

MHP

The Massachusetts Housing Partnership

19th Housing Institute

June 25 & 26, DCU Center



Welcome Letter from our Executive Director



Dear Colleagues and Partners,

On behalf of the Massachusetts Housing Partnership, it is my pleasure to welcome you to the 19th Housing Institute. We are grateful to bring together municipal leaders, housing professionals, advocates, and community partners committed to advancing housing solutions across the Commonwealth.

We are honored to open this year’s Institute with our keynote speaker, Dr. Tiffany Manuel. As President and CEO of TheCaseMade, Dr. T is a nationally recognized leader in narrative strategy and community change, helping organizations build stronger public support for housing and other critical investments. Her Strategic CaseMaking™ framework has guided leaders across the country in reframing conversations around equity, housing, and community development. At this year’s Institute, she will help us reflect on how Massachusetts communities can advance these conversations and accelerate progress toward more equitable housing outcomes.

We are equally honored to be joined by Secretary Juana Matias, who began serving as Secretary of the Massachusetts Executive Office of Housing and Livable Communities this past April. Previously, Secretary Matias has served as Regional Administrator for the U.S. Department of Housing and Urban Development for New England and as a Massachusetts State Representative. Her experience shaping housing initiatives across the Commonwealth and her commitment to increasing housing production and affordability reflect the priorities that bring us together at this Institute.

This year’s sessions reflect the complexity of today’s housing challenges—and the equally broad set of tools and partnerships required to address them. The Housing Institute has always been more than a conference. It is a space for collaboration, learning, and problem-solving across disciplines and geographies. Whether you are working on local permitting, advancing regional strategies, or advocating for policy changes, your expertise and engagement are essential to strengthen the housing ecosystem.

We encourage you to take full advantage of the sessions, connect with peers, and share your experiences. The ideas exchanged here will help shape thriving communities across the Commonwealth where everyone has access to a safe, healthy, and affordable home.

Thank you for your continued commitment to expanding housing opportunities and affordability.

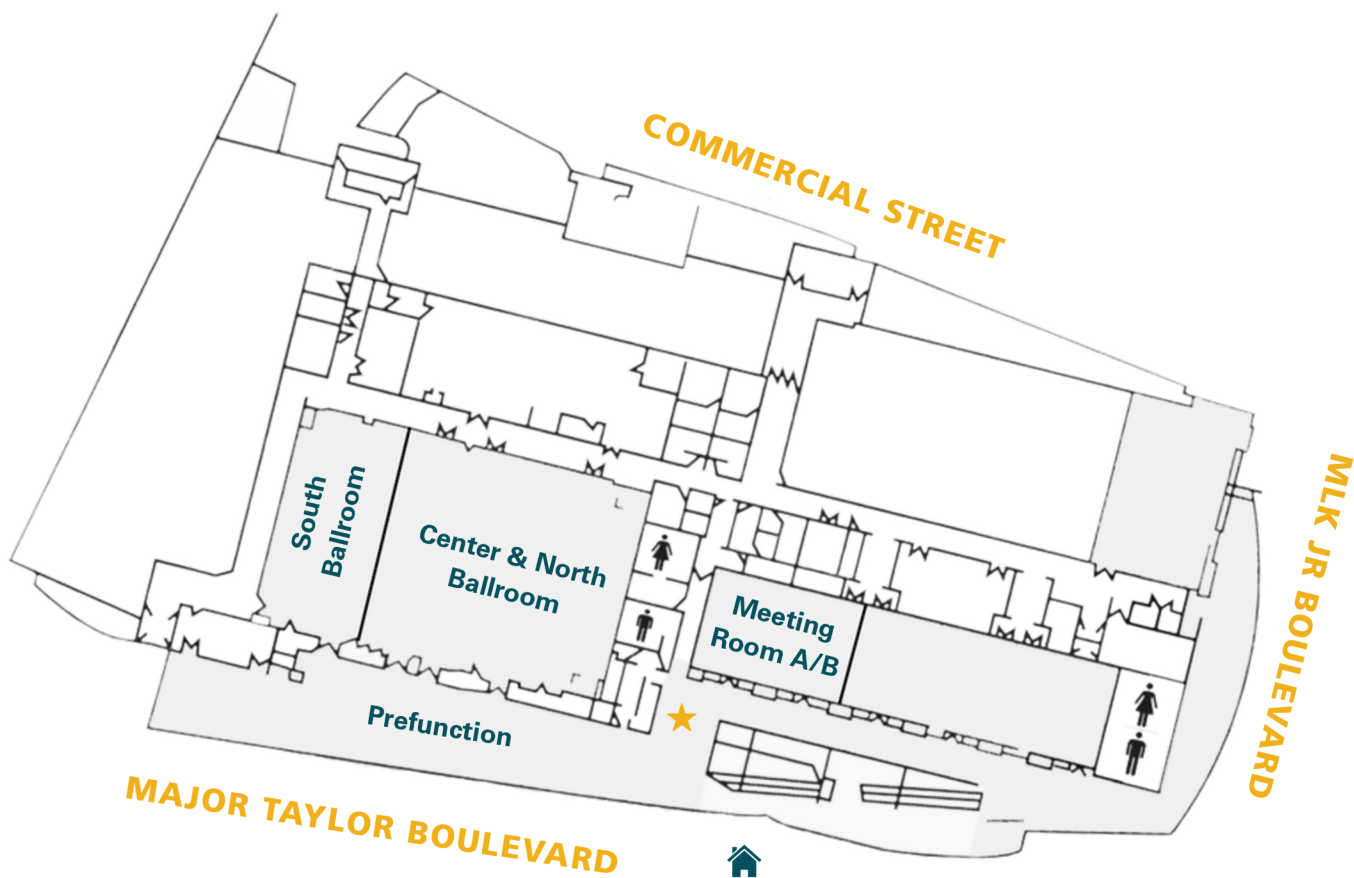
Sincerely,

Rachel Heller

Rachel Heller
Executive Director



DCU Convention Center Map



- ★ Registration Kiosk
- 🏠 Site Visit Pick Up/Drop Off

CENTER & NORTH BALL ROOM
Breakfast, Keynote Session, Lunch Plenary,
& Housing Hero Award Ceremony

SOUTH BALLROOM
Breakout Sessions

MEETING ROOM A/B
Affordable Housing Trust Networking
Breakfast & Breakout Sessions

PREFUNCTION
Resource Fair



8:30 A.M. - 3 P.M. | REGISTRATION

8:30 A.M. - 4 P.M. | RESOURCE FAIR

8:30 - 9 A.M. | BREAKFAST | CENTER & NORTH BALLROOM

9 - 9:30 A.M. | NORTH & CENTER BALLROOM

Housing Institute Kick-Off

Rachel Heller, Executive Director, MHP

9:30 - 10:30 A.M. | KEYNOTE SESSION | CENTER & NORTH BALLROOM

Keynote Session: Dr. Tiffany Manuel

Dr. Tiffany Manuel is returning to MHP's Housing Institute help us reflect on how Massachusetts communities have elevated the way we frame conversations on equity, housing, and community development using her Strategic CaseMaking book as a blueprint. This year, DrT will share new strategies to build on our successes through her new book, *Fast Track: Navigating Narrative Strategy, Power, and The Case for Justice*. *Fast Track* is dedicated to the simple idea that we can have the just future we want and we can get there faster by deploying more thoughtful narrative, power building, and CaseMaking strategies.

Dr. Tiffany Manuel, President & CEO, TheCaseMade

10:30 - 10:45 A.M. | SESSION BREAK & TRANSITION

10:45 A.M. - NOON | BREAKOUT SESSION | MEETING ROOM A / B

Who Leads on Housing? Cultivating Intentional Diversity & Engagement for Boards, Commissions & Staff

As non-profit leaders retire in record numbers, organizations face a dual challenge: preserving institutional knowledge while building a diverse, future-ready leadership pipeline. Concurrently, MA has over 230 critical housing-related local boards and commissions that can struggle with recruiting and retaining “beyond the usual suspects”. With the culture of technical expertise in the housing ecosystem, how can we get creative with our engagement and retention strategies to build the next generation of leadership that will strengthen our mission and causes? This session explores equitable recruitment and retention strategies that strengthen board or staff diversity, community engagement, and adaptability. Participants will hear real-world examples of successes and challenges in developing diverse leadership at the local and organizational level.

Kassie Infante, Director of Engagement & Inclusion, MHP

Julia Monaghan, Founder & Principal, People Centered Change

Roger Blood, Chair, Brookline Housing Advisory Board

10:45 A.M. - NOON | BREAKOUT SESSION | SOUTH BALLROOM

Conflict Resolution & Deescalation in Public Meetings: Understanding Conflict & Our Role in it

Our work in the housing space sometimes involves conflict and navigating tense public meetings. This training will help us better understand conflict, reflect on our own. You will learn about the underlying dynamics of conflict and ways to reframe it to support consensus building.

Kayla Allen, Dispute Resolution Center Program Director, Upside413

NOON - 12:15 P.M. | LUNCHEON & TRANSITION

12:15 - 1:30 P.M. | LUNCHEON & PLENARY SESSION | CENTER & NORTH BALLROOM

Plenary: Supporting Supportive Housing & Other Compassionate, Effective & Lawful Local Responses to Homelessness

Homelessness is a complex social problem, and municipalities across the Commonwealth have been grappling with how to respond. This plenary session will feature panelists with experience creating compassionate and effective solutions at the local level. It will include a discussion of the legal framework within which municipalities are operating, including constitutional limits on "camping bans" and the Dover Amendment's zoning exemptions for transitional shelters and permanent supportive housing. Through a discussion of the successes and challenges of various approaches, the panel will offer practical tips for the creation and support of housing-based solutions in your communities.

Bill Grogan, President, Planning Office for Urban Affairs

Margaret Hurley, Senior Counsel for Housing & Municipal Law, Massachusetts Attorney General's Office

Patti Morsillo, Former Ward 3 City Councilor, Salem City Council

Rob Brennan, Chief Legal Offer, Housing Assistance Corporation

1:30 - 1:45 P.M. | SESSION BREAK & TRANSITION

1:30 - 4:30 P.M. | SITE VISITS | MEET AT DCU ENTRANCE BY 1:45 P.M.

Affordable Housing Development Site Visits (Pre-Registered Participants Only)

1:45 - 3:00 P.M. | BREAKOUT SESSION | MEETING ROOM A / B

Affordable Housing Finance 101

Understanding the fundamentals of financing an income-restricted affordable housing projects will help municipal officials, staff, and housing advocates' efforts in driving housing production in their communities without creating unintended obstacles. This session will provide an overview of what financially makes or breaks a project and the complex system of subsidies critical to the success of housing projects. You will learn the basics of affordable housing deals and evaluating proposed developments.

Laurie Gould, Principal, VIVA Consulting

1:45 - 3 P.M. | BREAKOUT SESSION | SOUTH BALLROOM

Unleashing Untapped Potential: How Different Jurisdictions are Transforming Surplus Public Property for Housing & Economic Growth

This panel of experts will share their experiences working on the reuse of local, state, and federal / military property and will walk through project examples and success stories. They will also discuss recent government policy changes that serve to more nimbly facilitate reuse. The session will convey the benefits of redeveloping surplus public property.

Amanda Newmiller, Director of Site Planning, MassDevelopment

Amanda DeGrace, Vice President of Real Estate Development, MassDevelopment

Emma Battaglia, Senior Housing & Land Use Planner, Metropolitan Area Planning Council

Margaret Brown, Deputy Director, Office of Real Estate, DCAMM

Matthew Walsh, Senior Policy Manager, EOHLIC

3 - 3:15 P.M. | SESSION BREAK & TRANSITION

3:15 - 4:30 P.M. | BREAKOUT SESSION | MEETING ROOM A / B

Building the Plane while Flying It: Real-Time Creation and Implementation of a Regional Housing Strategy for Northern Middlesex

Learn how the Northern Middlesex Council of Governments, a Regional Planning Agency (RPA) serving parts of Middlesex County, is working to create a comprehensive regional housing plan while also implementing important housing initiatives along the way. NMCOG staff will share how they engaged key stakeholders to shape the public process and community message to overcome barriers.

Benjamin Wood, Senior Director, Policy and Practice, Health Resources in Action (HRiA)

Chris Hayes, Director of Housing & Economic Development, Northern Middlesex Council of Governments

Jason Silva, Town Administrator, Town of Dunstable

Lauren Keisling, Regional Planner, Northern Middlesex Council of Governments

3:15 - 4:30 P.M. | BREAKOUT SESSION | SOUTH BALLROOM

Unlocking Municipal & Local Housing Authority Surplus Public Real Estate for Affordable Housing Production

This session will review the steps of disposing of public land under Chapter 30B, the Uniform Procurement Act. Next, trainers will review common mistakes and best practices in drafting outcome-driven Request for Proposals. Attendees will then engage in a table activity to identify mistakes in a mock Request For Proposals.

Carsten Snow-Eikelberg, Senior Real Estate Development Officer, MHP

Laura Shufelt, Senior Advisor & Real Estate Development Officer, MHP

Jill Scalise, Housing Coordinator, Town of Brewster

Donna Kalinick, Assistant Town Manager, Town of Brewster

8:30 A.M. - 2 P.M. | REGISTRATION

8:30 A.M. - 2:30 P.M. | RESOURCE FAIR

8:30 - 9 A.M. | AFFORDABLE HOUSING TRUST NETWORKING BREAKFAST | MEETING ROOM A / B

8:30 - 9 A.M. | BREAKFAST | CENTER & NORTH BALLROOM

9 - 9:15 A.M. | CENTER & NORTH BALLROOM

Second Day Conference Kick-Off

Dana LeWinter, Chief of Public & Community Engagement, MHP

9:15 - 10:30 A.M. | BREAKOUT SESSION | MEETING ROOM A / B

Strengthening Communities Through Co-location of Childcare & Affordable Housing

This session explores the intersections between affordable housing and child care in Massachusetts communities. Learn more about child care as an essential community resource, the benefits of co-locating childcare and affordable housing, and examples of successful partnerships.

Eric Mitchell, President & Chief Executive Officer, Pathways for Children, Inc.

Kira Wilke, Associate Director of Development, Children's Investment Fund/CEDAC

Kristin Carlson, Senior Project & Design Manager, Harborlight Homes

Sarah McKeever, Director of Supportive Housing, CEDAC

Theresa Jordan, Director, Children's Investment Fund

9:15 - 10:30 A.M. | BREAKOUT SESSION | SOUTH BALLROOM

Does Your Zoning Spark Joy? Clean Up Your Zoning!

Over the past decades, the length and complexity of our zoning by-laws and ordinances has ballooned. Housing advocates eagerly look to the adoption of new and innovative overlay districts and requirements to address local housing need. As we learned through local efforts to comply with the MBTA Communities Law, however, there are often pre-existing provisions buried deep within our zoning that directly contradict housing goals. Recently, many communities are moving away from an "additive" approach to zoning updates, and looking instead to streamline and clean up their regulatory frameworks to better reflect conditions on the ground and local planning goals. You will learn how housing goals can be better advanced by streamlining, rather than bulking up your zoning by-laws and ordinances.

Amy Cahillane, Community & Economic Development Director, City of Greenfield

Emma Snellings, Regional Planner, EOHLC

Lori Massa, Director & City Planner, City of Melrose

Nels Nelson, Principal, CommunityScales LLC

10:30 - 10:45 A.M. | SESSION BREAK & TRANSITION

10:45 A.M. - NOON | BREAKOUT SESSION | MEETING ROOM A / B

Inclusionary Zoning: Getting it Right

Communities across the state are exploring, adopting and re-tooling Inclusionary Zoning to build their inventory of affordable housing. Understanding that IZ can work in more than one way is important because it is not “one size fits all” zoning and may not be viable tool for every community. This session will introduce specific case studies where IZ has produced units on the ground and/or generated in lieu fees that leveraged investments in affordable housing. Learning Objective: this webinar is intended to help planners understand what to consider when designing inclusionary zoning policies and how to “get it right” in ways that provide affordable housing for their community.

Eric Halvorsen, Principal, RKG Associates

George Proakis, City Manager, City of Watertown

Jennifer Raitt, Executive Director, Northern Middlesex Council of Governments

Judi Barrett, President, Barrett Planning Group LLC

10:45 A.M. - NOON | BREAKOUT SESSION | SOUTH BALLROOM

Beyond the Bricks & Mortar: The Many Layers of Affordable Housing Compliance & Monitoring

New housing developments bring ribbon cuttings, speeches, and photographs splashed across social media. But that is only the beginning of the critical work that happens behind the scenes. Compliance and monitoring are central to preserving the long-term affordability of housing. During this session, participants will be introduced to the many tasks that municipalities are responsible for pre- and post-permitting of an affordable or mixed-income housing development, and how those responsibilities differ depending on the permitting pathway of the development. Real-world examples of effective data management related to monitoring and tracking affordable homes will be shared.

Alisa Gardner-Todreas, Chief Operating Officer, Metro West Collaborative Development

Amanda Berman, Housing Policy & Advocacy Liaison, Metro West Collaborative Development

NOON - 12:15 P.M. | LUNCHEON & TRANSITION

12:15 - 1:30 P.M. | LUNCHEON & AWARD CEREMONY | CENTER & NORTH BALLROOM

Housing Hero Award Ceremony

MHP’s Housing Hero award recognizes individuals, communities, and organizations across the Commonwealth who have demonstrated great passion and tenacity in supporting and furthering affordable housing.

Presented by Secretary Juana Matias, EOHLC

Rachel Heller, Executive Director, MHP

1:30 - 1:45 P.M. | SESSION BREAK & TRANSITION

1:45 - 3 P.M. | BREAKOUT SESSION | MEETING ROOM A / B**Lessons in Rural Organizing**

Community organizing in rural and ex-urban areas can look quite different than organizing in dense neighborhoods. Policy priorities and cultural dynamics may diverge from those in urban communities. But being a small town does not equate to facing small challenges. Rural Massachusetts communities may have entrenched attitudes and wealth with hesitancy among power players to take on major housing reforms. Case studies will be presented on the unique challenges of working in remote or diffuse communities, sharing lessons learned and tips to improve effectiveness. The session will include an interactive group exercise simulating an organizing challenge in a hypothetical rural community.

Ella Sampou, Community Organizer, Community Development Partnership
Sean Manion, Western MA Regional Organizer, Abundant Housing MA

1:45 - 3 P.M. | BREAKOUT SESSION | SOUTH BALLROOM**Take Your HPP Off the Shelf: Success Stories on Implementation**

Municipal staff, volunteers and consultants spend time, energy and money to create detailed Housing Production Plans to guide the creation of affordable housing in their community. HPP's also serve as a valuable tool to manage and control the pace of new 40B developments through provisions for "safe harbor." Yet far too often the actions identified through the planning process are not actually implemented. Learn what an HPP can do for you, and from two communities (Salem and Sturbridge) who have had success in the actual implementation of their plans.

Carsten Snow-Eikelberg, Senior Real Estate Development Officer, MHP
Becca George, Regional Planner, EOHLIC
Amanda Chiancola, AICP, Deputy Director of Planning & Community Development, City of Salem
Jean Bubon, AICP, Town Planner, Town of Sturbridge

3 P.M. | HOUSING INSTITUTE ADJOURN

Affordable Housing Development Site Visits

The Residences at Lincoln Square

The Residences at Lincoln Square is a 55+ age-restricted apartment complex in the heart of Worcester's cultural district. A total of 80 new homes were created through adaptive reuse of the historic former Worcester Boys Club and the addition of a new building on site. Managed by WinnDevelopment, The Residences serves households between 30% and 60% of Area Median Income.

30 Winfield Street

30 Winfield Street, developed and managed by South Middlesex Opportunity Council (SMOC), is the Commonwealth's first publicly funded, low-income modular construction project. The 18 permanent supportive housing units prioritize individuals experiencing chronic homelessness. The modular construction means the entire property is built in a factory and then delivered to its permanent address.

Resource fair

The exhibitor area is your opportunity to connect directly with state agencies and organizations that can help advance your housing goals, share practical solutions, and spark collaborations that extend beyond the conference.



**NORTHERN
MIDDLESEX
COUNCIL OF
GOVERNMENTS**
SERVING THE REGION SINCE 1963

MHP's Community Assistance Team

MHP's Community Assistance (CA) Team's mission is to build the capacity of the local housing ecosystem to advance the creation of affordable homes.



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We provide a variety of resources related to affordable housing planning and development including but not limited to:

- Drafting Request for Proposals and assisting with developer selection
- Helping communities zone for increased density
- Assessing site feasibility and providing other pre-development activities
- Providing asset management education and assistance
- Planning and assessing housing needs

We can award small grants, engage consultants, and provide staff time to assist with any topics listed on our Technical Assistance page.

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