

# Consolidated Annual Performance and Evaluation Report (CAPER)

2025 Program Year  
2024 Federal FY Funds  
(July 1, 2024 – June 30, 2025)

Winston-Salem/Forsyth Housing Consortium  
September 28, 2025



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# CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER) 2025 ANNUAL PERFORMANCE REPORT: FEDERAL FY 2024 (July 1, 2024 - June 30, 2025)

## INTRODUCTION

The Consolidated Annual Performance and Evaluation Report (CAPER) is the Winston-Salem/Forsyth Housing Consortium's annual report to the U.S. Department of Housing and Urban Development (HUD). This report describes progress in carrying out the Annual Plan for Fiscal Year 2025 and provides an assessment of progress towards attaining the goals outlined in the five-year Consolidated Housing and Community Development Plan. This report covers the second year of the 2024-2028 Consolidated Plan.

## PART I: SUMMARY OF RESOURCES

The HUD entitlement allocation for FY25 (Federal FY 2024) was \$2,021,331 in Community Development Block Grant (CDBG), \$1,207,604.75 in HOME Investment Partnership (HOME), \$178,127 in Emergency Solutions Grant (ESG) funds, and \$846,384 in Housing Opportunities for Persons with AIDS (HOPWA) funds. Other identified financial resources included projected CDBG program income of \$475,000 and HOME program income of \$150,000; Housing Finance Fund (local) program and investment income; Continuum of Care funds; and the remaining balance of prior-year HUD entitlement and general obligation bonds approved in 2014 and 2018. Table 1A identifies the expenditure of these City resources during FY25 in general program categories.

TABLE 1A: FY25 EXPENDITURES BY PROGRAM CATEGORY							
Activity	Total	HUD Entitlement				Other Federal	Local
		CDBG	HOME	ESG	HOPWA		
Housing Rehab and Operations	3,295,997	993,007	1,967,520	0		0	335,470
Neighborhood Dev./Improvements/CNI	3,782,889	1,122,188	0	0		0	2,660,701
Housing Production/Infrastructure	721,991	0	324,000	0		0	397,991
Homebuyer Assistance	411,000	486,000	-75,000	0		0	0
Economic Dev./Self-Sufficiency	21,184	21,184	0	0		0	0
Public Services/Homeless Assistance	4,358,898	1,034,568	270,000	152,535	318,563	2,525,701	57,530
Planning/Training, Capacity/Other	377,218	349,418	27,800	0		0	0
<b>TOTAL</b>	<b>12,969,175</b>	<b>4,006,363</b>	<b>2,514,320</b>	<b>152,535</b>	<b>318,563</b>	<b>2,525,701</b>	<b>3,451,692</b>

In addition, the City of Winston-Salem was awarded federal funds to prepare for, prevent, and respond to the COVID-19 pandemic. These funds include CDBG-CV funds of \$2,676,693 allocated through the Coronavirus Aid, Relief and Economic Security Act (CARES Act) and \$4,887,567 of HOME funds provided through the American Rescue Plan (HOME-ARP). The State of North Carolina has awarded state financial assistance through the State's American Rescue Plan funds (State ARPA) to the City of \$10,000,000 for development of affordable housing and \$177,799 for homelessness prevention. The City has also been awarded \$548,496 in ESG Rapid Unsheltered Survivor Housing (RUSH) funds to address

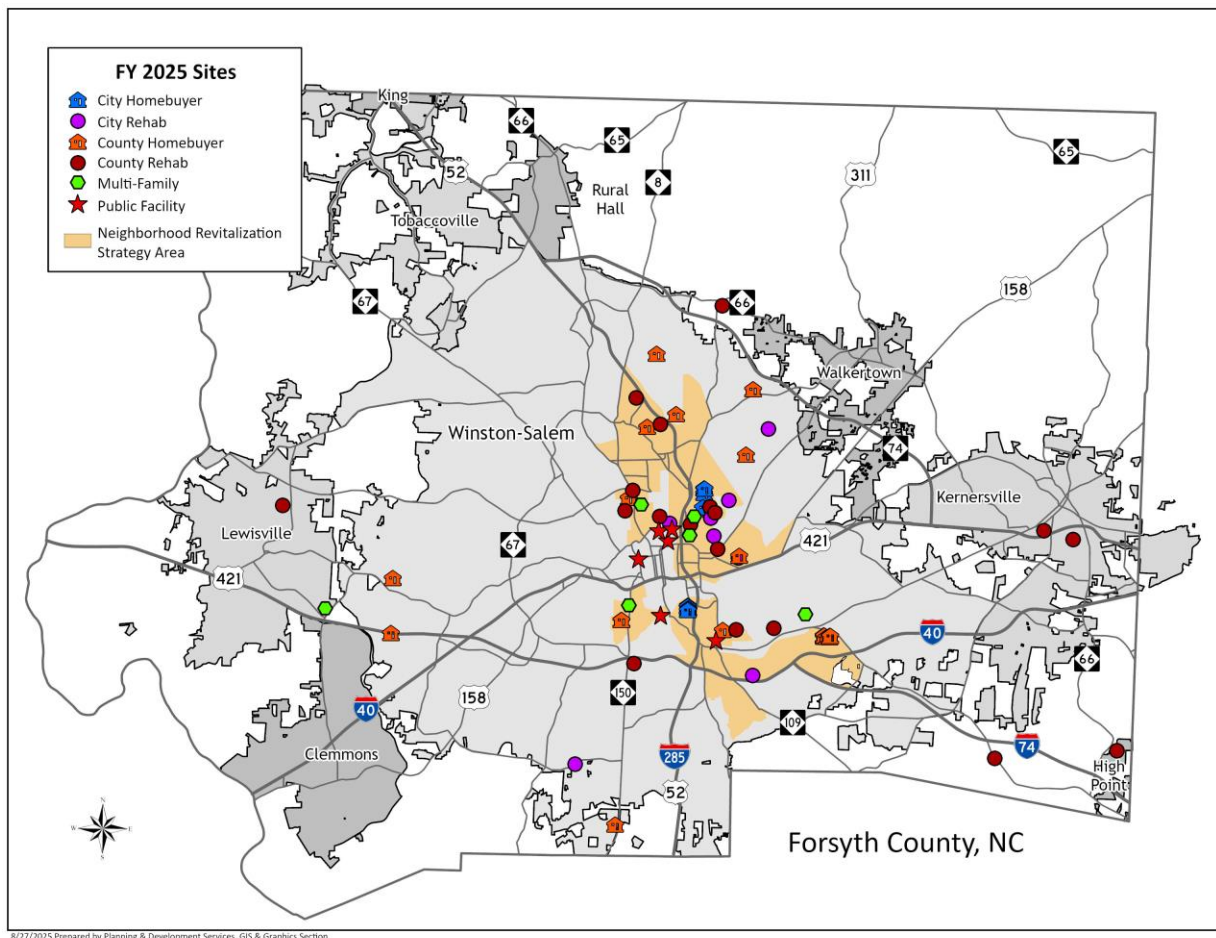
housing and services needs of people experiencing homelessness in response to Hurricane Helene. Table 1B identifies the expenditure of these City resources during FY25 in general program categories.

<b>TABLE 1B: FY25 EXPENDITURES OF SPECIAL ALLOCATION FUNDS BY PROGRAM CATEGORY</b>					
<b>Activity</b>	<b>Total</b>	<b>HUD Entitlement</b>			<b>State ARPA</b>
		<b>CDBG-CV</b>	<b>HOME-ARP</b>	<b>RUSH</b>	
Homeless Assistance	335,296	145,153		91,195	98,948
Public Services (for non-homeless)	-24,546	-24,546			
Housing Development	1,443,366				1,443,366
Administration and Planning	25,010	25,010			
<b>TOTAL</b>	<b>1,779,126</b>	<b>145,617</b>	<b>0</b>	<b>91,195</b>	<b>1,542,314</b>

## PART II: ASSESSMENT OF FIVE-YEAR PLAN PROGRESS

Table 2 and the accompanying map summarize accomplishments by the Winston-Salem/Forsyth Housing Consortium for the second year of the 2024-2028 Consolidated Plan. Accomplishments compared to goals improved. New Construction Owner benefited from State ARPA funds for development of single-family housing while Existing Owner experienced higher home prices and interest rates made it difficult for first-time homebuyers to afford a home. Two Rental New Construction projects – Brown School Lofts (CNI Phase 1) and Pegram Landing II – were complete; construction on one Rental Rehab – Salem Gardens Apartments – was complete, and the owner is finalizing the project; and one new construction project – Flats at Peters Creek – was under construction and projected to be completed in FY26.

<b>TABLE 2: 2024-2028 FIVE-YEAR PLAN ACCOMPLISHMENT STATUS</b>							
		<b>Five-Year Goal</b>	<b>FY 25 Goal</b>	<b>FY 25 Actual</b>	<b>FY25 as % of FY25 Goal</b>	<b>Five-Year Cumulative</b>	<b>Cumulative as % Of Five-Year Goal</b>
<b>Completions</b>							
New Construction:	Owner	198	29	22	75.9%	41	20.7%
	Rental	250	70	141	201.4%	141	56.4%
Rehab/Repair:	Owner	300	60	26	43.3%	48	16.0%
	Rental	260	151	0	0.0%	0	0.0%
Existing:	Owner	82	10	7	70.0%	14	17.1%
	Rental	200	260	30	11.5%	58	29.0%
Special Needs Projects:	Rental	50	0	0	n/a	0	0.0%
<b>Total Units Completed</b>		<b>1,340</b>	<b>580</b>	<b>226</b>	<b>39.0%</b>	<b>302</b>	<b>22.5%</b>



The Winston-Salem/Forsyth County Housing Activity Map shown above depicts housing activity for the 2024-2025 program year, encompassing completed projects for rehabilitation, new housing construction, and homebuyer assistance throughout the County. As is evident from the map, approximately one-half of the activity occurred within the Neighborhood Revitalization Strategy Areas (NRSA). This reflects HUD's goal of providing housing opportunities that are dispersed throughout the community.

**Rental.** Rental housing development has improved as two projects were complete, rehabilitation on one project is complete, one project is under construction, and one project is ready to start construction. The Housing Authority of Winston-Salem (now known as ASPIRE), in partnership with the City of Winston-Salem as Co-Applicant and McCormack Baron Salazar (MBS) as Developer, has been awarded a total of \$37,500,000 Choice Neighborhoods Implementation (CNI) Grant from HUD to redevelop the Cleveland Avenue Corridor. CNI Phase 1, an 81-unit development for families on the site of the former Brown Elementary School and now known as the Brown School Lofts, completed construction in April 2024 and is fully leased. The City expended \$500,000 in HOME funds toward construction of the units, a total of \$1,302,102.34 in CDBG funds for clearance and public improvements, and General Obligation Bond funds for the overall project.

The City committed \$500,000 in HOME funds to Pegram Landing II, a 60-unit development for families in Lewisville, NC. Pegram Landing II was approved for LIHTC in August 2020 and needed additional funds. Construction and leasing completed during FY25.



The City committed a total of \$2,980,000 to revitalize Salem Gardens Apartments, a 150-unit rental development for families that are all subsidized with HUD project-based vouchers. Financing included 4% Low-Income Housing Tax Credits, revenue bonds issued by HAWS, and \$1,980,000 in HOME funds and \$1,000,000 in Affordable Housing funds from the City. Rehabilitation is complete, and the owner is finalizing the project.

The City committed \$2,170,000 in State ARPA funds and \$1,000,000 in HOME funds for The Flats at Peters Creek, a redevelopment of the former Budget Inn site. The HOME funds have been replaced with local Affordable Housing funds due to issues with completing the environmental review. The development, which consists of 62 units of rental housing for families, is under construction and projected to be complete during FY26.



Pegram Landing II

The City approved HOME, CDBG, General Obligation Bond, Affordable Housing, and Economic Development funds for CNI Phases 2 and 3, the first section of Cleveland Avenue Homes to be redeveloped. Relocation and demolition are complete, but a substantial financing gap exists. Construction will start when all funds have been secured. Phases 2 and 3 will result in 114 units of rental housing for families.

The City committed \$2,000,000 each in HOME funds to two multifamily developments that were awarded 2024 Low Income Housing Tax Credits. Poplar Forest at Old Vineyard, a 60-unit development for families, closed in July and is expected to complete construction in Fall 2026. Zachary Pointe Apartments is a 60-unit development for families that has experienced a financing gap due to unexpected site issues. Construction has been delayed until funding is in place.



Northeast Winston (single-family home)

**Homeownership.** Winston-Salem/Forsyth County is experiencing an extreme shortage in the supply of affordable and workforce housing. Population growth, stagnant wages, rising development costs, and an aging housing stock are all intensifying the crisis. Market sales prices, similarly, have exceeded HUD's maximum sales price limit for eligible homebuyers to receive down payment assistance. Interest rates have remained within 1% of the North Carolina Housing Finance Agency daily published rate but continue to be a barrier to many first-time homebuyers that have not experienced increased wages. Demand for affordable homes continues coupled with the increases in market-rate rental cost. As the demand for affordable homeownership continues, so does the need for increased amounts in down payment assistance. Leveraging multiple sources of available down payment assistance through the ongoing collaboration of private, local, state and federal sources is crucial.

Homebuyer education and counseling remain an important element of homeownership. County funds continue to remain essential in continuing the administration of the Individual Development Account (IDA) program. The IDA program is an economic literacy program with supportive counseling and coaching services provided to participants for home ownership. County and North Carolina Housing Finance Agency funds provided the required match to participant savings. During FY25, three homebuyers purchased a home with IDA funds, which were new construction. The Center for Homeownership, a program of Financial Pathways of the Piedmont, provided one-on-one counseling and homebuyer education courses to 166 people during FY25.

The seven Owner Existing units reflect the purchase of existing property without rehabilitation being involved or the purchase of a property that was acquired and rehabilitated by a non-profit developer for sale for home ownership. The numbers are the result of the HOME, IDA, and City and County programs that provide second mortgages for principal reduction and/or down payment and closing costs for home purchase. The 30 rental units, under Existing, reflect inclusion of tenant-based rental assistance (TBRA) resources in these data summaries.

Single-family new construction has grown with the implementation of a City program to sell City-owned lots to developers for \$1 each for the development of affordable single-family housing. The City provides State ARPA funds toward the cost of development, which helps lower the cost to the buyer. Two developers – Glabex Construction LLC and the Moravian Church in America – have constructed a total of eleven houses, of which two have been sold to buyers. Through its partnership with the City, Habitat for Humanity constructed four units with a focus on Northeast Winston.

### **Neighborhood Revitalization.**

- HAWS and MBS staff have continued to engage residents in the Choice Neighborhoods area as development progresses. CNI Phases 2-5, the revitalization of Cleveland Avenue Homes into multifamily rental housing, completed the environmental assessment. City staff coordinated a façade improvement program for 15 homeowners in the CNI area for housing preservation efforts.
- CNI Phases 2 and 3 will be constructed at the same time. Relocation and demolition are complete for Phases 2 and 3.
- Habitat for Humanity is assisting HAWS to complete the Happy Hill Gardens HOPE VI project by constructing 13 single-family homes in the project area. Habitat completed construction of five houses in one week through a builder blitz in June 2024. All five houses have been sold to buyers, and four additional homes are under construction. The City is providing State ARPA funds for construction.



Enterprise Center Shared-Use Kitchen

**Economic Development.** During FY25, the Small Business Loan Committee considered two new loans. The annual Business Plan Contest had two winners, a landscaping company and a bouncy house business, which will be able to receive up to \$5,000 in grant funds toward business expenses. The S.G. Atkins Community Development Corporation received CDBG funds for a kitchen manager to manage the Enterprise Center shared-use commercial kitchen and mentor the tenant chefs. The CDC has secured a grant from the U.S. Department of Commerce, Economic

Development Administration to greatly expand the shared-use kitchen.

**Special Grant Allocations.** Special grant allocations specifically related to the COVID-19 pandemic continued to wind down during FY25 while new grants were received.

- CARES Act Community Development Block Grant (CDBG-CV) funds were used during FY25 for emergency motel vouchers, operation of a warming center during frigid winter weather, the community's coordinated entry system, and the feasibility of implementing a temporary modular housing site to address and prevent homelessness.
- The City committed HOME American Rescue Plan (HOME-ARP) funds to Family Services, Inc. toward replacement of its family shelter for victims and survivors of domestic violence with a non-congregate shelter.
- The City has been awarded State ARPA funds to provide homelessness prevention assistance to households at risk of homelessness.
- The City has been awarded Rapid Unsheltered Survivor Housing (RUSH) funds to address housing and services needs of people experiencing homelessness in response to Hurricane Helene. Funds were used for rapid rehousing.

### **PART III: AFFIRMATIVELY FURTHERING FAIR HOUSING**

As part of the certification to affirmatively further fair housing, HUD requires the City to assess fair housing issues within its jurisdiction and take meaningful actions to further the goals identified in the assessment. The City of Winston-Salem, as the lead entity, the Housing Authority of the City of Winston-Salem (HAWS), and Forsyth County collaborated to complete a joint Assessment of Fair Housing (AFH), which was submitted to HUD by the October 4, 2017 deadline and accepted by HUD on November 21, 2017. Specifically, the AFH Goals and accomplishments in FY25 are:

Goal 1 – Implement place-based community investment strategies to increase opportunity measures in R/ECAPs

- Choice Neighborhoods Implementation (CNI) Phase 1, development of 81 units of rental housing for families, is complete.
- CNI Phases 2-5, the revitalization of Cleveland Avenue Homes into multifamily rental housing, completed the environmental assessment. Phases 2 and 3 will be constructed at the same time. Relocation and demolition are complete.
- The City initiated a homeowner façade improvement program in the CNI area that assisted 15 households.
- Habitat for Humanity completed 4 single-family homes in a R/ECAP.
- Habitat for Humanity assisted HAWS in completing the Happy Hill Gardens HOPE VI project by completing 5 single-family homes and having 4 under construction in the project area.

Goal 2 – Focus new construction of affordable housing in neighborhoods that offer greater access to opportunities

- Pegram Landing II multifamily rental development is complete.

Goal 3 – Improve mobility for low- and moderate-income residents

- County provided homebuyer assistance to 3 households who was an Individual Development Account (IDA) participant.
- HAWS continued to provide opportunities for residents to achieve economic self-sufficiency, such as the PATH (People Achieving Their Highest) Program and Wheels for Hope.
- HAWS encouraged landlords in the wider Forsyth County area to participate in the Housing Choice Voucher Program.

Goal 4 – Expand homeownership opportunities

- County provided homebuyer assistance to 19 households.
- Habitat for Humanity constructed and sold 9 houses.
- City-funded State ARPA developers constructed 11 houses and sold 2 of them.
- ASPIRE currently administers 32 Homeownership Housing Choice Vouchers.
- Financial Pathways of the Piedmont’s Center for Homeownership provided individual or group education services to 166 households, of which 74% were low-mod income.

Goal 5 – Protect existing housing stock

- City completed 8 homeowner rehabilitation cases.
- County completed 18 homeowner rehabilitation cases.
- Rehabilitation of Salem Gardens Apartments multifamily rental development is complete.

Goal 6 – Improve existing reasonable accommodation processes

- ASPIRE to continue to update its Admissions and Occupancy Policies and Procedures as regulations are promulgated.

Goal 7 – Support fair housing education and enforcement efforts

- City has established an Eviction Diversion Network of community partners to assist with identifying evictions that may be based on potential violation of fair housing law.
- City, through its Human Relations Department, received 103 eviction-related calls in FY25.
- City has partnered with Legal Aid of NC to fund an attorney position that is focused on assisting with eviction diversion, which may implicate potential fair housing law violations, and referred a total of 42 eviction-related cases to Legal Aid in FY25.
- City disseminated bilingual fair housing education materials in English and Spanish through print, TV, bus ads, and electronic media.
- City used virtual platforms to provide fair housing training and outreach.

Goal 8 – Implement strategies to decrease homelessness

- City continued to support emergency shelter facilities and programs, rapid rehousing, and community intake, assisting about 1,600 persons.
- Construction of CNI Phase 1 is complete. Of 81 units, 37 will be income-based housing.
- Relocation and demolition for CNI Phases 2 and 3 are complete. Of a total of 114 units, 39 will be income-based housing.
- Rehabilitation of Salem Gardens Apartments multifamily rental development is complete. Of 150 units, 149 are income-based housing.
- City continued the process to revamp the coordinated entry system.

**Overview.** The City of Winston-Salem’s Human Relations Department, under the guidance of the Human Relations Commission, conducts activities within its jurisdiction to affirmatively further fair housing and protect the rights of citizens to obtain housing of their choice. Some examples of these activities are: investigating housing discrimination complaints; conducting fair housing workshops; educating the community through fair housing and landlord/tenant outreach and trainings; and mediating fair housing and landlord/tenant issues through certified trial court mediators on staff. The Department has two full-time Human Relations Analysts to carry out these activities, one of whom is bilingual and a native Spanish speaker, and part of his duties are to serve as both an investigator and Hispanic outreach coordinator. In addition, the Department has an intake specialist for case processing and an Outreach Analyst for conducting fair housing outreach.



**Fair Housing Assistance Program (FHAP).** The City of Winston-Salem Human Relations Department enforces the City of Winston-Salem Fair Housing Ordinance, which is substantially equivalent to the federal Fair Housing Act. The City's substantial equivalency also requires the Department to investigate and conciliate fair housing allegations. As a result, the Department is a HUD Fair Housing Assistance Program (FHAP) agency and receives entitlement grant funding. These separate and distinct grant scopes of work and requirements complement the fair housing component of the Winston-Salem Consolidated Housing and Community Development Plan by examining the seven protected classes under the Fair Housing Act, specifically race, color, national origin, disability, sex, religion, and familial status. Education and outreach activities under the FHAP grant are being coordinated with the Fair Housing Enforcement Outreach Program to provide a coordinated approach to fair housing education within the community. As a part of the Commission's efforts through the Consolidated Housing and Community Development Plan, the Human Relations Department was a team member in completing the Assessment of Fair Housing to update and analyze new patterns in affirmatively furthering fair housing.

The Department's goal is to continue with an aggressive social media, digital media, radio, television, and newspaper media campaign, which has successfully raised the visibility of the Department and its services. Specifically, the Department continues to work with the City of Winston-Salem Marketing and Communications Department to develop a Fair Housing Media Campaign focused on educating the public about their rights under the Fair Housing Act.

The department had 10 fair housing cases, 30% of which were closed under 100 days. During the past fiscal year (July 1, 2024 – June 30, 2025), the Department received a total of 340 verbal or written housing-related inquiries and complaints, of which 10 complaints alleged various discriminatory practices in housing. A total of three complainants did not follow through and either did not sign the complaint or signed it but never returned the investigator's phone calls or emails. Community education and outreach on housing discrimination, landlord/tenant rights and lending practices as well as increased awareness of discriminatory practices resulted in a steady number of housing-related inquiries. The Department anticipates maintaining the average case load for the 2025-2026 fiscal year.

The Department uses both internal and external case management systems, which includes a separate case tracking and information system for the Fair Housing Assistance Program. All dual-filed HUD fair housing cases are entered and tracked on this system as well as in the HUD Enforcement Management System (HEMS).

**Human Relations Commission (HRC).** The Human Relations Commission is a 13-member advisory board appointed by the City Council. The role of the HRC is to advise and guide the Department with respect to outreach and education initiatives pertaining to fair and equitable treatment, including fair housing. During FY24, the Human Relations Department and the Human Relations Commission developed and adopted the Strategic Action Plan for 2023-2024. The strategic plan defines the mission, goals and objectives of the Department, and new action items are developed to ensure implementation of the plan. The strategic plan includes objectives that support the Department's efforts to affirmatively further fair housing in accordance with HUD guidelines. The Department is actively involved in program planning and implementation, specifically through the New Horizons Fair Housing and Community Relations Committees. Monthly training sessions



Human Relations Commission

and regular outreach/education programs on fair housing/landlord tenant concerns are conducted. Fair housing training programs for landlords and property managers and additional fair housing material in Spanish were developed for educating the community.

The HRC's New Horizons Fair Housing Committee is actively involved in numerous fair housing efforts of the Department and Commission. One of the committee's major accomplishments has been continuing long-standing fair housing community collaborations with committee members/community stakeholders, such as the Winston-Salem Regional Association of Realtors, Housing Authority of the City of Winston-Salem (now known as ASPIRE), Forsyth County Department of Community and Economic Development, Experiment in Self-Reliance, the University of North Carolina at Greensboro Community Housing Studies Program, and the Triad Homebuilders Association, to plan and host fair housing-oriented programs, such as the annual "Fair Housing Summit" for housing professionals. The committee continues to undertake the task of studying the assessments of housing for the disabled community, in cooperation with the City's Neighborhood Services Department, the City Attorney's Office, and the City-County Planning and Development Services Department. The Fair Housing Summit was held April 24, 2025.

The Department has also developed and implemented the Alternative Residential Mediation (ARM) program, in collaboration with the Forsyth County District Court, the City Attorney's Office, and Legal Aid of Northwest North Carolina, enabling residents who have filed complaints with the Magistrate's Office to choose mediation as a free, expedient, non-litigious option to resolving landlord/tenant complaints and identifying potential housing discrimination issues. The Department has also coordinated a consortium of community stakeholders, including the Neighborhood Services Department, to address the high rate of evictions in Winston-Salem. The Eviction Diversion Network holds monthly virtual meetings and serves as an information forum where the participants share relevant information and try to come up with ideas to lower the eviction figures in the city and county.

Additionally, the Department works with North Carolina's Fair Housing Initiatives Program agency, the Fair Housing Project of Legal Aid of North Carolina. The Fair Housing Project leads quarterly fair housing meetings for governmental entities across the state to discuss fair housing legal updates, cases, and successful outreach initiatives.

**Limited English Proficiency.** The City of Winston-Salem is committed to ensuring meaningful access to services for individuals with Limited English Proficiency (LEP), in compliance with Title VI of the Civil Rights Act. As a result, the City of Winston-Salem has delegated authority for an LEP Compliance Coordinator (the Human Relations Department Director) within the Human Relations Department.

This policy sets forth the basic requirements and procedures intended to ensure that the City of Winston-Salem government takes reasonable steps to consistently meet its legal obligation of language access requirements in compliance with Title VI. Congress enacted Title VI of the Civil Rights Act of 1964 to ensure federal money is not used to support discrimination on the basis of race, color, or national origin in government activities. Although neither Title VI nor its implementing regulations discuss linguistic access per se, the courts have consistently found a close connection between national origin and language. These individuals may be entitled to language assistance with respect to a particular type of service, benefit, or encounter.

The LEP Compliance Coordinator is responsible for examining all City services, providing outreach to the growing LEP community, and interfacing with all City Departments to help ensure meaningful access to LEP clients and customers. The LEP Compliance Coordinator is able to assist and support Departmental staff in assessing their specific needs and preparing a draft LEP document. The LEP Compliance Coordinator performs the role of resource and advocate for effective plan development.



As part of this LEP compliance effort, the City hired two Language Access Coordinators (LAC): one to serve the Hispanic community and the second to reach out to populations that speak a language other than Spanish. Some of the achievements accomplished by these two hires are an LEP Emergency Plan, to be activated only when the City declares a state of emergency, a Language Access Plan, and a special extension in City badges that will identify Spanish speaking workers who wear them. It is expected that in the future other languages will be included in this badge extension, along with a monthly pay incentive that is received already by those staff who are fluent in Spanish.

**Other Outreach.** The Human Relations Department implemented programs promoting fair housing, access to affordable housing, and equal housing opportunities during the program year, including:

- Undertook annual efforts in preparation of Fair Housing Month in April 2025. During this month each year, fair housing education and outreach programs are conducted and designed to educate the public on the fair housing law, landlord tenant rights, and other housing issues. The Department led the annual Fair Housing Summit for local housing industry professionals on April 24, 2025. Approximately 140 housing industry and banking professionals attended from across the state.
- Virtually conducted quarterly presentations to various landlords, tenants, agencies, property managers and real estate professionals in all areas of fair housing and landlord/tenant law.
- Virtually produced the quarterly Building Bridges newsletter (Cerrando Brechas, in Spanish), which purpose is to educate the community about fair housing rights and responsibilities as renters of multi-family or single-family homes in addition to relevant and related initiatives being undertaken by community stakeholders and partners.
- Continued as a partner with the Neighborhood Services Department to focus on educating underserved neighborhoods within the city, particularly those negatively impacted by the pandemic.
- Continued outreach through the New Horizons Fair Housing, Community Relations, and Multi-Cultural Relations Committee by developing programs that partner the Commission with local churches, Hispanic community groups, non-profit agencies and other housing industry professionals to further advocacy for fair housing and cultural understanding.
- Disseminated community-oriented fair housing and housing-related educational materials in Spanish.

The Department and Commission will continue to educate the public to foster understanding and compliance with fair housing laws, including protections for individuals from different backgrounds and communities.

## PART IV: AFFORDABLE HOUSING

Neighborhood revitalization and stability and the production and conservation of affordable housing are the major goals of the Consortium's Consolidated Plan. The Consortium directs a combination of federal, state, and local funds toward achievement of these goals by funding single-family and multi-family

rehabilitation, single-family and multi-family new construction, infrastructure, homebuyer assistance, and rental assistance. The availability of local funds allows assistance to buyers with incomes up to 120% of area median income (AMI). The presence of higher income households encourages sustainable development and revitalization. Financing focuses on closing “gaps” in financial feasibility, assuring subsidy is not provided beyond that needed to assure affordability, and providing assistance in the form of loans to preserve the availability of funds.

The data contained in Tables 2 through 5 reflect the units the Consortium is reporting as completed during the program year and the funds and beneficiary data associated with those units. The amounts of assistance and the per-unit amount in Tables 3 and 4 reflect public funds provided by the Consortium. Leveraged funds consist of other investment generated from public and private dollars and reflect additional economic and tax base investment. Owner-occupied rehab and emergency repair generate little leverage. Single-family and multifamily housing activity is the most prolific generator of private investment.



TABLE 3: FY25 PROGRAM COMPLETIONS				
Project/Activity	No. Units	Amount of Assistance	Per Unit Amount	Amount Leveraged
<b>REHABILITATION</b>				
<u>Owner Units</u>				
NRSA	2	208,656	104,328	0
Citywide	0	0	n/a	0
Emergency Repair	6	84,510	14,085	0
Acquisition/Rehab	0	0	n/a	0
County Rehab	18	474,035	26,335	0
<u>Rental Units</u>				
Multi-Family Rehab	0	0	n/a	0
Investor Rehab	0	0	n/a	0
<b>Total Rehabilitation</b>	<b>26</b>	<b>767,201</b>	<b>29,508</b>	<b>0</b>
<b>NEW CONSTRUCTION</b>				
<u>Owner Units</u>				
County Direct Assistance	12	954,000	79,500	1,935,459
City Direct Assistance	5	89,200	17,840	1,061,500
City Indirect Assistance	5	0	0	1,170,000
<u>Rental Units</u>	141	4,792,651	33,990	39,393,157
<b>Total New Construction</b>	<b>163</b>	<b>5,835,851</b>	<b>35,803</b>	<b>43,560,116</b>
<b>EXISTING</b>				
<u>Owner Units</u>				
First-Time Homebuyer	7	414,750	59,250	879,850
<u>Rental Assistance</u>	30	244,488	8,150	0
<b>Total Existing</b>	<b>37</b>	<b>659,238</b>	<b>17,817</b>	<b>879,850</b>
<b>SPECIAL NEEDS PROJECTS</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>0</b>
<b>Grand Total</b>	<b>226</b>	<b>7,262,290</b>	<b>32,134</b>	<b>44,439,966</b>

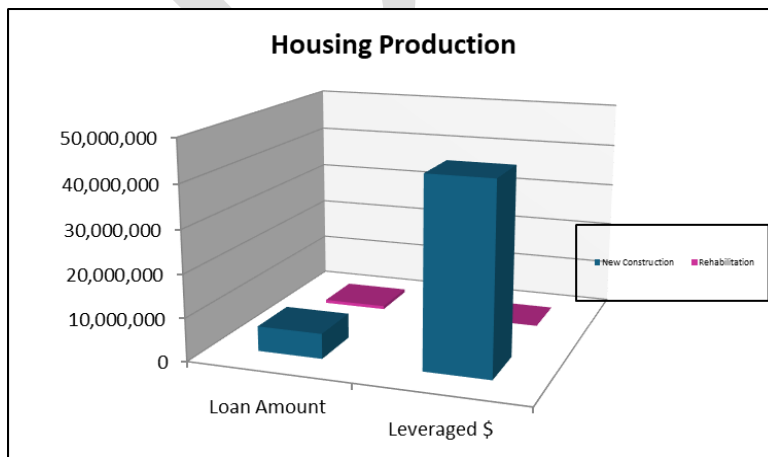


Table 3 shows that for FY25 Rental New Construction was the activity for which the majority of funds were expended. Under Owner New Construction, Direct Assistance consists of households that have received homebuyer assistance to purchase a newly constructed or existing house. Indirect Assistance includes houses where there was no direct assistance to the homebuyer but where the City provided funding to the developer for infrastructure or construction or where the house is in a Redevelopment Area. Two multi-

family developments were completed during the program year. The vast majority of single-family new construction and rehabilitation units meet Section 215 requirements for affordability and HOME affordable home ownership limits for purchase price and after-rehab value.

Table 4 summarizes the incomes of the occupants of completed units. Households benefitting from homeowner rehabilitation programs primarily were in the 30-50% area median income (AMI) category, while homebuyer programs primarily benefited the 50-80% AMI category. Rental New Construction benefitted all AMI categories

<b>TABLE 4: FY25 COMPLETIONS, BY INCOME</b>										
	≤30% AMI		31-50% AMI		51-80% AMI		≥80% AMI		TOTAL	
	#	\$	#	\$	#	\$	#	\$	#	\$
<b>Rehabilitation</b>										
NRSA Rehab	---		1	73,907	1	134,749	---		2	208,656
Citywide Rehab	---		---		---		---		0	0
Emergency Repair	---		2	27,618	4	56,892	---		6	84,510
Acquisition/Rehab	---		---		---		---		0	0
County Rehab	4	99,360	12	258,288	2	116,388	---		18	474,035
Multi-Family Rehab	---		---		---		---		0	0
Investor Rehab	---		---		---		---		0	0
<b>Total: Rehab</b>	<b>4</b>	<b>99,360</b>	<b>15</b>	<b>359,812</b>	<b>7</b>	<b>308,029</b>	<b>0</b>	<b>0</b>	<b>26</b>	<b>767,201</b>
<b>New Construction</b>										
County Direct Asst.	---		---		12	954,000	---		12	954,000
City Direct Asst.	---		2	29,600	3	59,600	---		5	89,200
City Indirect Asst.	---		1		4		---		5	0
Rental	61	2,294,827	27	716,286	44	1,304,576	9	476,961	141	4,792,651
<b>Total: New Const.</b>	<b>61</b>	<b>2,294,827</b>	<b>30</b>	<b>745,886</b>	<b>63</b>	<b>2,318,176</b>	<b>9</b>	<b>476,961</b>	<b>163</b>	<b>5,835,851</b>
<b>Existing</b>										
First-Time Homebuyer	---		4	270,750	3	144,000	---		7	414,750
Rental Assistance	29	213,168	1	31,320	---		---		30	244,488
<b>Total: Existing</b>	<b>29</b>	<b>213,168</b>	<b>5</b>	<b>302,070</b>	<b>3</b>	<b>144,000</b>	<b>0</b>	<b>0</b>	<b>37</b>	<b>659,238</b>
<b>Special Needs</b>	<b>---</b>		<b>---</b>		<b>---</b>		<b>---</b>		<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>94</b>	<b>2,607,355</b>	<b>50</b>	<b>1,407,768</b>	<b>73</b>	<b>2,770,205</b>	<b>9</b>	<b>476,961</b>	<b>226</b>	<b>7,262,290</b>

Table 5 shows the demographic distribution of the occupants of completed occupied units.

<b>TABLE 5: FY25 COMPLETIONS BY RACE, ETHNICITY, AND FEMALE-HEADED HOUSEHOLD</b>					
<b>Program</b>	<b>Non-Hispanic</b>			<b>Hispanic</b>	<b>Female-Headed Household</b>
	<b>White</b>	<b>Black/African-American</b>	<b>Other</b>	<b>Any Race</b>	
<b>Owner</b>					
NRSA Rehab	0	2	0	0	0
Citywide Rehab	0	0	0	0	0
Emergency Repair	2	4	0	0	4
Acquisition/Rehab	0	0	0	0	0
County Rehab	5	13	0	0	13
Multi-Family Rehab	0	0	0	0	0
Investor Rehab	0	0	0	0	0
<b>Total: Rehab</b>	<b>7</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>17</b>
<b>New Construction</b>					
County Direct Asst.	0	10	2	0	9
City Direct Asst.	0	4	0	1	4
City Indirect Asst.	0	5	0	0	5
Rental	11	122	1	7	98
<b>Total: New Const.</b>	<b>11</b>	<b>141</b>	<b>3</b>	<b>8</b>	<b>116</b>
<b>Existing</b>					
First-Time Homebuyer	2	5	0	0	7
Rental Assistance	7	22	1	0	18
<b>Total: Existing</b>	<b>9</b>	<b>27</b>	<b>1</b>	<b>0</b>	<b>25</b>
<b>Special Needs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>27</b>	<b>187</b>	<b>4</b>	<b>8</b>	<b>158</b>

**Worst Case Needs.** The other measure of accomplishment is the extent to which “worst-case” needs are met or at least are being addressed. Worst case needs are defined as unassisted renters with very low incomes (below 50% AMI) who pay more than half of their income for housing or live in severely substandard housing. They are addressed by moderate rehab, acquisition, new construction, substantial rehab, and infrastructure provision for projects serving several target populations. The majority of the units utilize low-income housing tax credits or project-based HUD assistance, which assures affordability over the long term.

During FY25, construction of Brown School Lofts (81 units) and Pegram Landing II (60 units) were complete, and rehabilitation at Salem Gardens Apartments were completed during FY25. All units at Salem Gardens and 43 units at Brown School Lofts utilize project-based vouchers. The City provided rental assistance to 52 households with HOME and Continuum of Care permanent supportive housing funds, all of which were below 50% AMI.

**Persons with Disabilities or Other Special Needs.** Persons with physical disabilities were primarily assisted through the Rehab Program. Persons with other disabilities such as chronic substance abuse or mental illness were primarily assisted through the Continuum of Care programs.

- As many as half of Continuum of Care program participants continue to be persons with disabilities or other special needs.
- No housing rehabilitation clients in the City and four in the County had a disability.
- Four housing rehabilitation clients in the City and 14 in the County were elderly.

## PART V: CONTINUUM OF CARE

The City continued to as the collaborative applicant for the Continuum of Care for the city and county area, as follows:

- Participated in the Winston-Salem/Forsyth County Continuum of Care and its committees;
- Completed the development of 13 HUD grant applications on behalf of sponsoring agencies for homeless service funding;
- Monitored utilization of emergency shelter, case management, street outreach, homeless prevention, permanent housing, and other activities to serve the homeless;
- Continued to identify gaps and prioritize needs in the homeless service system;
- Provided staff support to the Commission on Ending Homelessness;
- Coordinated the submission of the State ESG Application on behalf of the local Continuum of Care.

Annually since 1994, the City has applied to HUD on behalf of local agencies for Continuum of Care funding. There were 8 local projects awarded grants for the FFY23 with a total grant award of \$3,015,656.

Continuum of Care projects were funded to Bethesda Center, Family Services, Samaritan Ministries, the Housing Authority of Winston-Salem, City with Dwellings, Goodwill Industries of NWNC, ANCHOR, and United Way of Forsyth County. The City of Winston-Salem also received a grant to assist in the acquisition of additional permanent supportive housing. Local agencies continued to use the Homeless



Bethesda Center for the Homeless Shelter

Management Information System (HMIS) with the Michigan Coalition Against Homelessness as the HMIS Lead Agency.

The City and other member agencies of the Continuum of Care coordinate a single point-in-time count of homeless persons for the community. This count is part of a statewide count of homeless persons. At the last point-in-time count on January 31, 2025, 478 homeless persons were counted.

Winston-Salem also participated in the national Longitudinal Systems



Analysis (LSA), which found that 1,598 persons were reported as homeless in HMIS in one year. The Continuum of Care has continued its outreach program to allow outreach workers to help homeless persons into safe shelter or alternative housing options. The Continuum of Care has also continued to work on the creation of additional affordable and permanent supportive housing resources and opportunities.

The community has a strong commitment to prevent homelessness and rapidly re-house homeless persons. A homeless prevention and diversion program was created within the CoC to assist with diverting households from entering homelessness. Through the prevention and diversion program, households are eligible to receive assistance with rental arrears, rental assistance, utility assistance and security deposit assistance. The homeless prevention and diversion programs served 85 persons. Through various programs such as rapid rehousing and permanent supportive housing, households are eligible to receive assistance with rental assistance, utility assistance and security deposit assistance. In FY25 the rapid rehousing program served 396 persons using HUD funds. In addition, the community served 22 persons in permanent supportive housing.

The City continues to use CDBG, HOME, ESG and Continuum of Care funds to assist the homeless. The CoC grants fund coordinated entry, case management, permanent housing, HMIS and other services through local agencies. HOME tenant-based rental assistance is committed to homeless persons and persons with disabilities. ESG funds for shelter operations and improvements helped to promote Consolidated Plan and Continuum of Care goals. CDBG funds were used for transitional housing for male veterans through Veterans Helping Veterans Heal.

The City purchased the Burton Street shelter from Experiment in Self-Reliance in FY24, a 10-unit, 2-bedroom complex, with a plan to utilize it for permanent supportive housing. This housing project will be prioritized for chronically homeless families. The City is currently rehabbing the property to make it suitable for households prior to move in. The units will utilize project-based vouchers to assist chronically homeless households with an affordable unit while also providing case management services. The permanent supportive housing project was made possible with the use of CDBG for acquisition and rehab and Continuum of Care (CoC) funds for rehab and vouchers.

## PART VI: ECONOMIC DEVELOPMENT

During FY25, staff provided over 205 businesses with technical assistance and conducted over 15 business plan reviews. During this period, two new loans were considered by the Loan Committee. In order to encourage entrepreneurial spirit and promote homegrown businesses, the City sponsors a Small Business Plan Contest every year. The winners chosen in FY25 were a landscaping company and a bouncy house business. Table 6 provides information on the small business loan projects completed during FY25.

Table 6: Small Business Loan Program Completions FY25						
Business Name	Business Type	Loan Amount	Total Jobs	Low/Mod Jobs	Job Titles	Race/Sex Employee
Perfect World Productions	Media	\$5,000	2	2	Owner Operator, Staff	B-AA & W / M&F
Delicious by Shereen	Catering	\$5,000	2	2	Owner Operator, Staff	W / M&F

The City's Business Training Program provides training in business skills (e.g., taxes, bookkeeping, legal issues, marketing) necessary to own/operate a small service or retail business. This program initially focused on the construction trade, but, due to demand, was expanded to all service and retail businesses. During FY25, there were 28 total participants, including 19 who received a certificate of completion of the program.

S.G. Atkins Community Development Corporation continues to operate The Enterprise Center as a business incubator for small start-up businesses and non-profits. The Center's shared-use, licensed commercial kitchen also provides opportunities for specialty food and catering businesses to start up or expand.



The Enterprise Center

## PART VII: OTHER ACTIONS

### Public Housing

ASPIRE (formerly the Housing Authority of Winston-Salem) currently manages 1,336 units in 16 conventional public housing and HOPE VI developments. The stock consists of three high-rise towers – Crystal, Sunrise and Healy – which serve primarily the elderly and disabled; two fairly dense and aging traditional public housing family communities – Piedmont Park and Cleveland Avenue Homes; four smaller multi-family communities – Townview, Stoney Glen, The Oaks at Tenth, and Camden Station; and 15 single-unit family homes at Brookside View.

ASPIRE continues to reassess and redefine its asset goals and agency mission. The focus is on creating and implementing strategies that result in providing quality, mixed-income developments of choice that support the operational needs of the agency.

Each of the public housing developments is operated under the private management model plan. All maintenance, applications, re-certifications, and management in each development are the responsibility of the property manager who supervises the entire apartment community. ASPIRE is classified as a standard performer under HUD's Public Housing Assessment System (PHAS).

**Public Housing Improvements.** ASPIRE receives a separate formula grant under the Capital Fund program. These funds are used for making capital improvements to existing public housing properties as well as the development of new public housing units and are used primarily for large-scale repairs and upgrades to existing units and sites.

ASPIRE initiated or completed the following capital improvements to its public housing properties:

- Roofing assessment and repairs (Crystal, Sunrise and Healy)
- Fire Suppression Improvements (All properties)
- Crystal Towers Comprehensive Assessment
- Crystal Towers HVAC improvements
- Crystal Towers Courtyard and Safety Fencing Improvements
- Camden Station Exterior and Weatherization improvements
- The Oaks at Tenth Exterior and Weatherization improvements
- Stoney Glen Roof Replacements (25 buildings)

- Stoney Glen Tree Pruning
- Piedmont Park Tree Pruning Project
- Piedmont Park Basketball court Improvements
- Townview Site Improvements
- Sunrise Towers HVAC Improvements
- Sunrise Emergency Power Improvements
- Sunrise ADA compliance and parking lot Repairs
- 901 N. Cleveland HVAC Improvements
- Healy Towers Electrical Safety Improvements (106 Units)

ASPIRE continues to modernize units throughout its portfolio, which oftentimes includes electrical, plumbing, flooring, and HVAC upgrades.

All available capital fund grants will be prioritized and disbursed based on a physical needs assessment. ASPIRE is currently working on the capital fund grants to ensure compliance with obligation and expenditure timelines. The approach will include addressing any health and safety-related issues first, appliances and mechanical systems second, and all other needs as funds are available. Successful implementation is achieved through a competent Capital Improvement Department staff, whose goals and objectives parallel those mandated by HUD.

**Public Housing Redevelopment Area.** HUD has been awarded \$37,500,000 in Choice Neighborhoods Initiative (CNI) and additional Choice Neighborhoods Supplemental Grants. The grant funds are being used for the transformation of the Cleveland Avenue Homes public housing community and surrounding neighborhood. More specifically, the grant is being used to provide improved neighborhood amenities and target destinations within the target neighborhood, develop capacity in the residents via the provision of case management services, and create approximately 400 units of new mixed-income housing (244 units of which will be replacement housing for current public housing families).



The City of Winston-Salem is not only a co-grantee but also serves as the neighborhood lead and will coordinate the efforts with respect to public and community amenities within the grant area. The City of Winston-Salem has committed significant funds to the grant efforts.

The first phase, Brown School Lofts, is complete. The demolition for CNI Phases 2 and 3 is complete, and installation of infrastructure and construction of housing is expected to begin during FY26.

**Public Housing Needs.** Public Housing applications are taken on ASPIRE's website, and the waiting lists for public housing vary by site.

<i>Table 7: Public Housing Developments</i>			
<i>Family Developments</i>	<i>Waiting List #'s</i>	<i>Elderly/Disabled/Single Developments</i>	<i>Waiting List #'s</i>
Piedmont Park	11,972	Crystal Towers	250
Cleveland Homes	5,074	Sunrise Towers	5,483
Stoney Glen	5,737	Healy Towers	2,464
Townview	5,780	Brookside View	956
Oaks At Tenth	7,680		
Camden Station	8,637		

<i>Table 8: HOPE VI Site Developments</i>			
<i>Family Developments</i>	<i>Waiting List #'s</i>	<i>Elderly Developments</i>	<i>Waiting List #'s</i>
Aster Park	58	Azalea Terrace	29
Arbor Oaks	37	Alders Point	14
Providence Place	37		
Willows Peake	103		

ASPIRE operates a Housing Choice Voucher Program (HCV) consisting of 4,537 tenant-based vouchers, 278 Mainstream vouchers, 144 VASH vouchers, 414 project-based vouchers, 158 moderate rehabilitation units, and 32 homeownership vouchers. In addition, ASPIRE administers approximately 239 special use vouchers, such as Permanent Supportive Housing, HOME Tenant-Based Rental Assistance, for other agencies. The waiting list for the HCV tenant-based program has approximately 5,377 families and was open from April 2, 2024-April 4, 2024. The total annual budget authority for the Housing Choice Voucher Program is approximately \$29 million.

**Homeownership Opportunities.** ASPIRE provides an opportunity for qualified residents to become homeowners through the Housing Choice Voucher (HCV) Homeownership Program. The HCV Program permits families who have a tenant-based voucher and participate in the Family Self-Sufficiency Program the option of purchasing a home with their assistance rather than renting. ASPIRE currently administers 32 HCV homeownership vouchers. ASPIRE has administered over 70 HCV homeownership vouchers in the program overall.

**Public Housing Tenant Initiatives.** ASPIRE remains committed to helping families achieve stable housing and move toward self-sufficiency. Through the combined efforts of the Engagement Team and the Resident Opportunities and Self-Sufficiency (R.O.S.S.) program, ASPIRE identifies resident needs and implements services that enhance their overall quality of life.

Families work with the R.O.S.S. Coordinator to set goals for health, financial literacy, trade skills, and higher education, helping them compete in the job market and earn higher wages. Quarterly workshops, hiring events, wellness fairs, and financial sessions support employment and well-being. Program partners meet regularly to assess progress, while ASPIRE builds partnerships that advance education, job creation, health, and financial independence.

**Other Resident Initiatives.** Health and wellness are essential components of ASPIRE's services, ensuring residents have access to the resources needed for a healthier, more fulfilling life. Quarterly



community health fairs are organized offering screenings, consultations, and education to encourage residents to prioritize preventive care and maintain a higher quality of life.

ASPIRE's long-standing partnerships strengthen these efforts. United Health Center, Forsyth County Health Department, Oak Street Health, The BEAR Team, and Winston-Salem State University's RAMS Know HOW mobile unit play critical roles in delivering onsite health assessments, primary care, and wellness education directly to our residents. Additional partnerships include the Friendly Dental Van, which provides free or low-cost dental services onsite, and Daymark, which offers mental health counseling, crisis intervention, and support services.

In response to increasing concerns about substance abuse – identified through resident surveys and reported overdoses – ASPIRE partnered with the Forsyth County Health Department to implement a targeted prevention and response initiative. This included installing NARCAN machines in all high-rise buildings and conducting building-wide training sessions to equip residents and staff with life-saving overdose reversal skills.

Furthermore, Urban Strategies, Inc. delivers onsite services as part of the Choice Neighborhood Initiative, connecting families with programs that promote stability, wellness, and self-sufficiency. These combined efforts reflect ASPIRE's commitment to addressing physical, mental, and behavioral health needs while fostering a supportive environment that enables our ASPIRE residents to thrive.

**Jurisdiction Housing Authority Relationship.** The Mayor of the City of Winston-Salem appoints all nine commissioners of the public housing agency. The jurisdiction's role is crucial in reviewing the comprehensive Public Housing Authority Plan at both five-year and one-year intervals. The Housing Authority participation in the development of the jurisdiction's Consolidated Plan, including public meetings, is a testament to its commitment to the community. Collaboration between the jurisdiction and the Housing Authority ensures that the Capital Fund Grant annual statement is consistent with the jurisdiction's assessment of low-income housing needs as evidenced in the Consolidated Plan.

Currently the City works closely with the ASPIRE in cross-referencing housing needs relating to low-income families and individuals. Systematic checks and balances, as well as referrals, are made where feasible. The two entities continue working in partnership on projects, such as HUD's Choice Neighborhoods grant, that provide opportunities to supply the community with additional affordable housing options for low-income families and individuals.

### **Hazard Reduction/Lead-Based Paint (LBP)**

All applicable rehabilitation cases that were processed during the FY25 program year were administered utilizing the Lead Safe Housing Rule. Staff attended the required two-year refresher training classes and were re-certified for another year. Three units were tested by an outside consultant. During the year, lead hazard reduction assistance was provided on zero units at an average amount of \$0 per unit.

Lead testing, Lead remediation, and Lead clearance is performed by certified third party vendors who are contracted to perform lead work for the units identified with lead hazards. A certified Lead clearance is provided at the end of every job that required remediation to verify that work was performed effectively and the hazards have been removed.

The Lending Division supplies every applicant with the lead information in the form of a pamphlet entitled *Protect Your Family From Lead in Your Home*. By providing this pamphlet every applicant is informed of the potential risk of the lead hazard exposure from renovation activity that may be performed in their home.

## Anti-Poverty Efforts

Key components of the City's anti-poverty strategy are economic self-sufficiency and wealth building. In addition to activities described in Part IV: Continuum of Care, the City provided CDBG funds to Veterans Helping Veterans Heal to provide transitional housing for homeless male veterans and to the Piedmont Triad Regional Council to assist people re-entering society from prison. The City provided local funds to ESR to provide free income tax preparation service and electronic filing to low-income filers. Eligible filers were encouraged to claim the earned income tax credit and other credits. Brown School Lofts and Pegram Landing II completed construction during FY25 and required compliance with Section 3. Pegram Landing II met HUD's threshold for Section 3 workers. Brown School Lofts undertook a comprehensive Section 3 program as part of the Choice Neighborhoods Initiative and exceeded the thresholds for Section 3 and Targeted 3 workers.

A primary means to build wealth is through homeownership. The City and County provided CDBG funding to Financial Pathways of the Piedmont's Center for Homeownership to provide one-on-one homeownership counseling and homeownership education classes; matching funds for the IDA Program; homebuyer assistance to eligible first-time homebuyers with HOME and CDBG funds; and development assistance with HOME funds to Habitat for Humanity.

The effects of the COVID-19 pandemic continued to linger, especially for people unstably housed. The City used CDBG-CV funds for motel vouchers to prevent homelessness, operation of a warming center during frigid winter weather, the community's coordinated entry system, and the feasibility of implementing a temporary modular housing site to address and prevent homelessness. The City also received a special allocation of ESG funds, known as RUSH, in response to Hurricane Helene. Funds were used for rapid rehousing.

## Local Monitoring and Compliance

The Neighborhood Services Department has the direct responsibility for assuring program accountability in the use of Federal funds to support housing and certain economic development activities in the City and in the County. Fiscal and regulatory compliance monitoring are designed to assure that funded activities and program beneficiaries are eligible under program guidelines and that all applicable regulatory requirements are met. To the extent feasible, mechanisms are incorporated into program design, policies and procedures to provide internal control checks and balances and to assure that non-performance is detected and resolved in a timely manner.

**Administration by Agreement.** Whether activities are undertaken by non-profit organizations as "subgrantees" or by developers, activities are controlled by agreements that outline the scope of work, budget, documentation required for payment, reports to be submitted, and compliance regulations required. With rare exceptions, payment is made on a reimbursement basis. By linking fund disbursement to program performance documentation, funds are only disbursed for completed activities and not disbursed without adequate supporting documentation and performance data. During FY25, the department administered over 69 funding agreements under CDBG, HOME, ESG, HOPWA, Continuum of Care, CDBG-CV, HOME-ARP, RUSH, Housing Finance Fund (local), General Obligation Bond programs.

**Oversight of Development in Progress.** Site inspections by department staff are used to corroborate completion and/or progress of capital improvement activities. These activities include new construction, acquisition, public facilities and improvements, and large-scale multi-family project activities. Areas of

focus consisted of new construction for Habitat’s projects, Pegram Landing II, Salem Gardens Apartments, and the Bethesda Center bathroom renovation.

**On-Site Monitoring.** The City uses a risk-based approach to monitor Subgrantees on site for compliance with applicable rules and eligibility of program participants. The primary criteria for designating a Subgrantee as high risk include undertaking multiple activities or using multiple HUD funding sources, especially with relatively large amounts of funds; recent turnover among funded staff or a history of high turnover; and a prior history of concerns and findings. High-risk Subgrantees are to be monitored on-site annually, while low-risk Subgrantees may be monitored biannually. Medium-risk Subgrantees may be monitored on site biannually unless desk monitoring indicates an annual visit. Staff completed six monitoring visits during FY25.

**Periodic Reporting.** Every program and/or activity has a periodic reporting requirement, which varies in scope and frequency as determined by volume of activity. Reports are generated by the staff, department or agency responsible for implementation and reviewed monthly/quarterly to determine progress, status and whether any corrective action is required. These reports also serve as the basis for compilation of performance reporting to HUD.

**Post-Completion Tracking.** Post completion tracking of multi-family rental projects includes property inspections, financial statements, resident characteristics, and expiration of deferral periods. Physical inspections of a sample of units, as determined by fund source and number of units, are conducted by a contractor, State Code Enforcement, Inc., to complete the inspection. Financial statements and resident information are reviewed by Neighborhood Services’ Housing and Community Services Division staff to determine the financial viability of the project, that regulatory requirements are being met, and if action is necessary.

## **Barriers to Affordable Housing**

In January 2025, the Winston-Salem City Council adopted an ordinance modifying the Unified Development Ordinances (UDO) that would set a standard minimum lot size and lot dimensions for single-family uses within residential multifamily zoning districts. The amendment rectified discrepancies and improved logic, clarity, and consistency throughout multiple UDO sections and improved infill development opportunities by removing the need to rezone or receive approval from the Zoning Board of Adjustment.

In June 2022, the Winston-Salem City Council adopted an ordinance creating the Affordable Housing Program as well as the Housing Justice Act. Both require inclusion of affordable housing in housing constructed, developed, rehabilitated, or renovated with City funds or on property acquired from the City. The Housing Justice Act also prohibits discrimination based on criminal record and source of income in such housing.

Actions to meet underserved needs, foster and maintain affordable housing, and fill gaps in local institutional structure were taken as described in the Consolidated Plan and FY25 Action Plan.

## **PART VIII: LEVERAGING RESOURCES**

The results of the leverage of private funds for FY25 activities is addressed in Part III and depicted in Table 3, which shows leverage of \$44,439,996 to housing programs. As reflected, rental new construction and homebuyer assistance generated the most significant amounts of leverage. The HOME match is further discussed in Part XII.

Continuum of Care funds leverage other public and private resources. The cumulative value of matching funds for all CoC projects for the year was \$723,543. These cash and in-kind funds come from resources such as local organization private funds, the Kate B. Reynolds Charitable Trust, churches, businesses and private donors, as well as other public sources, such as federal and county funds. The ESG match is discussed in Part XII.

## PART IX: SUMMARY OF CITIZEN COMMENTS

Availability of the CAPER was publicized for review and comment in the Winston-Salem Journal and The Chronicle, two major local newspapers, and posted on the City web site. The comment period started on September 4, 2025 and ended on September 18, 2025. No comments have been received as of this publication.

## PART X: SELF-EVALUATION

The second year of the 2024-28 Consolidated Plan showed improving conditions. New Construction Owner benefited from State ARPA funds for development of single-family housing while Existing Owner experienced higher home prices and interest rates made it difficult for first-time homebuyers to afford a home. Two Rental New Construction projects were complete, construction on one Rental Rehab was complete and the owner is finalizing the project, and one Rental New Construction project is under construction and projected to be completed in FY26. Staff spent considerable time on implementing the CDBG workout plan and new special allocation grants.

**Providing Decent Housing** – As depicted in Table 2, the City and County used CDBG, HOME, and General Obligation Bond (local) funds to complete 226 units during FY25. Approximately one-half of the units were located in the Neighborhood Revitalization Strategy Areas (NRSAs). Two multi-family rental developments – Brown School Lofts (CNI Phase 1) and Pegram Landing II – were complete, one development – Salem Gardens Apartments – completed rehabilitation, one development – The Flats at Peters Creek – was under construction, and one development – CNI Phases 2 and 3 – completed relocation and demolition. Habitat for Humanity focused construction on Northeast Winston using HOME funds and Happy Hill using State ARPA funds. Finally, installation of infrastructure and start of construction of multifamily rental housing in Phases 2 and 3 of the Choice Neighborhoods Implementation (CNI) Grant faced a substantial financing gap. Construction will start when all funds have been secured.

During the year the City continued its lead role in administering HUD programs for the homeless and assisting in staff support for the Continuum of Care. Details of progress are included in Part IV: Continuum of Care. The Continuum of Care funded twelve projects that serve homeless persons. In assessment of the overall system, the community served the majority of homeless sheltered at the appropriate emergency, transitional or permanent supportive housing level. The community provides rapid rehousing in an effort to reduce the need for shelter. During the program year, the community also continued to provide prevention and diversion to reduce the need for shelter. The Continuum of Care operated a coordinated intake center and provides rapid re-housing through a collaboration of agencies and programs. Local agencies continued to use HMIS.

**Providing A Suitable Living Environment** – Non-housing activities implemented in FY25 to meet identified needs included funding to four projects that provided public services to low- and moderate-income persons – Liberty-East Redevelopment Corp. after-school program, Center for Homeownership, Experiment in Self-Reliance (ESR) income tax preparation program, and Piedmont Triad Regional Council Project Re-Entry; funding to two projects providing supportive services for homeless persons – Veterans Helping Veterans Heal and communitywide coordinated assessment; shelter and rapid re-



housing for homeless persons with ESG, CDBG-CV and RUSH funds; and CDBG funds to renovate all bathrooms at Bethesda Center for the Homeless. The City began repairs at the Burton Street facility, which it had purchased from ESR, to convey the property to a non-profit agency to operate as permanent supportive housing.

The City and County are responding to input received through extensive collaborative processes. Examples include the Continuum of Care process, the Council on Services for the Homeless, the Ten-Year Plan Commission on Homelessness, the Winston-Salem/Forsyth County Asset Building Coalition, ongoing technical assistance to non-profit housing development organizations, and response by Community Assistance Liaisons to citizen and neighborhood concerns. Community consultation also took place through preparation of the 2025-2026 Consolidated Housing and Community Development Plan.

**Expanding Economic Opportunities** – The City continued to address business development as a basis for economic investment, job growth and retention in the Neighborhood Revitalization Strategy Areas. Two businesses completed projects and created four jobs as a result of financial assistance from the Small Business Loan Program during FY25. In FY25, 19 persons completed the Business Training Program. Also, the City provided funding toward a kitchen manager for the shared-use commercial kitchen in the S.G. Atkins Community Development Corporation Enterprise Center to recruit, schedule, and provide technical assistance to tenants. Other economic development accomplishments can be found in the Neighborhood Revitalization Strategy summaries in Appendix E.

**Program Timeliness** – The City met the FY25 requirement to draw down ESG funds within two years. No HOME disbursement requirements were due during FY25, the overall HOME commitment deadlines have been suspended, and the CHDO commitment deadline was met.

The City was on a workout plan during FY25 because it did not meet the CDBG drawdown ratio for a second year in a row by having no more than 1.5 times the entitlement grant in the line of credit on May 2, 2024. The Greensboro Field Office accepted the City's workout plan outlining how the City planned to meet the drawdown ratio on May 2, 2025. With technical assistance from HUD, the City met the May 2, 2025 deadline.

**Special Grant Allocations** – COVID-19 related grants have wound down, and a new federal special allocation grant was received during FY25. The ESG-CV program has ended, and HUD has recaptured the City's unspent balance. There were no CDBG-CV or HOME-ARP deadlines during FY25. The City has been awarded a two-year RUSH grant in response to Hurricane Helene.

## **PART XI: CDBG PROGRAM REQUIREMENTS**

### **1. The Relationship of CDBG Expenditures to Plans, Strategies and Priorities:**

Program accomplishments have been summarized in Parts I and II. CDBG funds were expended for the single-family rehabilitation program, including program operating costs; loans and technical assistance to for-profit businesses; operating costs to non-profit agencies that provide counseling and case management, employment training, and transitional housing; and planning and administration. The majority of single-family rehabilitation and emergency repair activities are financed with CDBG funds. The Table 4 summary of production by income reflects low-and moderate-income benefit for all federally funded program activities, and the Financial Summary reflects 98.3% low/mod benefit.

### **2. Changes in Priorities and Objectives:**

No changes took place. Efforts are being focused on stretching limited funds to "do more with less."

### **3. Status Summary:**

The City pursued resources identified in the Annual Plan, including completion of a consolidated Continuum of Care application. Certifications of Consistency with the Consolidated Plan were provided to organizations applying for applicable federal funds as well as a combined certification for all Continuum of Care projects. The City also coordinated local agency participation in the Emergency Solutions Grant Program operated by the state Department of Health and Human Services. There was no known hindrance of attainment of goals/objectives through action or inaction.

### **4. National Objectives:**

Grantee funds were used exclusively to meet national objectives.

### **5. Displacement and Relocation:**

No CDBG funds were used for permanent displacement and relocation during FY25.

### **6. Economic Development:**

No economic development activities were undertaken during FY25 where jobs were “made available to” low- and moderate-income persons. All jobs created were “held by” low- and moderate-income persons. Economic development accomplishments can be found in Part V.

### **7. Limited Clientele Activities:**

During FY25, the City funded seven presumed benefit activities, which served homeless persons and two nature/location activities, one of which served former prisoners re-entering society and the other served both low-income and homeless individuals. The other limited clientele activity served potential homeowners, and the agency carrying out this activity documented low/mod status by collecting information on income and household size.

### **8. Program Income:**

CDBG program income for the year ending June 30, 2025 was \$963,403.89. Appendix A further supplements the information for the CDBG program. CDBG program income is budgeted for eligible program activities and drawn on a first-in, first-out basis. In IDIS, the City began the program year with \$0.00 in program income, receipted \$880,916.20, expended \$880,916.20, and ended the program year with \$0.00.

### **9. Rehabilitation:**

This program provides financial and technical assistance to qualified owner-occupants and investors to repair substandard properties. In targeted areas, low- and moderate-income owner-occupants are eligible for direct payment and forgivable loans and investor-owners are eligible for direct payment loans to repair single-family dwellings. Investors are also eligible for direct payment loans to repair multifamily properties citywide. The Lending Division is also responsible for emergency repair assistance, architectural barrier removal assistance (physical accessibility), and the TURN Program. The TURN program provides local general obligation bond funds to assist residents (owner and investor) in targeted areas to rehabilitate their property.

Rehabilitation accomplishments are addressed in Part III: Affordable Housing and depicted in Tables 2-5. Of the City’s completed cases, eight used CDBG as the primary fund source, none used HOME funds, and none used local TURN funds. There were no TURN/HOME combination cases and no TURN/CDBG combination case.

An accurate workload summary is difficult since cases can take varying amounts of time to complete, and there are always units in process and a carryover of units begun in one year and completed in a following year. An accurate workload summary, as shown in Table 9, includes infeasible cases which are processed through staff review prior to obtaining bid estimates, cancelled cases that were approved by Loan Committee and later cancelled by the property owner, and carryover cases that were pending or under construction from the previous year. The City expended \$615,207.79 in CDBG funds and \$0 in HOME funds for Lending Division staff costs in FY25.

<b>Table 9</b>	
<b>FY25 Rehabilitation Workload</b>	
# Applications Taken	33
# Referred to Loan Committee	5
# Approved by Loan Committee	5
# Approved by Department Head	8
As of 6/30/25:	
# Completed	8
# Under Construction	6
# Pending	8
# Cancelled	12

#### **10. Neighborhood Revitalization Strategy Area:**

The City developed objectives and outputs for the Neighborhood Revitalization Strategy Area (NRSA) in the areas of housing and economic opportunities, and HUD approved both strategies in a letter dated July 2, 2019. The City of Winston-Salem submitted the two Revitalization Strategies, updating the information and with minor additions to the areas using LMISD data released by HUD in July 2023, for HUD review and approval. Information on accomplishments is detailed in Appendix E.

## **PART XII: HOME PROGRAM REQUIREMENTS**

### **1. HOME Match:**

Consistent with HOME program regulations, the City does not require a fund match for each project or activity, but rather match is derived from those projects and activities for which such is feasible and reasonable to be required. Since HOME match is based on HUD's fiscal year, the reporting period is October 1, 2023 to September 30, 2024. With a carryover of \$10,248,157.87, the current match contribution of \$644,427.24 will increase the amount of carryover to be applied against this year's liability of \$147,982.00, resulting in a new carry-over of \$10,744,603.11. HOME match was derived from the City, County general fund dollars and private funds raised by Habitat for Humanity for CHDO set-aside projects. The match report is attached as Appendix B.

### **2. Minority/Women Business Enterprise Participation:**

Minority/Women Business Enterprise participation for all programs is reported on the HUD 2516 form to be submitted by October 15th. The City, through its Economic Development Office, maintains a list of vendors that are certified by the State of North Carolina as Historically Underutilized Businesses (HUBs) and conducts outreach and assistance to eligible businesses to become HUB-certified. There were two completed HOME projects of \$25,000 or more during FY25. Two totaling \$29,656,422 were completed by White Non-Hispanic Enterprise. None were completed by a Women Business Enterprise.

### **3. Results of Inspections of HOME-Assisted Units:**

Pursuant to loan agreements between the City and borrowers, property assisted with HOME, CDBG and/or local funds must be maintained in compliance with the Minimum Housing Code of the City and with Section 8 Housing Quality Standards, as applicable. A sample of units of property in the loan portfolio is inspected annually by a consultant to the City's Neighborhood Services Department.

There are currently 2,100 units in 31 completed multi-family projects in the City and County's loan portfolio. There are an additional 211 units in two projects with City commitments for which

construction is not complete or the provisions of the commitment have not been met. Of the completed projects, 252 HOME-assisted units in 16 projects were in the HOME affordability period. Of the incomplete projects, 11 HOME-assisted units in one project have HOME funds committed to them. Annual inspections of HOME-assisted projects are summarized in Table 11. Housing Authority staff conducted inspections of HOME TBRA units, and a contractor, State Code Enforcement, Inc., completed the inspections for FY25. Of the 204 units inspected in 2024, 0% were found to have major code violations, with 100% in standard condition or in need of only minor repairs.

<b>Table 10: HOME Property Inspections</b>				
<b>Project Name</b>	<b>Location</b>	<b>Total Units</b>	<b>Project Type</b>	<b>No. Inspected</b>
Abbingtion Gardens	300 Noel Drive	64	New Const	12
Alders Point	590 Mock Street	100	New Const	12
Arbor Oaks	150 Willow Oak Dr	72	New Const	33
The Enclave	1451 Colony Lodge St	68	New Const	7
The Enclave II	4101 Bethania Station Rd	96	New Const	4
Fifth Street Apts. II	449-473 Dunleith Ave.	8	New Const	4
Gladstone	1301 Brookstown	17	Rehab	12
Goler Manor Apts.	601 N. Chestnut St.	79	New Const	12
HOME TBRA	Scattered Sites	73	TBRA	70
Hunters Hill	1067 Hutton Street	12	New Const	4
Orchard Creek	2810 Orchard Creek Lane	64	New Const	8
Providence Place	1412 Gillcrest	56	New Const	8
Rockwood at Oliver's Crossing	1630 Rockwood Crossing Drive	64	New Const	4
University Court	1512 University Court	12	New Const	4
Southgate Apartments	980 East 2 <sup>nd</sup> St.	108	Rehab	10
Total		893		204

#### **4. HOME Program Income:**

HOME program income for the City for the year ending June 30, 2025 was \$461,162.32, consisting of \$439,162.32 in program income and \$22,000.00 in recaptured funds. Program income for Forsyth County was \$80,329.08. HOME program income is budgeted for eligible program activities and drawn according to the requirements published in the HOME Interim Rule in December 2016. In IDIS, the Consortium began the program year with \$1,791,358.87 in program income, receipted \$509,151.71, expended \$1,815,983.90, of which \$0 was for tenant-based rental assistance, and ended the program year with \$484,526.68.

## **PART XIII: ESG PROGRAM REQUIREMENTS**

ESG entitlement funds were provided to five non-profit subgrantee agencies – City with Dwellings, Family Services, Samaritan Ministries, The Salvation Army, and United Way of Forsyth County – and used to support the operation and maintenance of emergency shelters, rapid re-housing for homeless individuals and families, and homeless management information systems (HMIS). Funds were also used by the City of Winston-Salem to provide emergency shelter through motel vouchers and to support the community's coordinated entry system. No street outreach, homelessness prevention, administrative, or shelter rehabilitation or conversion activities were funded. A total of \$152,535.47 in ESG entitlement

funds was expended during FY25. ESG matching funds totaling \$152,535.47 were provided by subgrantee agencies from private funds and volunteer hours.

All ESG subgrantee agencies except domestic violence shelters must enter client data in a community-wide homeless management information system (HMIS). Required reporting data is derived from the HMIS and from a comparable database for domestic violence programs.

The following tables summarize ESG accomplishments.

<b>Table 11: Household Information for ESG Activities</b>					
	<b>Number of Persons in Households</b>				
	<b>Street Outreach</b>	<b>Shelter</b>	<b>Rapid Re-Housing</b>	<b>Homelessness Prevention</b>	<b>Total</b>
Adults	0	1,033	148	0	1,181
Children	0	229	160	0	389
Don't Know/Refused	0	3	1	0	4
Missing Information	0	9	0	0	9
<b>Total</b>	<b>0</b>	<b>1,274</b>	<b>309</b>	<b>0</b>	<b>1,583</b>

<b>Table 12: Gender and Age for All ESG Activities</b>			
Male	940	Under 18	389
Female	612	18-24	93
Don't Know/Refused	31	Over 24	1,008
Missing Information	9	Don't Know/Refused	3
<b>Total</b>	<b>1,583</b>	Missing Information	10
		<b>Total</b>	<b>1,583</b>

<b>Table 13: Race and Ethnicity for All ESG Activities</b>	
<b>Race:</b>	
White	466
Black or African American	1,043
Asian	5
American Indian or American Native	20
Native Hawaiian or Other Pacific Islander	1
Black or African American & White	15
American Indian or American Native & Black or African American	4
Other Multiracial	6
Unknown	23
<b>Ethnicity:</b>	
Hispanic	82
Not Hispanic	1,501
<b>Total</b>	<b>1,583</b>



<b>Table 14: Special Populations Served</b>				
<b>Subpopulation</b>	<b>Total Persons Served – Prevention</b>	<b>Total Persons Served – Rapid Re-Housing</b>	<b>Total Persons Served - Emergency Shelters</b>	<b>Total Persons Served</b>
Veterans	0	3	63	66
Victims of Domestic Violence	0	82	162	244
Elderly	0	4	82	86
HIV/AIDS	0	7	13	20
Chronically Homeless	0	46	122	168
<b>Persons with Disabilities:</b>				
Severely Mentally Ill	0	44	481	525
Chronic Substance Abuse	0	27	239	266
Other Disability	0	76	610	686
Total (unduplicated if possible)	0	76	610	598

<b>Table 15: ESG Expenditures in FY25</b>			
	<b>FFY 2022 Funds</b>	<b>FFY 2023 Funds</b>	<b>FFY 2024 Funds</b>
Rental Assistance	0	0	0
Housing Relocation and Stabilization Services - Financial Assistance	0	0	0
Housing Relocation & Stabilization Services - Services	0	0	0
Homeless Prevention under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Homelessness Prevention</b>	<b>0</b>	<b>0</b>	<b>0</b>
Rental Assistance	0	0	440.00
Housing Relocation and Stabilization Services - Financial Assistance	0	0	28,168.48
Housing Relocation & Stabilization Services - Services	0	0	12,500.00
Homeless Assistance under Emergency Shelter Grants Program	0	0	0
<b>Subtotal Rapid Re-Housing</b>	<b>0</b>	<b>0</b>	<b>41,108.48</b>
Essential Services	0	0	0
Operations	0	-6.00	70,082.75
Renovation	0	0	0
Major Rehab	0	0	0
Conversion	0	0	0
<b>Subtotal Emergency Shelter</b>	<b>0</b>	<b>-6.00</b>	<b>70,082.75</b>
Street Outreach	0	3,000.00	0
HMIS	0	21,089.11	17,261.13
Administration	0	0	0
<b>Subtotal Other Grant Expenditures</b>	<b>0</b>	<b>24,089.11</b>	<b>17,261.13</b>
<b>Total ESG Funds Expended</b>	<b>0</b>	<b>24,083.11</b>	<b>128,452.36</b>

<b>Table 16: ESG Match Requirement</b>			
	<b>FFY 2022</b>	<b>FFY 2023</b>	<b>FFY 2024</b>
Other Non-ESG HUD Funds	0	0	0
Other Federal Funds	0	0	0
State Government	0	0	0
Local Government	0	0	0
Private Funds	0	24,089.11	80,518.36
Other	0	0	47,928.00
Fees	0	0	0
Program Income	0	0	0
<b>Total Match Amount</b>	<b>0</b>	<b>24,089.11</b>	<b>128,446.36</b>

## **PART XIV: HOPWA PROGRAM REQUIREMENTS**

HOPWA entitlement funds were provided to one project sponsor – Positive Wellness Alliance (PWA) – and used for short-term rent, mortgage, and utility assistance payments, tenant-based rental assistance, associated housing programs, and administration for low-income persons and their families with HIV/AIDS. The program covers Forsyth, Davie, Davidson, Stokes, and Yadkin Counties. A total of \$318,563.41 in HOPWA entitlement funds were expended during FY25. PWA served 22 households with HOPWA-eligible assistance, of which 20 households received rental assistance and one households received short-term mortgage, rent and utility assistance (STRMU).

## **PART XV: SPECIAL ALLOCATION GRANT REQUIREMENTS**

### **1. CARES Act Community Development Block Grant (CDBG-CV):**

CDBG-CV entitlement funds were used for activities to address the increase in homelessness. Funds were used for motel vouchers as emergency shelter for homeless families, operation of a warming center during frigid winter weather, the community's coordinated entry system, and the feasibility of implementing a temporary modular housing site to address and prevent homelessness. A total of \$145,616.51 was expended during FY25.

### **2. HOME American Rescue Plan (HOME-ARP):**

The City has been allocated \$4,887,567 of HOME funds provided through the American Rescue Plan (HOME-ARP). The City submitted an allocation plan, which HUD has accepted. The City has committed funds to Family Services, Inc. toward replacement of its family shelter for victims and survivors of domestic violence with a non-congregate shelter. No HOME-ARP funds were expended during FY25.

### **3. State Financial Assistance (State ARPA):**

The City has been awarded \$10,000,000 in state financial assistance through the State's American Rescue Plan funds (State ARPA) to develop affordable housing. Funds may be used to develop single-family or multifamily housing. A total of \$1,443,365.89 was expended on three single-family and one multifamily developments during FY25.

The City has also been awarded \$177,799 in State ARPA to prevent homelessness. The City has provided emergency rent and utility assistance to eligible individuals and families and expended \$98,947.78 during FY25.

**4. Rapid Unsheltered Survivor Housing (RUSH):**

The City has been allocated \$548,496 in Rapid Unsheltered Survivor Housing (RUSH) funds to address housing and services needs of people experiencing homelessness in response to Hurricane Helene. United Way of Forsyth County has provided for rapid rehousing to eligible individuals and families and expended \$91,195.42 during FY25.

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## Appendix A

Financial Summary							
Grantee Performance Report		U.S. Department of Housing and Urban Development					
Community Development Block Grant Program		Office of Community Planning & Development					
City of Winston-Salem		B24MC370011		From 7/1/24 To 6/30/25			
Part I: Summary of CDBG Resources							
1	Unexpended CDBG funds at end of previous reporting period						5,065,101.40
2	Entitlement Grant from form HUD-7082						2,021,331.00
3	Surplus Urban Renewal Funds						0.00
4	Section 108 Guaranteed Loan Funds (Principal Amount)						0.00
5	Program income received by:		Grantee	Subrecipient			
a.	Revolving Funds		0.00	0.00			
b.	Other (identify below)		963,403.89	0.00			
	Total Program Income		963,403.89	0.00	963,403.89		
6	Prior Period Adjustments (if negative, enclose in brackets)						0.00
7	Total CDBG Funds available for the use during this report period						8,049,836.29
Part II: Summary of CDBG Expenditures							
8	Total expenditures reported on Activity Summary						4,006,363.49
9	Total expended for Planning & Administration						349,417.72
10	Amount subject to Low/Mod Benefit Calculation						3,656,945.77
11	CDBG funds used for Section 108 principal & interest payments						0.00
12	Total expenditures (line 8 plus line 11)						4,006,363.49
13	Unexpended balance (line 7 minus line 12)						4,043,472.80
Part III: Low/Mod Credit This Reporting Period							
14	Total Low/Mod credit for multi-unit housing expenditures						0.00
15	Total from all other activities qualifying as low/mod expenditures						3,595,745.77
16	Total (line 14 plus line 15)						3,595,745.77
17	Percent benefit to low/mod persons (line 16 divided by line 10 this reporting period)						98.33%
Part IV: Low/Mod Benefit for Multi-Year Certifications (Complete only if certification period includes prior years)							
Program years (PY) covered in certification PY 2022 PY 2023 PY 2024							
18	Cumulative net expenditures subject to program benefit calculation						9,287,647.92
19	Cumulative expenditures benefiting low/mod persons						9,104,047.92
20	Percent benefit to low/mod persons						98.02%
Part V: For Public Service (PS) Activities Only: Public Service Cap Calculation							
21	Total PS expenditures						296,500.88
22	Total PS unliquidated obligations						32,000.00
23	Sum of line 21 and line 22						328,500.88
24	Total PS unliquidated obligations reported at the end of the previous reporting period						0.00
25	Net obligations for public services (line 23 minus line 24)						328,500.88
26	Amount of Program Income received in the preceding program year						784,139.23
27	Entitlement Grant Amount (from line 2)						2,021,331.00
28	Sum of lines 26 and 27						2,805,470.23
29	Percent funds obligated for Public Service Activities (line 25 divided by line 28)						11.71%
Part VI: Planning and Program Administration Cap Calculation							
30	Amount subject to planning and administrative cap (grant amount from line 2 plus line 5)						2,984,734.89
31	Amount expended for Planning & Administration (from line 9 above)						349,417.72
32	Percent funds expended (line 31 divided by line 30)						11.71%

## **Neighborhood Revitalization Strategy Area (NRSA)**

The City of Winston-Salem submitted two Neighborhood Revitalization Strategies – NRSA-North and NRSA-South – as part of the 2019-2020 Annual Action Plan, and HUD approved both Strategies in a letter dated July 2, 2019. The City of Winston-Salem submitted the two Revitalization Strategies, updating the information and with minor additions to the areas using LMISD data released by HUD in July 2023, for HUD review and approval. Both Strategies developed objectives and outputs for the Neighborhood Revitalization Strategy Area (NRSA) in the areas of housing and economic opportunities. The following information shows outcomes, leverage, and accomplishments for each NRSA.

### **Outcomes**

Proposed outcomes of both Strategies consist of the reduction in the percentage of families living in poverty, the increase in the employment rate, and the increase in housing values and will be measured using American Community Survey data. The outcome data presented below is based on American Community Survey 2023 five-year estimates, compared to 2022 five-year estimates.

#### **Reduction in the percentage of families living in poverty**

- NRSA-North – The estimated percentage of families living in poverty is 34.3%, compared to 38.2% in 2022.
- NRSA-South – The estimated percentage of families living in poverty is 31.2%, compared to 37.7% in 2022.
- The estimated percentage of families living in poverty in Winston-Salem is 17.9%, compared to 18.4% in 2022.

#### **Increase in the employment rate**

- NRSA-North – The estimated unemployment rate is 9.4%, compared to 12.3% in 2022.
- NRSA-South – The estimated unemployment rate is 5.9%, compared to 9.6% in 2022.
- The estimated unemployment rate in Winston-Salem is 5.9% compared to 6.2% in 2022.

#### **Increase in median value of owner-occupied housing**

- NRSA-North – The estimated median value of owner-occupied housing is \$106,300, compared to \$93,200 in 2022.
- NRSA-South – The estimated median value of owner-occupied housing is \$138,000, compared to \$108,800 in 2022.
- The estimated median value of owner-occupied housing in Winston-Salem is \$208,200, compared to \$187,400 in 2022.

### **Leverage**

For the purpose of the Strategies, leverage is defined as funds provided by the City of Winston-Salem to a project in the NRSA, excluding federal funds derived from the HUD Office of Community Planning and Development (CDBG, HOME, ESG, Continuum of Care), and additional private investment in a project in the NRSA that the City is assisting. The two sources of locally derived funds provided by the City are General Obligation Bonds approved by the voters and Housing Finance Assistance Funds. Other Leverage consists primarily of owner equity and private financing.



<b>Neighborhood Revitalization Strategy – North Leverage, FY25</b>			
<b>Activity</b>	<b>City Federal</b>	<b>City Leverage</b>	<b>Other Leverage</b>
Single-Family Rehabilitation/Repair	\$362,457	\$0	\$3,047
Single-Family Housing Production	59,200	0	859,500
First Time Homebuyer Assistance	57,000	30,000	725,440
Housing Counseling	33,500	0	0
Multi-Family Rental Housing	500,000	0	22,532,516
Choice Neighborhoods	1,500,000	2,292,651	2,172,854
Small Business Loan Program and Business Plan Contest	0	0	0
Business Training	0	0	0
NRSA Building Rehab Program	0	20,000	52,900
Revitalizing Urban Commercial Areas (RUCA) Program	0	0	0
Brookwood Business Park	0	0	0

<b>Neighborhood Revitalization Strategy – South Leverage, FY25</b>			
<b>Activity</b>	<b>City Federal</b>	<b>City Leverage</b>	<b>Other Leverage</b>
Single-Family Rehabilitation/Repair	\$0	\$0	\$0
Single-Family Housing Production	0	1,079,656	1,170,000
First Time Homebuyer Assistance	180,000	0	1,874,535
Housing Counseling	33,500	0	0
Multi-Family Rental Housing	0	0	0
Small Business Loan Program and Business Plan Contest	10,000	0	6,000
Business Training	5,805	12,609	0
NRSA Building Rehab Program	0	0	0
Revitalizing Urban Commercial Areas (RUCA) Program	0	0	0

Investment that takes place in the NRSA absent City assistance will not be considered leverage, even though it benefits the NRSA. The Housing Authority of Winston-Salem was awarded a \$30,000,000 Choice Neighborhoods Implementation Grant in April 2020. Projects undertaken through the grant will benefit NRSA-North.

### **Accomplishments**

Accomplishments are shown in the tables Neighborhood Revitalization Strategy – North, FY24 and Neighborhood Revitalization Strategy – South, FY24 below.

<b>Neighborhood Revitalization Strategy - North, FY24</b>			
<b>Activity</b>	<b>Objective</b>	<b>Output</b>	<b>Accomplishments</b>
<b>Housing</b>			
Single Family Rehabilitation/Repair	Rehab single-family homes owned by owner-occupants or investors	Rehab 15 units per year	4 of 8 rehab houses were in the NRSA-North. They did not include TURN funds.
Non-Profit Housing Production and Purchase/Rehab	Provide construction financing to neighborhood non-profits for construction and sale or rehabilitating homes for resale to first-time homebuyers	Provide 1 construction loan to CDCs for new construction or rehab-resale	None
CHDO Housing Production	Provide financing to a CHDO for construction of single-family housing for homeownership	Construct and sell 12 houses per year.	4 of 9 houses constructed and sold by Habitat for Humanity were in the NRSA-North.
First Time Homebuyer Assistance	Provide soft second mortgages for acquisition of newly constructed or existing housing by first-time home buyers, with or without rehabilitation.	1) Provide second mortgages for up to 3 units per year 2) Provide financing for 1 purchase-rehab loans per year	4 of the 20 homebuyer assistance clients purchased homes in the NRSA-North.
Housing Counseling	Provide pre-and post-purchase one-on-one counseling and group education	150 households participate in homebuyer education and one-on-one counseling per year	A total of 166 households were provided individual or group education services, of which 74% were low-mod income.
Multi-Family Rehabilitation	Provide rehabilitation financing for rental units in properties of 4+ units	Provide financing for rehab of 25 units per year, subject to interest from owners	None
Multi-Family Production	Provide permanent financing for construction of new multi-family housing	Provide financing for construction of 25 units per year, subject to interest from owners	CNI Phase 1 (Brown School Lofts), 81 units for families, is complete.
Choice Neighborhoods	HAWS to implement recommendations in the Choice Neighborhoods Transformation Plan	1) HAWS to apply for a Choice Neighborhoods Implementation (CNI) Grant. City role to be determined. 2) City may provide financing for a housing development, subject to feasibility.	HAWS was awarded a CNI Grant in April 2020. Phase 1 (Brown Elementary site) is complete. Demolition in Phases 2 and 3 is complete, and construction will begin gap financing is secured. A façade improvement program assisted 15 households in FY25.
<b>Economic Opportunities</b>			

Small Business Loan Program	Provide low interest loans to new and expanding businesses located within economically distressed areas of the City	Assist 25 businesses. Create 50 new jobs for NRSA residents.	During FY25, two new loans were presented to Small Business Loan Committee. Nearly 205 total businesses and/or entrepreneurs received technical assistance.
Small Business Plan Contest	Conduct a Small Business Plan Contest to broaden the reach of the Small Business Loan Program to budding entrepreneurs seeking assistance in writing business plans and the steps involved in starting a business. The winner receives a \$5,000 grant for start-up costs and may receive a \$5,000 loan.	Award 1 winner per year	Two winners were selected for to win the prize of \$5,000 grant funds towards business expenses. Both were in NRSA South. One is a landscaping company, and the other is a bouncy house business.
Business Training Program	Provide instruction to help participants evaluate the feasibility of a business concept and develop the skills required to become the owners/operators of successful small businesses	Up to 10 participants to complete the class per year	During FY25, 28 distinct participants attended, of which 19 received a certificate of completion of the program.
NRSA Building Rehab Program	Provide financial assistance to commercial property owners with building and site improvements that address blight and encourage rehabilitation. Funded with local funds.	Complete 1 project per year	No new projects were approved.
Revitalizing Commercial Areas (RCA) Program	Provide financial assistance to commercial owners to assist in revitalizing select declining urban commercial areas. Funded with general obligation bonds.	Complete 1 project every 2 years	One rehab project was approved and completed.
Brookwood Business Park	Continue build-out of an industrial, light manufacturing park to provide job and business development opportunities for NRSA residents	Market and sell 1 property in a 2-year period.	Preliminary design of the next phase of development has been completed.

<b>Neighborhood Revitalization Strategy - South, FY24</b>			
<b>Activity</b>	<b>Objective</b>	<b>Output</b>	<b>Accomplishments</b>
<b>Housing</b>			
Single Family Rehabilitation/Repair	Rehab single-family homes owned by owner-occupants or investors	Rehab 15 units per year	1 of 8 rehab houses were in the NRSA-South. It included TURN funds.
Non-Profit Housing Production and Purchase/Rehab	Provide construction financing to neighborhood non-profits for construction and sale or rehabilitating homes for resale to first-time homebuyers	Habitat to complete 13 houses in Happy Hill to help HAWS complete HOPE VI grant	
CHDO Housing Production	Provide financing to a CHDO for construction of single-family housing for homeownership	Construct and sell 3 houses per year.	5 houses in Happy Hill constructed and sold by Habitat for Humanity were in the NRSA-South.
First Time Homebuyer Assistance	Provide soft second mortgages for acquisition of newly constructed or existing housing by first-time home buyers, with or without rehabilitation.	1) Provide second mortgages for up to 7 units per year	9 of the 19 homebuyer assistance clients purchased homes in the NRSA-South.
Housing Counseling	Provide pre-and post-purchase one-on-one counseling and group education	150 households participate in homebuyer education and one-on-one counseling per year	A total of 166 households were provided individual or group education services, of which 74% were low-mod income.
Multi-Family Rehabilitation	Provide rehabilitation financing for rental units in properties of 4+ units	Provide financing for rehab of 25 units per year, subject to interest from owners	None
Multi-Family Production	Provide permanent financing for construction of new multi-family housing	Provide financing for rehab of 25 units per year, subject to interest from owners	None
<b>Economic Opportunities</b>			
Small Business Loan Program	Provide low interest loans to new and expanding businesses located within economically distressed areas of the City	Assist 25 businesses. Create 50 new jobs for NRSA residents.	During FY25, two new loans were presented to Small Business Loan Committee. Nearly 205 total businesses and/or entrepreneurs received technical assistance.

Small Business Plan Contest	Conduct a Small Business Plan Contest to broaden the reach of the Small Business Loan Program to budding entrepreneurs seeking assistance in writing business plans and the steps involved in starting a business. The winner receives a \$5,000 grant for start-up costs and may receive a \$5,000 loan.	Award up to 2 winners per year	Two winners were selected to win the prize of \$5,000 grant funds towards business expenses. These are both proposed in NRSA South.
Business Training Program	Provide instruction to help participants evaluate the feasibility of a business concept and develop the skills required to become the owners/operators of successful small businesses	Up to 10 participants to complete the class per year	During FY25, 28 distinct participants attended, of which 19 received a certificate of completion of the program.
NRSA Building Rehab Program	Provide financial assistance to commercial property owners with building and site improvements that address blight and encourage rehabilitation. Funded with local funds.	Complete 1 project per year	No new projects were approved.
Revitalizing Commercial Areas (RCA) Program	Provide financial assistance to commercial owners to assist in revitalizing select declining urban commercial areas. Funded with general obligation bonds.	Complete 1 project every 2 years	No projects were approved.



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