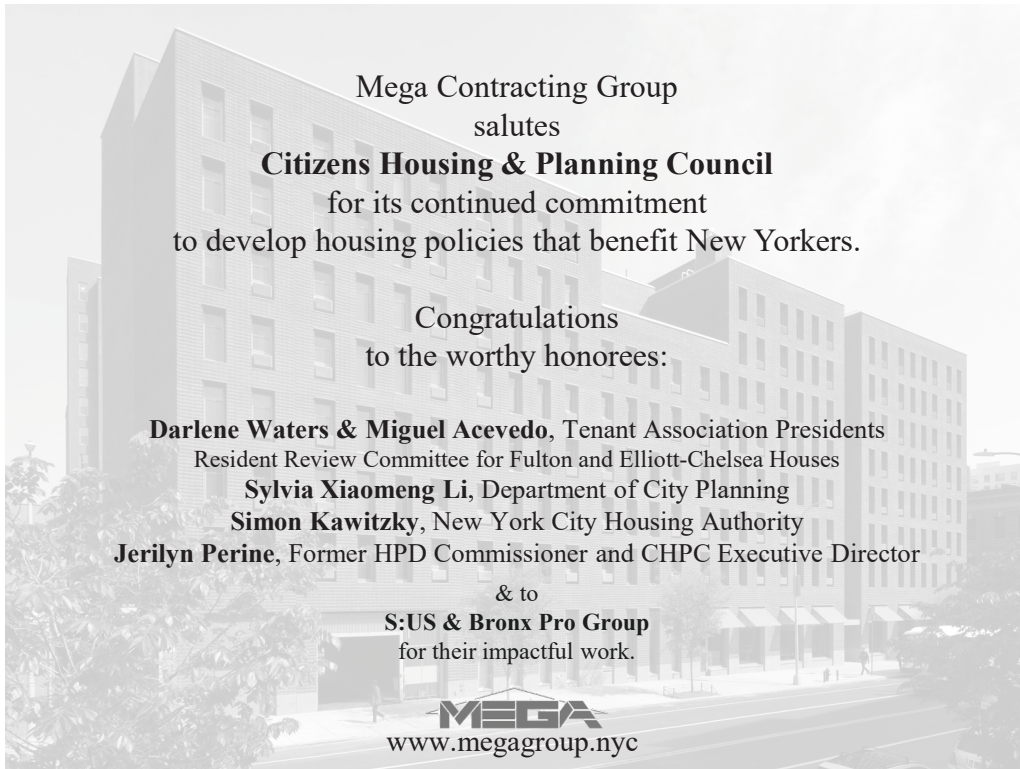
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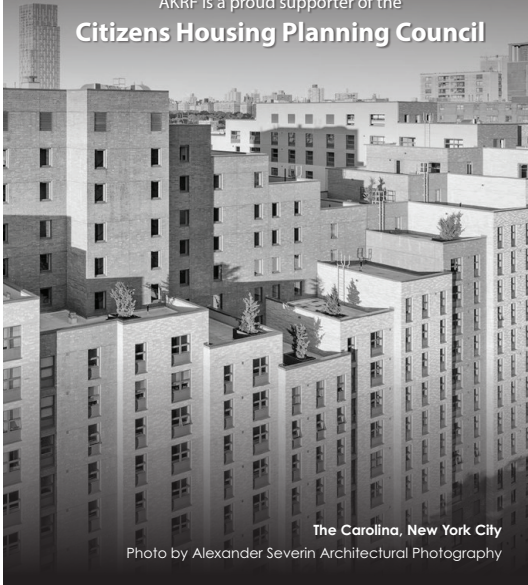


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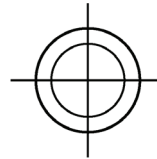
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John A. Crotty

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