



Bricks & Mortals

MEMBERSHIP MEETING

Minutes

04.09.24

2:00pm - 4:00pm

<https://www.bricksandmortals.org/membership-area> (password protected: 8872)

1. Welcome by Jason Labate (2:00pm - 2:15pm, 15 mins)

- Welcome - please put introductions in the chat!
- Annual Membership Meeting - June 6th
 - Successes this year
 - What do you want to see next year?
 - Vote on new Directors for Board
 - Review Strategic Plan
- Annual Membership Contributions due
 - Online: <https://givebutter.com/annualmembership>
 - By check: Bricks and Mortals, 101 West 23rd Street, #129, NY, NY 10011
- Approve [February meeting minutes](#) - ***motion unanimously passed***
- Member announcements
 - Matt Murphy - the Federal Reserve Bank event on April 25th, with two panels focused on high-level policy and transaction challenges faith-based institutions face.

2. Case Study: Redeveloping their Property - Manhattan Bible Church (Alex Weis, Matter Real Estate, and Jason Labate, Goldstein Hall) (2:15pm - 3:00pm, 45 mins)

- *Summary: The Manhattan Bible Church (MBC) has successfully navigated the planning process to redevelop its property. Alex and Jason will present a case study detailing how they worked with MBC to develop a set of project objectives and requirements, create an RFP and manage the solicitation process, evaluate and select a developer, and negotiate a purchase and sale agreement.*
- Presentation
 - The presentation can be found on the member site.
 - Alex Weis presented a flow chart depicting the various stages of a project management process: initiation, planning, design, development, testing, and deployment. The chart includes a timeline for each stage, visually representing the project's progress. His team also provided an ideal time to schedule, which is 48 weeks, although this could change depending on different scenarios and complexities of the RFP. Below is an example of



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the different phases used for the project with the Manhattan Bible Church (MBC):

- Phase 1 includes reviewing the background and information to define the need, forming the project team, conducting a feasibility analysis, and selecting preferred options.
- Phase 2 includes creating an RFP, evaluating responses, shortlisting candidates, and completing interviews and due diligence. As the timeline for affordable housing subsidies is short, it is essential to maintain multiple developers.
- Phase 3 includes negotiating LOI/ Term Sheet, negotiating PSA, ground lease, or development agreement, and obtaining AG/ court approval.
- Phase 4 includes new construction and project closeout.
- Membership Q&A
 - Is it more successful to present one, or more, options?
 - It depends on what the organization wants to optimize and if there are any deadlines. For clients with strict timelines, it is best to have one or two options and evaluate the shortlisted developers to start the negotiation process. In most cases, it is advised not to have one developer early in the process to make it more competitive and evaluate different options.
 - What has the community reaction been in this process, especially for MBC?
 - Getting the Attorney General's approval was a priority, and the next focus for this project is strengthening the community relationship. It is important to note that the project initially did not need community board approval, and the developer selected for it had an existing relationship with the community.
 - Does most of the congregation live outside of the New York metro area?
 - This was a close-knit project; the MBC congregation was supportive and lived in the neighborhood.
 - How do you begin with the congregation, and what kind of budget is expected upfront to avoid conflict of interest?
 - It was a reduced fee with MBC and a subsidized fee. The majority of the cost was paid after the project. Being transparent with the client, having a healthy list of developers with a good track record, and providing the client with full access helps minimize conflict of interest.
 - Did you only engage in-house architects?



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- In-house architects and zoning specialists created the plan, but external architects must be included for new spaces.

3. Resources: NYC Campaigns on faith-based affordable housing. (3:00pm - 3:45pm, 45 mins)

- *Summary: An overview and discussion with Membership on two campaigns going on in NYC right now for faith-based affordable housing.*
- Overview on Homes Now Homes for Generations Campaign, with Nicole Krishtul, Strategic Organizer for Housing, NYC Comptroller
 - Discussed the challenges faced by many residents in New York regarding affordable housing. The Preserving [Neighborhood Pillars](#) program helps community organizations such as faith-based organizations (FBOs) and Minority/Women-owned Business Enterprises (M/WBEs) acquire and rehab for-profit-owned housing and the help needed to repair and ensure ongoing affordability. There is also a 20% set aside for homeless families, and the budget was reduced to zero, allowing less than 400 apartments to be preserved.
 - The [Open Doors Program](#) offers opportunities for homeownership and finances the new construction of shared equity co-operatives. It also provides opportunities for FBOs and M/WBEs. The goal is to increase the annual budget by fourfold to create more affordable housing.
 - Some potential impacts of these two campaigns include adding to the City's critically needed affordable housing stock, creating homeownership opportunities, increasing the opportunities for FBOs to help preserve and develop affordable housing, empowering tenants, and addressing building neglect.
 - The campaigns collaborate with the NYC Council Progressive Caucus, other NYC council members, and 20+ community-based advocacy groups, including community development corporations, community land trusts, and faith leaders and institutions.
 - To get involved, formally endorse the campaign and follow up with the Progressive Caucus or Comptroller's Office.
 - Nicole Krishtul, housing organizer at the NYC Comptroller's office, nkrisht@comptroller.nyc.gov
 - Nina Saxon, Faith Communities and NYCHA Liaison, nsaxon@comptroller.nyc.gov,
 - Elena Conde, econde@council.nyc.gov
- Overview on the City of Yes for Housing Opportunity, with Ahmed Tigani, First Deputy Commissioner and Chief Diversity Officer at NYC Department of Housing Preservation & Development



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- Presented by Elizabeth Johson, Chief of Staff for Neighborhood Strategies, NYC Department of Housing
- [The City of Yes for Housing Opportunity](#) program initiative aims to address the issue of affordable housing in the city by implementing various strategies and initiatives. These include low-density, medium- and high-density proposals and conversions, infill, and adaptive reuse projects. The program offers incentives to homeowners and developers, such as tax credits and financial benefits.
- Zoning Actions: "Yes in God's Backyard" outlines four city-led zoning actions to unlock housing opportunities on FBO-owned land. These actions include implementing Missing Middle Housing, allowing FBOs to add multifamily housing on large sites, promoting conversions of existing buildings, and encouraging infill development. The benefits of these actions include increasing housing supply, reducing housing costs, and promoting equity. By implementing these zoning actions, the city aims to create more affordable housing options and address the community's housing needs.
- Membership Q&A with Nicole and Ahmed
 - For City of Yes: what type of reception is the public review process receiving, and where will it go after December?
 - The review process includes first sending a proposal to the City Council. Then, it goes to each committee to provide an advisory opinion and recommendation on whether they support the proposal. Then it goes to the board president and city commissioner, who will do the same thing. Finally, the City Council will vote sometime in the fall. The campaign has received strong allies and advocates while acknowledging that change is difficult and that more work must be done. There will be public and community board events in the next several months.
 - What is the timeline for the Preserving Neighborhood Pillars and Open Doors campaign?
 - April is for strategic planning to get more allies and coalitions, and May and June will be more visible events in the communities.
- 4. **Closing (Jason Labate, 3:45pm - 4:00pm, 15 mins)**
 - ANNUAL MEETING: June 6, 2024, 10:00 am - 12:00 pm
 - It's important to note that only members up-to-date on their contributions can vote at the upcoming June 6th Annual Meeting. To ensure your voice is heard and your vote counts, we encourage you to renew your membership before this date!