

A ULI VIRTUAL ADVISORY SERVICES PANEL EXECUTIVE SUMMARY REPORT

VANCOUVER BRITISH COLUMBIA

Downtown East Side

June 28–30, 2021



ULI Program Staff

Mary Beth Corrigan
Executive Vice President
Global Leadership

Thomas W. Eitler
Senior Vice President
Advisory Services

Deborah Kerson Bilek
Vice President
Advisory Services

Lauren McKim Callaghan
Director
Advisory Services

Jacqueline Canales
Director
Advisory Services

Kelsey Steffen
Director
Advisory Services

Georgia Gempler
Senior Associate
Advisory Services

David Zehr
Senior Associate
Advisory Services

James A. Mulligan
Senior Editor

Laura Glassman, Publications Professionals LLC
Manuscript Editor

Brandon Weil
Art Director

Kurt Wisthuff, Arc Group Ltd
Graphic Designer

Adrianna Spindle-Jackson
Executive Report Writer

Cover photos: Left: A pitched tent on False Creek facing toward the Vancouver skyline. Tents often serve as the most viable shelter for those who are unhoused and lack access to permanent shelter. *(Mike W)* Right: Vancouver's skyline at sunset. *(Adi K)*

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Washington, DC 20036-4948

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About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries. The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2020 alone, more than 2,600 events were held in cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About ULI Advisory Services

The goal of the [ULI ADVISORY SERVICES](#) program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a

holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a three-and-a-half-day virtual Advisory Services panel (vASP) is tailored to meet a sponsor's needs. ULI members are briefed by the sponsor, engage with stakeholders through in-depth interviews, deliberate on their recommendations, and make a final presentation of those recommendations. A report is prepared as a final deliverable.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's vASP assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this vASP executive summary report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Acknowledgments



ULI's Advisory Services program is deeply grateful to a host of individuals and organizations who collaborated creatively toward the success of this virtual panel.

ULI extends its gratitude to Canada Mortgage and Housing Corporation (CMHC), Community Impact Real Estate Society, and ULI British Columbia for their thoughtful contributions to the panel scope and their willingness to probe and thoughtfully execute the panel's recommendations. In particular, ULI extends its gratitude to Duncan Wlodarczak from ULI BC, Lance Jakubec from CMHC, Steve Johnston from Community Impact Real Estate, and Shannon Paterson from ULI BC, all of whom provided invaluable local contextual information to ULI's panel team. Thank you for being so generous with your time.

ULI's Advisory Services program is deeply grateful to CMHC and the ULI Foundation without whose financial contributions this panel would not have been possible.

This work is part of an economic opportunity panel series delivered by ULI. These panels endeavor to provide thought leadership for underinvested communities—with a specific concentration on Black communities and communities of color—to attract real estate investment to achieve more equitable development that improves economic, social, and environmental resilience. The panel series is largely supported by the ULI Foundation and its members.

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About the Panel

ULI Panel and Project Staff

Panel Co-Chairs

Laura London

Former Associate Director
Arlington Partnership for
Affordable Housing
Arlington, Virginia

Richard K. Green

Director and Chair, USC Lusk Center
for Real Estate
Chair, Wilbur H. Smith III Department
of Real Estate Development
USC Sol Price School of Public Policy
Los Angeles, California

Panel Members

Charmaine Atherton

Senior Vice President—
Senior Development Manager
Banc of America Community
Development Corporation
Los Angeles, California

Ilana Branda

Deputy Chief, Services to End and
Prevent Homelessness
Montgomery County Department of
Health and Human Services
Silver Spring, Maryland

Hal Ferris

Founding Principal
Spectrum Development Solutions
Seattle, Washington

Christopher Ptomey

Executive Director,
Terwilliger Center for Housing
Urban Land Institute
Washington, D.C.

Jermaine Ruffin

Associate Director for Equitable
Planning and Legislative Affairs
City of Detroit
Detroit, Michigan

Jeahny Shim

President
Housing Lab Toronto
Toronto, Ontario

ULI Project Staff

Deborah Kerson Bilek

Vice President
Advisory Services

David Zehr

Senior Associate
Advisory Services

Adrianna Spindle-Jackson

Report Writer

Introduction and Historical Context



PANEL SPONSOR

Vancouver, British Columbia’s Downtown Eastside, referred to as DTES in this report, has a rich—but mixed—history of culture and community. It has been home to Indigenous populations and communities of color for decades and has also experienced significant removal and displacement driven by economic and policy decision-making. Currently, the neighborhood experiences heightened illicit activity as well as high rates of residents who face precarious employment and housing.

Despite these challenges, there remains a strong sense of pride in the DTES, championed by longtime residents and local business owners. This is illustrated in the dedicated community efforts to address current challenges.

Land Acknowledgment

Honoring the history of the DTES served as an important foundation for the panel as it considered its assignment. ULI is commit-

ted to the process of decolonization and reconciliation with First Nations and urban Indigenous communities and acknowledges that the site of this Advisory Services panel is located on unceded traditional and First Nations territories. Many are unceded traditional territories of the *xʷməθkʷəyəm* (Musqueam), *Skwxwú7mesh* (Squamish), and *səlilwətaʔ* (Tsleil-Waututh) nations.



The DTES area has a long history of a rich cultural presence. Pictured here is part of its Chinatown.

History of the Downtown Eastside Neighborhood

Panel members began their introduction to the DTES neighborhood by receiving an overview of the area's history. The theme of dispossession was identified often and consistently: Indigenous populations were the earliest inhabitants of the land, and their

systematic removal is demonstrative of the dispossession that the neighborhood would experience in the following decades. Other examples of displacement involve the destruction of DTES's Japan Town during World War II, including the internment of Japanese and Japanese Canadian residents. Later, the predominantly Black neighborhood of Hogan's Alley was destroyed to build a viaduct for a proposed highway that was

ultimately never built. A walk through the DTES today reveals the impact of repeated and forced residential displacement and its effect on land use and the built environment.

The DTES neighborhood was a transitional hub in the early 1900s, with communities of color prominently represented throughout the neighborhood. Yet in the years that followed, neighborhood diversity declined. This may largely result from a significant reduction in government presence in the area, including the transfer of the city government seat to an area farther west, which contributed to a decline in daily foot traffic, negatively affecting local businesses. Diversity continued to decline through the 1950s, with the trend of white middle-class residents and businesses departing the neighborhood for nearby suburban areas.

Problems in the area were exacerbated by the 1986 World Exposition on Transportation and Communication, or Expo '86, which drew thousands of people to Vancouver, creating the need for immediate housing and infrastructure changes. What resulted included the forced eviction of longtime residents from the DTES to make way for hotels that would accommodate increased tourism. With no affordable housing options for displaced residents, suicide and homelessness rates increased, as did the prevalence of drug use in the DTES.

Today, the DTES neighborhood is faced with challenges that have culminated from decades of removal, dispossession, economic neglect, and a fraught history of racism, particularly around Indigenous peoples. Furthermore, many residents across Vancouver, and particularly in the DTES, face difficulties finding affordable housing, combined with challenges associated with addiction and mental health.

Together, these obstacles cause increasingly precarious housing situations for those who are employed and generate a cycle that leaves at-risk populations increasingly vulnerable: without access to affordable housing, individuals wind up living on the street and often suffer from additional social issues, which ultimately jeopardize their chances to find stable employment—thereby creating a downward spiral.

Despite all this, the DTES neighborhood is primed for innovative solutions, with residents and local businesses equally committed to the preservation of the community. Panel sponsors and stakeholders alike are eager to identify mechanisms to increase production of and access to affordable housing and to identify innovative solutions to provide workforce housing.



Expo '86 put Vancouver on the international map, drawing tourists from around the world. It also necessitated additional hotel and housing, displacing longtime residents as a result.

Panel Assignment and Scope

ULI British Columbia, in partnership with the Canada Mortgage and Housing Corporation (CMHC), and Community Impact Real Estate Society invited ULI to convene a virtual Advisory Services panel to address the intersection of work and housing in Vancouver's DTES neighborhood. The panel was specifically asked to offer recommendations on safe, sustainable housing solutions for workers who are engaged in employment or training and who are housing insecure. Panelists were asked to provide strategic recommendations on the following issues:

- The ideal structure of the partnership to create housing options for individuals who are employed and experiencing homelessness or at risk of experiencing homelessness;
- The tenancy options for worker-focused housing;
- The benefits of mixed-use buildings in the creation of worker-focused housing; and
- Creative strategies at the intersection of housing and employment for the DTES neighborhood.



Expanding the Scope

The panel's assignment initially included a request for consideration of the DTES as the sole geographic study area and an exploration of approaches to worker-focused housing. Over the course of the panel, panelists acknowledged that to adequately assess the needs of the DTES area and identify sustainable solutions, the lens would need to be widened beyond the geography of the DTES to include the entire city of Vancouver.

Panelists therefore defined the housing story as much bigger than what might be captured by the DTES alone and redefined the scope to capture this expansion. The scope statement shifted from "Innovation in housing to support individuals who are employed or engaged in employment training programs is essential" to "Innovation in housing is essential."

A Holistic Approach: Whack-a-Mole Is Not an Economic Development Strategy

Patterns of displacement and gentrification are present in Vancouver and most cities across North America. To foster holistic

solutions that will address these issues, panelists recommend resisting the urge to implement block-by-block solutions. Rather than focus on the housing needs of one specific neighborhood, it is crucial to establish an integrated system that supports sustainable, holistic citywide-supported solutions.

Panelist recommendations are therefore tightly intertwined, necessitating their

collective implementation to reach the overarching goal of increased affordable housing and innovative workforce housing solutions throughout the entire city. In addition, the systems and processes necessary to move toward solutions must simultaneously confront the racism, poverty, and systemic dispossession that have historically been present both in the DTES neighborhood and in Vancouver as a whole.



Early on, the panel identified the importance of expanding the scope of its work to include mechanisms for Vancouver to support efforts specific to the DTES.

GUILHEM VELLUT

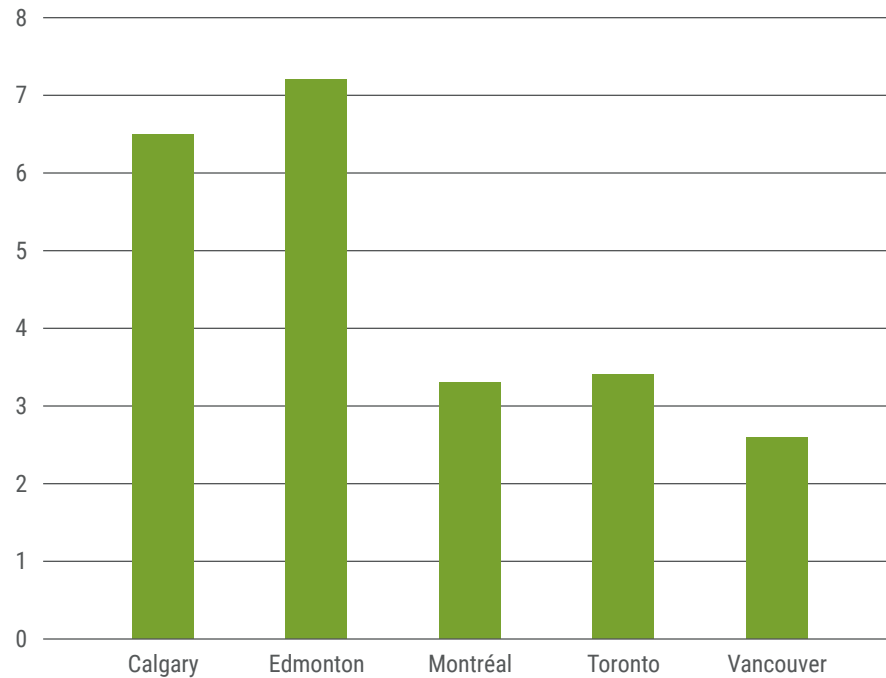
Vancouver's Housing in Context

To evaluate housing conditions in Vancouver, panelists compared it to four other Canadian cities and five West Coast U.S. cities using three indicators: vacancy rates, production rates, and homelessness rates.



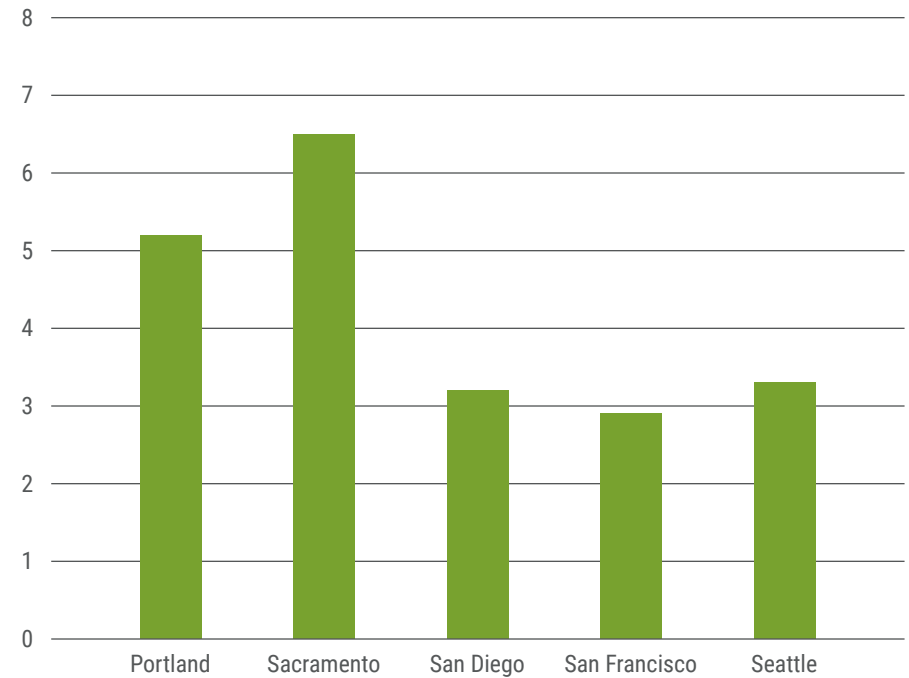
JOE MABEL

Canadian Vacancy Rates for 6+ Unit Buildings, 1Q 2020



Source: Statistics Canada.

U.S. Vacancy Rates for Rental Housing, 1Q 2020



Source: U.S. Census Bureau.

Data show that Vancouver's vacancy rate is considerably lower than that of other major Canadian and U.S. West Coast cities.

Vacancy Rates

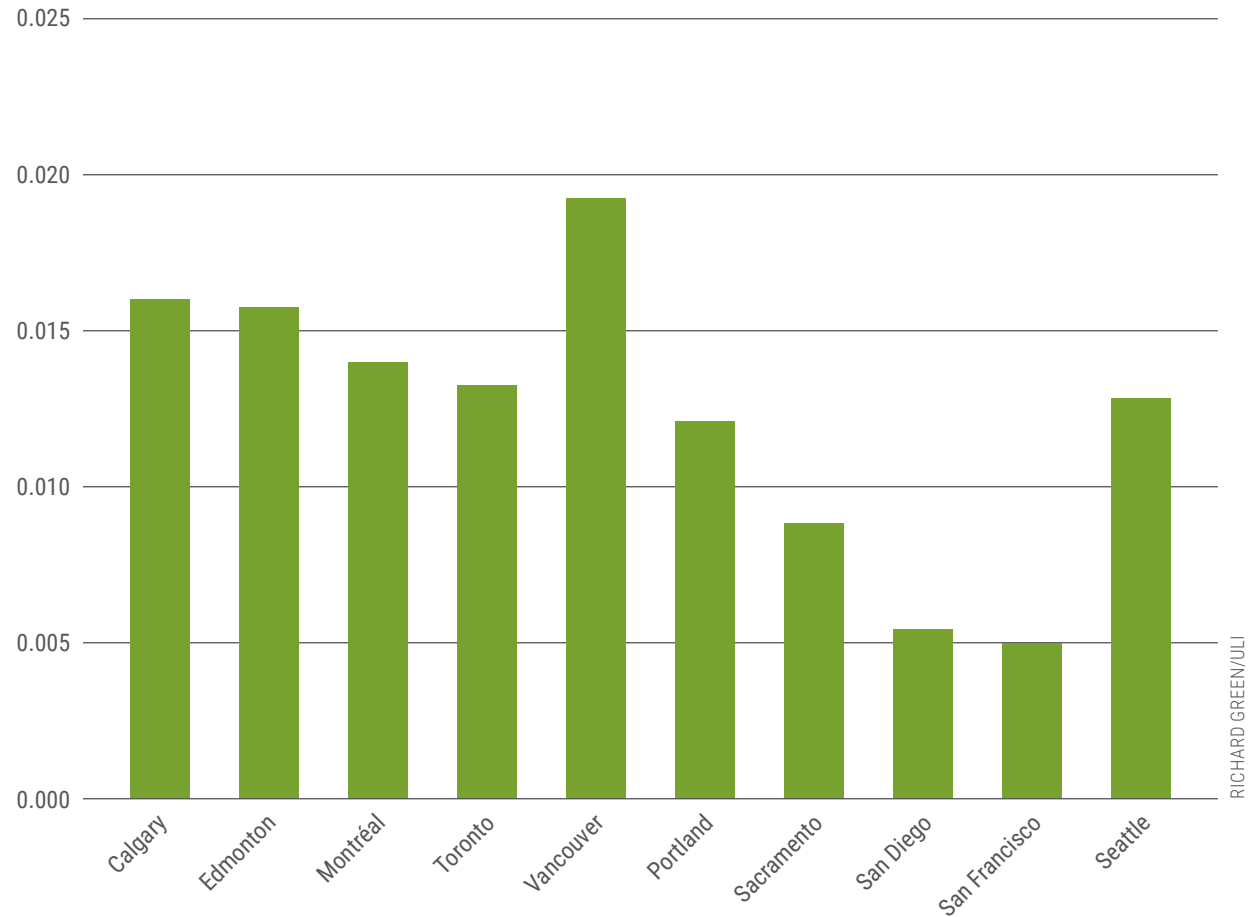
Vacancy rates often determine whether housing remains affordable. The economics literature consistently finds an equilibrium apartment vacancy rate of about 5 percent—this is the rate at which inflation-adjusted rents neither rise nor fall. Canadian and U.S. vacancy data are not strictly comparable, because the U.S. Census Bureau measures vacancy among all rental housing whereas

Statistics Canada measures vacancies only in properties with six units or more. Nevertheless, panelists can say the Pacific Coast has low vacancies. Among coastal cities, only Portland is just above the 5 percent equilibrium vacancy rate. Vancouver's vacancy rate is considerably lower than that of the other five cities used for comparison.

Production

Vancouver has built more housing relative to its size compared with the other Canadian and U.S. cities in this analysis. In comparison with San Francisco and San Diego, Vancouver's housing production rate is four times higher. Vancouver is therefore doing well, though it has room to improve the vacancy rate. Vancouver is an attractive place for both residents and capital, thus demonstrating how difficult it is to stay ahead of the demand for housing there.

Residential Units Authorized by Building Permit per Capita, 2019–2020



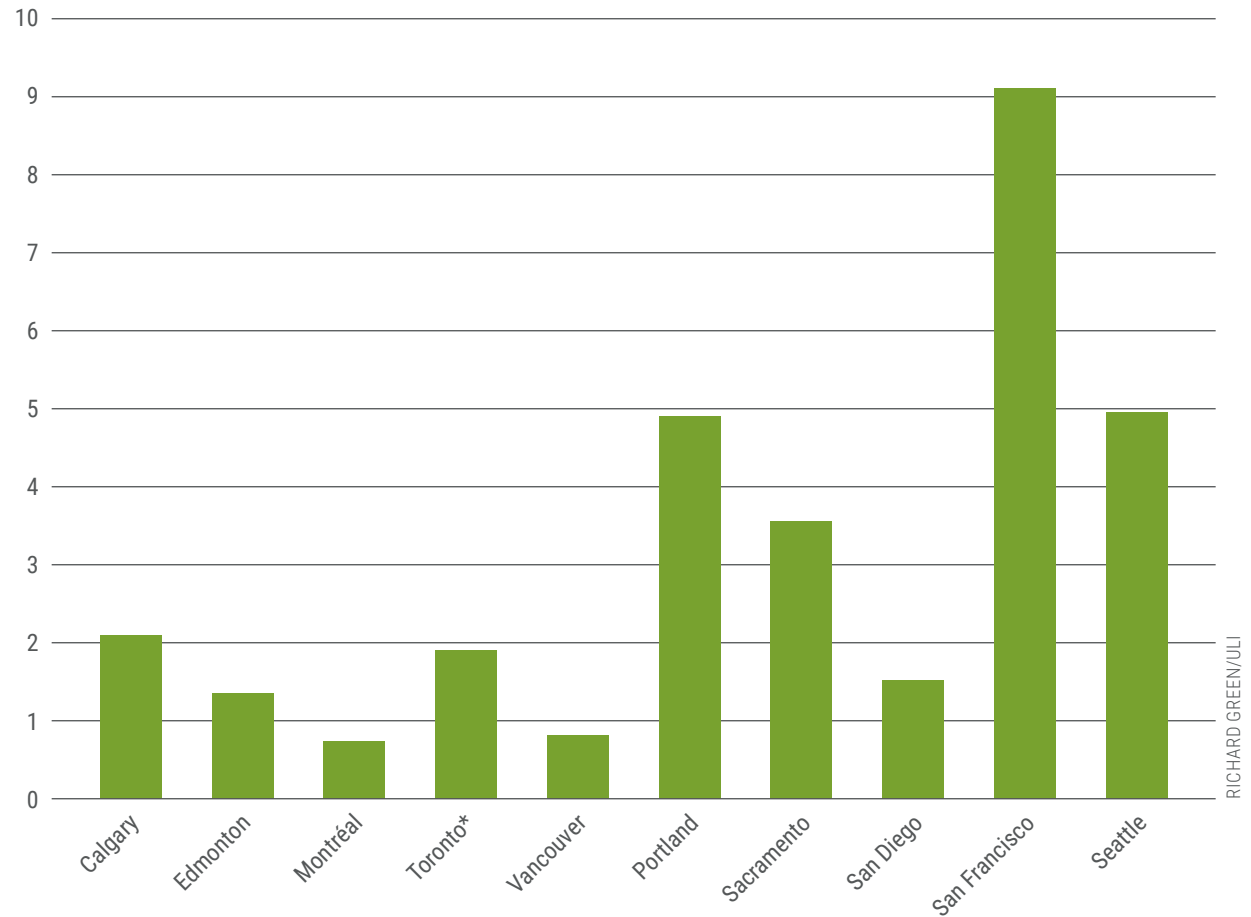
Sources: Statistics Canada; U.S. Census Bureau.

Vancouver's production rate is reasonably high relative to its size and compared with other major Canadian cities.

Homelessness

In Vancouver, and the DTES specifically, homelessness is a serious and very visible problem. Nevertheless, the homeless rate in Vancouver is well below those of U.S. West Coast cities. Differences in the social safety nets, particularly with respect to access to health care, between the United States and Canada may contribute to this outcome. In general, Canadian cities have far lower rates of homelessness. The homelessness that does exist in Canadian cities is highly concentrated, thus making it very noticeable in places like the DTES.

Homeless Count per 1,000 Population



Sources: U.S. Department of Housing and Urban Development; Canada Homeless Hub; ULI panel calculation.

Note: U.S. data 2019, Canada data 2018. *Toronto data are for 2019.

Although Canadian cities generally have lower rates of overall homelessness, the share of people experiencing homelessness is likely to be concentrated, such as in the DTES neighborhood.

Recommendations

Panelists prioritized honoring the history and resilience of the DTES neighborhood as the foundation for contextualizing the scope and for anchoring their recommendations. Consequently, the palette of recommendations is grounded in these core tenets, which include recognition of Indigenous populations, acknowledging historically originated patterns of discrimination and dispossession, and lifting and strengthening human dignity and agency.

Panelists also noted the importance of the city of Vancouver as a player in addressing challenges, particularly on issues of maintaining and preserving affordable housing and in creating new housing. Though recommendations remain rooted in addressing challenges specific to the DTES neighborhood, they also simultaneously expand the conceptualization of the problem beyond the DTES.

Collectively, the panelists' recommendations seek to:

- Expand the overall housing supply, with a focus on affordable housing;
- Increase coordination and means to execute supportive services within a coordinated network;



GOTOVAN

- Implement policies and tools to strengthen the DTES and beyond (city, region, country);
- Expand to scalable solutions;
- Operate starting in the near term and running over a longer horizon;
- Use messaging that tells stories and celebrates successes; and
- Encourage a tri-governmental partnership that will support housing affordability and workforce housing efforts.

Recommendations fall into two broad categories: (1) commitment to production and affordability, and (2) enhancing and strengthening housing- and employment-focused supportive services. Tracking these categories, the panelists propose a vehicle for implementation that requires tri-governmental partnership and coordination.

Commitment to Production and Affordability

A multifaceted approach is necessary to generate needed production and affordability. This includes identifying innovative solutions to overcome limited land availability, proactively combating prolonged development timelines, and identifying effective solutions to produce and preserve affordable housing sites.

Address Opportunities and Challenges of Limited Land Availability

Land is a limited resource. Identifying specific barriers and the corresponding areas of action to support the continued efforts related to production of affordable housing in Vancouver is paramount. Challenges specific to Vancouver are detailed in the following subsections.



CHRIS CLOGG



LUCIAN SALVUC

A shoreline at Lighthouse Park in Vancouver.

Competition between Affordable Housing and Private Developers

Competition exists between affordable housing developers and private developers for land. And because land is already constrained, this competition diminishes the possible supply of affordable housing options for Vancouver's residents. According to the panel, specific steps that affordable developers and stakeholders can take include the following:

- Creating and enhancing incentives for affordability, including "by right" or increased density in exchange for specific area median income (AMI) restrictions, using a matrix for transparency.
- Making acquisition loans at favorable terms with the commitment of affordable use and establishing an AMI range that

constitutes affordable within the definition. These loans can be provided by a variety of sources, including banks that are doing the construction and/or permanent loan for the projects and therefore have already underwritten the transaction such that the acquisition loan is almost like an "early advance" on the construction financing, which then repays the acquisition loan at closing, and municipalities that have funding available from sources that allow this type of financing, which could also fund and be repaid at construction loan closing. In the United States, Community Development Financial Institutions such as Enterprise, Low Income Investment Funds, and Local Initiative Support Corporations are examples of additional institutions that also provide these funds.

- Inventorying the underused land owned by municipalities and making the land available through favorable sales terms or ground leases.
- Strengthening the connections between nonprofit, faith-based, and other landowners with developers of affordable housing.

Finite Infill Locations

Vancouver's geographic situation is unique: it is constrained by an international boundary, mountains, and ocean, all of which pose

an extreme limit to the possibility for infill development locations within the city. To address a lack of undeveloped parcels in the urban center, panelists suggest continuing and strengthening incentives for development "by right" through increased density and by subsidizing on a per unit basis.

Prevalence of Single-Family Homes

Increasing the share of affordable housing in the city must include reconsidering the way the city engages with single-family lots. Panelists recommend the following:

- Making accessory dwelling units (ADUs) "by right," thus allowing homeowners to create ADUs more easily.
- Rezoning on fringes and along arterials where additional density makes sense.
- Allowing for duplex, triplex, and fourplex production on single-family lots that are tied to covenants to ensure long-term affordability.

REIT Investment in Single-Family Homes

An opportunity exists for an environmental, social, and governance-focused real estate investment trust (REIT) that would buy and manage single-family homes with long-term affordability in mind. Two examples in the

United States may serve as a model for Vancouver:

- The Housing Partnership Equity Trust acquires and operates rental units in the United States in partnership with nonprofits to make affordable housing available to lower- and moderate-income individuals and families (learn more at: <https://www.hpequitytrust.com/>).
- Nico, based in Los Angeles's Echo Park, is a neighborhood investment company with a similarly positioned model that promotes wealth and ownership for local residents who want to invest in their community (learn more at: <https://mynico.com/>).

Panelists recommend that the city of Vancouver consider adopting some or all of the mechanisms used in these examples, scaling up as necessary to meet citywide housing needs.

Opportunities related to the redevelopment of neighborhood nodes, such as the Georgia and Dunsmuir Viaducts, also exist. These kinds of redevelopment efforts present avenues to create inclusion and affordability that can include incentives that drive down development costs in exchange for housing that is affordable at specific incomes. The panel acknowledges that practices such as this occur throughout the city. Land deals

that are structured for commercial use and that allow social enterprise businesses to be present and thrive within the neighborhood provide another option, and panelists recommend continuing to arrange deals in this way.

Improve Timeline for Approvals

Development timelines are important to both residents and developers. The city of Vancouver suffers from long development timelines, which can frustrate residents in need of housing and burden developers with unforeseen costs. Opportunities exist to improve development timelines, but doing so requires innovation. Crucial aspects of this effort include taking stock of what is driving the timeline, identifying the slowest steps of the process, and developing and implementing actionable steps.

Substantial development of new residential units is necessary to address Vancouver's low housing inventory. Low-cost housing options are needed for DTES residents, particularly for those who are sleeping rough or residing in unsafe units. This phenomenon is problematic, but it is not unique to Vancouver; all major cities in the western hemisphere share this housing challenge.

To address this challenge, cities in the United States have been able to effectively leverage overlay zones to define, incentivize, and achieve residential development. Panelists recommend that the city of Vancouver look to these examples to identify new strategies—or improve upon existing strategies—to grow its citywide housing inventory. The panel acknowledges that zoning issues can present political challenges for decision-makers, but when implemented properly, an overlay zone provides multiple benefits, such as the following:

- All resident, business, nonprofit, social sector, and development stakeholders are engaged to ensure that planning reflects their input needs, priorities, and concerns.
- The plan fully defines and incentivizes a transparent development plan, removing overly broad discretion and political influence from the conversation.
- The overlay provides clear deadlines for project approvals.
- Leadership is clearly defined and fully empowered to implement the plan and overlay.

Learning from New Rochelle, New York, and Arlington, Virginia

New Rochelle's Overlay Zone

Several North American cities have identified solutions that minimize development timelines. One such city that stands out is New Rochelle.

The downtown overlay zone in New Rochelle was highlighted during ULI's 2019 Fall Meeting as an initiative that helped transform a downtown district that had otherwise not seen construction in over a decade. New Rochelle's downtown overlay zone and the process that led to its implementation—including overcoming public opposition, political tension, and unwieldy environmental regulations—can serve as a blueprint for Vancouver and the DTES neighborhood to spark development and meet critical housing needs.

Specifically, in 2015, New Rochelle established a 275-acre downtown overlay zone that:

- **Simplified zoning using a form-based approach** that eliminated most use restrictions, establishing clear design standards and enabling and incentivizing density and the production of units affordable to moderate- and lower-income households;

- **Streamlined project approvals**, creating a “transparent road map” for developers and guaranteeing project approval decisions within 90 days (often delivering within 60), including a streamlined process for navigating state environmental reviews; and
- **Reflected resident preferences**, leveraging extensive input on land use and redevelopment priorities collected through the city's Crowdsourced Placemaking Platform over the course of a year.

Five years later, the forward-thinking strategies implemented in New Rochelle are proving fruitful:

- **Thirty-two projects** have been approved and more than a dozen are under construction.
- An additional **US\$4 billion** in new investment is expected.
- Exceeding the initial goal for numbers of total and affordable units, **6,300 new housing units** are expected, with **770 affordable to low-income households**.
- **Some 245,000 square feet** of nonresidential development is underway.
- More than **US\$530 million in local tax receipts** are expected over a 20-year period.

- The First Source Referral Center employment center, a resident-identified priority, has opened, delivering employment opportunities to more than 300 New Rochelle residents to date.

As cities seek to build housing and high-quality neighborhoods, New Rochelle's downtown overlay zone serves as a compelling reference. New Rochelle overcame obstacles such as NIMBYism, political infighting, entitlement timelines, regulatory costs, and infrastructure needs using tools such as form-based codes, density bonuses, and community benefits. New Rochelle's engagement with all major stakeholders supported its success. The city's plan attracts new housing and economic development that the city needs, creating a synergy that advances current resident and business visions for the city's future.

Arlington's Affordable Housing Master Plan

Arlington provides an additional example for how a jurisdictional approach can address housing issues that often become concentrated in neighborhoods and smaller areas.

Arlington crafted an affordable housing master plan to address the entire county. The County Board, made up of five at-large,

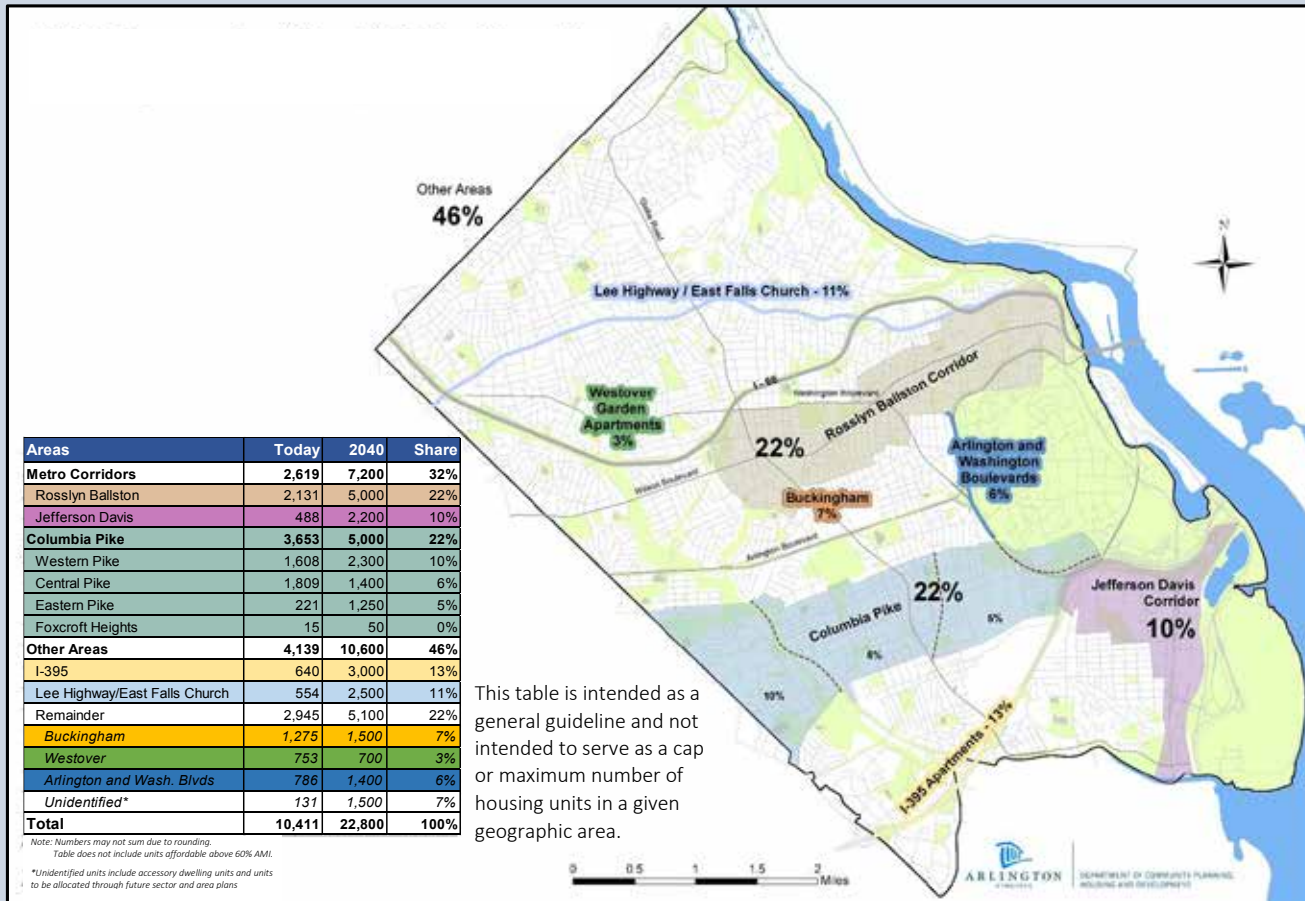
elected officials, adopted the Master Plan in 2015 after three years of wide civic outreach. The board established goals and targets for housing in areas across the county, including financing tools, a regulatory strategy, an implementation plan, and a monitoring and reporting plan to ensure

that all areas of the county are fulfilling the established goals.

Both New Rochelle, New York, and Arlington, Virginia, demonstrate dedicated efforts to increase the production of and access to affordable housing, one by

producing substantial new housing and more affordability in a defined area, and another through establishing a countywide plan to create increased housing access. The DTES neighborhood, and Vancouver as a whole, stands to benefit from both examples.

A table illustrating the 2040 projections for Arlington, Virginia's affordable housing master plan and a corresponding map that shows the countywide affordable housing effort.



This table is intended as a general guideline and not intended to serve as a cap or maximum number of housing units in a given geographic area.

ARLINGTON, VIRGINIA, DEPARTMENT OF COMMUNITY PLANNING, HOUSING AND DEVELOPMENT

Production and Preservation of Affordable and Workforce Housing

Effective implementation and financing tools are a critical aspect of producing and preserving affordable and workforce housing. But many other tools need to be implemented. No single tool alone will result in housing affordability. Concerted effort is needed across ideas and sectors—city, business community, landowners, and social services administrators—to plan and coordinate tools.

Panelists recommended several such strategies, including the following:

- **Deploy financing tools**, some of which are already available through CMHC. This includes favorable financing and underwriting such as an 80 percent loan to cost for new construction, 1.15 times debt service coverage ratio, 2 percent interest rate with a 10-year term and 40-year amortization, and commercial use up to 30 percent of gross square footage. Using these tools should be concurrent with a longer-term commitment at the municipal and city levels for affordability.
- **Reduce annual property taxes** in return for permanent affordability of 50 percent of the housing. Panelists acknowledge that

this practice may not be common or even permissible currently for certain building types in Vancouver, but they also understand that property tax reductions are taken on an annual renewal basis for some nonprofit buildings. Panelists therefore recommend exploring this practice further as a way to promote permanent affordability.

- **Reduce the amount of parking** required, or require no parking, especially in areas well served by transit. Panelists acknowledge that similar practices may currently exist but suggest broadening this practice overall. Parking structures are costly in urban environments, and surface lots take up land that could otherwise be used to house people—not cars.
- **Waive impact fees** for permanently affordable housing. Panelists acknowledge that, depending on what impact fees are, this practice is sometimes exercised in certain situations; the panel therefore recommends augmenting this practice so that it occurs more broadly.

Additional Avenues to Affordability

Using the preceding tools and metrics, panelists developed several suggested parameters that could provide guidance

for achieving affordable housing production to meet the need in both the DTES and the city of Vancouver. These parameters include using a 50/50 split between market-rate and AMI units, and focusing on affordable commercial space and transitional housing.

Using a 50/50 Split between Market-Rate and AMI Units

Panelists recommend that 50 percent of units can be at market rate and the other half can be at 50 percent of AMI, thereby providing a significantly reduced rent for residents. The AMI for Vancouver in 2016 was C\$72,000 per year as determined by CMHC. Another alternative with the same economic result would require 25 percent of the units to be affordable to families earning 30 percent of AMI and 25 percent of the units to be affordable to families earning 70 percent of AMI.

Focus on Affordable Commercial Space and Transitional Housing

Both affordable commercial space and transitional housing are an important part of the solution, but both of these product types pay little to no rent. In this case, two solutions may be (1) public funding and (2) subsidized construction costs. Panelists suggest that this is best done in a stand-alone building that includes both commercial affordability and transitional housing. This

building can be part of a larger mixed-use project, but panelists acknowledge that this makes the execution of both the privately and publicly funded portions more difficult. This is because it is difficult to coordinate timing and financing between the two pieces.

Capital Stack and Returns	
Debt	80%
Low-interest mezzanine loan @ 3%, 15 years	9%
Equity	11%
Total	100%

Source: ULI.

What Does This Do for the Capital Stack and Returns?

The debt in the capital stack and returns example, as developed by the panel, is financed at an 80 percent loan to cost. The debt is 80 percent of the capital stack for the new development. Panelists acknowledge an opportunity that is not readily available, though possible to acquire, is a low-interest mezzanine loan at 3 percent with a 15-year repayment term. This would allow lenders to earn 3 percent interest, with a total return of capital after 15 years. The low-interest mezzanine loan is subordinate to the primary debt because the mezzanine loan is a little less than 50 percent of the



An example of some of the affordability tools discussed can be found in a recently delivered Seattle development. The city converted a single-room-occupancy (SRO) building to apartments through an adaptive use process. Adjacent to the converted building was a market-rate apartment building built using five levels of wood frame over one level of concrete. The developers did not use all the tools identified here, so units were affordable only to households earning 80 percent of AMI.

total equity required. Equity investors would then put in the rest of the money through private equity for the remaining capital stack. The resulting capital stack results in an 80/20 debt/equity mix in the eye of the lender, because the mezzanine loan is subordinate to the primary debt.

Who Is Sponsoring Low-Interest Mezzanine Loans?

Low-interest mezzanine loans are becoming increasingly attractive to a variety of entities, such as large corporations, including big tech. Panelists suggest that these loans

therefore could be attractive to companies with large employment bases in Vancouver, entities such as industry associations, hospital associations, higher education, retail, hotels, and construction, along with high-net-worth individuals and family offices.

For instance, in Seattle, Washington; Portland, Oregon; and various cities in California, mezzanine loans are springing up as lenders are ramping up their participation in this kind of endeavor. Amazon and Microsoft, for instance, entered the affordable housing market by teaming up with a local housing authority to purchase existing units, with a plan to preserve and lower rent to make the units more affordable over a longer period. This demonstrates an easier and faster way for corporations to enter the market and make a difference, but it does not provide the benefit of increasing the housing stock that is needed on the West Coast and in Vancouver. For the private investor, the model works out to be 6 percent cash on cash return with a 12 percent internal rate of return, assuming a sale in the 10th year. In most cases, ideally, investors will have a longer hold perspective and would not be looking to sell right away.

What Does This Mean for Canada?

Canada possesses some unique opportunities. For instance, investors or employers can give preferential leasing priorities to their employees—a phenomenon that is unavailable in the United States. Employers in Canada have the ability to identify employees who are unable to get to work and prioritize housing opportunities for them, allowing them to live closer to where they work. This can be empowering for individuals who are starting employment or balancing shift work at odd hours because it minimizes overall commute times and transportation costs and can therefore lead to positive implications for overall job stability.

As in the United States, faith-based communities also provide an opportunity. Churches tend to be land rich, often possessing large pieces of land in the form of surface lots or other open space. Municipalities, states, and provinces are beginning to pass laws allowing churches to take advantage of their excess land by substantially increasing the zoning and density on their property in return for permanent affordability. Vancouver follows such a practice, and panelists suggest that this continue.

In the United States, examples exist specifically for faith-based development projects, such as initiatives through Enterprise, which has a faith-based development initiative that seeks to engage and assist the faith-based community in helping ensure that people of all incomes have access to fit and affordable housing and community resources (learn more at: <https://www.enterprisecommunity.org/impact-areas/preservation-and-production/faith-based-development>). Its activities include providing early pre-development loans, community loan products, long-term mortgage loans for new construction, and rehabilitation of affordable and market-rate multifamily housing, among other vehicles. The initiative acts as a clearing house and matchmaker for technical information. Partnering with similarly positioned third-party providers may support ventures into faith-based development partnerships.

Enhancing Supportive Services

Increasing affordable housing is a complex issue that requires coordination of multiple sectors to foster sustainable solutions. The DTES neighborhood currently benefits from a well-defined ecosystem of support services, creating a culture of support for vulnerable populations who call the DTES neighborhood home. But more can be done to strengthen coordination overall.

Supportive services need not only coordination, but also a champion with an organizational backbone and political force to lead the charge. The efforts of current stakeholders in the DTES are clearly evident, and the foundation is therefore strong to continue to increase affordable housing development and access, as well as bridge the gap between housing and employment. Synthesizing efforts and identifying and deepening existing partnerships are both important avenues to further address the intersection of homelessness and employment.



ROSS DUNN

Fostering Partnerships: Expanding the Table and Deepening Inclusion

Partnerships are at the core of supportive services. Expanding and deepening these partnerships can further the impact of these efforts. For instance, the integration of hospital and health care systems into the already established system of support can lead to the provision of additional supportive services that were not available previously. Panelists acknowledge that both labor and employment have a strong presence in the DTES supportive services arena. Incorporating additional partnerships along transit corridors will deepen supportive service opportunities.

Who Is the Champion of This Work?

While partnerships provide an ecosystem of support, establishing a leader to own the coordination effort will help move the progress of these efforts forward. One way many communities are doing this is with a coordinated system, where housing services and delivery entities participate in data-sharing agreements to ensure no one is falling through the cracks. This also helps identify the most appropriate services for individuals as efficiently as possible.

What Cities Have Established This Kind of System?

Vancouver can learn from several other cities that have advanced their practices in this space. For instance, the Baltimore City, Maryland, Continuum of Care (CoC) provides an outline of all the entities that are involved in the CoC. It is set up to ensure the system is coordinated with a clear champion for each area (learn more at: <https://journey-homebaltimore.org/baltimore-city-continuum-of-care/>).

Furthermore, the Chicago Coordinated Entry System provides another example of an organization that does an excellent job of acknowledging the many points of entry that someone experiencing homelessness or living rough may access. These entry points are coordinated in such a way that establishes “no wrong door” for residents in need of assistance (learn more at: <https://www.csh.org/chicagoces/>).

With all the well-developed services in Vancouver and in the DTES, these examples provide a lens and direction for how the city might provide a more cohesively coordinated system of care.

Housing Navigation and Tools

An important element of enhancing supportive services is ensuring adequate access for potential residents to identify available housing options. Capitalizing on mechanisms of peer support can play a major role in supporting residents in becoming and staying housed.

What Might Access Look Like?

In addition to strategies to coordinate services, the city must address how to get residents connected and into housing. Navigation tools are the first step. Vancouver has a number of static housing listing services and can benefit from more dynamic navigation tools; a dynamic search allows residents to identify relevant and accurate listings in real time.

Examples of dynamic search engines for affordable housing include the District of Columbia’s free affordable housing listing (learn more by visiting: www.dchousing-search.org) and Housing Navigation Services: A Catholic Charities Program (learn more by visiting: housingnavigation.org). Both of these services demonstrate dynamic approaches to sharing real-time information about housing resources,

including access to affordable housing options for two different communities.

Of note, partnerships are key in making this kind of navigation tool successful, particularly given that access to technological hardware and software might be difficult for vulnerable populations. The information on such platforms is only as good as the information that is put into them and only useful if it can be accessed by those in need. Therefore, developing strong partnerships with housing providers will be a key component to establishing and operationalizing this service.

Access to housing can also be addressed by using existing space and housing structures more efficiently. Home sharing—where a homeowner offers to rent an extra room to someone looking to rent—can be a great way to match housing supply with demand while ensuring that vacant bedrooms are filled. A fair number of single-family homes are available in Vancouver, so leveraging empty bedrooms for those in need could help address access to affordable and safe housing.

Other cities and jurisdictions provide examples of successful home-sharing programs. For example, in Baltimore City, Maryland, the St. Ambrose Housing Aid Center, with its mission to create and maintain equal

housing opportunities for the city's low- and moderate-income people and to encourage and support strong and diverse neighborhoods, demonstrates a successful example for how home sharing might work. Of note, the St. Ambrose Housing Aid Center offers a host home program for homeless individuals between 18 and 24 years of age. (Learn more by visiting: www.stambros.org).

In Montgomery County, Maryland, the Home Sharing Program, which is supported by the County's Department of Health & Human Services, offers free access to an online platform and provides background checks, lease creators, and home-sharing insurance. (Learn more by visiting: <https://hiphomes.org/home-sharing/>). Both Maryland programs provide a blueprint for what might be possible in Vancouver.

What Might Maintenance Look Like?

To promote sustained residence, several programs exist that focus on supporting individuals with additional needs from the time they are searching for housing and past their move-in date. Assistance and community service integration demonstrate how this might work. For instance, in Maryland, federal Medicaid dollars are used to support housing case management, with the idea that providing support from the time someone reaches out for help in

accessing housing through maintaining housing with support from case management will help more people get and stay housed. This kind of “pay for success” model seeks to get ahead of the costs associated with homelessness, such as hospital emergency room visits, ultimately preventing the costs from being incurred in the first place. The panel acknowledges that there have been high-level proposals from advocacy groups for such an approach to funding the unhoused population in Vancouver and suggests advancing these ideas further.

Housing aimed at specific communities, such as those in mental health recovery or those with neurodiverse issues, also serves as a blueprint. Flexible payment schedules can be used to acknowledge that those individuals in recovery as well as other vulnerable populations may have precarious sources of income for extended periods.

Employer-supported programs should also be explored. Cost sharing provides opportunities related to tax-free and pretax allocations where portions of paychecks are allocated for rental payment. For many people, getting a foot in the door is often the biggest barrier to obtaining housing. Cost sharing can provide security deposits and first and/or last month's rent, as well as basic needs related to move in. Employer-based

consumer loans similarly support these efforts. Neighborhood Housing Services of Baltimore is an example of a nonprofit organization that partners with an employer and gets paid back by a small monthly payment taken out of a paycheck (learn more at: <https://www.nhsbaltimore.org/>).

Establishing Peer-to-Peer Housing Support Networks

Peer-to-peer assistance for those experiencing homelessness and safe drug use spaces can be extremely powerful, and DTES has a robust and established peer-to-peer network in this space. Panelists recommend that the current peer-to-peer networks in the DTES neighborhood serve as a model to adapt and shift toward a housing-focused network.

For instance, organizations in the housing space could identify individuals who have successfully used public or nonprofit housing supports and match them with those who are new or have limited experience with using housing supports. This support can include guidance on navigating housing systems, tips for staying housed, bill payment setup, and the like. Panelists acknowledge that several organizations—such as Atira Women’s Resource Society—function in this



PHOTOMIX

Getting people access to housing is greatly enhanced by the coordination and extension of partnerships across supportive services.

space in the DTES neighborhood and suggest leveraging this strong community of social service provision to establish or grow housing-specific peer-to-peer models.

Several additional organizations in both the United States and Canada have established housing-specific peer-to-peer models, including those discussed below.

Avalon Housing in Ann Arbor, Michigan

Avalon Housing, a nonprofit organization in Ann Arbor, Michigan, uses a supportive housing model and specifically hires a housing peer-support specialist for residents participating in its programming. Peer specialists support residents in navigating

housing services, coping with new environments, and seeking additional support when necessary. A similar model may prove beneficial in the DTES, given the success seen with peer supports in the substance abuse field.

Canadian Observatory on Homelessness

The Canadian Observatory on Homelessness also provides a potential blueprint for the development of a robust peer-support network. In conjunction with community members, this nonpartisan organization identifies peer housing support stakeholders who play crucial and defined roles in the continuum of peer housing support. The program focuses specifically on fostering relationships to provide support to peers, through peer support, with a simultaneous Housing First model (learn more at: <https://homelesshub.ca/users/homelesshub>).

The DTES area is well positioned to adopt similar systems of peer support for affordable and workforce housing in the neighborhood. Relying on the successes of current peer programming in the area related to substance abuse can serve as a blueprint for adopting similar housing-focused frameworks.

A Closer Look at Avalon Housing's Peer-to-Peer Housing Support

Avalon Housing in Ann Arbor, Michigan, provides supportive housing services with the goal of ending homelessness for the county. Services include providing permanent supportive housing, promoting affordable housing, case management wraparound services, and property management services.

Avalon Housing also has a peer-support specialist position created specifically to support new residents in transitioning into housing and navigating the system. This is a position that organizations in the DTES may look to as a blueprint for similarly structured positions alongside peer-to-peer networks already established in the area.

Avalon Housing has specifically crafted its peer-support specialist position to include the following:

- Supporting residents in achieving community inclusion and participation;
- Supporting residents in regaining control over their lives and recovery journeys;
- Participating in outreach and engagement to residents;
- Promoting resident voices in team decision-making settings; and
- Supporting residents in developing and maintaining relationships with property management and other providers.

This peer-support specialist position therefore plays a crucial role in the support of residents participating in Avalon Housing programs, with an explicit acknowledgment that peer support plays an important role in the success of residents. Given the well-established peer networks in the substance use and recovery settings, the DTES is primed to identify organizations and settings where peer housing and workforce housing specialists are present. Learn more at: <https://www.avalonhousing.org/>.

What's Next: Establishing Tri-Governmental Support

The panel's recommendations are robust and holistic, and executing these recommendations will require strategic implementation. There is no doubt that agencies in the DTES and Vancouver at large have marshalled progress, but panelists acknowledge that a different mechanism is required to speed progress along—one that implements sustained leadership to champion these efforts and establishes accountability to follow through. This will require institutional collaboration at the highest levels, so panelists recommend the creation of a tri-governmental entity as an implementation strategy for the recommendations framed thus far.



Tri-Governmental Cooperation

Tri-governmental cooperation—that is, active engagement and collaboration from municipal, provincial, and federal governments—will act as a catalyst in implementing change at the intersection of housing and workforce issues. Engaging at this level is necessary because neither the private sector nor a single level of government, alone, is adequately equipped to provide holistic solutions to these vexing problems.

To achieve a significant, meaningful, and timely increase in affordable housing supply requires resources, leadership, and coordination of all three levels of government. Panelists recommend that a coordinated approach will serve as an enabler, facilitator, and catalyzer in reaching a common goal that maximizes financial investment and impact, speeds up implementation, and ensures social and public goals come to fruition. This kind of governmental support can also act as a financial guarantor to fund recommendations laid out here, as well as innovative housing solutions to come.

Drawing from Established Tri-Governmental Efforts

In Canada, there are two successful models of tri-governmental coordination and cooperation that serve as examples and models for how a tri-governmental entity might be created and structured: the Vancouver Agreement and Waterfront Toronto. Although both these entities served different purposes from addressing housing needs, important lessons can be gleaned from their success.

Vancouver Agreement (2000–2010)

The focus of the Vancouver Agreement was the DTES neighborhood. The model was to support local community solutions to economic, health, and safety issues by promoting partnerships between government and community organizations. The vehicle for this agreement was a series of new intergovernmental committees that were initiated with more than 20 different ministries, each involved at different times. Consensus was the building block for how decisions made. Furthermore, C\$28 million was allocated for government seed funding, with reliance on the private sector for funding or donations in kind. To support local community solutions on economic, social, health, and safety issues, the Vancouver Agreement promoted partnerships between governments, community organizations,

and businesses. In total, 96 projects were funded through this agreement.

Waterfront Toronto (2001–Present)

Waterfront Toronto was created to address 2,000 acres of underused, former industrial port lands on the shores of Lake Ontario in Toronto. Its purpose was to enable, facilitate, and catalyze affordable housing supply for the missing middle. To accomplish this, a new partnered corporation was created by all three levels of government, staffed by a professional management team, and led by a CEO who has accountability to carry out the mandate of the corporation. The corporation is supported by a board of directors, including members of all three levels of government, and dedicated system for decision-making. Each level of government organizes to appoint representatives to a steering committee, which consequently makes up the system for decision-making. The entity started with C\$1.5 billion in seed funding from all three levels of government, each contributing C\$500 million. A 25-year mandate and defined purpose of revitalization through mixed-use development is critical to its success.

A New Approach to Deliver Affordable Housing in DTES

Following the two precedents for government-backed efforts, DTES can champion an approach that tackles affordable housing supply for the missing middle—providing for a range of multi-unit or clustered housing types along the spectrum of affordability in walkable urban places in a way that satisfies local demand for such housing. The Waterfront Toronto and Vancouver Agreement governance models serve to inform the DTES on how to foster a tri-governmental approach with affordable workforce housing as an area of focus. The creation of a partnered corporation with management staff who have accountability to deliver on a specific mandate within a specified timeline will support efficient timelines. Partnering with community agencies and social enterprises will ensure that resident voices are an integral part of the process. This entity would thus enable, facilitate, and catalyze delivery of affordable and workforce housing units to the DTES area with full city support.

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CHRIS CLOGG

Delivering on Development

A new tri-governmental entity can support affordable housing production and access in a number of different ways. Development-related activities can include taking the lead in purchasing land for new housing supply. This may also include enabling, supporting, and funding existing providers in the affordable housing sphere of homes and services. A government-backed entity would be able to bypass red tape, approvals, and bureaucracy in an expedited fashion and can include for-profit, not-for-profit, and social enterprises as integral players within the process.

Such an entity may also serve as a catalyst for innovation and new ideas, supported by its organization of multiple levels of government. Importantly, a tri-governmental entity can also serve as a financial backstop and guarantor for development and commercial leases that include not-for-profit and social enterprise tenants, particularly given the challenges to similarly structured development.

Delivering on Supportive Services

An entity backed by all levels of government can support increased coordination among providers of support services, likely expediting the processes necessary to establish an efficient system. Important elements of this coordination, such as developing a centralized housing supply database, would benefit from the support and resources of such an entity. Additional actions related to implementing temporary rent subsidies and establishing procurement policies can also be promoted.

Finally, a well-defined entity that works in collaboration with community agencies toward the established affordable and workforce housing goals can promote diversity, equity, and inclusion as central tenets driving these efforts.

Implementation Table

Theme	When	Recommendation	Who should take action?	
Tri-governmental support	Short term	Identify tri-governmental liaison to champion the creation and potential staffing of a tri-governmental entity	CMHC, city of Vancouver	
		Identify community members and stakeholders to participate in ongoing engagement with governmental city officials	Tri-governmental liaison, city of Vancouver	
		Identify and contact city officials at multiple levels of government to garner tri-governmental support	Tri-governmental liaison	
		Set up introductory meetings to discuss aims (i.e., housing and workforce housing, affordable housing development, etc.)	Tri-governmental liaison, ULI Vancouver	
		Establish internal city official to act as internal city organizer	Tri-governmental liaison, city of Vancouver	
		Create action plan and agenda for introductory government planning meetings	Tri-governmental liaison, ULI Vancouver	
		Establish a plan with city officials for ongoing collaborative support, including financial support for additional staffing of the tri-governmental entity	Tri-governmental liaison with support from CMHC	
	Long term	Create action plan for tri-governmental role in housing and workforce development in DTES, city of Vancouver	Tri-governmental liaison, ULI Vancouver	
		Create action plan for expanding the overall housing supply in DTES and Vancouver	Tri-governmental liaison, city of Vancouver	
		Identify and implement housing and workforce-related policies and tools at the city, region, and state levels	Tri-governmental liaison, city of Vancouver, CMHC, with support from CIRES	
		Facilitate ongoing surveying of the DTES housing and workforce	Tri-governmental liaison with support from CIRES	
		Integrate community members, leaders, and stakeholders in ongoing city planning efforts related to housing and workforce development	Tri-governmental liaison, city of Vancouver, community engagement manager	
	Surveying current efforts in DTES and garnering support	Short term	Survey current housing and workforce efforts in DTES	Tri-governmental liaison, CMHC with support from CIRES
			Connect community stakeholders with city officials to begin tri-governmental collaboration	Community engagement manager, Tri-governmental liaison, community stakeholders
Ensure that messaging is rooted in honoring the history and individual stories of the DTES			Community engagement manager, CMHC, city of Vancouver, with support from ULI Vancouver	
Establish a community engagement manager as part of the tri-governmental entity to engage community stakeholders			Tri-governmental liaison, CMHC	
Long term		Create a sustainable plan for governmental and community collaboration and engagement across all areas of recommendations	Community engagement manager, Tri-governmental liaison	
		Establish and implement ongoing checks and balances with community members and native persons and groups	Community engagement manager	

Theme	When	Recommendation	Who should take action?
Production and affordability	Short term	Identify a development manager to oversee production activities as part of tri-governmental entity	CMHC, BC Housing
		Establish a team of stakeholders and city officials to identify land use solutions	Development manager, with support from ULI Vancouver
		Establish a team of stakeholders and city officials to lead the exploratory development with nonprofit, faith-based, and other landowners, as well as developers	Development manager, tri-governmental liaison, with support from ULI Vancouver
		Identify and connect with developers of affordable housing to collaborate with not-for-profits, religious sites, and other landowners for development	Development manager, with support from ULI Vancouver
	Long term	Identify not-for-profit, faith-based, and other landowners who may be amenable to working with developers of affordable housing	Development manager, tri-governmental liaison, CIRES, ULI Vancouver
		Identify and inventory underused land owned by municipalities	Development manager, tri-governmental liaison
		Identify one or two individuals to look into the social enterprise REIT exemplars	Development manager
		Create a list of individuals who should be engaged in major development processes	Development manager
		Contact and establish a team for housing development activities	Development manager, tri-governmental liaison, BC Housing
		Establish timelines for development activities and projects	Development manager, tri-governmental liaison, city of Vancouver
		Identify and advocate for policy changes that address land constraints	Tri-governmental liaison, development manager, ULI Vancouver
		Identify financial tools to fund housing development projects, using report examples	Development manager, tri-governmental liaison, city of Vancouver
		Create action plans for ongoing (long-term) affordable housing production	Development manager, tri-governmental liaison
		Establish an ongoing community-focused meeting to garner feedback and support regarding development	Development manager, community engagement manager
		Enhancing supportive services	Short term
Establish a team of stakeholders and city officials to contribute to supportive services efforts	Supportive services manager, with support from ULI Vancouver		
Identify one or two individuals to look into the supportive service exemplars that can be applied to city of Vancouver	Supportive services manager, with support of CIRES		
Long term	Identify the key players in a housing supportive services network		Supportive services manager, city, community stakeholders
	Identify needs as expressed by the network of housing supportive services		Supportive services manager
	Connect with peer-to-peer substance use providers to see what may be useful to apply to a housing peer-support network		Supportive services manager
	Identify need and feasibility for a housing navigation system for the DTES		Supportive services manager
	Create list of support services network solutions and corresponding action plan		Supportive services manager, tri-governmental liaison, city of Vancouver

Conclusion: Healing the Corridor and Beyond

The DTES is a neighborhood rich with history and culture. Panelists acknowledge the strong sense of identity and passion for the neighborhood. At the same time, the need for intentional, thoughtful, and innovative solutions to ensure affordable housing—particularly for individuals who may be experiencing vulnerabilities with stable employment—is clear.

The panel's recommendations are rooted in a deep respect for the resilience and ongoing determination of a community that is committed to ensuring the sustained safety and stability of its residents. In summary, several opportunities exist to take action, including the following:

- Expand the overall housing supply, with a focus on affordable housing, throughout the city of Vancouver.
- Increase coordination and means to execute supportive services in a coordinated network.
- Implement policies and tools to strengthen the DTES and beyond (city, region, country).
- Expand to scalable solutions.



PANEL SPONSOR

- Operate starting in the near term and running over a longer horizon.
- Use messaging that tells stories and celebrates successes.
- Establish a tri-governmental partnership that will support housing affordability and workforce housing efforts
- Continuing to convey urgency around city planning processes and lifting aspirations through the planning framework; and
- Improving marketing platforms for enhanced communication information.

Panelists recommend that certain action steps should be taken immediately, as follows:

- Engaging further with ULI through the ULI technical assistance panel program;
- Facilitating direct introduction with leaders involved in precedents and case studies;

A lot of work has gone into studying and supporting the DTES community. Panelists submit that integrating their recommendations in a cohesive, collaborative manner will support efforts already in place that honor the DTES while also ushering new, complementary ideas that will advance the goal of strengthening the connection between housing and employment.

About the Panel

Laura London Panel Co-Chair Arlington, Virginia

London served at the Arlington Partnership for Affordable Housing (APAH) from 2012 through 2021. As associate director for the regional private nonprofit housing developer, she was a key participant in delivering a pipeline of over 1,000 units of brand-new, committed, affordable multifamily rental apartments to lower-income individuals and households in the Washington, D.C., region. The APAH portfolio incorporates many programs and partnerships to serve those needing permanent supportive housing, including formerly homeless persons and persons with intellectual and developmental disabilities, in addition to children and working adults. London's responsibilities covered project visioning, approvals, design, finance, construction, community relations, and relationship management.

During her career spanning more than two decades, London has held roles with both private and public developers, primarily in residential and mixed-use projects. Before APAH, she worked in equity investment

across the United States for a Japanese developer, with a focus on environmentally attuned integration of design and project management, and with Kettler in the Washington, D.C., region delivering thousands of units in market-rate residential developments. She started her career with large-scale urban infill, military base redevelopment, and master-planned community development in the San Francisco Bay Area with Lennar Communities. She also managed a multifamily risk management team as an asset manager at Freddie Mac. In these roles, she has brought insightful listening, strong relationships, and superlative execution.

London has been an active participant in ULI. In 2020, she was a panelist in the Advisory Services project focusing on Tower Renewal in Toronto. She is a graduate of the D.C. Council's Regional Leadership Institute and has been a committee and council member, speaker and moderator, mentor to young leaders, and UrbanPlan leader. Locally in Arlington, she is a volunteer board member of the Langston Highway (formerly Lee Highway) Alliance and the Views at Clarendon Corporation, representing local nonprofit, mixed-use, and economic development perspectives.

She holds master's degrees in real estate development and city planning (urban design) from MIT and a bachelor's degree, cum laude, in art history (architectural history) from Yale University.

Richard K. Green Panel Co-Chair Los Angeles, California

Green is the director of the University of Southern California (USC) Lusk Center for Real Estate. He holds the Lusk Chair in Real Estate and is professor in the USC Sol Price School of Public Policy and the Marshall School of Business.

Before joining the USC faculty, Green spent four years as the Oliver T. Carr Jr. Chair of Real Estate Finance at the George Washington University School of Business. He was director of the Center for Washington Area Studies and the Center for Real Estate and Urban Studies at that institution. He also taught real estate finance and economics courses for 12 years at the University of Wisconsin–Madison, where he was Wangard Faculty Scholar and Chair of

Real Estate and Urban Land Economics. He also has been principal economist and director of financial strategy and policy analysis at Freddie Mac. More recently, he was a visiting professor of real estate at the University of Pennsylvania's Wharton School, and he continues to retain an affiliation with Wharton.

He is or has been involved with the Lincoln Institute of Land Policy, the Conference of Business Economists, the Center for Urban Land Economics Research, and the National Association of Industrial and Office Properties. Green also is a Weimer Fellow at the Homer Hoyt Institute and a member of the faculty of the Selden Institute for Advanced Studies in Real Estate. He was recently president of the American Real Estate and Urban Economics Association. Green earned his PhD and MS in economics from the University of Wisconsin–Madison. He earned his AB in economics from Harvard University.

Charmaine Atherton Los Angeles, California

Atherton serves as senior vice president and senior development manager for the Banc of America Community Development Corporation (BACDC), a wholly owned subsidiary of Bank of America, N.A.

BACDC is registered with the Office of the Comptroller of the Currency as a for-profit community development corporation (CDC) and is the nation's only bank-owned CDC directly engaged in development and construction activities. The CDC currently has investments in more than 9,000 multifamily units in 23 states and development projects in three states and the District of Columbia. The CDC develops, builds, and invests in multifamily housing in three income categories: low-income housing tax credits, naturally affordable (NOAH), and workforce. The CDC is dedicated to lending and investing in low- and moderate-income communities with a focus on increasing the supply of affordable housing for renters and homeowners, and promoting economic development in distressed and underserved communities.

Atherton brings 40 years of real estate and finance experience to the task, with the last 30 years focused on affordable housing and economic development. Before joining Bank of America in 2002, she held such diverse roles as portfolio manager for a national syndication firm, asset manager for a regional developer, commercial mortgage banker for a regional business bank, community development lending officer for both a regional and a national bank, director of finance for a national tax credit syndication firm's development arm, and housing director for a local nonprofit development corpora-

tion. In 2020, after 18 years with the bank's Community Development Banking group, Atherton took a role with the CDC to further expand the CDC's presence in the western United States.

She earned her BA at the California State University at Northridge in environmental biology. She resides in Playa Del Rey, California, and currently sits on the Governance Committee, Land Use Leadership Committee, and Housing Product Council for the ULI Los Angeles, where she was also a past chair. She serves on the board of Shelter Partnership and is past president of the board of the Los Angeles Conservancy.

Ilana Branda Silver Spring, Maryland

Branda has worked for more than 15 years in housing policy, urban planning, and community development. She joined the Montgomery County Department of Health and Human Services in October 2018 as the deputy chief of services to end and prevent homelessness (SEPH). In addition to leading strategic initiatives for SEPH, including the expansion of the Rental Assistance Program, she directly oversees the Office of Home Energy Programs and the Housing Stabilization/Emergency Services Programs. Her work with SEPH also includes the development and administration of the

county's COVID Rent Relief Program, providing over \$70 million of rental assistance to county residents.

Before joining the county, Branda was the director of policy and neighborhood development at Montgomery Housing Partnership (MHP). During her time with MHP, she developed a strategic partnership with the Purple Line Corridor Coalition and co-chaired the drafting of the housing section of the Purple Line Community Development Agreement. Branda has spoken at several national-level conferences on the topic of equitable transportation-oriented development and creative placemaking, including National Creative Placemaking Leadership Summit, New Partners for Smart Growth, and NeighborWorks America National Training Institute. Her work has supported the award of Section 811 vouchers to Maryland DHCD, receipt of a US\$800,000 DHMH bond to MHP to develop housing units for Jubilee clients, and the management of the Flower Branch Victim Compensation Fund. Before MHP, she served as the manager of housing and community development at CulturalDC and as a research associate for the Montgomery County Planning Department.

She received a master of community planning degree from the University of Maryland in 2006. She is a current board member of the Community Development Network of Maryland. She formerly served as a member

of Jubilee Association of Maryland's Housing Advisory Committee, the Maryland Affordable Housing Coalition's Policy Committee, and the ULI Washington Housing Council. Brand was a commissioner on Montgomery County's Commission on Common Ownership Communities from 2016 to 2019, including serving as founding member of the Distressed Communities Task Force. She is a proud 2017 graduate of Leadership Montgomery's Emerging Leaders program.

Hal Ferris Seattle, Washington

Ferris founded Spectrum Development Solutions in 2008, a real estate development and advisory firm that specializes in community-focused development including mixed-use, mixed-income urban real estate development that enhances the community fabric throughout the Pacific Northwest. Spectrum's values and professional practice focus on housing affordability, environmental sustainability, and social equity.

Notable Spectrum projects include the Publix, a historic adaptive use and new multifamily housing development; University of Washington West and North Campus Student Village, an urban student housing, mixed-use community; Meridian Center for

Health, a community health center; and Orenda, a mixed-use, mixed-income project developed in partnership with Seattle Children's Hospital. Ferris has developed over 13,000 beds of student housing for public and private universities in the Pacific Northwest.

He currently serves as the co-chair of the ULI Washington Diversity, Equity, and Inclusion Committee and is a member of the Eastside Housing Roundtable for Affordable Housing, past chair of ULI Seattle, past chair of the Bellevue Planning Commission, on the advisory board for the ULI Terwilliger Center for Housing, and a board member of several regional not-for-profit, affordable housing development organizations. Ferris earned a BS in civil engineering from the University of Washington and an MBA from the University of Portland.

Christopher Ptomey Washington, D.C.

Since 2018, Ptomey has been executive director of the ULI Terwilliger Center for Housing. The center leverages the vast knowledge and experience of ULI's membership to advance residential development and housing affordability through research, local and national convenings and consultations, and the Jack Kemp and Robert Larson

awards programs, which highlight innovative and best practices for improving housing affordability. In addition to his work at ULI, Ptomey is a governing board member for the Grounded Solutions Network and the National Housing Conference.

Before joining the center, Ptomey led Habitat for Humanity International's U.S. government relations and advocacy team for more than a decade. Previously, from 2001 to 2006, he represented Texas as federal liaison for the Texas Department of Housing and Community Affairs, and from 1995 to 2000 was a senior legislative adviser to Rep. Michael Collins of Georgia. Ptomey holds degrees from Haverford College (BA) and George Mason University's Antonin Scalia Law School (JD) and a law license in his native Tennessee.

Jermaine Ruffin Detroit, Michigan

Ruffin holds a BA from Michigan State University—James Madison College and a master's of urban and regional planning from the University of Michigan—Taubman College. He has held various positions in the fields of community and economic development on both the state and municipal levels. He is currently the associate director for equitable planning & legislative affairs with the city of Detroit.

Ruffin currently serves as a board member for the Michigan Redevelopment Ready Communities program, advisory board member for the Federal Home Loan Bank of Indianapolis, and board member for the East Warren Development Corporation (Detroit). He also hosts "The Streets Are Planning" podcast where he discusses a wide range of issues impacting neighborhoods and cities across the world.

Jeahny Shim Toronto, Ontario

Shim is a strategic and creative change-maker, adviser, and entrepreneur who is passionate about the opportunities of city building and the responsibilities of community building.

For the past 29 years, she has been working in the real estate development industry in the Toronto region, providing a wide range of services to developers and financial institutions, including land acquisition, strategic master planning and placemaking, market research and feasibility analysis, product design and development, community engagement, project launch and sales, and postoccupancy management. Building on her extensive experience and expertise, her real value-add is her ability to connect ideas and people; solving problems and challenges; exploring new opportunities and

pioneering new possibilities; identifying and balancing risks and innovation; and turning concepts and ideas into feasible and executable realities.

Currently, Shim is president of Housing Lab Toronto, an independent housing market research and development consulting firm focused on the bespoke needs of city builders, as well as co-founding partner of PMA360, a full-service real estate development and sales consulting firm focused on the unique needs of neighborhood-focused developers.

Shim also pursues several of her own initiatives to promote affordable housing, family housing, and co-housing. In 2015–2016, she opened a children's museum pilot in downtown Toronto (Children's Discovery Centre) to demonstrate the need for family-friendly infrastructure in urban settings, and in 2018, she founded a collaborative movement called the Play Collective to promote the voices and needs of children in designing our cities. Most recently, Shim founded Crosswalk Communities—a not-for-profit affordable rental housing development company with a new business model and approach to delivering healthy and affordable rental apartments—and Tashdesign co. limited, a housing innovation and design firm focused on mass timber, modular, passive house building solutions to address both affordable housing and climate change challenges.

In her community, Shim serves as a federal appointee on the board of directors at Waterfront Toronto, a tri-governmental agency that is stewarding the transformation of 800 hectares of waterfront lands, including a C\$1.25 billion flood protection infrastructure project. She also serves on the ULI Toronto Management Committee and is founder and co-chair of the Diversity, Equity and Inclusion Committee of ULI Toronto. She also serves on the board of directors at Berry Road Food Coop, a startup, not-for-profit co-op grocery store in a lower-income neighborhood of Toronto.

Shim was born in Canada and grew up in Toronto, Ontario, and then spent her university years living and studying abroad in Montreal, Washington, D.C., and London, England. She has an undergraduate degree from McGill University and a master's degree from the London School of Economics and Political Science.



Urban Land Institute
2001 L Street, NW
Suite 200
Washington, DC 20036-4948
uli.org