



**November 6-7 2025**

# **HOUSING INNOVATION SYMPOSIUM**

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**Program and Information**

# HOUSING INNOVATION SYMPOSIUM

## Reimagining the Future of Housing Design in Massachusetts

The **Housing Innovation Symposium** brings together architects, planners, designers, residents, practitioners, policymakers, developers, students, and advocates to explore how housing design can thrive amid financial, regulatory, social, and climate constraints.

This two-day event in Boston centers design as essential to solving the housing crisis. Through panels, case studies, and cross-regional dialogues, the symposium will highlight bold, innovative approaches that both work within and push beyond existing systems. By elevating design's role in housing creation, the symposium aims to spark collaboration, share actionable strategies, and build momentum toward more beautiful and responsive homes across eastern Massachusetts and beyond.

### **Get ready to:**

**Explore** innovative housing strategies

**Bridge** theory and practice  
Foster collaborative learning and exchange

**Equip** participants with actionable tools

**Build** a network of change-makers



Welcome to the BSA Space! The BSA is a non-profit membership organization committed to improving the quality of life for Boston-area residents by championing innovation in the built environment with an emphasis on equity and sustainability.

# Symposium Schedule

## Day 1 (Thursday, November 6)

8:00 AM - 8:45 AM	<b>Registration &amp; Breakfast</b> .....	BSA
8:45 AM - 9:00 AM	<b>BSA Opening Remarks</b> .....	Salt Gallery
9:00 AM - 9:15 AM	<b>Setting the Context: Design Innovation Across the State</b> .....	Salt Gallery
	Secretary Ed Augustus	
9:15 AM - 10:15 AM	<b>What's Blocking Bold Design? Mapping the Constraints</b> .....	Salt Gallery
	Plenary Panel: Gail Sullivan, FAIA; Paul Karakusevic; Tom Chung, FAIA; Fatima Ali Salaam	
10:15 AM - 10:30 AM	<b>Break</b>	
10:30 AM - 12:00 PM	Concurrent Presentations - <i>breakout sessions</i>	
	<b>Construction</b> .....	Salt Gallery ●
	<b>Regulations</b> .....	Harbor ●
12:00 PM - 1:00 PM	<b>Lunch</b> .....	BSA
1:00 PM - 2:30 PM	Concurrent Presentations - <i>breakout sessions</i>	
	<b>Design</b> .....	Salt Gallery ●
	<b>Financing</b> .....	Harbor ●
2:30 PM - 2:45 PM	<b>Break</b>	
2:45 PM - 3:15 PM	<b>Keynote Remarks: Design as Infrastructure</b> .....	Salt Gallery
3:15 PM - 4:30 PM	Regional Roundtables: Housing is Regional - <i>breakout sessions</i>	
	<b>Seasonal &amp; Coastal Communities</b> .....	Channel ●
	<b>Greater Boston/Northeast MA</b> .....	Harbor ●
	<b>Southeast MA</b> .....	Channel Gallery ●
4:30 PM - 6:30 PM	<b>Reception</b>	

## Day 2 (Friday, November 7)

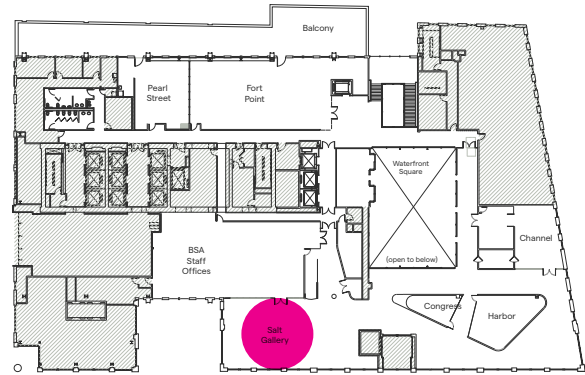
8:00 AM - 8:45 AM	<b>Registration &amp; Breakfast</b> .....	BSA
8:45 AM - 9:00 AM	<b>BSA Opening Remarks</b> .....	Salt Gallery
9:00 AM - 10:15 AM	<b>Living Together: New Models of Shared Housing</b> .....	Salt Gallery
	Panel: Susanne Schindler, Anda French, AIA, Kenzie Bok, Rafi Segal	
10:15 AM - 10:30 AM	<b>Break</b>	
10:30 AM - 12:00 PM	Case Studies: Presentations Across Themes - <i>breakout sessions</i>	
	<b>Typology: ADUs - Regulation, Image and Outcome</b> .....	Salt Gallery ●
	<b>Geography: Learning from Aida Refugee Camp</b> .....	Harbor ●
	<b>Affordability: Daniel J. Wuenschel Apartments</b> .....	Channel ●
12:00 PM - 1:00 PM	<b>Lunch</b> .....	BSA
1:00 PM - 2:30 PM	Advancing Housing Innovation Workshops - <i>breakout sessions</i>	
	<b>Co-Design with Communities</b> .....	Channel ●
	<b>Design Review and Public Process Reform</b> .....	Harbor ●
	<b>Advocacy by Design</b> .....	Salt Gallery ●
2:30 PM - 3:45 PM	<b>Closing Panel</b> .....	Salt Gallery
	Katie Swenson, Brian Swett, Aaron Garnstein, Jerome DuVal	

# Day 1

Opening Conversation

9:00 AM to 10:15 AM

**Salt Gallery**



# What's Blocking Bold Design? Mapping the Constraints

**Ed Augustus**, Secretary of the Executive Office of Housing and Livable Communities  
Opening Remarks, 9:00 AM to 9:15 AM

**Gail Sullivan**, FAIA, Studio G Architects  
Presenter and Moderator

**Paul Karakusevic**, Karakusevic Carson Architects

**Tom Chung**, FAIA, Leers Weinzapfel Associates

**Fatima Ali-Salaam**, Greater Mattapan Neighborhood Council

The **Housing Innovation Symposium** opens with a contextual framing of the state's housing realities. Secretary Augustus will start the day by highlighting advancements in housing production, affordability, and design innovation across the Commonwealth. A dynamic conversation that sets the stage for a day of inquiry and exploration follows. Gail Sullivan FAIA, Paul Karakusevic, Tom Chung, FAIA, and Fatima Ali-Salaam, will delve into these critical concepts within and outside of our regional context.

The panel will explore projects, processes, and policies at varying scales, from local neighborhoods to international case studies, to identify what has blocked bold design strategies and what has enabled innovation. Through these discussions, participants will gain a shared framework for thinking about design quality, social and cultural dimensions of housing, innovative building methods, regulatory structures, and financing mechanisms.

The discussions will touch on the symposium's five key themes:

**Design**, Architecture, form, typology, urban integration, and beauty as necessity and not luxury.

**Construction**, Innovations in building methods.

**Regulations**, Navigating zoning, building and energy codes, and climate-related regulations.

**Living Together**, Social and cultural dimensions of housing: co-living, co-housing, social housing, multigenerational living.

**Financing**, Exploring how funding mechanisms can evolve to support creativity.

This opening session lays the foundation for the symposium, equipping participants with common language and a set of shared understandings.

Throughout the day, attendees will engage in in-depth discussions and workshops that build upon these frameworks.

# Day 1

## Opening Conversation

# Participants



As the secretary of the Executive Office of Housing and Livable Communities, **Ed Augustus** leads the state's mission to create more homes and lower housing costs for Massachusetts residents. The executive office also distributes funding for community development initiatives, oversees the state's public housing and operates homelessness prevention and housing stabilization programs.

Before joining the Healey-Driscoll Administration, Augustus served as city manager of Worcester, where he led the state's second-largest city through a revitalization that became known as the Worcester Renaissance. Under his administration, the gateway city saw a wave of new development, infrastructure improvements and new housing that attracted statewide attention and restored pride to residents.



**Gail Sullivan, FAIA**, Founder and Managing Principal of Studio G Architects, has dedicated her career to creating architecture that uplifts communities and fosters equity. Her path to architecture was shaped by her early passion for imagining and building places, paired with her deep involvement in social justice, human rights, and environmental movements. Gail founded Studio G Architects over 30 years ago to merge these interests, delivering high-quality architecture to those who need it most.

Gail's approach to design excellence begins with listening closely to clients and understanding the context of each project. She believes physical spaces shape experiences—they can either exclude or welcome, limit or inspire, depress or uplift. Guided by this philosophy, she strives to design environments that foster growth, health, and connection.



**Paul Karakusevic** founded Karakusevic Carson Architects to raise the architectural design standards and ambitions for the quality of the UK's social and public housing.

Over the past 20+ years, he has worked alongside residents and local government to improve the design and delivery of affordable homes and neighbourhoods which reflect the needs of real communities; designing and crafting dwellings that give residents dignity and help to improve quality of life and chances for future generations.

To date, the studio has completed 10 major London Council housing projects. Multi-award winning schemes which have provided exemplary homes and are advancing a new era of Council housing. The practice is currently working on some of the most challenging housing estate projects in the UK for a collection of pioneering local government and council client groups who are at the vanguard of direct delivery and social development.

# Day 1

## Opening Conversation

# Participants

## *Continued*



**Tom S. Chung** is a principal at Leers Weinzapfel Associates, recipient of the national AIA Firm Award. Tom creates a nourishing public realm that is welcoming, transparent, and sustainable, reflecting values of diversity, democracy, and care for our environment.

Tom is a leader in the practice and education of mass timber design. His projects at UMass Amherst and University of Arkansas are pioneering works of mass timber and sustainability, and he speaks frequently on these topics at conferences and workshops world-wide. Tom's graduate studio "Mass Timber & New England" was awarded the inaugural Timber Education Prize by ACSA and he has led the Timber Development Workshop for architecture faculty across accredited schools of architecture in the US.

Tom is a Professor of Practice at Auburn University and serves on the Dean's Advisory Board at the University of Virginia where he received his Bachelor of Science in Architecture prior to receiving his Master of Architecture at Harvard University.



**Fatima Ali-Salaam** is the Inaugural and current Chair of the Greater Mattapan Neighborhood Council. She is a leader in her community, and one of the most effective and diligent advocates for transportation and greater environmental equity throughout the City. But most importantly, Fatima doesn't just talk the talk; she walks the walk every weekend, leading community walks up and down Blue Hill Ave. to keep residents knowledgeable and engaged in their communities as well. Her unwavering work to ensure transportation equity for entire communities, combined with her fierce dedication towards a greener Boston make her an inspiration to those in service, and a passionate, dedicated, and conscientious mentor.

Fatima strives with others, to build out an organizational structure that can sustain itself, support residents and their civic associations to obtain the best possible outcomes from both public and private development opportunities; collaborate with other members to develop educational models where individuals and civic associations learn how to understand zoning to achieve proactive measures instead of reactionary to development. She states that "a key element that must be immediately addressed is how to work with both the businesses and the city and state to develop beyond Mattapan Square; any meaningful change must address both development, transportation and environmental protection to ensure that opportunities, both economic and housing are not drawn away from our Greater Mattapan zoning area. It will require us to not regurgitate systems that were never meant to sustain our community.

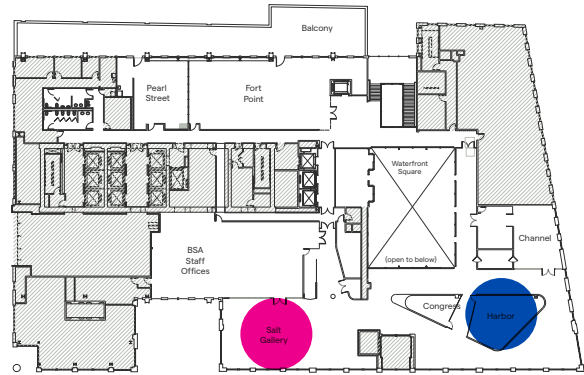
# Day 1

Concurrent Sessions

Morning: 10:30 AM to 12:00 PM

Afternoon: 1:00 PM to 2:30 PM

**Salt Gallery, Harbor**



# Housing Innovation in Practice

**Stani Iordanova, AIA, LEED AP, Principal, Peter Rose + Partners; Senior Director, Integrated Design Cubed (IDCUBED)**

**Peter Rose, FAIA, FRAIC, Founder, Peter Rose + Partners; Co-Founder, Integrated Design Cubed (IDCUBED)**

**Christina Carlson, Associate Principal, Union Studio Architecture and Community Design**

**Tamara Roy, Principal, Stantec**

**Aeron Hodges, AIA, Principal, Stantec**

**Paige Roosa, Director of Mayor's Housing Innovation Lab, City of Boston**

**Karen Rebaza, Director of the Boston Home Center, City of Boston**

The **Housing Innovation in Practice** breakout sessions present practice-based explorations organized by thematic tracks, offering real-world examples and panel discussions that highlight how design, regulation, construction, and finance influence new approaches to housing innovation.

## Morning


- Construction** highlights the use of innovative construction methods and materials such as modular construction and mass timber.
- Regulation** presents changes in regulations that created pathways for innovative design practices, such as zoning, building, and energy codes.

## Afternoon


- Design** showcases bold design practices regionally, and globally aimed to inspire housing innovation practices locally.
- Financing** explores how funding mechanisms can evolve to support design and creativity.

# Concurrent Sessions

## Morning, 10:30 AM to 12:00 PM

 **Construction**, with Stani Iordanova and Peter Rose  
*A New Model for Modular Mass Timber Housing*

The Construction session will present modular mass timber as an innovative system for designing and constructing high-quality, affordable buildings, highlighting the recently-completed Knight Building: the first large-scale modular mass timber housing project in the United States. Presenters will explain how they delivered affordable workforce housing under-budget, in 11 months, with modular mass timber. They will further demonstrate how construction innovation can dramatically accelerate housing delivery, lower carbon impacts, and provide a scalable model that can drive housing affordability through an integrated team and process, use of innovative materials, and software and construction management breakthroughs that guide the full fabrication process.


 **Regulation**, with Christina Carlson  
*Pre-Approved Plans as a Tool for Zoning Reform*

The Regulation session explores pre-approved plans programs as an approach to targeted zoning reform. Using a case study of the program in development for Cape Cod, presenters will provide an overview of the process and highlight opportunities for spurring housing production. Through illustrated example programs and their benefits, participants will learn how this tool is being adopted by municipalities nationwide and consider its potential application in the Boston region.

## Afternoon, 1:00 PM to 2:30 PM

 **Design**, with Tamara Roy and Aeron Hodges  
*Lessons from Public Housing Master Plans*

The Design breakout examines and compares public housing master plans through four brief case studies in Boston, Seattle, Revere, and Elzenhagen, Holland. Presenters will share lessons learned, from the challenges U.S. public housing authorities face in balancing affordability, density, and community character, to an innovative approach in Holland that demonstrates how affordable housing can be delivered cost-effectively.

 **Financing**, with Paige Roosa and Karen Rebaza  
*Collaborative Homeownership & Local Financing Innovations*

The Financing breakout explores public financing strategies that support innovative housing in Boston. Karen Rebaza, Director of the Boston Home Center, and Paige Roosa, Director of the Housing Innovation Lab, will highlight the Co-Purchasing Pilot Program, along with the ADU Loan and Green Energy Retrofit programs. The session will show how these initiatives help residents overcome affordability barriers, while illustrating how funding tools can enable creative housing solutions and advance Boston's broader housing goals.

# Day 1

## Concurrent Sessions

# Participants



**Peter Rose**, founder of Boston-based Peter Rose + Partners, and co-founder of Integrated Design Cubed, is a recognized leader in the architectural design profession. Rose brings extensive experience in design innovation, having received numerous awards for his residential, institutional, and urban projects, with work ranging from large urban design projects such as the Old Port of Montreal Waterfront Master Plan to architectural projects such as the Canadian Centre for Architecture. Rose received his BA and MArch from Yale University, and has taught at Harvard's Graduate School of Design for more than 20 years. He has presented at a vast number of national and international conferences, most recently (and upcoming) at the Climate Solutions Prize Festival in Montreal (June 2025), the Yale Real Estate Conference (Oct 2025), and Mass Timber+ Conference (Oct 2025), where he will be featured on two panels.



**Stani Iordanova** is a Principal at Peter Rose + Partners and a Senior Director at Integrated Design Cubed (IDCUBED), where she leads teams through all phases of design and construction. Her work centers on innovative, sustainable buildings that balance environmental responsibility with complex constraints. Stani has been a leader in the mass timber initiatives at PR+P and IDCUBED, a North American company working in collaboration with European partners with expertise in the construction of modular mass timber housing and schools. Her portfolio spans award-winning residential, master planning, educational, and retail projects. Stani holds a Master of Architecture from Harvard University's Graduate School of Design and a Bachelor of Design in Architecture from the University of Florida. She is a licensed architect in the state of Massachusetts.



With over a decade of experience at Union, **Christina Carlson** RA, CPHC, LEED AP, shapes our traditional neighborhood designs at all scales, from a small cottage court to a mixed-use urban center. She has a strong background in classical architecture, planning, and sustainability with a passion for applying these skills to build great communities with a strong sense of place. Christina has served on Boards of Directors for the New England Chapter of the Congress for New Urbanism and the Rhode Island Chapter of the ACE Mentor Program, which introduces high school students to careers in architecture, construction, and engineering.

# Day 1

## Concurrent Sessions

# Participants

## *Continued*



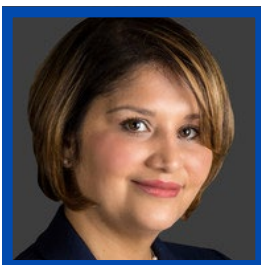
Named one of Boston's "Top 50 Power Women in Real Estate" and the 2016 President of the Boston Society of Architects, **Tamara Roy** has designed over a dozen visible projects in Boston that speak to her passion for color, sustainability, community engagement, and affordability. The award-winning MassArt Treehouse was one of her signature early works, marking her talent as a designer to provide a beacon in the skyline of Boston on a State College budget. She has since championed innovations in housing, workplace, retail, and education, and uses that expertise to lead and permit mixed use master planning projects. Her ability to listen and synthesize various client and stakeholder perspectives into powerful project narratives is unparalleled.



**Aeron Hodges, AIA**, is Principal and a design leader for Stantec's commercial sector, where she directs multidisciplinary teams through complex phases of multifamily, market-rate, and affordable housing, as well as mixed-use and public space projects. Her practice centers on design excellence that advances equity, sustainability, and community resilience. As a published architect and thought leader, she brings a strategic, collaborative, and empathetic approach to shaping inclusive urban environments that respond thoughtfully to evolving social and design challenges.



**Paige Roosa** is the Director of the Mayor's Housing Innovation Lab, the City's space to test new approaches to housing policy and design to accelerate housing production and achieve affordability for all Bostonians. Having developed a strong connection to Boston's North End as a young person before moving to the Boston suburbs, Paige is passionate about the ways in which land use regulation and housing policies influence access to economic opportunity, quality of life, and health outcomes.



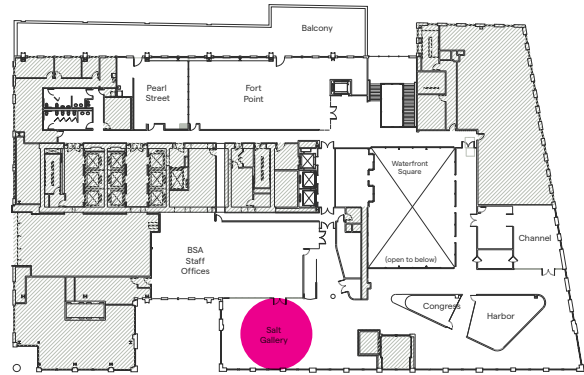
**Karen Rebaza** is an esteemed community banking leader in Greater Boston, currently overseeing the Boston Home Center's management and operations and the Welcome Home, Boston initiative. She brings a background in managing residential mortgages and a passion for community building to her role helping residents of Boston buy and maintain their homes. Karen's expertise lies in expanding first-time homebuyer programs, providing educational workshops, and promoting homeownership among marginalized communities. She actively advocates for the Boston community through her advisory board roles and resides in East Boston with her family.

# Day 1

Keynote Remarks

2:45 PM to 3:15 PM

**Salt Gallery**



# Design as Infrastructure

**Leslie Reid**, Chief of Investment Programs, Massachusetts Housing Investment Corporation (MHIC)

**Design as Infrastructure** emphasizes the critical role of intentional design in enhancing residents' daily lives and the systemic frameworks that enable such design to thrive. With decades of experience in affordable housing, commercial, and community development across private, public, and nonprofit sectors, Leslie Reid offers a unique perspective on how financing, investment, and community-centered strategies intersect to support impactful design outcomes. Attendees will explore the mechanisms that facilitate great design, reflect on how strategic interventions can transform the built environment, and consider opportunities to apply these insights in regional and local housing contexts.



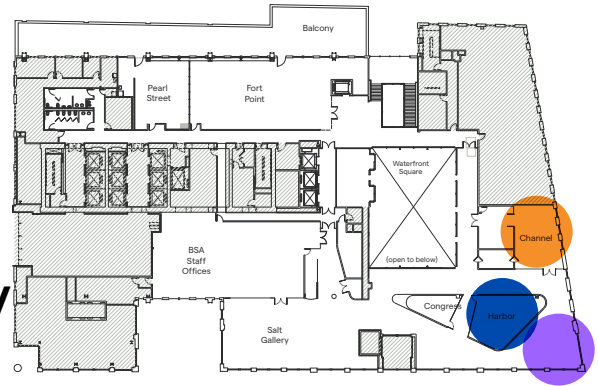
**Leslie Reid** has thirty years of affordable housing, commercial, and community development experience in the private, public, and non-profit sectors. Currently, she serves as Chief of Investment Programs at the Massachusetts Housing Investment Corporation (MHIC) overseeing affordable housing and community development debt and equity investments. Prior to joining MHIC, Leslie was the CEO of Madison Park Development Corporation. She has worked for the Commonwealth of Massachusetts with public housing authorities on mixed-finance, private affordable housing, and non-residential development and brings housing and commercial lending and investment experience from her work as a loan officer with the Massachusetts Housing Partnership Fund, Community Economic Development Assistance Corporation and as a Principal Consultant at Recap Advisors. Leslie currently teaches mixed income housing policy and finance at MIT's Center for Real Estate and serves on the board of directors of Citizens Housing and Planning Agency, Children's Investment Fund, Federal Reserve Bank of Boston Community Development Advisory Committee and the loan committees of the Life Initiative and Massachusetts Housing Partnership Fund.

# Day 1

## Regional Roundtable Discussions

3:15 PM to 4:30 PM

### Harbor, Channel, Channel Gallery



# Regions

**Regional Roundtable Discussions** are parallel sessions that invite informal, peer-to-peer conversations about the challenges and opportunities facing local and regional communities. Facilitated by experienced practitioners in architecture and advocacy, these discussions provide context on key issues while encouraging attendees to share their own experiences and insights. Participants will have the opportunity to explore challenges, exchange ideas, and collaboratively envision strategies that can shape the design, development, and stewardship of these places. Sessions run for 75 minutes and are structured to foster open dialogue, creative thinking, and actionable takeaways.



### **Seasonal and Coastal Communities**

**Keith Moskow, FAIA, Moskow Linn Architects**

**David Hall, Hall and Moskow Corp.**

Exploring housing innovation in the context of coastal regions of Massachusetts, including the Cape and Islands, and beyond. Keith Moskow, FAIA and David Hall will open the session with a presentation on the Hillside Center for Sustainable Living—a model for environmentally responsible, community-oriented housing that can be adapted to a wide range of settings. They will share lessons learned from the design and execution of this project. Their work highlights how thoughtful green design, construction, permitting and financing strategies can respond to local conditions while advancing sustainability and livability.



### **Greater Boston/Northeast MA**

**Will Rhatigan, CHAPA**

Exploring housing innovation in MBTA-served communities and broader regional contexts. Will Rhatigan, with experience in advocacy, community engagement, and regional housing policy, will open the session with a concise overview of Massachusetts' regional housing landscape, highlighting key constraints, opportunities, and trends that affect local communities.



### **Southeast MA**

**Michael Chavez, AIA, Social Impact Collective (SIC)**

Exploring housing innovation in Southeastern Massachusetts, a region experiencing significant change, including growth in housing development and expansion of commuter rail infrastructure. Architect Michael Chavez, who has led housing projects in Taunton and the surrounding region, will open the session with a brief overview of regional dynamics, highlighting trends, opportunities, and constraints that shape housing development.

# Day 1

## Regional Roundtable Discussions

# Facilitators



**Keith Moskow** earned a Bachelor of Arts from Dartmouth College and a Master of Architecture from the University of Pennsylvania. In 1990, after working in New York and Los Angeles, Keith founded Moskow Architects. In 1995 he received the American Institute of Architects, Young Architect Award. In 2011 Keith was elected to the American Institute of Architects College of Fellows in the category of design. In 2019 Keith was inducted into the New England Design Hall of Fame. In 2024, Moskow Linn Architects was selected by Forbes Magazine as one of America's Top 200 Residential Architects.



**David Hall** is the Founder and President of Hall and Moskow Corp. , a corporation devoted to real estate acquisition and improvement since 1982. His areas of expertise include brownfield redevelopment and the integration of green technologies and historic restoration into housing and commercial projects. He has led the successful rehabilitation of 90,000 sf of commercial space and 85 apartments in smaller wood frame multi family structures. David is also a partner in the creation of the Newburyport Farmers Market, which takes place every Sunday all summer and every other Sunday during the winter months.



**Will Rhatigan** joined CHAPA in 2024 as MBTA Communities Engagement Manager. In this role, he works with planners, elected officials, and advocates to help communities create multi-family zoning districts that comply with the MBTA Communities Act—a 2021 law that requires municipalities served by the MBTA to allow some multi-family housing.

Before coming to CHAPA, Will worked as Policy and Advocacy Communications Manager for Mass Audubon. Prior to that, he was Advocacy Director for the San Diego County Bicycle Coalition. Will is passionate about helping to build sustainable communities where people of all ages, abilities, income levels, and backgrounds can thrive. Born and raised in Massachusetts, Will holds a Bachelor of Arts in Social Studies from Harvard University.



**Michael Chavez, AIA, NOMA, NCARB, LEED AP** was born and raised in Albuquerque, New Mexico and received a Bachelor of Arts in Environmental Design with an emphasis in Landscape Architecture from the University of New Mexico (UNM). He earned his Master of Architecture degree from the Boston Architectural College (BAC).

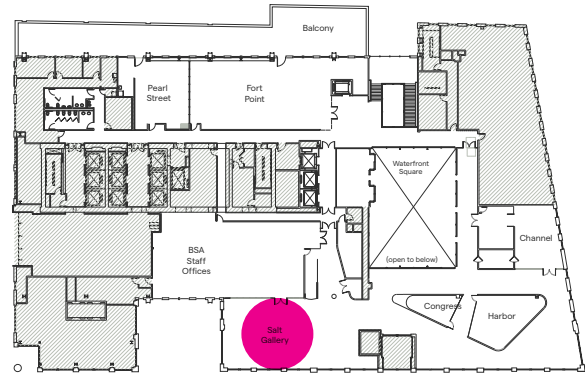
Michael is a Registered Architect in Massachusetts, New Mexico, and Minnesota. Michael has been on the Board of Directors of Built Environment Plus, Massachusetts Workforce Alliance, and currently on the Governor-appointed Designer Selection Board for the Commonwealth of Massachusetts. Michael was also on the jury and a Chair of the BSA's Harleston Parker Medal and is an active member in the Boston chapter of the National Organization of Minority Architects.

## Day 2

Opening Conversation

9:00 AM to 10:15 AM

### Salt Gallery



# Living Together: New Models of Shared Housing and Social Cohesion

**Susanne Schindler**, Research Fellow, Harvard Joint Center for Housing Studies  
Presenter and Moderator

**Anda French**, AIA, NCARB, Partner and Co-Founder, French 2D

**Kenzie Bok**, Administrator & CEO, Boston Housing Authority

**Rafi Segal**, Professor of Architecture and Urbanism, Massachusetts Institute of Technology

This panel explores how housing models such as co-living, co-housing, social housing, and multigenerational living are shaped by state and local policies, community norms, and design practices. Participants will hear from a diverse group of leaders whose work spans local, regional, and international contexts, providing multiple perspectives on the social and cultural dimensions of housing.

Through these lenses, this session will highlight how design strategies can translate community norms,

social values, and governance practices into spatial and architectural solutions. Panelists will share case studies and examples from across Boston, other U.S. cities, and international contexts to illustrate how collaborative housing models can be realized in practice. Moderated discussion and audience Q&A will invite participants to reflect on opportunities and responsibilities for creating housing that supports shared life, collective decision-making, and stronger communities.

# Day 2

## Opening Conversation

# Panelists



**Susanne Schindler** is a trained architect and urban historian and currently a research fellow at Harvard's Joint Center for Housing Studies. Her research interests focus on the relationship of the public and private sectors in housing, the design of institutions, and the history of cooperative and public housing in a transnational perspective. Her most recent book is *Cooperative Conditions: A Primer on Architecture, Finance and Regulation in Zurich* (with Anne Kockelkorn and Rebekka Hirschberg, 2024).



**Anda French, AIA** is an architect, educator, and co-founder with Jenny French of French 2D, a Boston-based studio. French 2D's work centers collaboration across multiple scales, from participatory events and installations to urban-scale textiles and buildings for collective living. French 2D has been recognized by numerous awards and publications, including a Progressive Architecture Award from Architect Magazine, and a Design Vanguard award from Architectural Record. French 2D was nominated for the 2024 Mies Crown Hall Americas Prize and was a Finalist for the Architectural Review's 2023 Emerging Award. Their work has been featured in publications such as *Domus*, *AZURE*, *PLOT*, *Metropolis*, *Dwell*, and *The Architect's Newspaper*. French 2D's work has been exhibited at MoMA, the Venice Architecture Biennale, in the solo show "House Clothes" at UMass Amherst, and in the 2025 Chicago Architecture Biennial.



**Kenzie Bok** has led the Boston Housing Authority (BHA) since her appointment by Mayor Michelle Wu in August 2023. Under her leadership, the BHA is focused on aggressive goals to go fossil-fuel-free, preserve and increase its total supply of deeply affordable units, and develop greater housing density on public land. The BHA is also a leader in economic mobility programs for residents. Bok previously served two terms as Boston City Councilor for District 8, chairing the committees on Ways & Means, PILOT, Boston's Covid-19 Recovery, and City Services & Innovation Technology. In housing policy, she drove more funding to city vouchers and homeownership, co-authored Boston's novel Affirmatively Furthering Fair Housing zoning amendment, led the repeal of parking minimums for majority-affordable developments, and spearheaded the appropriation process for Boston's American Rescue Plan funds, including more than \$250 million for affordable housing programs. Bok was also instrumental in the creation of PowerCorpsBOS, Boston's new green jobs program.



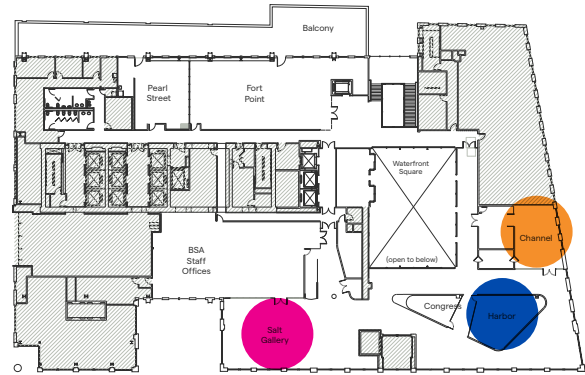
**Rafi Segal** is an architect and Professor of Architecture and Urbanism at the Massachusetts Institute of Technology (MIT) where he directs the Future Urban Collectives research group. His work involves design and research on the architectural, urban and regional scale, currently focusing on how emerging notions of sharing and collectivity can impact the design of buildings and the shaping of cities. His office, Rafi Segal Architecture Urbanism is undertaking projects in the US and Europe, including a recent winning proposal to design an art -tech district in Pristina, the capital of Kosovo. Segal has exhibited his work widely, most notably at the Venice Biennale of Architecture; MOMA in New York; the Hong Kong/Shenzhen Urbanism Biennale; KunstWerk, Berlin; Rotterdam Architecture Biennale; Storefront for Art and Architecture, New York City. He holds a PhD from Princeton University and a M.Sc and B.Arch from Technion – Israel Institute of Technology.

# Day 2

## Case Study Presentations

10:30 AM to 12:00 PM

### Salt Gallery, Harbor, Channel



# Examples of Housing Innovation in Practice

The **Case Study Sessions** showcase real-world housing innovation projects, both completed and in-progress. Each of the three presentations highlights architectural and design innovations while exploring the challenges encountered and lessons learned.

Presenters will participate in facilitated discussions that delve into project nuances, showcasing outcomes that reflect both successes and the complexities of implementation.

## **Typology**, with Sarah Dunbar, AIA, Elizabeth Christopheretti, & Marcy Ostberg *ADUs - Regulation, Image, and Outcome*

This session explores Accessory Dwelling Units (ADUs) as a tool for addressing housing affordability and expanding missing-middle housing in Boston. Participants will examine regulatory changes, design strategies, and construction approaches that enable ADU development, using case studies from the Boston ADU Guidebook, PLAN: Mattapan, and professional practice. Presenters will highlight lessons learned from municipal, academic, and design collaborations, emphasizing both the opportunities and constraints of ADUs. Attendees will reflect on how design, regulation, and community engagement intersect to shape small-scale infill housing and consider strategies for scaling equitable and innovative housing typologies.

## **Geography**, with Razan Abudalu & Rachelle Hassan Ain, AIA *Learning from Aida Refugee Camp*

This session explores how the Aida Refugee Camp in Bethlehem, Palestine offers a powerful model of community-led spatial resilience. Established in 1948 as a temporary shelter, Aida has evolved into a permanent, self-shaped urban fabric where streets, staircases, rooftops, and courtyards are activated as shared spaces of daily life. Presenters will share design interventions co-created with residents, including laundromats, roof decks, and community libraries, that reflect collective responsibility, cultural identity, and social care. Framing the camp's development within legal constraints such as the UN's 99-year land lease, the session invites reflection on how informal, community-driven design in Aida resonates with alternative housing strategies like land trusts and cooperatives closer to the Great Boston and the wider region.

## **Affordability**, with Clara Fraden & Peter Rust, AIA *Daniel J. Wuenschel Apartments*

This session explores the renovation and expansion of the Daniel J. Wuenschel Apartments, CHA's first significant Permanent Supportive Housing project for individuals transitioning out of homelessness. Participants will examine design strategies, adaptive reuse, and financing approaches that enabled the transformation of a historic building into 62 supportive studio apartments. Presenters will highlight lessons learned from municipal, architectural, and development collaborations, emphasizing challenges such as preserving historic fabric, incorporating Passive House and universal design principles, and integrating on-site supportive services. Attendees will reflect on how design, regulation, and financing intersect to create safe, stable, and equitable housing and consider strategies for replicating this model in other contexts.

# Day 2

## Case Study Presentations

# Participants



**Sarah Dunbar, AIA** is an experienced leader and designer whose work focuses on multifamily housing at all scales, community-focused projects, and the role that architects can play in housing policy development and reform. Sarah’s work draws on a keen understanding of code constraints, spatial relationships, formal invention and an ability to navigate divergent stakeholder inputs. At Neighbor, Sarah has led several projects exploring how housing needs can be served through typological innovation including Neighbor’s work on Boston’s ADU Guidebook.



**Elizabeth Bowie Christoforetti** is assistant professor in practice of architecture at the Harvard Graduate School of Design and the founder and director of Supernormal, a design studio based in Cambridge, MA. Her research, practice, and teaching focus on changing definitions and modes of design practice in the built environment. Her work explores emerging theories, methods, and the technological building blocks that enable design practice to confront the overlapping and conflicting imperatives of our time: the climate crisis, artificial intelligence, and market-driven urbanism.



**Marcy Ostberg** brings an eclectic background in civic innovation, urban policy, and education to her role as Director of the Mayor’s Office of New Urban Mechanics. She has significant experience putting human-centered design methodology into practice across multiple roles at the City of Boston, including leading the Housing Innovation Lab and serving as Director of Operations for the Mayor’s Office of Housing. Prior to her civic leadership roles, Marcy served as a teacher at the Boston Day & Evening Academy where she created personalized learning modules that generated excitement about learning through curriculum relevant to students’ lives. With experience spanning housing policy, urban planning, and education, she applies human-centered design to help teams collaborate with residents and stakeholders to create transformational change.

# Day 2

## Case Study Presentations

# Participants

## *Continued*



An architect from Jerusalem, **Razan Abudalu** received her Bachelor's degree in Architecture from the Bezalel Academy of Arts and Design and is currently pursuing a Master's in Urban Planning at the Hebrew University of Jerusalem. Her work focuses on the preservation of Palestinian heritage, community architecture, and social impact as forms of resilience. She co-leads the "Placemaking Palestinians" program, which activates public spaces and strengthens community through local Palestinian experiences. Her projects have been exhibited at the Museum of the Middle East in Marseille, the Palestinian Art Court – al Hoash in Jerusalem, and the Royal College of Art in London.



**Rachelle Hassan Ain** is a Boston-based architect with a wide-ranging experience in architecture, design, and planning. She is an Egyptian-American, a graduate of Williams College (B.A.) and Harvard GSD (M.Arch), and a recipient of the 2024 AIA Young Architect's Awards. As an architect and advocate, Rachelle is passionate about the intersection of the built environment, the vulnerability of marginalized communities, and climate justice. Rachelle's portfolio includes civic, institutional, educational and affordable housing projects. She is a Senior Associate at Utile, and a member of Design Palestine.



**Clara Fraden** is the Director of Planning for the Cambridge Housing Authority (CHA). She joined CHA in 2017 and has been Director since 2022. At CHA, Clara has served as project lead on over \$500 million in construction and manages a team of roughly 10 real estate development professionals through the redevelopment and new construction of public and deeply affordable housing communities in and around Cambridge. She is also passionate about broadening partnerships with to provide onsite permanent supportive services for CHA's residents. Clara has a Master of Urban Planning from Harvard, and a BA from the University of Texas at Austin.



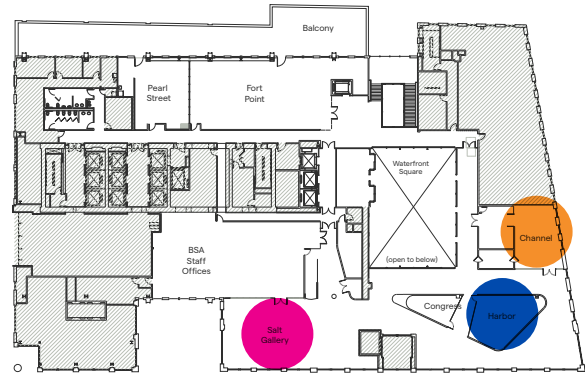
**Peter Rust, AIA**, is an architect with expertise in projects ranging from affordable housing to educational projects including complex renovations, adaptive reuse, and new construction. As a Phius Certified Consultant (CPHC), he applies strategies including high-performance envelopes, thermal regulation, and daylighting to help clients achieve ambitious energy goals. For the renovation of Renae's Place, an 1880s residence converted into emergency housing, Peter worked closely with the City of Cambridge and Cambridge Historical Commission to preserve the building's historic character, create welcoming living spaces, and implement high-performance features including a second thermal skin and triple-glazed, tilt-turn windows.

## Day 2

### Workshops

1:00 PM to 2:30 PM

**Salt Gallery, Harbor, Channel**



# Advancing Housing Innovation

The afternoon workshops 90-minute interactive sessions designed to translate innovation principles into practical strategies. Participants will engage in hands-on exercises and collaborative problem-solving across key areas such as co-designing with communities, reforming public review processes, and leveraging design for advocacy. Using case studies and applied scenarios, attendees will develop actionable plans, draft frameworks, and tools to implement

housing innovation in their own professional contexts.

These workshops bridge discussion and practice, fostering interdisciplinary collaboration and peer learning. By providing concrete strategies, visual toolkits, and adaptable frameworks, the sessions equip participants with the skills and perspectives to advance innovative, equitable, and community-centered approaches to housing design and development.



### **Co-Design with Communities, with Sara Kudra, AIA**

This interactive workshop guides attendees through the process of co-designing housing solutions in partnership with communities. Participants will explore methods for actively engaging neighbors, understanding local needs, and translating community input into actionable design strategies. Through hands-on exercises, small-group collaboration, and real-world case studies, attendees will learn to create inclusive site plans, building layouts, and visual narratives that reflect the priorities and values of the people who live there.

By the end of the session, participants will leave with practical tools for facilitating community workshops, incorporating feedback into design proposals, and fostering equitable decision-making processes that balance innovation, affordability, and local context. The workshop emphasizes collaboration across disciplines and levels of experience, ensuring that all voices are represented in shaping the future of housing.



### **Design Review and Public Process Reform, with Will Cohen**

The Design Review and Public Process Reform workshop explores how Boston's Planning Department is modernizing residential zoning to align with existing built conditions and enable small-scale, context-sensitive development. Facilitated by Will Cohen and City of Boston planners, participants will use neighborhood case studies and prototypical zoning tools to envision as-of-right envelopes, contextual infill, and small-scale renovations. Through hands-on mapping exercises and collaborative group work, attendees will translate analytical findings into practical proposals, gaining insight into the interplay of planning, design, and public process in shaping equitable and flexible housing frameworks.



### **Advocacy by Design, with Rashmi Ramaswamy**

The Advocacy by Design workshop equips architects and designers to use visual strategies to advance missing middle housing in Massachusetts. Facilitated by Rashmi Ramaswamy (SHED Studio), the session uses case studies from Malden, Cambridge, and Milton to show how zoning, regulatory, and design challenges can be translated into advocacy tools such as typology diagrams, overlays, and storyboards. Participants will work in small groups, develop and test their artifacts in a mock planning board simulation, and leave with a toolkit of actionable strategies for applying design-driven advocacy in real-world projects.

# Day 2

## Workshops

# Facilitators



**Sara Kudra, AIA** is the Founder of Architecture Towards Neutral, a new firm with radically transparent practices in service of curving the global emissions graph towards neutral. She is a registered architect and NCARB certified professional. Sara holds a Bachelor of the Arts as well as Bachelor of Architecture from Rhode Island School of Design (RISD).

Sara's passion for the built environment has spanned a range of educational endeavors, including becoming a Building Performance Institute (BPI) Certified Professional, Certified Passive House Consultant training, and part of the Open Architecture Collaborative Pathways to Equity cohort, 2018. Sara has been an invited speaker at NESEA Building Energy Boston, AIA Conference on Architecture and Greenbuild International Conference and Expo. She has served as a guest critic at RISD, Cornell, MassArt, Wentworth and the BAC (Boston Architectural College) She has been a community mentor to a course at MIT, and engaged with BPS students about the profession of architecture.



**Will Cohen, AICP**, is assistant professor in practice of architecture at the Harvard Graduate School of Design and the founder and director of Supernormal, a design studio based in Cambridge, MA. Her research, practice, and teaching focus on changing definitions and modes of design practice in the built environment. Her work explores emerging theories, methods, and the technological building blocks that enable design practice to confront the overlapping and conflicting imperatives of our time: the climate crisis, artificial intelligence, and market-driven urbanism.



**Rashmi Ramaswamy** is an architect and co-founder of SHED Studio, a mission-driven architectural and sustainable design collaborative rooted in community and environmental stewardship. With a background in participatory design, arts-based activism, and civic engagement, she leads projects that unite design excellence with social impact. Rashmi has designed affordable housing, urban agriculture, and community projects for nonprofit clients, emphasizing collaboration, sustainability, and material innovation. SHED Studio operates in Boston and Chicago.

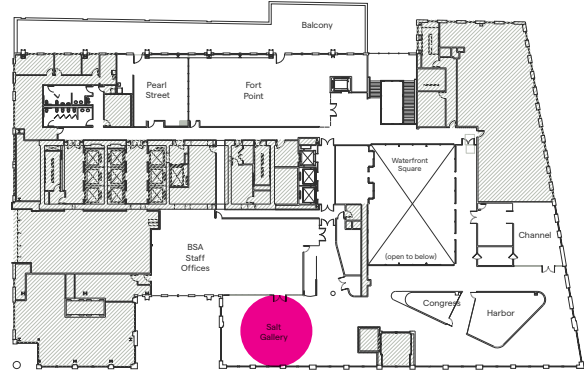
Rashmi has previously served as chair of the Chicago Coalition for the Homeless and co-chair of the BSA Committee on Homelessness. She is also co-founder of Converge:Exchange, a participatory design platform, and Territory, a youth design organization. She is adjunct faculty at the Boston Architectural College and co-founded its Gateway Office, advancing community-engaged design education.

## Day 2

Closing Reflections, Call to Action

2:30 PM to 3:45 PM

**Salt Gallery**



# Beyond the Constraints: Designing a Bold Housing Future

**Katie Swenson**, Senior Principal, Advocacy, MASS Design Group  
Presenter and Moderator

**Brian Swett**, Chief Climate Officer, City of Boston

**Aaron Gornstein**, President and CEO, Preservation of Affordable Housing

**Jerome DuVal**, Executive Director, Housing Navigator MA

Beyond the Constraints: Designing a Bold Housing Future brings together leaders from architecture, municipal government, and housing organizations to reflect on the symposium's themes and underscore the urgent need to translate ideas into action. Moderated by Katie Swenson (MASS Design Group) and featuring Brian Swett (City of Boston), Aaron Gornstein (Preservation of Affordable Housing), and Jerome DuVal (Housing Navigator MA), the panel highlights key levers for scaling innovation, including policy, funding, technology, partnerships, and professional practices.

By drawing on their combined expertise, the panel demonstrates how a shared understanding of design's role in housing can inform advocacy, municipal implementation, and practical applications at the local level. Through discussion and audience Q&A, participants will explore how cross-sector collaboration can bring together design, construction, regulation, financing, and social approaches, leaving attendees with concrete strategies to apply in their own work and advance housing innovation across Massachusetts.

# Day 2

## Closing Reflections

# Panelists

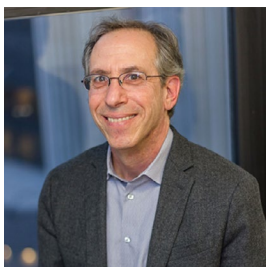


**Katherine W. Swenson** is a Senior Principal at MASS Design Group, where she leads the Advocacy team and helps guide a global design practice rooted in justice, equity, and care. A nationally recognized design leader, writer, and educator, she brings over two decades of experience in architecture, housing, and community development—bridging theory and practice to shape projects that advance social change and environmental healing.

Her books, *Design with Love*, *In Bohemia*, and *Growing Urban Habitats* explore how architecture and storytelling hold space for grief, home, and collective transformation. A Loeb Fellow at Harvard, she examined how critical design practice can nurture healthy communities. She teaches at Columbia and Parsons and frequently speaks at universities, cultural institutions, and design forums worldwide. Katie is passionate about mentoring the next generation of leaders—empowering them to design with love, clarity, and conviction.



**Brian Swett** is the City of Boston's first Chief Climate Officer. In addition to overseeing the Environment, Energy and Open Space Cabinet (EEOS), as Chief Climate Officer, Brian is charged with spearheading the Mayor's bold agenda on climate action throughout the City while advancing Boston's commitment to sustainability, resilience, and environmental justice. Brian is a nationally recognized leader in climate change and sustainability strategy with over two decades of leadership experience in municipal government, private sector real estate development, federal government, and non-profit sectors.



**Aaron Gornstein** became the President and CEO of POAH, Inc. in June 2015. He provides overall leadership and oversight of the organization, including strategic planning, financial management, supervision of the executive team, and external relations and partnerships.

From 2012-2015, Gornstein served as undersecretary for the Massachusetts Department of Housing and Community Development (DHCD), under former Governor Deval Patrick. Prior to that, he served as executive director of Citizens' Housing and Planning Association (CHAPA) for 21 years.



**Jerome DuVal** led the adoption of emerging technologies to streamline business processes, implementing cloud solutions, and automation tools with a client-centered approach. He spearheaded initiatives that prioritized resource allocation, embraced agile methodologies, and optimized delivery timelines. With a holistic, results-driven mindset, he ensured that business processes aligned with strategic goals for sustained success. He's led crossfunctional teams, cultivating a collaborative and high-performance culture.

Jerome joined Housing Navigator as the organization's second Executive Director in February 2025. He brings a wealth of experience working across the non-profit, government, and private sectors. He's been laser focused on technology, economic development, and business process optimization. He has led numerous complex, high impact initiatives that drive economic growth, and regional development in New York, Ohio, and Washington, DC.

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