

**Winston-Salem/Forsyth County
Consolidated Housing and Community
Development Five-Year Plan Process
(2014-2018)**



***Report on February 7, 2013
Community Workshops***

**Prepared by
Weston Consulting**



March 15, 2013

Background and Introduction

Every five years the City of Winston-Salem Community and Business Development Department (CBD) is responsible for preparing, on behalf of the WS/FC Housing Consortium, a Consolidated Housing and Community Development Plan for submission to the U.S. Department of Housing and Urban Development. This document will guide public policy and program implementation over the next five years. The existing Plan (for FY 2009-2013) has to be renewed for the years FY 2014-2018, and the CBD established a process for obtaining citizen input into development of the new Plan in the fall of 2012. Weston Consulting, Inc. was contracted by CBD to facilitate this process.

Two separate dates were identified as principal opportunities to announce this process and solicit this involvement and input --- a Consolidated Plan kick-off even on November 1, 2012 and community workshops on February 7, 2013. Over 60 members of the community gathered for the kick-off event to get an orientation to the process and express their general thoughts and concerns. The follow-up working sessions held on February 7, 2013 to explore strategies for further developing the Plan is the subject of this report. A copy of the report for the November 1, 2012 event is attached as an appendix item.

Purpose of February 7th Workshops

The February 7th workshops were sponsored by CBD and the Forsyth County Housing Office in an effort to gather community input that will guide the development of the Consolidated Housing and Community Development Plan ("ConPlan"). Specifically, the meetings were designed to:

1. Serve as a valuable source of information concerning the community's values, likes, dislikes, and dreams.
2. Guide government decisions on future housing and community development policies, programs, and funding.
3. Allow and encourage broad citizen input into the housing and community development process.
4. Expand the base of citizen involvement and collaboration with public entities in the decision-making process regarding housing and community development priorities.

Weston Consulting used the Constant Contact online e-mail facility as the principal mechanism for outreach to community groups and individuals for the workshops. The list contained contact information for 291 active names/addresses.

Presenters/Facilitators

Larry F. Weston and Dr. Russell M. Smith of Weston Consulting were facilitators for both sessions.

Community Meetings Format

The community meetings were jointly sponsored by the Winston-Salem Department of Community and Business Development and the Forsyth County Housing Office on behalf of the Winston-Salem Forsyth County Housing Consortium --- which also includes the Housing Authority of Winston-Salem (HAWS) and the Winston-Salem Human Relations Department.

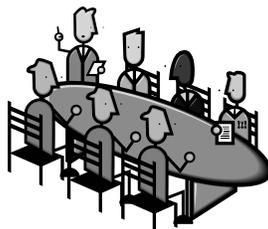
Two sessions were scheduled on February 7th --- a morning meeting and an evening meeting to allow an opportunity for citizens who would find one of the two times convenient for their participation. Both sessions were held in the Winston Room of the Lawrence Joel Veterans Memorial Coliseum on University Parkway in Winston-Salem.

The workshops were first announced at the kick-off event in November, and were publicized via the City of Winston-Salem's TV-13 station, the City's website, local newspapers, and the original community e-mail list developed for the process, along with additional names that were added as a result of the November event.

The morning session began at 8:30 AM and concluded at 10:30 AM; the evening session began at 6:30 PM and concluded at 8:30 PM. The agendas for the two meetings were exactly the same. A sample agenda and the PowerPoint presentation are provided in the Appendix of this document. The focus of the Community Workshops themselves consisted of two primary components:

1. An introductory presentation designed to provide background information on the City and County's housing programs, basic demographic data that may be helpful in establishing policy priorities, and a summary review of the current (2009-2013) Plan; and
2. A small group exercise to identify likes, dislikes, and dreams concerning housing and community development in Winston-Salem and Forsyth County.

Upon completion of the small group exercise the participants were asked to prioritize the five most important issues or concerns facing the County. These issues will be critical to the development of a successful Housing and Community Development Plan that reflects the issues and concerns identified by the public.



Small Group Exercise Process and Results

On February 7th, twenty-three (23) citizens participated in the morning and evening sessions. As noted above, the small group exercises were preceded by a PowerPoint presentation that reviewed current Consolidated Plan priorities, and provided background information designed to inform participants of relevant demographic and other factors that might affect housing and community development policy-setting. Despite inclement weather for the day that limited attendance, the interest and involvement of those present provided valuable input to the planning process.

In each session participants were divided into small groups for the purpose of detailed discussion, consideration of the information provided, and to note their interests and preferences with respect to housing and community development in Winston-Salem and Forsyth County. Participants were asked to write down their individual “likes,” “dislikes,” and “dreams” regarding existing policies and programs, and each group was to record those ideas for presentation to the full group.

The ideas presented by each group were noted and listed on easels, and later placed on the walls of the meeting room. Participants were then given ten (10) “dots” with which to register their preferences or votes on the ideas that were collected from all participants. Through this process a priority was established among the various ideas in the three categories (likes, dislikes, and dreams).

Following is a summary of the top priorities that were identified in these three areas. The Appendix contains a compilation of the complete results of the two community workshop sessions.

Key Issues Identification

“Top Five” Ideas in the “Like” Category:

These were responses to the instruction to list “*What do you want to see continued (expanded / preserved / more of) with respect to existing housing and community development policies, programs, or occurrences in our neighborhoods?*”

Rank	Issues
1	More affordable housing for seniors and the disabled, specifically in areas that are safe
2	Neighborhood revitalization
3	Emergency shelter and transitional housing
4	Collaboration and partnerships
5	Revitalization of downtown area

The workshop sessions clearly showed that there was strong support for continuing neighborhood revitalization policies and programs, in both residential neighborhoods and in the downtown area. In particular, attendees believed affordable housing for seniors and the disabled, along with provisions for emergency shelter, and that support for collaborations and partnerships were important elements of current public policy.

“Top Five” Ideas in the “Dislike” Category

These were responses to the instruction to list “*What do you want to see stopped (reduced / removed / less of) with respect to existing housing and community development policies, programs, or occurrences in our neighborhoods?*”

Rank	Issues
1	No livable wage program
2	Gangs and neighborhood crime
3	Development not linked to services
4	Not linking housing developments to strong schools
5	Isolated communities/neighborhoods (lack of access to services and resources)

Residents were very concerned about the absence of a livable wage program in the City and County, and believed that the presence of gangs and crime in our neighborhoods were critical barriers to community development. Participants disliked what was perceived as development that was not linked to services and to strong schools. There was also a notable concern that some neighborhoods have been effectively isolated because of the lack of access to important services and resources.

“Top Five” Ideas in the “Dreams” Category

These were responses to the instruction to list “*What do you want to see started (hopes / goals / vision) with respect to existing housing and community development policies, programs, or occurrences in our neighborhoods?*”

Rank	Issues
1	Local nonprofits more engaged in revitalization leadership process
2	Light rail
3	More affordable housing for families, elderly, and disabled
4	More constructive activities for youth
5	Trades training

This category allowed participants to think broadly about the elements of public policy that they believe would be necessary for the establishment of a desirable housing and community development policies and programs. Residents identified a strong nonprofit development sector, light rail, additional affordable housing for families, seniors, and the disabled as being very important factors. In addition, more constructive activities for youth and the establishment of trades training were seen as critical elements of an improved policy and program framework. Economic development that produces jobs and higher incomes was seen as an important goal to be further supported in the future.

Summary, Conclusions, and Recommendations

The results of the community input sessions and the involvement of residents throughout the process is very encouraging. There has been strong interest from the Kick-off event and announcement on November 1, 2012 through the two work sessions on February 7, 2013.

Consultants' overall assessment of the participation and involvement of area citizens is that the public is still actively engaged in activities related to housing and community development issues, and are optimistic about future policies and programs being formulated by the Winston-Salem Forsyth County Housing Consortium --- the City of Winston-Salem Community and Business Department, Forsyth County Housing Office, Housing Authority of Winston-Salem (HAWS) and the Winston-Salem Human Relations Department.

General conclusions relative to the February 7th work sessions include:

1. Overall, the community believes in the existing goals and programs that have been previously identified;
2. Collaboration and cooperation among citizen groups through a more organized structure (perhaps a neighborhood congress) could benefit the City and County's efforts to plan and implement housing and community development policies;
3. Future efforts should continue to incorporate community input through engaging public involvement processes and;
4. In order to get more 'bang for the buck' the plan should place emphasis on combining ideas and programs (e.g. Support affordable housing in downtown and build upon existing plans like Legacy).

Recommendations for preparation of the Five-Year Consolidated Housing and Community Development Plan:

1. Continue revitalization efforts with a focus on neighborhoods to coordinate community development policies and programs;

2. Consider development of new approaches to production of senior housing that recognizes that rapidly growing segment of the population;
3. Encourage greater incorporation of emergency and transitional housing development into neighborhood planning and development;
4. Promote additional cooperation and collaboration between housing and community development organizations in the rehabilitation and new production of needed units, as well as in the creation of jobs and economic value in the area's neighborhoods;
5. Encourage the production of affordable housing (e.g. low and moderate income, senior housing, etc.), in areas that have complimentary transportation and retail services, including the downtown area;
6. Encourage mixed-use and mixed-income developments as a primary community development strategy; and
7. Invite and support ongoing citizen involvement in the preparation of annual action plans through the active use of the ConPlan Website, and community meetings, etc. (website: <http://tiny.cc/o83ktw>)



APPENDICES

1. Nov. 1, 2012 Meeting Agenda
2. Feb. 7, 2013 Meeting Agendas
3. Goal Setting Questions
4. Small Group Workshop Instructions
5. Workshop “Likes, “Dislikes,” and “Dreams”
6. Feb. 7, 2013 Priorities Listing (Morning and Evening)
7. Nov. 1, 2012 Event Report (12/8/12)
8. Nov. 1, 2012 Slide Presentation
9. Nov. 1, 2012 Sign-in Sheets
10. Feb. 7, 2013 Slide Presentation
11. Feb. 7, 2013 Sign-in Sheets (Morning and Evening)



**Winston-Salem/Forsyth
County Consolidated Plan 2014-2018
Kick Off Meeting**

**November 1st, 6:30 to 8:00 p.m.
LJVM Coliseum**

AGENDA

- 6:30** **Welcome and Introductions**
- Mr. Ritchie Brooks, City of Winston-Salem, Community and Business Development Department
- 6:40** **The Plan Development Process and Tonight's Purpose**
- Mr. Larry Weston, Weston Consulting, Facilitator
- 6:50** **Slide Presentation and Large Group Discussion**
- Dr. Russell Smith, WSSU, Facilitator
 - Mr. Larry Weston, Facilitator
 - City/County Staff
- 7:15** **Small Group Sessions**
- Dr. Russell Smith, WSSU, Facilitator
- (Breakout Sessions will be supported by facilitators and City/County Staff)
- 7:45** **Feedback, Q & A, and Suggestions for February Working Group Sessions**
- Mr. Larry Weston, Weston Consulting, Facilitator
 - Dr. Russell Smith, WSSU, Facilitator
 - City/County Staff
- 8:00** **Adjourn**

AGENDA
Goal Setting /Action Planning Workshops
Consolidated Housing and Community Development Plan
LJVM Coliseum - Winston Room
February 7, 2013 - 8:30am and 6:30pm

- 8:30am/6:30pm** **Arrival / Sign-In**
- 8:40am/6:40pm** **Welcome and Meeting Overview**
- Review Agenda
 - Review Consolidated Housing and Community Development Planning Process
 - Review Purpose of Goal Setting/Action Planning Workshops (Link to Grant Application)
 - Introduce Small Group Workshop
- 9:00am/7:00pm** **Small Group Workshop**
- Work individually to answer questions
 - Share individual answers with group & record on flip charts
 - Hang flip chart sheets on wall
 - Give each participant 10 dots (for voting)
- 9:30am/7:30pm** **Prioritize Ideas**
- Vote for “Top 10 Issues” (using dots)
- 9:50am/7:50pm** **Summarize Results**
- Goals and Action Plans
- 10:00am/8:00pm** **Open Discussion**
- 10:15am/8:15pm** **Next Steps and Closing Remarks**
- 10:30am/8:30pm** **Adjourn**

Goal Setting/Action Planning Workshop
February 2013

FOCUS QUESTION: What can we do to make Winston-Salem/Forsyth County a more livable place?

LIKES: What do you want to see continued? (expanded / preserved / more of)

DISLIKES: What do you want to see stopped? (reduced / removed / less of)

DREAMS: What do you want to see started? (hopes / goals / vision)

Small Group Workshop – INSTRUCTIONS

1. Introduce yourself
2. Ask others to introduce themselves (quickly)
3. Pass out pencils & ask everyone to turn to back of agenda
4. Invite everyone to answer 3 questions individually (in writing)
 - a. There are no right or wrong answers
 - b. Everyone's ideas are important and valuable
5. Ask each person to share one idea about things to continue
6. Write each person's idea on the flip chart
7. Ask each person to share one idea about things to stop
8. Write each person's idea on the flip chart
9. Ask each person to share one idea about things to start
10. Write each person's idea on the flip chart
11. Review flip charts and ask the group for any new ideas
12. Write each new idea on the appropriate flip chart
13. Hand out 10 DOTS to each person (to vote for their top ten issues)
14. Hang flip chart sheets on the wall and ask everyone to vote

Workshop Priorities Listing **(Morning and Evening Sessions)**

Likes: What do you want to see continued? (expanded / preserved /more of)

Votes	Idea
19	More affordable housing for seniors and the disabled, specifically in areas that are safe
14	Neighborhood revitalization
10	Emergency shelter and transitional housing
10	Collaboration and partnerships
7	Revitalization of downtown area
6	Preserving friendliness and small town feel
5	Mixed income developments and neighborhoods
5	Affordable housing/more single family homes
4	Nonprofit capacity development, especially with housing programs
4	Healthy homes/emergency repairs, lead paint remediation
4	Expand economic opportunities
3	Leveraging of funds
2	Small business loan programs
2	Owner-occupied housing rehab
2	Minimum housing code enforcement
1	Preserving green space
1	Creative Corridors Initiative
1	Committed and dedicated to leadership development
1	Commercial business development
1	Homebuyer Assistance Program
1	Current ConPlan Goals 2, 4, and 5
1	Hazard reduction
1	Smaller units for elderly

Dislikes: What do you want to see stopped? (reduced / removed / less of)

Votes	Idea
7	No livable wage program
5	Gangs and neighborhood crime
4	Development not linked to services
3	Not linking housing developments to strong schools
3	Isolated communities/neighborhoods (lack of access to services and resources)
3	Stop new construction until housing market is restored
2	Resources not trickling down to neighborhoods
2	No commitment to economic development linked with housing development
2	Public transportation routing
1	Lack of completion of Hope VI (finish before “moving on”)
1	“Not In My Back Yard”
1	Subsidies going to new single family housing rather than to existing single family housing and rehabilitation
1	Subsidized housing through Section 8 program
1	Lack of marketing to residents about resources and new programs
1	Lack of emphasis on self-help and sweat equity
	Downtown decay

Dreams: What do you want to see started? (hopes / goals / vision)

Votes	Idea
8	Local nonprofits more engaged in revitalization leadership process
7	Light rail
7	More affordable housing for families, elderly, and disabled
7	More constructive activities for youth
5	Trades training
5	More higher income jobs
4	Enforcement for rental housing codes/funded inspection program
4	Income-based housing
3	More efforts to promote and produce more mixed-income and mixed-use housing and neighborhoods
3	City grants and incentives for refurbishing and repurposing of old buildings
3	Incentives to small businesses to move to or build in under-resourced neighborhoods
3	More education about rehabilitation provided for neighborhood associations
1	Financial literacy program
1	More sustainability policies
1	More green spaces
1	Citywide development program
1	More unified community organizations
1	More NSP funding
1	Attract companies that produce batteries

Weston Consulting, Inc.

Report on Facilitation of the Kick-Off Event
for the Development of the
Consolidated Housing and Community Development Plan
for 2014-2018

Presented to the City of Winston-Salem
Community and Business Development Department
(Report #1 Per Contract dated October 30, 2012)

Submitted by:

Larry F. Weston
Russell M. Smith, Ph.D

December 8, 2012

Consolidated Housing and
Community Development Five Year Plan
Kick-off Event Report

December 8, 2012

Table of Contents

- I. Background and Summary
- II. Planning/Research
- III. Outreach/Advertisement
- IV. Attendance
- V. Meeting Content
- VI. Participant Input
- VII. Follow-up
- VIII. Strengths and Weaknesses
- IX. Appendices
 - a. November 1, 2012 Kick-off Meeting Agenda
 - b. Kick-off Event of Attendees
 - c. November 1st PowerPoint Presentation
 - d. Participant Definitions, Strengths/Weaknesses, and “Successful Neighborhood” Characteristics
 - e. Revised Neighborhood Association Contact List
 - f. Newspaper Notice
 - g. E-mail and Regular Mail Notice Letter
 - h. Projected Schedule for Additional Follow-up and Planning for February 2013 Work Sessions

Background and Summary

This is the first report on activities related to the consulting agreement between the City of Winston-Salem's Community and Business Development Department ("CBD") and Weston Consulting ("consultants") for the facilitation of a planning process for the 2014-2018 Consolidated Housing and Community Development Plan ("ConPlan"). It responds to the requirement that Weston Consulting "provide a written report on the content and outcomes of all events in a format developed through planning meetings," per the Agreement.

The initial meeting of the process was designed as a "kick-off" event, was scheduled for November 1, 2012, and was held at the Lawrence Joel Veterans Memorial Coliseum's Winston Room. The session began at 6:30 PM and ended at 8:00 PM according to schedule. A total of 68 persons attended, including 62 members of the general public and 6 members of the CBD and Coliseum staff.

A broad range of participants were in attendance --- staff and Board members of housing and community development organizations, neighborhood residents, foundation representatives, area college students, and others. Mr. Larry Weston and Dr. Russell Smith served as session facilitators and principal presenters.

The evening's agenda included a welcome by CBD's Director, a review of the purpose and process, and a PowerPoint slide presentation that summarized CBD's programs, reviewed past ConPlan goals, and discussed the City's framework for preparing the content of the new five-year plan. Small group break-out sessions were held to discuss participants' views on existing and desired characteristics that make up a neighborhood of choice, and afterwards the groups reported the results of their conversations. *A copy of the meeting agenda and the PowerPoint Presentation is included in the appendices of this report.*

Participants presented various definitions and visions of what a desirable neighborhood would consist of, and identified both strengths and weaknesses of existing neighborhood systems. A vision of what "successful" neighborhoods would look like was presented by the full assembly, and a candid/energetic discussion of current problems and residents' desires for change was held.

Presenters indicated that the kick-off initiated a process for developing the new plan that would include several additional work sessions in February 2013 to continuing planning the goals, objectives, and proposed activities for the 2014-2018 ConPlan. It was also noted that participants would be contacted in the interim with additional information, suggestions, and instructions on how to best prepare for the February sessions. Presenters indicated that social media would be used, along with standard e-mail to provide additional information and preparation for these activities.

Immediate feedback at the event to presenters/facilitators was positive, with participants and CBD staff indicating that the session was successful in providing an overview of the goals of the ConPlan process, an expression of the intention to achieve broad and constructive input, and the City's goal of better integrating the work of housing and community development organizations with the participation of neighborhood associations and other stakeholders in Winston-Salem and Forsyth County communities.

Planning/Research

This section discusses the approach used by Weston Consulting in researching the background on the ConPlan process and history, and the planning activities undertaken to provide proper facilitation of the Nov. 1st event and the remainder of the steps that will conclude in the most desirable Plan for 2014-2018. Larry Weston and Russell Smith reviewed a series of hard copy and online resources, including:

- the current (2008-2013) ConPlan
- the Consolidated Annual Performance and Evaluation Report (CAPER) for 2011
- the ConPlan Action Plan for 2011-2012
- the Ten-Year Plan to End Chronic Homelessness
- the City/County Planning Board's Legacy 2030 Update

A series of meetings with CBD staff was also held to identify goals and expectations for the kick-off event and the relationship between that event and the rest of the ConPlan development process. These meetings focused on the purpose of the meeting, the agenda required to achieve short and long-term goals, the outreach necessary to achieve the participation desired, and the nature and content of information to be covered in the initial session of the ConPlan development process.

As a result of these meetings with staff, it was confirmed that the primary purpose of the kick-off event would be to identify and initiate contact with the core group of expected participants in the housing and community development community and to prepare them to actively and constructively participate in the upcoming ConPlan work sessions. A target goal of 50-70 participants was established as a benchmark for reasonable community representation --- with the hope of building on this core group to expand participation in the remaining steps in the planning process --- culminating in well-attended and productive work sessions in February 2013.

Outreach/Advertisement

Weston Consulting and CBD staff used a variety of means in providing outreach to the Winston-Salem and Forsyth communities to encourage participation in the Nov. 1st kick-off session:

1. A list of unduplicated e-mail addresses (245) was developed from assorted lists provided by consultants and City staff, and an initial "hold that date" e-mail blast was sent out using Weston Consulting's Constant Contact electronic mail program on October 19, 2012;
2. A traditional (hard copy) mailing list of 120 neighborhood association contacts was prepared (from the City's Neighborhood Associations Roster), and a first class mailing was sent out in advance of the meeting --- with a special request to provide e-mail addresses for future contact;
3. A reminder e-mail notice was sent out to the full e-mail list two days before the event;
4. Dr. Smith's Geography students at Winston-Salem State University were invited to attend as part of a class project;
5. Phone calls were made to selected prospective invitees by Weston Consulting;
6. CBD issued a notice of the event that was included in The Chronicle newspaper on Thursday, October 25th and Thursday, Nov. 1st.

Attendance

A total of 68 persons attended the event, which met the target goal of 50-70. Attendants included representatives from key housing/community development and other nonprofit service organizations:

- S.G. Atkins CDC
- Ujima CDC
- Goler CDC
- Habitat for Humanity
- CHANGE, Inc.
- Forsyth Futures
- Salvation Army
- Winston-Salem Restoration
- Neighbors for Better Neighborhoods
- Experiment in Self-Reliance

Also attending were important members of the area's community development funding organizations:

- Kate B. Reynolds Charitable Trust
- Winston-Salem Funder's Collaborative

Only limited representation was obtained from neighborhood associations --- the Stonewall Neighborhood Association and the North Cherry Street Neighborhood Association. While noting that this has been a historical problem, consultants and City staff consider the involvement/input of these residents to be a critical factor in the successful completion of a broad ConPlan process, and would like to see much more participation. Additional efforts will be made to encourage participation from this sector for future sessions.

Meeting Content

Following the introductory presentations by City staff and consultants, a brief (20 minute) PowerPoint slide presentation was provided by Dr. Smith and Mr. Weston. The presentation highlighted the benefits of being involved in ConPlan development, a projected timeline for completing the process, and a delineation of services and programs currently provided by the City's Community and Business Development Department and the County's Housing Department. Relevant statistics regarding demographic and housing development trends were offered as background for the evening's and future sessions' discussions. Selected demographic trends that were identified included:

- **Population:** Forsyth County is expected to add almost 50,000 people (13.8%) by 2030.
- **Diversification:** Non-white population accounted for 82% of Forsyth County's population growth (1990 - 2008).
- **Ageing:** Seniors and baby boomers now account for almost 1/3 of US population. Forsyth County's % of population older than 65 will increase from 13% to 19% by 2030.
- **Income Polarization:** Growing disparity between high and low wage workers. 16.6% of residents live in poverty (2009).

(From The *Legacy Comprehensive Plan* and the NC State Office of Budget and Management)

The projected schedule for the full ConPlan development process that was presented was as follows:

- Kick Off Meeting: **November 1, 2012**
- Informal Community Discussions: **November 2012 – February 2013**
- Goal Setting/Action Planning Meetings: **February 5, 2013 and February 7, 2013**
- Draft Consolidated Plan: **March 2013**

Participant Input

The feedback from participants was recorded on flip charts during the session, and noted below.

One-Word Definition (of Desirable Neighborhoods)

Community

Security

Geography/History/Culture

Architecture

Mixed Uses

Diversity

Strengths (of Current Neighborhoods)

Location

Activities in Walking Distance

Strong Communication in Some Neighborhoods

Relationships

Diversity (age, gender, race)

Safety

Small Businesses

Community Activities

Lots of Desirable Neighborhoods

Parks, Trees, etc.

Rebuilding Central Business District

Weaknesses (of Current Neighborhoods)

Historical Growth Patterns (west oriented)

Segregation

Fluidity/Transient Nature

Not Enough Sidewalks

Lack of Diversity

Healthcare Disparity

Too Many Title I Schools

Little Use of Parks

Lack of Affordable Neighborhoods

Lack of Animal Control

Bad/Weak Communication in Other Neighborhoods

Low Expectations

Follow-up

Follow up to the kick-off event has included additional work by Weston Consulting on establishing social media communication avenues for current and future participants, refinement and supplementing of mailing lists, and additional review of the notes and commentaries received during and following the event.

A follow-up notice will be sent to event participants notifying them of the establishment of a ConPlan 2014-2018 Facebook Page and a ConPlan 2014-2018 Google Page. This notice will provide links that will permit them to access future information on the February work sessions and background materials that will assist them in preparing for it. It is expected that this notice will be sent out by December 21, 2012.

There will also be a reminder of the “homework” given to participants at the kick-off event:

- Please bring 3 community development goals and or strategies to the next set of meetings in February!
- Collect information relevant to your interests
- Hold informal community discussions....and
- Bring others to the upcoming working group sessions

Strengths and Weaknesses

Weston Consulting believes that there were both significant strengths and notable weaknesses in the preparation and execution of the Kick-off session, but also is confident that with appropriate analysis and discussion with CBD staff the strengths can be extended and the weaknesses can be addressed. A preliminary list of both is included below, and will be the subject of additional review in the days ahead. These comments/input will form an important background for February work session planning and for the ConPlan document to be developed.

Strengths

Background research and familiarity of facilitators
Logistics and meeting setup
Design of meeting PowerPoint presentation
Range of groups/individuals involved
Level of participation/energy by attendees
Input of younger participants/students
Quality of meeting discussion

Weaknesses

Outreach to neighborhood associations
Media outreach and publicity for process

Consolidated Housing and Community Development Plan: 2014-2018

**Kick Off Meeting
November 1, 2012
6:30pm – 8:00pm**

**Sponsored by the
Winston-Salem/Forsyth Housing Consortium**



Purpose of Tonight's Meeting

- Check-in with community development groups about the status of our work in the City and County's communities
- Listen to those who do the work of revitalizing our neighborhoods
- Strengthen coordination of the activities of the City/County, CDCs, housing development organizations, neighborhood associations, and address our communities' pressing needs
- Review and assess current goals and approaches



Benefits of Participation

- Set policy priorities for housing and community development activities for the next five years (FY 2014-1018);
- Establish a framework for allocating resources to program activities in the area of Community and Business Development



Project Timeline

- Kick Off Meeting: **November 1, 2012**
- Informal Community Discussions: **November 2012 – February 2013**
- Goal Setting/Action Planning Meetings: **February 5, 2013 and February 7, 2013**
- Draft Consolidated Plan: **March 2013**



Lead Agencies

Winston-Salem/Forsyth
Housing Consortium

Winston-
Salem
Community
and Business
Development

Forsyth
County
Housing

Housing
Authority of
Winston-
Salem

Human
Relations



Community and Business Development Department

**“We welcome you to help in building a
better community.”**



Community and Business Development

- Business Development
- Code Enforcement*
- Community Services
- Housing Development
- Rehabilitation



Housing Development

- Planning & Evaluation
- Neighborhood Redevelopment
- Housing Production*
- Housing Assistance*
- Continuum of Care

*provided by the City and County



Business Development

- Incentive Programs for Economic Development
- MWBE – Minority & Women Business Program
- Small Business Liaison - Technical Assistance
- Financial Assistance Programs
 - Small Business Loan Program
 - NRSA Building Rehabilitation Fund
 - Revitalizing Urban Commercial Areas
 - Downtown Building Rehabilitation Program
- Education and Training Assistance
- Permits – Downtown Pushcarts and Event Permits



Housing and Neighborhood Conservation

- Code Enforcement*
- Housing Rehabilitation*
- Emergency Repairs
- Lead Safe Housing
- Neighborhood Improvement

*provided by the City and County

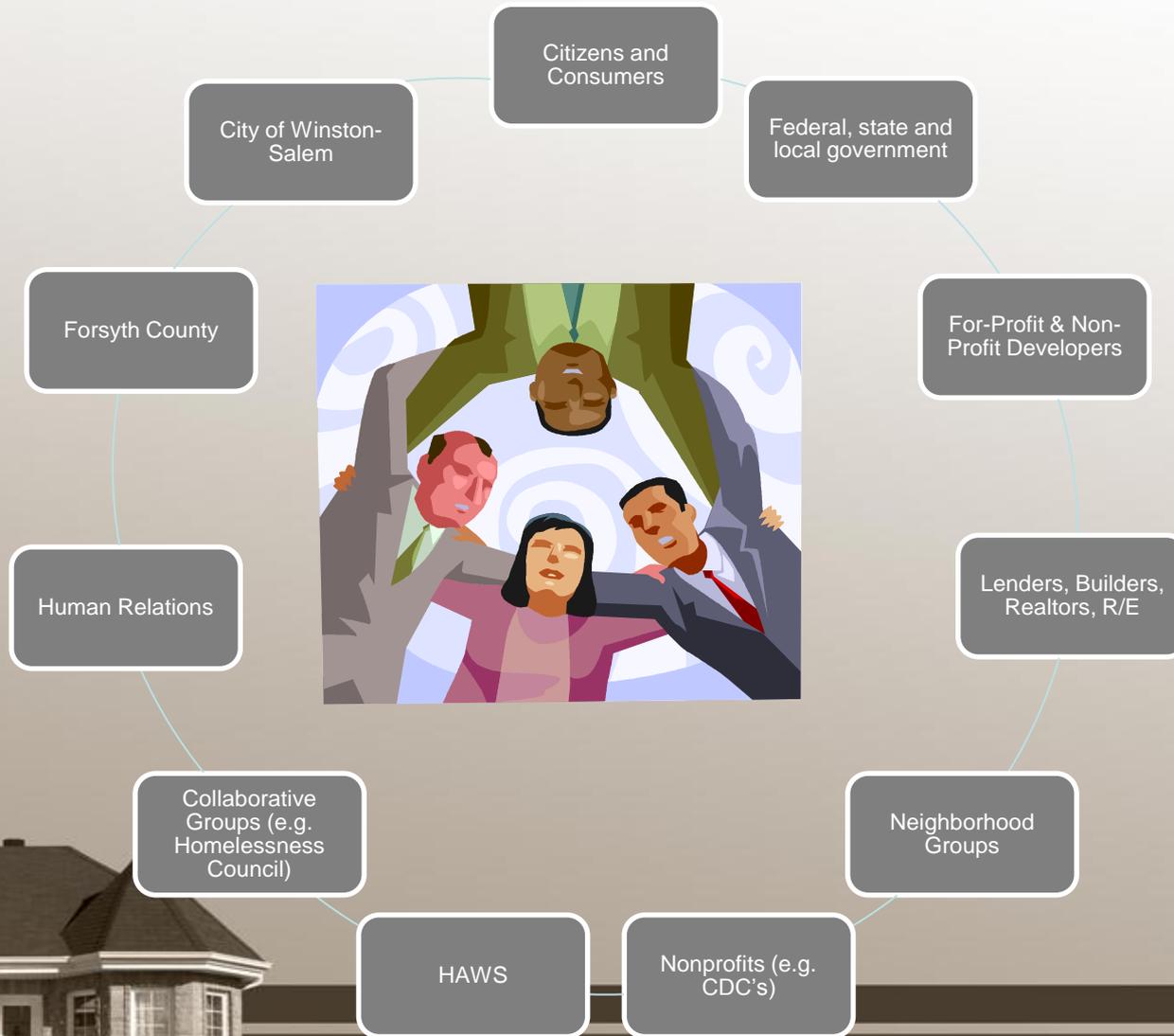


Human Relations

- Enforces Fair Housing Act
- Investigates discrimination complaints
- Landlord and tenant mediation
- Promotes positive community relations



Partnerships



It is critical to involve all key stakeholders in planning and decision-making.

Existing Plan Goals

GOAL 1: SAVE HOUSING & REVITALIZE NEIGHBORHOODS

GOAL 2: PRODUCE NEW HOUSING

GOAL 3: EXPAND ACCESS TO HOUSING

GOAL 4: EXPAND ECONOMIC OPPORTUNITIES

GOAL 5: EXPAND FUNDING RESOURCES & ACCOUNTABILITY



Housing Trends

- Decreased demand for detached single family homes
- Increased demand for rental housing opportunities
- Increased demand for multi-family housing options (e.g. condos, townhomes, apartments)
- Aging population seeking low maintenance housing options



Demographic Trends

- **Population:** Forsyth County is expected to add almost 50,000 people (13.8%) by 2030.
- **Diversification:** Non-white population accounted for 82% of Forsyth County's population growth (1990 – 2008).
- **Aging:** Seniors and baby boomers now account for almost 1/3 of US population. Forsyth County's % of Population older than 65 will increase from 13% to 19% by 2030.
- **Income Polarization:** Growing disparity between high and low wage workers. 16.6% of residents live in poverty (2009).

From The *Legacy Comprehensive Plan* and the
NC State Office of Budget and Management



Large Group Discussion

- How do you define neighborhood?
- What are the characteristics of a successful neighborhood?
- How does your organization/interests relate to the idea of neighborhood?



Small Group Exercise

1. Introduce yourself to the group
2. Individually, on the paper provided, answer the following two questions:
 - What are the **strengths** of WS/FC neighborhoods?
 - What are the **weaknesses** of WS/FC neighborhoods?
3. Identify a group spokesperson
4. Share your answers with the group
5. Compile the answers on the sheets provided
6. Report your groups findings to the larger group



Results & Questions

- What was the best thing you heard/did tonight?
- What still needs to be addressed?
- What are your concerns and expectations moving forward?



Homework & Next Steps....

Homework:

- *Please bring 3 community development goals and or strategies to the next set of meetings in February!*
- *Collect information relevant to your interests*
- *Hold Informal Community Discussions....and*
- *Bring others to the upcoming working group sessions*

Future Meetings:

- February 5, 2013
- February 7, 2013

(You'll get a reminder!)



Contact Information

- If you have questions or for follow-up after this session please contact:
 - Mr. Larry Weston, Weston Consulting,
westonconsulting@triad.rr.com
 - Dr. Russell Smith, WSSU,
smithrm@wssu.edu



SIGN-IN SHEET

LOCATION: LJVM Winston Room

November 1, 2012

6:30 p.m.

PURPOSE: Five-Year Consolidated Housing and Community Development Plan Kick-Off

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS	EMAIL ADDRESS
1. Jennifer Dale	Wston Consulting			
2. Renee Greene	Salem College			
3. Albert Albert Abraham	City of W.S.			
4. Arthur Long	Winston-Salem State			
5. Brittany Williams	Winston Salem State			
6. Robin Liles	The Frack Group			
7. Rodawka Vandenburg	Winston-Salem State			
8. Matthew Parker	Student			
9. Tashun Little	Winston-Salem State			
10. Shelly Werek	WSSU			
11. Elizabeth Perkins	Forayth Futures			
12. Kelly Bennett	City County Planning			
13. Carol Davis	S.G. Atkins CDC			
14. Candace Jenkins	WSSU			
15. De Cestak	WSSU			
16. Eli Nance	Student			
17. Bobby Roebuck	City of W.S.			
18. Kenneth Fay	PLC / Curator			

Contact Information
Has Been Redacted
In The Interest of Privacy

SIGN-IN SHEET

LOCATION: LVM Winston Room November 1, 2012 6:30 p.m.

PURPOSE: Five-Year Consolidated Housing and Community Development Plan Kick-Off

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS	EMAIL ADDRESS
1. Joe Goodson	WSSU			
2. Debrahara Farington	Student +			
3. Evelyn Sead	Steneber Comm Assoc			
4. Mary Lynn Wigodsky	CHH/ALGE / WFU			
5. Harold Spayth	Everette House			
6. Joycelin Johnson	Sally Winston (Rural)			
7. Chad Nance	Connel City Dispatch			
8. Jered Bridges	WSSU			
9. Monema Librona	WSSU			
10. Diamond Newkirk	WSSU			
11. Chakaya Bndepfath	WSSU			
12. Danyen Mack	WSSU			
13. Gracie Saker	WSSU			
14. Everett Williams	WSSU			
15.				
16.				
17.				
18.				

Contact Information
Has Been Redacted
In The Interest of Privacy

SIGN-IN SHEET

LOCATION: LJM Winston Room November 1, 2012 6:30 p.m.
 PURPOSE: Five-Year Consolidated Housing and Community Development Plan Kick-Off

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS	EMAIL ADDRESS
1. <i>Blaine Sims</i>	<i>WSSU</i>			
2. <i>Monique Freeman</i>	<i>The Salvation Army</i>			
3. <i>Ashley Jones</i>	<i>WSSU</i>			
4. <i>KATHY JONES</i>	<i>WSSU</i>			
5. <i>Kimberly Braswell</i>	<i>WSSU</i>			
6. <i>Steph</i> <i>Anita L. Farrington</i>				
7. <i>Mark Osborne</i>				
8. <i>Angel Gamm</i>	<i>WSSU</i>			
9. <i>Sylvia O'Beir</i>	<i>Hubert</i>			
10. <i>James</i> <i>James</i>	<i>WSSU</i>			
11. <i>Spencer Blair</i>	<i>WSSU - student</i>			
12. <i>Paige Jackson</i>	<i>WSSU - students</i>			
13. <i>Diane Greer</i>	<i>City of Wash</i>			
14. <i>Tim Mat</i>	<i>City of Wash</i>			
15. <i>Odienne Balamont</i>	<i>WSSU</i>			
16. <i>Dee Washington</i>	<i>NBN</i>			
17. <i>Clare Wallace</i>	<i>Funder's Cell</i>			
18. <i>Laney Kiger</i>	<i>LJM</i>			

Contact Information
 Has Been Redacted
 In The Interest of Privacy

Laney Kiger

W.org

SIGN-IN SHEET

LOCATION: LJM Winston Room November 1, 2012 6:30 p.m.
 PURPOSE: Five-Year Consolidated Housing and Community Development Plan Kick-Off

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS	EMAIL ADDRESS
1. Michelle Peters	WSSU			
2. Tara Rogers	WSSU			
3. Sharon Walker	WSSU			
4. Lavonia Burgess	WSSU			
5. Adolfo Brienno	City of W-S			
6. Reginald Brown	WSSU			
7. Jeff McIlwain	WSSU			
8. Melissa Albritton	WSSU			
9. Sam Golden				
10. Alexandra Suarez	WSSU			
11. Chris Mack	City of W-S			
12. Tawana Lebowitz	ESR			
13. Davey Atkinson	Atkinson Enterprises			
14. Prudence Humphrey	Color CDC			
15. Nichole Stevens	City of W-S			
16. Nanda Nields	City of W-S			
17. Melin Parker	City of W-S			
18. Ritchie Brooks	City of W-S			

Contact Information
 Has Been Redacted
 In The Interest of Privacy

v

Purpose of the Meeting

- Obtain community input into the Consolidated Housing and Community Development Planning Process
- Facilitate community ‘bridge building’
- Increase the community’s awareness of neighborhood planning issues and processes.

Benefits of Participation

- Set policy priorities for housing and community development activities for the next five years (FY 2014-1018);
- Establish a framework for allocating resources to program activities in the area of Community and Business Development
- Better understand the relationship between the Consolidated Plan and funding opportunities in the community.

Project Timeline

- Kick Off Meeting: **November 1, 2012**
- Informal Community Discussions: **November 2012 – February 2013**
- **Goal Setting/Action Planning Meetings: February 7, 2013**
- Draft Consolidated Plan: **March 2013**



Lead Agencies

Winston-Salem/Forsyth
Housing Consortium

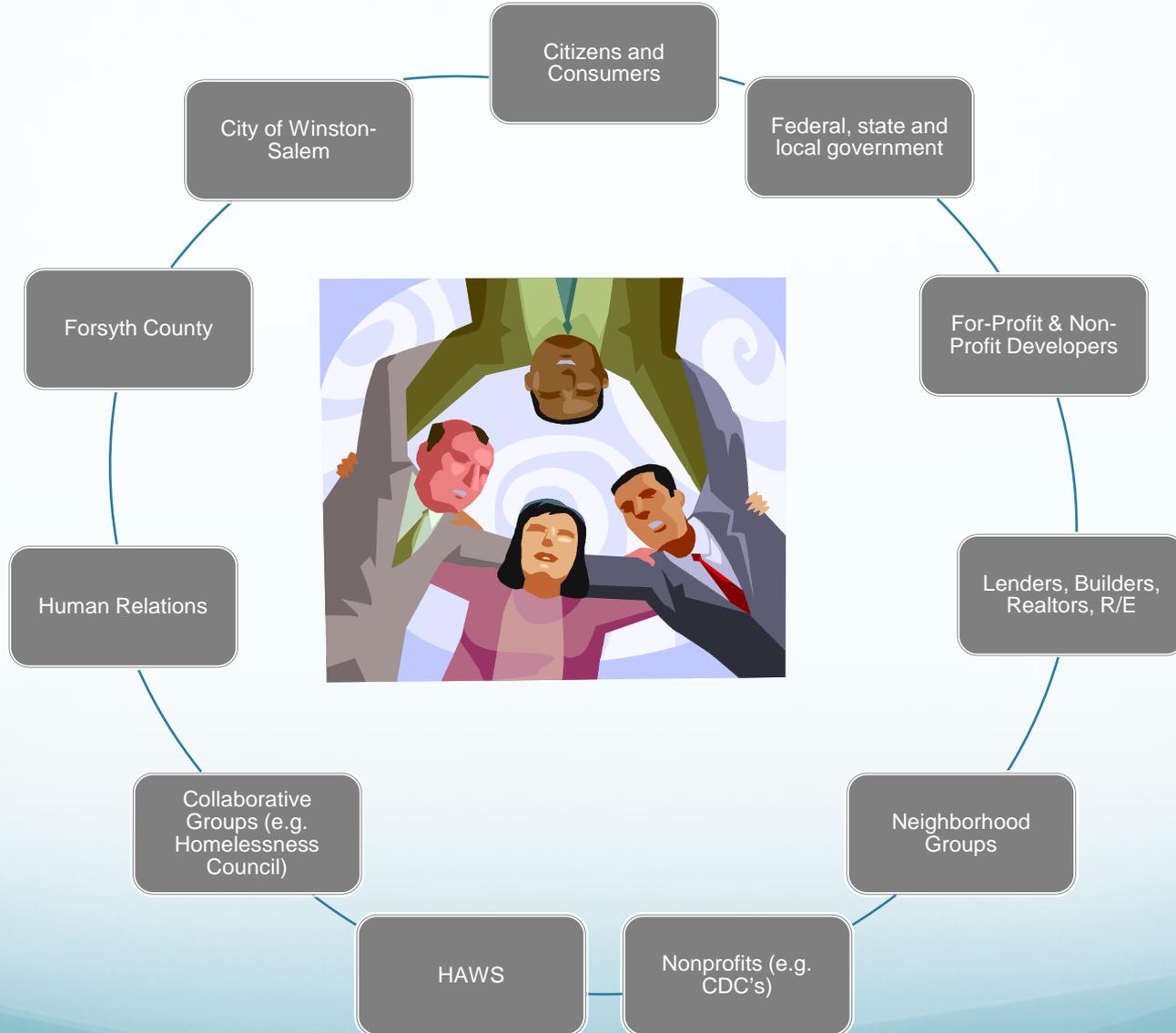
Winston-
Salem
Community
and Business
Development

Forsyth
County
Housing

Housing
Authority of
Winston-
Salem

Human
Relations

Partnerships



It is critical to involve all key stakeholders in planning and decision-making.

Existing Plan Goals

GOAL 1: SAVE HOUSING & REVITALIZE NEIGHBORHOODS

GOAL 2: PRODUCE NEW HOUSING

GOAL 3: EXPAND ACCESS TO HOUSING

GOAL 4: EXPAND ECONOMIC OPPORTUNITIES

GOAL 5: EXPAND FUNDING RESOURCES & ACCOUNTABILITY

Key Existing Plan Strategies

- ***Goal 1: Save Housing and Revitalize Communities***
 - ***Neighborhood Revitalization Strategy Area***
 - ***Owner-Occupied Housing Rehabilitation***
 - ***Emergency Repair***
 - ***Hazard Reduction/Lead-based Paint***
 - ***Handicapped Assistance***
 - ***Rental Housing Rehabilitation***
 - ***Minimum Housing Code Enforcement***
 - ***Neighborhood Improvement Plan***

Key Existing Plan Strategies (Cont.)

- ***Goal 2: Produce New Housing***
 - ***Single Family Housing Production***
 - ***Rental Housing Production***
 - ***Homebuyer Assistance Programs***
 - ***Construction Loan Program***
 - ***Redevelopment Acquisition/Clearance***

Key Existing Plan Strategies (Cont.)

- ***Goal 3: Expand Access to Housing***
 - ***Housing for Elderly and Disabled Persons***
 - ***Emergency Shelter and Transitional Housing***
 - ***Rental Assistance for Homeless and Special Populations***
 - ***Re-Entry Services for Ex-Offenders***
 - ***Fair Housing Program***
 - ***Foreclosure***
 - ***Non-profit Capacity Development***
 - ***Self-Help and “Sweat Equity” programs***

Key Existing Plan Strategies (Cont.)

- ***Goal 4: Expand Economic Opportunities***
 - ***Small Business Loan Program***
 - ***Business Building Rehabilitation***
 - ***Construction Training Program***
 - ***Contractor's Training Program***
 - ***Summer Youth Employment Program***

Key Existing Plan Strategies (Cont.)

- ***Goal 5: Expand Funding Resources and Accountability***
 - ***Earned Income Tax Credit Program***
 - ***Individual Development Account Program***
 - ***Gap Financing for Housing Projects***
 - ***Homeless Management Information System***
 - ***Performance Benchmarks***

Focus Question

- *What can we do to make Winston-Salem/Forsyth County a more livable place?*
 - Likes: What do you want to see continued? (expanded / preserved / more of)
 - Dislikes: What do you want to see stopped? (reduced / removed / less of)
 - Dreams: What do you want to see started?
(hopes / goals / visions)

Small Group Workshop

Instructions

1. Introduce yourself to the group and ask others to do likewise (quickly);
2. Pass out pencils/pens and ask everyone to turn to the back of the agenda;
3. Individually answer the 3 questions on the back of the agenda (in writing);
4. Share your answers with the group one at a time for each question;
5. Have a group scribe write the answers on the flip chart paper provided;
6. After everyone's ideas have been recorded for each of the questions please let one of the facilitators know you are finished.

Results & Questions

- Summarize Results from Voting Exercise!
-
- What was the best thing you heard/did tonight?
 - What still needs to be addressed?
 - What are your concerns and expectations moving forward?

Next Steps & Closing Remarks

Planning Process Timeline:

Public Hearing—First Draft	March 19, 2013
Full Draft for Public Comment	April 11 , 2013
Plan to City Council	April 15, 2013
Plan Due to HUD	May 15, 2013

Contact Information

- If you have questions or for follow-up after this session please contact:
 - Mr. Larry Weston, Weston Consulting, westonconsulting@triad.rr.com
 - Dr. Russell Smith, WSSU, smithrm@wssu.edu
 - Ms. Mellin Parker, Housing Development Administrator, Community and Business Development Department, mellinp@cityofws.org, (336) 734-1310

SIGN-IN SHEET

LOCATION: LVM Winston Room February 7, 2013 8:30 a.m.
 PURPOSE: Five-Year Consolidated Housing and Community Development Plan Strategic Planning Meeting

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS (Optional)	EMAIL ADDRESS
1. Savannah P. Johnson	Student ISSU			
2. Leona Jones	UJVMH			
3. Mollie Parker	Staff			
4. Amy Powell	NCHE			
5. Val Jones	Division of HR			
6. Deshauna Sherrin	Centerpoint			
7. Jayme Waldock	Human Relations			
8. Amanda Nichol	Staff			
9. Adalberto Briceo	Human Relations			
10. Tonya Smith	SCF			
11. Michael Spivey	Gale CDC			
12. Margo Plummer	Transworld			
13. Paula McCoy	Foodbank/Cellar			
14.				
15.				
16.				
17.				
18.				

Contact Information
 Has Been Redacted
 In The Interest of Privacy

SIGN-IN SHEET

LOCATION: LVM Winston Room

February 7, 2013

8:30 a.m.

PURPOSE: Five-Year Consolidated Housing and Community Development Plan Strategic Planning Meeting

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS (Optional)	EMAIL ADDRESS
1. Doug Atkinson	Arkivis CDC			
2. Catherine Sordani	Arkivis CDC			
3. Kelly Bennett	CCRB			
4. Diane Greer	City of WS SHS			
5. ROBERT SANDERS	PHARMACUTICALS			
6. Timothy West	City of WS SHS			
7. Debrae Bentley	City of WS SHS			
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				

Contact Information
Has Been Redacted
In The Interest of Privacy

SIGN-IN SHEET

LOCATION: LVM Winston Room

February 7, 2013

8:30 a.m.

PURPOSE: Five-Year Consolidated Housing and Community Development Plan Strategic Planning Meeting

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS (Optional)	EMAIL ADDRESS
1. Karen Ducey	HHS			
2. Sandra Stewart-Blake	Homecare House			
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				

Contact Information
Has Been Redacted
In The Interest of Privacy

SIGN-IN SHEET

LOCATION: LVM Winston Room

February 7, 2012

6:30 p.m.

PURPOSE: Five-Year Consolidated Housing and Community Development Plan Strategic Planning Meeting

(PLEASE PRINT)					
NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS (optional)	EMAIL ADDRESS	
1. Matthew Parker	student				✓
2. Mallin Parker	Staff				
3. Jason McIlac	Student				
4. Joycelya Johnson	Staff				
5. Madelyn Wigdelski	CHADFC Staff				
6. Wanda Nichols	Staff				
7. Aryan Clark	Student				
8. Shavon Johnson	Staff				
9. Tim West	Staff				
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					

Contact Information
Has Been Redacted
In The Interest of Privacy

SIGN-IN SHEET

LOCATION: LJM Winston Room

February 7, 2012

6:30 p.m.

PURPOSE: Five-Year Consolidated Housing and Community Development Plan Strategic Planning Meeting

(PLEASE PRINT) NAME	ORGANIZATION	TELEPHONE #	MAILING ADDRESS (optional)	EMAIL ADDRESS
1. Kelly Miller	Habitat			
2. Sylvia Obale	Habitat			
3. DAN ROBERTS	Forest Co			
4. Diane Greer	City of WS Staff			
5. Sophia Parley	Student			
6. Shaniqua Day	Student			
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				
18.				

Contact Information
Has Been Redacted
In The Interest of Privacy