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How can the arts catalyze innovative design and create programmed spaces to encourage healthy living, as well as incorporate Creative Placemaking that is inclusive of our many cultures and embrace creative resources found within our communities?

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**AUSTIN, TX**

Rose Fellowship 2019 – 21



Our Journey

Foundation Communities (FC) is a nationally recognized nonprofit that empowers low- and moderate-income Texans through quality affordable housing and tools to increase their educational and economic standing. Our mission is to create housing where individuals and families succeed, regardless of age, race, gender, or other protected categories. Last year, approximately 82% of those we served were minorities.

FC began with graduate students starting a housing program for low-income families. The group achieved nonprofit status in 1990, acquired several multifamily properties, and soon realized residents needed additional services to achieve self-sufficiency. We became known as Foundation Communities in 2001—a name that reflects our expanded role in providing the groundwork for families to build better lives. FC constructed its first SMART (Safe, Mixed-Income, Accessible, Reasonably-Priced, Transit-Oriented) housing in 2001, launched the Children's HOME Initiative in 2002 for families transitioning from homelessness, and opened its first permanent supportive housing for high-need adults in 2003. FC hosted a Rose Fellow, Michael Gatto (2003-06); he helped transform our design, launching green initiatives that remain a vanguard component of our affordable housing today. Similarly, a new Rose Fellow would take the next steps to integrate Health Initiatives into design, help launch Creative Placemaking, foster resident engagement, and memorialize these to inform our future development.

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Learn about Foundation Communities' impact [HERE](#)



Today, we combine affordable housing and on-site, wraparound services at no cost to participants, empowering low-income Texans to achieve stability and self-sufficiency. To execute our mission, we focus on four key areas, below.

*Opening Doors to Homes: We own 3,381 apartment homes across 20 properties in Austin and three properties in North Texas, providing quality affordable homes that are also green.

*Promoting Healthy Communities: We have 727 service-enriched permanent supportive housing apartments for single adults who have chronic health problems and disabilities, have been homeless, or survive on fixed incomes. Our Children's HOME Initiative provides reduced rents and case management for 142 families exiting homelessness. All residents benefit from food pantries, exercise classes, and disease management/prevention.

*Learning in a Community: On-site Learning Centers give 1,000 children academic and enrichment support. Our students earn a 3.3 GPA. Adult education is a priority and includes job and computer skills, ESL, GED, and digital and financial literacy.

*Saving for the Future: FC Financial Centers provide free tax preparation to 32,000+ low-income Texans, returning \$35 million to the economy each year. We help consumers with economic education and financial coaching, and we assist under served students with College Hub's support services. Leveraging 600+ volunteers, we also enroll clients under the Affordable Care Act.

Organizational Culture

FC's culture is one of innovative expansion to meet the needs of our low-income population. Since our last Rose Fellowship ended in 2006, we have increased our housing 65%, from 13 communities/2,043 units to 23 communities/3,381 units. With each subsequent development, we have pushed the envelope on green (LEED gold or platinum), transit-friendly, service-enriched housing. The City estimates a 50,000-unit deficit for low income individuals and families; our goal is to build at least one new community per year to meet demand. Our housing is financed through competitive (9%) tax credits, local housing bonds, foundation and corporate grants, and individual donations.

Because our mission is to create housing where families succeed, our organization's culture constantly expands services that enrich our housing and empower our residents and neighbors of all ages and cultures. These include education, sustainability/green measures, financial stability/asset building, and, recently, Health Initiatives. While our Board's composition is one-third residents, we have opportunities to incorporate more resident input in future designs to foster greater social inclusion in our communities. Our latest initiative, Creative Placemaking, will incorporate design, resident engagement, and Health Initiatives to guide the entrepreneurial expansion of FC's affordable housing portfolio.



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Our first Rose Fellow, Michael Gatto, had a transformational impact upon FC's culture. Through his design skills, leadership, and creativity, we developed sustainable learning centers in four existing family communities and converted Spring Terrace from an extended stay hotel to permanent supportive housing that includes rainwater collection and solar power. Gatto stayed for two additional years and continued to innovate while founding the Austin Community Design and Development Center, which we partner with on projects today.

Our development staff includes housing finance, design, construction, and asset management. Resident engagement is a priority; in addition to the residents on our board, we have a resident engagement committee that meets bi-monthly. Two FC staff have been included in NeighborWorks/ArtPlace Creative Placemaking (CP) training and site visits. A recent CP grant by Still Water Foundation will allow FC to explore ways to engage residents, include diverse cultures, and incorporate the artistic resources—residents and staff—that we have here in Austin, a hub of creatives. A Rose Fellow would be instrumental to increasing our CP capacity. Because our portfolio expands each year, we would welcome a Rose Fellow to help us explore, formalize, and implement new design-driven approaches to problems. We maintain an ambitious pipeline that will provide the Fellow challenging assignments in which to contribute design capacity and cutting-edge best practices in sustainable, community-based development. Together we will steward design excellence in affordable housing.

Our Challenge

A Rose Fellow would be a catalyst for next-level analysis and innovative design, formalizing the consideration of Health Initiatives—from facilities to appropriate spaces for programming—in the design process, as well as incorporating Creative Placemaking that is inclusive of our many cultures and embracing creative resources found within our communities. Adding housing each year comes with the need to analyze and improve systems, design processes, and design functionality of current and future communities from a comprehensive, high-level perspective, all while seeking resident and community input.

The Rose Fellow will be involved in:

1. Enhancing design for Health Initiatives. The Fellow will research best practices and evaluate existing systems, including Design for Impact, an outcome-based design approach; create an implementation plan to advance design, including charrettes; and integrate collaborative design with the objective of not only influencing new projects, but activating our existing portfolio. There is room to make our communities and residents among the healthiest in the nation. This includes activation of community spaces to combat isolation and foster good health. The Fellow will outline an implementation plan for a collaborative and creative design process that will include kitchens, food pantries, exercise spaces, and first and foremost, resident input.

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The Rose Fellow will be embedded in our design team, which is itself a hybrid between our real estate, community engagement and marketing teams.

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Learn about Austin, TX [HERE](#)



2. Implementing and overseeing our pilot programs and initial formalized Creative Placemaking efforts. Our first Creative Placemaking grant provides preliminary funding over 18 months to undertake several identified projects, intended to catalyze additional ventures. This includes: activating the courtyard of our newest community, The Jordan at Mueller, with resident engagement and surveys at the forefront; and mounting an exhibition at Bluebonnet Studios of resident and staff art to engage residents in multiple ways.

FC is at a critical juncture for integrating health infrastructure and robustly bringing Creative Placemaking into design as the new model for future properties. Our next project, Waterloo Terrace, is in the design phase; future projects are being vetted and added to the pipeline. Next year, we will submit a tax credit application for at least one family property, quite possibly more. A Rose Fellow would provide considerable design expertise and vision to support these projects and FC's in-house development team, including a licensed architect. The Fellow's duties will include leading resident and staff charrettes, and they will help launch the next wave of sustainable design and innovation at Foundation Communities.

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.

Design Excellence Projects:

Project 1 ○ ----- ●

Improve the design process for integrating health programming into buildings.

Project Goal

Be well educated on Design for Impact (outcomes-based design approach) and existing toolkits available to promote health-oriented design.

Project 2 ○ ----- ●

Incorporate Creative Placemaking strategies into all aspects of community development.

Project Goal

Placemaking that is culturally aligned with the identity of an existing community.

Project 3 ○ ----- ●

Co-Developed Project with Foundation Communities and the Rose fellow

Project Goal

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

- + For the arts fellowship pilot, we are seeking community-engaged artists, teaching artists, or culture bearers in all disciplines -- including but not limited to: visual and performing arts, traditional and folk arts, digital media, dance, theater, literary arts and multi-media.
- + 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

WORK PLAN
Activities, Targets, and Milestones

Foundation Communities Work Plan

Goals*	How do you rate yourself now?	Where would you like to be by the end of year 1?	Projects** (first 15 months)	Role	Project Milestones / Deliverables year 1
<i>Improve the design process for integrating health programming into buildings.</i>	<i>No proactive systems in place to support health programming and design to address health outcomes.</i>	<i>Be well educated on Design for Impact (outcomes-based design approach) and existing toolkits available to promote health-oriented design. Create an implementation plan for collaborative design process, including charrettes.</i>	<i>Research current best practices and available toolkits to produce a report.</i>	<i>Primary researcher</i>	<i>Draft report and presentation to advisory committee.</i>
			<i>Inventory and categorize existing health program spaces and equipment needs and define where lacking or underutilized.</i>	<i>Primary researcher</i>	<i>Draft report outlining how existing properties could be improved and recommend space programming for new properties.</i>
			<i>Define organizational goals and outline implementation plan that fits into existing Development timeline.</i>	<i>Project Manager & Charrette Facilitator</i>	<i>Hold initial design charrette and provide recommendations to integrate into new construction design process.</i>
<i>Incorporate Creative Placemaking strategies into all aspects of community development.</i>	<i>Placemaking has been an integral part of our design process in the past, and we're ready to take these strategies to the next level, into Creative Placemaking (CP) where artists, arts organizations, and design professionals work with our staff, residents, and community partners to define desired outcomes.</i>	<i>Complete organizational assessment and definition of organizational goals for CP initiative. Complete (2) pilot projects to showcase what is possible by early implementation of CP strategies.</i>	<i>Pilot Project: Assist with outline and oversee implementation of CP plan for first year of operations at the Jordan at Muller. Goal to let residents decide how (2) courtyard spaces will be programmed.</i>	<i>Project Manager</i>	<i>Create and oversee staff and resident surveys. Develop reflection and evaluation process to determine successes and lessons learned. Present findings to team.</i>
			<i>Pilot Project: Oversee a staff and resident artist showcase at Bluebonnet Studios, including resident engagement leading up to event.</i>	<i>Project Manager</i>	<i>Create and oversee staff and resident surveys. Develop reflection and evaluation process to determine successes and lessons learned. Present findings to team.</i>
			<i>Foster key community partnerships to advance arts and culture work by facilitating CP focus groups and key partner interviews.</i>	<i>Primary Facilitator</i>	<i>Create and oversee surveys during this process in order to create a report documenting key community partnership next steps.</i>
			<i>Assist with organizational CP assessment phased planning process (discovery, dialogue, analysis, synthesis & recommendations) to develop comprehensive creative community development approach.</i>	<i>Project Assistant</i>	<i>Assist with focus groups, analysis and definition of CP initiative, and writing of final report.</i>