

2023-2024

ULI HOMELESS TO HOUSED ANNUAL REPORT

EXPLORING REAL ESTATE SOLUTIONS

ABOUT ULI

The Urban Land Institute is a global, member-driven organization comprising more than 48,000 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 84 countries.

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The ULI Terwilliger Center for Housing catalyzes the production and availability of a full spectrum of housing options. It was established in 2007 with a gift from longtime ULI member and former chair J. Ronald Terwilliger. Its mission is to "ensure everyone has a home that meets their needs at a price they can afford."

HOMELESS TO HOUSED

The ULI Homeless to Housed (H2H) initiative promotes real estate-driven solutions to end the U.S. housing and homelessness crisis. H2H is made possible with the support of Preston and Carolyn Butcher and a growing number of ULI members committed to the cause.

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ULI HOMELESS TO HOUSED

PROMOTING REAL ESTATE-DRIVEN SOLUTIONS TO END THE HOUSING AND HOMELESSNESS CRISIS IN THE U.S.

PHASE 1 (2023-2024) | THE BEGINNING OF A CONVERSATION

 ENGAGEMENT	 EDUCATION	 AWARENESS	 PARTNERSHIP
<p>5,000 STAKEHOLDERS PARTICIPATED IN H2H EVENTS</p>	<p>6 CASE STUDIES ADDED TO THE H2H SOLUTIONS LIBRARY</p>	<p>42 PROGRAMS INCLUDING TWO H2H SYMPOSIUMS</p>	<p>5 COMMUNITY GRANTS FOR LOCAL TECHNICAL ASSISTANCE</p>
<p>50+ KEY LEADERS + PARTNER EXPERTS CONTRIBUTED TO DISCUSSIONS</p>	<p>16 URBAN LAND ARTICLES ON HOUSING + HOMELESSNESS</p>	<p>16 DISTRICT COUNCILS HOSTED H2H PROGRAMS</p>	<p>500% RETURN ON INVESTMENT \$90K IN H2H GRANTS MATCHED WITH \$450K IN-KIND CONTRIBUTIONS</p>

[ULI.ORG/HOMELESSNESS](https://uli.org/homelessness)

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MISSION, VALUES + REFLECTIONS: 2023–2024

ULI's Homeless to Housed (H2H) initiative aims to address the U.S. housing and homelessness crisis through real estate-driven solutions, emphasizing a new degree of affordability and the necessary connection to supportive services.

As identified in our foundational 2022 report [Homeless to Housed: The ULI Perspective](#), the real estate development community has the ability to deploy their technical know-how and resources to address homelessness. Several challenges and opportunities to ULI's involvement were identified in the report and remain relevant two years later.

The challenges within local markets include the following:

- Homelessness is a significant and growing challenge in nearly every community;
- Housing cost and limited availability of housing are major factors of homelessness;
- NIMBYism (not in my backyard) and entitlement challenges plague efforts to create new affordable housing;
- Wraparound services and committed service dollars are vital and necessary elements of successful housing developments; and
- Managing facilities requires specialized expertise and operations are typically more costly than market-rate housing.

Driven by a desire to find solutions to these challenges and due to the report's positive reception, H2H was made an initiative with the generous support of Preston and Carolyn Butcher and a growing number of members committed to real estate-driven solutions to end the U.S. housing and homelessness crisis.

WHAT WE DO

Building upon the challenges and opportunities identified in the 2022 report, we launched the Homeless to Housed initiative around three core elements: Education, Awareness, and Partnerships.

EDUCATION

We investigate best practices and inspiring success stories. We develop case studies and resources that connect the technical know-how of commercial real estate with the expertise of service providers and nonprofit partners.

AWARENESS

We spur conversations regarding the role of the commercial real estate industry in addressing homelessness and its root causes. We do this by leveraging all available ULI platforms and engaging with external partners through virtual and in-person gatherings.

PARTNERSHIP

We engage ULI's network of district councils, as well as strategic external private and nonprofit partners, to advance local technical assistance and research projects that help identify solutions to homelessness locally.

ULI HOMELESS TO HOUSED PROGRAM PLATFORM

Transitioning from a report to a stand-alone program required us to define our program's core values, target audiences, and guiding principles. This program platform shaped the inaugural work plan for the Homeless to Housed initiative.

VALUES

We believe that "homelessness is a housing issue" and ULI members are uniquely positioned to advance real estate-driven solutions to end homelessness.

We acknowledge that homelessness is a systemic problem and that ULI members, working alongside service providers, not-for-profit partners, and philanthropy, have a meaningful role to play in addressing it.

We lead with data by amplifying solutions that are backed by research on homelessness and deeply affordable housing. We also track and measure the return on investment for case studies and project profiles, and broadly share our findings.

We engage with empathy, recognizing the nuances of homelessness and promoting solutions that reduce trauma and promote opportunity.

AUDIENCES

- **Primary:** ULI members who are exploring or want to explore real estate solutions to end homelessness in their communities.
- **Secondary:** ULI members working in residential and/or mixed-use development who may not be aware of their potential involvement in addressing the homelessness crisis.
- **Partners:** Beyond ULI members, partners include industry and allied experts, service providers, researchers, and philanthropy.

PRINCIPLES

- Housing is essential to solving homelessness. Deeply affordable housing, temporary or permanent, is the foundation on which all supportive services can be layered.
- Individual factors (e.g., mental health and substance abuse) can explain why one person in each city is homeless while another is not, but structural factors—vacancy rates and rent prices—explain the rate of homelessness in any given market.
- The lack of affordable housing, combined with rising rates of poverty, are generally agreed to be the leading causes of homelessness.¹
- Systems of care for homeless people reflect historically rooted racial bias. While households of color are more likely to be homeless, white households experiencing homelessness are more likely to get housed.^{2,3}

IMPACT

We measure the impact of potential case studies, project profiles, and partnerships by the following:

- Number of individuals served (number of units and number of people supported annually);
- Financial and cost efficiency (per unit costs); and
- For emergency shelter or temporary/transitional housing, how many people graduated through the Continuum of Care or remained housed.

¹ Colburn, G., & Aldern, C. P. (2022). Homeless is a housing problem: How structural factors explain U.S. patterns. University of California Press.
² Abode. (n.d.). Pledge of anti-racism. <https://abode.org/abode-pledge-of-antiracism>
³ National Alliance to End Homelessness. (2023). Homelessness and racial disparities. <https://endhomelessness.org/homelessness-in-america/what-causes-homelessness/inequality/>

A YEAR OF LISTENING + LEARNING

In the following pages, we document the research, events, and activities undertaken in 2023 and 2024, representing the inaugural phase of ULI's H2H initiative. We addressed pressing needs and challenges with our members and in partnership with ULI's network of district councils across the U.S.

Execution of our phase one work plan yielded key lessons that will guide our continued efforts to address the housing and homelessness crisis in the U.S., including the following:

- **The Lone Soldier is dead.** Developers cannot go about this work alone, and P5s are essential to the success of supportive housing for formerly homeless residents.
- **The ground breakings and ribbon cuttings are easy.** Managing a site, maintaining support and operations, and serving residents with unique challenges requires expertise in building management, mental and behavioral health, and social services.
- **Achieving positive risk-adjusted returns is possible.** Creative approaches to development financing are key to this success.
- **Homelessness touches every community.** Most U.S. communities are dealing with how best to provide housing and supportive services for individuals experiencing homelessness. Service providers and municipalities are looking to ULI for expertise and fresh development ideas.
- **A culture of "no" prevents rapid action.** Though there is high interest in this type of development, NIMBYs exist, and a pervasive culture of "no" is the barrier to advancing progress on the issue (in both systemic and policy change, as well as for individual developments).

As we move forward, the team will build on these lessons, explore new approaches, highlight innovative developments, and identify new financing strategies, while focusing on the key questions from the 2022 report:

- Why is homelessness a housing issue?
- What is the role of developers, financiers, planners, and other real estate professionals in addressing homelessness?
- Where should ULI continue to focus to best position the real estate industry as an active partner in developing housing and programs for those experiencing homelessness?



At the 2024 ULI Spring Meeting in New York City, H2H staff shared a model to bridge a critical gap in the Continuum of Care while optimizing development costs and unleashing the potential underused land for interim community benefit.

EDUCATION: SHOWCASING INNOVATIONS + BEST PRACTICES

We investigate best practices and inspiring success stories. We develop case studies and resources that connect the technical know-how of commercial real estate with the expertise of service providers and nonprofit partners.

ULI H2H is dedicated to defining and promoting the real estate community's role in addressing the needs of the unhoused. Through innovative case studies, *Urban Land* magazine articles, and reports from partner organizations, we highlighted impactful stories of cost-effective, rapidly deployable solutions for deeply affordable housing and innovative financing strategies.

CASE STUDIES

The growing library of H2H case studies demonstrates how, with the right planning, resources, vision, and courage, the real estate industry and partners can ensure a supply of supportive housing for unhoused individuals. These development examples can be replicated or serve as examples for further innovation and creative housing solutions by ULI member organizations independently or in collaboration with service providers, capitalizing on the real estate community's development, management, investment, and financing expertise.



Covering a wide range of approaches, geographies, and target populations, we expanded our H2H Solutions Library from eight to 14 case studies.

LOW BARRIER SHELTER

- Low Barrier Shelter and Engagement Center, New Orleans, Louisiana
- Best Western, Long Beach, California

TRANSITIONAL AND INTERIM HOUSING

- LifeMoves Navigation Center, San Mateo, California*
- LifeMoves, Mountain View, California

PERMANENT AND SUPPORTIVE HOUSING

- Bryant Street Project, San Francisco, California
- Village at Sage Street, Reno, Nevada*
- HopeWorks Station North, Everett, Washington*
- Bowery Residents' Committee, Bronx, New York*
- Jazzie Collins, San Francisco, California*

MULTIFUNCTIONAL CAMPUS

- Haven for Hope, San Antonio, Texas
- Berkeley Way, Berkeley, California
- Conway Residence, Washington, D.C.
- Lotus Campaign, Sharon Crossing, Charlotte, North Carolina
- Community First! Village, Travis County, Texas*

*Case studies published by ULI since release of the 2022 *Homeless to Housed* report.

URBAN LAND

H2H partnered with *Urban Land*, ULI's print and digital magazine, to expand the conversation by showcasing more case studies, policy opportunities, and the work of ULI members.

- [Affordable Housing: YIGBY \(Yes In God's Backyard\) Movement Seeks to Counter NIMBY Movement](#)

This article uncovers the wave of empty houses of worship—up to 100,000—posing a unique opportunity to bridge the affordable housing gap with more units of deeply affordable housing. This opportunity captivated readers of *Urban Land*, ranking among the top articles of 2024.

- [Title V: Government Program Could Provide Big Solution to Homeless Crisis \(our most downloaded resource\)](#)

This article describes a little-known and little-leveraged government policy that mandates that surplus federal property be offered first to nonprofits and state and local governments for affordable housing and services for unhoused individuals and families.

- [Tiny Houses: Veterans Community Combats Homelessness](#)

This article describes how Enhanced Use Leasing (EUL) made the Veterans Community Village Project in St. Louis, Missouri, possible. EUL is an innovative policy tool that repurposes surplus government property. Instead of cash rent, developers build improvements that benefit the government, enhancing land value without upfront costs.

- [Funding Solutions to Tackle Building for the Unhoused](#)

This article explores creative approaches to funding and finance in response to rising housing and building costs across the United States, which are increasing, leaving more Americans without homes (Spring 2024, page 64).



Urban Land (ULI's online and print magazine) showcased a range of policy innovations and featured perspectives on how the private sector can be an active partner to advance deeply affordable housing connected to critical supportive services.

INNOVATION SERIES

[Travel Trailers as a Housing Option](#)

H2H partnered with the Lotus Campaign to explore the advantages and obstacles to broadly deploying conventional travel trailers to address deeply affordable housing needs, and offer recommendations for developing travel trailer communities geared towards those experiencing homelessness. Read the report on ULI Knowledge Finder.



The Trinity Hollow Community in Raleigh, North Carolina, was developed by APG Companies to test the concept of using conventional travel trailers to create a small community with housing for those experiencing homelessness. Source: APG Companies.

AWARENESS: DRIVING MEANINGFUL CONVERSATIONS

We spur conversations regarding the role of the commercial real estate industry in addressing homelessness and its root causes. We do this by leveraging all available ULI platforms and engaging with external partners through virtual and in-person gatherings.

A diverse group of ULI key leaders and industry experts helped drive a year of meaningful conversations exploring the intersection of housing and homelessness in the United States. The group concluded that homelessness is a housing problem and emphasized the need for commercial real estate and finance to be active partners, along with not-for-profit organizations, service providers, and philanthropy in advancing solutions.

An essential aspect of ULI's Homeless to Housed program is raising awareness about the crucial role commercial real estate and finance must play in tackling homelessness and its underlying causes. To achieve this goal, we leverage all available ULI platforms and collaborate with our network of district councils and external partners through online and in-person events.

Key programs included the following:

- ULI Los Angeles Homelessness Summits in 2023 and 2024
- ULI Arizona Trends Day panel, attended by over 1,200 regional leaders
- ULI H2H Symposiums in Los Angeles and New York City
- ULI Building Healthy Places Book Club group read of *Homelessness Is a Housing Problem* by Gregg Colburn

- Concurrent sessions and mobile tours at ULI Housing Opportunity Conferences in Phoenix, Arizona, and Austin, Texas
- Global webinars: one with ULI Toronto and another with The Redevelopment Institute
- ULI Terwilliger Center Housing Exchange sessions



H2H staff participated in the ULI Arizona 2024 Trends Day panel on homelessness and affordable housing.

PARTNERSHIP: ENGAGING ULI'S NETWORK OF DISTRICT COUNCILS

We engage ULI's network of district councils, as well as strategic external private and nonprofit partners, to advance local technical assistance and research projects that help identify solutions to homelessness locally.

From July 1, 2023, to June 30, 2024, ULI district councils working in Lafayette, Louisiana; Philadelphia, Pennsylvania; San Antonio, Texas; San Diego, California; and San José, California, received financial and staff support to advance local scopes of work. H2H distributed \$90,000 across the five district councils. Teams augmented local grants collectively with an additional \$450,000—a significant portion of which was in-kind professional services. This combination of cash and in-kind services increased the total program impact to \$540,000, representing a 500 percent return on investment. In other words, every dollar H2H provided to local communities achieved four dollars' worth of results or benefits.



Lessons were shared among the inaugural H2H Local Technical Assistance Grant cohort teams, including ULI Louisiana, ULI Philadelphia, ULI San Antonio, ULI San Diego-Tijuana, and ULI San Francisco.

KEY THEMES FROM THE INAUGURAL H2H COHORT

HOMELESSNESS IS A SYSTEMIC PROBLEM

This work can require systems-level change, which takes time and must not be rushed. Relationships will need to be formed, partnerships built, and trust established.

LEAD WITH DATA

Access to reliable information and data is helpful in developing new affordable or supportive housing and facilitating a more efficient site selection process. The information or data should also factor in the surrounding community's tolerance for the type of development in question.

PARTNERSHIPS ARE KEY

The heroic efforts of the individuals providing critical social services, case management, and wraparound services for individuals and families experiencing homelessness are impressive, consuming, and require tireless dedication. By partnering with other organizations, service providers, and real estate professionals, these social service champions can dedicate their time and focus to their core mission—lifting people up and out of the cycle of homelessness.

THERE ARE NO QUICK-FIX SOLUTIONS

Homelessness is a deeply rooted challenge that will take time to solve. Deep community engagement, centered around listening and sharing ideas and information, must occur before a community accepts new housing, particularly housing for individuals of very low incomes or those experiencing homelessness.

LAFAYETTE, LOUISIANA | ULI LOUISIANA

COMMUNITY COLLABORATION FOR HOUSING-BASED SOLUTIONS

Catholic Charities of Acadiana in Lafayette, Louisiana, turned to ULI Louisiana and the ULI's H2H initiative for assistance in finding housing-based solutions for its vulnerable and unhoused population.

An estimated 350 people live unhoused in the City of Lafayette, Louisiana. To promote conversations and build consensus for how to serve the city's most vulnerable population, more than 300 residents showed up for a series of community meetings on the topic. Participants included community members and leaders from real estate, social services, health care, law enforcement, government, and faith-based groups. The sessions focused on the state of homelessness in Lafayette, discussing potential real estate-based solutions and formulating an actionable plan to ensure that input from those affected by homelessness helps guide the actions of those who can create change.

The project was organized around a series of community conversations, led by Concordia, a New Orleans-based architecture and planning firm. Each workshop featured interactive breakouts and activities designed to uncover potential solutions for more deeply affordable housing in the City of Lafayette.

- **Session One:** Identify multidisciplinary community partners, including those from social services, health care, real estate, government, and faith-based sectors, who should be invited to the conversation and then identify the role that each organization might play in a future citywide strategy or initiative for deeply affordable housing.

- **Session Two:** Identify and discuss the various options for housing solutions, which range from no-build to rebuild (or adaptive reuse of an existing building) to new-build (or new physical structures). William Herbig, Senior Director of ULI's H2H initiative, provided case studies in each category to help the community envision the potential application of each within the community.

Collectively, these community conversations were consensus-building activities, providing participants ample time to challenge ideas and preconceived notions and advocate for housing options they viewed as having the best chance for long-term success within the community.

To advance project recommendations, including the build-out of sites identified for new shelter and/or supportive housing developments, continued advocacy and expanded community buy-in will be required. To maintain momentum, the partnership will create an interactive digital map to help identify and detail the characteristics of each potential development site and expedite their development.

ESTIMATED ADDITIONAL FINANCIAL IMPACT

Concordia, a New Orleans-based architecture and urban planning firm, provided up to \$200,000 of in-kind support—tripling the ULI investment through a multi-part workshop series, including facilitation, synthesis, and documentation of this public engagement experience.

ADDITIONAL RESOURCES

[Catholic Charities Acadiana, Homeless to Housed Series](#)



Homelessness has been increasing in Lafayette, Louisiana. Though the problem has grown, we know it is solvable. Working with ULI Louisiana on this grant has given us a chance to build consensus around how to make our community a place where everyone has a home. We have worked toward a community-backed plan that we can present to local government, developers, and service providers to show real estate solutions for those facing homelessness. We are hopeful that our efforts will move the needle and help make housing affordable and attainable for all."

—Kim Boudreaux, Executive Officer, Catholic Charities of Acadiana



Concordia, a New Orleans-based architecture and urban planning firm, led community engagement sessions to inform the housing-based solutions for Lafayette, Louisiana.

PHILADELPHIA, PENNSYLVANIA | ULI PHILADELPHIA

USING REAL ESTATE TO FURTHER A HOUSING-FIRST MISSION FOR FAMILIES IN NEED

In the most recent point-in-time calculations for Philadelphia, in 2023, 788 individuals were unsheltered, and 3,701 individuals were living in temporary housing, much of which is either emergency or transitional housing. Many professionals agree that a leading cause of homelessness is economics, often tied to a lack of affordable housing. “Housing—not shelters—solves homelessness” (Housing: Love in Action, 2022 Annual Report, Office of Homeless Services).

ULI Philadelphia has a long history of engaging its members and the community on the need for preserving and increasing the supply of affordable housing in the region. Through H2H, a group of ULI members explored where, within the Philadelphia homeless services ecosystem, the real estate community could make meaningful contributions. This led to the identification of two critical emergency and transitional housing providers who agreed to partner in ULI Philadelphia’s H2H work—Families Forward, in West Philadelphia, and Drueding Center near Olde Kensington—both of which agreed to open their doors to a technical assistance panel (TAP) study.

The goal for each TAP: Identify how each organization could reposition or expand its real estate assets to further its core mission and provide critical supportive housing for individuals and families. Both TAPs were held in March 2024. As preparations were underway to finalize the TAPs, Families Forward and Drueding Center were notified in February that their contracts with the City of Philadelphia to fund their transitional housing units were not renewed, and in the case of Families Forward, were immediately terminated. This development added a critical urgency to the panels’ recommendations.

TAP 1: FAMILIES FORWARD

Families Forward, which operates the largest emergency shelter for families in Philadelphia, asked the panel to specifically evaluate its emergency and supportive housing assets to determine a more efficient or robust housing service delivery. With an emergency shelter that houses 65 families and 75 units of transitional and supportive housing scattered across the area, the real estate landscape for Families Forward is complex. Added to that complexity are the robust and highly effective supporting services the organization provides to help families prepare for an eventual move out on their own.

TAP 2: DRUEDING CENTER

Drueding Center, founded by the Sisters of the Redeemer, has a long history of providing transitional housing services in its residential building. The adjacent community center houses a daycare available to residents and the greater community, after-school activities, and a food pantry. Both buildings need significant updates.

In both of these TAPs, the real estate professionals serving on the panels were keenly aware of the critical services these organizations provide the community. While the organizations contemplated visions for also becoming real estate developers to deliver products that would better serve their clients, the panels strongly encouraged the organizations to remain true to their missions and their core strengths—providing the critical social and housing services these families need in their transition out of homelessness.

ESTIMATED ADDITIONAL FINANCIAL IMPACT

Each TAP provides about \$100,000 in donated services in the form of ULI senior-level members volunteering their time for a two-day panel, plus the pre-TAP prep work, equaling roughly \$200,000 in in-kind services.

ADDITIONAL RESOURCES

[Drueding Center TAP Report](#)

[Families Forward Philadelphia TAP Report](#)



Members of the ULI Philadelphia project team tour the Drueding Center.



Drueding Center was so fortunate to be chosen to participate in ULI's Homeless to Housed initiative in Philadelphia. We have been working for two years to try to figure out how to leverage our current assets to reimagine how we would continue our mission to serve the most vulnerable members of the city. We knew that changes would be coming, and we had to be prepared, but we were struggling to identify a clear path and get all stakeholders on the same page about what our future could look like. I'm still not sure how the TAP panel did it, but they learned about our history, mission, and hopes for the future and set out a clear vision for us with some solid recommendations and ideas about how to achieve it. I am so grateful to ULI and our technical assistance panel members for their hard work and dedication to the process."

—Anne Marie Collins, Vice President/Executive Director,
Drueding Center

SAN ANTONIO, TEXAS | ULI SAN ANTONIO

PAIRING HOUSING AND TRANSPORTATION TO UPLIFT SAN ANTONIO COMMUNITIES

ULI San Antonio embarked on its Homeless to Housed journey with the intention of enhancing education around the range of housing types San Antonians must begin to embrace to ensure that everyone in the city has a place to call home.

Homelessness in San Antonio is a community challenge, with 3,155 people living unhoused in the city using 2023 point-in-time calculations. Housing every San Antonian, however, will require more of a systemic change that will need to include emergency shelters and more transitional housing, but the city also needs additional affordable, attainable, and accessible housing units built across the city.

In a city quite comfortable with the traditional single-family home, new housing policies are finally taking hold and stretching building configurations to accommodate new modes of owning and renting in San Antonio. A recent accessory dwelling unit ordinance gained approval, representing significant progress for the city; yet residents are still wary of proximate density and of homes that do not fit the traditional single-family format.

Knowing that single-family homeownership can be difficult to achieve for a significant number of people, ULI San Antonio and Local Initiatives Support Corporation—San Antonio (LISC) partnered to create a survey tool that would open doors to familiarity with and acceptance of diverse housing typologies—from duplexes to triplexes, cottage courts to townhomes, and more—laying the groundwork for the broader introduction of these housing types across the market. The work will also demonstrate how design can influence community acceptance of buildings of greater density and expand housing opportunities for more San Antonians.

In April 2023, the [USDOT selected VIA Metropolitan Transit as a recipient of technical assistance](#) through the [Thriving Communities Program](#), which is providing technical assistance, planning, and capacity-building support to VIA, the city of San Antonio, Bexar County, and LISC over the next two years. The USDOT grant will assist VIA in robust public engagement, ensuring that the community participates in the development of the proposed east-west Silver Line corridor.

In May 2023, ULI San Antonio and LISC organized a collaborative event, The Future of Housing and Transit in San Antonio as a Thriving Community from Vision to Implementation, featuring Maria Zimmermann, USDOT's strategic advisor for technical assistance and community solutions. This initiative, combined with the H2H funding, led the combined partners (ULI, LISC, and VIA) to focus the housing conversation on the communities surrounding the proposed transit alignment. While San Antonio has had transit-oriented development (TOD) regulations in place for years, the lack of robust citywide transit has limited TOD growth, leaving the public with little familiarity with or understanding of how housing, transit, and development can ideally align to create more attainable and economically sustainable communities in the long run.

Working in partnership with the local Thriving Communities team, ULI San Antonio is designing a visual housing typology survey using [Hello Lamp Post](#) technology to explore the housing opportunities along the transit line, informing and impacting the local housing ecosystem by:

- Facilitating broader outreach along this proposed transit line by reaching people where they live, play, and work;

- Expanding the public's understanding and acceptance of different housing typologies; and
- Informing San Antonians about the benefits of these infrastructure investments.

The effort is expected to reach 2,500 members of the community. The information gathered will be shared with policymakers and developers, informing them about community wants and needs.

This work is creating systems-level change for the city and its transit lines and providing meaningful community engagement. It is also anticipated that these communities will benefit from the wealth creation and expanded housing choices that transit infrastructure investments can bring. Systemic change takes time and only moves at the speed of trust. This work will continue well into 2025 and beyond with the continued support of ULI San Antonio and ULI's broader funding partners.

ESTIMATED ADDITIONAL FINANCIAL IMPACT

ULI San Antonio started convening the local transit and housing ecosystems before this grant was awarded. As far as in-kind services, ULI San Antonio and the H2H team lead have conducted more than 60 calls in the past 10 months, which accelerated local commitment to addressing barriers to the development of attainable housing around transit corridors. Our partner, LISC, is also supporting the effort by contributing \$5,000. ULI San Antonio has also agreed to offer its reserves if needed to ensure the first phase of community engagement.

This grant aligns with the USDOT Thriving Communities grants program—\$23.6 million in cooperative agreements to build

capacity for infrastructure development at the local level. This grant could catalyze future funding from LISC and Thriving Communities.

ADDITIONAL RESOURCES

[Pairing Housing + Transportation to Uplift Communities Across San Antonio: A Housing Typology](#)



As a city, San Antonio already has a strong local partnership that connects housing needs and transit. This grant brings the resources needed to develop a mobile two-way engagement tool that can expand local understanding of housing options."

—H2H Participant



ULI San Antonio and LISC organized a collaborative event with community partners—The Future of Housing and Transit in San Antonio as a Thriving Community from Vision to Implementation—featuring Maria Zimmermann, USDOT's Strategic Advisor for Technical Assistance and Community Solutions.

SAN DIEGO, CALIFORNIA | ULI SAN DIEGO-TIJUANA

DEMOCRATIZING AFFORDABLE HOUSING DEVELOPMENT SITE SELECTION

Across San Diego County, people are struggling to find affordable housing, and homelessness is an important and pressing challenge. While potential developable land may be available, finding the right parcel for the right development takes time. ULI San Diego-Tijuana, in partnership with a team from the [University of California—San Diego's Homelessness Hub](#), recognized the need to expedite the site selection process for affordable housing development to address the needs of unhoused San Diegans.

The solution: an online map of potential development sites across San Diego County, generated by a bespoke database of available sites ranked by relative ease of development.

To create the database and code the digital map, a team composed of a university professor and two graduate students from UC San Diego worked with ULI member leaders and staff to identify and quantify the information that typically influences cost and feasibility of development. The team began with a list of all real estate parcels in the county and assembled the related zoning information and other accessible and quantifiable conditions that could influence the cost of development. Tapping into ULI's extensive network of developers in the region, the team spent considerable time in conversation with affordable housing developers to identify and quantify additional factors that could influence development decisions, cost, and potential success. The factors detailed by the developers also included a thoughtful assumption and projection of community acceptance of new affordable housing on a site. Combined, the developers' insights led to a ranking system, which was layered on top of the foundational data to create a more holistic view of site development potential.

This all-in-one resource provide information on parcels across all of San Diego County and its 19 municipalities. The interactive tool delivers information about potential developable sites—including zoning and entitlements—and a ranking of relative ease to develop on each parcel, essentially mapping NIMBYism. The tool is free to use and hosted on UC San Diego digital servers, with the university team committed to ensuring that the content remains current over time.

ULI members led the public outreach around the tool's launch and are focusing initial efforts on the real estate development community and municipal leadership with an eye toward getting the tool in the hands of decision-makers active across southern California. With a shortage of affordable housing in the region and an ever-growing population of unhoused or housing-insecure individuals and families, the ability of the public sector and the development community to quickly identify readily developable sites in areas where the community will readily accept additional affordable or supportive housing is key. With over 10,000 people in San Diego County unsheltered on any night, more housing is needed, and time is of the essence.

ESTIMATED ADDITIONAL FINANCIAL IMPACT

\$12,000 (estimated in-kind donation of university staff time)

ADDITIONAL RESOURCE

[Affordable Housing Development Mapping Tool](#)



ULI's H2H team partnered with the Homelessness Hub at UC San Diego to develop an interactive mapping tool to support affordable housing development in San Diego County. ULI has been helpful in facilitating communications with industry partners, administering surveys, collecting feedback, and coordinating regular meetings. The mapping tool has the potential to reduce entry barriers for developers keen on engaging in affordable housing projects."

—Feiyang Sun, Associate Professor, UC San Diego



ULI San Diego-Tijuana held a workshop to develop the mapping tool with UC San Diego.

SAN JOSÉ, CALIFORNIA | ULI SAN FRANCISCO

UNLOCKING THE POTENTIAL OF UNDERUSED LAND TO STEM THE TIDE OF HOMELESSNESS

Homelessness is a pressing issue for San José, California, with roughly 10,000 people living on the streets or in temporary shelters on any night according to 2023 point-in-time calculations.

ULI San Francisco, in support of the City of San José, identified the opportunity to leverage a new statewide housing policy (SB 4) that reduces development barriers for the redevelopment of faith-based, nonprofit, and city-owned properties for deeply affordable housing.

Centering its H2H grant work on underused land owned by places of worship, faith-based organizations, and other nonprofit organizations, ULI San Francisco engaged a consultant team comprised of SV@Home, LISC Bay Area, and David Baker Architects to develop a program to foster potential partnerships with social service and agency providers, landowners, and developers with the goal of supporting critical capacity and partnership building to facilitate and promote future affordable housing development. To meaningfully engage this broad network, ULI San Francisco's consultant team will leverage a combination of surveys and in-person workshops.

- **Workshop One:** Guided by ULI San Francisco, its consultants, and city leaders, this workshop provided an opportunity for participants, landowners, service providers, and affordable housing developers to hear case studies of successful developments, review current housing approaches, and gauge interest in potential development partnerships. At this workshop, participants provided their input on whether they had land available and their objectives for participating.

- **Feedback Survey:** This survey requested feedback on the first workshop, gauged interest in various development paths and partnerships, and gathered input on how to shape a second, more in-depth workshop.

- **Workshop Two:** This session dove deeply into the financing of developments and the development potential of specific sites. Using information from the second questionnaire, participants were guided through the process of site analysis, building placement, and design. This workshop provided real-life examples of what could be built, how the design could shape a new image for sheltered housing in the city, and how these partnerships could have a real-world, positive impact on the community's unhoused population.

These initial steps, led by ULI and its consultants, should deliver a series of implementable recommendations for priority development of underused land in the city of San José.

This work is also building strong community relationships among San José collaborators who are committed to the city and its people. These new collaborations present a unique opportunity for community leaders to bring their assets, talents, and compassion to the table to begin to provide critical housing to community members in need.

The project culminates in the publication of a final report outlining the key takeaways from the workshops and highlighting actionable strategies for faith-based organizations to bring affordable housing to their land.

ESTIMATED ADDITIONAL FINANCIAL IMPACT

ULI San Francisco leveraged the original ULI H2H grant with more than \$50,000 in the form of in-kind services and donations from the consultants, who provided pro bono staff resources, and the City of San José, which provided venue, catering, and staffing resources.

ADDITIONAL RESOURCES

[ULI San Francisco H2H Initiative](#)



ULI SF convened San José community members for an "Affordable Housing on Faith Lands" workshop series.



Homelessness transcends locality—it demands a unified effort and resource commitment. The ULI Homeless to Housed program empowered the City of San José to launch a transformative platform for listening and sharing. Drawing upon voices from across the Bay Area, it's evident that we have many ideas ready to mobilize. We are particularly excited about the two faith-based organizations in San José—St. Paul's United Methodist Church and Urban Sanctuary—that were featured in the charrette exercise. Even if this work unleashes barriers and brings just one project to market, it brings us closer to solving the housing and homelessness crisis. This work is not the end but the start of the conversation in the Bay Area."

—Rosalynn Hughey, Deputy City Manager
for the City of San José

A LOOK AHEAD

TOGETHER, WE CAN END HOMELESSNESS

Since launching Homeless to Housed in 2023, we have remained committed to exploring real estate solutions to end homelessness by connecting the technical know-how of ULI members (leaders in commercial real estate and finance) with the expertise and compassion of local service providers.

ULI members play a critical role as active partners in advancing solutions that make deeply affordable housing, connected to supportive services, both cost-effective and rapidly deployable. This work aligns with ULI's mission priority to increase housing attainability.

Our initial program impact is due mainly to ULI's commitment at all levels—national, district, and product councils. Our members and partners across the U.S. have helped us explore answers to these crucial questions:

- **How can we get more people into safe and affordable housing immediately?**
- **How can we build more permanent, deeply affordable housing to prevent homelessness?**
- **How can we stop homelessness from occurring in the first place?**

We focused our first phase of work on demonstrating how homelessness is a housing problem. By sharing data, showcasing replicable local developments, identifying policy barriers, and socializing new concepts, we identified innovative approaches to bring more deeply affordable, cost-effective, and rapidly deployable housing to the market. We amplified solutions working in some of the most complex real estate markets and shared their capital stacks—including a few that provide positive risk-adjusted returns.

In phase two, we will take the next step, moving from raising awareness to taking action. We'll continue to educate and inform our members but with an added motivation: connecting them directly with service providers and housing experts. Through new strategic partnerships and alliances, we will define the role of commercial real estate and finance to address the housing and homelessness crisis in the U.S. We will also seek to mobilize ULI members to accelerate the delivery of more deeply affordable housing connected to meaningful, supportive services, bringing us closer to our goal—ending homelessness and ensuring everyone has a safe and secure place to call home.



A resident seated in the garden at the Landing Road Residence in the Bronx, New York.
Source: Bowery Residents' Committee.

We are grateful to Preston and Carolyn Butcher. Without their vision, foresight, support, and guidance, ULI would not have launched this critical effort and started an important conversation regarding the real estate community's role in addressing homelessness.

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