

# WINSTON-SALEM AFFORDABLE HOUSING PLAN PROPOSAL

## OBJECTIVE

The purpose of this proposal is to build cross-sector partnerships between rebuilding organizations, community development corporations, neighborhood associations and governmental agencies to develop a plan to identify and address the unmet housing needs in the city of Winston-Salem—a housing plan developed by the policy makers, civic leaders, advocates, lenders, community development organizations, developers, and community members.

HousingNOLA’s mission is to provide a road map to maximize the effectiveness of scarce government resources, increasing non-traditional resources, and assisting private sector investors in making strategic choices. Under its Put Housing First Network HousingNOLA has provided support the development of housing strategies for Napa Valley, CA, and Nashville, TN. There is no organization similar to HousingNOLA in the country—with our diverse mix of for-profit and not-for-profit members concerned about sound affordable housing policies. We also connect residents as true partners in our efforts to advance sound policies. The components outlined distinctly framed by an inclusive public life perspective. This perspective establishes that effective civic work requires intentional attainment and use of civic knowledge and skills that are deployed by individuals interested in creating a just and democratic society.

Winston-Salem needs to deploy a strategy that will result in an affordable housing plan that is responsive, proactive, and designed for the long-term. The plan must also encourages stronger and more creative partnerships between housing organizations and the city of Winston-Salem and state in order to improve the leveraging of resources in a public capital-restricted environment. An effective strategy will also increase specialization and collaboration among housing organizations to reduce over competitiveness in certain markets and housing program sectors, thereby creating a stronger, more productive community development industry.

## WORK PLAN

This initiative will include informed planning, inclusive dialogue, and efficient coordination in order to establish achievable goals. Our aim is to create a long-term Housing Plan for Winston-Salem that reflects the input of housing developers and community members from across the city that allows funders, housing developers, and community members to see how every potential affordable housing project can assist in meeting the needs of low-to-moderate-income families.

We learned from the development of the New Orleans *10-Year Plan & Implementation Strategy* that resident involvement is key to increasing the likelihood of sound, affordable housing policies being implemented in local jurisdictions. That effort was time-limited and not designed

to build a long-term, sustainable base of civically active residents. Measurable objectives for each phase enumerated in the Work Plan include:

- Phase One: Review existing financing and policy strategies, including nationwide best practices as well as policies that make sense on the ground in Winston-Salem. This includes producing a comprehensive review of all existing city and state housing agencies and their production efforts and plans.
- Phase Two: Conduct interviews with stakeholders and focus groups with community members from across the city to review and revise the guiding principles in a housing plan for Winston-Salem.
- Phase Three: Host Neighborhood Summit
- Phase Four: Produce Housing Plan document based on research outcomes from Phases one, two and three Include strategies for implementation, timelines, and phasing suggestions.
- Phase Five: Conduct launch event with invitees from across the city and from every sector needed for implementation (public, private, non-profit, community development). This includes policy recommendations for 2022 or 2023 legislative session.

*What we aim to achieve:* A comprehensive, long-term plan for providing quality, affordable housing the people of Winston-Salem. Focus areas of the plan will include the following:

1. A more balanced and reasoned approach to existing housing stock, current residents, and new development, based on input from housing partners, policy makers and the community.
2. A stronger focus on low-to-moderate income families. The absence of an active and enforceable affordable housing plan means that Winston-Salem's lower-income residents remain vulnerable to the whim of politics. This plan would instead guide the allocation of shrinking federal resources and allow private dollars to be invested more wisely.
3. An expanded set of funding sources that makes maximum leverage of scarce public resources, including sources not traditionally involved in affordable housing like businesses, corporations, large and small employers, insurance companies and unions.

The proposed work draws on both our own previous experience with the HousingNOLA planning and implementation process, successful previous civic efforts in the area, 80 years of U.S. organizing history, and over 60 years of movement and political participation literature. Resident involvement played a key role in gaining broad community support during our HousingNOLA Plan efforts. Professional community organizing played a vital role in securing additional funding both public and private. When residents are well organized, well informed, and provided sound structures and strategies for civic action, they increase our opportunities

for success. The proposed initiative for Winston-Salem draws on this rich tradition to provide a unique housing-specific civic volunteer platform through which residents can exercise their civic leadership skills and help advance better policies for all.

## BUDGET OPTIONS

*Option One* for the proposed Work Plan allows for HousingNOLA to execute the Work Plan for 12 months and develop a comprehensive housing strategy for Winston-Salem. While certain roles (Technical Writer, Data Analyst, Project Manager, etc.) will be provided by HousingNOLA using staff and/or existing providers, other roles must be filled with individuals or organizations who are a part of the Winston-Salem community. The Neighborhood Summit, Community Roundtables and Listening Tour include event costs and coordination to ensure that these critical events would be developed and executed by experts on Winston-Salem’s unique culture and community spirit. It should also be noted that there are also items within each budget that are likely able to be included within existing budgets like the website and marketing efforts.

Winston Salem Housing Plan Work Plan Budget	Q1	Q2	Q3	Q4	TOTAL
<i>Community Engagement</i>					
Neighborhood Summit		\$10,000			\$10,000
Stakeholder Meetings	\$1,750	\$1,750	\$1,750	\$1,750	\$7,000
Community Roundtables/Listening Tour			\$5,000		\$5,000
Facilitators	\$1,250	\$1,250	\$1,250	\$1,250	\$5,000
<i>Data</i>					
Winston Salem Housing Data Analysis & Demand Model	\$20,000		\$10,000		\$30,000
<i>Policy Development &amp; Implementation</i>					
Policy Best Practice Research		\$10,000			\$10,000
Technical Writer & Copy Editor	\$2,500		\$7,500		\$10,000
<i>Communications &amp; Marketing</i>					
Printing and Publications		\$5,000	\$10,000		\$15,000
Marketing/Launch Event			\$2,500		\$2,500
Graphic Design, Printing & Website	\$7,500		\$2,500		\$10,000
<i>Management &amp; General Expenses</i>					
Project Manager	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Administrative Cost Estimate (Overhead & Travel)	\$6,000	\$6,000	\$6,000	\$6,000	\$24,000
<b>TOTAL COSTS</b>					<b>\$138,500</b>

*Budget Option Two* includes the Work Plan full year of development and an additional of six months to include capacity building for civic leaders and support for Winston-Salem’s Community Development Corporations (CDCs). This model works with a nonprofit partner fully engaging as a partner in the plan or a public private partnership where a public entity is responsible for plan implementation.

<b>Winston-Salem Housing Plan Work Plan Budget</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>TOTAL</b>
<i>Community Engagement</i>							
Neighborhood Summit		\$15,000			\$10,000		\$25,000
Stakeholder Meetings	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$12,000
Neighborhood Capacity Building Initiative			15000			10000	\$25,000
Community Roundtables/Listening Tour Estimate	\$5,000				\$5,000		\$10,000
Facilitators	\$1,500	\$1,500	\$2,000	\$1,500	\$2,000	\$1,500	\$10,000
<i>Data</i>							
Winston Salem Housing Data Analysis & Demand Model	\$40,000		\$10,000				\$50,000
Regional Data Analysis		\$5,000		\$5,000			\$10,000
<i>Policy Development &amp; Implementation</i>							
Policy Best Practice Research		\$10,000			\$10,000		\$20,000
Technical Writer & Copy Editor	\$5,000			\$5,000		\$5,000	\$15,000
<i>CDC Capacity Building</i>							
CDC Capacity Assessment		\$7,500		\$2,500			\$10,000
Lender Capacity Assessment	\$2,500		\$2,500		\$2,500		\$7,500
Support to local/regional Housing Alliance		\$2,500		\$2,500		\$2,500	\$7,500
<i>Communications &amp; Marketing</i>							
Printing and Publications					\$20,000		\$20,000
Marketing/Launch Event	\$2,500				\$2,500		\$5,000
Graphic Design, Printing & Website	\$7,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$20,000
<i>Management &amp; General Expenses</i>							
Project Manager	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
Administrative Costs (Overhead & Travel)	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$45,000
<b>TOTAL COSTS</b>	<b>\$78,500</b>	<b>\$58,500</b>	<b>\$46,500</b>	<b>\$33,500</b>	<b>\$69,000</b>	<b>\$36,000</b>	<b>\$322,000</b>

## **BUDGET NARRATIVE**

Each category of the proposed strategy will also ensure that Winston-Salem will develop a strategy that abides by and uplifts the following principals:

- Recognizing and utilizing equity as a growth strategy and the thoughtful use of community assets.
- Prioritizing areas of the city to focus deliberate investment guided by data and metric based on demonstrable need.
- Increasing community engagement and awareness about housing-related issues which will result in a reduction of the gap between people needs and programmatic impact.

### *Community Engagement*

The purpose of this proposal is to build cross-sector partnerships between rebuilding organizations, community development corporations, neighborhood associations and governmental agencies in order to develop a plan to identify and address the unmet housing needs in Winston-Salem for the long-term--a housing plan developed by the practitioners, advocates, builders, and community members who call the city their home. This commitment to meeting community needs will demonstrate a willingness to engage community—not just for the initial events, but for the long run. These events will educate community members and prepare them to participate in the long-term process.

### *Data*

In order to craft an effective and impactful strategy, comprehensive market data must be collected, analyzed, and shared with community partners and policy makers. This data must paint an accurate picture that articulates the depths of the housing crisis. While it is generally accepted that creative financing is necessary to assist struggling areas, it is hard to determine the efficacy of these investments. Communities often partner with banks to develop loan programs for each market type, but everyone is frustrated when this collective effort fails to have meaningful impact. It is imperative that the data clearly outline the issue and that data collection be routinely used to calibrate the plan through implementation.

### *Policy Development & Implementation*

The absence of an affordable housing plan means that these residents are vulnerable to the whim of politics. This plan would instead guide the allocation of shrinking federal resources and allow private dollars to be invested wisely. Fully addressing unmet needs through a purely grant-based model would require sums of money that are practically unattainable. Moving toward programs that include a grant component combined with a loan component has far greater potential. There will likely be resistance to such a change. That will need to be addressed through outreach and education. Existing programs and policies must also be evaluated and changed if they do not address the community's basic housing needs.

### *CDC Capacity Building*

Ensuring equitable access to housing by addressing systemic problems that hamper development and deals with prejudices around affordable housing stymies opportunities and

requires a team that is a mixture of experience, tenacity, and dedication. Many communities have a robust group of advocates who routinely work in concert to improve the housing system. While Winston-Salem has a number of concerned parties (nonprofit, for profit and community leaders) who are engaged, they do not have an infrastructure that would allow for routine and meaningful engagement. One key difference between the two options is the creation of an independent collaboration that would champion the preservation and production of affordable housing for Winston-Salem's citizens and places a special emphasis on the needs of the most vulnerable in society. This would start with an assessment of the existing partners and the training necessary for this housing alliance to connect with national partners like the Center for Community Change, Policy Link and others who can provide long term support and access to grant dollars to support development and community efforts.

### *Communications & Marketing*

The housing plan will be crafted by industry practitioners, experts delivering affordable housing under the trying conditions caused by the recent disasters (i.e. COVID). Many of these experts are Community Development Corporations with deep ties to neighborhoods where they work. The community's position cannot simply be presented by these CDCs. At the same time, that opinion must be tempered by the restrictions of funding sources, the political realities and the physical sciences that govern building. We cannot control the choices that current residents, displaced residents or newcomers make, but as a better coordinated community development industry we can modulate the effects of escalating home prices/rents and displacement by offering quality, affordable housing options for households in a range of incomes. Our primary focus should be to ensure that households who already live in Winston-Salem have solid alternatives for remaining in their current neighborhoods if they so choose, and for families who were displaced by COVID or the economic crisis to be able to return. The message must be consistently communicated to build trust and execute the narrative shift necessary to prioritize housing. Winston-Salem must join the #PutHousingFirst network and clearly communicate its intent to change.