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Recommendations for Designing High-Quality Permanent Supportive Housing

Prepared by CSH's Illinois Program and
the CSH Consulting Group

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The Corporation for Supportive Housing (CSH) is a national non-profit organization and Community Development Financial Institution that helps communities create permanent housing with services to prevent and end homelessness. Founded in 1991, CSH advances its mission by providing advocacy, expertise, leadership, and financial resources to make it easier to create and operate supportive housing. CSH seeks to help create an expanded supply of supportive housing for people, including single adults, families with children, and young adults, who have extremely low-incomes, who have disabling conditions, and/or face other significant challenges that place them at on-going risk of homelessness. For information regarding CSH's current office locations, please see www.csh.org/contactus. For more information about CSH's consulting and training services, please see www.csh.org/CSHConsultingGroup or contact the CSH Consulting Group at consulting@csh.org.

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Purpose

“Designing affordable housing requires imagining clear solutions to often conflicting ideas and input; it is the artful resolution of the multiple goals, aspirations, and expectations of many people,” writes Sam Davis in *The Architecture of Affordable Housing*. The same is true of designing permanent supportive housing. This document is meant to serve as an introductory reference guide for anyone with an interest in the design of supportive housing projects, most especially for designers and developers of permanent supportive housing.

The recommendations within this document are based upon the collective experience of many different providers of supportive housing, as well as upon the suggestions of people in related industries. The recommendations address strategies for both enhancing the design process, as well as design features that can help improve the final “product” and result in higher-quality supportive housing projects. These recommendations should not, however, be treated as a checklist or a rating system regarding the quality of a design of a supportive housing project.

Overview

The recommendations and guidance gathered from these experts, and provided within this document, have been organized into the following sections:

- Input of Partners and Stakeholders is Essential to Success (Page 2)
- Doing More with Less and Working Creatively within a Tight Budget (Page 3)
- ‘Buildings with a Mission’ Can Inspire People and Create Lasting Interest (Page 4)
- Well-Chosen Design Features and Materials Can Help Achieve Diverse Objectives (Page 6)
- Addressing Tenants’ Needs for Independence and Privacy (Page 7)
- Designing Common Spaces to Encourage Interaction and Community (Page 9)
- Designing Safe and Secure Living Environments (Page 11)

Finally, a list of additional resources is provided (Page 12) for those readers who wish to delve further into topics related to planning and design processes for high-quality supportive housing projects.

Input of Partners and Stakeholders is Essential to Success

The best designs for supportive housing come about through innovation, communication, and compromise, facilitated through a close-knit partnership between all stakeholders.

Every stakeholder in a permanent supportive housing project has a valid set of concerns, a unique perspective, and an opinion worth hearing. Development team members charged with making final design decisions should gather input from key partners and other stakeholders, and should treat all such stakeholders as valued contributors to the design process - their perspectives will lead to a better finished product, can help ensure the development process goes more smoothly, and ultimately will help ensure the success of the project. For example:

- **Service providers** may have experience with what has worked, and what challenges they have faced, in providing effective supportive services within other housing projects.
- **Property managers** may have important experience regarding security concerns and regarding choices of materials that will reduce maintenance issues and help to sustain a high-quality living environment for tenants.
- **Prospective tenants** of the project might be considered the real ‘owners’ of the project - those whose day-to-day lives will be most affected by the design - and their opinions and needs are possibly the most important input to gather. Input can also be sought from tenants of similar properties and from service providers familiar with tenants’ experiences.
- **Neighbors and community members** may regard a supportive housing development project from a Not in My Back Yard (NIMBY) perspective, but tension with neighbors is not inevitable. Design teams that seek to address neighborhood concerns from the beginning of this process can be rewarded with strong support for the project. It is important to approach the community from a positive stance of contribution to the community, rather than trying to mitigate a so-called “liability” for the community. Instead of asking how the impact of the supportive housing project on the community can be minimized, developers should ask how this opportunity can be used to address neighbors’ concerns regarding their neighborhood. Such neighbors may have the same kinds of concerns that future tenants may also have regarding safety, beautification, outdoor spaces, and other issues. Together, community stakeholders may be able to come up with shared solutions to improve the quality of the community - for *all* of the members of the community.



Children prepare mosaic tiles as a community art project.

The involvement of stakeholders, especially those not directly involved on the development team, might seem like an added, unnecessary activity within the design process, but Chicago architect Jeff Bone recalls that when community youth were involved in creating a mosaic in the lobby of a supportive housing project, “The kids really felt privileged to meet the tenants. There was a connection there.” When neighbors have a chance to meet tenants and get involved in the project, it provides a sense of ownership and responsibility, and greatly reduces the likelihood of experiencing neighborhood opposition.

Doing More with Less and Working Creatively within a Tight Budget

Focusing on creating a design that will work within the expected budget, rather than having to remove anticipated design features at a later date, will help avoid future disappointment and will help create a better final product.

While good design and cost-effective construction may seem to be at opposite ends of a spectrum, the best designs for permanent supportive housing projects treat budget considerations as one of many design criteria, and then approach the project budget with creativity and imagination. Strategies for managing a small budget successfully include:

- **Engaging a contractor early in the process.** Not only will the contractor be able to provide on-going feedback regarding costs, but of the contractor's enhanced understanding of the design will help ensure that bids made for the construction contract are informed by an accurate understanding of the project.
- **Design each space of the project for a planned purpose.** This focus requires significant efforts to prioritize among the potential uses for each space and being willing to reduce or eliminate 'wasted' space – but such efforts may help lead to design approaches that can creatively solve multiple issues and address multiple needs.
- **Don't innovate for innovation's sake.** While tried-and-true designs aren't always the best solutions, innovation for innovation's sake may create problems when affordability and durability are at a premium. Making choices based upon careful consideration of when a proven technique or design element will work well - and when trying something new would be a better option - can yield substantial savings.

There may be instances when the planned budget is too constraining, and expanding the available resources may be the only realistic option for achieving a high-quality project. Strategies for filling such gaps – and reducing costs - include:

- **Identifying sources of volunteer assistance.** Working with community volunteer organizations, including youth groups, can be an excellent way to build relationships with neighbors while also expanding the available labor force. Inviting such groups to complete community art projects can bring beauty and a sense of home to spaces that might otherwise be dull or institutional-feeling.
- **Coordinating community involvement.** "Community Build" days can provide an opportunity to reach out to and engage many people at once – and can also help combat NIMBY-ism by giving community members a sense of connection to the project. Collaborating with a local garden club or church group, or providing a picnic or cookout, can help boost attendance. Landscaping or painting may be manageable projects for such a day.
- **Securing in-kind donations.** In-kind donations help a great deal in reducing costs and making a project more affordable. Always ask about opportunities for donations or discounts, including for everything from design fees to materials costs. Publicizing donors at well-attended ground-breaking or grand opening ceremonies can provide good incentives for people to contribute toward the project.
- **Identifying untapped financing sources.** Find out what makes the project unique and work from there to find additional funding. For example, additional funding may be available for 'green' building strategies or for projects that involve historic preservation.

‘Buildings with a Mission’ Can Inspire People and Create Lasting Interest

Environmentally-friendly, green building projects, or projects that help to preserve historic landmarks, will involve additional planning and logistical challenges, but the rewards are often worth it.

Green Development Strategies: Green building is a growing trend in the United States, including an increasing number of permanent supportive housing projects. Resources for green affordable housing reflect a growing recognition of the connections between green design, affordability, and social responsibility. Like any other goal, benchmarks for green design should be established early in the design process and shared with all members of the design team. Working collectively to share innovations and ideas is the best way to achieve green design intentions. Strategic approaches to designing green projects include:

- **Striving first for comfort and health, then efficiency, and then energy independence.** The range of green building techniques includes everything from considering sunlight and ventilation in the plan of the building to using geothermal heat pumps and solar panels to provide the building’s energy. Initial costs and payback times for different strategies can vary widely, depending on a variety of project elements, so budgetary constraints must inform all such choices. For example, it would be unwise to install an array of solar panels if that choice then required the purchase of poorly insulated, inoperable windows in order to afford the “green” investment.
- **Becoming thoroughly familiar with the requirements and priorities of potential funders.** Funding sources that prioritize green building strategies, such as funding provided by the Enterprise Green Communities Initiative, LEED™, Energy Star, Housing Finance Agency Green Construction requirements, among others, all have different requirements. It is important for developers to be aware of the specific requirements of their funding sources since complying with one does not ensure compliance with all.
- **Starting to think green early in the development process.** Treating green design as an “add-on” almost guarantees that it will cost more. Studies have shown that the more integrated sustainability goals are in the design process, the less expensive it is to achieve them. By the time programming and space planning are done, you may have missed some of the best opportunities to be energy-conscious.



Wind turbines are a source of power on this Chicago rooftop.

Pursuing green development strategies can also produce significant quality of life benefits, including lower utility bills, and cleaner and healthier air quality. Green strategies that can help to reduce utility costs include:

- **Choosing efficient plumbing fixtures and appliances.** Use water conserving plumbing fixtures that exceed current code standards by 20%. Efficient fixtures are not particularly expensive, require no special training, and immediately reduce utility bills. Using separate water meters for each unit, or easily visible public meters, can also help raise awareness of water use. Often, appliances with Energy-Star ratings for efficiency are no more expensive than comparable appliances.

- **Encouraging energy conservation.** Energy consumption can be reduced by encouraging tenants and staff to turn off appliances and equipment when not in use, by ensuring that light switches are easily accessible, and by providing easily accessible power switches for televisions, computers, or other electronics in public areas.
- **Using daylight whenever possible.** Dimmers on lights can be used to ensure that that usage of lights is tailored to actual needs, and specifying the use of fluorescent bulbs instead of incandescent bulbs saves energy. Including motion sensors in public areas to switch lights on and off as needed will reduce consumption and can also act as a safety feature.
- **Using shading devices, anywhere direct daylight is used.** Blinds can be a simple, affordable, and effective means of shading sunlight. Further, exterior overhangs and lightshelves can be calculated to block or refract summer sun while letting in lower winter sun. Any extensive day lighting scheme needs to take into account the heating and cooling effects of large expanses of glass.

Improved indoor air quality is another distinct benefit of green building and has been shown to positively impact residents' health, productivity, and mental well-being. Strategies for improving indoor air quality include:

- **Using low-VOC (Volatile Organic Compounds) paints and adhesives.** The VOCs released by conventional paints and adhesives are dangerous to all living organisms, including humans. Once difficult to find, the growing demand for green buildings has made low- or no-VOC products widespread and relatively cost-competitive with conventional products.
- **Choosing furniture that is "Greenguard Certified."** The wood, polymers, or fabrics used in these products are certified not to contain toxic chemicals that could be released into the air and such products are becoming more competitively priced.

Preserving Historic Structures

Historic preservation and adaptive reuse (i.e., adapting a historic building for a new purpose) strategies may add additional regulatory requirements to the already difficult process of developing permanent supportive housing. Despite the added challenges, however, reusing historic buildings can be an effective strategy for developers of supportive housing, and can provide the following benefits:



Historic buildings can be full of character.

- **Historic buildings may be more affordable.** Historic buildings that have not been rehabilitated can be a significant liability for owners and property managers, who can't demolish the buildings to rebuild, but may have a difficult time finding tenants. Therefore, owners of such buildings may be motivated sellers, especially if the building has fallen vacant. In addition, such projects may be eligible for Historic Preservation Tax Credits, providing an additional financing option.
- **Historic preservation projects may create new allies.** Committing to preserving a historic building can earn the support and assistance of community organizations invested in preserving their community's architectural heritage. Such organizations can be important allies if generating adequate community support from other neighbors is a concern.

- **Historic buildings can provide better living environments.** Historical buildings often have elegant details and a level of craftsmanship that modern, low-budget construction techniques rarely achieve. Careful design can make good use of the distinctive character of a historic building, helping to create an environment that feels more homelike and welcoming.
- **Adaptive reuse can support green building goals.** Reducing the amount of building waste going into the landfill will earn points toward green certification and can help secure additional funding. In addition, older buildings were often designed to take advantage of sunlight and operable windows, making some green design features easy to incorporate.

Well-Chosen Design Features and Materials Can Help Achieve Diverse Objectives

Designs for permanent supportive housing must balance the goal of providing a comfortable, high-quality residential environment with the equally important goals of durability, adaptability, and affordability.

Designing the Living Environment: Careful design can contribute to the creation of a more home-like environment, even within projects that feature small units. Designs can increase a units' quality of space by paying particular attention to sight-lines, typical activities, and privacy - even small units can have increased appeal if their spaces cannot be seen entirely in one glance. Other design strategies and features that deserve consideration include:

- **Adding visual interest and complexity to the room through design.** Examples of such design features that can add visual interest include niches, pilasters, entryways, and built-in furniture. In surveys, tenants have expressed a preference for units in which there are no direct sightlines between the bed, kitchen, and doorway, enhancing the perceived



Flooring differentiates the kitchen and bedroom zones.

- spaciousness of the unit. In particular, the entrance area or threshold is vitally important to preserving privacy and creating a sense of home. Plans in which the entrance opens directly onto the main living space should be avoided wherever possible.
- **Designing the unit for how it will be used.** Even a one-room unit can be designed for multiple uses, including designated areas for cooking, eating, sleeping, studying, and storage. Space planning should be considered essential when working with limited space.
- **Using color to add vibrancy and personality to a space.** While long-term, independent tenants who have many of their own belongings may prefer for their units to have a simple color palette that they can work around, projects that expect to provide all of their tenants' furnishings may be able to exercise more freedom in selecting appropriate color schemes.

Choosing Materials Wisely: Successful design strategies utilize simple, durable materials that can be easily cleaned, repaired, or replaced without resorting to institutional designs, materials, or lighting. Suggestions for material selections include:

- **For floors:** In choosing a floor finish, designers should strive to meet ADA standards for slip-resistant surfaces throughout the units, but especially in bathroom and kitchen areas. Carpet is not recommended within units due to the challenge of keeping carpet clean, especially within buildings that have in-unit kitchens - carpet stains and wears easily, is difficult to clean, and even more difficult to replace. Using durable vinyl composition tile is a good flooring choice, and the tile may be configured into decorative multi-tone patterns. Some projects have also used tinted epoxy floor coatings with great success. If carpet is chosen, it should be carpet tile (preferably recycled and recyclable), and as easy to clean as possible.
- **For walls:** Using skim-coated impact-resistant gypsum wall board or cement board will provide a more durable alternative to the standard gypsum board with a taped finish. In addition using corners, pilasters, or other vertical elements that break up long wall spaces will help reduce the area to be painted when patching is needed. Long, uninterrupted spans of painted wall are costly and time-consuming to repair, even for something as simple as painting over scratches or stains.
- **For ceilings:** Eliminating ceiling tile may be the single most effective way to reduce the institutional character of a space. A dropped gypsum board ceiling is an effective alternative. If ceiling tile must be used, placing a reveal between wall and dropped ceiling can visually heighten a small space while avoiding awkward wall-to-ceiling joints.
- **For “built-ins”:** Choosing “built-ins” can be a good option for durability, and anything built-in should also be easy to repair or replace. Modular or moveable furniture can be a good choice, but it is important to recognize that its construction and mobility may make the furniture feel insubstantial or impermanent.



Colorful floor tiles add liveliness to a room.

Addressing Tenants' Needs for Independence and Privacy

While each project will likely differ in the amenities offered to tenants, approaching the design for each unit with the goal of creating a permanent home can help the designer provide for tenants' needs most effectively.

A key to designing successful permanent supportive housing is for the designer to establish a thorough understanding of the prospective tenants and their needs, goals, and preferences - which may be very different from the designer's typical clients. The project's service provider may be useful in helping the designer develop this understanding and shaping choices that will best serve tenants needs in the following areas:

- **Food storage:** The well-designed supportive housing kitchen area is not the same as the kitchenette found in a hotel, college dorm, or office break-room. Even if in-unit kitchen space is limited, it is important to recognize that for most tenants, the unit will be their only food storage and food preparation option. With many tenants relying on monthly stipends for grocery shopping, the ability to safely store large quantities of food is essential - a full-size refrigerator is a necessity, as is adequate cabinet space. For food-safety reasons and for convenience, food-related storage should be located within the kitchen area, and not shared with other closet or shelving space.
- **Stoves and ovens:** Due to varying levels of cooking experience and life-skills among prospective tenants, designers often choose to avoid the open flames of gas burners and select electric cook tops instead. In either case, there should be readily apparent visual cues to indicate a hot burner (e.g., glowing red) and some housing providers have used timers on stoves and ovens in order to prevent fire safety issues from arising. In order to prepare healthy and/or familiar foods, many tenants prefer to have a full oven as well as a stovetop. Microwave ovens have not proven to be an acceptable substitute for an oven, so if space allows, an oven (or a small convection oven) should be included within the kitchen.
- **Plumbing fixtures:** In an effort to curb costs, some projects have tried using automatic shutoff plumbing fixtures, in order to prevent tenants from accidentally leaving water running. This strategy seems to be ineffective, however, as some tenants may find ways to disable or override the system. Instead, designers should consider using “efficient” or “low-flow” fixtures.
- **Environmental controls:** Each unit should be furnished with individual controls for temperature, ventilation, and lighting. Operable windows are a great way to provide natural light and air, but their placement must be weighed against tenants’ desire for privacy and security. For example, large windows on the ground floor may be undesirable. Also, cross-ventilation between units should be avoided because of the resultant lack of privacy and because of the risk of reduced air quality should some tenants’ choose to smoke in their homes.
- **Communication systems:** In situations in which tenants cannot be reasonably expected to maintain a phone line in working order at all times, service providers may choose to install an intercom system. This allows visitors and staff to make contact with the tenants when necessary. However, the system should *only* provide for a one-to-one conversation between each unit and the office/front desk, rather than providing a “page all” function, which can create an institutional (rather than residential) feel to the living environment.
- **Accessibility, adaptability, and visitability:** While all buildings will include a percentage of accessible units, if possible, all other units should be designed to be adaptable, in case they need to be converted to an accessible unit in the future. Gran Sultan’s research finds, “Building many accessible apartments does not solve the ... problem because it is not desirable to require non-handicapped individuals who occupy accessible apartments to later swap their homes with a handicapped individual. ... An adaptable apartment offers the most flexibility. It provides future potential to convert the apartment when needed while presently giving much needed storage space (under the kitchen and bathroom sinks) to the tenants.” “Visitability” standards of accessibility for all units should also be



Windows in each unit let in light, views, and fresh air.

considered, so that tenants with mobility limitations have an equal ability to visit and develop relationships with their neighbors.

Designing Common Spaces to Encourage Interaction and Community

Common spaces are an important part of any supportive housing project, especially if they are effectively integrated into patterns of daily living.

Every space outside of tenants' individual units – including corridors, lounges, laundry rooms, and play areas – should be considered as common spaces and designed to encourage use, to facilitate interaction among tenants and between staff and tenants, and to support the development of a sense of community within the building.

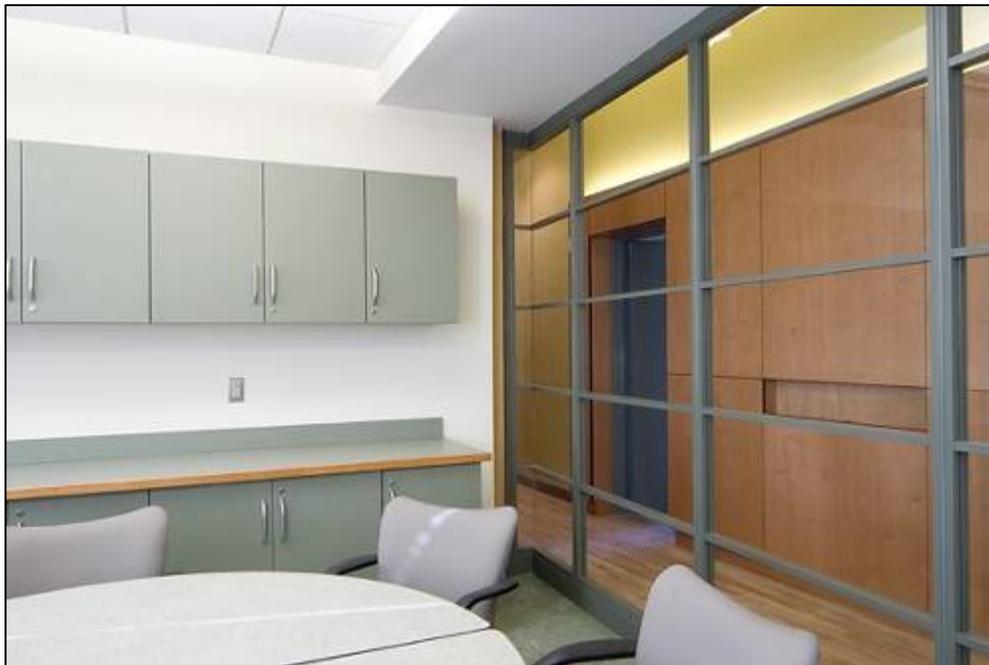
- **Corridors:** In many buildings, corridors are unused and inhospitable spaces, and long, unwatched corridors can both seem, and actually be, dangerous. Wide, well-lit corridors are generally more inviting than narrow, dark ones. Featureless corridors are duller and less comfortable than those with articulated vertical elements (such as windows or wall-mounted light fixtures) that break up the monotony. When corridors are placed along exterior walls, interior windows and sidelights can allow tenants to take advantage of “borrowed” light within their units. These windows also allow tenants to keep an eye on their surroundings, making corridors safer.



Accents help give each unit its own threshold.

- **Alternatives to corridors:** Organizing individual units around a shared common space, rather than a corridor, can reduce wasted space and, ideally, allows the common space to become a well-used extension of tenants' living space. Such a design, however, requires special attention to creating a threshold or entrance space for each unit, because there is no longer a corridor to act as a transition between public and private spaces. Care must also be taken in designing the common space to ensure that it is, in fact, useful and inviting.
- **Unit entrances:** A slight (6" to 12") setback framing each door (or pair of doors) can help create a distinct entrance for each tenant, as well as add visual interest to a dull corridor. A significantly deeper setback, however, may create dark corners that could be undesirable. When corridors are double-loaded, the resulting widening of the corridor can create a comfortably shared space for two or four tenants.

- **Circulation and gathering spaces:** “Borrowing” space from common areas for circulation makes the common areas more likely to be used as gathering spots and helps to avoid the creation of claustrophobic spaces by making both the corridor and the common space feel larger. Changes in flooring, ceiling height, or wall color can help keep the circulation space defined and facilitate wayfinding. With the exception of fire stairs, very little circulation space actually needs to be enclosed, and greater openness usually translates into greater flexibility for users. Public spaces located down long hallways or in rarely frequented wings are unappealing and sometimes even unsafe. Gathering spaces such as lounges should be placed in locations where people can be expected to naturally congregate. Trash rooms should be located near tenants’ units and along their daily paths, but their presence should not intrude prominently into common spaces.



A glass wall invites passers-by in and makes the hallway feel airy.

- **Play areas:** When designing housing for families with children, children’s play areas must be visible and accessible to parents or caretakers. Half-walls or interior windows can help create supervised play spaces off of laundry rooms or community lounges in which parents can take care of their own tasks without worrying about their children straying too far.
- **Outdoor spaces:** Well-designed, functional outdoor spaces are an asset to any development. Planning such outdoor spaces, especially those visible to the community, through discussions with neighbors and prospective tenants can result in the most effective designs. Designs that seem to encourage loitering may be viewed with suspicion by neighbors, but if tenants have a sense of ownership of outdoor spaces, their presence and watchful eyes can help make surrounding streets safer. Outdoor spaces that will be used by children should be secure and sheltered from street traffic.

Designing Safe and Secure Living Environments

Safety and security issues within supportive housing development include issues that may be created by unwanted visitors, fire risks, and disruptive behaviors, but effective designs can balance safety and security with tenants' independence.

Many tenants of supportive housing are eager to leave the streets behind and to live within a more secure environment - but some tenants struggle with that transition, may be vulnerable to victimization, and/or may have limited life-skills in ensuring their, and their neighbors', safety and security. Well-planned design features, including secure lobbies, front desks, and security cameras can help provide a safe environment for all tenants. For supervision and deterrence, human presence is more effective than cameras. Designing for 'eyes on the street' means ensuring that occupied spaces (units, offices, and often-used public facilities) look out onto public spaces such as corridors, lounges, stairways, or even exterior courtyards. Large windows, sidelights at doors, good lighting, and wide, unobstructed spaces all help rooms feel safer. These same features make it easier for a watchful eye (either in person or via camera) to spot trouble if it does occur.

- **Front desks:** An alert pair of eyes near the building entrance and public areas can contribute to a feeling of safety within the building. A staffed front desk, combined with a locked or buzzer-activated vestibule, is often the best way to address diverse safety concerns, including managing the access of visitors to the property. A phone or intercom connection to all units allows the staff to call tenants and inform them of visitors, creating a system that allows tenants to deny visitors access without having to open their private doors and make themselves vulnerable. The front desk can also be positioned within an open, welcoming lobby, and serve the role of a concierge or greeter's desk. A front desk can also serve as a useful place to leave messages for tenants, particularly if they don't all have individual phone lines.
- **Security Cameras:** If cameras are used, they should be discrete, but visible, providing a sense of security without being too distracting. They should be placed where they can be most useful, especially in places that aren't already visible to staff. The monitors should be placed where an alert staff person can watch them easily, such as a front desk.



A front desk can be both secure and welcoming.

Conclusion

CSH hopes that the recommendations and guidance contained within this document provide a useful distillation of the collective experience of many different developers and operators of supportive housing units. A list of additional resources is provided on the following page for those readers who wish to delve further into topics related to planning and design processes for high-quality supportive housing projects.

Additional Resources

Corporation for Supportive Housing: *The Seven Dimensions of Quality for Supportive Housing*. www.csh.org/DimensionsofQuality

CSH has created a set of three (3) complementary publications regarding *The Seven Dimensions of Quality for Supportive Housing*, developed through dialogue with supportive housing tenants, providers, funders, and other stakeholders – and through involvement in successful supportive housing projects around the country. For information about these materials, or how CSH can assist your organization or community in implementing the *Seven Dimensions of Quality for Supportive Housing* tools and concepts, please contact CSH at quality@cs.org. See www.csh.org/il to access a version of the *Seven Dimensions of Quality for Supportive Housing* adapted for Illinois by the CSH-Illinois Program and the Supportive Housing Providers Association.

Affordable Housing Design Advisor
www.designadvisor.org

This website is highly recommended as the first place to check for case studies, checklists, and guidance through the design process. Easy navigation and ample illustrations make this an excellent resource for both designers and clients.

Corporation for Supportive Housing. *Toolkit for Ending Long-Term Homelessness*. www.csh.org/toolkit

While not focused exclusively on the building process, this *Toolkit* provides excellent case studies, as well as a systems-wide context for understand permanent supportive housing. This is a valuable resource for supportive housing providers and designers, as well as a starting point for conversations with other stakeholders.

Davis, Sam. *The Architecture of Affordable Housing*. Los Angeles: University of California Press, 1995.

Sam Davis' guide to creating successful affordable housing has its flaws, of course—it focuses a bit much on single-family homes, relies heavily on examples from California, and is starting to feel slightly dated—but it is still an excellent resource for any one involved in the creation of safe, decent, affordable housing. Although it is not specific to supportive housing, the design recommendations are relevant and the case-studies are useful.

Gran Sultan Associates. *Service Enriched Housing Design Manual*. New York: The Corporation for Supportive Housing & the New York State Office of Mental Health, Office of Housing Development, 1993.

This manual proposes design recommendations for SRO-type service enriched housing in New York City. Based on interviews with tenants of several SROs, the recommendations are specific and simple to implement, although they don't leave much room for imagination. Three case studies describe the implementation of the recommendations in real projects.

Jones, Tom, William Pettus, and Michael Pyatok. *Good Neighbors: Affordable Family Housing*. New York: McGraw Hill, 1998.

This colorful, image-filled book shows the many faces of affordable family housing across the country. Profiles of some 'typical' tenants and a brief but effective discussion of the design process fill ¼ of the book. The rest of the book is a gallery of case studies, including budget information, floor plans, and full-color photographs that provide equal parts information and inspiration. Worth reading even for those who aren't designing specifically for families.