How can strategic housing investments in Transit Oriented Development (TOD) neighborhoods provide low-income households greater access to mass transit and opportunities for sustainable economic and social growth, while reducing the inequitable impacts of climate gentrification?
Our Journey

The South Florida Community Land Trust's (SFCLT) mission is "to provide and preserve quality, sustainable, affordable housing for underserved populations in South Florida." All housing provided by the SFCLT is reserved for very low- to moderate-income (LMI) households with setasides for homeless populations. Formed in 2006, the SFCLT has transformed 63 foreclosed units into permanently affordable homes. Left unattended, these structures would have remained sources of blight, harming the health, character and quality of our neighborhoods. Instead, they are providing quality housing for over 100 LMI individuals, including formerly homeless households. The SFCLT offers affordable rental, lease-purchase, and Community Land Trust (CLT) home ownership housing opportunities to address the full spectrum of housing needs in our community. Our rents are half that of market rate properties, our for-sale properties sold for less than half of median sales prices, and all of our homeowners spend less on their mortgages then they did while renting. This has provided our residents the opportunity to improve their economic well-being and quality of life.

Geographically, we serve the South Florida market, specifically Broward County and Miami-Dade County. Our main office is located in downtown Fort Lauderdale with a satellite office in the heart of Miami. We are located in more cities than any other CLT in the state, with affordable housing in the following cities: Coconut Creek; Cooper City; Dania Beach; Hallandale Beach; Lighthouse Point; Lauderdale Lakes; Oakland Park; North Lauderdale; Wilton Manors; and Miami. We are also actively seeking opportunities and have several projects on the horizon.

We work closely with local governments and have developed a network of social service agencies, forging partnerships with diverse organizations such as HOPE South Florida, Broward Alliance of Neighborhood Development (BAND), Head Start to Homeownership (H2H), Housing Partnership of America, Urban League of Broward County, and the Haitian American Community Development Corporation. These partnerships have helped us leverage some of our largest funding awards. We continue to form new partnerships with additional nonprofits who serve at-risk populations in need of affordable housing. These partnerships ensure quick leasing of the properties, a reduction in duplicated efforts and continued success of our residents. In addition, the SFCLT is a member of Morning Day Community Solutions, a warehouse offering high-quality building, renovation, and home products to local nonprofits at little to no cost.

Finally, the SFCLT has been recognized by the 211 Non-Profit Academy Awards and we continue to generate progressive changes, including leading a coalition of CLTs in outreach efforts and developing proprietary mapping systems for tracking social impact.
Organizational Culture

The SFCLT is a small organization that values innovative thought, bold ideas, and empowered decision making. It has operated this way since inception and continues to grow under this ethos. The results have been nothing short of extraordinary. The Non-Profit Academy Awards have showcased the organization’s work, repeatedly bestowing accolades for Innovation. In 2017, our architectural designs received three awards from the American Institute of Architects. These awards highlight SFCLT’s forward-thinking approach to affordable housing that is central to its core values.

The SFCLT has achieved success by valuing meaningful impact against measured risk. Often, inaction has proven riskier than innovation. The SFCLT’s first project consisted of a 22-unit foreclosed property. With only one thousand dollars, the SFCLT acquired a distressed building valued in excess of $1 million, representing a huge risk for a fledgling organization. This initial project, however, produced a stream of developer fees and cash flow with no permanent debt—all while transforming a distressed property into quality affordable housing.

“By prototyping and scaling local production of these innovative building materials and techniques, the SFCLT can shift reliance away from diminishing public subsidies while enhancing local economic development activity in these sectors.”

Our innovative platform and measured risk taking has produced a dynamic and growing organization. A recent audit revealed our healthy and growing financial position (net assets increased 14.7% to over $6 million). This represents a well-managed and fiscally sound agency with the ability to leverage its fiscal position to assemble financing and achieve large-scale future development plans.

More recently, the SFCLT established a CLT Accelerator Fund. The fund will enable the SFCLT to do what few local nonprofits are currently able to do - take calculated risks to seize opportunities that require liquidity and agility to effectively compete in the local market. We anticipate that the fund will leverage more than $15 million in the next 3-5 years and will add more than 150 sustainable and permanently affordable units to the local housing inventory.

Finally, the CLT is exploring the use of modular and prefab homes for quick and cost-effective deployment of affordable housing solutions. Florida annually encounters devastating hurricanes, and a cost-effective solution for short, mid, and long-term housing needs is vital to help areas affected by hurricanes. The CLT will need help designing a "signature" product that will become standard in our modular and prefab rollout and anticipate that these prefab models will be instrumental in creating affordable and workforce housing in disaster relief areas.

The SFCLT’s strong base grows year over year. Since 2010, we have experienced exponential growth, with assets increasing from one thousand dollars to over $6.8 million. And by leveraging both public and private investments, the SFCLT has raised over $8 million for affordable housing projects. In 2016, we nearly doubled our net income and our unrestricted net assets increased by elevenfold. Most recently, the SFCLT established the first acquisition fund in the country for CLTs.
Our proposed work plan for a Rose Fellow is broad and deep because we are up against a huge housing affordability problem that is not abating.

Additionally, South Florida has the most stringent building codes in the country, making the cost to build particularly high. While the requirements are necessary due to the area's vulnerability to hurricanes and sea level rise, they also increase construction costs. High demand for construction in our market also increases costs, and the 2017 hurricane season resulted in additional hikes. In response, the SFCLT must meet this challenge through innovation in design, building methods, and materials. The Rose Fellow will develop prototypes that reduce building costs and timelines without compromising on quality or sustainability. This includes building methods and systems such as SIPs, prefab, and modular homes. By prototyping and scaling local production of these innovative building materials and techniques, the SFCLT can shift reliance away from diminishing public subsidies while enhancing local economic development activity in these sectors.

The SFCLT "Accelerator Fund" will help the SFCLT leverage more than $15 million in the coming years.

Learn about Fort Lauderdale [HERE](#).
“How can strategic housing investments in Transit Oriented Development (TOD) neighborhoods provide low-income households greater access to mass transit and opportunities for sustainable economic and social growth, while reducing the inequitable impacts of climate gentrification.”
Host Organization Name:
South Florida Community Land Trust

Background:
South Florida’s Housing Link, of which the South Florida Community Land Trust (SFCLT) served as the visionary leader of this initiative, was awarded a $100,000 JP Morgan Chase Pro Neighborhoods Planning grant in 2018 and, most recently, the coveted $5 million JP Morgan Chase Pro Neighborhoods Implementation Grant in October of 2019.

JP Morgan Chase’s landmark investment in affordable, resilient, sustainable housing along South Florida’s transit corridors will enable SFCLT and its partner Collaborative members to leverage this $5 million grant to preserve and develop not less than $75 million in permanently affordable housing in socio-economically diverse neighborhoods along the Florida East Coast Rail Line (FEC).

As transit stations are added to the FEC connecting downtown Miami, Ft. Lauderdale and West Palm Beach, the affordability of the surrounding communities - many of which are communities of color - is expected to be lost. To prevent cultural and climate gentrification of these communities, this grant will enable SFCLT to:

1.) Acquire sites located on higher elevations near proposed TOD stations;

2.) Finance renovations and hurricane-hardening of at least 100 Naturally Occurring Affordable Housing (NOAH) rental units near these transit nodes;

3.) Development not less than two (2) Low-Income Housing Tax Credit (LIHTC) affordable housing developments containing a total of not less than 150 units near these TOD nodes;

4.) Incorporate Enterprise Green Communities criteria and solar retrofits in each project, to the fullest extent economically feasible; and

5.) Protect affordability of each housing development in perpetuity using the CLT Model.

General Fellow Activities:
Specifically, during the first year (October 2020 – October 2021, 12 months), SFCLT’s Rose Fellow will be engaged in the following Work Plan activities:

- Evaluation and due-diligence analysis of all prospective vacant sites that are either candidates for acquisition by SFCLT or public conveyance by a local government agency. Evaluation and due-diligence shall include, but not be limited to: environmental due-diligence; zoning analysis; preliminary site planning/building massing analysis; confirmation of availability of public utilities.

- Evaluation and due-diligence analysis of all prospective Naturally Occurring Affordable Housing (NOAH) buildings that are candidates for acquisition and rehabilitation by SFCLT. Evaluation and due-diligence analysis shall include, but not be limited to: preparation of
preliminary scope of work and preliminary project rehabilitation budgets; preparation of proposed preliminary design changes to enhance the aesthetic elements, spatial utility, curb appeal, energy performance, and structural integrity of each building in order to extend the buildings’ life cycle and to correct all code violations and functional obsolescence, as applicable.

- Assist SFCLT staff in preparation of solicitations, bids, and Requests for Proposals, in order to procure architects, engineers, general contractors, and other project-related professionals, as applicable.

- Serve as a vital member of SFCLT’s Project Development Team, providing critical professional input and technical assistance in all key decisions related to development/creation of project mission statement, architectural design, solicitation and selection of external project architects, as applicable.

- Represent SFCLT at various project-related meetings, as assigned.

Organization Vision Statement I:
“Build strong, sustainable and resilient communities that are well-equipped to adapt to climate change and its economic impact.”

Project(s) to achieve Vision Statements I:

Project I:
South Florida Housing Link – Miami-Dade County NOAH Project

Role of Fellow: Project Manager

Supervisor: Report directly to Director of Real Estate Development/Executive Director

Timeline: Duration of Fellowship

Milestone 1: Fellow to serve as lead Project Manager, will manage the development of the rehabilitation scope of services and redevelopment proposal for a 50-unit NOAH project(s).

Milestone 2: Fellow obtains Certificates of Completion.
**Measurable outcome:** Rehabilitation is completed without tenant displacement and/or without impacting affordability.

![Figure 1: A Cross Section of FEMA Flood Maps and proposed transit stations on higher ground.](image1)

![Figure 2: Typical King Tide flooding in downtown Miami](image2)

**Project II:**
**South Florida Housing Link – Broward County NOAH Project**

**Role of Fellow:** Project Manager

**Supervisor:** Report directly to Director of Real Estate Development/Executive Director

**Timeline:** Duration of Fellowship

**Milestone 1:** Fellow to serve as lead Project Manager, will manage the development of the rehabilitation scope of services and redevelopment proposal for a 50-unit NOAH project(s).

**Milestone 2:** Fellow obtains Certificates of Completion

**Measurable outcome:** Energy performance is evaluated, and utilities bills are reduced; rehabilitation is completed without tenant displacement and/or without impacting affordability.

**Project III:**
**South Florida Housing Link – Miami-Dade County LIHTC Project**

**Role of Fellow:** Project Architect

**Supervisor:** Report directly to Director of Real Estate Development/Executive Director
Timeline: Duration of Fellowship

Milestone 1: Site Selection – Fellow to serve as lead Staff Architect, will assist Director of Real Estate Development in site assessment and selection for the development of a 75+ unit Low-Income Housing Tax Credit Project.

Milestone 2: Preliminary Site Planning – Fellow to be principally responsible for initial site plan analysis and determination of maximum utility of site based on proposed building massing, landscape planning, parking, etc.

Measurable outcome: Preliminary site plan approval by Miami-Dade County.

Project IV:
South Florida Housing Link – Broward County LIHTC Project

Role of Fellow: Project Architect

Supervisor: Report directly to Director of Real Estate Development/Executive Director

Timeline: Duration of Fellowship

Milestone 1: Site Selection – Fellow to serve as lead Staff Architect, will assist Director of Real Estate Development in site assessment and selection for the development of a 75+ unit Low-Income Housing Tax Credit Project.

Milestone 2: Preliminary Site Planning – Fellow to be principally responsible for initial site plan analysis and determination of maximum utility of site based on proposed building massing, landscape planning, parking, etc.

Measurable outcome: Preliminary site plan approval by Broward County.

Project(s) to be co-created with Rose Fellow: Part of the Rose Fellowship is about discovery and innovation. During the Fellowship, the Rose Fellow, through investigation and mentorship by the Host organization, often unearths a potential project. We ask that space be provided to allow this opportunity to arise. Please list of projects here that are happening in your neighborhood or projects you want to see happen but have not begun to address.

Organization Vision Statement II:
“Create innovative affordable housing solutions that can be implemented and scaled to meet housing needs in unique development environments.”
Projects to Achieve Vision Statement II:

Project V: Single-family Modular Expandable Prototype In-fill Home

Role of Fellow: Lead Architect

Supervisor: Report directly to Director of Real Estate Development/Executive Director

Timeline: Duration of Fellowship

Milestone 1: Conduct research, including review of prospective local/regional single-family modular home builders, to assess availability of more cost-effective modular building systems that may be conformed to meet South Florida Building Codes.

Milestone 2: Develop architectural designs for an expandable 3-/4-bedroom single-family modular in-fill home conforming to design specifications of to-be-identified modular home builder and South Florida Building Codes. Obtain preliminary cost estimates for the development of the home to assess costs relative to conventional construction methods to determine if costs savings may be achieved through the use of modular construction systems.

Measurable outcome: Single-Family In-fill Modular Prototype Home approved for construction in South Florida by both Miami-Dade and Broward Counties on donated public in-fill lots.

Figure 3: The exploration of modular and factory-built housing systems may offer cost-saving alternatives that may expand options for the creation of homeownership opportunities in an otherwise challenging South Florida homeownership market.
Enterprise Rose Fellowship

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

Benefits of being a Rose Fellow
+ 2-year fellowship position
+ Annual stipend and benefits
+ In-person orientation
+ Two annual, week-long fellowship retreats
+ Professional development allowance and opportunities

Qualifications

Architectural fellowships
+ 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

Arts fellowships
+ 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

All fellowships
+ Applicants must be eligible to work in the U.S. for the entire fellowship period

Key dates

**THURS. FEB 27**
2:00 - 3:30 PM EST

**THURS. MAR. 19**
2:00 - 3:00 PM EST

**FRI. APR. 10**
11:59 PM EST

**JUNE 22 - JULY 31**

**AUGUST 15**

**OCT 1**

Webinar: Informational “Meet the Hosts”
Webinar: Rose Fellows Application FAQ
Application Deadline
In-person interviews at Host location
Final decisions and notifications
Fellowship begins

Learn more

[www.enterprisecommunity.org/rose](http://www.enterprisecommunity.org/rose)