



ULI AWHC Fall 2025 in San Francisco, CA

Affordable and Workforce Housing Council (AWHC) Agenda Gold and Blue Councils

Chairs: Jennifer Litwak & Richard Roberts
Assistant Chairs: Alexa Abbot & Elaine Braithwaite
DEI Vice Chair: Ian McCormack
Foundation Ambassador Vice Chair: Joy Horak-Brown
Membership Vice Chairs: Joe Manning & Sarah Dunn
Events Vice Chairs: Shelynda Brown & Katie Brown Anchondo
Programs Co-Chairs: Chrystal Kornegay & Althea Broughton
Tour Co-Chairs: Ben Kasdan & Ada Peng

Tour Day – Wednesday, November 5, 2025

RSVP: ebraithwaite@lmdp.com

Contact: Ben Kasdan @ 949.232.8631

11:30-12:30 Optional Meet-up for Lunch – In Chan Kaajal Park (3100 17th St, San Francisco, CA 94103)

We are going to meet In Chan Kaajal Park directly next to the first tour stop (Casa Adelante) which can be accessed via public transportation (it is 3 blocks from the 16th St Mission BART Station) or via ride-share.

Nearby restaurants recommended for take-out:

- [Stable](#) – 2128 Folsom St (2-minute walk to Casa Adelante)
- [Robin's Café](#) – 3151 17th St (3-minute walk)
- [Pakwan](#) – 3180 16th St (4-minute walk)
- [Tartine Manufactory](#) (in Heath Ceramics) – 595 Alabama St (11-minute walk)
- [Taqueria Cancun](#) – 2288 Mission St (11-minute walk)
- [Dancing Yak](#) – 280 Valencia St (12-minute walk)

Walking Tour

Please wear comfortable shoes, dress appropriately for the weather, and/or bring an umbrella. In total, the walk between the three tour stops will be about 1.6 miles and is relatively flat.

Tour Stops

1. **Casa Adelante (2060 Folsom Street) 12:30 to 1:30 (25 to 30-minute walk between #1 and #2)**
Casa Adelante is a 9-story affordable housing building developed by Chinatown CDC with Mission Economic Development Agency (MEDA) in the Mission District, longtime hub of Latino life and culture in San Francisco. This building houses a total of 127 affordable units including 98 units



designated for low-income families, including two Family Daycare units, and 29 units for transitional age youths, over four ground floor community-serving commercial spaces for two youth arts programs and advocacy partner PODER, and childcare Good Samaritan. The building overlooks Chan Kaajal neighborhood park. The building was the first all-electric affordable housing in San Francisco.

2. Brady Block (1620 Market Street) 2:00 to 3:00 (9 to 14-minute walk between #2 and #3)

The Brady Block is developed by Strada Investment Group in partnership with the Local 38 Plumbers and Pipefitters union and its pension trust fund, with additional funding from two large pension fund investors. The mixed-use development includes 444 market-rate rental residential units, 96 supportive housing units for formerly homeless individuals, 60 historic rehab units, a new 30,000 SF union headquarters, 9,000 SF ground-floor retail, an underground parking garage and 25,000 SF of publicly accessible open space.

3. The Kelsey (240 Van Ness Ave) 3:15 to 4:15

The Kelsey Civic Center is a vibrant urban community offering 112 homes for people with and without disabilities of all incomes and backgrounds. Anchored in inclusion, 25% of homes are reserved for people with disabilities in an accessibly designed building that supports multiple impact areas and access needs, supported by live-in Inclusion Concierge.

5:30pm Cocktail Hour

6:30pm Dinner

[Klamath](#) @ Pier 9, The Embarcadero 1200 Broadway, San Francisco CA



WHERE
THE FUTURE
IS BUILT

Council Day Agenda – Thursday November 6, 2025

**City Club of San Francisco
155 Sansome Street, 10th Floor
San Francisco, CA 94104
Attire: Business**

Focus: Affordable housing issues and opportunities in the Bay Area, highlighting financing models, local challenges, and innovative strategies.

The day is structured into three components:

1. Setting the Stage – Context & Community Dynamics
2. Policy & Technical Updates – Trends, Innovations, and Best Practices
3. Implementation – Case Studies & Interactive Discussions

7:30 Networking Breakfast

8:30 Chair's Welcoming Remarks and General Announcements

- Introduction of Members and Guests
- Reminder to Complete Attendance Sheet
- Reminder to Complete Evaluation Form
- ULIF Announcement
- Review of ULI Priorities & Council Member Expectations (see back page of agenda)
- Next Meeting: ULI Spring Meeting – Nashville, TN (May 5-7)
 - Council Dinner: May 6th
 - Council Day: May 7th

9:15 – 10:45 Setting the Stage: Introduction to Local Communities and Current Bay Area Housing Challenges: Overview of the Bay Area housing market, community dynamics, and pressing issues.

Speakers:

- **9:15-10:00:** Tomiquia Moss (California Secretary of the Business, Consumer Services and Housing Agency) fireside chat with Yusef Freeman (Partner, The Vistria Group).

Join us for a powerful and timely fireside chat as **Yusef Freeman** sits down with **Tomiquia Moss**, one of the Bay Area's most influential leaders in housing justice, equity, and systems change. This intimate conversation will dive deep into the complex challenges and emerging solutions surrounding affordable housing across the region.

- **10:05 – 10:45:** Ben Metcalf (Managing Director of the Turner Center for Housing Innovation at UC Berkeley) with an introduction by Cecile Chalifour (Managing Director, JP Morgan Chase). This conversation between **Cecile Chalifour** and **Ben Metcalf** will provide an overview of the Bay Area housing market, community dynamics, and pressing issues: what specific challenges



WHERE
THE FUTURE
IS BUILT

does the Bay Area face, what creative tools have been put in place, what are the opportunities to go further – any lessons learned for other regions?

10:45 – 11:00 BREAK

11:00 – 11:45 Building the Bay: Development in Context: The Bay Area has a long and influential history of nonprofit housing development, playing a central role in shaping both local communities and national housing policy. In this conversation, nonprofit developers will share insights on the unique challenges and opportunities of building in the region — from historical context and policy shifts to the evolving market landscape. The panel will be moderated by Ann Silverberg of Related California, a leading for-profit affordable housing developer, offering a cross-sector perspective on what it takes to build and sustain affordable housing in one of the most complex markets in the country.

Moderator:

- Ann Silverberg, CEO, Related California

Speakers:

- Jennifer Litwak, CEO, PEP Housing
- Andrea Osgood, Chief of Real Estate Development & Executive Vice President, Eden Housing
- Ramie Dare, Director of Real Estate, Mercy Housing California
- Smitha Seshardi, EVP Development, BRIDGE Housing

11:45 – 12:45 LUNCH

POLICY & TECHNICAL UPDATES

12:45-1:15: Policy Update: OBBBA's Impact: Expanded Tools, Persistent Gaps The One Big Beautiful Bill Act (July 2025) brought the most significant expansion of affordable housing tax credits in a generation. The 25% bond test doubles 4% LIHTC capacity nationwide. The permanent 12% allocation increase adds critical production capacity. Yet even these transformational changes fall short of addressing unprecedented demand in high-growth knowledge economy markets.

Join a Novogradac partner as they break down the eight major OBBBA provisions ranked by impact, with analysis of what these changes mean for your pipeline. Learn which provisions offer the most significant leverage, how to restructure projects to maximize new opportunities starting January 1st, and what gaps remain even after this historic expansion.

Moderator:

- Richard Roberts, Principal and Chief Business Development Officer, Red Stone Equity Partners



WHERE
THE FUTURE
IS BUILT

Speaker:

- Kevin Wilson, Partner, Novogradac

IMPLEMENTATION

1:15- 2:00 Case Study: Kapuso Balboa Park: Kapuso at the Upper Yard is a 100% affordable, transit-oriented housing development next to San Francisco's Balboa Park BART station. A collaboration between Mission Housing, Related California, BART, and the City, the \$119M project delivers 131 family units—39 reserved for public housing residents—and includes childcare, wellness services, and ground-floor community space. Built on a former parking lot, it exemplifies infill redevelopment, sustainable urban design, and the power of streamlined approvals under SB 35 to address housing needs in high-demand transit corridors.

Moderator:

- Chris Papa, Founding Partner, Jackson Lucas

Speakers:

- Sam Moss, Executive Director, Mission Housing
- Nick Wilder, Vice President of Development, Related California
- Janice Li, Board of Directors, BART

2:00 – 2:15 Networking Walk-Around: Light networking and movement break.

2:15 - 3:00 Supporting Community Organizations Housing Accelerator Fund: Innovation and the intersection of speed and scale. High-growth markets share a common challenge: job creation vastly outpacing housing production. The Housing Accelerator Fund demonstrates building projects in 3 years at under \$400K per unit—compared to typical timelines of 7 years at \$600-700K—through creative financing and construction innovation. This session examines HAF's bridge lending, predevelopment capital, and industrialized construction approaches. Learn which innovations are genuine breakthroughs versus marketing hype, what's replicable beyond the Bay Area, and what gaps persist even with expanded federal tools and accelerated delivery. Attendees will leave with concrete strategies they can adapt to their own markets.

Moderator:

- Brad Padden, CEO, Housing Diversity Corporation

Speakers:

- Jan Lindenthal-Cox, Chief Investment Officer, Housing Accelerator Fund
- Victoria Fram, Managing Director, The Sobrato Organization
- Ramie Dare, Director of Real Estate Development, Mercy Housing



3:00 – 3:15 BREAK

3:15 - 3:30 Homeless to Housed Initiative: ULI 10 Principles: Preview of ULI's forthcoming 10 Principles for Addressing Homelessness

Speaker:

Jeff Olivet, Former Director, U.S. Interagency Council to End Homelessness, Biden Administration

Jeff Olivet has worked in homelessness, behavioral health, and public health for more than 30 years. As a policy maker, speaker, writer, and thought leader, he has shaped new directions for organizations across the United States and internationally. He is Senior Advisor to the [Harvard T.H. Chan School of Public Health Initiative on Health and Homelessness](#) and Senior Advisor on Youth Homelessness to [Chapin Hall](#). Today he will share an overview of homeless initiatives from around the country, while identifying approaches that are working. He will also provide an overview of the newly released ULI *10 Principles for Addressing Homelessness* as part of the Homeless to Housed Initiatives.

3:30 - 4:15 Shifting AMIs: The New Picture of Homelessness: Knowledge economy growth creates a pattern across high-growth markets: Area Median Incomes rising 10-15% annually while essential worker wages grow just 2-4%. The result is working families with solid employment falling into housing insecurity, not despite economic growth, but because of it.

Using Bay Area data as an illustration, examine the broader challenge: when nurses and teachers qualify as "low income" but face years-long waitlists while market housing requires incomes exceeding 120% AMI, how do mission-driven developers make triage decisions? What does this mean for homelessness prevention strategies? Where do opportunities exist for AWHC members to engage with working families at 30-60% AMI through new delivery models?

Moderator:

- Darcy Jameson, Vice President, Beacon Communities

Speakers:

- Dr. Margot Kushel, Director, UCSF Benioff Housing & Homelessness Initiative
- Vivian Wan, CEO, Abode
- Janelle Chan, CEO, EBALDC
- Constanza Asfura-Heim, Associate Chief of Real Estate, Episcopal Community Services

4:30 - 5:30 Cocktail Reception



WHERE
THE FUTURE
IS BUILT

ULI Product Council Member Expectations

The value of the Product Council experience is determined by the quality and participation of its members. Council members are expected to be committed participants of the Council, contributing as much value to the experience as they obtain.

Membership Requirements Reminder:

- Maintain ULI Full Membership
- Pay annual Council fees (Council Affiliation fee and Dinner fee)
- Attend two out of three consecutive Council meetings
- Register for the Fall and Spring Meetings
- At-will donations to the ULI Annual Fund

Be open, honest, and provide specific information and experiences: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current practice. The key to truly valuable interaction between the Council members is the sharing of real deals and real numbers, as well as successes and lessons learned.

Confidentiality:

Maintain confidentiality about everything discussed within a Council meeting. This is the foundation that allows for open and honest sharing of detailed information and experience possible. Violation of confidentiality will result in immediate expulsion from your Council. This includes, but is not limited to, social media posts containing specific information about the content of the meeting and sharing of PowerPoint slides/decks without explicit permission.

Respect for Others:

Help make discussions productive and of high value by engaging your fellow council members respectfully with your most relevant information and experience. Acknowledge that all are there to learn and share. Acknowledge, respect, and welcome the different points of view and experiences of all members in the room, especially those who differ from you.

No Self-Promotion:

Council members are all highly successful professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take-home value for your peers, not your business. This is not a time for business solicitation.

Recruit the Best and the Brightest:

Council members often encounter new, diverse leaders in the industry—both ULI members and non-ULI members—with exciting new products, ideas, points of view, and best practices that will greatly add to the value of the Council. Bring these new leaders as guests to your Council, sponsor them for Council membership, and work with your Council leadership to help them become future members of your Council. Council guest or member sponsorship should never be used for financial or personal gains. Seek out ways to add diversity across a variety of factors to your Council ranks.



Expectations Continued:

Use of Council Group Email:

ULI provides each council a group email primarily for each leadership team to effectively communicate with their members outside of council day and solicitation is expressly prohibited. The list serve is to only be used for Council-related information and not for self-promotion or marketing.

Stay Present and Participate Fully:

Stay committed to complete engagement while attending Council Day. Please refrain from significant cell phone/laptop use while in sessions. Most Councils have designated breaks a few times during the Day. They are designed to allow members to check in with their offices, stay on top of email, and remain connected outside of Council Day.

Attend Every Meeting and Attend All Day:

Each Council member brings value and their unique background and experience to the Council. The value of Council Day relies upon strong attendance from all members.

- Components of ULI's Product Council attendance policy includes:
 - Council Day is an official part of the ULI Fall and Spring Meetings, therefore Council members are required to register for the larger ULI meeting.
 - Attendance is only counted when the member is in attendance—sending a proxy does not count for attendance.
 - You must attend the Council meeting to which you have been appointed for a minimum of four hours on Council Day to be counted present.
 - Each Council member must indicate their attendance by signing in during the Council meeting.

Participate in ULI and ULI Leadership:

Council members are expected to be active participants in ULI's mission of providing leadership in shaping the future of the built environment for transformative impact in communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment:

- Identify ways to incorporate ULI's three mission priorities into your conversations and participation within your Council:
 - Decarbonization and Net Zero
 - Increasing Housing Attainability
 - Educating the Next Generation of Diverse Leaders
- Attend and participate as speakers and panelists at ULI Fall and Spring Meetings.
- Attend and participate as speakers and panelists at Council, and District Council meetings.
- Serve as panel members for Advisory Services assignments scheduled throughout the year.
- Contribute to ULI publications through the contribution of articles and papers.
- Contribute to the ULI Annual Fund.
- Participate as Committee/Subcommittee/Task Force members.
- Participate in research and education programs.