

Faith-based Development: Neighborhood Anchors as Community Builders

December 16, 2016

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American Planning Association
**Planning and the
Black Community Division**

Making Great Communities Happen



'Making a Visible Difference in Communities'



- Equitable Development Webinar Series
 - March 11, 2016
 - September 7, 2016
 - **December 16, 2016**

Faith-based Development: Neighborhood Anchors as Community Builders

Webinar Learning Objectives



Share how faith-based institutions are reversing untenable conditions in housing, land use, and infrastructure as community builders.

- Expand knowledge about development models that are ‘community-driven’.
- Leverage untapped partners for the purpose of improving ‘emerging markets’.
- Understand the values that drive faith-based developers to rise above false choices.

Presenters

- Rev. Dr. Floyd H. Flake, Senior Pastor
The Greater Allen AME Cathedral of New York
- Rev. Dr. DeForest Soaries, Jr., Senior Pastor
The First Baptist Church of Lincoln Gardens
- Rev. Andrew Wilkes, M.Div
The Greater Allen AME Cathedral of New York



Faith-based Development: Neighborhood Anchors as Community Builders

Questions and Answers

- Rev. Dr. Floyd H. Flake, Senior Pastor
The Greater Allen AME Cathedral of New York – fflake@allencathedral.org
- Rev. Dr. DeForest Soaries, Jr., Senior Pastor
The First Baptist Church of Lincoln Gardens – dsoaries@fbcsomerset.com
 - [@dbsoaries](https://twitter.com/dbsoaries)
- Rev. Andrew Wilkes, M.Div
The Greater Allen AME Cathedral of New York
 - [@AndrewJWilkes](https://twitter.com/AndrewJWilkes)



Making Great Communities Happen



A FORTY YEAR
RETROSPECTIVE AND
PROSPECTIVE OF

**THE GREATER ALLEN A.M.E.
CATHEDRAL OF NEW YORK
1976-2016**

1976

- Liquidated mortgage on the Allen Church (Shekinah)
- Revenue from tithes and offerings - \$350,000
- Total Revenue - \$500,000
- Total Assets - \$1 Million

Transformation

- Identified Community needs assessment
 - Conducted Southeast Queens census
 - Must make rapid assessments
 - No self-serving motives
- Create a ministry marketing plan
- Develop an outside strategy
 - Churches grow from outside-in not inside-out
- Re-access the goals- Should set clear people-centered goals

1977

- Received **\$11.7 million** grant from HUD to build 300 units of Section 202 Housing for Senior Citizens
- Launched **\$1.5 million** campaign to build The Allen Christian School

1978

- Founded The Allen Housing Development Fund Corporation
- Awarded Site 10B Urban Renewal Site at 167th Street & Linden Boulevard
- Began construction of The Allen Senior Center on Site 10B (December)

1979-80

- Started the **Allen Homecare Agency**
- Opened Building A of the **Allen Senior Citizens Center** at Linden Boulevard and 167th Street (June)
- Purchased the lot at the corner of Linden and Merrick for **The Allen Christian School** (\$70,000)
- Started **Allen Senior Transportation Services**



ALLEN
SENIOR CITIZEN
HOUSING COMPLE

1980

- Opened Building B of the Allen Senior Citizens Center at 167th Street and Sayres Avenue (December)
- Started construction of the Allen Christian School (December)
- Started Allen Senior Transportation Services

1981-82

- Closed on a \$2.5 million mortgage for The Allen Christian School
- First class enters The Allen Christian School in Grades Pre-K-3, in the basement of Allen Senior Center (currently Shekinah youth church) (September 1982)

1983

- Official Opening of The Allen Christian School in its new facility at Linden and Merrick Boulevards (September)
- The Allen Christian School enrollment expanded to the Sixth Grade
- In 1984 – They expanded to accommodate the Eighth Grade

ALLEN CHRISTIAN SCHOOL
AND
MULTI-PURPOSE CENTER

ALLEN
CHRISTIAN SCHOOL
AND
MULTI-PURPOSE CENTER

Allen
CHRISTIAN SCHOOL
& Multipurpose Center

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1984

- Purchased fifteen stores at 114-12 – 34 Merrick Boulevard for \$250,000 raised by the Church's Women's Day Committee.

1985

- Awarded sponsorship of the **South Jamaica Multi-Service Center** at Linden and Guy R. Brewer Boulevards
 - Houses G.E.D. preparations, Parenting skills for Teens, Clinic, Nutritional programs, Mental Health Counseling, Geriatric & Pediatric Programs.

HEALTH CARE WORK
Medical Center

South Jamaica
MULTI-SERVICE CENTER
Sponsored By: ALLEN A.M.E.
NEIGHBORHOOD PRESERVATION
& DEVELOPMENT CORP.

ALLEN A.M.E. CHURCH
100-10 164th Street
South Jamaica, NY 11430
Tel: 718-261-1111

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100-10 164th Street
South Jamaica, NY 11430
Tel: 718-261-1111



1985

- Complete rehabilitation of properties at 114-12 –34 Merrick Boulevard
- Began construction of 111 units of Scattered Site Homes for First-time Home-buyers



164-11

Secured by
ADT
24/7 PROTECTIVE SERVICES

1986

- Beginning of occupancy of new homes for First-time Buyers



- Borrowed \$600,000 on the rehabilitated property (Allen Plaza) and purchased additional property at 111-20 Merrick Boulevard
- Began acquisition of additional properties near 111th Avenue and Merrick Boulevard for Cathedral construction

1986

Pastor Flake elected to the
U.S. House of Representatives



FEDERAL AVIATION ADMINISTRATION





FOOD AND DRUG
ADMINISTRATION



YORK COLLEGE
Academic Core Building

1987

- Leased land at 111-20 Merrick Boulevard to Jamaica Hospital for \$3 million over 20 years
- The Allen Transportation Corporation founded



Allen A.M.E.
Transportation Corp.

A M
Transportation Corp.
(718)657-1800
www.allenametransportation.com

Allen A.M.E.
Transportation Corp.

1993

Opened the SIP Housing Shelter for
homeless families

1995

- Received Department of Housing and Community Renewal Grant for Home Counseling, Repair and Housing Services

-
- Constructed 55 new units of housing for First Time Home-buyers –
Allen/Hall Estates
 - Closed on \$15 million construction/mortgage loan for The Greater Allen Cathedral



Allen A.M.E.-HALL ESTATES



Sponsored By:

Allen A.M.E.Church

2000

- Granted \$23 million in State tax credits for the construction of 220 units of Senior Assisted Living Housing
- The Inaugural Golf and Tennis Classic in support of The Allen Christian School

2001

- Granted \$19 million from HUD for the construction of a Section 202 Senior Housing Project adjacent to The Allen Senior Assisted Living Housing Development – 110 units

-
- Construction of the Assisted Living Facility begins
 - Allen Consortium For Community Empowerment Service and Stability (ACCESS) leads an \$8.1 million, city-wide Welfare to Work Initiative

2003

- Occupancy of the Assisted Living Complex and beginning construction of the Section 202 Senior Complex – through HUD.

MENT
M OF

ES



The Greater Allen Cathedral of New York
(African Methodist Episcopal Church)

ALLEN SENIOR RESIDENCES

Allen Cathedral Housing Development Fund Corp.
Ervin Francis, Chairman
Steve Roberts Jr. President
The Rev. Floyd H. Flake & The Rev. M. Elaine Flake, Pastors
Edwin C. Reed, CFO, Development Manager

The Honorable Gregory Meeks, Sixth Congressional District, New York
State Senators Ada Smith & Malcom Smith
Councilmen Archie Spigner & Thomas White
Assemblypersons Vivian Cook & William Scarborough
Community Board 12: James Davis, Chairman & Yvonne Riddick, District Manager

Alvin Benjamin, Contractor
Peter Florey, Project Coordinator
Jack Libert

Gencorelli & Salo



107-36

2003

- Construction of \$4.5 million Allen Christian School expansion commenced

2004

- Occupancy of the HUD Section 202 Complex
- Closing on a \$15.5 million mixed-use commercial/residential complex

-
- Revenue from tithes and offerings - \$12.5 million
 - Total Revenue - \$25 million
 - Assets - \$92 million

-
- Allen Affordable Housing Development Fund Corporation purchases 5 homes for rehabilitation and sale as affordable housing



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100% MONEY BACK
GUARANTEE
15967476-7509

M.B.S. INC.
MORTGAGE BANKING SERVICES
15967476-7509

Large graffiti tags in red and black on a white wall, including stylized letters and symbols.

MELO

POP

Yellow caution tape with the word "DANGER" repeated across the sidewalk.



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REAL ESTATE

2005

Construction to begin on the mixed-use
project



2007

- Paid off JPMorgan Chase Loan In the Amount of \$15.2M
- Paid off JP Morgan Chase Loan of \$6M

2007

Founded GADC
Greater Allen Development
Corporation

2008-2012

- Allen Affordable HDFC, 25-Unit Residential Facility - \$2.2M
- Allen AME Housing Corporation - \$3.2M
- GACNY HDFC, 110 units of Affordable Housing - \$14.5M

- GACNY Housing Development Fund Corporation, 220-unit affordable housing facility - \$30.4M
- Sutphin Veterans Limited Partnership, 15-unit affordable housing facility - \$2.3M

-
- Homeownership – Forward Progress Program provided two families with the opportunity to purchase a single family home - \$720k

2012

- Allen Christian School Grade School
rental to the New York City
Department of Education – 20 year
lease with 10 years guaranteed –
\$15 M Rental Income

2013 Completed Projects

- Greater Allen Affordable Housing LP -
54-units affordable housing - **\$14.4M**
- Allen-By-the-Bay in Far Rockaway
Queens - 66 units of affordable housing
for senior citizens

- Neighborhood Redevelopment Program located at Sutphin Blvd & 138th will be a rehabilitated 25-unit affordable housing development

2016

- Neighborhood Homes Program
rehabilitate four (4) dilapidated single family and two-family homes
- Merrick Boulevard is the location for Twenty (20) commercial retail spaces



WaMu

WaMu

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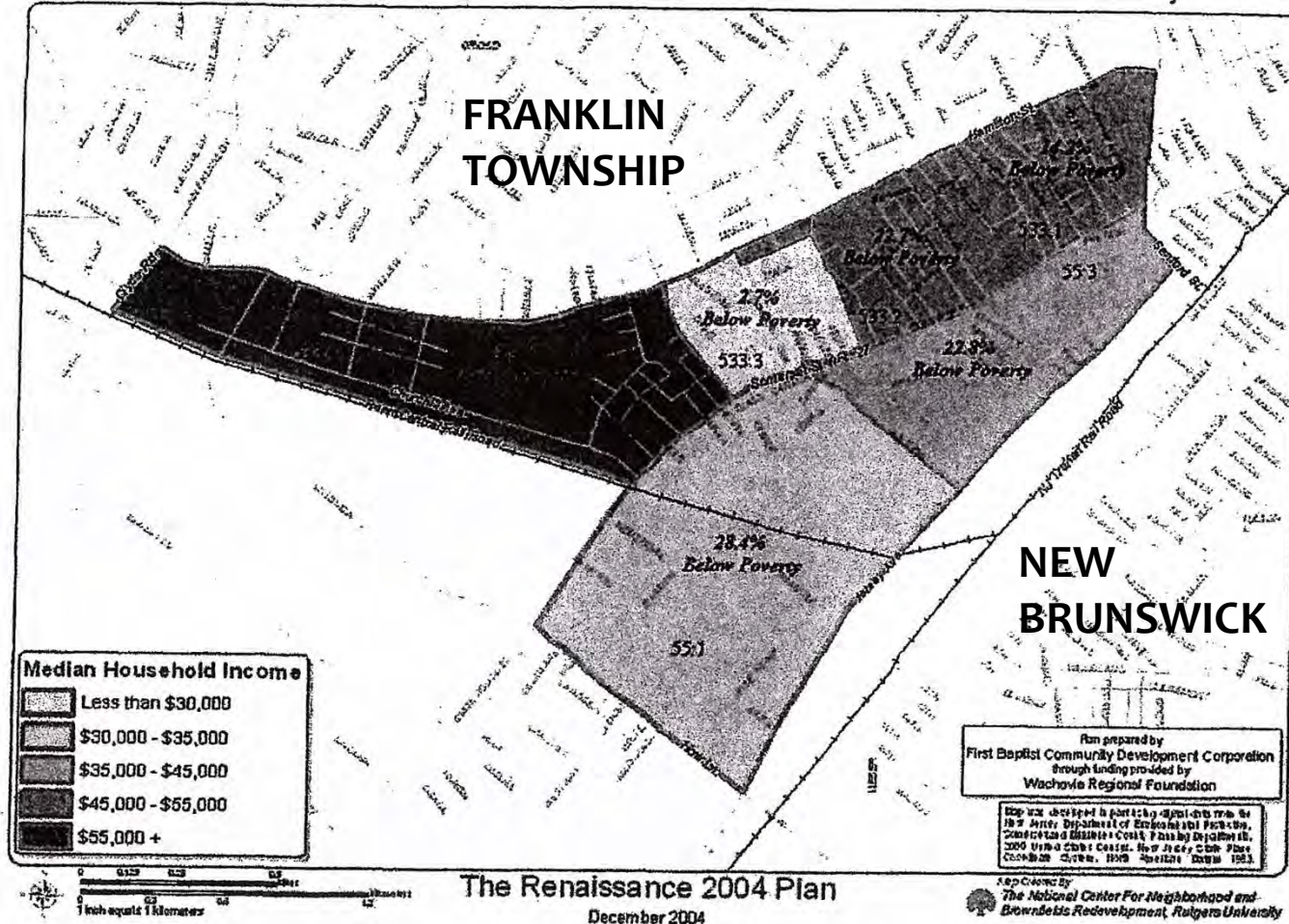
TO THE GLORY OF GOD



Faith-based Development: Community Builders Putting Faith in Action 1993 - Present

Equitable Development Webinar
Friday, December 16, 2016

Renaissance Community Map



◆ 880 acres

◆ 7 Census Block Groups

◆ 2.5 sq. miles

Background

- * Central Jersey Community Development Corporation (formerly First Baptist Community Development Corporation) incorporated 1993 as non-sectarian, not-for-profit, 501(c)(3) organization
- * Created through efforts of rapidly growing AA church
- * Mission: “Rebuilding communities, one family at a time”

State of the Neighborhood: 1990

- * Ethnically diverse community
- * Median age: 30 years
- * Abandoned houses and buildings
- * Violence and high crime
- * Oldest housing stock in the state
- * Drug activity
- * Deserted industrial space

Decisions We Made

- * Church leadership made solid commitment to improve neighborhood surrounding the church
- * Developed strategic planning process called Vision 2000
- * Created a tax-exempt, non-profit organization to facilitate the revitalization endeavor, eliminate poverty and help families achieve self-sufficiency
- * Set parameters for creation of governance body to include percentage of representatives from community and representatives of church
- * Made firm commitment to avoid gentrification

Strategy

- * Identify and build on existing assets
- * Identify community and grass-roots leaders to establish public/private partnerships
- * Rebuild from the “inside” out
- * Establish community needs as top priority
- * Invite residents, as stakeholders, to participate in plans to re-shape community (constituents referred to as “family partners”)
- * Ensure residents benefit from revitalization plans to create equitable outcomes

Actions

- * Identified low-hanging fruit
 - * Facilitated installation of traffic light at deadly intersection
 - * Purchased and cleared wooded area used by drug dealers to reduce drug activity in community
 - * Shut down highly visible strip club
- * Engaged consulting firm to develop a revitalization plan
- * Partnered with local government to cultivate investment interests
- * Created neighborhood association

Principles We Followed

- * Use people-driven approach
- * Build integrity and establish credibility among community stakeholders
- * Foster spirit of respect and value for one's self and others
- * Establish buy-in and support of local government officials
- * Ensure honest communication as key to community acceptance
- * Identify young leaders to be mentored and groomed to champion future growth of community

Outcomes & Impact

- * **Over 8,500 individuals served (1993-2016)**
- * Youth enrichment programs served over 500 children and teens annually
 - * After-school care and summer enrichment activities
 - * Youth entrepreneur programs
- * Over 1,400 foster children placed in loving resource homes; over 250 children placed in permanent, adoptive homes
- * Employment training and job development programs served over 3,000 unemployed jobseekers
- * Over 500 individuals attend annual financial freedom conference
- * Over 150 families assisted with loan modification process
- * Over 1,000 students attended classes at satellite campus of area community college
- * Total of 200+ seniors gather weekly for enrichment and recreational activities
- * **NOTE: There has been zero displacement since our work began to present.**

Outcomes & Impact (cont'd)

- * Completed abandoned development project to produce 124 attractive, affordable condos for first-time homebuyers
- * Worked with developer to attract new investors to improve economic growth of area
- * New high school rebuilt on vacant industrial land in target area
- * Partnered with developer in construction of 64-unit affordable housing endeavor for seniors 55 and over
- * Partnered with local faith-based hospital to make quality health care accessible to target neighborhood
- * Improved local transportation linkages
- * Strengthened and supported community policing strategy

First Baptist Church of Lincoln Gardens Somerset, NJ



Senior Housing – 3 Floor Apt. Community Somerset, NJ



Parkside Housing Authority Somerset, NJ



Hampton Club Condominiums New Brunswick, NJ



FAITH-BASED DEVELOPMENT: NEIGHBORHOOD ANCHORS AS COMMUNITY BUILDERS

REV. ANDREW WILKES

GREATER ALLEN AME CATHEDRAL OF NEW YORK



FORECLOSURE PREVENTION FUNDING

- In 2012, while New York State was still regaining its stride following the great recession of 2008, Governor Cuomo released an Executive Budget that zeroed out funding for foreclosure prevention
- At that time, I was with Habitat for Humanity in New York City, where I was tasked with mobilized 140 faith communities across New York to express a policy preference for restored foreclosure prevention funding, particularly in communities of color hard-hit by the recession.
- Foreclosure prevention funding, as you may know, is critical to renegotiating the terms of a mortgage; or otherwise receiving assistance for legal aid and housing counseling groups.
- Further, Southeast Queens, which is where Greater Allen Cathedral is located, was one of the two hardest-hit areas in terms of foreclosures following the recession.

FORECLOSURE PREVENTION FUNDING

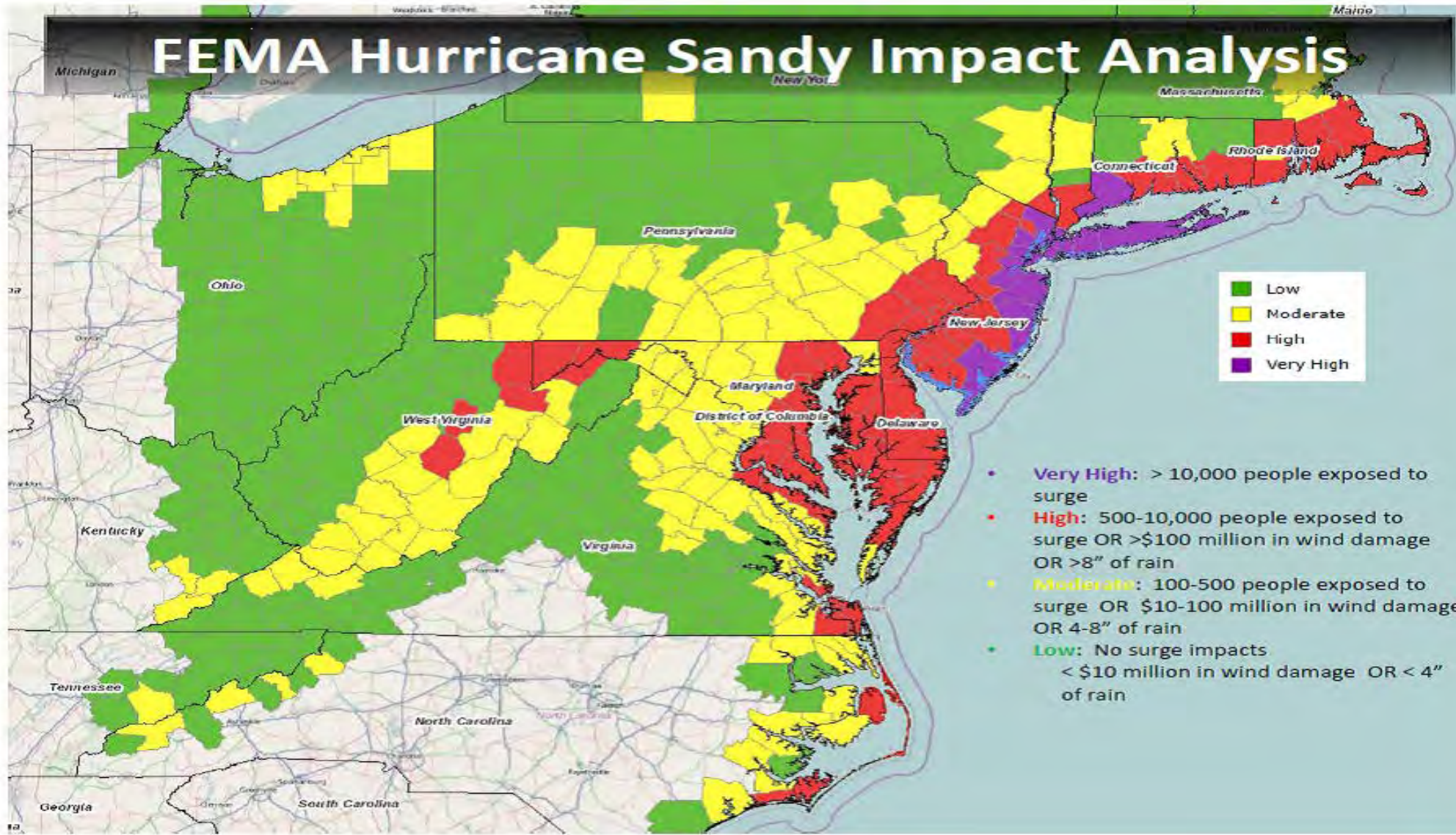
- After leading a successful, blitz campaign that engaged more than 40 congregations from in less than six weeks, we were able to help secure \$60 million over three years in foreclosure prevention funding for legal services and housing counseling
- The funding was secured from a then-recently executed New York State settlement, which was administered by the New York State Attorney General
- This funding provided a critical lifeline to struggling families who rely on frontline service providers to help them through a difficult financial period.
- The takeaway, from this example, is that faith communities facilitate community development not only through direct building projects, but also through community organizing to ensure that the public sector supports programs which meet critical needs in our communities.

SUPERSTORM SANDY: COMMUNITY DEVELOPMENT

- Switching gears a bit, I want to talk about how faith communities played a critical development role in the context of Superstorm Sandy, which hit New York City in October 2012
- Superstorm Sandy, you may recall, was the greatest natural disaster to hit the Atlantic seaboard in roughly a quarter century
- Sandy was also an economic disaster, causing \$62 billion in damage, the worst since Hurricane Katrina in New Orleans
- At the height of the storm, 7.5 million people were without power and the storm brought water levels 14 feet above the average low tide.



FEMA Hurricane Sandy Impact Analysis



- **Very High:** > 10,000 people exposed to surge
- **High:** 500-10,000 people exposed to surge OR >\$100 million in wind damage OR >8" of rain
- **Moderate:** 100-500 people exposed to surge OR \$10-100 million in wind damage OR 4-8" of rain
- **Low:** No surge impacts < \$10 million in wind damage OR < 4" of rain



SUPERSTORM SANDY: COMMUNITY DEVELOPMENT

- Soon after Sandy hit, I began working with the American Red Cross, where I managed a \$45 million grants portfolio for disaster recovery in New York State and Connecticut
- Faith communities played a critical role of community development in the context of disaster. With the assistance of professionals and skilled volunteers, they were especially critical in the areas of mold remediation, housing repair, fundraising, and disbursing emergency financial assistance
- Some of those key partners in this work:
 - United Methodist Committee on Relief (UMCOR)
 - Southern Baptist Disaster Relief
 - Presbyterian Disaster Awareness
 - Catholic Charities

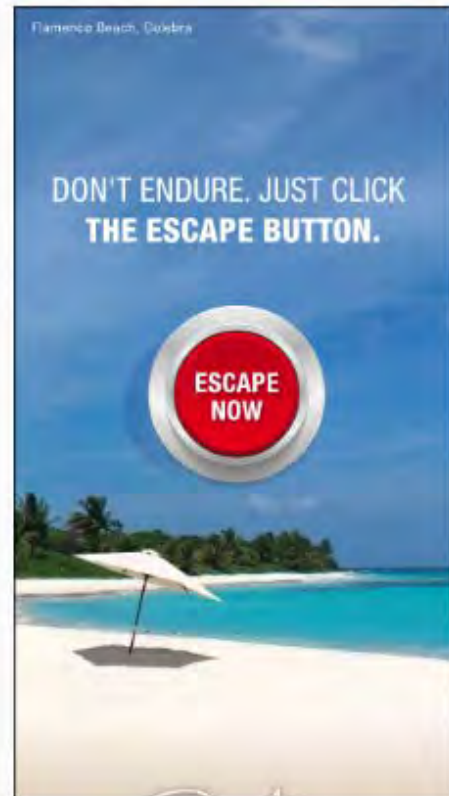
SUPERSTORM SANDY: COMMUNITY DEVELOPMENT

- New York Disaster Interfaith Services (NYDIS) played a particularly noteworthy role
 - Voluntary housing program, involving 20 congregations citywide, housing 2,000+ disaster volunteers throughout the five boroughs
 - \$3million TDAP home program mentioned with New York Disaster Interfaith Services, NYC Department of Housing Preservation and Development
 - Disbursed \$4 million in emergency financial assistance through a mechanism called Unmet Needs Roundtables (UNR)
- Faith communities provide disaster chaplaincy services: emotional and spiritual care to families undergoing trauma
- The takeaway, from this example, is that faith community provide critical relationships, local knowledge, and in-kind resources for disaster recovery

SUPERSTORM SANDY: COMMUNITY ORGANIZING

- Greater Allen Cathedral, in concert with our partner Faith in New York, played a pivotal role in community organizing during the disaster recovery period of Superstorm Sandy
- In July 2014, we held a citywide public assembly on Superstorm Sandy that included over 1,600 people in attendance, including the Mayor's Office, relevant city agencies, and local councilmembers
- During that assembly, faith leaders from nearly 50 congregations expressed a desire to see an equitable use of community development block grant funds (CDBG-DR) for re-development in New York's coastal communities in the wake of Superstorm Sandy

Hurricane Sandy survivors pack summit struggling over lack of aid for rebuilding their homes



SUPERSTORM SANDY: COMMUNITY ORGANIZING VICTORIES

- Local hiring standards that impacted contracts covering upwards of \$750 million worth of reconstruction work
- Procurement contracts which will create pathways for Sandy impacted persons to gain training and employment in rebuilding their communities via Workforce One and direct entry into unions
- A goal of 20% of all work being done by residents living in “Sandy impacted neighborhoods”
- Daily tracking and monitoring of payroll to ensure that all contractors are complying with federal guidelines for workforce development and the 20% goal of a Sandy-impacted labor force.
- A national precedent of using HUD Community Development Block Grants for Disaster Recovery for workforce development and training
- The takeaway, from this example, is that faith communities are neighborhood anchors which aggregate and amplify policy preferences what equitable development looks like in a post-disaster context