



CITY OF NEW YORK  
**MANHATTAN COMMUNITY BOARD FOUR**

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**LOWELL D. KERN**  
Chair

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District Manager

April 16, 2021

Hon. Bill de Blasio  
Mayor, City of New York  
City Hall  
New York, NY 10007

Gregory Russ  
Chair & CEO  
New York City Housing Authority  
250 Broadway  
New York, NY 10007

**Re: Chelsea NYCHA Working Group Report**

Dear Mayor de Blasio and Chair Russ,

On March 29<sup>th</sup>, 2021 at the Manhattan Community Board 4's (MCB4) Housing, Health, & Human Services Committee public meeting, members were briefed on the Chelsea NYCHA Working Group Report for Renovation and Preservation of the Elliott-Chelsea and Fulton Developments, published in February 2021.<sup>1</sup> The report calls for the preservation and the full renovation of 2,071 low-income units and the construction of 696 new apartments, 50% permanently affordable, 50% market rate.

The following members of the Chelsea NYCHA Working Group (the "Working Group") made a presentation on the report and its findings:

- Miguel Acevedo, President, Fulton Houses Tenant Association
- Lenny Rosado, Resident, Fulton Houses
- Hector Vazquez, Resident, Fulton Houses
- Michael Noble, Co-Secretary, MCB4 and Resident, Elliott-Chelsea Houses
- Chris Nickell, Deputy Chief of Staff, State Senator Robert Jackson
- Robert Atterbury, Deputy District Director for Community Relations, Office of U.S. Congressman Jerrold Nadler

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<sup>1</sup> [Chelsea NYCHA Working Group Report, published February 2021](#)

- Joe Restuccia, Co-Chair, MCB4 Housing, Health & Human Services Committee (HHHS)

After the presentation, the Working Group members responded to questions and reactions from the Committee and the public members. At the end of the discussion, the HHHS Committee voted unanimously to recommend to support the findings and recommendations of the Chelsea NYCHA Working Group Report, with further concerns, clarifications, and recommendations.

At its regularly scheduled meeting on April 7 2021, the Board voted 35 in favor, 1 opposed, 3 abstaining, and 0 present but not eligible to vote to support the Chelsea NYCHA Working Group Report and its findings subject to the provisions noted below:

- The report be included, for reference, as an attachment to the RFP
- The specific provisions of the report be included as project requirements in the RFP, especially regarding Resident Rights and Protections and Resident Engagement
- Proposed tenant leases and all provisions requiring HUD approval be included as attachments to the RFP
- There remains a clear preference for federal funding, which should not be precluded from being a part of the mix of future funding strategies. In fact, with resources available from both the American Rescue Plan and President Biden’s \$2 trillion infrastructure package, the current plan may be enhanced. Such funds could be used, for example, to increase long-term sustainability and affordability.

MCB4 further asks the Working Group and NYCHA to consider and clarify the community concerns raised by the Committee and the public.

The following is an executive summary of the Report.

### **History and Context**

NYCHA houses 400,000<sup>2</sup> New Yorkers and operates 325 building campuses. Historically, NYCHA has been regarded as a national model of “public housing that works,” providing the most durable affordable housing in the country to the largest number of public housing residents. However, NYCHA has had decreased funding, and over the last 20 years, a combination of disinvestment and aging buildings has left NYCHA and its residents in severe straits. The Authority currently faces a daunting \$40 billion in capital needs, and these needs grow by at least \$1 billion each year.

Beginning in 2008, NYCHA faced operating budget cuts that required the Authority to make severe staff reductions: from 14,000 to 11,000 employees, thus weakening the Authority’s property management capabilities and contributing to the physical distress of its housing stock. Despite recent NYCHA efforts to accelerate repairs, NYCHA residents

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<sup>2</sup> Officially, just under 400,000 people live in NYCHA buildings. According to sanitation department figures cited by NYCHA’s federal monitor in 2019, the number may be as high as 600,000. Source: [Report of the Finance Division on the Fiscal 2022 Preliminary Plan, March 2021](#) and [NYCHA Federal Monitor Report, July 2019](#)

continue to deal with poor housing conditions, including: leaking roofs, fragile plumbing, failing elevators, heating outages, crumbling facades, mold, rodent infestations, and lead-paint risks.

During this time, NYCHA was not the only Public Housing Authority with inadequate capital to meet its outsized renovation and repair needs. In 2010, a study prepared for the U.S. Department of Housing and Urban Development estimated the backlog of public housing capital needs to be approximately \$26 billion, with each subsequent year accruing an additional \$3.4 billion in unmet capital needs. Recognizing these enormous needs, Congress passed legislation in 2012 authorizing the Rental Assistance Demonstration Program (RAD) to give Public Housing Authorities a tool to preserve and improve public housing properties. Under RAD, a Public Housing Authority can apply to HUD<sup>3</sup> for authorization to convert its public housing to Section 8.

NYCHA developed several strategies as part of its 2018 10-year strategic plan, NYCHA 2.0, to bring an estimated \$24 billion in vital repairs to NYCHA developments. NYCHA 2.0 Capital Finance strategies include new construction of mixed-income housing on NYCHA property, the transfer of development rights, and Section 8 conversions. In addition to RAD, NYCHA is using other provisions under the U.S. Housing Act to convert its public housing portfolio to Section 8 funding. NYCHA has named this blended conversion model PACT, which stands for Permanent Affordability Commitment Together.

## **Chelsea NYCHA Working Group & Public Process**

### *Background*

Nearly 5,000 New Yorkers live in the 2,071 apartments in the Chelsea NYCHA developments (Fulton, Chelsea, Elliott, and Chelsea Addition Houses<sup>4</sup>). The majority have lived in the neighborhood for decades: have grown up there, raised kids there, and are now taking care of parents there. The majority have experienced the effects of deferred maintenance and disinvestment firsthand. The Chelsea NYCHA developments must be renovated to provide current and future residents with high-quality homes, to preserve this vital source of affordable housing for generations to come, and to ensure that the surrounding neighborhood maintains the racial, ethnic, and economic diversity so critical to New York's vitality.

Following the community's strenuous opposition to a proposal from NYCHA for partial demolition of some Fulton Houses buildings to provide funding for the renovation of the Chelsea NYCHA developments, local elected officials, NYCHA residents of Chelsea, and members of the wider Chelsea community called for a transparent, community-based plan to address much-needed capital repairs.

In October 2019, stakeholders in the community formed the Chelsea NYCHA Working Group to research, evaluate, and make recommendations to systematically and effectively address the capital needs of the four Chelsea NYCHA developments. The Working

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<sup>3</sup> Federal Department of Housing and Urban Development

<sup>4</sup> Chelsea, Chelsea Addition, and Elliott Houses are often collectively referred to as "Elliott-Chelsea"

Group was a collaboration of resident representatives, elected officials, Manhattan Community Board 4, housing and legal advocates, the Mayor’s Office, and NYCHA<sup>5</sup>. Hester Street, an urban planning and community development nonprofit versed in housing practice and policy in New York City, served as the Working Group’s facilitator.

### *Mission & Working Process*

The Working Group was formed to make recommendations to meet the urgent capital improvement and repair needs of the Chelsea NYCHA developments as soon as possible. To fulfill its charge, the Working Group established these goals:

1. Address the Chelsea NYCHA developments capital needs of today and the future;
2. Ensure resident rights are protected and expanded before, during, and after renovation;
3. Establish clear and consistent resident engagement throughout the renovation process and beyond.

With the assistance of Hester Street, the Working Group built consensus on a set of guiding values:

- Resident-centered in NYCHA residents’ knowledge of, and experience in, their homes and neighborhood
- Transparent in its roles, responsibilities, purpose, parameters, goals, and outcomes
- Iterative in its process through an exchange of ideas, feedback, and questions between the Working Group and residents across all four developments
- Rigorous in its research and assessment, in a variety of methods, to ensure the Chelsea NYCHA capital needs are met

The process was challenging. The Working Group met almost every week for over 15 months and learned from NYCHA residents, housing experts, and each other. The Working Group did not always agree on every line or item in the report, but for the benefit of the residents of the Chelsea NYCHA developments, the Working Group worked together to come to the recommendations. The Working Group had difficult conversations about the competing demands and the lack of federal investment in public housing, heard from housing experts, and deeply examined data. The Working Group did its best to focus on the voices of residents and to ensure quality affordable housing for years to come. The Working Group developed actionable recommendations in three categories:

- Capital Finance
- Resident Rights and Protections
- Resident Engagement.

The report details recommendations within each and outlines next steps for implementation.

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<sup>5</sup> See full Working Group members list in Acknowledgements, page 2 of the report

### *Resident Engagement & Resident Priorities*

Large in-person public workshop engagements in November 2019 and virtual engagement sessions in December 2020 were an important component of the Working Group process and proposal.

#### November 2019 Engagement & Key Takeaways

The purpose of the 2019 sessions was to provide an opportunity for NYCHA residents of Chelsea and other local stakeholders to express their concerns, to understand constraints, to evaluate options, and to help develop possible solutions to ensure comprehensive renovation of the four developments. The two engagement sessions occurred on November 20 and 21, 2019. There were 228 total attendees, which included 135 NYCHA residents.

The first round of engagement sessions included large workshops held in the evenings; and Working Group presentations at Resident Association meetings and meetings of the Chelsea NYCHA Chinese community. What would have been a second round of engagement sessions in mid-March 2020 was canceled due to COVID-19.

Outreach for the meetings in November 2019 included flyers placed under residents' doors, robocalls, and signs in all building lobbies. All outreach and workshop materials were offered in English, Spanish, Mandarin, and Russian, and all sessions offered simultaneous interpretation in all four languages.

The November 2019 engagement made clear that residents are most concerned with keeping their **affordable rents**. The second highest priority issue was **safety and security**. **Residents did not support the demolition of any buildings in the Fulton Houses.**

#### December 2020 Engagement & Key Takeaways

In December 2020, the Working Group hosted five virtual sessions, in addition to one virtual session hosted in partnership with Manhattan Community Board 4. These virtual workshops were primarily run by Working Group members who are Chelsea NYCHA residents. The engagement sessions provided an opportunity for the Working Group to share the draft recommendations with NYCHA residents of Chelsea and other local stakeholders, to collect feedback, and to answer questions. The issues raised at both rounds of engagement guided and shaped the recommendations laid out in the document. The six virtual engagement sessions occurred on December 8, 10, 12, 14, 16, and 17, 2020. There were 482 total attendees, which included 271 NYCHA residents.

Outreach for meetings in December 2020 included printed material distribution to all households, robocalls, phone calls, and posted flyers in all buildings. All outreach and workshop materials were offered in English, Spanish, Mandarin, and Russian, and all sessions offered simultaneous interpretation in all four languages.

The December 2020 engagement confirmed residents' priorities: **staying in their homes, safeguarding their affordable rents, strengthening tenant protections, improving security, and better understanding how and when the recommendations would be implemented.**

### **Chelsea NYCHA Working Group Recommendations**

#### **Capital Finance Strategies**

The Capital Finance Subcommittee was charged with reviewing the City's proposed plan and developing alternatives to meet the Chelsea NYCHA capital repair and replacement needs in a manner acceptable to the Working Group, and most importantly, to the residents. From October 2019 to December 2020, the Capital Finance Subcommittee held regular meetings to build consensus on a set of financing solutions to address the full Physical Needs Assessment. The Capital Finance Subcommittee consisted of NYCHA residents, including the Elliott, Chelsea, and Fulton Houses Resident Association Presidents, Deputy Mayor Vicki Been, NYCHA Chair Gregory Russ, elected officials, Community Board 4 members, NYCHA staff, and local and city-wide nonprofit advocacy groups. Joe Restuccia of Manhattan Community Board 4 and Sean Campion of the Citizens Budget Commission co-chaired the Subcommittee.

NYCHA presented its proposed financing for capital renovations at the Chelsea NYCHA developments, including PACT conversion, and new construction of mixed-income residential infill sites. As the Capital Finance Subcommittee examined each element, it arrived at the need to create a financial model to test both existing and proposed financing options. The financial model, created by the two co-chairs, became a key education and communication tool to analyze the tradeoffs associated with different development scenarios.

The financial model informed discussions by showing how various components worked together and was critical to the Working Group's recommendations. The financial model, and the estimates derived from it, are not a final financing plan, but, instead, serve as a set of parameters for financing to inform the Working Group's recommendations. The final financing plan must balance funding for NYCHA capital renovations alongside the recommendations of this report.

#### *Chelsea NYCHA Developments – Capital Needs Overview*

To get a handle on the total cost to repair the buildings and renovate the apartments, the Working Group examined the 2017 NYCHA Physical Needs Assessment (PNA) for the Chelsea NYCHA developments. The PNA is an inventory of the major repair costs prepared every five years by contracted engineering firms for NYCHA, as required by HUD. After a thorough examination, the Working Group adjusted the 2017 PNA to arrive at an estimated total cost of \$366 million for the Chelsea NYCHA developments. This adjusted cost accounts for the addition of other necessary capital improvement costs, removal of items that have been addressed since 2017, and inclusion of inflation. The estimated \$366 million capital need includes:

- New kitchens and bathrooms in every unit
- New elevators
- New heating systems in each building
- New plumbing and wiring throughout
- Upgraded security
- Improved outdoor and recreation areas

It also includes a commitment to construct spaces for community services, an essential element of any final redevelopment plan.

Even significant increases in federal support, which was the Working Group’s preferred source of funding for capital renovation, will not meet the Chelsea NYCHA full capital needs. State and City governments also cannot fund the full capital need. Therefore, the Working Group report recommended multiple strategies to cover the cost of the full renovation. These strategies include:

- PACT conversion
- Construction of new mixed-income housing
- Ground floor retail conversions and the construction of commercial space
- Community facility development
- Funds from the City Council
- Funds from the West Chelsea Affordable Housing Fund

### *Capital Finance Recommendations*

- Fully fund estimated \$366M to preserve and renovate Elliott-Chelsea and Fulton Houses
- Expand affordable housing
- Respond to neighborhood context
- Improve tenant amenities and open space
- Create and support local jobs
- Ensure all funding sources subject to securing NYCHA tenants’ rights and tenants’ ongoing decision making in determining the future of their homes

### **Resident Rights & Protections**

The Chelsea Working Group Resident Rights and Protections Subcommittee was charged with reviewing the differences between the NYCHA Public Housing (Section 9) and NYCHA PACT (Section 8) programs and ensuring both current and future residents have their rights as tenants protected and expanded should a PACT conversion take place. Residents shared with the Working Group that, due to longstanding concerns about the poor management of public housing, there is deep mistrust of NYCHA. This mistrust is reflected in resident concerns about their ability to stay in their homes without seeing increases in rent or threats of eviction. Furthermore, many residents experienced fear and confusion about what a PACT conversion would personally mean for them.

From January to March 2020 and September to December 2020, the Resident Rights and Protections Subcommittee performed a detailed review of leasing and contract documents, consulted experts in New York housing law and NYCHA policy, researched responses to resident concerns, and created the following recommendations to protect and expand resident rights before, during, and after a PACT conversion.

### *Resident Rights & Protections Recommendations*

- Seek a rent cap from HUD for higher-income residents
- Ensure protection against eviction
- Ensure no fees or charges will be higher than currently charged
- Ensure resident participation in the creation of House Rules
- Limit credit checks/additional screenings by RAD/PACT project partners
- Ensure meaningful tenant engagement going forward
- Protect full existing funding for Tenant Associations

### **Resident Engagement**

The Resident Engagement Subcommittee focused on two main tasks: to provide support and guidance to Hester Street in engaging residents in the Working Group process itself and to lay out recommendations to ensure meaningful, consistent, continuous, and documented resident engagement for the PACT conversion and renovation process.

The Resident Engagement Subcommittee membership had a majority membership of residents of the Chelsea NYCHA developments, with elected officials and NYCHA also represented. Miguel Acevedo, President of Fulton Resident Association, and Chris Nickell, Deputy Chief of Staff for State Senator Robert Jackson, co-chaired the Subcommittee. Meetings regularly included 15–20 members. In addition to the Working Group engagement, the Subcommittee arranged for special briefing sessions to be held for Elliott-Chelsea Houses residents, who had not been given as many opportunities to review the PACT program as their neighbors in Fulton. The Resident Engagement Subcommittee also held a briefing to Mandarin- and Cantonese-speaking residents in Elliott-Chelsea Houses.

The Resident Engagement Subcommittee’s recommendations are organized by stage of renovation, from the development of the RFP<sup>6</sup> to the post-renovation move-in and beyond. The recommendations are listed below.

### *Resident Engagement Recommendations*

- **Engagement Principles**
  - Recommendations are a baseline for tenant engagement
  - Resident Associations (RAs) should collaborate to guide NYCHA on the renovation process

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<sup>6</sup> Request for Proposals



- Invite Community Board representatives, local CBOs, and other key stakeholders to milestone meetings
- Affirm the required, preferred, and negotiable elements of rehabilitation from NYCHA residents
- Standardize communication & transparency to ensure that throughout the development process and beyond residents receive ample, clear, and full information
- **Request for Proposals (RFP) Development, Evaluation, and Award**
  - Train and include RAs in drafting RFP
  - Require nonprofit partners on the development team
  - Prioritize:
    - Good record of property management
    - Maintaining local partnerships
    - Providing job training + employment opportunities
    - MWBEs<sup>7</sup>
  - RA engagement in evaluation + selection of development team
- **Pre-Development**
  - Include safety + security planning, discussion of house rules, and pet policy
- **Design**
  - Implement design improvements that will fit in with what is there now
  - Share design mock-ups + gather resident feedback
- **Construction**
  - Avoid temporary relocation whenever possible
  - Share clear information upfront about any necessary temporary relocation
  - Ensure construction safety + security planning to minimize quality of life impacts
- **Move-In and Beyond**
  - Ensure ongoing partnerships among RAs, management, and NYCHA

## **HHHS Committee Deliberation**

### *Community Questions & Concerns*

Overall, the Committee members and the public were impressed both by the details and depth in the components of the report and by the presentation by the members of the Working Group. The Chelsea NYCHA tenants were complimented on their knowledge and familiarity with the material. The Committee noted the degree of real tenant participation was remarkable for NYCHA developments. This increase in tenant participation will be key to the plan's success. Committee and public questions centered around the key components of the report: Capital Finance Strategies, Resident Rights, & Protections and Resident Engagement. Below are clarifications, concerns, and questions.

### **Capital Finance Strategies**

- *Mortgage for Capital Renovation*

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<sup>7</sup> Minority & Women Owned Business Enterprises

The Working Group members clarified that Section 9 Housing, commonly known as public housing, does not allow a mortgage to be put on the property for capital renovation. However, by creating a structure with the RAD Program, converting the rental subsidy from Section 9 to Section 8, the developments can assume significant financing following a PACT conversion. The land will continue to be owned by NYCHA and the buildings leased to a private and not-for-profit development team. NYCHA has a 99-year lease and regulatory agreements to enforce compliance with renovation and operation requirements and affordability.

- *Heating System Repairs*

It was clarified that the Chelsea NYCHA developments currently run off central Con Ed steam and are all interconnected. For example, if there is a break in a steam line at one to three buildings, hundreds of apartments can lose heat during repairs. The proposed capital renovation will include the installation of separate heating systems in each building. The new systems will be highly efficient and include all new distribution piping and convectors throughout every apartment.

- *Retail, Office & Community Facilities*

Working Group members clarified that the retail space and commercial office facility space financial projections are conservative and have been adjusted for the market effects from COVID-19.

- The 9<sup>th</sup> Avenue basketball court at Fulton will be relocated approximately 60 feet to the west to create additional ground-floor retail space along 9<sup>th</sup> Avenue. The Working Group members noted this location is the only stretch of 9<sup>th</sup> Avenue that does not have local ground floor retail. The Working Group members further clarified that the basketball court will remain accessible from the current pathways within the development.
- Working Group members clarified that the new Hudson Guild will be built in phases to ensure that there will be no break in providing community and social services, such as childcare, teen, and senior programs. A new Hudson Guild Theatre will be built into the new facility.

- *Sustainability Provisions*

The Working Group confirmed that the entire renovation will have rigorous sustainability requirements, as it will be using City and federal funds.

- MCB4 requests NYCHA to clarify the degree to which sustainability will be required, compared to measures that will be preferred.
- The Committee discussed the inclusion of commitments to green energy in the RFP. The Working Group discussed that there have been suggestions brought by tenants to NYCHA to include adding solar panel installation requirements in the RFP.

- The Working Group clarified that flood resiliency is one example of a climate resiliency measure that was added to the report, as the text amendment to the Zoning for Flood Resiliency was proposed and incorporated<sup>8</sup> in the final months of the writing of the report.

- *Public Art*

MCB4 will also advocate for the inclusion of public art in the redevelopment of the Chelsea NYCHA campuses.

## **Resident Rights & Protections**

- *RFP & Enforcement of Provisions*

The Working Group discussed that any developer applying for the RFP must commit to upholding the principles contained in the Working Group report.

- These commitments must be embodied in the 99-year ground lease and regulatory agreements with powers for NYCHA to enforce compliance. Other commitments must be integrated into the tenant lease. For example, NYCHA has already incorporated some of the Working Group's recommendations into their City-wide PACT lease. Other provisions, such as a rent cap, require authorization from HUD. Congressman Jerry Nadler's office is working to partner with HUD and NYCHA to collaboratively arrive at an agreement.

- *Safeguards for Undocumented Residents*

The Committee enquired about the inclusion of safeguards for those who may not be documented and at risk through the RAD conversion.

- The Working Group clarified that the eligibility is the same. Residents must be a citizen or documented in order to be eligible for either Section 9 or Section 8 housing.
- The Working Group clarified that conversion of Section 9 to Section 8 housing will allow existing tenants to add undocumented residents on the leases as newly verified residents.

- *Board of Management*

MCB4 suggests the creation of a Board of Management with NYCHA residents and the development team to create a framework for active and ongoing participation by the Resident Associations.

- *Federal Monitor Agreement*

The Committee discussed how NYCHA tenant protections will follow the tenants given the provision in the Federal Monitor Court Agreement and the mold court settlement,

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<sup>8</sup> [Project Description – Zoning for Coastal Resiliency, Page 2, Department of City Planning](#)

which states that oversight by the Federal Monitor is terminated when a development goes through RAD.

- The Working Group responded that that provision is still being litigated, and whether those judgments will continue to include RAD properties remains undecided. However, the end goals of those lawsuits are to ensure those repairs are completed along with the underlying conditions causing them. As part of the HUD RAD process in Chelsea NYCHA, the major renovation will correct those underlying conditions such as leaking plumbing or masonry. The Working Group emphasized the ongoing resident engagement that will inform the process, as the RAs will be legally part of the process from pre-development to construction.
- Chelsea NYCHA residents also confirmed that NYCHA has been on-site, for the past weeks with the Federal Monitor to check for lead, asbestos, and mold in every apartment.

### **Resident Engagement**

- *Ongoing Resident Engagement*

MCB4 commends the Working Groups' efforts and requests for clear, easily understandable information to be shared with the residents.

- What documents will hold the commitments for both resident engagement and tenant rights? MCB4 affirmed that the commitments must be included in the RFP.
- How will NYCHA create a structure for ongoing participation in a way that is formal? The Committee discussed the formation of a council as part of the RFP to advise and connect residents with all stakeholders.
- The Working Group members responded that 10-20% of all households on both campuses have already been engaged. NYCHA will hold upcoming tenant engagement meetings on April 13<sup>th</sup> and 14<sup>th</sup>, 2021.
- The Working Group members confirmed that it is crucial for residents to understand how the RFP structure affects the outcome of the project. The Resident Engagement Subcommittee designed the recommendations so that at every stage of the process, residents can insert their input.
- In resident engagement sessions during 2019 and 2020, Working Group members clarified that tablets were sent to residents to participate through Zoom. Other outreach efforts included having phone banks calling residents before engagement meetings. MCB4 also requested NYCHA to expand engagement and simplify the message to the senior members of the community.

- Current Chelsea NYCHA residents confirmed that they have strong Resident Associations and advocates to ensure engagement will continue throughout the process.
- *Working Group Process as a Model*  
It was discussed that the Chelsea NYCHA Working Group process may become a model for future RAD conversions in other parts of the City.

## **Next Steps--2021**

### April

- Hold resident meetings in April. NYCHA hosts PACT Info Session A. How PACT works, the stakeholders involved, the RFP and partner selection process, April 13<sup>th</sup> and 14<sup>th</sup>, 2021.
- Draft and release the RFP

### Summer 2021

- Form the Resident Review Committee
- NYCHA hosts PACT Info Session B: Design and Construction

### Fall 2021

- NYCHA reviews proposals and selects development team
- NYCHA works with residents to prepare detailed construction, property management, and social service plans
- NYCHA hosts Info Session C: Preparing for PACT Partners

### In 2022-2023:

- NYCHA introduces the development partners to residents
- Properties convert to Section 8 subsidy
- Development team assumes responsibility and begins renovation

## **Conclusion**

The Chelsea NYCHA Working Group report provides the basis, guidance, and accountability for NYCHA, the City, Resident Associations, and residents in the Chelsea NYCHA Developments as they move ahead in this transformative process. The approach and content of the report set forth the means for all parties to work collaboratively to develop and issue an RFP, review application submissions, select a PACT project team, and establish an ongoing resident and public engagement process. This process ensures that throughout the development timeline, Chelsea NYCHA residents will be meaningfully engaged and involved in deciding the future of their homes.

MCB4 commends the Chelsea NYCHA Working Group, and its members, on its substantive report and securing the homes of over 5,000 Chelsea residents.

Sincerely,



Lowell D. Kern  
Chair  
Manhattan  
Community Board 4



Maria Ortiz  
Co-Chair  
Housing, Health  
Human Services Committee



Joe Restuccia,  
Co-Chair  
Housing, Health  
Human Services Committee

cc: Hon. Jerry Nadler, U.S. Congress  
Hon. Robert Jackson, New York State Senator  
Hon. Brad Hoylman, New York State Senator  
Hon. Richard Gottfried, New York State Assembly  
Hon. Corey Johnson, City Council Speaker  
Hon. Gale Brewer, Manhattan Borough President  
Hon. Helen Rosenthal, City Council  
Vicki, Been, Deputy Mayor  
Marisa Lago, Chair, City Planning Commission and Manhattan Director,  
Department of City Planning  
Louise Carroll, Commissioner, Department of Housing Preservation and  
Development  
Raju Mann, Director of Land Use, NYC Council  
Miguel Acevedo, President, Fulton Houses Tenants Association  
Darlene Waters, President, Chelsea-Elliot Houses Tenants Association