



2023 IMPACT REPORT

hope endures



building communities & strengthening neighborhoods for 40 years



LINC HOUSING



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A LETTER FROM THE CEO+PRESIDENT

welcome



For 40 years, Linc Housing has committed to building and supporting communities for people underserved by the marketplace. Our work is grounded in the belief that having access to affordable housing is a foundational precondition to social and economic success.

As we take a moment to look back at 40 years of impact, we pay tribute to our roots beginning in 1984 with the launch of Corporate Fund for Housing, through to 1988 welcoming our very first residents at the five Seasons properties. That impact continues today, as 2023 welcomed the completion of five more communities, bringing our 40-year total to 96 diverse and inclusive communities throughout California with 13,445 residents served.

2023 marked the conclusion of our three-year strategic plan, and we accomplished our goals of diversifying the type of developments we build, adapting to a changing funding environment and increasing our impact for residents and neighborhoods.

Innovation and inclusion have been cornerstones of our success. Expanding our financial toolset, modes of construction, and diversity, equity and inclusion efforts are a few examples of this commitment. We took on four Project Homekey developments – collaborations with local entities that will bring almost 400 affordable and supportive homes online by mid-2025.

Our commitment to social justice, racial equity, and sustainable development reached new heights. The Robert K. Ross Center for Hope and Healing, our partnership with The California Endowment, represents the most ambitious development in our 40-year history. When complete, this transformative community will create an integrated, trauma-informed campus of well-being and opportunity with 124 homes and over 66,000 square feet of community-serving space in the heart of downtown Los Angeles.

Our vision remains unwavering: We envision communities in which residents live full, healthy, prosperous lives, unbound by the current predictors and restrictions of race, gender, mobility, and class and continue to adapt our resident services offerings to meet the evolving needs of our residents.

From our beginning, we have sought to improve the lives of people who were locked out of systems of stability and prosperity, and that continues to be the core of who we are today. We hope this report inspires you as much as the stories within do us.

SUNY LAY CHANG
President

REBECCA F. CLARK
CEO

40 YEARS OF IMPACT + GROWTH

by the numbers



96

COMMUNITIES BUILT
Across 19 Counties

20 Certified Green

18 Permanent Supportive Housing (PSH) Developments

10 Preservation of Affordable Housing Projects

**Estimated portfolio values adjusted for inflation.*



9,663

HOMES CREATED

4 DECADES OF GROWTH

1,018 / \$16M*
HOMES PORTFOLIO

4,415 / \$66M*
HOMES PORTFOLIO

7,492 / \$407M*
HOMES PORTFOLIO

9,663 / \$843M
HOMES CURRENT PORTFOLIO VALUE

100% of PSH residents remained in their units six months after moving in (industry benchmark 90%)

98.5% of PSH residents remained in their units 1-year after moving in (industry benchmark 85%)



13,445

RESIDENTS CURRENTLY SERVED

Quality of Life

Rental savings creates positive change for residents. When people are not required to work two to three jobs to pay rent, they have more time to invest in themselves & their families & more money for food & other essentials.

Financial Security*

58% reported having more time to further their education and/or career goals

Health & Well-Being*

68% feel healthier physically & mentally

Social Support & Leisure*

60% cite more time to spend with family

**Percentage of residents who indicated this area of positive change after residence in a Linc community for one year.*

40 years of impact





Ground Breaking on First Property

1988



Linc Housing Expands Statewide

1993



Linc Cares Begins Providing Resident Services

2004



First Permanent Supportive Housing (PSH) is Developed

2011



First NOAH (Naturally Occurring Affordable Housing)

2017



Launch of Intensive Case Management Services (ICMS)

2020



1984

Corporate Fund for Housing Opens Doors



1993

Name Change to Linc Housing



2002

First Preservation of Affordable Housing Project



2007

First Solo Acquisition/Rehab Market-Rate Conversion



2012

Achieve First Certified Green Development & Launch of In-House Supportive Services



2018

First Veterans-Specific Housing Development



2023

125 On Staff, 9,663 Homes Developed, & \$843M in Real Estate



THE GOMEZ FAMILY FINDS

more than a home

Nurturing Dreams at City Gardens

City Gardens, one of Linc Housing's earliest developments, has been home to the Gomez family for over two decades. Here, Juan and Lupe Gomez found more than a place to live; they discovered a supportive community with life-enhancing resident services that would shape their family's journey and lay the groundwork for their children's future achievements.

City Gardens and the other 95 developments in Linc Housing's 40-year portfolio are vibrant communities that nurture relationships and provide a stable foundation for individuals and families like the Gomezes and their five children, including their youngest, Diane. "My mom and my godmother met at the laundromat at City Gardens, and they're still best friends to this day," Diane recalls.

Over the years, friendships like these blossom in Linc communities, forming strong social support networks among residents in their daily lives, from neighbors helping each other with childcare, to offering a ride for a medical appointment, to becoming best friends and even someone's godmother.

For the Gomez family, City Gardens stands as a testament to the enduring impact created through an affordable, safe, nurturing community where Diane and all of the Gomez children could thrive.

Throughout this report, we present Diane's story, from her early years rich with cherished memories, to her educational journey nurtured throughout her life at City Gardens.

More than a home - Linc communities are fostering dreams and building futures.



LINC'S INVESTMENT IN DEVELOPING

affordable housing

Five new affordable communities welcome over 850 residents

Linc Housing's investment in developing affordable housing continues in 2023 as five new-construction developments created a total of 379 apartment homes and brought its growing portfolio to

\$843M in real estate development. Linc is honored to have welcomed 940 residents to their beautiful new affordable homes this past year. These residents are now enjoying full and enriched lives, benefiting

from a variety of life-enhancing resident services and enrichment programs designed to nurture and support both adults and children, creating a thriving and dynamic community.

5 communities opened / 379 homes

3 communities in construction / 468 homes

16 communities in predevelopment / 1,599 homes

940

NEW RESIDENTS HOUSED

\$26M

ANNUAL RENTAL SAVINGS*

with an average monthly savings of \$1,852 per unit in 2023

* Annual rental savings and average savings per unit calculated for LA County Linc communities.



103 HOMES
Sun Commons, North Hollywood
\$824 average monthly rent per unit
\$1,316 average monthly rental savings per unit



48 HOMES
The Blossom, Beaumont
\$416 average monthly rent per unit
\$2,793 average monthly rental savings per unit



56 HOMES
SagePointe, Los Angeles
\$153 average monthly rent per unit
\$1,857 average monthly rental savings per unit



91 HOMES
456 West, San Pedro
\$1,358 average monthly rent per unit
\$1,349 average monthly rental savings per unit



81 HOMES
Equa, La Puente
\$712 average monthly rent per unit
\$2,169 average monthly rental savings per unit



LINC WELCOMES

project homekey

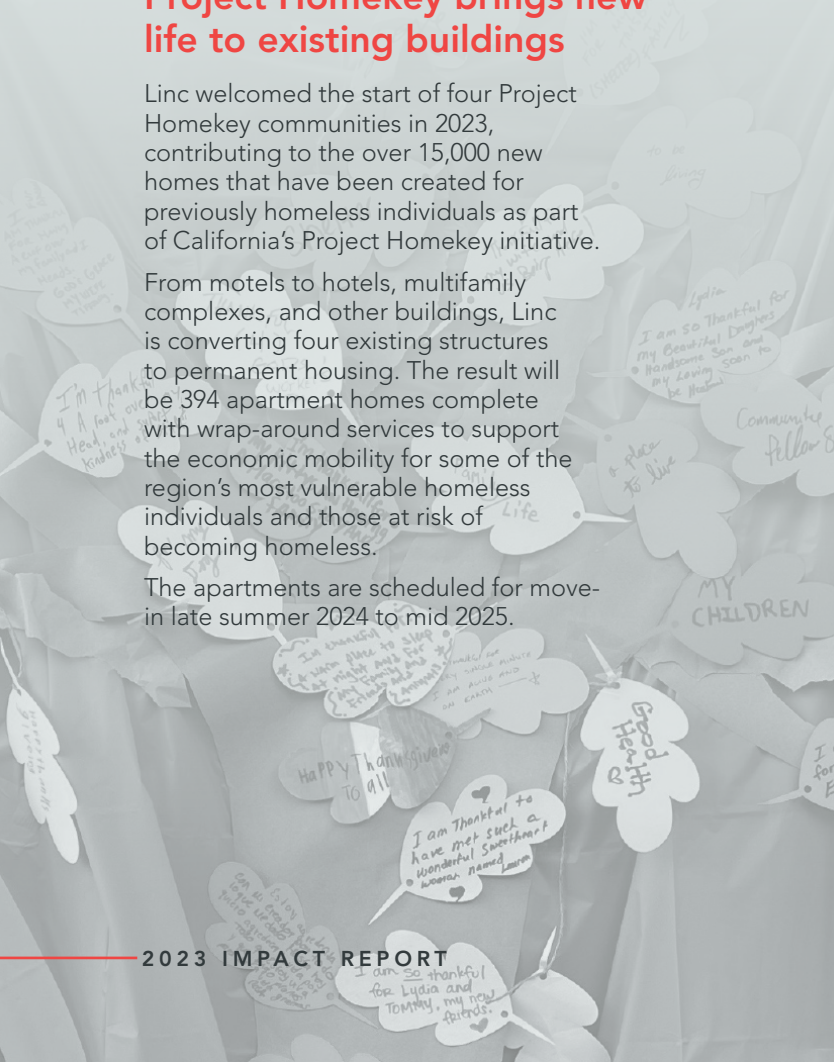
Project Homekey brings new life to existing buildings

Linc welcomed the start of four Project Homekey communities in 2023, contributing to the over 15,000 new homes that have been created for previously homeless individuals as part of California's Project Homekey initiative.

From motels to hotels, multifamily complexes, and other buildings, Linc is converting four existing structures to permanent housing. The result will be 394 apartment homes complete with wrap-around services to support the economic mobility for some of the region's most vulnerable homeless individuals and those at risk of becoming homeless.

The apartments are scheduled for move-in late summer 2024 to mid 2025.

PROJECTS	CONVERTING FROM	# OF HOMES
Atlas (Los Angeles)	Apartment Building	128
Crescent (Long Beach)	Motel	40
Zephyr (Long Beach)	Hotel	137
Azure (Anaheim)	Interim Housing	89
TOTAL		394



In November, our residents gathered at Azure to express what they are thankful for.

"I'm thankful for having a roof over my head and the support and kindness of staff." – Linc Housing Resident, Azure in Anaheim

Future Looks Bright with 19 Housing Developments in the Pipeline*

** Pipeline reflects combination of pre-development and construction projects.*

As Linc Housing embarks on its fifth decade, its expanding pipeline now includes 2,067 apartment homes across 19 new properties under

development, **taking our portfolio value to almost \$1 billion.** This landmark growth reflects decades of strategic investments and collaborative

partnerships, all aimed at Linc's mission to build communities and strengthen neighborhoods for people underserved by the marketplace.

The Robert K. Ross Center for Hope & Healing

In 2023, The California Endowment (TCE) selected Linc Housing as its development partner to transform its foundation's backlot in downtown Los Angeles into The Robert K. Ross Center for Hope and Healing.

This two-acre mixed-use campus will provide 124 affordable and supportive apartment homes for low-income individuals and families, including those who

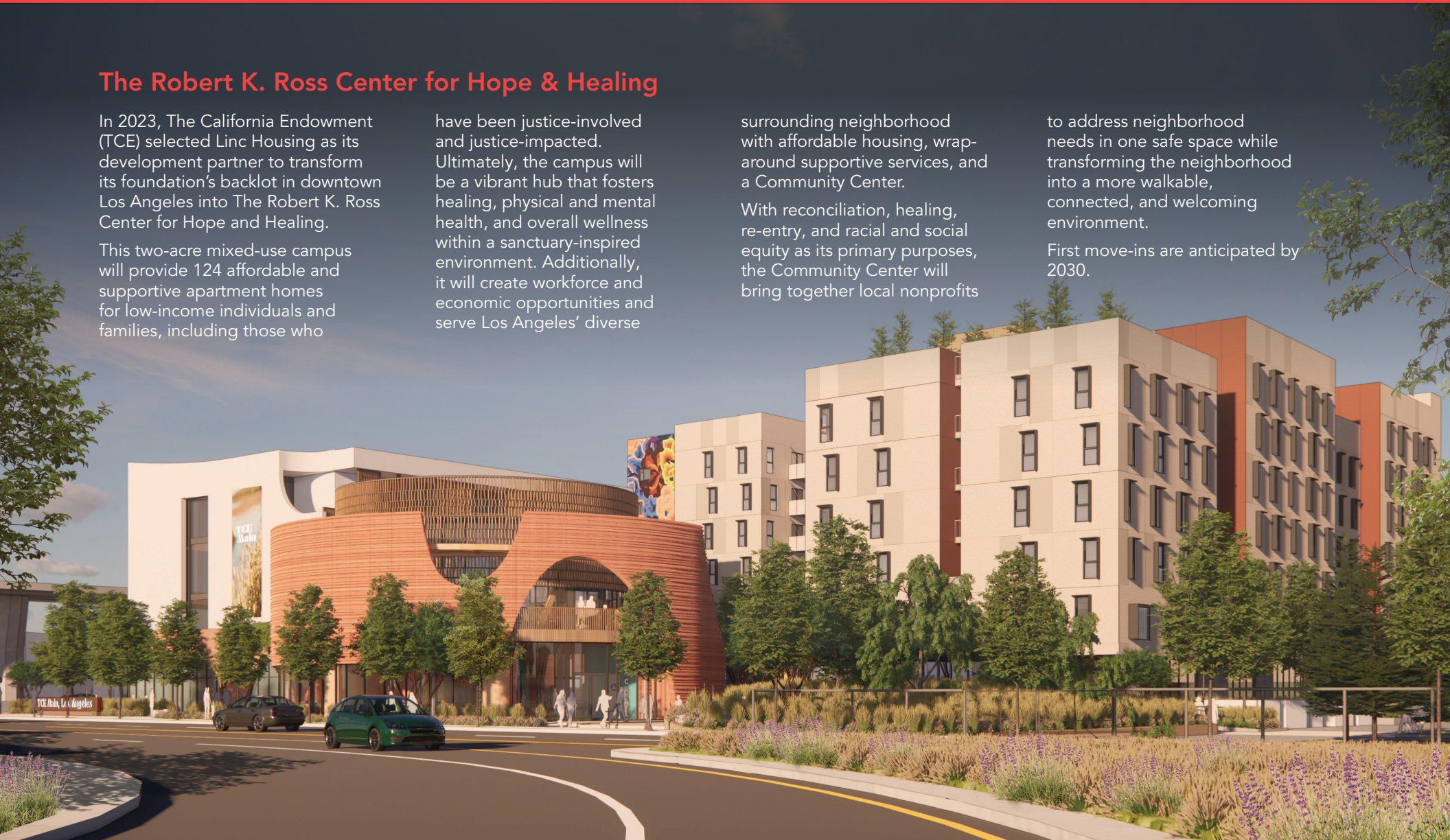
have been justice-involved and justice-impacted. Ultimately, the campus will be a vibrant hub that fosters healing, physical and mental health, and overall wellness within a sanctuary-inspired environment. Additionally, it will create workforce and economic opportunities and serve Los Angeles' diverse

surrounding neighborhood with affordable housing, wrap-around supportive services, and a Community Center.

With reconciliation, healing, re-entry, and racial and social equity as its primary purposes, the Community Center will bring together local nonprofits

to address neighborhood needs in one safe space while transforming the neighborhood into a more walkable, connected, and welcoming environment.

First move-ins are anticipated by 2030.



SUPPORTIVE HOUSING

transforms lives

Almost 2,000 residents receive Intensive Case Management Services

A stable, affordable home is fundamental for a person's health and wellbeing. And we know that to truly transform the lives of people who have experienced homelessness, it takes more than just an affordable place to live. The home must be paired with life-enhancing social services and compassionate support.

All the residents who live in Linc's supportive housing receive comprehensive, coordinated Intensive Case Management Services (ICMS). A dedicated case management team meets residents where they are, bringing them each a personalized supportive service plan that addresses their specific needs and goals. Whether they need physical or mental healthcare, education or job resources, substance use treatment or basic life skills, their case manager is ready to do whatever it takes.

81% Residents feel a sense of belonging within their Linc Housing community

88% Residents feel Linc Housing has contributed to their health & well-being

92% Residents are overall satisfied with case management staff

1,642

RESIDENTS SERVED BY LINC ICMS up 230% from 2022

17

PROPERTIES PROVIDED WITH ICMS SERVICES up 21% from 2022



From Skid Row to Spark

After years of being homeless on Skid Row, Vanessa moved into her own apartment at the Spark in Midtown in Long Beach in 2021. There, Linc's ICMS and services staff helped connect her to resources to overcome substance use issues that were triggered by family matters. Vanessa thrived in biweekly support groups, eventually

LOCAL ACTION TO

lasting change

becoming the volunteer facilitator for the meetings, and was ultimately hired by the agency that organizes these groups as a peer mentor.

Even though she found a new home and a new life in Long Beach, Vanessa went back to Skid Row to volunteer. In Nov 2023, the City of Los Angeles recognized her efforts with a Certificate of Commendation.

Vanessa continues to create positive impacts in her life as well as the lives of others, from completing a 10-week financial capability program facilitated by Rise Economy at the Spark, to helping to provide access to health resources, vaccines, and testing at a weekly neighborhood pop-up at Linc's The Palace apartments.

Vanessa's dedication and efforts are transforming both her own future as well as building resilience and connection within her entire community.

Life Pathways amplifies opportunity through collective impact

In 2023, Linc Housing launched Life Pathways, a pilot that aims to enhance the positive impact of its 456 existing enrichment programs while expanding access to the broader community. This place-based initiative focuses on Central Long Beach and South Los Angeles and aligns under one umbrella the current Linc service areas of workforce development, financial capability, digital equity, and health and wellbeing.

Life Pathways is a deliberate approach to ensure Linc's housing and services become even greater community assets to surrounding neighborhoods. To achieve this objective, one foundational element of the pilot is to engage local service organizations as full partners in the planning, program delivery, and outcome measurement process. Linc is collaborating with 12 grassroots organizations to achieve collective impact in two pilot regions, with Linc sites operating as service hubs.

One example of programs offered under this framework is the culturally relevant financial capability classes offered by partner Rise Economy, which are delivered with the goal of breaking down historical barriers for Black, Latine/x, and other People of Color who have faced hardships in building generational wealth. Another example is the harm reduction workshops offered by another partner, AADAP (Asian American Drug Abuse Program). Through this program, several formerly homeless residents have achieved and maintained sobriety, while others have graduated to become peer workshop facilitators.

With pilot funding by Kaiser Permanente, Wells Fargo, and the Boeing Employee's Community Fund, the first official Life Pathways cohort of social service partners convened in December 2023 to prepare to rollout an ambitious slate of programs in the coming year.

2,153

RESIDENTS SERVED
by Linc's Resident Services Programs

3,192

PROGRAM SESSIONS
delivered by 456 unique resident enrichment programs across 35 properties

Youth Education

Health & Wellbeing

Food Distribution

Workforce Development

Financial Capability

Digital Equity

Supportive Services



LINC EMPOWERING LIVES

with education

Cultivating success through comprehensive child development

Linc Housing and its partners offer many robust educational programs that support children and adults, from early child development care to after school programs, financial literacy, and more.

An example of such a partnership is the new 6,000-square-foot licensed child development center, operated by Drew Child Development Corporation, at Willowbrook's Springhaven apartments. Able to serve 88 children, the center provides inclusive research-based curricula and an educational

space with six classrooms, an outdoor courtyard, and playground with a STEAM lab, all supporting important childhood milestones.

“When you put two organizations together, like Linc Housing and Drew Child Development who has the services, this is what happens. You have this magnificent center that becomes the hub of the community.”

—**JACKIE CLARKE**, President & CEO of Drew Development Corporation



After school program plays pivotal role in Diane's Educational Story

Amidst parents' busy work schedules, Linc Housing's after school programs provide a safe haven for children to receive academic support and explore interests under the guidance of mentors like Clare Ofield, Services Program Manager. This is where Diane Gomez, growing up at City Gardens, spent a significant amount of her time as a child.

From her early days attending the City Gardens after school program and leveraging other onsite services, Diane found more than friendships, she found inspiration to pursue her dreams in architecture and urban planning. Linc's resident services programs

provided Diane and her neighbors with access to educational resources, technology, and guidance that otherwise might have been out of reach.

Diane has gone on to earn her Associate of Science degree in Architecture and is now pursuing a Bachelor's in Urban and Regional Planning at Cal Poly Pomona.

At all of its communities, Linc aims to provide residents with access to a safe and nurturing space, the opportunity to work with staff as allies, and build a sense of belonging and purpose. Diane's story is a testament to how supportive environments can shape futures.





24

YOUTH
EDUCATION
PROGRAMS

59

ADULT
EDUCATION
PROGRAMS

4,835

SESSION PARTICIPANTS
across all education
programs offered

"It's kind of a perfect alchemy of figuratively & literally meeting the young residents where they're at. Because they're so close to home, you get a very real experience with the kids."

—CLARE OFIELD

Senior Resident Services Coordinator
for Linc Housing & City Gardens
After School Program Coordinator



hunger gap

Linc increases food distribution by 61%

“You gotta pick a struggle –Do I feed my family or do I pay the rent?” –Linc Housing Resident, Spark at Midtown

This highlights the harsh reality that food insecurity is a major health problem with 3 million of California households experiencing uncertain access to food, according to the California Association of Food Banks.

Linc Housing is addressing this significant life challenge with a multi-faceted approach, supporting both residents and vulnerable neighbors in overcoming food insecurity. At the heart of these efforts are Linc’s 16 food banks, which have increased food distribution by 61% this year. Additional support includes on-site community gardens, nutrition classes, cooking demonstrations, food pantries, and community kitchens.

This has made a huge difference for Brenda, a resident at HiFi Collective, **“It means so much to me. I come down here every week. I only get \$63 in food stamps, so I come here to get things like corn and beans. As long as I buy meat with my food stamps, I can get the rest of the ingredients here to make my meals.”**



**it means
so much to
me, I come
down here
every week**”



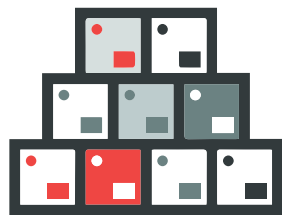
LINC FOOD BANKS RESPOND TO THE NEED

In 2023, 28% of those served through Linc's Food Banks were from the surrounding neighborhood.



16

COMMUNITIES SERVED



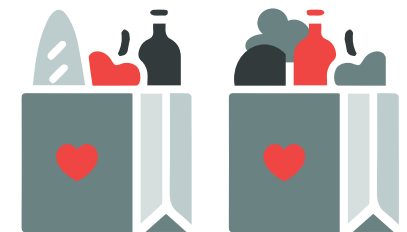
330

FOOD DISTRIBUTION
SESSIONS



1,847

INDIVIDUALS SERVED



5,372

BAGS/MEALS PROVIDED

LINC ADVANCING EQUITY

through employment

Linc hires equitably from the local community

Equity is central to Linc Housing's mission. In 2023, Linc focused on improving its ability to hire more equitably. In doing so, Linc is fostering economic vitality that directly benefits the people living in its communities and surrounding neighborhoods.



456 West, San Pedro

- 158 workers hired following Section 3* hiring practices
 - Comprised 25% of workforce
 - Contributed 46% of work hours
- Earned an average of \$41.97 an hour
- \$8.5M in contract awards to small, minority-owned, disadvantaged businesses



Willow Way, El Monte

- 145 workers hired following Section 3* hiring practices
 - Comprised 51% of workforce
 - Contributed 46% of work hours
- Earned an average of \$56.99 an hour
- \$10.9M in contract awards to small, minority-owned, disadvantaged businesses



Innovative Partnerships & Programs

Through a new collaboration with PVJOBS, we have successfully directed 46% of contract funds to eligible disadvantaged, community-based, and minority-owned small businesses.

Additionally, we initiated an innovative pilot program aimed at addressing employment disparities affecting Black and Latino communities. This program focuses on individuals who face chronic unemployment or lack formal work experience, aiming to close the gap in access to quality employment opportunities.

* Section 3 and targeted hires represent low-income workers who are hired from the local community. Minorities and individuals with disadvantaged backgrounds are prioritized, including those who have been chronically unemployed, homeless, or justice-involved.

by the numbers

456 WEST + WILLOW WAY

919

PERMANENT JOBS
CREATED

303

DISADVANTAGED
WORKERS EMPLOYED

through targeted*
hiring practices

\$41.97

AVERAGE
HOURLY WAGE

for targeted*
new hires



MAKING A DIFFERENCE

pablo's story

Pablo is among over 100 local residents hired to build Linc's 456 West and Willow Way developments. This effort is supported in part by Section 3, a federal program encouraging developers to adopt inclusive and equitable employment practices. Section 3 aims to eliminate barriers to employment for those facing chronic unemployment and other socio-economic challenges.

Before his start in construction, 23-year-old Pablo had been chronically unemployed and last worked in a low-paying warehouse job. Pablo's hourly wage has now doubled. "I dreamt about getting a paycheck like that," he said. "It felt so good to be able to help my family financially." Pablo's job has grown into a career, earning him sponsorship by a union and an apprenticeship. He's currently at level four in the eight-level program. "I want to achieve Level 8 and then become a foreman," he said.

"This is the longest I've ever stayed in one job." Pablo cites the attention he received from supervisors, teaching him and making him feel welcome and accepted, as his reason for continuing in his current position. "That first job allowed me to change my life. My work is paying off, and I feel good about my future. I feel confident — there's no going back. I love it."

LINC COMMITTED TO

investing in youth



Fostering equitable access to promising futures

Linc remains steadfast in its commitment to its youth, both within its housing communities and the neighboring areas. Central to its mission is the cultivation of volunteer and internship opportunities for young individuals, many of whom have experienced, like other Linc residents, economic and housing challenges. These initiatives not only provide invaluable experiences but also foster a sense of pride and empowerment and serve as a pipeline for talent, shaping Linc's diverse workforce of tomorrow.

Diane Gomez embodies the potential and promise that Linc seeks to nurture. In high school, she became a volunteer in the after-school and summer programs at City Gardens. She took part in Linc's College Mentoring program in 2017 and won a Netflix scholarship laptop in 2021.

In 2023, 126 interns and volunteers provided over 3,800 hours of critical services in social work, occupational therapy, nutrition, graphic design, information management, and program delivery.

Student participants in the state-funded College Corps program at Cal State Long Beach completed 450 hours of internship work and received \$10,000 in living allowances and education awards. Dr. Beth Manke, Director of the Cal State Long Beach program, says the goals of the program are to increase the number of low-income Students of Color at CSULB who complete paid internships and to provide opportunities for students to do meaningful work in their own neighborhoods. "We appreciate that Linc is committed to giving our interns, many of whom have experienced housing stability

and food insecurity, the opportunity to explore career pathways in affordable housing," Manke says.

Linc's recent College Corps interns worked on equity-focused projects, including the examination of diverse hiring practices, the mapping of neighborhood assets, and listening sessions with residents about their perceptions of safety.

"This has been one of the most fulfilling experiences in my early career. As a first-generation college student who grew up in a low-income family of immigrants that faced financial and housing instability, I am driven to contribute to the community and strive for economic justice. I am happy that I'm doing just that at Linc."

—INTERN JESSIE CAO, Cal State Long Beach Graphic Design Major

The Gomez Family's Story

illustrates the transformative power of affordable housing when paired with comprehensive life-enhancing social services. Beyond providing a physical space to live, Linc Housing cultivates a supportive ecosystem, fostering residents to build social networks and access essential resources. Diane's story underscores the importance of these environments that empower individuals to dream, grow, and give back.

Our residents lives transcend mere statistics of housing; they exemplify how a community-driven approach can elevate one's quality of life, foster aspirations, and create lasting impact for generations to come.



**Linc
Housing has
given me the
confidence
to pursue
my dreams**

“

DIANE GOMEZ



Linc is a 501(c)(3)
builder of sustainable
affordable housing with
life-enhancing services.

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