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What are effective affordable housing strategies that can mitigate rapidly increasing costs in residential and commercial development, as well as prevent displacement in Harlem, Northern Manhattan, and communities across New York City?

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ASCENDANT
NEIGHBORHOOD
SERVICES

NEW YORK, NY

Rose Fellowship 2019 – 21

Our Journey

Ascendant Neighborhood Development Corporation (AND) builds homes, engages community members, and partners with allies to raise up neighborhoods that provide stability and access to opportunity for all. Since its founding in 1988, AND has supported the stabilization and growth of East and Central Harlem communities, advocated for preservation of affordable housing, and helped thousands of New Yorkers live with dignity and respect. Since 1988, AND has renovated or redeveloped 22 vacant/underutilized buildings, built five new buildings - including three buildings exclusively for low-income elders - and supported the transformation of entire blocks that had suffered from neglect and decay during disinvestment in the 1970s and 1980s. These projects received financing through city, state, and federal housing programs, including the Low-Income Housing Tax Credit, Section 202, and Homeless Housing Assistance Programs. (Enterprise Community Partners has syndicated the tax credits for all seven of AND's LIHTC-financed projects.) AND's properties range in size from four apartments to ninety-four apartments, and in typology from two-story walk-ups to large apartment buildings.

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Over 90% of East Harlem residents are renters, which makes this neighborhood's population particularly vulnerable to shifts in the housing market and cost of living.

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Learn about Ascendant Neighborhood Development's impact: [HERE](#)



Today, Harlem and communities across New York City are reckoning with a new kind of housing challenge, as rapid increases in market-rate residential and commercial development propel speculation, drive up rents, and encourage tenant harassment and displacement. The demography East Harlem is representative of many low-income NYC neighborhoods undergoing gentrification: low-income, predominantly populated by people of color, and increasingly unaffordable. Based on 2016 data from the U.S. Census Bureau, East Harlem is 45% Latino, 30% Black, 15% White, and 7% Asian. About a quarter of the neighborhood was foreign born, and 14% of residence have limited English proficiency. At \$37,420 the average household income in East Harlem is half of the average for Manhattan, while the unemployment rate in the neighborhood is almost double that of the borough. Meanwhile, population, density, rents, the number of rent-burdened families, and the number of people entering the shelter system have all increased since 2010. What's more, East Harlem is slated to undergo a rezoning and eventual addition of the Second Avenue subway extension, both of which will further pressurize and complicate the housing landscape of the neighborhood. Over 90% of East Harlem residents are renters, which makes this neighborhood's population particularly vulnerable to shifts in the housing market and cost of living. We are launching new affordable and supportive housing projects that will expand the opportunities we offer. And we are advocating more broadly for deeply affordable homes, holistic approaches to community development that improve the health and wealth of residents, and the historic and housing preservation of the neighborhoods our organization serves.

Organizational Culture

AND is a small organization with a broad network of board members, government agencies, collaborators, and community allies. Our leanness allows us to respond to new opportunities nimbly, and our partnerships offer a plethora of technical assistance, resources, and guidance that make it possible for us to move into new projects areas with confidence. AND approaches challenges with imagination and entrepreneurship, which means that innovation and unconventional strategies are not only welcome - they're encouraged. Staff members enjoy considerable autonomy to present and test new systems, projects, and programs that will help AND pursue its mission of building and preserving high-quality, safe, and resilient housing for low-income renters.

On a functional level, this looks like weekly meetings where all staff members and interns meet to update the team on ongoing projects, small-team workshops to plan out project execution and brainstorm strategies, one-to-one check-ins between the executive director and team members to discuss individual staffers' trajectories, and consistent consultations with our collaborators as projects unfold.

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Our Challenge

AND staff and Board members are in the process of finalizing a 5-year strategic plan, which we will release to our networks early next year. The plan focuses on three primary goals, each with its own objectives and to-be-determined benchmarks:

- Expand portfolio to 1500 affordable apartments (from 690 apartments) through a combination of new construction, preservation, rehabilitation, and acquisition
- Improve our residents' overall wellness and stability in measurable ways
- Preserve our communities via historic preservation, cultural preservation, and environmentally sustainable and resilient residential design and construction.

A Rose Fellow would expand AND's capacity in all of these project areas, depending upon the fellow's professional experience and interest. We are already well on our way toward our goal of 1500 affordable apartments, as we have begun the pre-development phase of a City-sponsored project that will bring 88 new units and two below-market commercial spaces to East Harlem; are in the early design phase of a new 150+ unit senior project adjacent to one of our existing buildings (a project we work shopped at this year's AHDLI); and are meeting with potential service partners for a smaller supportive housing project on one of our vacant lots. All of these projects require substantive community engagement, design iterations, and project coordination among designers, city agencies, and funders. In addition to these new construction projects, we are hoping to expand our preservation efforts through the City's Preservation Buyers program, which supports non-profits in purchasing and preserving affordable units in danger of deregulation. This program could bring new

properties in need of re-imagined amenity or outdoor spaces into our portfolio. We're also embarking on refinancing and planning capital improvements for our three HUD 202 senior buildings, which will entail redesigns and renovations of indoor and outdoor residential and common spaces - a process which will require specific engagement strategies sensitive to our older residents' linguistic, cultural, and accessibility needs. Finally, we are continuing our work of integrating resiliency and sustainability into our existing and pipeline projects, including the installation of solar arrays, storm water management solutions at our low-lying properties, and exploring passive house design for future projects.

All of these project areas have the potential to positively impact the residents of Northern Manhattan - by increasing the number of apartments available to low-income individuals and families, providing new homes for people in need of supportive services, and using design to build communities that meet the needs of both new and long-term residents of our neighborhood. All of these projects would drastically benefit from the support and expertise of a Rose Fellow with a strong design, community engagement, and/or project management background.

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Learn about Harlem, New York: [HERE](#)



Work Plan

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021) Note: Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

Projects:

Project 1 ○ ----- ● **Project Goal**

Develop community engagement strategies for community outreach on future Real Estate projects.

Improve our communities through an enriched community participatory development practice.

Project 2 ○ ----- ● **Project Goal**

Develop a series of design guidelines for AND's Real Estate Portfolio

Improve our residents' overall wellness and stability in measurable ways

Project 3 ○ ----- ● **Project Goal**

Improve AND's internal assessment process of rehab process

Preserve our communities via historic preservation, cultural preservation, and environmentally sustainable and resilient residential design and construction.

Project 4 ○ ----- ● **Project Goal**

Co-Developed Project with Ascendant and the Rose fellow

Project geared towards mutual goals learned from the partnership.

For a more detailed version of the work plan: [HERE](#)



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Enterprise Rose Fellowship

The innovative model of the Enterprise Rose fellowship embeds architectural designers and artists in place-based community development organizations who are committed to improving the quality of design, sustainability and community engagement within their projects and throughout their organization.

Benefits of being a Rose Fellow

- + 2-year fellowship position
- + Annual stipend and benefits
- + Two annual, week-long fellowship retreats
- + Professional development allowance and opportunities

Qualifications

- + Applicants must have an accredited architecture degree in order to be considered for the fellowship:
- + NAAB-Accredited Professional Architecture degrees (B.Arch, M.Arch) are accepted for ALL positions
- + LAAB-Accredited Professional Landscape Architecture degrees (B.La, M.La) are accepted ONLY for the positions specified
- + Applicants must be eligible to work in the U.S. for the entire fellowship period

Learn more about the Rose Fellowship: [HERE](#)

Apply for the Rose Fellowship: [HERE](#)

Learn more about Enterprise Community Partners: [HERE](#)

Key dates:

FEB. 12 & 14	2:00 - 3:30 PM EST.	Webinars: Informational "Meet the Hosts"
MAR. 14	2:00 - 3:00 PM EST.	Webinar: Rose Fellows Application FAQ
APR. 14	12:00 AM EST.	Application Deadline
JUNE 14	12:00 AM EST.	Finalist Summit
JUNE 20 -JULY 30	N/A	In-person interview /host org..
AUGUST 15	N/A	Final decisions and notifications
OCT 1	N/A	Fellowship begins

The Rose Fellowship in Numbers

Over 19 years there has been

76

2000 - 2019

fellows that have been hosted in over



different cities nationwide and who have partnered with



host organizations to design and develop more than

90

community facilities and over

11,000

units of affordable housing.

Mark Matel
 Program Director, Rose Fellowship
 mmatel@enterprisecommunity.org

Fellow Work plan: activities, targets and milestones for first 15 months (October 2019 - January 2021)

Note: If your organization is selected, this Draft Fellow Work plan is subject to amendment prior to the beginning of the fellowship after discussions with the selected fellow and Enterprise and will be amended again before the start of the 2nd fellowship year.

Host Organization Name: Ascendant Neighborhood Development Corporation

Design Excellence Projects:

One-sentence project description	Host organization’s target goals with project	Fellow’s targets, Year 1	Milestones, Year 1	Expected Collaborators	Supervising architect and/or site planner
Las Raices Apartments - AND is partnering with MDG Design + Construction to redevelop four vacant city-owned sites as an ~80 unit affordable rental new construction project.	Engage community to help shape project, finalize plans for project, secure public approvals, and start construction.	<ul style="list-style-type: none"> Participate in design meetings with collaborators and design team, as well as community members and agency partners. Participate in construction oversight meetings. 	TBD, based on project status at time of Fellowship start.	<ul style="list-style-type: none"> MDG Design + Construction Concord Management of New York Forsyth Street NYC Department of Housing Preservation & Development (HPD) 	OCV Architects (Jack Coogan, Partner) Terrain Landscape Architecture (Steven Tupu)
Carmen Villegas Apartments - AND is advancing plans to develop an ~150 unit senior affordable new construction project on a parking lot it owns adjacent to an existing senior affordable apartment building. This transit-oriented development will feature a mix of residential and non-residential uses.	Engage community (and existing residents) to help shape project, finalize plans for project, secure public approvals, and start construction.	<ul style="list-style-type: none"> Participate in design meetings with collaborators and design team, as well as community members and agency partners. Participate in construction oversight meetings. 	TBD, based on project status at time of Fellowship start.	<ul style="list-style-type: none"> Concord Management of New York Forsyth Street NYC Department of Housing Preservation & Development (HPD) 	think! architecture (Jack Esterson & Martin Koppell, Partners) Terrain Landscape Architecture (Steven Tupu)
244 East 106th Street Apartments - AND is advancing plans to develop an ~36 unit new construction supportive housing project on a vacant lot it owns adjacent to an existing affordable rental apartment building.	Engage community to help shape project, finalize plans for project, secure public approvals, and start construction.	<ul style="list-style-type: none"> Participate in design meetings with collaborators and design team, as well as community members and agency partners. Participate in construction oversight meetings. 	TBD, based on project status at time of Fellowship start.	<ul style="list-style-type: none"> Concord Management of New York Forsyth Street NYC Department of Housing Preservation & Development (HPD) 	think! architecture (Jack Esterson & Martin Koppell, Partners) Terrain Landscape Architecture (Steven Tupu)
RAD for PRACs - AND is planning to seek funding to rehabilitate its three existing senior buildings (219 total units) under this new HUD initiative.	Engage community (and existing residents) to help shape project, finalize plans for project, and start construction.	<ul style="list-style-type: none"> Participate in design meetings with collaborators and design team, as well as residents, community members, and agency partners. Participate in construction oversight meetings. 	TBD, based on project status at time of Fellowship start.	<ul style="list-style-type: none"> MDG Design + Construction Concord Management of New York Forsyth Street NYC Department of Housing Preservation & Development (HPD) 	think! architecture (Jack Esterson & Martin Koppell, Partners) Terrain Landscape Architecture (Steven Tupu)

<p>AND Design Guidelines - Building off of its work with the Enterprise AHDLI, AND plans to develop its own design guidelines to codify its design goals and desired outcomes for all future projects.</p>	<p>Develop a set of design guidelines that prioritize design excellence/innovation, incorporate sustainability/resiliency goals, focus on resident health and wellness outcomes, and are adaptable to different project types (e.g. new construction, rehab, historic).</p>	<ul style="list-style-type: none"> • Research examples of design guidelines. • Draft guidelines for AND. 	<p>Complete draft guidelines.</p>	<p>TBD</p>	<p>TBD</p>
<p>RFP Responses - Multiple city-owned and NYCHA-owned sites are slated for rehab or new construction RFPs in the 2019-2020 period. AND intends to respond to every RFP, either individually or in JVs with other non-profit and for-profit partners.</p>	<p>Develop competitive responses to every city-sponsored affordable housing RFP that reflect community goals, prioritize design excellence/innovation, and incorporate sustainability/resiliency.</p>	<ul style="list-style-type: none"> • Assist in assembling design teams. • Review RFP requirements and any existing community plans that impact RFP sites. • Utilize AND design guidelines (see item above) to guide design team work on RFP response. 	<p>TBD, based on which RFPs are active at time of Fellowship start.</p>	<p>TBD</p>	<p>TBD</p>
<p>Ascendant Heritage Apartments - AND is completing a substantial rehab of twenty-one older buildings (359 total units) in its portfolio in early 2019. AND will be looking at future sustainability and resiliency upgrades for these buildings to pursue post-rehab. Additional upgrades to common areas, amenity spaces, streetscapes/yards, and retail spaces are also planned.</p>	<p>Continue to improve quality of life for residents in the Ascendant Heritage Apartments and push boundaries on sustainability/resiliency upgrades for existing occupied buildings.</p>	<ul style="list-style-type: none"> • Work with residents, design team and sustainability consultants to identify next phase of upgrades. • Work with Solar One to assess remaining buildings for solar installation. (Four of twenty-one buildings are already slated for solar panel installation through rehab project.) 	<p>Assess post-rehab condition of all twenty-one buildings (rehab completion is targeted for 1st quarter of 2019). Meet with residents, management company, and design team to develop plans for each building.</p>	<ul style="list-style-type: none"> • MDG Design + Construction • Concord Management of New York • Forsyth Street • NYC Department of Housing Preservation & Development (HPD) • Solar One 	<p>OCV Architects (Jack Coogan, Partner) Terrain Landscape Architecture (Steven Tupu)</p>
<p>Preservation Buyers/Neighborhood Pillars - These two new initiatives sponsored by the NYC Department of Housing Preservation & Development will fund/support the acquisition and preservation of existing regulated and unregulated (but rent stabilized) apartment buildings. AND would like to build its in-house capacity to assess the rehab needs of potential acquisition targets.</p>	<p>Identify acquisition targets, assess rehab needs, and expand portfolio through preservation deals.</p>	<ul style="list-style-type: none"> • Develop template for building assessments. 	<p>Complete assessments of at least five buildings.</p>	<ul style="list-style-type: none"> • Concord Management of New York • Forsyth Street • NYC Department of Housing Preservation & Development (HPD) 	<p>TBD</p>
<p>Small Building Preservation Initiative - AND has been working as part of the Landmark East Harlem alliance to have one or more East Harlem historic districts listed on the State and National Registers of Historic Places. Listing will allow owners of small homes to access</p>	<p>Assist owners of small homes in accessing NYS Historic Homeowner Tax Credit for rehab and sustainability/resiliency upgrades.</p>	<ul style="list-style-type: none"> • Assess typical building typologies in proposed East Harlem historic district to identify potential upgrades and interventions eligible for tax credit funding. 	<p>TBD, based on listing status of proposed East Harlem Historic District at time of Fellowship start.</p>	<ul style="list-style-type: none"> • Historic Districts Council • NYS Office of Parks, Recreation, & Historic Preservation • Landmark East Harlem • Solar One 	<p>TBD</p>

the New York State Historic Homeowner Tax Credit program. AND would like to be able to provide assistance to homeowners with the application process and, potentially, the architectural plans for the rehab work.

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