

Marc Norman

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Urban planner and organizational leader and independent developer with a 25-year career at the intersection of development, finance, design, planning, and cultural programming throughout the country.

Employment

2020 – Present	Director of Real Estate Programs, University of Michigan
2017 – Present	Associate Professor of Practice, University of Michigan Taubman College of Architecture and Urban Planning
2015 – Present	President, Ideas and Action, A Consultancy working nationally and internationally on housing and community development
2014-2015	Loeb Fellow, Harvard Graduate School of Design 2014-15
2012-2015	Professor of Practice and Director, UPSTATE: A Center for Design Research and Real Estate at Syracuse University School of Architecture
2008-2012	Vice President, Deutsche Bank (DB) Community Development Finance Group
2000- 2008	Managing Director, Duvernay + Brooks LLC, New York (D+B)
1998-2000	Senior Associate, Lehman Brothers, New York
1995-1998	Local Initiatives Support Corporation (LISC), New York Senior Program Manager, Local Initiatives Managed Assets Corp. (LIMAC, a LISC affiliate) Underwriter, New York Equity Fund (NYEF, a LISC affiliate)
1991-1995	Senior Project Manager, Skid Row Housing Trust (SRHT), Los Angeles
1991-1992	Consultant, Hamilton, Rabinovitz & Alschuler, Inc., Los Angeles
1990-1991	Assistant Planner, Community Development Commission, Los Angeles County

Education

1992	University of California, Los Angeles Graduate School of Architecture and Urban Planning: Master of Arts in Urban Planning
1989	University of California, Berkeley: Bachelor of Arts in Political Economy of Industrialized Societies
1987-1988	Institut d'Etudes Politiques, Lyon, France: Urbanism, Geo-Politics

Strategic Planning

- Albina Vision Trust, housing and economic development specialist for 90 acre redevelopment of historic African-American neighborhood on Portland, OR waterfront.
- Neighborhood Framework Planning, City of Detroit. As sub-consultant on multidisciplinary teams, formulates community driven strategies for equitable housing and economic development initiatives (Fitzgerald, Cody Rouge/Warrendale, North Corktown).
- Scenario planning and affordable housing analysis City of Ann Arbor owned sites, including leveraging strategies, community engagement, massing studies and public presentations of findings for council resolutions.
- Idea Accelerator facilitation for multiple cities as part of Bloomberg Philanthropies Mayor's Challenge
- Strategic Partner/Financial Advisor, Invest Health, a Robert Wood Johnson Foundation/Reinvestment Fund initiative to assist 50 midsized U.S. cities develop new strategies for increasing and leveraging private and public investments to accelerate improvements in neighborhoods.

- New York State Poverty Reduction/Downtown Revitalization Initiative Consultant. Leading interdisciplinary teams to address and deploy funding to holistically address the root causes of poverty and empower lower income communities
- Planning and financial advisory services to assist the Piedmont Housing Alliance of Charlottesville, VA preserve 150 affordable housing units and redevelopment of an 11 acre site into a mixed-use, mixed-income community
- At UPSTATE: managed design fellows and staff, generated scholarly research and professional projects showing how real estate development, architecture, planning, and design can help institutions and communities be vital by sponsoring competitions, teaching courses, and running programs geared to communities, students, faculty, and practitioners in design and real estate.
- Led a team of bank partners in partnership with NYC Office of Long-term Planning and Sustainability on \$30 million Clean Heat financing initiative for multifamily properties (DB).
- Led an interdisciplinary team including Harvard, MIT, and Clinton Foundation, planning multi-unit sustainable, holistic Exemplar Community Development in Zorango, Haiti (DB).
- Structured eight HOPE VI revitalizations totaling over \$800 million in Philadelphia, Atlanta, New Orleans, Chattanooga, Birmingham, Richmond, Biloxi, and Columbus GA (D+B).
- Structured \$200 million in private bridge financing and lines of credit for public and private clients. Provided long term strategic planning for public sector clients (D+B).
- Responsibility for resource analysis, financial planning and procurement of lenders, developers, and investors for redevelopment agencies and housing authorities (D+B).
- Conducts trainings on real estate development and affordable housing finance for cities, university courses and private companies.
- Develops systems, financial models, resources analyses, RFPs, and procedures for strategic initiatives, master plans and development opportunities and engagement of project teams.

Development

- Development Consultant for Piedmont Housing Alliance, Charlottesville, VA (2017-2019)
- Independent developer of multifamily buildings in Brooklyn, NY
- At Duvernay + Brooks, consultant to numerous development teams and public agencies in structuring and closing over thirty multi-phase, mixed-finance transactions in seven states.
- Responsibility for coordinating due diligence and securing financing. Primary responsibility for securing tax credit allocations and structuring bond financing in mixed finance developments totaling \$250 million.
- Responsible for developer and equity investor selection process, feasibility analysis, and coordination with governmental agencies. Advised on U.S. Department of Housing and Urban Development (HUD) negotiation and structuring of rental and homeownership developments and the leveraging of public and private resources.
- Performed project management including site analysis, financial analysis, loan packaging, and selection of development team and construction management. Financing successfully secured from private and public lenders, syndication of low income housing tax credits and historic tax credits, Federal Home Loan Bank, and HUD (project-based Section 8, Supportive Housing, Shelter Plus Care, and HOPE VI).
- In partnership with New York City Housing Development Corporation, Department of Housing Preservation and Development, acted as Duvernay + Brooks' representative for negotiations on the Ellington Cooperative in Harlem, a 135 unit Cornerstone development.
- At SHRT, was responsible for the full range of development activities related to the construction and rehabilitation of more than 500 units in mixed-use developments that included retail, single room occupancy units, and artist lofts in Los Angeles.

Lending

- At DB, primary responsibility for structuring and funding loans to development projects and lines of credit to community development financial institutions (\$300 million closed).
- Managing Director for Duvernay + Brooks' advisory services to public agencies on lending to private sector partners, structuring of loan agreements and negotiations of development participations.
- Coordinate with legal counsel and clients on fee structures, risk management, loan terms and conditions.
- As Program Manager at LIMAC, structure of secondary market loan products, handling lending and securitization of loan portfolios. Analyzed and priced multifamily loan portfolios totaling over \$20 million.
- Developed underwriting guidelines and materials for Long Term Mortgage Program marketed to affordable housing lenders.

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- Negotiated \$25 million of tax credit equity bridge loan transactions for developer clients (LIMAC).
- Formulated bond schedules and helped to structure bond issue for Habitat for Humanity (\$100 million closed).
- Prepared multimedia presentations for lenders and conducted trainings related to LIMAC multifamily loan programs for lenders and investors nationwide.

Investment

- Managed \$2 million social finance competition in partnership with Rockefeller Foundation and Cooper Hewitt.
- Primary responsibility at DB for identifying opportunities and underwriting investments (\$35 million).
- At Duvernay + Brooks, responsible for crafting client tax credit applications, providing strategic advice on syndication options, and coordinating closing of four to five mixed-finance transactions involving tax credits and tax exempt bonds per year. Extensive experience in underwriting and closing multifamily residential deals utilizing investment capital.
- Ten years combined experience working for tax credit investors and syndicators, DB, Lehman and NYEF.
- Experience with general partners, investors and state housing agencies in over twelve states.
- Underwritten a total of \$400 million in real estate involving the low income housing tax credit; closed over \$300 million throughout the country with for-profit and nonprofit general partners.
- Responsible for all project- and investor-related coordination and due diligence with lenders, attorneys and general partners, from letter of intent through partnership closing.

Boards / Committees / Memberships

2019 – Present	Vice Chair, Federal Reserve Community Advisory Council
2019 – Present	ULI Michigan Product Council Member
2019-2021	Still Together: Architecture’s role in envisioning new dynamics of living and community. Advisory Committee Member, Center for Architecture
2018 - 2021	Loeb Fellowship Selection Committee Member
2018 – Present	Design Futures Public Interest Design (PID) Student Leadership Forum, Executive Committee Member
2018	Close To The Edge, the Birth of Hip Hop Architecture, Advisory Committee Member, AIA NYC
2018	Kresge Arts and Culture Anchor Research Committee Member
2017 – Present	MASS Design Group, Board Member
2017 – 2019	Co-Chair, Fund for Public Housing Advisory Board, New York, NY
2012 – 2016	Housing Visions, Inc. Board Member, Syracuse, NY
2012 – 2015	601 Tully Arts Center Advisory Board Member, Syracuse, NY
2005 – Present	CAMBA Housing Ventures, Brooklyn NY: Board Member
2005 – 2016	Citizen’s Union Foundation, New York: Board Member
2016 – Present	Design Futures Public Interest Design (PID) Student Leadership Forum, Advisory Board
2014 - 2015	Co-Chair Imagining America Commission on Engaged Design
2014	Syracuse University School of Visual and Performing Arts, Chair of Art Department, Search Committee
2013	Syracuse University School of Architecture Dean Search Committee
2010-2012	Enterprise Community Partners NYC Loan Committee: Member
2009-2012	Local Initiatives Support Corporation Advisory Board: Member
2001-2008	Urbanists Steering Committee, Municipal Art Society, New York: Member
1994-1996	Hollywood Community Housing Corporation: Board Member

Professorships

2017-present	Associate Professor of Practice, University of Michigan Taubman College of Architecture and Urban Planning.
2014	Syracuse University School of Architecture: ARC500 “Real Estate Development and Design” NYC Program. Summer 2014

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- 2014 Alt-81: Future Visions of the American Urban Expressway, Co-taught with Professor Jonathan Solomon. Spring 2013.
- 2013 Summer Syracuse – From the Ground Up: Community Development and Design in practice (ARC 500) Summer 2013.
- 2013-14 Syracuse University School of Architecture / Whitman School of Management – Public Private Partnerships: Financing Urban Development (ARC 500 / RES 400) Spring 2013, Spring 2014.

Teaching (Adjunct 2006-2009) Joint appointment Syracuse University School of Architecture, Whitman School of Management

- 2006-09 Syracuse University School of Architecture: ARC500 “Real Estate Development and Design” Fall 2006, Fall 2007, Fall 2008.

Peer Reviewed Articles

- 2018 Affordability and Industrialised House Building: Product to Process, in the publication, Prefab Housing and the Future of Building: Product to Process, Editor, Mathew Aitchison, Lund Humphries, March 2018
- 2015 Designing Affordability: New Ecosystems for Housing Opportunity (Harvard Journal of Real Estate, Innovation in Practice). Editor, Brian Vargo. 2015.
- 2014 Getting out of a Spot: Deployed Technologies and Revamped Codes for a Thriving Twenty-First-Century City, Journal of Urban History, 2015. Vol. 4 (2) pages 227-244. Editor, Pamela Karimi.
- 2013 Formerly Urban: Projecting Rust Belt Futures, “Underwriting Icicles and Leveraging Sidewalks” Princeton Architectural Press, New City Book Series. 2013. Editor Julia Czerniak.

Articles / Contributions to Publications

- 2020 The New Social Housing, Harvard Design Magazine, issue 48, Fall 2020
- 2019 Urban Infill, issue 8, Getting It Done: Implementing Innovative Design and Development Ideas, Cleveland Urban Design Collaborative.
- 2018 Affordability as a Land Game in the publication Housing and Intervention, Editor, Karen Kubey, Wiley Press, 2018.
- 2016 Launch Pad: Leveraging Investments and Generating Better Outcomes in Morocco, Sensible Cities Lab, MIT. 2016. Editors, Carlo Ratti and Matthew Claudel.
- 2012 Revitalizing the Legacy Cities of Upstate New York, American Assembly (Contributor). the American Assembly, CenterState CEO, Syracuse University, and University at Buffalo School of Architecture and Planning. Published 2013.
- 2013 "Highways, houses and hedges" or "trains, towers and trees"? Vishaan Chakrabarti's A Country of Cities, Book Review, "A Country of Cities," Vishaan Chakrabarti. The Global Urbanist

Presentations / Panels / Juries

- 2020 Pratt School of Architecture Housing Symposium, housing innovation in the face of Post Covid-19 and Change, Speaker
- 2020 In Pursuit of Equitable Development, Lessons from Washington DC, Detroit and Boston, Harvard Joint Center for Housing Studies, Moderator
- 2020 Housing Advocates Training PLUS, Featured Speaker, Fair Housing Center of Southeast Michigan
- 2020 Columbia University GSAPP Spring Lecture Series Speaker
- 2020 Kennesaw State University, Spring Lecture Series Speaker
- 2020 Housing Breakthrough Challenge / Wells Fargo-Enterprise, Juror and Panelist
- 2020 Detroit Impact Conference, Ross School of Business, Moderator Envisioning Future Detroit, Real Estate, Urban Planning, and the Physical Shape of the City
- 2019 Federal Reserve Bank of Chicago (Detroit Division) Land Contracts Conference, Moderator
- 2019 Health Capital Rountable – Reinvestment Fund / Robert Wood Johnson Foundation, Speaker
- 2019 Rudy Bruner Award for Urban Excellence, Juror
- 2019 RE: Housing Detroit, symposium – University of Michigan, Speaker

- 2019 Shaping Future Cities – Urban Tech in Detroit - Moderator
The Architectural League of New York, The Housing System: New methods, new materials (moderator)
- 2019 Student Dwell+: Re-Imagining Student Housing, York University, Toronto, Presenter
- 2019 “The Right to the City: Mapping Human Rights in Urban Landscape”, NUCHR conference on human rights, Northwestern University, presenter.
- 2019 Rudy Bruner Award for Urban Excellence 2019 Juror
- 2018 Reframing housing development: how changes in design, construction, and regulation could reduce the cost of housing, Harvard Joint Center for Housing Studies, Panelist
- 2018 Minnesota Conference on Architecture, Incorporating Design, Policy and Finance, Workshop Leader
- 2018 Strategies for Empowerment, University of Buffalo School of Architecture and Planning, Panelist
- 2018 AIA Minnesota, Affordable Housing Prize, Jury Member
- 2017 Tulane University Architecture Colloquium on Public Interest Design and Community Engagement
- 2017 Shaker Heights Design Competition- Juror
- 2016 Whose City Is It? A Newark Forum on Historic Preservation, Rutgers University, Moderator
- 2016 GAO’s Financial Markets and Community Investment Team – Key Housing Issues, Moderator
- 2015 Urban Land Institute / Enterprise - Housing Opportunity 2015: Better Places, Better Lives, Moderator
- 2015 Black Policy Conference - Harvard Kennedy School, Moderator, Housing Equity Panel
- 2015 Cooper Hewitt (Smithsonian) By the People Exhibition Advisory Board Member
- 2014 Bruner Loeb Forum, Keynote Panelist – Designing for Equity, Boston, MA
- 2014 J. Max Bond Lecture, Center for Architecture. Conversations: Equity Agendas, Moderator
- 2014 Association of Collegiate Schools of Architecture (Miami) Game On: The Use of Location Based Technologies in Design Today: Speaker
- 2014 Design and Politics – Competing for Resilience Finance Symposium: Panel Respondent
- 2014 Structures for Inclusion 14 - Public Interest Design Institute: Speaker
- 2014 Design Inquiry Detroit <http://designinquiry.net/featured/3904/di-dc-detroit/>
- 2014 Toronto Housing Services Corporation Regeneration Forum: Speaker
- 2013 CNU New York’s Regional Summit, Syracuse, New York, Progressive Transportation Design: Speaker
- 2013 AIA New York State Conference: Futures for the Urban Expressway (Panel and Charrette Organizer)
- 2013 Imagining America Annual Conference – Design’s Role in Imagining America (Speaker)
- 2013 Bruner Loeb Forum: Legacy City Design (co-host/co-organizer/speaker)
- 2013 Design Futures: Public Interest Design Student Leadership Forum, UT Austin, Speaker
- 2013 Creative Economy Lecture Series, Umass Dartmouth, Session Speaker, New Bedford, MA
- 2013 Stress and Wellness: The Intersection between Urban Health and Architecture, Columbia University GSAPP, Panelist
- 2013 National Building Museum, Green Schools, School Investment Roundtable, Washington, DC,
- 2012 Smithsonian, Cooper-Hewitt, National Design Museum, Design and Social Impact: A Cross-Sectorial Agenda for Design, Education, Research and Practice, panelist
- 2012 Enterprise Affordable Housing Design Leadership Institute, Design Resource Team Member
- 2011 Architecture for Humanity “Design Like You Give a Damn Live” symposium: speaker
- 2011 Cooper Hewitt National Design Museum “Design for the Other 90%” social finance competition: juror
- 2010 Syracuse University Upstate Institute “Formerly Urban, Projecting Rust Belt Futures” conference: speaker
- 2010 PRI Makers Annual Conference “International Microfinance” session: panelist

Research Exhibitions / Forums

- 2019 Egalitarian Metropolis: Detroit Exhibition, New Metrics, New Modalities for a New Detroit
- 2019 Building Better Futures: Innovations in Equitable Development (Conference Organizer)
- 2018 Designing Affordability – Exhibition Curator, Shenzhen Biennale of Architecture and Urbanism

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- 2016 Immanent Urbanisms - How Bottom-Up Urbanism Is Remaking the Landscapes of Design, Power and Economy
- 2015-17 Designing Affordability – Exhibition Curator, Center for Architecture, New York, Sydney, Shenzhen
- 2014-15 Future Ground: New Orleans Redevelopment Authority Vacant Lot Strategies (Team PaD)
- 2014 Urban Rest Stop: NEA Design Works Grant
- 2013 Alt-81: Futures for the Urban Expressway, UPSTATE: exhibition on design and finance solutions for Interstate I-81
- 2013 Community Development Design and Development Leadership Forum – Syracuse, NY

Fundraising / Competition Organizing

- 2020 Community Engagement Grant, Ginsberg Center, University of Michigan - \$3,500
- 2016 Urban Growth New South Wales: Designing Affordability Exhibition Sponsorship
- 2015 National Endowment for the Arts – Designing Affordability Exhibition in conjunction with NYC AIA
- 2013 National Endowment for the Arts Design Works – Urban Rest Stop - \$77,000
- 2013 Summer Syracuse Innovative Course Fund Award - \$20,000
- 2012 Deutsche Bank Americas Foundation, Lowering Cost Competition Management Grant \$75,000