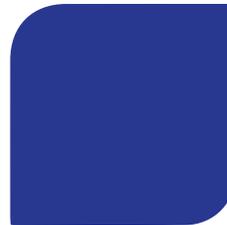
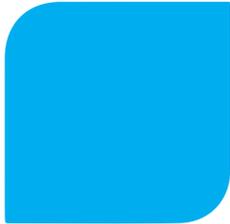


FORSYTH COUNTY  
COMMUNITY & ECONOMIC DEVELOPMENT

# IMPACT REPORT

FISCAL YEAR 2023-2024





# 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.

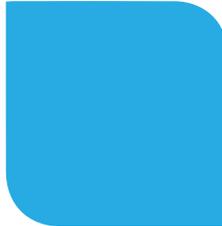
In this report you will find details on a number of our department's on-going efforts as well as progress we have made in the last fiscal year. We have highlighted a few key partnerships and successes and look forward to sharing additional highlights with you in the future. If you are interested in learning 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

**Kirby Robinson**

*Community & Economic Development Director*



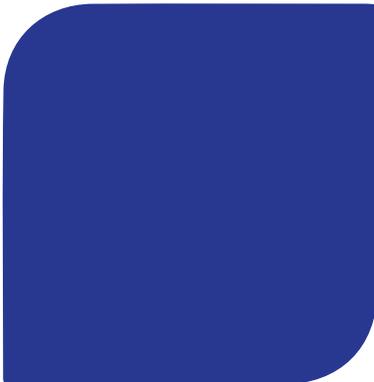
**Ashley Pendley**

*Community & Economic Development  
Deputy Director*



**Bianca Green**

*Loan Officer*



**Arisbett Adame**

*Intake Specialist*



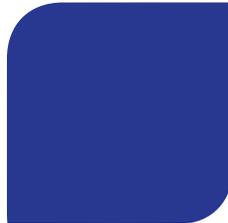
**Justin Stevens**

*Housing Rehabilitation Specialist*

# OUR TEAM



**Shatarra Smith**  
*Administrative Assistant*



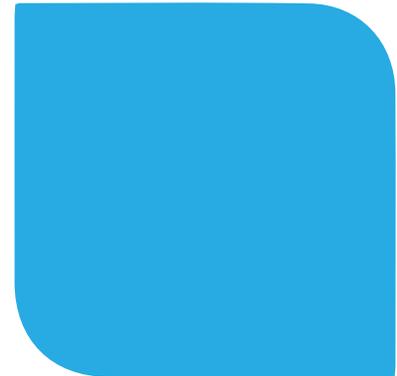
**Anthony Davis**  
*Code Enforcement Officer*



**Andrea Sheetz**  
*Workforce & Economic  
Development Administrator*



**Ryann Felder**  
*AmeriCorps VISTA Member*

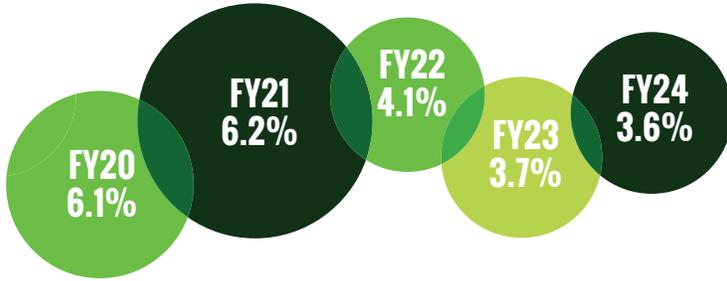


**Helena Fiore**  
*Community & Economic Development  
Program Administrator*



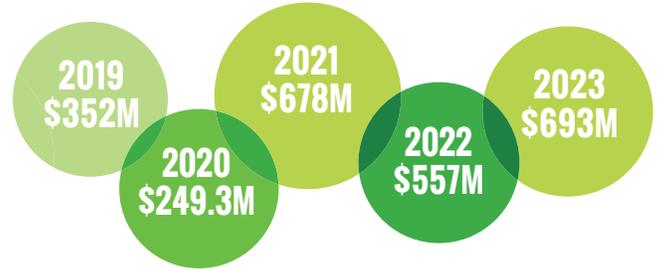
# COUNTY COMPARISON

## UNEMPLOYMENT RATE



The annual unemployment rate in Forsyth County over the last five years.

## COMMERCIAL INVESTMENT



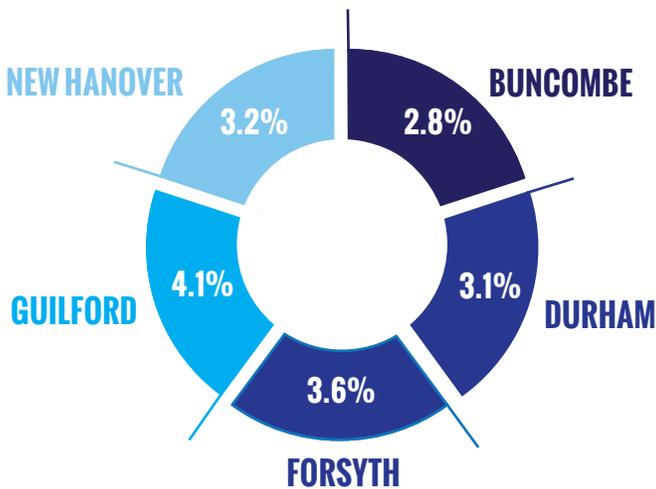
The amount of commercial investment in Forsyth County based on building permit values.

## RESIDENTIAL INVESTMENT

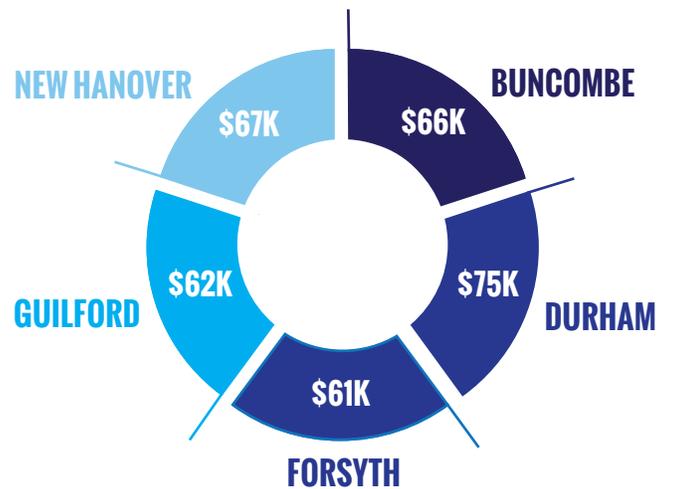


The amount of investment in single or multi-family residential units in Forsyth County based on building permit values.

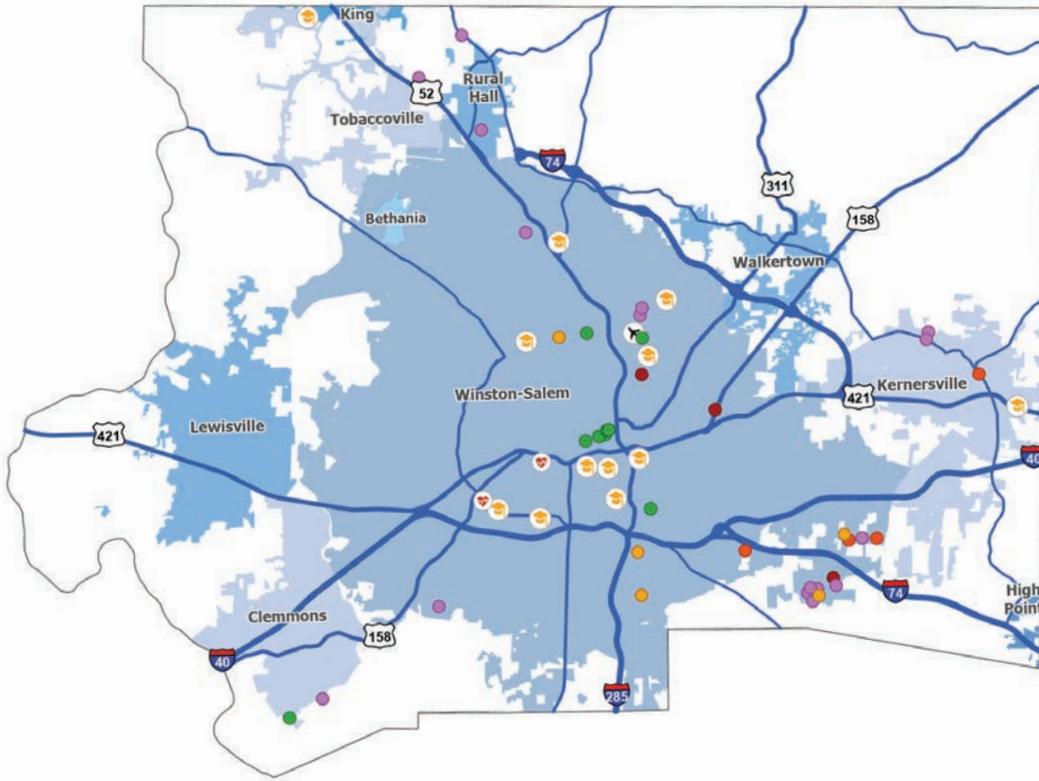
## UNEMPLOYMENT RATE



## MEDIAN HOUSEHOLD INCOME



# ECONOMIC DEVELOPMENT



## Active Business Incentive Projects

- Bunzl Distribution
- Caterpillar/Progress Rail
- Clarios/Johnson Controls, LLC
- Clearing House
- Grass America
- Ardagh Metal Beverage USA
- Corning

## Building Reuse Grant Recipients

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

## 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
- Polyvliet
- Triumph Actuation Systems (formerly Frisby Aerospace)
- Turbo Care

## Approved Incentive Projects for Future Funding

- Excel Interior Door
- John Deere Kernersville
- John Deere Electric Powertrain
- Nelipak Healthcare Packaging
- Purple Crow
- Pro-Kidney
- Radel
- Tex-Tech
- Ziehl-Abegg

## Infrastructure Investment Projects

- Bailey Power Plant
- Biotech Place
- Garner Foods
- Smith Reynolds Airport
- Tanglewood Business Park
- WFUHS 90s South
- Whitaker Park
- 1 W 4th Street

## OneNC Grant Recipients

- Nelipak Healthcare Packaging
- Radel
- Tex-Tech
- Ziehl-Abegg

## 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.

## FY24 PERFORMANCE

### Job Creation

New Jobs 2022: **263**  
Incentive Jobs Retained: **453**  
Existing Jobs Retained: **1272**

### Capital Investment

Investment in 2021: **\$161.4M\***  
Prior Investment: **\$533.1M\*\***

**TOTAL 2022 IMPACT**  
**1,988 JOBS**  
**\$3.8M IN TAXES GENERATED\*\*\***

## APPROVED / FUTURE PROJECT GOALS

New Jobs: **1047**  
Existing Jobs Retained: **538**  
Total Job Impact: **1,585**  
Capital Investment: **\$338.7M**

**Average Wage of New Jobs:**  
**\$62.4K**

## TARGET INDUSTRIES

Aviation &  
Aerospace

Healthcare  
& Life  
Sciences

Advanced  
Manufacturing

Headquarters  
& Business  
Services

Technology &  
High Growth  
Entrepreneurship

\*The cost value of business personal property investment in 2021.

\*\*The cumulative prior investments in business personal property in the last 5 years.

\*\*\*Taxes generated from active incentive projects.

# INFRASTRUCTURE INVESTMENTS

## ECONOMIC DEVELOPMENT SITES



### Tanglewood Business Park

- Completed construction of an entrance road to park from Idols Road
- Began design phase on the expansion of existing water and sewer capacity utilizing a \$2.4 Million award from the North Carolina Department of Commerce



### 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

## ACTIVE GRANTS THROUGH THE N.C. DEPARTMENT OF COMMERCE

COMPANIES	GRANT AMOUNT	# OF NEW JOBS COMMITTED
<b>NC RURAL BUILDING REUSE GRANTS</b>		
CATHTEK, LLC	\$300,000	60
ARDAGH METAL BEVERAGE USA	\$500,000	94
FRANK L BLUM	\$250,000	35
<b>ONENC GRANTS:</b>		
NELIPAK	\$72,000	36
TEX-TECH	\$125,000	49
ZIEHL ABEGG	\$400,000	189
ARDAGH METAL BEVERAGE USA	\$250,000	94

### INCENTIVE PROGRAM BUDGET

# of Active Local Incentives - 9      FY24 Local Incentive Budget - \$1,927,524  
 # of Active NC Commerce Grants - 7      NC Commerce Grants Budget - \$1,897,000  
**Total FY24 Incentive Budget - \$3,824,524**



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

## FORSYTH WORKS

Forsyth Works was launched in April 2024 as both a digital workforce development hub (forsyth-worksnc.com) and a physical 'community living room' for economic opportunity. Made possible by \$2.5 Million in ARPA funding from the Board of Commissioners, ForsythWorks is a consortium led by Greater Winston-Salem, Inc (GWSI) in partnership with staff from Forsyth County, Forsyth Technical Community College, Goodwill Industries of Northwest North Carolina, and the Winston-Salem/Forsyth County Schools.

Forsythworksnc.com is averaging 2,500 site visits per month. The page for job seekers links out to direct job openings in the community, provides access related training and education, and can connect individuals with community resources. The site provides labor market data on Forsyth County's six key sectors, as well as deep dives on positions and training programs for each advanced manufacturing, aviation and aerospace, business services, construction, healthcare and life sciences, and technology.

At 525@Vine St, the staff of GWSI and Forsyth Tech are co-located in a one-stop-shop for workforce development. This public space is host to events like Walk-In Wednesdays and Job Seeker Resource Groups where County residents can receive individualized support and meet and share experiences with others also on the job search. ForsythWorks also holds workshops for employers on topics like Second Chance Hiring, Mental Health and Well-being in the Workplace, and How Customized Training Can Help Companies. Offerings for job seekers have included Work Ready: a soft skills and workplace readiness training and credential, Leveraging AI in the Job Search, and Creating a LinkedIn Profile.

CAREER AWARENESS

CAREER EXPLORATION

CAREER PREPARATION

CAREER DEVELOPMENT

## FORSYTHRIDES

ForsythRides is a recently launched employment transportation program administered by Forsyth County with funding from the North Carolina Department of Transportation (NCDOT). During a pilot period in Spring 2024, ForsythRides provided reliable transportation for 49 individuals going to work, GED classes, interviews, and skills training. After the pilot period, the program shifted a quarterly, cohort-based model providing a higher-quality service to a smaller number of people. This model is meant to provide individuals with reliable transportation for three months and, in that time, connect those riders with community resources that address some of the barriers surrounding reliable transportation. These have ranged from personal finance resources and affordable drivers' education programs. The first cohort, from July-September, received 83 applications and 12 were accepted.



# WORKFORCE INITIATIVES

## LEARN AND EARN APPRENTICESHIP

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 55 apprentices since its start in 2019, with 174 having completed the program so far. LEAP's employer partners include some of Forsyth County's largest employers across many sectors including advanced manufacturing, transportation, trades, public safety, 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 \$350,000 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)



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 entrepreneurial and personal finance training along with personalized one-on-one coaching. Upon graduating and saving personal funds, participants are eligible for a matched savings grant towards approved business assets.

In Fiscal Year 2023-2024 five entrepreneurs successfully completed the personal finance and business curriculum and became eligible for match grant funding. Forsyth County in partnership with the Winston-Salem Foundation has dispersed \$68,000 in matching capital to these entrepreneurs.

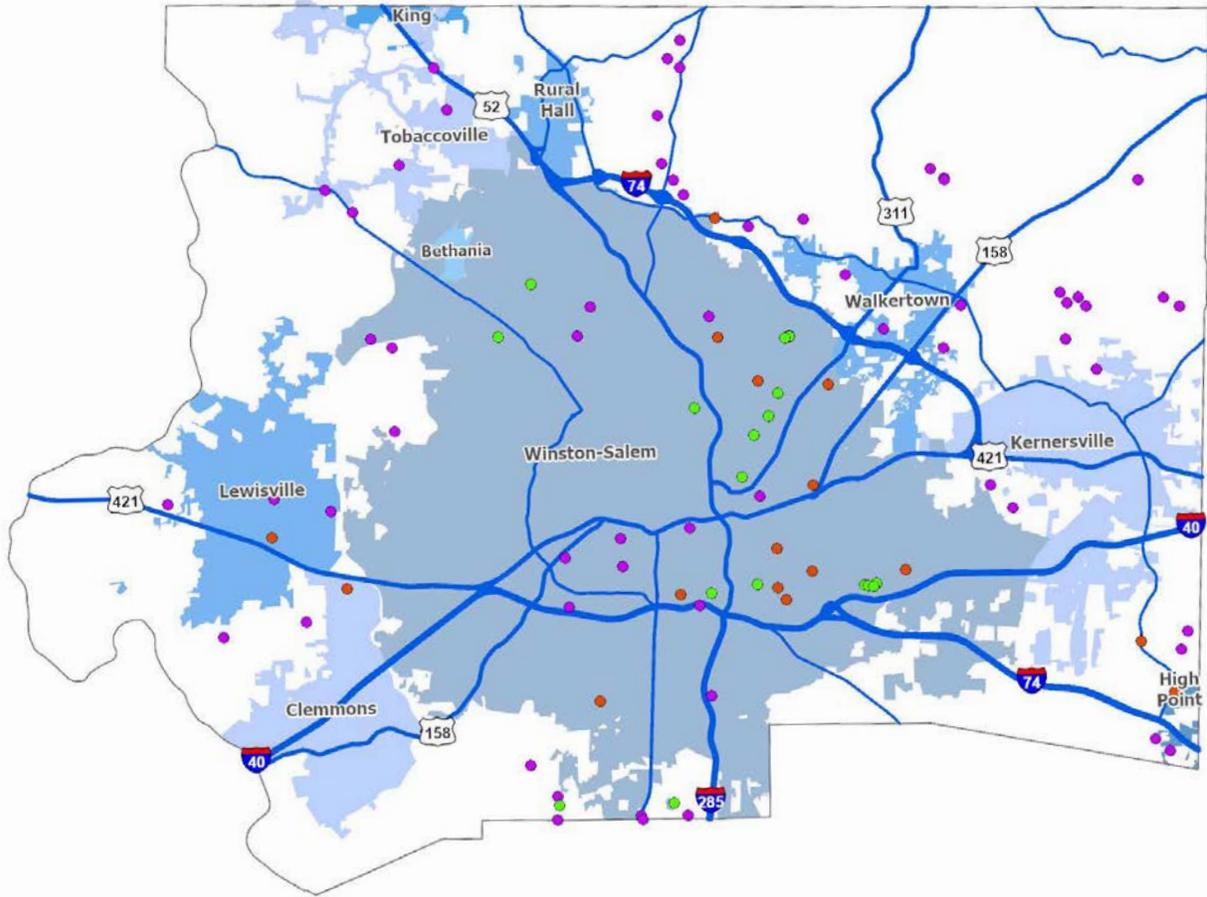
**Delicious by Shereen - \$16,000**  
**Village Fabric Shop - \$16,000**  
**Lizzies All Natural Products - \$16,000**  
**K&K Lact and Moore - \$10,000**  
**Divine Encounter Wax & Wellness Bar - \$10,000**

Current cohort participants will be eligible for match grant funding in 2025.

**Precious Paparazzi - Precious Hairston**  
**Blue Stream Environmental - Lindsey Lengyel**  
**Create A Heart Marketing- Samantha McKinney**  
**The Good Life Nail Bar - Lakenya Samuel**  
**Cheresa's Hair Designs - Cheresa Miller**

The Small Business IDA program is capitalized by a \$1 million dollar investment from the American Rescue Plan Act (ARPA) and funding from the Winston-Salem Foundation.

# COMMUNITY DEVELOPMENT FY24



## Homeownership - 20 Homes Purchased

- Winston Salem - 20

## Housing Rehabilitation - 18 Home Repair Projects

- Clemmons - 1
- Lewisville - 1
- Winston-Salem - 13
- Unincorporated - 3

## Code Enforcement - 67 Homes in Compliance

- Clemmons - 2
- Germanton - 1
- High Point - 1
- Lewisville - 3
- Kernersville - 15
- Pafftown - 4
- Rural Hall - 5
- Tobaccoville - 1
- Walkertown - 8
- Winston-Salem - 27



# HOMEOWNERSHIP

**20** NEW HOMEOWNERS



**\$1.58M**

TOTAL DOWN PAYMENT PROVIDED FY24

## WHO PURCHASED

HOME BUYER AGE RANGE **20-63**

### HOUSEHOLD (HH) SIZES

HH of 1: 15%   HH of 2: 20%   HH of 3: 30%  
HH of 3: 25%   HH of 4: 25%   HH of 5: 5%  
HH of 6: 0%   HH of 7: 5%

### EMPLOYMENT SECTORS OF BUYERS

Healthcare: 18%   Education: 20%  
Manufacturing: 15%   Retail: 15%  
Government: 11.1%   Finance: 10%  
Technology: 5%   Other: 5%

### INCOME RANGE OF BUYERS

Sale Price: 85K-271K   Average Interest Rate: 6.663%  
New Construction: 65%   Existing: 35%  
Average Sq. Feet: 1,388.14%

## WHAT THEY PURCHASED

SALES PRICE **\$85K-\$271K**

AVERAGE INTEREST RATE **6.07%**

### BUILD TYPES

New Construction: 65%  
Existing Construction: 35%

AVERAGE SQUARE FOOTAGE **1,508**

AVERAGE BUYER CONTRIBUTION AT CLOSING **\$3,225**





# HOMEOWNERSHIP

## INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) PROGRAM

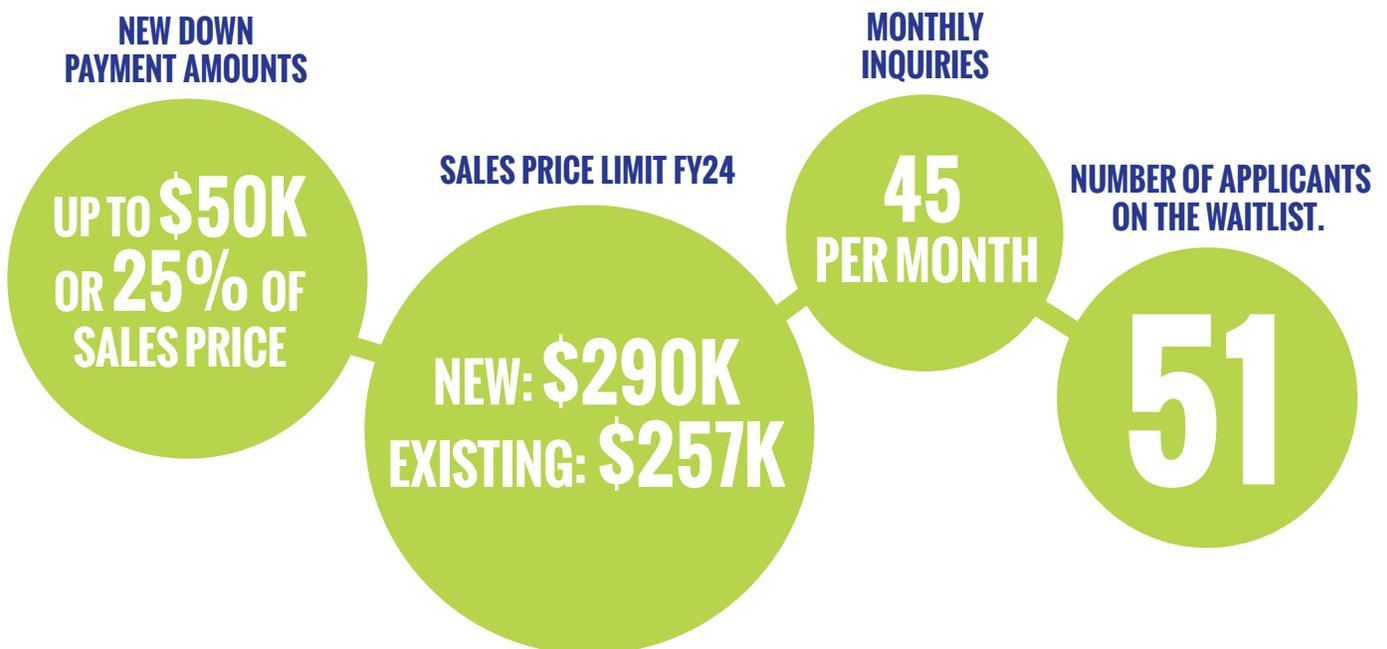
First-time homebuyers who are preparing for homeownership and seeking to improve their knowledge of budgeting, credit, saving, and affordability can apply for the Individual Development Accounts (IDA) program. Graduates of the program gain the essential skills and support needed to secure affordable mortgages and down payment assistance for purchasing their homes. In partnership with Experiment in Self-Reliance (ESR), the program offers financial education workshops and Success Coaching. Additionally, the IDA program collaborates with the Center for Homeownership to provide credit restoration services and connect participants with realtors and lenders who are dedicated to helping Forsyth County residents achieve homeownership. The IDA program has earned the highest per capita success rate in the nation.

**94%** OF FY24 BUYERS COMPLETED THE PROGRAM

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

## MARKET UPDATE

Winston-Salem/Forsyth County continues to face a shortage of affordable homes in the market. Rising sales prices and interest rates have made homeownership unattainable for many. However, there are ongoing efforts to construct new affordable homes and rehabilitate existing properties to address this gap. Despite these efforts, the demand for affordable housing continues to grow, outpacing the rate of new home production. This growing demand is reflected in the increasing number of applicants seeking down payment assistance. Additionally, rising rental rates have contributed to the heightened need for down payment assistance, as more renters are looking to achieve personal economic stability through 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.

**\$293.2K** TOTAL FUNDS SPENT

**18** HOME REPAIR PROJECTS COMPLETED

**\$67.5K**

## 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.

**\$52.7K**

## 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.

**\$52.1K**

## 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.

**\$56.3K**

## 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.

**\$64.4K**

## 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.

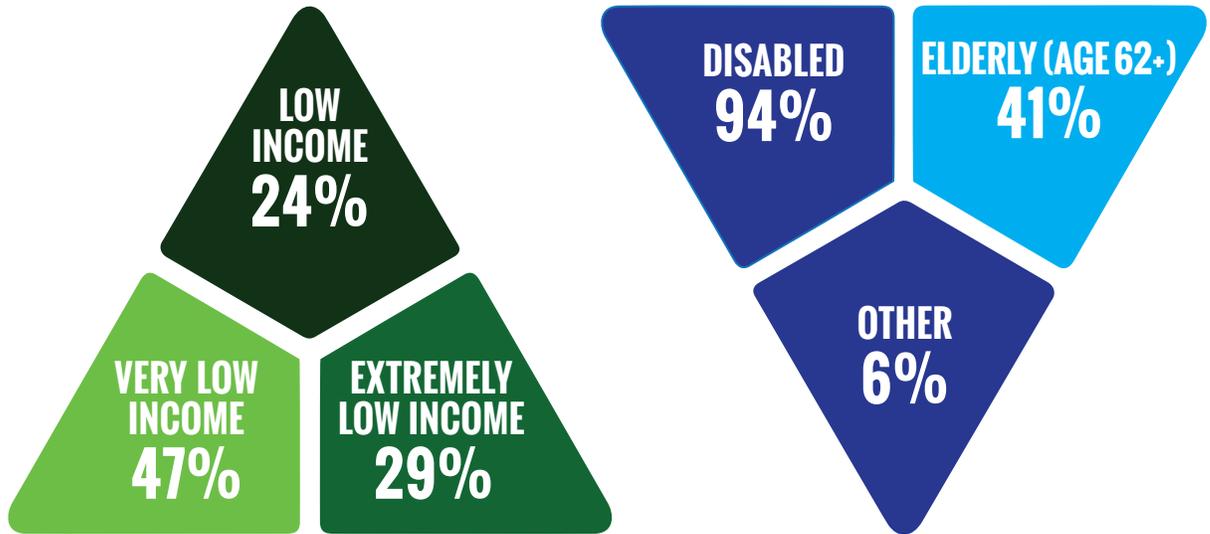
## PARTICIPATING MUNICIPALITIES





# HOUSING REHABILITATION

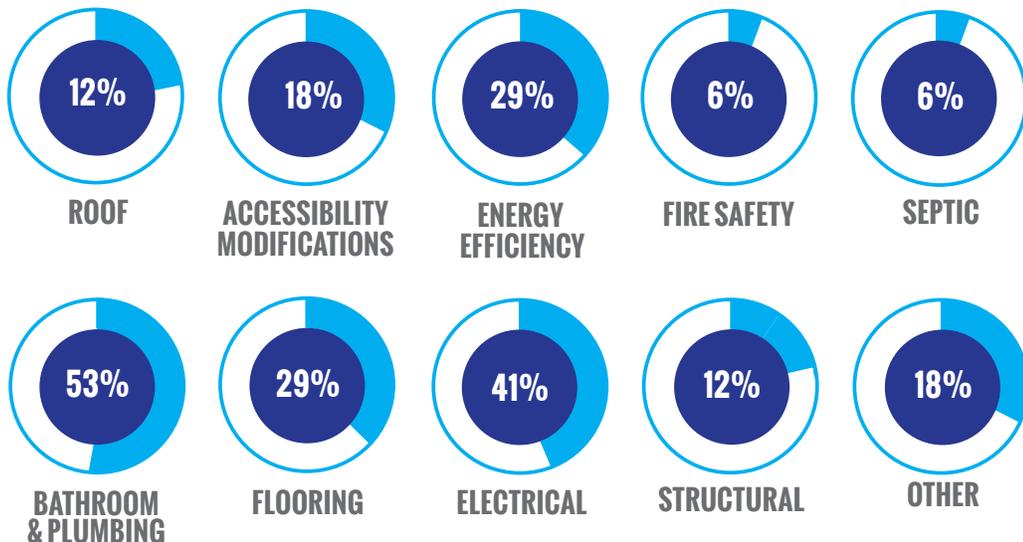
**DEMOGRAPHICS SERVED IN FY24**  
**AVERAGE HOUSEHOLD INCOME \$24,324.01**



\*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 \$65,500. 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 FY24



# 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>FY22</b>	<b>FY23</b>	<b>FY24</b>
<b>TOTAL COMPLAINTS</b>	<b>56</b>	<b>109</b>	<b>64</b>
<b>INSPECTIONS COMPLETED</b>	<b>38</b>	<b>80</b>	<b>58</b>
<b>VIOLATIONS</b>	<b>36</b>	<b>22</b>	<b>10</b>
<b>HEARINGS HELD</b>	<b>27</b>	<b>46</b>	<b>41</b>
<b>ORDERS GIVEN</b>	<b>21</b>	<b>40</b>	<b>38</b>
<b>REPAIRS COMPLETED</b>	<b>21</b>	<b>24</b>	<b>25</b>
<b>HOMES IN COMPLIANCE</b>	<b>27</b>	<b>46</b>	<b>27</b>
<b>STRUCTURES DEMOLISHED</b>	<b>6</b>	<b>2</b>	<b>2</b>





# THANK YOU TO OUR PARTNERS





## **Community & Economic Development**

201 North Chestnut Street

Fifth Floor

Winston-Salem, NC 27101

Phone: 336.703.2684

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