



CHPC 56th Annual Luncheon
April 29, 2015

Ibo Balton Award

Jessica Katz

Assistant Commissioner of Special Needs Housing
NYC Department of Housing Preservation and Development

Impact Award for Community Investment

Wells Fargo

Alan Wiener, Group Head of Multifamily Capital

Roger Starr Public Service Award

Howard Slatkin

Deputy Executive Director for Strategic Planning
NYC Department of City Planning

Impact Award for Housing

Nixon Peabody Affordable Housing Group

Special Remarks

Hon. Bill de Blasio

Mayor of the City of New York

Keynote Speaker

Alicia Glen

Deputy Mayor for Housing



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WELCOME FROM THE CHPC CHAIR, PRESIDENT, AND EXECUTIVE DIRECTOR

Dear Friends,

We know that as a leader in your field, you are involved with many different organizations—and have numerous event obligations through the year. We hope you understand how much we value your support of CHPC and that we never take it for granted.

As an organization, we strive to make sure that our work is practical and has impact. We always begin with questions, not answers. It is the data, our analysis, and your industry insight that drive our policy conclusions. We focus on education and communication initiatives that engage with real decision-makers, both inside and outside of government. We propose realistic actions that will ensure that our housing marketplace continues to meet the needs of our City's diverse population, both now and in the future.

We also take seriously our organization's esteemed history as the oldest civic organization focused on the housing stock of New York City. Non-profit organizations in New York State are no longer able to include the word "council" in their names, but ours is grandfathered in. We are proud of its connotation as a community of people who work in every aspect of housing development and management coming together to share their ideas and expertise.

All of your invaluable contributions to our Council, and the work that we are able to achieve together, are deeply appreciated.

This year we saw our report *The Building Envelope Conundrum* inspire changes to the Zoning Resolution that we believe will result in better housing design, smarter use of space, and a much-needed expansion of the City's housing stock. Our ideas about *Aspirational Communities* have helped spur new ideas about the shape and purpose of our shelter system, as well as focusing on how to improve our neighborhoods most in need. Our website now offers *Making Neighborhoods*, an important tool that helps us understand how changing demographics reshape our communities. And *Making Room*, our initiative to expand housing choices to better meet the needs of our changing population, continues to inspire dialogue and change. From the pilot "micro-unit" building going up on East 27th Street, to an innovative new curriculum for young architects at Georgia Tech, to launching a new *Making Room Leadership Group* to link cutting-edge professionals across the country, CHPC has started a discussion that inspires, challenges, and generates new ideas about the future of our housing stock.

And finally, once a year, we bring all of you together to enjoy each other's company, exchange ideas, and enjoy the good humor and comradery that our Annual Luncheon creates.

We are so glad that you could join us at our 56th Annual Luncheon!

Richard Roberts, Chairman
Mark Ginsberg, President
Jerilyn Perine, Executive Director



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Artimus joins NYC CHPC at its 56th Annual Luncheon in congratulating this year's award recipients in recognition of their work on the advancement of affordable housing throughout New York.

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HONORABLE BILL DE BLASIO

Mayor of the City of New York

Mayor Bill de Blasio is the 109th Mayor of New York City, and was elected to office in 2014. That same year, he announced Housing New York: A Five-Borough, Ten-Year Plan to build and preserve enough affordable housing for a half-million New Yorkers, from those with the very lowest incomes to vital members of our city's workforce. From the message accompanying the plan, the Mayor states, "Affordable housing is part of the bedrock of what makes New York City work. It's what underpins the economically diverse neighborhoods New Yorkers want to live in. It's critical to providing financial stability for working families, helping them get ahead and build a better life."

The Mayor's bold commitment has galvanized the housing community to ensure that safe, decent, and affordable housing will be available to all New Yorkers who need it. As we celebrate the first year of the Mayor's historic housing plan, we come together to recognize the work of our colleagues and some of our most dedicated public servants for their commitment to creating affordable housing in neighborhoods throughout the city.

**Katten proudly supports the
Citizens Housing & Planning Council (CHPC).
We congratulate Alan Wiener and all of the
56th Annual Luncheon honorees.**

*Katten is pleased to join the CHPC in its efforts to develop
innovative solutions to New York City's housing concerns.*



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ALICIA GLEN

Deputy Mayor for Housing and
Economic Development

Deputy Mayor Alicia Glen leads the administration's efforts to invest in emerging industries across the five boroughs, re-target unsuccessful corporate subsidies, build a new generation of affordable housing, and help New Yorkers secure good-paying jobs that can support a family.

Glen served as the Assistant Commissioner for Housing Finance at the NYC Department of Housing, Preservation and Development from 1998 to 2002, where she was responsible for financing the rehabilitation and construction of thousands of units of market, moderate and low-income units as well as overseeing the City's supportive housing, tax credit and tax incentive programs.

Most recently, Glen served as the Head of the Urban Investment Group (UIG) at Goldman Sachs, which provides capital to underserved urban communities. Under her leadership, UIG spurred more than \$5 billion of development across dozens of residential, mixed-use and commercial projects, as well as financed job creation and neighborhood revitalization strategies like the \$40mm New York Healthy Food and Healthy Communities Fund.

Glen is a graduate of Amherst College and Columbia Law School.

Heartfelt congratulations to our friends and honorees

**Wells Fargo
Nixon Peabody Affordable Housing Group
Jessica Katz
Howard Slatkin**

*for their many years of outstanding
contributions to our community*



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IBO BALTON COMMUNITY PLANNER AWARD

Ibo Balton (1954-2007) was an urban planner whose career improved countless lives 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 present the award to 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.

We are very excited this year to be working with award winning film maker, Joanna Arnow, to present a short video piece honoring Ibo's work and impact. We hope you will visit CHPC's web site at www.chpcny.org/ibobalton/ where you can learn more about our past awardees, or if you knew him take a few minutes to share a personal message about Ibo.



"I love being in New York—no one is afraid to speak their mind here."

Born in Moscow, Russia, the child of two Soviet refuseniks, Jessica Katz was raised in Cambridge, Massachusetts. From an early age she knew what she wanted to do. At the age of 19, she left her urban planning program at McGill University to begin working in supportive housing full time. Though initially interested in becoming a social worker, Ms. Katz realized she was a born project planner. An eye opening summer internship gave her the opportunity to combine her passion for urban planning with a deep drive toward public service. Ms. Katz currently serves as the Assistant Commissioner of Special Needs Housing and Senior Adviser. Her role recently expanded to incorporate the coordination of HPD policy on homeless and disability policy issues.

Ms. Katz received a master's degree in urban planning from MIT. While in graduate school, she developed a 15-unit supportive housing project, 803 Cambridge Street, and then served as the building's superintendent. This opportunity provided a very unique perspective: "I had front row seats to how the decisions I made as a project manager turned into people's lived experiences."

JESSICA KATZ

New York City Department of
Housing Preservation and Development

Ibo Balton Community Planner Award

Ms. Katz began her career with HPD in 2003, and started as the Production Manager for Special Needs Housing. At that time, the department was producing 400 to 500 supportive housing units per year; it now produces over 1,000. Ms. Katz believes that "even those with the most severe set of challenges can be very successful in supportive housing." Due in no small part to the on-the-ground experience and dedication of Ms. Katz and others, and the recognized importance of collaboration among organizations, supportive housing in general has undergone many changes in the past ten years. "We are introducing new populations, new financing models, and new stakeholders and partners. While the definition of supportive housing has expanded, we are also trying to target more and focus on deepening the targeting so that we can provide service to those who need it the most," Ms. Katz says.

Those who need it the most, though, often do not have the strongest voices in their communities. "I attend a lot of community meetings, and my job is to listen to people and understand what their hopes and their fears are but also to be able to help people think through what is the best thing for their community. My job is also to provide a voice in those meetings for those who are in and of that community, but aren't always



803 Cambridge Street

able to show up and demand their due.” In 2010, Ms. Katz worked on the West End True Colors Project in Central Harlem, a project for LGBT youth. This project encapsulated the critical connection between financing, construction, and finding common ground to support a previously underserved population.

Increasingly each year, Ms. Katz and the 25-person Department of Special Needs Housing staff find new and better ways to serve New York’s most vulnerable community members: “attesting to the humanity of the populations we serve is the part of my job that I care about the most.”



True Colors Residence, Harlem
photo credit: David Sundberg / Esto



True Colors Residence, Harlem
photo credit: David Sundberg / Esto

IBO BALTON COMMUNITY PLANNER AWARD COMMITTEE

For the past eight years, the presenters of this award have come together to recognize the contributions of a colleague in the field who represents the spirit of Ibo Balton and his work with their own singular commitment. The presents all worked with Ibo, who taught them the power of one person's contribution. They now honor others who, in an industry that is defined by collaboration, continue to remind us that a single individual can transform a community.



Chris Cirillo became the Executive Director of Lott Community Development Corporation in July 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. He is currently studying for his Master of Science in Historic Preservation at Pratt Institute.



Robert Ezrapour is the President of K&R Realty Management, and a member 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 an attorney who has been a leader in community development in New York City for more than two decades. She is Executive Deputy Commissioner of the NYC Department of Homeless Services, where she is leading the new initiatives of DHS. As Executive Director of Manhattan Valley Development Corporation, for more than 3 years she strengthened Northern Manhattan's affordable housing community. 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 and ensuring that Harlem residents receive access to core services and share in the economic benefits of local redevelopment.

There she created over 1,000 new apartments and 48,000 square feet commercial space, rehabilitated 450 apartments and brought services to thousands of Harlemites.

Lucille was General Counsel and Chief of Staff of the Upper Manhattan Empowerment Zone. She also served as Assistant Commissioner at the NYC Department of Housing Preservation and Development where she implemented programs that contract with neighborhood based entities. Ms. McEwen is a Director of the Greater Harlem Chamber of Commerce, and until recently was a board member of the Citizens Housing and Planning Council. Ms. McEwen earned a J.D. from Brooklyn Law School, an M.B.A. from Baruch, and a B.A. from CCNY. Ms. McEwen, a native New Yorker, currently resides in the Harlem community.



Ron L. Moelis is the Chief Executive Officer 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. He is also the Chief Executive Officer of L+M Builders Group LLC, a construction company operating in the same 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 also teaches Urban Real Estate Development at the University of Pennsylvania's School of Design.



Jerilyn Perine has built a talented team at CHPC to spearhead a high impact agenda to improve the quality of public debate, inform public policy, promote new ideas, and engage a wide audience, as well as a diverse and active Board Membership to improve NYC neighborhoods. 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 Managing Director of Acquisitions 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, for profit and nonprofit sectors including serving 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 is 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), and Habitat for Humanity-New York City. Richard holds both a BA and JD from Yale University.



William W. Traylor joined The Richman Group of Companies in January 2001 and is the President of Richman Housing Resources LLC. Under his leadership, Richman has invested more than \$2 billion of private equity into affordable housing developments in New York City consisting of nearly 15,000 apartments. 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.

Mr. Traylor is the Chairman of the Board of Directors of the Supportive Housing Network of New York, a member of the Boards of Directors of the New York Association for Affordable Housing, the Citizens Housing and Planning Council of New York, the New York Housing Conference, and Project FIND.

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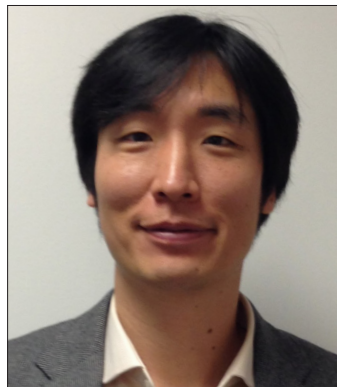
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2011



Joan Tally
HDC
2010



Eric Enderlin
HPD
2009



Brian Cheigh
Enterprise
2008



Michael Polo
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2007



WELLS FARGO

Alan Wiener

Head of Multifamily Capital

Impact Award for Community Investment

Presented by Sol Arker

Wells Fargo Multifamily Capital works with Fannie Mae, Freddie Mac, and FHA to provide permanent financing on a variety of market-rate, affordable housing, and senior housing developments in addition to healthcare facilities.

Over the past five years Wells Fargo Multifamily Capital has made available \$7 billion in permanent loans in New York City. They have provided \$1.5 billion in financing for affordable units and \$900 million in direct low income housing tax credit purchases. Wells Fargo has also been responsible for \$3 billion in construction lending. The volume of this investment demonstrates the commitment that Wells Fargo has to fostering growth of affordable housing in New York City.

Alan Wiener is the group head of Wells Fargo Multifamily Capital, which is based in New York. Alan has dedicated his career to working housing and community development in both the public and private sectors. Prior to joining Wachovia, he was the chairman of American Property Financing Inc., which Wachovia acquired in 2006. Before that, he was Executive Vice President with Integrated Resources, Inc. During public service career, Alan was Area Manager of the New York area office of the U.S. Department of Housing and Urban Development, where he received an award from the President of the United States

for outstanding performance. He also served as an assistant to the Mayor of the City of New York in the field of housing, planning, community, and economic development and as a Deputy Commissioner in the city's housing department. Alan serves on the boards of Phipps Houses, Goddard Riverside, Citizens Housing & Planning Council, Urban Land Institute, and is a member of the Executive Board of The Real Estate Board of New York.

City Point Direct Partnership



In December 2013, CLI NY closed on the City Point transaction with BFC Partners. Wells Fargo provided a Direct Purchase facility to acquire \$62 million in recycled tax exempt bonds, which were issued by the NYC Housing Development Corporation (HDC) along with \$19 million in City subsidy. The full development will consist of approximately 1.8 million square feet of residential and retail space, to be built in four phases. This endeavor anticipates three residential towers

atop a four story, 665,000 square-foot retail podium, which is currently being developed by Acadia Realty – a partner in the residential tower project.

Hunter's Point Project



Wells Fargo Bank provided a direct-pay letter of credit to enhance \$163,225,000 of tax-exempt and taxable bonds issued by HDC. This helped to finance the construction of a 619-unit, fully affordable, rental building on Parcel A (100% of units will be rented below market rents, 60% of the units will serve households at 176% of AMI, 20% of the units will serve households at 130% of AMI and 20% of the units will serve households at 50%/40% of AMI) with 13,700 square feet of retail space and 267 parking spaces located in the Hunter's Point Redevelopment area of Long Island City.

Starrett City



Starrett City is a housing development in East New York, Brooklyn, that was originally developed in 1974. After the development's twenty years of guaranteed affordability elapsed in the 1990s, there were fears that rents would rise. In 2010, Wells Fargo provided preservation financing that ensures 30 years of continued affordability. The financing covers a total of 5,881 units and maintains affordable housing for a population of 15,000 moderate income residents.

Co-op City



Located in the Bronx, Co-op City is the largest cooperative housing development in the world. Originally completed in 1973, Co-op City began a period of extensive renovation in the early 2000s. In 2012, Wells Fargo provided a 35-year self-amortizing loan covering 15,372 units, and guaranteed their affordability well into the future. The mostly moderate-income resident population of Co-op City is 43,752. This loan structure saved the co-op owners \$140 million in reduced interest payments over the course of the first ten years.

Parkchester Apartments



Originally completed in 1942, Parkchester has had a rich and varied 70 year history. Located in the Bronx, the neighborhood is divided into two subsections and is home to a vibrant mix of age and ethnic make-ups. In 2014, Wells Fargo financed a 15-year loan for the Parkchester Apartment Complex subsection. The loan covered 6,000 units and preserved their affordability. The resident population served totals 18,000.



HOWARD SLATKIN

New York City Department of City Planning

Roger Starr Public Service Award

Presented by Carl Weisbrod

"Planning is the science of everything in New York City."

Howard Slatkin, Deputy Director for Strategic Planning for the NYC Department of City Planning, has always been interested in helping people make sense of how the world around us works, from the smallest scale to the largest. As an undergraduate at Brown University, he left the study of physics, which seeks to explain how matter behaves, for history, which seeks to explain how behavior matters. Mr. Slatkin is from northern New Jersey, moved to New York City soon after graduation, and quickly became fascinated with the urban energy and complex life of the city. "There is something here," he said "that doesn't exist elsewhere, and you don't really understand it until you've found it." He received a master's degree in urban planning from Columbia University in 2000, and that same year began work as a community planner for Brooklyn Community District 1 at the Department of City Planning.

Mr. Slatkin was drawn to a life of public service: "In government you have a responsibility to be able to see multiple sides to every issue—in a sense, it's less important to be in the right than to understand, and to be solution oriented. Ultimately you are trying to do what is in the public's interest. While there is often great

debate over what this means, it's something that genuinely drives me and so many of my colleagues—making the city a better place and doing what is in the best interest of the public." This is, in many ways, the heart of the city planner's work: listening to varied voices from the community and having the foresight to find nuanced and flexible solutions.

Beginning in 2000, Mr. Slatkin was tasked with examining the Northside section of Williamsburg, where, at the time, only one new privately developed residential building had gone up in the prior twenty. His work in the area grew into the 2005 Greenpoint-Williamsburg Rezoning. The Inclusionary Housing Program created for Greenpoint-Williamsburg has generated well over 1,000 affordable units in the neighborhood, and more than 4,200 units citywide since it was introduced in 2005, and inclusionary housing policy continues to change to meet the evolving needs and conditions of the city.

As the agency's first ever Director of Sustainability, he fostered regulations that promoted car sharing, bicycle parking, street tree planting, stormwater management, energy-efficient buildings and renewable energy generation. Zone Green, a zoning initiative to promote green buildings "was a project where it was critical for us to



Greenpoint-Williamsburg Waterfront before and after rezoning.



listen to experts in the field, and have open communication with the people who are using our regulations. Only by combining their expertise and our own could we get it right. And this has made a difference, and changed the way that many buildings are being built.”

Mr. Slatkin understands that successful planning is a process of listening and learning: “It is about taking the energies and knowledge that exist out there in people, that can often be pointed in all sorts of different directions, and helping to bring them together to accomplish something meaningful. This is what I love about my job.”



NIXON PEABODY AFFORDABLE HOUSING GROUP

Impact Award for Housing

Impact Award for Housing Impact Award for Housing Presented by Dave Walsh

The affordable housing legal practice at Nixon Peabody can be described as a real estate practice with a legislative or regulatory overview. This means that in addition to being equipped to run a standard real estate practice, the affordable housing group members work with city, state, and federal agencies. “We work with all these moving parts, to make sure they all work together to make the transaction happen,” says Joe Lynch, Office Managing Partner. One thing that makes the Nixon Peabody affordable housing group stand out is that it truly is a national practice. The roots of the group extend back to 1970, when Chuck Edson and Bruce Lane started and grew their firm Lane & Edson. The current iteration of the group solidified in Washington, D.C. in 1993, and has branches in Los Angeles and Boston as well as a strong presence in New York City. Since this time, the Nixon Peabody affordable housing group has not only established itself as a national leader, but made affordable housing a truly viable practice area for emerging attorneys.

Each member of the Nixon Peabody team brings a level of expertise that enables them to work together to suit a wide range of client needs. Many members of Nixon Peabody’s affordable housing group started at housing practitioners, either at a city agency or in the affordable housing sector before and after law school. Nixon Peabody is one of the first practices of its kind to hire non-lawyers in order to better understand the policy side of law and better advise clients. Their innovative approach is strengthened by a highly collaborative environment.

“There are so many things that we do together, and although we are all bright in our own ways and have our own particular areas of expertise, the problems in affordable housing are pretty complex,” explains partner Stephen Wallace. “You always have to keep up with changes and you can’t do that as an individual, you need a working group of people, and we have that here,” Wallace continues.

“The most rewarding aspect of our job is creating units for affordable [housing] residents,” says Lynch. “The bottom line is we are making units and developing affordable housing for people who need it, and we take pride in working with clients who take on some of the toughest deals.” While at times underestimated, the role of attorneys in moving affordable housing developments forward, and navigating complicated legal terrain, is crucial.



GROUP MEMBERS

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Aaron Yowell, Associate



Building a Better Tomorrow.

Chase is proud to partner with Citizens Housing & Planning Council in addition to local community development organizations to improve housing and neighborhood conditions in the City of New York. We congratulate this year's honorees and applaud their leadership in the community.

For more information on Chase Community Development Banking visit chase.com/cdb or contact:

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PRESENTERS



Impact Award for Community Investment Presenter

Sol Arker

The Arker Companies is a fully integrated development, construction, and property management company with more than 100 employees. It is a third generation family business, founded in 1949 by Aron Arker and controlled today by his two sons, Allan and Sol Arker who have both been in the business over 30 years. They have been joined by the next generation, Alex Arker and Daniel Moritz, and together these four principals own and manage

the Arker Companies.

Under the Arker Company umbrella there are separate construction and property management companies. The Arker Companies is one of the leading developers of affordable housing in New York having developed more than 5,400 affording housing units for very low and low income residents, including the acquisition and preservation of more than 2,600 units.

The four Arker principals take a proactive approach to development, construction, and management, and work collectively to see each project from concept to completion. They are 'hands-on' developers and are personally involved in all matters concerning their projects. The principals exert an exceptional degree of quality control over all aspects of their ventures and their portfolio and they consistently receive high marks from residents, investors, lenders and neighbors.



Roger Starr Public Service Award Presenter

Mark Ginsberg

Mark Ginsberg, FAIA, is a founding partner of Curtis + Ginsberg Architects LLP, whose practice covers commercial, institutional, planning, and residential projects. Mark has over 30 years of professional experience, manages planning, urban design and housing projects. He is a native New Yorker. His expertise in Affordable Housing, Resiliency and Green Design has been recognized through his many lectures at National and local conferences and meetings. The firm has worked on developments that will comprise well over 7,000 units of housing, most of them affordable and most of them sustainable. Curtis + Ginsberg Architects was the recipient of the 2007 Andrew J. Thomas Pioneer in Housing Award AIA New York Chapter.

Mark was the 2004 President of the AIA New York Chapter, former co-chair of the New York New Visions (NYNV) Executive Committee, and an organizer of both the New Housing New York Ideas Competition and Legacy Project. He co-chaired the Post Sandy Housing Task force, was a member of the AIA National Housing Task Force from 1997 to 2000, is Vice Chair of the Catskill Center for Conservation and Development, is a member of the NYSFAFH Board of Trustees, is a Trustee of the National Housing Conference, and is President of Citizen's Housing and Planning Council.

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Roger Starr Public Service Award Presenter

Carl Weisbrod

Carl Weisbrod was appointed as Director of the New York City Department of City Planning and Chairman of the New York City Planning Commission by Mayor Bill de Blasio in March 2014. As a member of the de Blasio Administration, Carl is charged with creating land use and zoning policies to promote an equitable, resilient, sustainable and economically vibrant New York City. Carl has also been a key player in the development and implementation of Housing New York, the Mayor's affordable housing initiative.

Carl has more than 35 years of experience serving the people of New York, beginning his career as an anti-poverty lawyer and workforce development program manager and later transitioning to lead many economic development and urban revitalization efforts throughout New York City. Carl was the founding President and Chief Executive Officer of the New York City Economic Development Corporation and the Alliance for Downtown New York, the largest Business Improvement District in the country.



Impact Award for Housing Presenter

Dave Walsh

David J. Walsh joined JP Morgan Chase in January of 2011 as Senior Vice President of Community Development Real Estate and presently oversees all financing activities of affordable housing transactions in the Northeast Region for the bank. Prior to joining JP Morgan Chase, Mr. Walsh served as Senior Vice President of Multifamily Programs for New York State Homes & Community Renewal ("HCR") where he oversaw the structuring and overall financing of over 10,000 units of mixed income and affordable housing located throughout the State of New York. Prior to joining HCR, Mr. Walsh served as the Director of NYC Housing Development for Common Ground Community, a non-profit housing development organization specializing in housing for the homeless, overseeing the design and development of approximately 1,000 units of supportive housing in the NYC metropolitan area. Prior to working at Common Ground, Mr. Walsh served for two years as the Director of Brokerage in the Real Estate Investment area of the Wafra Investment Advisory Group, which is a U.S. registered investment advisor wholly owned by the Public Institute of Social Security for Kuwait. Prior to joining Wafra, Mr. Walsh served for seven years as Senior Vice President of the LCP Group, LP, a privately held real estate investment holding company acquiring net leased properties of behalf of in-house investment partnerships and advised institutional clients. Mr. Walsh received a Masters Degree from Columbia University's School of Architecture, Planning & Preservation and an undergraduate degree from Western New England College.



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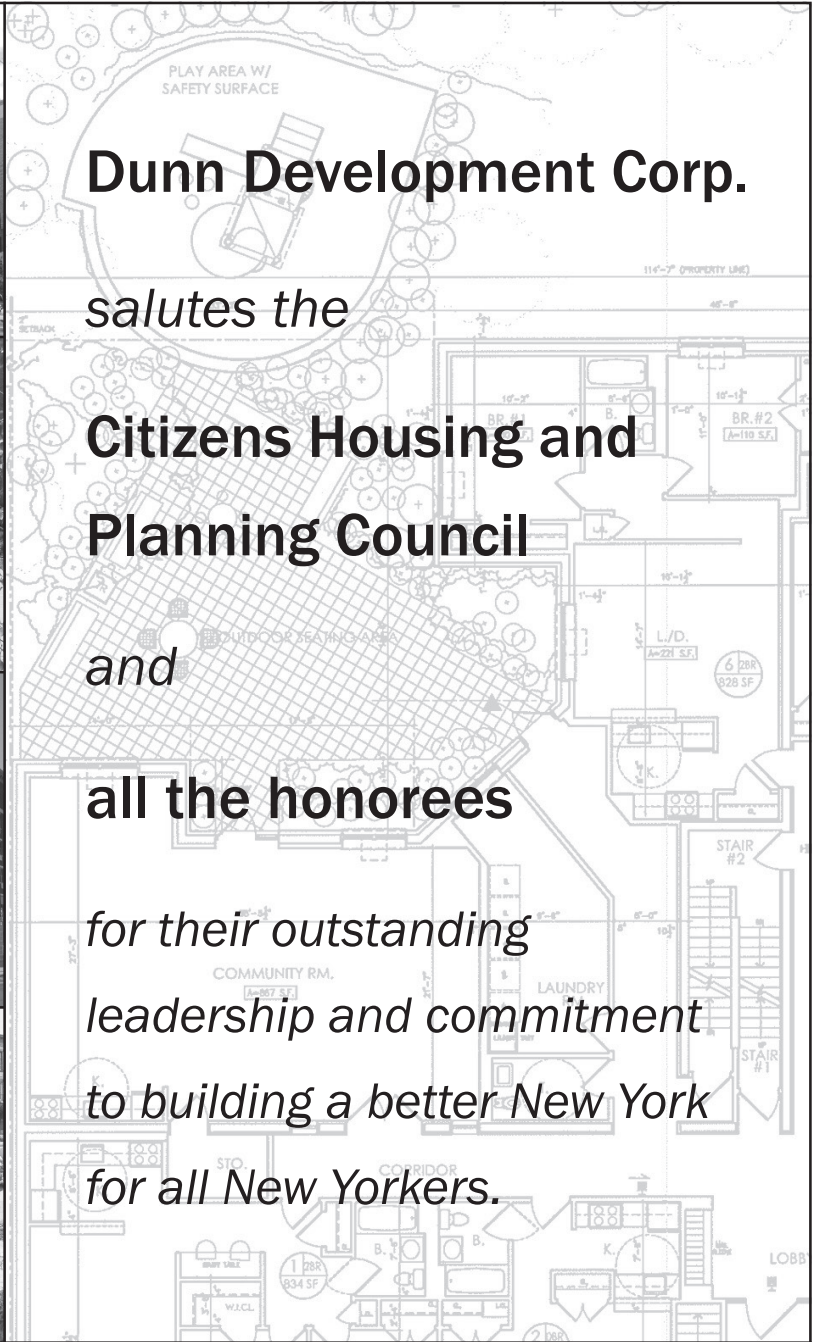
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*Executive Committee

CHPC COMMITTEES 2015

Board committees ensure that the governance of our organization is exemplary, in every way. They work closely with staff to develop, steer, shape and deliver new projects and to share their unique insight, experience and knowledge. They ensure that our work is always grounded in the reality of the three-dimensional built environment.

Executive Committee

Mandated under CHPC's by-laws, the Executive Committee considers the broad issues of organizational policy and financial planning for the operation of CHPC. Membership on the Executive Committee is by invitation only.

Members: Mark Alexander, Frank Anelante, Robert Berne, Robert Cook, Robert Ezrapour, Mark Ginsberg (President), Aileen Gribbin (Treasurer), Henry Lanier, Sander Lehrer, Mark Levine, Frances Magee, Samantha Magistro (Secretary), Marvin Markus, John McCarthy, Richard Roberts (Chair), Richard Singer, William Stein.

Fundraising/ Annual Luncheon Committee

Along with the staff, this committee creates and implements CHPC's fundraising strategy, and assists staff with planning and marketing the Annual Luncheon and other events through the year.

Members: Robert Berne, Mark Ginsberg, Aileen Gribbin, Robert Lehrman, Mark Levine, Samantha Magistro, Richard Roberts, Matthew Schatz, David Walsh.

Zoning Committee

The Zoning Committee is CHPC's longest standing committee. Their ongoing work throughout the year involves reviewing, analyzing, writing and presenting comments and testimony on Zoning Resolution text amendments and re-zonings, as they relate to improving the efficiency and impact of zoning and land use regulations in support of residential development. The committee members also make themselves available to the Department of City Planning to think through the practical implications of new policies. Each summer, the committee holds a Zoning Roundtable to debate wider zoning and land use ideas for New York City, along with invited special guests.

Members: Mark Alexander, Robert Berne, Paula Caplan, Chris Cirillo, Robert Cook, Linh T. Do, Martin Dunn, Alexander Garvin, Mark Ginsberg, Jerry Gottesman, Amie Gross, Ernest Hutton, Marcie Kesner, Michael Kwartler, Deborah Clark Lamm, Sander Lehrer, Mark Levine, Kenneth Lowenstein, Samantha Magistro, John Shapiro, Ethel Sheffer, Carole Slater, William Stein, John West.

Green Building Committee

The committee reviews, analyzes and testifies on proposed regulatory changes that relate to the energy efficiency of residential buildings in New York City. They also develop research projects that investigate the most effective public policy methods and financial arrangements for achieving energy efficient buildings.

Members: Carmi Bee, Chris Benedict, Steven Bluestone, Dominic Cardinale, Martin Dunn, Paul Freitag, Mark Ginsberg, Andrea Kretchmer, Mark Levine, Samantha Magistro, Walter Roberts, Mike Schmelzer, William Stein, Michael Sturmer.

Housing Finance Committee

This committee examines issues that relate to housing finance in New York City. The committee members work with CHPC staff to analyze financial barriers that make it harder to develop and manage housing. Our goal is to help government agencies understand the issues faced by developers and banks when working to building quality housing. The committee also works together to develop new ideas and recommendations for government regulations and financial programs.

Members: Sandra Acosta, Frank Anelante, Robert Berne, Romy Goldman, Kirk Goodrich, Aileen Gribbin, Andrea Kretchmer, Samantha Magistro, Marvin Markus, Richard Roberts, Matthew Schatz, Mark Willis.

Finance Committee

Works with CHPC staff to develop and manage the annual budget.

Members: Jim Gillespie, Aileen Gribbin, Henry Lanier, John McCarthy, Richard Roberts, David Walsh.

Audit sub-committee

Works with CHPC staff to go through the annual audit, ask questions or make recommendations to the auditors, and present the draft financials to the Finance and Executive Committee for full approval.

Members: John McCarthy, Henry Lanier

Investment committee

Makes recommendations about the long-term investment of CHPC's funds.

Members: Robert Berne, Robert Lehrman, Richard Roberts, Matthew Schatz.

Nominating Committee

Creates standards for Board membership, recruits new members, and monitors performance.

Members: Robert Berne, Robert Cook, Mark Ginsberg, Henry Lanier, Marvin Markus, Richard Roberts, Richard Singer, Mark Willis.

MEET OUR NEW BOARD MEMBERS

CHPC was established in 1937. For 77 years our organization's board of directors has been the source of its ideas and they are 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.



Eva Neubauer Alligood, Deputy Director, Local Initiatives Support Corporation (LISC) NYC

Eva Alligood, LISC NYC's Deputy Director, is responsible for strategic planning, program development, and fostering LISC NYC partnerships with government, philanthropy, and the nonprofit sector to develop affordable housing and improve the quality of life in low-income neighborhoods. Her work in the field of community development in New York City spans nearly twenty-five years. She began her career as Associate for Program Development at the Pratt Center for Community Development, and then held several positions at the Corporation for Supportive Housing, including Senior

Program Officer for place-based employment services to people with multiple barriers to employment. Eva has served as a consultant to various community development, planning, and affordable housing organizations, and before joining LISC NYC in 2012, served as Vice President for Strategic Planning and Communications at the Women's Housing and Economic Development Corporation (WHEDco), a community-based affordable housing provider in the Bronx. She holds a bachelor's degree from Amherst College and a Master of Science degree in City and Regional Planning from Pratt Institute.



Margaret Chinwe Anadu, Managing Director, Goldman, Sachs & Co.

Margaret leads the investing efforts of the Urban Investment Group (UIG) in New York and New Jersey. She is responsible for the sourcing, investment and management of community and economic development investments across a broad range of asset classes and investment types. Established in 2001, UIG deploys the firm's capital by making investments and loans that benefit underserved communities, serving as a catalyst in the revitalization of distressed urban neighborhoods. Margaret is a member of the Finance Division Black Network Steering Committee. Previously, she worked in the Equity Derivatives Strategy Group in the Equities Division. Margaret

joined Goldman Sachs in 2003 as an Analyst and was named Managing Director in 2013.

Margaret serves on the boards of several community and economic development nonprofit organizations, including the Brooklyn Bridge Park Corporation, the Center for an Urban Future, Core Innovation Capital, and 651 Arts. Margaret earned a BA in computer Science from Harvard in 2003. She currently lives in Brooklyn with her husband.



Lisa Blecker, Director of Marketing, Resource Furniture

With more than two decades of design and marketing experience, Lisa Blecker leads the marketing team at Resource Furniture, North America's largest retailer of transforming and space-saving furniture. Embracing a decidedly non-traditional marketing approach, Resource Furniture is dedicated to educating the public on the benefits of flexible, efficient living, while providing funding and support to an increasing number of non-profit and academic initiatives that promote sustainable living and intelligent design. As a major in-kind sponsor of the 2013 exhibition "Making

Room: New Models for Housing New Yorkers” at the Museum of the City of New York, Resource Furniture and Clei s.r.l. realized the hyper-functional, 325 square foot micro-apartment, which was the centerpiece of the exhibition. Lisa speaks regularly about challenging the traditional floor plan and of the increasing desirability and demand for flexible, smaller-footprint living across all markets and demographic segments.



Linh Do, Principal and Senior Vice President at AKRF, Inc.

Linh Do is an environmental scientist with over 25 years of experience in project management and mobile and stationary source air quality analyses. Ling specializes in the management of National Environmental Policy Act (NEPA), State Environmental Quality Review (SEQR), and City Environmental Quality Review (CEQR) environmental assessments and impact statements. Linh has successfully overseen large, complex environmental assessments through public land use and environmental review processes. She is knowledgeable in the technical environmental areas required by New York City, New York State, and various federal agencies.

Linh's current and recent assignments include environmental assessments and regulatory permits related to the Seward Park Mixed-Use Development Project, Willets Point Development Plan, Atlantic Yards Arena and Redevelopment Project, and various development plans within the Downtown Brooklyn area.



Rella Fogliano, President, The MacQuesten Companies

MacQuesten's history is closely tied to the story of its founder, Ms. Rella Fogliano. Since the age of six, Ms. Fogliano has been visiting construction sites. The only child of a general contractor, Sabino Fogliano, at seventeen she began working part-time in the company that he started in 1960 and that bore his name. Upon graduation from Fordham University in 1983 she joined the firm full-time.

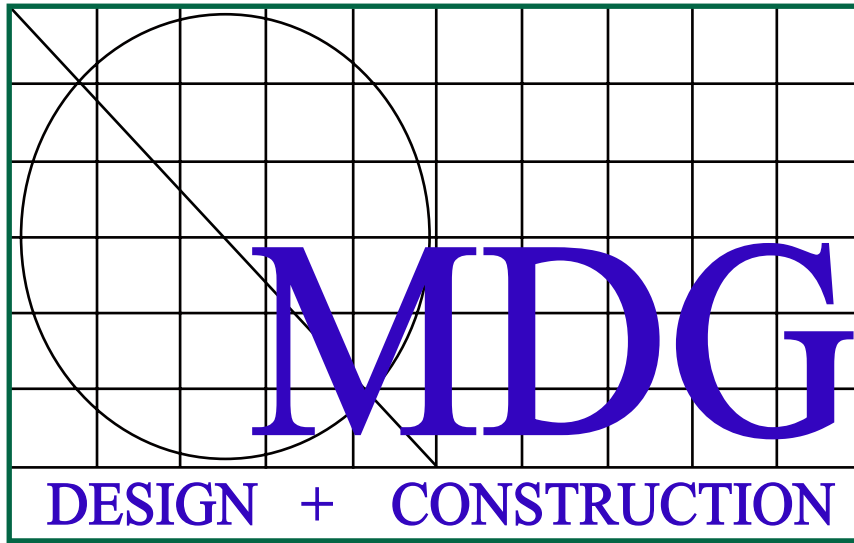
When Mr. Fogliano retired in 1988, Ms. Fogliano formed MacQuesten General Contracting, Inc. and continued to perform work for many of the same clients. In the early nineties, Ms. Fogliano set out to develop properties that the company had acquired, especially in the Bronx. Hughes Avenue Crescent was the first such venture. In late 2003, Ms. Fogliano formed MacQuesten Construction Management, LLC and MacQuesten Development, LLC. Together, the companies specialize in financing, designing, and managing construction of multi-family, affordable housing and commercial properties, which are then privately held by affiliated companies.



Michael Rooney, Founding Principal, MDG Design+Construction

Michael T. Rooney is the founding principal of MDG Design+Construction LLC. Michael is best known for working with local community groups and building owners to find innovative ways to develop, finance, and rehabilitate residential real estate in emerging communities. MDG is a multifaceted company; its capabilities include real estate development, general contracting, architectural services, management, and housing consultancy. MDG's specialty is revitalizing distressed apartment buildings in emerging neighborhoods in New York City. It is their goal to transform neglected buildings into homes that people are proud to live in.

MDG specializes in both moderate and gut rehabilitations and has become an acknowledged leader in the restoration and renovation of distressed buildings in Manhattan, Brooklyn, Queens, and the Bronx.



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CHPC STAFF

Thanks to the support of board members, attendees of events like the Annual Luncheon and supporters of our Strategic Impact Fund we have been able to bring on a historic number of staff over the past two years. Every member of the CHPC team brings distinctive expertise and together are taking their work to an entirely new level.

This year alone we have been able to create a stunning interactive online map, delve into the complicated world of private activity bonds, and explore overlooked zoning possibilities. Now that we have reached just the right size we are excited for what will be coming down the line.



Jerilyn Perine
Executive Director

Sarah Watson
Deputy Director

Ilene Popkin
Senior Fellow

Neil Reilly
Policy Analyst

Daniel Parcerisas
Policy Analyst

Christian Baer
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THE WILLIAM R. GINSBERG FELLOWSHIP PROGRAM

Bill Ginsberg served on the board of CHPC for more than four decades. He was a pioneering environmental lawyer and New York City Parks Commissioner who cared deeply about urban planning and environmental law.

Thanks to a generous gift from William R. Ginsberg and his family, in 2007 we launched the William R. Ginsberg Fellowship Program.

The program is designed to:

- Encourage and support a career in public policy;
- Establish strong links between experienced leaders in the field and a new generation of housing and planning professionals;
- Promote active civic engagement;
- Advance practical research and creative thinking about NYC's housing and neighborhood development.

Now in its eighth year, the fellowship has hosted over twenty professionals from seven different countries who have gone onto careers that are helping to transform communities around the world. From working in the Philippines and China, to successful New York City careers in law, planning, housing, and public policy research, our alumni are working in valuable ways that are a fitting tribute to Bill Ginsberg's lasting legacy.

In addition to CHPC's Ginsberg Fellowship, Bill's legacy is also honored by the William R. Ginsberg Memorial Summer Fellowship in Environmental Law at Hofstra Law School, which funds environmental law internships for Hofstra students.

ALUMNI



Delfina Lopez Freijido
 Summer 2013-Spring 2014 Fellow
 Today: Project Manager, Gobierno de
 la Ciudad de Buenos Aires



Thomas Lovatt Martin
 Summer 2013 Ginsberg Fellow
 Today: Graduate Student,
 Harvard University



Du Jingqiang (JD)
 Winter 2013 Ginsberg Fellow
 Today: Economist, Comprehensive
 Transportation Research Institute of China
 Center for Urban Development of NDRC



Joseph Pupello
 Summer 2013
 Senior Practitioner Fellow



Ben Anderson
 Winter 2012 Ginsberg Fellow
 Today: Loan Monitoring Officer, Local
 Initiatives Support Corporation (LISC)



Megan Houston
 Summer 2012 Ginsberg Fellow
 Today: Senior Program Associate,
 Institute for Market Transformation



Hannah Gonzalez
Spring 2012 Visiting Fellow
Today: Urban Planner, Manila,
Philippines



Jinny Khanduja
Spring 2012 Ginsberg Fellow
Today: Director of Development and
Outreach, Storefront for Art and
Architecture



Neelima Panoli
Summer 2011 Ginsberg Fellow
Today: Senior Associate,
The Weitzman Group



Anna Grosso
Fall-Winter 2010 Ginsberg Fellow
Today: Planner, New Castle County,
Daytona Beach



Kasimir Hagendoorn
Summer 2010 Visiting Fellow
Today: Strategic Analyst,
Rijkswaterstaat, Utrecht



Daniela Feibusch
Summer 2010 Visiting Fellow
Today: Hirschen Singer &
Epstein



Stefanie Marazzi
Fall 2009-Fall 2010
Senior Practitioner Fellow



Kercena Dozier
Fall 2008-Winter 2009
Today: Associate, Assistant Vice President, Carver CDC



Alnisha Maniaci
Fall 2009-Spring 2010
Today: Project Manager and Analytics Specialist, HPD



Sulin Carling
Spring 2009 Ginsberg Fellow
Today: Director, HR&A Advisors



Carol Clark
Winter 2008-Spring 09
Senior Practitioner Fellow



Hannah Hesse
Summer 2009 Visiting Fellow
Today: Architect, Shelton, Mindel & Associates



Saadia Chowdhury
Summer-Fall 2008 Visiting Fellow
Today: Sales Manager, isee, UAE



Andrea Perkins
Winter 2007-Spring 2008 Ginsberg Fellow
Today: Director of Community Engagement,
Benevolent, Detroit Office



Silvett Garcia-Tsuang
Winter 2007 Ginsberg Fellow
Today: Community Life Coordinator,
New Life Fellowship Church



Denali Dasgupta
Spring-Summer 2007 Ginsberg Fellow
Today: Associate Researcher, University
of Chicago

KEY PROJECTS THIS YEAR

MAKING ROOM

Making Room is CHPC's long-term initiative exploring how the development of alternative, higher-density, and flexible housing units can provide more suitable and attainable housing options for our city's increasingly diverse households.

CHPC developed a unique data model and methodology that revealed a substantial mismatch between the types of housing units available in New York City and the shape of our 21st century households. Our diverse households – predominantly single people – are trying to fit themselves into homes and apartments not designed for their needs. And our housing is unable to evolve because the size, shape, and even occupancy requirements of our homes are governed by old-fashioned laws and codes.

By looking at how our households are really living, it was clear that New York City needs to allow and encourage small, efficient studios designed for single person households, legal shared housing options for unrelated adults, and legal rental units added to a small home in low density districts.



Making Room made policy waves when HPD issued a Request For Proposals for the adAPT pilot project to implement and test one of these ideas in the marketplace. Developer/architect teams were asked to design and develop a building of micro-units



and the winning submission by Monadnock Development is being developed on a site on East 27th Street in Manhattan.

CHPC also partnered with the Museum of the City of New York to showcase all of CHPC's work on this initiative at the 2013 Making Room museum exhibition. The exhibit ran for 9 months, garnered huge international media coverage, attracted over 150,000 visitors, and continues to inspire people to change the shape of housing.

We continue to research and analyze the real needs of our households and the lifestyles of all New Yorkers, and to shape new housing and planning policies that truly respond to these demands. We have recently launched the Making Room Leadership Group, an industry group that is debating, discussing, exploring and supporting alternative housing typologies and necessary regulatory change.

This project is made possible by the ongoing support of the Charles H. Revson Foundation.

MAKING NEIGHBORHOODS

CHPC's Making Neighborhoods project came to life in November 2014 and has already made an impact. Our stunning interactive map has helped us communicate a very complex set of data, analysis, and results to a very wide audience. And the research paper, and its accompanying policy brief, highlighted the outcomes of our work and their implications for public policy in New York City.

For this project, CHPC and lead researcher Raisa Bahchieva developed the Making Neighborhoods data model building upon the decennial Census data. The model uses cluster analysis – a methodology common in economic or marketing studies – to form 14 distinct groups, or “population clusters,” and follow their locations in 2000 and 2010. By comparing the two years, we can see which population types grew in number or geographic size, or moved into new areas; if their numbers declined or they retreated from their neighborhoods and were replaced by others; or if groups remained relatively unchanged over the decade.

Our analysis uncovered important trends in neighborhood change—from the shrinking black middle class to the expansion of the low-income Hispanic cluster to the dynamics of different types of white households.

We continue to hold events with different industry, government and academic groups to promote the results and to discuss the repercussions of the study. We are also developing the next phases of this study which will be setting out the housing policy implications of its results, as well as reproducing the model for the New York City metropolitan region.

This project was made possible by the generous support of The New York Community Trust.



PUMP UP THE VOLUME

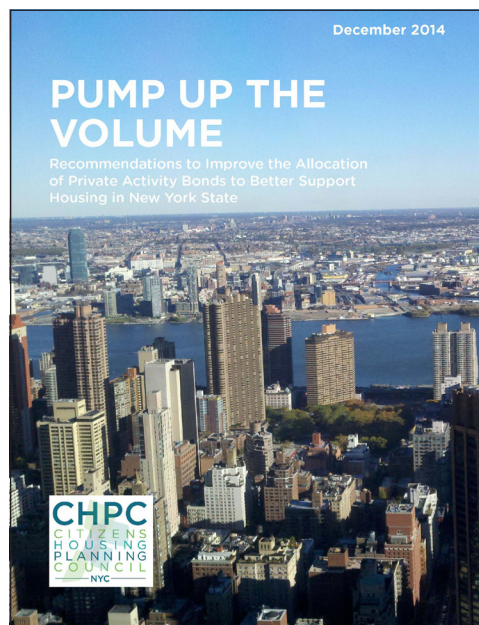
In December 2014, CHPC released Pump Up The Volume, a ground-breaking research study on the allocation and use of tax-exempt private activity bonds (PABs) in New York State.

Pump Up The Volume showed that, between 2005 and 2013, \$11.5 billion in PABs were issued by HFA and HDC to finance over 49,000 units of affordable housing in New York City, making this a key resource for housing. In spite of this, the process for allocating PABs does not prioritize housing over other eligible uses of PABs: housing agencies have no guaranteed allocations even though they are responsible for issuing 87% of the PAB volume in the State.

CHPC's study put together never-before-seen data showing the extent of this discrepancy year after year. It also analyzed the negative impact that the uncertainty over the amount of available PABs can have on housing agencies planning their project pipelines, and how this can result in a less than optimal use of PABs.

Pump Up The Volume was very well received because it brings clarity to what has been a largely misunderstood source of financing. In March, dozens of bond underwriters, developers, and government officials attended a lively panel discussion on the study's findings and recommendations.

CHPC is deeply grateful to everyone who participated in this study. It was made possible thanks to the generosity of CHPC's Strategic Impact Fund Advisory Group and the Capital One Foundation.



GREEN BUILDINGS

CHPC has been active in the past year advancing policy solutions that will improve energy efficiency in the small and mid-size multifamily housing stock. Forty-five percent of New York City's multi-family housing units are in small to mid-size buildings – and although they should be a critical target for both energy and housing policy there is overall consensus that these buildings are significantly under-represented in existing energy efficiency programs.

In July, we published *All Green Buildings Great & Small*, a summary of the key findings from interviews with leading industry experts. The study proposes 10 recommendations that will help make energy efficiency programs more accessible to the owners of small and mid-size buildings.

And in September, we hosted a roundtable to discuss these recommendations with two dozen participants, including representatives from HPD, The Mayor's Office of Long-Term Planning and Sustainability (OLTPS), NYSERDA, utility companies, and building owners.

Following the roundtable, CHPC has joined a working group convened by OLTPS to give advice on the implementation of the Community-Based Retrofit Accelerator called for in the Mayor's One City: Built to Last plan. This plan intends to transform New York City's buildings to become more energy efficient, and the Accelerator will provide technical assistance and conduct outreach among small and mid-size buildings so that they can also move towards a more energy efficient future.

CHPC has also been in close contact with NYSERDA, which has solicited our input for the development of a Clean Energy Fund as part of an overhaul of the regulatory framework for utilities that is taking place at the State level.

CHPC will continue to work with government actors to advance and implement policies that will make our buildings more energy efficient and contribute to the preservation of the city's housing stock.

We are deeply grateful to CHPC's Green Committee for their support, insight and hard work on these initiatives.



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BUILDING ENVELOPE CONUNDRUM

The de Blasio administration's Housing New York plan set many ambitious goals for the development of new housing in the city – and has acknowledged that extra floor area for residential construction will be necessary to meet our city's needs.

Some of our board members raised an issue they were experiencing that was constraining residential development. The rules that define the building envelope – the maximum three-dimensional shape that a new building can occupy – within contextual zoning were making it difficult, sometimes impossible, to fit the allotted floor area into their building. This meant that, not only were potential apartments being lost, buildings were increasingly trying to squeeze floor area into this three-dimensional envelope, often creating flat monotonous new buildings with compromised interiors.

We decided to take a closer look at how the building envelope rules within contextual zoning – established in 1987 – can sometimes result in fewer residential units being built. We examined seventeen sites to see how much the building envelope rules affected the residential construction.

Our study found that eight out of the seventeen buildings were unable to use all



of their allotted floor area because of the building envelope rules. In other words, it is often the building envelope that is the determinant of the development capacity of a new building rather than its floor area.

Our study helped to begin a dialogue with the Department of City Planning to see how these rules, put in place decades ago, could best be changed to reflect the realities of constructing residential buildings in New York City today. We are currently working to help with the technical details of a zoning text change that would update the contextual zoning rules to make sure that affordable housing can be maximized on every site in the city, that new buildings contribute toward our elegant and interesting streetscape, and that the quality of our building interiors and apartments are never sacrificed.

UPCOMING PROJECTS

The True Cost of Housing

We are developing an online, interactive web tool that educates users about the costs involved in constructing a new rental building in New York City and how those costs affect the rents. Our goal is to communicate how expensive it is to build rental housing in New York City and why government intervention becomes necessary to ensure that it is still viable.

In a second phase of the project we will look at the cost of managing a rental building over the long-term.

Making Room Handbook

We are compiling all of our work to date on the Making Room initiative into a publication that will serve as a handbook for cities around the world to conduct their own Making Room approach to housing policy.

Making Room Leadership Group

We have launched a national housing industry group to debate, discuss, explore and support alternative housing typologies and required regulatory change.

National Making Room Trade Show/Exhibition

We are in talks with groups and museums in Washington, DC to develop a national exhibition that would feature the array of housing design innovation springing up around the country.

Compact Units (aka “Micro-units”) in NYC

We are working with the Department of City Planning as it revises Quality Housing rules affecting minimum unit size and density controls.

Shared Suites in NYC

We are conducting a study to examine how a pilot building of affordable shared suites could be developed in New York City. We are developing a fully-realized model of a building, complete with financial analysis and a technical review of all the regulatory and financial barriers to its development. This will go into a report for HPD that sets out a strategy for implementing a building of shared suites as an affordable pilot project in New York City.

Basement and Cellar Apartment Fire Safety Competition

We will be hosting a competition to challenge the engineering and design community to devise cutting-edge, practical solutions to effectively and affordably make basement and cellar apartments in small homes fire-safe. Armed with an array of inventive new approaches, CHPC will begin discussions with the relevant government agencies on how New York City can legalize basement and cellar units while ensuring the safety of these homes.

The Building Envelope Conundrum Follow-up Study

We continue to educate industry and community groups about the results of our Building Envelope Conundrum study. The study found that the rules for the three dimensions of new buildings in contextual zoning districts can make it impossible to maximize residential floor area. We also discovered that some of the buildings we studied did not maximize the allotted floor area, nor the building envelope. We hypothesize that affordable housing programs may be a significant contributor to this because many determine subsidies per unit, rather per square foot. We are further exploring this issue to recommend changes that would incentivize affordable housing developments to maximize the number of units within a building.

Aspirational Communities

In 2014, CHPC brought together board members and industry colleagues to consider how we can better shape communities to support and encourage New Yorkers in most need of help. This discussion came out of a simple concern: how is it that nearly the same communities that were main feeders into the homeless system 25 years ago are still generating the majority of the City's entrants into the homeless system today? Our resulting report, *Creating the Aspirational Community*, generated a lot of discussion and ideas both inside and outside of government.

A variety of projects have grown out of this initial work including *Making Neighborhoods*, *Places of Change*, *Gateway Housing*, and the *Aspirational Communities Index* as a way to identify neighborhoods that need extra help to ensure that they provide a path for improvement for those who live there.

Making Neighborhoods Follow-up Study

In 2014 we released our *Making Neighborhood* framework for analyzing neighborhood transitions as a powerful tool to inform housing and neighborhood policies, help to plan programs, and allocate resources to neighborhoods that show significant risks. In 2015, we continue to hold events with different industry, government and academic groups to promote our analysis and to discuss the repercussions of the study. We are also developing the next phases of this study which will be setting out the implications it has for housing policy, as well as expand the geographical area of the study to the metropolitan region.

Places of Change: re-examining the shelter system

Building on our 2013 work examining the City's shelter system and suggesting ways to improve it, we have been working to shape a new form of shelter for the city called *Gateway Housing*. Rather than seeing shelter as an emergency and interim step, which may or may not result in successful long-term housing placements, *Gateway Housing* blends both targeted services with cutting-edge design operated by experienced not-for-profits with strong links to permanent housing and community development. These ideas have been well received by government and the broad-based discussions are now focusing on identifying key pilot projects which can demonstrate that *Gateway Housing* is less expensive to operate than traditional shelter and can evidence a higher success rate for homeless families and individuals who can move to permanent housing and stay there.

Housing Insights: A CHPC YouTube Channel

CHPC will host a YouTube channel featuring short interviews of leading industry professionals about key topics in New York City housing.

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THE STRATEGIC IMPACT FUND

In September 2013, CHPC launched the Strategic Impact Fund; a multi-year funding commitment for the organization by a group of industry leaders that would serve to expand the capacity, scope and impact of our work.

This support has been critical in developing the strength and sustainability of the organization, increasing our staffing to an all-time high, and for extending our output over the last two years.

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.

If you are interested in participating in the Strategic Impact Fund or would like more information, contact Ilene Popkin at (212) 286-9211 ext.115 ipopkin@chpcny.org

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Since 1937, CHPC has amassed an unparalleled collection of publications, working files and manuscript materials due to our prominent position in the major housing and planning debates of New York City throughout the 20th century. Our 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.

We have 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.

We are indebted to the work of Marian Sameth and Ruth Dickler, staff members of CHPC who over decades safeguarded our working files and library.

THE LIBRARY

The library consists of a wide array of print material: books; publications of Federal, State and City government departments and agencies; publications of authorities and quasi-government entities; US Congressional committee reports; national and local serials such as magazines, journals and newsletters; corporate proposals; surveys; and atlases.

THE ARCHIVES

Thanks to a Documentary Heritage Program grant by the New York State Archives, we successfully implemented a preservation and cataloguing project for our archival material. A guide to the holdings of the archives can be found at www.chpcny.org/archival-library.

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.

For more information on the archives and library, or to arrange a visit, please email library@chpcny.org.

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OUR WORK IN THE MEDIA THIS YEAR

CAPITAL

'Denser city': Glen previews de Blasio's affordable housing plan

Capital, Dana Rubenstein, April 30, 2014

We simply cannot afford to sit idly by while middle- and low-income New Yorkers are squeezed out of the city that has prided itself on a thriving middle class," said Alicia Glen, de Blasio's deputy mayor for housing and economic development, at a luncheon hosted by the Citizens Housing and Planning Council.

The New York Times

Landmark Status Could Block Luxury Tower Plans at Upper East Side Site

The New York Times, Matt A.V. Chaban, May 20, 2014

"Of course everybody supports affordable housing, and of course everybody supports preservation," said **Jerilyn Perine, executive director of the Citizen's Housing and Planning Council** and a former city housing commissioner. "But that's complicated, and it doesn't make for big black-and-white solutions." Our executive director commenting on the planned demolishing of the City and Suburban First Avenue Estates.

LIFE EDITED

Cutting the Housing-Car Umbilical Cord

Life Edited, David Friedlander, May 23, 2014

"I think that the extra density that comes with micro-apartments absolutely has to be accompanied by a revised concept about parking requirements," Sarah Watson, **Deputy Director of Citizen's Housing and Planning Council**. **Deputy Director, Sarah Watson** giving her views that developers and regulators need to come up with new and innovative ideas to deal with transportation when building in high-density areas.

THE REAL DEAL

NEW YORK REAL ESTATE NEWS

NYC's affordable development darlings

The Real Deal, Christopher Cameron, June 1, 2014
Paul Freitag has sat on the board of the **Citizens Housing Planning Council**, a nonpartisan policy research organization focusing on housing and economic development, with Glen and other major real estate players.

THE HUFFINGTON POST

What Would a Tenement Museum Opening In 2064 Look Like?

Huffington Post, Annie Polland, August 7, 2014
It would resemble a basement apartment in Queens, Brooklyn or the Bronx. Based on studies by housing advocates it is believed that accessory dwelling units, mostly composed of basement apartments may house up to 500,000 New Yorkers. A 2008 study done with Queens housing advocate Chhaya Community Development Corporation and **Citizens Housing and Planning Council** made a case for relaxing the outright ban on basement dwellings.

the guardian

Are tiny houses and micro-apartments the future of urban homes?

The Guardian, Rachael Post, August 25, 2014

In a recent interview, our **Deputy Director Sarah Watson** stressed the need for city planners to be more creative in designing living space for single and legal shared housing. "There is a very fixed idea of what an apartment needs to be. Who you expect to live in the unit will affect the design," she said.

THE WALL STREET JOURNAL.

City Looks at Life Beyond Housing

The Wall Street Journal, Laura Kusisto,
October 27, 2014

"Both crime and poverty have remained high, and Brownsville has for years been the focus of nonprofit organizations and city agencies, though not always for the better. One-quarter of the rental stock in Brownsville is public housing, according to New York University's Furman Center for Real Estate and Urban Policy. Experts said that has helped concentrate poverty without adequate services, including schools, businesses and social-welfare agencies. "It's taken the bad end of government policies for 50 years," said **Jerilyn Perine**, **executive director of the nonprofit Citizens Housing and Planning Council.**"

THE WALL STREET JOURNAL.

Population Shift Sees Fewer Affluent Blacks

The Wall Street Journal, Laura Kusisto,
November 4, 2014

What are we going to do about protecting, maintaining and growing the black middle-class homeowner? "These neighborhoods in Queens have been big drivers of prosperity for African-Americans," said **Jerilyn Perine**, executive director of the **Citizens Housing and Planning Council.**

AP

Number of affluent Blacks in N.Y.C. declining

AP, November 5, 2014

In a report published by the **Citizens Housing and Planning Council** the number of New York City upper-class white singles and lower-income Hispanics are booming while the population of affluent blacks are declining.



Mapping How NYC's Housing Market Spurs Population Change

Curbed, Zoe Rosenberg, November 5, 2014

Nonprofit organization, **Citizens Housing & Planning Council** has put together a compelling interactive map that explored demographic changes by neighborhood throughout the five boroughs between 2000 and 2010. The map shows the movement of 14 groups of population, defined by variables like race, age and income.

The American Community Survey

November 17, 2014

SITU's contribution to the MOMA's exhibition

Uneven Growth focusing on the housing crisis in

New York was done in collaboration with **Citizens**

Housing & Planning Council and our Making

Room Household Model.

ARUP CONNECT

The online magazine of Arup in the Americas

Inequality and informality in New York

Arup Connect, Sarah Wessler, January 9, 2015

Housing in New York is such a complex topic; you could spend a lifetime studying it.

Exactly, and that's why we chose a very specific component to address here. We started our research by talking to experts on housing and housing advocacy; **CHPC** was a hugely important conversation. We could have gone in a lot of different directions, but we felt like we became aware of something which there was an urgency around and that very much related to this question of unevenness and informality.



Battle looms over NYC rent stabilization law
amny, Ivan Pereira, January 11, 2015

As the expiration of the Urstadt Law of 1971 draws close, experts of the housing industry are expecting a battle. Harold Shultz, **Citizens Housing & Planning Council's** consultant is quoted in an article on the topic.

The New York Times

By Highlighting Gains in Affordable Housing, de Blasio Raises a Counting Question

New York Times, Mireya Navarro, January 15, 2015

Executive Director, Jerilyn Perine

commenting on the administration's first year numbers to preserve affordable housing in the city.

"The first year is hard, they're trying to get new programs of the ground and at the same time not trying to kill everything already in the pipeline."



Inequality and Informality in New York: SITU Studio's Proposal for MoMA's Uneven Growth Exhibition

ArchDaily, Sarah Wessler, January 19, 2015

In compiling their contribution to MoMA's exhibition "Uneven Growth", SITU Studio revealed they relied on discussions with housing industry expert **Citizens Housing & Planning Council**.



Could Vacant Parking Lots Offer An Alternative Urban Living Environment?

Nuwire Investor, Melanie Luff, January 28, 2015

The need for more affordable housing in urban areas has led to city dwellers coming up with more affordable options for living in cities. As **Sarah Watson, Deputy Director of Citizens Housing & Planning Council** advised in an interview "Cities need to move beyond old-fashioned ideas of what they think people need, and look into alternatives."

THE WALL STREET JOURNAL.

Report Criticizes System for Tax-Exempt Bonds

The Wall Street Journal, Laura Kusisto, February 2, 2015

In a new report called **Pump Up the Volume, Citizens Housing and Planning Council** exposes the flaws in the states system of distributing tax exempt bonds. According to **Daniel Parcerisas**, policy analyst at the organization "it creates uncertainty."

DNAinfo

Sunnyside Yards Development Will Be Costly and Time-Consuming, Experts Say

DNAinfo, Jeanmarie Evelly, February 19, 2015

The mayor's plan of building affordable apartments over the track at Sunnyside Yards in Queens has experts weighing in on the idea. **Executive Director of Citizens Housing and Planning Council, Jerilyn Perine** felt this was an idea worth exploring "I'm not saying that it is not complicated - I'm sure that there are many, many technical issues of course." She also added that the city had done projects of this magnitude before.

The New York Times

Home Shrunk Home, Micro-Apartments, Tiny Homes Prefabricated In Brooklyn

The New York Times, Natalie Shutler,
February 20, 2015

My Micro NY made of prefabricated modular units built at the Brooklyn Navy Yard will be stacked into place this spring. The apartments will come with kitchenettes, wheelchair-accessible bathroom, and other amenities. **Sarah Watson, Deputy Executive Director of Citizens Housing & Planning Council** is optimistic that with new zoning changes, micro apartments will gain firm footing in New York over time.

In New York, the **Citizens Housing and Planning Council** found that the pressure from what **Ms. Watson** considers “old-fashioned zoning laws” has led to widespread flouting of the law. “Most people sharing apartments together are in some way breaking the rules,” Ms. Watson said

THE WALL STREET JOURNAL.

City Housing Rules Examined

The Wall Street Journal, Laura Kusisto,
February 20, 2015

The practice of setting aside half of lower rent units in new developments for local residents is coming under scrutiny of Fair Housing advocates. They are looking into whether this is a violation of the 1964 Civil Rights Act which does not allow agencies who receive federal funding from any form of discrimination. **Citizens Housing & Planning Council's Executive Director Jerilyn Perine** had this to say on the issue. “People in communities who take a stand to make it better, aren't these the people we want to have remain?”

THE WALL STREET JOURNAL.

New York City Pushes New Design Approach For Affordable Housing Units

The Wall Street Journal, Laura Kusisto,
February 20, 2015

With the changes announced to the city's zoning laws on Friday, **Citizens's Housing & Planning Council** report “The Building Envelope Conundrum” is again in the news. The study was conducted by our **Deputy Executive Director, Sarah Watson** and **President Mark Ginsberg**.



What is a Micro Home? And What Does It Mean In New York?

Curbed, February 23, 2015

Citizens Housing & Planning Council estimates that 56 percent of New York City dwellers live alone. The winning design for the adAPT NYC microdwelling pilot program will contain modular apartments between 250 and 370 square feet to help solve the city's lack of housing stock and the growing number of individuals living alone.

CAPITAL

Experts urge de Blasio to expand his housing horizons

Capital, Dana Rubinstein, March 9, 2015

The mayor's recently announced housing plan has experts weighing in on ways to create affordable housing in the city. Reference was made to two **Citizens Housing & Planning Council** reports

“Balanced Housing for a Smart Region and “Out of Balance: The Housing Crisis from a Regional Perspective”. **Executive Director, Jerilyn Perine** also had this to say, “You can't just ask localities in the region to bear the brunt of an overflow housing demand in New York City. It has to be part of a strategy that's going to help them solve some of their problems as well.”

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Pay top dollar, live in a dorm? The growth of 'micro apartments'

CNBC, Marqui Mapp, March 15, 2015

According to the **Citizens Housing & Planning Council**, New York City is joining others such as Cincinnati and Pittsburgh that are seeing singles make up close to half their household. This is spurring the need for micro apartments.



Zoning Process too Fast For CB4

Chelsea Now, Scott Stiffler - March 19, 2015

For the mayor's push to increase affordable housing buildings, changes will have to be made to the 'Building Envelope.' **Citizens Housing & Planning Council Deputy Director Sarah Watson** and President **Mark Ginsberg** presented their findings at at Community Board 4 Committee meeting on March 16.



Affordable housing policy must be re-worked

Washington Square News, Kenny Kyunghoon Lee, March 24, 2015

A recent study by **Citizens Housing and Planning Council** shows that there has been a decrease in the economic and ethnic diversity of many New York City neighborhoods between 2000 and 2010. With the expiration of the city's 421-a program in June, the government needs to create policies that will better address this issue.



Rezoning Plan to Build Housing Could Deconstruct Local Efforts

Chelsea Now, March 26, 2015

Changes are needed in order to meet the demands of the mayor's affordable housing push according to representatives of **Citizens Housing and Planning Council**. Of particular concern to the group is how the limitations on building dimensions (called the envelope) reduce the amount of residential units in a new development.



'Nope!' is the word at scope meeting for proposed zoning changes

The Villager, Zach Williams, March 26, 2015

Residents of many New York City neighborhoods are coming out against the city's plans to changing the zoning regulations. **Citizens Housing & Planning Council** presented their report to the C.B. 4 Land Use committee on March 16.



The Right Chemistry A Fusion of Multiple Disciplines

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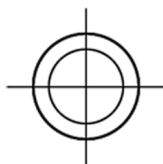
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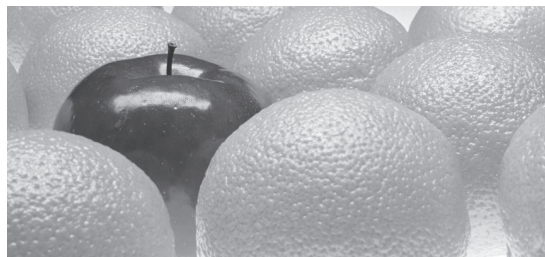
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