


HOUSING
OPPORTUNITY
2013




INNOVATE :: PARTNER :: DEVELOP :: ELEVATE



Urban Land
Institute

Terwilliger Center
for Housing

GENERAL INFORMATION

Registration Information

Our team is happy to answer any questions you may have during *Housing Opportunity 2013*. Please stop by the conference registration desk to speak to a team member. Desk hours are:

- **Wednesday, March 20**
12:00 p.m.–5:00 p.m.
- **Thursday, March 21**
7:30 a.m.–5:00 p.m.
- **Friday, March 22**
8:00 a.m.–3:00 p.m.

Location

All *Housing Opportunity 2013* events are scheduled to take place at the **Grand Hyatt Seattle**, located at 721 Pine Street (206-774-1234). Mobile tours will depart from and return to the Grand Hyatt Seattle.

If you are staying at the Grand Hyatt Seattle, please note that check-in is at 3:00 p.m. and check-out is at 12:00 p.m.

Name Badges

Please wear your name badge throughout *Housing Opportunity 2013*. Doing so identifies you as a participant and allows you access to sessions and reception.

Refund Policy

No refunds for *Housing Opportunity 2013* will be made for cancellations made after March 15, 2013. Registration may be transferred to a colleague at the conference registration desk. If a registration is transferred from a ULI member to another ULI member, the member fee will apply. If a registration is transferred from a ULI member to a nonmember, the nonmember fee will apply.

Electronic Devices

Please be respectful of presenters and fellow participants by silencing all electronic devices during sessions. Should you need to take a call, please do so outside of the session rooms.

Smoking Policy

The Grand Hyatt Seattle is a smoke-free facility. Please refrain from smoking while on the property.

Medical Emergencies and Pharmacies

In the event of a life-threatening emergency, please call 9-1-1 or use the nearest house phone to request assistance. For non-emergency assistance, please visit the hotel registration desk. There are several pharmacies within walking distance of the Grand Hyatt Seattle.

Speaker Biographies and Event Resources

Be sure to visit www.uli.org/terwilliger following *Housing Opportunity 2013* to access presentations, handouts, and other resources associated with the conference. Biographies of each *Housing Opportunity 2013* speaker are already posted. During the event, some materials will be available on the resources table near the conference registration desk.

Twitter

Use Twitter to share your insights and experiences about *Housing Opportunity 2013*. Follow our updates at www.twitter.com/ULIHousing. You can use the hashtag #ULIHousing in your tweets that reference *Housing Opportunity 2013*. By using this hashtag, you can easily find and follow others who are tweeting about the event!

WEDNESDAY, MARCH 20

12:00 p.m.–5:00 p.m.

Registration Open

12:30 p.m.–5:00 p.m.

Mobile Bus Tours

Depart from and return to Grand Hyatt Seattle. Onsite registration available!

6:00 p.m.–8:00 p.m.

VIP Reception (*Invitation Only*)



THURSDAY, MARCH 21

7:30 a.m.–5:00 p.m.

Registration Open

9:00 a.m.–10:45 a.m.

Opening General Session

11:00 a.m.–12:15 p.m.

Concurrent Sessions

Select from three options on page 5

12:15 p.m.–1:15 p.m.

Lunch on your own

1:30 p.m.–2:45 p.m.

Concurrent Sessions

Select from three options on page 6

3:00 p.m.–4:15 p.m.

Concurrent Sessions

Select from three options on page 7

Mobile Walking Tour

Depart from and return to Grand Hyatt Seattle. Onsite registration available!

4:30 p.m.–5:30 p.m.

General Session

5:30 p.m.–7:30 p.m.

Welcome Reception

Sponsored by
The Home Depot Foundation

FRIDAY, MARCH 22

8:00 a.m.–3:00 p.m.

Registration Open

8:00 a.m.–9:00 a.m.

Roundtable Discussions and Breakfast

9:15 a.m.–10:30 a.m.

Concurrent Sessions

Select from three options on page 9

10:45 a.m.–12:00 p.m.

Concurrent Sessions

Select from three options on page 10

12:00 p.m.–2:00 p.m.

**Closing General Session
and Luncheon**

Wednesday

MARCH
20

12:30 p.m.–5:00 p.m.

Mobile Bus Tours

Buses will depart from and return to the Grand Hyatt Seattle. Pre-registered participants should arrive at the conference registration desk at 12:30 to check in and pick up a boxed lunch prior to bus departure.

**Tour 1. Urban Reinvention:
Discovering Seattle’s Changing
Neighborhoods**

Visit the changing skyline of downtown Seattle and its most dynamic urban neighborhoods — Capitol Hill, South Lake Union, and Yesler Terrace! Get a glimpse into urban redevelopment and infill opportunities, tools for workforce housing, and the many changes ahead for Seattle.

**Tour 2. Suburban Transformation:
Exploring Seattle’s Evolving Eastside**

Discover one of Seattle’s most rapidly changing suburbs — the areas surrounding Microsoft. Tour a variety of new and redeveloping communities with an array of housing and transportation choices.

Thursday

MARCH
21

9:00 a.m.–10:45 a.m.

Leonesa Ballroom

General Session

Welcome

- Lynn Ross, ULI Terwilliger Center for Housing

Emcee

- Michael Pitchford, Community Preservation and Development Corporation

Remarks

- Shelley Poticha, HUD’s Office of Sustainable Housing and Communities

Panel: The Future of Housing Policy

The Bipartisan Policy Center’s (BPC) Housing Commission aims to reform the nation’s housing policy by crafting a package of realistic and actionable policy recommendations that respond to both the near-term and long-term challenges facing the housing sector. After more than a year of work, the commission released the much-anticipated recommendations in February 2013. The opening general session will feature a lively discussion among three of the commissioners about their recommendations and what they mean for the future of housing policy in the United States.

- Alazne (Ali) Gandarias-Solis, Enterprise Community Partners (*moderator*)

- Renee Glover, Atlanta Housing Authority
- J. Ronald Terwilliger
- Barry Zigas, Consumer Federation of America

10:45 a.m.–11:00 a.m.

Networking Break

11:00 a.m.–12:15 p.m.

Concurrent Sessions

Filling the Equitable TOD

Financing Gap

Princessa I

Equitable transit-oriented development (TOD) supports the delivery of key elements that promote social equity and opportunities for low-income people. This approach can result in healthier residents, vibrant neighborhoods, and strong regional economies, but is complex and requires a high level of regional collaboration for success. Enterprise Community Partners and the Low Income Investment Fund were engaged by Living Cities to study and identify ways to make equitable TOD easier to finance and build. This session will explore the findings of that work with a discussion of equitable TOD financing tools from four regions that will highlight the distinct economic, transportation, political, geographic, and social contexts, and the resulting TOD projects, lessons, and impact in these areas.

- Brian Prater, Low Income Investment Fund (*moderator*)
- Kim McKay, BRIDGE Housing
- Melinda Pollack, Enterprise Community Partners

Housing Policy as Workforce Policy

Leonesa I

Housing options affordable to the workforce are more critical than ever before. Housing the workforce is a key factor for maintaining the economic competitiveness of the community. This discussion will explore the variety of state and local programs, tools, and developments underway across the country to ensure that workers can afford to live near their workplace and jobs can remain in the community.

- Lora McCray, National Association of Realtors® (*moderator*)
- William Kohn Fleissig, Communitas Development
- Todd Johnson, Seattle Children's Hospital
- Jeanette Henderson, University of Washington
- Anthony Marchetta, New Jersey Housing and Mortgage Finance Agency

What Future Demand Means for Housing Opportunity

Princessa II

As the economy begins to show signs of improvement, what will happen to the millions of households that have not yet formed or have been forced into new configurations as a result of the Great Recession? How should the real estate industry respond to the release of pent-up demand, and what policy and finance changes may be needed to support this response? Join the discussion as panelists share ideas on creating and sustaining housing opportunities for individuals and families across a range of incomes in the face of rapidly shifting demographics and preferences.

CONFERENCE SESSIONS

- Peter Burley, Realtor® University Research Center (*moderator*)
- David Crowe, National Association of Home Builders
- Katlin Jackson, Heartland LLC
- Jessica Katz, NYC Department of Housing Preservation & Development
- Caroline Kenney, Urban Atlantic

12:15 p.m.–1:15 p.m.

Lunch on Your Own

Check your conference packet for a list of great lunch options nearby.

1:30 p.m.–2:45 p.m.

Concurrent Sessions

Housing Our Veterans: Engaging Philanthropy and the Private Sector

Princessa II

Improving homes. Improving lives. Honoring veterans. Statistics show that many veterans face severe housing needs for a variety of reasons, including a disability from combat injuries and being particularly hard hit by the economy. This session will showcase model projects where philanthropy and the private sector have leveraged public funding to develop innovative housing strategies and supportive services for homeless and disabled veterans.

- Fred Wacker, Home Depot Foundation (*moderator*)
- Thomas R. Cantwell, Cantwell-Anderson, Inc. and Cloudbreak Communities
- Deborah Burkart, National Equity Fund, Inc.

- Chris Estes, National Housing Conference
- Elisha Harig-Blaine, National League of Cities

Greening Affordable Housing

Princessa I

Green building has moved from being just about design, operations, and certification to creating and maintaining sustainable housing and communities. This session will explore the latest trends in greening housing. Panelists will discuss topics such as reducing utility consumption and cost through sustainable building practices by sharing examples of housing developments from across the country. The session will also explore holistic design and planning that incorporates environmental health through tools such as health impact assessments.

- Trisha Miller, HUD's Office of Sustainable Housing and Communities (*moderator*)
- Erin Christensen, Mithun
- jv DeSousa, WORKSHOP8 architecture | planning | design
- Jonathan F.P. Rose, Jonathan Rose Companies LLC

Reducing Federal Deficits: It's Time for Housing Finance Reform

Leonesa I

As Congress debates a variety of proposals to reduce U.S. debt and deficits, popular real estate programs like MID, FHA, and GSEs find themselves on the negotiating table. According to a recent study by Smart Growth America, the federal government spends or commits approximately \$450 billion to housing. Join a discussion about how key policy reforms and recommendations

can reduce this enormous price tag and align public policy to meet market demands for housing in walkable, sustainable developments across the country.

- Christopher Coes, LOCUS: Responsible Real Estate Developers and Investors (*moderator*)
- Dennis Allen, ZRZ Realty, Inc.
- John Hempelmann, Cairncross & Hempelmann
- Sarah Rick Lewontin, Bellwether Housing
- John McIlwain, ULI Terwilliger Center for Housing

2:45 p.m.–3:00 p.m.

Networking Break

3:00 p.m.–4:15 p.m.

Concurrent Sessions

Financing Mixed-Use Development and Place-Making Infrastructure

Princessa I

Financing is an essential component of developing mixed-use, location-efficient communities. This session will focus on successful strategies for accessing the financing needed to make these developments work. Learn how developers have overcome the challenges and found opportunities to finance developments that mix affordable housing options with retail and commercial uses. Panelists will also explore how communities have financed place-making infrastructure around transit stations to attract private sector development.

- Rachel MacCleery, ULI Infrastructure Initiative (*moderator*)

- Victoria Davis, Urban Atlantic
- Dan Eernisse, City of Shoreline, Washington
- Kim McKay, BRIDGE Housing

Sponsored by:



Tools to Help Cities Become More Prepared for Development in the New Normal

Leonesa I

This discussion will include a summary of lessons learned from ULI Minnesota's Navigating the New Normal workshops for public officials. The workshops provide a forum to foster a meaningful dialogue between public and private sector leaders with respect to the challenges and opportunities of development and redevelopment created by today's economic realities, market preferences, and demographic shifts. This session is a must-attend for those looking for models for local engagement on a complex set of issues with clear implications for housing.

- Cathy Capone Bennett, ULI Minnesota
- John Shardlow, Stantec Consulting Services

Why Housing Matters for Health, Education, and the Economy

Princessa II

The value of affordable housing extends beyond shelter. Among other benefits, affordable housing may help improve residential and school stability, leading to better educational outcomes for children. Well-built and maintained housing can also lead to lower risks of lead poisoning and asthma. Furthermore, the development and rehabilitation of housing is critical to creating jobs and otherwise supporting the economic

CONFERENCE SESSIONS

vitality of the community. This session will explore the interconnectedness of housing to these other community benefits and discuss how an improved awareness of these connections can broaden support for affordable housing and lead to more effective and coordinated approaches to the production and preservation of housing affordable to range of incomes.

- Mijo Vodopic, John D. and Catherine T. MacArthur Foundation (*moderator*)
- John Cook, Boston Medical Center/ Children's Health Watch
- Jeffrey Lubell, Center for Housing Policy
- Richard Rothstein, Economic Policy Institute, and Chief Justice Earl Warren Institute on Law and Social Policy, University of California (Berkeley) School of Law

3:00 p.m.–4:15 p.m.

Mobile Walking Tour

The walking tour will depart from and return to the Grand Hyatt Seattle. Pre-registered participants should arrive at the conference registration desk five minutes prior to the start of the tour to check in.

Tour 3. Downtown Seattle: Insights into Urban Developments

Tour Seattle's downtown landmarks and innovative housing developments during this exciting walking tour.

4:15 p.m.–4:30 p.m.

Networking Break

4:30 p.m.–5:30 p.m.

Leonesa Ballroom

General Session

Emcee

- Rick Rosan, ULI Foundation

Remarks

- Kerry Nicholson, Legacy Partners

Keynote

Can the shape of your city affect how happy you are? Yes, says Charles Montgomery, who explores the intersection of urban design and the new science of happiness. In psychology, neuroscience, and behavioral economics, and in cityscapes from Disneyland to Dubai, he finds the link between the ways we think about risk and reward and the ways we design our cities. How is happiness connected to housing? Join this intriguing discussion to find out.

- Charles Montgomery, Urban Experimentalist, Award-Winning Journalist, and Author of *Happy City*

5:30 p.m.–7:30 p.m.

Leonesa Foyer

Welcome Reception

After a great day of learning and sharing, come join your fellow conference attendees for networking and refreshments.

The welcome reception is generously sponsored by





8:00 a.m.–9:00 a.m.

Leonesa Ballroom

Roundtable Discussions and Breakfast

Breakfast of Champions

Join a selection of recent winners and finalists for the Jack Kemp Workforce Housing Models of Excellence Awards and the Robert C. Larson Workforce Housing Public Policy Awards for breakfast. You will have an opportunity to interact with each award recipient, learn about their outstanding efforts, and hear more about what they are working on now.

- Robert Youngentob, EYA (*facilitator*)

Sponsored by:



9:15 a.m.–10:30 a.m.

Concurrent Sessions

Boomers Housing Preferences Segment by Segment—Success through Differentiation

Princessa I

Ninety percent of the Boomers who plan to move will move to traditional, all-age housing communities. Still, the positioning, lifestyle, and product provided by the community will be most successful if it is customer-centric and targeted to appeal to specific market sectors as opposed to trying to be all things to all people. This session will

explore the many faces and housing preferences of consumers 55 and older. Who are they and what do they want?

- Margaret A. Wylde, Ph.D., ProMatura Group, LLC (*moderator*)
- Helen Foster, Foster Strategy, LLC
- Paul Johnson, Rancho Mission Viejo
- Scott Gensler, Erickson Living

Sponsored by:



Investing in What Works for America’s Communities

Leonesa I

Many Americans are falling further behind and finding it harder to climb out of poverty into the middle class. Income inequality is at the highest level since the Great Depression and severe poverty is deepening. These shifts have major implications for real estate and community development. To address these issues, the Low Income Investment Fund and the Federal Reserve Bank of San Francisco recently published a new book *Investing in What Works for America’s Communities: Essays on People, Place, and Purpose*. This session will explore new ideas and entrepreneurial solutions offered by leading experts.

- Brian Prater, Low Income Investment Fund (*moderator*)
- David Fleming, M.D., Public Health, Seattle and King County, Washington
- Jane Graf, Mercy Housing

Planning for the Future—Building Resilience into Housing

Princessa II

With the accelerating rise of sea levels and intensifying weather events, where housing is located and how it is designed to meet changing conditions are becoming essential questions. What can be done with existing housing to make it more resilient to new conditions? Where should housing *not* be located? What changes in basic building codes are important to consider? Hear a discussion from those who have been actively involved about recent lessons learned from those impacted by recent hurricanes and the growing commitment to resiliency and long-term planning on the Gulf Coast.

- John McIlwain, ULI Terwilliger Center for Housing (*moderator*)
- Betty Massey, Mary Moody Northen Endowment
- Richard Roberts, Red Stone Equity Partners, LLC
- Steven W. Sachs, Willis

10:30 a.m.–10:45 a.m.

Networking Break

10:45 a.m.–12:00 p.m.

Concurrent Sessions

Around the Beltway and Beyond—Federal Housing Policy Update

Leonesa I

All planning and development is local, but what happens inside the Beltway can have major implications for states and localities. Join this session for a look behind the headlines and inside the Beltway! What are the prospects for and implications of budget cuts, tax reform,



and housing finance reform over the next year? How might congressional or administration actions change the way in which we think about providing affordable housing and stronger communities? Panelists will share updates on the current federal policy landscape and what it may mean for real estate development in 2013 and beyond.

- Alazne (Ali) Gandarias-Solis, Enterprise Community Partners (*moderator*)
- Chris Estes, National Housing Conference
- Jason Jordan, American Planning Association

Sponsored by:



Making a Big Impact with Micro-Units

Princessa II

Micro-units are the talk of the town. This session will explore the micro-unit trend taking hold in major cities across the United States. Speakers will highlight the economic and demographic changes that have led to the rise of smaller units, as well as current challenges and opportunities for developing micro-unit projects.

- Mark L. Hinshaw, LMN Architects (*moderator*)

- Kaye Matheny, NYC Department of Housing Preservation and Development
- Robert Pantley, Natural and Built Environments, LLC
- Michael Pyatok, Pyatok Architects

The Investment Case for Age-Qualified Housing

Princessa I

Given its sound performance, it is no surprise that the age-qualified housing sector is outperforming all other commercial real estate asset classes during the Great Recession. Many investors are increasingly interested in getting into this business. Using objective data and case studies, this session will highlight information that investors, planners, developers, and others interested in investing in or developing top-performing age-qualified communities need to know before making the investment decision.

- Michael Hargrave, National Investment Center Market Area Profiles Data and Analysis Service (NIC MAP) (*moderator*)
- Christopher A. Kazantis, AEW Capital Management, L.P.
- William D. Pettit, Jr., Merrill Gardens

12:00 p.m.–2:00 p.m.

Leonesa Ballroom

Closing General Session and Luncheon

Emcee

- Hal Ferris, Spectrum Development Solutions

Remarks (Video)

- Secretary Shaun Donovan, U.S. Department of Housing and Urban Development

Panel: Setting Goals for Housing Opportunity—Lessons from Massachusetts

Recognizing the importance that housing plays in the long-term success and competitiveness in Massachusetts, Governor Deval Patrick announced a statewide housing production goal of 10,000 multifamily housing units per year between 2012 and 2020. Learn about how this goal will help Massachusetts achieve and sustain a positive net-migration; the role the goal plays in communications and partnership building; the commitment needed by local communities, business, and developers; and best practices when considering a goal like this in your community, region, or state.

- William Kohn Fleissig, Communitas Development (*moderator*)
- Lisa Alberghini, Planning Office for Urban Affairs
- Secretary Gregory Bialecki, Massachusetts Executive Office of Housing and Economic Development
- Barry Bluestone, Dukakis Center for Urban and Regional Policy
- Amy Cotter, Metropolitan Area Planning Council

Closing Remarks

- J. Ronald Terwilliger

FEATURED SPEAKERS



Lisa B. Alberghini has been president of the Planning Office for Urban Affairs since 2001. While at the Planning Office, she has overseen a dramatic increase in housing production, managing the development of more than 650 units of housing with total debt and equity financing in excess of \$170 million. Alberghini is responsible for overall operations, for all development initiatives, and for exploring the redevelopment potential of surplus property owned by the Roman Catholic

Archdiocese of Boston. She also plays a significant role in the archdiocese and the region in housing policy and has been actively involved with efforts to increase resources for affordable housing development at the state and federal levels.

Prior to joining the Planning Office, Alberghini was the director of the Boston Office of The Community Builders. In that capacity, she managed a \$7 million operating budget and oversaw the work of the Development, Property Management, Human Services, and Legal departments. During her 18-year tenure with The Community Builders, Alberghini managed the development of nearly 1,600 units of affordable and mixed-income housing.

Alberghini has more than 25 years of experience developing affordable housing, including service-enriched housing for vulnerable populations, family and special needs housing, and rental, cooperative, and homeownership developments. She has consulted to organizations throughout the country and has been a teaching assistant at Tufts University and guest lecturer at Harvard University, Boston College, Boston University, the University of Pennsylvania, and the Urban Land Institute. In addition to serving on the board of the Housing Partnership Network, Alberghini currently serves on the Board of Trustees of Catholic Charities Archdiocese of Boston (CCAB) and is chair of its Real Estate Committee.



Secretary Gregory Bialecki, Massachusetts Executive Office of Housing & Economic Development, oversees 14 agencies and focuses on the governor's top priorities in business development, housing and community development, consumer affairs, and business regulations agencies. His secretariat's mission is the creation of homes and jobs in the Commonwealth. His agencies accomplish this by aligning the state's housing and economic development agencies to

better coordinate policies and programs that ensure Massachusetts will maintain its global competitive edge.

Working in collaboration with 34 members of the private and public sectors, Secretary Bialecki is leading the development and implementation of "Choosing to Compete in the 21st Century," the Economic Development Plan for the Commonwealth. The plan identified five areas of focus and 55 action items to improve economic development and job creation in the state, and thus make Massachusetts more competitive.

Before joining the Patrick-Murray Administration, Secretary Bialecki enjoyed a 20-year career as a real estate development and environmental lawyer at the law firms of Hill & Barlow and DLA Piper Rudnick. His work focused on major urban redevelopment projects in the Greater Boston area. Secretary Bialecki graduated from Harvard College and Harvard Law.



Barry Bluestone is the founding director of the Dukakis Center for Urban and Regional Policy, and the founding dean of the School of Public Policy & Urban Affairs at Northeastern University in Boston, Massachusetts.

Before assuming these posts, Bluestone spent 12 years at the University of Massachusetts at Boston as the Frank L. Boyden Professor of Political Economy and as a senior fellow at the university's John W. McCormack Institute of Public Affairs. He was the founding director of UMass Boston's Ph.D. Program in Public Policy. Before coming to UMass in fall 1986, he taught economics at Boston College for 15 years and was Director of the University's Social Welfare Research Institute.

Bluestone was raised in Detroit, Michigan, and attended the University of Michigan where he received his B.A., M.A., and finally his Ph.D. in economics in 1974.



Amy A. Cotter manages implementation of Greater Boston's regional plan, "MetroFuture: Making a Greater Boston Region," including its Sustainable Communities Regional Planning Grant and Metropolitan Area Planning Council's work as a member of the MA Smart Growth Alliance. In her role as director of Regional Plan Implementation for MAPC, her work uses public engagement, research, analysis, and advocacy to explore policy and planning

options, develop best practices, and inform decision making from local to national levels.

Cotter brings to the effort over 15 years of leadership in planning and policy making for smart growth and sustainable development, and has held positions at the Tellus Institute and ICF Consulting. She obtained master's degrees in regional planning and environmental policy from the University of Michigan, and received her bachelor of arts from Tufts University.

FEATURED SPEAKERS



Hal Ferris has over 30 years of real estate development, management, and construction experience. As a principal of Spectrum Development Solutions and previously Lorig Associates LLC, a regional real estate development and management firm, Ferris has led the development of urban mixed-use mixed-income projects, historic renovations, affordable housing, and collegiate services. Innovative development tools include: sustainable development techniques,

public/private partnerships, and financing sources of private equity and debt, tax-exempt bond financing, low-income housing tax credits, and other public funding.

Previously, Ferris was a partner of WG Clark Construction Company, a regional commercial general contractor. Ferris is a member of the ULI Terwilliger Center for Housing National Advisory Board, past chair of ULI Seattle, vice chair of the Bellevue Planning Commission, member of the PSRC Housing Technical Assistance Panel, past chair of Common Ground, and past vice chair of Saint Andrews Housing Group. Ferris earned a bachelor of science in civil engineering from the University of Washington, and a master's in business administration from the University of Portland.



William Kohn Fleissig is a developer who partners with institutional property owners, equity funds, transit agencies, and local governments to execute projects that realize maximum value for investors and maximum benefits for the community.

Currently, Fleissig is advising the Presidio Trust in San Francisco on a 300,000 sq. ft. gateway development located at the Presidio's new entrance off Doyle Drive. The Thornburgh–West Letterman development will repurpose 13 historic structures as part of a mixed-use retail town center, along with 150,000 sq. ft. of new residential and commercial uses adjacent to the Letterman Digital Arts Center (home of the Lucasfilm/Disney complex). Fleissig is also advising Madison Marquette on the development for the 27-acre, 3.2 million sq.ft. Wharf District project located near two Metro stations along the southwest waterfront in Washington, D.C.

From 2005–2009, Fleissig was one of two full-time partners for West Village Community Partnership managing the development of 130-acre West Village at the University of California, Davis. The first two phases, now occupied, comprise student, faculty, and staff housing, and a mixed-use square located immediately adjacent to the core campus. When completed in 2015, the privately financed village supporting 3,500 people will become the largest “net zero energy” community in the United States. The project received two 2012 Student Housing Business Innovation Awards for Sustainability and Creative Financing.

Fleissig was a co-founder of Continuum Partners LLC, where he was the partner responsible for coordinating the firm's planning, design, and entitlement activities on all projects. The firm developed 16 Market Square, a 380,000 sf mixed-use building in Denver's LoDo district; Bradburn, a 120-acre village with four neighborhoods in

Westminster, Colorado; and Belmar, a 23 block, downtown district on the 100-acre site of the former Villa Italia shopping mall in Lakewood, Colorado, which received a 2006 ULI Award for Excellence, the 2005 EPA Smart Growth Award, and the 2005 CNU Charter Award.

Fleissig has also served in the public sector as the director of planning and development for the city of Boulder, Colorado and as the director of downtown planning and development for Mayor Federico Pena in Denver.

Fleissig is a board member for Reconnecting America and the Center for Transit Oriented Development. He received a B.A. from the University of Pennsylvania; a B.Arch in urban design from the City College of New York, and an M.P.A. with an emphasis in public finance from Harvard's Kennedy School of Government.



Alazne (Ali) Gandarias-Solis is senior vice president and public policy and corporate affairs executive for Enterprise Community Partners, Inc. Solis is known for leveraging public and private partnerships to provide capital and resources for the development of affordable housing and sustainable communities. Her experience leading national campaigns and capability as a political strategist have gained national attention, leading to public speaking engagements within academia that include Harvard, American, and Tulane universities.

A large part of her outreach efforts involve testifying before Congress on housing, banking and legislative issues. Her expertise has been instrumental in advancing a wide range of public policy priorities, including preserving \$40 billion for community development programs and securing \$7 billion in congressional appropriations to stabilize communities overwhelmed by the housing foreclosure crisis.

In addition to her career at Enterprise, Solis currently serves on the boards of various national nonprofit organizations, including the Urban Land Institute's Terwilliger Center for Housing, the Montgomery Housing Partnership, and AmericaSpeaks.



Renée Lewis Glover joined the Atlanta Housing Authority (AHA) as CEO in September 1994. Since that time, she has been widely acknowledged for her business leadership and strategic approach to community redevelopment. At AHA, she pioneered master-planned, mixed-finance, mixed-income residential development where families of all socio-economic profiles live next to each other in the same amenity-rich community.

Glover has been nationally recognized for her role in transforming U.S. urban policy. By introducing mixed-income communities into cities, she has improved not only housing, but also public schools, transit access, and employment opportunities. In fact, the model she created at AHA is now used as the redevelopment blueprint by the U.S. Department of Housing and Urban Development.

FEATURED SPEAKERS

Glover has received numerous recognitions over the years. In 2011, she received the Legacy Award from Big Brothers Big Sisters of Metropolitan Atlanta and the Big Voice for Children Award from Voices for Georgia's Children. In 2010, she was named by *Georgia Trend* magazine as one of Georgia's 2010 Power Women. In October 2009, she was inducted by *Affordable Housing Finance* magazine into the Affordable Housing Hall of Fame. She was presented with the 2009 Urban Innovator Award from the Manhattan Institute Center for Civic Innovation. She was honored with the Turner Broadcasting Downtown Community Service Award in March 2007. She was also honored with the Dan Sweat Community Leadership Award from the ULI Atlanta in 1998.

Glover serves on the board of directors of the Federal Reserve Bank of Atlanta and Habitat for Humanity International. She is currently serving as a member of the Bipartisan Policy Center Housing Commission.

Prior to joining the Atlanta Housing Authority, Glover was a corporate finance attorney in Atlanta and New York City. She received her juris doctor from Boston University, her master's degree from Yale University, and her bachelor of arts from Fisk University.



Charles Montgomery is an award-winning author and urban experimentalist, as well as the author of *Happy City*, forthcoming from FSG in 2013. In his work, Montgomery has used insights in happiness science to drive high-profile experiments that help citizens transform their relationships with each other and their cities. His Home for the Games initiative, for example, tested the limits of trust, convincing hundreds of residents to open their homes to strangers during the Vancouver 2010 Olympics. Working with the BMW Guggenheim Lab and the citizens of New York City, he used mobile apps to map the psychology of public space. He is currently working with the Museum of Vancouver to build programs that invite everyone to treat the city as a laboratory.

Montgomery's writings on urban planning, psychology, culture, and history have appeared in magazines and journals on three continents. Among his awards is a Citation of Merit from the Canadian Meteorological and Oceanographic Society for outstanding contributions toward public understanding of climate change science. Montgomery has advised and lectured planners, students, and decision makers across America, Canada, and England. His first book, *The Last Heathen*, won the 2005 Charles Taylor Prize for Literary Nonfiction and vigorous praise from reviewers in the *New York Times*, the *Guardian*, and elsewhere.



Kerry Nicholson started work with Legacy Partners Residential, Inc. in 1999 and is the senior managing director for the Pacific Northwest. In this role, he has been responsible for the financing, management, and acquisitions/disposition activities of the company for the region. Prior to joining Legacy Partners, he had a career in commercial real estate finance, procuring over \$2 billion in debt and equity commitments as a senior executive of GE Capital, Bank of America, and Wells Fargo.

Nicholson graduated Phi Beta Kappa from the University of California at Berkeley and holds a master's of business administration from the University of Chicago. He is currently chair of ULI Northwest, a vice chair of ULI's national Urban Development Mixed Use Council, and a board member of the Runstad Center for Real Estate Studies at the University of Washington.



Michael Pitchford is president and CEO of Community Development and Preservation Corporation (CPDC), responsible for the overall strategic direction and management of the real estate development and resident service programs of CPDC's affordable housing communities. Founded in 1989, CPDC works to expand the supply of affordable housing in the Mid-Atlantic region, and has completed more than 4,300 units of housing in 24 multifamily properties.

Previously, Pitchford led the Community Development Equity Group at Bank of America Corporation in Charlotte, North Carolina. The group developed or rehabilitated 23,000 units of affordable housing and increased equity commitments 3,000 percent during his ten years leading the organization. Pitchford also has participated in or led associations, workshops, conferences, and forums on policy, networking, and the sharing of best practices.

Pitchford earned his bachelor's and master's degrees from Old Dominion University. He has served in leadership roles with the National Equity Fund, the Urban Land Institute; the Washington Area Housing Partnership; the District of Columbia, Northern Virginia, and Maryland Building Industry Associations; and the Old Dominion University Board of Visitors. He is a member of the Urban Land Institute and serves on the board of the ULI Terwilliger Center for Housing, National Equity Fund, the National Housing Conference, and the Center for Housing Policy. He is the immediate past chairman of the Affordable Housing Council of ULI and was a past chairman of the National Housing Conference.

FEATURED SPEAKERS



Shelley Poticha serves as director of the Office of Sustainable Housing and Communities at the U.S. Department of Housing and Urban Development (HUD). A well-respected expert in growth management and urban policy, Poticha is responsible for advancing housing and communities that promote affordable, livable, and sustainable living environments. She also provides technical and policy support for energy, green building, and integrated housing and transportation programs at HUD and around the nation. Poticha leads HUD's interagency efforts with the Environmental Protection Agency and the Department of Transportation to help improve access to affordable housing, increase transportation options, and lower transportation costs while protecting the environment in communities nationwide.

Poticha previously served as president and CEO of Reconnecting America, where she became a national leader for the reform of land use and transportation planning and policy with the goal of creating more sustainable and equitable development, and served as founding cochair of the Transportation for America Campaign. Prior to joining Reconnecting America, Poticha was the executive director of the Congress for the New Urbanism. In this role, she guided the organization's growth into a national coalition with a prominent voice in national debates on urban revitalization, growth policy, and sprawl. She also launched a number of key initiatives addressing inner-city revitalization, mixed-income housing, infill development techniques, environmental preservation, alternative transportation policies, and real estate finance reform.

Poticha holds a master of city planning from the University of California at Berkeley and a bachelor of arts from the University of California, Santa Cruz.



Richard M. Rosan is the president of the ULI Foundation, which is the philanthropic arm of the Urban Land Institute. ULI is a global nonprofit education and research institute supported by nearly 30,000 members representing all aspects of land use and development disciplines. Its mission is to provide leadership in the responsible use of land and in sustaining and creating thriving communities worldwide.

The ULI Foundation, which has a corpus of more than \$40 million, supports many of the Institute's general research and education activities, as well as local programs offered through ULI's District Council network. In addition, the Foundation provides endowments for specific activities, including those related to workforce housing, infrastructure, sustainability, and public leadership in land use.

Rosan recently transitioned full-time into the role of ULI Foundation president after stepping aside as chief executive officer of ULI Worldwide. For more than 17 years, he served simultaneously as ULI's top executive and as the ULI Foundation president. Under Rosan's leadership, ULI experienced a fourfold increase in membership, expanded its global outreach into Europe and Asia, and secured

many new funding sources. Rosan broadened ULI's intellectual content through the creation of the ULI Senior Resident Fellows program and the funded Centers, which are supported through endowments from the ULI Foundation.

Rosan is an architect and a fellow of the American Institute of Architects. Prior to his service at ULI, he spent 22 years in New York City in several capacities, including 12 years with the city of New York, concluding with his service as the city's economic development director. Rosan also served for six years as president of the Real Estate Board of New York, and he spent five years in the private development business as a project director for several large New York City development projects.

Rosan received a bachelor of arts degree from Williams College in Williamstown, Massachusetts, in 1964. He received a master's degree in architecture in 1967 from the Architecture School of the University of Pennsylvania and continued postgraduate work in regional planning in 1968 at the University of Cambridge, England.



Lynn M. Ross, AICP, is the executive director of the ULI Terwilliger Center for Housing. Ross joined ULI in 2012 and is responsible for managing the overall strategic direction of the center and the implementation of the center's work program. The Center, established in 2007 by former ULI Chairman J. Ronald Terwilliger, chairman emeritus of Trammell Crow Residential, seeks to integrate ULI's housing efforts into a coherent program of work that furthers the

development of mixed-income, mixed-use communities and a full spectrum of housing affordable to all.

Most recently, Ross was the chief operating officer for the National Housing Conference (NHC) and the Center for Housing Policy (the Center). As COO, Ross was responsible for overseeing all of the day-to-day operations of the two interrelated, but separately incorporated, organizations. Ross joined NHC and the Center in 2007 as the director of state and local initiatives. In that capacity, she was responsible for developing and executing the education, outreach, and technical assistance strategies directed at helping strengthen housing policies at the state and local levels.

Prior to relocating to Washington, D.C., Ross was with the American Planning Association (APA) in Chicago, Illinois. She joined APA's research unit in 2002 and later became manager of the Planning Advisory Service. As manager of the Planning Advisory Service, Ross oversaw a staff of six planners and support staff providing customized planning research to over 1,200 subscribing agencies. During her tenure at APA, she also served as the assistant editor for the inaugural edition of *Planning and Urban Design Standards*, published by John Wiley & Sons in 2006.

Ross holds a master's of regional planning from Cornell University and a B.S. in community and regional planning from Iowa State University. Ross is a certified planner and in 2009 she was honored with the Design Achievement Award from the Iowa State University College of Design.

FEATURED SPEAKERS



J. Ronald Terwilliger is chairman emeritus of Trammell Crow Residential, which he joined in 1979. Trammell Crow Residential is a national residential real estate company and was the largest developer of multifamily housing in the United States during Terwilliger's tenure as CEO. He is past chairman of the Urban Land Institute and remains a trustee. Additionally, he is chairman emeritus of the Wharton Real Estate Center, past chairman of the Atlanta Neighborhood Development

Partnership, past chairman of the National Association of Home Builders Multifamily Leadership Board, and chairman of the board of directors for the I Have a Dream Foundation. Terwilliger is the immediate past chairman of the international board of directors of Habitat for Humanity, is an ex-officio member of the board and chairs Habitat's \$4 billion Global Capital Campaign. His \$100 million legacy gift to Habitat will help 60,000 families access improved housing conditions.

Philanthropically, Terwilliger made a \$5 million gift to establish the ULI Terwilliger Center for Housing in 2007, where he serves as chairman of the Center's National Advisory Board. He is also chairman of the Enterprise Community Partners Board of Trustees and vice chairman of the Enterprise Community Investment Board of Directors. His \$5 million gift to Enterprise to create the Enterprise Terwilliger Fund is expected to create 2,000 affordable homes annually.

Terwilliger has been recognized with the ULI Atlanta Community Achievement Award and the ORT Award, bestowed for his support and efforts to improve the world through his good deeds. He received the Hearthstone Builder Humanity Award in 2006 for his commitment to housing-related charities, and in 2008 was elected to the National Association of Home Builders Hall of Fame in recognition of his efforts to advance housing opportunities for all Americans. In 2009, Terwilliger was honored by the National Housing Conference with the Person of the Year Award for his commitment and contributions to the affordable housing community. In addition, he has been honored by the U.S. Naval Academy with a 2009 Distinguished Graduate Award for his lifetime commitment to service, personal character, and distinguished contributions to our nation. In 2012, he was honored with the National Patriotism Award by the National Foundation of Patriotism.

An honor graduate of the U.S. Naval Academy, Terwilliger served five years in the Navy. He received his M.B.A. degree with High Distinction from the Harvard Graduate School of Business, where he was elected a Baker Scholar.



Barry Zigas became director of housing for Consumer Federation of America in 2008. He is responsible for CFA's policies on housing and mortgage finance, including secondary market systems, foreclosure and loan modification policies, and community reinvestment issues. He also consults with housing and community development nonprofits and foundations on strategy, innovation and leadership through his firm Zigas and Associates LLC.

Zigas was senior vice president at Fannie Mae from 1995 to 2006, where he led the company's single-family community lending initiatives, as well as corporate and regulatory reporting on the company's housing goals, investments in CDFIs, and support for homeownership counseling and education. He joined Fannie Mae in 1993 as vice president for housing impact.

Zigas served as president of the National Low Income Housing Coalition from 1984 to 1993, where he led the efforts to create the low income housing tax credit and the HOME program and expanded responsibilities for community lending at Fannie and Freddie, and as associate executive director and other staff positions at the U.S. Conference of Mayors from 1976 to 1984. He is a Phi Beta Kappa graduate of Grinnell College, from which he also received an Alumni Award in 2012, and a 1997 graduate of the Wharton School's Advanced Management Program.

Zigas serves as chairman of the board of Mercy Housing, Inc., and as a director of the Low Income Investment Fund (LIIF), National Housing Conference, and the Avalon Theater Project, a neighborhood-supported nonprofit movie theater in Washington, D.C. He was appointed to the Bipartisan Policy Center's Housing Commission in December 2011, and previously served on the Rouse-Maxwell Task Force and the Mitchell-Danforth Task Force in the 1980s. He is an active participant in the Mortgage Finance Working Group sponsored by the Center for American Progress, as well as the foreclosure working group of Americans for Financial Reform (AFR). His articles and commentary have appeared in *American Prospect*, *American Banker*, *Washingtonian*, and other publications, and he is frequently quoted in print and electronic media.



Urban Land
Institute

Terwilliger Center
for Housing

The mission of the ULI Terwilliger Center for Housing is to expand housing opportunity by leveraging the private sector and other partners to create and sustain mixed-income, mixed-use urban and suburban neighborhoods that incorporate a full spectrum of housing choices, including workforce housing, compact design, and connections to jobs, transit, services, and education. The Center achieves its mission through a multifaceted program of work that includes conducting research, publishing, convening thought leaders on housing issues, and recognizing best practices that support the mission of the Center.

Established in 2007 by J. Ronald Terwilliger, former chairman of Trammell Crow Residential, the Center's original mission was to expand the availability of workforce housing opportunities for families earning 60 to 120 percent of area median income.

Although the Center's primary focus remains on housing affordability, with a particular emphasis on workforce housing, the expanded mission now includes a broader range of housing issues. This expanded focus will integrate ULI's many housing efforts into a coherent program of work that furthers the development of mixed-income, mixed-use communities and a full spectrum of housing affordable to all, a critical aspect of ULI's core mission of the "responsible use of land."

Terwilliger Center Staff

Lynn M. Ross, AICP
Executive Director

John McIlwain
Senior Fellow for Housing

Molly Simpson
Program Manager

Terwilliger National Advisory Board 2012–2014

The National Advisory Board provides strategic direction and ongoing program guidance for the Terwilliger Center. The National Advisory Board is comprised of top housing policy, business and political leaders from across the country, including representatives from ULI's leadership.

J. Ronald Terwilliger —
Chairman
Chairman Emeritus
Trammell Crow
Residential

Doug Abbey
Founder
Prologis

Tom Bozzuto
CEO
The Bozzuto Group

Victoria Davis
President
Urban Atlantic

Marty Jones
President and CEO
MassDevelopment

Hal Ferris
Principal
Spectrum Development
Solutions

Dara Kovel
Chief Housing Officer
Connecticut Housing
Finance Authority

John K. McIlwain
Senior Resident Fellow,
ULI/ J. Ronald Terwilliger
Center for Housing
Urban Land Institute

Peter Pappas
Founder
Pappas Properties

Patrick Phillips
CEO
Urban Land Institute

Michael Pitchford
President and CEO
Community Preservation
and Development
Corporation

Susan Powers
President
Urban Ventures

Nicolas Retsinas
Senior Lecturer
Harvard Business School

Rick Rosan
President
Urban Land Institute

Jonathan F.P. Rose
President
Jonathan Rose
Companies

Robert M. Sharpe
President
Robert Sharpe and
Associates

Alazne (Ali) Solis
Senior Vice President and
Public Policy & Corporate
Affairs Executive
Enterprise Community
Partners, Inc.

Bob Youngentob
President
EYA

Lynn M. Ross, AICP
Executive Director
ULI Terwilliger Center for
Housing

Housing Opportunity 2013 would not have been possible without the partnership of ULI Northwest. The Terwilliger Center thanks the staff of ULI Northwest and the many members of the ULI Northwest Housing Task Force for their tireless work on this event. In addition, we thank Jon Scholes with the Downtown Seattle Association for his work on the walking tour.

To learn more about the work of ULI Northwest, visit <http://northwest.uli.org/>.

ULI Northwest Housing Task Force

Sarah Lewontin
Vice Chair
Bellwether Housing

John Marasco
Vice Chair
Security Properties

Emily Alvarado
Housing Development Consortium

Becky Bicknell
Bellwether Housing

Andrew Brand
Verity Housing Advisors LLC

Heather Bunn
Rafn Company

Erin Christensen
Mithun

Hal Ferris
Spectrum Development Solutions

Jeff Foster
GGLO

Garrett Hodgins
OneBuild

Craig Krueger
CJ Krueger Consulting

Tory Laughlin Taylor
Bellwether Housing

M.A. Leonard
Enterprise Community Partners

Alison Lorig
Lorig & Associates

Joseph McCarthy
Stoel Rives

Norman Nault
Pacifica Tinaax

Katie Porter
Capitol Hill Housing

Bentley Pugh
Beachworks LLC

Tiina Ritval
GGLO

Dale Sperling
One Build

Jordan Stair
Arthur J. Gallagher Risk Management Services

Catherine Stanford
CA Stanford Consulting

Valerie Theil
Sage Architecture

Stephanie Van Dyke
Seattle Housing Authority

Keri Williams
Enterprise Community Partners

Blaine Wolfe
Absher Construction

ULI Northwest Staff

Kelly Mann
Executive Director

Gina Corsiglia
Associate

Matthew Merrill
Director

GOLD



FOUNDATION
Improving homes. Improving lives.

BRONZE



LOVE FUNDING
KNOWLEDGE. INTEGRITY. RESULTS.



NATIONAL
ASSOCIATION *of*
REALTORS®



SUPPORTER



Jonathan Rose Companies



1025 Thomas Jefferson Street, NW
Suite 500 West
Washington, DC 20007
www.uli.org/terwilliger