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.
Dear AHDLI Participants,

Welcome to Enterprise’s fifth 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.

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. We would like to also thank our design-level sponsor, the California Community Foundation, for welcoming us to Los Angeles.

Partnerships have always been essential in achieving our vision of sustainability and social equity. The University of Southern California has not only been a gracious host, but also helped us innovative our program. Larry Scarpa has been with us since the beginning, serving as the keynote speaker and design team member for the first AHDLI in 2010. Now, with the leadership of John Mutlow, we are integrating the projects and critiques from the Institute into the fall studio curriculum for architecture students at USC, allowing students to become more familiar with real life development projects, and allowing developers to further participate in the creative design process.

We are thrilled to have David Baker and Andrea Cochran deliver the public keynote “Place Making: Landscape, Architecture, and Communities”. Both are immensely talented designers who have formed a strong architect/landscape architect collaboration, solidified by their mission-focused practices.

We welcome you to the Institute and to Los Angeles, a city tackling an ambitious, city-wide transit-oriented development strategy to meet some of the greatest challenges of the 21st century. This crucial work has the potential to create economic opportunities for thousands of residents, making Los Angeles a model for the nation. Enterprise reaffirms its commitment to an accessible LA by partnering an Enterprise Rose Architectural Fellow at A Community of Friends beginning January 2015 to work with ACOF on community development and supportive housing projects.

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.

Welcome!

Katie Swenson
2014 AHDLI Moderator
Vice President, Design Initiatives
Enterprise Community Partners, Inc.
VENUE LOCATIONS

01 The Standard Hotel 550 South Flower at Sixth Street
02 1st and Soto T.O.D., Soto Station- Metro Gold Line
03 The Metro at Chinatown 808 N Spring Street- Metro Gold Line
04 Expo Park/USC Station- Metro Expo Line
05 USC School of Architecture, Verle Annis
   USC School of Architecture, Harris 101
06 USC University Club at King Stoops Hall, 705 West 34th St
DEVELOPMENT RESOURCE TEAM
TARA BARAUSKAS
Director of Housing, A Community of Friends Los Angeles, CA

CARLOS CASTELLANOS
Dir. of Real Estate Development, East Bay Asian Local Development Corp. (EBALDC) Oakland, CA

MICHELLE ESPINOZA COULTER
Executive Director, Meta Housing Corporation Los Angeles, CA

ERNESTO ESPINOZA
Director of Real Estate Development, East LA Community Corporation (ELACC) Los Angeles, CA

TROY GLADWELL
Development Director, Medici Communities Denver, CO

FRED YALOURIS
Director of Design, Atlanta BeltLine, Inc. Atlanta, GA

DESIGN RESOURCE TEAM
DAVID BAKER, FAIA, LEED AP (KEYNOTE)
Founding Principal, David Baker Architects San Francisco, CA

ANDIE COCHRAN, FASLA (KEYNOTE)
Founding Principal, Andrea Cochran Landscape Architecture San Francisco, CA

ANGIE BROOKS, FAIA
Principal, Brooks + Scarpa Los Angeles, CA

JULIE EIZENBERG, AIA
Founding Principal, Koning Eizenberg Architecture Los Angeles, CA

RYAN GRAVEL, AICP, LEED AP
Senior Urban Designer, Perkins + Will Atlanta, GA

STEVEN LEWIS, AIA, NOMAC, LEED AP
Founder and President, Thinking Leadership Los Angeles, CA

JOAN LING
Consultant and Lecturer at The UCLA Luskin School of Public Affairs Los Angeles, CA

LIZ OGBU
Designer and Social Innovation Strategist San Francisco, CA

LORCAN O’HERLIHY, FAIA
Founding Principal, Lorcan O’Herlihy Architects Los Angeles, CA

CHRIS REED
Founding Principal, Stoss Cambridge, MA

JAMES ROJAS,
Founder, Place It! Los Angeles, CA

TED SMITH
Principal, Smith and Others Architects San Diego, CA

JIM SUHR
Principal, James Suhr and Associates Los Angeles, CA

INVITED GUESTS
RUSHMORE CERVANTES (KEYNOTE OPENING REMARKS)

HELMI HISSERICH

ALFRED MUHAMMED
Housing & Community Investment Department (HCIDLA) Los Angeles, CA
PROGRAM

TUESDAY SEPT 16 OPENING NIGHT
04:00 PM  Site Tour with Development and Design Teams (Meet in the lobby of the Standard Hotel)
06:30 PM  Conclusion of tour and Kick-Off Dinner (The Metro at Chinatown, Senior Lofts)

WEDNESDAY SEPT 17 SESSIONS + KEYNOTE
08:00 AM  Breakfast at USC, Verle Annis
08:30 AM  Welcome and Introductions
  Dean Qingyun Ma, USC
  John Mutlow, USC
  Katie Swenson
09:00 AM  Design Team Presentation
  Ryan Gravel
09:20 AM  Development Team Charrette
  Lofts at Reynoldstown Crossing, Atlanta, GA
  Fred Yalouris, Atlanta BeltLine Inc.
10:30 AM  Design Team Presentation
  Chris Reed
10:50 AM  Break
11:00 AM  Design Team Presentation
  Liz Ogbru
11:20 AM  Development Team Charrette
  Goodwill, Oakland, CA
  Carlos Castellanos, EBALDC
12:30 PM  Design Team Presentation
  Lorcan O’Herlihy
12:50 PM  Lunch at USC, Verle Annis Courtyard
01:40 PM  Design Team Presentation
  Angie Brooks
02:00 PM  Development Team Charrette
  1st and Soto T.O.D., Los Angeles, CA
  Ernesto Espinoza, ELACC
03:10 PM  Design Team Presentation
  Joan Ling
03:30 PM  Break
03:40 PM  Sustainable, Equitable, Connected Communities Presentation + Discussion
  Tom Osdoba, Enterprise Green Communities
04:50 PM  Sessions End
05:00 PM  Reception, Verle Annis Courtyard
06:00 PM  Keynote Lecture, Harris 101
07:30 PM  Welcome Dinner (invite only)
  USC University Club at King Stoops Hall

THURSDAY SEPT 18 SESSIONS
08:00 AM  Breakfast at USC, Verle Annis
08:30 AM  Welcome
  Katie Swenson
09:00 AM  Design Team Presentation
  Steve Lewis
09:20 AM  Development Team Charrette
  West Villas, Los Angeles, CA
  Tara Barauskas, ACOF
10:30 AM  Break
10:40 AM  Design Team Presentation
  Jim Suhr
11:00 AM  Development Team Charrette
  38th and Blake, Denver, CO
  Troy Gladwell, Medici Communities
12:10 PM  Design Team Presentation
  Julie Eizenberg
12:30 PM  Lunch at USC, Verle Annis Courtyard
01:30 PM  Design Team Presentation
  Ted Smith
01:50 PM  Development Team Charrette
  722 Washington, Los Angeles, CA
  Michelle Espinosa Coulter, Meta Housing
03:00 PM  Design Team Presentation
  James Rojas
03:20 PM  Closing Remarks
03:45 PM  Session End
PLACE MAKING
LANDSCAPE, ARCHITECTURE, AND COMMUNITY

Andrea Cochran, FASLA, has been practicing landscape architecture in the San Francisco Bay area for thirty years. She graduated from Harvard University’s Graduate School of Design and worked on the East Coast and in Europe before moving to California.

Andrea Cochran Landscape Architecture, founded in 1998, tackles a wide range of project types and scales, from single family residences to hotels, wineries, affordable housing, schools, institutions, and public parks. A sense of intimacy and a strong attention to detail infuse each project. The work is internationally recognized and has been featured in the New York Times, The Wall Street Journal, and a wide range of design publications. It has also garnered numerous awards, including the Smithsonian’s Cooper-Hewitt National Design Award in Landscape Architecture and the American Society of Landscape Architects’ Design Medal in 2014.

David Baker, FAIA, LEED AP, founded San Francisco-based David Baker Architects in 1982. A leader in the field of sustainable affordable housing, the firm has come to be known for combining social concern with a signature design character.

David has been honored as the Non-Profit Housing Association Design Visionary and as the AIA California Council’s 2012 Distinguished Practice, in recognition of a career of commitment to the built environment. In 2010 David received the Hearthstone Builder Humanitarian Award, honoring the housing industry’s 30 most influential people of the past 30 years. His recent projects include Zero Cottage—San Francisco’s first Net-Zero Passive House certified home—and Bayview Hill Gardens, affordable housing for formerly homeless families in San Francisco.
Ryan Gravel is an urban designer at Perkins+Will where he engages site planning, concept development, and public policy. His master’s thesis in 1999 was the original vision for the Atlanta Beltline, a 22-mile transit greenway that transforms a loop of old railroads with transit, parks, and trails to generate economic growth and protect quality-of-life in 45 neighborhoods in the city. Ryan speaks internationally and has received numerous awards for his work on the project. He is also finishing a book that 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.
Fred Yalouris joined Atlanta Beltline in June 2008. Previously, he was in Boston, where for 11 years he held the position of Director of Architecture and Urban Design for the “Big Dig,” where he directed the planning, design, public participation process, and construction phase services for the surface restoration of the $15 billion project. Prior to this, Dr. Yalouris served as a college administrator and research associate for 10 years at Harvard, followed by 10 years as a college dean at University of Massachusetts, Boston University and Newbury College.

The Atlanta BeltLine is a sustainable framework for future growth, including 22 miles of new transit, 33 miles of trails, 1,300 acres of new parks, over 30,000 units of new housing, and 5,600 units of affordable housing. The infrastructure is located on or adjacent to abandoned and underutilized railroad right-of-ways circling downtown Atlanta. The Atlanta BeltLine is reconnecting 45 different neighborhoods which have been divided by the railroads and associated industry. The Atlanta BeltLine has committed funding to over 250 units of affordable housing.
The Atlanta Beltline has acquired Reynoldstown Lofts, a historic distribution warehouse that was converted in 2011, which fronts 335 feet of its Eastside Trail Extension. The three level condominium building occupies a corner of a predominantly undeveloped site and is adjacent to a significant intersection of a major Atlanta thoroughfare and the celebrated linear park system. The Atlanta Beltline is currently seeking to see the property developed to its full potential by introducing apartment units, live-work units, town homes, and commercial spaces to better the immediate community and better the experience on the Beltline path. Likewise, they aim to improve neighborhood opportunities for renters and homeowners to obtain inexpensive housing and will implement their Atlanta Beltline Affordable Housing Program here.

This design proposal capitalizes The Atlanta Beltline's intentions and provides a midrise building of three levels of apartments, amounting to approximately 75 units, above three levels of parking behind a row of 5 town homes. Also, an “L-shaped” low rise building creates a courtyard that surrounds the existing pool and allows for the construction of 10 live-work units and 6,500 square feet of leasable retail area. Lastly, parking is provided at a minimum given that the property is easily accessible by mass transit and the Beltline path.

### PROJECT SUMMARY

Reynoldstown Crossing Phase II is visioned as a model for sustainable and equitable development along the Atlanta BeltLine. Building off of Phase I, a historic distribution warehouse that was converted in 2011, the site is adjacent to a 1.15-mile trail connecting with the successful Eastside Trail. The existing 3 story building occupies a corner of the predominately vacant site near a significant intersection of a major Atlanta thoroughfare and the celebrated linear park system. The new development will introduce a mix of residential rental units to improve the immediate area and the experience on the BeltLine path. The site is served by transit with a bus route directly into downtown (10 mins) and is a mile from MARTA’s Inman Park/Reynoldstown rail station. In the future, it will be served by the streetcar on the BeltLine. Atlanta BeltLine has engaged two architects to present schematic designs, each with a slightly different program and concept. Scenario A (previous page) includes retail along Memorial Drive and a mix of surface and garage parking with units above using a double loaded corridor. Scenario B (adjacent page) is residential use only with a single corridor approach and below-grade parking.

### INSTITUTE OUTCOMES

The Atlanta BeltLine’s hopes to comes away from the Institute with a superior design concept that is financially feasible, with the end goal of demonstrating to other developers in Atlanta how they can meet higher design ideals without sacrificing profitability and quality. There are several key challenges in reaching these goals. Physically connecting to Phase I offers an opportunity for shared amenities yet limits building layouts, especially given the small site. Second it is difficult to spread the costs of a structured parking deck over the number of units that can be supported by wood frame construction and local developers assert that less than 250 units do not have sufficient economies of scale from a property management perspective. Finally, the organization would like to incorporate at least 20% affordable units, which appears to be incompatible with the 9% Low-Income Housing Tax Credit.

### 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 (Scenario A +B)
- Number of Units: A: 75 units B: 86 units on 1.4 acres
- >> 3-6 story mixed-income, 20% of units for <60% AMI
- Mix of apartments, live-work units, and townhomes
- >> Parking: A: 141 spaces B:121 spaces

#### NON-RESIDENTIAL FEATURES
- ✔️ Commercial/Retail Space: A: 6,500 SF  B: none
- ❑ Community Space
- ❑ Offices
- ❑ Service Space
- ✔️ Open Space
- ✔️ Recreation/Exercise Room: (possibly)
- ❑ Other

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Left to right: Lofts at Rtown Crossing Phase I; Phase I fronting the trail extension; View to Downtown Atlanta from Phase I
**Site Plan**

- **Existing warehouse**
- **3 story parking (1 below grade), 5 story residential with single-loaded corridor**
- **Existing building (Phase I)**
- **Eastside Extension Trail**
- **Existing townhomes with parking**
- **Existing restaurant with parking**

**Floor Plans**

- **1st Level**
  - # Units: 11
  - # Parking: 40
  - # Units: 0

- **2nd Level**
  - # Units: 11
  - # Parking: 36

- **3rd Level**
  - # Units: 0
  - # Parking: 0

- **4th Level**
  - # Units: 10
  - # Parking: 40

- **5th Level**
  - # Units: 11
  - # Parking: 0

**Memorial Drive Elevation**

- 3 story parking (1 below grade), 5 story residential with single-loaded corridor

**Chester Ave Elevation**

- Existing warehouse
- Existing building (Phase I)
- Existing townhomes with parking
- Existing restaurant with parking

**Building Requirements (Section 16-36.014)**

- Fenestration and entrances shall be provided for a minimum of two entrances.
- Units should have porches or stoops at sidewalk level.
- Building floors within five vertical feet of the adjacent sidewalk shall be accessible from aisles, courtyards, or patios.
- Except as specified below, buffer shall be completely landscaped excluding walkways, benches, grills, or other similar structures.

**Open Space Requirements (Section 16-36.010)**

- Minimum setbacks:
  - 20 ft for properties adjacent to Beltline Corridor
  - Minimum 20 ft setback along any part of property adjacent to Beltline Corridor
  - Minimum 15 ft + 5 ft supplemental setback along any part of property adjacent to Beltline Corridor
  - Minimum 15 ft setback along any part of property adjacent to Beltline Corridor

**Lot Restrictions**

- Provides: 1 parking spot per unit
- Required: 1 parking spot per unit

**Parking Requirements**

- Zoning: Location:
  - Land Lot 13 of the 14th District of Fulton County
  - Land Use Summary:

**Building Code Summary**

- Stories: Actual: 38' | Allowable: 40' + 20' (S bonus): 60'
- Height: Actual: 10,750 sf | Allowable: 7,000 + 18,900 (S&F bonus): 25,900 sf
- Area per floor: Construction Type: 5B, Sprinklered
- Minimum Façade Height: 24 ft.
- Maximum Lot Coverage (% of net lot area): 85%
- Minimum Side Yard / Side Yard Adjacent to Street: 15 ft + 5 ft Supplemental
- Minimum Front Yard: 15 ft + 5 ft Supplemental

**Usable Open Space Provided:** 69,175 sf
**Usable Open Space Requirement (104,320 gross lot area * .41):** 42,772 sf
**Usable Open Space Ratio (from 16-08.07):** .41
**Total Open Space Requirement:** Not Applicable

**Allowable Building Area without AH bonus:** 333,824.
**Base FAR with Bonus for 20% Affordable Housing:** 4.2
**Usable Open Space Requirements**

- Allowable R.O.W. Area (from construction drawings): 24,654 sf
- Net Lot Area (from survey): 79,666 sf
- Allowable Building Area:

**Minimum Sidewalk: 11 ft**

**Minimum sidewalk and supplemental zone minimum width requirements as is directly accessible from Beltline Corridor.**

**Site Limitations – Beltline Overlay (Section 16-36.011)**

- For residential uses, fenestration and entrances shall be provided for a minimum of two entrances.
- Units should have porches or stoops at sidewalk level.
- Building floors within five vertical feet of the adjacent sidewalk shall be accessible from aisles, courtyards, or patios.

**Ratings**

- Actual: 5 | Allowable: 4 + 1 (S bonus): 5
- Height: Actual: 68' | Allowable: 55' + 20' (S bonus): 75'
- Area per floor: Construction Type: 3B, Sprinklered

**Existing building (Phase I)**

- 2 hr rating for exterior walls
- No ratings for any building elements

**Existing warehouse**

- 1 hour horizontal and vertical separation between sleeping units
- 1 hour horizontal and vertical separation between buildings by 10' or greater
- No ratings for exterior walls separated from other buildings

**Building C**

- 2 hr rating for exterior walls
- No ratings for any building elements

**Building A:**

- Construction Type: 1B, Sprinklered
- (below Building B, R-2 Residential)

**Building B:**

- Construction Type: 5B, Sprinklered
- (above Building C, S-2 Parking)

**Memorial Drive Elevation**

- 3 story parking (1 below grade), 5 story residential with single-loaded corridor

**Chester Ave Elevation**

- Existing warehouse
- Existing building (Phase I)
- Existing townhomes with parking
- Existing restaurant with parking

**Existing warehouse**

- 3 story parking (1 below grade), 5 story residential with single-loaded corridor

**Existing building (Phase I)**

- 3 story parking (1 below grade), 5 story residential with single-loaded corridor
Chris Reed is the founding principal of Stoss. His innovative approach to public space has been recognized internationally, and he has been invited to participate in competitions and installations around the world. Reed’s research interests include the impact of ecological sciences on design thinking, and city-making strategies informed by landscape systems. Reed received a Master in Landscape Architecture from the University of Pennsylvania. He is currently Associate Professor in Practice of Landscape Architecture at the Harvard’s Graduate School of Design.

The Plaza at Harvard is a gathering space for the University and local communities, adjacent to Harvard’s historic Yard. During the design process, a series of interim programs were initiated in order to both build momentum and increase publicity for the project while simultaneously cultivating a civic audience for the future plaza. The plaza’s design includes recycled materials, stormwater infiltration, and an education program to reinforce the University’s sustainability mission.
A designer and social change agent, Liz is an expert on social and spatial innovation in challenged urban environments. Through her multidisciplinary consulting practice, Studio O, and courses she teaches at UC Berkeley and Stanford's d.school, she collaborates with communities to use design to tackle wicked social problems. Previously, she was Innovator-in-Residence at IDEO.org and Design Director at Public Architecture. Named as one of Public Interest Design’s Top 100, Liz is also a Senior Fellow of the Design Futures Council.

The Day Labor Station (bottom left) was an innovative design and advocacy campaign that worked with day laborers across the country as clients and seeks to address critical issues of space, dignity, and community. NOW Hunters Point (top and bottom right) seeks to transform a former industrial zone into a dynamic activity center that can be embraced and stewarded by the diverse local community. The temporary structure, which was constructed in collaboration with local labor and youth, is an event space and tests future uses for the site.
Carlos Castellanos directs EBALDC’s Real Estate Development Department. He has been with EBALDC for 15 years, and has led EBALDC’s emphasis on developing thriving and healthy neighborhoods along transit corridors. He has strategically focused EBALDC’s efforts to targeting the development of sites which have a catalytic effect on neighborhood development. Carlos holds a Master of City Planning and Master of Science in Transportation Engineering from UCLA, Berkeley and has been appointed to serve as a regional policy advisor to the Bay Area’s Metropolitan Transportation Commission.

EBALDC is a nonprofit community development organization that builds healthy, vibrant, and safe neighborhoods in Oakland and the greater East Bay. Since 1975, EBALDC has invested more than $190 million in assets that have had substantial physical and social impact in the community, including a total of 1,918 homes and more than 300,000 square feet of commercial space that bring street-level vitality and critical services to our neighborhoods.
**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**
- Number of Units: 76 units of a 3 acre site
- > 6 story affordable housing for families
  - 28 1BR, 24 2BR, 20 3BR, 4 4BR
- > Parking: 76 residential spaces, 290 commercial

**PROJECT SUMMARY**

EBALDC and Goodwill are partnering to develop a three-acre site located in East Oakland. The site currently houses Goodwill’s administrative headquarters, sorting/distribution center, and a retail store. The future development is visioned as a mixed-use development that will include these uses as well as housing and Goodwill’s “Social Enterprise Space” for workforce development and entrepreneurship programs. EBALDC and Goodwill intend for the project to be a centerpiece of the City of Oakland’s Oakland Sustainable Neighborhoods Initiative (OSNI). The initiative is promoting socially equitable transit-oriented development along major thoroughfares from Downtown Oakland through East Oakland. OSNI’s emphasis is to encourage development and economic revitalization while avoiding the unintended displacement of communities that sometimes occurs in redevelopment projects. The project site is located less than ½ mile from the Fruitvale BART Station (the regional rail system). In addition, the site is located directly on a proposed Bus Rapid Transit line that will open in 2016.

**INSTITUTE OUTCOMES**

This multi-functional, layered development project presents exciting opportunities, but also challenges. The varied uses of the project (ranging from housing to a processing/distribution facility) have highly differentiated operational considerations, as well as specific legal and financing needs. The design must find a way to harmoniously bring these uses together into a cohesive development. Phasing is a critical component as Goodwill will need to continue its current retail, processing, and administrative operations at the site with minimal interruption. Financing and entitlements considerations will also drive phasing (for example, funding for residential versus non-residential uses may need to be developed on different timelines). The design will need to be highly functional for the proposed uses, while enhancing the built fabric of the neighborhood. Some specific challenges are accommodating parking for the various uses and traffic flow of delivery trucks to/from the Goodwill processing facility.

Phasing Plan (from left to right)- Phase I with Goodwill processing center and solar field on roof, Phase II with some residential, Phase III with completed residential and Goodwill store and headquarters (massing is slightly different from adjacent page)
First Floor

Podium Level

Legend

- Goodwill Offices
- Goodwill Housing
- Garage
- Goodwill Processing
- Community/Start-Up Space

- GARAGE 5-STORIES
- GOODWILL PROCESSING
- COMMUNITY/START-UP (GOODWILL ABOVE)
- GOODWILL RETAIL (GOODWILL ABOVE)

- RESIDENTIAL ENTRANCE COURT
- YARD

- ROOF
- COURTYARD ON PODIUM

- GOODWILL RETAIL
- GOODWILL PROCESSING
- GOODWILL OFFICES

- SEVEN DIRECTIONS - NATIVE
- INTERNATIONAL BLVD.
- CESAR E. CHAVEZ EDUCATION CENTER
- PROFIT COMMUNITY ORGANIZATION
- FREMONT-RICHMOND BART LINE

- PROJECT SITE

- EBALDC Lobby = 2,500 Sq Ft
- EBALDC Housing = 87,600 Sq Ft
- Goodwill Retail = 15,000 Sq Ft
- Goodwill/EBALDC Community/Start-Up = 14,500 Sq Ft
- Total Area = 198,600 Sq Ft

- AFFORDABLE HOUSING

Top to bottom: Surrounding Context, First and Podium Level Plans, Massing Studies, Section
Since founding Lorcan O’Herlihy Architects in 1990, principal Lorcan O’Herlihy, FAIA, has sought opportunities to engage the ever changing complexities of the urban landscape by embracing the role of architecture as a catalyst of change. Lorcan’s commitment to design excellence has earned over 75 national and local awards, including the 2010 AIA / Los Angeles Firm of the Year. He has taught and lectured extensively over the last decade, including at the University of Southern California, Architectural Association in London, Southern California Institute of Architecture, Cranbrook Academy of Art, Columbia University, and the National Building Museum.

The Los Angeles region is notorious for its lack of urban public space; LOHA’s design for Formosa1140 addresses this condition by parceling out a third of its privately-owned building site as a publicly-managed pocket park for the City of West Hollywood. Formosa1140 creates density and green space, modeling a replicable prototype for incremental community-driven city development.
Angela Brooks is a recognized leader in the field of environmental and sustainable design and construction and is responsible for firm development in the area of housing and policy, leading the firm's sustainable initiatives and overall design staff management. Angela believes that it is not enough to create great buildings and has worked to create complete neighborhoods, working with the City of Los Angeles Planning Department to change zoning to promote density and livable communities. In 2010, she received the USA Network "Character Approved" Award for her innovative work in the field of architecture.

Over the last ten years, Brooks + Scarpa has received fifty major design awards including five AIA COTE "Top Ten Green Building" Awards and the 2014 Smithsonian Cooper-Hewitt National Design Museum Award Winner in Architecture. Featured here are Step Up (SRO housing), Solar Umbrella (single-family residence), and Pico Place (affordable housing). The firm believes that architecture should engage the user, heighten their sense of awareness, and bring a deeper understanding and vitality to their experience.
ELACC is a non-profit community development corporation based in Boyle Heights, Los Angeles. The mission of the organization is to advocate for economic and social justice in Boyle Heights and Unincorporated East Los Angeles by building affordable housing, grassroots leadership, self-sufficiency, and access to economic development opportunities for low and moderate income families. Since 1995, ELACC has completed 87 single family homes and 473 rental units. 183 units are in construction and 156 units are in predevelopment.

Ernesto Espinoza has spent his career advocating for social and economic justice for low-income communities, working for the United Farm Workers Union and the Chavez Foundation developing affordable housing. In 2007, he joined East LA Community Corporation, starting as a Senior Project Manager before transitioning to Director of Real Estate Development. Ernesto is a graduate of the University of California at Berkeley, where he earned a BA in Architecture.
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

RESIDENTIAL UNIT INFORMATION

Number of Units: 50 (35 additional with Phase II)
- 6 story affordable (30-50%AMI), mixed-use building
  30 1BR, 4 2BR, 16 3BR
- Parking: 70 car spaces, 70 bike spaces

NON-RESIDENTIAL FEATURES

- Commercial/Retail Space
- Community Space
- Offices
- Service Space
- Open Space: Community Garden on Second Floor
- Recreation/Exercise Room
- Other

PROJECT SUMMARY

1st and Soto Apartments is planned as a vibrant, mixed-use affordable housing project along the 1st Street corridor in Los Angeles’ Boyle Heights neighborhood. The site is located just across the street from Metro’s 1st and Soto Gold Line station and is part of ELACC’s strategy of pursuing transit-oriented development. ELACC is using this approach to reduce dependence on cars, thus decreasing traffic and improving air quality. By connecting low-income residents with public transit, residents will have greater access to Los Angeles’ centers of employment, promoting economic opportunity and spurring healthy neighborhood development. The project features a contemporary design and aims to achieve high energy efficiency. Building on ELACC’s comprehensive, service-focused approach to community development, 1st and Soto Apartments seeks to improve residents health outcomes and quality of life by including spaces for food production, social interaction and bicycle parking.

INSTITUTE OUTCOMES

ELACC hopes to get constructive feedback on their overall approach towards designing and building infill multi-family affordable housing, learning best practices around transit-oriented development and how to successfully include retail in a residential building. One key challenge is to provide ample outdoor space that is desirable and functional while maintaining the targeted number of units. The team has decided on a contemporary design aesthetic but wants to ensure that the final product is not “just a box.” As far as the bigger picture, this building is part of a larger plan to bring sustainable, vibrant development to the Boyle Heights neighborhood and specifically the 1st Street corridor. ELACC is looking for strategies and solutions to building on the momentum of transit-oriented development around this station area and in East L.A.

Renderings of ELACC’s planned family and senior housing projects, on two opposite corners from the Site, at Soto Station.
Site Context: Soto Station and surrounding blocks showing existing context and ELACC's planned projects
Joan Ling is a real estate advisor and policy analyst in urban planning. She brings 30 years of experience in the public, private and non-profit sectors: she has worked as an affordable housing developer, property manager, real estate financial analyst, government loan underwriter, and community planner. Ms. Ling has taken about 60 development projects (1,400 units) from acquisition through entitlement, financing, construction, marketing, and building operations. Her projects include the first multi-family structure in the country awarded LEED gold certification as well as two buildings that received the American Institute of Architect’s Design Honor Awards. She served as the Executive Director of Community Corporation of Santa Monica for 20 years. Her previous employers include the Los Angeles County Community Development Commission, Kotin, Regan, and Mouchly, Inc. and The Planning Group. She was the Treasurer of the Community Redevelopment Agency of Los Angeles City for over six years. She is a director on the Housing California board and the chair of its Land Use and Finance Committee.
Steven Lewis is an architect and a tireless advocate for social justice and diversity within the field of architecture. Currently, he is an Associate Vice President for TRC in their energy services group. Steven was a Loeb Fellow at the Harvard Graduate School of Design 2006-2007 and was a founding partner of the Los Angeles-based firm of RAW International in 1984. Steven recently launched a consulting practice – “Thinking Leadership – What we Do...Who we Are” – aimed at assisting clients attain superior outcomes through his engagement.

Steven Lewis completed renovation of 13 tenement buildings and several brownstones on 117th street in Harlem. The rear yards of each group presented an opportunity to create a linear garden on the interior block, which flipped the cultural phenomenon of street watching from one’s apartment away from the street and into an activated rear yard zone. The project was completed in the mid-1990’s and has matured into one of Harlem’s most stable and beautiful neighborhoods.
Tara Barauskas, Director of Housing, oversees management of all aspects of housing development for ACOF. Ms. Barauskas joined ACOF’s development team in May 2011 after 11 years of experience with a for-profit affordable housing development company. She has been involved in all aspects of affordable housing including feasibility analysis, acquisitions, project management and sits on ACOF’s Green Team which establishes green operating and building standards for the organization.

ACOF is a nonprofit owner and developer of permanent supportive housing based in Los Angeles. ACOF’s mission is to end homelessness through the provision of quality permanent supportive housing for people with mental illness. Since its inception in 1988, ACOF has developed over 1,700 units in 43 buildings throughout Los Angeles and Orange Counties. ACOF is a full-service organization, from developing properties, to providing supportive services and property/asset management.
**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: Veterans
- Senior Housing
- Tribal/Native American
- Workforce Housing

**RESIDENTIAL UNIT INFORMATION**
- Number of Units: 49 on .7 acre site
- 3 story supportive housing for homeless veterans
  - 48 1BR, 1 2BR
- Parking: 26 spaces

**NON-RESIDENTIAL FEATURES**
- Commercial/Retail Space
- Community Space: 1,193 SF w/ Art Center
- Offices: Property Management
- Service Space
- Open Space: Community Garden
- Recreation/Exercise Room: Meditation, Yoga
- Other

**PROJECT SUMMARY**
West Villas is located in the Hyde Park neighborhood of Los Angeles, a blue-collar area that has not experienced significant investment in recent years. However, the project site is in the former Crenshaw-Slauson redevelopment area, and a few blocks from a future stop along the Crenshaw LAX transit line which will bring new opportunities into the neighborhood. The site is currently improved with vacant office structures that are dilapidated, and a large unsightly cell tower which will be relocated onto the roof of the new development. One of the goals of the project will be to bring landscaping to West Boulevard, which has very little greenery currently and consists of multifamily and retail uses in fair to poor condition. West Villas will make a statement that this neighborhood is important, that quality housing for homeless veterans is important, and that sustainability is attractive possible in any neighborhood in Los Angeles. Sustainability goals for the project are: Net Zero Energy, LEED Platinum, and compliance with at least some of the Living Building Challenge petals. Water conservation is a primary focus for this project, and strategies being explored include rainwater collection and greywater reuse for irrigation and toilets.

**INSTITUTE OUTCOMES**
ACOF envisions West Villas as a peaceful and serene setting for homeless veterans by incorporating amenities that will promote relaxation and social opportunities. To enhance traditional on-site service support, this project will include a meditation area with water feature, community garden, art center and fitness area. The design is centered around the concept of a garden oasis in a concrete jungle, with the end goal that this will spur the addition of more biophilic elements in the neighborhood. They are proposing various water conservation techniques, seeking net zero water for property, but are challenged by local regulatory policies. ACOF is seeking design solutions and strategies on how to create a building that will help residents to heal and as well as educate the public on the importance and beauty of highly sustainable permanent supportive housing.

Site Photos (from left to right): view down sidewalk in front of site; small hospital to west; industrial use to east
Jim Suhr, principal of James Suhr & Associates LLC, has focused on urban infill development throughout his career in Southern California real estate. His thirty years in the field encompass experience in acquisitions, entitlements, development and asset management of a wide range of land uses. Jim has been involved in developing a number of transit-oriented mixed-use projects, as well as industrial, office, apartment, condominium and historic rehab projects in markets across Southern California. Jim provides development management and economic advisory services to a range of public and private sector clients.

JSA is developing a vacant 1/2-acre site in Culver City’s West Washington District with a 27-unit 3-story mixed-use building. The design seeks to activate the street edge and break down the building mass. The residential units sit above 7,200 SF of sidewalk-fronting retail. The project offers public off-street parking spaces, green roofs, a PV array, and passive design features that will make this one of the most advanced buildings in the city.
Troy Gladwell has been involved in the construction and development industry for more than 30 years. His experience includes development of multi-family, single family sub-division, commercial and industrial properties. His focus is on providing private sector solutions for expanding the awareness of affordable housing’s potential to build communities and working with local and national non-profits to create healthy and sustainable communities.

Medici Communities was built upon the foundation of improving and reawakening neighborhoods by building projects that enhance the communities they serve. With an impeccable reputation for providing economical and artful affordable housing, Medici has cemented several key partnerships in both the public and private sectors that will continue to benefit neighborhoods, and neighbors, city, for decades to come.
**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

**RESIDENTIAL UNIT INFORMATION**
- Number of Units: 205
  - > Max 8 story mixed-income, mixed-use building
  - > 60 affordable, with 30 project-based vouchers
  - > Mix of 1, 2, 3 BR
  - > Parking: 305 required, 365 proposed

**NON-RESIDENTIAL FEATURES**
- Commercial/Retail Space: 2,500 sq. ft.
- Community Space
- Offices: 33,000 sq. ft.
- Service Space
- Open Space
- Recreation/Exercise Room
- Other

**PROJECT SUMMARY**

The 38th and Blake site is a truly transformational location, at the gateway to one of the most vibrant emerging neighborhoods in Denver. Located directly across from the new commuter rail station, the infusion of transit into this location will complement the many investment opportunities that will evolve. The Rhino neighborhood is “gritty” with a vibrant mix of fringe business, and unique lifestyle residential development. The opportunity here is to create a truly catalytic complex of buildings that will define a new neighborhood. 38th and Blake is planned to be multi-age and multi-demographic, with affordable housing coupled with market rate housing, all designed in a high quality format. The project is currently planned as three buildings centered around plazas that create a “front door” with retail along the street facing the transit station and an “alley” passage through the site. This alley will be developed as a pedestrian mall, lined with town homes, and opening to a community recreation area in the center.

**INSTITUTE OUTCOMES**

38th and Blake is in early project stages, undergoing financial feasibility studies. Thus, the workshop will be focused on several scenarios showing different massing solutions given different program requirements. Programming is still emerging as Medici seeks to focus on who the end-uses will be, how to finance the office/retail space and who could be potential tenants of these spaces. One key design challenge, the development must be flexible and forward-thinking as the neighborhood’s current industrial context evolves. The elevation of the final grade of Blake is an unknown and final design of the Blake and Downing intersection will define the availability of a new larger site that will ultimately enhance the overall development. Lastly, this development is part of the Blake Station Area Plan and will need to various types of green infrastructure to manage stormwater runoff.
Three different massing scenarios: yellow is residential, blue is office, red is retail and parking is grey.
Julie Eizenberg, AIA, is a founding Principal of Koning Eizenberg Architecture, and brings design vision to the firm’s wide range of projects. Under her leadership, the firm has earned over 100 awards for design, preservation and sustainability including the World Architecture Festival’s Housing Award in 2013 and the 2012 AIA Los Angeles Gold Medal in recognition of a lasting influence on the theory and practice of architecture. Julie teaches and lectures around the world and is the author of Architecture Isn’t Just for Special Occasions that outlines her practice’s philosophy on the role of architecture in everyday life.

The heart of Belmar Apartments is the “living street,” an informal walkway framed by condominiums and retail to the north and affordable artist lofts that buffer affordable family housing to the south. Koning Eizenberg (in collaboration with Moore Ruble Yudell) lead the community process for the masterplan and developed the design of affordable housing segments.
Smith and Others Architects is an alternative architectural practice accomplishing buildings in partnerships with others. Principals Ted Smith and Kathleen McCormick have completed a wide range of unusual housing projects acting as architects, developers, contractors, and operators. The firm has built many projects involving shared housing, early examples of California row houses, apartment buildings with parking on the roof, and a housing demonstration block in collaboration with a team of architect developers.

In 2005 Smith initiated a new graduate program to teach development strategies to architects at Woodbury University. In 2008, the work of the firm was exhibited in the Venice Biennale as a small part of the US Pavilion. Smith has been teaching Architecture since 1988 and founded the Masters in Real Estate Development program for Architects at Woodbury University in 2004.
Meta is a mission-driven, for-profit organization whose communities cultivate pride, resilience, and happiness, not just in our city and financing partners, but in the thousands of residents who call Meta communities home. By combining thoughtful design, solid financial resources, and engaging and educational on-site services we have created 6,400 housing units within over 65 outstanding apartment communities.

Michelle Espinosa Coulter is a Senior Project Manager with Meta Housing Corporation. Since 2006, she has managed the development of more than 800 affordable housing units, including general population, supportive housing, and workforce ownership units. She is responsible for financing, design development, and branding. Ms. Coulter holds a dual M.A. in Urban Planning from UCLA and M.S. in Accounting. She is active in community-driven revitalization efforts and land use initiatives in Northeast LA.
**PROJECT INFORMATION**

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

**RESIDENTIAL UNIT INFORMATION**
- Number of Units: 55 on .67 acre site
  - >> 4 story affordable family housing, mixed-use, 92,394 SF
    - 18 1BR, 20 2BR, 17 3BR
  - >> Parking: 63 car spaces and bike spaces

**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: 1,500 SF
- ☑ Community Space
- ☑ Offices: Property Management
- ☐ Service Space
- ☑ Open Space: Courtyard, Roof Deck total of 6,538 SF
- ☑ Recreation/Exercise Room: Children’s Play Area
- ☐ Other

**PROJECT SUMMARY**
Washington 722 TOD’s direct adjacency to the San Pedro Street Metro Blue Line subway station is its most significant feature. The Blue Line station lies directly in front of the project, in the center median that bisects Washington Boulevard. The City of Los Angeles has targeted this and other TOD areas for high-density development, which would include replacing heavily blighted and underutilized industrial structures with safe, livable commercial and residential uses. The development will consist of an adaptive reuse of a vacant four-story light industrial and office brick building of approximately 6,262 square feet. Built in 1930, this building will be gutted and joined with a new building on the three sites to the east (three one-story vacant warehouses that will be demolished). This project will serve families, providing indoor and outdoor amenities for residents. Washington 722 seeks to be the catalyst for change, bringing more people and new investment opportunities to reach the potential of this transit-rich area.

**INSTITUTE OUTCOMES**
Meta’s key challenge lies in creating a building that fits the surrounding context but is forward-thinking in its design, changing the light industrial nature of this neighborhood and attracting families to bring more activity to the block and increase ridership along the above-ground Blue Line. The architect has proposed a unique and modern design to indicate that this neglected area can become a vibrant, well-used transit corridor with housing and commercial opportunities. The team is exploring creative solutions to the adaptive reuse portions of the project, such as redesigning the double-high lobby as a statement entryway, welcoming residents and visitors. Meta is also looking for ideas on how to connect future residents to jobs, either on-site or with a programming partner.
PLACE IT! founder James Rojas holds an MA in City Planning and an MS in Architecture Studies from MIT. He works as a city and transportation planner, and is the founder of the Latino Urban Forum, a non-profit dedicated to increasing awareness of planning and design issues facing low-income Latinos. He has written and lectured extensively about how culture and immigration are transforming the American front yard and landscape, and, through Place It!, has organized an impressive number of on-site model installations and interactive workshops.

PLACE IT! is a design-based urban planning initiative developed by urban planner James Rojas that uses model-building workshops and on-site interactive models to help engage the public in the planning and design process. Participants are able to translate conceptual planning ideas into physical forms, and learn about the value of planning and design in shaping how we live.
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 49 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 third 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.

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.

AMBER CHRISTOFFERSEN
Program Director, Design Initiatives
Amber Christoffersen directs existing and emerging programs of Enterprise’s Design Initiatives to produce well-designed, sustainable communities across the nation. She developed and manages the first-ever Pre-Development Design Grant, a grant program that provides funding and technical assistance to community developers. Amber coordinates the Affordable Housing Design Leadership Institute and has produced several design toolkits and case studies on best practices in affordable housing design. Her graduate-level work focused on the role of public space in urban revitalization efforts, an interest that originated with community design projects she completed in Washington, D.C. and Salvador, Brazil. Prior to her entry into the world of design, Amber worked at the National Geographic Society where she grew her passion for environmental stewardship.

NELLA YOUNG
Program Officer, Design Initiatives
Nella 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.
The 2014 Affordable Housing Design Leadership Institute is made possible by generous support from The Kendeda Fund, The McKnight Foundation, The California Community Foundation, and our host, the University of Southern California’s School of Architecture.

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