

SOUTH FLORIDA
COMMUNITY DEVELOPMENT COALITION

2020

SOUTH FLORIDA COMMUNITY DEVELOPMENT COALITION

ANNUAL REPORT



About Us

South Florida Community Development Coalition, Inc., established in 2007, is a nonprofit membership organization dedicated to building communities and developing assets in South Florida. We achieve these goals through expanding the capacity of community development practitioners and the field, public policy research and advocacy, and fostering partnerships and collaborative efforts. Our members include developers, nonprofits, financial institutions, individual practitioners, and municipal representatives, among others who work to provide low and moderate-income people with access to the tools necessary to build wealth and to ensure that all neighborhoods are livable, safe, and economically vibrant.



MISSION

SFCDC's mission is to engage, educate, and empower South Florida's public, private, and nonprofit sectors to champion comprehensive community development.

VALUES

Collaboration: We believe that only by collaborating can we achieve greatness.

Inclusiveness: We seek to build inclusive communities fighting against the inequities that exist in society.

Result-oriented: We believe in promoting excellence by achieving tangible results and holding ourselves accountable.

Integrity: We will be forthright, transparent, and truthful in both character and action.

Membership-driven: We believe in investing and building the power and leadership of our communities through collaboration, education, and communication.

Adaptability: We stand for openness to change and embracing new ideas.

Building Communities Developing Assets



BOARD OF DIRECTORS

Gretchen Beesing, Chair
CEO, Catalyst Miami

Myrna Sonora, Vice-Chair
Vice President for Prospera

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Executive Director,
Partners for Self Employment, Inc.

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VP, Community Development Manager,
TD Bank

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Liberty City Community
Revitalization Trust

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Vice President, CRA Officer, Amerant Bank

Charles T. Dabney, JR.
Miami Market Manager,
South Florida Community Land Trust

Stephanye Johnson
Executive Director,
Trinity Empowerment Consortium

Doug Mayer
President, Stone Soup Development

Valeria Perez-Ferreiro
VP & Program Manager,
Citi Community Development

Juan Rojas
Community Development Consultant

Dear members and partners,

Thank you for your continued support of South Florida's community based organizations, residents, and communities. 2020 was a year of new challenges. Yet, we were able to face them with your partnership, collaboration, and support. South Florida Community Development Coalition (SFCDC) has been dedicated to supporting the local community development field since its inception in 2007.

In 2020, SFCDC actively worked towards its mission to expand the capacity of the community development field, support the development of affordable housing, and newly advocated for our region's equitable recovery in conjunction with the COVID-19 crisis.

SFCDC looks forward to continuing our partnership to ensure that all neighborhoods are healthy, resilient, affordable, and economically vibrant.

Gretchen Beesing
Board Chair



Ranata Reeder
Executive Director



SFCDC at a Glance



100%

of participants to SFCDC's capacity building programs said the trainings taught them development best practices



60

policy meetings to advocate for better policies impacting South Florida's residents in the areas of affordable housing, economic development, and community development.



3

capacity-building trainings for community development professionals and community-based organizations from the counties of Miami-Dade, Broward, and Palm Beach



6

expert technical assistance programs in community and economic development



400+

community development professionals and advocates engaged

A Spotlight on Policy & Advocacy



South Florida Community Development Coalition effectively works with government and community based organizations to put forth impactful policies and programs to support the residents of Miami Dade, Broward, and Palm Beach Counties. In addition to SFDCDC's policy priorities and activities, SFDCDC collectively sits on 10 local community development boards and committees focused on affordable housing, public land, small business, healthy communities, community engagement, and resilience.

What is Comprehensive Community Development?

South Florida Community Development Coalition defines comprehensive community development as a collective action that builds and advocates for stronger and more resilient local communities. This entails empowering civic leaders, activists, and citizens to be fully engaged in the decision making of their communities to promote economic development opportunities, address quality of life issues, support quality education, enhance transportation needs, and ensure affordable housing for all residents.

Public Land for Public Good



City of **Miami**



The White House Council on Eliminating Barriers to Affordable Housing



SFDCDC provided official comments on proposed rule makings and programs impacting homeownership and affordable housing at the local and federal level in 2020.



Miami Dade County Affordable Housing Trust Fund Board



Miami-Dade County Department of Public Housing and Community Development



Policy Priorities

SFDCDC Supports the Following in Miami-Dade County:



Public Land for Affordable Housing



Expand Economic Opportunities for Residents



Increasing the Homeownership Sales Price Caps



CRA Bank Participation as Lenders in the County's Homeownership Program



Homeownership Opportunities for Miami Residents & Restrictive Covenant Assessment

The Small Scale Development Program

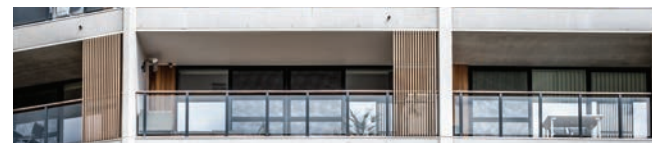


About the Program

The Small Scale Development Program, provides training, mentoring, and networking to small scale developers and community development professionals in Miami-Dade County on small scale development best practices. Equity focused, the Small Scale Development Program also focuses on empowering minority developers to take a leadership role in developing their communities. Cohort members are taught by local experts from varying sectors of the community development field. This allows them to create and maintain key community partnerships while completing community centered small scale development projects. Outcomes of the program include a better educated and connected development pool, strong networks and community partnerships, and a Miami with where developers, business leaders, elected officials, financial institutions, government professionals, and community development organizations value and support small scale development.

Small Scale Development Topics

- Opportunity Zones & Small Scale Development
- Tipping the Scale: Preserving the Affordability of Small-Medium Multifamily Housing
- Equitable Development & Community Centered Design
- Small Scale Development 101: Open Source Plans
- Zoning & Permitting for Small Scale Development
- Project Funding & Financing
- Business Models & Skillsets
- The Incremental Approach
- Preserving Affordability
- Project Financing
- Building Arts
- Right-Sizing



Speaker Directory

Christopher Coes

Vice President of Land Use and Development,
Smart Growth America
Executive Director, LOCUS

Alice Esposito

Market Commercial Credit Manager South Florida
TD Bank

Andrew Frey

Senior Development Manager
Crescent Heights

Jill Gilbert

General Counsel
Smith NMTC Associates, LLC

Fernando Gomez

Senior Relationship Manager
Miami-Dade County Regional Commercial Real
Estate - TD Bank

Mark Grafton

Attorney
Shubin & Bass

Michaeljohn Green

Vice President, Fund Director
Commercial Lending Dade County Federal Credit
Union

Sara Haas

Director, Southeast Market
Enterprise Community Partners

Ann Hannan

Administrative Director
Smith NMTC Associates, LLC

Kimberly T. Henderson

President and CEO
Neighborhood Housing Services of South Florida

Jim Kumon

Executive Director
Incremental Development Alliance

Juan Mullerat

Founding Principal
Plusurbia Design

Zach Patton

Director
Enterprise Advisors

Laura Searfoss

Senior Program Director
Enterprise Advisors

Donna Smith

Executive Vice President
Smith NMTC Associates, LLC

Erin Sutherland

Placemaking Consultant
Wernick & Co.

Marvin Wilmoth

Managing Principal
Generation Development Group

The Affordable Housing Development Academy

Affordable Housing Development Topics

- Preserving the Affordability of Small-Medium Multifamily Housing
- Conventional Lending vs. Community Development Lending
- Available Funding Sources for Mixed Income Developments
- Equitable Development & Community Centered Design
- Key Elements to Executing Partnership Agreements
- Available Funding Sources for Affordable Housing
- Overview of the Real Estate Development Process
- Review Operating Budget & Operating Proforma
- History of Events Impacting Our Communities
- Structuring Deals with Development Partners
- Roles & Responsibilities in Affordable Housing
- Lending Terms for Affordable Housing Deals
- Structuring the Deal & Sources of Financing
- Introduction to Multi-Family Lending Ratios
- Financial Modeling and Property Evaluation
- Review Multi-Family Project Budget
- Structuring the Development Team
- Assessing Organizational Capacity
- Site Selection & Evaluation Criteria
- Funding Application Timelines
- Syndicators & Equity Providers
- Joint Venture Partnerships
- Predevelopment Stage
- Ways to Close the Gap
- Zoning & Entitlements
- Review Escape Clause
- Applying for Subsidies
- HP12C Calculator
- Project Funding
- Developer Goals
- Market Study
- Tax Credits



About the Program

The Affordable Housing Development Academy focuses on capacity building leading to equitable outcomes in affordable housing, small business, community development, and economic development. The Affordable Housing Development Academy empowers minority developers to take a leadership role in developing affordable communities. Cohort members are taught by local experts from varying sectors of the community development field. This allows them to create and maintain key community partnerships while completing community centered development projects. The local experts leading this series provide the cohort with detailed information regarding best practices that directly impact affordable housing development and the communities we serve.



Speaker Directory



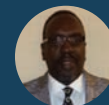
Sara Haas

Director, Southeast Market
Enterprise Community Partners



Kimberly T. Henderson

President and CEO
Neighborhood Housing Services of South Florida



Glenn Hudson

Principal
Hudson Real Estate Advisory Group



Zach Patton

Director
Enterprise Advisors



Laura Searfoss

Senior Program Director
Enterprise Advisors



Small Scale Development Program



17
Expert
Speakers



25
Cohort
Members



1
Networking
Session



5
Training
Sessions



52
Individuals
Engaged

JPMORGAN CHASE & CO.

Measuring Our Impact

SFCDC actively works with developers to develop affordable housing. Here's what we did in 2020



45
Development
Professionals



400
Affordable
Housing Units

3
Florida
Counties
Miami-Dade County
Broward County
Palm Beach County

7
Housing
Types
The seven types included: duplex, quad, multi-family, & elderly.

Affordable Housing Development Academy



5
Expert
Speakers



20
Cohort
Members



25
Individuals
Engaged



4
Training
Sessions



**SFCDC's
Impact**

100%
of participants
said the trainings
taught them
development
best practices

90%
of participants said
the training will help
them on an affordable
housing development
project

90%
of participants said
the training helped
them learn more
about how to
develop affordable
housing

90%
of participants are
more confident
going after multiple
types of funding

COVID-19 Response



In 2020, South Florida Community Development Coalition actively worked to meet the need for capacity building and direct technical assistance in response to COVID-19 to ensure both the short-term and long-term needs of South Florida's nearly 7 million residents were being addressed. SFCDC was able to work across sectors connecting resources and understanding the best practices instrumental to community development efforts in Miami-Dade County, Broward County, and Palm Beach County while facilitating the collaborative efforts and the framework necessary for more coordinated and impactful community development.

Florida remains one of the areas greatest impacted by COVID-19, sea level rise, and affordable housing. With most of the economic landscape comprised of small businesses, micro-businesses, the service industry, and tourism, South Florida continues to be greatly impacted. This combination of factors has led to rent insecurity, mortgage insecurity, food insecurity, and a high demand for resource support. Guidance on best practices was needed for policy makers and resource holders from trusted groups, like SFCDC, fielding community concerns to ensure funds and resources were being dispersed in an equitable manner.

In addition to capacity building, technical assistance, and resource dissemination SFCDC also supported Axis Helps and provided technical supplies to small business as a response to COVID-19.

Florida Thrives

South Florida Community Development Coalition is a proud partner alongside Catalyst Miami of Florida Thrives. Florida Thrives: Community of Practice is a capacity building program that highlights performance over planning. The challenge-centric program convenes the leadership of high-impact, community-based organizations to identify and solve key challenges facing their organization. In collaboration with local partners and national experts, this program has helped participating organizations generate additional revenue, increase program participation, improve program quality, and increase operational efficiency, among other outcomes. It mixes didactic learning, peer-to-peer engagement, and executive coaching to help organizations thrive.



COVID-19 Small Business Support

South Florida Community Development Coalition is dedicated to supporting small businesses and the community based organizations that serve them. In addition to capacity building and resource support, SFCDC made a technological donation to small businesses in the Allapattah small business corridor. This donation will allow five small business to create electronic systems to:

- Store business documents & tax records
- Receive technical assistance and capacity building
- Conduct business in an electronic and mobile capacity

SFCDC is a proud business partner of Axis Helps! Axis Helps connects Miami-Dade and Broward residents, entrepreneurs and community organizations with the help they need to withstand today's financial uncertainty, and emerge with stability and strength.



Axis Helps South Florida





Keep Safe Miami

Keep Safe Miami equips affordable housing owners and operators with tools to assess their buildings' resilience to climate change and natural disasters, and provide them with actionable strategies and guidance on financing to address these vulnerabilities.

Keep Safe Miami includes four components:

For Developers:

- Portfolio Risk Analysis Tool - identify at a high-level the most and least resilient properties in a portfolio.
- Property Resilience Audit Tool - evaluate specific needs of properties and identify resilience strategies at the building level through site assessments.
- Funding Resources Guide - provide information to affordable owners and portfolio managers about available resources as they work to secure capital to implement relevant resilience strategies.

For Residents:

- Training – Residents will soon be able to sign up to receive free training on disaster preparedness, as well as actions they can take to increase their energy efficiency and save on costs.

South Florida Community Development Coalition is proud to be a partner on Keep Safe Miami.

Keep Safe Miami is a collaboration between Enterprise Community Partners and The City of Miami supported by SFCDC, the Florida Housing Coalition, and IBTS.



Miami Affordability Project (MAP)

MAP was developed by the University of Miami's Office of Civic and Community Engagement, the Miami Affordability Project (MAP) is an interactive online map centered on the distribution of affordable housing and housing needs in the greater Miami area. The MAP serves as a tool for planners, policymakers, affordable housing developers, community organizations, and urban researchers to explore Miami's housing landscape, address needs, and promote informed decisions about housing policy.

South Florida Community Development Coalition conducted community engagement and outreach on this project on behalf of the University of Miami's Office of Civic and Community Engagement.



Community Scholars In Affordable Housing

South Florida Community Development Coalition is a proud collaborator of Community Scholars in Affordable Housing alongside The University of Miami Office of Civic & Community Engagement, Catalyst Miami, and Rosado & Associates. This innovative program is designed to familiarize emerging leaders with best practices in community development and affordable housing policy and practice in the United States.



Gabriele Campana
NU Habitat



Reginald Chrispin
The Empowerment Group Inc



Yariel Diaz
NET Administrator for
Allapattah - City of Miami



Monica Gregory
Miami-Dade County,
Office of Resilience



Chris Hudtwalcker
Miami-Dade County



Carla Morfura
Catalyst for Change
International Consultants



Jensen Mondesir
Florida Housing & Development
Inc



Guerby Noel
Legal Services of Greater
Miami, Inc.



Gustavo Perez
FIS Global



Liza Perry
CBRE Miami



Gilbert Placeres
Engage Miami



Jessica Sanchez
Vagabond Group

2020 Cohort & Presentations



Gabriele Campana, Nu Habitat
NU Nest, ADUs targeted for childcare workers

Reginald Chrispin, The Empowerment Group, Inc.
Empowering communities through community development and affordable housing

Monica Gregory, Office of Resilience - Miami-Dade County
Living with more water: Exploring a local voluntary home buyout program as an adaption strategy

Chris Hudtwalcker, Miami Dade County
Public land for public good

Carla Mofura, Catalyst for Change International Consultants
Stacking Paper...An urban developer's guide to finding and aggregating creative finance to build affordable housing

Jensen Mondesir, Florida Housing & Development Inc.
Creative access and development of infill housing

Guerby Noel, Legal Services of Greater Miami Inc.
Public access to "expunging" eviction court records

Gustavo Perez, FIS Global
Rent relief: If not now, when?

Liza Perry, CBRE Miami
Impact of special area plans on available affordable housing units

Gilber Placeres, Engage Miami
Quantifying the political influence of developers

Jessica Sanchez, Vagabond Group
Affordable Tax Finder: Matching affordable housing projects to the right tax incentive



#ConnectWithUs



(786) 237-2125



info@southfloridacdc.org



southfloridacdc.org



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Development Coalition