ULI **Los Angeles**

ULI-LA HOMELESSNESS SUMMIT 3.0:

HOUSING NOW!

RESPONDING TO A STATE OF EMERGENCY

JANUARY 2024

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About ULI

The Urban Land Institute (ULI) is the largest network of cross-disciplinary real estate and land use experts in the world. The mission of ULI is to shape the future of the built environment for transformative impact in communities worldwide.

ULI has over 48,000 members across the globe representing the full spectrum of land use and real estate disciplines. Through our members' dedication to the mission and their shared expertise, the Institute has been able to set standards of excellence in development practice.

ULI Los Angeles has over 1,900 members and is one of the largest district councils in the ULI network. ULI LA's mission is to be the preeminent regional real estate organization providing inclusive and trusted leadership influencing public policy and practice.

EXECUTIVE SUMMARY

Why Homelessness Summit 3.0

The Urban Land Institute–Los Angeles (ULI-LA) Homelessness Summit 3.0 provided a forum for addressing housing innovation that would achieve a solution to the homelessness epidemic that plagues Los Angeles. A diverse group of ULI thought leaders and stakeholders including financial professionals, government policymakers, social service representatives, attorneys, developers, and others, took part in a cross-disciplinary collaboration to formulate ideas for multi-faceted solutions to the substantial increase of housing needed in Los Angeles and the reduction of homelessness.

ULI-LA held the Homelessness Summit 3.0 in direct response to the shared sense of urgency and the call to action, "Housing Now!" that arose out of the 2022 ULI-LA Homelessness Summit 2.0, which declared homelessness an emergency. "Housing Now!" called for integrating cost-effective and rapidly deployable housing with other social services. Many of the recommended strategies from the 2022 summit concerning "Housing Now!" remain relevant. This year's Homelessness Summit expanded its focus by adding individual activism to the agenda.

Homelessness is, more than ever, a life and death emergency. People die on the street every day. Currently, there are over 40,000 unsheltered people in the City and County of Los Angeles. The outcome of this years' Homelessness Summit confirmed the need to respond more powerfully and intensely to the growing crisis through the creation of additional housing of all types- supportive, affordable, and market rate - that can address the fundamental structural cause of homelessness.

Event Description

The Homelessness Summit provided a forum for a range of activities for participants to address the unprecedented homelessness crisis in Los Angeles. Expert speakers and a panel discussion brought informed data-driven thinking to the audience. Breakout sessions for smaller groups provided the participants with opportunities to formulate innovative and achievable solutions for immediate and long-term measures to expedite housing creation and to identify critical topics for future discussions.

Context

Homelessness is a Housing Problem

Keynote Speaker and Professor at the University of Washington, Dr. Gregg Colburn, made an indisputable case that "homelessness is a housing problem," also the title of his ground-breaking new book. His comprehensive data analysis illustrates that while the causes of individual homelessness are as varied as the number of unhoused people, there are two main factors that contribute to the high homelessness rates in cities like Los Angeles, San Francisco, and Seattle: high rents and low vacancy rates.

View from the Mayor's Office

Speaker and LA Deputy Mayor Jenna Hornstock provided a comprehensive overview of the efforts to address homelessness spearheaded by Mayor Karen Bass. She described the successes of "Inside Safe," a program designed to get people off the streets, and Executive Directive 1 (ED 1), which has streamlined the project approval process for housing. Hornstock emphasized that the Mayor's team is learning as they go—there is no time to wait and get it perfect because people on the street are dying daily. Her frank and inspiring call to action underscores the need for "Housing Now!"

Case Studies

Real projects, real successes, innovative thinking

A panel of housing and service providers discussed the challenges and the successes on the front lines. The panel included Amy Turk, CEO of the Downtown Women's Center; Gilbert Saldate, Director of Regional Homelessness Programs at the Gateway Cities COG (Council of Governments); Martin Muoto, CEO at SoLa Impact; Brian Lane, Principal at Konig Eizenberg Architecture, David Renard, President of RPM Team LLC; and Deborah La Franchi, CEO at SDS Capital Group. Melani Smith of the Gateway Cities COG moderated the panel discussion.

Common themes arose during the discussion of the different projects and roles of the panelists, including:

- Streamline government approval processes
- Simplify funding sources
- Lower financing costs
- Reduce construction costs
- Differentiate clientele's needs and their impacts on housing typologies
- Collect and analyze data
- Effective leadership and activism

Brainstorming Solutions

Breakout Sessions

The Summit participants formed small groups to ideate on innovative and effective solutions to increase housing and reduce homelessness.

Proposed Strategies

The leader of each breakout group presented the results of the day's activities as a series of recommendations. More than one group had similar recommendations, as may have been expected, because of the continuation of the housing emergency, the breadth of the problem, and the limited effectiveness of the response to date. These strategies are the basis of the recommended key actions.

The groups identified critical issues that have an impact on the implementation of housing that had not been addressed earlier in the day. A future summit may include these topics to further identify effective strategies:

- Building trust with unhoused neighbors
- CEQA reform
- Labor unions and housing production
- Institutional racism
- Nimbyism
- Climate change/sustainability

The final topic of the small group discussion, newly added to the 2023 summit agenda, was a consideration of how everyone can be part of the solution to the homelessness emergency in Los Angeles.

Conclusion and Key Actions

Participants in Homelessness Summit 3.0 renewed their commitment to the mission: "Housing Now!" An exponential leap in the production of housing is required to impact the homelessness emergency in Los Angeles. This requires a much larger investment by the government in housing as well as a commitment to a denser city. Key to the success of the mission is:

1. Trusted Relationships with the Homeless

Inclusive decision making through outreach and listening to the homeless is an incontrovertible ingredient of success. From bringing in those on the street, to people in transition, to the newly housed in supportive facilities, all can, in some way, inform the process.

2. Rapidly Deployable Housing

Modifications to the entitlement process will make the development process more efficient, less costly, and less risky for the developer. Utilization of innovative materials and techniques will allow faster construction timelines.

3. Cost Effective and Affordable Housing

Thoughtful design includes elements that reduce per-unit costs. Relief from prevailing wage requirements or property taxes in certain cases will also increase affordability.

4. Humanistic Design

Housing projects can be a catalyst for improvements to the public realm, a model of sustainability, as well as serving the individual needs of the unhoused.

5. Leadership and Governance

Coordinated leadership in prioritizing housing is required at all levels of the government to obtain resources and execute implementation at the scale required for the housing emergency. Government and community leaders must develop the public support necessary to increase densities and allow housing typologies that result in affordable homes.

6. Activism

Proactive engagement and support by residents is critical to the success of the homelessness solutions. Each person's actions make a difference.

Los Angeles needs housing throughout all its neighborhoods and an investment in creating housing commensurate with the need.

CONTEXT

View from City Hall

Speaker: Jenna Hornstock

In her "First Six Months" update, City Hall's Deputy Mayor of Housing, Jenna Hornstock, shared the accomplishments already made by Mayor Karen Bass, and plans for the coming year to address the crisis of homelessness. Hornstock substantiated the homelessness emergency with harrowing current statistics— there are over 40,000 unsheltered people in the City and County of Los Angeles with 5 unsheltered people perishing on the street every day.

The City is locking arms with the County and State to maximize the impact of government investment and policies directed at ending homelessness. The lines between the County, providing services, and the City, dealing with real estate, are becoming somewhat blurred to increase the effectiveness of government policies. Mayor Bass has announced three Executive Directives, to positively impact the homelessness crisis.

> **ED1.** This Executive Directive has streamlined the approval process for projects conforming with existing zoning. This measure has been a success and to date has resulted in the approval of 400 buildings, representing 8500 units, for construction. The City recognizes that mixed-use projects can add meaningful numbers of low-income and indigent housing and there is support for removing barriers for these projects so they may gain approvals similarly to ED 1.

> **ED2.** The "Inside Safe" program, in partnership with the County of Los Angeles, Los Angeles Homeless Services Authority (LAHSA), and other service providers, makes provisions to house those on the street in motels. The program is on a volunteer basis only. To date, it has provided shelter for approximately 1,400 people. The City is looking at longer-term partnerships/occupancy to make this more economical as a strategy to stabilize the homeless.

> **ED3.** City lands are being made available for developing housing to mitigate homelessness. The City is making improvements to the current process that include bundling sites for economy of scale and increased City due diligence on requests for proposals that make more detailed information readily available to potential developers.

The City has charged an oversight group with making changes to its bureaucracy to streamline the development process. Its ongoing assignment is to modernize, simplify, and accelerate the functions of planning departments that may have been contributing to the slow pace of housing approvals and implementation. Other policy measures that will positively affect the housing supply include:

- DTLA 2040 plan, Hollywood Community Plan, and other community plans
- Citywide Housing Element
- Citywide housing incentives
- Adaptive reuse ordinance
- ADU expansion

An unprecedented $1.3 Billion has been allocated to address the homelessness crisis within the City of Los Angeles, with funding expected to increase. Measure ULA (United to House L.A.) has the potential to provide additional funds for affordable housing projects and renter protections, but a portion are at risk because of a pending court case. In addition to those above, The City will provide more funds for development deals and continue to streamline the approval process for underwriting.

As a servant leader, Hornstock, like Mayor Bass, has a desire and considers it her duty to make change.

Homelessness is a Housing Problem

Keynote Speaker: Gregg Colburn

Professor and Author Gregg Colburn presented a condensed overview of his research on homelessness issues as published in his book; Homelessness is a Housing Problem. His is a market-based perspective on homelessness and housing. The book's thesis is simply that communities with the highest level of homelessness also have high housing prices and low vacancy rates.

The root causes of homelessness have many misconceptions by the public, which often cause confusion in the community and a loss of confidence in government solutions. Issues seen as causes by the general population—mental illness, job loss, eviction, substance abuse—are more accurately precipitators that may contribute to the problem. These and similar factors are not the causation, and their incidence alone does not track with levels of homelessness. The actual cause of homelessness is the unavailability of affordable housing. Paradoxically, the most affluent cities, with skilled and highly paid jobs, have the largest homeless populations. Where rents are high and supply is low, homelessness is high.

Homelessness is most often not an individual's fault. Structural problems, such as homelessness, require structural solutions. One example of this is evidenced by the success of veteran housing, where government support and additional housing supply changed the outcome of veteran homelessness by a reduction of 50% in 10 years.

Colburn makes the case that the homelessness emergency demands a robust public response. Los Angeles needs housing—all types of housing. Housing is needed for the homeless and housing is needed to prevent homelessness. A significant increase in housing requires an increase in City density, and this requires rethinking single-family zoning. Funding needs to increase drastically—on a scale comparable to the government's investment in transit.

Regions need two types of investments to solve homelessness:

1. Operating investments to fund housing support, maintenance, and services

2. Capital investments to construct housing

Changes to regulations and land use policy are essential where housing is difficult to construct. The larger Los Angeles community—City government, the business community, service providers, for-profit and not-for-profit developers, and neighbors need to support change.

CASE STUDIES:

REAL PROJECTS, REAL SUCCESSES, INNOVATIVE THINKING

Panel Presentations

A panel of six real estate professionals, moderated by Melani Smith, Director of Regional Development, Gateway Cities COG, described recent projects and key insights into the unique attributes of the housing they have implemented. The success stories presented on housing development include examples of speeding the delivery of housing to market, reducing construction costs, increasing private capital and escalating government funding, and clientele-informed design. A discussion followed on lessons learned.

Deborah LaFranchi, President, and CEO of SDS Capital Group, has turned a private impact fund, originally $190 million of mostly private sector capital, into a regenerative instrument of shelter production. The focus is on permanent supportive housing in association with one developer, RMG Housing. Their method of bringing all the capital needed for each project allows for scaling up development. Currently, they are closing 80-100 units every 60-90 days at an average cost of approximately $175,000 per unit with 10 new affordable projects underway in Los Angeles. SDS researches the needs of potential residents so they can be integrated into the design process, bringing a holistic approach to each property. La Franchi said, "impact investing is only scalable and successful to the extent it achieves our investors' financial goals." She credits the fund's success to the velocity of development and limiting the need to aggregate many funding sources. Supporting La Franchi and the viability of SDS's methodology are the initial investors who continue to replenish the fund.

Martin Mola, Founder and CEO of SoLa Impact, oversees a $300 million private fund. SoLa is tripling the fund's output of housing from last year, from 734 to over 2,000. Mola contends that neighboring states with lower taxes, greater job opportunities, and reduced incidence of homelessness are luring families out of California. California represents 12% of the US population overall but accounts for 33% of the nation's unhoused population. He believes there is a misplaced reliance on government and nonprofits to solve the problem. The government, in his view, should focus on reducing the cost of capital by streamlining the governmental approval process and taking a more aggressive stance to create new financial vehicles that would be attractive to the wealthy as investments. He uses the creation of the Covid vaccine through Operation Warp Speed as an example to show that the private sector, through free enterprise and innovation, rather than the government, is better suited to finding solutions.

Brian Lane, Principal at Koenig Eisenberg, stressed the power of housing to improve lives and the public realm. The case study presented by Lane, fLor401, is a traditional model of affordable housing offering more than the "architecture of survival" on LA's Skid Row. The result of this effort is a community of 99 units of permanent supportive housing that took 4 years and 7 funding sources to come to fruition, with hard costs of $300,000 per unit. Three dominant design decisions were made at the onset: first was a commitment to integrate open space into the overall design; second was to use modular components—a decision that evolved into the use of panelized construction; and finally, the production of economically identical units that were well amenitized. The courtyard and roof gardens, gray water system, and conformance to LEED Platinum standards add value.

David Renard, President, RPM Team, LLC builds interim and emergency housing on the challenging sites that are most commonly available for this housing typology. The projects provide immediate shelter for those needing to navigate a transition from emergency to longer-term housing. Trauma-informed design guides their response to unique individual needs and the result is transitional housing as a beacon of hope and safety. The case study presented, Stockton Shelter, provides 180 beds in 4,000 square feet on a site with a five-year lease. The short site lease requires the entire project to be moved to a new location when the lease is up, resulting in the need for relocatable structures. The shelter addresses the needs of interim and emergency guests, the chronically unhoused, the recently dispossessed, veterans, seniors, individuals,

and families. The RPM team explores every sensitive consideration to ensure the shelter population has been given a pathway to wellness and re-assimilation.

Gilbert Saldate, Director of Regional Homelessness Programs for the Gateway Cities Council of Governments, has a distinctive point of view on crisis facing the unhoused. Until the age of 29, Gilbert was in the system, alternately homeless, incarcerated, or on the brink of returning to one of those situations. He strongly advocates putting government funding toward those who need support before they become chronically homeless, and for those who are newly unhoused. Tenant retention is critical to ensuring the unhoused get into a shelter and are stabilized and transitioned into affordable housing. Fast-tracking the recently homeless through employment and housing has been a successful strategy, on average requiring three months of support to get people stabilized and paying for themselves. Saldate addressed the issue of multi-generational wealth and stability through housing ownership by 60-year mortgages transferable to family heirs.

Amy Turk, CEO, Downtown Women's Center, discussed Oatsie's Place, a center devoted to the emotional healing of survivors of domestic abuse. The project incorporates trauma-informed design and emphasizes a design process that listens to residents. This purpose-built shelter benefits both the survivors of violence and the wider community. Its modular components were built in part by people living in a shelter and the project won an innovation award for its modular construction.

Common Themes

The discussion following the panel presentation captured each panelist's "asks" – what is needed from the government, community, institutions, and others for each to do better projects. There were many commonalities among the themes that emerged. Themes that resonated with the panelists included:

Government's Role

- Reduce red tape and processing timeline
- Increase housing vouchers

Design

- Incorporate trauma-based design
- Integrate services on-site—housing is not the same as treatment
- Use the design of housing to improve the public realm
- Create a beacon of hope
- Differentiate between types of clienteles, i.e.: chronically unhoused vs. recently dispossessed

Development/construction costs

- Reduce needed funding sources
- Reduce interest rates of permanent financing
- Waive prevailing wages for affordable housing

Activism

- Inform elected City officials and staff about what is needed, i.e.: "Dear Mayor" letters
- Harness leadership

STRATEGY & RECOMMENDATIONS FROM SMALL GROUP BREAKOUT GROUPS

GOVERNANCE	SERVICES	DESIGN	FINANCE	Strategy & Recommendations
TRUSTED RELATIONSHIPS WITH THE HOMELESS				
●		●		Ensure representation of the homeless
●				Create a Neighborhood Council for Skid Row
●		●		Incorporate design features that specifically meet the voiced needs of residents
RAPIDLY DEPLOYABLE HOUSING				
●			●	Streamline the development approval process
●			●	Give developers more paths to City Planning approval
●		●	●	Allow housing by right, ensuring more certainty for developers
●			●	Support all housing typologies
●			●	Support innovative construction materials and methods
COST EFFECTIVE HOUSING				
●			●	Increase government funding for housing at a scale of government funding of infrastructure
●			●	Reduce property taxes on affordable housing
●			●	Modify Section 8 housing
●			●	Expand tenant based vouchers
●			●	Exempt affordable housing from prevailing wage requirements
			●	Restructure mortgages to 60 years to build generational wealth in BIPOC communities
SUPPORTIVE SERVICES				
●	●			Expand services from the County
	●			Layer in other community providers
	●			Provide a full continuum of housing options for the homeless
●	●	●		Match development with the appropriate social services
	●		●	Ensure continuity of services if funding changes
	●			Better communication between developers, service providers, and tenant management teams
●	●			Quantify services provided and outcomes for greater accountability
INCORPORATE HUMANISTIC DESIGN				
		●	●	Use materials and construction techniques that accelerate construction timelines and lower costs
●		●		Use housing to improve the public realm
		●		Incorporate trauma-based design
		●		Integrate sustainable design
ENHANCE LEADERSHIP AND GOVERNANCE				
●			●	Focus on housing production
●				Expand the City of LA Executive Directives
●				Further expedite the development approval process
●		●		Implement Revitalization of DTLA Act and similar measures
●		●		Expedite a city-wide adaptive reuse program for conversion of commercial to residential use
●			●	Increase the City of LA planning department staff
●				Provide form based zoning vs prescriptive zoning
●		●	●	Promote higher density residential zoning and implementation throughout the region
●				Increase access to data
●				Reestablish the CRA
●				Create a regional checklist
INCREASE ACTIVISM				
●	●	●	●	Vote
●	●	●	●	Voice ideas to elected officials and staff
●	●	●	●	Volunteer
●	●	●	●	Philanthropy

RECOMMENDATIONS

Brainstorming Solutions

The Summit's participants formed small groups of 4-6, to discuss creative solutions to housing and homelessness. Each group focused on one of four disciplines:

- Governance and Leadership
- Pairing Housing with Services and Service Delivery
- Best Design and Adaptive Reuse
- Financing Solutions Beyond LIHTC and the Role of Philanthropic and Mission-Driven Financing

Group leaders guided the small group conversations to elicit innovative solutions to homelessness. These conversations were structured around four questions:

- What are short-term solutions to homelessness?
- What are long-term solutions to homelessness?
- What is not being discussed?
- What can I personally do about homelessness in Los Angeles?

Many of the potential solutions crossed disciplines and timelines, and almost all groups confronted issues related to solving quicker delivery of housing to market, the development environment in the City of Los Angeles, and leadership.

Proposed Strategies

Each group reported their suggested solutions for increasing housing and decreasing homelessness in Los Angeles:

Governance and Leadership

Short-Term Solutions:

- Expand City of Los Angeles emergency declarations
- Develop a regional checklist
- Expedite city-wide adaptive reuse program converting commercial buildings to residential use
- Increase the number of planning department staff
- Focus on housing production
- Ensure representation of the homeless
- Educate voters

Long-Term Solutions:

- Streamline zoning
- Give builders more pathways to approvals, i.e.: self-certification
- Create a Neighborhood Council for Skid Row
- Modify Section 8 Housing
- Increase government funding
- Reestablish the CRA (Community Redevelopment Agency)
- Increase access to information and data

Pairing Housing with Services and Service Delivery

Short-Term Solutions

- Hear the voices of the unhoused
- Expand services from the County
- Match social services with development
- Provide a continuum of care
- Layer in other community providers

Long-Term Solutions

- Provide sustainable financing over time if government funding is terminated
- Quantify services provided and outcomes for greater accountability
- Ensure communication and collaboration between developer, service providers, and tenant management

Best Design and Adaptive Reuse

Short-Term Solutions

- Simplify the City approval process and reduce red tape
- Allow housing by right to minimize the uncertainty and time of the approval process
- Use housing to improve the public realm
- Ensure representation of the homeless; incorporate design features that specifically meet the needs of residents

Long-Term Solutions

- Make City zoning more flexible and less prescriptive
- Convert underutilized buildings to residential uses
- Implement Revitalization of DTLA Act and similar measures

Financing Solutions Beyond LIHTC and Role of Philanthropic and Mission-Driven Finance

Short-Term Solutions

- Further expedite the development process to reduce time and costs
- Increase government investment in housing on a scale similar to infrastructure
- Expand tenant vouchers
- Exempt affordable housing from prevailing wage requirements

Long-Term Solutions

- Provide property tax exemptions for affordable housing
- Restructure mortgages to promote 60-year terms to build generational wealth in BIPOC communities

What can I personally do about homelessness in Los Angeles?

Through their commitment, the Homelessness Summit 3.0 participants showcased the power of the individual to effect change. The exchange of inspiration and actions in the small groups is a blueprint for how Los Angeles residents can change the face of homelessness. Proactive engagement by individuals is critical to achieving the proposed solutions to the homelessness emergency. Each person's actions make a difference.

- Ownership—homelessness is not someone else's problem
- Activism- volunteer, vote, reach out to elected officials and staff
- Philanthropy—give when possible
- Move from being thought leaders to taking measurable actions

What is not being discussed?

There are complex issues influencing all local land development that often remain unaddressed because they require a longer time frame for meaningful change. Affordable and supportive housing have layers of bureaucracy added to an already polarizing land use. These "elephant in the room" issues have a consequential impact on homelessness and may become topics for future summits:

- Nimbyism
- Institutional racism
- Climate Change
- CEQA reform
- Building trust with the unhoused
- Government—help or hindrance
- Labor unions' effect on housing production
- Changing the City Council power structure

CONCLUSION AND KEY ACTIONS

Participants in the ULI-LA Homelessness Summit 3.0 renewed their commitment to the mission: "Housing Now!" The homelessness emerg
Key actions for the success of the mission are:

1. Trusted Relationships with the Homeless

Inclusive decision-making, through outreach and listening to the homeless, is an incontrovertible ingredient of success. From bringing in those on the street, to people in transition, to the newly housed in supportive facilities, all can, in some way, inform the process.

- Integrate empathetic and intelligent services between designers, developers, service providers, and residents
- Differentiate between the needs of residents—the newly dispossessed, the chronically unhoused, or the substance abuser.

2. Rapidly Deployable Housing

The approval process is time consuming, multi-faceted, laborious, and expensive. Projects from site acquisition through engineering studies, architecture, plans, permits, and occupancy require myriad approvals. While ED1 has improved the timeline for some projects, additional modifications to the entitlement process will make the development process more efficient, less costly, and less risky for the developer.

- Approval for materials and techniques that allow faster construction timelines
- Shorten the predevelopment processing time by reducing discretionary vs. by right approvals and sign-offs from various agencies

3. Cost Effective and Affordable Housing

Thoughtful design that deliberately includes elements reducing per-unit costs, allows more units to be built by utilizing the resulting per-unit savings. This tangibly brings down costs and helps gain public trust and confidence, increasing support for public funding.

- Decrease the cost of capital by increasing funding sources
- Lessen the cost of construction through materials, building typologies, and labor
- Provide tax relief and prevailing wage relief for supportive and affordable housing

Timeliness is crucial. Both elected officials and the public must be mindful of the additional societal consequences that come with a needs represented by those living on our streets or those vulnerable to becoming homeless. This requires an investment by public an

gency in Los Angeles requires an exponential leap in the increase of the production of housing.

4. Humanistic Design

The pre-planning stages of delivering shelter to the unhoused require many considerations to achieve a thorough comprehension of mental and physical health, the type of homelessness (transitional or chronic), and the expectations of the unhoused person or people. As building blocks for a community, housing projects can be a catalyst for improvements to the public realm, as well as a beacon for hope.

- Add value to the neighborhood through design
- Employ trauma-based design
- Design for sustainability and climate change

5. Leadership, Governance and Activism

Coordinated leadership in prioritizing housing is required at all levels of the government to obtain resources and execute implementation at the scale required for the housing emergency. Government and community leaders must develop the public support necessary to increase densities and allow housing typologies that result in affordable homes.

- Support leadership in prioritizing housing of all types—supportive, affordable, workforce, and market throughout Los Angeles
- Modify zoning to allow for denser residential development
- Streamline the development approval process
- Significantly increase government funding for supportive and affordable housing

6. Activism

Proactive engagement by individuals is critical to achieving the proposed solutions to the homelessness emergency.

- Activism- volunteer, vote, reach out to elected officials and staff
- Philanthropy—give when possible
- Move from being thought leaders to taking measurable actions

lack of meaningful solutions. Los Angeles needs diverse types of housing throughout all areas of the city suitable for the range of d private entities in creating housing commensurate with the need for homes.

ACKNOWLEDGMENTS

ULI Los Angeles wishes to thank the following experts for their participation on panels at the convening:

Sponsors

A Community of Friends
AC Martin Inc
AECOM HUNT
AO Architecture
Artisan Ventures
Atlas Capital Group LLC
Brilliant Corners
Carl & Freya Muhlstein
Caruso
Eastdil Secured
Fidelity National Title
LPC West
Matt Construction
McCourt Partners
Path Ventures
Swinerton
The People Concern
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Office Untitled

Exhibitors

A Community of Friends
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Home 2 Employment
LA Poverty Department
Piece by Piece
ULI-LA
USGCB-LA

Speakers

Greg Colburn
Jenna Hornstock

Performance

LA Poverty Department

ULI Los Angeles wishes to thank the Homelessness Committee for their leadership, with a special thanks to:

Allison M. Lynch, ULI Los Angeles Chair

Homelessness Initiative Council Co-Chairs:
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Darcy, Coleman, Alagem Capital Group
Jet Doye, BRIDGE Housing Corporation
Thomas Gonzales, Economic & Planning Systems, Inc.
Crystal Gutenberger, Pasadena City College
Richard Hays, Grayslake Advisors
Jenna Hornstock, City of LA - Housing
Pamela Huning, Breakthough Properties
Tim Kawahara, UCLA Ziman Center for Real Estate
Hao Li, Citigroup Global Markets Inc.
Seth Merewitz, Best Best & Krieger LLP

Carl Muhlstein, JLL
Le Nguyen, Beleza Designs
Brendan O'Donnell, Abode Communities
Neal Payton, Torti Gallas + Partners
David Waite, Cox, Castle & Nicholson LLP

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This report and its recommendations are solely a product of the Urban Land Institute-Los Angeles and do not necessarily reflect the views of all individual convening participants or committee members.

RESOURCES

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https://la.uli.org/get-involved/local-product-councils/homelessness-initiative-council/hic-reports-and-white-papers/

Case Studies

fLor Lofts

https://www.kearch.com/flor-lofts

Stockton Shelter

https://www.rpm-team.com/stockton-homeless-shelter

Government Measures and Regulations

City of Los Angeles Executive Directive 1, December 2022

Executive Directive 1 (ED 1) expedites the processing of shelters and 100% affordable housing projects in Los Angeles. Eligible projects receive expedited processing, clearances, and approvals through the ED1 Ministerial Approval Process.ED 1 applies to all shelter projects and 100% affordable housing projects with an active or valid City Planning application or referral form filed with City Planning, and any ED 1 eligible projects under review by LADBS or LAHD.

https://planning.lacity.gov/project-review/executive-directive-1

City of Los Angeles Executive Directive 2, December 2022

Executive Directive 2 (ED2) is the Inside Safe Initiative. This initiative is a housing-focused solution to combating homelessness. All outreach and engagement efforts will be coupled with immediate interim housing and linkage to a permanent housing resource.

https://mayor.lacity.gov/sites/g/files/wph2066/files/2023-03/ED%202%20-%20Inside%20Safe%20Initiative.pdf

Government Measures and Regulations (Continued)

City of Los Angeles, Executive Directive 3, February 2023

Executive Directive 3 (ED3) maximizes the use of City-owned property for temporary and permanent housing.

https://mayor.lacity.gov/news/mayor-bass-issues-executive-directive-maximize-use-city-property-temporary-and-permanent

City of Los Angeles Housing Element 2021-2029

The Housing Element of the General Plan identifies the City's housing conditions and needs, establishes goals, objectives, and policies to guide future housing decisions, and provides an array of programs to meet Citywide Housing Priorities, including: addressing the housing shortage, advancing racial equity and access to opportunity, preventing displacement and promoting sustainability and resilience.

https://planning.lacity.gov/plans-policies/housing-element

City of Los Angeles Measure ULA, April 2023

Measure ULA (Mansion Tax) increases documentary transfer tax on all real estate sales or transfers of over $5 million, with all taxes collected from it directed to various housing and homelessness-related programs administered by the Los Angeles Housing Department.

https://codelibrary.amlegal.com/codes/los_angeles/latest/lamc/0-0-0-126995

Organizations

Downtown Women's Center

The Downtown Women's Center is the only organization in Los Angeles focused exclusively on serving and empowering women and gender diverse individuals experiencing homelessness

https://downtownwomenscenter.org/

RPM Team

RPM Team has developed facilities helping people transition from homelessness to stable housing.

https://www.rpm-team.com/homeless

SDS Capital Group

SDS Capital Group launches and manages impact funds transforming underserved communities

https://www.sds.capital/

SoLa Impact

SoLa Impact is a family of social impact real estate funds with a double bottom line strategy focused on preserving, refreshing, and creating high-quality affordable housing in low-income communities.

https://solaimpact.com/

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