And all of you for good afternoon, everyone. As people start to trickle in, we're going to begin with the ULI Spring Meeting, which is now fewer than 20 days away here in Toronto. I will fly anywhere. To go to the next July event. Everybody, your meeting is a good connection for you. There is such. A welcome knowledge. It's incredible. If you are in development, ULI is your best investment. I'll book my flights tomorrow. OK. As you just saw ULI Toronto will be welcoming 4000, probably more than 4000 people from across the real estate, land and development industries across North America and worldwide to Toronto May 16th to 18th, 2023. That's just 19 days away. You can still purchase tickets and we will share that link in the chat once again. Good afternoon everybody. My name is Richard Joy, Executive Director of ULI Toronto and we're pleased to host today's. Really important Webinar homeless to house the case studies from the US. As always I will begin with a land acknowledgement. As a Toronto region based organization, we acknowledge that the land we are meeting on virtually is the traditional territories of many nations including the Mississaugas of the credit, the Yana Snobak, the Chippewa, the Hodnes, Sony, the debt people and is now home to many diverse First Nations Inuit and matey people.
We acknowledge the Toronto is covered by Treaty 13 with the Mississauga’s of the credit. We are all treaty people. Many of us have come here as settlers, immigrants, and newcomers in this generation or generation pass. We’d also like to know and honor those who’ve come here involuntarily, particularly descendants from those who were brought here through enslavement. To better understand the meaning behind this led acknowledgement, we acknowledge we’d recommend four programs that we will upload. That we have uploaded by Apologies to YouTube and these links will be made available in the chat. Today’s event and all other programming would not be possible without the support of our annual sponsors. ULI Toronto would like to thank these sponsors for that support. Now more than ever ULI relies on the support of these sponsors to put on high quality program to advance the mission. To shape the future of the built environment for transformative impacts in communities worldwide, and to all those sponsors, we say thank you. The real estate community has the ability to address the growing crisis of homelessness. A recent you and I report, which we’ll put into the link into the chat, showcases US case studies that address the needs of local unhoused population. These eight projects in the report offer a series of hopefully replicable lessons and innovative models for delivering new housing and partnership with public, private and not for profit organizations. We’re hoping that we’ll have time for one or two audience questions at the end. We’ll see how the the program unfolds, but we definitely welcome the questions nonetheless because they will give us opportunity to address them into the future. And you you again, if you are familiar with the Q&A function, know you can upload questions that are put we’ll try to take the highest voted questions first. It is a pleasure for me now to introduce Doctor Ann Golden, who is, among other things, a hero of
mine. For many, many years, Ann Golden has served as
the President and CEO of the Conference Board of Canada,
the country's foremost independent not-for-profit applied
research organization, from 2001
to 2012, where I had an opportunity to work with
her on many projects.
And more relevant, perhaps, to today's topic, she was the
past president of the United Way of Greater Toronto for
14 years, where she held the position of CEO in
the. And all the way up into the late 1990s,
when she was tapped by then Mayor Mel Lastman to
head up the City of Toronto’s Homelessness Task Force to
explore US approaches to Housing of the End house that
might inspire new models for Canadian towns and cities.

What I think before I head over to Ann, you're
going to experience our audience in Canada is more than
a tale of two cities. It's a tale of two
countries, very different models to approach a very similar

And so I'm delighted to have Ann and our our
guests join us for this very special panel that will
be the first of many explorations and endeavors that you
and I, Toronto will be focusing on this homelessness crisis
here in Toronto. And with that.
And headed over to you.
Thank you very much, Richard Kind introduction. I want to
say at the outset that I applaud UL I's decision
to start this conversation on homelessness and with its focus
on housing and what the real estate sector can do
to help solve this huge problem. I was very pleased
to accept Richard's invitation to moderate this panel, partly
because it gave me the opportunity to review my own report
written 24 years ago.

And to refresh my thinking on this persistent and at
least in Canada, apparently intractable issue about which I
care a lot. And it's interesting that if you look at
the themes of of, of the report I wrote, just
take the top themes, they're very much aligned with your
own report, the ULI report. First, that homelessness has
causes, lack of affordable and appropriate housing, which of
is pivotal. Dwindling supply and then all of the social and health issues, mental illness, addictions etcetera and therefore it requires multi pronged strategies to solve it. Secondly, that all three levels of government must own the problem but the jurisdictional gridlock and buckpassing are primary barriers. And 3rd that the numbers are significant and if I compare the numbers going back 24 years and now it's dismaying because. The situation, if anything, in some ways is worse. We now have 80,000 people waiting in Toronto for a social housing. We have not made progress on this issue, but today we have a terrific panel of experts with experience and promoting partnerships, experience with helping organizations with strategies and projects and programs that can work and we are eager to.

Learn what week what has been accomplished and to understand the lessons that we can take from your efforts to apply to our homelessness challenges. Here, Elizabeth is going to start us off with an overview of that report. Elizabeth Manbatten, Research Fellow at ULI Trillinger Center. She has written this report. She's the primary author and I just say I said to her before, I think it's an excellent report. Elizabeth will start us off and then we will have comments from Lance and Anthony. I'll mention, I'll introduce them a bit later. But Elizabeth, I would like to turn this over to you now. Thank you so much and I am excited to be here today to have this conversation with you with Anthony, Elizabeth will start us off and then we will have comments from Lance and Anthony. I'll mention, I'll introduce them to be an overview for those of you joining us who may be new. To this ULI Homeless to Housed initiative, and I should say it is new to ULI headquarters started in 2022. It was actually inspired by conversations that members were
having

over the course of 2020-2021. Really. When COVID shut us

all down in March of 2020 and a small group

of members came together in a dedicated fashion and

realized

that. This was the time to have a conversation about how

best for real estate, the realistic development community to

address

homelessness. And next slide please. And so with that, this
dedicated group investigated several case studies across the
US, talked

with public sector partners, private sector partners and then put

gether a compilation of case studies that we think represent.
The broad spectrum of product delivery from those folks

experiencing temporary homelessness to those who have experienced

chronic homelessness, how to meet their needs in within the built environment mirroring

that with social service. I keep the slide up now

because without our partners Preston and Carolyn Butcher, who have

now very graciously and generously provided a landmark gift to

ULI.

To get this homeless to house initiative up and running

officially within the Terwilliger Center for Housing, we are indebted

to them and Preston and Caroline continue to serve as

our advisors in this work. Next slide, so just to

start off, you know where, where is this initiative going,

what are utilized plans?

Because the report, as I mentioned in 2022 really set

off this idea of how can you alive best get

involved and in what ways. And so you know as

the small group came together and then as this work

was institutionalized that you alive. As you can see here,
you know the values became very clear into how to

approach this work.

And I'll just read those, even though you can see

them now, because they are so important for setting the

stage both for the work but also our conversation today
that ULI believes homelessness is a humanitarian and economic crisis,
that real estate cannot solve homelessness alone but must play a critical role. And that addressing homelessness helps to fill ULI's mission, which, of course, you all know is shaping the future of the built environment for transformative impact in communities worldwide. Next slide.

And so this initiative again launched officially this year, is looking to communities, urban, suburban, rural, for real estate development projects that are meeting the needs of unhoused people and not only helping in terms of built environment solutions, but also carrying those of social services.

Again, addressing folks who have been unhoused through chronic homelessness all the way to functional homelessness, which might have been a temporary time without housing. And then also and most importantly in this work as you'll see in the case studies that we highlight, is prioritizing those project solutions that are cost effective and rapidly deployable. As an outlined, the need is great and we know that we can't wait around to build.

You know, years out we really need to address the situation tomorrow next slide and so within this initiative, although I will be highlighting the research component today, we also have a series of activities that are available for your view up on the website, but those relate to ways that you can get involved as a you align member.

You also can hear more about this at the ULI Spring Meeting as we'll have a presence there, but conversations you can be a part of. There is a book club launching this summer, so you can be engaged in small group dialogue around this topic, those opportunities, but also local technical assistance, which again through this gracious gift we are able to provide grants to help project teams envision
and implement what they.

Allusion to homelessness in their community. Next slide and so

gain, I'm going to be touching on some of our

case studies that we featured in our first report that

I think the MENA will put a link up to

in the chat as I'm speaking to them. We are

continuing to develop these case studies and so listening are

those in your community that you think we should investigate

and perhaps highlight in subsequent reports both digital and

print.

I will have my e-mail available at the end of

this presentation and I would ask please contact me Will

or Ebony or other team members as part of the

initiative. Let us know and we would love to connect

with you Next slide. So again, I'm going to be

touching on 4 case studies that were profiled in this

homeless house, the ULI perspective based on.

Actual case studies report and this report again looked at

spectrum of different types of solutions. Again for those

individuals

experiencing chronic homelessness, maybe as individuals

and families, as well

as those who might just be experiencing temporary

homelessness but

need that support to make sure that they do not

fall further down into more acute problems around housing

and

and perhaps other financial matters.

Next slide. So just for context, within the US, we

through the US Department of Housing and Urban

Development, HUD

for short, have a count every year kind of in

the peak of winter in which individuals go out and

actually survey how many people are living out of doors.

Or are living in unsheltered areas. And so the number

you see here which is taken from the 2020 point

in time count, which is that survey I referenced, 580,466

individuals were living in those conditions and as you can

see the breakout below.

It is rather astounding when you look at the number

of families with children, unaccompanied youth and veterans, which we

will speak to specifically later in this webinar, And then
those who are chronically homeless, which again means that they've been homeless for more than a year and maybe have had multiple periods of homelessness and are frankly probably living unsheltered. Next slide.

And what has been most eye opening especially for the small committee that met in 2020, but I think it's as we continue to research connect with individuals in the field is that lack of affordable housing and housing, extend accessibility to housing are some of the number one factors as to why individuals and families are experiencing homelessness. Next slide and so the key takeaways from our initial report.

As you can imagine for my comments already that housing is important in in trying to solve for homelessness, that is an essential part of solving for homelessness. But also social services are essential and those two components must be paired together. Innovation matters. A word frankly that is tossed around a lot, but ill defined innovation in this case goes to that rapidly deployable. Context that I referenced prior. Coming up with unique ways, safe, affordable, efficient ways to house people in a temporary setting that provides for dignity, that provides for shelter, that is durable over the course of assistance. The fact that we are all in this together, you may not be experiencing homelessness. You may have never experienced that in your lifetime, but. We are living within communities where people are. And so we all have to address this together in order to get to the root of the problem and solver for this problem. And also that homelessness is an economic issue.

I know we're going to touch on this later in the conversation today. But again, these case studies as you look at the markets that they're in, as you can imagine, housing affordability is a challenge and especially accessibility. Next slide.

And so we're going to dig into four case studies
as I mentioned next slide. So the first of which
is Life Moves, which is a very unique program coming
out of Northern to Central California. This particular project of
Life Moves was in Mountain View. And Mountain View, if
you’re familiar with Silicon Valley is really in the heart
of the valley, certainly an area that has become less
and less affordable in terms of housing.
And so, during the height of the COVID-19 pandemic, the
state of California issued funding through a project called Project
Home Key, where they worked with private housing providers and
nonprofit NGO's to come up with solutions to rapidly house
individuals who were experiencing homelessness at, you
know, throughout the
range of.
Different types of homelessness. In this case, this is a
model of modular housing that was put down within a
an industrial zone that frankly is still very walkable and
very much connected to the community surrounding. This is an
interesting solution for us to examine, especially because it it
went straight to supported interim or transitional housing
solutions.
Where there was intensive case management as well. And so
the pairing that life moves as an organization did, bringing
all the public sector and private sector partners together to
create this project and frankly in a very short amount
of time, I believe this was 12 months was a
rather incredible feat and especially during COVID. Next
slide, another
case study that addresses frankly A chronic homeless.
Are individuals experiencing chronic homelessness. To those
who have been
in and out of homelessness is the hard ones in
the central business district, the low barrier shelter, which is
a project that had, again really as you’ll pick up
themes here, a really complex group of partners that came
together, both public sector, from the city, from the state,
from the federal government.
As well as private sector partners, including the central
business
district and the businesses that they've represented, as well
private philanthropy. This shelter is interesting because it has a component that is for veterans as well as those who have not served, and it seeks to serve guests with broad challenges, including behavioral and mental health concerns.

As I mentioned, you know strong public and private sector partnerships and I think a unique quality about this which was different from many projects that we looked at was the political will to do this project. This project was worked on over 2 mayoral administrations, which was it quite unique. Again for all the projects that we looked at next slide this.

Lotus campaign is a very interesting project that frankly we are interested to follow even more as they just released their 2022 impact report. This is a private sector solution first that is really interacting with landlords who own middle market housing. And as you can see here in the notes, this landlord participation program pays owners to rent apartments to individuals formerly experiencing homelessness. So the Lotus campaign is a nonprofit organization that has fundraised in order to come up with a pool of funds that then can be applied to this landlord payment.

What is also interesting is that again we're looking at middle market housing which in the US which it sounds like also Prep in Canada and Inspect Toronto is a disappearing part of the market. This really incentivizes landlords to keep their properties and reinvest but for with this additional subsidy that can help to get people straight into housing. And for sustainability for them, Next slide and then finally Berkeley Way and the Hope Center is a project that actually just opened within the last year. It was especially interesting for us to look at because the Bay Area is a quite expensive housing market. The partners that came together on this a well known housing developer, Bridge Housing. Out of the Bay Area, also the Berkeley Food Partnership.
and Housing Project, another great partner coming together nonprofit. And this block of development is actually meeting the needs of those who need temporary housing, shelter housing, transitional housing, again on the spectrum, getting to permanent supportive housing and then also incorporating affordable family housing. All of these components are separated within the larger block architecturally, but all of their community services are are accessed together. And so not only is it a beautiful project, but it also has an incredible array of social services that can meet the needs of the residents who live in the building. Next slide. So I'll quickly just go through this. As I mentioned, you alive will have a number of opportunities for you to connect with the Homeless House team over the course of 2023. The next one of course upcoming in Toronto spreading next slide. And also I would encourage you to visit the website at the Twilliger Center on housing. The ULI Homeless Housed Portal is there. And as I said, there will be more and more information both about these case studies but also about other allied program will be available to you to learn more about what is happening in the US, Canada and frankly globally with this work. Next slide. And then finally, something to keep in mind as you're thinking about your local community and maybe where you could access local technical assistance from you and I, there is an open grant program that we would encourage you to take a look at. Think about applying with. If there's a team that you are working with that is really trying to get a plan in place or has a plan in place but is at a point of impasse and trying to get to implementation, this is an awesome opportunity for. You to have some assistance to get that plan or project over the finish line. Next slide and then finally here's contact information for our team Will Herbig who you
I will see in Toronto in just a number of days is our Senior Director at the Pasley Senior Associate. And again I'm Liz. OK gig on Batten the research fell over the center. Next slide.

I guess, I guess. I guess we're back to the panel, is that right?

Elizabeth, thank you very much for that very informative and comprehensive overview. And my mind now is buzzing with a lot of questions, each model is a little bit different, so that lot of differences there, interesting to look at what role governments have played, where the money came from.

Where did you find the land? Because I went through each of the promoters and in many cases, the land didn't cost money. I found that amazing. And as to how you got the players together to actually build, build the different types of housing. So thank you for that. I'm now going to turn to to Lance Gilliam.

As you know from as you can read on the screen, he's a partner with Waterman Steel Real Estate Advisors.

Lance is an expert in governance and structure and more to the point, he is the former chair of the Coalition for the Homeless in Houston. So Lance Reager, to hear what you have to say, we'll we'll just proceed with all three speakers. And then what I'd like to do is have you talk amongst yourselves and ourselves and then possibly open it to questions at the end of this time. So Lance, I'm turning it over to you. Please. Well.

Well, thank you, Ann.

The the expert in governance I think actually my my real background is real estate and public finance. I happen as the chair of the coalition for the homeless in Houston and and previously the chairman of the Houston Housing Authority was in a role of providing governance more so than than others who have the skills like Anthony and his peers are really extraordinary dealing with folks who are in need and on the street but.

What what I just couple real quick comments and and would love to just you know let you guide the conversation. But what I've learned in a very short period
of time from from my new friends in Toronto and Canada is your system is very, very different than ours. And I think it faces challenges that in terms of response that as imperfect as our system is particularly in Houston where we've had. Great collaboration of resources and partners and then impactful we

we have engaged primarily federal funds as the lead investment. So you know funds coming from these Washington DC those funds have come into our individual communities and then it's been up to our communities to build a collaborative effort as we have in Houston with what. And you're not talking about galvanizing philanthropy. We have some, you know, multigenerational philanthropists who have invested millions and millions of dollars in our city's efforts towards success. Our business community has come in. I'm, I'm a business guy, a member, full member of you all. I'd have been for a number of years and the leadership on our board. Is highly engaged with our business community because not only is this the right thing to do, not only is it the human thing to do, but it also happens to be good business for our community and its tax base and the ability to develop our community. So we've seen a highly collaborative effort at our particular city, Houston that has led to good outcomes so far and and again, I'm I'm mindful. That good outcomes is hard to define. We still have on we're getting ready to see our point in time count numbers tomorrow. But we typically have on any given night about 4000 people who are unhoused in Houston and our city is at metropolitan areas, around 6 million people. We need to address the needs of each and every one of those folks on an individual basis and we're doing the best job we can to do that. That's your opening and we'll we'll come back then to the three themes I'm listening to heard are the importance and role of federal funding. All Canadian listeners are
probably

just very envious listening to that, the collaborative efforts and

the importance of collaboration, something again that we aren't experiencing

in the same way all the time and then the

critical role of philanthropy.

Which philanthropy is important in this country? But in solving

the housing conundrum, philanthropy has not played a major role

in. There has been some instances I'm aware of certain

nonprofit housing that's been built, but essentially we don't rely

on philanthropy. We we count on on public funding in

large part. Anthony, I'm going to turn to you now.

Anthony Love, the director of community engagement for the

veterans.

Here in the United States. And so it is a
government agency with the sole mission of serving and supporting

military veterans and their families. One of the unique things

about the Veterans Administration is that it not only provides

this conference services, but within there's a homeless programs office

to deal with the issues that military veterans who find

themselves homeless.

That we can begin to support them. There are over

150 + V a medical centers across the United States

and then communities across the United States where veterans can

work can go to those Veterans Affairs medical centers and

receive healthcare services, but also those medical centers partner with

or collaborate with community based organizations.

To meet those other needs other than healthcare needs, our
mission generally is to make sure that those veterans who
are homeless get the supports that they need so that
they can obtain permanent and sustainable housing. Also
that they're
getting high, high quality healthcare and trying to ensure that
this veteran homelessness.
Is prevented otherwise is brief, rare or non recurring. So
the idea is that we're not just trying to manage
homelessness within itself, we're actually trying to end it for
those men and women who are in military service. And
I think on a larger scale when we look at
all of homelessness, I think that is approach of of
of the federal government. There is an entity within the
federal government that is called the US Interagency Council
on
Homelessness.
Which Whose role is to coordinate the federal government's
response
to homelessness. And so it does this by convening 19
federal agencies who have a plethora of resources, expertise
and
programs that they push out to communities where they
utilize
those resources to deal with those men, women and children
who are experiencing homelessness in in their given
communities.
Over the over the last few years, we've seen declines
in the number of people being homeless, with the biggest
declines among veterans homeless. So over the last 10
years
or so, we've seen a 55% decrease in the number
of veterans experiencing homelessness and a smaller
decrease of overall
homelessness. But particularly with families and youth, we've
seen substantive
decreases.
So I'll stop there, so that we'll have time for
discussion and Q&A and so forth. But just to kind
give that high level overview of the work that's
happening within government veterans specifically in
government in general.
Thank you very much. Anthony, I wonder if I could
just come back to you for the first question you
say you're you're having progress that you have you're
able to work these VA centers can work with.

You've got 19 federal agencies involved. When you and you and you talk about your goal to to make it brief and non recurring if people are homeless, what is it that you're relying on? Shelters or housing or supportive services or and and and?

All of the above, yeah. So with the idea being that first and foremost, if, if, if at all possible, trying to get individuals into housing.

And then wrap those supportive services around those individuals so that they can maintain the housing. And the whole notion of getting individual in the housing first is to eliminate the chaos that comes with homelessness. It's it's very difficult to expect someone to address other issues if they really don't know where they're going to sleep from night to night or they don't have that stability. So we're looking for the stabilization as with anyone if you took a patient to the emergency room.

First and foremost, they look to stabilize that patient before they can go any further.

Do you have to build the house? Do you have to build the housing, Anthony, like as or are there enough units that you can find that you can put people into?

I wouldn't say there are enough units, but there are units that that we can find. We encourage communities and folks to partner up with landlords and developers.

We have for profit developers as well as notforprofit or nongovernmental organizational developers.

To build this housing that is, quote UN quote, either affordable or to go even further, deeply affordable for individuals to live in. Where we also have government vouchers, we work with what we call these pseudo governmental organizations called public housing authorities within communities who issue these vouchers that are sent to them by the Department of Housing and Urban Development.

That allows for individuals who who get those vouchers to only have to pay up to 30% of their income towards rent and the voucher will cover the rest of
I would just point out that in Toronto our shelters are 98% full and one of the challenges we haven't getting people out of shelters is we don't have the stock of housing to put them into even if. Even if they could afford comments, Lance. It's it's two things and very disparate comments, but we don't use shelters in Houston. We have an encampment strategy that has thanks to a lot of incredible people work for our coalition that has been highly effective. That when we we commonly these, I see pictures of these encampments, and we use encampments as an opportunity to engage gatherings of and places where those who are on house have gathered. We can use those as as starting points to go directly into housing. Our our success is being limited right now by the availability of housing. But we've we have reduced our number of homeless from a number of years ago from about 12,000 to around 4000. And again capacity limitations are what's stopping us from doing better right now, but we go directly from encampments. Into some type of stable housing with the rare exceptions where if we don't have all the paperwork done or someone's missing something or lease isn't finished but it's total capacity is around 100 a hundred to 125 people. So we don't we don't have. Any type of large shelters in our community, we do have permanent supportive housing, we do have transitional housing, but all of those are the more permanent solutions than simply putting someone and the shelter. The other thing that it may be relevant particularly and to your conversation and Anthony mentioned about vouchers is vouchers had a significant impact on privatizing our our housing stock and what a private sector developer, whether it is a for profit or nonprofit identity can do.
Is partner with public housing authorities. Or they can simply be willing to accept those vouchers and those vouchers provide rent, which of course provides the opportunity to pay the operating expenses of housing choices and then to the extent that funds are left over, which they typically are to build new housing.

And we can combine vouchers, whether they're individual vouchers for a population, they're project based vouchers to create a additional housing in the United States. And it doesn't sound like that federal, that federal equivalent exists in Canada that it is. It is really allowed. The private sector community I represent again is for profit, for profit, nonprofit, to invest heavily.

Not nearly what we need, but still impactfully and the creation of new affordable housing choices. And you think that's a fair, Is that a fair description?

Yeah, that's a fair description. I, I, I like to to just kind of quickly address shelter to bid. Lance is right that they don't necessarily use the shelter in terms of you know ideas try to get the person in the permanent housing. But there are shelters there as part of the overall homeless response system because as you can imagine.

You can't necessarily necessarily predict when someone is going to become homeless and then they may need to go somewhere and they until they can connect with a resource to get them in the housing. There are certain shelters that are there to to receive them, you know, for a night or so, also for those who are fleeing like domestic violence and and things of that nature. But the thing that we do encourage with those shelters is that they're not there to to be lived in will.

That they are low barrier if they're open to folks who need it. And the idea is as soon as they get in, let's begin the process of trying to get them in the permanent house, yeah.

And thank thank you Anthony and Anthony cleaned up my
that's where my lack of expertise comes in. We absolutely
have safe havens for folks who are immediately I mean
need we do not in contrast to our friends in
Phoenix.
They have a major facility where 300 people will be
living until the money runs out at the end of
next year. And it I when I think of Shelter
Anthea, I appreciate it. I'm I'm not thinking of some
of the great work that's been done by the nonprofit
world for quickly families are fleeing and domestic violence
and
and other special needs. So yes, we do have those
type of facilities that are critical to our response system.
So as part of the continuum, Elizabeth, you have the
broad overview you've looked at.
At least eight different cities that I read about and
and projects we've talked about the differences between the
Canadian
context where we don't have vouchers, where we don't have
a Federal Housing and urban affairs department or any really
strong federal role in the provision of housing. We don't
have the level of collaboration. And we're in a city
like Toronto. We heavily rely on shelters as opposed to
seeing shelters as part of the continuum.
Of a broader strategy coming in as someone who really
has this broad overview, where should we look to in
the examples that you gave us that you've written about,
what should we be taking from your, from your work
if you were us? I think that's the title of
the TV show. I think that's the title of the
TV show. But anyway, if you were us.
What should we be taking, what should we be looking
at that may be translatable?
This is a great question and and it's interesting it's
you're almost like forecasting what I'm seeing pop up in
the Q&A a bit, which I'm excited to kind of
get into it as we continue this conversation. You know
channeling Preston Butcher who you know, I've referenced
his name
a couple times.
Had very well known real estate developer out of the
California area who is funding this initiative, but was I
need to get this work started. You know, I as
I've worked with him as I talked with other developers, I think it really comes down to getting the private sector not only focused on this work, but engaged, you know, either in a volunteer. Capacity, financial capacity and I think this is where you know, as we talked about the differences between the US and Canada, you know it's individuals, it's organizations, be it for profit businesses seeing where they can play a role in the solution particularly on the development side to this large crisis. And I think this goes to for all of the case studies that I referenced as well as the other case studies that are in the report. You know just within I was reviewing just within the low barrier shelter in New Orleans. You know there were sixty partners involved in that many of them private sector, I mean the federal government had a had a large role in the state and local government had a large role in that project but. Especially in the supportive service side, you know, after the building got built, that of course was one piece. But then the social, the social service side, there must be anywhere from 12 to 15 service providers that are working in a concerted effort with clients who are at the shelter and you know, throughout the day, day after day, year after year, so. I think this goes to, you know, both on the planning, implementation side of these projects, addressing the issue, you know, project by project, but also ensuring that once the projects are in the ground, making sure you have the right team in place. And again with private sector partners who can really ensure that to happen again, whether they're nonprofit or they're forprofit in that case. So I would say that those of us who are involved in this have come to the conclusion, given our context. Sure, that. Without the private sector, we can't get the housing built. And yet my own background is in some ways it does come down to money. When I look at what the examples should be in in your study and when I listen to my new colleagues here, because the vouchers
help to supplement the income of people who having to pay more than a third of their income on housing, the developer knows that they're going to be able to get money. Rental money so they can build to have a project where there's some income we don't have. And to me the whole issue comes down to how do you, how do you fill that gap between what develop, what the developers need to produce a product and what people can afford to pay in a world where what people can afford to pay, where that gap is growing. That's the problem is the gap is growing. and. So it it it I can see, I can see that your what your answer is engage them but what what kind of incentives? If the government isn't offering either great tax incentives or also other kinds of write off incentives how does that gap get filled? How does the private sector get incented? I think it if I can touch on this again and you're hitting on the key question and it's been very helpful to have all of our pre conversations because I think. It has helped for Lance and Anthony and I to realize you know where we're coming from is, is really such a different world. I guess a few things I could touch on that maybe could inspire some thought. That again goes to kind of Q&A in our audience against who's out there. You know we talked about land value and just even for these projects how who gave the land, how did that come together and you know in the in the case of some of the projects it was the municipality. Who was able to lay over to a nonprofit organization who then went out and fundraised for in some cases, 75% of the project cost. In other cases it was a private individual who again, perhaps with some incentive, you know through through tax, was able to. I think you're. Freezing. I think that's another piece too. So often we think. I think. Either you're freezing just a bit or I am, I'm
not sure.

If I continue, I can go off camera here, but yeah, I would love it especially for Lance and Anthony maybe too we can get into. You know, there's obviously the cost of the land and the cost of everything above, but even just getting into decoupling that and thinking about you know, how the private sector can come in, in strategic ways within. Planned assemblage and then within the building of the project that there could be some creativity there where we could be thinking differently about how all of that is staged and when you know how the capital stack is set up.

Thank you. And I'm going to turn that back into Lance. With your financial and real estate background, what do you do in a situation when?

I did notice in all the examples, virtually all the examples land didn't cost anything and I thought well that would reduce the cost of building that would be. Do you have any advice on that on the issue that that Elizabeth just articulated?

Yeah, I I sort of and I'm still struggling with the lack of toolbox or tools that you have in Canada.

And feeling how blessed we actually are in the United States right now it's it's don't be tough on yourselves until you look across the border and realize y'all got a harder road to hoe road to hoe than we do. The the inclusion of land for free. And we don't normally found that there's all sorts of options in terms of you know refurbishing publicly owned assets land owned by in Texas it would be the state county or the city the the public sector. But and most of the transactions that we work on it and in my my day job is in fact affordable housing. We've invested about $4 billion over the last four or five years in affordable housing and and just our clients work and in every case we are buying land we are we are either buying existing properties.
And converting them to affordable housing or we're constructing new affordable housing. And again it targets different population groups. This is a bigger conversation and homelessness and housing those who are on house. And that because those groups are the hardest to meet their needs because they are in fact the ones who are most challenged in terms of paying rent or they wouldn't be unhoused but the resources that we have. We include land in our budget. We have found public private partnerships to repurpose publicly owned assets but that is a small amount of our work. But the capital tax Elizabeth referring to are highly complex but as best I could tell we have tools that you don't have. The whole notion of affordable housing as a product that would attract investment. I can say the words, but I can't quite. I can't quite get my head around what it would look like. But that's made possible because there's an assured income stream that's going to make the project viable. Whereas we look at affordable housing that we asked developers to include if they're building, say, tall and sprawl. A certain percentage has to be affordable. Although as I mentioned in our earlier conversations, we we don't define affordable correctly. But we we don't. But people don't look at affordable housing as a place to invest and and get a return. So this is a, I think, a big thought that we have to figure out well. You may, you may want to look at it again. This is a bigger affordable housing conversation than just housing the house which is a more challenging complicated conversation. But and again as you know I remember I can speak to this is we look at. Finding financially sustainable solutions where that means that you have
to be able to attract debt and underwrite debt in order to secure that capital and then add in equity which means we have to have a return on that investment in that equity and even a return of at some point if there's a sale. And to the extent that those two capitals tax don't meet the needs of a specific population, it's only then that we engage whether it's. Vouchers or external investment of federal funds, a direct investment of federal funds, which is highly complicated, or our Lytech system over housing tax credits or subsidized bonds which were available to us. And I can assure you it is a significant industry that that is profitable and sustainable and I think that philosophy. Of of there's all sorts of terms work these days, but equitable capitalism, socially conscious capitalism, but letting the private sector, whether it's for profit or nonprofit, we represent a ton of nonprofits that are huge and reinvest their profits back to their missions. The starting there and adding things into it to cause different outcomes has been very successful for us, certainly in our small world here in Houston and around Texas, but I would think across the country. And yes, sometimes land has contributed. That's, but it still needs to be accounted for and had value. You don't just ignore the fact that if I have $2,000,000 worth of dirt and I contribute that into an asset, whether it's a cheerable contribution or something different, it needs to be accounted for. One of the quick question, just to throw it in, we hadn't discussed it, but one other thing we did here because when as rents escalated, various governments have applied rent control. And when that was applied, of course it it caused developers to move into build development of condos and rental housing. It's it's another reason why we have such little rental housing stock built after the last century. So have you had experience like for example, I don't know if
there's rent control in Washington, there certainly is in New York. But Elizabeth, or perhaps even in the Veterans department, Anthony, any experience with the role that rent control has played or lifting rent control has played. I mean I can't really speak to that. I don't think that it's been a factor because the idea is we are looking for units where the rents are going to be affordable to the veteran. With his or her income, attach a voucher or with other subsidy income that may be able to help them afford the rent. But yeah, I actually live in Washington, DC and and yet there are some rent control units, not not as many as as New York or Boston, but we do. Have has that impacted the building of rental units, Elizabeth or Anthony? Elizabeth, is that a factor for you? No. You know, actually I was going to say, yeah, for Anthony and I, we both live in DC And so we could probably answer this as citizens more so than professionals in the fields. But I would just direct your, you know, the audience that's on this webinar back to the Lotus campaign that I mentioned, which is this nonprofit fund that is really providing. I mean they're gathering. Private dollars within a fund then to supplement fees, rent, individual or family who's experienced homelessness, who's working with the social service provider. So again, a lot of private sector partners, nonprofit and for profit, working together to secure housing for that individual or family. It's a very interesting project. Or not but I think five years ago and they are launching another middle market cities in the US and. Do they expect, do they give a return if you invest your funds in the Lotus funds? So they does it provide a return? This is where Beth Silverman, who's the executive Director,
would

be a great person to contact regarding that and and
would happily answer those questions. But I have to say,
embarrassingly, I did not tell you what the return would
be.

Well, I think maybe at this point, I don't know.

This little hour has gone very quickly for me, but
I think since we only have 5 minutes left, I'd
like to open it up to one or two questions.

And I saw one that I could start with, And
because I had also read the article about Finland, the
first one of the first questions that came up was
how are we looking to the Finland experience? And Finland
has made a commitment to end homelessness. It's a small
little country of course, but the to end homelessness by
2027.

And what they are doing in Finland is they are
getting rid of their shelters and moving to permanent housing
only and they're financing that new housing with low interest
loans. That's about all I know about it, but have
you guys looked at Finland As for inspiration?
I wouldn't say we'd look to them aspiration I'm being
excited that they that they have that goal there
and.

And I don't want to speak out of turn because
I'm not look deeply into it. I would provide a
telecaution we can get rid of all of the shelters
because I mean again there are some things that you're
not going to be able to control that could possibly
cause individuals to become housing insecure. Or like I said
there, there are some instances where you have to get
out quickly and you need a place to go unless
they're going to have 24/7 and they will have.
You know enough units available for people who need them
instantly. I know in in our in our system as
if anybody's has ever rented an apartment or whatever. Even
if you have the money and you pay the deposit,
the apartment is probably not ready for you right then
and there. So unless they have that system in place,
then I think that it it's a perfect way to
go. But yeah, more I wouldn't be against more permanent
housing units ever.
Another question that came in that to me is interesting.

Interesting because in Toronto they're now saying that they're going to have to close some of the shelter beds, which as I've told you are pretty much full every night.

Have you in any of your cities or that you're aware of through your research, Elizabeth, aware of the use of mobile homes and that's it's, you know, not ten cities but mobile home encampments that yes, it's temporary, it's not permanent.

We have about 1-1 minute, I'm afraid, but yes.

Oh, quick answer to that. And then we're done.

So no examples yet of mobile structures repurposing man camps and then the modular housing that we mentioned that's in the life of this example, yes, many, many great examples of those types of semi permanent structures.

That might be translatable. I want to thank my panel who I've just gotten a chance to meet, but I wish that we had longer. And Richard, I'd like to turn it back to you and thank you again for the opportunity to be part of this.

Okay. Thank you, Ann. And and my goodness before we go to the next upcoming event, which is really the big one is the spring meeting. We can maybe take that slide down now. I also want to thank the panel there. Yes, there's a number of of spring meeting milestones ahead. I don't want to, if you could just take that, that that screen off. Thank you, colleagues.

I I this we the the program committee of ULI that would we looked at that at wanting to do our first focus on the homelessness crisis in Toronto. What had a hard time wondering where to start and I think we found a great place. It was both in

Tapping and Golden but but it particularly the expertise of our panel.

It is very clear that a great starting point is to look at South of the border for inspiration around the policy construct. We we don't have that policy construct, we don't have the tax structures and number of questions have been poking at that. But those are things that
urgently because we are not going to, I think, solve our homelessness crisis in Toronto. With the governance and the toolkits that we currently have, I think pretty clear from this quick one hour seminar. I'm going to say thank you again to Elizabeth, to Lance, and to Anthony as we close out. We this is the beginning for ULI Toronto and so I'd say to our audience thank you for the questions. I know we didn't get to them, but they're really, really important and they're giving us a lot of guidance of where to go forward next. So expect them to guide us forward. And with that at 12:59, I wish everybody a great end of day and great week and we will see you soon hopefully at the spring meeting. Thank you. Thank you. Thank you very much.