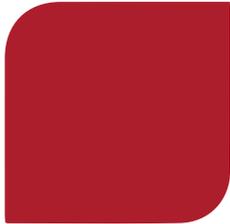


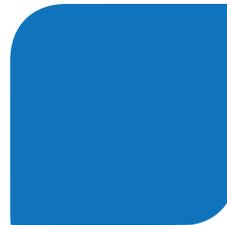


FORSYTH COUNTY  
COMMUNITY & ECONOMIC DEVELOPMENT



# IMPACT REPORT

FISCAL YEAR 2021-2022





# OUR MISSION

To facilitate equitable economic growth and opportunity by supporting businesses, enabling revitalization and reinvestment, and promoting housing options that enhance the quality of life in our community.

## OUR VALUES

Analyzing needs in the community and identifying strategies to address them.

Collaborating with community partners to increase the impact of work and create more navigable systems to serve citizens.

Providing services in a caring and efficient manner.

Establishing a community desirable to create, grow and locate businesses.

Leveraging funds from other community sources to maximize the impact of County dollars.

Developing a passionate, creative and knowledgeable staff dedicated to service.

## OUR PROGRAMS

### ECONOMIC DEVELOPMENT

6-8

Research community needs and collaborate with key economic development partners to implement targeted strategies that allow us to provide support, funding and services that foster success and grow the wealth of regional businesses and residents.

### WORKFORCE DEVELOPMENT

9/10

Promote access to training that provides residents with tangible and relevant skills and businesses with talent that they need through a coordinated effort among industry, education and local government.

### ENTREPRENEURSHIP & SMALL BUSINESS

11

Support the local entrepreneurship ecosystem and small businesses through strategic partnerships and funding initiatives including administering a Microenterprise Individual Development Account (IDA) Program.

### HOMEOWNERSHIP

13/14

Assist families and individuals to achieve their dreams of homeownership through programs that focus on the present needs of homebuyers such as funds to assist with down payment or financial guidance to become mortgage ready.

### HOUSING REHABILITATION

15/16

Provide financing for rehabilitating deteriorated homes owned and occupied by lower-income, special need households in Forsyth County to facilitate aging in place and promote long-term affordability.

### CODE ENFORCEMENT

17

Enforce the Forsyth County Minimum Housing Code outside the City of Winston-Salem and Town of Kernersville to prioritize the health and safety of Forsyth County residents.



# MESSAGE TO THE COMMUNITY

The Community & Economic Development department's work is inextricably linked with all four goals of Forsyth County government:

- 1 CREATE A COMMUNITY THAT IS SAFE.**
- 2 CREATE A COMMUNITY THAT IS HEALTHY.**
- 3 CREATE A COMMUNITY IN WHICH TO LIVE THAT IS CONVENIENT AND PLEASANT.**
- 4 CREATE A COMMUNITY WITH EDUCATIONAL AND ECONOMIC OPPORTUNITIES FOR EVERYONE.**

We pursue these goals through managing and supporting a variety of programs and initiatives which you can find summarized on the Mission Page and throughout this report.

None of this work is accomplished alone. We rely heavily on our amazing community partnerships to forward this mission. Forsyth County is blessed with numerous agencies and individuals who share our goals and are working daily to better the community. Our team seeks to develop relationships through these efforts to build an ecosystem that is coordinated and accessible to serve the businesses and residents of our community.

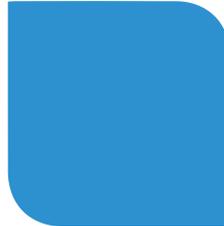
In this report you will find details on a number of our department's on-going efforts as well as progress we have made in the last fiscal year. We have highlighted a few key partnerships and successes and look forward to sharing additional highlights with you in the future. If you are interested in learning more about our programs, building a partnership with us, or just discussing how we can impact the community, please reach out to our team or check out our website using the link at bottom of this page or on the back cover.



# OUR TEAM

**Kyle Haney**

*Community & Economic Development Director*



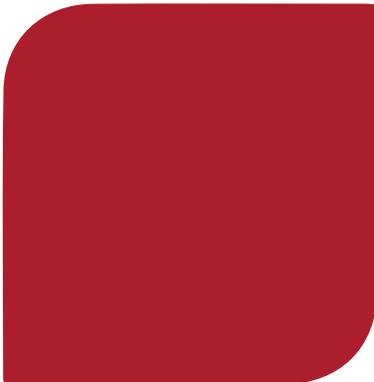
**Ashley Pendley**

*Department Business Manager*



**Bianca Green**

*Loan Officer  
Homeownership Programs*



**Hasani Mitchell**

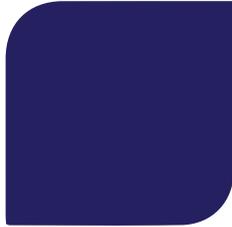
*Community & Economic Development  
Program Administrator*



# OUR TEAM



**Justin Stevens**  
*Housing Rehabilitation Specialist*



**Bryn Lenkaitis**  
*Administrative Assistant*



**Anthony Davis**  
*Code Enforcement Officer*



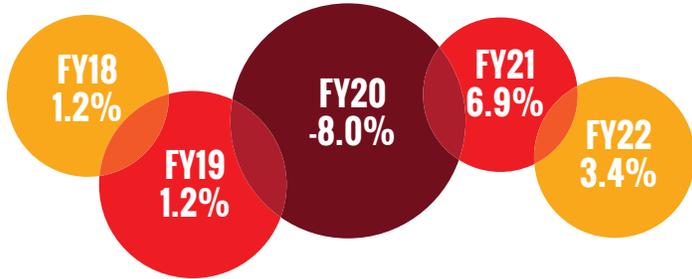
**Andrea Sheetz**  
*Economic & Workforce Development Analyst*





# COUNTY COMPARISON

## JOB GROWTH



The yearly percent change in the number of nonfarm jobs in Forsyth County in the last five years.

## COMMERCIAL INVESTMENT



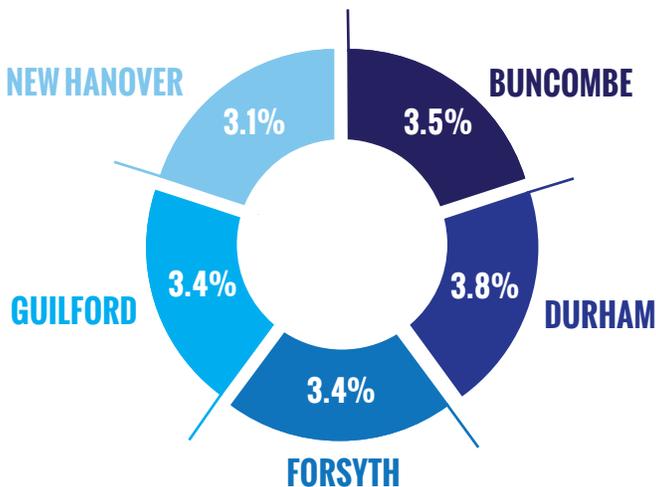
The amount of commercial investment in Forsyth County based on building permit values.

## RESIDENTIAL INVESTMENT

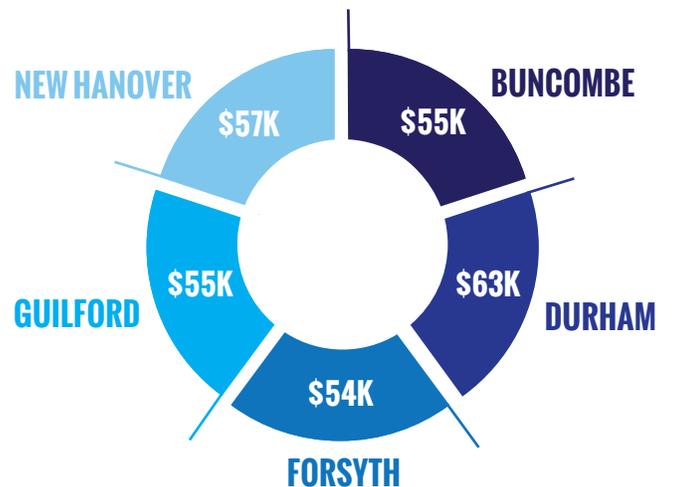


The amount of investment in single or multi-family residential units in Forsyth County based on building permit values.

## JOB GROWTH FY22

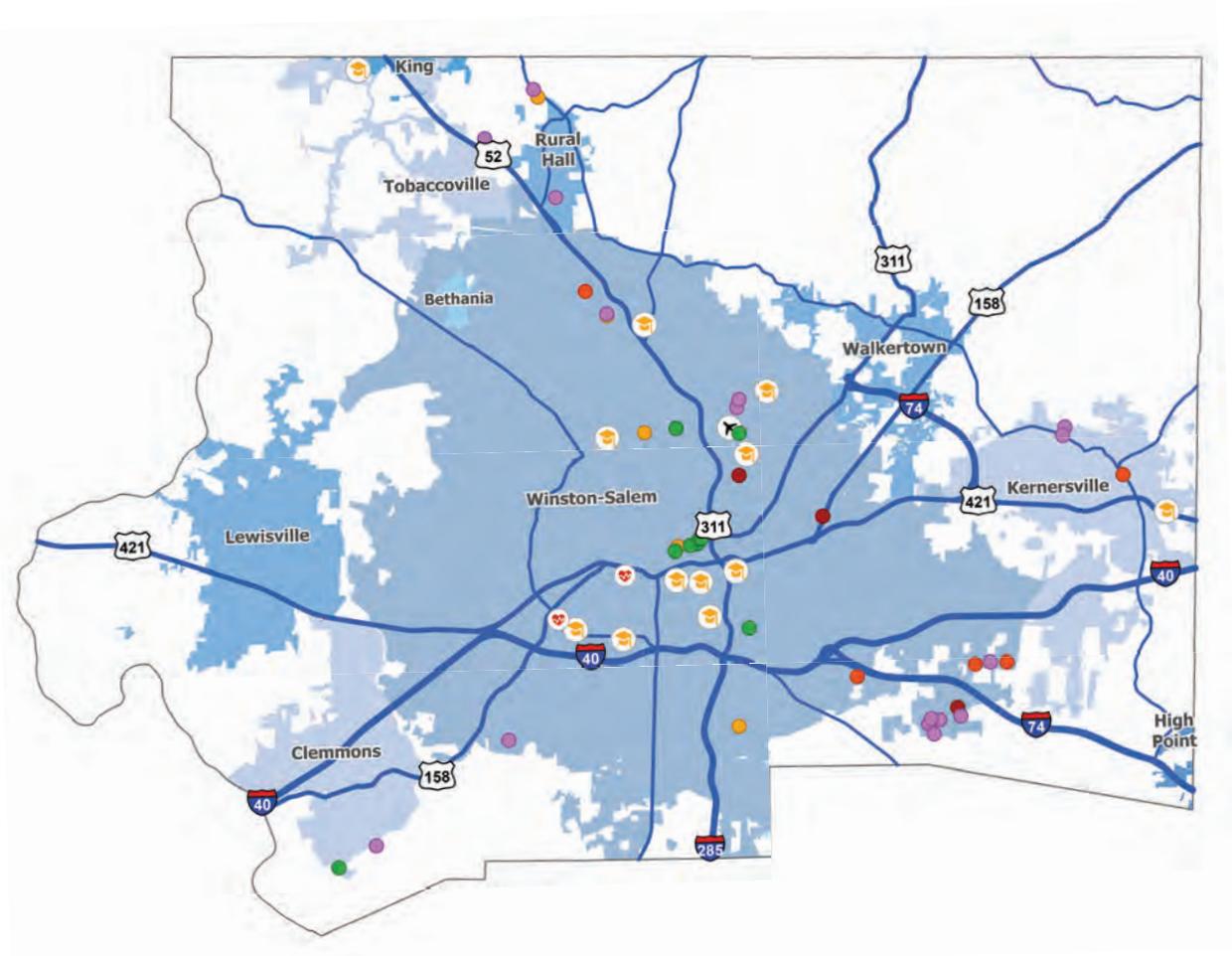


## MEDIAN HOUSEHOLD INCOME





# ECONOMIC DEVELOPMENT



## Active Business Incentive Projects

- Bunzl Distribution
- Caterpillar / Progress Rail
- Clarios/Johnson Controls, LLC
- Corning
- Herbalife II
- Inmar Intelligence
- United Furniture Industries

## Building Reuse Grant Recipients

- Addiction Recovery Care
- Association, Inc.
- Cathtek, LLC
- Frank L. Blum Construction
- Ardagh Metal Beverage USA
- Durisol
- Grass America II

## Completed Incentive Projects

- Bekaert
- Cavert Wire
- Charter Medical
- Clearing House II
- Deere-Hitachi
- Exhibit Works
- Grass America I
- Herbalife I
- Ken Garner Manufacturing
- Lowe's Data Center
- MRO Holdings/North State Aviation
- Pepsi Bottling Ventures
- Piedmont Propulsion
- Polyvlies
- Triumph Actuation Systems (formerly Frisby Aerospace)
- Turbo Care

## Approved Incentive Projects for Future Funding

- Ardagh Metal Beverage USA
- Clearing House II
- Cook Medical
- Durisol
- Grass America II
- National General
- Nature's Value
- Renfro

## Infrastructure Investment Projects

- 1 W 4th Street
- Bailey Power Plant
- Biotech Place
- Innovation Quarter
- S.G. Atkins CDC
- Smith Reynolds Airport
- Tanglewood Business Park
- WFUHS 90s South
- Whitaker Park
- Garner Foods

## Health

- ♥ Wake Forest Baptist Hospital
- ♥ Atrium Novant Medical Center

## Aiport

- ✈ Smith Reynolds Airport

## Colleges/ Universities

- 🎓 Forsyth Tech
- 🎓 Wake Forest University
- 🎓 Winston Salem State University
- 🎓 Salem College
- 🎓 University of the Arts
- 🎓 Carolina University



# BUSINESS INCENTIVES

Forsyth County provides business incentives to targeted companies to relocate and/or expand, create new jobs, and make tax generating capital investment.

## FY22 PERFORMANCE

### Job Creation

New Jobs 2020: **324**  
Incentive Jobs Retained: **1,037**  
Existing Jobs Retained: **1,525**

### Capital Investment

Investment in 2019: **\$106.3M**  
Prior Investment: **\$486.8M**

**TOTAL 2020 IMPACT**  
**2,886** JOBS  
**\$2.6M** IN TAXES GENERATED

## APPROVED / FUTURE PROJECT GOALS

New Jobs: **1,388**  
Existing Jobs Retained: **2,460**  
Total Job Impact: **3,848**  
Capital Investment: **\$386.3M**

**Average Wage of New Jobs:**  
**\$61.5K**

## TARGET INDUSTRIES

Aviation &  
Aerospace

Healthcare  
& Life  
Sciences

Advanced  
Manufacturing

Headquarters  
& Business  
Services

Technology &  
High Growth  
Entrepreneurship



# INFRASTRUCTURE INVESTMENTS

## ECONOMIC DEVELOPMENT SITES



### Tanglewood Business Park

- Completed a sewer lift station to serve the business park and surrounding area
- Authorized construction of an entrance road to park from Idols Road



### Smith-Reynolds Airport:

- Over \$70M in facility and runway improvements underway and in design to spur economic development
- Sold parcel of land to Garner Foods for retention and expansion



### Whitaker Park

- Completed purchase of two buildings to be used for future economic development

## NC RURAL GRANTS - BUILDING REUSE

The North Carolina Department of Commerce offers Building Reuse Grants to businesses, through local governments, to develop older buildings into assets to attract new and expanding businesses. Buildings must fit into the following categories:

- Renovation of vacant building
- Renovation/expansion of building occupied by an existing North Carolina company
- Renovation, expansion or construction of healthcare entities

## CURRENT FORSYTH COUNTY BUILDING REUSE GRANTS:

**6**  
Companies  
Funded

**\$1.38M**  
in State  
Grants

**245**  
New Jobs  
Created



The County contracts with Greater Winston-Salem, Inc. to assist companies with relocating or growing within our community and identifying economic development sites. Greater Winston-Salem, Inc. is dedicated to making Forsyth County the best place to do business.

# WORKFORCE INITIATIVES

## WORKFORCE COALITION INVESTMENT

The Community and Economic Development (CED) department collaborates with many key business, education, and non-profit groups throughout the community to advance workforce development efforts with a shared vision of equitable economic growth and opportunity. To streamline these efforts, the Board of Commissioners approved **\$2.5 Million** in American Rescue Plan Act funding to create a singular hub for workforce development in Forsyth County in partnership with **Greater Winston Salem Inc.** This **centrally located, public, accessible space** will provide access for job seekers to community support services and offer guidance through trainings and consultations. The hub is being developed with **Winston-Salem/Forsyth County Schools, Forsyth Tech Community College, and Goodwill Industries of Northwest North Carolina** with more partnerships and collaboration to come. **The hub is a physical representation of the county's ongoing initiative to strengthen and streamline community workforce services through partnerships and collaboration with education, non-profit, and business entities around the community and region.** This hub will also create the opportunity to collaborate more with local employers to develop career pathways for Forsyth County's major industries: advanced manufacturing, technology, healthcare/life sciences, business services, construction, and aviation/aerospace. **The goal of these collaboratives is to highlight and increase accessibility of workforce resources to both employers and job seekers with a focus on developing strategies to reach traditionally underserved populations.** We hope to open the hub in 2023.





# WORKFORCE INITIATIVES

## APPALACHIAN REGIONAL COMMISSION (ARC) INSPIRE GRANT

- The Community and Economic Development (CED) department and Forsyth County Public Health partnered on an application for an Investments Supporting Partnerships in Recovery Ecosystems (INSPIRE) planning grant from the Appalachian Regional Commission (ARC) to develop a Employer Certification Program to become a Recovery Friendly Workplace.
- The program will form a council of individuals with lived experience of Substance-Use Disorder as well as local business partners to create training and tools to inform local employers on how they can support employees recovering from addiction in our community.
- The Department of Public Health's FROST (Forsyth Regional Opioid & Substance Use Team) program is working throughout Forsyth County to educate community members, provide primary prevention, overdose prevention, promote harm reduction practices, remove barriers to treatment and recovery, and break stigma.
- The application received integral support from key public health and workforce partners including Novant Health, Addiction Recovery Care Association (ARCA), Inc., and the Piedmont Triad Regional Workforce Development Board and we thank them for their steadfast partnership.

## INTERNS SPOTLIGHT: ASPIRE & WINSTON-SALEM FELLOWS



As part of its mission to provide workforce opportunities the Community and Economic Development (CED) department was honored to host two interns from the Greater Winston-Salem, Inc. ASPIRE Program and Fellow from the Winston-Salem Fellows Program over the past year.



Dahlia and Sarah, participating in the ASPIRE Program offered unique insights on new methods of community engagement. Dahlia supplied crucial administrative support regarding the Highway 65 Waterline grant which included gathering data and fielding calls from the Rural Hall community. Sarah assisted our department by translating several program applications into Spanish, allowing for a farther-reaching impact in our community.



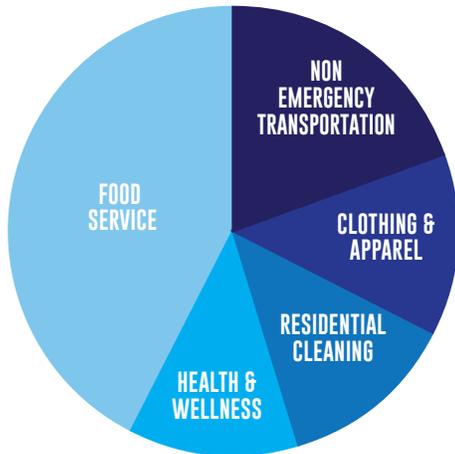
Luke, a recent college graduate participating in the Winston-Salem Fellows Program, assisted with the research and application for the ARC INSPIRE grant, detailed above, as well as analysis of the resilience of automation and its impact on today's workforce. We are honored to pour into young talent and equip them with a wealth of networking opportunities as well as an awareness of all the community resources our local government has to offer.



# SMALL BUSINESS INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) PROGRAM

Forsyth County and Experiment in Self-Reliance administer a Small Business Individual Development Account (IDA) Program that provides select business owners with personal finance and business coaching. Upon graduating, participants are eligible for a matched savings grant towards a business asset. For more information on the program, please visit our website.

## GRADUATED COMPANIES



**EASE, LLC**

**NATURE'S JOY AND WELLNESS, LLC**

**SUPANA, LLC**

**CAKES & COGNAC, LLC**

**LEANBACK SOUL FOOD, LLC**

**JUSEE JUICE CO.**

**SUPPORT SYSTEMS OF FC TRANSPORTATION, LLC**

**COMPLETE RESIDENTIAL & COMMERCIAL SERVICE, LLC**

**\$18K** PERSONAL SAVINGS INVESTED

**\$61K** MATCHING CAPITAL INVESTED



When Support Systems of Forsyth originally began, we only had two vehicles and we were putting all our receipts in a cardboard box. The Small Business IDA Program changed all of that. We were able to save the maximum amount and received a huge share amount that increased our fleet. The technical assistance we received as well was a real eye-opener; we now have QuickBooks, and it has saved us tremendously regarding grant submissions to keep record of our receivables and payables. Gregory and I are so grateful for the IDA Program and how it has grown our business. Today we have nine employees and ten vehicles - thank you so much Forsyth County!"

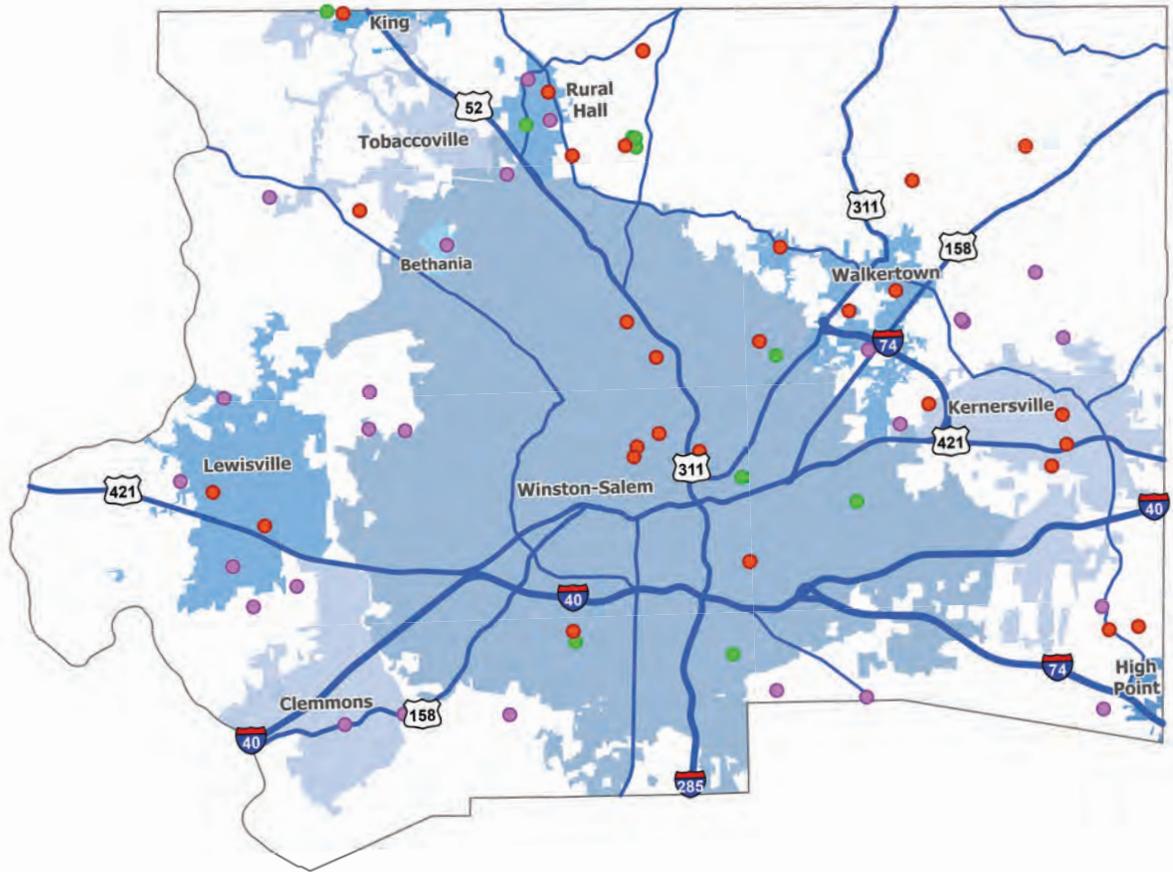
*-Courtney James, President/CEO Support Systems of FC*

## FUTURE FUNDING

In Fiscal Year 2021-2022 the Small Business IDA Program received Forsyth County American Rescue Plan Act (ARPA) and the Winston-Salem Foundation funding, which will greatly enhance the program by adding S.G. Atkins CDC as a partner for business training and expand the annual cohort size to up to 15 participants.



# COMMUNITY DEVELOPMENT FY21-22



## Homeownership - 11 Homes Purchased

- Tobaccoville - 1
- Rural Hall - 5
- Winston Salem - 5

## Housing Rehabilitation - 28 Home Repair Projects

- Kernersville - 4
- King - 1
- Lewisville - 2
- Rural Hall - 1
- Walkertown - 3
- Winston-Salem - 9
- Unincorporated - 8

## Code Enforcement - 27 Homes in Compliance

- Clemmons - 5
- Lewisville - 1
- Rural Hall - 3
- Unincorporated - 18



# HOMEOWNERSHIP

**11** NEW HOMEOWNERS 

**\$230K** TOTAL DOWN PAYMENT PROVIDED FY22

## WHO PURCHASED

HOMEBUYER AGE RANGE **28-56**

### HOUSEHOLD (HH) SIZES

HH of 1: 9%      HH of 2: 18.2%  
HH of 3: 18.2%    HH of 4: 27.3%  
HH of 5: 27.3%

### EMPLOYMENT SECTORS OF BUYERS

Healthcare: 45.5%      Manufacturing: 18.2%  
Office Professional: 27.3%    Other: 9%

INCOME RANGE OF BUYERS **\$41K-\$51K**

## WHAT THEY PURCHASED

SALES PRICE **\$125K - \$243K**

AVERAGE INTEREST RATE **3.6%**

### BUILD TYPES

New Construction: **63.7%**  
Existing Construction: **36.3%**

AVERAGE SQUARE FOOTAGE **1,670**

AVERAGE BUYER CONTRIBUTION AT CLOSING **\$2.9K**

“It was nothing short of a blessing finding this program - we have the benefit of zero accruing interest on our loan as well as not having the second stress of a second mortgage because we don't have to worry about paying it off until our first mortgage payments are complete. In purchasing this asset, our children have been able to see us prepare for our future and learn about smart financial planning in the process. On top of that, Bianca really came through for us in the end when it mattered most.”

Mr. & Mrs. Couch



# HOMEOWNERSHIP

## INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) PROGRAM

First-time homebuyers choosing to prepare for homeownership seeking to gain knowledge about budgeting, credit, saving, and affordability may apply for the IDA program. Successful graduates obtain the necessary knowledge and guidance to acquire affordable mortgages and down payment assistance when they purchase their homes. The County partners with Experiment in Self Reliance (ESR) to provide financial education workshops and Success Coaching. The IDA program also partners with the Center for Homeownership to ensure legitimate credit restoration and the ability to connect with realtors and lenders committed to equipping Forsyth County citizens with the means to purchase their first home.

**27%** OF FY22 BUYERS COMPLETED PROGRAM

**10** PARTICIPANTS GRADUATED FROM PROGRAM

**8** PARTICIPANTS HAVE NOT PURCHASED A HOME

## MARKET UPDATE

The Affordable Home Buying market in Winston-Salem/Forsyth County has experienced a continued shortage in supply and continuous increases in the sale prices of both existing and new construction homes. Coupled with low supply, there are many cases where landlords are increasing rental rates for tenants. A minimal amount of builders have begun to build, but they are also facing delays in completion due to their ability to secure some of the necessary supplies to complete construction. Even amid the slight increase in interest rates the demand for Affordable Homes steadily increases. Home prices continue to soar, but there appears to be a slight change that indicates that home prices will level out to reasonable parameters as the number of individuals and families are deciding to forego home purchasing until the market changes.



# HOUSING REHABILITATION

Provide financing for the rehabilitation of deteriorated homes that are owned and occupied by lower-income, special need households in Forsyth County by facilitating aging in place, meeting housing code requirements, promoting long-term affordability, lowering operating costs, and stabilizing pre-1978 homes where lead hazards are present.

**\$631K** TOTAL FUNDS INVESTED  
IN HOUSING REPAIRS

**28** HOME REPAIR  
PROJECTS COMPLETED

**\$190.2K**

## Essential Single-Family Rehabilitation Loan Pool (ESFRLP)

Administered on behalf of North Carolina Housing Finance Agency, this funding allows the County to offer essential repair services of scattered-site single-family housing units owned and occupied by very-low and low-income homeowners with special needs while facilitating aging in place, meeting minimum housing code requirement, promoting long-term affordability, lowering operating costs, and stabilizing pre-1978 home inhabited by child aged six or under whose health is threatened by the presence of lead hazards.

**\$305.8K**

## HOME Investment Partnerships Program (HOME)

U.S. Department of Housing and Urban Development (HUD) provides annual funding to the Winton-Salem/Forsyth County Housing Consortium to provide decent, affordable housing to lower-income households and strengthen the ability of state and local governments to provide said housing. HOME funds may be used for rehabilitation programs, down-payment assistance, housing development projects, and more.

**\$82K**

## Urgent Repair Program (URP)

Administered on behalf of North Carolina Housing Finance Agency, this program funding addresses housing conditions of very-low and low-income households with special needs which pose imminent threats to life and/or safety while providing accessibility modifications and preventing displacement.

**\$53K**

## Local County Funds

These dollars may be used in conjunction with the above-mentioned funding sources to ensure all necessary repairs are made in order to meet state and local building code requirements. The funds may also be used for Forsyth County residents in need of emergency repair services.

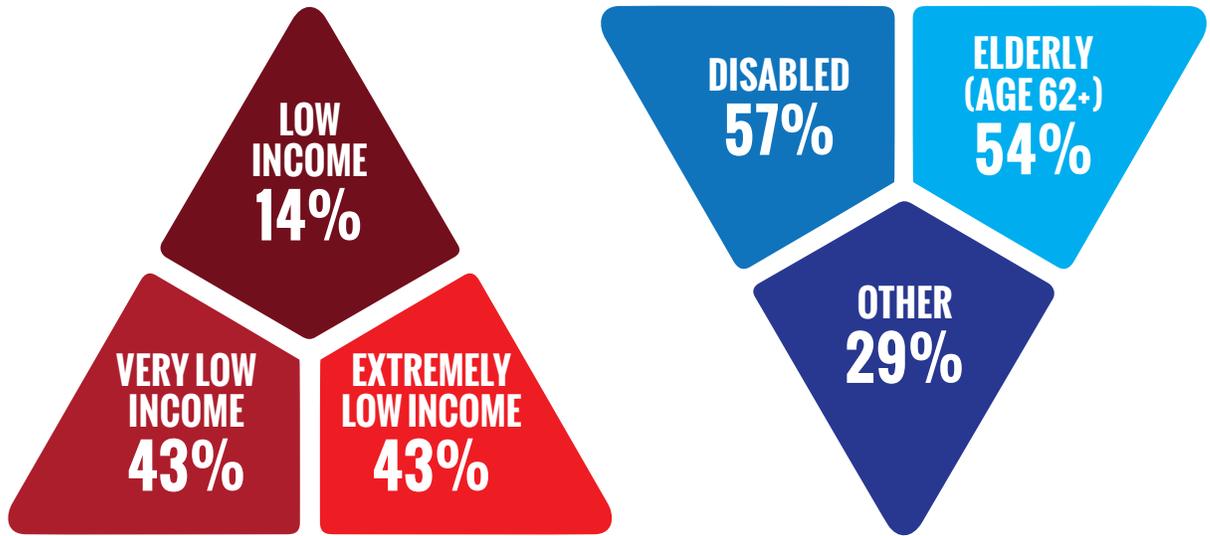
## PARTICIPATING MUNICIPALITIES





# HOUSING REHABILITATION

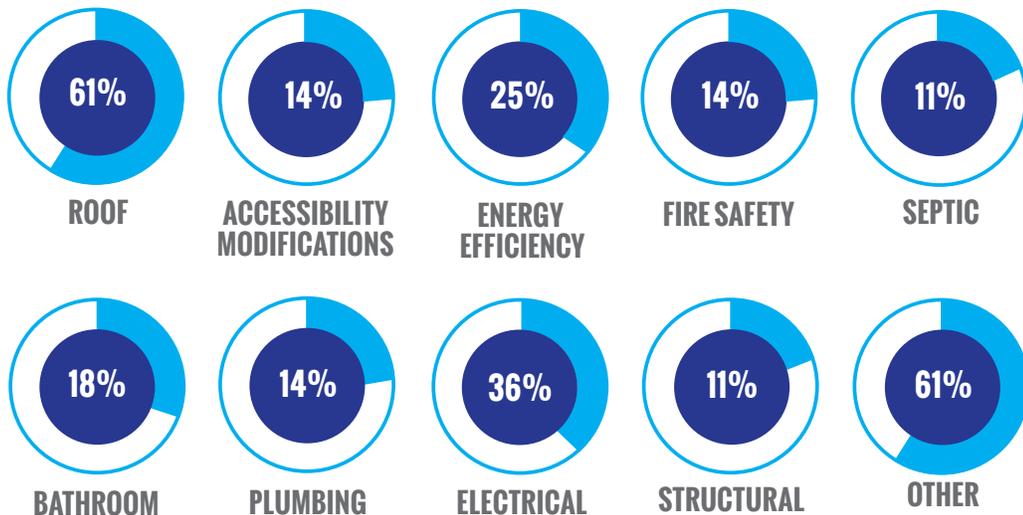
## DEMOGRAPHICS SERVED IN FY22



\*AMI - Area Median Income

AMI limits for Forsyth County residents vary according to household size. For reference, the 80% AMI limit for a 4-member household is \$61,600. Households earning less than 80% of the AMI are considered low-income households, households earning less than 50% of the AMI are considered to be very low-income, and households earning less than 30% of the AMI are considered to be extremely low-income households.

## TYPES OF REPAIRS COMPLETED IN FY22



# CODE ENFORCEMENT

The Forsyth County Board of Commissioners established a Minimum Housing Code, as part of the County’s mission to create a safe and healthy community. The standards set forth in the code are focused on ensuring that dwellings in the County are safe and fit for human habitation.

The Community & Economic Development department is responsible for enforcing the local building code in the County, outside the municipal limits of the City of Winston-Salem and Town of Kernersville. Department staff investigate complaints and work with property owners and tenants to bring structures into compliance to make sure that everyone has a safe and healthy place to call home.

	<b>FY21</b>	<b>FY22</b>
<b>TOTAL COMPLAINTS</b>	52	<b>56</b>
<b>INSPECTIONS COMPLETED</b>	49	<b>38</b>
<b>VIOLATIONS</b>	45	<b>36</b>
<b>HEARINGS HELD</b>	15	<b>27</b>
<b>ORDERS GIVEN</b>	9	<b>21</b>
<b>REPAIRS COMPLETED</b>	17	<b>21</b>
<b>HOMES IN COMPLIANCE</b>	19	<b>27</b>
<b>STRUCTURES DEMOLISHED</b>	2	<b>6</b>





# THANK YOU TO OUR PARTNERS





## **Community & Economic Development**

201 North Chestnut Street  
Fifth Floor  
Winston-Salem, NC 27101  
Phone: 336.703.2680

[\*\*bit.ly/ContactCED\*\*](https://bit.ly/ContactCED)