



AGENDA

Housing Partnership Network Spring Member Meeting

RICHMOND, VA | OMNI RICHMOND HOTEL | MAY 28TH – 30TH 2025

All meeting sessions will be held on the second floor of the Omni Hotel unless otherwise noted.

Meeting updates and session materials will be available in the [Meeting App](#) . Use meeting code HPNRICHMOND.

Wednesday May 28th

Time	Session	Location
2:00 – 4:30pm	CEO Exchange <i>Restricted to HPN Member CEOs only</i>	Potomac
	The CEO Forum brings leaders together to discuss challenges in an honest, constructive way.	
2:00 – 3:30pm	Historic Walking Tour of Richmond <i>Please note that the tour requires a \$35 fee per person and has a limited number of available slots. If you signed up, please meet in the lobby of the Omni at 1:45pm.</i>	Meet in the Omni Lobby
	Before the meeting gets underway, join fellow members on a historic walking tour of Richmond’s Original Commercial District. Starting and ending at the Omni Richmond, you’ll have the chance to tour the canals, explore the Shockoe Bottom neighborhood and learn about Richmond’s history before the Spring Member Meeting kicks off.	
2:30 – 4:30pm	HPF Office Hours Interested in learning more about HPF’s products? During HPF office hours, staff from HPN will be on hand to discuss HPF’s Flex Cap Loan Product.	Salon A
2:30 – 4:30pm	NMTC Office Hours Interested in learning how to best qualify for the New Markets Tax Credit (NMTC) program? During NMTC office hours, staff from HPN and Smith NMTC will be on hand to discuss the NMTC homeownership program.	Salon B
2:30 – 4:00pm	HPIEx Health Member Meeting <i>For Current Subscribers of HPIEx Health</i>	Roanoke
4:00 – 5:30pm	HPIEx Health Info Session <i>Open to any interested members</i>	Roanoke

Join us to meet the professionals leading our innovative health benefits company. Healthcare costs continue to increase, putting pressure upon organizations’ medical health plans. HPIEx Health is utilizing data to

Time	Session	Location
	create the best long-term strategy for your organization’s medical benefits plan. As Ben Franklin said, “If you fail to plan, you are planning to fail!”	
5:00 – 5:30pm	Opening Reception Special Reception for First Time Attendees If you are new to the Network or attending your first Member Meeting, please join us to grab a drink, meet other newcomers and connect with HPN staff. The special reception will begin 30 minutes before the Opening Reception.	James River Foyer
5:30 – 7:00pm	Opening Reception Welcome to Richmond! Come together with fellow members for an informal opening reception at the James River Foyer on the 2nd floor at the Omni. Drinks and hors d’oeuvres will be provided.	James River Foyer
7:00pm	Dine Arounds Enjoy Richmond’s lively local restaurant scene with fellow members and HPN staff. Sign-ups for different restaurants will be provided at the Opening Reception.	

Thursday May 29th

Time	Session	Location
6:00 – 6:45am	HPN Run Meet in the Lobby of the Omni Richmond for a short run before the day begins.	Meet in the Omni Lobby
7:30 – 8:30am	Breakfast Join fellow members for informal peer exchange over breakfast.	James River Salon C/D
8:30 – 10:30am	Opening Plenary Conversation with Richmond Fed President Tom Barkin: The Economy and Housing Market	James River Salon C/D
	Tom Barkin, President of the Federal Reserve Bank of Richmond , will join us to open HPN’s 62nd Member Meeting. Together with HPN’s CEO Robin Hughes, President Barkin will reflect on the economic pressures of the current moment, the impacts on the housing market, and how housing leaders can navigate these changes most effectively. President Barkin will also take questions and engage in conversation with members to round out the first portion of the plenary. The conversation will be followed by updates and announcements from HPN leadership, including the awarding of the second annual Bob Whittlesey Leadership Award.	
10:30 – 11:00am	B R E A K	

**11:00am –
12:30pm**

Community of Practice Roundtables

Community of Practice (COP) sessions bring members together within specific roles or focus areas to discuss industry challenges and potential solutions. We encourage you to reach out to your COP facilitators with ideas for the session anytime. Please choose the COP that best suits your interest or responsibilities.

BIPOC CEOs	Rappahannock
CFOs	Salon B
COOs/HR	Roanoke
Lenders/CDFIs	Shenandoah
Multifamily Developers	Potomac
Property Operations/Resident Services	Salon A

**12:30 –
1:30pm**

Lunch

Join fellow members for informal peer exchange over lunch.

James River
Salon C/D

Topical Tables: HPF, HPIEx and Data

HPF staff will host lunch tables so members can learn more about the Housing Partnership Fund (HPF) or the Housing Partnership Insurance Exchange (HPIEx) or to connect with fellow members working on data efforts at their organizations.

**1:30 –
3:00pm**

Concurrent Sessions: Block One

Permanent Supportive Housing: Aligning Development, Services and Operations

Salon A

As the demand for service-enriched housing continues to grow, HPN members have been responding to community needs, often at great cost. Housing providers must coordinate across various systems serving previously unhoused populations and often do this work without appropriate or ongoing funding to support programs. Join this session to discuss the strategies, from design to operations, that housing providers are utilizing to effectively serve those in permanent supportive housing, while identifying opportunities to make supportive housing sustainable in the long term.

Rethinking the Capital Stack: Looking Beyond the Tax Credit

Potomac

While the Low Income Housing Tax Credit has long been a mainstay of affordable housing development across the country, leaders have increasingly looked to creative alternatives – whether for the development or financing of housing. Join this session to hear how HPN members are advancing new development models and devising innovative approaches to financing, all in an effort to lower costs and produce and preserve more housing.

1:30 –
3:00pm

Concurrent Sessions: Block One, cont.

Reimagining Affordable Housing Policy
Restricted to Member CEOs

Shenandoah

In recent years, it has become clear that the current delivery system for affordable housing is inadequate to meet this country's housing needs – something new is needed. Accordingly, HPN has engaged partners from across the housing sector to collaborate on new approaches. The delays of and attacks on many federal housing and community development programs this year alone has made the need to consider new approaches all the more urgent. Join this session to learn about the work to date and share your feedback on HPN's early proposals for a reimagined future for the affordable housing system. A pre-read will be shared in advance.

Richmond's Approach to Incentivizing Housing Production

Salon B

Richmond offers two great examples of how public private partnerships can provide innovative and effective solutions to increase affordable housing production: the City of Richmond's [Affordable Housing Performance Grant Program](#), created to incentivize the development of affordable multifamily housing; and Henrico County's [Affordable Housing Trust Fund](#), designed to support affordable homeownership. Both efforts were spurred by housing leaders – both for-profit and nonprofit – offering new approaches to deploy public funding to bolster financing opportunities and support ongoing operations. We will be joined by two dynamic, young housing leaders to describe these efforts – Bernard Harkless of Lynx Ventures and Jovan Burton of the Richmond Partnership for Housing Affordability – which will be followed by an interactive discussion of local initiatives across the country.

3:00 –
3:30pm

B R E A K

3:30 –
5:00pm

Concurrent Sessions: Block Two

The Hybrid Future: Combining Nonprofit and For-Profit Approaches to Affordable Housing

Potomac

Nonprofit and for-profit developers have long partnered on complex mixed-use, mixed-income, and mixed-tenure projects, as well as other types of projects. Collaborations with for-profit developers can bring new opportunities, build expertise for development teams, generate revenue, and most importantly, catalyze the development of much needed affordable housing. With the affordable housing gap only increasing, more partnerships and hybrid approaches will be essential in the future. Hear from HPN colleagues and for-profit partners about what nonprofit housing organizations can learn from the for-profit model, and vice versa, as well as the range of partnership strategies that work well now – from land development to commercial leasing to profit-sharing approaches – and what the future might look like if we work together more closely.

3:30 –
5:00pm

Concurrent Sessions: Block Two, cont.

Telling the Story of Affordable Housing: Narrative Change and Tactical Communications

Salon B

Making the case for affordable housing has always been a complicated task, whether in appealing to local neighbors or when convincing federal policymakers. In this discussion, HPN staff will provide updates on their ongoing narrative change effort with the [Center for Public Interest Communication](#) and HPN members will share how they've adapted their own communications to better advocate for their work over the years, including in the first months of 2025. Join the conversation to reflect on the narratives around housing, highlight effective communication tactics for our sector, and consider individual and collective next steps.

Forging Ahead: Advancing Sustainable Housing Amidst Challenges

Salon A

Changes in federal policies and funding are impacting the affordable housing sector's efforts to advance sustainability goals. Yet, leaders across the affordable housing and community finance sector are moving forward with climate-ready projects despite an uncertain federal funding environment. Preparing project pipelines for climate-focused capital and identifying aligned lending, grant, and incentive opportunities is critical to creating financeable projects. As part of this session, we will share opportunities to continue building and preserving affordable and sustainable housing and identify opportunities for continued collaboration.

Homeownership Roundtable: Exploring Tools and Strategies

Roanoke

Sustainable homeownership is a critical way that Americans build wealth. Yet, access to affordable homeownership has become increasingly difficult in nearly every market across the country. During this session, members will have the chance to learn from colleagues about the tools they are utilizing to increase the supply of for-sale homes and expand access to affordable homeownership. Strategies include innovative partnerships and capital solutions to acquire land and create housing, converting tax credit properties to homeownership, or working with community land trusts and land banks. This "homeownership roundtable" will also provide space for participants to get feedback from peers on challenges they are facing or new efforts they are exploring.

Operating Property Sustainably: No Easy Fix

Shenandoah

Five years out from the pandemic, operating properties is more complex than ever. All the stressors from the last few years - including rent collections, high insurance costs, and deferred maintenance - are still there. These challenges exist amidst the uncertainty and confusion caused by the current administration - whether from immigration enforcement, tariff policies, cuts to the federal workforce, disruptions to key housing programs, and more. Even so, HPN members have always been adaptive and creative and are working relentlessly to find ways to

address the challenges. Join us in a future-focused conversation as we work together as a peer network to find possible solutions and collective responses to bolster our property operations and secure the sustainability of our organizations moving forward.

**5:00 –
6:30pm**

B R E A K

6:30pm

An Evening along the James River

Please meet in the lobby at 6pm to begin loading buses to dinner.

Meet in the
Omni Lobby

Cap off a long day of sessions by joining your colleagues at [The Boathouse at Rocketts Landing](#). We'll have delicious food and drink, scenic views of the James River, live music, and great company.

Friday May 30th

Time	Session	Location
7:30 – 8:30am	Breakfast Join fellow members for informal peer exchange over breakfast.	James River Salon C/D
8:30 – 9:45am	Closing Plenary Facing History through Housing To close out the Spring Member Meeting, we'll be led by Better Housing Coalition's CEO Greta Harris for a discussion focused on the key role that housing leaders play in facing history, addressing inequities in our built environment, and building a more just future for residents and communities across the country. Like many Southern cities, Richmond has a challenging history – from the slave trade before the Civil War to segregation and disenfranchisement of communities of color in the present day. The city offers us a rich back drop for this conversation, and we'll be joined by local historians and community leaders who will speak to the realities of Richmond's racial history and help us better understand the experiences of communities and neighborhoods in the present day. This will also provide context for the off-site sessions that will follow.	James River Salon C/D
9:45 – 10:00am	B R E A K <i>You may use this time to checkout of your room and bring your bags to the ballroom. Staff will be stationed until you return from the off-site.</i>	
10:00am – 12:30pm	Off-Site Sessions Creighton Court Transforming Public Housing The multiphase redevelopment of Creighton Court , one of Richmond's oldest public housing communities, is bringing new investment and opportunity to the city's east end. Following a decade of planning and engagement, Creighton Court is well on its way to becoming a vibrant community offering 600+ units with different levels of affordability, from townhouses and apartments to rental homes and for-sale homes. The visit will begin at	

Time	Session	Location
	<p>Armstrong Renaissance, which features 256 living spaces on the site of the former Armstrong High School. Armstrong enabled the “build first strategy” for Creighton Courts, ensuring no displacement throughout the phases of development. Members will get to see the breadth of what Creighton Court has to offer, from homeownership opportunities spearheaded by Richmond-based HPN member Better Housing Coalition to transformative rental development (including market rate, commercial, and community amenities) led by Creighton Court’s lead developer and HPN member The Community Builders.</p>	
	<p>Winchester Greens A “New Urban” Neighborhood Home to 240 townhomes, 80 single family homes and three senior housing communities, Winchester Greens is Better Housing Coalition’s award-winning, master-planned neighborhood in Chesterfield County, south of the city of Richmond. With New Urban design and numerous walkable amenities, including a community center, office space, a childcare facility, and multiple retailers, Winchester Greens is a mixed-use, mixed-tenure campus, home to residents of all ages. Members will have the chance to see BHC’s intentional neighborhood design up close – from rental to homeownership development.</p>	
	<p>Jackson Ward Mixed-Income Housing in a Historic District The Jackson Ward neighborhood is a National Historic Landmark District and historic center of Black culture and commerce, located just north of downtown Richmond. Once a thriving community of Black businesses and cultural centers, highway construction and targeted disinvestment in the mid-20th century led to significant disruption and displacement of residents. In recent years, HPN Member Enterprise Community Development has worked with its partner, the Richmond Redevelopment and Housing Authority (RRHA) and the Historic Jackson Ward Association (HJWA) to usher in two new multifamily developments, financed in part through one of the first “off-site” HUD Rental Assistance Demonstration (RAD) program projects. Members will have the chance to experience a historic neighborhood and see how community engagement has supported the creation of The Rosa, offering 72 units of replacement public housing for seniors with low incomes, and The Van de Vyver, hosting 82 units of new construction, including workforce and market-rate housing as well as retail.</p>	
	<p>Highland Park A Historic, Sustainable Neighborhood Highland Park, a historic neighborhood on Richmond’s Northside, is home to a growing diversity of affordable and sustainable housing opportunities, led by HPN Member Enterprise Community Development. With a senior building and two family developments, ECD’s construction in the neighborhood has been driven by a community development approach and close collaboration with the local City Council member, Ellen C. Robertson, a champion for affordable housing. ECD’s development approach leverages adaptive reuse of a historic school and the façade of a former church, both of which were preserved as community assets. All new construction is being built to “Zero Energy Ready” standards, which are sufficiently energy-efficient that a renewable energy system could offset most, if not all, of the building’s annual energy consumption.</p>	
	<p>Bermuda Estates Reimagining Manufactured Home Parks with project:HOMES Richmond-based innovative affordable housing developer project:HOMES will welcome members to Bermuda Estates, their revitalized manufactured housing community in</p>	

Time	Session	Location
	<p>Chesterfield, just south of the city of Richmond. Bermuda Estates offers a powerful model for mobile home park revitalization, informed and supported by resident voices. Known for their leadership in affordable housing development, home weatherization and repair programs, project:HOMES has led a community transformation ranging from subsidized ownership of new units for existing residents, to a new community center and playground, and improved safety, security, and infrastructure.</p>	
<p>12:30pm – 1:30pm</p>	<p>Closing Lunch Join fellow members for informal peer exchange over lunch before the meeting adjourns.</p>	<p>James River Salon C/D</p>
	<p><u>Topical Tables: HPF and HPIEx</u> <i>HPF staff will host lunch tables so members can learn more about the Housing Partnership Fund (HPF) or the Housing Partnership Insurance Exchange (HPIEx).</i></p>	

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