

# COLLABORATE. INNOVATE. ACT. SUMMIT 2021

JUNE 2-4



San Francisco

**HOUSING**  
**THEBAY**





The Urban Land Institute is a global, member-driven organization comprising more than 45,000 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.

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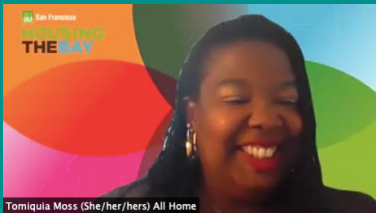


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# HOUSING THE BAY

In 2017, ULI SF launched Housing the Bay, a multi-year initiative to support the vision of a Bay Area with healthy, sustainable, and affordable housing options for everyone.

Through Housing the Bay we are exploring new solutions to break through housing roadblocks, improve housing affordability, and ensure more people have access to the housing they need. Guided by our members' expertise in development and finance, policy and governance, community engagement and equity, we are building new possibilities and new solutions – while remaining conscious of the context that has brought us to the present moment.

The people and communities of the Bay Area are at the center of our work. Safe, healthy, sustainable, and affordable housing for everyone is essential for our region to continue to thrive into the 21st century. We are working to create this reality by advancing a common

language and shared understanding, and through collaboration and cooperation with other organizations and institutions committed to this work.

The Housing the Bay initiative is practical and pragmatic, and aspirational and optimistic. We believe there is a role for all of us to play in lending our expertise, insight, and energy to this effort.

Over the last four years, our members and partners have co-created nearly two dozen lead-up events, tours, and workshops to break down barriers and take steps toward finding lasting housing solutions for the Bay Area.

We are convening our fourth Housing the Bay Summit from June 2-4, 2021, to reflect on the work we have done so far and shine a light on the proposals for action and steps we can take to ensure we have enough homes for everyone and to lift up the Bay Area that we know and love.

## CONFERENCE LOGISTICS

The Housing the Bay Summit will be held virtually this year, due to the Covid-19 pandemic and public health concerns. All registered attendees will receive a link for the Summit on the Hubilo platform via the email address they used for registration.

Summit attendees will have the opportunity to submit questions to the moderator and panelists, message each other via the chat feature, set up one-on-one meetings, and join small group networking in the lounge rooms.

The entire Summit will be recorded and session recordings will be available to attendees for 30 days after the event on the Hubilo site.

For technical assistance during the Summit, please email [sanfrancisco@uil.org](mailto:sanfrancisco@uil.org). This email address will be monitored continually during the live event.



# SUMMIT SCHEDULE

## Wednesday, June 2: Keynote + Happy Hour

- 4:00 - 4:10pm** Welcome and Opening Remarks
- 4:10 - 4:40pm** Keynote: Upside Down Urbanism – Gabriel Metcalf talks about what we can learn from Sydney
- 4:40 - 5:30pm** Networking Happy Hour

## Thursday, June 3

- 9:00 - 9:10am** Welcome and Opening Remarks
- 9:10 - 9:25am** Keynote: Denise Pinkston
- 9:25 - 9:30am** Break
- 9:30 - 10:20am** Looking Back and Looking Forward: Increasing Affordability Through Finance
- 10:20 - 10:25am** Housing the Bay: Past, Present, and Future (video)
- 10:25 - 10:45am** Break
- 10:45 - 11:40am** The Most Important Housing Policy You Haven't Heard Of (and Why It Might Change Everything)
- 11:40 - 11:45am** Closing Remarks
- 11:45 - 12:15pm** Networking in the Lounge Rooms

## Friday, June 4

- 9:00 - 9:10am** Welcome and Opening Remarks
- 9:10 - 9:40am** Keynote: Heather McGhee Interviewed by Saul Gonzalez
- 9:40 - 9:45am** Break
- 9:45 - 10:35am** A More Equitable Path Forward: Wealth Generation Through Homeownership
- 10:35 - 10:45am** Break
- 10:45 - 11:45am** Housing Leadership Forum with US Mayors
- 11:45 - 11:55am** Closing Remarks with Housing the Bay Co-Chairs
- 12:00 - 12:30pm** Networking in the Lounge Rooms

# SESSION DESCRIPTIONS

## WEDNESDAY, JUNE 2, 2021

### Welcome & Opening Remarks

#### **SPEAKER:**

**Drew Hudacek**, Chief Investment Officer,  
Sares Regis Group of Northern California

### Keynote: Upside Down Urbanism – Gabriel Metcalf talks about what we can learn from Sydney

After 20 years at the helm of SPUR, Gabriel Metcalf moved to Australia to become the CEO of the Committee for Sydney, which aims to enhance the conditions that make Sydney a competitive global city. Situated on a coast and with a harbor of stunning beauty, and facing challenges from climate change, high job growth, and the high cost of housing, there are a lot of parallels between our two regions. Gabriel will share what Sydney is getting right and what it would mean (and if it's possible) to build our way out of our housing crisis.

#### **SPEAKERS:**

**Michelle Malanca Frey**,  
Executive Director, ULI San  
Francisco (Moderator)

**Gabriel Metcalf**, CEO,  
Committee for Sydney

### Happy Hour & Networking in Small Breakout Groups

## THURSDAY, JUNE 3, 2021

### Welcome & Opening Remarks

#### **SPEAKER:**

**Michelle Malanca Frey**, Executive  
Director, ULI San Francisco

### Keynote: Denise Pinkston

Four years ago, Denise kicked off the first Housing the Bay Summit by laying out the myriad reasons why the Bay Area had a housing shortage, why it was so expensive to build housing here, and what it would take to change this trajectory. With over 30 years of experience in planning, real estate and development, and a personal devotion to improving housing and transportation policy in the Bay Area, Denise has no shortage of knowledge and practical expertise in our industry. This year, she brings us up to date on what we have – and have not – accomplished in housing since 2017 and what lies on the road ahead.

#### **SPEAKER:**

**Denise Pinkston**, Partner,  
TMG Partners

## Looking Back & Looking Forward: Increasing Affordability Through Finance Innovation

In recent years, a number of corporations, including several Bay Area tech giants, have joined the public sector in addressing the housing affordability crisis by setting up funds and moving forward investments strategies to increase the impact of public resources. Many of these funds are aimed at expanding the impact of the Bay Area's established affordable housing sector by providing access to new kinds of financing. At the same time, new non-profit and for-profit organizations have established innovative housing finance and delivery methods to address the needs of households who fall into the "missing middle," those who typically make too much for traditional affordable housing, but not enough to pay market rents.

This panel will take a look back at finance strategies profiled in previous Housing the Bay Summits and survey their successes and challenges since then, as well as explore new and emerging affordable housing delivery methods that represent the cutting edge in affordable housing finance.

### SPEAKERS:

**Leslye Corsiglia**, Executive Director, SV@HOME (Moderator)

**Jordan Moss**, Founder, Catalyst Housing Group

**Noni Ramos**, CEO, Housing Trust Silicon Valley

**David H. Steinwedell**, CEO, Affordable Central Texas

## Housing the Bay: Past, Present, and Future (video)

We asked previous Housing the Bay speakers what's happened since they joined us and what they think we need to do next to make a difference in our housing crisis.

## The Most Important Housing Policy You Haven't Heard of (and Why it Might Change Everything)

Every eight years, the State and then regions assign every California city and county their RHNA numbers, or "fair share" of new housing units to build to meet the needs the housing needs of their residents across the income scale. But the 2022 – 2030 cycle is different: housing allocations more than doubled from the prior goals and includes new enforcement levers. The intent is to unlock solutions to the housing crisis – however, actually meeting these goals are currently out of reach at all income levels if cities continue doing business as usual.

Join this conversation with a broad array of players to discuss how we can take action to meet the goals through equitable zoning, planning for fair housing and anti-displacement, missing-middle housing, conversion of commercial lands, and other strategies. Find out what local jurisdictions, developers, advocates, and the state are going to do to help fulfill the obligations through housing elements and what it means for your work.

### SPEAKERS:

**Carol Galante**, Professor and Faculty Director, UC Berkeley Turner Center for Housing Innovation (Moderator)

**Jesse Arreguin**, President of ABAG and Mayor of the City of Berkeley

**Meea Kang**, Senior Vice President, Related

**Tawny Macedo**, Senior Policy Analyst, California Department of Housing & Community Development

## Closing Remarks

### SPEAKER:

**Natalie Sandoval**, Senior Director, ULI San Francisco

## Networking in the Lounge Rooms: THURSDAY, JUNE 3, 11:45 – 12:15PM

### TABLE 1: Continue the Conversation

#### The Future of Bay Area Affordable Housing

Moderated by Michael Lane, SPUR and Libby Seifel, Seifel Consulting

### TABLE 2: Continue the Conversation

#### Innovative Finance and Missing-middle Housing

Moderated by Jordan Moss, Catalyst Housing Group

### TABLE 3: Continue the Conversation

#### RHNA, Housing Elements, and All Things Policy

Moderated by Xiomara Cisneros, Chan Zuckerberg Initiative and Anne Torney, Mithun

### Lounges for Networking

#### Connect with your peers

Join or open lounges for informal networking or schedule one-on-one meetings

## FRIDAY, JUNE 4, 2021

### Welcome & Opening Remarks

#### SPEAKER:

**Eric Tao**, Managing Partner, L37 Partners

### Keynote: Heather McGhee Interviewed by Saul Gonzalez

Heather McGhee is the author of the New York Times Bestseller, *The Sum of Us*. Through her book and her TED talk with over 2 million views, McGhee shows how systemic racism has created social and economic costs for people across every part of society. Her research shows the interplay of race, society, and economics, and illuminates the possibilities for a world we might have if we work together. In this session, McGhee will be in conversation with Saul Gonzalez of KQED's *The California Report* and podcast host of *There Goes the Neighborhood LA*. They will focus on how our discriminatory housing policies and practices – from historic redlining and mortgage exclusion to today's zoning and home valuation – continue to impact all of us and how a more equitable approach to housing can create benefits and prosperity that we all enjoy.

#### SPEAKERS:

**Heather McGhee**, Author, *The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together*

**Saul Gonzalez**, Co-Host/Correspondent, KQED's *The California Report*

## A More Equitable Path Forward: Wealth Generation Through Homeownership

Homeownership has long served as one of the primary ways Americans have built stability and intergenerational wealth. Yet, for many Black Americans, access to homeownership, and the wealth-building opportunities ownership provides, has remained out of reach. This panel will focus on actionable and replicable policies, programs, and case studies that enable homeownership and wealth-generation at every stage of the development process, all while maintaining the affordability of the housing supply.

### SPEAKERS:

**Carolina Reid**, Associate Professor and Faculty Research Advisor, UC Berkeley  
Turner Center for Housing Innovation (Moderator)

**Nikki Beasley**, Executive Director, Richmond Neighborhood Housing Services, Inc

**Maria Hardy Benjamin**, Deputy Director, San Francisco's Mayor's Office of Housing and Community Development

**Victor MacFarlane**, Chairman and CEO, MacFarlane Partners

## Housing Leadership Forum with US Mayors

Across the western and southern United States, population growth is putting additional strain on housing systems already under pressure. Cities and their leadership are at the forefront of these challenges, addressing the issues of housing supply and affordability at the nexus of other systemic challenges such as transportation, equity, and climate – all in a world reshaped by a pandemic.

This session brings together four US mayors demonstrating bold leadership and bringing forth new solutions to meet the housing needs of their citizens and in a rapidly changing environment.

### SPEAKERS:

**Emily Badger**, Journalist, New York Times (Moderator)

**Steve Adler**, Mayor, City of Austin Texas

**Keisha Lance Bottoms**, Mayor, City of Atlanta

**London Breed**, Mayor, City of San Francisco

**Todd Gloria**, Mayor, City of San Diego

## Closing Remarks from Housing the Bay Co-Chairs

### SPEAKERS:

**Libby Seifel**, Owner, Seifel Consulting

**Eric Tao**, Managing Partner, L37 Partners

## Networking in the Lounge Rooms: FRIDAY, JUNE 4, 12:00 – 12:30PM

### TABLE 1: Continue the Conversation

#### Equity and Black Homeownership

Moderated by Nikki Beasley, Richmond Neighborhood Housing Services, Inc. and Robert Ogilvie, Ogilvie Labs

### TABLE 2: Continue the Conversation

#### Housing leadership with US Mayors

Moderated by Eric Tao. L37 Partners | Avant Group, Inc.

### TABLE 3: Continue the Conversation

#### The cost of racism and impacts of DEI

Moderated by Swathi Bonda, Brookfield Properties

### Lounges for Networking

#### Connect with your peers

Join or open lounges for informal networking or schedule one-on-one meetings



## SUMMIT SPEAKERS



**Mayor Steve Adler**  
City of Austin, Texas

Steve Adler is Austin's 52nd Mayor, having won re-election in 2018 by 40 points in a field of 8 candidates. His top priorities include mobility, affordability and equity for all Austinites. Adler is a Trustee of the United States Conference of Mayors, Past Chair of the Capital Area Metropolitan Planning Organization (CAMPO) policy board, and Vice President of the National Council of Democratic Mayors.

While he's been in office the City of Austin passed the largest mobility and affordable housing bonds in its history. The city raised its minimum city wage to \$15/hr, passed city-wide sick leave and second chance hiring protections. Still working on the homelessness challenge, the city has become one of a limited number of cities to achieve effective net zero veteran homelessness. The city has become a world leader on climate change action.

Mayor Adler has received broad recognition for innovative leadership. Foreign Policy named him a Global reThinker and Living Cities included Mayor Adler on its list of 25 Disruptive Leaders (along with Facebook's Mark Zuckerberg and author Ta-Nehisi Coates) to mark that organization's 25th anniversary. Austin Monthly named Mayor Adler "Best Politician" for "fearlessly speaking up for Austinites [and] proving that a little snark goes a long way to support the morale of a community."



**Mayor Jesse Arreguin**  
President of ABAG and Mayor of the City of Berkeley

Mayor Jesse Arreguin is the first Latino Mayor of Berkeley, elected in 2016 and re-elected in 2020, after serving on the City Council for eight years. He also serves as President of the Association of Bay Area Governments. As Berkeley's Mayor, he has made addressing homelessness, affordable housing, improving infrastructure and combating climate change his top priorities.



**Emily Badger**  
Journalist, New York Times

Emily Badger writes about cities and urban policy for The Upshot at the New York Times, based in the Washington bureau. She's particularly interested in housing, transportation and inequality — and how they're all connected. She joined the Times in 2016 from The Washington Post. She's originally from Chicago, a place that has shaped her thinking about both the possibilities of American cities and systemic problems like segregation.



**Nikki Beasley**  
Executive Director,  
Richmond  
Neighborhood  
Housing Services, Inc.

Nikki A. Beasley is the Executive Director of Richmond Neighborhood Housing Services, Inc. She joined the organization in 2016 after retiring from a 25 year career in banking and financial services. Under her leadership, RNHS has doubled its property management rental portfolio for low-to-moderate income families through multifamily acquisition, established the organization's Changing the Narrative of Homeownership Initiative, started the Lender Ready program in 2017 assisting over 100 new first time homebuyer's secure ownership, established RNHS Money Matters Series, and became small-site infill developers in 2018.

RNHS has also become a staple in the housing conversation throughout the Bay Area and region advocating for tenant and landlord rights, consumer affairs, fair housing, and through working with municipality to address zoning and creating equitable programs for its residents. The organization's mission and focus to lift up homeownership as a tool to addressing housing needs was realized as RNHS launched its Filbert Promise Homeownership project in 2018. This acquisition started the organization's conversation and advocacy around uncoupling race and income related to the lack of production of homeownership projects targeting 80- 120 % AMI (aka Missing Middle, Workforce Housing) and related the wealth gap and disparity in communities of color. This development project has sparked a new initiative that Nikki launched in 2020, the Emerging Developers program, which assists Black developers and addresses the barriers new developers face in securing projects.



**Mayor, Keisha  
Lance Bottoms**  
City of Atlanta

Keisha Lance Bottoms is the 60th Mayor of Atlanta. A daughter of Atlanta, Mayor Bottoms is committed to realizing her vision of One Atlanta – an affordable, resilient and equitable Atlanta – which stands as a model city for both commerce and compassion. A lifelong public servant, Mayor Bottoms is the only in Atlanta's history to have served in all three branches of government. Georgia Trend magazine named Mayor Bottoms the 2020 Georgian of the Year. In 2020, the Lawyers' Committee for Civil Rights Under Law awarded Mayor Bottoms the Distinguished Civil Rights Advocate Award in

recognition of her equity-driven leadership to help guide and protect marginalized communities.

A product of Atlanta Public Schools, Mayor Bottoms graduated from Frederick Douglass High School and received her undergraduate degree from Florida A&M University. She earned her Juris Doctorate from Georgia State University College of Law. Mayor Bottoms is the daughter of Sylvia Robinson and R&B icon Major Lance. She resides in historic Southwest Atlanta with her husband, Derek W. Bottoms, their four children- Lance, Langston, Lennox and Lincoln, and their family dogs Ace and Zeus.



**Mayor London  
Breed**  
City of San Francisco

Mayor London Breed is a native San Franciscan, raised by her grandmother in Plaza East Public Housing in the Western Addition neighborhood. In June 2018, Mayor Breed was elected to be the first African American woman and second woman in San Francisco history to serve as Mayor. She was re-elected for her first full four-year term in November 2019.

She is leading San Francisco's ongoing response to COVID-19, with a focus on equity and supporting the City's economic recovery. Under her leadership, the City launched a comprehensive COVID-19 testing strategy, provided millions of dollars in local relief for residents, small businesses, and communities most impacted by the pandemic, and developed a network of vaccination sites with the capacity to vaccinate at least 10,000 people per day.

Mayor Breed is focused on helping the City's homeless population into care and shelter; adding more housing for residents of all income levels; helping those suffering from mental health and substance use disorder on San Francisco's streets; ensuring that all San Franciscans have access to a thriving economy; making San Francisco a cleaner and safer city; and furthering San Francisco's leadership in combating climate change. In 2020, Mayor Breed announced her vision to fundamentally change the nature of policing in San Francisco and issued a set of policies to address structural inequities, including reinvesting in the city's African American community.

Prior to public service, Mayor Breed served as Executive Director of the African American Art & Culture Complex in the Western Addition for over a decade. She also served as a San Francisco Redevelopment Agency Commissioner and in 2010 was appointed by then-Mayor Gavin Newsom to be a San Francisco Fire Commissioner, where she served until her election to the Board of Supervisors.

In 2013, Mayor Breed was elected to the San Francisco Board of Supervisors, representing District 5 for six years, including three years as President of the Board.



**Leslye  
Corsiglia**  
Executive Director,  
SV@HOME

Leslye Corsiglia is the founding Executive Director of SV@Home, a policy and advocacy group that works to create housing opportunities for the people of Silicon Valley. Leslye began her professional career with the State Department of Housing and Community Development, then spent 24 years with the City of San Jose Department of Housing, including 10 years as its first Assistant Director and 14 years as Director. While with the City, she oversaw a program that developed and improved 21,000 affordable housing units, leveraging the City's funds with more than \$2.7 billion from public and private sources.

Leslye has served on a number of federal, State, and regional boards and most recently co-chaired CASA, a regional committee that developed a housing strategy for the 9-County Bay Area.



**Maria Hardy  
Benjamin**  
Deputy Director, San  
Francisco's Mayor's  
Office of Housing  
and Community  
Development

Maria Benjamin is Deputy Director – Homeownership and Below Market Rate Programs for the City and County of San Francisco's Mayor's Office of Housing and Community Development. Maria has over 25 years' experience in affordable housing and has assisted thousands of first time homebuyers realize the dream of homeownership through Inclusionary below market rate housing and down payment assistance programs offered by local jurisdictions and community based organizations. Ms. Benjamin is a strong advocate for low income people having equitable access to affordable housing opportunities. She currently sits on the Board of Directors of several Bay Area nonprofits as well as the national shared equity collaborative, Grounded Solutions. Maria and her husband of over 35 years are lifelong Bay Area residents, where they have proudly raised three children.



**Michelle  
Malanca Frey**  
Executive Director, ULI  
San Francisco

Michelle Malanca Frey is the Executive Director of the Urban Land Institute San Francisco. Since joining ULI in 2016, she has collaborated with members to launch a number of initiatives, including Housing the Bay. Michelle recently served on the Executive Steering Committee of the Mayor of San Francisco's Zero Emission Building Task Force. In 2019, she was a recipient of the Northern California Real Estate Woman of Influence Award from the San Francisco Business Times.

Previously, as Vice President at the World Green Building Council, Michelle led collaborative, global initiatives and campaigns to accelerate the uptake of sustainable buildings and address climate change. As Technical Director at the Green Building Council of Australia, she chaired multi-stakeholder processes to develop green building rating tools and transform the real estate industry. As part of her own consultancy, she worked with public, private, nonprofit, and multilateral organizations around the world, developing green building rating systems and integrating sustainability initiatives into large real estate projects and portfolios.



**Carol Galante**  
Professor and Faculty  
Director, UC Berkeley  
Turner Center for  
Housing Innovation

Carol Galante is the I. Donald Turner Professor in Affordable Housing and Urban Planning at UC Berkeley and the founder and Faculty Director of the Turner Center for Housing Innovation and the Turner Housing Lab, a new accelerator program working with early-stage ventures on housing affordability. Galante previously served in the Obama Administration as Assistant Secretary for Housing/ Federal Housing Commissioner at the U.S. Department of Housing and Urban Development and as Deputy Assistant Secretary for Multifamily Housing Programs. Prior to her appointment at HUD, she served for over ten years as President and CEO of BRIDGE Housing Corporation. She also serves on the Advisory Board of Factory OS, an innovative new company changing how we build. Galante holds a Master of City Planning from UC Berkeley and a Bachelor of Arts from Ohio Wesleyan.





**Mayor Todd Gloria**  
City of San Diego

On December 10, 2020, Todd Gloria was sworn in as the 37th Mayor of the City of San Diego – America's eighth largest city. He is the first person-of-color and the first LGBTQ person to ever be elected the city's Mayor. A third-generation San Diegan of Filipino, Dutch, Puerto Rican, and Native American descent, Mayor Gloria's lifelong career in public service was inspired by a lesson his parents – a hotel maid and a gardener – taught him at a young age: if you care about something, then you should leave it better than you found it. That lesson continues to motivate Mayor Gloria to improve San Diego every single day.

Mayor Gloria has spent his entire professional life in service to the public, beginning his career at the County of San Diego's Health and Human Services Agency. He then went on to serve as District Director to United States Congresswoman Susan A. Davis, whom he credits as his mentor.

In 2008, Mayor Gloria was elected to the San Diego City Council. In 2012, after serving his first term, Mayor Gloria's colleagues on the City Council elected him as their City Council President. In 2013, he assumed the reigns of the City, beginning his time as Interim Mayor after the resignation of Bob Filner. During that time, Mayor Gloria is widely credited with restoring the public's trust in city government.

In 2016, Mayor Gloria was elected to the California State Assembly to represent the 78th Assembly District. He immediately rose to a leadership position in the Assembly serving first as Assistant Majority Whip and eventually Majority Whip. During his time in the Assembly, Mayor Gloria passed legislation on many of the major issues San Diego is working to address including building more affordable housing, fighting gun violence, combatting climate change, and providing resources for those experiencing homelessness.

As the 37th Mayor of San Diego, Mayor Gloria is committed to making San Diego a city of opportunity that invests in every neighborhood and every San Diegan. Mayor Gloria is a graduate of the University of San Diego and an enrolled member of the Tlingit (pronunciation: CLING-kit) Haida Indian Tribes of Alaska. He lives in the neighborhood of Mission Hills.



**Saul Gonzalez**  
Co-Host/  
Correspondent,  
KQED's "The California  
Report"

Saul Gonzalez is the co-host of KQED's "The California Report," public radio's daily news show about the Golden State. He started his broadcast career at PBS affiliate KCET-TV in Los Angeles before becoming the L.A. producer for "The PBS NewsHour" and a correspondent for several television news shows. In his radio work, Saul has reported for NPR and the BBC. He was also the host and producer of the podcast and broadcast series "There Goes the Neighborhood L.A.", which explored housing and gentrification in Los Angeles and how it intersected with race and class.

Saul has been honored with several Emmys and national journalism awards for his television work and is also a two-time winner of RTNDA's Radio Journalist of the Year award.



**Drew Hudacek**  
Chief Investment  
Officer, Sares Regis  
Group of Northern  
California

As Chief Investment Officer, Development Properties at Sares Regis Group of Northern California (SRGNC), Hudacek has been a leader in promoting infill development in the Bay Area for 20 years. He heads up the investment committee at SRGNC, whose infill strategy has helped the company develop a reputation for turning complicated and passed-over sites into successful infill developments, redeveloping obsolete and underutilized real estate into housing, office, and mixed-use projects that benefit the surrounding communities.

Under Hudacek's leadership, SRGNC has completed or is delivering 1,500 residences since the Great Recession, with approximately 2,500 in pre-development. Recently completed projects include The Pierce in San Jose (232 units), 1101 West in Mountain View (52 units), and Colonnade in Los Altos (167 units). Projects currently delivering include Aperture in San Bruno (83 units), The Ashton in Belmont (74 units), Cadence in South San Francisco (260 units), and Downtown Sunnyvale, a massive, multi-phase, mixed-use redevelopment of a 36-acre area in the heart the city.



**Meea Kang**  
Senior Vice President,  
Related California

Meea is a leader in affordable housing, transit-oriented development, smart growth planning and policies. She is an expert in California's land use entitlement processes and is a leading advocate for smart growth legislation. She has over 20 years' experience, constructed over 2,500 units of affordable housing and has forged public-private partnerships and multi-layered financing to bring difficult projects to fruition. Her projects have been honored with awards from the U.S. Environmental Protection Agency, U.S. Department of Housing and Urban Development, American Institute of Architects, U.S. Green Building Council and the 2014 Governor's Environmental and Economic Leadership Award (GEELA), California's highest environmental honor. Meea earned a Master of Architecture from the University of California, Berkeley and a Bachelor of Fine Arts from Cornell University.



**Tawny Macedo**  
Senior Policy  
Analyst, California  
Department of  
Housing & Community  
Development

Tawny Macedo, MPH, is a Senior Policy Specialist, Fair Housing for the California Department of Housing and Community Development (HCD). She earned her BA Sociology at University of the Pacific and a Master Public Health at UC Davis. Tawny is passionate about increasing access to food, health, and housing. For over 8 years she has worked to remove barriers for low income communities in government programs including CalFresh, Medi-Cal, and more recently in HCD's funding programs. She co-leads HCD's RHNA team and is a Tribal Liaison for the department. In her free time, she enjoys being active outdoors, traveling, and making food with friends.



**Victor MacFarlane**  
Chairman and CEO,  
MacFarlane Partners

Victor MacFarlane is the founder, chairman and CEO of MacFarlane Partners, one of the country's leading real estate investment management and development firms. Mr. MacFarlane has more than 40 years of real estate experience, during which he has worked extensively in property development, acquisitions, asset management and portfolio management on behalf of some of the world's largest institutional investors as well as for his own account. Under his leadership, MacFarlane Partners pioneered the urban investment concept among institutional real estate managers in the 1990s and today is an industry leader in urban/smart-growth development. A former ULI Trustee, Mr. MacFarlane is the recipient of numerous honors, including the National Inner City Economic Leadership Award from the Initiative for a Competitive Inner City, and the Distinguished Business Leadership Award from the USC School of Architecture.



**Heather McGhee**  
Author, *The Sum of Us: What Racism Costs Everyone and How We Can Prosper Together*

A renowned expert on the American economy, Heather McGhee is one of the most brilliant and influential thinkers exploring inequality today. Both her viral TED talk and her instant New York Times bestseller *The Sum of Us* reveal the devastating true cost of racism—not just for people of color, but for everyone.

As the former president of the inequality-focused think tank Demos, McGhee has drafted legislation, testified before Congress, and become a regular contributor on shows like *Meet the Press* and *Real Time with Bill Maher*. She also led Demos' own racial equity organizational transformation, resulting in a doubling of the organization's racial diversity and growth across all measures of organizational impact.

McGhee holds a B.A. in American Studies from Yale University and a J.D. from the University of California at Berkeley School of Law.





**Jordan Moss**  
Founder, Catalyst  
Housing Group

Over the past two decades, Jordan has been actively engaged in the investment, acquisition, development, financing and management of more than \$3 billion of institutional multifamily transactions. Jordan founded Catalyst Housing Group in 2015 to combat rising income inequality and address the related middle-income housing crisis.

An active real estate technology investor/advisor, Jordan more recently launched the Catalyst Innovation Lab, which focuses on incubating, piloting and scaling innovative solutions, tools and partnerships that drive operating margins, building efficiencies and portfolio sustainability across the Catalyst portfolio and throughout the multifamily sector.

Jordan formed the nonprofit Essential Housing Fund in 2020 to subsidize rents for public school teachers, foster additional middle-income ownership models, and further diversity and inclusion efforts within the multifamily industry.



**Gabriel Metcalf**  
CEO, Committee for  
Sydney

Gabriel Metcalf is the CEO of the Committee for Sydney. The Committee for Sydney is a research and advocacy organization that works with leaders across Sydney to solve the most important problems facing the city. From 2005 to 2018, he served as the President and CEO of SPUR, an urban policy group in the San Francisco Bay Area. Gabriel has led initiatives on housing, transport, economic development, and climate adaptation, among other topics, striving to bring together both vision and practicality.

Gabriel earned a Masters degree in City and Regional Planning from the University of California, Berkeley, College of Environmental Design. From 2016-2018 he held the Cornish Endowed Chair in City and Regional Planning at UC Berkeley.



**Denise Pinkston**  
Partner, TMG Partners

Denise Pinkston has over 30 years of experience in planning, real estate, and development and is currently a partner in TMG Partners. Ms. Pinkston previously directed current planning, housing and redevelopment for the County of Marin. 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, and Advocate of the year 2019 by BIA Bay Area.

Ms. Pinkston has actively devoted herself to improving housing and transportation policy in the Bay Area: Technical advisor for several recent California housing laws; Founder/President The Casita Coalition, a CA coalition to promote small housing forms and ADUs; Founder/Past-President MVGO (Mtn View shuttle); Zoning Board Chair and Planning Commissioner; Chair Bay Area Council Housing Committee; Moderator, MTC Committee to House the Bay Area (CASA) and 3P Coalition; Member SPUR Housing Committee, The 200, and BIA Bay Area; and Planning/real estate instructor (SFSU, Mills College).

Ms. Pinkston attended the University of California at Berkeley where she earned a B.A. in History, and a Masters in City and Regional Planning.



**Noni Ramos**  
CEO, Housing Trust  
Silicon Valley

Noni Ramos joined Housing Trust as Chief Executive Officer in January 2021. In this role she provides strategic leadership and oversees all day-to-day operations. Prior to Housing Trust, Noni served at Enterprise Community Loan Fund as Senior Vice President and Chief Operating Officer, where she oversaw the lending, portfolio and risk management, finance, and administration functions to align the organization's strategic direction. Prior to these roles she served as Vice President of Capital Solutions and Chief Lending Officer. Before joining Enterprise, Noni was Chief Credit Officer for Low Income Investment Fund (LIIF) where she was responsible for directing all lending and portfolio management functions for its national portfolio of community development loans. She also held various lending and programmatic positions of progressive leadership during her 14-year tenure at LIIF. Noni currently serves as board chair of the California Coalition for Community Investment and is a board member of Mercy Community Capital. She is a past chair of the board of directors for the YWCA of Berkeley/Oakland and the Tenderloin Neighborhood Development Corporation. Noni received a bachelor's degree from the Walter A. Haas School of Business at the University of California, Berkeley, and earned a master's in public administration from the California State University, East Bay.



**Carolina Reid**  
Associate Professor  
and Faculty Research  
Advisor, UC Berkeley  
Turner Center for  
Housing Innovation

Carolina Reid is an Associate Professor in the Department of City and Regional Planning and the Faculty Research Advisor for the Turner Center for Housing Innovation. Carolina specializes in housing and community development, with a specific focus on access to credit, housing and mortgage markets, urban poverty, and racial inequality. Current projects with the Turner Center include research to understand the rising costs of construction in California, the benefits of affordable housing for low-income families, and the role of inequalities in mortgage lending post-recession on the racial wealth gap.

Carolina's work seeks to inform state and federal policy, and she has consulted on projects for the California Department of Housing and Community Development, the US Department of Housing and

Urban Development, the Center for Community Capital, Abt Associates, as well as community development nonprofits. Her scholarship has been covered in national and international media, including the New York Times, the Wall Street Journal, National Public Radio, and local outlets such as the Mercury News and San Francisco Chronicle. Before joining the faculty at UC Berkeley, Carolina worked for a year at the Center for Responsible Lending, where she undertook policy analyses on how provisions in Dodd-Frank could affect future access to credit for lower-income and minority households. Before that, Carolina served as the Research Manager for the Community Development Department at the Federal Reserve Bank of San Francisco for six years. She has a BA from Stanford University and an MA and PhD from the University of Washington, Seattle.



**Libby Seifel**  
President and CEO,  
Seifel Consulting

Founder and President of Seifel Consulting, a strategic economic consulting firm that advises public agencies, developers and property owners on planning, development and financing of complex infill developments. Her professional career has been dedicated to catalyzing sustainable projects that meet financial objectives, respect the environment and create enduring value for communities. She combines insight into market trends with a technical foundation in financial modeling and development feasibility testing. She has helped accomplish projects ranging in size from boutique mixed use developments to large scale communities, such as San Francisco's Mission Bay and Transit Center District. She has advised on funding and implementation strategies for 100+ community revitalization projects that have utilized public private partnerships and a broad variety of innovative financing techniques to achieve success. Prior to her consulting career, she was the founding executive director of Tent City Corporation, developer of 270 units of mixed income housing in downtown Boston that won the Urban Land Institute (ULI) Award for Excellence. Libby actively promotes best practice in real estate development and urban revitalization through teaching and writing activities including being a lecturer at the UC Berkeley College of Environmental Design MRED+D program. She serves on the Board of the ULI San Francisco District Council and MIT Club of Northern California and is a former Board member of SPUR, as well as other non-profits. She is the co-chair of the ULI SF Housing the Bay Steering Committee, serves on the ULI WLI Executive Committee and previously chaired the ULI Urban Revitalization Council. She founded the Women's Development Collaborative, which is a network of women leaders that inspire, promote and support women who lead transformative real estate developments. She is an elected member of Lambda Alpha International, the Honorary Society of Land Economists, a certified planner with the American Institute of Certified Planners and a Hall of Fame member of the Northern California Women of Influence in Real Estate.



**Natalie  
Sandoval**  
Senior Director, ULI  
San Francisco

Natalie is Senior Director at the Urban Land Institute San Francisco (ULI SF) and has over 10 years of experience in real estate, economic development, urban planning, and landscape architecture. At ULI SF, she oversees Technical Assistance Panels (TAPs), which provide multidisciplinary advice to local governments, public agencies, and nonprofits facing complex land use issues. Collaborating with ULI SF members, she also manages ULI SF's Housing the Bay initiative, which is tackling the root causes of the Bay Area's housing crisis. Natalie also oversees all ULI SF's public sector initiatives including UrbanPlan for Communities, City Development Partnership Training, and City Council Study Sessions. In 2020 Natalie also helped to launch ULI SF's Diversity, Equity, and Inclusion initiative.

Prior to joining ULI, Natalie worked in the New York office of HR&A Advisors, an economic development and real estate consulting firm as the Director of Marketing and Business Development. Prior to HR&A, she lived in Los Angeles and was the Marketing and Business Development Manager at SWA Group, an international landscape architecture and urban design firm. Natalie received her MBA from the Presidio Graduate School and holds a Bachelor of Arts from Bard College. In addition, she also studied Landscape Architecture at UCLA Extension.



**David H.  
Steinwedell**  
CEO, Affordable  
Central Texas

David H. Steinwedell is a 35-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 Fund in Austin, TX. Over his career, David has completed over \$15 billion in transactions across all property types and as part of private equity funds, REITs and other investment vehicles. A graduate of Hamilton College, David serves on the board of Austin Economic Development Corporation and is a past board member of National Association of Real Estate Investment Managers (NAREIM), ULI Austin and Atlanta, The Trust for Public Land and the Tritt Foundation.



**Eric Tao**  
Managing Partner, L37  
Partners|Avant Group

Eric Tao is a managing partner at L37 Partners and managing principal at 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 Avant was formed in 2006 to manage multifamily development investments for CalPERS. At AGI, Tao has guided the development of nearly 1,000 new housing units in the emerging San Francisco SoMa, Dogpatch, and Mid-Market districts. At L37, he is currently leading housing projects for 1,200+ new transit-oriented infill projects in South SF and San Francisco. Eric is a graduate of Pomona College in Claremont, CA and received his Juris Doctorate from UC Hastings College of Law.

# HOUSING THE BAY

Since the launch of Housing the Bay in 2017, ULI SF has held 31 events on housing and three 400+ person Summits, engaging over 3,700 attendees.



**JANUARY 2017 -  
MARCH 2018**

**9 LEAD-UP  
EVENTS**

**4 WORKSHOPS**

**MARCH 23, 2018:  
HOUSING THE  
BAY SUMMIT 2018**



**MARCH 2018 -  
MAY 2019**

**7 LEAD-UP  
EVENTS**

**1 WORKSHOP**

**MAY 10, 2019:  
HOUSING THE  
BAY SUMMIT 2019**

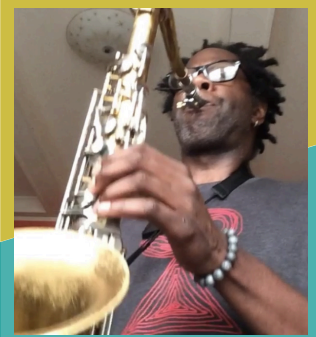


**MAY 2019 -  
SEPTEMBER 2020**

**6 LEAD-UP  
EVENTS**

**1 WORKSHOP**

**SEPTEMBER 15, 2020:  
HOUSING THE BAY  
SUMMIT 2020**



**SEPTEMBER 2020 -  
JUNE 2021**

**3 LEAD-UP  
EVENTS**

**JUNE 2-4, 2021:  
HOUSING THE BAY  
SUMMIT 2021**



# SUMMIT LEAD-UP EVENTS

## SINCE HOUSING THE BAY SUMMIT 2020

### Keeping Public Meetings Public

September 23, 2020

- **Ruby Bolaria Shifrin**, Director of Housing Affordability, Chan Zuckerberg Initiative (Moderator)
- **Margaret Abe-Koga**, Mayor of Mountain View
- **Katherine Levine Einstein**, Associate Professor, Boston University
- **Laura Foote**, Executive Director, YIMBY Action
- **Olya Krasnykh**, Assistant Vice President, Sares Regis Group Northern CA

### How Lessons Learned Define the Path Forward for Modular with Randy Miller of RAD Urban

April 28, 2021

- **Dafna Kaplan**, Founder & CEO, Cassette (Moderator)
- **Randy Miller**, CEO and Co-Founder, RAD Urban

### Mobilizing Project Homekey Through Modular - A Case Study

May 25, 2021

- **Cheryl O'Connor**, Executive Director, HomeAid Northern California (Moderator)
- **Ken Rakestraw**, Assistant Vice President, Sares Regis Group of Northern California
- **Wayne Chen**, Assistant Community Development Director, City of Mountain View
- **Joanne Price**, Vice President of Real Estate & Operations, LifeMoves





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Orion at Brooklyn Basin, Signature Development Group



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San Francisco

# HOUSING THEBAY