

# BEYOND HOUSING

A Case Study on Financial Self Sufficiency & True Community Revitalization



**HOUSING AUTHORITY**  
of the City of Fort Lauderdale  
*Established 1938 • [www.hacfl.com](http://www.hacfl.com)*

# HACFL: BUILDING PATHWAYS TO SELF SUFFICIENCY



# HACFL: A Case Study



“Our Housing Authority is well on its way towards financial self-sufficiency for our operations and programs. **We are beginning to realize goals that seemed impossible five years ago.**”

*Tam English, Executive Director  
Housing Authority of the City of Fort Lauderdale*

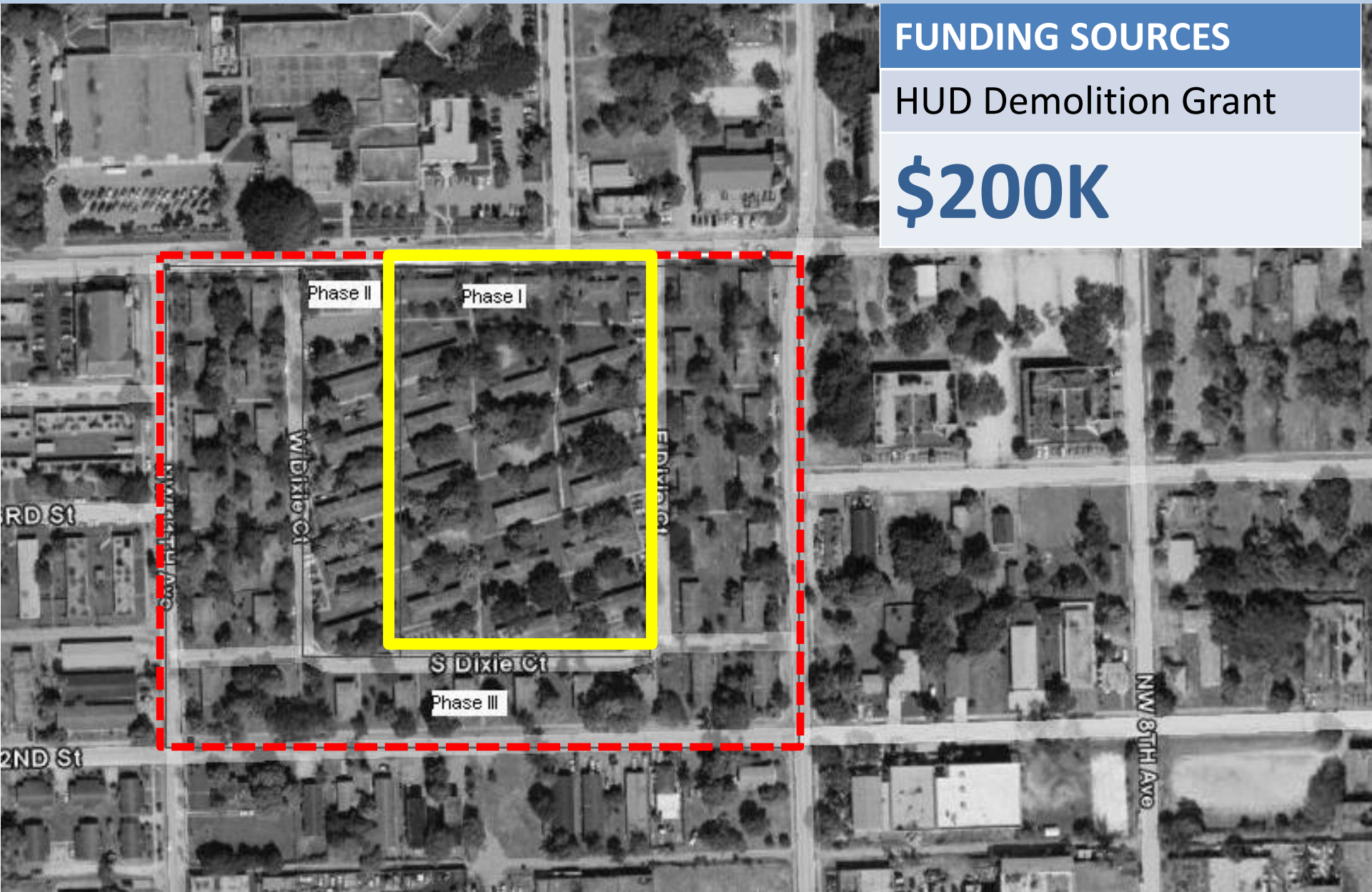


# The Beginnings of a Long-Term Partnership - 2005

## FUNDING SOURCES

HUD Demolition Grant

**\$200K**



Original Plan: 1 Phase – 150 Units

# The Beginnings of a Long-Term Partnership



## FUNDING SOURCES

9% Syndicated Housing Credits

4% Syndicated Housing Credits

State-Issued Multi-Family Tax Exempt Bonds

Permanent Conventional Debt

State Go Zone SAIL Loan

State Hurricane Rental Recovery Loan

State Extremely low Income Loan

County Home Loan

# \$46MM

3 Phases, 254 Units



# Dixie Court » A New Era

## South Florida Sun-Sentinel

SUNSENTINEL.COM • MONEY JANUARY 18, 2009 • 5B



Larry Townsend, Sun-Sentinel

Dixie Court, off Northwest Ninth Avenue and Fourth Street in Fort Lauderdale, is being rebuilt. Construction went quickly on the first two phases: a community building and 134 of the planned 254 apartments opened just before Thanksgiving. Monthly rents range from \$352 to \$1,237.

## BETTER HOUSING RISING FOR POOR

1938 complex giving  
way to new apartments  
in Fort Lauderdale

By Brittany Watman  
STAFF WRITER

**FORT LAUDERDALE** — History is repeating itself on a rundown street in Fort Lauderdale: New homes are opening for poor people who can't afford the rent elsewhere.

In 1938, at the same place where the mayor and other dignitaries gathered last week, then-U.S. Sen. Claude Pepper heralded a new public housing project called Dixie Court. It was the Fort Lauderdale Housing Authority's first project.

Many hundreds of residents

grew up in Dixie Court, off Northwest Ninth Avenue and Fourth Street in northwest Fort Lauderdale. It had its heyday, and its share of troubles.

Housing Authority and community leaders on Tuesday celebrated under a white tent, with speeches, food and fanfare, the new, reincarnated, \$40 million Dixie Court apartments, which are about two-thirds complete. Construction went quickly on the first two phases: Work started 11 months ago, and the 134 apartments and community building opened just before Thanksgiving.

In the next few weeks, demolition crews will tear down the last of the original, decaying Dixie Court. By year's end, the new, 254-apartment complex will be

» DIXIE COURT PAGE 4

### Options on a low income

**What:** Dixie Court apartments

**Where:** Fort Lauderdale, off Northwest Ninth Avenue and Fourth Street, just south of Old Dillard School and Walker Elementary School

**How much per month:**

\$352 for a one-bedroom apartment for a single person earning \$14,890

\$753 for a one-bedroom apartment for a single person earning \$29,800

\$428 for a three-bedroom, two-bathroom apartment for four people with a household income of \$21,350

\$1,037 for three-bedroom, two-bathroom apartment for four people with a household income of \$42,720

**Online:** Fort Lauderdale Housing Authority Web site, [www.fhacfl.com](http://www.fhacfl.com)

Novogradac

## Journal of Tax Credit Housing

July 2009, Volume II, Issue VII

Published by Novogradac & Company LLP



## Featured Development: Dixie Court Ft. Lauderdale, Fla.



### Also in this issue:

Washington Wire: LIHTC Community  
Supports Legislative Proposals to  
Bolster Market

The Buzz: The Residue of Design  
Industry Spotlight: Grant S. Whitaker  
Focus On: Rock Hill, South Carolina

# Dixie Court » Realizing More than Expected

## Proceeds

Expected

Realized

\$438K

\$2.8MM

## Time Frame

Expected

Realized

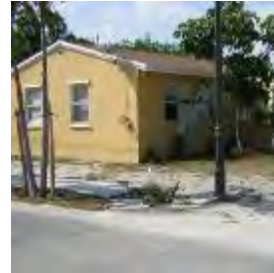
6 Years

3 Years

# ECONOMIC IMPACT » Funding New Opportunities



» New Income to Finance Vocational Training Programming



» Purchase of Additional Land



» Funding to Support Local Youth and Social Entrepreneurs



» Solar Lights and Other Innovations Reduce Long-Term Operational Costs



» Community Gardens and Urban Farm



» A networked Security System that also Provides WiFi Hotspots



» Innovations in Sustainability that also create Monthly Savings to Residents



» New Business Model



# A New Vision and a New Opportunity for the HACFL

## Transform an Entire Neighborhood



Northwest Gardens is comprised of an assemblage of parcels across **14 city blocks** in one of the most impoverished areas of the country

# Northwest Gardens Transit Village

- » 560 New Townhomes and Apartments
- » Build a True Neighborhood Hub
- » Create Network of Safe, Attractive Streets, with Wide Sidewalks, Historic Street Lighting, On-Street Parking, and Landscaping
- » LEED Gold Status
- » New Social Programs





# Before



The Old Alan Apartments



After



The New Alan Apartments



# After



Northwest Gardens Phase 1

After



Northwest Gardens Phase 1



# Orientation – Northwest Gardens Master Plan



- Approx. \$66MM capital investment in the neighborhood
- Approx. \$1.5MM capital investment in the neighborhood's streetscape



## Northwest Gardens II and IV



# Northwest Gardens II/IV





# Northwest Gardens III



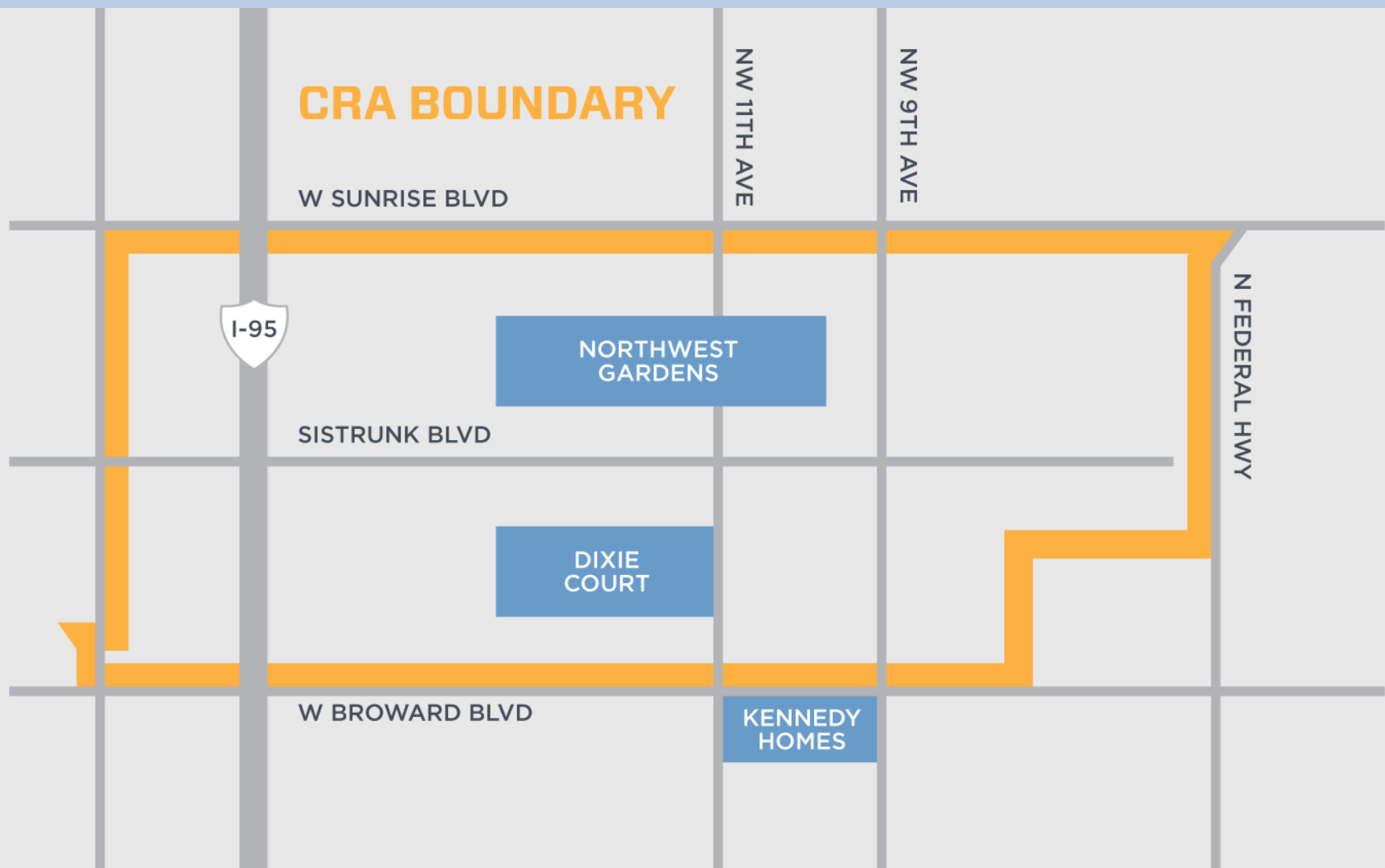


# Dr. Kennedy Homes



More Development is Underway

# Neighborhood Impact » Continuing to Grow



## \$200MM in Community Investment

When Complete, We Will Have Built More than 940 Units within a 1 Mile Radius



# Setting New Standards for Sustainability

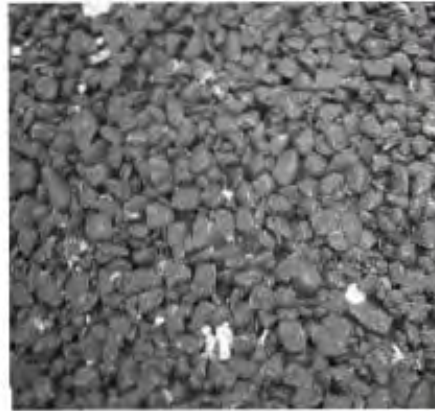
» Winner of the South Florida  
U.S. Green Building Council's 2011  
**MOST OUTSTANDING LEED  
MULTI-FAMILY PROJECT**

» **1<sup>ST</sup> LEED FOR NEIGHBORHOOD  
DEVELOPMENT (ND) COMMUNITY**  
In Florida and the 3rd in the Nation

» **1ST GOLD-CERTIFIED LEED  
FOR HOMES (Multi-Family) Community**  
in Florida



# Setting New Standards for Sustainability



A Fully Integrated Design Team - Building & Landscape Architect, Civil Engineer, & Green Building Consultants.



# Setting New Standards For Sustainability



US EPA 2012 Smart Growth  
Honorable Mention for  
Equitable Development



» 1<sup>ST</sup>

**LEED FOR NEIGHBORHOOD  
DEVELOPMENT (ND)**

Community in the State  
Third in the United States



» Community Gardens, Edible  
Landscaping and Urban Farm  
Garnering Attention of Local  
Media & Federal Congressmen



» Winner of the South Florida  
U.S. Green Building Council's  
2011 **MOST OUTSTANDING  
LEED MULTI-FAMILY PROJECT**

“We’re consistently raising the bar for sustainability. **We built the first Gold Certified LEED for Homes Community in Florida**, which translated into significant operational savings for the Housing Authority as well as savings for our residents on utility bills.”

- *Scott Strawbridge*  
*Director of*  
*Development*  
*and Facilities*



# Expanding Vocational Training Programs



**STEP UP**  
APPRENTICESHIP  
**HOUSING AUTHORITY**  
of the City of Fort Lauderdale



# Expanding Vocational Training Programs



StepUp Apprentices Build All of the Kitchen and Bathroom Cabinets at our Joint Developments



# Creating a Path Towards Self Sufficiency



Community Gardens are Scattered Throughout the Developments



# Creating a Path Towards Self Sufficiency





# Empowering Youth » Urban Youth Green Farmers







By **leveraging existing social programs and local partnerships**, the Housing Authority has empowered an entire community

# SOCIAL IMPACT » Forge Strategic Partnerships



THE HONEY PROJECT



By leveraging existing social programs and local partnerships, the Housing Authority has empowered an entire community



# Creating Thousands of Jobs



Setting New Standards for WBE, MBE and Section 3 Hiring

## Recent Awards



- United States Environmental Protection Agency (EPA) Honorable Mention, National Award for Smart Growth Achievement - 2012
- MultiHousing News Excellence Award (Best Renovation) – 2012
- Multifamily Executive Award - (Green Category) - 2012
- Affordable Housing Tax Credit Coalition's [Charles L. Edson Tax Credit Excellence Award](#) (Green Category) - 2012
- City of FLL Project of the Year - 2012
- City of FLL Community Appearance Award - 2012
- Smart Growth Designation (South Florida Smart Growth Partnership) - 2012
- Most Outstanding LEED Multi-Family Project (South Florida U.S. Green Building Council) - 2011
- 1st Gold-Certified LEED for Homes (Multi-Family) Community in Florida
- The First LEED for Neighborhood Development (ND) Certified Community in Florida (the 5<sup>th</sup> in the Nation)
- NatureScape Broward Emerald Award - 2012



# Redefining Quality

