

HOMELESS TO HOUSED

Terwilliger Center for Housing



Elevated-view design rendering of the future Holloway Interim Housing Program featuring key upgrades, such as rooftop solar panels. (Photo courtesy of the City of West Hollywood. Some rights reserved.)

CASE STUDY: HOLLOWAY INTERIM HOUSING PROGRAM



The former Holloway Motel (prerenovation), an exterior-corridor motel with parking spaces in front of guest rooms. (Photo courtesy of the City of West Hollywood. Some rights reserved. Photo credit: Jon Viscott)

WEST HOLLYWOOD, CALIFORNIA

LOCATION:

8465 Santa Monica
Boulevard
West Hollywood, California

PARTNERS:

City of West Hollywood,
Ascencia

PROJECT TYPE:

Interim supportive housing

COST:

Total budgeted
(\$16,712,771)

SIZE:

Lot Size: 8,882 square feet
Facility Size: 6,336 square
feet
Total Capacity: 20 beds

COMPLETION DATE:

Expected summer 2025

CONTACT:

City of West Hollywood
Brian League, Property
Development Manager
bleague@weho.org

OWNER:

City of West Hollywood

OPERATOR:

Ascencia



Design rendering of the future Holloway Interim Housing Program's exterior-corridor rooms with updated elements. (Photo courtesy of the City of West Hollywood. Some rights reserved.)

Project Overview

The Holloway Interim Housing Program in West Hollywood, California, is a key initiative of the City of West Hollywood's Five-Year Plan to Address Homelessness. As part of this program, the Holloway Motel site is being converted into 20-room interim housing for individuals experiencing homelessness. Residents can stay between 30 and 90 days while they engage in social services and seek permanent housing solutions.

Established in 2018 through collaboration with the community, City Council, and stakeholders, the Housing Program prioritizes creating supportive service spaces for individuals experiencing homelessness within the city. Through California's Homekey Program, which funds local jurisdictions in purchasing hotels and motels for conversion into interim and affordable housing, the initiative aligns with larger state efforts to provide housing solutions.

This initiative aligns with the community's sense of urgency in addressing homelessness: providing housing is not only a policy goal, it is also a community priority. In surveys conducted before project construction, community members recognized homelessness as one of the most pressing challenges the city faces. The Holloway

Interim Housing Program is a direct response to this community-driven priority for increasing access to supportive housing. With this program, the City is pursuing meaningful, long-term interventions (and not just quick fixes) to provide both immediate relief and sustainable pathways to stable housing.

Currently under construction, the Holloway Motel site is anticipated to open summer 2025. In the coming months, the City and its architectural and construction partners will focus on securing permits, finalizing design plans, and completing construction work to ensure the structure meets safety and building standards. Upon opening, the program will be operated by Ascencia, a 501(c)(3) nonprofit organization that provides individuals and families experiencing homelessness with housing and support services. Referrals to the program will be made by West Hollywood-based homeless services providers. Eligible clients must meet the Department of Housing and Urban Development's definition of *chronic homelessness*. Ascencia will conduct eligibility screenings. Those not eligible will be referred to other appropriate programs, such as Ascencia Glendale or the Los Angeles LGBT Center for youth under 18. Ascencia stands out as the only comprehensive homeless service agency in the region. It has a large impact, serving over 1,000 individuals each year.

The Partnership

The Holloway Interim Housing Program is a collaboration between multiple organizations. The City of West Hollywood secured a Homekey grant from the State of California to cover capital and operational expenses. In June 2022, the West Hollywood City Council approved the purchase of the Holloway Motel using reserves from the City's Affordable Housing Trust Fund. The program will be operated by Ascencia. John Kaliski Architects (JKA) was the design firm engaged for the project.

Costs and Financing

The Holloway Interim Housing Program is primarily funded through the State of California's Homekey Program, which granted \$6,007,661 in June 2022 to support the project. The City of West Hollywood supplemented this funding by using reserves from its Affordable Housing Trust Fund to acquire the Holloway Motel. The Homekey grant covers capital costs. By leveraging state funding through the Homekey program, the project was able to move forward efficiently, demonstrating how key partnerships can address homelessness through the adaptive reuse of existing properties.

The renovation turned out to be extensive and included lead and asbestos remediation; seismic upgrades; and all-new mechanical, electrical, and plumbing building systems. Additionally, the ability to retain and enlarge the billboard was a key factor in the City's purchase of the property. The motel had closed during COVID-19 and was likely not going to reopen. The existing billboard was a grandfathered land use and—given the value of the revenue stream from the billboard—redevelopment of the site was not economically feasible for the prior owner of the property. The billboard generated more annual revenue than the motel ever had prior to COVID-19. The City, which is exempt from its local land use regulations, was able to provide an easement to the existing owner to maintain and convert the billboard to a two-sided billboard as part of the

sales transaction. Absent the City's ability to provide this easement, the existing owner would not have sold the property, and the motel would likely remain vacant.

The City receives a portion of the billboard advertising revenue, which is an additional funding source for the operation of the program. Billboard revenue from this board and the multiple billboards on the Sunset Strip helps support other related housing projects within the city.

What Worked: The Project

The Holloway Interim Housing Program benefits from its strategic location in West Hollywood at 8465 Santa Monica Boulevard, ensuring accessibility to essential services and community resources. The initiative is designed with flexibility in mind, offering individuals a 30- to 90-day stay while they work toward securing permanent housing.

The program aims to maintain a target occupancy rate of 90–100 percent. Initial move-ins are anticipated for May 2025, with full occupancy achieved by August 2025. Each unit is furnished with a bed, desk, side table, and drawer space, providing residents with a comfortable and functional living environment.

Furthermore, community engagement played a significant role, ensuring that the program aligns with local needs and concerns. The City prioritized community engagement by engaging FM3 Research to conduct surveys in 2022 to incorporate public feedback into the program's objectives. The City's Strategic Initiatives Division staff continues to reach out to community members and local businesses with project updates.



Design rendering of the spacious and well-lit units, which will include functional living space and expansive windows.
(Photo courtesy of the City of West Hollywood. Some rights reserved.)

What Worked: The Program Challenges

The Holloway Interim Housing Program provides not only temporary shelter but also a robust network of supportive services to help residents achieve long-term stability. Ascencia and other nonprofit partners manage resident services, which include health care, housing search support, nutrition assistance, financial planning, and employment readiness programs. Additionally, the program will maintain 24/7 on-site staff and safety services. Community activities will be incorporated to foster a sense of belonging and connection among residents.

The City of West Hollywood oversees contract compliance, referral coordination, and community engagement. Ascencia leads operations and collaborates with nonprofit and governmental partners to provide wraparound support. This collaboration helps ensure consistent alignment with regional systems of care.

The program's noncongregate model reflects a trauma-informed and housing-first philosophy. Key features include private living spaces, on-site services, and community integration activities. Public education and engagement, such as stakeholder tours and neighborhood briefings, are central to the program's launch strategy.

The Holloway Interim Housing Program faced a number of complex challenges—ranging from site acquisition to construction and coordination hurdles. These obstacles required both creative problem-solving and effective collaboration among city staff, nonprofit partners, and the broader community.

One of the earliest and most significant challenges was securing the Holloway Motel site. Without the City's ability to exempt the property from local land use regulations, there would have been no sale of the property. Initially, when the City first approached the prior owner about a possible sale, there was no interest. The motel had remained vacant since COVID-19, and the revenue from the billboard exceeded any potential revenue from a 1954 vintage motel. The City had commissioned an appraisal, and it revealed that the value of the billboard exceeded the value of the motel. Additionally, any change of land use through redevelopment of the site would have eliminated the nonconforming billboard use. The only scenario in which the owner would sell is if they could retain the rights to the billboard, which the City was able to grant to the prior owner through an easement and a development agreement to operate the billboard for a 30-year period.

Additional challenges emerged during the preparation and launch phases of the project. Construction delays, supply chain disruptions, and difficulty coordinating with utility providers all impacted the timeline. These issues were further compounded by the Los Angeles area wildfires in January 2025. Despite these obstacles, the City worked closely with Ascencia and construction partners to ensure timely project completion.

Outcomes

The Holloway Interim Housing Program is expected to make a significant impact by providing stable, temporary housing and critical services to community members experiencing homelessness. By purchasing and converting the Holloway Motel into interim housing, this project doubles the City's available interim housing beds for adults in a cost-effective and timely manner.

The initiative serves as a model for how cities can leverage state funding, creative use of the zoning code, community partnerships, and existing infrastructure to create adequate housing solutions.

HOMELESS TO HOUSED: PROJECT PRO FORMA

NAME	Holloway Interim Housing Program	BRIEF DESCRIPTION The Holloway Interim Housing Program addresses homelessness, transforming the former Holloway Motel into a supportive space for individuals experiencing homelessness. Designed as a bridge to permanent housing, the program offers residents a temporary stay of 30 to 90 days, during which they can access social services, employment assistance, and housing support.
LOCATION	8465 Santa Monica Boulevard, West Hollywood, California	
SPONSOR	City of West Hollywood	
NUMBER OF UNITS	20	
SIZE (SQUARE FOOTAGE):	6,336 (facility); 8,882 (lot)	

DEVELOPMENT PRO FORMA

	TOTAL (\$)	PER RES./UNIT (\$)
USE OF FUNDS		
Acquisition of land and/or building	4,212,110	210,606
Architecture, engineering, and entitlement costs	463,000	23,150
Construction costs	10,449,378	522,469
Legal and professional costs	0	0
Additional equipment and related costs	500,000	25,000
Development fees	0	0
Interest during construction	0	0
Real estate taxes during construction	0	0
Other costs	987,283	49,364
Total uses, capital cost	16,611,771	830,589
SOURCE OF FUNDS		
Permanent debt	0	0
Equity	0	0
Philanthropic capital, government grants, or similar	16,611,771	830,589
Total sources	16,611,771	830,589

OPERATING PRO FORMA

	TOTAL (\$)	PER RES./UNIT (\$)
ANNUAL REVENUE		
Revenue from residents	0	0
Revenue from resident-related sources (vouchers, etc.)	0	0
Revenue from other sources (grants, philanthropy)	30,929	1,546
Support for wraparound services	0	0
Other (billboard advertising revenue)	1,088,979	54,449
Total revenue	1,119,908	55,995
ANNUAL EXPENSES		
PROPERTY OPERATIONS		
Salaries	0	0
Repairs and maintenance	20,000	1,000
Utilities	80,000	4,000
Taxes	0	0
Insurance	0	0
Other property-related expenses	62,400	3,120
Total property operations	162,400	8,120
RESIDENT SERVICES		
Salaries	531,270	26,563
Contract services	426,238	21,312
Total resident services	957,508	47,875
Total expenses	1,119,908	55,995
Net revenue	0	0

About the Urban Land Institute

ULI is a nonprofit education and research institute supported by its members. Its mission is to shape the future of the built environment for transformative impact in communities worldwide. Established in 1936, the Institute has more than 48,000 members worldwide representing all aspects of land use and development disciplines.

About ULI Homeless to Housed

Homeless to Housed (H2H) recognizes that ULI members are well positioned to help address homelessness. With generous support from a growing number of ULI members, the initiative works to explore real estate solutions to the growing crisis affecting communities everywhere. Core elements of this work include conducting research, promoting cross-sector collaboration, providing local technical assistance through ULI's network of district councils, and sharing knowledge and expertise for addressing housing challenges for individuals and families.

This initiative began through the 2022 research report *Homeless to Housed: The ULI Perspective Based on Actual Case Studies*. Driven by the generosity and guidance of Preston Butcher, the report explores the role the real estate community can play in addressing the issue of homelessness. It includes a summary of lessons learned, a blueprint for how to replicate best practices in U.S. communities, and a series of case studies that demonstrate how the development community can be an active partner in addressing the critical shortage of housing in the United States. See the full report and companion case studies: uli.org/h2h.

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