



ForEveryone
HOME
City Solutions for Housing Equity

Overview of the ForEveryoneHome Initiative in Winston-Salem | June 2021





**GROUND
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SOLUTIONS
NETWORK**

strong communities
from the ground up

**Grounded Solutions Network cultivates communities
– equitable, inclusive and rich in opportunity –
by advancing affordable housing solutions
that last for generations.**



An anti-displacement and inclusive growth initiative for mixed-market cities.

- ▶ Roots of the initiative
- ▶ Competitive Selection Process
- ▶ Winston-Salem Team
 - Mayor Pro Tem **Denise D. Adams**
 - Community Development Director **Marla Newman**
 - Planning and Development Services Director **Aaron King**
 - Winston-Salem Urban League President **James Perry**
 - Community Engagement Consultant **Paula McCoy**



Our Process



- ✓ Selected: June 2019
- ✓ Launch: July 2019
- ✓ Phase 1: Needs Assessment (Aug 2019-Apr 2020)
- ✓ Phase 2: AntiDisplacement Agenda (Apr 2020 – Nov 2020)
- ✓ Phase 3: Action Plan (Dec 2020- Mar 2021)
- ✓ Wrap-up (Mar 2021 - May 2021)

Our Values



Community
Engagement

Peer
Learning

Racial
Equity

Lasting
Affordability

San Antonio Kick-Off





Trainings and Peer Learning



- **Racial Equity**
- **Community Land Trusts**
- **Lasting Affordability**
- **Affordable Housing Preservation**
- **Inclusionary Housing**
- **Eviction/Tenant Protections**
- **Reclaiming Vacant Properties Conference Sessions (Atlanta)**
- **“Peer Consulting”**

Needs Assessment



- **Racial Equity Gap**
- **Racial Equity Dividend**
- **Areas of Concern**
 - Growing Displacement Pressures
 - The Need to Build a More Inclusive Community
 - Affordable Housing at Risk of Loss
 - Poor Housing Conditions
 - High Eviction Rate



► Displacement Pressures

- Establish an Affordable Housing Trust Fund
- Require lasting terms of affordability when city provides significant subsidy for housing developments
- Support the Establishment of a Community Land Trust
- Strengthen the city's inclusionary housing policies
- Establish a land-banking program



▶ Building an Inclusive Community

- Establish a land-banking program
- Consider zoning reforms to allow duplexes, triplexes and quadplexes in single-family zones
- Strengthen support for housing choice voucher holders
- Extend fair housing protections to include age and veteran status



▶ Preserving Affordable Housing

- Focus on Preservation
- Require lasting affordability
- Increase resources for preservation



▶ Improve Housing Conditions

- Conduct a city-wide housing condition assessment
- Seek a change in state law to allow a performance-based landlord licensing system.



▶ Reduce the Eviction Rate

- Develop a model Eviction Prevention Plan
- Develop a “Landlord Academy”
- Support Tenant Organizing
- Establish a specialized “Housing Court.”



Land Banking and Lasting Affordability Action Plan


- **Establish an Advisory Group**
- **Determine where the landbank will be housed**
- **Secure funding**
- **Hire staff**
- **Establish operational policies and procedures, including requirements for lasting affordability.**




Anti-Displacement and Inclusive Growth Policy Agenda

Land Banking and Lasting Affordability Action Plan

Growing Together




Winston-Salem Anti-Displacement and Inclusive Growth Policy Agenda


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Executive Summary

This report summarizes the needs assessment findings and policy recommendations from Phases 1 and 2 of the ForEveryoneHome Initiative – a two-year collaborative effort aimed at helping growing cities get ahead of the curve on displacement pressures. In the first phase of this effort, we conducted a needs assessment to understand the affordable housing conditions and challenges that Winston-Salem currently faces. In the second phase, we crafted a set of policy recommendations to address those challenges. Here, in brief, are the challenges we identified and our policy recommendations to address them:

Policy Challenge  **Growing Displacement Pressures** [\(see pages 13-20\)](#)

Some Winston-Salem neighborhoods are changing in ways that signal growing displacement pressures: Rents and home prices are going up, the neighborhood is getting wealthier and whiter, and more people with college degrees are moving in. Much of this change is occurring in and around the Downtown area. Low-income residents in these predominantly Black and Hispanic neighborhoods may be pushed out as these displacement pressures continue to build in coming years. To address this challenge, we recommend that the City:

- ▶ Establish an affordable housing trust fund to give the city more resources to build affordable housing and combat displacement pressures.
- ▶ Incorporate lasting affordability requirements when providing city subsidies (including land) for development.
- ▶ Provide support for the establishment of a community land trust to help maintain mixed-income communities in fast-changing neighborhoods.
- ▶ Better calibrate the incentives offered to induce developers to include affordable housing in new market-rate rental developments, and mandate the inclusion of affordable housing in housing developed for sale.
- ▶ Establish a land banking program to better leverage municipal property for inclusive development.

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Winston-Salem Land Banking and Lasting Affordability Action Plan


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Introduction

This Action Plan is the final product of Grounded Solutions Network's ForEveryoneHome initiative in Winston-Salem. It builds on our earlier work producing an Anti-Displacement and Inclusive Growth Needs Assessment and a Policy Agenda for the City. Those earlier reports documented the need to protect tenants, produce more affordable units, and preserve the units we have, and recommended specific actions the community could take to achieve those goals. One of the recommendations included in the proposed Policy Agenda is the establishment of a land bank. This report fleshes out that recommendation in detail, exploring what a land bank is, why Winston-Salem needs a land bank, Winston-Salem's authority to implement a land bank, and what organizational form the land bank might take. We also provide a case study of the Eugene, Oregon land bank that may serve as a useful model of the approach Winston-Salem might follow. Finally, we conclude with an action plan to help the city move toward establishment of a land bank.

ForEveryoneHome is a two-year collaborative effort aimed at helping mixed-market cities get ahead of the curve on growth pressures. Grounded Solutions Network led this effort in Winston-Salem, Indianapolis and San Antonio as part of its commitment to building equitable and inclusive communities that are rich in opportunity for all.

The ForEveryoneHome team in Winston-Salem included:

- ▶ Mayor Pro Tempore **Denise D. Adams**
- ▶ Community Development Director **Marla Newman**
- ▶ Planning and Development Services Director **Aaron King**
- ▶ Winston-Salem Urban League President **James Perry**
- ▶ Community Engagement Consultant **Paula McCoy**

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Questions?