

FORSYTH COUNTY  
COMMUNITY & ECONOMIC DEVELOPMENT

# IMPACT REPORT

FISCAL YEAR 2022-2023





# 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, Town of Kernersville, and Town of Walkertown 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*



**Hasani Mitchell**

*Community & Economic Development  
Program Administrator*



# OUR TEAM



**Justin Stevens**  
*Housing Rehabilitation Specialist*



**Shatarra Smith**  
*Administrative Assistant*



**Anthony Davis**  
*Code Enforcement Officer*



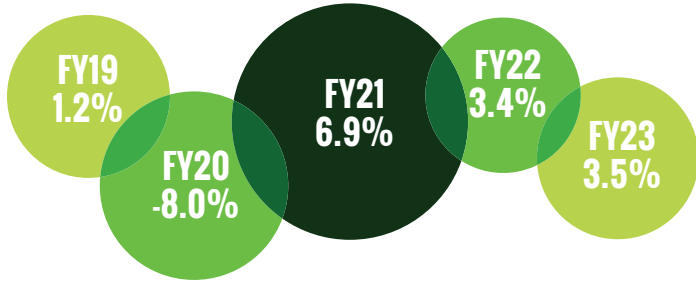
**Andrea Sheetz**  
*Economic & Workforce Development Analyst*





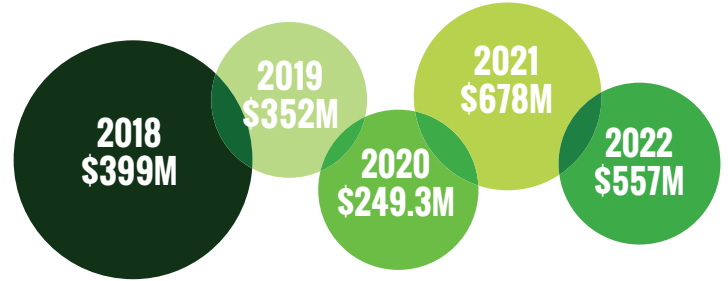
# COUNTY COMPARISON

## JOB GROWTH



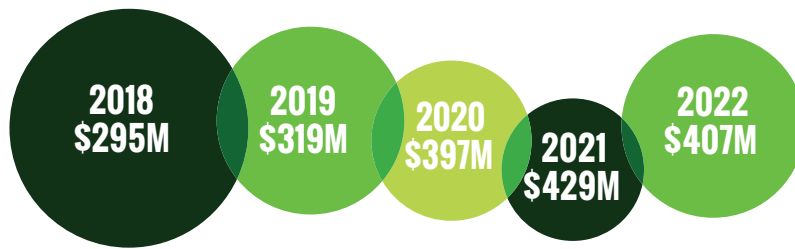
The yearly percent change in the number of nonfarm jobs in Forsyth County in the last five years.

## COMMERCIAL INVESTMENT



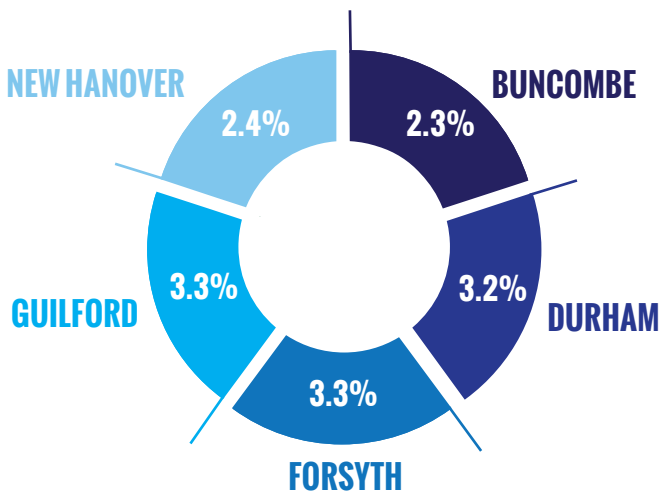
The amount of commercial investment in Forsyth County based on building permit values.

## RESIDENTIAL INVESTMENT

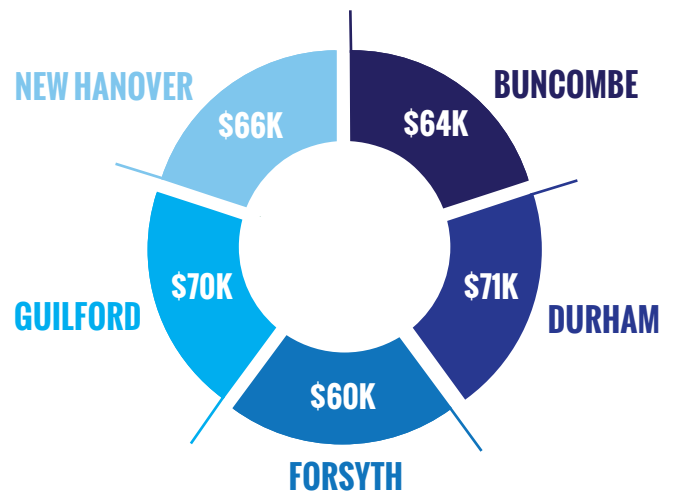


The amount of investment in single or multi-family residential units in Forsyth County based on building permit values.

## JOB GROWTH FY23

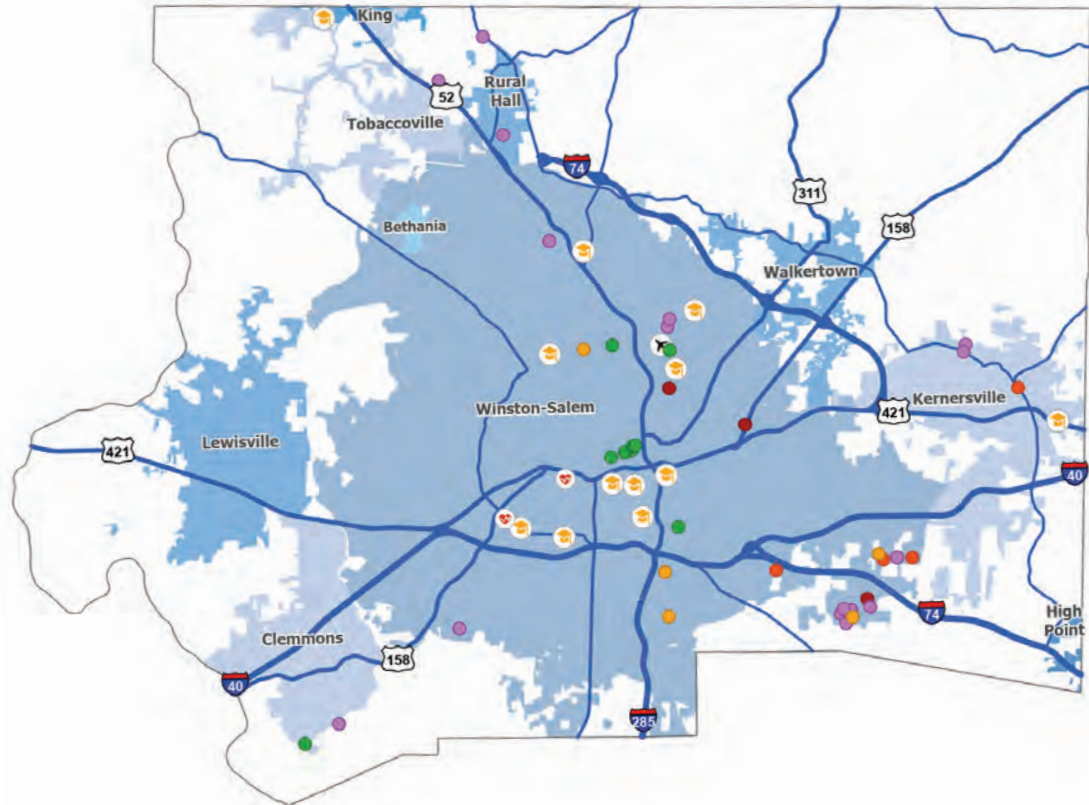


## MEDIAN HOUSEHOLD INCOME





# ECONOMIC DEVELOPMENT



## Active Business Incentive Projects

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

## Building Reuse Grant Recipients

- Addiction Recovery Care Assoc.
- Cathtek, LLC
- Frank L. Blum Construction
- Ardagh Metal Beverage USA
- Grass America

## Completed Incentive Projects

- Bekaert
- Cavert Wire
- Charter Medical
- Clearing House
- Deere-Hitachi
- Exhibit Works
- Grass America
- Herbalife
- 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
- Grass America
- Nature's Value
- Nelipak Healthcare Packing
- Tex-Tech Industries
- Ziehl-Abegg

## 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.

## FY23 PERFORMANCE

### Job Creation

New Jobs 2021: **137**  
Incentive Jobs Retained: **689**  
Existing Jobs Retained: **941**

### Capital Investment

Investment in 2020: **\$88.2M**  
Prior Investment: **\$587.1M**

### TOTAL 2021 IMPACT

**1,767** JOBS  
**\$2.4M** IN TAXES GENERATED

## APPROVED / FUTURE PROJECT GOALS

New Jobs: **842**  
Existing Jobs Retained: **656**  
Total Job Impact: **1,498**  
Capital Investment: **\$360.9M**

Average Wage of New Jobs:  
**\$56.5K**

## 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
- Completed a sewer lift station to serve the business park and surrounding area
- Authorized construction of an entrance road to park from Idols Road
- \$2.4 Million awarded from The North Carolina Department of Commerce for infrastructure improvements including expanding existing water and sewer capacity at the park.
- \$25,500- Golden Leaf SITE program awarded Greater Winston-Salem Development Corp. funding to conduct due diligence analyses at the site.



### Smith-Reynolds Airport:

- Over \$70M in facility and runway improvements underway and in design to spur economic development
- \$4M approved for multiple economic development projects including:
  - Hanger improvements
  - Landfill and environmental site preparation
  - South ramp demolition
  - Liberty Street land acquisition

## NC RURAL GRANTS – BUILDING REUSE

COMPANIES	GRANT AMOUNT	# OF NEW JOBS COMMITTED
CATHTEK, LLC	\$300,000	60
FRANK L BLUM CONST. COMP. INC.	\$250,000	35
ADDICTION RECOVERY CARE ASSOCIATES (ARCA)	\$130,000	13
GRASS AMERICA	\$200,000	23
ARDAGH METAL BEVERAGE USA	\$500,000	94
	<b>\$1,380,000</b>	<b>225</b>

## CURRENT FORSYTH COUNTY BUILDING REUSE GRANTS:



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 & Economic Development Department (CED) 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 ARPA funding to create a singular hub for workforce development in Forsyth County in partnership with **Greater Winston Salem Inc.** (GWSI). Staff members from the County, GWSI, **Winston-Salem/Forsyth County Schools**, **Forsyth Technical Community College**, and **Goodwill Industries of Northwest North Carolina** have been regularly meeting with each other to plan and host programs including a panel on second chance employment and workshops on effective workplace communication. We have also been meeting with employers, particularly in healthcare and advanced manufacturing, to discuss their workforce needs and align efforts across the sectors.

It is imperative that further opportunities and offerings, including jobs, short-and long-term training opportunities, and professional development events are accessible to all community members. To ensure this, staff from each partner organization have been working with Wildfire Marketing Agency to create a comprehensive workforce development brand to help jobseekers and employees navigate all the resources available in Forsyth County. Construction will begin in Fall of 2023 on renovations to 525@Vine, a suite shared by GWSI and Forsyth Tech to create a public space intended to serve as onestop-shop for work force development services shared among industry, education, and community. The goal of all three elements 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. There is a focus on work-based learning and educational programs that are transformative from the perspective of economic mobility, such as "Forsyth Tech's Learn & Earn Apprenticeship Program (LEAP). LEAP provides students of all ages the opportunity to be a registered apprentice at a local company while taking course work, providing a full-time market rate wage, years of experience, and employment upon graduation. The program is also debt-free, an element the County Commissioners recently invested \$110,000 to maintain. With over 50 employer partners, including some of Forsyth County's largest companies, LEAP is a true win for all participants.



# WORKFORCE INITIATIVES

## PARTNER SPOTLIGHTS

Forsyth Technical Community College is one of the key drivers of economic opportunity and mobility in Forsyth County, offering accessible training and pathways to transformative careers. The college's Learn & Earn Apprenticeship Program (LEAP) is an adult, work-based learning program in which students take their courses while working for a local company with a nationally recognized credential and full-time role upon their graduation. Many students are taking advantage of this debt-free program as class size has grown from 13 to 50 apprentices since its start in 2019.

LEAP's employer partners include some of Forsyth County's largest employers across five sectors: advanced manufacturing, transportation, trades, healthcare, and information technology (IT). The program is a powerful recruitment and retention, as many newly recruited companies are eager to participate and develop a pipeline for local talent.

The advanced manufacturing and transportation programs feature a short pre-apprenticeship program in which students learn basic skills of the industry like blueprint reading and precision measuring, develop their soft skills through interview preparation and professionalism workshops, and prepare for personal and professional success with personal finance education and leadership development.

To ensure LEAP continues to meet the needs of students, existing industry, and prepare for future growth, the Forsyth County Board of Commissioners recently invested \$110,000 to sustain the program. This appropriation recognizes the integral role LEAP serves in providing opportunities for students and ensuring local companies have the workforce they need to be successful and continue investing in Forsyth County.





# SMALL BUSINESS INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) PROGRAM

Forsyth County in partnership with Experiment in Self-Reliance and S.G. Atkins CDC 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.

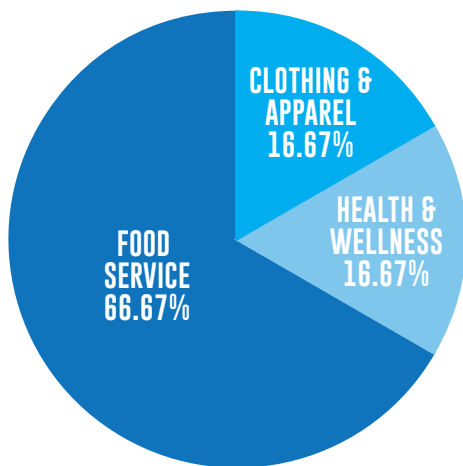
Capitalized by a \$1 million dollar investment from the American Rescue Plan Act (ARPA) and funding from the Winston-Salem Foundation, the Small Business IDA Program has expanded and will serve three cohorts of up to 15 participants by 2026.

For more information on the program, please visit our website, [www.forsyth.cc](http://www.forsyth.cc)

## CURRENT FUNDING

In Fiscal Year 2023-2024 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.

## CURRENT COHORT



- DELICIOUS BY SHEREEN
- VILLAGE FABRIC SHOP
- CALMING ONCOLOGY OASIS SPA
- DIVINE ENCOUNTER WAX AND WELLNESS BAR
- K&K LACT AND MOORE
- LIZZIE'S ALL NATURAL PRODUCTS

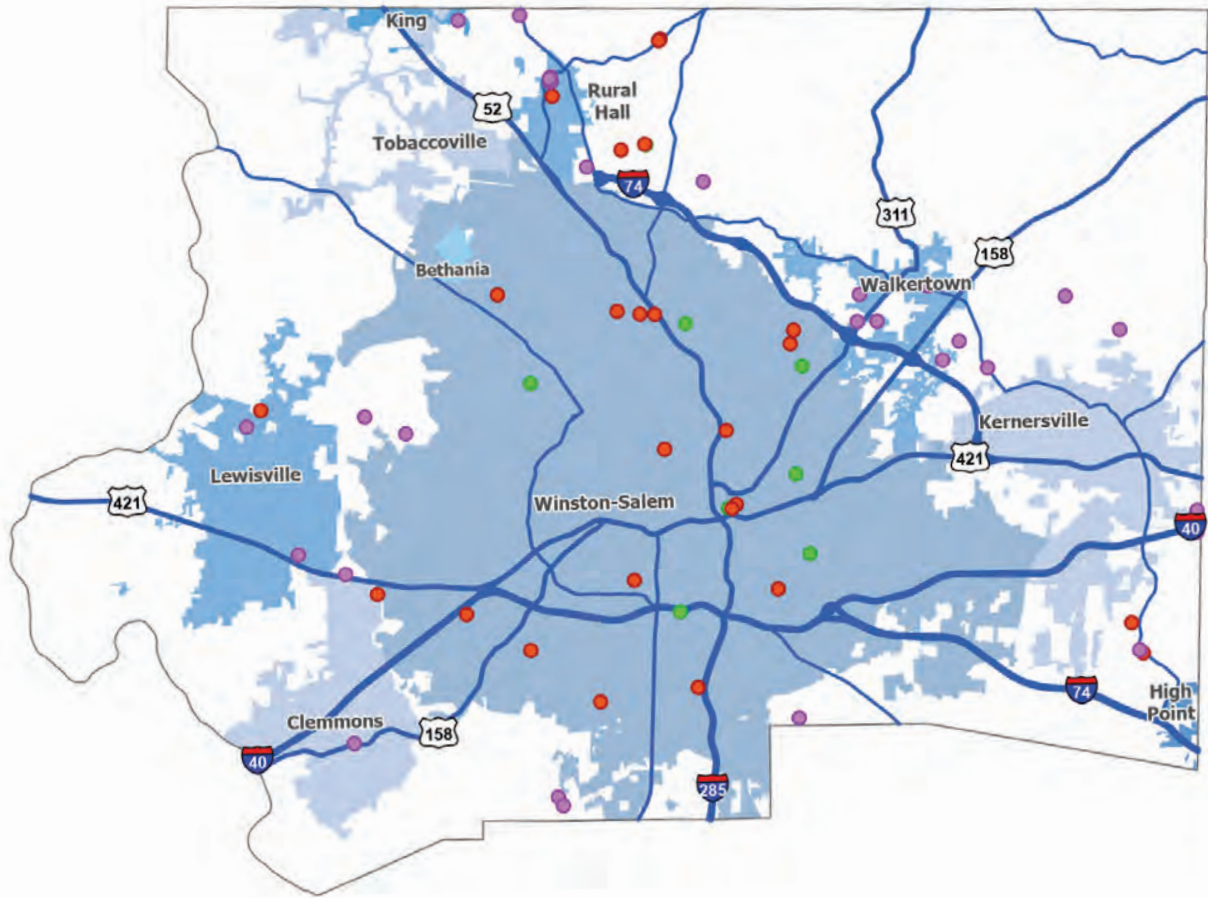
**8** COMPANIES GRADUATED

**\$18K** PERSONAL SAVINGS INVESTED

**\$68K** MATCHING CAPITAL INVESTED



# COMMUNITY DEVELOPMENT FY23



## Homeownership - 9 Homes Purchased

- Winston Salem - 8
- Unincorporated - 1

## Housing Rehabilitation - 25 Home Repair Projects

- Clemmons - 1
- Lewisville - 1
- Rural Hall - 1
- Winston-Salem - 16
- Unincorporated - 6

## Code Enforcement - 46 Homes in Compliance

- Clemmons - 2
- Lewisville - 2
- King - 2
- Rural Hall - 11
- Walkertown - 4
- Unincorporated - 25



# HOMEOWNERSHIP

9 NEW HOMEOWNERS



**\$372.7K** TOTAL DOWN PAYMENT PROVIDED FY23

## WHO PURCHASED

HOME BUYER AGE RANGE **23-53**

### HOUSEHOLD (HH) SIZES

HH of 1: 0%   HH of 2: 22.2%   HH of 3: 22.2%  
HH of 3: 22.2%   HH of 4: 11.1%   HH of 5: 11.1%  
HH of 6: 22.2%   HH of 7: 11.1%

### EMPLOYMENT SECTORS OF BUYERS

Healthcare: 44.5%   Education: 22.2%  
Manufacturing: 11.1%   Retail Services: 22.2%

INCOME RANGE OF BUYERS **\$35K-\$63K**

## WHAT THEY PURCHASED

SALES PRICE **\$142K-\$251K**  
AVERAGE INTEREST RATE **6.04%**

### BUILD TYPES

New Construction: 44.5%  
Existing Construction: 55.5%

AVERAGE SQUARE FOOTAGE **1,508**

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





# 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 Individual Development Accounts (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 finance 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. The IDA program has achieved the highest per capita success rate in the nation, placing over 525 homeowners in the community and representing over \$40 million in taxable property assets. The IDA program helps low-income families gain a stake in their community and in so doing help eliminate generational poverty.

**22%** OF FY23 BUYERS COMPLETED PROGRAM

**26** PARTICIPANTS GRADUATED FROM THE IDA FINANCIAL LITERACY COURSE

## MARKET UPDATE

Winston-Salem/Forsyth County continues to experience a shortage in the supply of affordable homebuying market. Sales prices and interest rates have made the dream of homeownership out of reach for many. There are plans underway for affordable home construction and rehabilitation of existing homes that will help. The demand for affordable homes also continues to increase and outpace the production of affordable homes, which directly correlates to the increased number of applicants seeking down payment assistance. The increased rental rates have also caused the demand for down payment assistance to increase as more and more tenants seeking personal economic stability via homeownership.



# 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.

**\$375K** TOTAL FUNDS SPENT

**25** HOME REPAIR PROJECTS COMPLETED

**\$13.8K**

## 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.

**\$185.4K**

## 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.

**\$94.2K**

## 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.

**\$26.1K**

## 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.

**\$55.1K**

## American Rescue Plan Act – Urgent Repair Program (ARPA-URP)

The Board of Commissioners allocated a portion of funds from the County's Coronavirus State and Local Fiscal Recovery Funds (SLFRF) for the department to provide services to assist very-low and low-income households with special needs in addressing housing conditions which pose imminent threats to their life and/or safety. Funds are used to provide accessibility modifications and other repairs necessary to prevent displacement of homeowners with special needs.

## PARTICIPATING MUNICIPALITIES

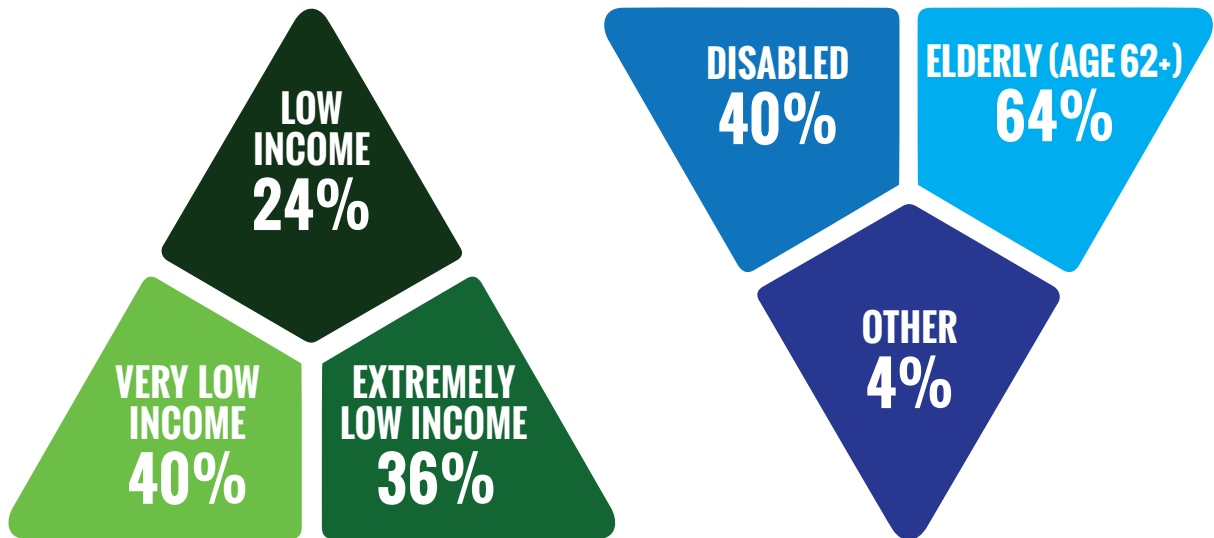






# HOUSING REHABILITATION

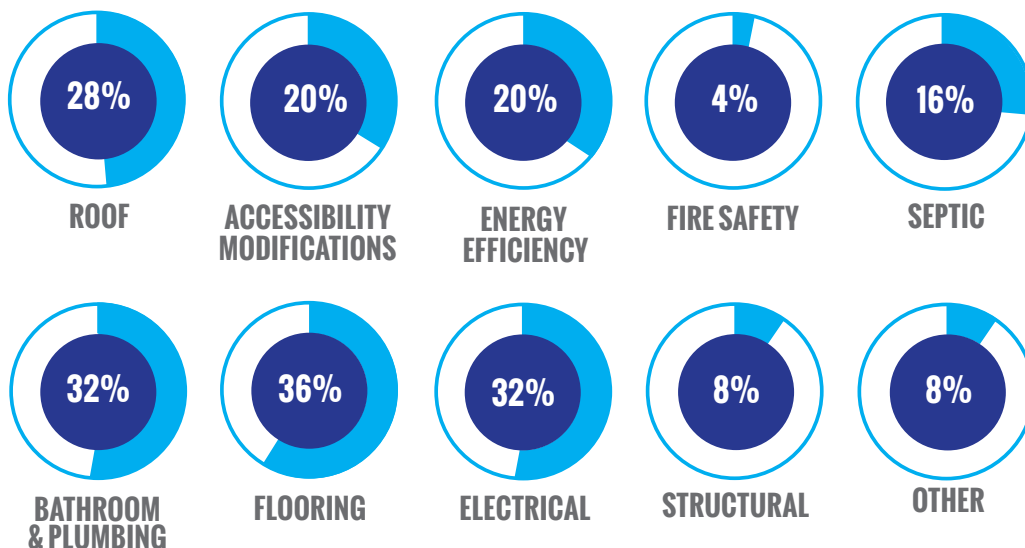
## DEMOGRAPHICS SERVED IN FY23 AVERAGE HOUSEHOLD INCOME \$22,334.38



\*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 \$65,200. 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 FY23



# 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.

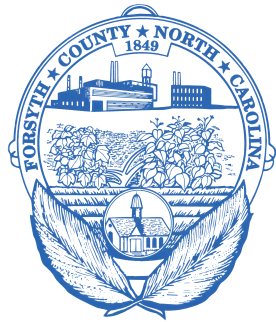
	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
<b>TOTAL COMPLAINTS</b>	52	56	109
<b>INSPECTIONS COMPLETED</b>	49	38	80
<b>VIOLATIONS</b>	45	36	22
<b>HEARINGS HELD</b>	15	27	46
<b>ORDERS GIVEN</b>	9	21	40
<b>REPAIRS COMPLETED</b>	17	21	24
<b>HOMES IN COMPLIANCE</b>	19	27	46
<b>STRUCTURES DEMOLISHED</b>	2	6	2





# THANK YOU TO OUR PARTNERS





## **Community & Economic Development**

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