



## 2024 IHP Washington Leadership Exchange

### DELEGATE AGENDA

October 7-10, 2024

Capital Hilton – Washington, DC

Monday, October 7th	
<p>8:45am – 12:00pm</p> <p><i>Depart from the Capital Hilton by bus</i></p> <p>SW and SE DC</p>	<p><b>Property Tours (Optional)</b></p> <p>Before the IHP exchange officially begins, we will have the chance to visit the properties of two HPN members working in the D.C. region. We will hear from <a href="#">Affordable Homes and Communities</a> (AHC) on a new mixed-income, mixed-use property in the Southwest Waterfront area of D.C. – <a href="#">The Westerly</a>. We will then visit <a href="#">Barry Farm</a>, a major neighborhood redevelopment effort led by <a href="#">Preservation of Affordable Housing</a> (POAH) in Southeast D.C.</p> <p><b>Visit at The Westerly</b></p> <p><i>Project team from AHC:</i></p> <ul style="list-style-type: none"> <li>• Paul Bernard   President &amp; CEO</li> <li>• Venus Burgess   Resident Engagement Specialist</li> <li>• Jennifer Endo   Vice President, Community Relations/Chief of Staff</li> <li>• David Brotman   Development Manager</li> </ul> <p><b>Visit at Barry Farm</b></p> <p><i>Project team from POAH:</i></p> <ul style="list-style-type: none"> <li>• Maia Shanklin-Roberts   Vice President, Real Estate Development</li> </ul>
<p>12:00pm – 1:30pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Opening Lunch and Introductions</b></p> <p>We will spend the time on informal peer exchange at tables and brief introductions for the full group to get to know one another as the Exchange begins.</p> <p>Session Lead: Dee Walsh   EVP/COO at Mercy Housing (U.S.) and IHP Chair</p> <p>IHP Networks: <a href="#">PowerHousing Australia</a> • <a href="#">Housing Partnership Canada</a> • <a href="#">Housing Partnership UK and Ireland</a> • <a href="#">Housing Partnership Network</a></p>



<b>Monday, October 7th</b>	
<p>1:30pm – 3:00pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Creating Meaningful Systemic Change</b></p> <p>Focusing on systems change to create better, more inclusive communities and to ensure an adequate supply of affordable housing, this session will bring out the key elements of the systems narrative that need to change and the actual paths to implementing change. Following initial remarks from Dr. Tiffany Manuel that will set the context, representatives from each country network will highlight the main components of the housing and community development narrative that play out in their countries, followed by a facilitated discussion to draw out common, unifying elements and approaches.</p> <p>Opening: Robin Hughes   President &amp; CEO at Housing Partnership Network (U.S.)</p> <p>Keynote and Session Lead: Dr. Tiffany Manuel   CEO of <a href="#">TheCaseMade</a></p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Haleh Homaei   Chair of PowerHousing (Australia)</li> <li>• Kevin Albers   CEO of M'akola Housing Society (Canada)</li> <li>• Paul Smith   Chief Executive of Elim Housing (U.K.)</li> <li>• Robin Hughes   HPN (U.S.)</li> </ul>
<p>3:00pm – 3:15pm</p>	<p><b>BREAK</b></p>
<p>3:15pm – 4:45pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>What Are the Current Drivers of Our Work?</b></p> <p>The final segment of the afternoon will feature leaders from each country network highlighting current policy and business priorities, advocacy strategies, successes and challenges, and how they are driving growth and innovation through policy, partnerships, and entrepreneurship. Small group discussions will follow.</p> <p>Session Lead: Chuck Wehrwein   EVP/COO of Housing Partnership Network (U.S.)</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Geraldine Howley   Chair of the Housing Partnership (U.K. and Ireland)</li> <li>• Michelle Gegenhuber   CEO of PowerHousing (Australia)</li> <li>• Stéphane Giguere   CEO of Ottawa Community Housing (Canada)</li> </ul>
<p>4:45pm – 5:30pm</p>	<p><b>BREAK</b></p>



<b>Monday, October 7th</b>	
<p>5:30pm – 7:00pm</p> <p>Executive Lounge Lobby Level</p>	<p><b>Reception at the Capital Hilton</b></p> <p>Cap off the first day of the Exchange with a welcome reception to continue the day’s conversations and get to know your international colleagues.</p>
<b>Tuesday, October 8th</b>	
<p>7:30am – 8:45am</p> <p>South American 2<sup>nd</sup> Fl</p>	<p><b>Breakfast</b></p> <p>Informal peer exchange among delegates.</p>
<p>9:00am – 10:45am</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Strategies for Property and Portfolio Stability</b></p> <p>While ensuring that housing is a safe and dignified place to live for residents is a perennial challenge for owners and operators of social and affordable housing, the global pandemic seems to have created a line of demarcation. In all IHP countries, the challenges of operating property have been exacerbated - costs have risen tremendously, rent collection has become a problem for many, crime has increased, staff shortages are becoming the norm, and it is more difficult than ever to keep older properties updated. We will hear from a couple of discussion starters on how they are responding to these issues and adapting their development and operational standards. Group discussion, in both small and large groups, will follow.</p> <p>Session Lead: Dee Walsh   EVP/COO at Mercy Housing (U.S.)</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Janine Lind   President of Enterprise Community Development (U.S.)</li> <li>• Paul Chisholm   Chief Executive Officer of London and Middlesex Community Housing (Canada)</li> </ul>
<p>10:45am – 11:00am</p>	<p><b>BREAK</b></p>
<p>11:00am – 12:30pm</p> <p>South American</p>	<p><b>Trauma-Informed Housing: Understanding Resident Needs</b></p> <p>Social and affordable housing leaders are increasingly focusing on the experiences of residents through all aspects of development – from initial project design to ongoing</p>



<b>Tuesday, October 8<sup>th</sup></b>	
<p>2<sup>nd</sup> FL</p>	<p>decision-making, implementation of regulations, or delivery of services. We will hear from discussion starters who are leading and testing innovative people-centered resident initiatives and creating platforms and tools that can be adopted by other housing providers across the industry. Group discussion, in both small and large groups, will follow.</p> <p>Session Lead: Meaghan McCarthy   VP, Affordable Housing &amp; Consumer Empowerment at Housing Partnership Network (U.S.)</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Eileen Fitzgerald   Principal at ThruSight (U.S.)</li> <li>• Stefanie Bass   Assistant Director of Resident Services at Affordable Homes and Communities (U.S.)</li> <li>• Grant Reubenicht   CEO of Believe Housing (Australia)</li> </ul>
<p>12:30pm – 1:30pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Lunch</b></p> <p>Informal peer exchange among delegates.</p>
<p>1:30pm – 3:00pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Talent and Leadership for the Future</b></p> <p>For more than a decade, IHP leaders have been grappling with the impact of strong job markets and changing demographics and work styles on their ability to recruit, develop, and retain talent, create strong cultures, and ensure diversity, equity, and inclusion. The pandemic ushered in numerous workplace shifts, with many people now working from home, the normalization of virtual meetings, and the accompanying challenge of developing work culture across virtual and in-person platforms. More and more leadership time is now taken up by talent and culture issues, and hiring, developing, and keeping staff is harder than ever. But IHP members have long been creative in this arena, and we will hear about some of their successful approaches, share ideas, and discuss how we can continue to cultivate our workforce for the future.</p> <p>Session Lead: Geraldine Howley   Chair of Housing Partnership U.K. and Ireland</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Michelle Gegenhuber   Chair of PowerHousing Australia</li> <li>• Paul Bernard   President &amp; CEO of Affordable Homes and Communities (U.S.)</li> <li>• Martina Jileckova   Chief Executive Officer of Onward (Canada)</li> </ul>



<b>Tuesday, October 8<sup>th</sup></b>	
3:00pm – 3:15pm	<b>BREAK</b>
3:15pm – 4:45pm  South American 2 <sup>nd</sup> FL	<p><b>New Approaches to Financing and Greening Affordable Housing</b></p> <p>With ongoing support from Morgan Stanley over the past several years, IHP leaders have been sharing new approaches to finance the development and preservation of affordable housing at scale and on more advantageous terms than are generally available. This has resulted in the creation of new investment vehicles in all four IHP networks. We will continue our sharing of promising new investment approaches, including new efforts focused on climate resilience, carbon reduction, and the long-term livability and sustainability of our existing housing portfolios, as well as measuring impact.</p> <p>Session Lead: Noel Andrés Poyo   EVP of Peer Exchange, Policy &amp; Programs at Housing Partnership Network (U.S.)</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Stéphane Giguere   CEO of Ottawa Community Housing (Canada)</li> <li>• Charles Northcote   CEO of BlueCHP Limited (Australia)</li> <li>• John Verge   CEO of Golden Lane Housing (U.K.)</li> <li>• Cindy Holler   CEO of Community Housing Capital (U.S.)</li> </ul>
Evening	<b>No Program</b>

<b>Wednesday, October 9<sup>th</sup></b>	
7:30am – 8:30am  South American 2 <sup>nd</sup> FL	<p><b>Breakfast</b></p> <p>Informal peer exchange among delegates. <i>Please be prepared to head to the bus by 8:30am.</i></p>
8:45am – 12:00pm  Arlington, Virginia	<p><b>The Impact of Amazon</b></p> <p>D.C. is a district defined by its boundaries with Virginia and Maryland and the competing interests of a range of public and private anchor institutions. This session will focus on the emergence of Amazon as a major regional presence in the last decade. <a href="#">Amazon’s second headquarters</a> in nearby Arlington, Virginia (the original is in Seattle, Washington) has brought in employment and investment, spurred growth while exacerbating housing pressures, and</p>



**Wednesday, October 9<sup>th</sup>**

has been accompanied by a major philanthropic effort on the part of Amazon's [Housing Equity Fund](#) to support affordable housing and homeownership.

As a first stop, we will visit a nearby site in which HPN member [True Ground Housing Partners](#) (formerly known as Arlington Partnership for Affordable Housing), will be working to develop hundreds of new affordable units in the coming years. This development has been made possible by a generous investment by Amazon with the nonprofit [Washington Housing Conservancy](#), who have owned the site since 2020, ensuring stabilized rent for existing units and helping to facilitate future affordable and mixed-income development in the area.

This will be followed by a visit with the Amazon team at their Arlington headquarters known as Metropolitan Park. With their corporate commitment to supporting community efforts and affordable housing in the regions where their headquarters are located, Amazon has become a critical partner to the D.C. region's developers. We will hear from Amazon leadership as well as Housing Partnership Network members on the challenges and successes of this corporate partnership – and how these partnerships, which include public partners, can accelerate affordable and social housing production.

**Visit at Crystal House Site:**

*Washington Housing Conservancy:*

- Kimberly Driggins | Executive Director
- Yvette Ross Kane | Director of Asset Management

*True Ground Housing Partners (formerly APAH):*

- Haley Norris | Director, Real Estate Development
- Danny Ross | Project Manager

**Discussion at Amazon HQ2:**

*Amazon:*

- Patrick Phillippi | Senior Manager - Community Engagement
- Brian Stout | Senior Manager - U.S. Public Policy

*HPN Members:*

- Carmen Romero | True Ground Housing Partners | President and CEO
- Priya Jayachandran | National Housing Trust | CEO

*Local Partners:*

- Kimberly Driggins | Washington Housing Conservancy | Executive Director

*Links to Background Resources:*

- [Amazon Homeownership Initiative Pilot](#)
- [Housing Equity Accelerator Fellowship](#)



<b>Wednesday, October 9<sup>th</sup></b>	
<p>12:00pm – 1:00pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Lunch</b></p> <p>Informal peer exchange among delegates. <i>Please be prepared to head to the bus at 1:00pm.</i></p>
<p>1:00pm – 3:30pm</p> <p>Federal Reserve</p>	<p><b>The Federal Reserve</b></p> <p>We will be visiting the offices of the Federal Reserve System (in many ways the regulator of the global economy!), located about a mile from our hotel, where we will meet with Fed leaders to discuss the interplay between the economy, investment, housing markets, and affordable and social housing.</p> <p>Session Lead: Paul Bernard   President &amp; CEO of Affordable Homes and Communities (U.S.)</p> <p><b>NOTE:</b> Pre-registration required for all attendees. ID required for US attendees; Passport required for non-US attendees.</p>
<p>3:30pm – 6:00pm</p>	<p><b>BREAK</b></p>
<p>6:00pm – 9:00pm</p> <p>1739 N St NW</p>	<p><b>Reception and Dinner</b></p> <p>Join with your IHP colleagues for a reception and dinner at <a href="#">The Tabard Inn</a>. Named after a real inn that existed in the Southwark suburb of London in the 14<sup>th</sup> and 15<sup>th</sup> centuries and featured in Geoffrey Chaucer’s Canterbury Tales, The Tabard Inn opened in 1922 and is the longest-continuously operating inn and restaurant in Washington, D.C.</p>
<b>Thursday, October 10<sup>th</sup></b>	
<p>7:30am – 8:45am</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Breakfast</b></p> <p>Informal peer exchange among delegates.</p>



<b>Thursday, October 10<sup>th</sup></b>	
<p>9:00am – 10:30am</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>The Homelessness Challenge</b></p> <p>Though the homelessness crisis continues to grow unabated throughout IHP countries, there are pockets of hope, creative approaches showing some success, and concerted efforts to tackle the issue in a more systematic way. We will hear about successful efforts that are making a difference in alleviating homelessness and engage the group in solution-focused discussions.</p> <p>Session Lead: Allison Clark   Associate Director, Impact Investments at John D. and Catherine T. MacArthur Foundation</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Lori Girvan   Director of Community Partnerships at Community Solutions (U.S.)</li> <li>• Gautam Mukherjee   Executive Director of Houselink/Mainstay (Canada)</li> <li>• Josephine (Josie) Parsons   CEO of Local Space (U.K.)</li> <li>• Chris Smith   CEO of Foundation Housing Limited (Australia)</li> </ul>
<p>10:30am – 10:45am</p>	<p><b>BREAK</b></p>
<p>10:45am – 12:15pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Critical Infrastructure: Technology and Information</b></p> <p>There is an increasing demand from government, philanthropic funders, and investors for clear impact data that quantifies results. At the same time, new technologies, including artificial intelligence, continue to present themselves as tools to accelerate development, support financial or property operations, and better serve residents of affordable and social housing. We will hear from members about effective approaches to data management and adoption of new technology - and how they are assessing needs for new systems and preparing their organizations to ensure the best chance of successful implementations.</p> <p>Session Lead: Chuck Wehrwein   COO of Housing Partnership Network (U.S.)</p> <p>Discussion Starters:</p> <ul style="list-style-type: none"> <li>• Sarah Woodgate   President and CEO of Calgary Housing Company (Canada)</li> <li>• Linda Mandolini   President and CEO of Eden Housing (U.S.)</li> </ul>
<p>12:30pm – 1:45pm</p> <p>South American 2<sup>nd</sup> FL</p>	<p><b>Closing Lunch and the Road Ahead</b></p> <p>We will close out the meeting with lunch while reflecting on the key themes, takeaways, and next steps from the 2024 Exchange.</p>



International  
Housing  
Partnership



HOUSING  
PARTNERSHIP  
NETWORK

<b>Thursday, October 10<sup>th</sup></b>	
	Session Lead: Noel Andrés Poyo   EVP of Peer Exchange, Policy & Programs at Housing Partnership Network (U.S.)
2:00pm	<b>Adjourn IHP 2024</b>

This year's International Housing Partnership Leadership Exchange was brought to you with the generous support of:

# Morgan Stanley

and

