



My Fellow Colleagues and Angelenos,

With nearly 42,000 people on our streets, we know that homelessness is a crisis. That's why confronting the homelessness crisis has been my number one priority since taking office. On Day 1 of my administration, I declared a citywide emergency on homelessness so that we are able to confront this crisis with the urgency it requires. My Executive Directives to all our City staff have focused on harnessing City resources to move people off the streets and into housing as fast as possible. Executive Directive 1, which mandates that all of our City departments work together to expedite affordable housing projects, has already led to the approval of 12 projects with 865 units through the Planning process, in 60 days or less. That's an astounding 6-month average time savings. Executive Directive 2, which established our Inside Safe program, brings a housing-centered approach to cleaning up encampments across the City. Since we began the Inside Safe program we have housed Angelenos in more than 15 encampments and brought more than 1,200 people inside.

In February, I signed Executive Directive 3, which required that the City Administrative Officer deliver to my office a comprehensive inventory of City-owned real estate assets for my review and to determine which sites are suitable for interim and/or permanent housing development. Members of my staff have filtered sites in the hillside, heavy industrial areas, parks, and developed and occupied sites to review more than 3,300 parcels, and have worked with my Council colleagues to identify potential sites for future development.

After this review, and in examining the City's historic and current approach to developing housing on its lands, I am recommending that we take this moment to be bigger and bolder, and rethink how we utilize City parcels and financing resources to scale up the development of affordable housing.

Over the past years, the City of Los Angeles has made strides getting more affordable and supportive housing built by bringing our own property to the table. 13 projects with more than 600 units are open and operating on City land, and another 13 projects with more than 1,000 units are under construction. Further, an additional 14 projects representing nearly 1,000 units are in the design and negotiation stages.

However, it is no secret that these projects often require significant investments of time and staff hours to get done. Sites are identified and vetted one by one, often taking months or even years to analyze and determine whether they are suitable for affordable and supportive housing. Projects often take years to get through the design process, and even longer to identify funding. There are some projects that were initiated as many as 7 years ago that are still not complete.

We can, and must, do better. In order to address our housing and homelessness crisis head on, and build as much affordable housing as possible, we must advance new strategies to utilize these critical City resources quickly, effectively, and efficiently.

That's why today I am announcing a range of efforts aimed at scaling up, and speeding up, the development of affordable housing on City owned real estate. This will include:

Immediately:

- Identification of publicly owned sites for the development of up to 500 interim housing units, called Emergency Sleeping Cabins, in partnership with California Governor Gavin Newsom as part of his effort to install 1,200 interim units across the State. This effort has already kicked off and we expect delivery of the units in Fiscal Year 23/24.

At the start of the new Fiscal Year, July 1, 2023, through January 2025:

- Initiation of a new program to explore innovative ways to scale up affordable housing development on publicly owned land. This will include:
 - Consideration and feasibility of grouping multiple sites for simultaneous solicitation and development by one primary developer. This will include understanding the zoning/entitlement path for sites as well as the available and/or needed infrastructure investments;
 - Developing innovative approaches that break away from traditional financing methods for both construction and operation, saving years in the course of the development process;
 - Using public lands to test innovative and cost effective approaches to construction and delivery of housing;

- Engaging with regional public agencies, as well as State agencies that have vacant and surplus parcels within the City of Los Angeles to identify partnership opportunities. A starting place for identifying these public agency partners is the mapping program and analysis developed by the Committee for Greater LA and the Center for Pacific Urbansim with funding from Weingart foundation, which explores publicly owned land across the City of Los Angeles and identifies parcels most suited for interim or permanent housing;
- Development of community engagement strategies; and finally
- Development of a demonstration project(s) to build mixed income affordable housing across multiple sites.

Our staff are identifying resources to support this work, and will pursue a rigorous process to ensure that the new approach developed is rooted in real and implementable solutions to development of public lands, and creates a program and process that is lasting and replicable.

In the next 6 months, working groups will be created to:

- Develop clear and consistent standards for identifying surplus and underutilized land that is suitable for both interim shelter and affordable housing on a permanent and ongoing basis.
- Create clear standards for vacant, surplus, and underutilized parcels on a forward going basis, and to integrate their real estate assets into the City's existing asset management operations.
- Develop best practices and consistent standards for all solicitations for development on publicly owned land. This will be an interdepartmental working group of all departments that actively issue solicitations for development of publicly owned land and will support the next directive, below.

My focus over the remainder of my first term in office will be to make the disposition and development of City owned land faster, cheaper, and more streamlined, and to innovate in the financing and delivery of affordable housing without reliance on traditional subsidy methods. We will do this by creating clear and consistent standards for identifying available and appropriate land, a standardized and clear process for solicitation, advancing innovative alternative financing and development methods, engaging with communities in the process, and ensuring that this work can become institutionalized in the City.

I know that we must use every resource that we have as a City, including land, to alleviate and ultimately end our housing and homelessness crisis. I hope to work in lock step with each and every one of you in this effort.

We look forward to reporting on progress at the end of my first year in office.