THE 2018 AFFORDABLE HOUSING DESIGN LEADERSHIP INSTITUTE
Who are we?
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. Enterprise is now a proven and powerful nonprofit that improves communities and people’s lives by making well-designed homes affordable. We bring together the nationwide know-how, partners, policy leadership and investments to multiply the impact of local affordable housing development. Over more than 35 years, Enterprise has created 529,000 homes, invested $36 billion and touched millions of lives.

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.

The Affordable Housing Design Leadership Institute (AHDLI)
The Affordable Housing Design Leadership Institute is the leading forum and training program for designers and developers seeking to tackle some of the nation’s most challenging development scenarios, while expanding positive outcomes for residents and surrounding communities.

Through a research-based curriculum, the program trains developers in the Enterprise Affordable Housing Design Leadership Framework, a mission-driven approach to the design and development process. In tandem, designers undergo an Affordable Housing 101 training, enhancing their ability to be thoughtful collaborators in the affordable housing ecosystem. Together, developers and designers join for a two-and-a-half day charrette session, where they learn from one another, as they bring innovation and best practice to real projects. The Institute’s impact over nearly a decade has been greener, healthier and more resilient homes for thousands of people.

www.enterprisecommunity.org
AHDLI@enterprisecommunity.org
Dear AHDLI participants,

It is my pleasure to welcome you to Seattle for Enterprise's 9th Annual Affordable Housing Design Leadership Institute.

Each summer, we gather a group of the country’s leading affordable housing developers and a faculty of talented designers for what serves as a moment of reflection and refueling. It is an opportunity for each of us to slow down and focus our thinking on the projects at hand, with the goal of improving the communities in which we live and work. For both developers and designers, we hope the Institute provides a reminder of how powerful authentic collaboration can be.

Knowing that our work here together will impact the lives of hundreds of residents and thousands of community members, makes this time together special. Our collective focus and partnership this week are important. It is our hope that each of you, designers and developers alike, will leave this year’s Institute as advocate-ambassadors of good design in affordable housing.

We are thrilled to have Steven Lewis deliver our public keynote “Putting Design to Work.” Steven is a talented architect who brings a collaborative approach to community design, focusing on social justice in the built environment.

In building this year’s Institute, we would like to acknowledge the leadership of our Pacific Northwest Office, especially M.A. Leonard and James Madden. Together, M.A. and James, along with the rest of their Seattle-based team, have been working to leverage the power of design in early childhood learning spaces to amplify their successful Home and Hope Initiative. In addition, we would like to thank our sponsors for this year’s Institute: JP Morgan Chase and U.S. Bank, with additional support from the Bill & Melinda Gates Foundation, the National Endowment for the Arts, and the Kendeda Fund.

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

Raymond Demers
2018 AHDLI Moderator
Director, Design Leadership
Enterprise Community Partners, Inc.
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PROGRAM

16 JULY MONDAY

09:00 AM Arrival + Registration - Hotel Max, 620 Stewart St.
09:30 Innovation Tour + Lunch
12:45 PM Welcome - South Lake Union Discovery Center, 101 Westlake Ave. N.
01:00 Introduction to Charrettes + Design Resource Presentations
01:30 Design Team Presentation
   Amanda Loper, Principal, David Baker Architects
01:40 Design Team Presentation
   Sam Beall, Architectural Designer, Duncan Wisniewski Architecture
02:05 Development Team Presentation
   Carmen Villegas Apartments, Ascendant Neighborhood Development
   New York, NY
03:10 Stretch Break
03:30 Development Team Presentation
   Keya Wakpala Green Development, Rosebud Economic Development
   Corporation, Mission, SD (Rosebud Sioux Reservation)
04:35 Break + Walk to Reception
05:00 Welcome Reception - Bill & Melinda Gates Foundation, 440 5th Ave. N.

17 JULY TUESDAY

08:30 AM Arrival + Breakfast - El Centro de la Raza, 2524 16th Ave. S.
09:00 Welcome
09:15 Design Team Presentation
   April De Simone, Principal, Designing the WE
09:25 Design Team Presentation
   Azzurra Cox, Landscape Designer, Gustafson Guthrie Nichol (GGN)
09:45 Development Team Presentation
   MLK Senior Housing, Mercy Housing Northwest, Tacoma, WA
10:50 Break
18 JULY WEDNESDAY

08:00 AM Arrival + Breakfast - *El Centro de La Raza, 2524 16th Ave. S.*

09:00 Introduction

09:20 Design Team Presentation
David Rowe, Executive Vice President, CAMBA Housing Ventures

09:35 Developer Team Presentation
Deerfield Beach Infill Project, South Florida Community Land Trust
Deerfield Beach, FL

10:40 Project Work Session – Introduction + Work Time

12:00 PM Final Report Outs

12:45 Closing Remarks

01:15 Program Wrap Up + Lunch
PEOPLE AND PROJECTS
Amanda Loper — Principal, David Baker Architects

Amanda Loper, AIA, LEED AP, established and leads DBA_BHM, the David Baker Architects’ southeastern office in Birmingham, Alabama. Amanda joined the firm in 2006 and was made Principal in 2014. Her diverse projects with DBA include affordable housing, market-rate housing, commercial buildings, and policy studies. Amanda focuses on the big-picture potential of sites, as well as overseeing details that create unique built environments. She presents and writes frequently on aspects of urban design, working to bring social awareness to issues of housing and density within the urban setting.

April De Simone — Principal, Designing the WE

April De Simone has over 15 years of experience in strategically designing, developing and launching for-profit, non-profit and government projects. She continues to advocate for social innovation, co-creating various for-purpose ventures and initiatives that promote market based solutions to address complex social challenges. A Dean Merit Scholar, April completed her MS in Design and Urban Ecologies from Parsons the New School for Design. She continues to be recognized for her leadership and dedication in supporting frameworks that promote a just and equitable society.

Sam Beall — Architect, Duncan Wisniewski Architecture

Sam Beall is an architect seeking to serve community by designing places that improve daily life for all. What can we do to improve access to quality early education? How can we help seniors age safely within their neighborhood? What does it mean to design for wellness? How do we balance aesthetics, functionality, and budgets to create sustainable and beautiful places? He studied architecture at the University of Virginia and has practiced in New York City, San Francisco, and Burlington Vermont. Husband and Twin dad. Retired Rose Fellow. Gardener.
Azzurra Cox — Landscape Designer, GGN

Azzurra Cox is a landscape architect passionate about cities and public space. Her interdisciplinary background in social theory and the humanities informs her approach to the discipline, including her interest in the power of landscape to shape and reflect collective social narratives. Azzurra holds an MLA from the Harvard Graduate School of Design and a BA in Social Studies from Harvard College. Concurrent to independent creative projects and ongoing research on landscapes of memory in St. Louis, Azzurra is a Designer at Gustafson Guthrie Nichol.

Deanna Van Buren + Kyle Rawlins — Co-founders, Designing Justice + Designing Spaces

Deanna Van Buren and Kyle Rawlins are co-founders of Designing Justice + Designing Spaces (DJDS), a public interest architecture and real estate development firm focused on addressing the root causes of mass incarceration. Deanna has worked as a design lead in the offices of Eric R. Kuhne & Associates London, The Buchan Group Sydney, and Perkins + Will on projects across different scales, from the architectural to the urban level. She received her B.S.Arch from the University of Virginia, M.Arch from Columbia University and was a Loeb Fellow at the Harvard Graduate School of Design. Kyle's career reflects his interest in promoting equity within society, with 20+ years of experience in the analysis, financing, design, construction, and management of real estate in North and South America. Kyle holds a B.S.Arch from the University of Virginia and an MBA from the Harvard Business School. Most recently, DJDS was awarded an ArtPlace 2017 Creative Placemaking Grant for their Pop Up Resource Village project.

Brian Phillips — Principal, ISA Architects

Brian Phillips is founding Principal of ISA, serving as creative director across all aspects of the firm’s work. ISA produces buildings, master plans, and exhibitions that provide innovative solutions for clients while productively addressing changing climates, lifestyles, technologies and urban environments. The work of ISA has won dozens of design awards including two AIA National Housing Awards. Brian was awarded a 2011 Pew Fellowship in the Arts and was named an Emerging Voice by the Architectural League of New York in 2015. He earned his M.Arch from the University of Pennsylvania where he currently teaches.
Shawn Rickenbacker — Director, J. Max Bond Center for Urban Futures

Shawn L. Rickenbacker is an Associate Professor of Architecture and Director of the J. Max Bond Center for Urban Futures at City College of New York, Spitzer School of Architecture. He is a trained architect, urbanist and systems technologist whose work has focused on the convergence of physical space, and human and digital systems within the built environment. He is especially interested in using data as a design tool, how and what we can learn from it and its relationship to the human experience. As director of an applied research and design center, he leads and directs transdisciplinary research efforts and commissioned projects. The J. Max Bond Center focuses on generating and disseminating new knowledge and strategies to increase spatial design equity, social and cultural engagement and design policy reform.

Steven Lewis — Design Director, City of Detroit, Central Region; Keynote Speaker

Steven Lewis is a tireless advocate for social justice and diversity within the field of architecture. In his role as Urban Design Director for the City of Detroit’s Central Region, he is helping to shape the vision for present and future development. In addition to being an AIA 2016 Whitney M. Young, Jr. Award recipient, a Loeb Fellow in 2006-2007, and a past President of the National Organization of Minority Architects, Steven has also recently launched a consulting practice, “Thinking Leadership – What we Do...Who we Are,” aimed at assisting clients to attain superior outcomes. More than anything, Steven is a facilitator of partnerships and alliances between groups and individuals who seek to use architecture and design to effect positive change in our world.

David Rowe — Executive VP, CAMBA Housing Ventures

David A. Rowe is an Executive Vice President for CAMBA/CAMBA Housing Ventures, Inc. Founded in 1977, CAMBA annually provides services to more than 45,000 individuals and families in six core areas: Economic Development; Education and Youth Development; Family Support; Health; Housing; and Legal Services. Responding to a pressing need for permanent, affordable housing, CAMBA Housing Ventures, Inc, a non-profit development corporation affiliate, was established in 2005 to create sustainable and energy-efficient housing for low-income and chronically homeless families and individuals. Since joining CHV in 2008, David has significantly expanded the organization’s portfolio to include a total of 2,026 completed and in-progress affordable housing units located throughout New York City. David has over 20 years of experience in affordable housing as a developer and a lender.
ASCENDANT NEIGHBORHOOD DEVELOPMENT
— New York, NY
Ascendant Neighborhood Development Corporation builds homes, engages community members, and partners with allies to raise up neighborhoods that provide stability and access to opportunity for all. Since its founding in 1988, Ascendant Neighborhood Development (AND) has supported the stabilization and growth of East and Central Harlem communities, advocated for preservation of affordable housing, and helped thousands of New Yorkers live with dignity and respect. Ascendant has renovated and redeveloped 22 vacant and underutilized buildings to provide much-needed housing, built five new buildings – with a focus on senior housing – and has supported the transformation of entire blocks that had suffered from neglect and decay during widespread disinvestment in the 1970s and 1980s.
Team:
Chris Cirillo, Executive Director / President
Maggie Calmes, Project Manager

ROSEBUD ECONOMIC DEVELOPMENT CORPORATION — Mission, SD
The Rosebud Economic Development Corporation (REDCO) was established in 1999 by the Rosebud Sioux Tribal Government to begin reclaiming their right to economic self-determination. Designed as the economic arm of the Tribe, REDCO seeks to generate revenue and create economic opportunity for the Sicangu Lakota Oyate nation. Over 150 years of oppression, over-regulation, and systemic discrimination by the federal government has stifled economic development for the nation, leading to persistent poverty and other socioeconomic challenges. REDCO has worked in policy and community development, invested in real estate and local markets, and undertaken government contracting to make the Rosebud Sioux Tribe more self-sufficient.
Team:
Red Dawn Foster, Community Development Coordinator
Taffy Lafferty, Development Officer
Tony Ten Fingers, Economic Development Specialist
MERCY HOUSING NORTHWEST — Seattle, WA

Mercy Housing Northwest (MHNW) works to build a more humane world where poverty is alleviated, communities are healthy, and all people can develop their full potential. Founded in 1991, MHNW has developed 2,000 affordable homes throughout Washington and Idaho, helping 5,500 economically-poor children, families, and seniors becomes self-sufficient through the provision of permanent housing and supportive services. Through the experience of developing 59 properties – which span from rehabbed to new-build housing – MHNW has confirmed that well-designed, well-managed housing, when combined with supportive programs, can improve the economic status of residents, stabilize lives, and transform neighborhoods.

Team:
Joanne LaTuchie, VP of Real Estate Development
Obinna Amobi, Project Developer

YAKIMA HOUSING AUTHORITY — Yakima, WA

Yakima Housing Authority (YHA) seeks to build stronger communities through their commitment to safe and affordable housing. Established by the City of Yakima in 1977, the YHA administers multiple U.S. Department of Housing and Urban Development (HUD) programs, which provide affordable housing to a range of populations in the city. In addition to real estate development and property management, they also offer rental assistance, Section 8 voucher programs, and subsidies for healthcare, substance abuse and job training.

Team:
Lowel Krueger, Executive Director, YHA
Susan Wilson, Development Coordinator, YHA
Beth Boram, Deputy Dev Director, Beacon Development
Ellen Lohe, Housing Developer, Beacon Development
HOMESIGHT — Seattle, WA

HomeSight preserves and promotes economically and culturally diverse communities through affordable homeownership, business development, and community advocacy. Since 1990, they have been providing opportunities, resources, and technical assistance for homeownership to communities with low access in Southeast Seattle. In addition to their real estate development activities, they also offer mortgage lending and purchase assistance, as well as community-development projects that strengthen neighborhoods by building on shared prosperity.

Team:
Uche Okezie, Community and Real Estate Development Director
Eric Pravitz, Senior Project Manager

TACOMA HOUSING AUTHORITY — Tacoma, WA

Tacoma Housing Authority (THA) provides high quality, stable, and sustainable housing and supportive services to people in need, which in turns helps the community become prosperous, safe, and just. The City Council of Tacoma created THA in 1940 to address the shortage of safe and sanitary dwelling accommodations in the city. Since its inception, THA has diversified and increased its housing portfolio for a variety of target populations, as well as managing Section 8 and home purchasing programs. In addition, they also provide or arrange for supportive services to allow the elderly, disabled persons, and others to live independently.

Team:
Kathy McCormick, Director of Real Estate Development
Roberta Schur, Manager, Real Estate Development
Joshua Jorgensen, Project Manager
The South Florida Community Land Trust (SFCLT) operates to preserve affordable housing in perpetuity, seeking to provide and preserve quality, sustainable, affordable housing for underserved populations in South Florida. SFCLT is committed to ensuring individuals and families access to housing without compromising on quality or location. Long-term affordability and stability is created through a unique ownership model, in which the ownership of land is separated from the ownership of housing, with the land held in trust by the community. SFCLT offers services in ownership, rental housing, pre- and post-purchase support, and resident engagement.

Team:
Mandy Bartle, Executive Director
Charles Dabney, Miami Market Manager
Kristen Chin
Urban Edge and Jamaica Plain NDC
Boston, MA

Nicholas Forest
Quest Community Development
Atlanta, GA

Dawn Hicks
Venice Community Housing
Los Angeles, CA

Lea Oxenhandler
People's Emergency Center CDC
Philadelphia, PA

Seema Kairam
The Trust for Public Land
St. Paul, MN

Michelle Stadelman
Delta Design Build Workshop
Greenwood, MS
About the Rose Fellowship

The Enterprise Rose Architectural Fellowship partners emerging architectural designers with local community development organizations to facilitate an inclusive approach in developing sustainable and affordable communities. The fellows integrate design processes, community engagement principles, and creativity into development projects and the organization while learning the challenges, dynamics, and potential of mission-driven development organizations. The Rose Fellowship introduces a reciprocal learning process, transforming how the fellows and host organizations approach projects to improve not only the outcomes of their developments, but also the neighborhood in which they are based.

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

- **Yakima Housing Authority** partnered with Seema Kairam
- **Tacoma Housing Authority** partnered with Kristen Chin
- **Mercy Housing Northwest** partnered with Kelsey Oesmann
- **Ascendant Neighborhood Development** partnered with Dawn Hicks and Nick Satterfield
- **HomeSight** partnered with Jess Blanch
- **Rosebud Economic Development Corporation** partnered with Michelle Stadelman
- **South Florida Community Land Trust** partnered with Nicholas Forest and Lea Oxenhandler
Katie Swenson
Vice President
National Initiatives

Carrie Niemy
Program Officer,
Design Initiatives

Mark Matel
Program Director,
Rose Fellowship, Design Initiatives

Ray Demers
Director,
Design Initiatives

Nella Young
Senior Program Director,
Design Initiatives

Kate Deans
Senior Program Coordinator,
Design Initiatives
M.A. Leonard  
VP & Market Leader, Pacific Northwest Market

James Madden  
Senior Program Director, Pacific Northwest Market

Vickie Johns  
Meeting and Event Planner

Anthony Bridgewater  
Program Associate, Pacific Northwest Market

Jody Liu  
Special Projects Intern, Design Initiatives

Lauren Selover  
Intern, Design Initiatives
Carmen Villegas Apartments will be a 139-147 unit LGBTQ-friendly elder housing project in East Harlem, New York City. These units will provide supportive housing that is cognizant of the needs of LGBTQ elders, who often have fewer family and social supports as they age and can face significant health challenges. The project reclaims an underutilized parking lot adjacent to one of Ascendant Neighborhood Development’s existing buildings and will be the first new construction project that Ascendant has undertaken in almost ten years. The development is responding to Mayor Bill de Blasio’s citywide Housing New York plan, as well as the East Harlem Neighborhood Plan, which aims to invest in the future of the neighborhood, countering the pressures of gentrification.
INSTITUTE GOALS

- Maximize project sustainability and resiliency, especially in Harlem, which is prone to flooding
- Redesign the existing landscaped courtyard and ground floor amenity spaces of the adjacent building to better integrate with the new Carmen Villegas Apartments
- Incorporate community focused amenities like retail space, community facilities, open space, etc.
- Set the tone for future design efforts.

AREAS OF EXPERTISE

Public-private partnerships, redevelopment of publicly-owned sites
PROJECT SUMMARY

The Keya Wakpala Development will be tribally-owned, self-sufficient housing on the Rosebud Sioux Reservation. Currently, there is a severe housing shortage at all income and affordability levels, which forces a majority of the workforce to live off-reservation and commute, thus increasing transportation costs and economic leakage. The shortage also exacerbates the overcrowding of existing housing stock, which impacts the overall health and mental wellbeing of the population. This development will target these issues while also lowering home energy costs to create a more socially, economically, and environmentally-sustainable community.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
- Urban
- Suburban
- Rural

SPECIFIC POPULATIONS
- Seniors
- Veterans
- Supportive
- Families

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

HOUSING TYPOLOGY
- Multi-family
- Single Family
- Mixed Use
- Supportive Housing
ENT CORPORATION

INSTITUTE GOALS

• Build internal capacity to understand overall design, construction, and funding processes associated with affordable housing development
• Collaborate with other affordable housing developers and design experts on best practices
• Explore design and development issues in affordable housing development and learn strategies to resolve these issues

AREAS OF EXPERTISE

Rural housing, policy and economic development
MLK Senior Housing will be a 65-unit, disability-friendly, senior apartment community in Tacoma, Washington. The apartments, will meet Universal Design standards and will serve low and very low-income senior residents in the Hilltop neighborhood. Historically, Hilltop has been one of Tacoma’s lowest income neighborhoods, but has seen resurgence in recent years. The expansion of the light rail, planned for completion in 2022, is expected to displace longtime residents by spurring increased rents and fluctuating demographics. The project is designed to provide supportive, vibrant housing for seniors and to facilitate interaction between residents and the community.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
   ✔ Urban
   ☐ Suburban
   ☐ Rural

SPECIFIC POPULATIONS
   ✔ Seniors
   ☐ Veterans
   ☐ Supportive
   ☐ Families

DEVELOPMENT STRATEGY
   ✔ New Construction
   ☐ Rehabilitation
   ☐ Transit-Oriented
   ☐ Large Site Redevelopment

HOUSING TYPOLOGY
   ✔ Multi-family
   ☐ Single Family
   ☐ Mixed Use
   ✔ Supportive Housing
INSTITUTE GOALS

- Maximize small site area to incorporate a larger number of units
- Redesign ground-level community space in response to site restrictions from the nearby Sound Transit Traction Power Substation
- Explore unit layouts and designs that reduce construction costs
- Increase project viability through more efficient, integrated operations with nearby Mercy-owned and operated properties
- Create design, construction, and operational tools for future projects along I-5 corridor, where development costs are high

AREAS OF EXPERTISE

Family and senior housing
YAKIMA HOUSING AUTHORITY

VETERAN SUPPORTIVE HOUSING AND SERVICE CENTER — YAKIMA, WA

PROJECT SUMMARY
The Veteran Supportive Housing and Service Center will be a 41-unit supportive housing community for homeless veterans and their families. It will also provide 12,000+ sq. ft. of social service space for homeless veterans in the wider community. Situated on a former 4.64 acre U.S. Marine Corp armory, the project will rehab existing buildings, as well as construct new townhouses and multi-family housing units. The service facilities provided will include a primary care clinic and space for the Veterans Administration Supportive Housing and Supportive Service for Veteran Families.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
✓ Urban
☐ Suburban
☐ Rural

SPECIFIC POPULATIONS
☐ Seniors
✓ Veterans
✓ Supportive
☐ Families

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

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

- Redefine how the new construction and retrofitted Marine Corp armory buildings can best serve residents, as well as the broader veteran community and neighborhood
- Learn how to lead collaborative sessions with stakeholders and community through the design process
- Develop skills and methods to solve design challenges in an increasingly cost-constrained environment

AREAS OF EXPERTISE

Meeting the housing and service needs of diverse populations, including veterans, farmworkers, and people who are homeless, disabled, and/or elderly
HOMESIGHT
OTHELLO SQUARE — SEATTLE, WA

PROJECT SUMMARY
Othello Square will be a 67-unit affordable, cooperative housing community for households with incomes at 80% or less of the area’s median income (AMI). After decades of disinvestment, the neighborhood has seen increased levels of development due to the strong local economy and introduction of the Central Link Light Rail. However, long-established communities in the neighborhood are the least able to take advantage of the increased availability of capital and the most vulnerable to displacement engendered by redevelopment. This new model of cooperative housing will not only ensure current affordability, but also guarantee that these units are maintained for households at this AMI level for the next fifty years.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
☑ Urban
☐ Suburban
☐ Rural

SPECIFIC POPULATIONS
☐ Seniors
☐ Veterans
☐ Supportive
☑ Families

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

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

- Incorporate community spaces into the development, e.g. affordable retail space, educational facilities, healthcare facility, and business assistance center
- Learn best practices in policy, cost-effective design, and financing to navigate high-cost construction climate
- Continue to build out the financial and operational framework for the cooperative to ensure its sustainability

AREAS OF EXPERTISE

Community engagement and revitalization, advocacy and organization
TACOMA HOUSING AUTHORITY
JAMES CENTER NORTH — TACOMA, WA

PROJECT SUMMARY

James Center North will be a 300-500 unit project situated on the site of an existing, underutilized commercial center. The development will provide multifamily housing and a range of amenities for students, families, and seniors in a mixed-income setting. An additional 30,000 sq. ft. of retail/commercial space will be provided, with priority given to current retailers, some of which are small or minority-owned businesses.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
☑️ Urban
☐ Suburban
☐ Rural

SPECIFIC POPULATIONS
☑️ Seniors
☐ Veterans
☐ Supportive
☒ Families

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

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

- Become better equipped to establish partnerships with community colleges, transit agencies, and competing commercial landlords to improve satisfaction for residents and surrounding communities
- Implement best practices and techniques for culturally and environmentally sustainable projects
- Create framework for pre-development, entitlement, and infrastructural work in redevelopment of an infill commercial site
- Develop strategies to maximize investment return, mitigate competing interest, and prepare for unknown future demands

AREAS OF EXPERTISE

Project management, public-private partnership, project financials and compliance
SOUTH FLORIDA COMMUNITY LA
DEERFIELD BEACH INFILL PROJECT — DEERFIELD BEACH, FL

PROJECT SUMMARY
The Deerfield Beach Infill Project will provide six (6) detached, single-family units in its first phase. The project is located within a culturally iconic, historically Bahamian-American community, where residents are experiencing socio-economic gentrification and some of the highest housing cost burdens in the nation. In addition, the area is increasingly vulnerable to climate change effects, further increasing the risk of housing insecurity. Introducing the community land trust model will help to stabilize housing costs, allowing residents to remain in the community long-term, supporting sustained social cohesion.

PROJECT SNAPSHOT

NEIGHBORHOOD TYPOLOGY
☑ Urban
☐ Suburban
☐ Rural

SPECIFIC POPULATIONS
☐ Seniors
☐ Veterans
☐ Supportive
☑ Families

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

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

- Value engineer project to increase affordability of units
- Re-imagine façade to maintain modern Bahamian vernacular
- Increase building longevity and reduce ongoing energy costs through additional use of sustainable materials to meet Enterprise Green Communities standards
- Establish Phase One as replicable pilot for infill redevelopment

AREAS OF EXPERTISE

Community outreach and education, CLT model implementation, funding and project identification expertise
Read more about the Affordable Housing Design Leadership Framework, which underpins the Institute Curriculum.

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

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

The research showed that:

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

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

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

The Affordable Housing Design Leadership Framework intends to empower developers to communicate and negotiate with the entire spectrum of stakeholders throughout the full duration of the project process within today’s extremely constrained political, social, and financial environment. Because each project, context, community, and process is different, a single prescriptive roadmap would not guarantee “good design.” Instead, developers need a flexible, adaptive, and iterative framework.
To help developers best leverage design to achieve positive impact, we created a framework built around the foundational ideas of Mission, Design, and Impact:

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

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

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

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

Through a series of webinars, the participants in the Institute are trained in applying this framework both to the project that they bring to this year's Institute, as well as future projects in their pipeline. To read about the research supporting this framework, download the full report at enterprisecommunity.org.
<table>
<thead>
<tr>
<th>Design Opportunities</th>
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<tbody>
<tr>
<td><strong>Site</strong></td>
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<tr>
<td>Where you place and how you position your development within the existing built environment.</td>
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<tr>
<td><em>How can you leverage your site to create connection to (or separation from) your neighborhood?</em></td>
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<tr>
<td><strong>Massing</strong></td>
</tr>
<tr>
<td>The shape, form, and size of a building.</td>
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<tr>
<td><em>What massing would allow your project to both be responsive to context while also create a sense of place?</em></td>
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<tr>
<td><strong>Landscape</strong></td>
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<tr>
<td>Incorporation of planting and the creation of indoor or outdoor space.</td>
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<tr>
<td><em>How might you activate your project’s landscape for better outcomes?</em></td>
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<tr>
<td><strong>Program</strong></td>
</tr>
<tr>
<td>Services included in the building and the purposeful arrangement of those services.</td>
</tr>
<tr>
<td><em>Where are there opportunities to use additional program to benefit residents and the community?</em></td>
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<tr>
<td><strong>Circulation</strong></td>
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<tr>
<th><strong>Unit</strong></th>
<th>How the individual unit layouts support its occupants’ needs and wellness.</th>
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<td><em>Who are you designing for and how will that guide your unit design?</em></td>
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<tr>
<th><strong>Systems</strong></th>
<th>The building energy, water, mechanical, and ventilation interior and exterior systems, including fixtures and equipment.</th>
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<td><em>What level of innovation or risk are you willing to take with your building systems?</em></td>
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<tr>
<th><strong>Materials</strong></th>
<th>Used to form, cover, and clad the building.</th>
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<td><em>Where might there be opportunities to leverage material selection to achieve outcomes for your project?</em></td>
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<tr>
<th><strong>Culture</strong></th>
<th>Cultural elements present an opportunity to leverage design to connect with local culture and create a sense of identity.</th>
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<td><em>How might your project be culturally responsive to its future residents and neighborhood context?</em></td>
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WHEN I GET BACK TO THE OFFICE I WILL...

I DON'T WANT TO FORGET...

THE COOLEST THING I LEARNED THIS WEEK...

PEOPLE I WANT TO COLLABORATE WITH MOVING FORWARD...
<table>
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<th>ACRONYMS DEFINED</th>
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