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.

We make well-designed homes affordable and create communities with connections to opportunity so everyone can thrive because we know that where we live matters. Our vision is that one day, every person will have an affordable home in a vibrant community, filled with promise and the opportunity for a good life.

National Initiatives
Our goal is to improve people's lives by integrating intentional, functional and inspiring design into affordable housing to create strong, thriving communities.

The Affordable Housing Design Leadership Institute (AHDLI)
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-centered design. The goal of the Institute is to improve design practices in the affordable housing arena and raise the capacity of development leaders’ to produce more livable and sustainable housing for low- and moderate-income people.

www.enterprisecommunity.org/designmatters
AHDLI@enterprisecommunity.org

Dear AHDLI Participants,

It is my pleasure to welcome you to Cleveland for the 2019 Affordable Housing Design Leadership Institute (AHDLI). We are excited to celebrate the 10th anniversary of AHDLI with such a diverse group of designers, developers, experts, and affordable housing collaborators. The Institute was launched 10 years ago with a deceptively simple premise – that more ideas and diverse perspectives don’t add complexity to the design process, they clarify it. And that thesis continues to ring true, year after year.

Our time together in Cleveland is an opportunity for each of us to slow down and step away from our daily routines to re-focus our thinking on how to make better communities through design and development. Knowing that our efforts here together will impact the lives of hundreds of residents and thousands of community members means our work is incredibly meaningful. It is our hope that each of you, designers and developers alike, leave this year’s Institute inspired to become advocate-ambassadors of good design in affordable housing.

We are elated to have John Cary deliver our public keynote “Designing for Dignity: How Neighborhood Development Can Do More”. Trained as an architect, John is a talented writer and speaker who brings a social justice lens to the community development and design disciplines.

John has been a good friend of Enterprise and an inspiration to us all, and his message is sure to resonate.

In organizing this year’s Institute, we would like to acknowledge the leadership of our Ohio market office, especially Mark McDermott and Elizabeth Richards. Mark, Elizabeth, and their Cleveland-based team have been advocates and changemakers in Ohio, amplifying the power of design by intentionally linking quality housing with supportive services. The team keeps people and community at the center of its housing policy and program work through initiatives like the Earned Income Tax Credit and Lead Safe Cleveland Coalitions, and Housing First, which will end chronic homelessness in Cuyahoga County in 2020. A legacy market for Enterprise, Ohio was an early adopter of Enterprise Green Communities building standard and has year after year warmly welcomed new design talent through the Enterprise Rose Fellowship.

We must thank our sponsors for this year’s Institute: the Cleveland Foundation and the National Endowment for the Arts. Your generosity fuels our important collaborative efforts.

Thank you for your commitment to this work. We look forward to working together to lift up the impact of design in affordable housing.

Raymond Demers
Director, Design Leadership
Enterprise Community Partners, Inc.
A look back at 10 years of the Affordable Housing

Enterprise has convened 129 developers and 94 designers, representing landscape architects, public health professionals, community engagement specialists, urban planners, and architects...

...charretted projects of different scales, from single-family homes to large 400+ unit buildings, in locations small and large, rural to urban...

...impacting thousands of residents and their communities through 70 projects across 43 cities.

To fuel our innovation we...

...drank 940 cups of coffee...

...used over 460 sq. ft. of trace paper...

...and amassed over 200 markers.

Our impacts were recognized by...

2018 AIA Honors - Collaborative Achievement
Affordable Housing Design Leadership Institute
funded by Enterprise Community Partners

...the 2018 AIA Collaborative Achievement Award...

HIVE 50
...and HIVE 50, being named one of the Top 5 Housing Innovators...

...and we launched the Design Matters online curriculum & toolbox to share what we have learned over the last 10 years!

Design Leadership Institute
PROGRAM

16 JULY TUESDAY

09:00 AM Arrival + Registration
Hotel Kimpton Schofield, 2000 E. 9th St.
09:20 Innovation Tour + Lunch – Led by Cleveland Neighborhood Progress

01:00 PM Welcome to the Institute
NewBridge, 3635 Euclid Ave. Suite 100
01:45 Design Team Presentations
Catherine Baker, Principal, Landon Bone Baker
Andrew Dobshinsky, Planning Associate, OLIN

02:15 Stretch Break
02:20 Development Team Presentation
Waters Estates, Sons of Haiti + Low Income Housing Institute, Renton, WA
03:25 Development Team Presentation
Smith Hill LWLP, Smith Hill CDC, Providence, RI
04:40 Design Team Presentations
Jonathan Evans, Senior Architect, MASS Design Group
Brandon Jones, Program Director – Cultural Resilience, Enterprise Community Partners

05:10 Daily Wrap-up
05:20 Adjourn + Transportation to Reception
05:40 Welcome Reception
Location - TBA

17 JULY WEDNESDAY

08:30 AM Arrival + Breakfast
NewBridge, 3635 Euclid Ave., Suite 100
09:00 Welcome
09:15 Design Team Presentation
Michael Haggerty, Associate, Starr Whitehouse
Terry Schwarz, Director, Kent State – Cleveland Urban Design Collaborative
09:45 Development Team Presentation
Cleveland Scholar House, CHN Housing Partners, Cleveland, OH
10:50 Break

18 JULY THURSDAY

08:30 AM Arrival + Breakfast
The City Club of Cleveland, 850 Euclid Ave 2nd Fl
09:00 AM Introduction
09:15 Design Team Presentation
Dr. Lily Song, Lecturer, Harvard Graduate School of Design
Jonathan Kurtz, Principal, JKURTZ Architects
09:45 Developer Team Presentation
Bastrop Estates, BDT Housing Services, Bastrop, LA
10:50 Project Work Session – Introduction + Work Time
12:00 PM Lunch + Final Report Outs
01:00 Closing Remarks
PEOPLE AND PROJECTS
Catherine Baker — Principal, Landon Bone Baker

Catherine Baker, AIA, is a partner at Landon Bone Baker Architects in Chicago. The focus of work at the firm is affordable housing and community-based design. At LBBA, Catherine manages various projects, including masterplanning of neighborhoods, new and renovated single-family housing, multifamily housing and daycare centers. Catherine is active in architectural education programs, focused mainly on CPS high school students. She also runs her office’s summer lab program, which employs high school students to initiate change in their neighborhood through environmental assessment studies and community asset mapping. In 2018, Catherine served as AIA Chicago Board President.

Andrew Dobshinsky — Planning Associate, OLIN

Andrew’s extensive background in digital media design and planning offers a unique perspective on planning for park systems and green infrastructure networks. He excels in finding the right analytical, communication, and graphic design tools to use with each project to best develop and achieve its individual vision. Andrew has led in developing plans for large and nationally-accredited park systems, including Dallas and Oklahoma City, and green stormwater infrastructure plans in Philadelphia and Harrisburg.

Jonathan Evans — Senior Architect, MASS Design Group

Jonathan is a Senior Architect who joined MASS in 2018. Prior to MASS, Jonathan designed and managed architectural and urban design projects largely focused on public interest design. These ranged from affordable multi-family housing to urban design and planning work for non-profits and public agencies. He received his Masters in Architecture from the Harvard Graduate School of Design where he was awarded the Alpha Rho Chi medal for leadership, service, and promise of professional merit.
Brandon Jones is a community development practitioner with an expertise in cultural integration within urban development, and currently serves as the Program Director of Cultural Resilience for Enterprise Community Partners in the Bay area. Prior to joining the Enterprise team, Brandon was the Director of Creative Placemaking for WonderRoot, an Atlanta-based organization. Under Brandon’s leadership, the department leveraged cross-sector partnerships, civic engagement, and artistic strategies as tools for community development in the metro Atlanta region. He holds a M.A. in Cultural Sustainability and a M.A. in Business Management from Goucher College.

Brandon Jones — Program Director of Cultural Resilience, Enterprise Community Partners

Terry Schwarz, FAICP, is the director of Kent State University’s Cleveland Urban Design Collaborative (CUDC). Her work at the CUDC includes neighborhood and campus planning, commercial and residential design guidelines, and ecological strategies for vacant land reuse. Terry launched the CUDC’s Shrinking Cities Institute in 2005 to understand and address the implications of population decline and large-scale urban vacancy in Northeast Ohio. As an outgrowth of the Shrinking Cities Institute, she established Pop Up City, a temporary use initiative for vacant and underutilized sites in Cleveland. In 2009, Terry received the Cleveland Arts Prize for Design. She teaches in the graduate design curriculum for the KSU College of Architecture and Environmental Design. She has a Master’s degree in City and Regional Planning from Cornell University.

Terry Schwarz — Director, Kent State – Cleveland Urban Design Collaborative

Michael Haggerty, Assoc. AIA, AICP, is an Associate at Starr Whitehouse Landscape Architects and Planners where he leads design and planning projects related to parks, housing, waterfronts, and resilience. Current and recent work includes the East Harlem Resilience Study, a community vision for Carroll Park in Brooklyn, NY, and a public realm design for affordable housing developments in Brooklyn and the Bronx, NY. Michael began his career with the public art organization Creative Time in New York, and subsequently earned professional degrees in architecture and urban planning at Harvard University Graduate School of Design. Michael has also worked internationally across several countries in Asia and Africa. His work on participatory design in communities impacted by climate change in Indonesia has been widely recognized by the U.S. Agency for International Development, the SEED Award for Public Interest Design, and the American Institute of Architects of San Francisco.

Michael Haggerty — Associate, Starr Whitehouse Landscape Architects and Planners
Jeana Dunlap has worked extensively in local government, focusing on affordable housing finance, public infrastructure and place-based strategies for neighborhood improvement. She established the Vacant & Public Property Administration and collaborated with the Bloomberg Innovation Delivery Team to design interventions that reduce vacancy and abandonment in Louisville. In 2015, she partnered with local advocacy organizations to produce the Redlining Louisville Community Dialogue series that shed light on the history and current impacts of past and present forms of redlining practices. Jeana believes that both changing mindsets and facilitating change through the built environment are paramount to achieving vibrant communities. Jeana was a 2019 Loeb Fellow at the Harvard Graduate School of Design (GSD).

Caroline Souza, AIA, LEED AP, is an Associate at David Baker Architects, a progressive firm based in San Francisco that creates acclaimed buildings and communities in diverse urban environments. She is the project architect for 1950 Mission Street, an 100% affordable mid-rise for local and formerly homeless families currently under construction in San Francisco’s housing-crunched Mission District, and she recently completed Five88, a 200-home workforce housing development in San Francisco that won the 2018 AIA/HUD Secretary’s Housing and Community Design Award for Excellence in Affordable Housing. Caroline has expertise in affordable, mixed-use, and modular housing, and is an active member of the Emerging Leaders Peer Network Steering Committee, which works to develop expertise and knowledge for affordable housing practitioners and advocates.

Abe Kruger honed his expertise in sustainable construction over the last 15 years as a contractor, educator, and consultant in the residential construction industry. Abe is the cofounder of SK Collaborative, which provides consulting, design reviews and charrettes, training, and building certification under LEED for Homes, EarthCraft House, ENERGY STAR, the National Green Building Standard, and Enterprise Green Communities. SK Collaborative is currently certifying over 13,000 units of single- and multifamily housing across the country. He is the coauthor of the first residential green building textbook, Green Building: Principles and Practices in Residential Construction (Delmar/ Cengage Learning).
Lily Song, PhD is a Lecturer in Urban Planning and Design at the Harvard Graduate School of Design (GSD). Her teaching, international research, and critical scholarship focuses on community development as a heterogeneous and contested field of planning thought and practice. She is particularly interested in approaches to community development that build grassroots organizations and power, transform democratic institutions to be more accountable to poor and marginalized communities, and strengthen collective ownership and governance capacity over productive infrastructures and resources. She was previously a Provost Fellow at University College London and holds a PhD in Urban and Regional Planning from MIT, where she was an active member of the Community Innovators Lab (CoLab) and MIT Energy Efficiency Strategy Project.  

Dr. Lily Song — Lecturer, Harvard Graduate School of Design

Jonathan Kurtz founded JKURTZ Architects in Cleveland in 2016. JKURTZ is practice in committed search for insight, beauty, and resonant meaning in relation to the places, landscapes, clients, and missions with which it is engaged. The studio produces works that manifest and generate culture. His work has received broad recognition by peers and publications for over 15 years, in which time he has led projects to win over 40 design awards. In 2012, he was the recipient of the Cleveland Arts Prize Emerging Artist Award for Architecture and recognized as one of 40 under 40 by Building Design and Construction Magazine. Jonathan holds a Master of Architecture with Distinction from Harvard University and a Bachelor of Architecture with Honors from Kent State University.  

Jonathan Kurtz — Principal/Co-founder, JKURTZ Architects

John Cary — Keynote Speaker — Author, Design for Good

John is the author of Design for Good: A New Era of Architecture for Everyone (2017) and The Power of Pro Bono (2010). In addition to his TED talk and other speaking, John frequently curates and hosts events for TED, The Aspen Institute, and other entities. A Senior Program Officer of The Audacious Project at TED, he is also a philanthropic advisor to foundations and nonprofits around the world. John is a co-founder of FRESH Speakers, Inc., a next generation speakers bureau, focused on diversifying thought leadership. A native of Milwaukee, Wis., John lives in a co-housing community in Oakland, Calif., with his partner and wife, author Courtney E. Martin, and their two daughters.  

John Cary — Keynote Speaker — Author, Design for Good

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Detroit Shoreway Community Development Organization (DSCDO) is located two miles west of downtown Cleveland on a bluff overlooking Lake Erie. DSCDO believes healthy urban neighborhoods play a critical role in ensuring the future of their region. Critical components of a healthy neighborhood include racial and economic diversity, community engagement that allows for diverse opinions, and the belief in agency of individuals to shape their own communities. Through a packed events calendar, built on a foundational belief of radical equity, DSCDO acts as a catalyst for community building, resulting in diverse, sustainable, and desirable neighborhoods in which to live, work, play, shop, and worship. In addition to their programming, DSCDO owns and maintains over 300 affordable housing units that are in close proximity to public transportation, healthcare providers, greenspaces, and local businesses.

Team:
Anya Kulcsar, Director of Real Estate Development
Brittany Senger, Project Manager

Smith Hill Community Development Corporation (CDC) is a nonprofit organization dedicated to providing safe, affordable homeownership and rental housing opportunities in the Smith Hill and Wanskuck neighborhoods of Providence, Rhode Island. Since 1992, they have established over 175 units, including Rhode Island’s first permanent supportive housing for survivors of domestic violence. Smith Hill CDC finds opportunity in remediating foreclosed, blighted buildings and trash-strewn empty lots. In addition to housing development and management, Smith Hill CDC offers resident services, community garden beautification, youth programming, and neighborhood events.

Team:
Jean Lamb, Executive Director
Kate Corwin, Youth Program Coordinator

NEVADA HAND — Las Vegas, NV

Nevada HAND is the state’s largest nonprofit, dedicated to the development, management, and administration of high-quality homes and supportive services for working families and seniors with fixed incomes. The organization serves 7,200 residents with the goal of creating opportunities for residents to live well and for neighborhoods to thrive. To achieve these goals, Nevada HAND offers on-site wellness programs, as well as a variety of community engagement services designed to support school success, workforce development, and financial literacy. There are 33 Nevada HAND communities in Southern Nevada, including two affordable assisted-living facilities that provide 24-hour support to individuals needing a higher level of care.

Team:
Robert Feibleman, Executive Vice President of Construction
Sergio Arcieri-Bonjour, Project Manager
Brendan Murphy, Real Estate Development Analyst

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Team:
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Kate Corwin, Youth Program Coordinator

BDT HOUSING SERVICES ENTERPRISE — Walls, MS

BDT Housing Services Enterprise (BDTHSE) is a nonprofit organization dedicated to serving farm labor, food processing, and agriculture transporting communities in rural areas of the Mississippi Delta Basin and the Black Belt Services Area (spanning the states of Alabama, Arkansas, Louisiana, Mississippi, and Tennessee). BDT is committed to ensuring that each person has the opportunity to thrive in all aspects of social and physical wellbeing, regardless of age, race, origin, gender, culture, and economic status.

Team:
Tracey Prince, Executive Director

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Team:
Tracey Prince, Executive Director
HANNIBAL SQUARE COMMUNITY LAND TRUST
— Winter Park, FL

The Hannibal Square Community Land Trust (HSCLT) was formed in response to community concern that developers were purchasing land in their distressed, predominantly African-American neighborhood, driving gentrification and displacement of residents. HSCLT believes that racial and economic diversity make for a healthier, more well-rounded neighborhood. To this end, they raise funds to purchase available land, wresting control from developers who are less concerned with maintaining a diverse community. HSCLT also helps homebuyers through education, programs, mortgage qualifications, and down-payment assistance.

Team:
Camille Reynolds, Executive Director
Rebecca Talbert, Board Member
Adilia Richemond, Board Member

CHN HOUSING PARTNERS — Cleveland, OH

CHN’s mission is to leverage the power of affordable housing to change lives and improve communities. CHN is a nonprofit affordable housing developer and housing service provider located in Cleveland, Ohio, working to build more equitable communities, improve housing affordability, and preserve and expand the supply of affordable housing. CHN, in deep partnership with Housing First, is striving to end homelessness in Cleveland. Their nationally replicated Lease Purchase Program has helped over 1,000 low-income families achieve home ownership. Since 1981, CHN has developed 6,000 affordable homes, created ownership opportunity for 2,500 new homeowners, and served 30,000 people annually in housing services.

Team:
Pleurat Dreshaj, Assistant Director of Real Estate Development
Jillian Watson, Senior Project Manager

SONS OF HAITI + LOW INCOME HOUSING INSTITUTE (LIHI) — Renton, WA

Sons of Haiti is an African-American Masonic Grand Lodge and fraternal organization. They are actively involved in the community through their “Street Engagement” program, where they venture into the community to engage with people who are homeless or previously homeless to gain insight about design needs. Sons of Haiti works closely with Renton’s Department of Community and Economic Development and has also engaged with neighboring business and churches.

Team:
Ray Hall, Director – Sons of Haiti
Sharon Lee, Executive Director – LIHI
Laurie Allison Wilson, Principal Architect – Sage Architectural Alliance
MacArthur Lewis, Treasurer – Sons of Haiti
Kwame Morrow, Grand Secretary – Sons of Haiti
Steven Strickland, Real Estate Project Manager – LIHI
The Enterprise Rose Architectural Fellowship partners emerging architectural designers with local community development organizations to facilitate an inclusive approach in developing sustainable and affordable communities. The fellows integrate design processes, community engagement principles, and creativity into development projects and the organization while learning the challenges, dynamics, and potential of mission-driven development organizations. The Fellowship introduces a reciprocal learning process, transforming how the Rose Fellows and host organizations approach projects to improve not only the outcomes of their developments, but also the neighborhood in which they are based.

Each year at AHDLL, the Rose Fellows are paired with the development teams. Here are the partnerships for 2018:

**BDT Housing Services**
- partnered with Michelle Stadelman

**CHN Housing Partners**
- partnered with Daniel Greenspan and Chau Pham

**Detroit Shoreway CDO**
- partnered with Seema Kairam and Nicholas Satterfield

**Hannibal Square Community Land Trust**
- partnered with Kristen Chin and Deborah Peréz Centeno

**Nevada HAND**
- partnered with Kelsey Oesmann and Delma Palma

**Smith Hill CDC**
- partnered with Dawn Hicks and Lindsey Briceno

**Sons of Haiti – LIHI**
- partnered with Nicholas Forest and Emily Thompson

**About the Rose Fellowship**

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- partnered with Nicholas Forest and Emily Thompson
Katie Swenson
Vice President, National Initiatives

Carrie Niemy
AHDLI Program Director

Ray Demers
Director, Design Initiatives

Meghan Venable-Thomas
Cultural Resilience Program Director

Ahmad Abu-Khalaf
Senior Research Analyst, Public Policy

Jody Liu
Program Associate

Vickie Johns
Sr. Meeting and Event Planner

Linda Arena
Design Intern

Mark McDermott
VP & Market Leader, Ohio

Wayne Mortensen
Director of Design & Development, Cleveland Neighborhood Progress

Elizabeth Richards
Sr. Program Director, Ohio

Angelina Turner
Program Assistant, Ohio

Erick Rodriguez
Designer, KFA Architects
SONS OF HAITI + LIHI
WATERS ESTATES — RENTON, WA

PROJECT SUMMARY
Waters Estates will be a six-story, mixed-used, transit-oriented, elder (55+) housing project for formerly homeless people with a focus on veterans. The project is located in Renton, a suburb south of Seattle, Washington. The site is located between big box stores and Renton's historic downtown core, resulting in the design challenge of harmonizing a six-story building within an area that predominantly contains two- and three-stories structures. The project envisions a dynamic streetscape that honors nature through increasing landscaping and connecting the property contextually with the city of Renton as a whole. Sons of Haiti owns the property and will be partnering with the Low Income Housing Institute (LIHI).

PROJECT SNAPSHOT
NEIGHBORHOOD TYPOLOGY
✓ Urban
✓ Suburban
☐ Rural

SPECIFIC POPULATIONS
✓ Seniors
✓ Veterans
✓ Supportive
☐ Families

DEVELOPMENT STRATEGY
✓ New Construction
☐ Rehabilitation
✓ Transit-Orientation
☐ Large Site Redevelopment

HOUSING TYPOLOGY
✓ Multi-family
☐ Single Family
✓ Mixed Use
✓ Supportive Housing

INSTITUTE GOALS
• Design an iconic building that can support the developing character of Renton, WA, a suburban city on its way to becoming more urban
• Incorporate general innovations in supportive housing for the formerly homeless
• Increase development and design leadership opportunities in communities of color; set the stage for equitable future development projects in Renton, Seattle, and Portland by Sons of Haiti and LIHI

AREAS OF EXPERTISE
Convening diverse array of community partners to achieve a common goal; driving efforts to increase opportunities for economic parity in disenfranchised communities
SMITH HILL CDC
SMITH HILL LWLP — PROVIDENCE, RI

PROJECT SUMMARY
Smith Hill LWLP is an initiative to bring 20 to 30 studio and one-bedroom units and a community center to Chalkstone Avenue in Providence, Rhode Island. Using the Housing First model, housing will be prioritized for those who are homeless or at risk of homelessness, including the formerly incarcerated, those attending addiction rehabilitation programs, people with disabilities, abused, or otherwise marginalized members of society. This supportive housing environment will not only make available to residents the resources they need to attain critical life skills, but also foster a sense of belonging through community-centered programming like yoga, art, dance, conversation, and education.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
☑️ Urban
☐ Suburban
☐ Rural

SPECIFIC POPULATIONS
☐ Seniors
☐ Veterans
☐ Supportive
☐ Families
☐ Yount adults

DEVELOPMENT STRATEGY
☑️ New Construction
☐ Rehabilitation
☐ Transit-Orientation
☐ Large Site Redevelopment

HOUSING TYPOLOGY
☑️ Multi-family
☐ Single Family
☑️ Mixed Use
☑️ Supportive Housing

INSTITUTE GOALS
- Bring economic viability and live/work environments to Smith Hill
- Increase understanding of how to development and ongoingly manage housing with supportive services as well as an active community center
- Understand financing options beyond traditional funding sources

AREAS OF EXPERTISE
Creative, progressive thinking; extensive community development experience and business development acumen, including strategic models
Cleveland Scholar House will be a 40-unit multifamily apartment building that serves low-income individuals who are enrolled in a college degree program and have a young child (0-5 years of age). Strategically located in Cleveland’s Campus District, local colleges have committed to providing academic support services to the residents of the Cleveland Scholar House and referring candidate students to the project. On-site affordable daycare and social support services will enable this project to follow a true two-generational model to interrupt the cycle of poverty for both parents and children and change the trajectory of their lives. Development timeline will depend on whether a tax credit from the Ohio Housing Finance Agency is awarded this year.

**PROJECT SUMMARY**

- Learn new design and programming elements to benefit the project and its residents
- Evaluate how currently planned design elements may contradict project goals
- Identify design changes to reduce construction or operating costs without negatively impacting residents

**AREAS OF EXPERTISE**

Deep expertise in supportive housing — from the durability of materials and finishes to the needs of space for programming
DETROIT SHOREWAY CDO

WALZ SENIOR — CLEVELAND, OH

PROJECT SUMMARY

Walz Senior is a collaborative endeavor between DSCDO and Cleveland Public Library to reimagine the corner of West 80th and Detroit Avenue. Located in a distressed section of the Detroit Shoreway neighborhood, a new, three-story, 75,000 sq. ft. building will replace the existing Walz Branch Library and Detroit Chateau. The building will house the library on the first floor and a projected 70 units of affordable housing for families and seniors above. This partnership creates increased efficiencies through consolidated parking and other communal areas, such as the wellness center and community room. Project financing is diverse and highly collaborative, including 9% LIHTC equity, approved funding for library redevelopment, and other local and federal sources.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY

- Urban
- Suburban
- Rural

SPECIFIC POPULATIONS

- Seniors
- Veterans
- Supportive
- Families

DEVELOPMENT STRATEGY

- New Construction
- Rehabilitation
- Transit-Oriented
- Large Site Redevelopment

HOUSING TYPOLOGY

- Multi-family
- Single Family
- Mixed Use
- Supportive Housing

INSTITUTE GOALS

- Increase innovation, creative problem solving, and informed decision making to improve resident quality of life
- Enrich projects and programs with shared best practices garnered from developers outside of DSCDO discipline and geographical area
- Create a baseline upon which staff can begin to develop design guidelines for DSCDO

AREAS OF EXPERTISE

Historic preservation, adaptive reuse, green building, and urban infill projects
MEADOW PINES — LAS VEGAS, NV

PROJECT SUMMARY
Meadow Pines is a new construction, infill project in Las Vegas, conveniently located near amenities, education, and public transportation. As the Las Vegas economy is comprised primarily of the service industry, the central location will allow residents more convenient commutes to their places of employment. Although this project is funded through two separate LIHTC deals due to size limitations, Nevada HAND’s goal is to create one harmonious community. This 482-unit, mixed-use, mixed-income complex will contain 262 one- and two-bedroom apartments for senior housing, 220 one-, two-, and three-bedroom apartments for families, and 5,000 square feet of commercial space. Design priorities include contemporary aesthetics, flexible community spaces, engaging landscape, and expanded resident services.

PROJECT SNAPSHOT
NEIGHBORHOOD TYPOLOGY
✓ Urban
☐ Suburban
☐ Rural

SPECIFIC POPULATIONS
✓ Seniors
☐ Veterans
☐ Supportive
✓ Families

DEVELOPMENT STRATEGY
✓ New Construction
☐ Rehabilitation
✓ Transit-Orientation
✓ Large Site Redevelopment

HOUSING TYPOLOGY
✓ Multi-family
☐ Single Family
✓ Mixed Use
☐ Supportive Housing

INSTITUTE GOALS
- Challenge our comfortable experience, stemming from 25 years in the same town with the same team
- Gain exposure to what other peers and leaders are doing across the country and beyond
- Successfully complete first urban infill project

AREAS OF EXPERTISE
Extensive experience in navigating the titling, design team management, and permitting approval processes; in-perpetuity property ownership; knowledge of the nuances of various funding sources
The Promenade at West Lakes will consist of five multi-family townhome complexes and one three-story, mixed-use property. The five townhome complexes will collectively provide 30 to 40 units for homeownership, each with three bedrooms, 2-½ bathrooms, and a two-car garage. The Promenade will offer 15,000 to 20,000 square feet of retail on the ground floor with 20 to 28 mixed-income units of one- and two-bedroom apartments on the top floors. Affordability mix is anticipated to be 60% of units ranging between 50% and 120% AMI and 40% of units offered at market-rate. Land will remain with the land trust to ensure long-term affordability. Final numbers of apartments and townhomes will be determined by cost to build and city requirements for on-site water retention.

INSTITUTE GOALS
- Learn how to efficiently create mixed-use and mixed-income developments that bring owner occupancy and affordability to our Central Florida housing market
- Explore the boundaries between increasing density to make a project affordable and creating unappealing developments
- Learn to optimize the balance between quality and cost

AREAS OF EXPERTISE
Architectural design, community land trust financing and implementation
BASTROP ESTATES — BASTROP, LA

PROJECT SUMMARY
Bastrop Estates is a 20-unit, LEED-certified townhouse development in Bastrop, Louisiana. The development will provide housing and family supports for domestic farm laborers and food processing workers, including members of this community who are disabled or retired. The site will contain 2 two-bedroom/two-bath units, 10 three-bedroom/two-bath units, and 8 four-bedroom/two-bath units. The project is seeking funding through the USDA-Rural Development program.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
☐ Urban
☐ Suburban
☒ Rural

SPECIFIC POPULATIONS
☐ Seniors
☐ Veterans
☒ Supportive
☒ Families

DEVELOPMENT STRATEGY
☒ New Construction
☐ Rehabilitation
☐ Transit-Orientation
☐ Large Site Redevelopment

HOUSING TYPOLOGY
☒ Multi-family
☐ Single Family
☐ Mixed Use
☐ Supportive Housing

INSTITUTE GOALS
- Learn effective affordable housing design approaches
- Strengthen the leadership team’s ability to clarify and realize goals
- Create a Racial Equity Scorecard and an Anti-Racism Implementation Plan to address issues of youth success and education, health, housing, economic justice, and criminal justice

AREAS OF EXPERTISE
HUD Green Academy; expertise in strong community support and educational programs, particularly in rural areas
In 2018 Enterprise released the report Good Design: A Framework to Empower Developers and Improve Design in Affordable Housing. Driven by the growing recognition that the design of affordable housing projects can help developers respond to complex challenges, control costs, and improve resident outcomes, Enterprise Community Partners has invested in a variety of programs and resources to increase the design leadership of community developers, including into a yearlong research partnership with MASS Design Group. As part of this partnership, MASS reviewed existing literature and conducted nearly 50 interviews with experts in the field of affordable housing, including developers, architects, and a mix of funder and city representatives, residents, partners, and consultants. The team aimed to answer three questions:

• What is good design?
• What are the challenges that developers face in implementing well-designed affordable housing, and where are the key moments for achieving this within the typical design timeline?
• How can developers be equipped to be leaders in the design of affordable housing projects?

The research showed that:

1. Both developers and designers believe that “good design” is design that meets resident needs and achieves a project’s stated goals. However, because of the challenges of navigating the affordable housing development system in the U.S., most developers end up defining “success” separately from resident outcomes: Success can become completing a project—getting it funded and built—and frequently falls short of this standard for good design.

2. Although developers are leading projects, they do not necessarily feel like they have control over the final design: They often feel as though they are merely balancing and navigating the competing preferences of their multitude of stakeholders. And, because of the lack of a cohesive definition of “good design” across all stakeholders, the project’s design is frequently stripped to its “bare bones” or “lowest common denominator.”

3. Due to the many variables and challenges at play in the affordable housing ecosystem, there are no universal moments during the development timeline that can be leveraged to achieve design excellence for all projects. Instead, project team members need to be open to opportunities as they present themselves throughout the entire process.

Responding to these findings, Enterprise created the Design Matters Leadership Framework. The framework and accompanying tools empower developers to create stand-out, resident-focused projects within any budget or ecosystem. The tools are flexible, adaptive, and iterative. As each project, context, community, and process changes, a single prescriptive roadmap would not guarantee “good design.” The framework intends to cultivate developers who are design advocates and can articulately communicate and negotiate with the entire spectrum of stakeholders throughout the duration of the development cycle to ensure good design.

To help developers best leverage design to achieve positive impact, we created a framework built around the foundational ideas of Mission, Design, Impact:

• Mission: A clearly articulated project mission, based in a deep understanding of context and stakeholders, can help development teams articulate visionary goals and navigate the challenging development process.

• Design: Developers and designers need to be able to align design opportunities with the achievement of mission. We identified 9 Design Opportunities that can be leveraged: Site, massing, landscape, program, circulation, units, materials, culture, and systems.

• Impact: To prove the power of thoughtful design and improve future projects, developers must measure and share the outcomes of their design decisions.

Together these three principles allow developers to iterate seamlessly on their building’s design and still achieve their project goals. By focusing on their project mission and having a clear hold on the variety of design tools available, project teams can change the specific design move they are using and still achieve the same project outcomes.

Through a series of webinars, the participants in this year’s Institute are being trained in applying this framework both to the project that they bring to this year’s Institute, but also to any future projects in their pipeline.
## DESIGN OPPORTUNITIES

<table>
<thead>
<tr>
<th>Mission</th>
<th>Design Opportunities</th>
<th>Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site</td>
<td>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?</td>
<td>How might your project’s pathways, adjacencies, and view corridors be intentionally designed?</td>
</tr>
<tr>
<td>Massing</td>
<td>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?</td>
<td>How people and things move through and around the building and the site.</td>
</tr>
<tr>
<td>Landscape</td>
<td>Incorporation of planting and the creation of indoor or outdoor space. How might you activate your project’s landscape for better outcomes?</td>
<td>How might your project’s pathways, adjacencies, and view corridors be intentionally designed?</td>
</tr>
<tr>
<td>Program</td>
<td>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?</td>
<td>How might your project be culturally responsive to its future residents and neighborhood context?</td>
</tr>
<tr>
<td>Systems</td>
<td>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?</td>
<td>How the individual unit layouts support its occupants’ needs and wellness. Who are you designing for and how will that guide your unit design?</td>
</tr>
<tr>
<td>Materials</td>
<td>Used to form, cover, and clad the building. Where might there be opportunities to leverage material selection to achieve outcomes for your project!</td>
<td>How might your project be culturally responsive to its future residents and neighborhood context?</td>
</tr>
<tr>
<td>Culture</td>
<td>Cultural elements present an opportunity to leverage design to connect with local culture and create a sense of identity.</td>
<td>How might your project be culturally responsive to its future residents and neighborhood context?</td>
</tr>
</tbody>
</table>

Throughout the Institute, use this chart to map how you might leverage these 9 design opportunities to grow your project’s impact.

Download the Design Principles Primer on [www.enterprisecommunity.org/DesignMatters](http://www.enterprisecommunity.org/DesignMatters)
ON MONDAY I WILL....

I DON'T WANT TO FORGET....

COOLEST THING I LEARNED THIS WEEK...

PEOPLE I WANT TO COLLABORATE WITH MOVING FORWARD...

INSTITUTE TAKEAWAYS

ACRONYMS DEFINED

AMI: Area Median Income. Used to identify income eligibility for households and to determine maximum rent or sales price for units.

CDBG: Community Development Block Grant

DHCD: In some states, refers to the Department of Housing and Community Development

ELI: Extremely Low-Income. A household whose annual income does not exceed 30% AMI.

FMR: Fair Market Rent.

FHA: Federal Housing Administration

HCV: Housing Choice Vouchers

HOME: A federal funding program that provides block grants to state and local governments to create affordable housing.

Housing that is Affordable: Generally, housing for which the occupant is paying no more than 30% of income is considered affordable.

HUD: US Department of Housing and Urban Development

LIHTC: Low-Income Housing Tax Credit (Pron: LI-TECH). A tool that helps encourage private investment in affordable housing. There are two types of LIHTCs—4% and 9%.

New Markets: A Tax Credit program that incentivizes projects in distressed communities to support economic growth and development.

NIMBY: Not In My Backyard. Usually a reference to community members who do not want affordable housing in their neighborhood.

PHA: Public Housing Agency

QAP: Qualified Allocation Plan. Each state has a different QAP which they use to communicate the criteria by which they will distribution tax credits

QCT: 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%, which provides a 30% basis boost in the value of LIHTC.

Section 8: A program that provides a rental assistance subsidy for low-income households. The subsidy may be “project-based” to keep a home affordable, or it may be “tenant-based” to help a household rent a home on the private market.

TOD: Transit Oriented Development
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Cleveland Neighborhood Progress

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