

2023-2024 ANNUAL ACTION PLAN

Executive Summary

The Consolidated Housing and Community Development (CHCD) Plan integrates the assessment of need, program planning, program fund requests, and performance reporting into an integrated, collaborative process for jurisdictions eligible to receive one or more of the four formula entitlement programs. Under the Consolidated Plan, the City of Winston-Salem receives Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG) funds, and Housing Opportunities for Persons with AIDS (HOPWA) funds and the combined city-county Winston-Salem/Forsyth Housing Consortium receives HOME Investment Partnership (HOME) funds from the U.S. Department of Housing and Urban Development (HUD).

The annual action plan is a comprehensive planning tool for the definition of lower-income and special population housing needs, by type and scale, with accompanying priorities, strategies and programs to address the identified housing and other supportive service needs. The CHCD also contains non-housing community development needs and activities, traditionally eligible under the CDBG program. The purposes and advantages of the consolidated plan are as follows:

- To enable communities to develop a comprehensive housing and community development vision and to address local needs in an integrated manner with HUD funded program resources.
- To allocate resources addressing physical and support needs of the homeless and populations with special needs along the "continuum of care."
- To integrate planning and implementation of related needs – infrastructure, environmental protection, fair housing, supportive services and economic growth coordinated with human development.
- To facilitate "bottom-up" planning, collaboration, and public-private community partnerships.
- To improve accountability and measurable performance reporting and measurement.
- To provide a single grant submission which describes the annual investment plan, containing proposed activities and proposed expenditures within the context of the five-year strategies.



This CHCD plan complies with consolidated plan submission requirements contained in the January 5, 1995 final rule, as amended, as well as compliance with the statutory requirements of CDBG, ESG, and HOPWA for local entitlement communities and the HOME program for

Consortia. It is also consistent with the Consolidated Plan template in the Integrated Disbursement and Information System (IDIS).

The Winston-Salem/Forsyth Housing Consortium was formed in 1992 by resolutions of the City of Winston-Salem as the lead entity, Forsyth County, and all of the other municipalities of the County to enable the entire county to qualify as an entitlement “participating jurisdiction” under the HOME Investment Partnership Program. The Consortium has been renewed every three years, most recently in spring 2022. As the Town of Walkertown has exercised its “right not to participate” and withdrawn from the Consortium, the Consortium consists of the City of Winston-Salem, Forsyth County, and the cooperating municipalities of Bethania, Clemmons, Kernersville, Lewisville, Rural Hall, and Tobaccoville.

The 2023-2024 Annual Plan represents the first year of the 2024-2028 Five-Year Consolidated Plan. An evaluation of past performance is included in the Five-Year Plan. Program activities within the Plan represent the continuation of ongoing programs, previously approved project activities, and initiation of limited new activities and recommendations as well as incorporating recommendations in the Assessment of Fair Housing submitted to HUD on October 4, 2017. The Assessment was approved by HUD on November 21, 2017.

Highlights of the 2023-2024 Annual Plan

The City’s allocation of CDBG grant funds is \$2,026,714, a \$40,071 decrease; \$1,468,773 in HOME funds, a \$25,890 decrease; \$181,649 in ESG funds, a \$607 decrease; and \$831,602 in HOPWA funds, an \$85,442 increase; for an overall allocation increase of 0.4%. The City will receive \$1,174,973 of the HOME funds, and the County \$293,800. The City will receive an additional \$2,607,200 in Continuum of Care funds on behalf of local agencies providing homeless program services beginning in April 2023. The City also expects to receive \$212,357 in additional ESG funds from the State of North Carolina during FY24.



A modest reduction in CDBG and HOME entitlement funds and an increase in HOPWA entitlement funds provide opportunities for funding projects. The results are: 1) consistent funding for public service and homeless programs; 2) maintaining services to persons living with HIV/AIDS; and 3) adequate funding for single-family production and homebuyer assistance. The budget maintains appropriations for the rehabilitation program and for financial and technical assistance to small businesses. Special project and financing commitments for FY24 are summarized as follows:

- Choice Neighborhoods Initiative (CNI) - The City is committing \$500,000 in CDBG funds per year for six years. FY24 is the fourth year of the commitment. Funds will be

used for clearance and publicly owned infrastructure in support of the development of affordable housing.

Multifamily housing production and programs for the homeless have become forefront categories of program activity relative to allocation of funds. Financing is in place to meet homeowner rehabilitation and first-time homebuyer demand as well as activity projected to take place in scattered site infill locations to be developed by Habitat for Humanity and other approved community development corporations (CDCs) and developers.

AVAILABLE RESOURCES

Identified financial resources include:

- CDBG, HOME, ESG, and HOPWA Program grants from HUD;
- CDBG and HOME program and investment income, which are generated primarily by loan repayments;
- Continuum of Care funds;
- ESG funds through the State of North Carolina;
- Remaining balance of CDBG and ESG funds under the Coronavirus Aid, Relief and Economic Security Act (CARES Act) through HUD and the State of North Carolina;
- Remaining balance of HOME-ARP funds; and
- Remaining balance of general obligation bonds approved in 2014 and 2018 and Housing Finance Funds (local).

Program income projections are based on recent experience as reasonably anticipated to be available. The following table, FY24 Activity and Funding Sources, identifies the projected expenditure of these resources during FY24 in general program categories.

FY24 Activity and Funding Sources							
ACTIVITY	TOTAL	FEDERAL SOURCES (New Appropriations)				LOCAL	Prior Year Funds
		CDBG/PI	HOME/ PI	ESG/CoC	HOPWA	HFF	
Housing Rehab and Operations	2,815,757	1,095,304	720,453			180,000	820,000
Neighborhood Dev: Acq-Clearance	692,145	561,200				130,945	
Housing Production/ Infrastructure	989,000		489,000				500,000
Homebuyer Assistance	134,420		134,420				
Economic Dev/Self-Sufficiency	175,000	175,000					
Public Services/Homeless Assist	4,579,081	250,200	240,000	3,001,209	831,602	256,070	
Planning/Training, Capacity/Other	439,910	395,010	34,900			10,000	
TOTAL	9,825,313	2,476,714	1,618,773	3,001,209	831,602	577,015	1,320,000

HUD encourages grantees to address the potential use of grant funds in the event of a disaster. In the event of a disaster, such as COVID-19, the Winston-Salem/Forsyth Housing Consortium could use CDBG, HOME, ESG or HOPWA funds for housing rehabilitation, housing

construction or reconstruction, homebuyer assistance, acquisition of housing or other property, infrastructure improvements, demolition of buildings, reconstruction, replacement or repair of public facilities, small business grants and loans, relocation assistance, and public services.

OBJECTIVES AND OUTCOMES

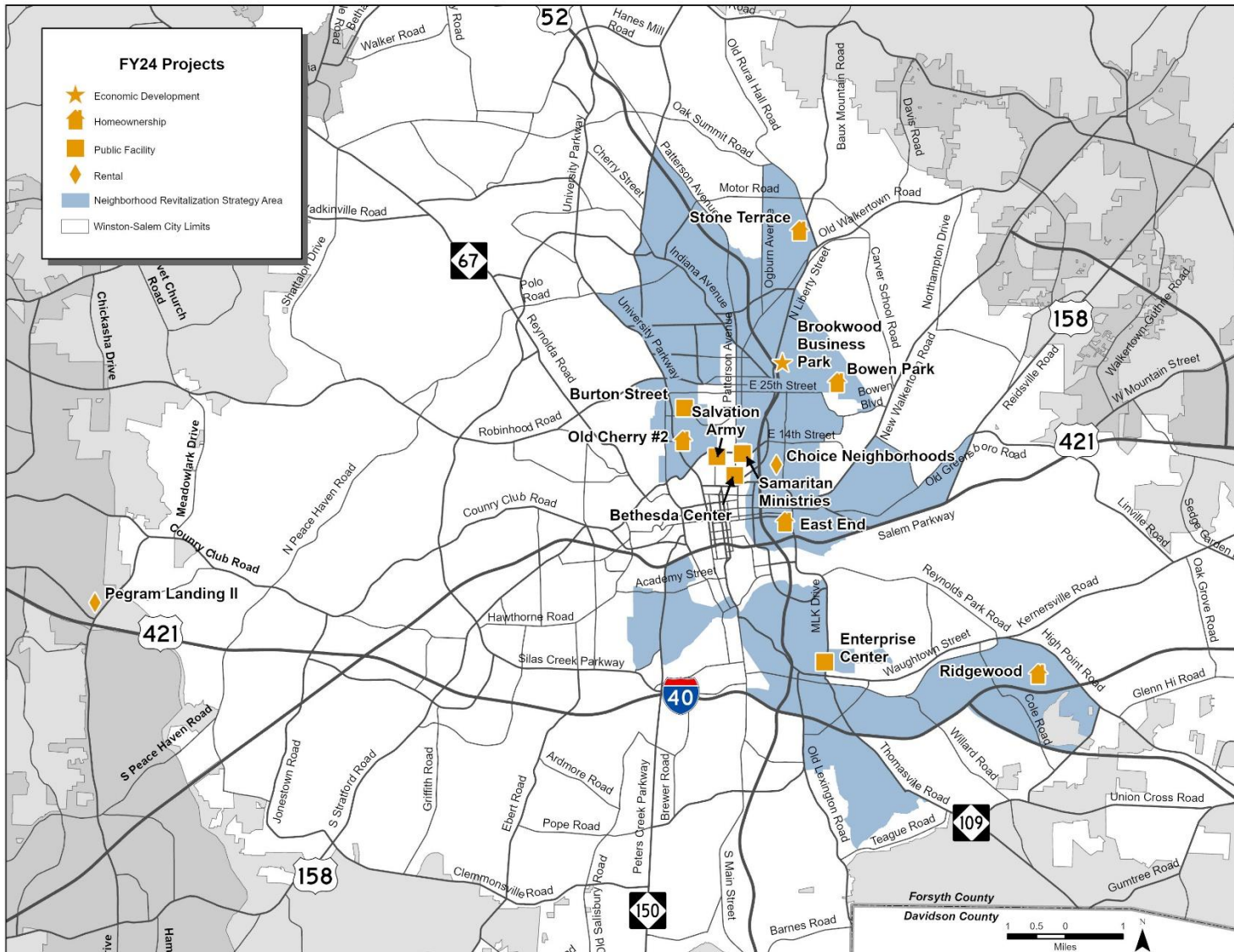
The strategy for meeting the performance and investment goals identified in the Five-Year and Annual Plans centers on five community goals, each with supporting strategies and programs.

The goals are:

- Neighborhood Revitalization and Housing Conservation,
- Housing Production and Neighborhood Development,
- Expanding Access and Opportunities,
- Expanding Economic Opportunities, and
- Expanding Coordination and Accountability.

Objective/Outcomes			
		Obj.	# Units
New Construction	Owner	DH-2	31
	Rental	DH-2	81
Rehab/Repair	Owner	DH-2	40
	Rental	DH-2	0
Existing	Owner	DH-2	14
	Rental	DH-2	260
Special Needs Projects	Rental	DH-2	0
Obj.: HUD code that indicates the project provides Decent Housing (DH) and the benefit is primarily Affordability (2).			

A summary of the proposed objectives and outcomes of completed housing units in FY24 is provided in the table, FY24 Summary of Housing Completions. The map, FY24 Projects, reflects location-specific activities. Activities not shown in the map reflect programs for which the locations are not known in advance.



THE DEVELOPMENT PROCESS AND CITIZEN INPUT

The Consolidated Plan encompasses the goals, objectives and operating plans of a wide range of agencies, coordinating entities and advisory boards as well as recommendations from the Assessment of Fair Housing and housing assessments. The Annual Plan reflects implementation of adopted neighborhood and redevelopment plans and recommendations that have been generated by a range of groups and organizations, including the Continuum of Care and its Operating Cabinet, Housing Authority of Winston-Salem, and non-profit housing developers. The process is an ongoing and evolving process as elements are often refined in implementation.

An ongoing review and assessment of housing needs and program responsiveness is included in the CHCD and public review process. As a part of the Continuum of Care application process, an update of homeless and special population housing needs is undertaken each year. To implement the Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (HEARTH Act), the City has also met regularly with the Continuum of Care and its Operating Cabinet, Commission on Ending Homelessness, homeless services providers, and the State of North Carolina to discuss potential changes to homeless assistance programs, the use of Emergency Solutions Grant and Continuum of Care funds, and coordination of services.



Community Input Meeting

This Annual Plan was prepared with public input, relative to needs, obtained through a public hearing on October 20, 2022, a more extensive public input process in March 2023, a public hearing on March 23, 2023, and an ongoing series of consultations with supportive service providers, advocacy groups and coordinating bodies. Public input included six targeted focus group discussions, a discussion meeting for the general public, and a community survey. The Consolidated Housing and Community Development Plan was adopted by the City Council on April 17, 2023 and submitted to HUD by the May 15, 2023 deadline.

Notices for all meetings were published in the Winston-Salem Chronicle and the Winston-Salem Journal and, with assistance from the City's Marketing and Communications Department, advertised on WSTV 13 and social media platforms, and posted on the City's web site. The targeted focus group discussions also received coverage by local television stations. Subsequent to public notice, copies of the proposed Plan were available on the City's web site for public review and comment for 30 days beginning April 6, 2023 and ending May 5, 2023. Comments may be submitted to hcsd@cityofws.org.

A more detailed description of the community workshops, targeted focus group discussions, community survey, and comments received from them and the public hearings, and the review process are included in Appendix D. Appendix D also contains a list of agency consultations that extend beyond the homeless supportive housing needs and the general housing needs assessment which

preceded the development of this plan. Staff in the Community Development Department and the Office of Community Assistance also meets with citizens and neighborhood associations to assist them in resolving issues, especially as they relate to City programs and services. This process results in more direct and immediate attention to neighborhood concerns and also constitutes a major element of the citizen participation process.

PART A: 2023-2024 STRATEGY IMPLEMENTATION

This 2023-2024 Action Plan represents the first year of the five-year planning period of the 2024-2028 Consolidated Plan. The budgets contained herein reflect Federal Fiscal Year (FFY) 2023 grant allocations for the CDBG, HOME, ESG, and HOPWA programs and projected program income for CDBG and HOME. HOME funds are allocated to the Winston-Salem/Forsyth Housing Consortium.

Exhibit 1 FY24 HUD Entitlement Programs			
	Amount	Amount Change	% Change
Entitlement Funds			
CDBG	\$2,026,714	\$-40,071	-1.9%
HOME	\$1,468,773	\$-25,890	-1.7%
ESG	\$181,649	\$-607	-0.3%
HOPWA	\$831,602	\$85,442	11.5%
Total Entitlement	\$4,508,738	\$18,784	0.4%
Program Income			
CDBG	\$450,000	\$0	0.0%
HOME	\$150,000	\$0	0.0%

Modest decreases in CDBG and HOME entitlement funds and a significant increase in HOPWA funds has resulted in a small overall increase in entitlements funds. Funding for core programs is maintained. The results are: 1) consistent funding for subgrantee program operations; 2) maintaining funding for homeless programs and services to persons living with HIV/AIDS; and 3) adequate funding for single-family production and homebuyer assistance.

Continuum of Care funds and Emergency Solutions Grant (ESG) funds from the State of North Carolina will be available for permanent supportive housing, shelter operations, rapid re-housing, and street outreach during FY24.

The intent of the annual plan is to identify the strategies and priorities that will be undertaken during the year, the resources to be utilized, and the category of resident (by type and income) to be assisted. Housing and community development strategies, programs and activities are contained within the Five-Year Consolidated Plan and organized by five goals. The following narrative summarizes the activities to be undertaken or continued during FY24 by goal. Exhibit 2, which follows this section, outlines the strategies and implementing programs to be undertaken during FY24, including the source of funds and projected accomplishments.

Goal 1: Neighborhood Revitalization and Housing Conservation

Implement Choice Neighborhoods Implementation (CNI) grant initiative; rehabilitate single-family and multi-family housing; target neighborhood services; provide physical improvements in neighborhoods; and use vacant and abandoned properties for affordable housing.

The Housing Authority of the City of Winston-Salem (HAWS) and the City have been awarded a HUD 2019 Choice Neighborhoods Implementation (CNI) Grant. The City is committing \$500,000 in CDBG funds per year for six years. Funds would be used in an area bounded by East 25th Street, Patterson Avenue, East 3rd Street, and Cleveland Avenue, File Street, Dunleith Avenue and Jackson Avenue. Funds may be used for single-family and multifamily housing, small business development, streets and infrastructure. Phase 1, consisting of 81 units of rental housing for families on the former

Brown Elementary School site, is under construction and projected to be completed during FY24. Phase 2, the first section of Cleveland Avenue Homes to be redeveloped, is expected to start construction during FY24.

Single-family, owner-occupied rehab and emergency repair will play a limited role due to staff shortages at the City. The City will continue the Transforming Urban Residential Neighborhoods (TURN) Program in designated neighborhoods by providing financing from general obligation bonds approved in November 2014 and November 2018 to owner-occupants and investor-owners. Infill development in the East End Revitalization Area will continue. Habitat for Humanity will continue neighborhood revitalization initiatives in the Bowen Park area to include purchasing vacant lots to construct houses for sale to eligible homeowners. Historic preservation is included.

Goal 2: Housing Production and Neighborhood Development

Support home ownership by lower income households; subsidize single- and multi-family housing production for lower income households and persons with special housing needs.



Ridgewood Place House

The City's focus on affordable housing will increase single-family housing production in 2023-24. Development will continue in the Ridgewood Place subdivision. In addition to serving as its own lender, Habitat for Humanity's partnership with the City has allowed it to maintain its level of production. Habitat will complete installation of infrastructure and continue construction in the Stone Terrace subdivision and continue to work in the Bowen Park/Dreamland area. The City will continue to pursue development of land it

has acquired and in City-assisted subdivisions as economic conditions permit. Additionally, the Individual Development Account (IDA) program is ongoing.

Homebuyer assistance programs to increase access to affordable housing, by providing down payment and closing costs for lower-income, first-time home buyers, are available through the County, as the City program is currently inactive. Levels and terms of assistance are reviewed annually, in response to public review input, to reflect changes in development costs, home buyer subsidy needs, and practices in the lending industry.

The City has committed HOME funds to four multifamily rental developments. The construction of 81 units of rental housing for families in CNI Phase 1 will be completed during FY24 using \$500,000 of HOME funds. The City has committed \$500,000 to Pegram Landing II, consisting of 60 units of rental housing for families in Lewisville, NC. The project is under construction and expected to be completed during FY24. The City has approved \$1,000,000 in HOME funds toward The Flats at Peters Creek, which involves the construction of 62 units of multifamily rental housing for families,

and \$500,000 for Phase 2 of the Choice Neighborhoods Initiative, which will consist of 72 units of multifamily rental housing for families.

Goal 3: Expanding Access and Opportunities

Meet the housing and service needs of homeless individuals and families; coordinate the community's efforts to meet the needs of the homeless; expand equal access to housing for all member of the community; and support services in the community that promote economic self-sufficiency and wealth-building.

Homeless needs reflect continuing implementation of the HEARTH Act, including expanding permanent supportive housing, rapid re-housing activities and coordinated intake and assessment. The Continuum of Care (CoC) process continues to be refined in light of HEARTH, with an assessment of the Continuum of Care system completed in FY23 as the strategic guidance for decision-making. FY24 resources include one-year renewal funds from the Continuum of Care Federal FFY22 grant on behalf of agencies serving the homeless, continued operating assistance for transitional case management, operations and renovations of emergency shelters using the Emergency Solutions Grant (ESG) funds, and rental assistance. Funds to continue support of CoC system coordination are also included. The City and agencies serving the homeless will close out ESG-CV funds under the CARES Act as well as ESG-CV funds from the State of North Carolina for rapid rehousing, shelter operations and renovation, homelessness prevention, and street outreach.

The City will continue to use CDBG funds under the CARES Act (CDBG-CV funds) to help prevent the loss of permanent housing due to the economic impact of the COVID-19 pandemic by providing rent, utility, and/or mortgage assistance on behalf of eligible clients.

The City became a Housing Opportunities for Persons with AIDS (HOPWA) entitlement grantee effective July 1, 2021. The program is up and running, and funds are being used to provide health care and housing services to clients who are living with HIV.

The City has been awarded \$4,887,567 in HOME-ARP funds to provide housing, services, and shelter to individuals experiencing homelessness and other vulnerable populations. Their use will focus on rental housing, including permanent supportive housing, and supportive services.

Goal 4: Expanding Economic Opportunities

Expand entrepreneurial development; foster employment training opportunities; encourage revitalization of neighborhood commercial areas.

Objectives for FY24 are: (1) to approve four new small business loans leading to job creation and investment in the Neighborhood Revitalization Strategy Area (NRSA) and low- to moderate- income areas; (2) to expand marketing efforts and partnering opportunities of gap financing with local commercial lenders; (3) to expand technical assistance and follow-up efforts offered to entrepreneurs, entrepreneurial networks, and existing businesses; and (4) to work with small business owners and community development corporations in the NRSA to facilitate identification of available idle or vacant properties suitable for the business needs of specific developers and businesses seeking to relocate within the community.



Enterprise Center

Brookwood Business Park currently has three tenants: (1) a city-county joint firearms training facility, (2) GLAS, and (3) Coombs Wholesale Produce Company. GLAS (now Precision for Medicine), a biogenetics company, purchased a City-built spec building, and Coombs purchased two lots from the City to build a warehouse and distribution facility. Each created jobs and additional capital investment in the NRSA. A site plan of the next phase of development has been completed. Continued focus of FY24 will be directed toward marketing of the business park as well as exploring the development of additional sites. S.G. Atkins CDC has secured funding to increase the size of the Enterprise Center shared-use, licensed commercial kitchen.

Small business development activities include: 1) continued subcontractor opportunities in city construction projects and federally funded housing programs, 2) conduct the Small Business Training program, 3) conduct another round of a Business Plan Contest, and 4) continue involvement in the entrepreneurial ecosystem supporting enterprises. Funds to continue support for the Summer Youth Employment Program (SYEP) are also included. The SYEP partners with local businesses to promote training and employment opportunities to eligible youth during the summer.

Goal 5: Expanding Coordination and Accountability

Coordinate with local and regional planning bodies, and local stakeholders to implement local housing assessments; systematic evaluation and assessment of the impact of public programs and policies on an ongoing basis.

The strategies within this priority area focus on working with stakeholders to review and implement recommendations in the Assessment of Fair Housing, Housing Study and Needs Assessment, Center for Community Progress assessment, ForEveryoneHome assessment, and HomeBase assessment of the Continuum of Care. The City will renew the Neighborhood Revitalization Strategy Area (NRSA) and participate in the update to *Legacy 2030*. It also includes improving coordination with local and regional coordinating bodies in the community.

PART B: SUMMARY OF SPECIFIC ANNUAL OBJECTIVES

The following table identifies the activities to be undertaken and sources of funds to be appropriated in FY24.

Exhibit 2: WINSTON-SALEM/FORSYTH HOUSING CONSORTIUM FY24 ANNUAL PLAN A SUMMARY OF SPECIFIC ANNUAL OBJECTIVES FOR DIRECT-BENEFIT ACTIVITIES					
STRATEGY/ PROGRAM	DESCRIPTION	OBJ	FUND SOURCE	# UNITS	TYPE UNITS
GOAL 1: NEIGHBORHOOD REVITALIZATION AND HOUSING CONSERVATION					
Strategy 1.1	Implement Choice Neighborhoods Implementation (CNI) Grant Initiative				
Programs:	Pre-development, Site Preparation, Housing Construction	DH-3	CDBG, HOME, Other Federal	1	Public Fac./Imp.
Strategy 1.2	Rehabilitate Single-Family Homes Owned by Lower-Income Households				
Programs:	Neighborhood Revitalization Strategy Area (NRSA) Rehabilitation	DH-2	CDBG, HOME, Local	10	Housing Units
	Citywide Rehabilitation	DH-2	HOME, Local	5	Housing Units
	Emergency Repair/Urgent Repair	DH-2	CDBG	15	Housing Units
	Physical Accessibility	DH-2	CDBG, HOME	2	Housing Units
	Hazard Reduction and Interim Controls	DH-2	CDBG, HOME	7	Housing Units
	County Rehabilitation	DH-2	HOME, Other Federal	10	Housing Units
Strategy 1.3	Rehabilitate Multi-Family and Single-Family Substandard Rental Housing				
Programs:	Rental/Investor Rehabilitation, including hazard reduction	DH-2	CDBG	1	Housing Units
	Large-Scale Multi-Family Rental Rehabilitation, including hazard reduction	DH-2	CDBG, HOME, Local	0	Housing Units
Strategy 1.4	Neighborhood Services	SL-3	CDBG	0	Persons
Strategy 1.5	Provide Physical Improvements to Neighborhoods				
Programs:	Public Improvements	SL-1	Local	1	Public Fac./Imp.
	Public Facilities	SL-1	Local, CDBG	0	Public Fac./Imp.
Strategy 1.6	Use Vacant and Abandoned Properties for Infill Development of Affordable Housing				
Programs:	Infill Redevelopment, Purchase-Rehab Revolving Loan Program	DH-1	N/A	2	Housing Units
GOAL 2: HOUSING PRODUCTION AND NEIGHBORHOOD DEVELOPMENT					
Strategy 2.1	Subsidize Home Ownership Acquisition				
Programs:	Homebuyer Assistance Programs	DH-2	HOME, Local	25	Households

	Individual Development Accounts (IDA)	DH-2	Other Federal	3	Households
Strategy 2.2	Subsidize Single-Family Housing Production				
Programs:	Construction Loan Program	DH-2	Local	4	Housing Units
	Homeownership Development Assistance	DH-2	Local	2	Housing Units
	Self-Help/Sweat Equity Programs	DH-2	HOME, Local	15	Housing Units
	Land Acquisition, Housing Development	DH-2	Local	2	Housing Units
Strategy 2.3	Subsidize Affordable Rental Housing Production				
	Rental Housing Production	DH-2	HOME, Local	81	Housing Units
GOAL 3: EXPANDING ACCESS AND OPPORTUNITIES					
Strategy 3.1	Meet the Housing and Service Needs of Homeless Persons				
Programs:	Rental Assistance	DH-2	HOME, HOPWA	260	Households
	Supportive Services	SL-1	CDBG, CoC	175	Persons
	Coordinated Intake	SL-1	CDBG, CoC	200	Persons
	Emergency and Transitional Shelter Facilities	SL-1	ESG, CDBG	1,800	Persons
Strategy 3.2	Coordinate City, County, State, Federal and Private Funds and Activities to Meet the Needs of the Homeless, Reduce Poverty and Prevent and End Homelessness				
	Planning, Continuum of Care application, Homeless Management Information System	N/A	N/A	N/A	N/A
Strategy 3.3	Expand Equal Access to Housing for All Members of the Community				
	Fair Housing, Hispanic/Latino Housing Needs, UDO Reasonable Accommodation	N/A	N/A	N/A	N/A
Strategy 3.4	Support the Provision of Services in the Community for Economic Self-Sufficiency and Wealth-Building				
	Housing Counseling, Re-entry for Ex-offenders and Persons Leaving Institutions, Wealth-building through Tax Credits, Other Public Services	SL-1	CDBG, Local	2,565	Persons
GOAL 4: EXPANDING ECONOMIC OPPORTUNITIES					
Strategy 4.1	Expand Entrepreneurial Development				
Programs:	Small Business Loan Program	EO-1	CDBG	4	Jobs
	Technical Assistance to Small Businesses	EO-1	CDBG	50	Businesses
	Business Training Program	EO-1	CDBG	25	Persons
Strategy 4.2	Expand Employment Training Opportunities				
Programs:	Summer Youth Employment Program	EO-1	Local	125	Persons
Strategy 4.3	Revitalize Neighborhood Commercial Areas				
Programs:	NRSA Building Rehabilitation Program	EO-3	Local	1	Businesses

	Commercial Revitalization of Blighted Ares (CRBA)	EO-3	Local	1	Businesses
GOAL 5: EXPAND COORDINATION AND ACCOUNTABILITY					
	Implement Needs Assessments, Strengthen Coordination, Partnerships, and Strengthen Accountability	N/A	N/A	N/A	N/A
<p>Fund Sources: Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), Emergency Solutions Grant (ESG), Continuum of Care (CoC), Housing Opportunities for Persons with AIDS (HOPWA), Local (includes Housing Finance Fund and General Obligation Bonds), Other Federal (other federal grants received by City or County)</p> <p>OBJ: HUD codes indicating whether the project provides Decent Housing (DH), a Suitable Living Environment (SL) or Economic Opportunities (EO) and whether the benefit is primarily Availability/Accessibility (1), Affordability (2), or Sustainability (3).</p>					

PART C: PROJECTED REVENUES AND EXPENDITURES

PROJECTED REVENUES/FUND RESOURCES

FY24 Budget Appropriations

2,026,714	Community Development Block Grant (CDBG)
<u>450,000</u>	Entitlement Grant B-23-MC Program Income: Loan Repayments/Interest
2,476,714	Sub-Total CDBG Funds
1,468,773	HOME Investment Partnership Program (HOME)
<u>150,000</u>	Entitlement Grant M-23-DC Program Income
1,618,773	Sub-Total HOME Funds
577,015	Other Program Funds
181,649	General Fund HFF Program Income/Fund Balance
2,819,560	Emergency Solutions Grant Program E-23-MC
<u>831,602</u>	Continuum of Care/State ESG Housing Opportunities for Persons with AIDS (HOPWA) NCH23F
4,409,826	Sub-Total Other Program Funds
8,505,313	Total FY24 Budget Appropriations

Prior Year Fund Budget Commitments

	CARRY-OVER FUNDS
140,000	CDBG
680,000	HOME
200,000	HOME-ARP
0	Housing Finance Fund
<u>300,000</u>	G.O. Bonds
1,320,000	Sub-Total Prior Year Appropriations
9,825,313	Total FY24 Programmatic Resources

PROJECTED EXPENDITURES/COMMITMENTS (SPEND PLAN)

2,815,757	RESIDENTIAL REHABILITATION
	1,126,437 Rehabilitation
	250,000 Emergency Repair
	13,000 Architect. Barrier Removal/Physical Accessibility
	200,000 Investor/Multi-Family Rehab
	75,000 Rehab Hazard Reduction
	1,136,320 Program Operations
1,123,420	HOUSING PRODUCTION/HOMEOWNERSHIP
	0 Acquisition-Rehab Loans
	134,420 Home Buyer Assistance
	0 Single-Family Production
	768,000 Multi-Family Production
	0 Infrastructure Improvements
	221,000 HOME CHDO Activities
4,233,411	HOMELESS/TRANSITIONAL HOUSING
	240,000 Tenant Based Rental Assistance
	2,980,160 Transitional Housing/Supportive Services
	181,649 Homeless Shelter Improvements/Prevention
	831,602 HOPWA
175,000	ECONOMIC SELF SUFFICIENCY
	175,000 Business/Commercial Loans
	0 Business/Contractor Education
192,145	Property Maintenance/Disposition
500,000	Redevelopment Acquisition/Clearance
345,670	Public Service/Subrecipient Activity
45,000	Planning, Training, Program Admin/Non-Profit Capacity Dev
394,910	Cost Allocation/GF Admin Reimbursement
9,825,313	TOTAL PROJECTED USE OF FUNDS

**EXHIBIT 3
HOUSING AND COMMUNITY DEVELOPMENT REVENUE AND EXPENDITURE ALLOCATIONS: FY 20223-2024 (CDY 49)**

DESCRIPTION	FY24 Spend Plan	FY24 Budget Appropriation	FFY23 CDBG	CDBG Prog Inc	FFY23 HOME	HOME Prog Inc	FFY23 HOPWA	CoC/ESG	HFF Prog Inc	Prior-Year
RESIDENTIAL REHAB										
NRSA: Owner, TURN	846,437	446,437	64,214	109,150	178,073	95,000				400,000
Citywide Rehab: Owner	100,000	100,000			100,000					
Emergency Repair	250,000	150,000	150,000							100,000
Physical Accessibility	13,000	13,000	5,000		8,000					
Multi-Family/Investor Rehab	200,000	0								200,000
Rehab Hazard Reduction	90,000	90,000	40,000		50,000					
Program Operations	1,106,940	986,940	649,940	77,000	80,000				180,000	120,000
Forsyth County Rehab/Operations	209,380	209,380			209,380					
HOUSING STIMULATION/ HOME OWNERSHIP										
Home Buyer Assistance	134,420	134,420			134,420					
Acquisition-Rehab	0	0								
Single-Family Production	0	0								
Multi-Family Production	768,000	268,000			268,000					500,000
Infrastructure Improvements	0	0								
HOME CHDO Activities	221,000	221,000			221,000					
ECONOMIC SELF-SUFFICIENCY										
Business Loans	175,000	175,000	20,000	155,000						
Business Training	0	0								
OTHER ACTIVITIES										
Property Maintenance/Disposition	192,145	192,145		61,200					130,945	
Redevelopment Acquisition/Clearance/CNI	500,000	500,000	500,000							
Public Service Activities	345,670	345,670	97,900						247,770	
Homeless: ESG/Transitional/TBRA	4,233,411	4,233,411	119,650	32,650	185,000	55,000	831,602	3,001,209	8,300	
Non-Profit Capacity Dev/Training	0	0								
Planning/Training/ Administration	45,000	45,000	20,000		15,000				10,000	
Cost Allocation/GF Admin Reimbursement	394,910	394,910	360,010	15,000	19,900					
TOTAL ALLOCATION	9,825,313	8,505,313	2,026,714	450,000	1,468,773	150,000	831,602	3,001,209	577,015	1,320,000

PART D: CDBG, HOME, ESG, AND HOPWA SPECIFIC INFORMATION

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

Use of CDBG Funds

The use of funds reasonably expected to be available to the City are described throughout this annual plan. As can be seen in Exhibit 3, CDBG funds will be used for the following programs and activities:

- Rehabilitation in the Neighborhood Revitalization Strategy Areas (NRSA), including physical accessibility and hazard reduction (lead-based paint) work, as applicable
- Emergency repairs citywide
- Program operating costs of the Rehabilitation program
- Loans and technical assistance to businesses
- Operating costs to non-profit agencies that provide counseling and case management and other public services
- Planning and administration
- Choice Neighborhoods Implementation Grant activities.

The City will continue to use CDBG-CV funds to assist low- and moderate-income persons to prepare for, prevent, and respond to coronavirus.

Estimate of Projected Benefit for Low and Moderate Income Persons

According to Section 5301(c) of the Act, not less than 70% of CDBG funds shall be used for the support of activities that benefit persons of low- and moderate-income, which are defined as families and individuals whose incomes do not exceed 80% of the median income of the area involved, as determined by the Secretary with adjustments for smaller and larger families. Expenditures for planning and administration and repayment of Section 108 loans are excluded from the calculation, since they are considered to benefit low- and moderate-income persons. Expenditures for planning and administration are projected to be 16.5% of the grant plus projected program income. Expenditures for public services are projected to be 9.1% of the grant plus projected prior-year program income. The only activity the City funds that does not benefit low- and moderate-income persons is property maintenance and disposition.

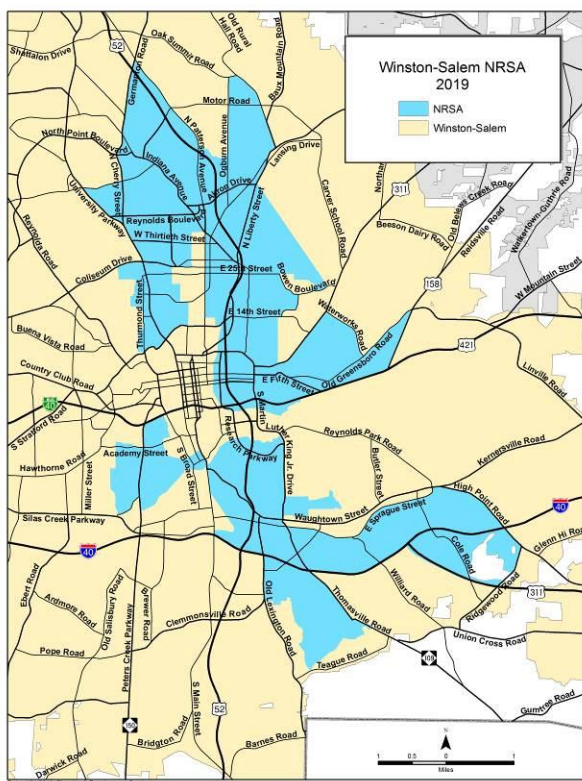
Calculation of Estimated Low and Moderate Income Benefit

• Projected Expenditures Subject to Program Benefit Rules	2,221,704
• Project Expenditures Principally Benefiting Low- and Moderate-Income Persons	2,160,504
• Projected Percent Benefit to Low- and Moderate-Income Persons (which exceeds the 70% minimum CDBG requirement)	97.2%

Neighborhood Revitalization Strategy Area (NRSA)

The Neighborhood Revitalization Strategy submitted pursuant to Notice CPD-96-01 was approved by the U.S. Department of HUD on July 17, 2000, and implementation was initiated during FY 2001 and recertified in FY 2004, FY 2009, and FY 2015. Pursuant to HUD Notice CPD-16-16, the City of Winston-Salem submitted a new NRSA as part of the 2019-2023 Consolidated Plan. While waiting for HUD to review and approve the new NRSA, HUD released new low- and moderate-income summary data in February 2019. The City submitted two Revitalization Strategies that comply with the new data, and HUD approved them on July 2, 2019. Each Revitalization Strategy accomplishes or facilitates accomplishment of several objectives directed toward the goals of housing and economic opportunities, including:

- Designation of an area widely regarded as in need of revitalization and investment;
- Promote the area’s economic progress by focusing on housing and economic opportunities;
- Greater equity in housing service provision -- ability to serve households over 80% of area median income through aggregation of housing units to meet a national objective;
- Reduction of reporting burden on the part of businesses, which has been a disincentive to the use of CDBG funds in job creation/retention activities;
- Streamlined tracking and reporting and in general, greater flexibility in the use of CDBG funds to meet needs within the Revitalization Area.



Each Revitalization Strategy Area is a contiguous area, primarily residential in character, and contains a percentage of low- and moderate-income residents that is no less than the upper quartile percentage as defined by the regulations at 24 CFR 570.208(a)(1)(ii) and reflected in the accompanying map.

Goals and objectives for each NRSA are outlined in the strategies for NRSA-North and NRSA-South.

The City of Winston-Salem is submitting the existing HUD-approved strategies, and there has been no change in the strategies. The City will submit a new strategy with the next Annual Action Plan since new 2020 Block Groups and LMISD data will be available.

HOME INVESTMENT PARTNERSHIP (HOME) PROGRAM

The Winston-Salem/Forsyth Housing Consortium consists of the City of Winston-Salem as the lead entity, Forsyth County, and the cooperating municipalities of the County consisting of Bethania, Clemmons, Kernersville, Lewisville, Rural Hall, and Tobaccoville. The Consortium has been renewed every three years, most recently in spring 2022, and the Town of Walkertown withdrew from the Consortium. The accompanying program description is submitted on behalf of the Consortium as a participating jurisdiction pursuant to HUD approval of February 23, 1993 with subsequent extensions.

HOME program activities focus on increasing the number of "affordable" housing units for lower income individuals and families and increasing the leverage of public funds through financing partnerships. These activities are consistent with Five-Year Consolidated Plan priorities and strategies and also the objectives of the Cranston-Gonzalez National Affordable Housing Act of 1990, as amended.

Of the \$1,468,773 of new grant funds, \$293,800 is allocated to Forsyth County, in accordance with the provisions of the Consortium Agreement, and \$1,174,973 is allocated to the City of Winston-Salem with an additional \$150,000 in program income. The amount of program income, repayments, and recaptured funds in the HOME local account on the submission date is \$1,477,325.08 in program income. The program activities and expenditures to be derived from FFY23 HOME funds, prior year carryover/reprogrammed funds, and program income, are as follows:

691,073	Rehab: Owner, Rental and Hazard Reduction
50,000	First-Time Homebuyer Assistance/Construction
768,000	Multi-Family Production
240,000	Tenant-Based Rental Assistance
<u>221,000</u>	CHDO Set-Aside: New Construction (15.1% FFY 23 Grant)
1,970,073	Sub-Total City Program Activities
180,000	Single-Family Owner Rehab
<u>84,420</u>	First-Time Homebuyer Assistance
264,420	Sub-Total County Program Activities
29,380	County Program Admin (10% County Allocation)
<u>34,900</u>	City Training, Admin, and Indirect Cost (3.0% City Allocation)
64,280	Sub-Total (4.4% of FFY 23 Grant)
2,298,773	Total Available HOME Fund Resources

HOME regulations require the participating jurisdiction to match 25% of HOME funds drawn for program activities. The Consortium meets the match requirement through funds from the County and the participating municipalities, from unrecouped private sector contributions to one Community Housing Development Organization (CHDO) for home ownership units, and from City funds for homeowner rehabilitation in designated TURN areas. HOME match funds for

FY24 are projected to total \$45,302 from Forsyth County and participating municipalities, \$50,000 from general obligation bonds for the TURN program, and \$300,000 from private sector contributions.

As HOME program funding will be used to leverage and complement ongoing housing program activities funded from other sources, program administration will be undertaken by the operating departments administering CDBG and other housing activities. Program administration and project implementation functions are to be conducted by the City of Winston-Salem for those activities taking place within the City and by Forsyth County for those activities taking place within the other cooperating municipalities and unincorporated areas of the County. Interested parties may obtain application and other information by contacting a loan officer at the City or County.

Single-Family Rehab

The City provides direct and deferred/forgiven loans to rehabilitate owner-occupied single-family housing units citywide to applicants with total household incomes below 80% of area median income. The value of the house after rehab may not be higher than a limit set for the area by HUD, currently \$200,000 for existing housing and \$251,000 for newly constructed housing. The City projects to assist up to 5 homeowners during FY24.

First-Time Homebuyer Assistance

The City provides a down payment and second mortgage assistance program for the purchase of newly constructed or existing units citywide to applicants with total household incomes below 80% of area median income and who qualify as first-time home buyers. This assistance is provided in conjunction with fixed-rate, 15- to 30-year first mortgage loans and is forgivable after ten consecutive years of owner-occupancy. The program is funded with local and HOME funds. The program is currently inactive due to staff shortages; however, approximately 5 homebuyers purchasing homes in City-assisted subdivisions during FY24 may receive assistance. Program policies are included in Appendix C.

CHDO Set-Aside

The FFY23 Community Housing Development Organization (CHDO) set-aside is reserved for one CHDO for up to 15 new construction or rehabilitation units for home ownership in multiple locations.

Multi-Family Rehabilitation/Production

The use of HOME funds for multi-family projects is principally reserved, as a policy decision, for Low-Income Housing Tax Credit projects or projects sponsored by non-profit, public agency entities, given the complexities of the HOME Program affordability restrictions; however, proposals may be reviewed on a case-by-case basis. Two projects totaling 141 units are projected to be completed during FY24.



House in Glenn Oaks

Forsyth County Programs

The County's mission is to provide affordable housing opportunities for eligible low to moderate-income Forsyth County residents by effectively utilizing local, state, and federal grant programs for activities such as housing rehabilitation, first-time homebuyer programs, and code enforcement.

First Time Homebuyer

The County anticipates providing first-time home ownership opportunities for approximately 30 low-income households (at or below 80% of Area Median Income) with new and existing home acquisition. The financing will be provided through a combination of HOME Program funds and other funding programs, such as County Match, Individual Development Accounts, North Carolina Housing Finance Agency (NCHFA) Community Partners Loan Pool (CPLP) funds, and private bank fund contributions. The assistance will be in the form of deferred repayment down payment loans, and funds under the IDA program will be provided as a \$2,000 grant to match the required savings of \$2,000 by the IDA home buyer. The County's HOME loans and the NCHFA/CPLP loans are deferred until the first mortgage is paid in full, due upon sale of the property, when there is a cash-out refinance, or when the home is no longer occupied by the HOME-assisted buyer as their principal residence. It is estimated that each household will be provided with an average of UP TO \$50,000 or 25% of the Sales Price, whichever is less, in financial assistance.

Period of Affordability

The Winston-Salem/Forsyth Housing Consortium utilizes the recapture provision of the HOME regulations. This is where the City/County, as per HUD regulations, requires recapture of HOME funds for down payment assistance during the "period of affordability". The HUD minimum period of affordability is detailed below and is based upon the amount of HOME financial assistance provided. The County period of affordability is the minimum period required by HOME regulations. During this period, the County will recapture the entire direct subsidy, which is the amount of the County HOME loan for down payment assistance and closing costs. If the buyer sells the home during this period, and the sales price is too low to pay off all debt, the County will only recapture the amount left after paying the first mortgage and closing costs. Recapture is limited to the net proceeds available at sale. The County ensures the period of affordability is preserved by utilizing a separate Buyer Written Agreement, between the County and the homebuyer, a deed of trust, and promissory note.

HOME Investment	Period of Affordability
• Under \$15,000	5 years
• Between \$15,000 and \$40,000	10 years
• Over \$40,000	15 years

Single-Family Owner Rehab

The County anticipates having \$169,452 in HOME funds available for use in rehabilitating 10 substandard, owner-occupied homes. These funds will be loaned as deferred forgiveness, no interest loans that will only be paid back upon early sale of the property or relocation of the

owner from the property. The HOME funded projects for comprehensive rehab are expected to have an average funding of \$20,000 per household.

The County's Community and Economic Development Department will include other rehabilitation funds as they become available, including locally derived municipal/county match, NCHFA Essential Single-Family Rehabilitation (ESFR), and NCHFA Urgent Repair Program (URP) funding. Qualifying households are located in cooperating municipalities outside of the Winston-Salem city limits, as well as in the unincorporated areas of the County. Households residing in the city limits of Winston-Salem with household incomes below 30% of median income, and in extenuating circumstances, up to 50% of median income, may be eligible for rehabilitation services with URP funding. Owner occupants under URP will be provided with a deferred loan up to \$12,000 for the repair of items at risk of immediately harming or displacing the household, as well as for the installation of accessibility and mobility modifications. Households located outside of the Winston Salem city limits, with annual incomes up to 80% of area median income, may be eligible for services through ESFR funding, with up to \$40,000 available in assistance per eligible household.

Matching Funds

It is anticipated that the County will provide up to \$42,338 in local matching funds with \$10,000 derived from county cooperating municipalities.

Code Enforcement

The County enforces its minimum housing code in unincorporated areas and participating municipalities outside the Winston-Salem city limits. Inspections are typically initiated by a citizen complaint process, and the number of complaints is increasing.

Tenant Based Rental Assistance (TBRA)

Tenant based rental assistance is an essential element of the consolidated plan. The goal of this component is to assist households in obtaining housing stability. The program serves approximately 35 households per year, and households may participate for up to two years. The program requires coordination between the Housing Authority of Winston-Salem and social service agencies. The use of HOME TBRA assists the community in meeting community goals on ending homelessness.

HOME American Rescue Plan (HOME-ARP)

The Winston-Salem/Forsyth County Housing Consortium was awarded \$4,887,567 in HOME Investment Partnership funds through the American Rescue Plan (HOME-ARP funds) to provide housing, services, and shelter to individuals experiencing homelessness and other vulnerable populations. The HOME-ARP Allocation Plan was submitted September 30, 2022 and has been accepted by HUD. The plan priorities are permanent housing, including permanent supportive housing, and supportive services attached to housing. The estimated total number of HOME-ARP units in rental housing through the grant period is 48, and the estimated number of HOME-ARP TBRA units is six units.

EMERGENCY SOLUTIONS GRANT (ESG) PROGRAM

The City of Winston-Salem receives ESG funds on an entitlement basis. The City will also apply to the State of North Carolina on behalf of homeless service providers for ESG funds that the State receives from HUD. City ESG entitlement funds in the amount of \$181,649 will be used to provide for the operational needs of five emergency shelters (60% of funds) and for rapid re-housing and data management in a homeless management information system (HMIS) (40% of funds). No funds will be used for administration. State ESG funds will be used for shelter operations at four emergency shelters, street outreach, rapid re-housing, and data management in a homeless management information system. Non-profit organizations to carry out these activities were selected through the City's annual request for proposal process, which was open to community and faith-based organizations. A rating panel made up of members appointed by the Continuum of Care reviewed all proposals and made recommendations for funding. Use of ESG-CV funds ends September 30, 2023 for program activities and December 31, 2023 for administration.

Standards for providing ESG assistance as well as performance standards for evaluating activities and consulting with homeless or formerly homeless individuals are described in Appendix F. As the collaborative applicant for the Winston-Salem/Forsyth County Continuum of Care, the City is involved in planning and developing programs to meet the needs of individuals and families in the community that are homeless or at risk of homelessness and works with service providers that assist them. The required 100% match will be provided by the subrecipient agencies.



Samaritan Ministries Shelter

HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS (HOPWA) PROGRAM

The City of Winston-Salem became an entitlement grantee of the HOPWA program effective July 1, 2021, covering Forsyth, Davie, Davidson, Stokes, and Yadkin Counties. HOPWA provides housing assistance and related supportive services to meet the housing needs of low-income persons and their families living with HIV/AIDS. Housing services are to include tenant based rental assistance, which provides an eligible client with a unit that is subsidized, and short-term rental assistance, which is assistance paid to a landlord or utility company to prevent an individual from becoming homeless. Housing programs will consist of housing referrals, tenant counseling, and costs associated with locating housing, including application fees, credit check expenses, and first month's rent.

HOPWA entitlement funds in the amount of \$831,602 will be used to provide short-term rent, mortgage, and utility assistance payments, tenant-based rental assistance, associated housing programs, and administration. No funds will be used to provide permanent or transitional

housing developed, leased, or operated with HOPWA funds. A Project Sponsor to carry out these activities was selected through the City's annual request for proposal process, which was open to community and faith-based organizations. The program is expected to serve approximately 60 clients with tenant-based rental assistance, 25 clients with short-term rent, mortgage and utility assistance, and 100 clients with supportive services.

**WINSTON-SALEM/FORSYTH COUNTY
CONSOLIDATED HOUSING AND COMMUNITY DEVELOPMENT PLAN
FIVE-YEAR STRATEGY SUMMARY, 2024-2028**

GOAL 1: NEIGHBORHOOD REVITALIZATION AND HOUSING CONSERVATION

Strategy 1.1 Implement Choice Neighborhoods Implementation (CNI) Grant Initiative

Program 1.1.1 CNI Implementation

Strategy 1.2 Rehabilitate Single-Family Homes Owned by Lower-Income Households

Program 1.2.1 Neighborhood Revitalization Strategy Area (NRSA) Rehabilitation

Program 1.2.2 Citywide Rehabilitation

Program 1.2.3 Emergency Repair

Program 1.2.4 Physical Accessibility

Program 1.2.5 Hazard Reduction and Interim Controls

Program 1.2.6 County Rehabilitation

Strategy 1.3 Rehabilitate Multi-Family and Single-Family Substandard Rental Housing

Program 1.3.1 Rental/Investor Rehabilitation

Program 1.3.2 Large-Scale Multi-Family Rental Rehabilitation

Strategy 1.4 Neighborhood Services

Program 1.4.1 Neighborhood Assistance

Strategy 1.5 Provide Physical Improvements to Neighborhoods

Program 1.5.1 Public Improvements

Program 1.5.2 Public Facilities

Strategy 1.6 Use Vacant and Abandoned Properties for Affordable Housing Development

Program 1.6.1 Infill Redevelopment

Program 1.6.2 Purchase-Rehab Revolving Loan Program

GOAL 2: HOUSING PRODUCTION AND NEIGHBORHOOD DEVELOPMENT

Strategy 2.1 Subsidize Home Ownership Acquisition

Program 2.1.1 Homebuyer Assistance Programs

Program 2.1.2 Individual Development Accounts (IDA)

Strategy 2.2 Subsidize Single-Family Housing Production

- Program 2.2.1 Construction Loan Program
- Program 2.2.2 Homeownership Development Assistance
- Program 2.2.3 "Self-Help/Sweat-Equity" Programs
- Program 2.2.4 Land Acquisition and Housing Development

Strategy 2.3 Subsidize Affordable Rental Housing Production

- Program 2.3.1 Rental Housing Production Program
- Program 2.3.2 Permanent Supportive Housing Production

GOAL 3: EXPANDING ACCESS AND OPPORTUNITIES

Strategy 3.1 Meet the Housing and Service Needs of Homeless Persons

- Program 3.1.1 Rental Assistance
- Program 3.1.2 Supportive Services
- Program 3.1.3 Coordinated Intake
- Program 3.1.4 Emergency and Transitional Shelter Facilities

Strategy 3.2 Coordinate City, County, State, Federal and Private Funds and Activities to Meet the Needs of the Homeless, Reduce Poverty and Prevent and End Homelessness

- Program 3.2.1 Continuum of Care
- Program 3.2.2 Continuum of Care Homeless Assistance Grants
- Program 3.2.3 Homeless Management Information System (HMIS)

Strategy 3.3 Expand Equal Access to Housing for All Members of the Community

- Program 3.3.1 Fair Housing Program
- Program 3.3.2 Fair Housing Testing
- Program 3.3.3 Hispanic/Latino Housing Needs
- Program 3.3.4 UDO Reasonable Accommodation for People with Disabilities

Strategy 3.4 Support the Provision of Services in the Community for Economic Self-Sufficiency and Wealth-Building

- Program 3.4.1 Home Ownership Counseling Program
- Program 3.4.2 Re-Entry for Ex-Offenders and Persons Leaving Institutions
- Program 3.4.3 Wealth-Building through Tax Credits
- Program 3.4.4 Other Public Service Programs

GOAL 4: EXPANDING ECONOMIC OPPORTUNITIES

Strategy 4.1: Expand Entrepreneurial Development

- Program 4.1.1 Small Business Loan Program
- Program 4.1.2 Technical Assistance to Small Businesses
- Program 4.1.3 Business Training Program

Strategy 4.2 Expand Employment Training Opportunities

- Program 4.2.1 Summer Youth Employment Program

Strategy 4.3 Revitalize Neighborhood Commercial Areas

- Program 4.3.1 NRSA Building Rehabilitation Program
- Program 4.3.2 Commercial Revitalization of Blighted Areas (CRBA)

GOAL 5: EXPAND COORDINATION AND ACCOUNTABILITY

Strategy 5.1 Strengthen Coordination and Partnerships

- Program 5.1.1 Implement Local Housing Needs Assessments
- Program 5.1.2 Strengthen Coordination with Local and Regional Planning Bodies in Support of Community Development Goals

Strategy 5.2 Strengthen Accountability for Funded Programs

- Program 5.2.1 Renew Neighborhood Revitalization Strategy Area (NRSA)
- Program 5.2.2 Preserve Long-Term Affordability of Existing, Low-Income Housing Units