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.

**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.
Dear AHDLI Participants,

Welcome to the sixth annual Affordable Housing Design Leadership Institute (AHDLI). We are delighted to see how the Institute continues to grow and strengthen our network of design and development practitioners, and charts critical new territory in designing sustainable, equitable, connected communities.

Hosted by our Enterprise Atlanta team, in collaboration with Georgia Tech and MARTA, we have planned our program around the theme of Connecting to Opportunity. Enterprise is committed to the generational goal of ending housing insecurity in the United States. Doing so means more than just having enough units to satisfy demand; it means having high-quality homes with connections to good schools, jobs, transit and health care.

The Atlanta Beltline is a wonderful example of a visionary project that connects people in both an efficient and enjoyable way to the greater resources of Atlanta. We are thrilled to take a tour with one of its creators, Ryan Gravel, who has leveraged his vision into a comprehensive community-building reality.

Our keynote speaker is Maurice Cox, the newly appointed Director of Planning for the City of Detroit and former Design Director at the National Endowment for the Arts. Maurice is a co-founder of AHDLI and helped us identify the need for community development and design leadership to come together, just as mayors and designers have been for 35 years at the Mayors’ Institute for City Design. Maurice’s new role in Detroit will benefit from his unique perspective in a very exciting and challenging context and we’re looking forward to hearing from him on this topic.

We hope you find your experience here incredibly valuable. We have seen AHDLI transform attitudes, and projects as a result. Earlier this year, MetroPlains LLC won the AIA Affordable Housing Design Award for the Trolley Quarter Flats. This was one of the projects critiqued at our very first Institute in Minneapolis in 2010 and was a topic of much discussion. We’re so excited to see what impact this year’s projects will have on the future of your work. This event couldn’t be possible without our sponsors. The McKnight Foundation has been with us from the beginning, and they’ve been enthusiastically joined by the Kendeda Fund, the National Endowment for the Arts, and Autodesk Foundation. We thank them for all their invaluable support.

And thank you for your commitment to join us in this important work. We look forward to working together to raise the standard of design in affordable housing.

Welcome!

Katie Swenson
Vice President, Design Initiatives
Enterprise Community Partners, Inc.
PARTICIPANTS

DEVELOPMENT RESOURCE TEAM

CHARLENE ANDREAS
Director of Building Development, LUCHA  
Chicago, IL

BRENT ELROD  
Director of Projects, Urban Housing Solutions  
Nashville, TN

ANGELA HURLOCK, LEED AP  
Executive Director, Claretian Associates  
Chicago, IL

SHARON LEE  
Executive Director, Low Income Housing Institute (LIHI)  
Seattle, WA

JON TOPPEN  
Managing Principal, Tapestry Development Group  
Atlanta, GA

LEAH WHITESIDE  
Project Manager, Dorchester Bay Economic Development Corporation  
Dorchester, MA

DESIGN RESOURCE TEAM

MAURICE COX (KEYNOTE)  
Director, Department of Planning and Development, City of Detroit  
Detroit, MI

NETTE COMPTON  
Senior Director of ParkCentral & City Park Development, The Trust for Public Land  
New York, NY

JANAE FUTRELL  
Senior Principal Planner, Atlanta Regional Commission  
Atlanta, GA

RYAN GRAVEL, AICP, LEEP AP  
Founding Principal, Sixpitch  
Atlanta, GA

RASHMI RAMASWAMY, LEED AP  
Principal and Co-Founder, SHED Studio  
Cambridge, MA

ROBERT REED  
Director, Residential and Community Sustainability Services, Southface  
Atlanta, GA

DANIEL SIMONS, AIA, LEED AP  
Principal, David Baker Architects  
San Francisco, CA

WALKER WELLS, AICP, LEED AP  
Vice President of Programs, Director of the Green Urbanism Program, Global Green  
Santa Monica, CA

ROBYN ZURFLUH, RA, LEED AP  
Senior Associate, Smith Dalia Architects  
Atlanta, GA

INVITED GUESTS

TIM KEANE (KEYNOTE OPENING REMARKS)  
Commissioner of Planning and Community Development, City of Atlanta  
Atlanta, GA

NOQUOMAS WILSON  
Program Manager, West Angeles CDC  
Los Angeles, CA

AMANDA RHEIN  
Senior Director of Transit Oriented Development and Real Estate, MARTA  
Atlanta, GA

DAN IMMERGLUCK  
Professor of City and Regional Planning, Georgia Institute of Technology  
Atlanta, GA

NISHA BOTCHWEY  
Associate Professor of City and Regional Planning, Georgia Institute of Technology  
Atlanta, GA
PROGRAM

TUESDAY NOV 3 OPENING NIGHT
04:00 PM Site Tour with Development and Design Teams
    (Meet in the lobby of the Renaissance Atlanta Midtown, 866 West Peachtree St NW)
06:30 PM Conclusion of tour and Kick-Off Dinner at Ecco, 40 7th St NE, Atlanta

WEDNESDAY NOV 4 SESSIONS + KEYNOTE
08:30 AM Breakfast at Georgia Institute of Technology
    Caddell Flex Space, 280 Ferst Dr, Atlanta
09:00 AM Welcome and Introductions
    Katie Swenson
    Enterprise Rose Architectural Fellows
09:35 AM Design Team Presentation
    Ryan Gravel
09:55 AM Development Team Charrette
    Othello Station, Seattle, WA
    Sharon Lee, Low Income Housing Institute
11:05 AM Break
11:15 AM Design Team Presentation
    Daniel Simons
11:35 AM Development Team Charrette
    26th & Clarksville, Nashville, TN
    Brent Elrod, Urban Housing Solutions
12:45 PM Lunch
01:45 PM Design Team Presentation
    Nette Compton
02:05 PM Development Team Charrette
    Tierra Linda, Chicago, IL
    Charlene Andreas, LUCHA
03:15 PM Break
03:25 PM Design Team Presentation
    Janae Futrell
03:45 PM Design Team Presentation
    Robert Reed
04:05 PM Wrap Up
04:15 PM Sessions End
05:00 PM Reception, Reinsch-Pierce Auditorium Courtyard
06:00 PM Keynote Lecture, Reinsch-Pierce Auditorium
    Maurice Cox, City of Detroit
07:30 PM Welcome Dinner (invite only)
    The Spence
    75 5th St NW, Atlanta

THURSDAY NOV 5 SESSIONS
09:00 AM Breakfast at Georgia Institute of Technology
    Caddell Flex Space, 280 Ferst Dr, Atlanta
09:30 AM Design Team Presentation
    Rashmi Ramaswamy
09:50 AM Development Team Charrette
    92nd & Burley
    Angela Hurlock, Claretian Associates
11:00 AM Break
11:10 AM Design Team Presentation
    Robyn Zurfluh
11:30 AM Development Team Charrette
    Phoenix House, Atlanta, GA
    Jon Toppen, Tapestry Development Group
12:40 PM Lunch
01:40 PM Design Team Presentation
    Walker Wells
02:00 PM Development Team Charrette
    65 East Cottage, Dorchester, MA
    Leah Whiteside, Dorchester Bay EDC
03:10 PM Wrap Up
03:25 PM Program ends
MAURICE COX, a nationally respected community designer and leader of the public interest design movement, is director of planning and development for the city of Detroit. Prior to moving to Michigan, he was director of Tulane City Center and associate dean for Community Engagement at the Tulane University School of Architecture in New Orleans.

Cox studied at Cooper Union in New York and previously held a faculty position at the University of Virginia. A co-founder of the national SEED (Social, Economic, Environmental, Design) Network, Cox served as design director of the National Endowment for the Arts in Washington, DC from 2007-2010. In that capacity, he led the Mayor’s Institute on City Design, the Governor’s Institute on Community Design, and oversaw the award of more than $2 million a year in NEA design grants across the United States.

TIM KEANE is Commissioner for the Department of Planning and Community Development.

Keane previously served as the Director of Planning, Preservation and Sustainability for the City of Charleston, S.C. Prior to his appointment by Mayor Reed, Keane was responsible urban planning, design review, historic preservation and zoning for the City of Charleston.
Ryan Gravel is an urban planner, designer, and author working on site design, infrastructure, concept development, and public policy as the founding principal at Sixpitch. His master’s thesis in 1999 was the original vision for the Atlanta Beltline, a 22-mile transit greenway that after fifteen years of work and collaboration is changing both the physical form of his city and the decisions people make about living there. Alongside other projects at Sixpitch and research, Ryan’s forthcoming book “Where We Want to Live” (March 2016) investigates the cultural side of infrastructure, describing how its intimate relationship with our way of life can illuminate a brighter path forward for cities.

Images of before, after and planned development around the Atlanta BeltLine, the most comprehensive transportation and economic development effort ever undertaken in the City of Atlanta. The BeltLine will provide a network of public parks, multi-use trails and transit along a historic railroad corridor. The project’s health and economic benefits have already become obvious, with record-breaking use of its first 2-mile phase of trail and over $1 billion of new, mixed-use redevelopment.
Founded in 1991, LIHI has grown to be one of the most productive affordable housing developers in the Northwest, owning and/or managing over 1,700 housing units at 50 sites in six counties throughout the Puget Sound region. LIHI also advocates for just housing policies at the local and national levels; and administers a range of supportive service programs to assist those we serve in maintaining stable housing and increasing their self-sufficiency.

Sharon Lee is the founding Executive Director of the Low Income Housing Institute (LIHI), a non-profit organization based in Seattle. LIHI staff have developed over 3,800 units of rental and homeownership housing in Washington State. LIHI owns 1,600 units serving individuals, families, seniors, homeless people, and those with special needs. Lee is Executive Editor of the statewide Housing Washington newsletter and is an advocate on issues of housing justice, housing preservation, and ending homelessness. LIHI’s housing has won numerous national and local awards for design excellence and environmental sustainability.
Project Information

Development Strategy
- New Construction
- Rehabilitation/Preservation
- Adaptive Reuse
- Scattered Site Infill

Housing Typology
- Multi-Family (Mid-High Rise)
- Multi-Family (Townhouse)
- Single Family
- Supportive Housing
- Senior Housing
- Tribal/Native American
- Workforce Housing

Residential Unit Information (Sites A + B)
Number of Units: 255 units, A: 155 units B: 99 units
7-story. A: 20% homeless young adults, 20% disabled, 75 1BR, 5 Open 1, 75 Studio. B: 10% refugee housing, other <60% AMI, 48 1BR, 12 3BR, 15 Open 1, 24 Studio
Parking: A: 29 spaces B: 15 spaces

Non-Residential Features
- Commercial/Retail Space
- Community Space: A: 14,148 SF B: 4,216 SF
- Offices
- Service Space
- Open Space: A: 4,261 SF B: 3,047 SF roof deck
- Recreation/Exercise Room
- Other

Project Summary

Our MLK Opportunity Center consists of two vacant sites in the Rainier Valley neighborhood of Seattle, Washington. LIHI will develop two mixed-use, transit oriented development (TOD) sites located near Sound Transit’s Othello Light Rail Station. In total, the two buildings will offer around 255 affordable housing units. Site A contains 155 apartments located at 7544 MLK Jr. Way S. and is organized around an exciting concept of creating a “Learning Environment” for young adults committed to serving the poor through volunteer programs. We hope to lease this first floor space along MLK Way out to the Rainier Valley Food Bank, also providing space next to the food bank for a Food Innovation Hub, including a commercial kitchen and prep space for food truck operators and entrepreneurs. Site A also includes an Opportunity Youth Employment Center for YouthCare to provide job training, barista training, classrooms, and educational workshops for homeless and low-income young adults. The second building is located at 7351 43rd Ave S and will contain 99 units of family housing in the form of studios to 3-bedroom units. The remaining units will be targeted to the workforce for individuals and families making 60% or less than the AMI. We hope to turn the first floor retail space into subsidized daycare or a preschool center to help serve residents and the larger community.

Institute Outcomes

Our goal with the two sites is to design mixed-use projects that will serve an array of low-income individuals, including those who are formerly homeless to those who are living off a limited stipend and serving the greater community. We have the fortune of building in a location is home to diverse populations and ethnicities, and we want this project to reflect those aspects. Both of the sites face the challenge of increased interest in market-rate development in the area and issues of displacement are becoming concerns for current residents. We intend to incorporate green design features with both of the buildings to comply with the Washington State Evergreen Sustainable Development Standards, and to pay special attention to reducing spoilage and waste, recycling and composting, and heating and cooling for the food bank and daycare center. We intend to incorporate advanced water conserving features, Universal Design components, centralized laundry facilities, photovoltaic array, a construction waste management plan, materials that reduce the heat-island effect, enhanced building envelope, environmentally preferable materials, and a smoke-free policy.
Daniel Simons, AIA, LEED AP, is a Principal at David Baker Architects, a progressive architecture firm in San Francisco known for its innovative designs, creative site strategies, and commitment to sustainable and equitable urban environments. Daniel focuses on multifamily housing design, green-building practice, and thoughtful city planning. Recent work includes Lakeside Senior Housing, an award-winning affordable housing project for low-income and formerly homeless seniors in Oakland, California; a partnership with the City of San Francisco to study the effects of state-mandated density increases on the local urban fabric; and assorted publications, presentations, and jury appointments.

Formed by David Baker in 1982, David Baker Architects has a passion for and deep understanding of the power of respectful environments to transform neighborhoods and elevate the lives of individuals and families. DBA designs thoughtful places that allow communities to thrive and that serve as a multiplier of good—that is, that enable or support further engagement, connection, or community benefit.
Urban Housing Solutions was founded in 1991 to address Nashville’s lack of permanent housing for homeless people. Since then, UHS has expanded our focus to provide affordable rental housing for low-income individuals and families, supportive services for people with special housing needs, as well as some commercial space for neighborhood economic development. Today, UHS is the largest non-profit provider of affordable housing in Davidson County serving over 1,500 residents in 923 units at 32 properties.

Brent Elrod is the director of projects for Urban Housing Solutions and has managed the predevelopment, design, acquisition, and construction of over 400 apartments since 2006. Brent has helped UHS concentrate its housing development efforts on high-impact neighborhood revitalization projects. Brent is a LEED-accredited professional and an active member of the Urban Land Institute Nashville and the Nashville Civic Design Center.
**PROJECT INFORMATION**

**DEVELOPMENT STRATEGY**
- New Construction
- Rehabilitation/Preservation
- Adaptive Reuse
- Scattered Site Infill

**HOUSING TYPOLOGY**
- Multi-Family (Mid-High Rise)
- Multi-Family (Townhouse)
- Single Family
- Single-Room Occupancy/Supportive Housing
- Senior Housing
- Tribal/Native American
- Workforce Housing

**NON-RESIDENTIAL FEATURES**
- Commercial/Retail Space
- Community Space (gallery)
- Offices (studio space)
- Service Space
- Open Space: Community Garden
- Recreation/Exercise Room
- Other

**RESIDENTIAL UNIT INFORMATION**
- Number of Units: 23 in Phase I (up to 100 with rezoning)
- 6 story affordable (30-80%AMI), mixed-use building
  - 8 micro units, 12 1BR, 3 2BR
- Parking: 70 car spaces, 70 bike spaces

**PROJECT SUMMARY**

Urban Housing Solutions is currently redeveloping the former site of an abandoned apartment complex located North Nashville’s Cumberland Gardens neighborhood. This 23-unit project received the largest single grant in 2014 from the city’s new affordable housing trust fund and will be a flagship for that program. The property has the potential to support 100 units or more following a rezoning. 26th and Clarksville is the largest, most visible, and least programmed site UHS has ever acquired. An innovative development at this North Nashville site could help revitalize the area, especially if it can build upon the neighborhood’s creative heritage. We are exploring an arts-based community that would provide affordable housing and, through arts and potentially other programming, some social connections among low-income working artists and other groups with special housing needs. An arts-based intentional community would probably require certain amenities such as gallery space, artist studios, neighborhood-focused retail, a community garden, and a playground area.

**INSTITUTE OUTCOMES**

Our central objective is to develop a cohesive master plan—and a unifying identity—that will inform our future phases and yield the best design and community impact. Successful examples of “intentional neighboring” models already exist, and we would seek to apply the best practices and experiences of these intentional communities to our 26th and Clarksville master plan if we think there is viability. But a large-scale intentional living concept poses many challenges and we also do not want an unusual (and potentially risky) master plan to confound our residents, neighbors, or potential funders; we need to be sure the first phase of 26th and Clarksville becomes a catalyst for major public-private redevelopment efforts in the neighborhood. Good site planning, strong architectural designs, and quality construction will help uphold a high standard for affordable housing development but the biggest challenge may be positioning and integrating each phase—and, more importantly, the different target audiences those phases will be designed to attract—to yield additional neighborhood revitalization beyond this site.

Streetview of existing conditions on site from corner of Clarksville Pike and 26th Street, taken April 2015.
Proposed - Phase 1 indicated in grayscale, conceptual master plan for future development in orange.
Nette Compton is Senior Director of ParkCentral and City Park Development for the Trust for Public Land, where she facilitates the improvement, innovation, and expansion of the organization’s national urban park program, with initiatives including creative placemaking, design quality, public health, sustainability, green infrastructure, and climate change. She previously served at the NYC Parks Department as the Director of Green Infrastructure, and Senior Project Manager for Sustainability, where she oversaw the creation and implementation of the agency’s High Performance Landscape Guidelines.

A registered Landscape Architect, she is the Past-President of the American Society of Landscape Architects New York Chapter and a member of ASLA’s national Policy Committee. Nette graduated magna cum laude from Cornell University with B.S. degrees in Landscape Architecture and Plant Sciences, where she also earned a M.S. in Urban Ecology from Cornell’s Urban Horticulture Institute, focusing her graduate work on green roofs and stormwater capture.
LUCHA was founded in 1982 by residents of Chicago’s Humboldt Park, West Town and Logan Square neighborhoods to combat displacement and preserve affordable housing in the community. Since its founding, LUCHA has helped more than 68,000 low-to-moderate income families rent affordable housing, obtain Section 8 rental assistance, purchase good homes, improve dilapidated buildings, obtain adequate insurance coverage, make their home more accessible or more energy efficient, and beautify their neighborhoods.

With nearly twenty years of architectural experience and over five years of development experience, Charlene Andreas has a broad base of knowledge in the process of planning, developing, and constructing affordable housing. Most recently, she was responsible for the financing and construction of LUCHA’s Borinquen Bella development, a $11.7M project preserving 47 units. She also has a strong interest in sustainability and was the project architect for a LEED Silver project at Middlebury College in Vermont and for one of the first Green Permit affordable housing projects in Chicago.
PROJECT INFORMATION

DEVELOPMENT STRATEGY
- New Construction
- Rehabilitation/Preservation
- Adaptive Reuse
- Scattered Site Infill

RESIDENTIAL UNIT INFORMATION
- Number of Units: 43 over 10 sites
- > 3 story, 7 3-flat, 3 6-flat
- >> Parking: 43 spaces

HOUSING TYPOLOGY
- Multi-Family (Mid-High Rise)
- Multi-Family (Townhouse)
- Single Family
- Supportive Housing: Veterans
- Senior Housing
- Tribal/Native American
- Workforce Housing

NON-RESIDENTIAL FEATURES
- Commercial/Retail Space
- Community Space
- Offices
- Service Space
- Open Space: Community Garden
- Recreation/Exercise Room
- Other

PROJECT SUMMARY
As part of its work to mitigate such gentrification dynamics, LUCHA began to conceptualize and pursue a new affordable housing development - Tierra Linda - in 2014. A $16.6 Million project, Tierra Linda will offer 43 units over 10 sites in three-flat, six-flat, and townhome configurations for residents earning 50% or less of area median income, the majority of whom will be Latino and African American. Tierra Linda will follow Energy Star, Indoor airPlus, and Enterprise Green Communities standards; thus the project will feature natural lighting, cost-efficient energy and building control systems, and improved indoor air quality. One of the six-flat Tierra Linda configurations will also be constructed as a passive building by: (1) Employing continuous insulation through the entire envelope without thermal bridging; (2) Using balanced heat- and moisture-recovery ventilation; and (3) Exploiting/minimizing solar gain. LUCHA conducted a comprehensive outreach campaign which introduced the Tierra Linda concept to and vetted the concept with the community, which led to a large amount of public support for Tierra Linda directly expressed to several Aldermen at various community forums and events.

INSTITUTE OUTCOMES
LUCHA’s long-term goals for Tierra Linda are for it to be shovel ready by early 2016, receive its certificate of occupancy by March 2017, and complete its lease-up by November 2017. Short-term (and current mission-critical) goals include: Conducting community health/wellness outreach and program planning, finalizing design and construction scope, and finalizing financing of Tierra Linda project. However there are a number of challenges LUCHA must address if meeting these goals are going to be a reality. For example, LUCHA is only in the beginning stages of fleshing out the “increased health and wellness” outcomes it can expect; thus the organization must work to build a network of external partners who specialize in this area. State and local budget cuts have also impacted LUCHA’s Tierra Linda financing plan, so LUCHA must develop a strategy to ensure that the project stays on time and properly financed.

Sample site massings - 1812 N. Drake Ave. (left) and 1929 N. Drake Ave. (right)
Typical 3-flat landscape plan (top-left), 6-flat plan (bottom).
Janae Futrell, AICP, LEED-AP, is a Senior Principal Planner at the Atlanta Regional Commission. As an urban planner and architectural designer, her experience includes work for government, private sector, and nonprofits. Her focus areas span disaster management, environmentally-sustainable building, public transport, and human services transportation specific to individuals with disabilities, individuals with lower income, and older adults. Prior to ARC, she worked with Caritas Germany, Earthquakes and Megacities Initiative, International Federation of the Red Cross and Red Crescent, John Portman and Associates, and WeLoveTheCity.

The Atlanta Regional Commission is the regional planning and intergovernmental coordination agency for the 10-county area and the City of Atlanta. For over 65 years, ARC and its predecessor agencies have helped to focus the region’s leadership, attention and resources on key issues of regional consequence. ARC is dedicated to unifying the region’s collective resources to prepare the metropolitan area for a prosperous future.
Robert E. Reed, III is the Director of Community and Residential Sustainability Services at Southface, a nonprofit advocating for sustainable homes and communities for more than 37 years. Robert leads Southface’s Urban Sustainability Practice working with teams developing sustainability initiatives in cities around the region. Most recently Community Sustainability Services developed a Sustainability Action Plan for Atlanta Beltline Inc. and led development of Greenprint Midtown, an Eco-District overlay for Midtown Atlanta. Robert represents Southface with the TransFormation Alliance promoting Equitable Transit Oriented Development.

Since 1978, Southface has worked with consumers, the construction and development industry and policymakers to forge market-based solutions to create green jobs, clean energy and sustainable communities. Recognizing that buildings produce nearly half of all U.S. greenhouse gas emissions, we believe that sustainability initiatives and advocacy focused on the built environment are key to addressing global climate change.
Rashmi Ramaswamy is co-founder of SHED Studio, a mission-driven architectural & sustainable design collaborative located in Cambridge and Chicago. SHED Studio’s expertise is in using a participatory community-based process to work with a diverse group of clients, and develop solutions that not only meet needs but respond to the mission of the client and the community. Over 85% of SHED Studio’s clients are non-profits in affordable housing, environmental and social justice, and community based economic development.

At a personal level, Rashmi is committed to women’s issues, affordable housing, and advocacy for the homeless. Rashmi has had leadership roles on Boston Society of Architects Committee on Homelessness, Chicago Coalition for the Homeless, Faith in Place, USGBC Chicago Chapter, Boston Building Resources, Rebuilding Exchange, and archi-treasures. She is also in the process of forming SHEDx, a non-profit dedicated to design-thinking, participation and advocacy.
Since 1991, Claretian Associates (a faith-based non-profit agency) has developed over 130 affordable homes within a 12 block area, returning more than 75 vacant lots to productive use. Claretian Associates supports community leadership, provides resources, and connects residents to jobs, schools, and more. Given the history of environmental justice issues in South Chicago, Claretian prioritizes sustainability as a key component of its approach to neighborhood revitalization.

Angela Hurlock has been Executive Director of Claretian Associates since 2004. Over the past 12 years, Angela has built a team from one company of four full-time and four part-time workers to its current affiliation of four companies with over 100 employees, many of them local residents. Angela is one of two working in Claretian Associates’ real estate development practice, and she oversees the management department in addition to her role implementing the broader mission, vision, and goals for the organization. Angela holds a M.Arch from the University of Illinois at Urbana-Champaign.

SCHEMATIC PROJECT

View from 92nd St.

Courtyard

Building cross-section
PROJECT INFORMATION

DEVELOPMENT STRATEGY
- New Construction
- Rehabilitation/Preservation
- Adaptive Reuse
- Scattered Site Infill

RESIDENTIAL UNIT INFORMATION
- Number of Units: 46
- > 5 story, 16 1BR, 18 2BR, 12 3BR. 30-60% AMI
- Parking: 43 spaces

HOUSING TYPOLOGY
- Multi-Family (Mid-High Rise)
- Multi-Family (Townhouse)
- Single Family
- Supportive Housing
- Senior Housing
- Tribal/Native American
- Workforce Housing

NON-RESIDENTIAL FEATURES
- Commercial/Retail Space
- Community Space:
  - Offices: Property Management
  - Service Space
- Open Space: Roof Deck and Courtyard
- Recreation/Exercise Room: Meditation, Yoga
- Other

PROJECT SUMMARY
Casa Verde was designed by Landon Bone Baker Architects and will include an 5-story building providing 46 units of permanent supportive and affordable housing. The development includes an exterior courtyard, terrace, roof garden, office, and community space. The basement level will provide 43 parking spaces. The building’s sustainable design is expected to be certified LEED Silver. The proposed site of the development is located in the South Chicago community area, a neighborhood hit hard by the collapse of the steel industry and in great need of affordable housing for working families, seniors, veterans, and grandfamilies. The site is accessible to transit, being located just one block from the Metra Electric District commuter rail line providing access to downtown. Within South Chicago, 66.1% of renters are cost burdened. The site may also need remediation given the previous quasi-industrial use - soil samples have tested at higher-than-neutral pH levels, and groundwater samples have two detections above Tier 1 Groundwater Remedial Objectives for Class 1 groundwater.

INSTITUTE OUTCOMES
Claretian Associates has consistently prioritized environmental sustainability as a key component in its overarching goal of neighborhood revitalization. Claretian Associates is looking to incorporate green components into Casa Verde - these may include a passive solar design, strategies for reducing overall energy usage, and using rainwater and greywater to meet some of the development’s water needs. There is also the goal of creating a scattered asset management strategy incorporating green practices across Claretian Associates’ portfolio. However in order to incorporate these elements and others alike, Claretian Associates will need to locate and secure alternative sources of funding that have not been tapped on preceding developments. In addition, if the organization is to be successful in utilizing such green technologies, it must identify strategies of value engineering in order to get the maximum effects while minimizing costs. Another goal of the project is to meet the local demand for affordable housing that meets the needs of grandfamilies, veterans, and domestic violence survivors. Claretian Associates aims to connect these families with employment opportunities, transportation, and social services.
Indispensable to Smith Dalia’s affordable and public practice, Robyn Zurfluh’s work includes significant projects with mission-based and stakeholder-driven clients, as well as programming & design for more than 25 affordable housing projects. Because of her familiarity with the non-profit world and its complex funding mechanisms, Robyn's tenure has enabled the creation of many place-oriented public buildings, often indistinguishable from market-rate projects. Robyn's projects have won awards for design excellence, historic preservation and sustainability, including Atlanta ULI Developments of Excellence and National AIA/HUD awards for Design Excellence.

For nearly three decades, Smith Dalia Architects (SDA) has enhanced communities through historic preservation & adaptive use, multi-family, mixed-use & university architecture. Based in Atlanta, SDA’s practice has expanded from design that honors history and place to designs undergirded with basic sustainable features. Time and again, SDA projects have cleverly and aesthetically transformed underutilized buildings into destinations and blighted neighborhoods into vibrant communities.
Tapestry Development Group is a Decatur, Georgia-based non-profit organization that specializes in creative problem-solving to develop affordable rental housing. Tapestry is especially adept at using multi-layered financing from the public and private sectors. By offering a wide and flexible array of services to choose from, Tapestry provides its partners with cost efficient ways to maintain control and receive the exact level of expertise they need.

Jon Toppen has been in affordable housing development since 2002 and has been involved in the development or preservation of over 1,200 housing units. Jon's responsibilities include the oversight and management of development projects, with specialties in permanent supportive housing and Low Income Housing Tax Credits. Prior to co-founding Tapestry, he served as a Project Manager and controller for other affordable housing development organizations.

Existing conditions on Phoenix House site: Buildings B, C, D (left), Community Building and Leasing Office (right)
PROJECT INFORMATION

DEVELOPMENT STRATEGY
- New Construction
- Rehabilitation/Preservation
- Adaptive Reuse
- Scattered Site Infill

RESIDENTIAL UNIT INFORMATION
- Number of Units: 69
- 2-story redevelopment
- All studio/efficiency apartments

HOUSING TYPOLOGY
- Multi-Family (Mid-High Rise)
- Multi-Family (Townhouse)
- Single Family
- Single-Room Occupancy/Supportive Housing
- Senior Housing
- Tribal/Native American
- Workforce Housing

NON-RESIDENTIAL FEATURES
- Commercial/Retail Space
- Community Space
- Offices: Leasing office/property management
- Service Space: On-site service provider offices
- Open Space: Courtyard
- Recreation/Exercise Room
- Other

PROJECT SUMMARY
Since 1990, Phoenix House has provided an independent living option for formerly homeless individuals with disabilities, primarily mental illness. However, the property’s physical condition is in significant decline and the owner may soon have to take units permanently off-line because of deteriorating housing quality. The property needs a major redevelopment to solve the physical deficiencies. Phoenix House offers quality affordable housing with on-site services near public transportation, including a bus stop at the site entrance and Oakland MARTA rail station less than a quarter mile from the site. The property currently consists of 69 housing units and will house this number of individuals after the redevelopment is complete. Three of the residential buildings built in 1990 will be demolished and rebuilt. The fourth residential building built in 1999 contains all single occupancy units and will be rehabilitated. After the rehabilitation and reconstruction of the property, Phoenix House will feature all efficiency units, allowing each tenant to reside in their individual space. The property also has two houses that will be rehabilitated for continued use as a community building and property management and on-site service provider offices.

INSTITUTE OUTCOMES
Our design goals include: (1) creating an attractive property along Murphy Avenue while also keeping the property as a quiet neighbor; (2) ensuring the property’s common space and amenities reflect the needs of tenants and on-site staff; (3) designing a project that feels residential while reflecting the property’s location in a largely industrial area; (4) exceeding the minimum requirements for green certification. We are committed to achieving EarthCraft Multifamily Certification. However, to defray future utility and maintenance costs to the owner and tenants for this very low-income population, we would like to greatly exceed minimum requirements to ensure the long-term operating success of the property; (5) improving pedestrian access to the bus stations and the nearby Oakland City MARTA rail station; (6) relocating the retention pond to provide an attractive central courtyard.
Walker Wells is Vice President of Programs and Director of the Green Urbanism Program for Global Green USA. He works with cities, neighborhoods, and community development organizations across the country to further green building and sustainable development practices through technical guidance, stakeholder facilitation, and the development of policies and programs. Mr. Wells is a 2013 Fulbright Fellow with the Royal Institute of Technology Urban Planning Program in Stockholm, a 2012 Pritzker Fellow at the UCLA Institute of the Environment and Sustainability, and co-author of the 2007 book Blueprint for Greening Affordable Housing. Global Green USA is the American affiliate of Green Cross International, founded by President Gorbachev, to foster a global value shift toward a sustainable and secure future. Global Green helps local governments, schools, and public agencies integrate sustainable design, clean energy, and water reduction measures with the goal of helping people reduce waste, live better, and act more sustainably today — and in the future.
Dorchester Bay EDC acts to build a strong, thriving, and diverse community in Boston’s Dorchester neighborhoods. Dorchester Bay EDC was founded in 1979 by local civic associations to address the problems of disinvestment, unemployment, crime, community tensions and the shortage of quality affordable housing undermining Boston’s Dorchester neighborhoods.

Leah Whiteside is a Project Manager in Dorchester Bay EDC’s Real Estate Department. She has been with DBEDC for 2 years, and focuses on commercial real estate development. Most recently, she managed the financing, development, lease-up, and asset management of a $15 million, 36,000 SF food production facility in Dorchester that has created over 100 jobs in its first year of operations. Leah graduated from the University of Pennsylvania with a Master of City Planning.
NON-RESIDENTIAL FEATURES

- Commercial/Retail Space: 20,000 light industrial/comm.
- Community Space: community room
- Offices
- Service Space
- Open Space: shared playground
- Recreation/Exercise Room
- Other

RESIDENTIAL UNIT INFORMATION

- Number of Units: 80 in Phases 1 & 2, 8 in duplexes
- > 5-6 story mixed-income, 85 rental 4 homeownership
- Mix of 1, 2, 3 BR
- Parking: 67 for rental units, 8 for townhouses

HOUSING TYPOLOGY

- Multi-Family (Mid-High Rise)
- Multi-Family (Townhouse)
- Single Family
- Single-Room Occupancy/Supportive Housing
- Senior Housing
- Tribal/Native American
- Workforce Housing

PROJECT SUMMARY

Indigo Block is a collaboration between Dorchester Bay Economic Development Corporation (DBEDC), Boston Capital, and Escazu Development. This residential and light industrial development sits on a 2.7 acre site in Boston’s Dorchester neighborhood, directly adjacent to the Fairmount/Indigo Line. The residential component is comprised of 80 rental units in a 5-story 2-phase development, and eight units (four rental, four market-rate home ownership) in four two-family homes. The 80 unit building is aimed at low-income and middle-income families, with the goal of keeping housing affordable for current residents of the neighborhood. The residential component is complemented by 20,000 SF of light industrial space that will accommodate between two and eight businesses. DBEDC is partnering with Newmarket Community Partners on the light industrial development. By integrating mixed-income housing and a jobs center right next to public transportation, DBEDC will add more affordable rental housing options for families and bring new job opportunities to the neighborhood.

INSTITUTE OUTCOMES

DBEDC’s goals for Indigo Block include integrating the development into prior Upham’s Corner and Fairmount/Indigo Line planning initiatives; creating both low- and middle-income housing opportunities to mitigate displacement in Boston’s quickly gentrifying neighborhoods; and to create permanent jobs for neighborhood residents. Our design challenges include negotiating a 20’ slope across the site; ensuring adequate residential and commercial parking and space for loading trucks; creating a cohesive design for all buildings on the site; designing safe public spaces with minimal fencing; crafting “complete streets;” creating publicly-accessible but privately-maintained green spaces; and integrating the development with the existing train platform. DBEDC hopes to address some of these challenges over the course of the Institute.
North elevation of light industrial/commercial building.

UNIT MIX
- 1 BED
- 2 BED
- 3 BED

Floors 2-6 on apartment building.

West elevation of 5/6-story residential multifamily building.
COMPANY NEWS

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 Morrish 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 Initiatives

Nella Young directs the Enterprise Rose Architectural Fellowship. She 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. 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.

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 Associate, 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.

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.

The first of the department’s programs, the Enterprise Rose Architectural Fellowship, has established itself as the most effective avenue in the world of public service for emerging architects. The 54 fellows sponsored to date have been at the forefront of community-based design and have helped to develop over 8,000 affordable homes throughout the United States. In 2010, National Design Initiatives strategically expanded its focus on design with the creation of the annual Affordable Housing Design Leadership Institute. The success and momentum of this inaugural event, along with support from an expanding network of partners and sponsors, has made this year’s Affordable Housing Design Leadership Institute possible. Now in its fifth year, the Pre-Development Design grant funds a rigorous integrative design process in the early stages of development, beginning with a visioning and architect competition and followed by a charrette to strengthen the project’s overall green approach. By engaging a broader network of architects as well as a more robust development team, the grant encourages lasting changes in the pre-development design process of affordable housing.
The 2015 Affordable Housing Design Leadership Institute is made possible by generous support from The Kendeda Fund, The McKnight Foundation, the National Endowment for the Arts, and the Autodesk Foundation, and from our co-hosts the Georgia Institute of Technology College of Architecture and MARTA.

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