



FORSYTH COUNTY  
COMMUNITY & ECONOMIC DEVELOPMENT

# IMPACT REPORT

FISCAL YEAR 2024-2025





# OUR MISSION

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

## OUR VALUES

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

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

Providing services in a caring and efficient manner.

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

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

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

## OUR PROGRAMS

### ECONOMIC DEVELOPMENT

6-8

Collaborates with economic development partners to recruit new businesses, administer performance incentive grants, and provide retention support.

### WORKFORCE DEVELOPMENT

9/10

Promotes access to employment-related training and local jobs, matching citizens with relevant skills and employers with a strong and prepared workforce.

### SMALL BUSINESS

11

Supports the local entrepreneur ecosystem through strategic partnerships and shared events. We administer a Small Business Individual Development Account (IDA) program that provides local business owners with education, coaching and a matched savings grant.

### AFFORDABLE HOMEOWNERSHIP

13/14

Provides various programs to assist low-to-moderate income individuals and families in purchasing their first home, which includes providing down payment assistance and low-cost financing options.

### HOUSING REHABILITATION

15/16

Provides home repair services that promote aging in place and long-term affordability by lowering operating costs and stabilizing pre-1978 residential dwellings with present lead paint hazards.

### CODE ENFORCEMENT

17

Enforces the Minimum Housing Code in Forsyth County, apart from the City of Winston-Salem and Town of Kernersville. Staff investigate complaints, work with property owners to achieve voluntary compliance, and administer enforcement procedures as necessary.



# MESSAGE TO THE COMMUNITY

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

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

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

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

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



# OUR TEAM

**Kirby Robinson**

*Community & Economic Development Director*



**Ashley Pendley**

*Community & Economic Development  
Deputy Director*



**Bianca Green**

*Loan Officer*



**Arisbett Adame**

*Intake Specialist*



**Justin Stevens**

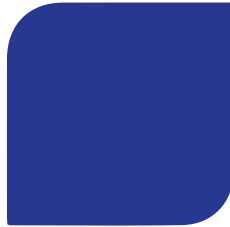
*Housing Rehabilitation Specialist*



# OUR TEAM



**Shatarra Smith**  
*Administrative Assistant*



**Anthony Davis**  
*Code Enforcement Officer*



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



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

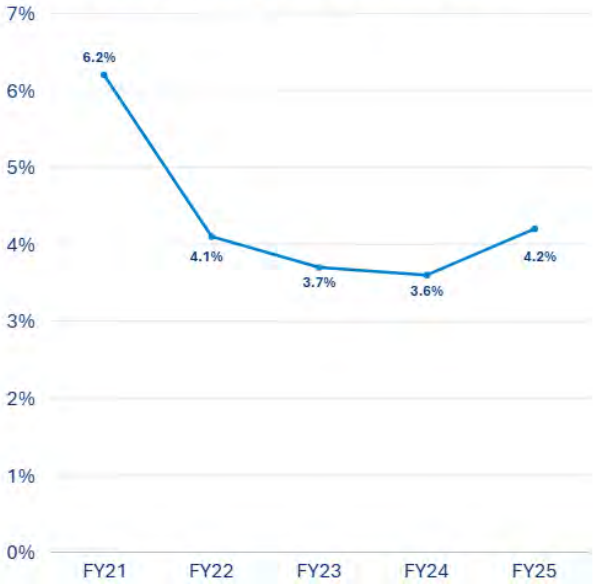






# COUNTY COMPARISON

## UNEMPLOYMENT RATE



The annual unemployment rate in Forsyth County.

## COMMERCIAL INVESTMENT



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

## RESIDENTIAL INVESTMENT

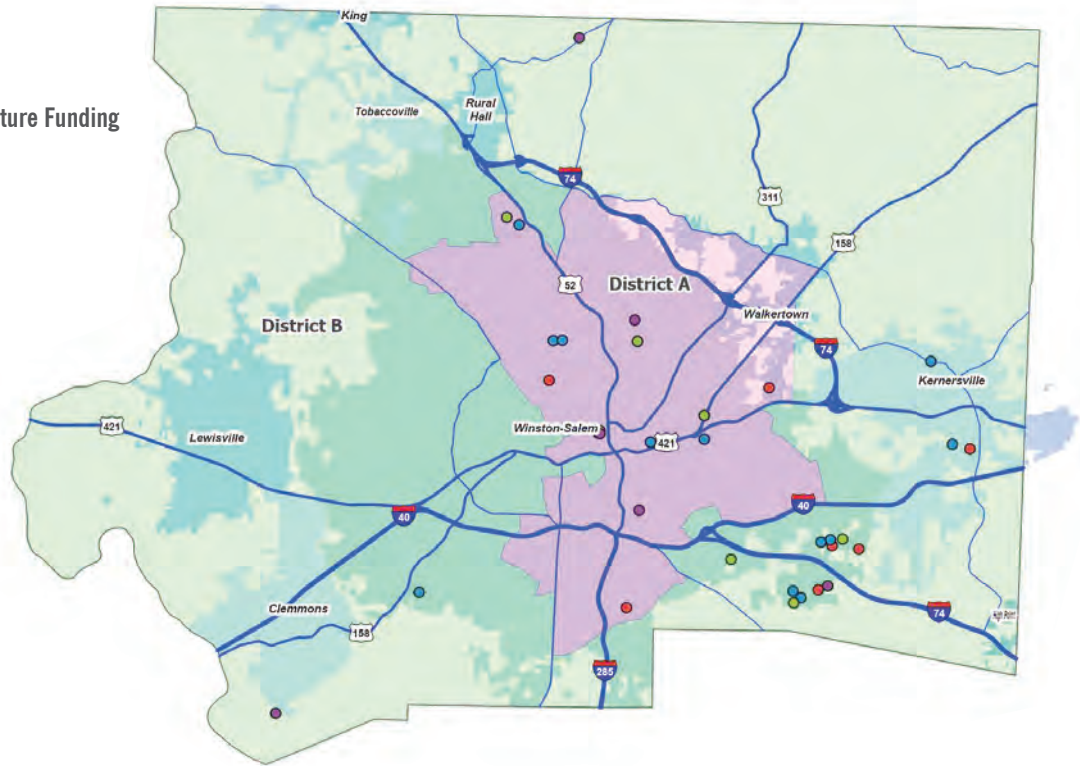


The amount of investment in single or multi-family residential units in Forsyth County based on building permit values.

# ECONOMIC DEVELOPMENT

## Category

- Active Business Incentives
- Approved Incentives for Future Funding
- Completed Projects
- Infrastructure Investment



## Active Business Incentive Projects

- Ardagh Metal Beverage USA
- Bunzl Distribution
- Caterpillar
- Clarios/Johnson Controls
- Clearing House
- Grass America
- Frank L. Blum Company

## Completed Incentive Projects

- Cathtek
- Corning
- Herbalife (#1)
- Inmar Intelligence
- Pepsi Bottling Ventures
- Piedmont Propulsion
- United Furniture

## Approved Incentive Projects for Future Funding

- Excel Interior Door
- Foster Caviness
- GMAX Industries
- John Deere Electric Powertrain
- Nature's Value
- Nelipak Healthcare Packaging
- Polyvlies
- Pro-Kidney
- Purple Crow
- Radel
- Tex - Tech
- Ziehl Abegg

## Infrastructure Investment Projects

- Innovation Quarter
- Smith Reynolds Airport
- Tanglewood Business Park Sewer
- SG Atkins Comm. Dev. Center
- Wallburg Sewer Expansion
- Highway 65 Water Line Ext

# BUSINESS INCENTIVES

Forsyth County administers incentives to companies to support their relocation or expansion in our community. Each incentive requires the company to make capital investments that will result in increases to the tax base and create new jobs with good wages and benefits.

## FY25 PERFORMANCE

### Job Creation

Jobs Goal Across Active Incentives: **1,674**  
Total Jobs Reported Across Active Incentives: **1,388**  
Jobs Retained from Previous Years: **1,216**  
Percent of Job Growth Goal: **83%**

### Capital Investment

Cumulative Investment Goal Active: **\$728M**  
Cumulative Investment Actual Active: **\$821M**  
Investment from prior years: **\$634M**  
Percent of Capital Investment Goal: **113 %**

### FY25 Impact:

New Jobs : **176**  
New Investment: **\$187M**  
Net New Taxes Paid : **\$3.1M**  
Total Incentives Paid : **\$1.4M**

## TARGET INDUSTRIES

Aviation &  
Aerospace

Healthcare  
& Life  
Sciences

Advanced  
Manufacturing

Headquarters  
& Business  
Services

Technology &  
High Growth  
Entrepreneurship

### FY25 EXPANSION AND RECRUITMENT:

	<u>Anticipated Capital Investment</u>	<u>Expected New Jobs</u>
Foster Caviness Inc	<b>\$6,250,000</b>	<b>165</b>
GMAX Industries	<b>\$15,000,000</b>	<b>42</b>
Polyvlies	<b>\$31,000,000</b>	<b>28</b>

### FUTURE LOCAL INCENTIVES

Companies: **13**  
Anticipated New Jobs: **1,897**  
Average Wage of New Jobs: **\$59,590**  
Anticipated Capital Investment: **\$412,735,940**



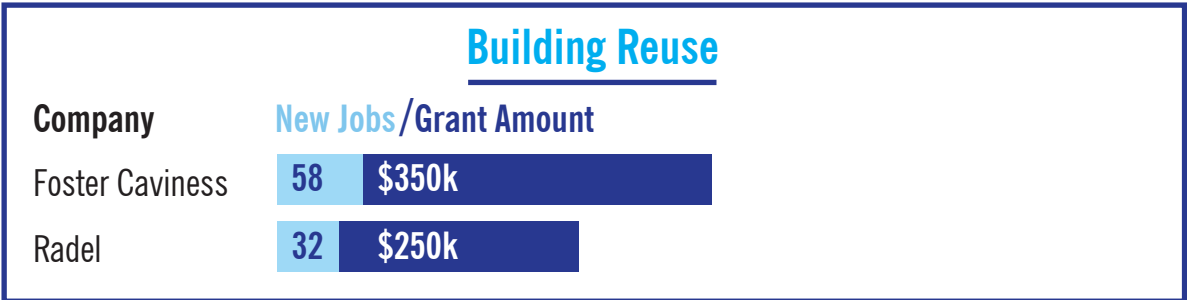
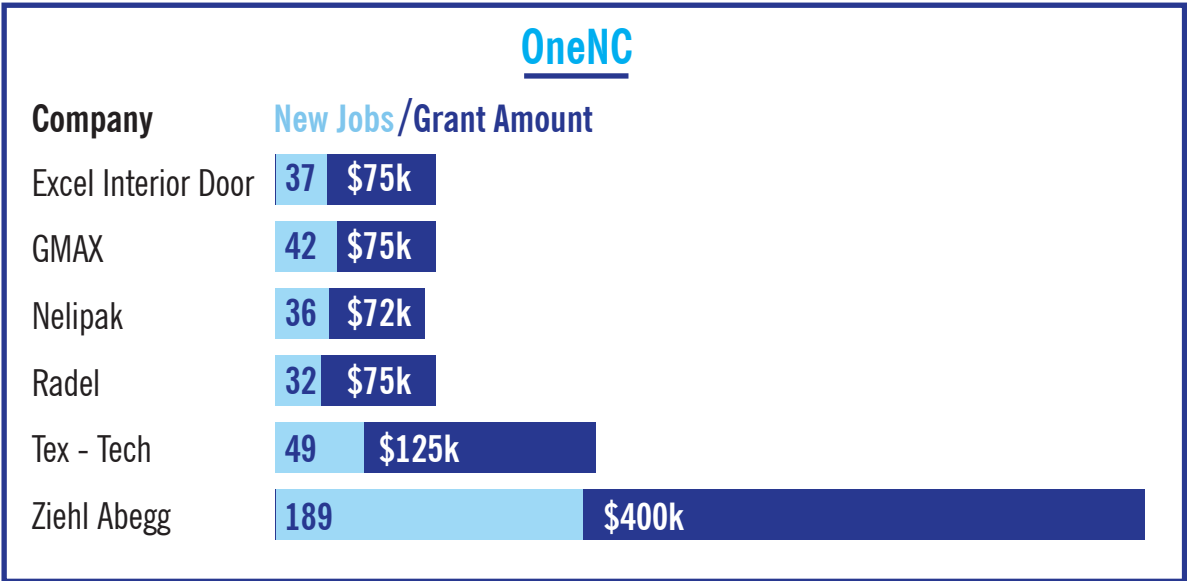


# INFRASTRUCTURE INVESTMENTS

## STATE GRANTS

Forsyth County works in partnership with the North Carolina Department of Commerce to administer state grants that support business recruitment and expansion.

### Approved State Grants:



## INFRASTRUCTURE

The Forsyth County Community & Economic Development department supports projects that expand public infrastructure. The following investments provide residents with better access to sewer and water utilities. Additionally, strategic investment in business parks helps spur economic activity that will result in more jobs for the community.

### Public Utility Investment

- **Rural Hall Water Line Extension**
  - \$3.1 Million invested to support the extension of a water line along Highway 65 providing residents with access to clean water.
- **Tanglewood Area Sewer Expansion**
  - \$2.4 Million funded by the NC Department of Commerce to support a sewer extension in Tanglewood Business Park.

# WORKFORCE INITIATIVES

## FORSYTH WORKS

Forsyth Works continues to serve as both a digital workforce development hub [forsythworksnc.com](https://forsythworksnc.com) and a physical “community living room” for economic opportunity. Launched with \$2.5 million in ARPA funding from the Forsyth County Board of Commissioners, the initiative is led by Greater Winston-Salem, Inc. (GWSI) in partnership with Forsyth County, Forsyth Technical Community College, Goodwill Industries of Northwest North Carolina, and Winston-Salem/Forsyth County Schools.

## IN-PERSON CONNECTION AT 525@VINE

At Forsyth Works’ co-located office at 525@Vine St., staff from GWSI and Forsyth Tech provide a one-stop shop for workforce development. Residents participate in Walk-In Wednesdays and Job Seeker Resource Groups where they receive personalized support and connect with peers navigating the job search.

## PROGRAMMING FOR JOB SEEKERS

Forsyth Works expanded its offerings to include the Work Ready Credential, available to both high school students and adult job seekers, providing soft skills and workplace readiness training. Job seekers also participated in workshops such as Leveraging AI in the Job Search and Creating a LinkedIn Profile, ensuring they are equipped with modern tools to compete in today’s job market.

## SUPPORT FOR EMPLOYERS

Forsyth Works launched the Employer of Choice Program, a designation that highlights companies committed to creating thriving workplaces built on continuous learning, innovation, and employee development. Employers engaged in sessions covering skills-based hiring, second chance hiring, generational dynamics in the workplace, modern employee benefits, and workplace policies and compliance. Additional employer-facing programming included workshops on customized training and a panel discussion on Childcare as an Employer Benefit.

## WORLD OF WORK

A signature highlight of the year was the World of Work career exploration event, which connected more than 5,000 8th and 10th grade students with 64 employers, 18 Forsyth Tech programs, 40 Career & Technical Education (CTE) programs, and representatives from Winston-Salem State University and Guilford Technical Community College. This large-scale event underscored Forsyth Works’ commitment to building a strong talent pipeline by engaging students early in their career journeys.

## FORSYTH RIDES

Forsyth Rides employment transportation program completed its first full year in operation, providing 1,964 rides to 34 different individuals. The program provides transportation services to and from work for three months at a time, providing stability and cost savings to low-income participants. While applications are always open at [forsythrides.com](https://forsythrides.com), the program is subject to a waitlist. Rides must originate in Forsyth County and are limited to 35 miles from the participants residence. The program is funded by a grant from the North Carolina Department of Transportation.

CAREER  
AWARENESS

CAREER  
EXPLORATION

CAREER  
PREPARATION

CAREER  
DEVELOPMENT



# WORKFORCE INITIATIVES

## LEARN AND EARN APPRENTICESHIP

Forsyth Technical Community College is one of the key drivers of economic opportunity and mobility in Forsyth County, offering accessible training and pathways to transformative careers. The college's Learn & Earn Apprenticeship Program (LEAP) is an adult, work-based learning program in which students take their courses while working for a local company with a nationally recognized credential and full-time role upon their graduation. Many students are taking advantage of this debt-free program as class size has grown from 13 to 55 apprentices since its start in 2019, with over 200 having completed the program so far. As LEAP allows students to earn a competitive wage for 40 hours a week while in school, it is a powerful program for adults and recent high school graduates alike who are looking to change careers or join the workforce.

To ensure LEAP continues to meet the needs of students, existing industry, and prepares for future growth, the Forsyth County Board of Commissioners recently invested \$350,000 to keep this program debt-free for students as Forsyth Tech and participating employers prepare to grow for the future. This appropriation recognizes the integral role LEAP serves in providing opportunities for students and ensuring local companies have the workforce they need to be successful and continue investing in Forsyth County.

One of LEAP's highlights from the past fiscal year is the expansion of healthcare apprenticeships. 4 apprentices have completed their health sciences education and are working with Atrium Health Wake Forest Baptist or Novant Health while an additional 16 apprentices are actively working through medical assisting, MRI technician, or CT imaging programs.

The healthcare sector is one of Forsyth County's largest employers. Therefore, LEAP's growth in this area and long-standing success with advanced manufacturing ensures Forsyth County residents have accessible training programs that connect directly to well-paying careers in our community.



# SMALL BUSINESS DEVELOPMENT

## SMALL BUSINESS DEVELOPMENT

Forsyth County supports entrepreneurship and small business development through partnerships with organizations who provide direct resources to the business owners. Our staff supports networking events, educational workshops, and regularly connects residents to free resources.

## SHARED USE KITCHEN EXPANSION

In partnership with S.G Atkins Community Development Corporation, Forsyth County will support the expansion of a Commercial Community Kitchen to support food and beverage entrepreneurs. The new kitchen will create opportunities for chefs, caterers, and consumer packaged good manufacturers with low-cost kitchen facilities and business technical assistance. The project will be funded in part by the U.S Economic Development Administration and a \$300,000 grant from Forsyth County.

## SMALL BUSINESS IDA PROGRAM:

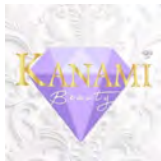
The Small Business IDA program is a year long development course that provides existing business owners with education and capital. Since 2023 the program has served 17 small business owners with personal finance classes, business training and success coaching. As part of the program, Small Business Owners save personal funds that are matched with a 4:1 grant.

**17** COMPANIES  
SERVED

**\$36K** TOTAL PERSONAL  
SAVINGS

**\$144K** GRANT MATCHES  
PROVIDED

## NEW PARTICIPANTS IN FY25



FLAWLESSKIN  
COMPANY



PERENNIAL  
PEACES



Tonya's Tiny Tots Daycare

## GRADUATING CLASS FY25



VILLAGE  
FABRIC  
SHOP



BLUE STREAM  
ENVIRONMENTAL

THE GOOD LIFE NAIL BAR

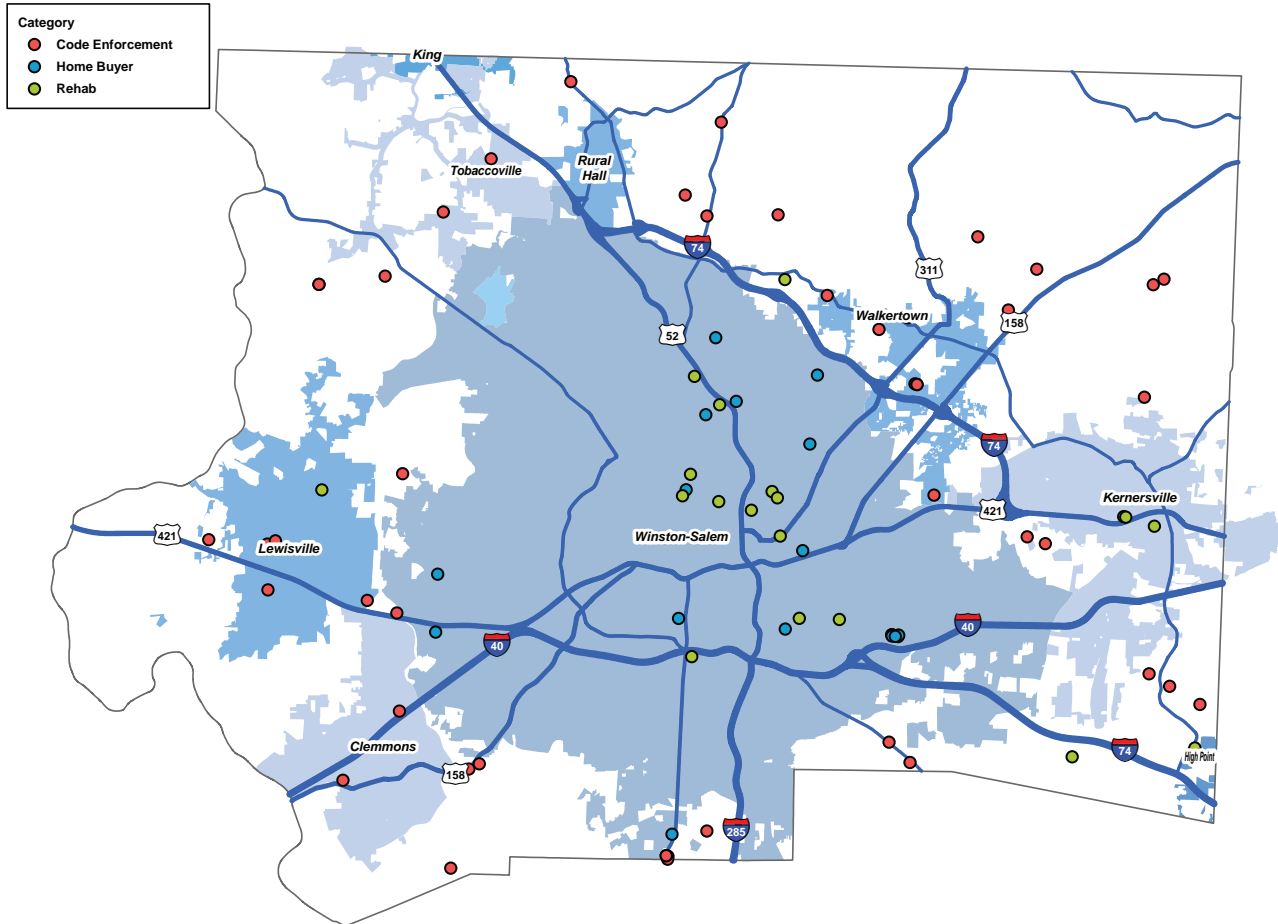
K&K LACTATION  
AND MOORE

Create A Heart  
Marketing



Delicious  
convenient cultural meals & catering

# COMMUNITY DEVELOPMENT FY25



## Code Enforcement - 47 Homes in Compliance

- Clemmons - 3
- Lewisville - 6
- Kernersville - 9
- Pfafftown - 3
- Rural Hall - 4
- Tobaccoville - 1
- Walkertown - 8
- Winston-Salem - 12
- Belevs Creek - 1

## Homeownership - 19 Homes Purchased

- Winston Salem - 19

## Housing Rehabilitation - 19 Home Repair Projects

- Lewisville - 1
- Winston-Salem - 13
- Kernersville - 5





# HOMEOWNERSHIP

**19** NEW HOMEOWNERS



**\$1.75M** TOTAL DOWN PAYMENT PROVIDED FY25

## WHO PURCHASED

HOMEBUYER  
AGE RANGE **54**

### HOUSEHOLD (HH) SIZES

HH of 1: 21% HH of 2: 37% HH of 3: 21%  
HH of 4: 11% HH of 5: 10%

### EMPLOYMENT SECTORS OF BUYERS

Healthcare: 26%	Education: 16%
Manufacturing: 5%	Retail: 11%
Government: 21%	Finance: 5%
Technology: 0%	Other: 16%

AVERAGE RANGE  
OF BUYERS **\$50,924**

## WHAT THEY PURCHASED

SALES PRICE **\$143K - \$269K**

AVERAGE INTEREST RATE **6.7%**

### BUILD TYPES

NEW CONSTRUCTION: 63%  
EXISTING CONSTRUCTION: 37%

AVERAGE SQUARE  
FOOTAGE **1,367**

AVERAGE BUYER  
CONTRIBUTION  
AT CLOSING **\$4,232**





# HOMEOWNERSHIP

## INDIVIDUAL DEVELOPMENT ACCOUNTS (IDA) PROGRAM

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

**\$38.5K** INVESTED IN THE IDA  
HOMEOWNERSHIP PROGRAM

**8 IDA GRADUATES PURCHASED NEWLY DEVELOPED AFFORDABLE UNITS.**

## MARKET UPDATE

Winston-Salem/Forsyth County continues to face a shortage of affordable homes in the market. Rising sales prices and interest rates have made homeownership unattainable for many. However, there are ongoing efforts to construct new affordable homes and rehabilitate existing properties to address this gap. Despite these efforts, the demand for affordable housing continues to grow, outpacing the rate of new home production. This growing demand is reflected in the increasing number of applicants seeking down payment assistance. Additionally, rising rental rates have contributed to the heightened need for down payment assistance, as more renters are looking to achieve personal economic stability through homeownership. In FY 2024–2025, Forsyth County assisted eight homebuyers in purchasing newly developed homes designated for affordable housing through partnerships with True Homes and the Home Moravian Church's Equitable Homeownership Project. These types of partnerships demonstrate Forsyth County's commitment to working with both nonprofit and private developers to expand the supply of affordable homes. By leveraging these collaborations, the County is not only increasing the number of available units but also ensuring that new developments are integrated into thriving neighborhoods, helping families establish long-term stability and build generational wealth.



# HOUSING REHABILITATION

The Community & Economic Development department provides home repair services that promote aging in place and long-term affordability by lowering operating costs and stabilizing pre-1978 residential dwellings with present lead paint hazards.

**\$454.2K** TOTAL FUNDS SPENT

**19** HOME REPAIR PROJECTS COMPLETED

**\$92.8K**

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

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

**\$98.5K**

## HOME Investment Partnerships Program (HOME)

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

**\$97.7K**

## Urgent Repair Program (URP)

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

**\$53.3K**

## Local Matching Funds

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

**\$111.9K**

## City/Forsyth County Interlocal Agreement

Funds provided by the City of Winston-Salem to support homeowner rehabilitation and homebuyer down payment assistance for residents living within the city limits. These resources are part of the City's Consolidated Housing and Community Development Plan and are designed to further its goals. The program focuses on serving low to moderate income households with special needs by addressing housing conditions that present immediate threats to health and safety. Funding is also used to provide accessibility modifications and critical repairs that help prevent the displacement of homeowners with special needs.

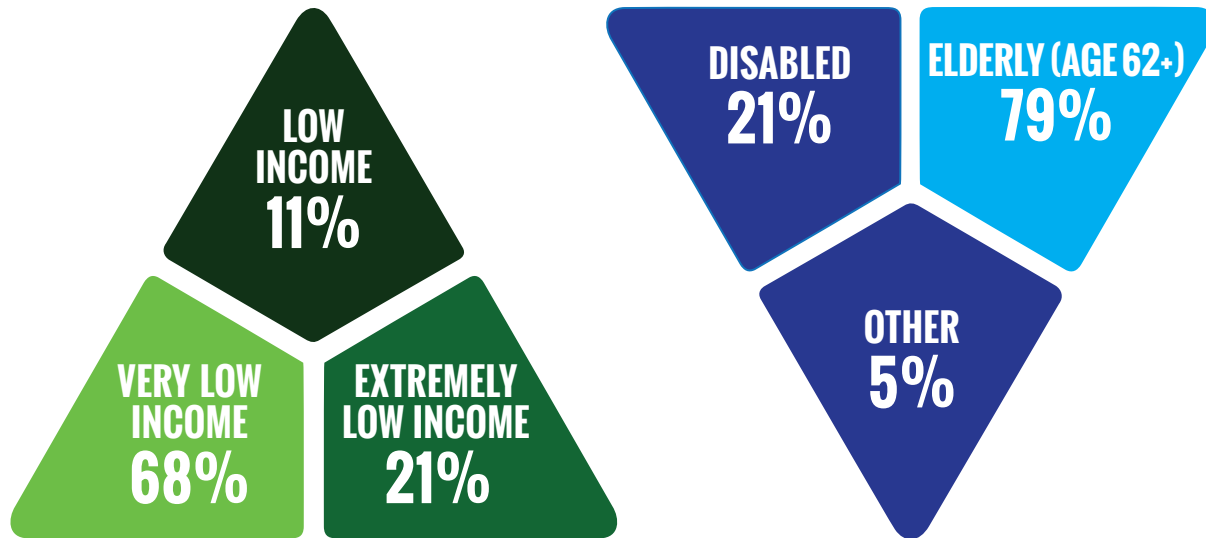
## PARTICIPATING MUNICIPALITIES





# HOUSING REHABILITATION

## DEMOGRAPHICS SERVED IN FY25

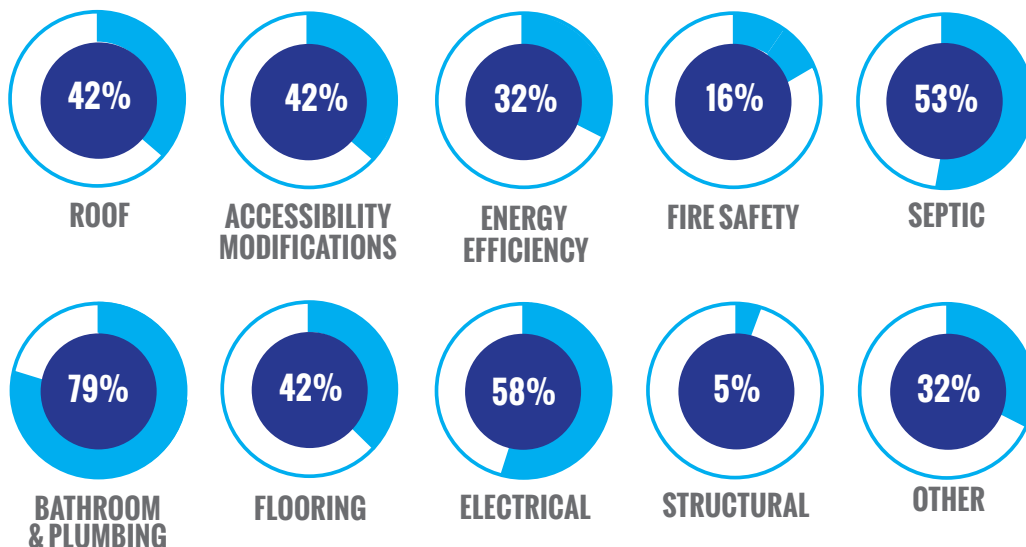


\*AMI - Area Median Income

## AVERAGE ANNUAL HOUSEHOLD INCOME \$24,155.47

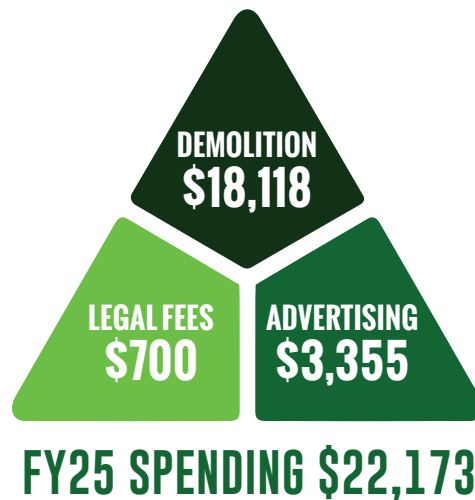
AMI limits for Forsyth County residents vary according to household size. For reference, the 80% AMI limit for a 4-member household is \$69,350. Households earning less than 80% of the AMI are considered low-income households, households earning less than 50% of the AMI are considered to be very low-income, and households earning less than 30% of the AMI are considered to be extremely low-income households.

## TYPES OF REPAIRS COMPLETED IN FY25



# CODE ENFORCEMENT

The Forsyth County Board of Commissioners established a Minimum Housing Code, as part of the County's mission to create a safe and healthy community. The standards set forth in the code are focused on ensuring that dwellings in the County are safe and fit for human habitation. The Community & Economic Development department is responsible for enforcing the local building code in the County, outside the municipal limits of the City of Winston-Salem and Town of Kernersville. Department staff investigate complaints and work with property owners and tenants to bring structures into compliance to make sure that everyone has a safe and healthy place to call home.



## 180 COMPLAINTS

Initial Inspection - **5**  
Follow up Inspection - **5**  
No Violation - **64**  
Transferred - **67**  
Violation - **27**  
Violation - Orders Given - **11**  
Violation - Hearing - **0**  
Violation - Board Action - **1**

## 47 IN COMPLIANCE

Without Orders - **33**  
With Orders – **14 (7 Repair + 7 Demolition)**

## 44 UNRESOLVED CASES

Initial Inspection - **9**  
Follow Up Inspection - **7**  
Orders Given - **24 (3 Repair + 15 Demolition + 6 Violation)**  
Ready for Board Action - **4**





# THANK YOU TO OUR PARTNERS

THE  
WINSTON-SALEM  
FOUNDATION



**E.D.A.**  
U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

**Forsyth Tech**  
COMMUNITY COLLEGE

**PIEDMONT TRIAD  
REGIONAL COUNCIL**



**NORTH CAROLINA  
HOUSING  
FINANCE AGENCY**

**Center for  
HomeOwnership**  
educating • connecting • building wealth



**Goodwill**  
Northwest North Carolina

**GREATER  
WINSTON  
SALEM INC**



**NC Chamber**

**ASPIRE**



**ECONOMIC  
DEVELOPMENT  
PARTNERSHIP of  
NORTH CAROLINA**

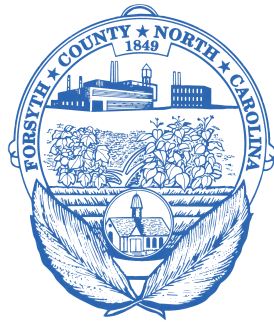


**Winston-Salem**



**NORTH CAROLINA  
DEPARTMENT of  
COMMERCE**

**Innovation  
Quarter**



### **Community & Economic Development**

201 North Chestnut Street

Fifth Floor

Winston-Salem, NC 27101

Phone: 336.703.2680

<https://www.co.forsyth.nc.us/housing/>