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What strategies are needed to facilitate growth and develop effective neighborhood engagement, build net-zero homes, and improve the quality of life in affordable housing in Providence?

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PROVIDENCE, RI

Rose Fellowship 2019 – 21

Our Journey

ONE Neighborhood Builders' (ONE|NB) mission is to promote equity, public health and community safety in Providence's neighborhoods. We accomplish our mission through:

- Strategic real estate development to increase the availability of affordable homes, spur economic development, and protect our natural resources;
- Engagement of residents and community-based organizations to build trust and collective problem solving; and
- Development of individuals' financial capabilities so that they may realize their personal asset building goals.

Olneyville Housing Corporation, founded in 1988, changed its name to ONE Neighborhood Builders when it merged with Community Works Rhode Island in 2015.

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ONE|NB takes on the most difficult projects, those that have the greatest impact on neighborhood revitalization, and has never had a development project fail.

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Learn about ONE ND's impact: [HERE](#)



REAL ESTATE DEVELOPMENT

ONE|NB has developed 375 affordable apartments, 119 for-sale homes, as well as more than 50,000 square feet of commercial and community space, providing amenities and job opportunities. These projects include the preservation of historic buildings utilizing State and Federal Historic Tax Credits. Beginning in 2001, we have successfully completed ten 9% Low Income Housing Tax Credit projects with a total investment of over \$68,000,000. ONE|NB takes on the most difficult projects, those that have the greatest impact on neighborhood revitalization, and has never had a development project fail.

ONE|NB's most recent development project, Amherst Gardens, is focused around Amherst Street in the residential core of Olneyville. This small area was among the most devastated by the foreclosure crisis. The project has transformed 13 formerly foreclosed and blighted properties into attractive and stable housing for 36 families and created 1500 square feet of retail space for a locally-owned business.

HOMEOWNERSHIP AND FINANCIAL CAPABILITY PROMOTION

ONE|NB's Asset Building department works with over 400 families per year providing free tax preparation services, budgeting assistance, credit counseling, financial capability coaching, homeownership education, and foreclosure prevention; ensuring that ONE|NB renters and home-buyers are financially secure and have the foundation to achieve their personal goals.

ONE|NB recently opened its Elmwood Financial Center on Broad Street, a major corridor and easily accessible by bus, that connects Elmwood with downtown Providence and the Pawtucket Transit Center. This satellite office provides a central, highly visible location where clients can drop-in and

request information, set up appointments, receive time-sensitive financial counseling and coaching, and attend classes.

COMMUNITY BUILDING

ONE|NB is the convener of the Olneyville Collaborative, a coalition of over 25 neighborhood organizations. The Collaborative organizes several community-building initiatives including a community festival, a neighborhood clean-up, and a neighborhood newsletter. ONE|NB also coordinates the 12member Heath Equity Zone charged with reducing health disparities using place-based interventions.

NEIGHBORHOOD PLANNING

Our community initiatives are the result of intensive planning efforts with neighborhood stakeholders. These efforts identify specific strategies to address local issues like housing, jobs, and public

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health and safety. Our most recently completed Olneyville neighborhood revitalization plan was funded through two highly competitive grants: Housing and Urban Development's Choice Neighborhoods and the Department of Justice Byrne Criminal Justice Innovations program. Critical predecessor efforts have also included the LISC Our Neighborhood project, the Rhode Island Housing KeepSpace program, and the RI Department of Health Equity Zone initiative.

ONE|NB and our partners are now working collaboratively to implement Olneyville's revitalization plan and to build a mixed-income, mixed-use neighborhood where all people will thrive.

II. Demographics

Latinx comprise 59% and African Americans, 15% of the overall population in Providence. Incomes are very low in ONE|NB's target neighborhoods. In Olneyville, for example, 36% of households earned less than \$25,000, compared to 25% in the state overall. Additionally, in 2015, 45% of Latinx households nationwide owned their own homes, but in Rhode Island, the Latinx homeownership rate was 26%.

The 2018 Rhode Island Housing Fact Book reveals that housing affordability remains a critical problem. More than 145,000 Rhode Island households—or 35 percent—are housing cost burdened, spending more than 30% of their income on housing. In Providence (excluding the affluent eastside neighborhood), 39% of households are housing cost burdened. Over the last five years (2012-2017), the selling price for a median two-bedroom home in Providence increased by 72% and median two-bedroom rent increased by 11%. The staggering increase in for-sale properties is partly a result of the receding foreclosure crisis, and the construction boom of high-end condominiums in the capital city.

While there are substantial challenges in Providence's historically dis-invested neighborhoods, there are tremendous assets. The neighborhood is ethnically diverse, has a strong network of bike paths and greenways that traverse the city, a younger population (compared with the state), a rebounding economy, a plethora of independently-owned businesses in the neighborhood commercial corridors, health insured rates among the highest in the country, historic architecture that amplifies the city's unique character, and anchor institutions (i.e. Roger Williams University) that work in partnership with community development organizations such as ONE|NB.

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ONE|NB's organizational culture is not a static state; it is a by-product of inquisitive individuals generating their own opportunities.

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Learn about Providence, RI: [HERE](#)



Organizational Culture

ONE|NB is a fast-paced organization staffed by a small, scrappy team of seven highly mission-driven employees. New approaches are encouraged, and risk is embraced. The Executive Director is a self-described change-agent and team members who excel are those that are comfortable working with ambiguity and self-direction. The organization adopted new vision, values and mission statements in February 2018. These foundational documents are available on our website. In short, ONE|NB's organizational culture is not a static state; it is a by-product of inquisitive individuals generating their own opportunities.

Our Challenge

ONE|NB has an ambitious two-year strategic plan (2018-2020). The first year of the Rose Fellowship would coincide with year-two of this plan. The plan established four broad strategic goals: Resilient Organization, Vibrant Housing Development, Healthy Communities, and Sustainable Properties. The Fellow will work with the Executive Director and Chief of Staff to advance specific projects under all four of these areas. This work is detailed in the attached Work Plan. By the conclusion of 2021, ONE|NB aims to have:

- (1) completed a neighborhood plan for at least one neighborhood in which the agency has not traditionally worked, but the need for comprehensive revitalization is evident and pre-existing resources are weak;
- (2) developed a business plan for a construction social enterprise that would generate reliable earned income to enable us to increase our mission-impact;
- (3) an energized and authentic resident leadership initiative (building off of the Community Health Worker initiative described below); and
- (4) a realistic development pipeline to produce 250 units of affordable housing by 2025. The Rose Fellow will be instrumental in developing the groundwork necessary to realize these transformative goals.

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 to improve sustainable projects

Improve our residents' overall wellness and stability in measurable ways

Project 3 ○ ----- ● **Project Goal**

Improve ONE NB'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 ONE NB 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

Proposed Rose Fellowship workplan

Host Organization Name: ONE Neighborhood Builders

Design Excellence Projects:

Project description	Host organization's target goals with project	Fellow's targets, Year 1	Deliverable, Year 1	Expected Collaborators	Supervisor
Develop in-house Capital Needs Assessment template and process	75% of rental portfolio is over 10 years old and requires CNAs. We need to be able to better plan for repairs, and use lessons to improve material/system selection for future projects	Research best tools and develop customized CNA tool that calculates cost for replacement; pilot tool with one project to determine necessary refinements before using on whole portfolio	CNA tool	Property management company, Design & Construction office at RI Housing	Steve Kearns, Director of Asset Management
Facilitate Neighborhood Planning effort in at least one new neighborhood in Providence that ONE NB does not presently work.	Expand ONE NB real estate development footprint.	Asset mapping of several neighborhoods to determine short-list selection. Asset mapping will include built environment and social fabric evaluations.	Recommendation for top three neighborhoods (or sections within) to expand, with supportive data	City Council, Providence Planning Department, Providence Housing Authority, community stakeholders	Jennifer Hawkins, executive director
Business plan for development of panelized construction social enterprise	Develop a business model to generate earned income and at same time allow agency to increase production of affordable housing.	Work with team to specifically evaluate the use of construction pre-apprentices in the fabrication and erection of pre-fabricated housing panels.	Review and formalize design recommendations from internal and external stakeholders.	Building Futures, Commerce RI, ONE NB Board of Directors, consultant TBD	Jennifer Hawkins, executive director
Design (re)development of small, pre-fabricated, net-zero home.	RISD has developed a prototype home. This home needs to be refined and replicated in a manner that is sensitive to the neighborhood vernacular, and that is cost-effective.	Work with RISD to develop three to five design alternatives to the prototype house that allows for range of household sizes and placement contexts.	At least two alternative designs that with 75% construction document completion	RISD, architect TBD	Cynthia Langlykke, architectural consultant
Sustainability audit of existing properties.	ONE NB's 375 apartments, 30 condominiums, plus 50,000sf of commercial space are not consistently 'energy efficient' and do not offer 'climate resilient' features. We seek to be a leader	Clarify energy standards; confirm status of current portfolio; research modification options and cost for implementing.	Recommend implementation plan for advancing energy retrofits in portfolio, with supportive data.	Property management company, Design & Construction office at RI Housing	Steve Kearns, Director of Asset Management
"Visitability" audit of existing properties.	ONE NB's 375 apartments, 30 condominiums, plus 50,000sf of commercial space are generally not accessible. We seek to be a leader in achieving "visitability" standards.	Clarify visit-ability standards; confirm status of current portfolio; research modification options and cost for implementing.	Recommend implementation plan for advancing visitability in portfolio, with supportive data.	Property management company, Design & Construction office at RI Housing	Aurelien Alphe, real estate project manager