



Fifth Avenue Committee



# TURNING THE TIDE

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A COMMUNITY-BASED COLLABORATION  
FOR PUBLIC HOUSING RESIDENTS TO  
THRIVE IN A CHANGING CLIMATE



# EXECUTIVE SUMMARY

The devastation unleashed by Superstorm Sandy in 2012 illuminated the fact that New York City's low-income public housing residents are among those least able to adapt during and after a climate-related crisis that floods housing developments; shuts off the water supply, electricity and heat; and cuts off access to transportation and a wide range of other vital services. While this vulnerability extends to low-income communities as a whole, tens of thousands of public housing residents who live in densely populated NYC coastal neighborhoods are particularly vulnerable to the impacts of climate change, both physically and economically.

Given the concentration of densely populated public housing in NYC's low-lying communities of Red Hook and Gowanus, Brooklyn – and the concentration of poverty *within* that public housing – low-income families living in these neighborhoods are deeply vulnerable to the impacts of climate change.

**Turning the Tide** (T3) is a collaborative led by Fifth Avenue Committee (FAC) with partners Red Hook Initiative (RHI), Families United for Racial and Economic Equality (FUREE), Southwest Brooklyn Industrial Development Corporation (SBIDC), and the New York City Housing Authority (NYCHA). NYCHA is the largest public housing authority in North America. Its buildings contribute significantly to NYC's overall carbon footprint, and many are especially vulnerable to climate change.

The goals of T3 are: **1)** to inform and influence climate policy impacting NYC low-income residents, and **2)** to ensure that unprecedented multi-billion dollar public and private investments in resilience, sustainability and environmental clean-up measures advance climate goals equitably at NYCHA developments, in our mixed use waterfront neighborhoods, and in the city as a whole.

The T3 collaborative will elevate the voices and invest in the capacity of low-income public housing residents while developing and employing each partner organization's ability to meaningfully influence and inform climate policy and the equitable implementation of resilience measures. Specifically, over three years T3 will focus on two major opportunity areas: **1)** Physical Resilience Improvements to NYCHA Developments and **2)** Neighborhood-Wide Campaigns for Resilient, Equitable Development. T3 will employ this two-pronged approach to help ensure that the largest public housing authority in North America equitably implements its resilience and greenhouse gas reduction goals, delivering multiple benefits to the low-income public housing residents of Red Hook and Gowanus, and to the city as a whole. T3 will also identify, advocate and advance just public policies around climate resilience, both locally and citywide.

# OUR TEAM



**Turning the Tide (T3)** (formerly Designing a Resilient and Equitable South Brooklyn (DARES)) is a collaborative initiative led by Fifth Avenue Committee, Inc. (FAC) involving the Red Hook Initiative (RHI), Families United for Racial and Economic Equality (FUREE) and the Southwest Brooklyn Industrial Development Corporation (SBIDC) in partnership with the New York City Housing Authority (NYCHA) formed to ensure that the needs and vision of low-income public housing residents in Red Hook and Gowanus, Brooklyn inform climate policy, especially in relation to unprecedented public and private investments in the local community.



**Fifth Avenue Committee (FAC)** is a 37-year-old, nationally recognized nonprofit community development corporation in South Brooklyn that advances economic and social justice by building vibrant, diverse communities where residents have genuine opportunities to achieve their goals, as well as the power to shape the community's future. To achieve its mission, FAC develops and manages affordable housing and community facilities, creates economic opportunities and ensures access to economic stability. FAC also organizes residents and workers, offers student-centered adult education, and combats displacement caused by gentrification. FAC works to transform the lives of over 5,500 low and moderate income New Yorkers annually so that we can all live and work with dignity and respect while making our community more equitable, sustainable, inclusive and just.



**Red Hook Initiative (RHI)** is a youth and community development organization in Red Hook. RHI believes that social change to overcome systemic inequities begins with empowered youth. In partnership with community adults, they nurture young people in Red Hook to be inspired, resilient, and healthy, and to envision themselves as co-creators of their lives, community and society. RHI serves over 500 young people each year and engages over 2,000 Red Hook residents through community building opportunities. 95% of RHI's employees are Red Hook residents; to this end over \$1M was paid back into the community through staff salaries in the last two years alone.



Families United for Racial and Economic Equality  
Familias Unidas Para Igualdad Racial y Económica

**Families United for Racial and Economic Equality (FUREE)** is a multi-racial organization made up almost exclusively of women of color. FUREE's membership consists largely of low-income public housing residents. Its mission is to help low-income families build power so that all have the economic means to decide and live out their own destinies. FUREE is in the process of (re) merging and becoming a program of FAC while maintaining member led campaigns and efforts.



**Southwest Brooklyn Industrial Development Corporation (SBIDC)** provides advocacy and services to help businesses in the Sunset Park, Red Hook and Gowanus neighborhoods grow and create employment opportunities for local residents. Since the organization's inception in 1978, SBIDC has been a driving force in the improvement of the Southwest Brooklyn economy by delivering a wide range of business services to local firms and acting as an advocate for business interests. Additionally, SBIDC provides local residents with employment services and advocates for local improvements that improve the quality of life for residents. SBIDC primarily works with manufacturing companies, most with fewer than 10 employees and many that are 50 employees or smaller.



**New York City Housing Authority (NYCHA)** is the largest public housing authority in North America and home to nearly a half a million poor and working class New Yorkers. The NYCHA Sandy Disaster Recovery Unit recently secured over \$3 billion from FEMA to make post-Sandy repairs and resiliency investments in the 35 Sandy impacted developments that includes Red Hook Houses and Gowanus Houses, and NYCHA overall was recently allocated \$200 million in city and state funding and completed a strategic plan, *NextGeneration NYCHA*. *NextGeneration NYCHA*, part of Mayor de Blasio's affordable housing plan, is a long-term strategic plan that details how NYCHA will create safe, clean, and connected communities for our residents and preserve New York City's public housing assets for the next generation. The *NextGeneration NYCHA* plan includes resident engagement as one of its four primary goals.



***“One of the key components of environmental justice is getting people to the table to speak for themselves ... they need to be in the room where policy is being made.”***

- Dr. Robert Bullard, Father of Environmental Justice Movement  
Dean, School Of Public Affairs at Texas Southern University



Photos from the Turning the Tide Community Expo, June 2015. Photo Credit: Kevin Downs

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# INTRODUCTION



South Brooklyn Residents from Public Housing, FAC and FUREE on their way to the People's Climate March, Sept. 21, 2014 Photo Credit: Jim Vogel

**Turning the Tide (T3)** is a collaboration led by Fifth Avenue Committee, Inc. (FAC) in partnership with Red Hook Initiative (RHI), Families United for Racial and Economic Equality (FUREE), Southwest Brooklyn Industrial Development Corporation (SBIDC), and the New York City Housing Authority (NYCHA). NYCHA is the largest public housing authority in North America. Its housing developments contribute significantly to NYC's overall carbon footprint, and many of them are especially vulnerable to the impacts of climate change.

T3 was formed to ensure two critical goals in mitigating the impacts of climate change. First, T3 will help ensure that unprecedented, multi-billion dollar public and private investments - particularly in public housing - in the Red Hook and Gowanus communities meaningfully contribute to New York City's ambitious sustainability, resilience and equity goals while improving the resilience of these low-income communities. Second, T3 will help inform and influence climate policy impacting NYC low-income residents. T3 is designed to serve as a model of equity, inclusion, and resident empowerment for public housing authorities and mixed use waterfront neighborhoods around the country. With a Planning Grant from The Kresge Foundation's *Climate Resilience & Urban Opportunity Initiative*, FAC and the T3 Planning Team have developed the following Implementation Plan, for which we respectfully request the Foundation's consideration of a three-year investment of \$660,000.

Each of the T3 nonprofit partners have had great success galvanizing public engagement, fighting for the rights of low-income New Yorkers, influencing public policy, and creating effective community, economic and workforce development strategies. We strongly believe that *the next three to ten years represent a crucial opportunity to address*

*the impacts of climate change locally and to contribute to the larger climate justice movement.* Specifically, at this moment there is an extraordinary opportunity to leverage unprecedented, multi-billion dollar public and private investments in these communities. These investments include: Post-Sandy NYCHA Capital Projects for Disaster Recovery, NY Rising Community Reconstruction (NYRCR) projects for Red Hook, the US Environmental Protection Agency (EPA) Gowanus Canal Superfund Clean Up, NYS Department of Environmental Conservation (DEC) Brownfield remediation projects, NYC Department of Environmental Protection (DEP) grey and green infrastructure projects, and imminent re-zonings involving new housing, open and green space, parks and waterfront access. T3 will leverage these investments to benefit over 10,000 NYCHA residents, many now living in poverty, in these coastal communities.

Following a nine-month Kresge-funded Planning Phase that engaged three CBO partners, NYCHA, NYCHA residents and Tenant Associations, local elected officials, and technical assistance from Pratt Center for Community Development and HR&A Advisors, *Turning the Tide* is well poised to leverage a range of opportunities for public housing residents. To that end, T3's Implementation Plan will develop and support local Public Housing Leaders in applying a climate lens across their communities' multiple concerns, and enable them to advocate vigorously for improved resilience and greenhouse gas reduction measures in Red Hook and Gowanus public housing developments.

**The T3 collaboration will engage meaningfully with NYCHA at a high level, amplify the voices of low-income Red Hook and Gowanus public housing residents, and empower these residents to play meaningful roles in these timely decisions.**

Implementation funding will support an effective partnership across the nonprofit, public and private sectors that will: **1)** shape climate policy and practice impacting NYC and **2)** help ensure that multi-billion dollar public and private investments in resilience, sustainability, infrastructure and environmental clean-up advance climate goals equitably at these NYCHA developments, in Red Hook and Gowanus, and more broadly across NYC as a whole.

*Fifth Avenue Committee's Experience in Red Hook & Gowanus:* As the lead organization in the T3 collaborative, FAC has significant experience and success with organizing low-income residents to participate in public processes that impact their neighborhoods. This experience extends to effecting city-wide affordable housing policy, local fair housing practices, and large scale environmental clean-ups. Currently, FAC's *South Brooklyn Accountable Development Initiative* (SBADI) is involved in several campaigns that deeply engage public housing residents in building greater social resiliency and promoting equitable land use in Gowanus and other Brooklyn neighborhoods. FAC also has deep roots in neighboring Red Hook. In 2010, FAC developed *Red Hook Homes*, the single largest, affordable, mixed income homeownership development in the history of this traditionally underserved, low-income community. Post-Sandy, FAC's *Rebuilding in Red Hook &*

*Gowanus Initiative* has helped hundreds of homeowners and local public housing residents access programs and services to rebuild and become more resilient.

Over the past seven years, FAC has also provided Adult Education and Literacy classes to thousands of low-income Red Hook residents at the Red Hook Initiative. Most recently, in 2014 with a \$1 million, multi-year investment from the *NYC Change Capital Fund*, FAC, its workforce development affiliate Brooklyn Workforce Innovations, RHI and SBIDC launched *Stronger Together: Creating Opportunities for Public Housing Residents in Red Hook & Gowanus*. *Stronger Together* is a multi-year, poverty-fighting initiative that now annually provides hundreds of South Brooklyn public housing residents living in poverty with access to educational, workforce training, job placement opportunities, and individual and community supports. FAC's partnership with FUREE also continues to engage tenants and NYCHA to ensure that residents are better prepared to adapt and respond to changing environmental conditions and future climate-related disasters. Finally, through SBADI and its work with FUREE, FAC has galvanized the participation of low-income residents in a range of local planning and policy discussions about environmental cleanup and climate adaptation.

## THE NEIGHBORHOOD CONTEXT & ADDRESSING VULNERABILITIES

### NEIGHBORHOOD CONTEXT & NEED

**In Brooklyn's climate-threatened coastal communities of Red Hook and Gowanus, over 10,000 residents of five New York City Housing Authority (NYCHA) developments live at the intersection of poverty and vulnerability to the impacts of climate change.**

(Figure 1, Pg. 3)

Tenants of the Red Hook East and West Houses, the Gowanus Houses, Warren Street Houses, and Wyckoff Gardens Houses<sup>1</sup> make up 45% of their two neighborhoods' total population. These public housing developments are home to nearly 10,500 residents living in over 4,700 units, and these residents suffered mightily during and after Superstorm Sandy. Today, **nearly 40% of public housing residents live below the federal poverty level of \$23,550 for a family of four, and more than 80% are people of color, primarily African-American and Latino, with a growing Asian population.<sup>2</sup>** NYCHA residents in Red Hook and Gowanus are thus not only climate-vulnerable because of their communities' coastal locations; many are also economically vulnerable, and in need of access to education and employment (*Appendix A: Characteristics of Residents Table*).

**Physical Isolation:** Red Hook residents are also burdened by the peninsula's geographic isolation and its limited and infrequent transportation options. This isolation "exacerbate(s) the problems faced by the economically poor residents of Red Hook, who mostly live in the public housing complex."<sup>3</sup> Specifically, **three major roadways isolate Red Hook residents from their surrounding neighborhoods** (i.e. The Brooklyn-Queens Expressway, the Gowanus Expressway and the Brooklyn-Battery Tunnel entrance). Though the F and G subway lines serve Red Hook residents, the nearest subway stops are over a half-mile away from the public housing complex and require residents to cross wide and dangerous roadways. The only two bus lines that operate in the neighborhood (the B61 and B57) offer infrequent and unreliable service.

**Deepening Economic Disparity:** The economic disparity in these communities is also severe and worsening as these areas rapidly gentrify. More than 3,000 of the families in public housing live with household incomes of less than \$20,000 per year, and the high school graduation rate barely reaches 50%. While the official *neighborhood-wide* unemployment rate is 7% in Gowanus and 11% in Red Hook, it is far worse among NYCHA residents. **Specifically, an average of 57% of working age NYCHA residents of Red Hook and Gowanus do not participate in the labor force.<sup>4</sup>**

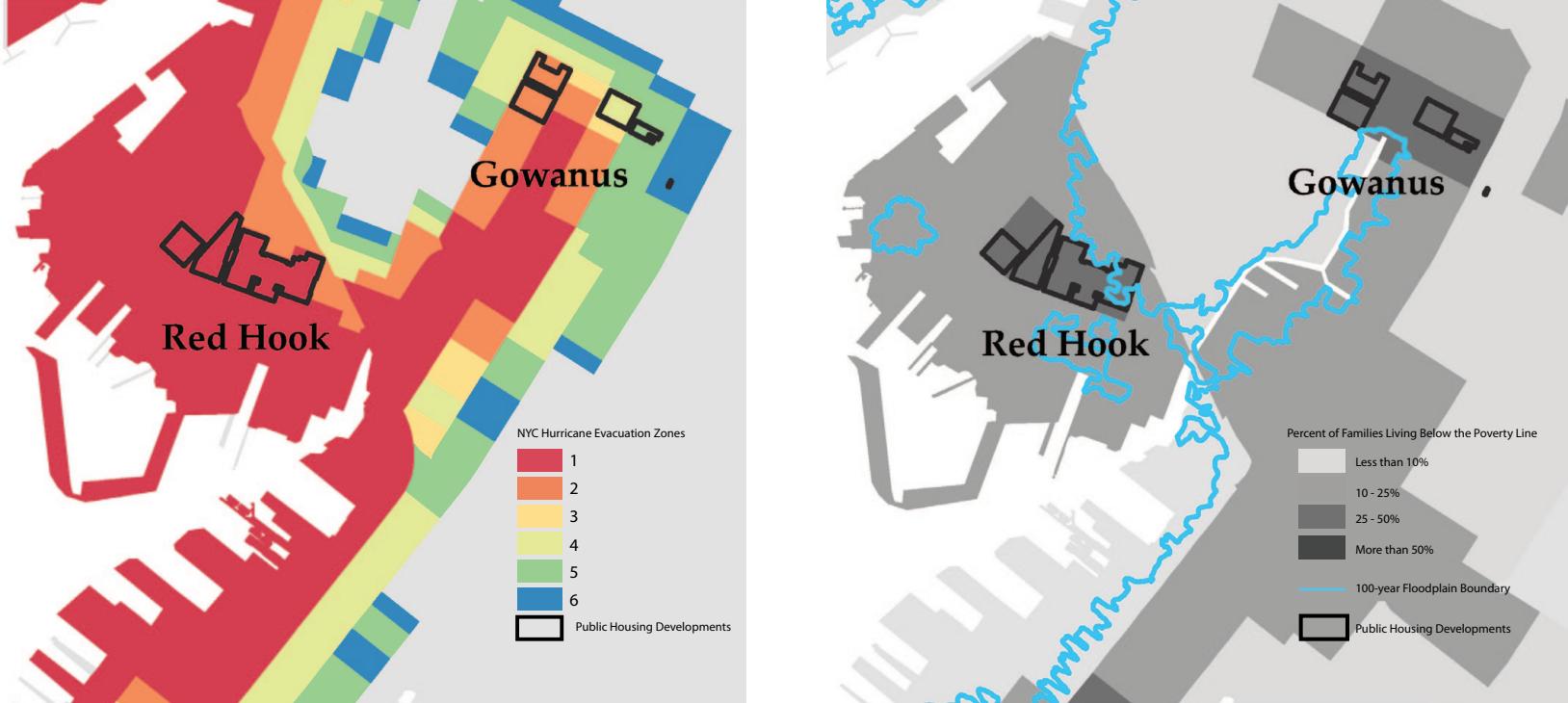


Figure 1: South Brooklyn Public Housing Communities in Red Hook & Gowanus: Poverty & Flood Zones

According to a recent NYCHA Housing Report, the unemployment rate for 18 – 25 year olds in the Red Hook Houses is even higher at 75%. The dramatic increases in incomes, wealth, and access to opportunity experienced by many in Brooklyn's gentrifying neighborhoods have not reached those living in Red Hook or Gowanus public housing. Disparities in income and in educational and employment opportunities have continued to grow through New York City's recovery from the Great Recession, and are painfully highlighted by the still-ongoing impacts of Superstorm Sandy to these NYCHA housing developments.

Meanwhile in the surrounding communities, stately brownstone homes, lofts and condos directly across the street from public housing developments sell for between \$1 million and \$3 million, with sales prices climbing sharply year by year. The real estate market is so strong in this part of the community that NYCHA recently named Wyckoff Gardens as one of two sites citywide where it plans to lease resident parking lots to build 50% market rate/50% affordable housing units, helping the cash-strapped housing authority to fund long-needed capital repairs at the development. This development initiative is a part of the *NextGeneration NYCHA Plan (NYCHA NextGen)*, a recently announced 10-year roadmap developed by NYCHA to deliver long-deferred capital and other improvements in quality of life to residents. NYCHA is the largest public housing authority in North America, providing an irreplaceable stock of long-term affordable housing to more than 600,000 New Yorkers. Decades of federal divestment has left the authority with a \$17 billion capital debt and an annual, structural operating deficit

in the tens of millions of dollars, forcing it to draw down reserves and delay needed improvements just to stay solvent.<sup>5</sup> In the last year, 18% of NYCHA's total operational budget was spent for utilities (\$589 million), nearly double from a decade ago. The increase is driven by the combination of increased consumption, rising energy and water rates, and by the system's aging and inefficient plants and infrastructure. **Given the magnitude of NYCHA's contributions to greenhouse gas emissions as the New York City's largest landlord, its staggering deficit and the urgency of residents' extreme vulnerability to the impacts of climate change, investing wisely in upgrades is critical.<sup>6</sup>**

## ADDRESSING MULTIPLE VULNERABILITIES

The residents of Red Hook and Gowanus Houses are the most vulnerable population among whole neighborhoods now endangered by the impacts of climate change. During Sandy, the failure of critical, aged systems located on or below the first floor – including elevators, heating, water supply, and electric power – left many residents isolated in their apartments and without water or power for days and weeks. This was devastating for residents who were elderly and/or had disabilities.<sup>7</sup> NYCHA's systemic funding deficit has meant that any maintenance and repairs were already well behind schedule before Sandy, and the damage caused by the storm greatly aggravated already grave conditions. The precarious physical condition of NYCHA developments places residents at risk not only during storms, but during more common events, such as hot summer days and extreme winter weather.



One of Multiple Temporary Boilers Outside Red Hook Houses Setup After Hurricane Sandy Devastated NYC Coastal Areas on Oct. 29, 2012. July 2015.

The impacts of Sandy were devastating, and the impacts of that storm are still being addressed at NYCHA facilities – now three years after the storm. **All projections indicate that extreme weather events will only increase during the next 10 to 30 years.** The risk of storm surge in this area of Brooklyn’s waterfront is already extremely high. Red Hook Houses are located in *NYC Hurricane Evacuation Zone 1* and Gowanus Houses are located in Zone 2. These are the two categories of highest risk (*Figure 1*).

Higher sea levels will increase the risk from storm surge, which will be further heightened by increases in precipitation, and by the attendant frequency and severity of street, basement, and sewer flooding. Extreme weather events, such as heavy downpours and heat waves, are also forecast to increase in frequency and intensity.<sup>8</sup>

**Impacts to Employment:** The damage caused by severe weather extends beyond its immediate dangers. While other Gowanus and Red Hook residents are employed in a remarkably diverse and growing range of occupations and economic sectors, **NYCHA residents in Gowanus and Red Hook are disproportionately concentrated in a small number of low-wage sectors, such as retail and service.** During climate events, they are more prone to lose income or their jobs when businesses shut down or when they have no access to transportation, and less likely to find new work quickly. Adding to this vulnerability, these NYCHA residents also have larger families and a higher population of children and seniors than the surrounding communities, which also makes them more physically and economically vulnerable to these threats.<sup>9</sup>

**Public Health Risks:** Heat waves related to climate change also pose a specific threat in Red Hook and Gowanus. Often overlooked in terms of their devastation, heat waves kill more Americans each year than all other natural disasters combined, and New York City is not exempt from this threat. In July 2006, a heat wave killed 140 New Yorkers, and 2015 is on track to become the warmest year on record. It is projected that by the 2020’s, there will be a 60% increase in extremely hot days in this area, the effects of which are expected to be exacerbated by the *Urban Heat Island Effect*, which can cause the city’s air temperature to be more than seven degrees warmer than in neighboring counties, particularly at night. Heat waves strain the city’s power grid and exacerbate a range of chronic health conditions, particularly among vulnerable populations, such as the elderly and/or those who suffer from respiratory illness. Both of these populations are highly concentrated in Red Hook and Gowanus public housing. If a heat wave results in so much strain on the grid that it fails, risk of death increases even more.

Additionally, flooding like that witnessed during Superstorm Sandy also overwhelmed the city’s sewers. The Gowanus Canal is a Combined Sewage Overflow (CSO) site for the NYC sewer system, and the resulting sewage back-up during Sandy found its way into Gowanus Houses, local homes and businesses.<sup>10</sup> Since the Gowanus Canal is also an EPA Superfund site, local businesses, workers, and residents are threatened by the interaction of extreme weather with the historic industrial contamination of the Canal. The community has expressed concerns that floodwaters could dislodge toxic sediment and bacteria from sewage, Superfund and brownfield sites that pose a public health risk<sup>11</sup> (*Appendix C: South Brooklyn Land Use & Remediation Map*).

**Risks to Local Businesses:** Gowanus and Red Hook are home to large industrial waterfronts that are interdependent with the public housing community and also vulnerable to climate change. During Superstorm Sandy, flooding in some areas exceeded 10 feet, inundating basements and ground floors, damaging buildings and equipment, and causing businesses to lose power and close for long periods afterward.<sup>12</sup> In Red Hook, because it is a peninsula, water flooded in from all three of its surrounding coasts, leaving just a tiny elevated section near Coffey Street unaffected. In Gowanus, industrial and residential buildings were submerged as the floodwaters from the contaminated Gowanus Canal topped bulkheads and the city's CSO system poured human waste into the already overflowing Canal.

Businesses now grapple with the costs of preparing for future events. Faced with that challenge, local businesses must weigh the advantages of staying in an area where land costs are already high and escalating against the prospects of moving to a less vulnerable location. *The potential displacement of manufacturing businesses as a result of climate change also threatens local blue collar jobs and valuable employment prospects for public housing residents.*

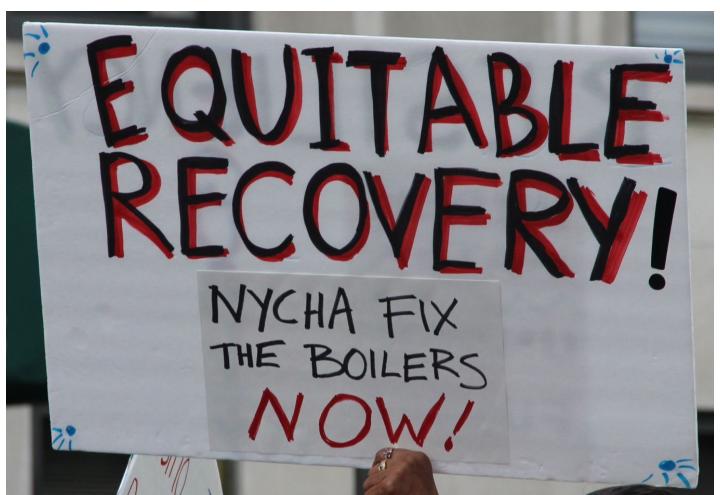
**Low Income Residents & the NYC Waterfront:** The vulnerability of NYC public housing residents to storm surges is not unique to Red Hook and Gowanus. Historical factor including land costand well-organized resistance in better-off upland communities led to the siting of NYC low income and public housing in what were once undesirable and hard to reach waterfront areas. A report by Enterprise Community Partners, Inc. highlights that nearly 50% of New York City units impacted by Sandy were low-income, subsidized, rent stabilized or Mitchell-Lama housing. Historic patterns of land use had also concentrated industry on those same waterfronts. **Thus, successfully addressing the multiple vulnerabilities experienced in Red Hook and Gowanus will have implications throughout the city, and potentially nationally.** Succeeding will require the full participation by a leadership of those most directly impacted by environmental conditions and risks, and their effective interaction with a range of relevant government agencies.

**A Lack of Inclusion in Resilience Planning Initiatives:** The impact of Hurricane Irene and Superstorm Sandy on Red Hook and Gowanus left NYCHA residents reeling with a sense of their own vulnerability. After Hurricane Sandy, for example, the 2,836 residents of the 14 buildings that comprise the Gowanus Houses were left without water or power for 10 days. No elevators worked in the

developments' 4- to 14-story buildings. Apartments, hallways, and stairwells were dark. Faucets were dry and toilets full. The storms left residents with a keen understanding of the precarious state of their homes and the buildings, infrastructure and local businesses on which they rely.

**Despite unprecedented efforts to address climate risk following Superstorm Sandy, relatively few public housing residents were engaged in the dozens of planning processes led by city, state, and federal agencies.** Only 13 of the 45 resilience initiatives analyzed during the Turning the Tide Planning Phase made any effort to meaningfully engage NYCHA residents. The ones that did and were most successful were led by nonprofit organizations and coalitions (*Appendix D: Overview Presentation on Planning Phase*).

The partners in *Turning the Tide* believe that the effects of this profound concentration of poverty, coupled with significant vulnerability to climate change, can be mitigated with adaptive measures – *if those measures are planned and implemented in ways that also build resident leadership.* As a cross sector partnership, T3's Implementation Plan will invest capacity in public housing residents, local businesses, and its non-profit partners. This investment will lead to increased community awareness and understanding of climate change, its impacts and dangers, and the opportunities to mitigate and adapt to them. **T3 will also improve the ability of public housing residents, local businesses, and non-profit partners to inform policy and public investments.** Finally, these capacity building efforts will also have the desired effect of improving social cohesion within low income communities, connecting residents and their communities to current information about local resilience efforts, and advancing equitable access to an unprecedeted range of local opportunities.



People's Climate March, Sept. 21, 2014.

# PUBLIC ENGAGEMENT & RESEARCH: DEVELOPMENTS OF THE PLANNING PHASE

To inform the *Turning the Tide* Implementation Plan, the T3 Planning Team closely examined local resilience priorities and opportunities and has employed a two-pronged approach that couples *Community Engagement of Residents and Employers with Research and Analysis of Local Resilience Efforts*.

## COMMUNITY RELEVANCE & OPPORTUNITY

The T3 Team overlaid the priorities articulated by public housing residents with current programmatic

opportunities to form a **Matrix that identifies nine potential campaigns**. Presentations to residents were provided bilingually in English and Spanish and formed the basis of a further prioritization exercise at our Year-End Resilience Expo and Barbeque, which was attended by over 100 public housing residents, and City, State and Federal elected officials representing Red Hook and Gowanus (*Appendix E: Planning Team Findings & Prioritization* and *Appendix F: Matrix Analysis & Summary*).

## THE POLICY CONTEXT & CURRENT OPPORTUNITIES

In the wake of Superstorm Sandy, residents from devastated neighborhoods across NYC joined with non-profit and labor partners to form two vital coalitions that have focused on equitable rebuilding. *The Alliance for a Just Rebuilding* and *the Sandy Environmental Justice Assembly* have led the charge for a citywide equitable recovery, pushed the City to prepare for future disasters in a fair and evenhanded way, and advanced a climate justice movement with potentially national ramifications. These coalitions were especially effective during the 2012 NYC Mayoral election, gaining commitments and shaping the platform of now-Mayor Bill de Blasio. Since entering office, Mayor de Blasio has embarked on a number of exciting and ambitious initiatives that have set the stage for major opportunities to improve climate resilience in Red Hook, Gowanus, and beyond.

## THE MAYOR'S VISION & NEW INVESTMENTS IN NYCHA

**New, City-Wide Environmental Goals:** The first major environmental goal set by the Mayor, called *80x50*, proposes to lower greenhouse gas emissions from the city's buildings by 80% by 2050. Because buildings are New York City's largest source of CO<sub>2</sub> emissions, reducing their impacts is essential to achieving the plan's goals. Using 2005 as its baseline for greenhouse gas emissions, *80x50*'s long-term plan is laid out in a report called *OneCity Built to Last* (*Figure 2: NYC Greenhouse Gas Emissions Drivers of Change, 2005-2013*).

The Mayor has also made important changes to the Authority's leadership and has prioritized investing in public housing. In early 2014, the Mayor brought new

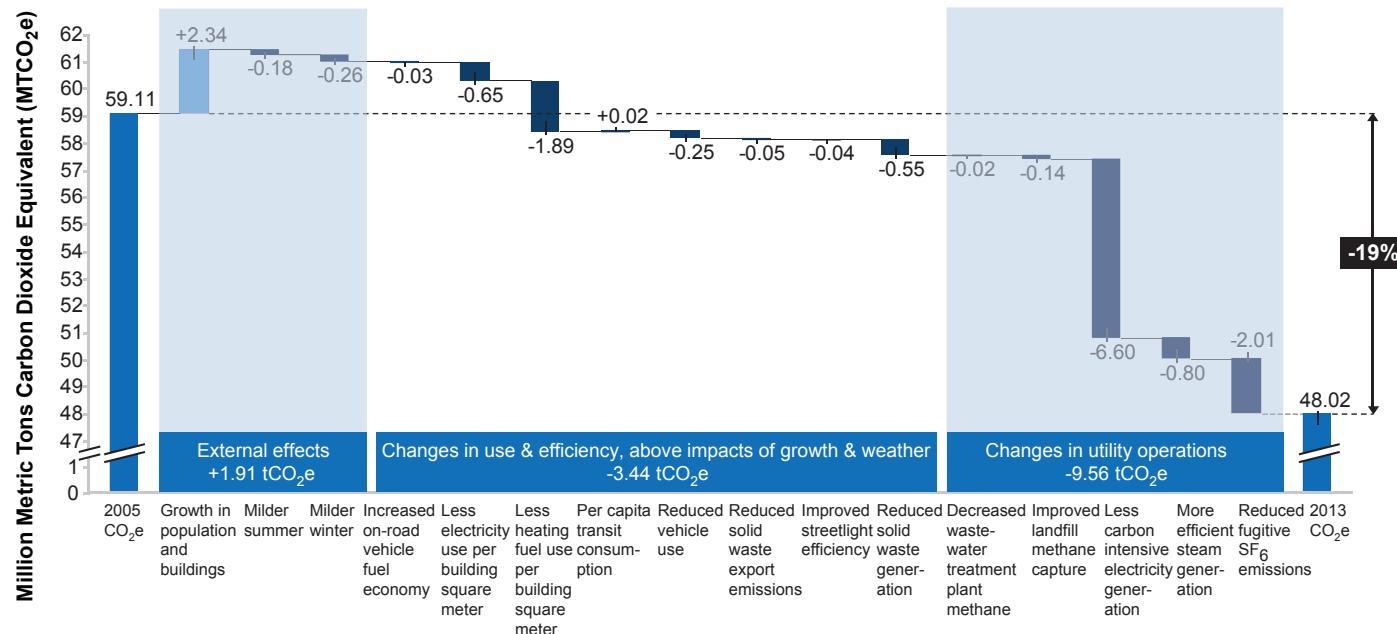


Figure 2: New York City's Greenhouse Gas Emissions Drivers of Change, 2005-2013 Source: One City Built to Last, The City of New York Mayor Bill de Blasio

and competent leadership to NYCHA by appointing Shola Olatoye as its Chair and CEO. Ms. Olatoye was formerly CEO at Enterprise Community Partners – NYC, and brings with her a deep understanding of the affordable housing field, strong experience crafting effective public private partnerships, and a true appreciation of the value of Community Development Corporations (CDCs) like FAC. Ms. Olatoye has spoken frequently in support of FAC's work, and several members of her senior management team have working relationships with FAC senior management and leadership. **These alignments in upper management across T3 and NYCHA will also facilitate the T3 Collaboration.**

Specifically, T3 will work with key, relevant NYCHA divisions, including the *Office of Capital Projects, Office of Disaster Recovery, Office of Energy & Sustainability, Office of Community Development, and its Office of Community Programs & Development*, to which NYCHA's *Office of Resident Economic Empowerment & Sustainability (REES)*, reports (*Appendix G: NYCHA Organizational Chart and T3 Initiatives*).

The Mayor and NYCHA have also developed *NextGeneration NYCHA* – a plan aimed at returning the Authority to an annual operating surplus, dramatically reducing its capital debt, and improving the quality of housing for NYCHA residents. As the city's single largest landlord, NYCHA features prominently in both *80x50* and in *OneNYC*, the administration's other major sustainability plan.

The Mayor has already begun implementing these plans by making City capital budget allocations to the Authority at unprecedented levels and advocating for State and Federal allocations as well. To date, the City has committed \$100 million annually over three years (a total of \$300 million). An additional \$210 million investment is planned through the Mayor's *Neighborhood Safety Program*, which features improvements in energy efficient lighting that will result in significant long-term savings for NYCHA's operating budget. This fiscal year also saw the NY State Legislature allocate \$100 million to public housing

citywide; Federal investments of \$3 billion through *Community Development Block Grant - Disaster Relief* funds (CDBG-DR) for Sandy Recovery, and a joint HUD-NYC effort to finance \$100 million in *Energy Performance Contracts* for public housing. This \$100 million investment in Energy Performance Contracts will reduce city emissions while also lowering energy costs at NYCHA. Lastly, the Mayor's plan to build and preserve 200,000 units of affordable housing is anticipated to directly impact the Gowanus area through a proposed area-wide rezoning and effort to build new, mixed-income "infill" housing on parking lots in Wyckoff Gardens Houses.

New York State is also funding major resilience efforts - including *New York Rising* - an effort by the Governor's Office of Storm Recovery (GOSR) to determine how to spend its Federal CDBG-DR funding. Red Hook underwent a local NY Rising planning process, which subsequently allocated funds to nine different resilience efforts, each of which is in a different phase of implementation.

Finally, Participatory Budgeting (PB), which is a neighborhood-based and consensus-based process for allocating City Council capital funds, is being coordinated through the offices of local City Council Members Carlos Menchaca (Red Hook), Stephen Levin and Brad Lander (both Gowanus). Through an intense public process of idea development and voting, the Participatory Budgeting project allocates \$1 to 2 million annually per Council District for neighborhood projects that are proposed by, and voted for by, neighborhood residents. Eligible voters include *all* neighborhood residents. To date, public housing residents have successfully organized to win several PB projects that achieve important, long-standing needs, such as re-opening NYCHA Community Centers. **The attached NYCHA Funds Table summarizes the range of public investments that can be leveraged by T3 to advance climate and resilience goals equitably at NYCHA developments. (See Figure 3: NYCHA Funds Table)**



NYC Councilmember Carlos Menchaca (center) and NYC Councilmember Brad Lander (center right) Addressing Anti-Poverty Measures for South Brooklyn Public Housing Residents with RHI, SBIDC, FAC Staff, and Program Participants. Jan. 30, 2015

# NYCHA FUNDS

Common Name	Funding to be used for...	Amount	Proposed Funding Recipients	Original Funding Source	Other Notes
<b>Resilience Funds</b>	A wide range of physical repairs and adaptive measures	\$3 billion	35 NYCHA developments that were Sandy-impacted (includes Red Hook, Gowanus but not Warren or Wyckoff)	Federal	The mayor has committed to making ALL these funds subject to HUD Section 3 hiring requirements for low-income workers
<b>State funding</b>	To be determined	\$100 million	Public housing across the entire state	State legislature	City would like to see these funds support roof repair; the State does not
<b>City funding</b>	Roof repairs	\$300 million (\$100 m/year for 3 years)	To be determined	City annual budget	Both City and State commitments represent unprecedented investment in public housing
<b>Energy upgrades</b>	Increasing energy efficiency of NYCHA developments, creating up to 500 jobs citywide	\$100 million	To be determined	Privately financed through an Energy Performance Contract (EPC) at Dpt. of Housing and Urban Development (HUD)	Two previous, smaller waves of this program in 2000 and 2012 were successful
<b>Neighborhood Safety</b>	Repairs, safety improvements	\$210 million	20% highest crime NYCHA complexes (including Red Hook Houses)	City annual budget	Anti-gang violence focus
<b>Infill development</b>	Developing new housing on NYCHA land & financing improvements in existing NYCHA housing	To be determined	Eventually proposed for many NYCHA properties in wealthy neighborhoods: Wyckoff Gardens is one, as in Ingersoll Houses	City Department of Preservation and Development (HPD)	Concerns related to development impacts, assurances and scope of repairs
<b>Participatory Budgeting</b>	Depends on the neighborhood	<\$1 million (varies annually)	Fiscal year 2014 allocated funds for Gowanus Senior Center	City through local City Council Member (CMs Levin, Menchaca and Lander)	Though funding is small, NYCHA resident engagement is high

Figure 3: NYCHA Funds Table

## PUBLIC POLICIES

Policy	Goal(s)	What this means for the neighborhood and T3	Aspect(s) of resilience
<b>One City Built to Last “80x50”</b>	Reduce Green House Gas emissions from buildings by 80% by 2050	Upgrades at NYCHA must quantifiably advance this goal, and new development should as well	Mitigation
<b>OneNYC</b>	Comprehensive sustainability agenda	Environmental improvements must also include job access for those who need it the most	Mitigation, Social Cohesion and Adaptation
<b>NYCHA NextGen</b>	Return NYCHA to operating solvency	Resilient infrastructure and improved conditions within NYCHA housing	Adaptation and Social Cohesion
<b>DEP Resilience Plans</b>	Adapt sewage and stormwater management infrastructure to climate change	Siting of stormwater retention tanks, extensive new Green Infrastructure and the jobs associated with both	Adaptation and Social Cohesion

Figure 4: Citywide Public Policies

# VISION, WORK PLAN & FOCUS AREAS

**VISION:** T3 seeks to address and mitigate risks and causes of climate change as they relate to low-income public housing residents and the institutions that support them. In our vision, **climate change and equity** become the lenses through which all public, resilience-related decisions impacting the local community are evaluated. In this vision, public housing residents are active in civic affairs and effectively organized to occupy meaningful seats at the table to shape outcomes ranging from local programs and funding allocations to citywide climate policy.

## T3 STRATEGIES

- 1. Building knowledge, capacity, power and social cohesion among Red Hook and Gowanus public housing residents to overcome a range of stressors, and influence public policy decisions connected to climate change, particularly within NYCHA but also in the broader Red Hook and Gowanus communities and citywide**
- 2. Ensuring T3 partners have access to appropriate technical assistance to evaluate public resilience, sustainability and implementation efforts impacting the NYCHA developments in Red Hook and Gowanus and the broader community**
- 3. Developing alliances across sectors with specific focus on engaging and influencing NYCHA and the industrial businesses in Red Hook and Gowanus to advance common interests, such as promoting effective resilience measures, reducing greenhouse gas emissions, building social cohesion and creating local economic and workforce development opportunities**
- 4. Leveraging billions of dollars in anticipated public investments in local resilience, sustainability and infrastructure efforts to advance climate resilience goals and equity.**

**5. Leveraging our work with public housing residents through FAC's *Stronger Together* poverty-fighting initiative.** Described on page 2 of this Plan, *Stronger Together* is a multi-year, adult education, workforce development and employment initiative led by FAC with partners RHI, SBIDC and Brooklyn Workforce Innovations (BWI). The initiative will reach more than 1 in 3 adults, or 1,200 Red Hook and Gowanus public housing residents living in poverty, over the coming three years. The partnerships and inroads developed as part of *Stronger Together* into NYCHA's Red Hook and Gowanus developments have already proved to be useful to T3 planning and early implementation efforts.

**6. Building upon relationships and synergies established during the planning phase across NYCHA's large bureaucracy.** These include relationships with: *NYCHA's Office of Disaster Recovery, Office of Energy & Sustainability; Office of Community Development, and Office of Community Programs & Development*, to which *NYCHA's Office of Resident Economic Empowerment & Sustainability (REES)* reports.

T3's effort will foster greater connections among residents, businesses, institutions, and resources outside of public housing and ensure that NYCHA and citywide policies and investments related to climate change are directly informed by the needs and vision of the low and moderate income public housing residents directly impacted by climate change (See Figure 4: Citywide Public Policies).

Finally, we hope that T3's efforts can serve as a model for how public housing residents and public housing authorities can become more resilient and sustainable while leveraging investments to address long-standing inequalities. **These stronger links and more knowledgeable voices will lead to reduced vulnerability of public housing residents, a reduced carbon footprint for NYCHA, greater access to opportunity, and greater ability to adapt and recover from the effects of extreme weather for low income residents.** (Figure 5: Timeline and Projects.)

To realize this vision, T3 proposes to capitalize on existing strengths to elevate the priorities mentioned. We also propose to strategically create opportunities, share expertise and local learnings as a way to connect public housing residents across the neighborhoods, and maximize impact outside the local community, at the neighborhood-wide and city-wide scale.

**OPPORTUNITY AREAS:** T3 will focus on **two major opportunity areas** that were identified through the planning and engagement process and described in greater detail below:

- 1. Physical Resilience Improvements to NYCHA Properties**
- 2. Neighborhood-Wide Campaigns for Resilient, Equitable Development**

# TIMELINE & PROJECTS

	2016	2017	2018
<b>Collaborative Activities</b>	Leadership Development Establish metrics and goals for T3 partners and collaborative Hire T3 Coordinator and increase staff capacity Partner with other Kresge grantees and EJ groups Develop and implement popular education climate science curriculum	Continued outreach, identification, development of leaders Pursue Action Area campaign goals Deepen linkages across neighborhoods Lead and/or participate in cross-sectoral climate justice alliances locally and city-wide Interim progress evaluation	Pursue Action Area campaign goals Pursue Action Area campaign goals Evaluate T3 process and achievements and connection to citywide/national policy Share lessons learned at public housing assembly
<b>Focus Area 1</b> NYCHA Resilience Improvements	Develop an improvement agenda that pushes NYCHA to meet commitments for climate mitigation and adaptation	Advocate to ensure implementation and residents are informed of status and hiring opportunities	Advocate with lawmakers for ongoing funding for structural repairs and resident voice in implementation
<b>Focus Area 2</b> Neighborhood-wide Resilience Campaigns	Conduct community research, select campaign, and craft plan	Employ advocacy, media, organizing, and other strategies Link efforts through Collaborative	Continue campaign or identify next phase as needed
<b>Elections</b>	U.S. President U.S. Congress	NYC Mayor & City Council: Open seats in Gowanus, incumbent in Red Hook	NYS Governor

Public Process	Description	Focus Area	Amount (Source)	Timing
<b>Recovery and resilience funds</b>	Projects and programs that support recovery and resilience	1	\$3 billion to NYCHA (CDBG)	2015-2018
		1 2	\$3 million from NY Rising (CDBG)	2014-2017
<b>Participatory Budgeting</b>	Participatory process to develop and vote on capital funds	1 2	\$1-2 million per neighborhood (City Council)	Annually
<b>Gowanus rezoning</b>	Area-wide rezoning	2	To be negotiated (Mayor and City Council)	TBD 2016-2017 (Estimate)
<b>Brownfield Opportunity Area (BOA)</b>	Planning program to designate contaminated sites for redevelopment	2	To be determined (New York State tax credits)	2008-2016
<b>Manufactured Gas Plant (MGP) clean-up</b>	Remediation process	2	\$500 million+ (NYS Dept of Environmental Conservation)	By 2021
<b>Superfund clean-up</b>	Remediation and infrastructure creation process	2	\$500 million+ (Federal EPA)	2010-2021
<b>NYCHA NextGen 50/50</b>	50% market rate/50% affordable housing development on NYCHA property to address NYCHA capital needs	1 2	\$22-45 million	2015-2019

Figure 5: Timeline & Projects

In order to build upon existing strengths and bridge current gaps in local resilience efforts, *Turning the Tide* will take a two-pronged approach. One approach will pursue local campaigns within each respective public housing community. These campaigns will create opportunities for collaboration and build power and relationships across the two public housing communities. In addition to the experience of working closely together during the Kresge-funded planning and engagement phase, FAC, RHI, and SBIDC are also working closely on the multi-year *Stronger Together* initiative, aimed at reducing poverty in the five public housing developments in Red Hook and Gowanus through coordinated adult education, job training and placement and wrap-around services in the two communities. *Turning the Tide's* organizing component complements *Stronger Together's* human capital development focus within the same five public housing developments.

Over the coming 3 years, *Turning the Tide* will also help ensure that NYCHA is meaningfully advancing its 80% reduction in carbon emissions over 2005 levels by 2050 ( $80\times50$ ) in the five developments in Red Hook and Gowanus and making investments that ensure the developments and their residents are more resilient. T3 will also help ensure that NYC's ambitious sustainability and resilience plans, as outlined in *OneNYC*, are informed by the needs of low income residents. To that end, clear metrics and outcomes for both Opportunity Areas will be developed by T3 and its partners, including NYCHA, during early implementation.

**T3 STEERING COMMITTEE:** *Turning the Tide* collaborators will convene monthly to set goals and review progress on local efforts, to plan and coordinate joint efforts with regard to NYCHA and cross-neighborhood and citywide campaigns. Monthly convenings will also create opportunities for local efforts to "cross-pollinate" each other with additional leadership development and information sharing activities. These T3 gatherings will be an important place to assess changing political conditions, to identify unforeseen changes and opportunities that should be seized, and to strategize about how to respond to the inevitable stalls or setbacks. **The monthly convenings will create space for T3 to consider its efforts in the context of the larger citywide and national climate movement, and to be proactive and intentional about opportunities to learn from and contribute to those conversations.** Finally, *Turning the Tide* will have an Annual Retreat to evaluate progress and direction, and to adapt strategies and activities accordingly. T3 will likely also make the T3 Expo an annual event.

**T3 STAFFING & PARTNER ROLES:** In order to staff the T3 initiative, FAC will provide a *Project Coordinator* with senior organizing skills and hire one dedicated *Community Organizer*. The Project Coordinator will be charged with engaging and overseeing technical assistance providers and consultants, shepherding the group of T3 initiative partners, and providing leadership and supervision in the Focus Areas.

- **FUREE and Red Hook Initiative (RHI)** will receive funding towards staff positions that support organizing and outreach for the campaigns they will lead in Gowanus and Red Hook, respectively.
- **Southwest Brooklyn Industrial Development Corporation (SBIDC)** will receive support for engaging small to mid-sized employers in the Southwest Brooklyn waterfront neighborhoods of Gowanus, Red Hook, and Sunset Park around the same issues addressed in the Focus Areas. These are businesses that offer job opportunities to NYCHA residents in Red Hook and Gowanus, and have expressed their commitment to hiring locally by taking advantage of SBIDC's workforce development job placement program. Because of SBIDC's support of and close relationship to these employers, SBIDC is in a good position to engage local businesses and speak to them one-to-one about issues affecting the NYCHA residents in Gowanus and Red Hook including, specific needs for workforce training, creating good jobs, opportunities to create green jobs, improving infrastructure, and neighborhood resilience.
- **NYCHA** will partner by engaging with T3 around its own specific efforts and investments for resilience, sustainability and other capital improvements in Red Hook and Gowanus, and by partnering to promote local hiring and workforce training opportunities as part of meeting their US Department of Housing and Urban Development (HUD) Section 3 mandate and resident engagement goals outlined in the recent *NextGen NYCHA plan*.<sup>13</sup>

The primary activities of the RHI and FUREE staff mentioned above will be to engage, support and develop the leadership of the base in each neighborhood, and to promote knowledge of climate science as part of advancing specific campaigns connected to the Focus Areas. RHI has a cadre of Local Leaders that will build their skills and devote their efforts to climate and community resilience campaigns. In a typical year, RHI serves over 500 young people and engages over 2,000 Red Hook residents

through community building opportunities. FUREE has a base of 10-15 leaders and an at-large membership in the three Gowanus NYCHA developments of more than 25 leaders. FUREE members will engage in activities in Gowanus similar to those RHI Local Leaders will launch in Red Hook. Our goal will also be to grow the number of these NYCHA resident leaders and FUREE members.

The following section describes the **Focus Areas** where T3 will target its activities over the next 3 years. In addition to these, there are many resilience related initiatives that will be happening in Red Hook and Gowanus that do not meet the core selection criteria at this time. T3 members will participate in these activities to the extent that over time they come to relate to the Focus Areas and can be supported by additional funding. For example, one funded, upcoming initiative that currently does not have a clear role for community members is the feasibility study for a microgrid that would create electrical independence for the Red Hook neighborhood. While this initiative will potentially have significant impact in its ability to help the neighborhood mitigate the effects of climate-related disasters and change and adapt to its threats, at this stage, determining feasibility is largely a technical exercise. In two years, however, it may be appropriate for the T3 partners and TA advisors to be active in reviewing the feasibility of this effort and its ability to truly advance climate goals and advocate for funding to be allocated for the microgrid's implementation. If that becomes the case, the Collaborative would evaluate the opportunity and alter its work plan accordingly.

During the next three years, we know that activities or initiatives not specifically identified in the Focus Areas will continue to emerge and evolve. Many will be taken up by the T3 partners as circumstances also evolve; this illustrates our expectation that the opportunity matrix will live beyond this planning phase as a residents' tool to deeply inform future efforts.

## FOCUS AREAS

As mentioned, *Turning the Tide* will focus on **two major opportunity areas** that were identified through the planning and engagement process:

- 1. Physical Resilience Improvements to NYCHA Properties**
- 2. Neighborhood-Wide Campaigns for Resilient, Equitable Development**

Within each of these focus areas, T3 organizations will concentrate their efforts on elements that meaningfully advance public resilience and sustainability efforts, mitigate causes of climate change, and match with of

the areas of greatest importance to local low-income public housing residents. Successfully addressing the Focus Areas will also rely on forging external partnerships in the community and within NYCHA's bureaucracy, and on having access to appropriate technical assistance. Neighborhood-Wide Campaign development will similarly build on the research, engagement, and opportunity analysis that were performed during the planning phase, but will also allow for neighborhood leaders to select and pursue elements of greatest interest to them.

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## FOCUS AREA 1

### ***Physical Improvements to NYCHA Properties to Make Them Resilient, Sustainable, Healthy and Safe***

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#### **Overview**

NYCHA's South Brooklyn properties are physically precarious due to their age, years of deferred maintenance, the cumulative impacts from Superstorm Sandy and Hurricane Irene, and their vulnerable locations. Red Hook East is the oldest campus, constructed in 1939, followed by Gowanus in 1949. Red Hook West was completed in 1955, and Wyckoff Gardens and Warren Street were built in 1966 and 1972 respectively.

As mentioned earlier and described in the *Figure 3: NYCHA Funds Table*, significant investments are coming. For example, just under \$400 million is projected to be spent by NYCHA in the Red Hook Houses, in a scope that currently includes full roof replacement, repair of damaged structures and sites, and the creation of spaces above the Design Flood Elevation (DFE) for emergency boiler and electrical equipment. Construction is currently scheduled to commence in April 2016 and continue for about 18 months. A similar scope at the investment level of \$100 million will be executed for the Gowanus Houses development. But Wyckoff Gardens and Warren Street - which are just a few blocks away but in a different evacuation zone - will not receive these investments.

*The New NextGen (50/50) Plan to Develop Mixed Income Housing in NYCHA – Wyckoff Gardens:* For Wyckoff Gardens, the de Blasio administration has a plan to generate funds for improvements through the construction of new housing on parking lots that currently serve the property. In this proposal, up to 650 units would be built on two lots, more than doubling the size of the existing development. The proposed project would generate funds by allowing 50% - or 300 of the new units – to be market rate housing.<sup>14</sup> Skyrocketing housing prices in the surrounding

neighborhoods mean that the market-rate units could bring NYCHA an infusion of much-needed capital. But residents are understandably concerned about impacts of this development. They want assurances that the proposal will actually result in direly needed improvements to their buildings. Over the coming year, greater detail around this pilot program and these investments will be crafted - and a powerful and informed resident voice will be needed to ensure that the plans are appropriate and actually advance resilience and sustainability goals.

In addition to the measures that are already planned or proposed, other longstanding capital needs exist in NYCHA developments in Red Hook and Gowanus, including fixing the roof of Warren Street Houses and ensuring that Community Centers are upgraded and serve as a resource, especially during climate events and emergencies.

Sewage back-ups into tenants' apartments are also a longstanding problem of serious concern to Gowanus residents. These sewage backups are a result of larger sewer infrastructure issues in the Gowanus neighborhood, which will be partially addressed by the US EPA Superfund process. But other infrastructure needs are not currently funded, and these areas are ripe for organizing activities related to T3's Neighborhood-Wide Campaigns.

In Red Hook, dangerously high rates of respiratory illness, especially asthma, are of particular public health concern. These are the direct result of poor indoor air quality in residents' apartments. A recent study showed that 27% of respondents were diagnosed with asthma and that it was considered the number one health concern in the Red Hook Houses.<sup>15</sup> Currently researchers from Drexel University and UC Berkeley are documenting mold issues

and risks in Red Hook and a comparison neighborhood in Manhattan. Initial results highlighted the effect that NYCHA's inefficient energy consumption practices are having on residents' health. Obsolete boilers and controls heat apartments unevenly, so that many residents are forced to manage excessive heat by keeping their windows open, effectively throwing energy out the window and increasing condensation and risk of mold.

## Strengths & Challenges

Public housing residents in the in Red Hook and Gowanus Houses – especially FUREE members – have been organizing around improvements for many years. So the T3 team has a core base of dedicated leaders with experience and success in this type of campaigning. These FUREE members are also part of the citywide *NYCHA Coalition: Workers and Residents United to Defend Public Housing*, which provides support for evaluating new initiatives proposed by the Mayor and Governor, and for linking NYCHA residents across the city to advocate for sound policies. In addition to the generally favorable policy context, this existing organization of residents and the extent of their motivation to improve the conditions in which they live will be a major strength to T3's effort.

The existing Tenant Association (TA) leadership structure is *both* a resource and a historical barrier and challenge to developing leadership among NYCHA residents. The TA Presidency is an "official" leadership position that is compensated by NYCHA. Engaging Tenant Association leadership and identifying resident leaders *outside* of that structure across the five NYCHA T3 developments will be required to achieve our goals.



Gowanus and Red Hook Public Housing Residents Join the Mass Mobilization in NYC to Elevate the Voices and Concerns of Low Income Communities of Color in the Environmental Movement. People's Climate March, Sept. 21, 2014

Another challenge to the effort is NYCHA's legacy as an opaque and fragmented bureaucracy that is unaccountable to residents - or even, at times, elected officials. NYCHA's complicated internal organization, and the additional complexities that accompany the transfer of funds from Federal and State sources will have to be navigated. Recently, turf wars between the Mayor and Governor have flared, making it more difficult for public housing residents to directly influence how funds are spent. **Promoting transparency and accountability will be essential to "following the money" and achieving key capital resilience goals.**<sup>16</sup> Lastly, although the new funding commitments are substantial and represent a significant departure from the funding trends of recent years, the depth of NYCHA's capital needs is extreme. New funds will only address a portion of what is needed, and will not in themselves address issues of ongoing maintenance.

## What Will It Take?

Advancing resilience-related physical improvements to NYCHA properties will require enhancing and expanding existing organizing and advocacy efforts by public housing residents. It will also require strong relationships and working closely with NYCHA and its various, relevant offices, including: the *Office of Disaster Recovery*, the *Office of Energy & Sustainability*, and the *Office of Community Development*, among others. Some of these offices are newly-created and all have signaled their willingness to collaborate with T3. T3 will also hold NYCHA and the elected decision-makers who oversee NYCHA and the funding streams allocated to the Authority accountable for results (**Figure 6: Focus Area 1**).

External partners such as Drexel/Berkeley, NYDN/CUNY, We Act, ALIGN, and others will be engaged, as will outside technical assistance providers to evaluate proposed plans specific to the five NYCHA developments. Within *Turning the Tide*, FAC/FUREE will take the lead in coordinating campaign activities in this area across Gowanus and Red Hook, and RHI will lead efforts in Red Hook around mold and other health issues connected to physical improvements at NYCHA.

## Partner Roles

In Red Hook, **RHI** will identify and train Outreach Workers in community organizing strategies, including a climate change analysis, and engage public housing residents in upcoming planning charrettes with NYCHA about proposed resilience measures. The RHI Outreach Team will lead an organized response to conditions in NYCHA, especially with regard to addressing issues related to contributors to asthma, such as mold and inefficient

heating systems, and help to inform the Post-Sandy resilience proposals that are currently being developed by NYCHA.

In Gowanus, **FUREE** will do similar organizing work, geared to ensuring that capital improvements leading to enhanced resilience and sustainability extend to the Warren Street Houses and Wyckoff Gardens. Each will define measurable goals around engaging residents, improving conditions, and the degree to which particular proposals by NYCHA advance resilience, sustainability and social cohesion.

**SBIDC** will support local manufacturers in identifying ways they can contribute to and benefit from these investments, particularly through procurement and workforce development efforts, which will help grow the neighborhoods' green jobs sector. The Collaborative will coordinate both efforts and ensure that local campaigns contribute to and benefit from larger objectives related to authority transparency and economic opportunity for residents.

## Outcomes

The City of New York has laid out bold plans to advance resilience and sustainability and to become the most sustainable big city in the world and a global leader in the fight against climate change. Because buildings in NYC are the largest contributor to greenhouse gases, and because NYCHA is New York City's largest landlord, New York City's sustainability goals cannot be achieved without NYCHA and its over half a million residents.

During the T3 Planning Phase, residents in our communities articulated the following key goals.

1. Information should be easily accessible to the public about the technical aspects of proposed resilience and sustainability measures and how they specifically advance NYC's climate goals, as well as information about project schedules and construction impacts on residents.
2. New funds should be spent efficiently and fairly, with resilience and sustainability benefits to all of the five developments in Red Hook and Gowanus, which experience different climate risks.
3. Residents should have a voice in where and how the funds are spent, with priority given to long-identified needs that advance resilience and sustainability.
4. Job training and placement opportunities should be created for residents.

Figure 6: Focus Area 1

# TURNING THE TIDE

## Focus Area 1

### NYCHA Resilience and Physical Improvements with New York City Housing Authority (NYCHA), Shola Olatoye, Chair

#### OPPORTUNITIES

#### NYCHA DISASTER RECOVERY (Michael Rosen)

#### New Funding Stream SPRING 2015

- NYCHA approved for \$3 billion in post-Sandy FEMA funds
- Indicates all will be subject to HUD's Section 3 hiring requirements
- Red Hook East and West Houses and Gowanus Houses receive over \$550 million.

#### NYCHA ENERGY AND SUSTAINABILITY (Bomee Jung)

#### New Plans and Policies 2015

- A number of plans and policies released outlining new commitment to city-level greenhouse gas emissions reduction
- Plans include dramatic reduction to NYCHA's greenhouse gas emissions
- "80x50" Plan (reduce NYC's carbon emissions by 80% by 2050)
- One City Built to Last (NYC's sustainability plan)
- Next Generation NYCHA (10-year strategic plan)

#### GOALS

- 1) Ensure NYCHA adopts resilience measures that matter
- 2) Link investments to workforce development and access to jobs for local residents
- 3) Engage, train, and support Red Hook and Gowanus public housing leaders to be effective advocates
- 4) Link leaders to larger climate justice movement

- 1) Ensure NYCHA adopts resilience measures that matter
- 2) Increase NYCHA's renewable energy sources
- 3) Engage, train, and support public housing residents in understanding tenants' role in reducing NYCHA's carbon footprint and operating expenses
- 4) Link investments to workforce development and access to jobs for local residents
- 5) Engage, train, and support Red Hook and Gowanus public housing leaders to be



## NYCHA COMMUNITY DEVELOPMENT

(Vacant/Yvette Andino)

### Wyckoff Gardens NextGeneration Plan Announcement

SUMMER-FALL 2015

- As part of NextGeneration NYCHA, NYCHA announces Wyckoff Gardens in Gowanus as one of two pilot sites for new construction of 50% market rate/50% affordable housing on NYCHA parking land
- RFP for development anticipated to be released early in 2016

## NYCHA COMMUNITY PROGRAMS AND DEVELOPMENT

(Melanie Hart)

### Resident Engagement SPRING 2015

- Resident engagement defined as one of four top priorities in NextGeneration NYCHA
- NYCHA's office of Resident Economic Empowerment and Sustainability (REES) plays key role

- 1) Engage, train, and support Wyckoff Gardens residents in advocating for their needs within NYCHA and through the landuse/ULURP process
- 2) Include resilience and sustainability as Wyckoff Gardens RFP goals
- 3) Ensure funds from Wyckoff Gardens project benefit existing residents
- 4) Set precedent for resident engagement, accountability, and transparency for NYCHA's 50/50 efforts citywide
- 5) Create links between resilience investments and local workforce development and access to jobs for local residents

- 1) Advocate for NYCHA to have meaningful public housing resident engagement across all efforts
- 2) Link all NYCHA investments to improved workforce training, employment, and quality of housing outcomes for public housing residents
- 3) Ensure T3 Collaborative and individual partner organizations are recognized by NYCHA as a resource in helping achieve their policy and sustainability goals

## **Climate Adaptation, Mitigation & Social Cohesion**

Success with Focus Area One will advance all three aspects of resilience (*i.e.* climate adaptation, mitigation, and social cohesion).

**Adaptation:** Directing City and State funds toward roof replacement across all the developments will address a major source of water penetration and begin to curb the endemic mold issues that compromise health and safety in residents' homes. **Addressing the root causes of mold** will also alleviate the long-term burdens on maintenance staff who are responding, without permanent resolution, to individual reports of repeated mold appearances, freeing up maintenance funds for other adaptive measures, and improving residents' health. Adaptation will also be advanced by moving heating and electrical equipment to locations that are less vulnerable in extreme weather and mitigation by upgrading them to higher standards of environmental performance.

**Mitigation:** Resident participation will be critical to ensure that NYCHA's Sandy recovery and resilience investments contribute to the City's overall goal of an 80% reduction in greenhouse gas emissions by 2050. They should complement the effective implementation of the \$100 million Energy Performance Contract (EPC), the major mitigation driver in the City's NYCHA policy. While a much smaller pilot of the EPC, initiated in 2000, led to savings of 5 million BTUs and annual savings in energy costs equal to the original investment, it remains unclear how the current proposal will be implemented in Gowanus and Red Hook.<sup>17</sup> To maximize effectiveness, tenants must shape implementation and take on a role in energy and water conservation. (*Appendix H: 80x50 Greenhouse Gas Emissions Targets*).

**Social Cohesion:** To advance social cohesion, NYCHA Community Centers must be resilient spaces that are open year-round and are ready to serve in case of emergencies of many kinds. Investments must also enhance community ties, public health, and access to economic and educational opportunity. (*See Multiple Benefits for additional detail*)

Success in Focus Area One will lead to transformative outcomes. First, resident participation in prioritizing and implementing NYCHA resiliency investments will help to ensure their successful execution, and that those improvements help to meet other physical and social needs. Second, effective engagement by residents around early resilience investment is critical to making resilience a permanent focus of the Authority. Currently, NYCHA's *Resilience Outreach Operations* is staffed through a consultant with a specific time-bound mandate. **There is a critical need for the authority to integrate the climate threat into its permanent thinking across its operations.**

The engagement of public housing residents who have become climate resilience advocates will contribute to making that goal reality. Additionally, residents having access to independent technical assistance through T3 to help evaluate NYCHA proposals around resilience and sustainability will provide another set of informed eyes on NYCHA's proposals and will help residents engage meaningfully in NYCHA's long-term physical and financial health. Finally, there is tremendous opportunity for building social cohesion for residents through power building activities, securing job guarantees, and improving public health (*See Multiple & Concurrent Benefits section for additional detail*).

## **FOCUS AREA 2**

### **Neighborhood Campaigns for Resilient and Equitable Development**

#### **Overview**

In addition to NYCHA properties and residents, the greater neighborhoods of Red Hook and Gowanus are also vulnerable to extreme weather from climate change. This vulnerability is especially clear in a few key areas.

First, community preparedness is insufficient in terms of emergency planning. Although Red Hook has undergone more preparedness planning than Gowanus, the plan, called *Red Hook Ready*, is still underdeveloped. Gowanus has not yet had the opportunity to do similar neighborhood-wide emergency preparedness planning, despite the acute impacts that were experienced there due to Superstorm Sandy.

Second, existing infrastructure is inadequate to handle routine conditions, let alone extreme weather. Infrastructure for energy generation, stormwater and sewage management, communications, transit, health facilities, and community centers are all underbuilt and overstressed.

Third, the existing environmental liabilities from the toxic history of Gowanus pose additional and complicating threats as they relate to future climate events. As mentioned, the Gowanus Canal is a US EPA Superfund site. Additionally, three former manufactured gas plants (MGP) located on the banks of the Canal contribute coal tar contamination and are slated for remediation to reduce health and environmental risks. The goal of this remediation is to allow for housing development. Similarly,



FAC leads an Environmental Justice Tour of the Polluted Gowanus Canal, now an EPA Superfund Cleanup Site, Wyckoff Gardens Public Housing Developments can be seen in the Background. June, 2015

in Red Hook, the EPA has begun its own environmental investigation into the Red Hook Baseball Fields in order to ascertain the extent of contamination there and the appropriate remedy. Beyond these high profile sites, if new uses are to be accommodated, virtually the entire area that is zoned for manufacturing in Gowanus and Red Hook is a brownfield in need of remediation.

Despite this extreme vulnerability and history of contamination, Red Hook and Gowanus are rapidly gentrifying and both are experiencing extensive new high-end development. Real estate market pressures to displace existing uses are increasing, with new plans and projects for unprecedented levels of public and private investment emerging every day. Many of those plans and projects also have some potential benefits to longtime residents, businesses and workers, but only if new opportunities can be capitalized upon. **An evolving local manufacturing sector holds the key to realizing a great deal of that opportunity, through support for the green economy and through training and job creation for local residents in fields that are resilience-, sustainability- or remediation-related.**

The way that infrastructure provision and economic development play out in these neighborhoods will have direct impacts on both resiliency and equity, and T3 aims to take an active role in this multi-year process.

## **What the Work Entails: Strengths and Challenges**

Development pressures present challenges and opportunities for both NYCHA residents and local businesses. The sheer volume of activity related to neighborhood-wide resilience means that there is a tremendous number of issues that could be tackled, but also that resource and time-constraints will limit

the areas where the Collaborative and its members can focus. **Figure 7: Focus Area 2** illustrates the range of opportunities available for community-identified campaigns. Our engagement effort during the planning phase showed that some of the most universally identified resilience issues relate to locally-felt impacts of systemic inequalities; in other words, while neighborhood-wide resilience needs are being heard, the needs of low-income residents and small businesses are not. To ensure that the neighborhoods as a whole are truly resilient, concerted inclusion policies are necessary to prevent displacement of businesses and low-income residents including displacement pressures resulting directly from the costs associated with climate change.

## **What It Will Take**

In order to have the greatest impact, T3 members will have to focus in on a few key **neighborhood-wide resilience campaigns**. The engagement, planning and research processes identified three major areas where the T3 Collaborative will focus its energies. First, both neighborhoods will enhance their advocacy for continued emergency preparedness planning. Second, both neighborhoods will focus on preserving, expanding and remediating open space that is threatened and compromised in the neighborhoods. In addition to being a valuable public resource to low income residents, the open space in these neighborhoods is a critical part of the green infrastructure contributing to mitigation of stormwater flooding. Third, the Collaborative will collectively seek to capitalize on economic opportunity for the local manufacturing sector from resilience efforts through advancing the *Resilience Education, Training and Innovation (RETI)* Center in Red Hook and its funded resilience job-training program. The RETI Center is described further, below.

## ***Emergency Preparedness Planning***

Red Hook underwent a neighborhood-wide emergency preparedness planning effort that resulted in *Red Hook Ready*. This was a critical first-level effort at establishing key sites and organizations in charge of different aspects of response and recovery in the event of an emergency. With this framework, it is both possible and necessary to deepen preparedness by including more detailed support and plans for organizations' and people's assigned roles. RHI will take a leadership role in the supporting the broader neighborhood to take this planning to the next level. One key way that the Gowanus neighborhood will pursue its own emergency preparedness plan is through the expansion of the *Open Technology Institute's* (OTI) mesh wifi network to Gowanus. The mesh wifi network is already in place in Red Hook. RHI built and maintains Red Hook's own local wireless network with the support of a cadre of young people from the Red Hook Houses, which is called the *Digital Stewards Program*. The network not only reduces the existing digital divide, but resists damage from weather. Because it is a "mesh," if part of the network is damaged it still functions because information is dynamically routed around it. T3 will partner with *New America* and the *Open Technology Institute* to deploy the mesh network in Gowanus and will benefit from RHI's experience doing the same in Red Hook following Superstorm Sandy.



*Red Hook Ready Community Outreach. Date Unknown.*

## ***Preserving, Expanding & Remediating Open Space***

Open space in Red Hook and Gowanus is a vital resource to the community as a whole and to the low income public housing residents who are its primary users. This open space acts as a buffer to flooding in both communities

and is an important resource to mitigating other effects of climate change. In both communities contamination due to historic industrial uses and the limited land available to address medium term storm water and sewage infrastructure needs in Gowanus threatens the open space either temporarily or permanently. RHI will also engage Red Hook residents in the US EPA's review of the contamination of the ball fields across from Red Hook Houses to help inform how they are remediated and contribute to the community's mitigation efforts. In Gowanus FAC and FUREE will engage public housing residents in the siting of a multi-million gallon sewage retention tank and clean-up of coal tar at Thomas Green Park and the Double D Pool in connection with the US EPA Gowanus Canal Superfund and NYS Department of Environmental Conservation manufactured gas plant (MGP) clean-ups. If it is determined that local industrial businesses may be impacted by either clean-up SBIDC will be involved in engaging those industrial businesses and property owners.

## ***Resilience Education, Training and Innovation (RETI) Center***

There are a number of business sectors in the area that directly tackle issues related to both adaptation and mitigation. Gowanus is home to a cluster of businesses focused on recycling and reuse – all efforts which contribute to the reduction of greenhouse gases. There is also a cluster of green design/build businesses supporting the buildings material materials sector. As older buildings in the area are retrofitted to meet higher environmental standards and as citywide new codes go into effect, these businesses are well-poised to meet serve and expanding market and create local jobs. Additionally, a cluster of landscaping businesses is well-positioned to support stormwater management efforts in the area. Promoting these opportunities and leveraging the enhanced economic activity to benefit local residents is the concept being developed in Red Hook called the Resilience Education, Training and Innovation (RETI) Center. RETI is based on an international model in Rotterdam and will combine:

1. Education and training for underemployed individuals in sustainable technologies industries
2. Engaging local businesses to manufacture these sustainable products and services to new markets in a resilient city
3. Fostering new businesses and product innovation to meet resilience needs.

# TURNING THE TIDE

## Focus Area 2

### Neighborhood-Wide Resilience Campaigns

#### Gowanus Canal Superfund Cleanup

Judith Enck  
Region 2 Administrator, U.S. EPA

#### OPPORTUNITIES

The 1.8 mile **Gowanus Canal** is NYC's first federal Superfund site and is the most densely populated Superfund site in the USA

As part of \$500+M Gowanus Canal Clean-up, US EPA is forcing NYC DEP to site two multi-million gallon sewage CSO retention tanks in the Gowanus neighborhood

One potential siting option threatens Thomas Greene Park and Public Pool, the only open space in Gowanus

Concurrently, EPA oversees clean-up of the **Red Hook ballfields** across from NYCHA housing. The ballfields are contaminated with lead

#### GOALS

- 1) Ensure public housing resident participation in project design and implementation
- 2) Minimize community impacts
- 3) Ensure replacement of any changed open space assets and inform uses for public housing residents
- 4) Link Canal and ballfield investments to local workforce development, training and jobs for local residents

#### Red Hook and Gowanus Area-Wide Campaigns

Lisa Bova-Hiatt  
*Interim Executive Director, NY Governor's Office of Storm Recovery*  
Carl Weisbrod  
*Commissioner, Department of City Planning*  
Maria Torres-Springer  
*President, Economic Development Corporation*  
TBD

The recently completed 18-month community planning process--**Bridging Gowanus**--working to inform NYC DCP's area-wide rezoning and related land-use and infrastructure decisions

#### Red Hook: Recovery and Resilience Funds

- a) WIFI mesh created in 2012, post-Sandy, to be expanded in 2016
- b) Flood mitigation plan being designed - \$100m committed
- c) RETI - \$750k available through NYS GOSR NY Rising, post-Sandy effort to expand resilience, job training, and employment locally

#### Gowanus: Recovery and Resilience Funds

- a) WIFI mesh with Digital Stewards program to be implemented 2016-2018 as part of post-Sandy NYC EDC efforts

- 1) Engage, train, and support Red Hook and Gowanus public housing leaders to effectively advocate for sustainability, resilience and other needs
- 2) Link leaders to larger climate justice movement
- 3) Ensure Public agencies advance resilience, sustainability, inclusion and affordability goals
- 4) Link resilience investments to local workforce development, training and jobs for local residents



Man Repairing a NYCHA Building Façade

**RETI & the T3 Partners:** RETI is being advanced by T3 partners RHI, SBIDC, and FAC affiliate BWI, among others. These partners were recently invited to apply for \$750,000 to design and operate the resilience job-training program as part of RETI. These funds are being granted through NY Rising, New York State's resilience planning process for its CDBG. The partners are currently engaged in a six- to nine-month funded planning phase, and will then submit a joint application. The application will propose a substantial resilience job-training program from which NYCHA residents could benefit. Selections for long-term funding will be made during the Kresge Implementation Plan period.

RHI will, with its Local Leaders program, will work to advance the next level of preparedness planning in Red Hook. With its Youth Organizers and Outreach Team, RHI will also develop the resilience job training program and/or recruit and prepare residents of Red Hook houses to participate. SBIDC will take a leading role in supporting local businesses to seize opportunities in the resilience economy, whether through supporting efforts at local procurement, advancing the brownfield opportunity area processes to allow businesses to access tax credits, or identifying other emerging opportunities. The team will also work with local employers to understand their resilience job training needs in order to maximize the effectiveness of the \$750,000 program.

## Outcomes

These neighborhood-wide campaigns will ensure that environmental and economic benefits from private and public investment will directly benefit public housing residents and local businesses, who will hire more locally. Strengthening existing groups and building new ways to work together are essential to accomplishing the goals identified by community members through this process. Red Hook and Gowanus residents and businesses will be better prepared for disasters. **Open space in both neighborhoods will be preserved, expanded and/or remediated with meaningful input from public housing residents, resilient / sustainable technology industries will be supported, and workforce training and job placement opportunities for local Red Hook and Gowanus residents will be expanded.**

## MULTIPLE & CONCURRENT BENEFITS

The T3 focus areas and strategies will advance mitigation, adaptation and social cohesion in multiple ways.

### A MORE RESILIENT & SUSTAINABLE NYCHA AND RESILIENT, EQUITABLE DEVELOPMENT IN RED HOOK AND GOWANUS

Throughout the planning phase, community members clearly expressed the need to build collective power to influence decisions connected to resilience, sustainability, and overall building conditions within their NYCHA developments, and their ability to thrive in the larger community. Noting that many residents do not have access to good information and have not been meaningfully included in decision-making, community members expressed a desire to organize themselves into a powerful voice that cannot be ignored. Developing the leadership of young people was also identified by residents as a critical need.

To do this requires slow, intentional leadership development and investment in a cohort of leaders who will be catalysts for building an even broader and committed group of active members. Developing and exercising community power involves connecting with historically difficult-to-reach groups like non-English speakers, youth, seniors, and gang members through activities like popular education, distributing information in new ways, power analysis, skill building, media training, meetings, petitioning, protesting, testifying, voting, and holding elected officials and agency officials accountable. In addition to the types of community bonds and support systems that are created through collective power-building activities, making NYCHA developments resilient and sustainable will require access to relevant information and technical assistance to review and advise residents about the pros and cons of proposed plans. For instance, are there ways to maximize reaching the 80x50 GHG and resilience goals more quickly that also have the

additional benefit of improving health outcomes, address pressing maintenance backlog issues, and create more jobs for NYCHA residents? Focus Area 1 includes ensuring that the physical infrastructure and programming also supports social cohesion.

In Focus Area 2 residents work to ensure that the neighborhood where they live adapts to climate change threat, and that the systems of the neighborhood work better to mitigate climate change causes, while ensuring that existing low income residents can remain in the neighborhood to enjoy those benefits, rather than being displaced by economic forces.

## IMPROVED PUBLIC HEALTH

The disproportionate number of elderly and very young people in public housing makes residents especially vulnerable to poor environmental conditions. In addition, chronic health issues such as asthma, diabetes, and high blood pressure plague residents of Red Hook and Gowanus Houses at rates much higher than the general population.<sup>18</sup> Stress is known to aggravate these conditions, and the economic, social and environmental precariousness of residents are contributors to poor health. Making matters worse, the recent closure of local health care facilities - most especially Long Island College Hospital - and the physical isolation of Red Hook seriously limit access to healthcare for residents.

Through the successful pursuit of goals in Focus Area 1, endemic mold and the poor air quality that results from inefficient heating should be dramatically reduced. In Focus Area 2, disaster plans will support reduced health impacts in times of crisis, and green and grey infrastructure investment will diminish the risks of bacterial exposure from sewage. Greater access to economic opportunity as supported by RETI and Stronger Together will reduce the stress of economic insecurity. **There is also the opportunity to advocate for local health facilities in the conversations related to new residential development on NYCHA properties and throughout the neighborhoods.**

## ACCESS TO ECONOMIC OPPORTUNITY

The need for quality, local jobs and better ways for public housing residents to connect to them cannot be ignored. Employment and living wages are an absolute necessity in order to survive, thrive, and adapt to life's stresses – whether from climate change or otherwise.

Public housing residents in the Red Hook and Gowanus neighborhoods and employers in the local manufacturing sector all identified the need for increased economic opportunity for public housing residents. Multiple barriers to accessing and maintaining quality jobs that pay living wages must be overcome, through better mechanisms that link people into existing opportunities, that anticipate new opportunities and train people accordingly, and that develop the soft skills and social supports that enable workers to maintain their jobs once hired.

A significant number of new jobs will be created over the coming few years in both neighborhoods through more than \$1 billion in public and private investment. The post-Sandy CDBG resilience funding for NYCHA, along with increased ongoing maintenance, repairs, retrofits, and construction on NYCHA properties as described in Focus Area 1 have the potential to employ unprecedented numbers of public housing and low-income residents. In addition, the efforts at remediating the area from past contamination, preventing future contamination and better preparing the neighborhoods to withstand the impacts of future extreme weather are anticipated to create significant opportunities for employment.

Specifically, neighborhood-wide resilience efforts include the siting and installation of stormwater retention tanks as part of the Superfund cleanup, creating resilient sewage infrastructure through system retrofits, and implementation of alternative storm water management methods. These will create construction and long-term maintenance jobs. In addition, extensive new private development is expected to be facilitated through public rezoning actions, which provide opportunities to win hiring and wage commitments. Many of these opportunities have been further articulated as job creation targets and/or policy goals related to local hires.



NYCHA Resident at Her Unionized Construction Job

## LOCAL HIRING OPPORTUNITIES FOR NYCHA RESIDENTS

- **New jobs to implement NYCHA capital improvements: Funded by a \$3 billion federal disbursement to HUD, tens of thousands of new jobs<sup>19</sup> citywide will support a range of resilience, safety, maintenance, and energy efficiency projects at NYCHA properties. These new resilience jobs will be subject to Section 3 hiring guidelines<sup>20</sup> and project labor agreements that also govern this work.**<sup>21</sup>
- **As many as 500 new jobs citywide will result from the HUD/NYCHA investment of \$100 million in new Energy Performance Contracts (EPC). These EPC's will significantly reduce NYCHA's energy consumption and carbon footprint.**
- **An expanded union apprenticeship program for the Building Trades and Construction Council promises to provide as many as 500 NYCHA residents across the city with a pathway to union membership.**<sup>22</sup>
- **New jobs are anticipated to support the environmental cleanups related to the US EPA Gowanus Canal Superfund cleanup and the NYS DEC cleanup of several former Manufactured Gas Plants (MGP) along the banks of the Gowanus Canal. These jobs may, for example, include work in the construction of storm surge barriers and parks. The total number and nature of these new jobs are as yet unknown.**
- **Local sites set for environmental remediation through the NYS Brownfield Opportunity Area (BOA) Program are newly eligible for tax credits and job creation incentives.**
- **Workforce training for resilience-based construction jobs will be funded by \$750,000 in CDBG funds through NYS NY Rising. T3 partners RHI and SBIDC, along with FAC's workforce development affiliate Brooklyn Workforce Innovations (BWI), have submitted an invited proposal to NYS to design and run these training programs in Red Hook.**
- **On-going job opportunities at NYCHA are made available through the NYCHA Resident Training Academy (NRTA) and NYCHA's Office of Resident Economic Empowerment & Sustainability (REES). REES is committed to doubling its annual placements in the next 10 years,<sup>23</sup> and FAC affiliate BWI has trained and placed nearly 1,000 public housing residents into jobs at NYCHA over the last several years.**
- **Additional jobs for NYCHA residents are also anticipated through a new Construction Industry Partnership that includes apprenticeships and pathways for youth**<sup>24</sup>

## LEVERAGING SUPPORTIVE SOCIAL INFRASTRUCTURE: STRONGER TOGETHER AND HUMAN CAPITAL DEVELOPMENT

Thanks to the efforts of the FAC-led anti-poverty *Stronger Together* initiative, of which T3 members SBIDC, and RHI are three of the four partners (and of which Brooklyn Workforce Innovations, FAC's workforce development affiliate is the fourth partner), significant progress has been made in identifying job seekers in Red Hook and Gowanus, and in providing them with adult education, workforce training, job placement assistance, and wrap-around services. The infrastructure that is being created through that project, including referral coordination among the partners, common metrics and a centralized tracking database, can be expanded and used as a tool in connecting people-power to the T3 campaign and to ensure that promised jobs materialize and address a range of community needs. Already Stronger Together has facilitated more effective advocacy around reform in public assistance programs.

BWI's sector-based workforce training approach has been quite successful, including its NYCHA's Resident Training Academy (NRTA) and five other sector-based training programs. **Eligible NYCHA residents engaged through T3 would get priority access to those free trainings and other free programs offered through Stronger Together as well.** BWI recently enrolled 704 unemployed, low-income trainees with barriers to employment; this included more than 275 NYCHA residents. On average, graduates placed in jobs experienced an initial wage increase of 227%, when compared to the highest wage previously earned. For enrollees in the NYCHA Resident Training Academy, the post training earnings boost was even higher at 375%. Access to jobs paying decent entry-level wages significantly increases lifetime earnings.

Stronger Together is leveraging an additional \$2 million annually in job training and employment related funding from 2016 to 2018 and is already committed to making over 100 new jobs available to local residents - and this is before additional resources and commitments are secured through Turning the Tide's efforts.

Turning the Tide also recognizes the critical role that local employers have in community based human capital and economic development. T3 includes vital partnerships with SBIDC, NYCHA and its key workforce training partner, BWI. BWI and SBIDC have worked directly with over a thousand low-income New Yorkers annually to train and place residents into jobs, including NYCHA residents.

## PARTNERSHIPS

Since many different entities hire and train, strengthening partnerships early on with key employers and government agencies overseeing remediation will be essential in order to strategize about how to tackle each opportunity effectively. These include NYCHA, US Environmental Protection Agency, NYS Department of Environmental Conservation, NYC Department of Environmental Protection, Governor's Office of Storm Recovery, NYC Economic Development Corporation, the Building and Construction Trades Council, National Grid as well as the New York City Employment and Training Coalition and the Association for Neighborhood and Housing Development (ANHD). Partnerships with other vital non-profit organizations and coalitions will also be important. Specifically, organizations such as ALIGN and key members of the Alliance for a Just Rebuilding, such as Faith In New York, have experience in running campaigns to win such commitments and to ensure that such commitments are fulfilled. Within *Turning the Tide*, FAC will take the lead on the policy research and strategy development that will inform the campaigns. FAC, RHI, and SBIDC will work to integrate *Stronger Together* opportunities into the T3 campaigns to leverage existing efforts and resources. FUREE and RHI will work with FAC through Turning the Tide to link leaders from their local programs into leadership development, outreach, advocacy and mobilizing efforts.

## CAPACITY-BUILDING GOALS

To carry out the strategy of building capacity for public housing residents, building our organizational capacities in the field of climate justice, developing cross-sector alliances, and leveraging unprecedented local investments through *Stronger Together*, we are focusing our capacity-building efforts across four areas: 1) curriculum development and use integrating technical assistance 2) developing a base of leaders 3) communications and 4) organizational and staff development.

## CURRICULA AND TOOL DEVELOPMENT

One finding of the planning phase's engagement effort is that, while residents are all-too-familiar with the impacts of climate change, their understanding of the causes of climate change and the full extent of the threats that it poses, especially to low income communities of color at the frontlines, is less developed. Awareness of climate science data, let alone how it might be used to inform local decision-making, is almost entirely absent. The T3 organizations have had successful experiences running "academies" and will use these spaces as opportunities to enhance the climate fluency of community members. Specifically, RHI's 10-session Local Leaders Program

focuses on preparedness and is in its second year. FUREE's 8-week Leadership Academy develops power analysis skills and has existed for several years. Both of these programs just completed a successful cycle with many of the same leaders who participated in the T3 Focus Groups. Additionally, FAC's workforce development affiliate runs the NYCHA Resident Training Academy (NRTA), which trains NYCHA residents living in various developments for employment in NYCHA jobs.

Initial efforts to build this capacity have been successful. T3 groups have built on Kresge's investment with other New York City-area Kresge grantees by inviting ALIGN to use its "Climate Crisis and Action" curriculum this past summer with RHI youth. While this is an excellent curriculum, it is clear that **local residents and employers, as well as staff, will need more specifically-tailored curricula and access to technical assistance providers/advisors that will prepare them to engage in climate issues with a "big picture frame" and be able to substantively weigh in on NYCHA and neighborhood resilience and sustainability proposals and plans.** They will also need additional support from interactive educational tools throughout the 3-year period to help them to analyze how their efforts are mitigating climate change and helping the area to adapt. This is an area where T3 will reach out to technical advisors in NYC and where Kresge's enhanced focus on capacity building in the field is especially appreciated and will be used. We also intend to adapt the extensive matrix of opportunities created in the analysis phase of this planning effort to a user-friendly tool that can be updated and used to inform campaign decisions. FAC has also successfully partnered with a local organization, Center for an Urban Pedagogy (CUP), to develop popular education tools to demystify a number of complex public policy issues including affordable housing, zoning and combined sewer overflows, to name a few.

## DEVELOPING A BASE OF LEADERS

For the Red Hook and Gowanus communities to effectively advance climate resilience campaigns from a climate justice perspective, local stakeholders – adults and youth in public housing and employers of local businesses – must be engaged and equipped to participate in public processes and innovative partnerships. For adult and youth in public housing, FAC, RHI, and FUREE will perform extensive outreach and recruitment and work with members to develop meeting structures and activities that not only build skills, but that create real decision-making opportunities about how to structure themselves, how and with whom to partner, and how to tactically pursue advocacy and organizing campaigns. Leadership development and maintaining a member base will

require creating meaningful opportunities for growth and participation over time. For employers, developing a stronger sense of ownership as neighborhood stakeholders whose future success is linked with that of local residents will require targeted engagement built on a model that is based in the realities of running a manufacturing business.

## COMMUNICATIONS

There are four ways in which strengthening the Collaboration's communications capacity will be necessary to accomplishing T3's goals. First, the populations in the Red Hook and Gowanus public housing are large, multi-lingual, and oftentimes disconnected from trusted sources of information. To accomplish our goals of building a representative leadership body among residents, we will need to develop strategies and infrastructure for broad communication. This includes resources for written and bilingual translation. It also includes integrating a new database of *Stronger Together* participants and targets with tracking information relevant to the T3 efforts. Ideally, T3 will use digital access, build social media networks, and establish floor captains and/or other methods. Second, we need to strengthen our communication with key partners and decision-makers. Currently, senior staff members at the T3 organizations have good access to decision-makers at NYCHA and other local, state and federal agencies at various levels. **It will be important for residents and employers to have the same opportunity to meaningfully connect with decision-makers in order to partner effectively and, when necessary, to hold those parties accountable.** This is part of our leadership development strategy. Third, developing successful programming over time requires creating strong partnerships and alliances built on high levels of trust and a sense of mutual interest. The planning process has helped build collaboration between T3 staff, NYCHA and its staff, which in turn has helped to establish a foundation of trust on which the T3 Collaboration can grow.

Additionally, we will have to invest significant time in understanding what the sustainable, green and resilient technology industry opportunities really are in NYC; when they present themselves; and what skills employees need to fill those jobs. Partnerships with existing local employers, new business interests in the neighborhoods, and with the government entities and contractors that hire on local projects are also needed. Fortunately, the \$750,000 in RETI funding will assist significantly in this regard. In order to align T3 campaigns and collaborative efforts effectively with citywide and national policy - and to maximize T3's policy impact - we will also allocate time for participation in citywide coalitions such as *Take Sides*.

and the *People's Climate Movement*. Finally, a significant part of T3's effort will be to sharpen its external messaging about these issues.

## ORGANIZATIONAL & STAFF DEVELOPMENT

In order to increase our organizational capacity, we need to invest deeply in our staff. An effort of this magnitude requires that staff is able to dedicate themselves to the time-intensive activities of outreach and organizing around climate justice issues and also have enough opportunity to delve into the policy content and/or access technical assistance that will enable them to do that organizing effectively. To build this capacity, there needs to be time allocated to staff trainings, reflection time, and access to opportunities for professional development and movement building convenings. This is another area where Kresge's support and guidance is most welcome in terms of connecting us to important opportunities and networks. T3's notion of how its organizations will develop to become effective voices in the larger climate justice and resilience arena is through local successes first, since we must be well-grounded in our local needs in order to connect those effectively in larger discussions. For RHI, entrée into this area from a policy perspective has come through a changing notion of organizational identity brought on by the realities of the roles the organization took on during and after Sandy. For FAC, sustainable development has been a cornerstone of the mission from the onset, but specific skills amid a rapidly emerging climate justice field need to be strengthened in order to have a clearer voice and greater impact around resilience and sustainability. The T3 Collaborative feels that in order to be an authentic voice, we want to be successfully doing the work locally and speaking from the place of our experience as we participate in larger movement activities. One might say serendipitously for us, there are numerous challenges and opportunities inextricably connected to climate change that are in our backyard that have the ability to inform both citywide and even national policy.

## POLICY GOALS

T3 seeks to effect policy changes in several key areas. The first is to ensure that announced public initiatives actually work as designed. As explained earlier, Mayor de Blasio has put forward ambitious greenhouse gas reduction and physical adaptation goals for the city and NYCHA developments in particular. NYCHA, as the city's largest landlord, has both a mandate and a strong incentive to contribute to "80x50" through reduction of its \$589

million in annual energy costs that now consume 18% of the Authority's yearly spending. To buttress NYCHA's vulnerable populations against the threats of climate change, the implementation of improvements from CDBG-DR funding must be efficient, appropriate, and coordinated with other expenditures, and deliver the promised economic opportunity to residents. The Mayor has a lot at stake in seeking to make these investments effectively. To succeed will cement the value and worth of public housing in the city and country, but to fail will advance the narrative that public housing is too broken to fix, further compromising the future of its low income residents. The successful implementation of both these resilience initiatives requires the cooperation, buy-in, and oversight of public housing residents. The same is true for accomplishing the hiring goals associated with the programs that are outlined in the Next Generation NYCHA plan and the citywide sustainability plan, OneNYC.

However well- intentioned these announcements are, the reality is that there are significant barriers that must be overcome in the access to information, training, hiring, and job success pipelines in order for these announced policies to work as intended. Through Stronger Together, RETI and T3's Focus Areas 1 and 2, we will be developing the partnerships and delivering the services that will be essential to ensuring that these goals are met - and that residents of Red Hook and Gowanus actually receive the tangible and potentially life-changing benefits that this employment can provide. Bringing resident voice to decision-making on how NYCHA spends its funds is critical. This year's disgraceful battle between the City and the State that diverted \$100 million in funds away from the needed structural improvements to fix roofs and stem one of the leading causes of mold and asthma in NYCHA buildings indicates how essential a strong resident voice will be in making political promises actually deliver the results that will improve comprehensive resilience.<sup>25</sup>

The second key policy area involves ensuring that the types of improvement to NYCHA's properties, and the types of neighborhood investments that are made, actually contribute – in measurable ways – to the area's mitigation of local contributions to climate change, and to the area's adaptability to future extreme weather events. For example, the announced Energy Performance Contracts to increase energy efficiency on NYCHA campuses are billed as a being a major part of accomplishing the City's goal of reducing 80% of greenhouse gas emissions from buildings by 2050. Ensuring that HUD actually finds an investor to finance these contracts – a significant challenge, since

energy efficiency, as opposed to green forms of energy generation like solar, has been traditionally difficult to finance.<sup>26</sup> and that the impact of that work is quantified and substantial, will be important to ensure that the policy is not just attractive rhetoric, but that it actually meets goals. **The policy and metrics side of sustainability is one of the areas where the de Blasio administration has been relatively weak to date, so there is a role for all environmental justice communities to enhance both the substance of its goals and the process through which they will be met.** In addition to the 80x50 goal, the extensive suite of environmental cleanup efforts and new development in the neighborhoods should be subject to an analysis of how they fit into the mitigation and adaptation aspects of climate resilience. These concerns have typically been very poorly integrated into land use and development subsidy allocation decisions in New York City, and T3 will work to insert these concerns into upcoming processes such as the Gowanus rezoning, creating a model for other climate vulnerable neighborhoods undergoing development.

A third area is to ensure that social issues that low income communities define as central are incorporated into conversations, projects, and policies about resilience. These include: health, community cohesion, and ability to stay. OneNYC takes a major step forward in linking economic well-being and equity to sustainability goals. But to date, public health policy and the decision-making processes around healthcare facilities remain largely siloed from the conversations about resilience. T3 will develop the voices of local leaders who are living the connections between these issues, and create opportunities for them to shape projects, participate in conversations, and work in broader partnership across the City. For example, the systemic mold issues in NYCHA properties across the City are being examined in a special project by the local New York Daily News and CUNY School of Journalism, and class action legal suit on NYCHA's responsiveness to mold complaints has recently been taken up by the Natural Resources Defense Council and the National Center for Law and Economic Justice. These efforts can be linked to the citywide *Healthy Homes Campaign*, which FAC co-founded more than five years ago - to ensure NYC-HPD code enforcement actions related to mold. A focus on combatting mold at NYCHA campuses and asthma among its residents – not just to overcome the current vulnerabilities they create among residents, but with an awareness of how climate change will exacerbate asthma vulnerability in the future – is one way to illustrate how public health and resilience can and should be linked.

# THE THREE-YEAR HORIZON

## YEAR ONE

In each year, we will establish goals for the collaborative across the neighborhoods, as well as Focus Area goals that are campaign and neighborhood specific. Year One will focus on intense campaign development, outreach to potential partners, identification of local leaders and establishing clear benchmarks. At the end of each year, there will be reflection and evaluation of efforts. In the first year, a Coordinator will be charged with developing the ways that the Collaborative organizations will communicate, set goals, and make decisions. Many decisions will be made that impact the trajectory of the entire effort. The major activities of the T3 groups will be to establish and carry out plans to recruit and identify leaders and to develop and use curricula and tools to effectively engage residents. Simultaneous to these activities, key partners including NYCHA, other climate front line communities, employers, workforce training providers, and a range of governmental agencies will have to be engaged in deliberate ways that support the development of strategic campaign plans across the Focus Areas. A major part of this campaign planning will be to establish goals and metrics against which the Collaborative overall and each Focus Area can be measured.

### ***Extensive Outreach, Engagement & Identification of Leaders***

RHI will work with its Local Leaders, adult membership, and some of the young people who participated in the T3 focus groups and expressed interest in staying involved. RHI also has an Outreach team made up of NYCHA residents who have been trained in street outreach, door knocking, focus group facilitation, surveying, and phone banking. All lived through Hurricane Sandy as Red Hook NYCHA residents, and have a deep, lived understanding of the issues T3 addresses. FUREE also works with its members to conduct outreach through a variety of methods. Working closely with FUREE, FAC has a Spanish-language organizer that specifically targets the Latino population, which makes up nearly 50 percent of residents in both developments. FUREE holds regular, monthly general meetings and also convenes specific campaign committees that specialize in the content, strategy, and activities of different topic areas. Additionally, FUREE members are active in the citywide coalition of public housing leaders seeking NYCHA accountability and advocating for increased investment in NYCHA. FAC and SBIDC are active in the citywide effort to link potential land use changes to economic development opportunities to workforce development opportunities for low and moderate income residents. All four organizations will work to identify the ways that their existing programs and structures can be built upon and adapted to incorporate the T3 Focus Areas.

The business services team at SBIDC will introduce incentives for businesses to train their workforce through programs such as On the Job (OJT) and customized training. Furthermore, the workforce program will generate job orders by connecting these industrial employers to residents who are in need of work. SBIDC plans to build upon these one-on-one consultations with employers to scale these conversations into a group setting. These Employer Focus Groups are an important part of the T3 initiative and will provide valuable insights from local companies about local job creation. They will also provide ways to connect these job opportunities to the local jobseekers. Finally, the Employer Focus Groups provide an opportunity for these local businesses and companies to be better informed about how they can take advantage of and prepare themselves for the unprecedented investments being made in Red Hook and Gowanus.

In the Focus Areas, in the first year, T3 will develop a physical improvement agenda that pushes NYCHA to meet resilience and sustainability goals and commitments and adopt best practices for climate mitigation and adaptation. Campaign research, selection and planning will be central. T3 will also link the *Stronger Together* and \$750,000 NY Rising RETI workforce training and synchronizing those efforts with NYCHA's RTA and REES program. At the end of each year, T3 will have a public housing resident Expo/Assembly, which will provide a space not only for report-back and celebration, but also to collectively evaluate progress and direction.

## YEARS TWO AND THREE

While it is clear that there will be a flurry of intense resilience-related activity between now and the end of 2018 - which happens to coincide with the next gubernatorial election and is one year following the next NYC Mayor's race – it is difficult to predict the specific project and campaign benchmarks that will take place during that time period, especially without predetermining the campaign strategy for local leaders.

### **PROPOSED METRICS AND BENCHMARKS**

- **The percent completion of promised capital work at Red Hook and Gowanus NYCHA developments**
- **The amount of greenhouse gas reductions that result from capital work at Red Hook and Gowanus NYCHA developments**
- **The amount of additional public and private funds leveraged for investments into NYCHA's safety and resilience**

- **The amount of those funds delivered to Red Hook and Gowanus**
- **The number of new leaders active in the effort**
- **The extent of skill development among leaders, especially knowledge of and capacity to be spokespeople on climate justice**
- **The level of member participation in citywide and national climate justice campaigns**
- **The establishment of a leadership council specific to NYCHA accountability around resilience and sustainability capital investments and repairs**
- **The creation of a portal for publicly accessible information about NYCHA expenditures and projects that is integrated and searchable by specific campuses**
- **The number of local jobs supporting the resilience sector**
- **The number of jobs – including green jobs – that public housing residents secure**
- **The quality of workforce development partnerships**
- **The number of residents who take advantage of workforce development partnerships**
- **Winning new commitments for local hiring**
- **The number and types of ways that social goals are advanced through resilience projects and policies.**

During Year 2, with the structure of the Collaborative already defined and up and running, we will be able to deepen our work. In addition to continued outreach and identification of leaders and employers and the pursuit of our Focus Area goals, which will continue to be time intensive, we will devote much more time to strengthening linkages across neighborhoods through information sharing and peer learning opportunities. We will also invest our time more deeply in participating in climate justice gatherings and coalition activity citywide and nationally in order to strengthen our policy analysis. We anticipate that by the end of Year 2, we will be able to have a critical T3 Steering Committee conversation about the progress we have made in our goals and to strategically plan for the direction that we would like to head beyond the three-year horizon.

Focus Areas in Year 3 include advocating with lawmakers for ongoing funding for structural repairs and a role for residents in implementation decisions; participating in local resilience, development and cleanup conversations effectively with a climate justice frame, and broadening the roster of employers with commitments and/or preferences for local hiring who are linked to NYCHA applicants. By the end of Year 3, **FAC and Turning the Tide aim to be in a stronger place in terms of our contributions to citywide and national resilience policy. Organizationally, we seek to be a recognized voice in policy-making contributions, and aspire to be part of the advisory team that will write the OneNYC update in 2019.** We will also formally document our efforts, including lessons learned, persistent challenges, and best practices, for sharing with a broader audience.

## **THE ADAPTIVE CAPACITY OF THE COLLABORATIVE**

*Turning the Tide* will adapt to changing conditions through a set of multiple strategies. First, because of the focus on leadership development and building the capacity of public housing residents to be full participants in the organizing and policy process, they will share in the responsibility for changing course if necessary. Through popular education that grounds residents in multiple issues related to community resilience and that also helps residents understand the government processes that are involved in implementing project and policies, residents will have the tools to consider what to do as conditions shift. We will be engaging residents through a “movement-frame” – which encourages analysis that looks at how various factors are related to each other. Second, key staff will monitor processes for opportunities and changes in timelines, through relationships that they build with relevant agency staff, elected officials, through coalition partners and the media. Third, the maintenance of both Focus Areas under

The T3 Timeline overlays critical public processes and their relationship to our identified Focus Areas. While any given process may stall or be subject to changing political conditions, the concentration of anticipated resilience and sustainability activities ensures that there will be no shortage of opportunities in which to pursue our goals. The nature of campaigns that are tied to project implementation is that they require constant, ongoing monitoring of conditions and the shifting and adapting of strategies accordingly. The recognition of that reality will be built into the way that we engage and develop leaders. Focus Area activities in Year 2 include monitoring NYCHA capital projects and advocating to ensure that improvements are implemented, and that residents are informed of their status and related hiring opportunities; advocating for timely remediation efforts of open space and infrastructure investments to advance and deliver multiple benefits; and targeting and partnering with local employers to secure commitments and identify training needs. The campaigns will employ advocacy, organizing, media, and other strategies.

the community resilience / climate justice frame allows for rotating of focus. Different phases of these campaigns will naturally be active at different times, and activities across them can be adjusted accordingly with political conditions. Finally, alliance and communication with climate justice and other partners across the City will inform T3's decision making, and we will seek to participate and act in concert with a larger movement. The particular signals that we will monitor include shifts in elected leadership, changes

in budget allocations and/or intergovernmental tensions, policy changes at multiple levels of government – rooted in climate science or otherwise, and the relationship of the Building and Construction Trades to a variety of community initiatives. Our ability to monitor these signals is one of T3's particular strengths, and is rooted in the close relationship that FAC and partners enjoy with senior level staff in the de Blasio administration, as well as relevant state and federal elected officials and agency staff.



View of Red Hook Houses. Taken Two Weeks After Hurricane Sandy. Photo Credit: Mark Bonifacio, NY Daily News.

## NEXT STEPS & CONCLUSION

In the months before the grant period begins, T3 partners will be engaging in a suite of activities geared to developing the initial campaign outline. We will meet with decision makers related to our Focus Areas – the Governor's Office of Storm Recovery, New York City's Economic Development Corporation, US EPA and NYCHA among others – in order to obtain the latest information about process and implementation timelines. We will be conducting ongoing outreach to local public housing leaders in Red Hook and Gowanus to identify and engage leaders and begin developing projects as part of the annual City Participatory Budgeting process which kicks off in fall. We will also meet with other area Kresge grantees to identify opportunities to collaborate and share what we are learning.

NYCHA residents are both more vulnerable than their neighbors to climate-related disasters, and more physically exposed to harm from ongoing climate events. The residents are also, currently, less likely to benefit from growing economic opportunities in the area and the unprecedented investments that are about to be made. Turning the Tide is a carefully developed collaboration by four nonprofit partners and NYCHA with deep roots in these communities. Along with the coordinating

organization, Fifth Avenue Committee, Turning the Tide's partners Red Hook Initiative, FUREE, SBIDC have strong pre-existing relationships and have partnered with NYCHA in various capacities.

**Through coordinated and impactful campaigns led by public housing residents, and targeted individual and organizational capacity building that focuses on climate change and equity, Turning the Tide will inform climate resilience policy and related investments and improve the social cohesion and equity for in Red Hook and Gowanus and beyond.**

On behalf of *Turning the Tide*, Fifth Avenue Committee respectfully requests a three-year \$660,000 grant from The Kresge Foundation's *Climate Resilience and Urban Opportunity Initiative* to support the implementation of these grassroots organizing campaigns and individual and organizational capacity building efforts, which will engage key stakeholders across a range of sectors. The support will provide catalytic investment at a critical moment to leverage unprecedented local investments, to advance climate justice and equity and to amplify the voices of low-income public housing residents in the climate justice movement.

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- <sup>20</sup>Under Section 3 of the HUD Act of 1968, wherever HUD financial assistance is expended for housing or community development, economic opportunities will be given to low- and very-low income public housing residents. As part of this focus, the Mayor has instructed NYCHA to meet Section 3 hiring goals across all of the \$3 billion in expenditures from FEMA funding, even though just a fraction of that work is legally subject to those requirements.
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- <sup>22</sup>NextGen NYCHA, May 2015. 13.
- <sup>23</sup>To 4,000 annually. NextGen NYCHA, May 2015. 104.
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