Over two decades ago, legendary urban visionary Jim Rouse and his wife Patty founded Enterprise with the ambitious goal of making sure every American lives in a decent, affordable home.

Who Are We?
Enterprise is a proven and powerful nonprofit that improves communities and people’s lives by making well-designed homes affordable.

We bring together nationwide know-how, partners, policy leadership and investment to multiply the impact of local affordable housing development.

The Affordable Housing Design Leadership Institute (AHDLI)
The AHDLI brings together leaders on the frontline of affordable housing design and development for a two and a half day session focused on innovation and best practices in community design. The goal of the Institute is to improve upon the design practices in the affordable housing arena and raise development leaders’ capacity to produce more livable and sustainable housing for low- and moderate-income people living in the United States.
WELCOME TO THE 8TH ANNUAL AFFORDABLE HOUSING DESIGN LEADERSHIP INSTITUTE

As we entered the 8th year of the Affordable Housing Design Leadership Institute, the Design team at Enterprise Community Partners stopped to reflect on the Institute’s accomplishments and its future.

We asked former participants about their AHDLI experience, and we heard that:
- 82% of participating developers asked more of their architects than they had in the past
- 95% of developers stated that they now work more effectively with their designers
- 85% of developers reported they now address design earlier in the development process

Why does all this matter?
Well-designed affordable housing changes lives, especially when design addresses community and resident needs and achieves specific outcomes desired by those communities and residents.

Knowing this, we asked ourselves, “how can we empower more, and stronger leaders equipped with these design skills in the field of affordable housing?” Leaders who not only adopt these skills but inspire and advocate for other stakeholders to support design excellence and innovation in affordable housing, despite many regulatory and financial constraints.

We tackled this question through a research project in partnership with MASS Design Group. Working with MASS’s research team, we dug deep into the existing literature, interviewed dozens of developers and designers, and conducted an in-depth case study of a past AHDLI participant who had reinvented their development process after attending the Institute.

This year’s Affordable Housing Design Leadership Institute is the result of those efforts.

We hope it empowers you to accomplish more for the residents and the communities that you serve.
DAY ONE – MONDAY, JULY 17TH

10:30 AM  Arrival and Registration

11:15 AM  Depart for Tour + Lunch
  Projects in Chelsea and Revere, with The Neighborhood Developers + Utile

03:00 PM  Welcome

03:15 PM  Introduction to Design Resource Presentations

03:45 PM  Design Team Presentation
  Matthew Littell, Principal, Utile

03:55 PM  Design Team Presentation
  Sierra Bainbridge, Senior Director, MASS Design Group

04:15 PM  Development Team Presentation
  Concord Highlands – Homeowners Rehab Inc. – Cambridge, MA
  Jane Carbone, Director of Development
  Rebecca Schofield, Project Manager
  Will Mansan, Project Manager

05:30 PM  Break + Walk to Dinner

06:30 PM  Welcome Reception and Dinner

DAY TWO – TUESDAY, JULY 18TH

08:30 AM  Arrival and Breakfast

09:00 AM  Welcome

09:15 AM  Design Team Presentation
  Gina Ciganik, Chief Executive Officer, Healthy Building Network

09:30 AM  Development Team Presentation
  Green Development Zone Homes – People United for Sustainable Housing – Buffalo, NY
  Jennifer Kaminsky, Director of Planning and Community Development

10:35 AM  Break

10:55 AM  Bending the Cost Curve
  Michael Spotts, Senior Analyst & Project Manager, Enterprise Community Partners

11:30 AM  Development Team Presentation
  Starhill Redevelopment – Services for the UnderServed – New York, NY
  Arlo Chase, SVP Real Estate
  Aaron Hoffmann, Senior Project Manager
  Kyle Ervin, Project Manager

12:35 PM  Introduction to Enterprise Rose Architectural Fellowship

12:50 PM  Lunch

01:50 PM  Development Team Presentation
  Barlett Yards – Preservation of Affordable Housing – Boston, MA
  Aly Stein, Project Manager
  Steve Wolfrey, Project Manager
  David Parker, Design & Building Performance Associate
02:55 PM  **Design Team Presentation**  
Bryan C. Lee Jr., Founder/Director, Colloqate Design

03:05 PM  **Design Team Presentation**  
Guido Hartray, Founding Principal, Marvel Architects

03:25 PM  **Break**

03:55 PM  **Development Team Presentation**  
Townhouses at 2 Littles Court – North Shore CDC – Merrimac, MA  
Ilene Vogel, Senior Project Manager  
David Valecillos, Senior Project Manager

05:00 PM  **Design Team Presentation**  
Braden Crooks, Co-Founder, Designing the We  
Gamar Markarian, Urban Practitioner, Healthy Materials Lab @ Parsons School of Design

05:10 PM  **Design Team Presentation**  
Nadine Maleh, Executive Director, Institute for Public Architecture

05:30 PM  **Break + Walk to Keynote**

06:00 PM  **Keynote Address & Reception**  
Maurice Cox, Putting Design to Work: How design is building a resilient Detroit

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**DAY THREE – WEDNESDAY, JULY 19TH**

08:00 AM  Arrival and Breakfast

09:00 AM  Introduction

09:20 AM  **Development Team Presentation**  
Casa Del Sol – A Community of Friends – Los Angeles, CA  
Rachel Feldstein, Chief Operating Officer  
Chul Gugich, Project Manager

10:30 AM  **Break**

10:40 AM  **Design Team Presentation**  
Josh Safdie, Principal, Kessler McGuinness & Associates, LLC

10:55 AM  **Development Team Presentation**  
Gila River Sustainable Housing Initiative – Gila River Indian Community – Sacaton, AZ  
Truman Kiyaani, Project Manager  
Wanda Dalla Costa, Visiting Eminent Scholar, Arizona State University  
Joseph Kunkel, Executive Director, Sustainable Communities Collaborative

12:00 PM  **Work Session Introduction**

12:15 PM  **Project Work Session and Lunch**

01:30 PM  **Final Report Outs**

02:40 PM  **Closing Remarks**

03:00 PM  **Program End**
INFORMATION

**WYNDHAM HOTEL** - 5 BLOSSOM ST.
GROUP HOTEL AND WEDNESDAY MEETING SPACE

**BSA SPACE** - 290 CONGRESS ST. #200
MONDAY AFTERNOON AND TUESDAY MEETING SPACE

**BASTILLE KITCHEN** - 49 MELCHER ST.
MONDAY WELCOME DINNER

**INSTITUTE OF CONTEMPORARY ART** - 25 HARBOR SHORE DR.
TUESDAY KEYNOTE
Matthew Littell
Utile – Boston, MA

Matthew Littell is one of the founding Principals of Utile. Through his work in the firm’s architecture, planning, and early phase development projects, he has gained an expertise in building and zoning codes and the regulatory process specifically as they relate to urban design and housing. Matthew has directed many of the firm’s early phase planning and urban design projects, including the design guidelines and zoning for the Rose Kennedy Greenway District, as well as the Downtown Waterfront Municipal Harbor Plan. He is currently Utile’s Principal-in-Charge for Imagine Boston 2030. Matthew specializes in multifamily housing, particularly affordable and middle income housing. Under his direction, Utile currently has over 100 subsidized units under construction throughout the metro region for various Community Development Corporations. He is working with The Brennan Group and John M. Corcoran Company as the Principal-in-Charge of the 283-unit, transit-oriented MetroMark Apartments in Forest Hills, and is currently providing strategic planning services to the Boston and Portland Housing Authorities.
Sierra Bainbridge began work with MASS in 2008 to focus on landscape architecture, and joined full time in 2009 to finalize design and oversee implementation of the Butaro Hospital in Rwanda, MASS’s first project. Currently Sierra directs the ongoing design and implementation of MASS’s planning and architectural projects and is currently overseeing The Kayanja Center, an academic facility supporting rural health care delivery and research in Uganda, a number of African Conservation Schools in DRC, Tanzania, Zambia, and Rwanda, and the Butaro Hospital Expansion Plan, among others. Those completed include Butaro Hospital, the Umubano Primary School, the Butaro Doctors’ Housing, the Butaro Ambulatory Cancer Center, University of Global Health Equity, Oncology Family Housing, and Mubugu Primary School.

Prior to joining MASS, Sierra worked for four years at James Corner Field Operations, primarily in design and oversight of implementation of Section 1 of the New York City High Line.
Jane Carbone is the Director of Housing for Homeowner’s Rehab, Inc, a nonprofit affordable housing developer based in Cambridge, MA. Ms. Carbone has overseen the development of affordable rental and homeownership opportunities for Cambridge families at HRI since 1989. She coordinates all aspects of the project from predevelopment through construction. She works closely with the team during construction to ensure the project is on schedule, on budget and meets the specifications. Ms. Carbone also initiated the framework for HRI to incorporate sustainability in all their developments including a grant to “green” their existing housing stock which represents a portfolio of over 1,150 units and funding for renewable technologies in new and rehab construction projects.

Rebecca Schofield joined the HRI team as a Project Manager for housing development in July 2015 through the Kuehn Fellowship Program. The Program matches aspiring affordable housing developers with nonprofit host organizations in the metro Boston area for a two-year term. Before joining HRI, Rebecca focused on affordable housing policy and financing in her work with the Local Initiatives Support Corporation (LISC), a Community Development Financial Institution working to build sustainable communities through national-level campaigns and 31 local offices, and the Community Economic Development Assistance Corporation (CEDAC), a quasi-public CDFI that supports affordable housing, workforce development, and early childcare and education across Massachusetts.
About Homeowner’s Rehab Inc (HRI)
HRI’s mission is to provide safe, affordable and sustainable housing to all regardless of age, race, income or identity. To date, HRI has developed over 1,500 units of housing, owns over 1,200 apartments, and 55,000 square feet of commercial space in Cambridge.

Project Description
671-675 Concord Avenue will be the largest, new construction affordable housing project built in Cambridge in over 40 years. On a one acre site, the project will provide 98 units of affordable housing for low income (up to 60% AMI), moderate income (61-80% AMI), and middle income (81-100% AMI) households. The project includes City of Cambridge resiliency measures and Active Design components, and follows Enterprise Green Communities guidelines. Due to the site’s prior industrial use, environmental reports recommend that the soil remain undisturbed, so site development plans place most of the building and its features above grade.

Project Context
The project is located across from Fresh Pond Reservoir, which is a local destination for physical activity. It is also near a commercial center and an MBTA train stop. The City of Cambridge has targeted this area for long-term redevelopment. As a prominent site in what is currently an industrial/manufacturing district area, 671-675 Concord Avenue will help set a direction for the zone’s transformation into a mixed-use neighborhood.

Institute Goals

• Civil engineering
HRI seeks ideas to innovatively and cost-effectively approach the incorporation of City requirements for storm water and sewage retention tanks, rainwater recapture for toilet flushing, and a phosphorous retention and treatment tank. These systems are challenging to design and costly, impacting both short-term equipment cost and long-term operating and maintenance costs.

• Landscaping
The building is designed on a podium with parking below. In order to include the number of parking spaces required, it is challenging to find other opportunities for green and open space. HRI would like ideas on how to reprogram any unused parking spaces for open space in the future.

• Roof Deck
HRI is planning a roof deck to provide additional accessible outdoor space, and would like new, creative ideas about programming the roof deck with a focus on creating community, educating residents and providing health benefits. They would also like to look at an efficient layout for the community room adjacent to the outdoor open space.

• Common area
Determine which amenities will support the program goals for healthy, active housing for their residents. How can HRI pay for those design improvements and programming needs over time?

• Accessibility
Address the challenge of the site being narrow and sloping down approximately 3 feet toward the back. The front entry and lobby must accommodate this slope, but these entries must also meet MAAB guidelines and be accessible to the Fire Department, etc.
PROJECT SNAPSHOT

New Construction
98 units
  32 one-bedrooms
  45 two-bedrooms
  21 three-bedrooms
Bicycle and car parking
Management office
Maintenance room
Common area
Laundry
Recycling facilities
Community room with kitchen

Timeline
Construction start – Late 2018/Early 2019

Ask our team about
  • Constructing and operating green affordable housing developments
  • Which energy efficiency measures are the most cost effective; HRI has installed solar PV and solar thermal systems at 9 properties, and tracks all building energy usage with WegoWise software

Would like to learn about
  • Open space approaches for small sites
  • Creative programming to meet resident needs
  • Healthy active housing
Gina Ciganik is a nationally recognized leader in advancing policy initiatives and producing healthy and ultra-high-performance affordable housing. She is an experienced organizational leader and community development executive with a proven track record of providing creative solutions to complex real estate, housing policy, and community issues. Currently she serves as the CEO of Healthy Building Network, where she is working with leadership to define its next phase. She envisions a day when the built environment contributes to the health of all people, especially communities of limited means who have the greatest health disparities and highest chemical exposures. Prior to joining HBN, she spent 18 years at Minneapolis-St Paul area affordable housing developer Aeon, most recently as Vice President of Housing Development. Gina led the development of thousands of affordable housing units, culminating in the construction of The Rose, a 90-unit apartment in downtown Minneapolis that set a new national standard for healthy materials use in affordable housing.
Jenifer Kaminsky is an urban planner whose work focuses on community development and creation of affordable housing. She currently resides in Buffalo, New York, where she serves as Director of Planning and Community Development for the Buffalo Neighborhood Stabilization Co (BNSC), the housing development arm of People United for Sustainable Housing (PUSH). In this capacity, she leads BNSC’s efforts to create high quality, green affordable housing on Buffalo’s West Side and to reclaim vacant lots as opportunities for stormwater management and community green space.

Prior to coming to Buffalo, she helped create shared-equity housing cooperatives with the Urban Homesteading Assistance Board (UHAB) in New York City and develop affordable housing in the Jamaica Plain neighborhood of Boston with the Jamaica Plain Neighborhood Development Corp (JPNDC). Ms. Kaminsky holds a Master of City Planning degree with a focus on Housing and Community Economic Development from the Massachusetts Institute of Technology (MIT).
About PUSH
PUSH Buffalo’s mission is to mobilize residents to create strong neighborhoods with quality, affordable housing, expand local hiring opportunities and advance economic justice in Buffalo. Buffalo Neighborhood Stabilization Company (BNSC), PUSH’s development arm, works within a 25-block neighborhood that they designated as a Green Development Zone (GDZ) in 2008.

The GDZ is a place-based initiative that uses place making and other techniques to engage residents. They also implement green affordable housing construction, community-based renewable energy projects, housing weatherization, green jobs training, green infrastructure, and urban agriculture. The work stems from their community organizing with residents on the issues most important to the residents – vacancy and abandonment, lack of good jobs, and high utility bills from living in houses with little to no insulation.

BNSC has also looked at how projects can create jobs. For example, they incorporated local and targeted hiring goals into contracts with project general contractors and have leveraged their workforce development efforts within green construction to ensure a pool of ready and skilled workers.

Project Context
Within a quarter mile of 412 and 417 Massachusetts Avenue, there is a city park, urban farm, twice-weekly farm stand, a stop for a major cross-town bus route, and small retail businesses. The Massachusetts Avenue corridor is at the center of a concerted neighborhood improvement effort with focused investment of public and private funds. New York State and the City of Buffalo have invested in rehabilitating long vacant and substandard structures near 412 and 417 Massachusetts Avenue. Now those rehabbed buildings are anchors, stopping the area’s downward drift.

Institute Goals
• Building Systems
  Consider how to translate project innovations into a design manual for our design teams. Consider how development professionals might best engage in design work; including creating questions and goal markers that staff can create at project start to guide the design team.

• Maintaining Innovation
  Create stronger strategies for ensuring compliance with funder/lender guidelines while keeping as central: design, innovation and resident needs. For example, BNSC has attempted to incorporate green infrastructure tools, including rain gardens for storm water management. Such measures go beyond code and funder requirements. As such, they can be viewed as additional work to design and manage, versus central project elements.

• Innovation
  Learn innovative ideas in the areas of project accessibility, environmental sustainability, and the use of design to engage residents in projects.

• Meaningful Participatory Planning
  Explore new strategies to incorporate the results from meaningful participatory planning processes, while also maintaining project feasibility.

For their GDZ Homes project, PUSH has faced all the above challenges and is still working through them. For example, how should PUSH incorporate storm water management on the two small sites, how do they incorporate accessibility and universal design into rehab scopes, and what are meaningful engagement opportunities for neighbors.
PROJECT SNAPSHOT
Mixed-Use Restoration
20 units
  Two buildings
  Arts and Cultural Center
  Laundromat

Funding
  HOME Funds
  NYS Housing Trust Funds
  NYS Community Investment Funds

Timeline
  Construction completion – 2017

Ask our team about
  • Building sustainable affordable housing at a neighborhood scale
  • Community organizing and community based housing
  • Job creation through housing projects
  • Placemaking and cultural development

Would like to learn about
  • Universal design
  • Design training for staff
  • New ideas for meaningful engagement opportunities
  • Design manuals and guidelines
Arlo Chase, Senior Vice President of Real Estate and Property Development, joined SUS in 2014. Mr. Chase directs the real estate, facilities, and development teams at SUS. He oversees the expansion of SUS’ role in the affordable housing space to include that of developer and property manager, in complement to SUS’ established success as a housing and services provider. SUS’ real estate portfolio is tracking towards well over 1 million square feet, with over 400,000 square feet of housing in development or under construction.

Aaron Hoffmann, Senior Project Manager, joined SUS in 2013. Mr. Hoffmann is responsible for the management of supportive housing projects from site acquisition and funding procurement through design, construction and lease-up. He was brought on to SUS to manage the rehabilitation and funding of SUS’ 72-bed facility in Queens which was partially destroyed by Hurricane Sandy. Previously he worked in commercial real estate development in Cleveland, Ohio. Mr. Hoffmann is a graduate of Brandeis University and Case Western Reserve School of Law.

Kyle Ervin, Project Manager, joined SUS June 2016. Mr. Ervin is responsible for managing new and existing tax credit development projects. He is part of SUS expanding core competency in pre-development underwriting and asset management. Mr. Ervin has prior experience in real estate management, finance and policy with NYC HPD and private industry. He holds a BA from the University of Kansas and MBA in Finance from CUNY, Zicklin School of Business.
About Services for the UnderServed
Services for the UnderServed, Inc. drives scalable solutions to transform the lives of people with disabilities, people in poverty, and people facing homelessness: solutions that contribute to righting societal imbalances. SUS has almost two decades of experience as a joint venture partner in the development of supportive and low-income housing. Historically, their joint venture participation has been as social service partner, operating nine treatment facilities, and providing a portion of the operating guarantees with property management responsibilities post-construction. In recent years, SUS has progressed towards a more fully integrated real estate development structure. Their current pipeline includes 1,100 units in various stages of development.

Project Description
SUS is embarking on its most challenging project to date in the 300+ unit Starhill Redevelopment. Reimagining the nearly 2-acre site involves a diverse collaboration with government and private partners. The potential community attributes of the site offer a rare opportunity to revitalize the surrounding blocks within the Morris Heights neighborhood of the Bronx. The redevelopment of Starhill must accommodate the coexistence of several different use-groups on a single site. It incorporates 250+ units of supportive and affordable housing, a 7,500 sq. ft. community wellness center, a 2,500 sq. ft. private medical clinic, and a 170-bed OASAS licensed treatment facility. The diversity of these uses in combination with their aspirations for excellence in energy efficiency and aesthetic design pose considerable challenges to the project. Starhill will have assumed four general characteristics entering 2018: it will be immediately viable, of quantifiable social impact; financially provisioned, and organizationally sustainable over the long term.

Project Context
The current redevelopment phase was initiated in 2015 as part of a broader organizational needs assessment. New, software-based analytics were implemented across the SUS portfolio to tighten financial oversight of building performance. As part of this effort, Starhill was singled out as one of SUS’s costliest properties from a real estate operations perspective, with the highest expense ratio.

Institute Goals
• Enhanced Partnership
  Improve ability to leverage the ingenuity and resourcefulness of design partners

• Identify and Retain Innovative Project Elements
  Identity cost-effective methods to improve the resilience and efficiency in new and existing buildings. Explore design innovations that provide a greater sense of place for residents and allow for positive resident participation. Identity methods to retain imaginative project elements in the face of construction cost overruns.

• Life Cycle Costs
  Discuss the life cycle costs of new technologies and their potential savings, helping SUS to overcome the challenge of narrow operating margins which limit incorporating technologies whose maintenance program is cost prohibitive or unknown

• Client Outcomes
  Fully realize design innovations specific to supportive housing outcomes; explore how built spaces can positively impact treatment outcomes
New Construction

230+ Supportive Housing Units
- Resident supportive services
- 170-bed Treatment facility
- 7,500 ft² Community wellness center
- 2,500 ft² Private medical clinic

Timeline
- Predevelopment finish – 2019
- Construction completion – July 2021

PROJECT SNAPSHOT

Ask our team about
- What it takes to effectively provide housing and services to the formerly homeless
- Negotiating compromises between design and agency compliance
- Inter-relationship of government agencies which can determine the type and quantity of housing built

Would like to learn about
- Life cycle costs
- Building a sense of place
Preservation of Affordable Housing (POAH)
Boston, MA

Aly Stein is responsible for guiding projects from predevelopment through successful construction completion into asset management. In this role, Aly participates in all stages of a project’s life, from acquisition to construction completion and transfer to property management. She works alongside other development team members to determine financial feasibility, assemble a team of professionals, engage with community stakeholders, establish and maintain a project budget, and monitor the design and construction of POAH projects. Aly has been with POAH since 2013, and during her time there she has participated in loan and syndication closings across three different states using an array of funding sources. Aly received her Master Degree in Urban Planning from the GSD at Harvard University with a concentration in Real Estate & Urban Development.

Steve Wolfrey is a Project Manager within the development team, focused on the construction management side of projects. Steve brought ten years of multi-family and mixed-use construction experience to the POAH team. He has managed more than $500 million in new and rehab multi-family construction projects in his previous positions. Steve is a graduate of Norwich University with a degree in Architectural Studies. He is also LEED accredited and holds General Construction licenses in Massachusetts and Florida.

David Parker assists the development team by collaborating with contractors, architects and POAH Communities maintenance teams during new construction and rehabilitation to ensure each project meets POAH’s immediate and long-term building performance goals. David maintains POAH’s Basis of Design, a performance specification that aligns construction-related decisions during development with ongoing maintenance strategies. David also works on POAH’s sustainable and resilient design initiatives.
01:50 PM TUESDAY – JULY 18, 2017

C2D PLAZA

TYPICAL UPPER FLOOR (FLOORS 2-3)

COVERED DROP OFF

RESIDENT AMENITY AND
ADMIN OFFICES: 4400 SF

RESIDENTIAL LOBBY

UTILITY AT FIRST FLOOR:
MECHANICAL, TRASH,
ELEC, ELEV MR

8700 SF RETAIL

870 SF RESIDENTIAL AMENITY

1400 SF UTILITY AND STORAGE

CONNECTING STAIR AT 3RD AND 4TH FLOOR ONLY

4TH FLOOR PLAN

UNIT COUNT

1-BEDROOM UNITS: 9

2-BEDROOM UNITS: 65

TOTAL UNITS BLDG: 74

AMENITY SPACE

UTILITY

RESIDENT COURTYARD

PARKING COUNT

RESIDENTIAL SPACES: 17 (.25 / UNIT ELDERLY)*

COMMERCIAL SPACES: 17 (2 SPACES / 1000 SF)

34 TOTAL SPACES REQUIRED

PROVIDED

RETAIL

8700 SF

PROPOSED DEVELOPMENT

SCHEME 2 - 65 UNITS

11/14/16

BARTLETT YARDS LOT C

Scale: 1" = 100'-0"
About Preservation of Affordable Housing
Preservation of Affordable Housing (POAH) is a nonprofit developer, owner and operator of nearly 9,000 affordable homes in 9 states and the District of Columbia. POAH’s primary mission is to preserve, create and sustain affordable, healthy homes that support economic security and access to opportunity for all. POAH has secured long-term affordability for residents while addressing the interests of owners, funders, public agencies, and other stakeholders.

Project Description
Bartlett Yard Lot C is a 56-unit elderly new construction project. The site is being built out during the second phase of a multiphase development. Bartlett Yard, the parent project, has a larger site plan with varying typologies and scales. All phases are being developed by Nuestra Comunidad Development Corporation and Windale. Zoning limits Lot C’s design to 56 units, a Floor Area Ration (FAR) of 1.1, and a maximum building height of 50 feet.

Project Context
Bartlett Yard is in the Roxbury neighborhood of Boston and is within a 10-minute walk to Dudley Square, the location of a major bus station. The site is part of Phase 2, a Planned Development Area that has already been approved by the Boston Planning and Development Agency. Phase I broke ground earlier this year. POAH is working towards assembling the appropriate approvals and financing sources in time for the February 2018 Massachusetts Department of Housing and Community Development LIHTC funding round. Between now and then, they are pushing their site plan forward, finalizing building design, and assembling soft funding. LIHTC award decisions will likely be made by June 2018, at which point POAH will work towards closing on the financing sources by September 2018. A one-year construction timeline is anticipated.

Institute Goals:
- **Health and Sustainability**
  Explore design strategies to achieve healthy residents, a healthy surrounding community and a sustainable building, while balancing budget constraints.

- **Design for Aging**
  Identify design elements that will support the health and wellbeing of the project’s future elderly residents.

- **Permitting**
  Find new techniques for maintaining strong design while bringing a project through the permitting and approvals process.

- **Meaningful Participatory Planning**
  Gain strategies for balancing community input with the constraints and particularities of the project at hand. It can be difficult to embed ideas that are grown out of large-scale participation into an implementable and innovative design.
PROJECT SNAPSHOT

New Construction
56 units
Senior Housing
Floor Area Ratio of 1.1
Maximum height 50 ft.

Timeline
Preparing for February 2018 LIHTC round

Ask our team about
• Innovative financing techniques
• Combining financing with green technologies and sustainability

Would like to learn about
• Design for senior residents, health and sustainability
• Navigating permitting and budget processes while retaining innovative design
• Engaging residents in meaningful ways
Bryan C. Lee Jr. is a designer and design justice advocate. He is the Founder/Director of Colloqate Design, a nonprofit multidisciplinary design practice dedicated to expanding community access to design and creating spaces of racial, social and cultural equity. Lee most recently served as the Place + Civic Design Director for the Arts Council of New Orleans and prior to that at Eskew+Dumez+Ripple (Architecture) in New Orleans.

Lee is the founding organizer of the Design Justice Platform and organized the Design As Protest National Day of Action. Additionally, he has led two award winning architecture + design programs for high school students through the Arts Council (local) and the National Organization of Minority Architects (national). He serves on several boards, most notably as the Design Education Chair National NOMA board and on the National AIA Equity + the Future of Architecture Committee. He was selected as the 2014 NOMA member of the year, 2015 Next City Vanguard Fellow, 2015 International British American Project Fellow. In 2016, Bryan was selected to give a TED Talk and to keynote at SXSW Eco on Design Justice.
Guido Hartray has worked with Jonathan Marvel since 1997, and is a founding Partner of Marvel Architects. Public space projects have been a focus of Guido’s work including the Governors Island Park design, 200 Water Street plaza, MTA Flood Mitigation, and streetscape redesigns for Hudson Square and Gansevoort in the Meatpacking District. Guido also studied the public space strategies that were fundamental to Barcelona’s renewal as a Fulbright Scholar in 1994. Guido has also lead a number of educational projects including New Jersey Institute of Technology’s Central King Building. His work for private clients includes Pierhouse and Hotel One at Brooklyn Bridge Park. Whether the intervention is an urban neighborhood, a campus, or an existing building, Guido’s strategy builds from the context to develop designs that transform their surroundings by solving complex problems and creating healthy vibrant environments. He has an MA from the Harvard Graduate School of Design (’94); he was a Fulbright Scholar in Spain (’94-’95); and he has won numerous awards, including the 21st Century Street Design Competition (2008).
Ilene Vogel joined the North Shore CDC in 2013 after 6 years at KIPP Academy Lynn Charter School, where she was first the Director of Operations and Finance and then the Director of Real Estate, overseeing the construction of the school’s 68,000 square foot new middle/high school. Prior to that she was a real estate lender at Boston Community Capital in Boston and has worked in real estate finance at banks in Germany and New York.

David Valecillos joined North Shore CDC in 2014. Before joining, he worked for the Boston University Sustainable Neighborhood Lab, the Boston Redevelopment Authority and on neighborhood planning projects with three other community development corporations in the Boston Area. Valecillos is passionate about complex issues, communities, research, and data driven decisions. He works to create viable and sustainable solutions in collaborative environments. During his time as a graduate student at BU, he obtained the University Award for Excellence in Graduate Study.
About North Shore CDC
North Shore Community Development Coalition (North Shore CDC) invests in neighborhoods to create thriving communities. Focusing on low-income and distressed neighborhoods in need of development, North Shore CDC invests strategically in real estate, in community and civic engagement and in quality, neighborhood-based programming in order to bring opportunity to low-income residents and improve quality of life in the Massachusetts cities of Salem, Gloucester, Peabody and Beverly. They have recently expanded their work area to include Merrimac, MA, where the project presented here at AHDLI is located.

In their flagship work in The Point neighborhood of Salem, MA, North Shore CDC has completed a considerable number of rehab projects on 100+ year old buildings, alongside several new construction projects. In that same neighborhood, North Shore CDC is creating an arts corridor that will incorporate murals and other art work on and near the buildings they own.

Project Description
North Shore CDC is planning a new 100% affordable housing development on two sites in Merrimac, MA. Together the sites will provide a total of thirty-six (36) one, two and three-bedroom affordable housing units, with an onsite laundry room, community space and management office.

28 School Street is an approximately 6,500 SF, two-story building set on 0.2 acres, built in 1885 and originally used as a fire station. It housed the Town Senior Center for many years, but has been vacant for the past 14 years. The town would like the building to be rehabilitated rather than replaced. North Shore CDC anticipates fitting six 1 and 2 bedroom units in the existing building.

2 Littles Court is located on the former Coastal Metals site in the center of a dense residential area just off Merrimac Town Center. North Shore CDC estimates that they can comfortably fit 30 units of 1, 2 and 3 bedrooms, in 2 or 3 buildings totaling approximately 30,000 SF, with 40 parking spaces. They also have the potential to purchase an abutting parcel that will allow them to fit more units and parking on the site, as well as create a second egress to another major road, thus creating a smoother traffic flow.

Project Context
Most of North Shore CDC’s projects have been the rehab of older buildings, and this project is part of the CDC starting to branch out into new construction, including mixed income and uses. They are dealing with its unique challenges, including that abutters often seek traditional New England designs.

Institute Goals
• Design Innovation
  Identify strategies for introducing modern building design elements, also allow easy adaption for passive house and green technology, when abutters and municipalities conversely want to stick to traditional New England designs.

• Site Constraints
  Develop strategies to deal with a tight site location.

• Balance Stakeholder Needs
  Determine approaches to provide as much privacy for the existing abutters, yet create an attractive project that enhances the area. The site is located in the middle of a residential neighborhood, but also adjacent to Merrimac’s small downtown, which is undergoing a revitalization.

• Innovation
  Gain fresh ideas for project designs and layout, as well as ways to incorporate community benefits.
PROJECT SNAPSHON
Combined New Construction
Adaptive Reuse
36 units
  30 units at 2 Littles Court
  6 units at 28 School Street
Management office
Laundry
Community space
40 Parking spaces

Timeline
In predevelopment

Ask our team about
- Historic building rehab
- Arts districts
- Expanding your organization’s geographic reach and project pipeline

Would like to learn about
- Balancing historic and neighborhood fit requirements with desire to incorporate modern elements and sustainable strategies/technologies
- Incorporating community benefits into buildings
Braden Crooks + Gamar Markarian
Designing the We – New York, NY
Healthy Materials Lab at Parsons School of Design – New York, NY

Braden Crooks is a gardener turned landscape architect who entered into the fray of community organizing and advocacy. He founded Groundswell PA: an organization that passed the first popular vote to ban fracking using an Environmental Bill of Rights. Braden earned his Master of Science with departmental honors from Parsons in New York, where he hones his praxis developing forms of horizontal organizing within solidarity economies. Braden has recently worked with organizations such as the Center for Urban Pedagogy and the Right to the City Alliance, and in his spare time produces a web series about New York.

Gamar Markarian was born to an Armenian family in Beirut Lebanon and received her BS in Landscape Design and Ecosystem Management and MS in Urban Design from the American University of Beirut (AUB). She also taught landscape design studios at AUB and EARTH University Costa Rica. In 2008, Gamar co-founded Atelier Hamra with Maha Issa; a landscape architecture office in Beirut. She received her MS in Design and Urban Ecologies at Parsons School of Design in New York City in 2016. Currently, Gamar is part time faculty and a research fellow at the Healthy Materials Lab at Parsons. She has also been collaborating with the Philadelphia Mural Arts Program with a particular focus on community engagement.
Nadine Maleh is the Executive Director of the Institute for Public Architecture (IPA). In this role Nadine is responsible for the strategic and programmatic vision of the IPA. Launching in 2013, the IPA is an organization that connects architects with policy to elevate the discourse of social interest design. Prior to joining the IPA, Nadine was the Director of Inspiring Places at Community Solutions, where she spearheaded the organization’s efforts in real estate and community activation, including development work in Hartford, CT and Brownsville, NYC. She was also responsible for development and design work for three supportive housing projects in New Orleans, and one supportive housing development that just opened in Washington, DC.

Ms. Maleh earned her B.A. in architectural studies from Tufts University, and her Master of Architecture with Honors from Illinois Institute of Technology. Her expertise includes green design, the development of building programs based on special needs populations, and the integration of health concerns into building design and community led design. She was named a CURBED Groundbreaker 2016-2017.
Rachel Feldstein joined A Community of Friends as the Chief Operating Officer (COO) after working extensively in nonprofit management positions for over 25 years. As the COO, she oversees the Housing Department, Asset Management and Property Management, and Services. Her career in the nonprofit world has taken her from Santa Monica to Skid Row and all over Los Angeles, serving in positions at the Venice Family Clinic, OPCC (now The People Concern), Portals House (now a program of Pacific Clinics), the Weingart Center, Chrysalis, New Directions for Veterans, and Imagine LA, before joining A Community of Friends.

Chul Gugich, Project Manager, joined ACOF in March 2016. He oversees all aspects of development, including managing teams to complete the development and construction phases, obtaining entitlements, preparing financial underwriting, and procuring construction and permanent financing. Mr. Gugich previously worked as a Senior Project Manager at the Urban Homesteading Assistance Board in New York City for 8.5 years. At UHAB he was responsible for overseeing all aspects of development for 12 limited-equity (low-income) housing cooperatives (538 total units). He received his Bachelor of Science in Geology with a minor in English from Western Washington University in 2000.
The enclosed drawings, designs, ideas and arrangements, as contracted with their clients and consultants, are and shall remain the property of FSY Architects. No part thereof shall be copied, disclosed to others, or used in connection with any other work or project without the written consent of the above. Visual contact with these prints shall constitute conclusive evidence of these restrictions.

CASA DEL SOL - AFFORDABLE HOUSING
PERSPECTIVE
A COMMUNITY OF FRIENDS (A.C.O.F)
10966 AND 10970 W RATNER STREET, SUN VALLEY, CA 91352

Casa Del Sol - An Affordable Housing Development

09:20 AM - WEDNESDAY, JULY 19, 2017
About A Community of Friends
A Community of Friend’s (ACOF) mission is to end homelessness through the provision of quality permanent supportive housing for people with mental illness. ACOF has successfully developed, operated and maintained a portfolio of permanent supportive housing.

Project Description
Casa del Sol will be a new construction, 44-unit affordable housing community for seniors who are homeless and who may be living with mental illness. On site, ACOF will provide free services to empower and stabilize the tenants.

The project is designed to maximize the available lot area, with integrated communal outdoor space on each floor to encourage community gathering. The ground floor will feature a community room, communal kitchen, technology room, and offices for property management. All units will be furnished with bedroom and dining furniture. The project will incorporate sustainable building elements including a solar thermal hot water system, efficient appliances, and solar photovoltaic panels.

Project Context
The project will develop a vacant lot in a census tract with relatively low AMI compared to surrounding areas. Residential properties in the immediate area are a mix of low-rise multifamily buildings and single-family residences. There are numerous commercial, retail and public transportation amenities within walking distance, including nine metro bus lines and a Metrolink stop.

Institute Goals
• Prototype
Gain support in developing a prototypical unit floor plan for ACOF’s future permanent supportive housing units. ACOF’s hope is that this will result in more control and predictability of the design process, schedule and cost, and will facilitate the coordination and integration of all disciplines including designer, civil/structural, mechanical, electrical, plumbing, sustainability consultants and general contractor.

• Community Building
Identify design elements that can be incorporated to create opportunities that foster an inviting environment, able to draw tenants toward a supportive and interactive space.

• Process
Learn methods to develop a concept and vision (beyond programmatic space and density) that is appropriate to the community and the tenant population being served.

• Vision
Understand best practices and methods to develop a narrative that conveys the vision of the development.
PROJECT SNAPSHOT

New Construction
44 units
- Permanent Supportive Housing
- Homeless seniors with mental illnesses
- 17 studios
- 26 one-bedrooms

Timeline
- Funding secured – March 2018
- Construction start – June 2018
- Construction completion – December 2019

Ask our team about
- The design, approval, and construction of sustainable development methods (gray water systems, solar thermal hot water systems, renewable energy from photovoltaic panels, etc.)
- The development and operation of permanent supportive housing

Would like to learn about
- Modular construction
- How to assess a site by identifying opportunities and constraints
Josh Safdie, AIA is a Principal at Kessler McGuinness & Associates, where he directs accessibility planning and Universal Design projects in higher education, multi-family housing, health care, and historic preservation. Prior to joining KMA, Mr. Safdie was director of the studio at the Institute for Human Centered Design. He has received awards from the Boston Society of Architects, Massachusetts Architectural Access Board, and Boston Preservation Alliance for projects merging preservation and accessibility. He also serves as the co-chair of the Boston Society of Architects’ Access Committee. Mr. Safdie is a Visiting Associate Professor at Massachusetts College of Art and Design, where his teaching was recognized with a 2013 Berkeley Prize Teaching Fellowship in Universal Design.
Truman Kiyaani, Project Manager, has been with the Gila River Indian Community’s tribal housing department since 2008. During his tenure with Gila River, he’s attained a bachelor’s degree in sustainability in 2009, a master’s degree in construction management in 2016 from Arizona State University, and certification as a Sustainable Building Advisor. Prior to working with the Community, he worked 10 years with a general contracting firm, as an apprentice carpenter and then as project superintendent. He resides in Gilbert, AZ with his family of four.

Wanda Dalla Costa is a Visiting Eminent Scholar at the School of Sustainable Engineering and the Built Environment at Arizona State University. Dalla Costa is an architect and a member of the Saddle Lake First Nation. She has spent nearly 20 years working with American Indian and First Nation communities in North America. She holds a Master of Design Research (City Design, Planning and Policy) from the Southern California Institute of Architecture (SCI-Arc) and a Master of Architecture from the Faculty of Environmental Design at the University of Calgary. She is the Owner of Redquill Architecture, a firm specializing in working with indigenous communities.

Joseph Kunkel is a Northern Cheyenne Tribal Member. He is a community designer and educator working on building capacity in Indian Country. He is the Executive Director of the Sustainable Native Communities Collaborative and a Visiting Eminent Scholar at the School of Sustainable Engineering and the Built Environment at Arizona State University.
About Gila River Indian Community
Gila River Indian Community seeks to transform the way buildings within their community are designed, built and operated to enable an environmentally and socially responsible, healthy, and prosperous environment with the ability to improve the quality of life of their tribal members.

About Sustainable Native Communities Collaborative
The Sustainable Native Communities Collaborative (SNCC) focuses on culturally and environmentally sustainable development with American Indian, First Nations, and Indigenous communities worldwide. Through planning, architectural design, technical assistance and research, our services help tribal communities gain self-sufficiency, improve their impacts on the natural world, and develop healthy, green, culturally-appropriate communities.

Project Description
Gila River Sustainable Housing Initiative is a continuation of a housing development that GRIC has been working on. Phase one, which lacked strong project planning, was approximately 300 units. Phase two is expected to be approximately the same size, and GRIC would like it to be more strategically planned and designed. The project units are being designed as detached properties, while the planning patterns will optimize space in a densely planned development.

Institute Goals
- Prototypes
  Gila River would like support in completing two housing prototypes. The prototypes are targeted for completion in the fall of 2017 and to break ground in summer 2018.

- Impact
  Understand how design and planning can impact the end users, including developing housing that is culturally appropriate, sustainable and affordable to the community.

- Funding
  Explore pros and cons of different funding and financing strategies for both scatter site development and cluster developments.

- Community Engagement
  Improve community engagement process and learn to better communicate ideas and concepts to get buy-in.
PROJECT SNAPSHOT

New Construction
300+ Detached Units
  Rural
  Scatter site
  Two phase development

Timeline
  Prototype finish – fall 2017
  Construction start – summer 2018

Ask our team about
  • Rural development
  • Management of large teams

Would like to learn about
  • Project management and construction techniques
  • How to bring the QA/QC to the table
  • Funding strategies and financing for scatter site and cluster developments
**Design Opportunities**

Use this space to write insights for your project.

- **Site:** Where you place and how you position your development within the existing built environment.
  
  How can you leverage your site to create connection to (or separation from) your neighborhood?

- **Massing:** The shape, form, and size of a building.
  
  What massing would allow your project to both be responsive to context while also create a sense of place?

- **Landscape:** Incorporation of planting and the creation of indoor or outdoor space.
  
  How might you activate your project’s landscape for better outcomes?

- **Program:** Services included in the building and the purposeful arrangement of those services.
  
  Where are there opportunities to use additional program to benefit residents and the community?
Circulation: How people and things move through and around the building and the site.

How might your project’s pathways, adjacencies, and view corridors be intentionally designed?

Units: How the individual unit layouts support its occupants’ needs and wellness.

Who are you designing for and how will that guide your unit design?

Systems: The building energy, water, mechanical, and ventilation interior and exterior systems, including fixtures and equipment.

What level of innovation or risk are you willing to take with your building systems?

Materials: Used to form, cover, and clad the building.

Where might there be opportunities to leverage material selection to achieve outcomes for your project?

Culture: Cultural elements present an opportunity to leverage design to connect with local culture and create a sense of identity.

How might your project be culturally responsive to its future residents and neighborhood context?
Alma Balonon-Rosen
Senior Director
National Initiatives

Aly Stein
Project Manager
POAH

Anna Mezheritskaya
Huxtable Fellow
MASS Design Group

Arlo Chase
SVP Real Estate
Services for the Underserved

Carrie Niemy
Program Officer
National Initiatives

Christopher Scott
Rose Fellowship Director
National Initiatives

Chul Gugich
Project Manager
A Community of Friends

Daniel Greenspan
Rose Fellow
Bon Secours Community Works

Gamar Markarian
Urban Practitioner
Healthy Materials Lab

Gina Ciganik
Chief Executive Officer
Healthy Building Network

Guido Hartray
Principal/Founder
Marvel Architects

Ilene Vogel
Senior Project Manager
North Shore CDC

Jane Carbone
Director of Housing
Homeowners Rehab Inc.

Jennifer Kaminsky
Director of Planning and Community Dev.
PUSH Buffalo

Jess Blanch
Rose Fellow
Capitol Hill Housing

Joseph Kunkel
Executive Director
Sustainable Communities Collaborative
Katie Swenson
Vice President
National Initiatives

Kelsey Oesmann
Rose Fellow
Urban Housing Solutions

Krista Egger
Director
National Initiatives

Michael Spotts
Senior Analyst & Project Manager
Policy

Krista Egger
Director
National Initiatives

Michelle Smearman
Associate
MASS Design Group

Kristen Chin
Rose Fellow
JPNDC & Urban Edge

Rachel Feldstein
Chief Operating Officer
A Community of Friends

Michelle Stadelman
Rose Fellow
CASA of Oregon

Regina Yang
Urban Planner
MASS Design Group

Ray Demers
Senior Program Director
Solutions

Wanda Dalla Costa
Visiting Eminent Scholar
Arizona State University

Truman Kiyaani
Senior Project Manager
Gila River Indian Community

Rebecca Schofield
Project Manager
Homeowner’s Rehab Inc.

Nadia Perlepe
Associate
MASS Design Group

Michelle Smearman
Associate
MASS Design Group

Regina Yang
Urban Planner
MASS Design Group
Jess Blanch  
Capitol Hill Housing  
2016 – 2018  
Partnered with A Community of Friends  
At Capitol Hill Housing, Jess assists in the development of new affordable housing projects, including anti-displacement focused, culturally relevant housing in the Central District, and transit-oriented development, with a focus on high performance building strategies and healthy building materials. Jess earned her Master of Architecture degree at the University of Washington, where she conducted research on high performance, energy efficient buildings with the UW’s Integrated Design Lab.

Daniel Greenspan  
Bon Secours  
2017 – 2018  
Partnered with A Community of Friends  
Daniel Greenspan works with Bon Secours in Baltimore, Maryland. With Community Works and Unity Properties, Daniel will help improve development capacity of Bon Secours by designing housing typologies that respond to the needs of residents and by focusing on how social determinants of health can be addressed through design and direct service delivery. Daniel holds a Masters of Architecture and a Certificate in Landscape Studies from the University of Pennsylvania.

Allan Co  
Hudson River Housing  
2016 – 2018  
Partnered with Services for the Under Served  
Allan Co works in Poughkeepsie, New York on a partnership between Hudson River Housing and MASS Design Group. This work focuses on quality affordable housing and community building as catalysts for equitable revitalization, fostering local expertise, and embedding design thinking into development projects. Allan received his Bachelor of Architecture from Rice University and a Master of Science in Architecture History and Theory from University of Washington.

Lea Oxenhandler  
People’s Emergency Center  
2017 – 2019  
Partnered with Homeowners Rehab Inc.  
Lea Oxenhandler is a licensed architect working at the People’s Emergency Center CDC in West Philadelphia. As Architect and Design Manager at PECCDC, Lea is currently overseeing the development of over 50 units of affordable and market rate housing projects, as well as mixed use commercial development and public space improvements. She received her Master of Architecture degree from the University of Pennsylvania.

Kelsey Oesmann  
Urban Housing Solutions  
2017 – 2019  
Partnered with North Shore Community Development Coalition  
Kelsey is the Design Initiatives Manager at Urban Housing Solutions, Nashville’s largest non-profit provider of affordable housing, in collaboration with the Nashville Civic Design Center. Her current work includes preservation, renovation, and new construction of multi-family rental housing in a rapidly changing urban and suburban context. Kelsey holds a Bachelor of Architecture from Virginia Tech.
**Stephen Klimek**  
The Cornerstone Group  
2015 – 2017  
Partnered with People United for Sustainable Housing  
As an Enterprise Rose Architectural Fellow, Stephen has worked for the Cornerstone Group. In this role, he has facilitated the creation of 5.5 acres of public space representing an investment of over $5.3M of public and private funds in two Minneapolis - Saint Paul communities. He holds a Masters of Architecture II and a Bachelors of Architecture from Syracuse University along with a dual major in Public Policy through the Maxwell School of Citizenship.

**Michelle Stadelman**  
Community And Shelter Assistance Corporation  
2017 – 2019  
Partnered with People United for Sustainable Housing  
Michelle works at CASA of Oregon as a Housing and Facilities Development Manger working with direct-service organizations for both the new construction and rehabilitation of multifamily housing, with a focus on rural communities and farm-worker families. Her passion is working with communities to help them identify existing assets to maximize sustainability and equity through participatory processes. Michelle holds a Master’s of Architecture from the Boston Architectural College.

**Kristen Chin**  
Jamaica Plain NDC + Urban Edge  
2017 – 2019  
Partnered with Gila River Indian Community  
Co-hosted by Jamaica Plain Neighborhood Development Corporation (JPNDC) & Urban Edge, Kristen serves as a bridge between JPNDC and Urban Edge in the development of Jackson Square, a strategic site in Boston that will serve as a transit hub and central civic space. Prior to the fellowship, Kristen worked at Pratt Center for Community Development in New York City and led projects focused sustainability, efficiency and resiliency. She holds a Master in Architecture from Parsons School of Design.

**Brita Carlson**  
A Community of Friends  
2015 – 2017  
Partnered with Gila River Indian Community  
Hosted by A Community of Friends (ACOF), an LA based organization focused on supportive housing for people with mental illness, Brita works to raise the bar on design and sustainability in all ACOF’s projects. Through the development of design standards, Brita is integrating processes for ACOF to consistently achieve high standards. Brita also works to explore new avenues for projects to provide additional community benefits, including public art, commercial space, community gardens and green spaces. Brita holds her Master of Architecture from U. of Oregon.

**Nicholas Satterfield**  
New Orleans Redevelopment Authority  
2017 – 2019  
Partnered with Preservation of Affordable Housing  
Nicholas Satterfield, with the New Orleans Redevelopment Authority, works on The National Disaster Resilience Communities project that will enable low to moderate income homeowners to retrofit their properties to manage the effects of storm water and prevent flooding. Nick anticipates utilizing past experiences integrating participatory design processes and neighborhood outreach into community development.

**Alexis Smith**  
Jewish Community Housing for the Elderly  
2015 – 2017  
Partnered with Preservation of Affordable Housing  
Alexis Smith is a registered architect with 12 years of experience in affordable housing and urban design. She is currently a fellow with Jewish Community Housing for the Elderly in Boston, where she focuses on designing housing that enables seniors to remain connected and independent. Alexis studied architecture at Carnegie Mellon University and urban planning at the University of California, Berkeley.
Regina Yang joined MASS as a Global Health Corps Design Fellow in Rwanda in 2013, where she worked on immersion assessment reports and masterplanning for the Rwinkwavu District Hospital, Nuru International, and Mubuga Primary School. She has since joined the research team in Boston to work on developing an Impact Assessment Tool with The Atlantic Philanthropies and the S. D. Bechtel, Jr. Foundation. Prior to joining MASS, Regina worked in project monitoring and evaluation, low-income housing development and management, and energy efficiency and affordability policy programming in Shanghai, Princeton, Croix-des-Bouquets, and Boston. She studied Civil Engineering and Architecture at Princeton University and received her Master of Urban Planning at Harvard University’s Graduate School of Design.

MASS began in 2008 during the design and building of the Butaro District Hospital in Rwanda; a project of Partners In Health and the Rwandan Ministry of Health. Since then, MASS has expanded to work in over a dozen countries in Africa and the Americas. Our work spans the design of buildings, research, policy, education, and strategic planning.

Architecture is not neutral; it either helps or hurts. Architecture is a mechanism that projects its values far beyond a building’s walls and into the lives of communities and people. To acknowledge that architecture has this kind of agency and power is to acknowledge that buildings, and the industry that erects them, are as accountable for social injustices as they are critical levers to improve the communities they serve.

Michael Murphy is the executive director of MASS Design Group, which he founded in 2010. Michael leads design and research programs at MASS and has overseen the expansion of MASS into ten countries and three continents. He regularly speaks on architecture and health care, and sits on the boards of the Clinton Global Initiative Advisory Committee, the Harvard Graduate School of Design Alumni Board, and the Center for Healthcare Design. Michael holds a Master in Architecture from the Harvard Graduate School of Design.

Patricia Gruits is a Director at MASS Design Group leading MASS’s immersive research and pre-design process, employing user-centered practices and community engagement to guide design innovation. In addition to leading the publication of the MASS Immersion Field Guide, she has led immersion and engagement processes for the “Methadone Mile” Masterplan in Boston’s South End, Maternity Waiting Village in Malawi with the Malawi Ministry of Health, and a series of primary schools in East Africa. She is currently leading the development of an assessment tool to measure the impact of design and infrastructure investments. Prior to joining MASS, Patricia co-founded the global non-profit, Portable Light. She received her Bachelors of Science and Master of Architecture from the University of Michigan.

Regina Yang joined MASS as a Global Health Corps Design Fellow in Rwanda in 2013, where she worked on immersion assessment reports and masterplanning for the Rwinkwavu District Hospital, Nuru International, and Mubuga Primary School. She has since joined the research team in Boston to work on developing an Impact Assessment Tool with The Atlantic Philanthropies and the S. D. Bechtel, Jr. Foundation. Prior to joining MASS, Regina worked in project monitoring and evaluation, low-income housing development and management, and energy efficiency and affordability policy programming in Shanghai, Princeton, Croix-des-Bouquets, and Boston. She studied Civil Engineering and Architecture at Princeton University and received her Master of Urban Planning at Harvard University’s Graduate School of Design.

Michelle Smearman joined the MASS Kigali office in 2015, where she worked primarily on the African Design Centre. In 2017 she joined the research team in the Boston office. Before working for MASS, Michelle worked as a Visiting Lecturer at the University of Illinois at Urbana-Champaign where she taught digital representation and junior level studio. While at UIUC, Michelle also taught Discover Architecture, a program for high school students looking to explore the field of architecture. She received her Master of Architecture from the University of Illinois and her Bachelor of Arts in Architecture from Washington University in St. Louis.
Katie Swenson is a national leader in sustainable design for low-income communities. Katie oversees National Design Initiatives for Enterprise Community Partners, Inc., directing the Affordable Housing Design Leadership Institute 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 Rose Fellowship, Katie founded the Charlottesville Community Design Center and led it to establish, with Habitat for Humanity, an acclaimed national design competition. She was recently honored by the Institute of Public Architecture and in 2017 led the Rose Fellowship to be recognized with an AIA Collaborative Achievement Award.

Nella Young is the Program Director for Design Leadership at Enterprise Community Partners, an organization dedicated to creating affordable homes in diverse, thriving communities connected to opportunity. She leads the development of programs and tools that help nonprofit community development organizations integrate community-engagement, creativity, and sustainable design into their core way of doing business. Nella holds an M.A. in Urban and Environmental Policy and Planning from Tufts University and a B.A. from Wesleyan University where she majored in studio arts.

Christopher Scott serves as program director for the Enterprise Rose Architectural Fellowship. His professional experience includes real estate finance, renewable energy and non-profit community development. In his community development capacity, he led the creation of the Centennial Parkside Community Development Corporation in Philadelphia. Christopher holds a B.S in Systems Engineering from the University of Virginia and a Masters in Urban Planning from Harvard University.

Carrie Niemy serves as the Program Officer for Design Initiatives at Enterprise Community Partners where she helps to pioneer new programs, tools and curriculums to effectively bring design excellence to the fields of community development and affordable housing. Prior, Carrie served as the Executive Director of East Somerville Main Streets for eight years where she led the organization’s urban and economic development efforts and placemaking strategy. Carrie holds a BS in Environmental Studies and Economics from Union College and an MBA focused in marketing and strategy from Boston University.

Kate Deans provides the National Design Initiatives team with operational and administrative support on the many initiatives the team undertakes. A native of Boston, she has extensive experience with non-profits in event planning, volunteer management, operations, and administration. Before joining Enterprise in 2014, she worked at Accion International for 10 years, and was deeply involved as a volunteer board member for the Boston Chapter of Amigos de las Americas. Kate received a bachelor of arts in international relations and Spanish from the University of Delaware.
<table>
<thead>
<tr>
<th><strong>Affordable Housing</strong></th>
<th>Generally, housing for which the occupant is paying no more than 30% of his or her income for gross housing costs</th>
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</thead>
<tbody>
<tr>
<td><strong>AMI</strong></td>
<td>Area Median Income. Used to identify income eligibility for households and to determine maximum rent or sales price for units</td>
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<tr>
<td><strong>CDGB</strong></td>
<td>Community Development Block Grant. Provides grant funds to develop housing in support of viable urban communities</td>
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<tr>
<td><strong>DHCD</strong></td>
<td>Department of Housing and Community Development</td>
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<tr>
<td><strong>ELI</strong></td>
<td>Extremely Low-Income. A household whose annual income does not exceed 30% AMI.</td>
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<tr>
<td><strong>FMR</strong></td>
<td>Fair Market Rent</td>
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<tr>
<td><strong>FHA</strong></td>
<td>Federal Housing Administration</td>
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<tr>
<td><strong>HCV</strong></td>
<td>Housing Choice Vouchers</td>
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<tr>
<td><strong>HOME</strong></td>
<td>A federal funding program that provides block grants to state and local governments to create affordable housing</td>
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<tr>
<td><strong>HUD</strong></td>
<td>US Department of Housing and Urban Development</td>
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<tr>
<td><strong>LIHTC</strong></td>
<td>Low-Income Housing Tax Credit (Pron: LIE-TECH). A tool that helps encourage private investment in affordable housing. There are two types of LIHTCs — 4% and 9%.</td>
</tr>
<tr>
<td><strong>New Markets</strong></td>
<td>A Tax Credit program that incentivizes projects in distressed communities to support economic growth and development</td>
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<tr>
<td><strong>NIMBY</strong></td>
<td>Not In My Backyard. Usually a reference to community members who do not want affordable housing in their neighborhood</td>
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<tr>
<td><strong>PHA</strong></td>
<td>Public Housing Agency</td>
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<tr>
<td><strong>QAP</strong></td>
<td>Qualified Allocation Plan. Each state has a different QAP which they use to communicate the criteria by which they will distribute tax credits (i.e., LIHTC, New Markets).</td>
</tr>
<tr>
<td><strong>QCT</strong></td>
<td>Qualified Census Tract. A census tract in which at least 50% of households have an income less than 60% of the AMI or a poverty rate of at least 25%.</td>
</tr>
<tr>
<td><strong>Section 8</strong></td>
<td>A program that provides a rental assistance subsidy to low-income families (&quot;tenant-based voucher&quot;), as opposed to the developer/owner (&quot;project-based voucher&quot;).</td>
</tr>
<tr>
<td><strong>TOD</strong></td>
<td>Transit Oriented Development</td>
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