DESIGN CAMP

2016 Affordable Housing Design Leadership Institute

DETROIT
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?
We are a national nonprofit with more than 30 years of experience in the community development and affordable housing field.

We are the leading provider of capital and expertise for affordable housing and community development.

Our Mission
At Enterprise, we create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.

Central to our mission is Enterprise’s fundamental commitment to give people living in poverty an opportunity to move up and out. We believe that these opportunities are best provided in communities with a diverse mix of affordable and market housing options, access to jobs and social supports, and a strong commitment to the environment and civic participation.

Enterprise Design Initiatives
Our mission is to improve people’s lives by integrating intentional, functional and inspiring design into affordable housing to create stronger, thriving communities.

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 7TH ANNUAL AFFORDABLE HOUSING DESIGN LEADERSHIP INSTITUTE

Hosted in partnership with the City of Detroit, this year’s program is organized as a “Design Camp,” to bring together developers, designers, and city agencies in collaboration and shared learning. Through two and a half days of workshops and charrettes, Design Camp seeks to understand how partnerships between designers, developers, and city agencies can result in exceptional projects which meet the needs of residents and strengthen neighborhood fabric.

This event would not be possible without the support of our founding sponsor, The McKnight Foundation, who has been a pioneer in supporting design excellence in affordable housing. We are grateful to the Kendeda Fund for their enthusiastic support for innovative practices in affordable housing. And we would like to also thank our local sponsors, HED, Hennessey Engineering Inc., and Huntington for welcoming us to Detroit and to the region.

We are thrilled to have Julie Eizenberg, FAIA deliver the public keynote “Affordable Housing – Three Ways.” Julie has been involved with the Institute since its inaugural year in Minneapolis, and we are looking forward to hearing about her experience working on thoughtful, well-designed affordable and mixed-income projects in a variety of conditions.

Our entire team across Enterprise like to welcome you to Detroit, a city taking on an ambitious planning process for neighborhood revitalization. Maurice Cox, planning director for the City of Detroit and co-founder of AHDLI, is at the helm of this effort. This year’s Institute would not have come together without the help of Maurice and his colleagues at the City. Enterprise reaffirms its commitment to opportunity in Detroit by partnering an Enterprise Rose Architectural Fellow at Jefferson East Inc., and through the dedicated work of Kylee Mitchell, Senior Director for Enterprise in Detroit.

Thank you for your commitment to this important work. We look forward to working together to raise the standards and impacts of design in affordable housing.
PROGRAM

TUESDAY JULY 12 OPENING NIGHT
03:00 PM Arrival, Registration (Aloft Detroit, Lobby)
03:30 PM Board Bus at Aloft for Site Tour
06:05 PM Reception (N’Namdi Center)
06:50 PM Welcome Dinner (N’Namdi Center)

WEDNESDAY JULY 13TH
08:00 AM Board bus at Aloft, Travel to Eastern Market
08:10 AM Arrival and Breakfast (Kid Rock Commons, Shed 5, Eastern Market)
08:40 AM Introduction
Katie Swenson
09:00 AM Development Team Charrette
Mack-Alter Housing
Andrew Creamer, Nova Development Group
10:10 AM Design Team Presentation
Tim Love, Utile & Northeastern University
10:30 AM Board Bus at Eastern Market
10:45 AM Coffee Break (Detroit Regional Chamber)
11:00 AM Design Team Presentation
Kofi Boone, NC State
11:20 AM Development Team Charrette
West Angeles City Place Apartments
Noquomas Wilson, West Angeles CDC
12:30 PM Design Team Presentation
Atyia Martin, City of Boston
12:50 PM Lunch
01:50 PM Design Team Presentation
Bryan Lee, Arts Council of New Orleans
02:10 PM Development Team Charrette
Eastmoor Refresh
Phil Eide, Hope Enterprise Corporation
03:20 PM Design Team Presentation
Dan D’Oca, Interboro Partners
03:40 PM Design Team Presentation
Jennifer Pehr, Skidmore, Owings, & Merrill
04:00 PM Wrap Up
Katie Swenson & Maurice Cox
04:20 PM Break
04:40 PM Travel to Reception
05:00 PM Reception (College for Creative Studies)
06:15 PM Keynote Lecture (College for Creative Studies)
Julie Eizenberg, FAIA
07:15 PM Travel to Dinner
07:30 PM Welcome Dinner (The Whitney)
09:00 PM Transportation back to hotel

THURSDAY JULY 14TH
08:30 AM Breakfast (Detroit Regional Chamber)
09:00 AM Introduction
Katie Swenson
09:15 AM Design Team Presentation
Tim McDonald, Onion Flats & Temple University
09:35 AM Development Team Charrette
Park Meadows Village Town Homes
Valerie Weatherly, Resurrection CDC
10:45 AM Design Team Presentation
Patricia Gruits, MASS Design Group
11:05 AM Break
11:20 AM Design Team Presentation
Gülgün Kayim, City of Minneapolis
11:40 AM Development Team Charrette
Fellowship Estates
Felicia Turner, Amandla CDC
12:50 PM Lunch
01:35 PM Design Team Presentation
Rob Bennett, EcoDistricts
01:55 PM Development Team Charrette
Amory Street Redevelopment
Eliza Datta / Aviva Rothman-Shore,
The Community Builders
03:05 PM Enterprise Rose Architectural Fellows
03:25 PM Wrap Up
03:40 PM Program Ends

VENUES
01 Aloft Detroit at The David Whitney, 1 Park Ave
02 N’Namdi Center for the Contemporary Arts, 52 E Forest Ave
03 Kid Rock Commons, Shed 5, Eastern Market
04 Detroit Regional Chamber, 1 Woodward Ave, Suite 1900
05 Wendell W. Anderson Jr. Auditorium, College for Creative Studies, 201 E Kirby St
06 The Whitney, 4421 Woodward Ave

SITE TOUR DESTINATIONS
07 Eastern Market Corporation, 2934 Russell St
08 Outdoor Adventure Center, 1801 Atwater St
09 Jefferson East, Inc., 14628 E Jefferson Ave
A keen observer of everyday life, Julie Eizenberg leads investigations that reframe the way we think about conventional building typologies. Her focus on user experience, whether for individuals, underserved communities or the public at large, brings a perspective that translates seemingly mundane programs into places of ease and generosity.

Julie teaches and lectures around the world, is on the board of Public Architecture. Her forthcoming book, titled “Urban Hallucinations,” takes on the idyll of “local” and “neighborhood” through the design of recent projects in the Los Angeles region. Under her leadership, Koning Eizenberg has earned over 135 design and sustainability awards and been widely published. The practice has been honored as AIA California’s Firm of the Year, and Julie and founding partner Hank Koning were awarded the 2012 AIA Los Angeles Gold Medal in recognition of a lasting influence on the theory and practice of architecture.
Steven C. Flum is an architect that established the architectural firm Steven C. Flum, Inc. in 1991. He is grateful to his many clients for the 25 years of professional service. Clients that have brought a diversity of building types that have included historic preservation, commercial retail and office, industrial, market rate and affordable housing. He earned a bachelor’s degree in architecture from Lawrence Technological University, Southfield, Michigan. He holds Michigan licenses in architecture and building, and a state certification as an experienced historic architect. Mr. Flum has served on many civic and philanthropic organizations. Service has included Commission of the Detroit Housing Commission and was appointed by the governor to serve on the Michigan State Board of Architects. Mr. Flum has committed his professional career to redeveloping urban space in creative ways which respect the historic built environment, conserving environmental resources, promoting economic investment, and improving the social fabric.

Andrew (Drew) Creamer is owner and managing member of Nova Development Group of Detroit, a seasoned general building contractor and licensed building contractor working on Low Income Tax Credit, Neighborhood Stabilization, and American Reinvestment and Recovery Act Weatherization Assistance Program projects. Drew comes with extensive experience in grant administration, construction management, housing development and real estate/property management. Prior to working with Nova, Creamer served as Property Manager for the City of Detroit Housing Commission from 1995 to 1999. There he earned experience in affordable housing community relations, capital asset management and HUD Housing compliance. He additional development/construction management expertise from his time as the Director of Housing for Volunteers of America, Michigan Affiliate, from 1999/2000. He has been dedicated to Nova Development ever since.

SCHEMATIC PROJECT

MACK-ALTER HOUSING
NOVA DEVELOPMENT GROUP OF DETROIT, LLC | DETROIT, MI

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SCHEMATIC PROJECT
**PROJECT SUMMARY**

Mack/Alter Housing is the new "steel" construction of a 36-unit rental community located on Detroit East side just south of the Mack/Alter shopping center. It is near bus routes on Charlevoix and Alter, thus giving it easy access to downtown and other major employment, shopping, and entertainment areas. The location has several retail centers within a few miles.

With decent housing above the City average, it is worth the investment to preserve the neighborhood, and less expensive than allowing vacant and dangerous buildings to remain in the neighborhood, possibly engendering further decay.

The City of Detroit and the Detroit Land Bank are the sellers of the land. Before approving site control, the City must determine design and density parameters for the development in conjunction with area residents.

The total project cost is approximately $6 million. This request for Detroit HOME funding of $750,000 and the proposed LIHTC equity of $5.25 million from NEF are the two funding sources.

**INSTITUTE OUTCOMES**

- We want to understand how best to present the project and gain neighborhood support for the level of density we are proposing.
- We want to understand what the particular benefits are for this middle-density type of housing.
- We want to promote the use of new building technologies, including shipping containers, in the city of Detroit.
Tim Love is the founding principal of Utile, a 50-person Boston-based architecture and planning firm. Love’s primary focus is the relationship between individual works of architecture and the larger city. His work is not driven by aesthetics, but by collaborative deep-dive research focused on the technical, cultural, regulatory, and environmental issues of urban design problems. Love and his teams find opportunities for design by uncovering latent issues and fully leveraging and synthesizing them. Love works on diverse projects of varying scales, including regeneration strategies for aging industrial areas and master plans for new urban districts. Love and his collaborators are also known for their award-winning public realm initiatives, including the Boston Complete Streets Guidelines and the Boston Harbor Islands Pavilion on the Rose Kennedy Greenway. Currently, Love is working on the citywide plans for both Boston and Cambridge and a comprehensive master plan for Boston City Hall and Plaza. Love is a tenured Associate Professor the Northeastern University School of Architecture where he teaches urban design theory and graduate-level research studios.
Kofi Boone is an Associate Professor of Landscape Architecture at NC State University, College of Design. He is a member of the Academy of Outstanding Teachers, a Fellow of the Institute for Emerging Issues, and a member of the Environmental Justice Professional Practice Network for the American Society of Landscape Architects. Kofi is a Detroit native and earned his MLA from the University of Michigan. Prior to joining the Department of Landscape Architecture, Kofi was a site designer at SmithGroup JJR. Kofi currently teaches in the areas of environmental justice, community design, and new media locally and abroad. His work facilitates community design strategies leveraging local knowledge and culture for community development and an improved public realm.
Noquomas Wilson’s belief and passion for a community rich with knowledge and stability embodies her work daily. Since completing college, Noquomas has made it her life’s mission to give back to the community in the form of community development and forward thinking processes.

Noquomas Wilson currently works as a Program Manager for West Angeles Community Development Corporation for the ECO District programs. The mission of West Angeles CDC is to increase social and economic justice, demonstrate compassion and alleviate poverty as tangible expressions of the Kingdom of God through the vehicle of community development. Noquomas Wilson holds a BA in Mass Communication and Marketing (CSU San Bernardino 2004) as well as a Master of Business Administration with an emphasis on Organizational Leadership (National University 2006). She is continuing her education by working on Certification in Social Work and a Certification in Financial Planning.
**PROJECT SUMMARY**

West Angeles City Place Apartments will consist of 70 single-bedroom and studio units for senior citizens. Commercial space will also be available to accommodate small businesses and/or service agencies for residents at the Apartments and from the surrounding area. The Apartments will be located close to buses and (starting in 2019) Metro rail. This complex will also benefit from ready access to local retail stores, schools and key services and amenities available on the Crenshaw Corridor.

The proposed 70-unit project will be developed on .52 acres with frontage on Crenshaw Blvd and serve low income senior households. The property is currently improved with one 8,600 sq. ft. commercial building, which will be demolished. The modern designed urban infill project will have approximately 43,000 sq.ft. or residential space and 2,291 sq.ft. of ground floor commercial space fronting Crenshaw Blvd. The project will be comprised of 25 studios, and 45 one bedroom units located in one 5 Story building. The project will be built on two parcels owned by West Angeles CDC. The sites were assembled with the intention of West Angeles redeveloping the site into a mixed-use housing project. The property is within 1,200 feet of the to be built Slauson and Crenshaw station/stop for the Crenshaw/LAX line. The strategic location of the subject project will provide seniors with convenient public transportation throughout southern California. In addition, the project is located near a library, parks, a Clinic and a pharmacy which will serve the senior community.

The community space will open up to a courtyard with multiple sitting areas. The units will have energy efficient appliances and will be designed to maximize the sq.ft. of the unit. The property will also have a variety of green amenities such as on site recycling program, solar paneling and water conservation system to name a few. Also the social service components for the residents will serve individual senior daily needs and seniors who are at risk of being homeless.

**INSTITUTE OUTCOMES**

- We want to get ideas from other teams and see what can be implemented in our project.
- We have been struggling with our parking – which is at a premium in Los Angeles.
- Our project is very close to a new transit line, but we have some first mile-last mile issues providing our senior residents with access.

**PROJECT INFORMATION**

**DEVELOPMENT STRATEGY**

- Transit-Oriented

**HOUSING TYPOLOGY**

- Senior Housing

**RESIDENTIAL UNIT INFORMATION**

- **Mixed-use**
  - 5-story building containing 70 units
  - 45 one-bedroom
  - 25 Studios
  - Floor 1: Commercial Space (2,291 sf)
  - Floor 1-5: Residential Unit Space (43,000 sf)

**NON-RESIDENTIAL FEATURES**

- Commercial/Retail Space
- Gym
- Computer Room
- Flexible Space for Social Services

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**LAND USE**

- **Yellow** - low density residential
- **Orange** - medium density residential
- **Blue** - industrial
- **Green** - open space
- **Pink** - commercial

**EXISTING BUILDING**

Existing Building, to be demolished
Dr. S. Atyia Martin was appointed by Mayor Martin J. Walsh as the Chief Resilience Officer for the City of Boston as part of the 100 Resilient Cities pioneered by the Rockefeller foundation. She is also adjunct faculty at Northeastern University in the Master of Homeland Security program. Previously, Dr. Martin was the Director of the Office of Public Health Preparedness at the Boston Public Health Commission (BPHC). In this role, she is responsible for coordinating public health, healthcare, and community health preparedness; emergency management coordination among the public health and healthcare system via the Stephen M. Lawlor Medical Intelligence Center; psychological trauma response coordination, and education and training through the DeValle Institute for Emergency Preparedness. She has a diverse set of experiences in emergency management, intelligence, and homeland security. Dr. Martin earned her Doctor of Law and Policy from Northeastern, Master in Homeland Security Leadership from the University of Connecticut; Bachelor in Liberal Arts with a Concentration in Administrative Studies and Serbian Croatian from Excelsior College, and Associate in Serbian Croatian from the Defense Language Institute.
Bryan strives to entwine his passions for architecture, art, and social justice through his work at the Arts Council. He oversees initiatives that generate public interest in design through art placement and architecture. His experience ranges from work involving residential and academic buildings to projects at commercial, federal, and institutional sites in southeastern Louisiana. Prior, Bryan founded SOA design, an architectural multimedia firm that focused on providing architectural renderings, websites, corporate identity work, and architectural photography to a variety of clientele. Along with his professional endeavors, Bryan has had the opportunity to serve his community through the National Organization of Minority Architects (NOMA), by writing numerous articles, co-founding two student chapters, serving as the national exhibit coordinator, Vice president of NOMA Louisiana, and program director for the nationally recognized project pipeline tiered mentorship program.
EASTMOOR REFRESH
HOPE ENTERPRISE CORPORATION | MOORHEAD, MS

Phil Eide joined Hope Enterprise Corporation in September 2000. He helped to create and manage a mortgage department for the company, coordinated HOPE's efforts to rebuild the coastal areas devastated by Katrina and works on New Market and Housing Tax Credit developments for HOPE. Phil was a Housing and Urban Development fellow before joining HOPE. He previously served as Executive Director of Jackson Metro Housing Partnership, the largest nonprofit housing organization in the Jackson, MS metropolitan area. He obtained an undergraduate degree from the University of Wisconsin and a master's degree from Jackson State University. He served on the Federal Home Loan Bank of Dallas Advisory Board and served on the Governor's Task Force for Affordable Housing after Hurricane Katrina. He is a board member of the Gulf Coast Renaissance Corporation, the Mississippi Association of Affordable Housing Providers, Housing Mississippi, Working Together Jackson, American Heart Association Southeastern Committee and NeighborWorks Rural Advisory Committee.
PROJECT SUMMARY

POPULATION SERVED
The Eastmoor Refresh project is situated in the Mississippi Delta where economic poverty, and the host of challenges that come with it, are entrenched. Eastmoor is a neighborhood outside of the rural town of Moorhead, and the history of this LIHTC development is chronicled in a Harper’s Magazine article from 2013.

SPECIFIC CONTEXT
Today, the project team is partnering with members of the Eastmoor community to work toward building opportunity and equity within this challenging historical context. The project team includes both traditional and nontraditional partners such as the University of Mississippi Law Clinic and the Carl Small Town Center/MSU College of Art, Architecture, and Design. The project is currently in the pre-development phase and the project team is strategizing how to respond to the context of Eastmoor through both the built environment and the ways in which completed buildings are owned and operated.

CHALLENGES AND GOALS
- Prioritize the goals of existing community members by leveraging our university based partners time commitments to maximize the quality and types of community engagement, and addressing home rehabilitations before new construction.
- Maximize the long-term impact of the project through providing economic opportunities to local businesses and building workforce development into construction.
- Increase access to design by offering residents a variety of floor plans and opportunities for customization within the context of a moderate budget.
- Include the cost of utilities in calculations of affordability, striving to reduce monthly utility bills through energy efficient and responsible buildings.

INSTITUTE OUTCOMES
- Our team is spread out geographically - we want to spend time together to focus on the project.
- We want to design workforce development opportunities into the project. Many of the employment issues in the Delta are related to a skills gap, not an opportunity gap.
- We want to explore possibilities for deep green at the neighborhood scale. What are other groups doing in terms of sustainability?
grading and rain gardens will be necessary to protect both existing and new buildings. As a result of the lawsuit, the sewer system has recently been updated and the streets will be repaved in the near future. Community members have also articulated a strong desire for new and modern recreation space for the residents of the neighborhood. The resource for the resident’s association is the basis for this idea more than a lake itself. The pay lake referenced above is a first step in the development of the neighborhood by the original developer and local governments. Through the success of the lawsuit brought by the University of Mississippi Law Clinic, many of these owners now hold the deeds to the properties they have purchased. Despite this success, foundation and other construction problems have caused delays. Foundation underpinning and other structural work were performed by the University of Mississippi School of Law with the help of clients, interview witnesses, draft motions and made possible by the Low-Income Housing Clinic. The Low-Income Housing Clinic is part of Clinical Programs at the University of Mississippi School of Law. Students assist individuals and families, including victims of illegal lockouts and predatory lenders, with their legal matters. The project team will apply lessons learned in piloting job training programs to overcome skills gaps in the local economy. Education is well-suited to its occupants and it is more likely to foster an environment supportive of aspirations. A mixture of new homes and renovations of existing homes will return Eastmoor Estates to what it once was.

**COMMUNITY DIRECTED**

Architecture students from Mississippi State University and social scientists and community lawyers from the University of Mississippi will facilitate community engagement. The rebuilding of this existing neighborhood will consider the past. Respect of the experiences, history, and previous investment of the occupants is the key to success.

**PROCESS & PRODUCT**

Utilizing funding not just as a means to realize housing, the project team will apply lessons learned in piloting job training programs to overcome skills gaps in the local economy. Education is important for economic development as well as helping occupants be happier and healthier.

**MASS CUSTOMIZATION**

Thoughtful design does not have to equate to elevated costs. A home well-suited to its occupants is more likely to foster an environment supportive of aspirations. A mixture of new homes and renovations of existing homes will return Eastmoor Estates to what it once was.

**CONSIDERING ALL COSTS**

Deep green, real sustainable housing considers community equity, first costs, cost of operation, occupant health, AND environmental impacts. This redevelopment will consider all aspects of sustainable housing.
Daniel D’Oca is an urban planner. He is Principal and co-founder of the New York City-based architecture, planning, and research firm Interboro Partners, and Design Critic in Urban Planning and Design at the Harvard Graduate School of Design. At Harvard, Daniel has taught interdisciplinary US-based studios about age-friendly design and planning, suburban poverty and segregation, and other contemporary problems faced by the built environment in the United States. Prior to teaching at the GSD Daniel was Assistant Professor at the Maryland Institute College of Art, where he produced an award-winning public exhibition about racial segregation in Baltimore. With Interboro, Daniel has won many awards for Interboro’s innovative projects, including the MoMA PS1 Young Architects Program, the Architectural League’s Emerging Voices and Young Architects Awards, and the New Practices Award from the AIA New York Chapter.
Timothy McDonald is the President and CEO of Onion Flats LLC. Tim is a licensed architect in Pennsylvania and New Jersey. In 1997, with his brother Patrick, he co-founded Onion Flats LLC; a Philadelphia based real estate development/design/build firm. Tim has been an adjunct Professor of Architecture at Philadelphia University, Temple University, University of Calgary, and University of Pennsylvania. His service and experience extends into his community by holding current positions in the Northern Liberties Neighbors Association Zoning Committee, the Philadelphia Sustainability Advisory Board, as well as a previous position on the Old City Civic Association Board of Directors. Tim is also Founder/President of FAARM, a non-profit organization dedicated solely to the exhibition of art and architecture in Philadelphia.
Valerie V. Weatherly has more than thirty-five years in the housing industry. She attended Wayne State University and Howard University in the fields of Business Administration, Housing Development and Psychology. She possesses both public, private and non-profit housing expertise in providing real estate acquisition, development, rehabilitation, technical and compliance services to expand housing options for low to moderate income families.

Within her years of experience, she served as a Senior Fair Housing and Equal Opportunity Specialist with the U. S. Department of Housing and Urban Development. During her tenure in the federal government, she specialized in the areas of Contract Compliance, Civil Rights, Equal Employment Opportunity, Fair Housing, Affirmative Action, Legislative and International / Congressional Affairs, Minority Economic Development, Community Planning and Urban Development. Also, she investigated and provided technical assistance to Local Unions as it related to compliance with the Detroit Hometown Plan.
**PROJECT SUMMARY**

The project will consist of 98 family-style town home units that will feature one-, two- and three-bedroom units with attached garages, common recreational area, and a clubhouse. The management office will also be located on site. It will be built on land that has been vacant and has experienced dumping of debris for over 15 years. One bedroom units will feature accommodations for residents who are physically disadvantaged. Rents for the one-, two- and three-bedroom units will be offered to applicants whose incomes are at or below 30%, 40% and 60% of AMI. The one-bedroom units are offered exclusively to individuals who are physically disadvantaged. The two- and three-bedroom units will feature 1 1/2 baths or 2 full baths respectively. All units include individual laundry areas. Landscaping of the development will provide a beautiful ambience through-out and surrounding the site.

Park Meadows Village (PMV) will transition this Northwest Community that has suffered from disinvestment for several decades, into a community that provides contemporary affordable housing for income qualified households. RCDC has already spent thousands of dollars to purchase, demolish and clear unsafe structures, remove asbestos, and paid relocation fees for previous owners.

The town homes will be conveniently located in a community near shopping, schools, church, Henry Ford Medical Clinic, Detroit Medical Center, Nursing & Rehab Center, a major freeway and public transportation. It is also a walk-able community. The development team for PMV has concluded that the practical approach to neighborhood transformation in this area was to introduce an updated housing design with affordable rents. PMV will also benefit those individuals who are/will work at the above mentioned businesses/schools, etc.

**PROJECT INFORMATION**

**DEVELOPMENT STRATEGY**
- New Construction

**HOUSING TYPOLOGY**
- Multi-Family (Townhouse)

**RESIDENTIAL UNIT INFORMATION**
- 98 family-style town home units
- one-, two-, and three-bedroom units with attached garages

**NON-RESIDENTIAL FEATURES**
- Community Space
- Offices
- Open Space
- Recreation/Exercise Room
- Other: Clubhouse

**INSTITUTE OUTCOMES**

- We want to successfully integrate this higher density housing into a context where we are surrounded mostly by single-family Cape Cod-style homes.
- We want to incorporate green technology to reduce utility costs and maintain long-term affordability for residents.
- We want to work cooperatively with the other CDCs working in the neighborhood, including Amandla CDC.
- We had land-assembly issues with private owners interspersed in our parcels. How can we address the lack of contiguity in our development?
Patricia Gruits is a Director with MASS Design Group leading design and research projects in health, education, and equity. Since joining MASS in 2013, she has led the design of the Maternity Waiting Village in Malawi with the Malawi Ministry of Health, a series of primary schools in East Africa with the African Wildlife Foundation and the M2 Foundation, and is currently leading the development of an assessment tool to measure the impact of design and infrastructure investments. Prior, Patricia worked with Kennedy & Violich Architecture in Boston and co-founded the global non-profit, Portable Light, which provides a portable and sustainable source of power and light to those in resource limited areas of the world. Her work has been featured in journals of architecture and design, on the BBC World News and the Discovery Channel. She has lectured at SCAD, RISD, Kunstfack University, Tufts and BuildBoston and has taught studios at Northeastern and RISD. Patricia received her B. S. and M.Arch. from U. Michigan.
GÜLGÜN KAYIM
CITY OF MINNEAPOLIS | MINNEAPOLIS, MN

Gülgün Kayim, joined the City of Minneapolis August 2011 in the newly created role of Director of Arts, Culture and the Creative Economy. Previously she was the Assistant Director of the Bush Foundation’s Artist Fellowship Program. Before joining Bush she served as the University of Minnesota’s Public Art on Campus Coordinator at the Weisman Art Museum and has also consulted extensively on site-specific performance, public art and artist professional development. Gülgün is also a practicing interdisciplinary artist, and co-founder of the Minneapolis based site-specific performance collective, Skewed Visions awarded a 2004 City Pages Artists of the Year. She is a core member of the international artist network Mapping Spectral Traces and Theatre Without Borders and her artistic work has been recognized through a number of local, national and international awards grants. Kayim’s work has been seen in the US, London, Cyprus and Russia, she trained in the US and London.
Felicia Turner has served in a leadership position in the Community Development Industry for more than 20 years. Early in her career, as Housing Director in a Detroit based CDC, she learned the nuts and bolts of the development of affordable housing. It was during this time that she was introduced to the use of the Low Income Housing Tax Credit and the HOME programs. She and her team went on to develop a total of over 174 affordable housing units, valued at approximately $19M in investment on Detroit’s Northwest side. Shortly thereafter, she went on to become the Executive Director of another Detroit based agency which had an operating budget of over $1M, and engaged in larger scale housing development projects. She also took on the new challenge of managing a real estate development portfolio totaling over $50M. Currently, Ms. Turner serves as the Executive Director of the Amandla Community Development Corporation, where she manages daily operations and various programs designed to serve low- and moderate- income families. She is also actively engaged in the development of 160 affordable housing units.
Located in a residential neighborhood in Northwest Detroit, the project site is adjacent to the Fellowship Chapel Church. The 10-acre site is located 1 block south of Outer Drive, which serves as mass transit and offers a number of commercial services. The Fellowship Estates project is the second phase of an overall re-development plan, which grew out of the ministry of the Fellowship Chapel Church. It would serve as the housing component of the planned “Village Community”.

The project was designed to meet the specific housing needs of the senior population. Support from DTE Energy, the project will be developed using state of the art, energy efficient, technologically sound and secure housing that will be developed according to green building standards. Seniors will able benefit from the convenient supportive services. These services will include an on-site fitness center, laundry facilities, health screenings and personal grooming services. In addition, transportation services may be available for them to travel to and from medical appointments and off-site shopping. The site was designed to offer common areas that will encourage socialization and to provide added security. The professionally landscaped site will be complete with walking paths, a pond, and a fountain to add to the beauty of the site.

**INSTITUTE OUTCOMES**

- We want to keep the original concept for the project intact while incorporating new design elements.
- Our initial concept for the project were more suburban, but we realized it should be more urban and maintain the street grid. We would like to see what others are doing in terms of urban design.
- We want to learn what techniques designers are using to make affordable projects that don’t look affordable.

**PROJECT INFORMATION**

**DEVELOPMENT STRATEGY**
- New Construction
- Transit-Oriented Development

**HOUSING TYPOLOGY**
- Senior Housing

**RESIDENTIAL UNIT INFORMATION**
- 2 three-story buildings each containing 70 units
- 2 phases of 5 duplex buildings each containing 10 units
- 126 one-bedroom (650sf) units
- 14 two-bedroom (850sf) units
- 20 two-bedroom (950sf) Units

**NON-RESIDENTIAL FEATURES**
- Community Space
- Offices
- Service Space
- Open Space
- Recreation/Exercise Room
- Other: Transportation Services
Rob is the founding CEO of EcoDistricts. He is a recognized leader in the sustainable cities movement with 18 years of experience shaping municipal sustainable development projects and policy at the intersection of city planning, real estate development, economic development and environmental policy. Prior to EcoDistricts, Rob was the Executive Director of the Portland Sustainability Institute, a nonprofit founded by Mayor Sam Adams to accelerate sustainability policy and project innovation in Portland and worked for the Clinton Foundation supporting climate action in cities throughout North America. Between 1998-2005, Rob worked for the cities of Portland, Oregon and Vancouver, Canada developing green development market transformation initiatives including catalytic development projects such as Lloyd Crossing (now the Lloyd EcoDistrict in Portland), Brewery Blocks (Portland), South Waterfront (Portland), and the 2010 Olympic Village (Vancouver).
AMORY STREET DEVELOPMENT
AMORY STREET PARTNERS
The Community Builders

• Eliza Datta
• Michael Lozano

Jamaica Plain NDC
• Leslie Bos

Urban Edge
• Jeremy Wilkening

Concept
• Preserve and improve existing 125 Amory Street senior building.
• Residents to be involved in setting scope

Energy & environmental improvements
• Five new mixed-income residential buildings with approximately 294 mixed-income family units

Reconfigure parking and BHA non-residential uses

Approach to Financing
• Preservation of existing public housing units with no competitive resources
• RAD conversion of existing building with limited Project Based Section 8 units
• New construction financed with conventional debt, economic investor, 4% LIHTC, some City soft funds to support workforce units

Efficiency of construction costs and subsidy

Approach to Property Management & Resident Engagement
• Operational Excellence
• Resident Engagement
• Community Life

• Leverages value of site to preserve and expand affordability

Local and W/MBE Hiring
• Design and predevelopment
• Construction
• Management

Eliza Datta serves as Regional Vice President of Development, New England for The Community Builders, Inc. (TCB), a national non-profit developer, owner and manager of affordable and mixed-income housing. Eliza joined the company in 2013 and oversees TCB's project management staff and development pipeline for the region, which currently includes 1,500 units of housing across 15 new construction and preservation projects in Massachusetts and Connecticut. Previously, she was a vice president for New Boston Fund, a private real estate investment firm, where she managed several large-scale mixed-income development projects in the Boston area. Prior, she was a vice president for real estate development with Phipps Houses, New York City’s largest nonprofit owner and developer of affordable housing. Eliza holds Master of City Planning and Master of Science in Real Estate Development degrees from the Massachusetts Institute of Technology and a Bachelor of Arts degree in architecture from Yale University.

Aviva Rothman-Shore serves as community life director for The Community Builders, Inc. in Boston, a position she has held since 2013. Aviva Rothman-Shore leads the implementation of Community Life at current family and senior sites as well as the strategy to expand the initiative across the TCB portfolio. Rothman-Shore’s focus is on achieving operational excellence through partnerships and focusing on clear outcomes with metrics. In addition, Rothman-Shore collaborates with the development staff to incorporate the needs of residents and neighborhoods into the pre-development process and bridge that knowledge to operations. Previously, Rothman-Shore worked at the Conservation Law Foundation advocating for equitable transportation and smart growth throughout the Commonwealth. She has also worked at the Fair Housing Center of Greater Boston developing strategies to affect fair housing related policy at the administration, legislative and municipal levels and mobilizing local communities to educate and advocate on housing issues. Rothman-Shore holds a master of business administration degree from Brandeis University and a bachelor's in urban studies from Brown University.

Aviva Rothman-Shore

Eliza Datta
PROJECT SUMMARY
In late 2015, the Boston Housing Authority selected TCB, working in partnership with two local CDCs, to redevelop its 125 Amory Street development. The 6-acre site is located in the Jamaica Plain neighborhood of Boston and includes an existing 215-unit elderly/disabled federal public housing building as well as several Housing Authority offices and support functions.

TCB’s proposed $140 million redevelopment plan for the Amory Street site will create a 500+ unit mixed-income community that is designed to strengthen and expand connections to the surrounding neighborhood. This area of Jamaica Plain has been designated as one of the City’s ‘Growth Zones’, and TCB is coordinating its planning efforts for the Amory Street site with the City’s rezoning process for the area to promote the City’s goal of creating more transit-oriented workforce housing. Our redevelopment strategy includes the preservation of the existing 215-unit elderly public housing building, production of approximately 300 new mixed-income rental housing units, extensive infrastructure and open space improvements, and improved connections to the surrounding neighborhood and nearby transit station in Jackson Square, which is 3 blocks from the site.

TCB’s experience with existing mixed-income developments in our portfolio has shown us that residents perceive and use designated public and private space differently, which can lead to tensions within a housing community. This happens at all ages, from the kids who make parking lots into playgrounds, to young adults who hang out at the corner park, to seniors who sit on their front stoop. TCB’s goal for the Institute is to develop a set of design principles for the Amory Street Redevelopment that will support the mixed-income population who will live there and foster integration among residents both within the new community as well as within the larger neighborhood context. We would like to identify strategies at the site design level – including public and open space – as well as at the building design level that will support a successful and sustainable mixed-income community over the long term. Our hope is that the best practices that emerge from discussions about the Amory Street project can be applied to TCB’s mixed-income housing development work in Chicago and Washington, D.C. as well.

INSTITUTE OUTCOMES
• We want to integrate resident services into the design of the building.
• We are adding many units to this neighborhood in order to make the deal financially feasible – how can we integrate this level of density units successfully into the surrounding community?
• We want to be more thoughtful about how open space gets integrated into the master plan. One of the project components is a greenway extension – how can we establish a hierarchy of open space uses within the development?

PROJECT INFORMATION
DEVELOPMENT STRATEGY
• New Construction
• Rehabilitation/Preservation

HOUSING TYPOLOGY
• Multi-Family (Mid-High Rise)
• Senior Housing

RESIDENTIAL UNIT INFORMATION
• mixed-use
  • 500+ unit mixed-income

NON-RESIDENTIAL FEATURES
• Community Space
• Offices
• Service Space
• Open Space
• Recreation/Exercise Room
• Other - Extensive infrastructure and open space improvements, and improved connections to the surrounding neighborhood and nearby transit station in Jackson Square.

INSTITUTE OUTCOMES
• We want to integrate resident services into the design of the building.
• We are adding many units to this neighborhood in order to make the deal financially feasible – how can we integrate this level of density units successfully into the surrounding community?
• We want to be more thoughtful about how open space gets integrated into the master plan. One of the project components is a greenway extension – how can we establish a hierarchy of open space uses within the development?
Prepared for TCB, Urban Edge and JPNDC -- September 3, 2015

BHA Site: 125 Amory Street

- Atherton Street
- Upham's Elder Service
- Roof Terrace
- Community Room
- Play Area (Expanded)
- Relocated BHA Police Station
- 4,000 SF
- 35 Parking Spaces required (20 shared with residential use)

Phase 2b
- 51 Units
- 54 Parking Spaces required

Phase 2a
- 52 Units
- 25+/- Parking Spaces required to maintain Play Area

Phase 1a
- 88 Units
- 5 Story

Phase 1b
- 68 Units
- 5 Story

Lobby

Phase 1c
- 35 Units
- 4 story

Bike Path

Walking Path

Parking (Existing)

75 Amory Avenue

Drop-Off Area

To Stony Brook Station

To Jackson Square Station

Scale 1" = 50'
ABOUT US
ENTERPRISE DESIGN INITIATIVES

National Design Initiatives, a growing program of Enterprise Community Partners, is built on the premise that design excellence—high quality, innovative, sustainable and holistic community development—is essential to the success of affordable housing and the long term health and well-being of underserved communities. For more than a decade, Enterprise’s National Design Initiatives has been pursuing this mission through the deployment of architectural fellows into community development corporations around the country. Today, this office is expanding its commitment to bridging the knowledge gap between architects and community developers to achieve design excellence and innovation in affordable housing.

KATIE SWENSON
Vice President, Design Initiatives
Katie Swenson oversees Enterprise’s National Design Initiatives, including the Affordable Housing Design Leadership Institute (AHDLI) and the Enterprise Rose Architectural Fellowship, a program uniquely designed to nurture a new generation of community architects. After completing her own Enterprise Rose Fellowship, 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 the new publication Growing Urban Habitats: Seeking a New Housing Development Model, which Katie co-authored with William Mornish and Susanne Schindler. Katie is a national leader in sustainable design for low-income communities, recently named an emerging leader by the Design Futures Council, and to Steelcase’s prestigious Green Giant list. Katie holds a bachelor’s degree in comparative literature from UC-Berkeley and a master’s degree in architecture from the University of Virginia.

NELLA YOUNG
Program Director, Design Leadership
Nella Young has a background in urban planning and experiential education and has been involved in projects covering a range of topics including infrastructure for active living, economic development for the creative sector, and policies that improve access to healthy food. In her role on the Design Team, Nella leads all of the program areas outside of the Fellowship, including Enterprise’s creative placemaking, outcomes-based design initiatives among others. After graduate school, Nella spent a year as a research fellow in Germany where she was based at the Bauhaus and studied planning strategies for shrinking cities. Nella holds a master’s degree in Urban and Environmental Policy and Planning from Tufts University and a Bachelors Degree from Wesleyan University where she majored in studio arts.

CHRISTOPHER SCOTT
Program Director, Rose Fellowship
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.

KATE DEANS
Program Coordinator, Design Initiatives
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.

TARO MATSUNO
Program Officer, Design Initiatives
Taro Matsuno provides program support and leads marketing and communications for Enterprise Design Initiatives. He has a background in local government planning, holding a seat on the Planning Board for the Town of Holliston where he works on zoning, transportation infrastructure, parks and open space, and downtown economic development issues. He also has experience in community-based radio and print media, reporting on art, politics, and development on the Southside of Chicago. Taro holds degrees in biochemistry and philosophy from the University of Chicago.
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