



# ADOPTED

*by Salisbury City Council 04/04/2017*

## **City of Salisbury, North Carolina Community Development Block Grant (CDBG) & HOME Investment Partnerships**

# **Action Plan**

## **FY 2017-2018**

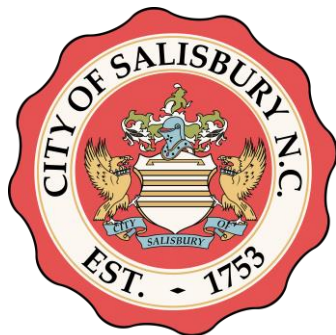
*Planned investments in community & neighborhood development projects and related efforts toward achieving the objectives described in Salisbury's 2015-2019 Consolidated Plan.*

**City of Salisbury Community Planning Services**

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The FY 2017-2018 Action Plan is presented to you in a format that is prescribed by HUD. Data and narrative are entered into a federal database system called the Integrated Disbursement and Information System (IDIS) and the Action Plan report is then downloaded into a Word format. The Action Plan template in IDIS has a series of prescribed questions that align with the CDBG, HOME, ESG, and Consolidated Plan program requirements. The report you are reviewing is the result of that data entry process and is the prescribed and recommended format by HUD. If you have any questions about this format, please don't hesitate to contact the City of Salisbury – Community Planning Services at (704)-638-5324. Thank you for your interest and time spent reviewing this report.



*Copies of this document and related information may be accessed online at:*

[www.salisburync.gov/housing](http://www.salisburync.gov/housing)

# Executive Summary

## AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

### 1. Introduction

The Action Plan is a document which identifies action for community revitalization. It is imperative that the plan is developed with input from those most likely to be affected by the goals and objectives set forth in the plan. The strategy to gather input and participate in consultation activities is outlined by the framework provided by the U.S. Department of Housing and Urban Development. Citizen participation is incorporated within each step of the process through public outreach and engagement activities by City planning staff and partnering agencies.

### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

Salisbury's community development objectives are centered on stabilizing existing housing stock and, increasing the supply of affordable housing for homeownership. These activities will include: owner-occupied rehab, emergency rehab, and acquisition/rehab or new construction to be funded with CDBG and HOME funds during the next five years. A secondary focus will be non-housing community development to include public services and public infrastructure such as sidewalks, pedestrian and bike improvements to existing streets and park improvements to improve overall living conditions in the identified geographic areas of West End, Park Avenue, East End and Jersey City. The 2017 - 2018 Action Plan includes funding for owner-occupied rehab, public services and fair housing activities.

### 3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The city's investments in housing and public infrastructure have helped to stabilize these neighborhoods by removing blighted structures, improving the condition of existing homes, increasing the supply of affordable homes, replacing aging sidewalks, and creating safe and more inviting parks and community centers. The city has partnered with Salisbury Community Development Corporation for more than ten years to carry out housing programs that have been a positive influence in these areas. Homebuyer education programs offered by the Salisbury CDC have helped families prepare for homeownership, improve their credit worthiness, obtain financing and maintain their home. By promoting homeownership and investing in housing and public infrastructure, the city has helped to strengthen neighborhoods and improve the overall livability of the urban core. The city's involvement as a

development partner in the affordable rental market has helped with a critical need for safe and affordable units for rent.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

Citizens are encouraged to become involved in the community development process, particularly low to moderate income residents and those living in areas characterized by blighted conditions. Minority residents, persons with disabilities, elderly and frail residents, public service agencies, and civic groups are also encouraged to participate. It is imperative that the plan be developed with input from those most likely to be affected by the goals and objectives set forth in the plan. The City partners with local agencies and neighborhood organizations to insure contact with residents is achieved.

The following basic principles are fundamental to the CPP:

- All aspects of plan development will be conducted in an open manner.
- Citizens will be provided adequate opportunity to make proposals or comment on the plan in a manner that meets or exceeds statutory requirements.
- Citizens will be provided information about the plan in a timely fashion and at various stages of plan development.
- The public will be given full access to program information (except where personal information or confidentiality requirements dictate otherwise).
- Citizens will be given adequate notice of meetings related to plan development or the proposed and actual use of program funds.

#### **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Citizen participation was encouraged at all stages of plan development through public information forums, neighborhood meetings, public hearings and publicized notices. Citizen comments during plan development helped formulate the priorities and objectives, and served to reinforce the housing needs and market conditions reflected in the other data sources.

The following activities were suggested for consideration:

- Installation of sidewalks in the West End neighborhood
  - Old Wilkesboro Rd. from Brenner Ave. to Oakwood Cemetery

- Monroe St. from Partee St. to Brenner Ave.
- Old Plan Rd. at Livingstone College
- Demolition of blighted structures in the West End neighborhood to revitalize distressed blocks
- Redevelopment of Monroe Street School/Duncan Center for youth programming
- Targeted rezoning of residential to commercial to encourage economic development in the West End; encourage nodal development.
- Public service funding to address the needs of the homeless, victims of domestic violence, women transitioning from incarceration or who are struggling with substance abuse, and uninsured families in need of dental care.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

Each of the activities recommended needs further exploration to determine feasibility and to be evaluated in conjunction with other needs. The recommended budget reflects the extreme need for housing assistance at the current time, as well as public services to provide critical assistance to the homeless and uninsured families in need of medical and dental care. However, these infrastructure projects will be further evaluated and considered for funding at a later date. It is likely that certain community suggestions, including those related to the demolition of blighted structures, neighborhood rezonings, and the redevelopment of the Monroe Street School, will be addressed outside of the CDBG/HOME program.

## **7. Summary**

The 2017-2018 Action Plan focuses on housing assistance to provide safe living conditions for low and moderate income families and help stabilize neighborhoods.

**PR-05 Lead & Responsible Agencies – 91.200(b)**

**1. Agency/entity responsible for preparing/administering the Consolidated Plan**

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

| Agency Role        | Name | Department/Agency                           |
|--------------------|------|---|
| CDBG Administrator |      | Salisbury Community Development Corporation |
| HOME Administrator |      | Salisbury Community Development Corporation |

**Table 1 – Responsible Agencies**

**Narrative (optional)**

The City, through the department of Community Planning Services, will coordinate all planning and reporting activities for the CDBG and HOME programs, including developing budgets and completion of annual Action Plans and Performance Reports. The City will provide a staff contact and participate in the Cabarrus/Iredell/Rowan HOME Consortium and the Piedmont Regional Continuum of Care. Planning staff will manage non-housing/infrastructure projects and will be responsible for monitoring the activities of public service agencies or other sub-recipients. The Finance Department will oversee the drawdown of Federal funds and disbursements.

The Salisbury Community Development Corporation (CDC) will implement the CDBG and HOME grant programs as they relate to housing. The CDC will manage all aspects of housing acquisition, rehabilitation, site development, new construction and other housing activities. Related functions such as inspections, work write-ups, bid process, construction contracts, homebuyer education/counseling and confirming eligibility of applicants will be carried out or managed by the CDC. The CDC will also act on the City’s behalf to forge partnerships with lenders and other agencies to obtain reduced interest rates, grants and other leveraged assets. The CDC will work with residents of public housing and other referrals for housing assistance and will provide foreclosure prevention and credit counseling services to the community. The City and the CDC will work with neighborhood organizations in designated revitalization areas to ensure that activities are tailored to the needs and desires of residents and will provide assistance as needed to other non-profits and agencies serving low-to-moderate income populations, the homeless and special needs populations

## **Consolidated Plan Public Contact Information**

Citizens are encouraged to become involved in the community development process, particularly low to moderate income residents and those living in areas characterized by blighted conditions. Minority residents, persons with disabilities, elderly and frail residents, public service agencies, and civic groups are also encouraged to participate. It is imperative that the plan be developed with input from those most likely to be affected by the goals and objectives set forth in the plan. The strategy to gather input from citizens residing in these areas was through a survey instrument. The survey was made available in both paper and electronic format and linked to the City of Salisbury's website homepage. Paper copies of the survey have been distributed at the Salisbury Public Housing Authority, Salisbury Community Development Corporation, and Woodforest Bank located in the local Wal-Mart retail center. These partners have integrated the housing survey into their standard application packages for their services, with regular delivery to staff, of completed surveys on a bi-weekly basis. City of Salisbury Planning staff has participated in several meetings and events as an opportunity to present information and disseminate surveys about the Consolidated Plan, and other housing and community development activities.

- All aspects of plan development will be conducted in an open manner.
- Citizens will be provided adequate opportunity to make proposals or comment on the plan in a manner that meets or exceeds statutory requirements.
- Citizens will be provided information about the plan in a timely fashion and at various stages of plan development.
- The public will be given full access to program information (except where personal information or confidentiality requirements dictate otherwise).
- Citizens will be given adequate notice of meetings related to plan development or the proposed and actual use of program funds.

## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

The City of Salisbury Action Plan is developed with input from those most likely to be affected by the goals and objectives set forth in the plan. The strategy to gather input and participate in consultation activities is outlined by the framework provided by the U.S. Department of Housing and Urban Development. Citizen participation is incorporated within each step of the process through public outreach and engagement activities by City planning staff and partnering agencies.

### **Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

The City of Salisbury makes effective use of federal funds through many partnerships and collaboration, and by providing in-kind assistance and technical resources to other agencies in support of mutual goals. Federal funding allocation priorities are based on the City’s intent to focus funds in order to achieve the greatest possible impact in areas with the greatest need. The City of Salisbury works closely with the Salisbury Housing Authority (SHA) to raise awareness and distribute media about the housing programs available through the Salisbury Community Development Corporation (SCDC). The SCDC is a non-profit, Community Housing Development Organization that helps to administer the City’s CDBG and HOME grants. The organization offers homeownership and housing counseling to eligible first-time home buyers, as well as homeowners in need of mortgage refinancing or facing foreclosure. The City helps address the needs of public housing residents by coordinating with the Family Self-Sufficiency Program (Salisbury Housing Authority) to encourage participation in financial literacy classes and to provide an advisory role at the program board meetings. Homeless prevention activities include foreclosure prevention programs offered by the Salisbury CDC, as well as emergency and owner-occupied rehab to help owners stay in their existing homes. These activities particularly benefit elderly homeowners. City planning staff regularly attends meetings with local housing, Continuum of Care and other health and human services organizations to share information and coordinate strategies to address poverty, health and housing challenges in our community.

Staff provides updates on City planning and Community Development Block Grant and HOME funding activities, as well as updates on planning, development and housing activities.

The City will continue efforts to improve service coordination. Some activities will include:

- Continue to participate in the Piedmont Regional Continuum of Care which strives to meet the housing needs of the homeless through regional partnerships;
- Regularly communicate with homeless service providers to stay attuned to periodic fluctuations in the homeless population and better understand the priority needs;



- Continue to engage public housing residents through community policing efforts and providing information about public transportation, recreation and other city services;
- Continue to participate in the Self-Sufficiency Programs (Salisbury Public Housing Authority) and encourage residents to attend classes at the Salisbury CDC on budgeting, home financial management, insurance needs and related topics;
- Continue to be responsive to requests from community service providers for GIS services, technical assistance or other assistance that the city is able to provide;
- Continue to support the efforts of the Human Relations Council and the Hispanic Coalition to engage diverse populations and encourage their participation in civic affairs.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

The City does not directly administer any program providing support or care to homeless individuals and families however, the City provides annual public service funding for two emergency shelters for the homeless that are administered by Rowan Helping Ministries and the Family Crisis Council.

The City is an active participant in ongoing efforts to address the needs of homeless persons by maintaining active partnerships with local organizations that support the homeless. The City will continue to allocate public service funding to these organizations, as well as attend meetings relative to the City's role in addressing poverty in our community. City staff participate in regular meetings of the Continuum of Care and receive all email correspondence on CoC activities and updates.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

Rowan County is part of a regional committee under the NC Balance of State Continuum of Care (CoC) that consists of 79 rural counties and broken into 30 regional committees. The Piedmont Regional Committee includes the following counties: Cabarrus, Davidson, Rowan, Stanly and Union counties. Locally, Rowan Helping Ministries (RHM) provides services to the homeless, including overnight shelter services. RHM provides bi-annual point-in-time homeless population counts, tracking information and other coordination activities to the Piedmont Regional Committee lead organization, Community Link in Charlotte, North Carolina. There is an Action Plan for the entire NC Balance of State COC but not specific to the Piedmont Region.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

**Table 2 – Agencies, groups, organizations who participated**

|   |  |   |
|---|--|---|
| 1 | <b>Agency/Group/Organization</b>   | Housing Authority of the City of Salisbury  |
|   | <b>Agency/Group/Organization Type</b>  | Housing<br>PHA<br>Services - Housing<br>Service-Fair Housing  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Public Housing Needs<br>Homeless Needs - Chronically homeless<br>Homeless Needs - Families with children<br>Anti-poverty Strategy  |
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Organization is in regular, face-to-face, email and telephone contact with the City of Salisbury. The City will continue efforts to improve service coordination through: Continuing to engage public housing residents through community policing efforts and providing information about public transportation, recreation and other city services; Continuing to participate in the Self-Sufficiency Programs (Salisbury Public Housing Authority) and encourage residents to attend classes at the Salisbury CDC on budgeting, home financial management, insurance needs and related topics; |
| 2 | <b>Agency/Group/Organization</b>   | ROWAN HELPING MINISTRIES OF SALISBURY-ROWAN   |
|   | <b>Agency/Group/Organization Type</b>  | Services-homeless   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Homeless Needs - Chronically homeless<br>Homeless Needs - Families with children<br>Homelessness Needs - Veterans<br>Homelessness Strategy<br>Anti-poverty Strategy  |

|   |  |   |
|---|--|---|
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Organization is in regular, face-to-face, email and telephone contact with the City of Salisbury. The City will continue efforts to improve service coordination through: Regularly communicate with homeless service providers to stay attuned to periodic fluctuations in the homeless population and better understand the priority needs: Staff will continue to participate in Neighbor to Neighbor meetings to coordinate efforts and strategies to address poverty |
| 3 | <b>Agency/Group/Organization</b>   | ROWAN COUNTY  |
|   | <b>Agency/Group/Organization Type</b>  | Housing<br>Services - Housing<br>Services-Children<br>Services-Elderly Persons<br>Services-Persons with Disabilities<br>Services-Victims of Domestic Violence<br>Services-Health<br>Services-Education<br>Health Agency   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Homeless Needs - Chronically homeless<br>Homeless Needs - Families with children<br>Homelessness Needs - Unaccompanied youth<br>Homelessness Strategy<br>Non-Homeless Special Needs<br>Anti-poverty Strategy   |
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Face to face, telephone and email interviews with Rowan County Department of Social Services, Health Department and Senior Services. Anticipate continued partnership to better the lives of residents.   |

|   |  |  |
|---|--|--|
| 4 | <b>Agency/Group/Organization</b>   | SALISBURY COMMUNITY DEVELOPMENT CORPORATION  |
|   | <b>Agency/Group/Organization Type</b>  | Housing<br>Services - Housing<br>Service-Fair Housing<br>Grantee Department  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Market Analysis<br>Economic Development<br>Anti-poverty Strategy<br>Lead-based Paint Strategy<br>Fair Housing Education   |
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Salisbury Community Development Corporation is a non-profit, Community Housing Development Organization (CHDO)The organization oversees the day-to-day administration of the City's CDBG and HOME funding. The City is in regular, face-to-face, email and telephone contact with the City of Salisbury and local residents. The City will continue efforts to improve service coordination. The organization provides valuable input into the City's Consolidated Plan, Action Plans and end of year CAPER documents. |
| 5 | <b>Agency/Group/Organization</b>   | COMMUNITY LINK   |
|   | <b>Agency/Group/Organization Type</b>  | Housing<br>Services-homeless   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Homeless Needs - Chronically homeless<br>Homeless Needs - Families with children<br>Homelessness Strategy<br>NC Balance State COC Plan  |

|   |  |  |
|---|--|--|
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Community Link is the lead in the Piedmont Regional Committee of the North Carolina Balance of State Continuum of Care. The organization provided information regarding the homeless population such as point in time counts, and access to the NC Balance of State 2012 Continuum of Care Strategic Plan. |
| 6 | <b>Agency/Group/Organization</b>   | ROWAN COUNTY UNITED WAY  |
|   | <b>Agency/Group/Organization Type</b>  | Services - Housing<br>Services-Children<br>Services-Elderly Persons<br>Services-Persons with Disabilities<br>Services-Education<br>Services-Employment<br>Foundation   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Market Analysis<br>Anti-poverty Strategy  |
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Rowan County United Way supports 15 agencies that serve the county and produced a 2012 County Needs Assessment that provides valuable input into the Consolidated & Action Plans and to better coordinate service efforts.   |
| 7 | <b>Agency/Group/Organization</b>   | CENTRALINA COUNCIL OF GOVERNMENTS  |
|   | <b>Agency/Group/Organization Type</b>  | Housing<br>Land Planning and Government Admin Services   |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Housing Need Assessment<br>Market Analysis   |

|   |  |   |
|---|--|---|
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | Salisbury Planning Staff collaborated to provide input into a regional housing plan and Analysis to Impediments to fair housing (AI) for the 14-County CCOG Region. Salisbury staff are active participants in the housing work group of the regional planning exercise, known as CONNECT our Future. |
| 8 | <b>Agency/Group/Organization</b>   | LEGAL AID OF NORTH CAROLINA   |
|   | <b>Agency/Group/Organization Type</b>  | Service-Fair Housing  |
|   | <b>What section of the Plan was addressed by Consultation?</b>   | Fair Housing Education  |
|   | <b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b> | City staff met with a representative from Legal Aid of North Carolina and discussed options for offering fair housing training to landlords and property managers and for conducting 10-15 race-based housing discrimination tests throughout the City.   |

**Identify any Agency Types not consulted and provide rationale for not consulting**

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

| <b>Name of Plan</b>                             | <b>Lead Organization</b>           | <b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>                               |
|---|------------------------------------|---|
| Continuum of Care                               | Community Link                     | Addressing needs of the homeless population   |
| PHA 5-Year and Annual Plan                      | Salisbury Public Housing Authority | Goals to provide affordable housing and to meet the housing needs of low-moderate income individuals and families |
| 2012 Health and Human Services Needs Assessment | Rowan County United Way            | Anti-poverty strategy   |

| Name of Plan                                 | Lead Organization                 | How do the goals of your Strategic Plan overlap with the goals of each plan?               |
|--|-----------------------------------|--|
| CONNECT Our Future Regional Housing Strategy | Centralina Council of Governments | 2014 Regional housing plan uses Salisbury data to provide a local housing market analysis. |
| Analysis to Impediments to Fair Housing      | Centralina Council of Governments | AI uses local housing market data and other sources to provide a 2014 update to Salisbury. |

**Table 3 – Other local / regional / federal planning efforts**

**Narrative (optional)**

## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

The City held a public meeting at the Park Avenue Community Center on February 16, 2017 and a public hearing on February 21, 2017 for all residents to comment on the proposed use of CDBG & HOME funds by the City of Salisbury. Comments by residents were recorded to be addressed this funding cycle if possible, or to be explored in future years.



### Citizen Participation Outreach

| Sort Order | Mode of Outreach | Target of Outreach           | Summary of Response/attendance | Summary of comments received   | Summary of comments not accepted and reasons  | URL (If applicable) |
|------------|------------------|------------------------------|--------------------------------|--|---|---------------------|
| 1          | Public Meeting   | Non-targeted/broad community | 7-8 attendees                  | Attendees expressed their interest in seeing infrastructure improvements made along several roads (Old Plank, Old Wilkesboro, and Monroe). Pedestrian safety and walkability was cited as a primary reason. Attendees also broadly spoke to the need for youth programming and job opportunities for young people in the most distressed neighborhoods. It was also suggested that targeted demolition of blighted structures would help stabilize and revitalize distressed blocks, and that residential-to-commercial rezonings could encourage nodal development. | Limited funding necessitated prioritizing suggested actions based on cost and feasibility. Some suggestions were not appropriate to address through the CDBG/HOME programs (e.g. rezoning, targeted demolition) but could be explored separately. |                     |

| Sort Order | Mode of Outreach | Target of Outreach           | Summary of Response/ attendance                    | Summary of comments received  | Summary of comments not accepted and reasons | URL (if applicable) |
|------------|------------------|------------------------------|--|---|--|---------------------|
| 2          | Public Hearing   | Non-targeted/broad community | Several attended with 7 speaking at public hearing | Representatives from public agencies (supported in part with HUD dollars) spoke on the continued need for federal assistance in helping low-moderate income families and persons. Several attendees of the initial public meeting took this opportunity to reiterate their recommendations. |  |                     |

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources – 91.220(c) (1, 2)

#### Introduction

#### Priority Table

| Program | Source of Funds  | Uses of Funds  | Expected Amount Available Year 1 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description   |
|---------|------------------|--|----------------------------------|--------------------|--------------------------|-----------|--|---|
|         |                  |  | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |   |
| CDBG    | public - federal | Acquisition<br>Admin and Planning<br>Economic Development<br>Housing<br>Public Improvements<br>Public Services | 271,203                          | 30,000             | 0                        | 301,203   | 0  | Funds will be used to aid LMI clients within the City of Salisbury. |

| Program | Source of Funds  | Uses of Funds   | Expected Amount Available Year 1 |                    |                          |           | Expected Amount Available Reminder of ConPlan \$ | Narrative Description   |
|---------|------------------|---|----------------------------------|--------------------|--------------------------|-----------|--|---|
|         |                  |   | Annual Allocation: \$            | Program Income: \$ | Prior Year Resources: \$ | Total: \$ |  |   |
| HOME    | public - federal | Acquisition<br>Homebuyer assistance<br>Homeowner rehab<br>Multifamily rental new construction<br>Multifamily rental rehab<br>New construction for ownership<br>TBRA | 0                                | 0                  | 0                        | 0         | 0  | HOME allocation is \$108,834.00 that is disbursed and reported by the City of Concord. Funds were not included as IDIS would not pull amounts since funds are reported by another agency. |

Table 5 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs**

**identified in the plan**

N/A

**Discussion**

## **Annual Goals and Objectives**

**AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)**

**Goals Summary Information**

| Sort Order | Goal Name                     | Start Year | End Year | Category           | Geographic Area  | Needs Addressed                              | Funding                                  | Goal Outcome Indicator   |
|------------|-------------------------------|------------|----------|--------------------|--|--|--|--|
| 1          | Owner Occupied Rehabilitation | 2015       | 2019     | Affordable Housing | PARK AVENUE NEIGHBORHOOD<br>WEST END NEIGHBORHOOD<br>JERSEY CITY NEIGHBORHOOD<br>East End Neighborhood | Affordable Housing - Rehab of existing units | CDBG: \$117,126.20<br>HOME: \$108,834.00 | CDBG Homeowner Housing Rehabilitated: 4 Household Housing Unit<br><br>HOME Homeowner Housing Rehabilitated: 3 Household Housing Unit |

| Sort Order | Goal Name                                 | Start Year | End Year | Category   | Geographic Area  | Needs Addressed   | Funding              | Goal Outcome Indicator  |
|------------|---|------------|----------|--|--|---|----------------------|---|
| 2          | Acquisition/<br>Rehabilitation/<br>Resale | 2015       | 2019     | Affordable<br>Housing                            | PARK AVENUE<br>NEIGHBORHOOD<br>WEST END<br>NEIGHBORHOOD<br>JERSEY CITY<br>NEIGHBORHOOD<br>East End<br>Neighborhood | Affordable Housing -<br>Rehab and resale of<br>acquired units | CDBG: \$0.00         | Homeowner Housing<br>Rehabilitated and resold: 0<br>Household Housing Unit                              |
| 3          | Public Services                           | 2015       | 2019     | Homeless<br>Non-<br>Homeless<br>Special<br>Needs | PARK AVENUE<br>NEIGHBORHOOD<br>WEST END<br>NEIGHBORHOOD<br>JERSEY CITY<br>NEIGHBORHOOD<br>East End<br>Neighborhood | Non-Housing<br>Community<br>Development -<br>Public Service   | CDBG:<br>\$43,500.00 | Public service activities<br>other than Low/Moderate<br>Income Housing Benefit: 300<br>Persons Assisted |

Table 6 – Goals Summary

### Goal Descriptions



|   |                         |                               |
|---|-------------------------|-------------------------------|
| 1 | <b>Goal Name</b>        | Owner Occupied Rehabilitation |
|   | <b>Goal Description</b> |                               |
| 2 | <b>Goal Name</b>        | Acquisition/Rehab/Resale      |
|   | <b>Goal Description</b> |                               |
| 3 | <b>Goal Name</b>        | Public Services               |
|   | <b>Goal Description</b> |                               |

**Table 7 – Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):**

Within the City of Salisbury our estimate is to assist 3 moderate-income families and 2 low-income (5 total) families to provide affordable housing as defined by HOME.

## AP-35 Projects – 91.220(d)

### Introduction

Salisbury’s community development projects are centered on stabilizing existing housing stock, removing the damage to neighborhoods left by vacant/abandoned housing and increasing the supply of affordable housing for homeownership while continuing the repayment of our section 108 loan and partnering with public service agencies to address non-housing needs of City residents. The activities will include: owner-occupied rehab, emergency rehab, acquisition/rehab/resale to be funded with CDBG and HOME funds, debt service repayment and public service activities. The City will shift its primary focus to owner-occupied rehabilitation and emergency rehabilitation activities. This is due to an increased need in these categories in our community and a reflection of an anemic housing market.

| # | Project Name                       |
|---|------------------------------------|
| 1 | 2017-2018 Public Services          |
| 2 | 2017-2018 Owner-Occupied Rehab     |
| 3 | 2017-2018 Acquisition/Rehab/Resale |

Table 8 – Project Information

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

## Projects

### AP-38 Projects Summary

#### Project Summary Information

Table 9 – Project Summary

|          |  |  |
|----------|--|--|
| <b>1</b> | <b>Project Name</b>  | 2017-2018 Public Services  |
|          | <b>Target Area</b>   | PARK AVENUE NEIGHBORHOOD<br>WEST END NEIGHBORHOOD<br>JERSEY CITY NEIGHBORHOOD<br>EAST END NEIGHBORHOOD   |
|          | <b>Goals Supported</b>   | Public Services  |
|          | <b>Needs Addressed</b>   | Non-Housing Community Development - Public Service   |
|          | <b>Funding</b>   | CDBG: \$43,500.00  |
|          | <b>Description</b>   | Amount allocated to fund public service organizations that service LMI clientele.  |
|          | <b>Target Date</b>   | 6/30/2018  |
|          | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 300 LMI families.  |
|          | <b>Location Description</b>  | This will benefit residents city-wide.   |
|          | <b>Planned Activities</b>  | Emergency shelters for homeless and victims of domestic violence; youth employment; health services for the uninsured; emergency shelter/transitional housing for women struggling with substance abuse and for women who are formerly incarcerated. |

|          |  |   |
|----------|--|---|
| <b>2</b> | <b>Project Name</b>  | 2017-2018 Owner-Occupied Rehab  |
|          | <b>Target Area</b>   | PARK AVENUE NEIGHBORHOOD<br>WEST END NEIGHBORHOOD<br>JERSEY CITY NEIGHBORHOOD<br>East End Neighborhood                            |
|          | <b>Goals Supported</b>   | Owner Occupied Rehabilitation   |
|          | <b>Needs Addressed</b>   | Affordable Housing - Rehab of existing units  |
|          | <b>Funding</b>   | CDBG: \$117,126.20<br>HOME: \$108,834.00  |
|          | <b>Description</b>   | Owner-Occupied Rehab to assist LMI clients with needed repairs to provide sustainability and affordability.                       |
|          | <b>Target Date</b>   | 6/30/2018   |
|          | <b>Estimate the number and type of families that will benefit from the proposed activities</b> | CDBG: 4 LMI owner-occupied households.<br>HOME: 3 LMI owner-occupied households.  |
|          | <b>Location Description</b>  | This will benefit residents city-wide.  |
|          | <b>Planned Activities</b>  | To complete 7 substantial rehabs for City residents that will bring the properties up to HUD housing and building code standards. |
| <b>3</b> | <b>Project Name</b>  | 2017-2018 Acquisition/Rehab/Resale  |
|          | <b>Target Area</b>   | PARK AVENUE NEIGHBORHOOD<br>WEST END NEIGHBORHOOD<br>JERSEY CITY NEIGHBORHOOD<br>East End Neighborhood                            |
|          | <b>Goals Supported</b>   | Acquisition/Rehab/Resale  |

|  |  |
|--|--|
| <b>Needs Addressed</b>   | Affordable Housing – Rehab and resale of acquired units  |
| <b>Funding</b>   | CDBG: \$0.00   |
| <b>Description</b>   | Amount allocated for acquisition/rehab/resale to assist LMI clients who need access to quality affordable housing. |
| <b>Target Date</b>   | 6/30/2018  |
| <b>Estimate the number and type of families that will benefit from the proposed activities</b> | 0 LMI households.  |
| <b>Location Description</b>  | This will benefit City-wide.   |
| <b>Planned Activities</b>  | To acquire, rehabilitate, and resell affordable housing to zero LMI households.                                    |

## **AP-50 Geographic Distribution – 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

To the extent possible, funds will be directed to four neighborhoods which have experienced persistent problems with housing decline due to predominantly low and moderate income households and the overall age of the housing stock. The housing programs will also be available for eligible applicants residing anywhere within the Salisbury city limits.

### **Geographic Distribution**

| <b>Target Area</b>       | <b>Percentage of Funds</b> |
|--------------------------|----------------------------|
| PARK AVENUE NEIGHBORHOOD | 25                         |
| WEST END NEIGHBORHOOD    | 25                         |
| JERSEY CITY NEIGHBORHOOD | 25                         |
| East End Neighborhood    | 25                         |

**Table 10 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

Revitalization efforts will be focused in neighborhoods near the center of the city, including West End, Park Avenue, the East End and Jersey City, to help improve overall housing and living conditions. Deteriorated or abandoned housing and aging infrastructure have been persistent issues in these areas where the age of housing, lower income levels, high percentages of rental property and other factors have contributed to the decline in conditions. These areas also have higher concentrations of minority residents compared to other areas. Housing will be the primary focus in order to preserve existing housing stock, provide assistance to homeowners, create more affordable housing and improve property values. In addition to housing programs, continued reinvestment in the public realm is needed as a measure to help raise the quality of the living environment with improvements to streets, sidewalks, parks, storm water controls and other public facilities.

### **Discussion**

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

| One Year Goals for the Number of Households to be Supported |   |
|---|---|
| Homeless  | 0 |
| Non-Homeless  | 5 |
| Special-Needs   | 0 |
| Total   | 5 |

Table 11 - One Year Goals for Affordable Housing by Support Requirement

| One Year Goals for the Number of Households Supported Through |   |
|---|---|
| Rental Assistance   | 0 |
| The Production of New Units                                   | 0 |
| Rehab of Existing Units                                       | 5 |
| Acquisition of Existing Units                                 | 0 |
| Total   | 5 |

Table 12 - One Year Goals for Affordable Housing by Support Type

#### Discussion

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

#### **Actions planned during the next year to address the needs to public housing**

The City of Salisbury has committed federal funds to the redevelopment of Civic Park apartments (now named Brenner Crossing) in the West End revitalization area. The project replaced 80 functionally-obsolete public housing units and created 90 new affordable units. Phase I of the project began construction in 2014, and Phase II began in 2015 and was completed in 2017. HOME program funds totaling \$150,000.00 have been budgeted in previous years to help support the creation of new affordable units.

Participation by public housing residents in Salisbury CDC classes on financial literacy will continue to be encouraged. Classes are offered on budgeting, how to purchase insurance, purchasing a car and similar topics. These classes are offered by the CDC at no charge, except for course materials.

#### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

Housing counselors with Salisbury CDC frequently assist public housing residents on their self-sufficiency goals related to financial literacy, improving their credit score and in some cases, purchasing a home. Public housing residents also have the option of participating in the Family Self Sufficiency Program administered by the Salisbury Housing Authority. Participants work with program staff to set attainable goals and take part in a savings plan. Resident Councils are available through the SHA to provide an avenue for resident participation in policy development and plans that affect them.

#### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

### **Discussion**



## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

**Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

**Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

The City of Salisbury will fund a public service activity this year to help offset costs of the overnight shelter manager position for Rowan Helping Ministries. Also this year the City will help support the overnight shelter manager for Family Crisis Council which provides emergency assistance for victims of domestic abuse. This assistance will help ensure that these facilities are adequately staffed to meet the individual needs of shelter guests.

**Addressing the emergency shelter and transitional housing needs of homeless persons**

Public services funding will be allocated to two emergency shelter facilities to offset a portion of the salaries for shelter staff.

**Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The City of Salisbury partners with the Salisbury CDC to offer classes in budgeting, purchasing insurance, and related topics that help public housing residents become self-sufficient. Rowan Helping Ministries offers counseling services to individuals to address obstacles that may be contributing to their homelessness.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services,**

**employment, education, or youth needs.**

The City will assist elderly and small family households through emergency and owner-occupied rehabilitation. Improvements such as roof repairs, HVAC systems, plumbing, electrical and modifications to assist with mobility will help these families remain in their home or to age in place. While the City does not have a specific strategy to help individuals avoid becoming homeless upon discharge from mental health institutions or other types of facilities, the public services funding it allocates to Rowan Helping Ministries helps provide shelter and supportive services for the general homeless population where these individuals can receive other supportive services that may help them assimilate back into the community.

**Discussion**

|  |
|--|
| <b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>        |
| Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family          |
| Tenant-based rental assistance   |
| Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated |
| Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds   |
| Total  |

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction**

**Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

The City's zoning and land development policies, ordinances and zoning are generally favorable and provide opportunities for development of multi-family residential. However in some instances public opposition (NIMBYism) has created an unfavorable climate at the public hearing phases, and thwarted plans of developers to push forward with the project. The City of Salisbury has helped to offset this effect by providing financial assistance to several LIHTC developments, including Westridge Village Phase II, Civic Park Phase I and Civic Park Phase II. Assistance has included both federal and non-federal funds. The City also promoted these projects, and the Villages at Hope Crest senior community, by offering letters of support from elected officials toward their applications to NC Housing Finance Agency.

### **Discussion**

## **AP-85 Other Actions – 91.220(k)**

### **Introduction**

#### **Actions planned to address obstacles to meeting underserved needs**

The city will help meet underserved needs by focusing resources in areas of concentrated poverty and where minority concentration exceeds the city average. Through the West End/Choice Neighborhood initiative, the city will continue to work to increase access to health and human services and public transportation in order to improve outcomes for families, increase employment, improve education, introduce a greater mix of incomes and households and to improve the overall living environment.

#### **Actions planned to foster and maintain affordable housing**

This will be accomplished through rehab of existing units to preserve existing housing stock and ensure quality living environments for homeowners.

#### **Actions planned to reduce lead-based paint hazards**

For all rehab work, the Salisbury Community Development Corp. will conduct lead inspections and include abatement as part of the project if needed.

#### **Actions planned to reduce the number of poverty-level families**

The Salisbury CDC, in partnership with the city, will offer classes in budgeting and related topics to help families become more financially stable. Owner-occupied rehab projects will include weatherization components if this is an identified need to reduce energy costs for the family.

#### **Actions planned to develop institutional structure**

The city will continue its long-standing partnership with Salisbury CDC to manage its housing programs and homeowner education courses. City staff will continue to manage the public input and budget development process. City staff will attend monthly CDC board meetings to stay apprised of current activities and rehab work being conducted.

#### **Actions planned to enhance coordination between public and private housing and social service agencies**

City staff will coordinate with the Continuum of Care, Salisbury Housing Authority, homeless providers and public service agencies to identify issues where the city can provide assistance. Through the West End/Choice Neighborhood initiative, the city will work with the Blanche and Julian Robertson Family

Foundation now leading this effort, to work with residents and stakeholders on strategic planning and targeted projects that align with the transformation plan.

## **Discussion**

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

|  |          |
|--|----------|
| 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed  | 0        |
| 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. | 0        |
| 3. The amount of surplus funds from urban renewal settlements  | 0        |
| 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan   | 0        |
| 5. The amount of income from float-funded activities   | 0        |
| <b>Total Program Income:</b>   | <b>0</b> |

#### Other CDBG Requirements

|   |       |
|---|-------|
| 1. The amount of urgent need activities   | 0     |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | 0.00% |

#### HOME Investment Partnership Program (HOME)

##### Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:
2. A description of the guidelines that will be used for resale or recapture of HOME funds when used

for homebuyer activities as required in 92.254, is as follows:

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:
  
4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

## **Discussion**