ANNUAL REPORT

20
24

VISION

Since our launch in 2020 as an independent initiative of UC Berkeley's Terner Center, Terner Labs has grown rapidly to support innovation in housing affordability, equity and sustainability.

Today, we are supporting an exceptional cohort of housing innovators through the Housing Venture Lab, expanding our Housing Policy Simulator to new cities, and launching our second accelerator program, the Builders Lab, which will provide tailored support for innovators working to increase sustainability and affordability in housing construction.

Our work has become only more relevant with each passing year: pro-housing policies at the national and state level have created openings for innovative new approaches, and new partnerships, like Terner Labs' event series with the United States Department of Housing and Urban Development, have sparked collaborative action. Housing industry leaders, government officials, and investors increasingly rely on Terner Labs to promote innovations and share insights to inform their efforts.

In response, we've increased our capacity by adding staff, bringing in new collaborators, and growing our network of innovators, policymakers and sector leaders. And we've launched a new website and brand identity, reflected in this report, to better communicate our purpose and vision.

Thank you to our community of partners, funders, board members, coaches, cohort members, graduate student fellows, and many others who have supported our important work. I'm proud of the work we've done together this year to build a more equitable housing future, from the ground up.

— Ben Metcalf, Chief Executive Officer

The Terner Labs team

HOUSING VENTURE LAB

Members of the Housing Connector team at their office in Seattle

The Housing Venture Lab is an accelerator program created to support entrepreneurs across the housing ecosystem with new, bold ideas to make housing more equitable, accessible, and sustainable. Since the program's launch in 2019, we have selected four cohorts out of increasingly competitive applicant pools. In 2023, we received 160 applications from across the United States, eventually selecting and supporting five outstanding organizations: [Kit Switch](#), [CredEvolv](#), [Housing Connector](#), [Revalue.io](#), and [A New Way of Life](#).

Each advances an innovative approach to pressing housing challenges: converting commercial space to high-quality rental units, giving more people the chance to own a home, connecting low-income renters with affordable homes, retrofitting existing homes for energy efficiency and safety, and offering women returning from incarceration a safe place to land. Together, they offer new pathways to stable, safe, and affordable housing for people often left behind by other models of housing innovation.

Participation in the Housing Venture Lab offered these ventures an unparalleled opportunity to clarify their vision, better understand their market position and policy context, and chart new trajectories for organizational growth. Participants have told us that the cohort model, including the opportrnity to connect with past cohort members, is one of the most valuable elements of the program. This year, we added new opportunities for alumni participation. For example, in January, we co-hosted the 2024 Housing Supply Innovation Symposium with the National League of Cities in Washington, D.C., where current and past cohort members presented their innovations to an audience of local and national leaders, policymakers, experts and investors.

> "We were connected with industry leaders and mentors who helped pressure-test our ideas. The Housing Venture Lab helped us maximize our impact in a sustainable way and open pathways for national expansion."
>
> **Shkëlqim Kelmendi, Founder & CEO, Housing Connector**

"The Housing Venture Lab helped us expand our previous customer discovery efforts and strengthen our product-market fit. Discussing our goals and challenges with the cohort helped us build clarity around our vision, values, and leadership."

Armelle Coutant, Co-Founder & CEO, Kit Switch

This connected our ventures to a larger housing innovation ecosystem, and offered mayors, elected officials and other leaders from across the country the opportunity to consider how these innovations might improve housing affordability in their communities.

Since the beginning of the program, our 2023 cohort members have seen marked success:

- Housing Connector secured a new $5 million partnership with the city of Denver and has connected more than 7,200 people to housing to date

- CredEvolv grew the number of consumers educated through their program by 40%, helping over 10,000 people to date

- A New Way of Life added five new organizations to their SAFE Housing Network, giving women, transgender, and non-binary people across the country access to their successful reentry support model

- Revalue.io began partnerships with the National Association of Minority Contractors, Efficiency First California, the Building Decarbonization Coalition, and others to increase diversity in the electrification industry

- Kit Switch has signed a contract for their first multifamily ground-up project and forged four new contract manufacturing partnerships with vetted partners in California and New York

A Housing Connector partner property in Renton, Washington

BUILDERS LAB

This year, we launched Terner Labs' newest program: The Builders Lab, an accelerator for innovators using industrialized construction techniques to build homes more quickly, affordably, and sustainably across the United States.

The rising cost of housing construction has become a defining challenge for housing supply and affordability. Industrialized construction methods could reduce building costs while furthering climate and energy efficiency goals, but entrepreneurs in the sector face unique challenges when piloting new models. The Builders Lab was created to build on what we've learned through the Housing Venture Lab, with a specialized set of offerings for innovators in architecture, construction, and engineering. The program will provide expert business, policy and technical coaching to help leaders scale their businesses and step into amplified regional and sector-wide leadership roles.

In June 2024, we opened applications for the first Builders Lab cohort, resulting in a competitive pool of 70 applicants from across the industrialized construction sector. The final cohort will be announced in October 2024.

To support our cohort, we secured strategic partnerships with leading organizations like Eden Housing, Hilti, and Suffolk Construction, and onboarded a team of advisors with deep experience in construction, renewable energy, circularity, and investing.

Participants will also have the opportunity to connect with Terner Labs' extensive network of regulators, policymakers, strategic partners, and advisors, and take part in an international study tour of established industrialized construction ecosystems in Europe.

DATA SOLUTIONS LAB

The Data Solutions Lab develops tools for housing and land use modeling, enabling evidence-based decisions to guide policymaking. Our first tool, the Housing Policy Simulator, was created to aid policymakers, researchers and advocates in planning for and implementing new housing supply policies. The Simulator overlays a real estate proforma (the calculations that determine whether a new building is financially feasible) on top of land use and regulatory data in a given city. This allows users to project how much housing is likely to be built under different policy and economic scenarios. Policymakers can then assess those projections in light of other considerations like the risk of displacement, climate vulnerability, or transit access.

Since our original launch in the city of Los Angeles, we have expanded to serve seven additional California cities and counties: San Francisco, San Jose, Arcata, San Diego, the County of Sonoma, the County of Los Angeles, and San Mateo.

Our simulators are already driving a new generation of research and policy. For example, a 2024 report from the Terner Center and the UCLA Lewis Center for Regional Policy Studies used the Simulator to model the impact of inclusionary zoning on housing production in Los Angeles, illustrating important tradeoffs for policymakers to consider when implementing these requirements.

We are continuing to expand: this year, we secured partnerships with several Colorado cities, including Denver and Fort Collins, and are in the early stages of expansion into several other states to help bring data to bear on ongoing policy conversations around pro-housing policy changes.

Figure 1. Simulator Model Outputs of 10-year Housing Production for IZ Scenarios Ranging from 0 to 40% IZ
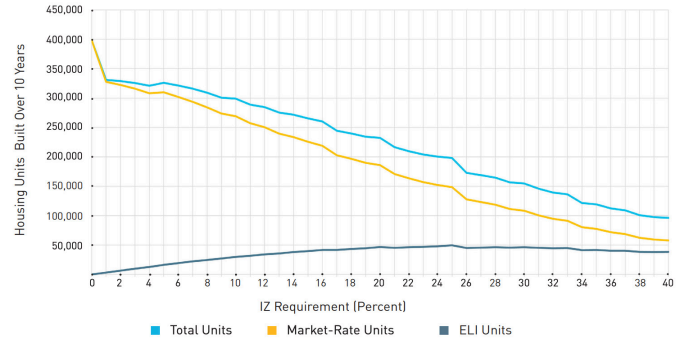
A graph from "Modeling Inclusionary Zoning's Impact on Housing Production in Los Angeles: Tradeoffs and Policy Implications" using data from the Housing Policy Simulator

The Simulator for San Diego displaying parcel-level likelihood of development based on a set of policy inputs
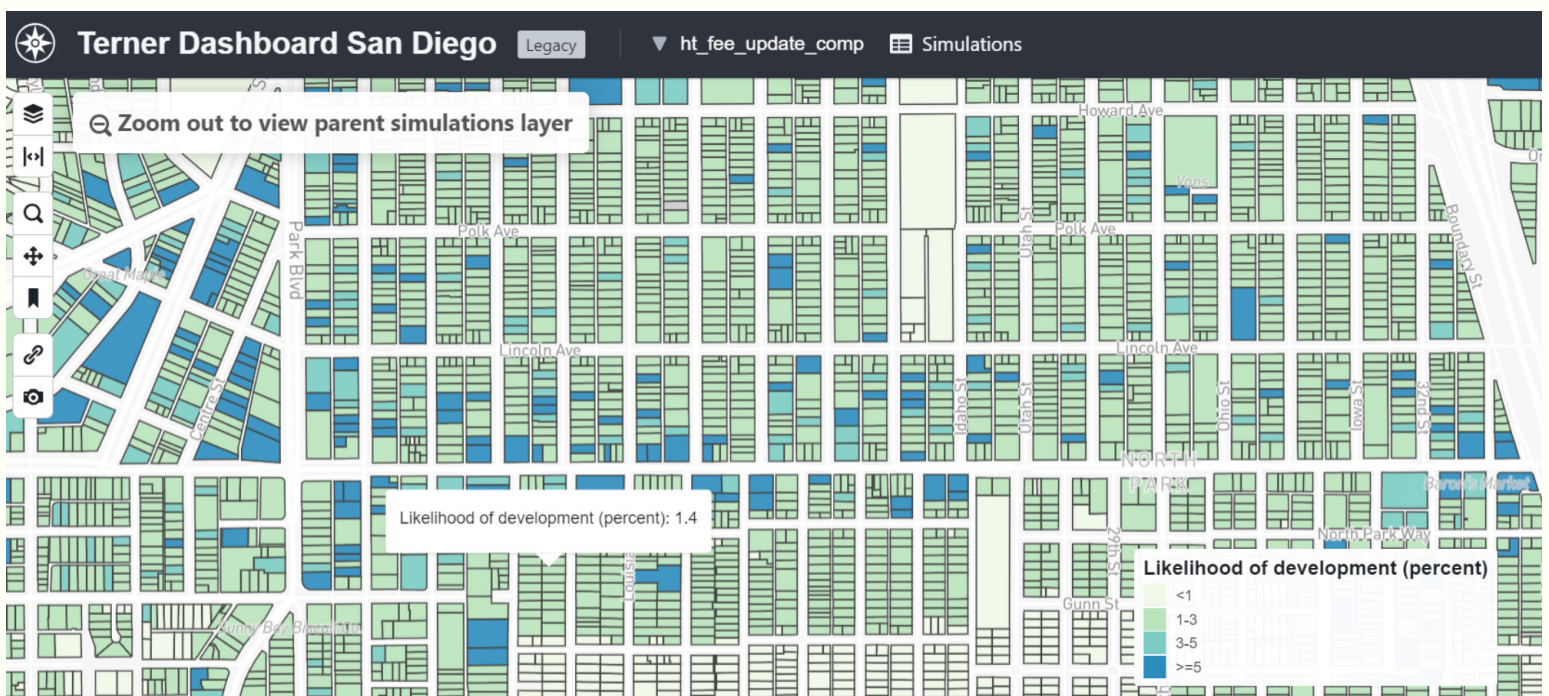
163,000

number of people who reported improvements in housing security or wealth as a result of Housing Venture Lab ventures

$490M

additional funds raised by Housing Lab alumni to support their work since program participation

55%

percentage of ventures in our accelerator programs led by people of color

54%

percentage of ventures led by women and non-binary people

27

number of jurisdictions covered by complete or in-progress Housing Policy Simulators

30+

number of policy changes users can analyze with the Housing Policy Simulator

COLLABORATORS

Terner Labs board members and advisors at ASSEMBLE100

Our work is built on a cross-sector community of practice, made up of researchers, policymakers, industry leaders and advocates. We're proud to share just a few of the ways we worked with partners this year to advance housing affordability, equity, and sustainability.

Over the last year, Terner Labs has partnered with the Department of Housing and Urban Development for a Housing Technology event series, which explored the opportunities, risks and challenges present in implementing technology to improve affordability, sustainability and equity in housing. This four-part series brought innovators, investors and policymakers together in cities around the US, culminating with a multi-panel event at the Innovative Housing Showcase in Washington, D.C. focused on construction innovations. We were honored to be joined by local and state leaders, senior officials from the EPA, DOE, and the White House, Housing Venture Lab alumni, and other housing practitioners and policy leaders. These events planted seeds for inter-agency partnerships which we hope will lead to additional resources and energy channeled into housing innovation and technology in the United States.

In November 2023, we joined Gary Community Ventures and Ivory Innovations in inviting more than 100 investors, entrepreneurs, advocates and government officials to ASSEMBLE100, a national convening on housing affordability. Over two days, we had in-depth group conversations with experts in the field about what's needed to transform our housing ecosystem, building new working relationships and plans for collective action.
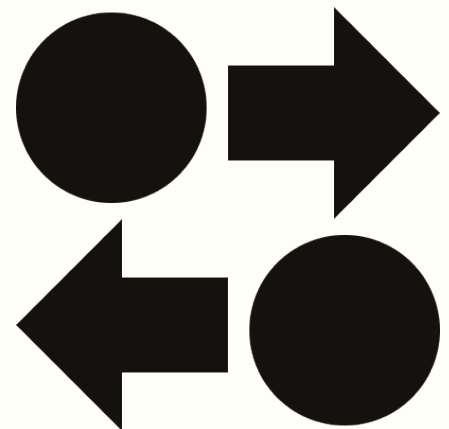
THE TERNER CENTER FOR HOUSING INNOVATION

As always, our work this year benefited from close collaboration with our sister organization, the Terner Center for Housing Innovation at UC Berkeley, a leading research and policy hub for housing in the United States. Together we apply emerging policy insights to our tools, programs, and partnerships, addressing critical gaps in the innovation pipeline.

For example, the Terner Center's housing policy research drives our Housing Venture Lab cohort selection process each year, and provides valuable insights to our ventures as they progress through the program. A 2023 research paper on housing voucher uptake in California highlighted the need for increased systems coordination and navigation services to get people access to safe, stable housing. This helped inform our decision to include Housing Connector in our 2023 Housing Venture Lab cohort. Similarly, ongoing Terner Center research on the intersections between sustainability and equity in housing supported our inclusion of Revalue.io, which works to retrofit existing housing stock for safety and energy efficiency.

A large and growing body of research into industrialized and offsite construction (recently, for example, this 2023 analysis of industrialized construction in the United Kingdom) informed the launch and design of the Builders Lab, which aims to specifically support early- to middle-stage companies in this sector.

The Data Solutions Lab also worked hand-in-hand with the Terner Center's research team, whose insights into the downstream impacts of new housing supply helped to create a fuller picture of the possible outcomes of housing policy changes. The Terner Center relies on the Housing Policy Simulator to model the effects of changes such as impact fee structures and density bonus increases.
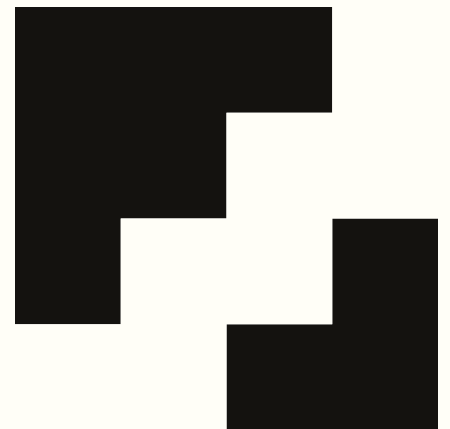
SUPPORTERS

Partnership and community are at the heart of what we do. We are grateful to the funders and housing advocates who make our work possible.

Funders from July 2023 to June 2024*:

$500,000 OR MORE

ARNOLD VENTURES
THE BALLMER GROUP
CHAN ZUCKERBERG INITIATIVE
META

$100,000 OR MORE

CONRAD N. HILTON FOUNDATION
HOWARD & IRENE LEVINE FAMILY FOUNDATION
JPMORGAN CHASE
PAYETTE RIVER FOUNDATION
WELLS FARGO FOUNDATION

$10,000 OR MORE

BRAD BLACKWELL
BILL FALIK
IVORY FOUNDATION
OPEN PHILANTHROPY
ANDREW SUTHERLAND
US BANK

*Contributions listed above may be a part of a multi-year funding commitment. This list does not include contributions to the Terner Center for Housing Innovation.

ADVISORY BOARD

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Fopefoluwa Bademosi	**Autodesk**, Researcher, Circular Economy and Construction
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Ruby Bolaria Shifrin	**Chan Zuckerberg Initiative**, Director, Housing Affordability
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Molly Turner	**UC Berkeley Haas School of Business,** Lecturer
Michael Yarne	**Black Oak Group**, Founder

In the 2023-2024 academic year, Terner Labs employed several UC Berkeley student fellows to support our initiatives. These students also received support and coaching as they considered their career options to advance housing affordability and equity.

Anusha Bellapu	Master of City Planning, 2025
Kyler Blodgett	Master of City Planning, 2025
Revati Rajwade	Master of Real Estate Development + Design, 2024
Emily Ramirez	Master of Public Policy, 2024
Jovan Sheshbaradaran	Master of City Planning, 2025
Yumna Talaat	Bachelor of Arts in Urban Studies and Legal Studies, 2025
Haley Tiu	Masters in Public Policy, 2024
Alex Weinberg	Master of Business Administration, 2024

2024 Housing Venture Lab Graduate Student Fellows Jovan Sheshbaradaran, Alex Weinberg, Emily Ramirez, Revati Rajwade, and Kyler Blodgett

FINANCIALS

REVENUE*
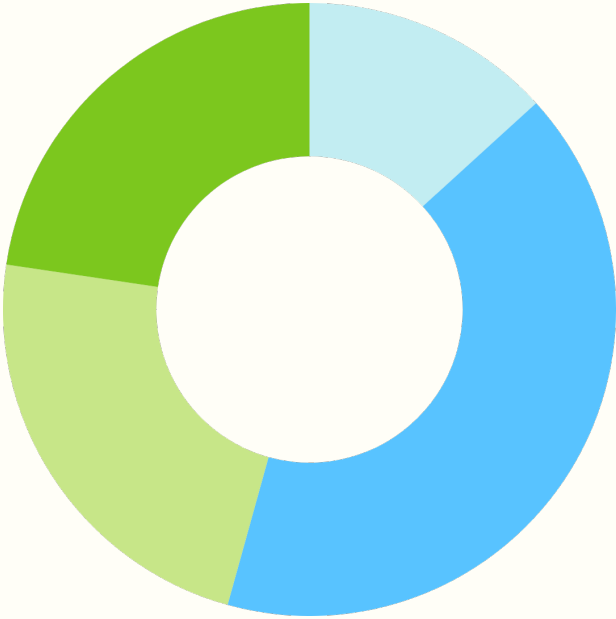
$5,114,607

- Housing Venture Lab $677,500
- Data Solutions Lab $2,100,024
- Builders Lab $1,178,333
- Unrestricted $1,158,748

EXPENSES

$2,767,389

- Staff $1,079,095
- Consulting & Contracts $838,521
- Regranting $375,000
- Events $255,300
- Other $219,473

*Funds raised above FY24 expenses are for expansion of Data Solutions Lab and Builders Lab programming in FY25 and for contributions to reserves