



BUILDING A MOVEMENT:

INNOVATING MIXED-INCOME HOUSING CONCEPTS IN THE UNITED STATES

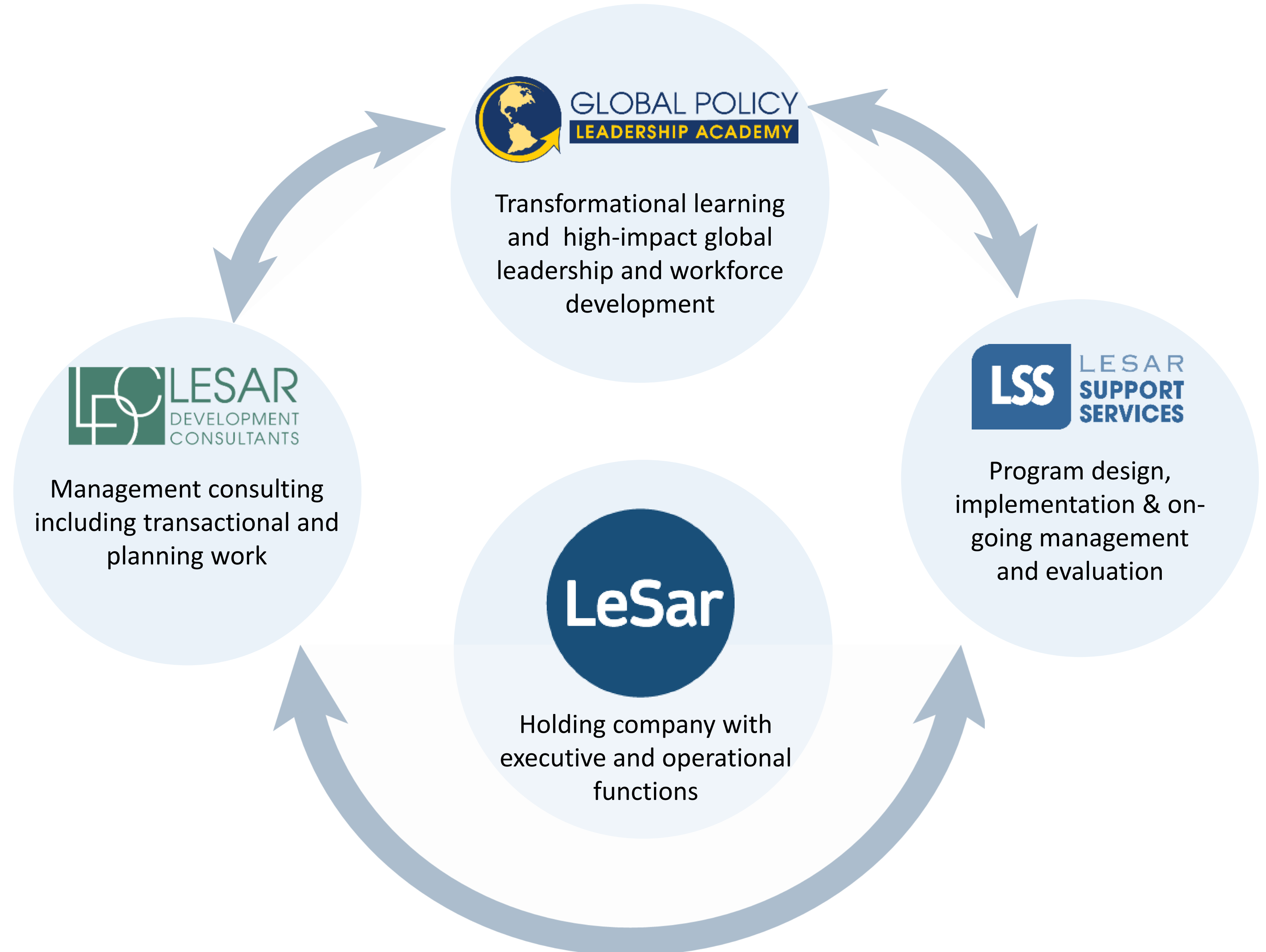
VIRGINIA GOVERNOR'S HOUSING CONFERENCE
NOVEMBER 14, 2024



LESAR PORTFOLIO OF FIRMS

4 Synergistic Systems Change Firms

The LeSar firms work to advance our portfolio mission to forge solutions to intractable global challenges through systems change.



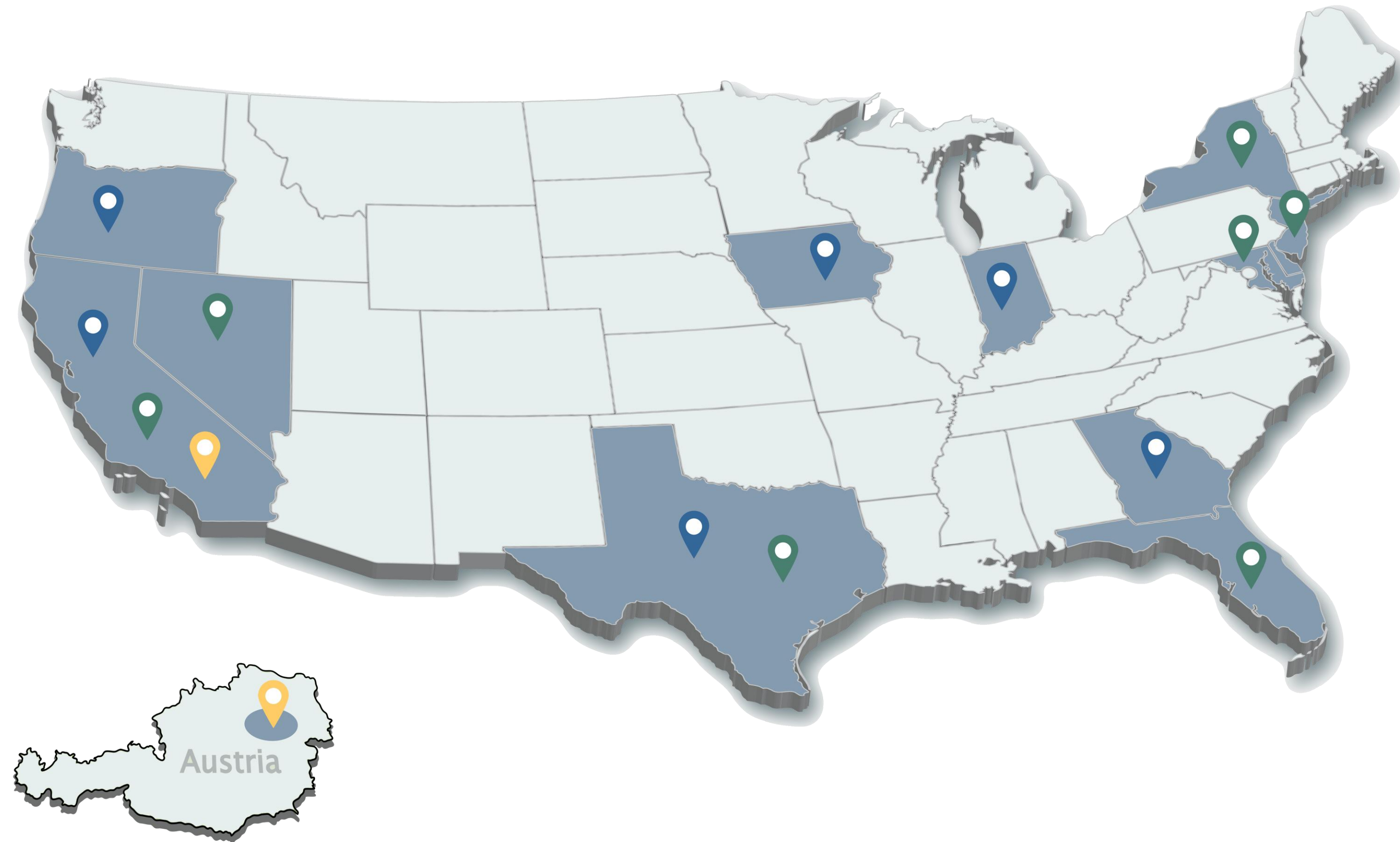
LESAR PORTFOLIO FOOTPRINT



- California
- Texas
- Florida
- Maryland
- New York
- New Jersey
- Nevada



- California
- Vienna, Austria



- California
- Oregon
- Texas
- Iowa
- Indiana
- Georgia

GPLA APPROACH: THEORY OF CHANGE

GOAL

Address the housing crisis by adapting successful strategies from Vienna's social housing model through an immersive educational program.

FRAMEWORK



IMPACT

Enable housing stakeholders to transfer relevant knowledge and practices that have made Vienna's model successful.

Apply insights to the U.S. context, crafting policies and pilot projects tailored to local needs. inspired by proven strategies.

SYSTEM WIDE OUTCOMES GOALS

SHORT TERM

- Enhanced **capacity** of housing professionals and policymakers.
- Increased **awareness** and **understanding** of effective social housing strategies.
- Movement to **build support** for innovative housing solutions.
- **Initiate Communities of Practice** – statewide and regional.

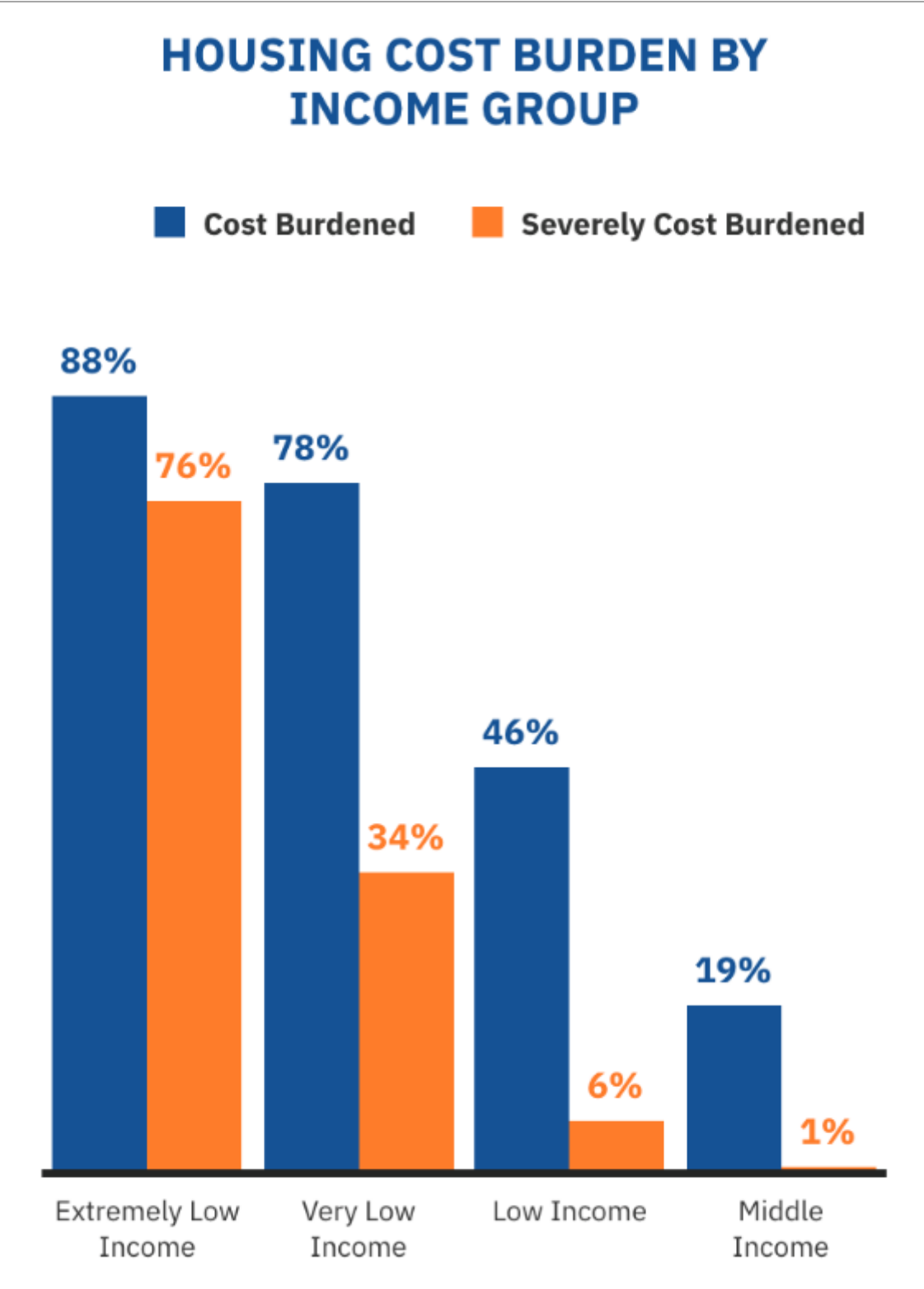
MEDIUM TERM

- Implementation of **policy changes** supporting the development of affordable, mixed-income and sustainable housing.
- Successful **demonstration projects** leading to wider adoption of new housing models.
- **Increased collaboration** between various stakeholders in the housing sector.

LONG TERM

- Reduction in the housing crisis with **more affordable mixed-income housing options** available.
- **Improved quality of life** for residents through better housing solutions.
- Establishment of a **sustainable and scalable model** for addressing housing crises in other regions.

PERSISTENT UNDER-PRODUCTION



VIRGINIA AFFORDABLE HOUSING: KEY FACTS



Source  National Low Income Housing Coalition

HOW WILL WE LIVE TOMORROW?

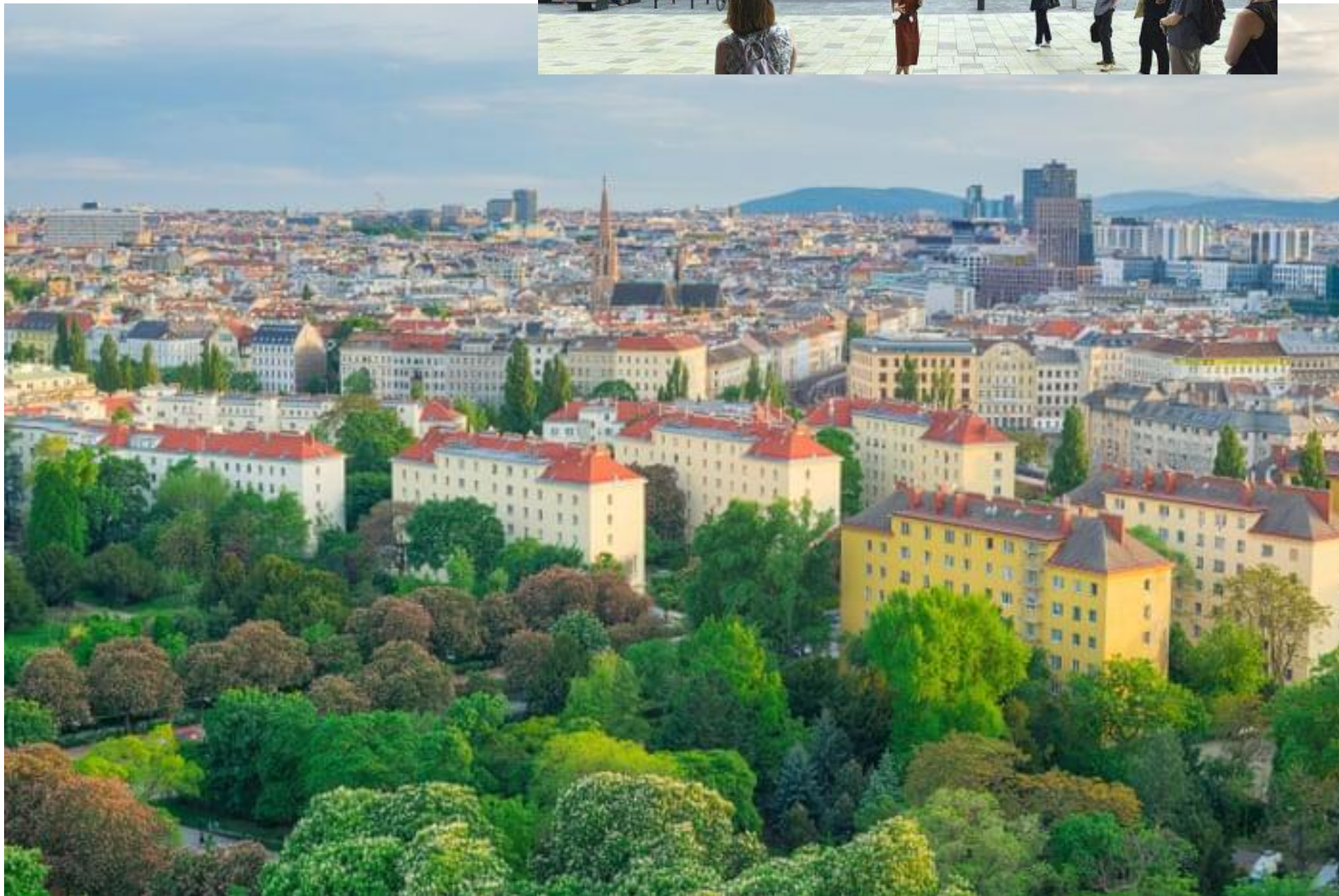
VIENNA TODAY



U.S. CITIES TODAY

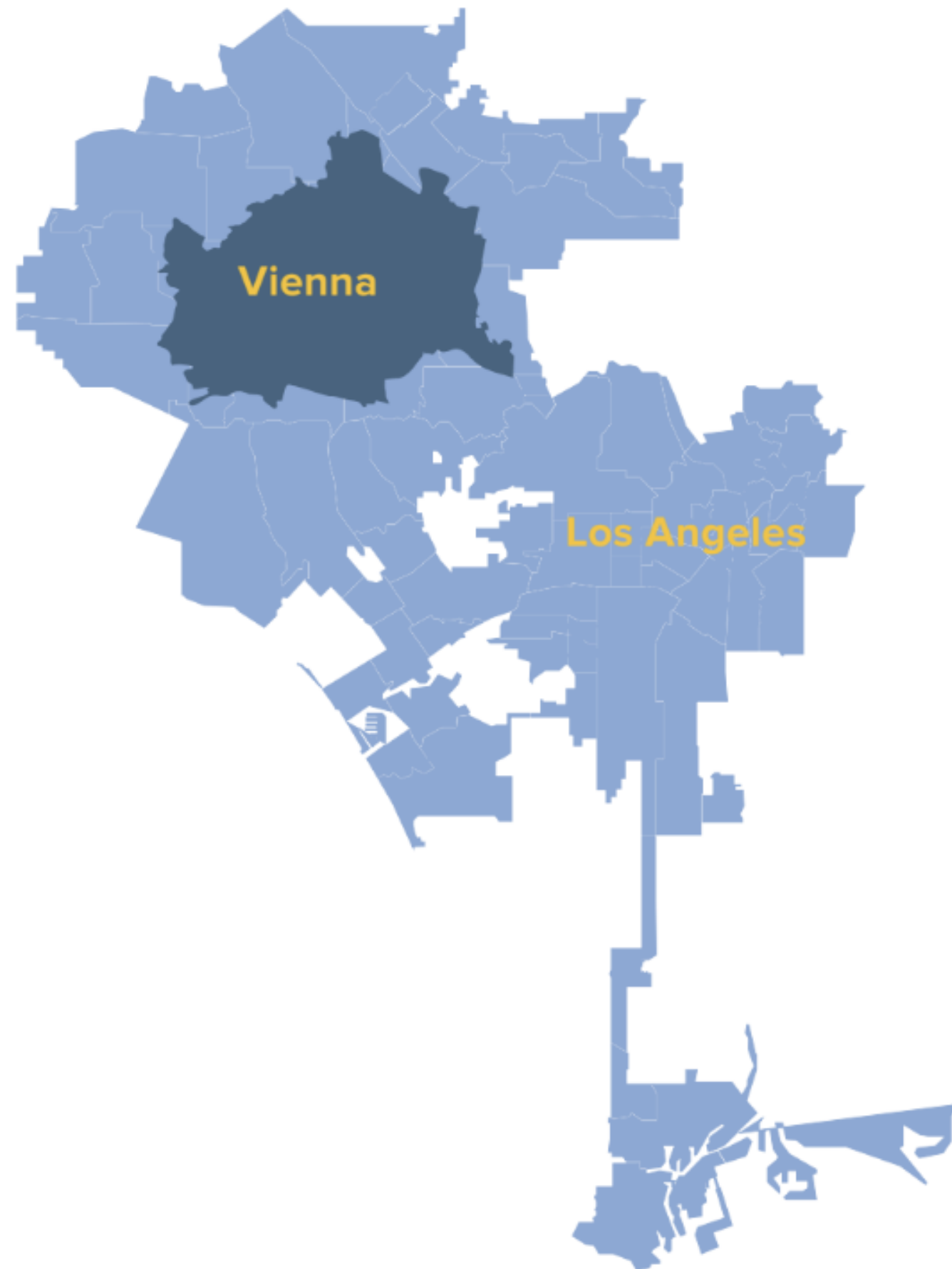


VIENNA'S HOUSING APPROACH



- Intentionally planned and developed **mixed income** communities
- Government-owned or regulated **permanently affordable** housing
- Housing security through permanently **rent-restricted homes** tailored to local needs
- Prioritizes high-quality, affordable housing for the **middle class**
- **Not influenced** by market-driven price fluctuations

VIENNA STATISTICS



2022	VIENNA		LOS ANGELES	
Population	1,931,593		3,902,440	
Land Area	160 mi 414 km		469 mi 1,214 km	
Total Housing	1,050,000		1,384,851	
Publicly Owned Affordable Housing	220,980	21%	6,651	0.5%
Privately Owned Affordable Housing	185,000	18%	64,086	4.6%
Total Affordable Housing	405,980	39%	70,737	5%
Market Rate Housing	578,140	55%	1,314,114	95.0%
Unhoused Population	2,200	0.11%	41,290	1.1%

VIENNA'S HOUSING

- Housing is a **Human Right**
- People-centered planning for inclusive and sustainable communities
- Prominent **government role** in providing housing options for all
- Integrated housing system with a **single point of entry**
- Prioritized **infrastructure investment**



VIENNA HOUSING

60% of city residents (1.97 million) live in **social housing**

Spend average of **27% of their household income** on housing

Effectively no homelessness, **no housing insecurity**

New construction, in-fill and housing preservation elements

10-year path to **homeownership**



VIENNA HOUSING



Housing Research Conducted by the City of Vienna, Universities, and the Chamber of Labor



Urban Development and Housing Policy



Housing Subsidies



Developers Competition



Limited-profit Housing



Municipal Housing and Participation



Gentle Urban Renewal and Participation



Access Criteria



Tenant Protection and Services



Community Work



Eviction Prevention



Quasi-Public Land Bank focused on Housing Development



5P FRAMEWORK: PRODUCE

City takes an **active role** in acquiring, funding, regulating, managing, and incentivizing housing

Builds **enough housing** to meet local demand - 5,000 – 10,000 homes per year

Social housing **includes Middle Class**

€ 440 million generated annually for public sector use related to housing initiatives

Broad diversity in types of social housing



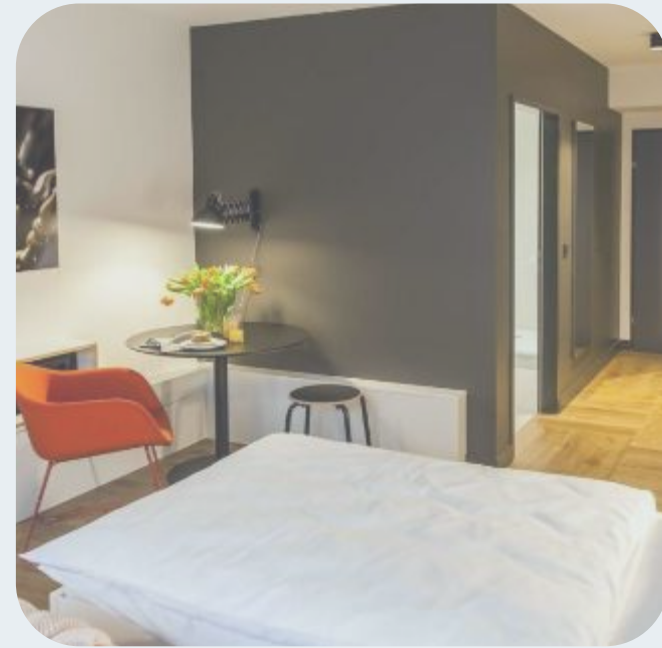
HOUSING TYPES IN VIENNA



Municipal
Housing



Limited
Profit
Housing
Association



SMART
Apartments



Owner
Cooperatives



Gentle
Density



Temporary
Emergency
Housing

5P FRAMEWORK: PRESERVE

Most social housing designed to be **permanently affordable**

City takes measures to preserve housing that is at risk of being converted to market rate housing

City owns and manages **220,000 housing units** (22% of city's housing stock)

Gentle Urban Renewal Project preserves the quality of Vienna's housing stock



5P FRAMEWORK: PROMOTE

City has a "**social mixing**" policy that integrates households from different professions and backgrounds

Social Housing Zoning requires certain developers to designate 2/3 of new housing units as permanent affordable housing

Intersectional and integrated planning to promote **livability, mobility and sustainability**

Pathway to **homeownership** after 5-10 years of occupancy



5P FRAMEWORK: PROTECT

Policies and programs to reduce evictions, eliminate illegal rent gouging

- Rent Control
- Open-Ended Leases
- Just Cause Eviction Protections
- Right of Inheritance/Transfer

City supports tenants through programs which provide leasing assistance, and legal support

Needs based system of allocation for lower-income units



5P FRAMEWORK: PREVENT

Policies that prevents households from being displaced due to market pressures

City provides those with eviction notices immediate rental assistance and tenant rights support

Families never required to move out even if income increases – **income verification done once**

Rehabilitation of apartments done in a way that minimizes displacement



HOUSING AS A CLIMATE STRATEGY



Quality of life





Vienna is the city with the highest **quality of life and life satisfaction** in the world.



Vienna focuses on social **inclusion** in its policy design and administrative activities.



Vienna is a great place for **children and young people.**

THE GLOBAL GOALS For Sustainable Development

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION 
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 THE GLOBAL GOALS For Sustainable Development

Building a Movement: Curated Cohorts for Field Study

- Elected officials
- Developers
- Philanthropy
- Trade Associations
- Advocacy
- Government
- Education
- Healthcare
- Social Services Partners

2022-2024

5

COHORTS

197

DELEGATES

- Los Angeles, CA
- San Diego, CA
- Bay Area, CA
- Inland Empire, CA
- Portland, OR
- New York, NY
- Hawaii



LESSONS LEARNED

- Plan and build at scale on **public lands**
- Restore government role in **infrastructure development**
- Ensure **permanent funding** and a simpler capital stack
- Use the new regional housing finance agencies **for innovative models**
- Plan and **build for the middle class** in mixed-income communities
- Promote **alternative housing** models
- Create a **new housing narrative**

SOCIAL HOUSING PROGRESS IN CA

Action	CAPITAL City of LA - UHLA Ballot Measure	GOVERNANCE AND FINANCE STRUCTURES LACAHSAs	LEGISLATION AB 2881 (Lee)	SB 440 (Skinner)	RESEARCH SB 555 (Wahab)
	Funds alternative models for housing, building upon lessons learned in Vienna	Interested in modelling future funding programs on the Viennese model of mixed-income, publicly-owned affordable housing	Establish the California Housing Authority to produce mixed-income housing with sustainable funding source	Authorize regional housing authorities to raise funds for housing	Complete a Social Housing Study for analysis of the opportunities, resources, obstacles, and recommendations for the creation of affordable housing by December 2026
Results	\$400-\$700 MM /year for City of LA via ULHA Ballot Measure	\$10 B bond for LACAHSAs November 2024	AB 2665 (Lee) Develop a Mixed-Income Revolving Loan Program		HCD Study funding to be contracted out

GPLA'S COMMUNITY OF PRACTICE



STRUCTURE

GPLA will resource and maintain a collaborative organizational structure with resources to members to organize educational and policy initiatives.



PROGRAMMING

A calendar of online and in-person events will keep participants engaged and learning.



FEATURES & BENEFITS

An online community collaboration space with access to articles, forums, resources, research, best practices and templates.



POLICY WORKING GROUPS

GPLA will offer policy and administrative support to drive initiatives.

VIENNA FIELD STUDY 2025



[GPLA.CO/VIENNA-REGISTER](https://gpla.co/vienna-register)



Join us in 2025

SOCIAL HOUSING FIELD STUDIES

Next attachment

VIENNA

Experiential Learning for Housing Leaders

Spring 2025 April 6 - 12, 2025

Fall 2025 September 21 - 27, 2025

Why Vienna?

Vienna, Austria is considered one of the most livable and affordable cities in the world, but it was not always this way. One hundred years ago, Vienna had a housing crisis that left more than 30,000 residents unhoused and many living in squalid conditions. Today, Vienna has the lowest housing cost of any major European city, with a majority of its residents living in high-quality, environmentally sustainable, permanently affordable housing.



An immersive experience



Participants in GPLA's 6-day intensive field study will learn about the housing ecosystem in Vienna, from the role of public agencies in land procurement and funding, to the process of designing complete communities with plentiful housing, excellent public transportation, parks and amenities, and affordability levels that serve a broad range of incomes and household sizes.

Program participants will learn from and engage with leading Viennese housing policy makers, architects, urban planners, housing developers, public sector leaders, and community residents to learn firsthand about Vienna's housing policies and practices. Participants will attend exhibits, lectures, walking tours, and participate in group learning activities.

FEATURED CURRICULUM

- Vienna Land Procurement & Urban Renewal Fund
- Creating Permanent Affordability for All
- Incorporating Sustainability in Projects
- Developer Competitions

Learn more & register today

- Gain first-hand understanding of Vienna's housing success
- Learn from Vienna's housing leaders
- Network with peers
- Return with solutions!

REGISTER NOW!

[GPLA.CO/VIENNA-REGISTER](https://gpla.co/vienna-register)

CONTACT US

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(619) 236-0632

AN IMMERSIVE, TRANSFORMATIVE EXPERIENCE FOR:

- Elected officials
- Local, regional, & state housing policy leaders
- Community leaders
- Community planning professionals
- Community resiliency & sustainability professionals
- Affordable housing development & finance professionals
- Non-profit changemakers

PROGRAM COST:

\$7,800 pp + airfare
Cost includes lodging, meals, ground transport, and education programming.

GPLA encourages the participation of cities, professional organizations, and community groups who want to study the Vienna Social Housing Model as a group. Contact us for additional information.



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THANK YOU!

