AFFORDABLE HOUSING DESIGN LEADERSHIP INSTITUTE
PROGRAM OVERVIEW & IMPACT
In an affordable housing ecosystem compressed by timing and financial constraints, design is often an afterthought. The lost value this represents comes into focus when you recognize that an affordable housing project may be one of the biggest resource infusions a low-income neighborhood sees.

For the past eight years, the Affordable Housing Design Leadership Institute (AHDLI) has brought together the nation’s leading designers and affordable housing developers to collaborate on buildings that impact the health, wealth creation, community cohesion and beyond for some of America’s most vulnerable communities. Through AHDLI, over a hundred designers and developers have improved plans for 50 projects across the country, creating high quality homes and neighborhood assets for thousands of people.

The homes they have partnered to improve are as diverse as four unit historic buildings serving a primarily refugee neighborhood in Buffalo, New York to single family homes for 300 Native American families in Arizona. To accomplish this, AHDLI uses a powerful charrette-based convening model paired with a design curriculum. In just two and half days, the Institute changes the trajectory of development projects, while producing a new class of design and development leaders who are champions of design excellence in affordable housing.

In doing so, the Institute reliably impacts developers’ behavior and project approach. In a survey of seven years of AHDLI participants:

- 95% stated that they now work more effectively with their designers,
- 85% of developers reported that they now address design earlier in the development process, when design decisions make the biggest impact, and
- 82% stated that they asked more of their architect as a result of their participation.

At the AHDLI convening, seven developers bring projects for feedback from the design resource team, which includes architects, landscape architects, urban designers, creative placemaking leaders, and others. Developers are tasked with presenting the mission and design schematics of their early pre-development projects. Primed with questions and feedback from the design resource team and their developer peers, developers are confronted with what they do and do not understand about how their buildings’ design came together. They are pushed to think bigger about how their buildings can create value for residents.

Complementing this dynamic charrette format is a series of activities meant to take down walls between developers and designers and unite their problem-solving approaches beyond industry specific paradigms and terminology. Participants are in continual collaboration for nearly three days, extending from meals together, to site tours of cutting-edge affordable housing, and a public keynote with a leading design thinker. Through these shared experiences, a new understanding emerges of how the tools and constraints of each industry shape one another’s work.

Ripples of change from this unique collaboration spread far beyond the traditional architecture and development fields. More than one-hundred participants from local government and national organizations have attended and been impacted by AHDLI. After participating in the Institute, the Minnesota Housing Finance Agency partnered with Enterprise Community Partners and the Urban Land Institute to hold the Minnesota Challenge to Lower the Cost of Affordable Housing, which adopted a design competition model to solicit ideas to lower total development costs. In Atlanta, the shared thinking between Enterprise Community Partners and the City of Atlanta to frame the 2015 AHDLI later led to the creation of an Atlanta affordable housing design competition, deomestCITY, which they launched together in September of 2017.

A HISTORY OF COLLABORATION

Founded in 2010, the Affordable Housing Design Leadership Institute was born from collaborative thinking. Lawrence Scarpa, FAIA, principal of Brooks + Scarpa, along with Maurice Cox, former Mayor of Charlottesville, Virginia (now Planning Director for the City of Detroit), and Katie Swenson of Enterprise Community Partners, put their heads together on how to accelerate the adoption of design excellence by affordable housing industry leaders.

Inspired by the successful model of the Mayor’s Institute for City Design, they envisioned how to translate the format to the affordable housing industry. The Mayor’s Institute, pioneered by the National Endowment for the Arts with the American Architectural Foundation and the U.S. Conference of Mayors, provided a model for how to leverage cross-industry partnership to improve design outcomes for communities. The first Institute was launched in Minneapolis in 2010. With eight years since the initial AHDLI, we now see its ripples of change: three of the original participating developers, David Rowe, David Price and Gina Ciganik are all now considered design leaders in their own right within the affordable housing industry, demonstrating the rich transfer of knowledge. Additionally, projects presented in the first two years of the Institute, The Rose in Minneapolis and the Marion West in Seattle have gone on to win extensive design awards, including Pacific Coast Builder’s best residential project of the year, and the Gold Nugget Award for Best Affordable Housing of 100 dwelling units or more.

Leading the growth of the Institute and ensuring that it maintains its unique ethos of partnership is Katie Swenson, a national leader in sustainable design for low-income communities. Katie oversees National Design and Sustainability Initiatives for Enterprise Community Partners, Inc., directing the Affordable Housing Design Leadership Institute, the Enterprise Green Communities program and the Enterprise Rose Architectural Fellowship, which cultivates a new generation of community architects through hands-on experience and high-impact projects in local communities across the country. After completing her own Enterprise Rose Fellowship at the Piedmont Housing Alliance in Charlottesville, VA, Katie founded the Charlottesville Community Design Center and led it to establish, with Habitat for Humanity, an influential and acclaimed international design competition. The competition’s innovative lessons are recounted in “Growing Urban Habitats: Seeking a New Housing Development Model,” which Katie co-authored with William Morrish and Susanne Schindler. Katie has been honored by the Institute of Public Architecture, named an emerging leader by the Design Futures Council, and is listed among Steelcase’s prestigious Green Giants. Katie holds a bachelor’s degree in comparative literature from the University of California-Berkeley and a master’s degree in architecture from the University of Virginia.

Enterprise Community Partners’ National Design Initiative is built on the premise that high-quality, innovative, and sustainable design is essential to the success of affordable housing and the community development field as a whole. Enterprise ensures this success through a holistic design approach, promoting and prioritizing long term health and social and economic well-being.

BRINGING TOGETHER DESIGN AND DEVELOPMENT LEADERS

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Program Overview & Impact - Affordable Housing Design Leadership Institute
Affordable Housing is complex. The Affordable Housing Design Leadership Institute’s contributions are as dynamic and multi-scaled as the complex industry that it aims to transform.

The Affordable Housing Design Leadership Institute’s (AHDLI) contribution starts at the individual level, transforming leaders’ mindsets about what is possible for affordable housing. By creating a new model for partnership at the Institute, AHDLI often leads to new cross-industry collaborations after the Institute. At the level of community, it produces immediate results for residents and neighbors by making actionable suggestions for how to reconsider building designs to benefit resident health, mental well-being, wealth generation, community cohesion and more. At the state and municipal level, it is seeding collaborative change, including inspiring the launch of idea accelerators and competitions that invite architects to further contribute to achieving design excellence in affordable housing. Finally, AHDLI is shifting the affordable housing ecosystem by sharing the tools and learnings generated from seven years of architects’ and developers’ collaboration.

Transforming Leaders
Nearly every meaningful systems change starts with the adoption of an idea. AHDLI successfully trains some of housing and architecture’s most influential leaders in new ways to frame and solve problems. Through interactive charrettes and topic presentations, architects teach developers to think like designers, giving them both the framework to solve problems holistically and the tools and language to effectively communicate their goals and constraints to their own design teams. This allows developers to think big about what their projects can achieve. For architects, AHDLI gives them the opportunity to be in a client’s shoes and understand firsthand the constraints that nonprofit developers face. It also reconnects architects to what drew many of them to the practice in the first place, solving today’s most challenging problems through design.

Cultivating Partnerships
AHDLI curates a class of the most innovative architects and developers from across the country, with the understanding that great minds when working together will spur innovation. This has yielded many lasting partnerships, demonstrating that the collaborative problem solving that takes place at the Institute is only the beginning. The working relationship initiated at the 2015 Institute between David Baker Architects and Nashville’s Urban Housing Solutions, exemplifies this opportunity for new partnerships and demonstrates how AHDLI is raising the bar for the quality of architectural talent that developers seek.

Impacting Communities
By using real developments in the early pre-development phase, AHDLI focuses collective problem-solving abilities on producing innovative design solutions that make healthy, livable and resilient communities a built reality. The charrettes are more than educational exercises; when feasible, design solutions generated at AHDLI are adopted into project plans and have real impacts on resident lives. The Marion West Project in Seattle, a Gold Nugget award winner and participant in AHDLI 2012, demonstrates that these projects not only achieve impact, but also earn recognition for their inspiring design.

Catalyzing State and Municipal Change
Good ideas are contagious and seeing is believing when it comes to the power of good design. By inviting key partners within local housing ecosystems to attend AHDLI’s charrette sessions, AHDLI has ignited municipal and regional level change. In Minnesota, AHDLI spurred the Housing Finance Agency to conduct an ideas competition to generate innovations that reduce housing costs while maintaining a high bar on design. In Atlanta, the Institute led to the domestiCITY Affordable Housing Design Competition, which launched in August of 2017.

Tools for Change
Changing the way that the affordable housing industry approaches architecture and design will take an ecosystem-wide shift, which will require influencing how thousands of developers approach their projects. To fulfill the goal of reliably equipping development teams nationwide with the design tools to create buildings that meet resident needs, Enterprise, with the architecture and design research firm MASS Design Group, has completed a curriculum and outcomes based design framework based on the learnings of AHDLI. In addition, the teams have mapped how to share those tools at scale.
IMPACT AT MULTIPLE SCALES
AHDLI transforms the way that design and development leaders think; this shift in approach leads to powerful results.

“Architecture is naturally collaborative, but the form of collaboration experienced at the Institute was truly inspiring. It reminded me of the value of pausing long enough to let others’ thoughts and ideas actually impact a project, so I will be pausing more often.”  
-Tim McDonald, Principal Architect, Onion Flats  
2016 AHDLI Design Resource Team

“Just bringing an architect like Julie Eizenberg to Detroit to speak to this diverse group of stakeholders was phenomenal; I never knew that housing could be like that. And while our projects may not look exactly like what she showed, it gives us hope to say, you know maybe affordable housing doesn’t all look the same. Maybe we could start to design projects that are transformational.”  
-Kylee Mitchell, Detroit Market Leader, Enterprise

“AHDLI is so intense and powerful – to have the luxury of so many design professionals in a room; you hear how they think and talk; you hear the disarming communication that flows naturally. You can’t help but just absorb all of that. So much big picture thinking happens in those dialogues, it helps developers figure out how they want to move forward.”  
-David Rowe, CAMBA Housing Ventures  
2010 Developer Participant

“It was nice to step out from the weeds, to get away from the details and daily grind of making a project happen, and instead explore what an affordable housing development can mean not only to its residents, but surrounding neighbors and larger community. I appreciated AHDLI’s holistic approach and how the design team’s diverse viewpoints allowed the human and constructed elements of the presented projects to seamlessly overlay.”  
-Chul Gugich, A Community of Friends  
2017 Developer Participant

Program Faculty*  
Braden Croats, Designing the We  
Bryan C. Lee Jr., Colloqate Design  
Gamar Makarakon, New School  
Gina Cigank, Healthy Building Network  
Guido Hatry, Marvel Architects  
Madine Wald, Inst. for Public Architecture  
Matthew Utell, Utile  
Sierra Bankbridge, MASS Design Group  
Julie Eizenberg, FAIA, Koenig Eizenberg  
Jennifer Pate, SOM  
Kori Boone, NC State  
Patricia Grouts, MASS Design Group  
Rob Bennett, Kado Districts  
Tim Love, FAIA, Utile  
Tim McDonald, Onion Flats  
Maurice Cox, City of Detroit  
Patte Compton, Trust for Public Land  
Janae Futrell  
Ryan Gravel, Perkins + Will  
Rahimi Ramasawamy, SHED  
Roderic Reed  
Daniel Simons, David Baker Architects

Walker Wells, Global Green  
Ruben Ziffith  
David Baker, FAIA, David Baker Arch.  
Andie Cochran, FASLA, Andrea Cochran  
Angie Brooks, FAIA, Brooks + Scarpa  
Sven Lewis, Thinking leadership  
Jian Ling, UCL  
Liz Ogisi, Designer  
Lorcan O’Herlihy, FAIA, Lorcan O’Herlihy  
Chris Reed, Stoss  
James Riazi, Place It!  
Ted Smith, Smith and Others Architects  
Jim Siwe, James Siwe and Assoc.  
Tina Brooks, ULC  
Pete Landon, Landon, Bone, Baker  
Patricia Sadlina Nate  
Art C. Price Patel, David Baker Arch.  
Desire Schmidt, AF, Housing Inst.  
Richard Sciortino, B砖shore Development  
Richard Urbanitski, Michael V.V. Assoc.  
Bryan Bell, Public Interest Design Inst.  
Marc Norman, UPSTATE, Ctr. for Design  
Mark Ginsberg, FAIA, Collins and Ginsberg  
Tori Griffin, Ctr. for Design on Just City  
Enye Wang, Site Design Group  
William Mor Phy, Parsons, New School  
Adela Naide Santos Mill  
James Brown, Rocky M. Institute  
Chris Cabilio, Leeb Fellow  
David Dixon, FAIA, Goody Clancy  
Mary Margaret Jones, FASLA, Hargreaves  
M. David Lee, FAIA, Well and Lee  
Michael Matzock, FAIA, Michael Matzock  
Alison Mears, The New School  
Jared Della Valle, Alyx  
William D. Williams, U of Cincinnati  
Dana Borland, Enterprise  
Daniel Hernandez, Jonathan Rose Comp.  
David Rubin, Olivo  
Lary Scarpa, FAIA, Brooks + Scarpa  
Chris Velasco, PLACE

Developer Alumni  
Services for the Underserved  
Preservation Of Affordable Housing  
North Shore CDC  
A Community of Friends  
USH Buffalo  
Gita River Indian Community  
Novo Development Group  
The Community Builders  
Delta Design Build Workshop  
Amsterdam GDC  
Hope Enterprise Corporation  
Steven C. Flum, Inc.  
Anchor Team  
LUCHA  
Urban Housing Solutions  
Claretian Associates  
Low Income Housing Institute  
Timpey Development Group  
Dorchester Bay EDC  
East Bay Asian LDC  
Meta Housing Corporation  
East LA Community Corporation  
Medici Communities  
Atlanta Volinte Inc.  
La Casa Norte  
Lawndale Christian Development  
Presbyterian Senior Care  
CommunityBond Communities  
West Hollywood CHC  
Wishack Investment Group  
Renaissance NDC  
Western Reserve Revitalization  
West Side Federation of Senior and Supportive Housing  
Housing and Community Serves Agency of Lane County  
The Cornerstone Group  
Aurora Habitat for Humanity  
SNAP  
Codman Square NDC  
Bronx Pro Real Estate  
Ivanhoe Neighborhood Council  
Jewish Community Housing for Elderly  
Wishcamper Companies  
Soma-Vic Community Corporation  
Aeau  
Seattle Housing Authority  
Cult Cost Housing Partnership  
Nuestra Comunidad  
CAMBA Housing Ventures  
MetroPlains  
Project for Pride in Living

Meta Housing Corporation  
East Bay Asian LDC  
Richmond Partners  
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Supportive Housing  
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Low Income Housing Institute  
Timpey Development Group  
Dorchester Bay EDC  
East Bay Asian LDC  
Meta Housing Corporation

*firm at time of participation

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Program Overview & Impact - Affordable Housing Design Leadership Institute

**Scale of Impact: Individuals**

- **Program Faculty**
  - Program Faculty*
    - Braden Croats, Designing the We
    - Bryan C. Lee Jr., Colloqate Design
    - Gamar Makarakon, New School
    - Gina Cigank, Healthy Building Network
    - Guido Hatry, Marvel Architects
    - Madine Wald, Inst. for Public Architecture
    - Matthew Utell, Utile
    - Sierra Bankbridge, MASS Design Group
    - Julie Eizenberg, FAIA, Koenig Eizenberg
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    - Tim McDonald, Onion Flats
    - Maurice Cox, City of Detroit
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  - Michael Matzock, FAIA, Michael Matzock
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  - Jared Della Valle, Alyx
  - William D. Williams, U of Cincinnati
  - Dana Borland, Enterprise
  - Daniel Hernandez, Jonathan Rose Comp.
  - David Rubin, Olivo
  - Lary Scarpa, FAIA, Brooks + Scarpa
  - Chris Velasco, PLACE

**Developer Alumni**

- Services for the Underserved
- Preservation Of Affordable Housing
- North Shore CDC
- A Community of Friends
- USH Buffalo
- Gita River Indian Community
- Novo Development Group
- The Community Builders
- Delta Design Build Workshop
- Amsterdam GDC
- Hope Enterprise Corporation
- Steven C. Flum, Inc.
- Anchor Team
- LUCHA
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- Atlanta Volinte Inc.
- La Casa Norte
- Lawndale Christian Development
- Presbyterian Senior Care
- CommunityBond Communities
- West Hollywood CHC
- Wishack Investment Group
- Renaissance NDC
- Western Reserve Revitalization
- West Side Federation of Senior and Supportive Housing
- Housing and Community Serves Agency of Lane County
- The Cornerstone Group
- Aurora Habitat for Humanity
- SNAP
- Codman Square NDC
- Bronx Pro Real Estate
- Ivanhoe Neighborhood Council
- Jewish Community Housing for Elderly
- Wishcamper Companies
- Soma-Vic Community Corporation
- Aeau
- Seattle Housing Authority
- Cult Cost Housing Partnership
- Nuestra Comunidad
- CAMBA Housing Ventures
- MetroPlains
- Project for Pride in Living

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*firm at time of participation*
Cultivating Partnerships

AHLDI seeds partnerships and friendships that last far beyond the two and a half days of the Institute. In doing so, it increases developers’ access to high caliber architects and leads designers to explore new content and geographic areas of work.

A Partnership Sparked: URBAN HOUSING SOLUTIONS + DAVID BAKER ARCHITECTS

In 2015, Urban Housing Solutions (UHS), the largest provider of affordable housing in Nashville, attended AHDLI. While a long time property owner, UHS had only just completed their first few construction projects when they attended AHDLI; they were at a critical juncture in establishing their internal design and development process. 26th and Clarksville, the project that UHS brought to AHDLI, was the largest, most visible, and least programmed site UHS had ever acquired. Their site plan coming into AHDLI focused housing units on one side of the lot, leaving the remainder of the lot for parking, and had little consideration for how they would connect the development to the surrounding neighborhood. At the Institute, Brent Elrod, UHS’s Director of Projects, collaborated with Daniel Simons of David Baker Architects, leading to a powerful working relationship.

David Baker Architects on partnering with Urban Housing Solutions:
“We were asked by Urban Housing Solutions to help increase the caliber of design on one of the biggest affordable housing projects in Nashville. DBA has now completed a multi-generational, mixed-use (including maker spaces) plan for the development and is working closely with local Nashville architects to round out the seven-building community. This project was one of several that motivated DBA to open a Southeastern office this year, and we are now working on an affordable community master plan in Asheville, NC, micro-units for blind residents in Talladega, Alabama, and other developments.”

Brent Elrod, Developer
Urban Housing Solutions, Nashville, TN

Daniel Simons, Architect
David Baker Architects, San Francisco, CA

Brent Elrod on working with Daniel Simons at the Institute:
“We hadn’t thought comprehensively about the impact that the project could have for the neighborhood. We had somewhat of an epiphany. The feedback we got from Daniel Simons was around how we could treat the edge of this property to create the most pedestrian feel – we realized that we could be a lot more urban design conscious and not so car centered.”

On collaborating after the Institute:
“Our conversation at AHDLI continued after the Institute, and we decided to hire David Baker Architects (DBA) for the first phase of our project. We gained a lot of institutional wisdom working with a firm like David Baker – it further evolved our thinking. And the end result for our residents will be so much better now. Even for phase two, David Baker Architects has been retained as an urban design consultant. Our relationship with DBA set the tone for what we expect from our architect. Before we didn’t have multi-faceted design teams, now we are willing to insist on complicating the design process by bringing in an additional expert.”

A Site Transformed: (pictures left to right) Original plans for 26th and Clarksville; Sketches created at AHDLI; Drawing produced by David Baker Architects after they were hired by UHS.
Impacting Communities

What starts with thoughtful changes to project plans manifests as neighborhood and site-specific buildings, designed to impact residents’ quality of life.

In 2012, Sharon Lee of the Low Income Housing Institute (LIHI), a Seattle-based developer, brought early pre-development plans for The Marion West project to AHDLI. The original building design didn’t fully leverage the building’s surroundings: the historic Carnegie Library and a bustling street. LIHI came eager to use the building’s design to impact the homeless residents’ lives and was seeking new, yet achievable ideas.

After understanding the context of the project, the design resource team suggested that LIHI set the upper portion of the building on a diagonal to give some relief to pedestrians on the street. They also suggested to reference and acknowledge the historic Carnegie Library located next door. The diagonal design created other important resident benefits as well, including private outdoor decks for the homeless youth that the building would be home to, as well as highlighting the volume of the building’s street level tenant, the University Food Bank. Looking for additional ways to reflect and further the well-being of the young people in the building, the design team also suggested making the building extremely colorful.

“We love it when we’re moving homeless people out of tents into the Marion West, they just cry because it’s so beautiful.”
- Sharon Lee, Executive Director, LIHI

The Marion West - Seattle, WA
AHDLI Class of 2012

Photographs by Michael Walmsley

2017 Grand Prize
“Best Residential Project of the Year”
Pacific Coast Builders Conference

2017 Gold Nugget Award
“Best Affordable Housing”
100 dwelling units or more

2017 Reader’s Choice Award
“Best Mixed-Use Development”
Affordable Housing Finance Magazine
Catalyzing State and Municipal Change

The unique format of the Affordable Housing Design Leadership Institute is compelling not only to designers and developers, but also to invited guests who represent decision making at all levels of the affordable housing industry. The event transforms individuals across all fields and disciplines into advocates of design excellence in affordable housing.

The Minnesota Challenge

The inaugural AHDLI event in Minnesota in 2010 almost immediately sparked innovation within the local affordable housing ecosystem. Bringing together the Minnesota Housing Finance Agency, The McKnight Foundation, Enterprise Community Partners and ULI Minnesota, the competition opened a conversation to reduce housing costs while maintaining a high bar on design.

Photograph: Minnesota Challenge Meeting

domestiCITY for an affordable atlanta
International Design Competition

Launched in August of 2017, two years after the Atlanta AHDLI event, The Atlanta Affordable Housing Design Competition demonstrates the demand created by AHDLI at the city level for design excellence in affordable housing. The City of Atlanta is investing $150,000 in prize money to seed good design in the Atlanta market. The Enterprise National Design Initiative is leveraging knowledge from AHDLI and the Rose Fellowship to provide the technical support needed to the city to administer the competition. Competitions such as this one offer a primary means for architects to stay engaged with solving the affordable housing and income inequality crises facing our country.

Photograph: Atlanta Planning Commissioner Tim Keane, speaks at AHDLI 2015. Facing page, Santa Fe Villas, site of the competition.

THE MN CHALLENGE
To Lower the Cost of Affordable Housing
SCALE OF CONTRIBUTION: ECOSYSTEM

Tools for Change

Given the complexity and diversity of how each state and even each developer approaches developing affordable housing, flexible tools that teach through frameworks, rather than rules, are what is needed to have design excellence adopted as common practice. Based on the learnings of eight years of AHDLI events, Enterprise has taken on producing the tools that will allow any developer to pursue good design.

In late 2016 and early 2017, Enterprise partnered with the architecture and research firm MASS Design Group. This collaboration of a leading affordable housing intermediary with a leading public interest design firm embodies the spirit in which Enterprise’s National Design Initiatives team approaches achieving our goal of design excellence as common practice in the affordable housing field.

We started with defining good design as design that addresses the needs of residents and meets a developer’s stated goals. Together we reviewed knowledge generated from past institutes, completed a case study of CAMBA Housing Ventures, a AHDLI graduate that had wholly altered their design process following AHDLI, and scanned the market to understand how this knowledge could be best framed for a broader developer audience. The result of this research process was a Design in Affordable Housing Curriculum and accompanying set of tools and frameworks to teach developers how to create mission-driven buildings that add little to no costs to their bottom line.

What is good design?

Good design addresses resident and community needs, and meets our stated goals

In late 2016 and early 2017, Enterprise partnered with the architecture and research firm MASS Design Group. This collaboration of a leading affordable housing intermediary with a leading public interest design firm embodies the spirit in which Enterprise’s National Design Initiatives team approaches achieving our goal of design excellence as common practice in the affordable housing field.

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The Design in Affordable Housing Framework, produced in 2017 with MASS Design Group.

Participants of the 2017 Affordable Housing Design Leadership Institute in Boston
The AHDLI Class of 2017 was the first to pilot the new Design in Affordable Housing curriculum. Through 5 webinars and a series of worksheets, developers came prepared to get the most from the in-person Institute experience. With the tools piloted at this year’s Institute, Enterprise’s National Design Initiative has mapped how we can attract and influence a broader audience of developers and designers than ever before.

Rose Fellowship: Designers embedded in organizations. Audience: 4-6 Fellows

AHDU: Institute for select group of developers and designers to influence projects and organizational leadership. Audience: 7 Developers/yr

Training and Technical Assistance: Year round trainings with developers on specific tools such as Aging in Place charrettes or Green Communities Certification. Audience: 20-30 Developers

Webinars: Annual/Quarterly online curriculum. Audience: 150+ Developers + designers

Online Tools: Workbook available as an online resource, links to the webinar curriculum. Audience: 300 Developers

Enterprise Green Communities: Green building certification program, which highlights the importance of project mission. Audience: Housing Finance Agencies and currently 27 cities and states, as well as developers across the country.