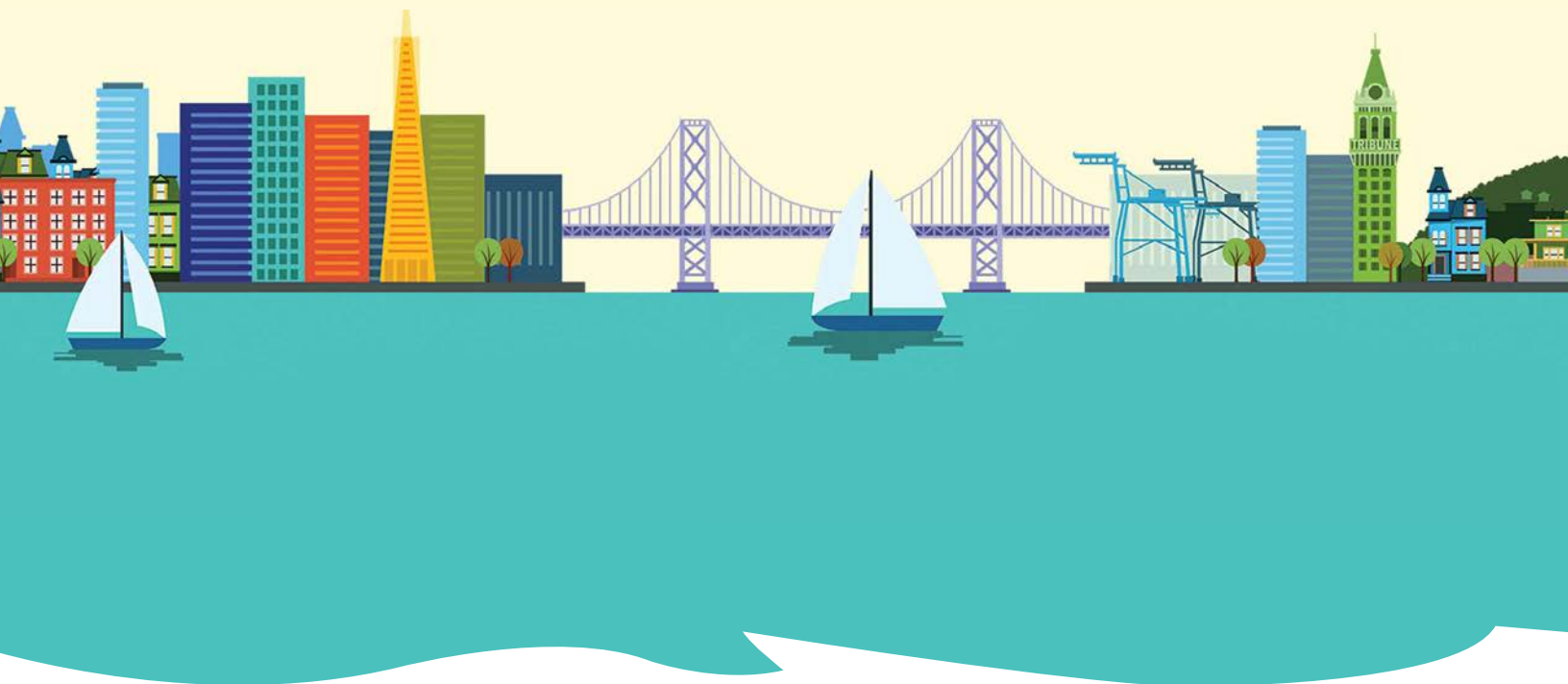


HOUSING THE BAY

SUMMIT

March 23, 2018



ULI San Francisco

Serving the Greater Bay Area



The Urban Land Institute is a global, member-driven organization comprising more than 40,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents the entire spectrum of the land use and development disciplines in private enterprise and public service — leading property owners, investors, developers, service firms, planners, public officials, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 76 countries, including over 2,000 in the ULI San Francisco (ULI SF) district council (sf.uli.org). ULI San Francisco serves the greater Bay Area with pragmatic land use expertise and education.

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ULI San Francisco

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HOUSING THE BAY

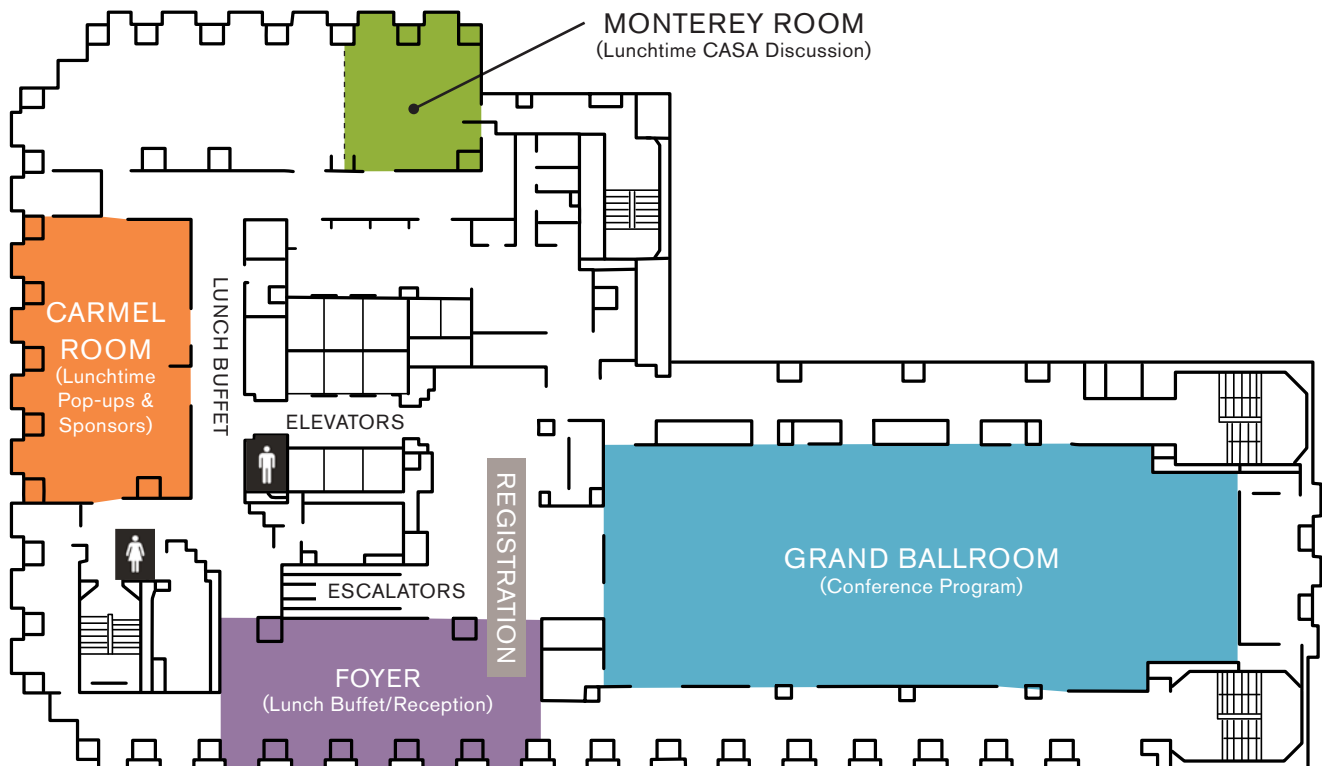
It's impossible to live in the Bay Area without being impacted in some way by the high cost and limited supply of housing. Whether you're looking for somewhere to live, trying to hire and retain employees, or watching your friends or family leave the area for lack of housing options, this issue touches you.

To address this challenge, we have launched Housing the Bay, a ULI San Francisco member-driven initiative to foster innovative solutions to the Bay Area housing crisis in the realms of financing, building costs, policy, and the public process. Through ongoing events, workshops, dialogue, and research, we are working together with our members and partners to break

down barriers and take steps toward finding lasting housing solutions for the Bay Area.

We have convened together on March 23rd for the Housing the Bay Summit, where speakers from around North America are engaging in conversations on lessons learned, successful case studies, and best practices with local Bay Area leaders.

Following the Summit there will be more opportunities to get involved as we move forward with proposals for action to ensure that more people in the Bay Area have homes they can afford and we can maintain the quality of life that our region is known for.



7:30 – 8:15am	FOYER
	Registration + Coffee
8:15 – 8:35am 8:35 – 8:50am 8:50 – 9:10am 9:10 – 10:10am	GRAND BALLROOM
	Welcome and Opening Remarks
	Keynote: Mayor Sam Liccardo, City of San Jose
	Why Bay Area Housing Costs So Much
	Can Impact Fees and Housing Live in Harmony?
10:10 – 10:40am	FOYER
	Coffee Break
10:40 – 11:00am 11:00 – 12:00pm 12:00 – 12:30pm	GRAND BALLROOM
	Civic Discourse: What Makes People Change Their Mind
	Developing Housing for the “Missing Middle” – New Financing Tools and Strategies
	Race, Power, and Housing: Designing for Equity in the 21st Century
12:30 – 1:30pm	FOYER
	Lunch Break
	12:45-1:45 Pop-up Sessions
	CARMEL ROOM
	<ul style="list-style-type: none"> ▪ Modular Housing: How Does it Stack Up to the Rest? ▪ The Power of Data
	MONTEREY ROOM
	<ul style="list-style-type: none"> ▪ CASA Discussion
1:30 – 2:30pm 2:30 – 3:15pm	GRAND BALLROOM
	Lightning Talks: Breaking Through the Housing Deadlock
	Director’s Cut: Shaping Bay Area Cities Through a National Lens
3:15 – 3:35pm	FOYER
	Coffee Break
3:35 – 4:05pm 4:05 – 4:55pm 4:55 – 5:00pm	GRAND BALLROOM
	The Vancouver Success Story - Or is It?
	The Way Forward for Housing
	Closing Remarks
5:00 – 6:30pm	FOYER
	Reception

SESSION DESCRIPTIONS



Why Bay Area Housing Costs so Much

The Bay Area has some of the most expensive housing in the world. Why has the production of homes significantly decreased over the last 40 years, in an era of booming population and economic growth? Denise Pinkston, developer by day and housing policy maven around the clock, describes the lay of the land for this Summit: how a confluence of land use planning decisions, tax policies and fee increases, construction escalation and labor trends, and a growth backlash have left us short tens of thousands of homes.

SPEAKER:

Denise Pinkston
Partner, TMG Partners

Can Impact Fees and Housing Live in Harmony?

We all know that impact fees are part of every development project in the Bay Area. Cities often depend on these fees for much needed revenue – but these extra costs can also make it harder to make a project pencil out. Using Oakland as a case study, this session will focus on how the City has implemented impact fees and how developers are responding. The panel will dive into the details through the lenses of a market-rate developer, an affordable housing advocate, and the City. Learn about what we can do to make impact fees more transparent moving forward and next steps in balancing the production of homes with community benefits.

Introduction: Amit Price-Patel, SITELAB urban studio

SPEAKERS:

Adhi Nagraj
San Francisco
Director, SPUR
(Moderator)

Gloria Bruce
Executive Director,
East Bay Housing
Organizations

David Garcia
Policy Director, Turner
Center for Housing
Innovation, UC Berkeley

Michael Ghielmetti
Founder and
President, Signature
Development Group

Laura Kaminski
Planner III, Strategic
Planning, City of
Oakland

Civic Discourse: What Makes People Change Their Mind

Ms. Granowitz weaves her life experience and the skills she gleaned as a social worker into a presentation that explores how she lead her community through a community plan update. An update that was recently approved by the San Diego City Council with the highest densities anywhere in the region other than downtown San Diego.

Introduction: Savlan Hauser, Jack London Improvement District

SPEAKER:

Vicki Granowitz
Planning
Commissioner,
City of San Diego

Developing Housing for the “Missing Middle” – New Financing Tools and Strategies

The high cost of housing in the Bay Area is making it increasingly difficult for Bay Area businesses to attract and retain workers. Yet, most affordable housing is focused on the lower wage portion of the workforce who qualify for subsidy programs, and very little housing is being produced or preserved for the “missing middle” of workers. The Bay Area is famous for our groundbreaking innovations, so what better place to develop new solutions to address this challenge head-on. This session will put forward new financing tools that can move the needle in raising capital alongside complementary strategies to lower costs. Hear from one of nation’s largest developers, a start-up fund raising money for workforce housing in Texas, and an established investor in low and moderate income housing across America, all of whom have innovative products and provocative ideas about how to address this challenge.

Introduction: Eric Tao, AGI

SPEAKERS:

Diane Olmstead
Managing Partner,
Haring Street Ventures
(Moderator)

Heather Hood
Deputy Director
Northern California,
Enterprise Community
Partners, Inc.

David Steinwedell
CEO, Affordable
Central Texas

Eric Tao
President and CEO,
AGI

Bill Witte
CEO & Chairman,
Related California

Race, Power, and Housing: Designing for Equity in the 21st Century

At its core this presentation addresses two driving questions: What does designing for equity look like in the 21st century? And is it possible to make our communities immune from gentrification and displacement? Audacious ideas, innovative technology, and improving our equity lens, and compelling results will receive prominent attention in this timely discussion about race, power, privilege, and strategies for equitable community development for everyone.

Introduction: Natalie Sandoval, ULI San Francisco

SPEAKER:

Antwi Akom
Professor & Founding
Director UCSF
& SFSU, Social
Innovation and Urban
Opportunity Lab

Lunchtime Pop-ups

CARMEL ROOM

Modular: How Does It Stack Up to the Rest?

Labor and development perspectives on the future of modular housing in the Bay Area.

CARMEL ROOM

The Power of Data to Accelerate Housing

Dynamic discussion with local experts and entrepreneurs on new data tools that are transforming development.

MONTEREY ROOM

CASA: Building Political Consensus For Housing

CASA is building an actionable political consensus to increase housing production at all levels of affordability, preserve affordable housing, and prevent displacement.

SPEAKERS:

Andy Ball
RAD Urban

Jay Bradshaw
Northern California
Carpenters Regional
Council

Amit Price-Patel
SITE LAB urban
studios

Tim Cornwell
The Concord Group

Rick Gosalvez
Coda Compliance

Yury Lifshits
Statecraft

Scott Littlehale
Northern California
Carpenters Regional
Council, CASA
Technical Committee
Member

Denise Pinkston
TMG Partners, CASA
Technical Committee
Member

Linda Mandolini
Eden Housing, CASA
Technical Committee
Member

Lightning Talks: Breaking Through the Housing Deadlock

This interactive session invites you engage with out-of-the-box, provocative ideas for addressing the barriers in housing delivery and getting more people into homes. From citizen activists and community collaborators to finance start-ups and tech housing innovators, a diverse group of leaders will present their solutions and ideas to overcoming obstacles in the development process – in 3 minutes or less!

Introduction: Xiomara Cisneros, Universal Paragon

SPEAKERS:

Alex Clemens
Founding Partner and
Managing Member,
Lighthouse Public
Affairs (Moderator)

Jonathan Asmis
Co-Founder, Landed

Catherine Bracy
Co-Founder and
Executive Director,
Tech Equity
Collaborative

Kim-Mai Cutler
Operating Partner,
Initialized Capital

Laura Foote Clark
Executive Director,
YIMBY Action

Laura Fingal-Surma
Co-Founder and
Community Organizer,
Progress Noe Valley

Rebecca Foster
Executive Director, San
Francisco Housing
Accelerator Fund

Director's Cut: Shaping the Bay Area Cities Through a National Lens

Planning Directors from San Francisco, Oakland, and San Jose will share how they are drawing on their past experience across the United States to drive change and take on the Bay Area's challenges. With national perspectives and localized expertise, these planning directors are each developing and implementing strategies to build and preserve more homes, increase housing affordability, and provide the needed infrastructure to make this happen. This session will be a rare opportunity for a behind the scenes look at what it takes to plan the Bay Area, all on one stage.

Introduction: Wendi Baker, Harmonie Park Development

SPEAKERS:

Elizabeth (Libby) Seifel, President,
Seifel Consulting
(Moderator)

William Gilchrist
Planning Director, City
of Oakland

Rosalynn Hughey
Acting Planning
Director, City of
San Jose

John Rahaim
Planning Director, City
of San Francisco

The Vancouver Success Story – Or is It?

Heralded as an example of how to unlock the supply of housing and how to do density right, Vancouver remains one of the most expensive cities in North America and has a startling rate of turnover in rental housing. Hear Andrea Reimer, Vancouver City Councilmember and former Deputy Mayor, in conversation with Doug Abbey, Chairman at Swift Real Estate Partners, on what went right with Vancouver's housing boom and what could have been done differently in our West Coast kindred city. Ms. Reimer will also speak about the new tools the City is launching to deal with global capital, including North America's first empty homes tax.

Introduction: Diane Oshima, Port of San Francisco

SPEAKERS:

Doug Abbey
Chairman, Swift
Real Estate Partners
(Moderator)

Andrea Reimer
Councillor, City of
Vancouver

The Way Forward for Housing

This capstone session will bring together housing mavericks to reflect on the Summit outcomes and the proposed paths forward. Drawing on their decades of collective experience working in California's tough development and legislative environment, they will focus on actions we can take together to ensure there are enough homes in the Bay Area for people of all income levels. They will share their visions for how we can work together to move the needle in order to support the long-term livability and prosperity of our region.

Introduction: Susan Sagy, Urban Land Development

SPEAKERS:

Amy Neches
Partner, TMG Partners
(Moderator)

Kofi Bonner
Regional President
Northern California,
FivePoint

David Chiu
Assemblymember,
California State
Assembly

Linda Mandolini
President, Eden
Housing

Stockton Williams
Executive Director, ULI
Terwilliger Center for
Housing

WORKING GROUPS



GROUND COVERED. THINGS DISCOVERED.

Since early 2017, ULI SF has been working on its Housing the Bay initiative with dedicated members, industry leaders, and partner organizations from around the Bay Area. Our member-driven working groups conducted research, held convenings and interactive lead-up programs, and brought the brightest minds together to foster solutions to our region's housing crisis.

The working groups focused on three topics: the cost of building, innovative financing to fund middle-income housing, and the public process and community engagement. The following graphics illustrate each working group's journey over the past year as well as their plan for next steps following the Summit.

ULI SF held nine public lead-up programs, engaging over 700+ members and non-members alike on the following topics:

Small Homes, Big Benefit: Lessons from Three West Coast Cities

April 18, 2017

- **Micah Weinberg**, Bay Area Council Economic Institute (Moderator)
- **Yat-Pang Au**, Veritas Investments
- **Carol Berg**, City of Santa Cruz
- **Karen Chapple**, UC Berkeley
- **Carol Galante**, Turner Center for Housing Innovation, UC Berkeley
- **Tim Hsu**, California Housing Finance Agency

Local vs. State Control

June 16, 2017

- **Robert Ogilvie**, Oakland Director (Moderator)
- **Denise Pinkston**, TMG Partners
- **Seth Miller**, League of California Cities
- **John Rahaim**, City and County of San Francisco
- **Scott Wiener**, California State Senate

Housing the Missing Middle: A New Financial Frontier

June 27, 2017

- **Eric Tao**, AGI (Moderator)
- **Dan Golub**, Holland & Knight
- **Rebecca Foster**, San Francisco Housing Accelerator Fund
- **Anne McCulloch**, Housing Partnership Equity Trust
- **Kevin Zwick**, Housing Trust Silicon Valley

Modular Construction in the Bay Area: The Future is Now

July 18, 2017

- **Carol Galante**, Turner Center for Housing Innovation, UC Berkeley (Moderator)
- **Rick Holliday**, Holliday Development
- **Fei Tsen**, Windflower Properties
- **Larry Pace**, Cannon Constructors
- **Jay Bradshaw**, Northern California Carpenters Regional Council

360° Look at the Public Process: 1028 Market Street

July 20, 2017

- **Brooke Ray Rivera**, Place Lab (Moderator)
- **Ilana Lipsett**, Tidewater Capital
- **Randy Shaw**, Tenderloin Housing Clinic
- **Marlo Sandler**, San Francisco Planning Department

Pro-Housing Legislation – What Now?

November 15, 2017

- **Denise Pinkston**, TMG Partners (Moderator)
- **Michael Lane**, Non-Profit Housing Association of Northern California
- **Linda Mandolini**, Eden Housing
- **Barbara Kautz**, Goldfarb & Lipman LLP

Bay Area Modular Construction 2.0: The Future is Now

December 14, 2017

- **Naomi Porat**, Alpha (Moderator)
- **Blair Allison**, Cahill Contractors
- **Jamie Hiteshew**, BRIDGE Housing
- **Randy Miller**, RAD Urban
- **Andrew Nathenson**, Citi Community Capital
- **Daniel Simons**, David Baker Architects

Forty Years of Prop 13: Truth and Consequences

March 7, 2018

- **Libby Seifel**, Seifel Consulting (Moderator)
- **Tom Bannon**, California Apartment Association (CAA)
- **Ben Grief**, Evolve CA
- **Brian Uhler**, Legislative Analyst's Office (LAO)

Tips to Efficiently Navigate CEQA

March 9, 2018

- **Andrew Sabey**, Castle & Nicholson (Moderator)
- **Elizabeth Cobb**, Shea Partners
- **Shaye Diveley**, Meyers Nave Riback Silver & Wilson, PLC
- **Lisa Gibson**, City of San Francisco
- **Darin Ranelletti**, City of Oakland

HOW CAN WE REDUCE THE COST OF CONSTRUCTION TO MAKE MORE HOMES FOR ALL?

COST DRIVERS

- Construction cost escalation
- Construction time
- Construction process inefficiencies
- Labor shortage and training
- City and agency development fees
- Community benefits
- Carrying costs
- Parking requirements
- Height and zoning requirements
- Inclusionary housing

RESOURCES + INTERVIEWS

- Anton Development
- BRIDGE Housing
- Cahill Contractors
- Cannon Construction
- Carmel Partners
- Citi Community Capital
- City of Union City
- City of Oakland
- David Baker Architects
- East Bay Housing Organizations
- Enterprise
- FivePoint
- Guerdon Enterprises
- Holliday Development
- John McNellis
- Kattera
- KB Homes
- Legislative Analyst's Office
- Lendlease
- Lennar
- Nautilus Group, Inc
- Nibbi Brothers General Contractors
- Non-Profit Housing Association of Northern CA
- Northern CA Carpenter's Regional Council
- RAD Urban
- Signature Development
- Summerhill Housing Group
- SV@Home
- Turner Center for Housing Innovation
- Windflower Properties

MODULAR

PROGRAMS

MODULAR 1.0

JULY 18, 2017

- **Jay Bradshaw**, Northern California Carpenters Regional Council
- **Rick Holliday**, Holliday Development, Factory OS
- **Larry Pace**, Cannon Constructors
- **Fei Tsen**, Windflower Properties
- **Carol Galante**, Turner Center for Housing Innovation, UC Berkeley (moderator)

MODULAR 2.0

DECEMBER 14, 2017

- **Jamie Hiteshew**, BRIDGE Housing
- **Randy Miller**, RAD Urban
- **Andrew Nathenson**, Citi Community Capital
- **Chuck Palley**, Cahill Contractors
- **Daniel Simons**, David Baker Architects
- **Naomi Porat**, Alpha (moderator)

FINDINGS

Modular is a young industry with potential to become a significant part of the construction ecosystem and

Desire for more modular construction ecosystem and

Potential to forge new partnerships and paying jobs.

Urgent need to build a strong modular construction ecosystem

Potential for 40% reduction in costs.

Lessons learned from past projects not lasted: quality control, challenges, design, and construction

Still some jurisdictional issues, what today's modular construction sustainability).

Concerns remain about the future of modular construction

DEVELOPMENT FEES

RESEARCH

- Public entities
- For-profit and non-profit developers
- Labor representatives
- Designers
- Contractors

FINDINGS

Development fees are a significant cost driver for modular construction

Methodology for determining the cost of a project.

Development fees for modular construction and construction

Development fees for modular construction community benefits

Unpredictability of costs throughout the project

The cost to build is now so high that projects are not moving forward. We looked at both construction costs and fees to identify levers that might unlock housing production and provide more homes.

ing industry in the Bay Area, but has the
ome viable.

entrants in the modular industry to build
foster innovation.

ge partnerships with labor-reliable and well

build faster to address housing crisis.

% reduction in construction time and 20% reduction

d from recent modular enterprises that have
ity control, pipeline, up-front costs, logistical
ign customization.

ditional challenges with a need to educate on
odular looks like (greater articulation, quality,

in with impact to local labor forces.

SUMMIT

MARCH 23, 2018

MODULAR POP-UP

- Northern California Carpenters Regional Council
- RAD Urban
- SITELAB urban studio

WHAT'S NEXT?

Study of additional cost of building topics

Support of additional Turner Center research

Ongoing discussion and programs related to the modular industry as more projects come online

Tours of completed and under construction modular projects

es vary widely from city to city.

r fees is inconsistent and can limit the feasibility

es also can contribute to a city's general fund
n of new affordable housing.

es are often coupled with unpredictable
efits which can hold up entitlements.

of fees remains high, with new fees occurring
entitlement cycle that can sink a project.

SUMMIT

MARCH 23, 2018

CAN IMPACT FEES AND HOUSING LIVE IN HARMONY?

- **Gloria Bruce**, East Bay Housing Organizations
- **David Garcia**, Turner Center for Housing Innovation, UC Berkeley
- **Michael Ghielmetti**, Signature
- **Laura Kaminski**, City of Oakland
- **Adhi Nagraj**, SPUR (moderator)

GROUND COVERED. THINGS DISCOVERED.
INNOVATIVE FINANCE STRATEGIES FOR WORKFORCE HOUSING

HOW CAN WE EXPLORE NEW INVESTMENT AVENUES TO MAKE MIDDLE INCOME HOUSING FEASIBLE?

Started with research and talking to people who are trying
to solve for middle-income housing:

- **Rebecca Foster**, San Francisco Housing Accelerator Fund
- **Anne McCulloch**, Housing Partnership Equity Trust
- **David Steinwedell**, ULI Austin
- **John Williams**, Avanath Capital Management

LEARNING OUTCOME:

There is general agreement that the risks associated with workforce housing investment mirrors lower yield infrastructure and fixed income investment. However, there is no consensus as to how to structure workforce housing as an asset class for investment at scale. Only mission-driven funds are working in this area. A reduction in property taxes could make mixed-income and workforce projects more viable and create a more attractive marketplace.

Doug Abbey

Swift Real Estate Partners

Craig Adelman

Low Income Investment Fund

Rebecca Foster

San Francisco Accelerator Fund

David Garcia

UC Berkeley Turner Center for Housing Innovation

Kate Hartley

San Francisco Mayor's Office of Housing and
Community Development

Eric Newberg

State Teachers Retirement System of Ohio

Nik Tan

State Teachers Retirement System of Ohio

Kevin Zwick

Housing Trust Silicon Valley

Eric Tao

AGI (moderator)

Diane Olmstead

Haring Street Ventures (moderator)

INVITATION-ONLY WORKSHOP:

Will private capital accept lower
yields and invest in workforce
housing at scale?

October 7, 2017

Heather Hood

Enterprise Community Partners, Inc.

David Steinwedell

Affordable Central Texas

Eric Tao

AGI

Bill Witte

Related California

Diane Olmstead

Haring Street Ventures (moderator)

How do we develop and preserve workforce housing with the extremely high costs to build, acquire, and operate multifamily housing in the Bay Area and with virtually no public funding programs or other forms of assistance to meet the funding gap?

FORUM:

How do we create private capital to invest in the missing middle?

June 27, 2017

Rebecca Foster

San Francisco Housing Accelerator Fund

Dan Golub

Holland and Knight

Anne McCulloch

Housing Partnership Equity Trust

Kevin Zwick

Housing Trust Silicon Valley

Eric Tao

AGI (moderator)

LEARNING OUTCOME:

Workforce housing is (human) infrastructure and should be viewed similarly for investment.

FURTHER OUTREACH AND INVESTIGATION IN TWO MAJOR THREADS:

- o Making new build of middle income housing feasible through property tax reductions
- o Tapping different kinds of investors to fund new and preserve existing affordable housing, while generating comparable market returns

INTERVIEWS:

David Chiu

California State Assembly

David Steinwedell

Affordable Central Texas

John Williams

Avanath Capital Management

Bill Witte

Related California

WHAT'S NEXT?

Further explore impact investing and the role it can have in funding workforce housing

Educate policymakers on property tax abatement

SUMMIT SESSION:

Developing Housing for the "Missing Middle"
– New Financing Tools and Strategies

March 23, 2018

GROUND COVERED. THINGS DISCOVERED. PUBLIC PROCESS WORKING GROUP

HOW CAN WE IMPROVE THE PUBLIC PROCESS FOR DEVELOPMENT APPROVALS TO BREAK THE DEADLOCK AND CREATE MORE HOMES?

360 PANEL TALK

Looking at a case study from all angles:
private sector, public sector, community partners

AFFINITY GROUP MEETINGS

Create an on-going forum for peer-to-peer
sharing of strategies.

WINNING PUBLIC ENGAGEMENT: A 360° CASE STUDY OF 1028 MARKET STREET

July 20, 2017

SPEAKERS:

- **Ilana Lipsett**
Tidewater Capital
- **Marlo Sandler**
San Francisco Planning Department
- **Randy Shaw**
Tenderloin Housing Clinic
- **Brooke Ray Rivera**
Place Lab (moderator)

FINDINGS:

- Acknowledge existing community context.
- Be early and transparent with community engagement efforts.
- Create a community-based resource for the neighborhood during the entitlements.
- City support helps to develop and maintain community connections.
- Community recognition of project benefits can lead to consensus.

AFFINITY GROUP MEETING #1

August 17, 2017

Peer-to-Peer Best Practices

SPEAKERS:

- **Jessie Stuart**
Trumark Urban
- **Michelle Frey**
ULI San Francisco (moderator)

FINDINGS:

- Foster community early on in the process.
- Identify community projects for collaboration with the City and neighborhood.
- Collaborate on long-term projects to provide lasting benefit.
- Encourage public/private relationships and organic collaborations.

AFFINITY GROUP MEETING #2

December 5, 2017

Learning from Planning Commissioners and Project Approval Decision Makers

SPEAKERS:

- **Christine Johnson**
San Francisco Planning Commissioner
- **Shelly Masur**
Redwood City Councilmember
- **Adhi Nagraj**
Oakland Planning Commissioner
- **Savlan Hauser**
Jack London Business Improvement District (moderator)

FINDINGS:

- Show engagement efforts upfront and be detailed in demonstrating your outreach.
- Provide multiple and diverse ways for community members to engage and make it easy for people to provide feedback.
- Technology can democratize the outreach process.

The project approval process is lengthy and uncertain. This has stifled the development and redevelopment of homes and frustrated participants on all sides. We looked closely at successful case studies and revealed the headwinds created by current public processes to identify potential solutions to improve outcomes.

AFFINITY GROUP MEETING #3

February 16, 2018

Learning from Community Partners

SPEAKERS:

- **Trya Fennell**
Imprint City
- **Bruce Huie**
Dogpatch Neighborhood Association
- **Alexandra Goldman**
Tenderloin Neighborhood Development Corporation (moderator)

FINDINGS:

- Take the time to understand neighborhood context.
- City can help identify neighborhood organizations and key stakeholders.
- Clear communication around community expectations lead to better outcomes.

AFFINITY GROUP MEETING #4

March 22, 2018

How do other cities do it? Best practices in public process, policy development, and public-private relationships.

SPEAKERS:

- **Dan Adams**
San Francisco Mayor's Office of Housing and Community Development
- **Andrea Reimer**
City of Vancouver
- **David Steinwedell**
Affordable Central Texas
- **Michelle Frey**
ULI San Francisco (moderator)

HOUSING THE BAY SUMMIT

March 23, 2018

SESSIONS:

- Civic Discourse: What Makes People Change Their Mind
- Race, Power, and Housing: Designing for Equity in the 21st Century
- Lightning Talks: Breaking Through the Housing Deadlock

WHAT'S NEXT?

Expand scope of Affinity Group concept to encompass public process as well as other barriers in regard to housing affordability in the Bay Area

Maintain and foster a 360-degree dialogue

Develop module on public process best practice

Collaborate with cities, developers, and communities to reinvent and redefine the public process

SUMMIT SPEAKERS



and
Lennar, 5 Point, Maximus, Wilson Meany and the SF
finance these mega projects and the people of San F
these homes built to accommodate the demand for th





Doug Abbey
Chairman, Swift Real Estate Partners

Douglas Abbey is Chairman of Swift Real Estate Partners, a San Francisco-based company focused on value-add office properties on the west coast. He previously co-founded two investment management organizations: AMB Property Corporation (merged with Prologis:NYSE) in 1983 and now the largest global industrial REIT, and IHP Capital Partners in 1992, a provider of equity to the single family homebuilding industry. He is a Trustee and past Vice Chairman of ULI and serves on the board of the ULI Terwilliger Center for Housing. He serves on the board of Bridge Housing, the leading non-profit affordable housing developer on the west coast. Since 2005 he has taught the real estate class at the Stanford Graduate School of Business. Mr. Abbey holds a B.A. from Amherst College and an MCP from UC Berkeley.



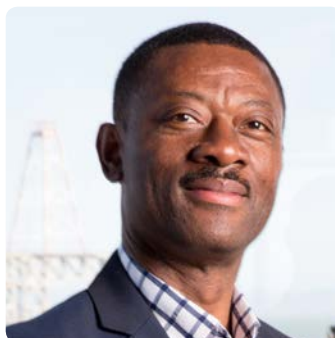
Antwi Akom
Professor & Founding Director UCSF & SFSU, Social Innovation and Urban Opportunity Lab

Dr. Antwi Akom is the Director of the Social Innovation and Urban Opportunity Lab—a joint research lab between UCSF and SFSU. His research lies at the intersection of science, technology, spatial epidemiology, community development, health communications, medical sociology, ethnic studies, African American studies, culturally responsive human centered design, Big Data, and public health. Dr. Akom is also a faculty affiliate with UCSF's Center for Vulnerable Populations (CVP) at Zuckerberg San Francisco General Hospital and Trauma Center where he focuses on researching, developing, and deploying new health information communication technologies that amplify the voices of communities often excluded from digital and physical public spheres and connecting them with resources that improve health literacy, data literacy, health care delivery, and promote equitable economic development for vulnerable populations. Dr. Akom has an extensive background in building collaborative, community-facing technology projects and new models of urban innovation that help cities become smarter, more equitable, just and sustainable.



Jonathan Asmis
Co-Founder, Landed

Jonathan Asmis is the Chief Executive Officer at Landed, which runs down payment assistance programs for educators across the US. Prior to working at Landed, Jonathan worked as a strategy consultant at Accenture, Inc. where he helped a mix of public and private clients to address critical organizational needs. In one instance, Jonathan led Accenture's work with Canadian Immigration Employment Councils, developing the structure for social impact bonds used for immigrant settlement services. For his work on urban issues in Toronto, Jonathan was selected as a Civic Action fellow in 2014. Jonathan completed his MBA as an Arjay Miller Scholar from the Stanford Graduate School of Business, where he developed the basic framework for Landed. Jonathan also holds a bachelor's degree in Engineering Science (Biomedical focus) and a master's degree in Industrial Engineering from the University of Toronto.



Kofi Bonner
Regional President Northern California, FivePoint

Kofi Bonner has been Regional President Northern California of FivePoint since May 2016, leading development of The San Francisco Shipyard and Candlestick Point communities, as well as the communities managed for Lennar: Treasure Island and the Concord Naval Weapons Station.

From 2005 until May 2016, Bonner was President of Lennar Urban, a division of Lennar. Before joining Lennar he was Executive Vice President and Chief Administrative Officer of the Cleveland Browns where he was responsible for the business affairs of the team and build the Cleveland Browns Stadium. Later, Bonner became the Regional Director and Executive Vice President of MBNA. Prior to that, he served as Chief Economic Advisor to Mayor Willie Brown in San Francisco. Bonner also worked as Director of Community & Economic Development and Interim City Manager for the City of Oakland, Deputy Executive Director of the San Francisco Redevelopment Agency, and Redevelopment Directory for the City of Emeryville.



Catherine Bracy
Co-Founder and
Executive Director, Tech
Equity Collaborative

Catherine Bracy is a civic technologist and community organizer whose work focuses on the intersection of technology and political and economic inequality. She is the co-founder and Executive Director of the TechEquity Collaborative, an organization in Oakland, CA that seeks to build a tech-driven economy in the Bay Area that works for everyone.

She was previously Code for America's Senior Director of Partnerships and Ecosystem where she grew Code for America's Brigade program into a network of over 50,000 civic tech volunteers in 80+ cities across the US. Catherine built Code for America's civic engagement focus area, creating a framework and best practices for local governments to increase public participation which has been adopted in cities across the US. In 2012, she was Director of Obama for America's Technology Field Office in San Francisco, the first of its kind in American political history. Prior to this, she ran the Knight Foundation's 2011 News Challenge and before that was the administrative director at Harvard's Berkman Center for Internet & Society.



Gloria Bruce
Executive Director, East Bay
Housing Organizations

Gloria is Executive Director at East Bay Housing Organizations, the leading advocacy coalition promoting affordable housing in Alameda and Contra Costa Counties. She oversees all aspects of organizational development and leads several policy and coalition campaigns. Prior to joining EBHO in 2010, Gloria worked at The San Francisco Foundation, making grants to support affordable housing, safety net services, and neighborhood revitalization. Gloria has over 15 years of experience in social justice and community development in the Bay Area, Boston, and her native Washington, D.C. area. She has a master's degree in City and Regional Planning from the University of California, Berkeley and a B.A. from Harvard University. She serves on the boards of EveryOne Home and the California Reinvestment Coalition. She lives in Oakland with her wife and two young sons.



David Chiu
Assemblymember,
California State Assembly

David Chiu was elected to the California State Legislature to represent the 17th Assembly District in 2014 and was re-elected in 2016. During David's first year, he served as Assistant Speaker pro Tempore; since his second year, he has served as Chair of the Assembly Housing & Community Development Committee. He also sits on the following legislative committees: Budget; Business and Professions; Judiciary; Arts, Entertainment, Sports, Tourism, and Internet Media.

Governor Jerry Brown has signed 34 bills that David authored during his first three years in the Assembly. Among other efforts, the bills addressed the state's housing crisis, protected tenants, assisted LGBT families, upheld a woman's right to choose, promoted sustainable transportation options, and facilitated voting by young people. Before joining the State Assembly, David Chiu served as President of the San Francisco Board of Supervisors for six years. As Supervisor, David Chiu authored 110 ordinances across a wide range of policy areas, including affordable housing, job creation, public safety, healthcare, the environment, transportation, civil rights, language access, ethics and technology.



Laura Clark
Executive Director,
YIMBY Action

Laura Foote Clark lived in Washington, DC, New York City, and Chicago before moving to San Francisco in 2014. She held a variety of transient jobs, from barista to sales, before founding a pro-housing advocacy nonprofit in 2015 in a fit of rage after a Noe Valley neighbor tried to block a single family home from becoming a two-unit building. Since then, she's been involved in San Francisco's housing politics, kickstarting the YIMBY movement with Sonja Trauss and advocating throughout the region and state to push pro-housing laws. Laura is executive director of YIMBY Action, a non-profit dedicated to ending the Bay Area's housing crisis by advocating for more home-building.



Alex Clemens
 Founding Partner and
 Managing Member,
 Lighthouse Public
 Affairs

Alex Clemens is a veteran political operative and communications expert who has served four elected officials in San Francisco and Washington, DC. In 2003, Alex founded Barbary Coast Consulting, which the New York Times named an elite public affairs firm – and in 2016, Barbary Coast merged with its leading competitor and became Lighthouse Public Affairs.

Alex is a sought-after speaker at civic events, regularly breaking down and forecasting political trends and translating election results for Bay Area organizations. His clients include the San Francisco Giants, Dolby, Cisco, Google, Taser, Recology, Kilroy Realty, the Koret Foundation, the San Francisco Foundation, Umpqua Bank, Walgreens, the Association of Bay Area Governments, and Capt. Sully Sullenberger, amongst others.

He and his wife Priya, the communications director for the Golden Gate Bridge District, reside in Alameda with their two young children.



Kim-Mai Cutler
 Operating Partner,
 Initialized Capital

Kim-Mai Cutler is a partner at Initialized Capital, an early-stage venture fund that has invested in companies from Coinbase to Instacart. Previously, she was a journalist covering technology and finance for publications including TechCrunch, Bloomberg and The Wall Street Journal. She became known for her coverage on the intersection of urban planning, the Bay Area and its technology industry. She serves on San Francisco's Local Homeless Coordinating Board, which oversees federal spending on homelessness in the city, and then on SPUR's board and the SF Housing Action Coalition executive committee.



Kim Diamond
 Senior Vice President
 of Development and
 Operations, Trumark
 Urban, Chair of ULI SF

Kim Diamond is the Chair of the Urban Land Institute (ULI)'s San Francisco District Council. With over 18 years of experience in multifamily development, Kim Diamond recently joined Trumark Urban as Senior Vice President of Development and Operations, where she oversees all aspects of the firm's operations and development, including project entitlement management and due diligence oversight, as well as customer care and warranty management. Before joining Trumark Urban, Ms. Diamond was Principal and Co-Founder of 7x7 Development, a community-focused real estate development and investment firm.

Ms. Diamond received her Master of Arts in Urban Planning at the University of California at Los Angeles and a bachelor's degree from Tufts University, with a concentration in urban design and planning. She is also a member of Lambda Alpha International, the former Chair of the Green Working Group for the Building Industry Association of the Bay Area and the current Chair of the Board for Lao Family Services, a non-profit organization focused on immigrant, refugee and low-income U.S. born communities in achieving financial and social self-sufficiency.



Laura Fingal-Surma
 Co-Founder and Community
 Organizer, Progress Noe Valley

Laura Fingal-Surma cofounded San Francisco's first YIMBY neighborhood group, Progress Noe Valley, in 2015. A passionate urbanist and early pro-housing activist, she helped draft the first YIMBY platform and became a Founding Board Member of YIMBY Action when it incorporated in 2017. In addition to growing Progress Noe Valley to more than 450 members, she has been nurturing a network of grassroots YIMBY neighborhood groups across San Francisco with a mission to challenge NIMBY narratives and shine a harsh light on exclusionary zoning from the inside. Fingal-Surma brings professional experience in construction, project management, real estate, architecture, urban design, historic preservation, and affordable housing to her activism. In her day job, she is an award-winning residential designer and small business owner at Infill Studio. She graduated from Stanford University with a BA in Urban Studies.



Rebecca Foster
Executive Director,
San Francisco Housing
Accelerator Fund

Rebecca is the E.D. of the San Francisco Housing Accelerator Fund, a public private partnership that provides San Francisco with powerful new tools for producing additional affordable housing. Prior to leading the SFHAF, Rebecca was Director of Social Impact Investment for Mayor Lee, where she led the City's exploration of results driven contracting and social impact finance, and developed capital tools to address the City's housing shortage. She started her tenure in local government as a Fuse Fellow in the Mayor's Office of Civic Innovation in 2012-13. Prior to her work for Mayor Lee, Rebecca was an Associate and Vice President in Public Sector & Infrastructure investment banking at Goldman Sachs for eight years, where she raised capital for local governments, universities, non-profits, and utilities around the country. She received her B.A. magna cum laude from Brown University and her MBA from the Stanford Graduate School of Business.



Michelle Frey
Executive Director, ULI
San Francisco

Michelle Frey is the Executive Director of the Urban Land Institute San Francisco. She has two decades of built environment experience, from planning through construction, and has worked with organizations around the globe to drive the development of healthy, livable, and sustainable communities and buildings. Prior to joining ULI, Michelle was Vice President of the World Green Building Council, where she led collaborative, global projects, including the Business Case for Green Building report. As Technical Director at the Green Building Council of Australia, she led the development of green building rating tools for multiple building sectors. As part of her own consultancy, she worked on the development of green building rating systems and advised developers and investors in South Africa, New Zealand, and Abu Dhabi on the integration of sustainability initiatives and performance requirements.



David Garcia
Policy Director, Turner
Center for Housing
Innovation, UC Berkeley

David Garcia is the Policy Director for the Turner Center. He leads the center's engagement in local, state and federal housing policy and supports the generation of research-driven policy ideas, proposals, and papers. Prior to joining the Turner Center, David worked as the Chief Operating Officer for Ten Space, a real estate development company in Stockton, California focused exclusively on infill projects in the downtown neighborhood. David has also worked as a Research Analyst at the Government Accountability Office (GAO) in Washington, DC where he conducted evaluations and analyses of several different federal programs using a variety of methods, both quantitative and qualitative.



Michael Ghielmetti
Founder and President,
Signature Development
Group

Michael Ghielmetti is founder and President of Signature Development Group, a private real estate development company in Oakland, California that specializes in residential and mixed-use projects in Northern California. He oversees all aspects of the developments from acquisition to build-out. Mr. Ghielmetti has developed and invested in over 40 residential, commercial, and mixed-use real estate projects valued at over \$2.0 billion.

Mr. Ghielmetti co-founded and served as Co-Chair of the Jobs and Housing Coalition, an Oakland based non-profit business advocacy group. Since 2010, he has been on the Board of Directors of the Bay Area Council. From 2013-2015 Mr. Ghielmetti served as Governor Browns appointee to the Board of Directors of the California-China Office of Trade and Investment. He has generously given his time and resources on behalf of community and charitable groups.



William Gilchrist
Planning Director, City
of Oakland Planning
Department

William A. Gilchrist, FAIA, is the Director of Planning and Building for the City of Oakland, CA. Bill's career has spanned both public and private sectors, developing land-use policy, design guidelines, capital program delivery, and strategies for community investment and regeneration.

In his previous roles as director of Place-Based Planning in New Orleans and director for the Department of Planning, Engineering and Permits in Birmingham, AL, he oversaw the coordination and merger of city-departments including engineering, public works, land-use, planning, urban design, and building inspections, as well as integrating permitting processes to improve efficiency and customer service. His work has been recognized by the Urban Land Institute, the American Institute of Architects, the National League of Cities, the American Planning Association, and the National Trust for Historic Preservation. He is an alumnus of MIT's School of Architecture and Planning and Harvard University's Kennedy School of Government.



Vicki Granowitz
Planning Commissioner,
City of San Diego

Vicki Granowitz, is a citizen volunteer who currently serves on the City of San Diego's Planning Commission. She personifies all that is right about staying intentionally involved with issues and plans that not only impact current residents, but also future generations on both a Citywide and community level. She has never shirked from encouraging or leading discussions of positions that may be controversial, more often than not bringing diverse groups to consensus. For over twenty-five years she has participated on boards and committees in the areas of planning, historic preservation, parks and open space, law enforcement, homelessness and affordable housing issues among others. Vicki is a retired psychotherapist with a Bachelor's Degree in Criminal Justice Administration and a Masters of Social Work from San Diego State University.



Heather Hood
Deputy Director Northern
California, Enterprise
Community Partners, Inc.

Heather directs Enterprise's Northern California teams working on equitable transit oriented development, affordable housing, and public housing revitalization and promotes Enterprise's innovative housing finance tools. Recently, she co-chaired Oakland Mayor Libby Schaaf's Housing Cabinet to identify and activate practical solutions to address the current housing crisis and ensure that people from all races and income groups remain welcome and at home in the city. Previously, Heather worked at The San Francisco Foundation as the Initiative Officer managing the Great Communities Collaborative (GCC). Prior to working in philanthropy, Heather was a Lecturer at UC-Berkeley's Department of City and Regional Planning while a Co-founder and Director of its Center for Community Innovation. Heather now serves on the Board of the Oakland Mayor's Fund for Innovation and has served on the Boards of Transform, the American Institute of Architects, the Center for Urban Family Life, the California Architecture Foundation and Greenbelt Alliance's Policy Board. She earned a Bachelor of Architecture from Carnegie Mellon University, a Master of Architecture and a Master of City Planning from University of California, Berkeley.



Rosalynn Hughey
Acting Director, City of
San Jose Department of
Planning

With a career in urban planning spanning 30 years, Rosalynn Hughey has a passion for city building, placemaking and civic engagement. Initially appointed in December 2014 as Assistant Director of the City of San José Department of Planning, Building and Code Enforcement, Rosalynn was appointed as Acting Director in June 2017 and is helping to lead efforts to realize a more urban San Jose. She provides professional leadership for the broad range of planning and development services, including stewarding the Envision San Jose 2040 General Plan, implementing process improvements and integrating a new permitting system. Prior to joining the City of San José, Rosalynn served as Deputy Director in the Washington, D.C. Office of Planning where she led neighborhood and TOD planning efforts, economic studies, as well as large scale planning/redevelopment projects. Rosalynn is a member of the American Planning Association, a 2017 Fellow of the Rose Center for Public Leadership in Land Use, and an American Leadership Forum Silicon Valley Senior Fellow.



Laura Kaminski
Planner III, Strategic
Planning, City of
Oakland

Laura Kaminski, AICP, is a Strategic Planner for the City of Oakland, California. She has been a planner for 20 years and worked for Oakland for twelve years in both current and strategic planning. She holds a Masters in Urban Planning and a Bachelor's in Architectural Studies from the University of Wisconsin-Milwaukee, School of Architecture and Urban Planning.

She is the Project Manager for the City's Impact Fees. After working on adoption of Oakland's Broadway Valdez District Specific Plan, she is now managing implementation of the Plan to bring destination retail and a mixed-use neighborhood to Oakland. She also was an Assistant Project Manager for the Zoning Update, where she helped in rewriting Oakland's Commercial and Residential Zoning Codes, along with rezoning over 100,000 parcels.



Sam Liccardo
Mayor of San Jose

Mayor Sam Liccardo took office in January 2015, becoming the youngest mayor in San Jose's modern history.

As the Mayor of the Silicon Valley's capital, Sam has leveraged the region's brightest minds to craft and implement his Smart City Vision, with the goal of making San Jose America's most innovative city by 2020. Sam has also forged historic pension reform that will save the City 3 billion dollars over a decade, launched a bold housing plan to tackle the area's housing crisis and reduce homelessness, expanded educational and job opportunities for thousands of low-income youth, helped spur the expansion of San Jose International - America's fastest growing airport, and helped usher in subsidy-free growth of major tech titans like Apple, Google, and Adobe.

Prior to being elected Mayor, Sam served two terms on the City Council. He began his tenure in public service as a Santa Clara County Deputy District Attorney.



Linda Mandolini
President, Eden Housing

Linda Mandolini has served as President of Eden Housing since 2001. Eden Housing is California's second oldest non-profit housing development companies and has developed or acquired more than 10,600 units throughout California. Linda oversees affordable housing production, resident support services, and property management components of the organization, and a staff of nearly 400 employees. She is guided in her work by Eden's active volunteer board of directors.

Under her strong leadership, Eden Housing has become one of the most productive and successful non-profit affordable housing developers in California. Eden currently manages a portfolio of more than 8,500 affordable homes for more than 22,000 individuals across California. In Eden's 50 years, more than 100,000 people have come home to an Eden property.



Adhi Nagraj
San Francisco Director,
SPUR & Chair of Oakland
Planning Commission

Adhi Nagraj is the San Francisco Director of SPUR. Prior to that he was a Director of Development at BRIDGE Housing where he oversaw the development of over 1,600 units of affordable housing, including the largest affordable modular project in California. He also oversaw the BRIDGE's refinancing and rehabilitation of over 700 units of public housing in San Francisco as a part of the City's visionary RAD initiative.

Adhi is the Chair of the Oakland Planning Commission, and was appointed by Governor Brown to serve on the Board of CHPC, a statewide affordable housing finance and policy organization. He is a licensed attorney, and a graduate of Brown University and Columbia Law School.



Amy Neches
Partner, TMG Partners

Amy Neches, Partner, joined TMG in 2012 with over 30 years of experience in real estate and finance. She is currently engaged in acquisition and development projects in San Francisco and the greater Bay Area, including the entitlement and development of a major new South of Market office project. She joined the Company after seventeen years with the San Francisco Redevelopment Agency, where she served as the Agency's senior real estate negotiator and manager for developments ranging from complex public-private partnerships to public facilities and retail leases. Ms. Neches served as one of the City's lead negotiators and managers for the 303-acre master planned Mission Bay redevelopment. She has completed complex mixed-use projects in the Yerba Buena district and was instrumental in the development of AT&T Ballpark and the surrounding areas.



Diane Olmstead
Managing Partner, Haring
Street Ventures

Ms. Olmstead has 33 years of direct experience in investing, corporate finance and capital-raising. During that time, she has originated and closed over \$3 billion in loans, property acquisition, equity joint-ventures, and capital raising. She has executed the workout and restructuring of over \$1.3 billion of real estate assets. Ms. Olmstead is currently Managing Partner of Haring Street Ventures, which provides clients with strategic planning, organizational development, and capital markets advisory services. Prior to HSV, Diane was Co-CEO of W3 Partners, a value add office acquisition company, which she co-founded in 2009 with Susan Sagy. Ms. Olmstead was responsible for W3's acquisitions, financing activities, fundraising and client relations. Prior to co-founding W3, Ms. Olmstead was a principal at CIM Group, an EVP at iStar Financial, and held positions at USF&G, Aetna, Cigna and Pan American Properties. Ms. Olmstead received an M.B.A. from Pepperdine University, and serves on the Board of Extra Space Storage (NYSE : EXR).



Denise Pinkston
Partner, TMG Partners

Denise Pinkston has over 30 years of experience in real estate including acquisitions, asset and construction management, marketing, leasing, planning/entitlements, transit and green building program development, and public affairs. Ms. Pinkston was named one of the Bay Area's Most Influential Women in Bay Area Business by the San Francisco Business Times in 2012, 2013, 2016 and was named to their Forever Influential Honor Roll in 2014.

Prior to TMG: Ms. Pinkston directed Current Planning, Code Enforcement, Housing, and Redevelopment as the Marin County Planning Services Coordinator. She has also served as a planning commissioner, chamber of commerce board member, and instructor at SFSU and Mills College. Ms. Pinkston has been involved in infill housing and alternative transportation innovations in the Bay Area including: Board Chair of MVGO and EmeryGoRound shuttle, Bay Area Council Housing Committee, Berkeley Zoning Board, and Technical Committee ABAG/MTC Committee to House the Bay Area (CASA)



John Rahaim
Planning Director, City of
San Francisco Planning
Department

John Rahaim was appointed Planning Director for the City and County of San Francisco in January 2008. In that role he is responsible for overseeing long range planning, environmental reviews, and development entitlements for most physical development in the City.

Prior to his appointment in San Francisco, Mr. Rahaim was Director of Long Range Planning for the City of Seattle, and was the Founding Executive Director of CityDesign, Seattle's office of Urban Design.

Mr. Rahaim received a Bachelor of Science in Architecture from the University of Michigan, and a Master of Architecture from the University of Wisconsin-Milwaukee. During Mr. Rahaim's tenure, the Planning Department has completed detailed plans for approximately 20% of the city, where most of the city's growth will occur.



Andrea Reimer
Councillor, City of
Vancouver

Councillor Andrea Reimer has led the City of Vancouver's award-winning efforts to be the Greenest City in the world by 2020 and was instrumental in Vancouver becoming the first major city in North America to commit to 100% Renewable Energy.

First elected to Council in 2008 with Mayor Gregor Robertson, Ms. Reimer previously was elected to the Vancouver School Board under the Green Party banner, a first in Canada. She was Vancouver's first permanent Deputy Mayor and currently chairs the City's Policy and Strategic Priorities Committee.

Ms. Reimer is also appointed to Metro Vancouver Regional District board, where we serves as the Vice Chair of the Climate Action Committee and a member of the Regional Planning Committee . Nationally, she sits on the Green Municipal Fund Council which awards federal dollars for green infrastructure.



Elizabeth Libby Seifel
Owner, Seifel Consulting

Elizabeth (Libby) Seifel is passionate about creating affordable and mixed-income housing to meet the growing needs of California's diverse population. As president of Seifel Consulting, Libby has helped hundreds of public and private clients plan, fund and develop a broad variety of infill projects that achieve triple bottom line objectives, with a particular focus on the development of compact, walkable employment centers, vibrant retail cores and mixed-income housing around transit. Her firm has helped plan or secure funding for more than 20,000 affordable housing units throughout California.



David Steinwedell
CEO, Affordable Central
Texas

David H. Steinwedell is a 34 year veteran of the commercial real estate industry and has worked in a variety of disciplines including public and private investment management, acquisitions, debt, capital markets, investment banking and asset management. David is CEO of Affordable Central Texas the sponsor and investment manager of the Austin Housing Conservancy in Austin, TX. Over his career, David has completed over \$14 billion in transactions across all property types and as part of private equity funds, REITs and other investment vehicles.



Eric Tao
President and CEO, AGI

Eric Tao is CEO and the managing principal of AGI. He has 20-years of experience in the real estate industry and has led the acquisition, entitlement, financing, development and disposition of over 1,500 multifamily residential units in the San Francisco Bay Area with a focus on transit oriented urban infill projects. AGI, LLC was formed in 2006 to manage multifamily development investments for CalPERS. At AGI, Tao has guided the development of nearly 700 new units and secured the pipeline of an additional 450+ new apartment units in the emerging San Francisco SoMa, Dogpatch and Mid-Market districts. Eric is a graduate of Pomona College in Claremont, CA and received his Juris Doctorate from UC Hastings College of Law.



Stockton Williams
Executive Director, ULI
Terwilliger Center for
Housing

Mr. Williams leads strategy, staff, and budgeting for ULI research, analysis, and advocacy on the global priority issues for ULI members: housing, real estate finance, sustainability and economic performance, innovation in development practice, and shaping successful cities and regions. Mr. Williams concurrently runs the ULI Terwilliger Center for Housing, which provides analysis and advice nationally to housing industry leaders and local communities on housing policy design and implementation, emerging trends in residential demand and demographics, and innovations in design and development that expand housing affordability. He is an author of several ULI publications, a frequent commentator on real estate issues in the media, and an advisor to local communities across the U.S. Mr. Williams was previously Managing Principal of the Washington, D.C. office of HR&A Advisors. He also served as Senior Advisor in two Federal Cabinet agencies: the U.S. Department of Housing and Urban Development and the U.S. Department of Energy. He has been Senior Vice President and Chief Strategy Officer at Enterprise Community Partners; a Senior Advisor at Living Cities; and a developer of affordable housing.



Bill Witte
CEO & Chairman, Related
California

Mr. Witte, who founded Related California in 1989, oversees all of Related California's multi-family and mixed-use development activity in California which includes development portfolio of over 15,000 residential units completed or under construction and more than 1,500 affordable and 3,500 market rate units in pre-development. Previously, Mr. Witte served as Deputy Mayor for Housing and Neighborhoods under Mayor Art Agnos where he oversaw all housing, development and redevelopment activities for the City of San Francisco. He was Director of Housing and Economic Development under Mayor Dianne Feinstein and served as an appointed Commissioner of the San Francisco Housing Authority. Mr. Witte graduated from the University of Pennsylvania with a bachelor's degree in Urban Studies and a Master in City Planning. Mr. Witte is a member of the Board of Overseers of the Graduate School of Design at the University of Pennsylvania and is Vice Chair of the Board of the Lusk Center for Real Estate at USC.





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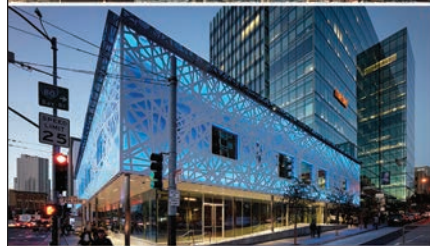


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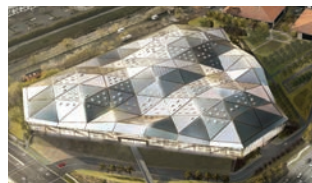


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Stockton Williams
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Samuel Mori
Administrative Assistant

PRODUCTION CONSULTANT

Susan Anthony
Susan Anthony Events

Accessory Dwelling Unit (ADU): an existing unit added to an existing structure.

CA AB 1505: Known as the “Palmer fix,” a 2017 State law that restores the ability of California municipalities to require the inclusion of affordable rental units in new development as part of their local zoning policies.

CA SB 3: A 2017 State law, which if approved by voters in November 2018, would authorize the issuance of a \$4 billion state bond dedicated to funding the construction of affordable housing. The bill is designed to leverage \$11 billion of additional federal tax credits toward affordable housing construction in California.

CA SB 35: A 2017 State law that streamlines the permitting and entitlements process for affordable housing developments.

CalPERS/CalSTRS/STRS Ohio: These all refer to Statewide public pension funds that invest retirement deposits in domestic and international markets. For example, the California Public Employee Retirement System, referred to as CalPERS, is one of the largest private equity investors in the world.

Capitalization Rate: the ratio of Net Operating Income (NOI) to market value or purchase price. This is a common metric used to measure the rate of return on a real estate asset.

CARLA: California Renters Legal Advocacy and Education Fund

CEQA: California Environment Quality Act

Community Benefits Agreement: A contract signed by community groups and a real estate developer that requires the developer to provide specific amenities and/or mitigations to the local community or neighborhood.

Costa Hawkins: A State law, enacted in 1995, which places limits on municipal rent control ordinances.

Community Reinvestment Act (CRA): A Federal law that encourages commercial banks and savings associations to help meet the credit needs of borrowers in all segments of the communities, including low and moderate-income neighborhoods. CRA was passed in 1977 to help reduce discriminatory credit practices known as redlining.

Cross Laminated Timber (CLT): a large-scale, prefabricated, solid engineered wood panel. A CLT panel consists of several layers of kiln-dried lumber boards stacked in alternating directions, bonded with structural adhesives, and pressed to form a solid, straight, rectangular panel.

Entitlements: All necessary permits and approvals provided by a local government for a given real estate development project.

Gap Funding: a loan, grant or tax credit that helps provide sufficient capital for a development to become financially feasible for its developer. This can be in the form of public subsidy, particularly in public-private development partnerships.

Impact Fees: a fee that is imposed by a local government on new development to pay for a share of the costs to provide public infrastructure and facilities to serve new development based on a reasonable nexus standard.

LIHTC: Low Income Housing Tax Credit

Loan-to-Value Ratio (LTV): The loan-to-value (LTV) ratio is a financial term used by lenders to express the ratio of a loan to the value of an asset purchased or developed. The term is commonly used by banks to represent the ratio of the first mortgage loan as a percentage of the total appraised value of real property.

Middle Income Housing/Missing Middle/Workforce Housing: While people often define this differently depending on the housing characteristics of an area, Bay Area housing advocates are typically defining this to mean housing that is affordable to households earning between 60% to 150% of Area Media Income.

Modular Construction: Describes the use of factory-produced pre-engineered building units that are delivered to site and assembled as large components or as substantial elements of a building.

Net Operating Income: A calculation to analyze real estate returns that equals all revenue from a given property minus all reasonably necessary operating expenses.

NIMBY: “Not in My Backyard”

Proposition 13: A California Proposition approved by the voters of California in 1978 that decreased property taxes by assessing property values at their 1975 value and restricted annual increases of assessed value of real property to an inflation factor, not to exceed 2% per year. It also prohibited reassessment of a new base year value except for in cases of (a) change in ownership, or (b) completion of new construction.

RHNA: Regional Housing Needs Allocations

SB 827: An active piece of legislation in the California Senate that would authorize a transit-rich housing development, located within a specified radius of high-quality transit, to receive a housing opportunity bonus. This bonus would allow housing development to be built up to a certain height (45 to 85 feet depending on location characteristics) and would exempt it from certain local development standards that would restrict the developer's ability to maximize the number of housing units.

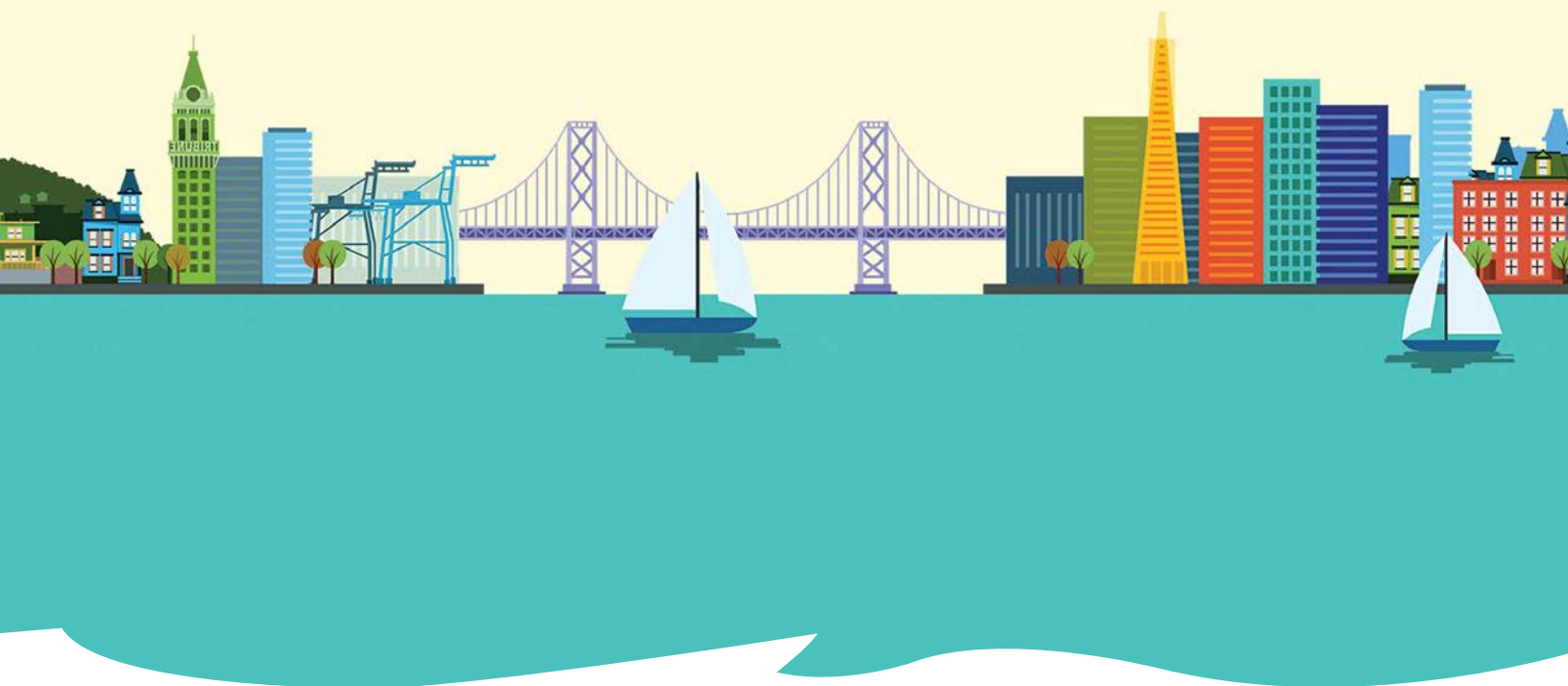
SRO: Single-Room Occupancy

State Density Bonus Law: This State law requires local jurisdictions to provide a density bonus to developments that include a minimum percentage of on-site housing affordable to households at specific target income levels or dedicate land of a certain size. Cities are required to provide incentives and concessions that result in identifiable cost reductions to provide affordable housing.

TOD: Transit Oriented Development

YIMBY: “Yes in My Backyard”

Zoning Variance: A deviation from the set of rules a municipality applies to land use and land development, typically a zoning ordinance, building code or municipal code.



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