

City of Hickory

2020-2024

Community Development Block Grant Program

CONSOLIDATED PLAN



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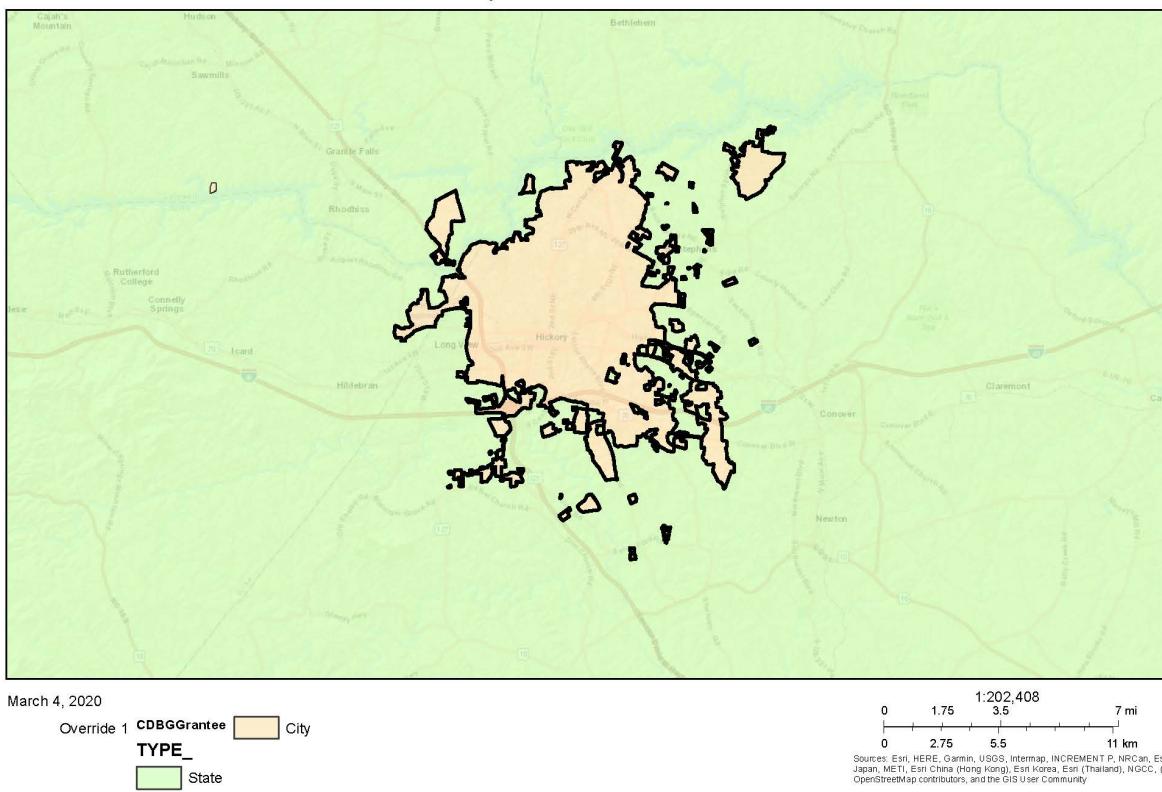
Executive Summary

ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)

1. Introduction

The U.S. Department of Housing and Urban Development defines the City of Hickory as an entitlement community due to status as a principal city within the Hickory-Lenoir-Morganton Metropolitan Statistical Area. As an entitlement community, the City of Hickory receives an annual allocation of Community Development Block Grant funding. The City is required to submit a five-year Consolidated Plan identifying community needs and funding priorities in order to receive annual funding. The City of Hickory values the importance of strategic planning to ensure good stewardship of public funds. This Consolidated Plan covers program years 2020-2024 and will become effective July 1, 2020. While CDBG funding has been holding steady over the last few years, it is extremely important that the City identify and prioritize the most critical needs to be addressed with CDBG funds, in order to assist as many citizens as possible. The administrative boundaries of Hickory are outlined in the map attached below.

CPD Maps - Grantee Boundaries



City of Hickory Boundary Map

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

This Consolidated Plan contains eight primary goals for the five-year Consolidated Plan:

1. **Preserve the City's Housing Stock**-Provide support for the rehabilitation and reconstruction of existing housing units.
2. **Public Infrastructure and Facility Improvements**-Provide support for necessary improvements to public infrastructure in low to moderate income neighborhoods and also provide support for necessary improvements to parks and neighborhood facilities in low to moderate income neighborhoods.
3. **Support Homeownership**-Increase homeownership by providing assistance to housing counseling agencies.
4. **Provide Services to Persons Living with HIV and AIDS**-Provide funding to ensure persons living with HIV and AIDS are able to access case management services and housing services.
5. **Homelessness Services and Prevention**-Provide services to support the homelessness as well as services aimed at preventing households from becoming homeless.

6. **Youth Services**-Provide support for at risk youth to increase their chances of succeeding in academics and employment.
7. **Increase Entrepreneurship Opportunities**-Provide support to small businesses and microenterprises to increase economic opportunities for low and moderate income individuals.
8. **Increase Fair Housing Outreach and Awareness**-Provide support to increase awareness of fair housing rights in the community and affirmatively further fair housing.
9. **Demolish Dilapidated Structures**-Provide funding to demolish dilapidated structures to reduce blight.

The one-year Annual Action Plan provides funding to support the following projects:

1. **Housing Rehabilitation/Purchase (\$90,000)** - Funds to purchase and rehabilitate existing housing units.
2. **Park Improvements (\$100,000)** – Funds to make improvements to City park facilities in low and moderate income neighborhoods.
3. **Public Infrastructure and Facility Improvements (\$110,000)** - Funds to construct curbs, gutters and sidewalks. In addition, funds may be used for street resurfacing, installing street lights, planting street trees or building or rehabilitating facilities for public use in low to moderate income areas.
4. **Small Business Assistance Program (\$10,000)** – Assistance for small business owners through a micro-enterprise grant to low/mod income business owners or small business loan program to incentivize business owners to create jobs for low/mod income individuals
5. **ALFA (\$10,000)**-Funds to support a case manager position.
6. **Exodus Homes (\$7,000)** - Funds to support an employment and transportation coordinator.
7. **Family Care Center (\$7,000)** - Funds to support a social worker position for homeless families in transitional housing.
8. **Family Guidance Center (\$10,000)** – Funds to support counseling to potential homebuyers.
9. **Hickory Soup Kitchen (\$10,000)** - Funds to support operating costs.
10. **Program Administration and Planning (\$60,200)** - Funding to administer the CDBG program.
11. **Fair Housing Activities (\$1,400)** - Funding support to raise awareness of fair housing rights and affirmatively further fair housing.
12. **Contingency (\$4,209)** - Funds for cost overruns related to CDBG projects.

3. Evaluation of past performance

The City's continued focus is on similar projects and funding categories as in past years. The City is maintaining many of these programs and is also adjusting its funding priorities to match new priority needs identified by the public. Estimated costs are also associated with each goal to ensure that goals are realistic and achievable. As funding levels fluctuate from year to year, it is important that the plan focuses on the most critical community needs.

4. Summary of citizen participation process and consultation process

The City of Hickory undertook an extensive citizen participation and consultation process in the development of this plan. Two public meetings were held in January and a public hearing was held on May 5, 2020. These meetings were advertised in the Hickory Daily Record, as well as on the City of Hickory website. In addition, Community Development staff had numerous meetings and phone interviews with nonprofit organizations and community leaders in the city. The comments provided during the public meetings and consultation sessions inform the goals and strategies contained in the plan. The citizen participation process will continue throughout the implementation of this Consolidated Plan. The City of Hickory's Citizen Participation Plan is attached.

5. Summary of public comments

The comments received at the public hearings are attached to this plan as an appendix. The issues discussed at the public meetings included increased services for school aged children, increased services for the elderly and continued improvements to public infrastructure and facilities. Organizations that met with City staff during the consultation process also identified more comprehensive services to the homeless and options for affordable housing as high priority needs. The City's Business Development Committee also identified services to microenterprises and small businesses as a priority need.

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

There were no comments or views not accepted.

7. Summary

Significant efforts were made to obtain public input through public meetings, meetings with nonprofit organizations, and individual conversations. The public input process was used to identify priority needs to be addressed with CDBG funds. All of the objectives and goals contained in the plan address a specific priority identified by the public. The City of Hickory will continue to obtain public input annually to ensure the plan is up to date and activities undertaken with grant funds address current community needs.

The Process

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

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

The following are the agencies/entities 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	HICKORY	Office of Business Development

Table 1– Responsible Agencies

Narrative

The City of Hickory manages its Community Development programs through the Community Development Division of the Office of Business Development. The Office of Business Development also includes Planning, Zoning, Permitting and Communications.

Consolidated Plan Public Contact Information

For more information about the City's Consolidated Plan, please contact:

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PR-10 Consultation - 91.100, 91.110, 91.200(b), 91.300(b), 91.215(l) and 91.315(l)

1. Introduction

Throughout the development of this consolidated plan, the City of Hickory has regularly consulted with numerous public service providers, housing providers, and other relevant organizations to ensure that their input is included in the plan.

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(l)).

The Community Development Division of the Office of Business Development is responsible for administering the CDBG program and developing the Consolidated Plan. Community Development staff consulted with numerous public service agencies and the Hickory Public Housing Authority. Consultation took place at both public meetings and through individual meetings and phone conversations.

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 Catawba County Housing Visions Continuum of Care meets monthly at the Catawba County United Way offices. The City's Community Development Manager serves on the committee, which includes representatives from organizations that serve the homeless in Catawba County. This group makes decisions on the allocation of Emergency Solutions Grant funding and also provides a forum for member organizations to discuss their needs. In the past, the City has funded homeless serving activities at the Safe Harbor Rescue Mission, Exodus Homes, Greater Hickory Cooperative Christian Ministry, Family Care Center, and the Hickory Soup Kitchen using CDBG funds.

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

The Catawba County Housing Visions Continuum of Care participates in the North Carolina Balance of State Continuum of Care, which applies for ESG funds for non-entitlement communities throughout the state. The Salvation Army Shelter of Hope and the Family Care Center have each received funding in recent years. Both of these organizations are located within Hickory. These applications are made through the Continuum of Care, which makes recommendations on which organizations to support annually. City staff serves on this committee.

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

Table 2– Agencies, groups, organizations who participated

1	Agency/Group/Organization	Hickory Soup Kitchen
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff has regular phone and in person meetings with Hickory Soup Kitchen staff to continue to review the organization's needs and other service gaps related to the City's homeless population. This consultation should continue to improve coordination with homeless service providers about facility and service needs. Community Development Staff also participates as a board member for the HOPE Project which is a transportation program to help those in need secure steady employment.
2	Agency/Group/Organization	City of Hickory Public Housing Authority
	Agency/Group/Organization Type	PHA
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met directly with the Executive Director of the Hickory Housing Authority to discuss the organization's status and future needs. It is anticipated that through increased coordination and communication, the City and the Housing Authority will be able to work together to increase the supply of affordable housing in the community. The Hickory Housing Authority recently received funds through the Rental Assistance Demonstration (RAD) conversion to remodel all of their 311 units. In addition, they have begun to explore opportunities to construct new multi-family housing on a four acre site. Staff anticipates there will be coordination of assistance with infrastructure between the Hickory Housing Authority and the City related to this possible project.

3	Agency/Group/Organization	ALFA
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs HOPWA Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development staff met with ALFA Executive Director to discuss the organization's needs. The City has regularly provided CDBG funding to the organization in the past. Regular communications with the City maintain awareness about the needs of persons living with HIV and AIDS in the region. For example, ALFA has recently started a Pre-exposure Prophylaxis (PReP) Program and are working to serve their patient's needs through a patient navigator and a housing navigator. They have also received new funding from the state of North Carolina for a syringe exchange program to assist with the reduction in HIV and AIDS in the City. This coordinated effort between City and Agency will continue to assist those living in need in the area.
4	Agency/Group/Organization	FAMILY CARE CENTER OF CATAWBA VALLEY
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development staff met with the organization's Executive Director about the services offered by the organization and the needs of homeless families with children. Areas of improved coordination exist between the City and the agency through the opportunities surrounding permanent housing and the housing counseling offered by the agency. Opportunities also exist to continue to review the other service gaps related to the City's homeless population. It is hoped that this consultation leads to improved communication and services for homeless families with children.

5	Agency/Group/Organization	HABITAT FOR HUMANITY OF CATAWBA VALLEY 1
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met with the executive director to discuss the organization's needs and housing needs in the community in general. Staff talks with organization staff regularly to determine ways to improve partnership and coordination between the organizations. Habitat has indicated a need for additional affordable housing (rental and owner-occupied) in the community. The City and Habitat are both currently working to bring more single family housing to the city. The city and Habitat are exploring the creation of an affordable rental program and how the city could assist in this endeavor.
6	Agency/Group/Organization	WESTERN PIEDMONT CNCL OF GOVT
	Agency/Group/Organization Type	Housing Services-Employment Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development staff consulted with the Regional Housing Authority to understand the overall needs and priorities related to housing in the area. An area of priority for this organization is to increase the number of landlords that will accept Section 8 vouchers for their clients. The WPCOG was recently granted the establishment of one of HUD's Envision Centers. This center will offer HUD-assisted families access to support services that can help them achieve self-sufficiency. Community Development and WPCOG staff speak regularly to coordinate programs, activities and support. The Western Piedmont Council of Governments also administers HOME funds for the area, which the City of Hickory will use to build two affordable homes in the coming year.
7	Agency/Group/Organization	GREATER HICKORY COOPERATIVE CHRISTIAN MINISTRY HEALTHCARE CENTER
	Agency/Group/Organization Type	Services-Persons with Disabilities Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development staff met with representatives from the organization to discuss funding opportunities and organizational needs. The organization currently operates a health care center and food bank. GHCCM recently opened their Whole Life Center to assist clients with gaining independence from the cycle of poverty. This center offers employment services, job training, and financial counseling as well as other programs to assist in self-sufficiency. They hope to increase anti-poverty efforts in coming years through more comprehensive program offering. City and CCM staff plan to continue working together to develop and implement anti-poverty programs.

9	Agency/Group/Organization	CVCC Small Business Center
	Agency/Group/Organization Type	Services-Employment Other government - County
	What section of the Plan was addressed by Consultation?	Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	City staff met with the director of the Small Business Center to discuss the needs of small business owners and entrepreneurs in the community, especially those with low to moderate incomes. Past discussions, led to the creation of the microenterprise funding program for low to moderate income business owners and more recently a small business loan program for businesses for business willing to hire low to moderate income workers. It is anticipated that this consultation will lead to increased discussions regarding possible entrepreneurship opportunities for low to moderate income persons in the community.
10	Agency/Group/Organization	Safe Harbor Rescue Mission
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met with the executive director of the organization to review the organization's needs and other service gaps related to the City's homeless population, specifically relating to women and children. This consultation should continue to improve coordination with homeless service providers about facility and service needs.
11	Agency/Group/Organization	Exodus Homes
	Agency/Group/Organization Type	Housing Services - Housing Services-homeless

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homelessness Needs - Veterans
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met with the executive director of the organization to review the organization's needs and other service gaps related to the City's homeless population, specifically relating to formerly incarcerated men and women. This consultation should continue to improve coordination with homeless service providers about facility and service needs.
12	Agency/Group/Organization	Family Guidance Center
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met staff of the organization to review the organization's needs and other service gaps related to the City's affordable housing issues. This agency focuses on serving potential homebuyers and homeowners with financial, credit and housing counseling to increase homeownership. This consultation should continue to improve homeownership in the City, which is an important focus of the municipality's future plans.
13	Agency/Group/Organization	Centro Latino
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Anti-poverty Strategy

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met with staff of the organization to review the organization's needs and other service gaps related to issues within the City's Latino population. This agency focuses on serving this population with education, housing and transportation issues. This consultation should continue to improve coordination and relationships with the Latino population.
14	Agency/Group/Organization	NAACP
	Agency/Group/Organization Type	Services-Education Civic Leaders Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Community Development Staff met with staff of the organization to review the organization's needs and other service gaps related to issues within the City's African American population. This agency focuses on serving this population with education, anti-poverty and civil rights issues. This consultation should continue to improve coordination and relationships with the African American population.

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

N/A

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Salvation Army	The Continuum of Care oversees application for ESG funds. The City of Hickory works with the Continuum of Care by providing funds to many public service agencies that work with the homeless.

Table 3– Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

The City of Hickory continues to be a member of the Unifour Home Consortium headed by the City of Lenoir. The consortium administers HOME funds for the four county area through the Western Piedmont Council of Government. The City of Hickory recently entered into an agreement with the consortium to receive HOME funds to build two single family owner occupied homes in the area. The City works to ensure that Consolidated Plans submitted by each agency are consistent.

Narrative

The listing above contains the organizations with whom Community Development Staff had an official meeting or telephone conference. Staff also gave updates on the planning process at monthly Continuum of Care meetings. Nearly all nonprofit public service providers that work with the homeless or within anti-poverty programs attend these meetings. In addition, the City of Hickory recently created a new position of Community Navigator to work specifically with the homeless population in the area. His role as an experienced leader of a local homeless shelter gives him the unique opportunity to assist those that are homeless in getting services they need.

PR-15 Citizen Participation - 91.105, 91.115, 91.200(c) and 91.300(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

During the Consolidated Planning process, the City of Hickory encouraged citizen participation, especially among residents of low to moderate income communities. Comments were solicited from citizens, nonprofit organizations, and government agencies during neighborhood meetings, public hearings, and other commission meetings. Three public hearings were conducted to obtain input on the plan. Additional discussions were held individually with nonprofit organizations. These were discussed in the previous section.

The comments received at public meetings are summarized below. Complete notes from the public meetings are included as an appendix.

The City's Citizen Participation Plan is also attached to this plan as an appendix. This provides a more comprehensive description of the activities the City will undertake during plan implementation to encourage citizen participation.

Citizen Participation Outreach is attached to this plan as an Appendix.

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	Newspaper Ad	Non-targeted/broad community	People did attend public meetings/hearings based upon seeing in advertisements in the local newspaper.	See Citizen Participation Outreach Appendix 2 for full details.	All comments were accepted.	
2	Public Meeting	Non-targeted/broad community	This meeting was attended by three individuals on January 23, 2020 at City Hall.	See Citizen Participation Outreach Appendix 2 for full details.	All comments were accepted.	
3	Public Meeting	Minorities Non-targeted/broad community	There were three citizens in attendance at the meeting held on January 29, 2020 at the Ridgeview Library.	See Citizen Participation Outreach Appendix 2 for full details.	All comments were accepted.	

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)
4	Public Hearing	Non-targeted/broad community	A public hearing was held on May 5, 2020. There were ____ citizens who spoke	See Citizen Participation Outreach Appendix 2 for full details.		

Table 4– Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

The City of Hickory utilized data from HUD's Comprehensive Housing Affordability Study (CHAS) and the American Community Survey (ACS) in the Consolidated Plan template as the basis for its analysis in completing this needs assessment. This information was also used when discussing needs with neighborhood and community groups.

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

The City of Hickory's low to moderate income population is generally located in the well-established neighborhoods to the south of the Norfolk Southern rail line and the Northeastern portion of the city. These older neighborhoods often have older facilities that may be in need of upgrade. There are parks in these areas that have not seen significant upgrades since the 1960s. The City regularly uses funding to construct or rehabilitate park facilities in low to moderate income neighborhoods.

How were these needs determined?

Needs for public facilities were determined by listening to public comments at various public meetings held during plan development and comments from previous years. Prior to the last Consolidated Plan, the City completed an extensive capital needs study that detailed a number of potential projects in low to moderate income areas. Some of these projects are still under development and as the city moves forward, they will be studied as to determine whether they could possibly be funded using CDBG dollars. As the city updates its capital budget annually, all potential projects are studied to determine whether or not they can be funded with CDBG funds.

Describe the jurisdiction's need for Public Improvements:

Many of the City's established residential neighborhoods require sidewalk, streetscape improvements, and street improvements. The City continuously notes gaps in the amount of funding for street resurfacing, sidewalk construction, and streetscape improvements due to stagnating property tax and other revenue growth. With the City's revitalization plan currently underway, there should be a natural progression of improvements in sidewalks and streets particularly in low to moderate income neighborhoods. As the city moves forward with improved streetscapes, CDBG funds can possibly assist with improved transportation methods such as sidewalks and bike lanes in low to moderate income neighborhoods.

How were these needs determined?

These needs were determined by listening to public comments at neighborhood meetings. In addition, Community Development Staff regularly meets with staff in the City's Public Services department to discuss needs related to pavement quality, gaps in the sidewalk network. These needs are developed by looking at pavement studies commissioned by the department and listening to citizen comments over the course of the year. The City has currently engaged a consultant to update its Master Bicycle Pedestrian Plan. This process should be completed within the calendar year and will potentially inform future public improvement projects. With the City's revitalization plan currently underway, there should

be a natural progression of improvements in sidewalks and streets particularly in some low to moderate income neighborhoods. When additional needs are determined, Public Services staff meets with Community Development staff to determine whether any of the identified needs can be funded with CDBG funds.

Describe the jurisdiction's need for Public Services:

The City has a robust nonprofit sector that provides extensive public services for the low income and homeless populations. In past years, the City has funded agencies that provide food bank services, homeless services, health care services, and case management for persons with HIV and AIDS.

Discussions with local nonprofit service providers indicated a need for additional affordable housing and also youth programming in the community.

In addition, providers expressed a need for increased services to the homeless. Although the local soup kitchen has started a transportation program to assist those that are homeless in getting to jobs, this is still an issue since the bus service in Hickory and the surrounding towns can be sporadic at times. Transportation issues often make it difficult for individuals and families trying to transition out of homelessness to obtain and hold jobs. Stakeholders have also described a need for more comprehensive day shelter services for homeless individuals. This would include additional counseling and services designed to get homeless individuals into transitional housing and move them towards self-sufficiency. There is also an identified need for more homelessness prevention programs that have similar goals of increasing self-sufficiency for low income individuals and families.

How were these needs determined?

The needs of public service agencies are determined through individual consultation with nonprofit service providers and through comments received at public meetings. Representatives from local public service agencies regularly voice their concerns about needs at these public meetings. In addition, Community Development Staff also attends the local Continuum of Care meetings. At these meetings, agencies attending are given the opportunity to update the group on their programs. During this time, organizations regularly discuss needs for additional services or programs.

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

The City of Hickory used housing market data contained within the consolidated plan template (2011-2015 ACS) and 2014-2018 ACS data obtained from the Western Piedmont Council of Governments, Senior Data Analyst/GIS Manager, Taylor Dellinger. This data was used to inform the analysis of the City's housing market and as a starting point for discussions with local housing and public agencies in the preparation of this plan.

MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

Introduction

In the past, the City of Hickory developed around manufacturing, especially in the furniture, textile, hosiery, and fiber optic cable sectors. While manufacturing has remained an important part of the economy, the number of manufacturing jobs in the community had been in decline through the recession. More recently (post-recession years), manufacturing jobs appear to be holding steady with a slight variance of 0.4 percent over 2011-2015. As in the last consolidated planning period, the education and health care services sector has emerged as the leading sector in the economy, with Arts, Entertainment and Accommodations and Retail trade rounding out the top three sectors.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	53	14	0	0	0
Arts, Entertainment, Accommodations	2,218	8,292	12	20	8
Construction	528	964	3	2	-1
Education and Health Care Services	3,790	10,222	20	24	4
Finance, Insurance, and Real Estate	935	1,102	5	3	-2
Information	305	321	2	1	-1
Manufacturing	4,370	5,018	23	12	-11
Other Services	751	728	4	2	-2
Professional, Scientific, Management Services	1,451	3,283	8	8	0
Public Administration	394	930	2	2	0
Retail Trade	2,670	6,787	14	16	2
Transportation and Warehousing	560	661	3	2	-1
Wholesale Trade	723	3,453	4	8	4
Total	18,748	41,775	--	--	--

Table 5 - Business Activity

Alternate Data Source Name:

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments: Used more current American Community Survey Data (2014-2018) and Longitudinal Employer-Household Dynamics (2017) as it more accurately reflects the current environment within the City of Hickory.

Labor Force

Total Population in the Civilian Labor Force	20,468
Civilian Employed Population 16 years and over	18,748
Unemployment Rate	8.40
Unemployment Rate for Ages 16-24	17.90
Unemployment Rate for Ages 25-65	6.50

Table 6 - Labor Force**Alternate Data Source Name:**

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments: Used more current American Community Survey Data (2014-2018) as it more accurately reflects the current environment within the City of Hickory.

Occupations by Sector	Number of People
Management, business and financial	6,777
Farming, fisheries and forestry occupations	53
Service	2,895
Sales and office	4,747
Construction, extraction, maintenance and repair	777
Production, transportation and material moving	3,499

Table 7 – Occupations by Sector**Alternate Data Source Name:**

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments: Used more current American Community Survey Data (2014-2018) as it more accurately reflects the current environment within the City of Hickory.

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	14,308	81%
30-59 Minutes	2,224	13%
60 or More Minutes	1,030	6%
Total	17,562	100%

Table 8 - Travel Time

Alternate Data Source Name:

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments:

Used more current American Community Survey Data (2014-2018) as it more accurately reflects the current environment within the City of Hickory.

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		
	Civilian Employed	Unemployed	Not in Labor Force
Less than high school graduate	1,288	193	873
High school graduate (includes equivalency)	3,646	443	1,030
Some college or Associate's degree	4,682	261	1,054
Bachelor's degree or higher	5,482	147	1,281

Table 9 - Educational Attainment by Employment Status

Alternate Data Source Name:

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments:

Used more current American Community Survey Data (2014-2018) as it more accurately reflects the current environment within the City of Hickory.

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	35	131	205	490	363
9th to 12th grade, no diploma	382	370	265	893	807
High school graduate, GED, or alternative	1,216	1,533	1,348	2,238	1,724
Some college, no degree	1,927	991	952	1,976	1,413
Associate's degree	163	641	389	1,052	555
Bachelor's degree	532	1,147	1,016	2,225	1,112
Graduate or professional degree	40	468	647	1,407	802

Table 10 - Educational Attainment by Age

Alternate Data Source Name:

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments:

Used more current American Community Survey Data (2014-2018) as it more accurately reflects the current environment within the City of Hickory.

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	20,131
High school graduate (includes equivalency)	23,264
Some college or Associate's degree	29,279
Bachelor's degree	45,125
Graduate or professional degree	54,988

Table 11 – Median Earnings in the Past 12 Months

Alternate Data Source Name:

2014-18 ACS (Workers), 2017 Longitudinal Employer-

Data Source Comments:

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

The major employment sectors in the community are education and healthcare services with 25 percent of the jobs, arts, entertainment and accommodations with 20 percent of the jobs and retail trade with 16 percent of the jobs. During the last consolidated planning period, data reflected that manufacturing jobs ranked as the third largest sector with 16 percent of the jobs. Manufacturing now ranks as the fourth largest sector with 12 percent of the jobs, showing a decline in the manufacturing sector. As a regional employment and commercial center, Hickory continues to have significantly more jobs located within the city limits than workers to fill them. A large number of workers still commute into the city from the outlying towns and counties for employment, yet 23 percent of the workers living in the city are employed in the manufacturing sector. This is likely an indication that a higher percentage of manufacturing jobs are filled with local residents than in other sectors. Interestingly, within the education and healthcare sectors, there are many more jobs available (10,222) than there are workers living within the city limits (3790). This indicates a large commuter population within that sector.

Describe the workforce and infrastructure needs of the business community:

Soft skills such as problem solving, work ethic, verbal communication, and dependability are considered high priority needs according to many employers within the community. Additionally, gaps in skills required for newer advanced manufacturing jobs have been identified as need recently. These two factors have led to the development of a Manufacturing Academy at Catawba Valley Community College (CVCC), and most recently the CVCC Workforce Solutions Center, a state of the art, one of a kind trade skills training center. Both of these will assist students in developing the skills necessary for modern manufacturing employment.

**Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period.
Describe any needs for workforce development, business support or infrastructure these changes may create.**

In November 2014, voters in Hickory approved a \$40 million bond initiative. The bond includes \$15 million for economic development, which includes funding to construct a business park geared towards advanced manufacturing. The initiative also includes funding for extensive public infrastructure improvements such as bikeways, streetscapes, and greenways. At this time, it is anticipated that the workforce development needs of this park will be well served by the manufacturing academy. To date this \$40 million bond initiative has leveraged and additional \$55 million in federal and state funded investment. This \$90 million has already led to the announcement of 398 new jobs, \$145 million in private investment and the addition of 145 new housing units. Additional investment and job creation is expected as projects are completed. There will be a need for a more skilled specialized workforce in some of our advanced manufacturing facilities, such as ITM which is a company that manufactures radiopharmaceuticals.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

While the City continues to have a segment of the population that lacks a high school diploma (12 percent), the percentage of the population that falls in this education attainment category is on the decline (14 percent from the 2011-2015 ACS data). While there is a decline in this population, the lack of a high school diploma still leaves many potential job seekers unqualified for available jobs in manufacturing that require a high school education and more advanced skills.

The percentage of the population that has attained at least a high school diploma or equivalent is on a slight increase with 26 percent reaching this milestone. This is evidence that the skills and education that are being presented through the local education initiative K-64 of which the City is a part, is helping keep individuals in high school longer. The CVCC Workforce Solutions Center is increasing opportunities for educations and trades in those populations that are achieving at least a high school diploma with an increase of three (3) percent attaining some college or an Associate's Degree. More advanced degrees such as Bachelor's and Graduate/Professional degrees are remaining steady. The Workforce Development Board and CVCC will continue to work to decrease skill gaps present in the community's workforce.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Within the last few years, the City of Hickory has seen an increase in workforce training initiatives. Starting with the Manufacturing Academy and the Furniture Academy, both part of Catawba Valley Community College. These initiatives are focused on the training of skilled trade careers such as furniture manufacturing, HVAC installation and repair and electrical, just to name a few. These initiatives led to the development of the Workforce Solutions Center, an 80,000+ square feet, state of the art learning space, where students can work in a hands-on environment. This center also has more advanced programs such as robotics, mechatronics, and computer engineering technology for those careers that are more technologically advanced. Many of the local manufacturers that weathered the recession are now relying more heavily on tech-based processes and need a skilled workforce to use that technology.

Another organization that assists in this area is the North Carolina Center of Engineering Technologies which is a collaborate effort of many institutions including, Appalachian State University, Western Carolina University, University of North Carolina – Charlotte, Catawba Valley Community College, Caldwell County Community College and Technical Institute, and Western Piedmont Community College. Their facility is designed for applied research in engineering related fields and serves as a conduit to baccalaureate education delivered by the University of North Carolina system schools.

In addition to the strides made in secondary education in the City of Hickory, there is also an initiative that focuses on the early years. K-64 is designed to be a holistic approach to education and workforce training that encompasses all age ranges. From Kindergarten, through high school and secondary schools and those that are currently in the workforce with the desire to garner additional training, this program supports education in an effort to reduce the drop-out rate while also focusing on those already in the workforce who wish to learn new skills.

These two programs support this Consolidated Plan by offering additional support to the local workforce to assist in the growth of the local economy. Many of the City's homeless service agencies work with the Workforce Development Board to find employment for their clients, thus supporting the reduction in homelessness and an increase in quality of life. One such agency, the Hickory Soup Kitchen, in partnership with the City of Hickory and Greenway Public Transportation, has started a transportation program to help those that may live in shelters and have no access to transportation get to and from jobs in the community. They have partnered with at least five businesses and three staffing agencies to help those in need find work.

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

Yes

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

The City of Hickory, in conjunction with the Western Piedmont Council of Governments, works to implement a Comprehensive Economic Development Strategy. This initiative is known as the Future Forward Economic Alliance. Future Forward's goal is to renew the region's economy and make the region more competitive in a global marketplace by 1) improving the education and skills of the workforce, 2) encouraging a renewed sense of entrepreneurship and innovation, 3) promoting a more diverse economy, 4) developing and protecting urban and outdoor

amenities, and 5) encouraging teamwork among local governments. This Consolidated Plan will support a number of these goals. Recently, the City began small business loan program while continuing the microenterprise grant program to support entrepreneurship and small businesses. In addition, funding will be used to protect and improve urban amenities including parks and other facilities.

The City's bond initiative approved in 2014 will involve the construction of a new business park focused on advanced manufacturing. The second part of the bond initiative involves streetscape improvements, greenways, and other infrastructure improvements. While this portion of the bond funds will not be directly related to economic development, the idea behind the initiative is to improve quality of life and make the city more of a destination to potential employers. Indirectly, this should lead to increased economic growth, especially since it will be paired with the direct investment in business park development. The total amount of both bond issues is \$40 million.

Discussion

In the past 15 years, Hickory has begun a transition from a manufacturing-based economy to more of a service-based economy. This is evident in the fact that in the number of jobs ranking by business sector, manufacturing has remained as the fourth largest for percentage of jobs, behind Education/Healthcare (25 percent), Arts, Entertainment and Accommodations (20 percent) and Retail (16 percent) for the last decade. While manufacturing is ranked fourth in terms of available jobs, this sector is ranked highest in the number of workers at 23 percent and therefore it remains a large segment of the economy. The area Workforce Investment Board and community college have shown a strong desire to work with local employers to determine skill gaps and ensure that job seekers are well matched with job opportunities. The most recent new manufacturing opportunities that have located in the City of Hickory are more highly skilled technical jobs, such as cable and radiopharmaceutical manufacturing. The efforts of the CVCC and the Workforce Solutions Center will assist in the development of more skilled workers.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

As in the most recent consolidated plan, of the four housing problems discussed in the housing needs assessment, the most common appears to be housing affordability. According to the data, there are relatively low numbers of households that lack complete plumbing or kitchen facilities or suffer from overcrowding. According to data found on CPD maps, housing affordability (30 percent and 50 percent cost burdened households) issues appear to be spread relatively evenly throughout the community, with slightly higher percentages in low to moderate income census tracts.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The City's African American population is largely concentrated within Census Tract 109. According to the 2013-2017 American Community Survey (ACS) from the US Census Bureau, roughly 13 percent of the City's Population is African American. Census Tract 109 is approximately 65 percent African American. This is the only Census Tract where more than 26 percent of the population is African American. This tract contains the Ridgeview, Green Park, and Kenworth Neighborhoods.

According to the 2013-2017 ACS, approximately 13 percent of the population is Hispanic or Latino (of any race). The City's Hispanic population has higher concentrations of Hispanic residents in Census Tract in 103, in the Northeast (St. Stephens) section of the city and Census Tract 110 in the southeastern part of the city to the east of the Kenworth Neighborhood. Those two tracts have populations that are at least 20 percent Hispanic.

These populations tend to be more cost burdened in terms of housing and tend to be more low to moderate income households.

What are the characteristics of the market in these areas/neighborhoods?

Two of the three Census Tracts described have populations that are more than 50 percent low to moderate income residents. Census Tract 103 is the anomaly in that its low to moderate income percentage is just under 37 percent. This census tract is more integrated in terms of population and income levels. While the real estate market is weaker in these sections of the city than other areas, the market is still functioning. Recently, a Walmart Neighborhood Market was constructed in close proximity the Ridgeview and Green Park Communities and the City is investing millions of dollars in a multi-modal path through the Ridgeview Community that will connect to downtown and continue more than six miles to Lake Hickory. In addition, the City has partnered with the Unifour Consortium to construct two homes on vacant city owned property to help increase affordable housing stock and assist with neighborhood stabilization. There is also private development in the form of two Low Income Housing

Tax Credit (LIHTC) multifamily properties in close proximity to Census Tract 109. The City anticipates that this development will spur additional commercial development on the south side of these neighborhoods and help stabilize the residential neighborhoods to the north. Additionally, Census Tract 109 is considered an Opportunity Zone, which adds an additional potential funding source for development.

Are there any community assets in these areas/neighborhoods?

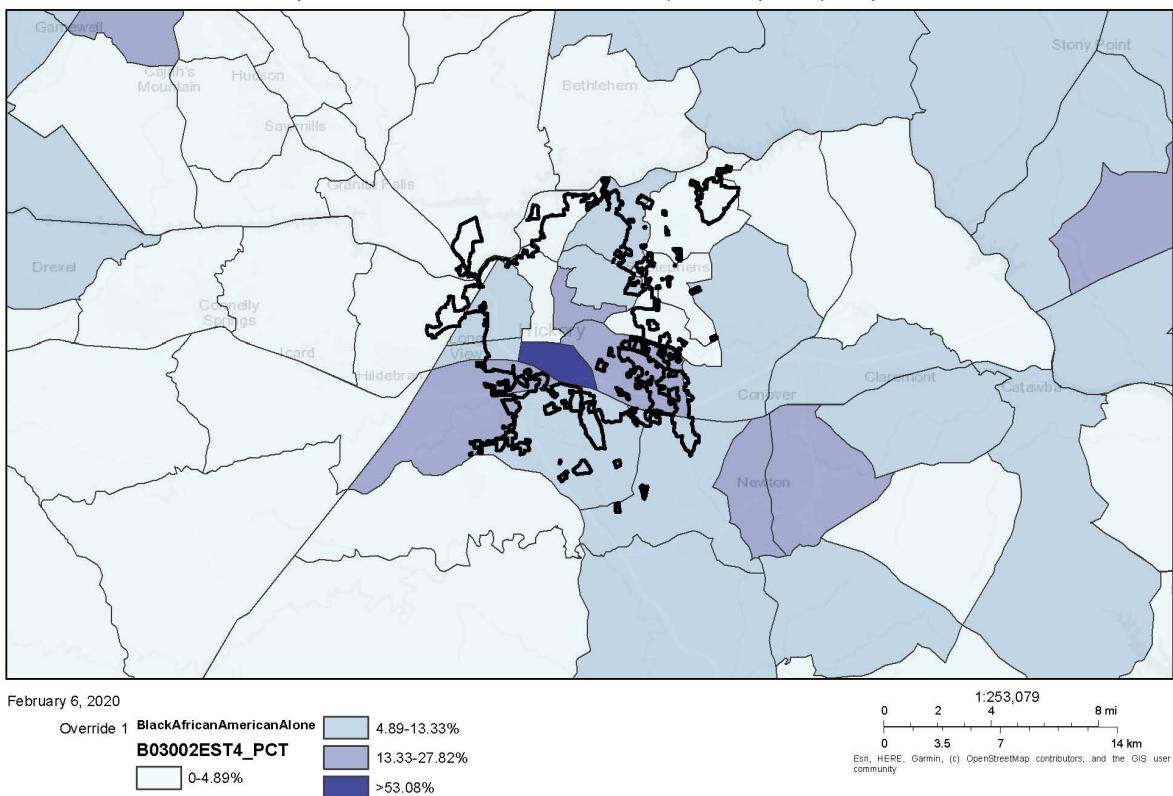
The neighborhoods in Census Tract 109 are in relatively close proximity to the downtown area, where a large number of nonprofit organizations and services are located, including the Greater Hickory Cooperative Christian Ministry Health Clinic, Safe Harbor Rescue Mission and the Hickory Soup Kitchen. Habitat for Humanity of the Catawba Valley's offices are located in this area. They have also constructed significant amounts of housing in this area, which has helped stabilize neighborhoods and increase homeownership. Also, while the regions transit system is relatively limited, there are a number of bus stops located within the neighborhood. Census Tracts 103 and 110 are also in the vicinity of Highland Avenue (a main East West corridor) and Lenoir Rhyne University, which has been expanding significantly over the past decade. As mentioned above, the recent development of a Walmart Neighborhood Market, two LIHTC projects and the City investment of a multimodal path and two affordable homes will help increase community assets in these areas.

Are there other strategic opportunities in any of these areas?

The City's low-and-moderate income areas, especially Census Tract 109, have seen significant demolition of dilapidated housing. This has left the opportunity for significant infill development. The City has partnered with the Unifour Consortium to construct two homes on vacant city owned property to help increase affordable housing stock and assist with neighborhood stabilization. The City owns approximately five acres in Census Tract 109, with close proximity to downtown. The hope is to continue building affordable housing to assist with infill development and neighborhood stabilization and assist the private development of the two Low Income Housing Tax Credit (LIHTC) multifamily properties in creating more affordable housing in and adjacent to Census Tract 109.

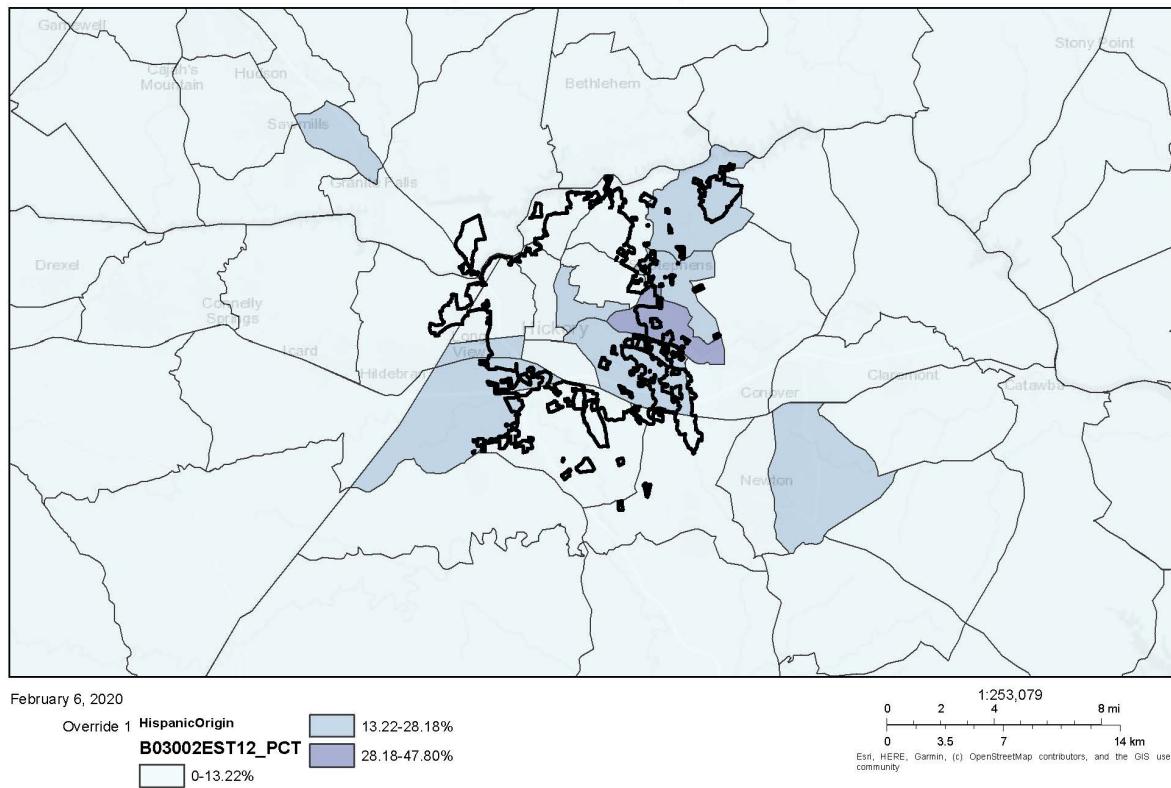
These areas also contain established neighborhoods that are more walkable than many newer subdivisions. Revitalization of the downtown area, the railroad corridor, and the US 70 SW corridor could lead to improvements in the adjacent residential neighborhoods. Some of this revitalization has occurred with significant mill redevelopment along the rail corridor and the construction of the Walmart Neighborhood Market on the site of a former hotel. The City is also investing funds in a multimodal path that will connect the neighborhoods in Census Tract 109 to the central business district and continue more than six miles to Lake Hickory. This will help increase the walkability of this neighborhood.

CPD Maps - Black or African American (Not Hispanic) Population

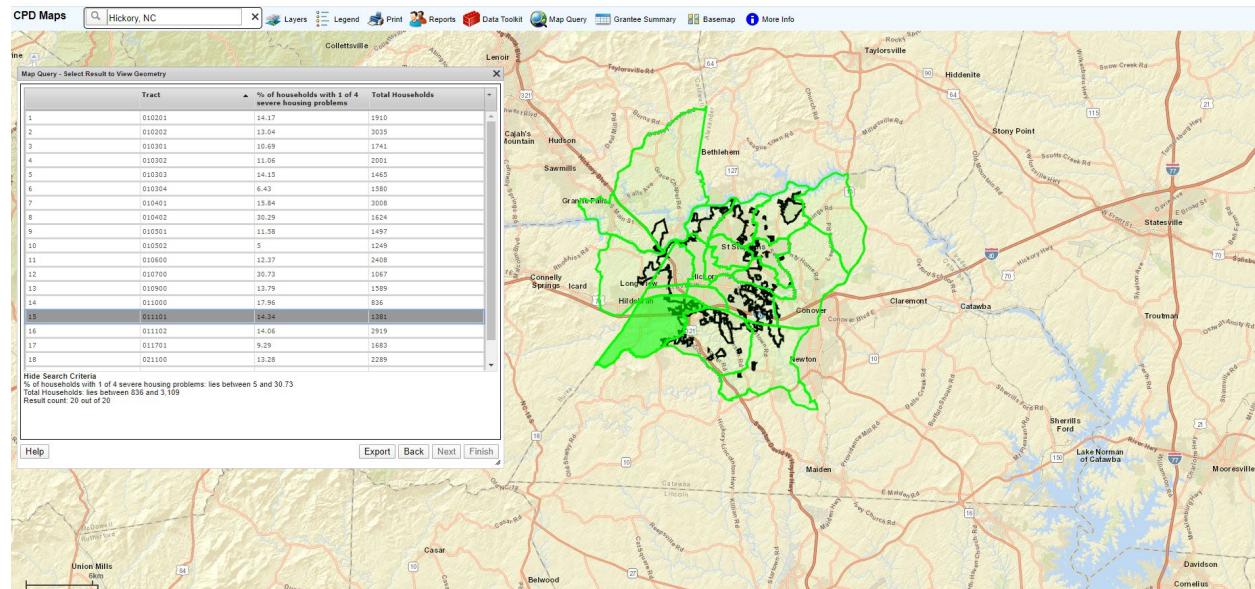


City of Hickory - Concentration of African American Population

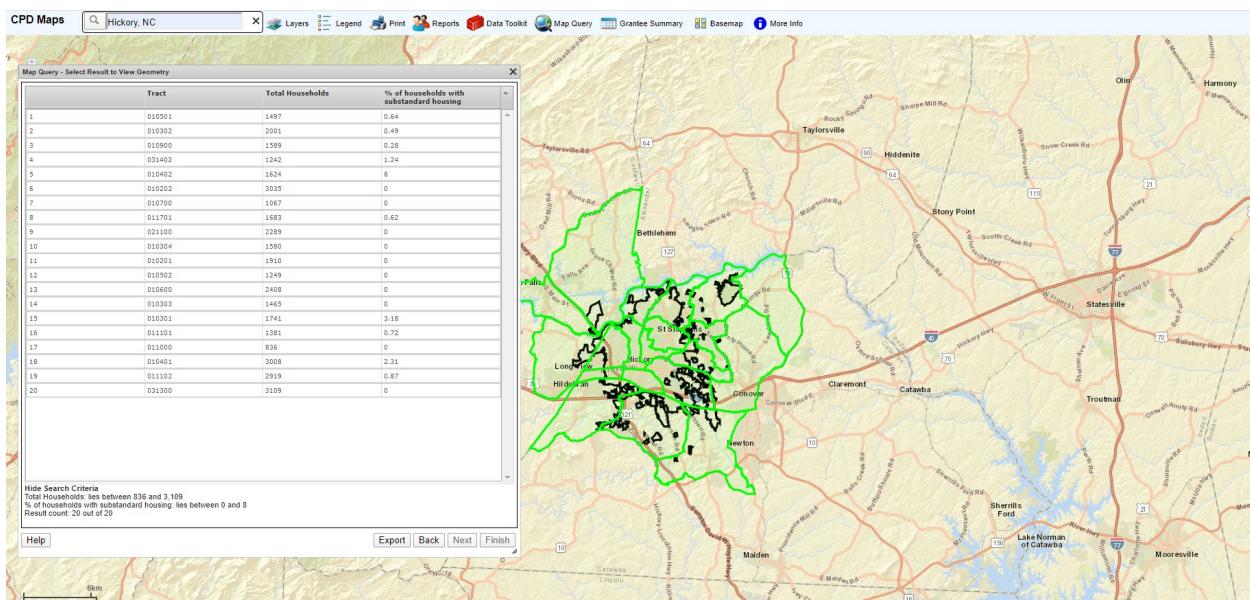
CPD Maps - Persons of Hispanic Origin



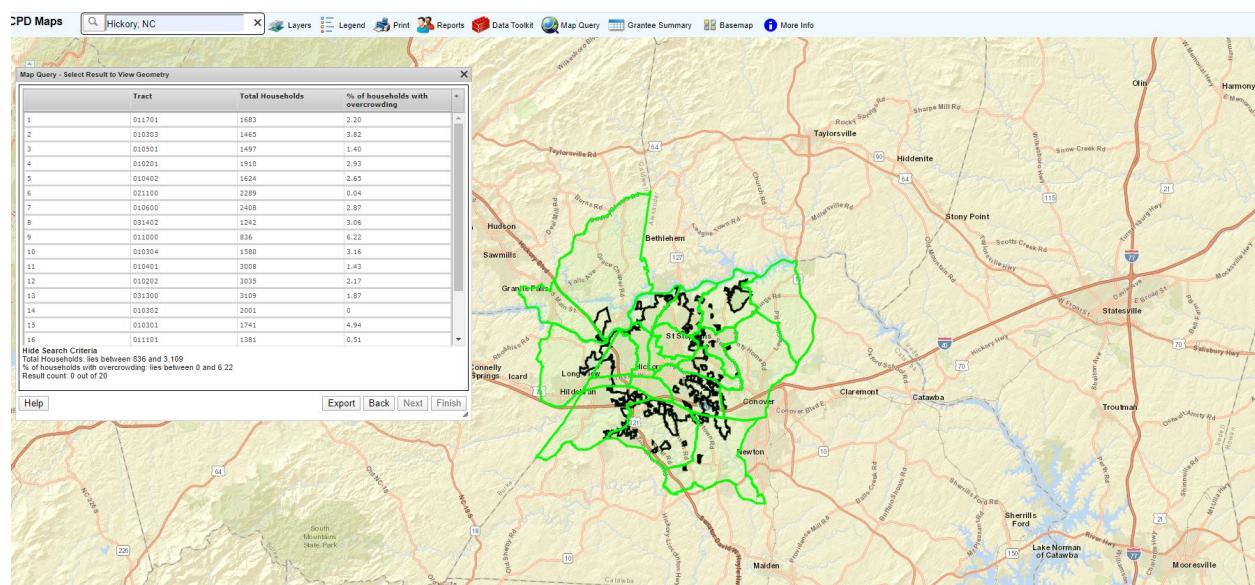
City of Hickory - Concentration of Hispanic Population



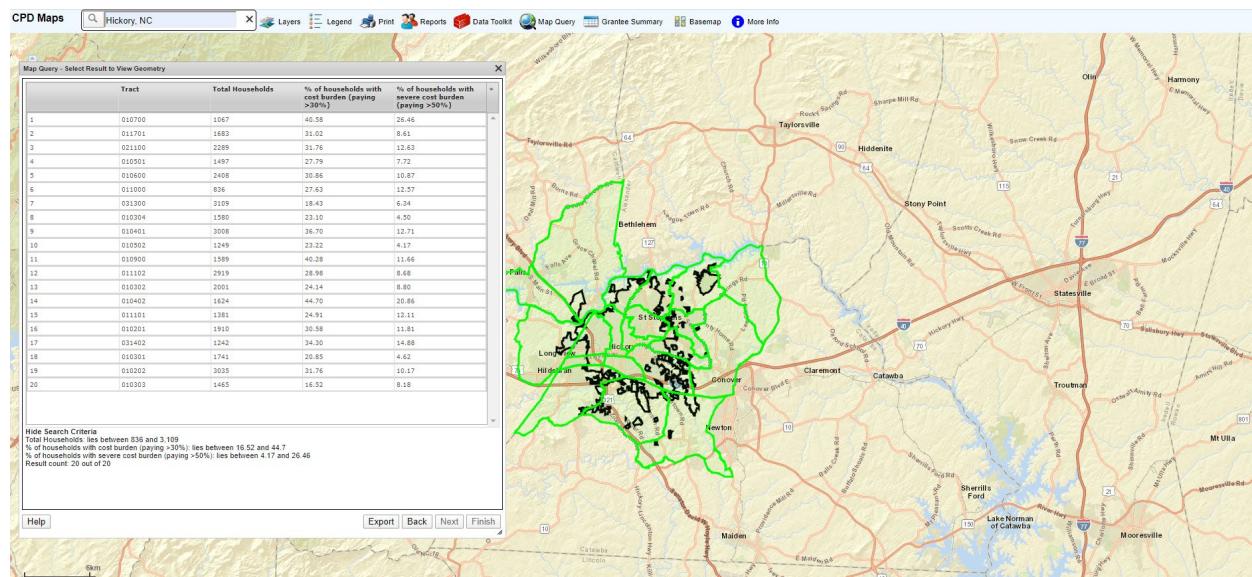
City of Hickory - Households with Severe Housing Problems



City of Hickory - Areas with Concentrations of Substandard Housing

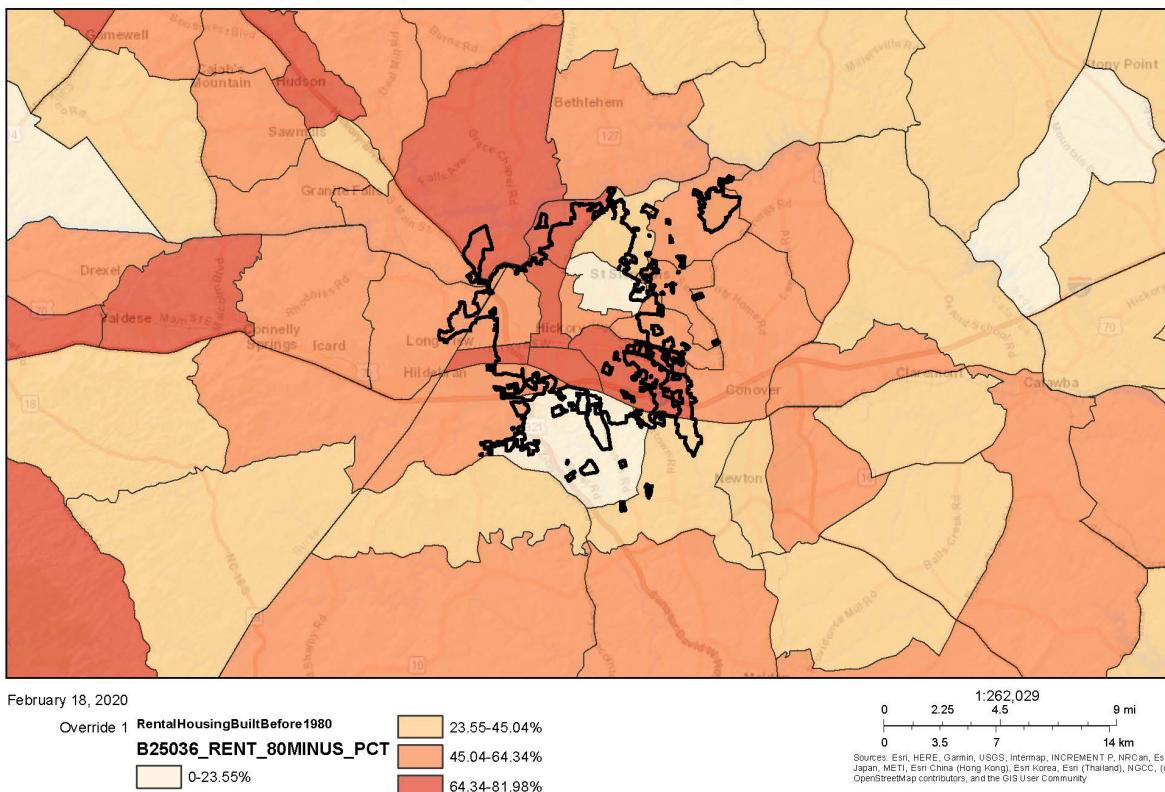


City of Hickory - Areas of Overcrowding



City of Hickory - 30% and 50% Cost Burdened Households

CPD Maps - City of Hickory - Rental Housing built before 1980



City of Hickory - Pre 1980 Rental Housing

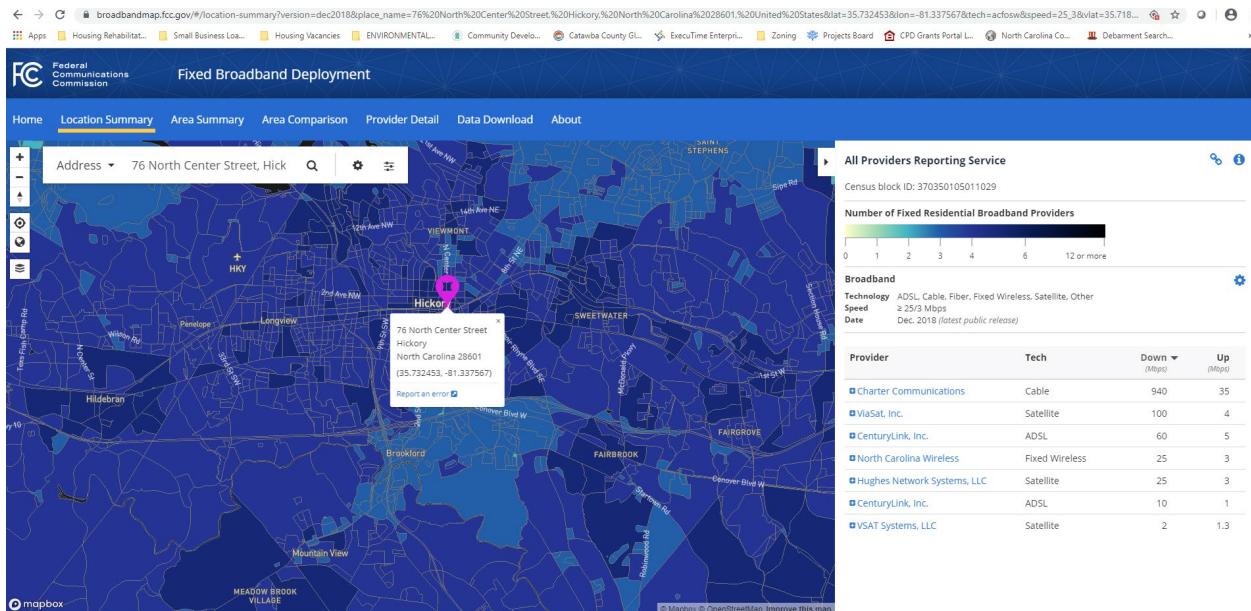
MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

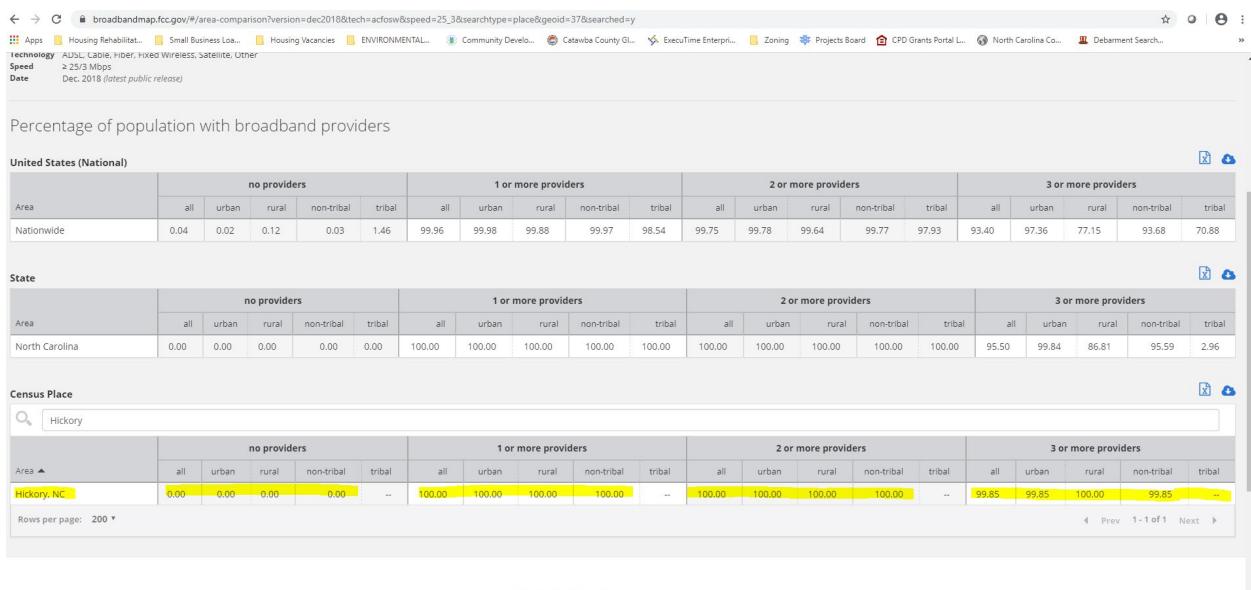
Based upon FCC Broadband Deployment Maps, the City of Hickory has at least two if not three broadband providers in all areas of the city limits. Broadband service is consistent throughout the city limits including areas that are considered low to moderate income neighborhoods (see attached maps and tables). For this jurisdiction the question is less about broadband providers and more about whether the households ultimately have wiring and connections to tap into the advantages of broadband services. It has been proven that a lack of internet in a home can have negative effects on youth as they try to enter the job market and this is most true in areas that already suffer disadvantaged circumstances. In reviewing additional data from the North Carolina Department of Information Technology (NCDIT), 99.5 percent of residents in Catawba County has the FCC approved minimum standard of 25/3 (25 Mbps download and 3 Mbps upload speed) to be considered Broadband, while 98.3 percent have faster broadband of 100/20 or (100 Mbps download and 20 Mbps upload speed). All the information from the NCDIT shows that Catawba County has good broadband coverage. See attached maps and tables as reference.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

According to the website of the Information Technology and Innovation Foundation, "competition is a crucial component of broadband policy in that it pressures providers to be efficient and innovative. Too little broadband competition drives up prices and restricts investment. Too much competition drives up cost and wastes resources." The City of Hickory has several broadband providers, with consistent broadband coverage of the area. Although one provider serves the majority of the users having at least two others assist in price control to the consumer/end user. For low to moderate income households, having several providers to choose from allows them to price shop and should allow them to work within their budget for this service.



Broadband Service Map



Federal Communications Commission
445 12th Street SW, Washington, DC 20554

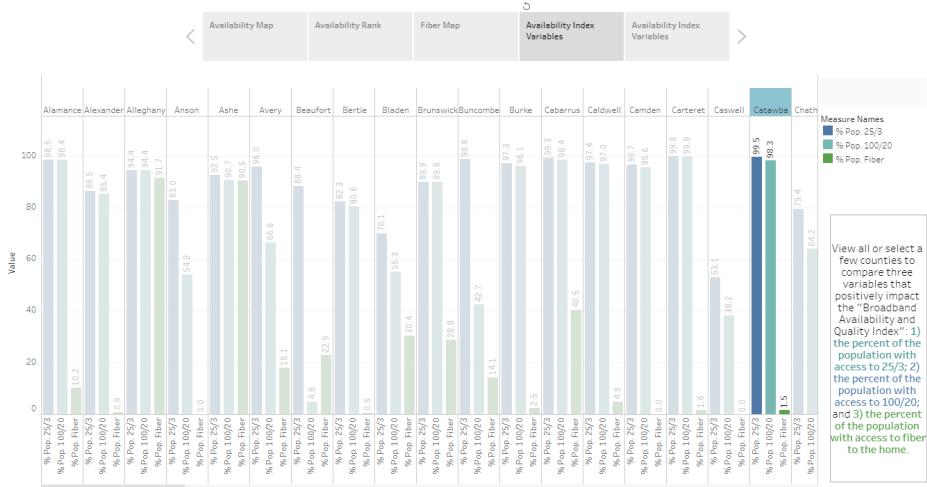
Website Policies & Notices
Privacy Policy

CATEGORIES
About the FCC

BUREAUS & OFFICES
Consumer

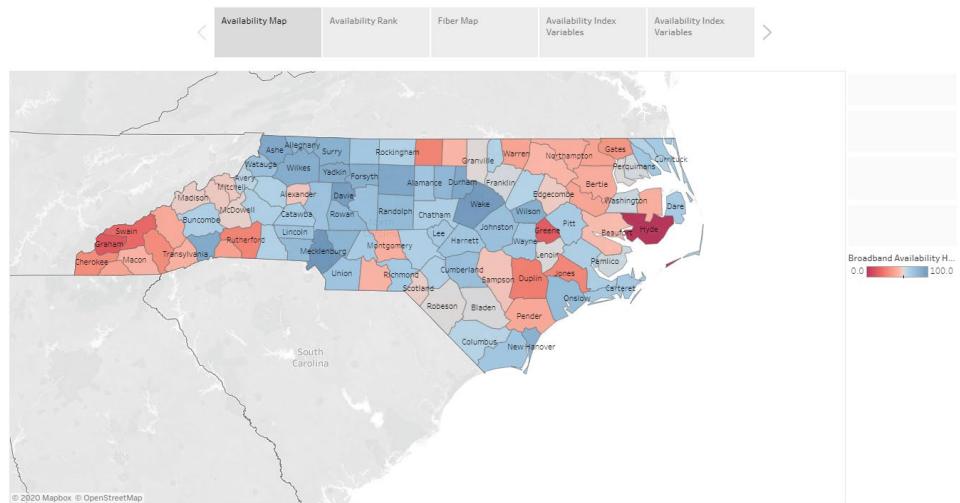
Broadband Provider Comparison Table

Broadband Availability and Quality in North Carolina's Counties



Broadband Availability - NCDIT

Broadband Availability and Quality in North Carolina's Counties



Broadband Availability Map - NCDIT

MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

With respect to climate change, the risks posed by riverine and flash flooding has the most significant impact on the City of Hickory. The geography of the City of Hickory lends itself to vulnerability of riverine and flash flooding. This is due to its proximity to the Catawba River, and many perennial and intermittent waterways that discharge into the river. With increased significant rainfall events, and continued urbanization this risk has the potential to cause damage to public infrastructure and private property into the future. Over the past ten (10) years the City of Hickory has experienced six (6) notable flash flood events, which have collectively caused approximately \$1.8M in property damage. The 2020 Unifour Hazard Mitigation Plan, which Hickory is part of, identified a number of strategies to help mitigate the dangers associated with flash flooding. These strategies include infrastructure upgrades and maintenance, as well as the discouragement of development in areas where flash flooding would be anticipated to occur.

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

Many of the low to moderate income household in Hickory are located in older neighborhoods in or near the city's original downtown area. These neighborhoods contain some of the city's older public infrastructure. Additionally, some of these households may be located in areas that may become subject to flooding due to increased urbanization. This means years ago the infrastructure was adequate to handle volumes and velocities, but now with the increased frequency and intensity of rainfall, and additional urban development; the public infrastructure may be at its limit to handle these events. As previously noted, the city is taking steps to improve its infrastructure, but this will take time; and until then the risk for flooding is of concern.

Strategic Plan

SP-05 Overview

Strategic Plan Overview

This section contains the Strategic plan for housing and community development that will guide the City of Hickory's financial and human capital investments of Community Development Block Grant (CDBG) funding during the 2020-2024 planning period. The City of Hickory's priority needs were identified through an extensive public input and consultation process. Goals and deliverables were developed directly from the priority needs identified through the public input and consultation process. All needs and goals were identified through the context of eligible uses of HUD funding. The City will use its available CDBG resources to fund activities that will help achieve the goals identified in the plan and address the priority needs identified in the plan.

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 12 - Geographic Priority Areas

1	Area Name:	CDBG ELIGIBLE AREA
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	This target area contains the census tracts and block groups where a majority of the residents are in households earning less than 80 percent of the area median income.
	Include specific housing and commercial characteristics of this target area.	Many of these areas contain housing and commercial buildings that are in need of redevelopment. Some low and moderate income areas have seen significant investment recently, but others have not seen significant development in decades. These areas also include a number of vacant properties that would benefit from infill development.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	During conversations with citizens in this area, it is evident that there is a need for investment and revitalization in this target area. In reviewing the data, it is apparent that there is a high concentration of poverty and a larger amount of substandard housing in these areas. Low and moderate area benefit funds for public facilities and infrastructure must be spent in these neighborhoods.
	Identify the needs in this target area.	These neighborhoods have extensive needs for park improvements and public infrastructure improvements. In addition, many of these neighborhoods have an older housing stock, which has significant rehabilitation needs.

	What are the opportunities for improvement in this target area?	Many of these areas are located on strategic transportation corridors. Improvements to these corridors can help spur redevelopment in surrounding areas. The City of Hickory City is investing millions of dollars in a multi-modal path through some of these target areas that will connect to downtown and continue more than six miles to Lake Hickory. This will offer improvements to bicycle and pedestrian facilities that will assist with redevelopment efforts.
	Are there barriers to improvement in this target area?	Real estate values and rents are generally lower in these areas, which can make redevelopment difficult. In addition, there are a number of substandard housing units and vacant lots that need infill development.
2	Area Name:	City-Wide
	Area Type:	Eligibility Area
	Other Target Area Description:	Eligibility Area
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The boundaries for this area are the entire jurisdiction.
	Include specific housing and commercial characteristics of this target area.	As a means of deconcentrating poverty, housing rehabilitation funds are available city-wide. In addition, numerous other public service agencies work with clients throughout the city.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	There are needs city-wide for housing rehabilitation as was discussed during consultation and citizen participation sessions in the city.
	Identify the needs in this target area.	There are needs city-wide for housing rehabilitation and infill of vacant properties as well as improvements in roads and sidewalks.

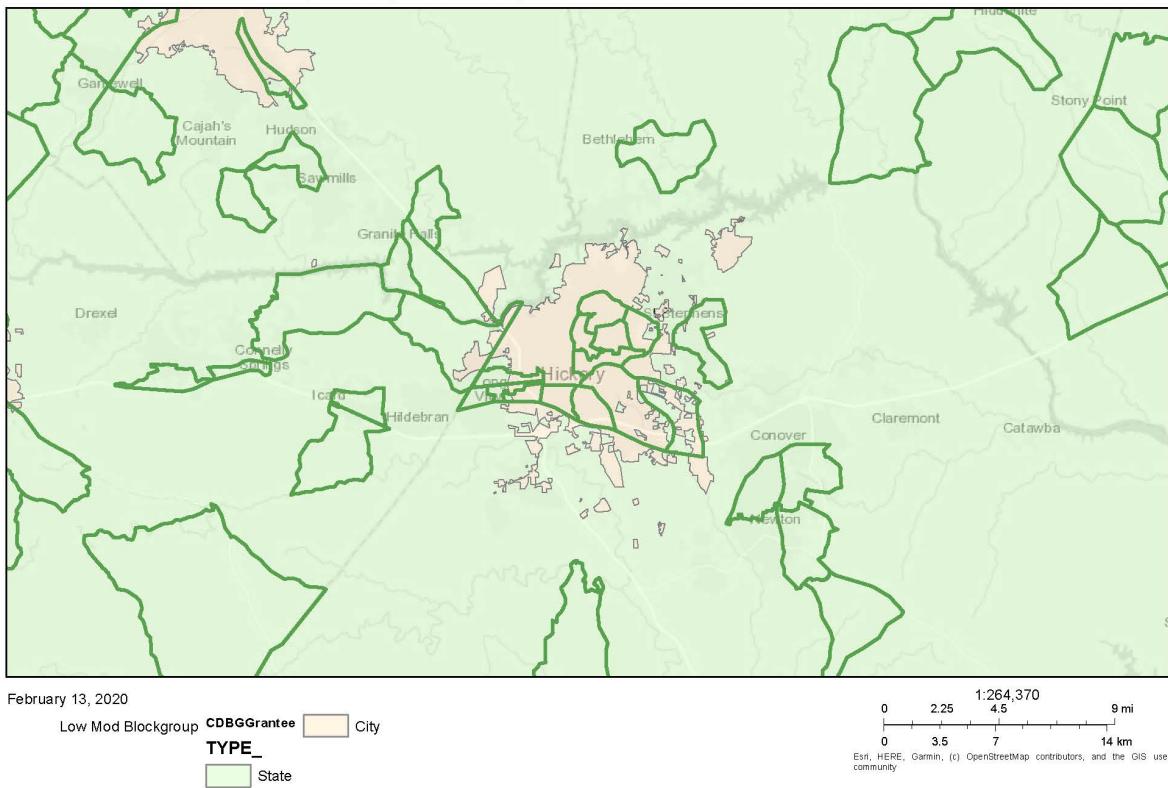
	<p>What are the opportunities for improvement in this target area?</p>	<p>The Hickory by Choice 2030 Comprehensive Plan discusses general growth priorities for the jurisdiction. The additional investment of \$90 million in more than 6 miles of multi-modal path for bicycle and pedestrian and in the creation of a business park has led to approximately \$145 million in private investment, 145 new housing units and 398 new jobs. These multi-tiered investments show there is opportunity to be gained in the target area. There has been an increase in both the number of workers and the number of jobs available in the City.</p>
	<p>Are there barriers to improvement in this target area?</p>	<p>The overall housing and employment markets slowed significantly during the most recent recession and is remaining a bit stagnant in terms of wage growth. There has been increase in both numbers of workers and the number of available jobs but wages are remaining steady.</p>

General Allocation Priorities

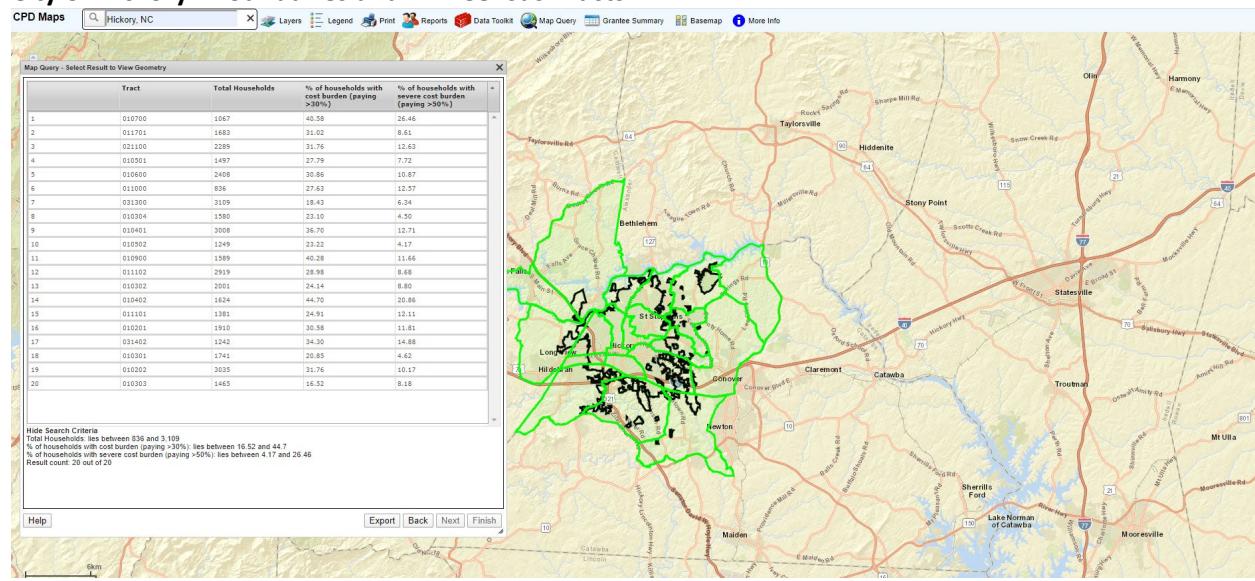
Describe the basis for allocating investments geographically within the state

The city plans to invest a majority of CDBG funds city-wide for most of its affordable housing programs. There are low to moderate income residents in need of housing rehabilitation in all census tracts in the city. The city will plan to invest in affordable housing city-wide as a means to affirmatively further fair housing. Investing city-wide should help reduce poverty concentration. CDBG infrastructure and facility improvements will be targeted towards block groups and census tracts containing at least 51 percent low to moderate income residents. Census Tracts 107, 109, 110, and 104.2 all have significant low to moderate income populations. These tracts include portions of the West Hickory, Green Park, Ridgeview, Kenworth, and Highland neighborhoods in addition to other less formally organized neighborhoods and residential areas. As part of the city's investment in affordable housing, the city is partnering with the HOME Consortium through the Western Piedmont Council of Governments to construct two homes on city-owned property. This effort will begin in the Ridgeview area which is part of census tract 109.

CPD Maps - City of Hickory -Boundaries and LMI Census Tracts



City of Hickory - Boundaries and LMI Census Tracts



City of Hickory Census Tracts with 30 and 50% Cost Burden

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 13 – Priority Needs Summary

1	Priority Need Name	Preservation of the City's Housing Stock
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents Frail Elderly Persons with Physical Disabilities
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Preserve the City's Housing Stock
	Description	Preserve existing housing through rehabilitation and repair efforts, as well as code enforcement efforts.
	Basis for Relative Priority	Nearly half of the city's housing stock was built before 1980. Therefore, many of these older homes are nearing the time period where they will require upgrades. In addition, low to moderate income homeowners, especially elderly households, do not have the disposable income necessary to make required repairs when larger building systems are in need of replacement. The needs assessment revealed that many low income persons had very high cost burdens. In addition, anecdotal information from housing providers that target low to moderate income families indicated a need for affordable and safe rental housing for their clients. Due to age and condition, much of the city's rental housing is in need of significant upgrades.
2	Priority Need Name	Public Infrastructure and Facility Improvements
	Priority Level	High

	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents
	Geographic Areas Affected	CDBG ELIGIBLE AREA
	Associated Goals	Public Infrastructure and Facility Improvements
	Description	There is a need for improvements to public infrastructure in low to moderate income neighborhoods. This may include sidewalks, curb and gutter, street resurfacing, and streetscape improvements necessary to improve the living environment in low to moderate income neighborhoods. This need also includes updates to public facilities such as parks in low to moderate income areas.
	Basis for Relative Priority	Many of the city's low to moderate income residents reside in well-established older residential neighborhoods where the sidewalks and streets are often in need of replacement and upgrade. The need for park improvements within low to moderate income neighborhoods has been discussed at public hearings and meetings. Conversations with Park, Recreation and Sports Tourism Department staff indicated needs for specific upgrades and many of the City's older parks and recreation centers.
3	Priority Need Name	Support Homeownership
	Priority Level	High
	Population	Low Moderate Middle Large Families Families with Children
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Support Homeownership

	Description	Support homeownership through homebuyer education and preparatory programs and construction or rehabilitation of affordable housing units.
	Basis for Relative Priority	Increased homeownership is a goal of the City's Hickory by Choice 2030 Comprehensive Plan, which urges taking steps to increase the homeownership rate within the City of Hickory. Efforts include the support of local housing counseling non-profits, housing rehabilitation program and the construction of two affordable housing units in conjunction with the Unifour Consortium HOME Funds.
4	Priority Need Name	Homelessness Services
	Priority Level	High
	Population	Extremely Low Families with Children Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Unaccompanied Youth
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Homeless Services and Prevention
	Description	There is a significant need in the community to provide additional services targeted towards homeless individuals. One high priority issue is the need for a more comprehensive day shelter program aimed at moving homeless individuals towards self-sufficiency. Additional identified needs for the homeless population include transportation services, especially to individuals in transitional housing, and assistance with job placement. There is also a continued need to provide everyday services such as food assistance to the homeless and extremely low income.
	Basis for Relative Priority	The need for increased services to the homeless was identified by numerous groups that regularly work with the homeless and the data identified in the point in time count.
5	Priority Need Name	Services for Persons with HIV/AIDS

	Priority Level	High
	Population	Extremely Low Low Moderate Middle Persons with HIV/AIDS Persons with HIV/AIDS and their Families
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Provide Services to Persons Living with HIV/AIDS
	Description	Provide Services to Persons Living with HIV/AIDS.
	Basis for Relative Priority	According to information received from ALFA, the area's HIV and AIDS nonprofit organization, there has been a significant increase in new infections in the Catawba Valley area and the southeast has seen significant increases in new infections. In past years, the city has funded a portion of a Case Manager's salary at ALFA. Case managers provide counseling services, coordinate medical care, assist with transportation, and other related assistance to ensure that persons living with HIV/AIDS stay in treatment. ALFA has also started a PReP program and a needle exchange program. They do roughly 30 to 40 intakes of new clients per month which also include cases of HEP C and syphilis.
6	Priority Need Name	Youth Services
	Priority Level	High
	Population	Extremely Low Low Moderate Families with Children Public Housing Residents
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Youth Services

	Description	Stakeholders and service providers have identified a need for assistance to efforts designed at improving outcomes for at-risk youth, including both elementary school students and teens. In the past, the City has used CDBG funds to fund the City of Refuge afterschool program, which provides afterschool tutoring and learning activities to approximately 22 students and the Augustine Literacy project, that improves literacy in children in grades Kindergarten through 3rd grade. Many of these children are from high-risk, low to moderate income households.
	Basis for Relative Priority	This need was discussed at neighborhood meetings by service providers. Many of the citizens that participated gave feedback regarding at-risk youth.
7	Priority Need Name	Small Business and Entrepreneurship
	Priority Level	High
	Population	Low Moderate Middle Non-housing Community Development
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Increase Entrepreneurship Opportunities
	Description	Grants for low and moderate income individuals who own or are starting small businesses. Small Business Loans for business owners that increase the number of jobs in the community by hiring low to moderate income individuals.
	Basis for Relative Priority	This need was discussed in consultation with the Catawba Valley Community College Small Business Center and the City of Hickory Business Development Committee.
8	Priority Need Name	Removal of Dilapidated Structures
	Priority Level	High
	Population	Extremely Low Low Moderate Middle

	Geographic Areas Affected	CDBG ELIGIBLE AREA
	Associated Goals	Demolish Dilapidated Structures
	Description	Removal of vacant, dilapidated, and dangerous structures through demolition.
	Basis for Relative Priority	The City's Code Enforcement Division has noted that there are many structures whose condition has deteriorated to the point that rehabilitation is no longer feasible.
9	Priority Need Name	Fair Housing Outreach and Education
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families
	Geographic Areas Affected	CDBG ELIGIBLE AREA Eligibility Area
	Associated Goals	Increase Fair Housing Outreach and Awareness
	Description	There is a need to continue to affirmatively further fair housing in the community. While the number of fair housing complaints in the community are low, it is still important that all citizens are aware of their fair housing rights.

	Basis for Relative Priority	Affirmatively furthering fair housing is required of all recipients of community development funding. While the number of complaints received in the City remains low, the City plans to continue to expanding on its efforts to raise awareness about fair housing rights. This will help ensure that people in the community are aware of their rights. In addition, the city plans to continue working on projects that aim to deconcentrate poverty and reduce racial segregation in the community.
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Narrative (Optional)

This section details the priority needs that arose from the consultation and citizen participation processes.

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

The City of Hickory intends to apply to the US Department of Housing and Urban Development for CDBG funds for each of the five years covered by this plan.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	330,809	90,000	0	420,809	1,560,000	The City anticipates receiving approximately \$300,000 per year as its entitlement grant and roughly \$90,000 per year in program income from the repayment of loans made with CDBG funds and proceeds from the sale of property.

Table 14 - Anticipated Resources

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

The City of Hickory continuously works to identify matching funds that will help leverage additional resources to spur redevelopment in its economically distressed neighborhoods. The City plans to supplement its housing rehabilitation efforts by continuing to apply for Urgent Repair

funding from the North Carolina Housing Finance Agency. These funds are disbursed as forgivable loans to pay for urgently needed home repairs for low income homeowners with special needs. In addition, the City has hopes to continue its partnership with the Unifour Consortium's HOME Funds to continue to develop affordable housing while also encouraging future homeowners to use the Unifour Consortium's Downpayment Assistance Program and potential funding from the North Carolina Housing Finance Agency to assist with mortgage costs.

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan

The City of Hickory owns lots located within residential neighborhoods in the SE and SW sections of the City. The City will continue to investigate potential uses for these properties. The first two of these lots are being developed into affordable single-family homes with the use of the Unifour Consortium's HOME Funds. If this program is successful, the City hopes to replicate it in other areas on city owned property to assist with affordable housing and infill development.

Discussion

The anticipated resources discussed in this section will be used to address the goals outlined within this strategic plan. While the amount of funding anticipated will not be enough to address all of the City's housing and community development needs, the City plans to work continuously to identify additional resources in order to stretch these dollars further.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
HICKORY	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Rental neighborhood improvements public facilities	Jurisdiction
ALFA	Non-profit organizations	public services	Region
Hickory Soup Kitchen	Non-profit organizations	Homelessness public services	Jurisdiction
Exodus Homes	Non-profit organizations	Homelessness public services	Jurisdiction

Table 15 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

Activities in this Consolidated Plan will be carried out primarily by the City of Hickory. Local nonprofit organizations will be identified through an annual request for proposals to conduct activities that meet goals identified in the plan. The organizations listed above have been identified during the current program year's process. The nonprofit organizations carrying out public services may change over the course of the plan as new organizations are identified during annual planning processes. All nonprofit subrecipients operate under a subrecipient agreement and are monitored annually by Community Development staff.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy		X	X
Legal Assistance			

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Mortgage Assistance	X		
Rental Assistance	X		X
Utilities Assistance	X		X
Street Outreach Services			
Law Enforcement	X		
Mobile Clinics	X	X	X
Other Street Outreach Services	X	X	X
Supportive Services			
Alcohol & Drug Abuse	X		
Child Care	X		
Education	X		
Employment and Employment Training			
Healthcare	X		
HIV/AIDS	X		X
Life Skills	X		
Mental Health Counseling	X		
Transportation	X		
Other			

Table 16 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

Within the City of Hickory, the two largest emergency shelter programs are located at the Salvation Army and the Family Care Center. These programs have staff members that work with shelter residents to connect them to services within the community. In addition, the Family Guidance Center operates a shelter for abused women and their children. They work with their clients to ensure access to services and transitional housing. The Safe Harbor Rescue Mission Day Shelter and Grace House offer day shelter programs for homeless within the community, while Exodus Homes offers shelter, jobs and support to those individuals that are coming out of incarceration. Recently, the Hickory Soup Kitchen started a transportation and job placement program for those individuals that are sheltered but have no transportation to get to and from work. They are working in coordination with at least five local companies and three local staffing agencies.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

Many organizations listed transportation as a major stumbling block for many homeless and special needs residents. Since many of the available services are spread out over the city and county, it can be difficult for homeless and special needs individuals to access services that may be available. There is also a need in the community for a specific role that assists the homeless in finding all the services they need. The City of Hickory created the position of Community Navigator with the intent that this individual would do outreach to the homeless on the streets and in the local camps. This position helps the homeless on an individual level.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

Community Development Staff and additional City staff plan to continue attending Catawba County Continuum of Care Meetings. This enables the City to keep aware of gaps and issues confronting the organizations that serve the area's homeless and special needs populations. Staff will continue to work with organizations to determine gaps in services. Identified gaps in service will be used to help prioritize funding decisions during the annual action plan process.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Preserve the City's Housing Stock	2020	2024	Affordable Housing	CDBG ELIGIBLE AREA City-Wide	Preservation of the City's Housing Stock	CDBG: \$400,000	Homeowner Housing Rehabilitated: 20 Household Housing Units
2	Public Infrastructure and Facility Improvements	2020	2024	Non-Housing Community Development	CDBG ELIGIBLE AREA	Public Infrastructure and Facility Improvements	CDBG: \$1,000,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5500 Persons Assisted
3	Support Homeownership	2020	2024	Affordable Housing	CDBG ELIGIBLE AREA City-Wide	Support Homeownership	CDBG: \$50,000	Public service activities other than Low/Moderate Income Housing Benefit: 250 Persons Assisted
4	Homeless Services and Prevention	2020	2024	Homeless	CDBG ELIGIBLE AREA City-Wide	Homelessness Services	CDBG: \$125,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted
5	Provide Services to Persons Living with HIV/AIDS	2020	2024	Non-Homeless Special Needs	CDBG ELIGIBLE AREA City-Wide	Services for Persons with HIV/AIDS	CDBG: \$60,000	Public service activities other than Low/Moderate Income Housing Benefit: 750 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Youth Services	2020	2024	Non-Housing Community Development	CDBG ELIGIBLE AREA City-Wide	Youth Services	CDBG: \$50,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 150 Persons Assisted
7	Increase Entrepreneurship Opportunities	2020	2024	Non-Housing Community Development	CDBG ELIGIBLE AREA City-Wide	Small Business and Entrepreneurship	CDBG: \$100,000	Jobs created/retained: 5 Jobs Businesses assisted: 10 Businesses Assisted
8	Demolish Dilapidated Structures	2020	2024	Non-Housing Community Development	CDBG ELIGIBLE AREA	Removal of Dilapidated Structures	CDBG: \$30,000	Buildings Demolished: 4 Buildings
9	Increase Fair Housing Outreach and Awareness	2020	2024	Affordable Housing	CDBG ELIGIBLE AREA City-Wide	Fair Housing Outreach and Education	CDBG: \$5,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 250 Persons Assisted

Table 17 – Goals Summary

Goal Descriptions

1	Goal Name	Preserve the City's Housing Stock
	Goal Description	The City aims to help preserve the City's housing stock by acquiring and rehabilitating housing units. The units rehabilitated may be owner occupied units or vacant units that are purchased for resale to low and moderate income homeowners or rental housing purchased for rehabilitation by nonprofit affordable housing providers. The City also plans to construct affordable housing on City owned lots with Unifour Consortium HOME Funds. The City may also purchase homes as funds are available in order to rehabilitate these homes for sale as affordable housing.
2	Goal Name	Public Infrastructure and Facility Improvements
	Goal Description	Construct or rehabilitate needed infrastructure in low to moderate income neighborhoods. Improvements will include street resurfacing, curb, gutter, and sidewalk installation as well as streetscape improvements. This need also includes updates to public facilities such as parks in low to moderate income areas.
3	Goal Name	Support Homeownership
	Goal Description	Support the need for increased homeownership through homebuyer education, counseling and preparatory programs (target of 50 homeowners assisted) and construction or rehabilitation of affordable housing units. The City will also work closely with the Western Piedmont Council of Governments to refer possible homeowners to their Down Payment Assistance Program.
4	Goal Name	Homeless Services and Prevention
	Goal Description	Provide funding for services that aim to serve the homeless population and also aim to prevent homelessness.
5	Goal Name	Provide Services to Persons Living with HIV/AIDS
	Goal Description	Provide funding to ALFA to support a case manager that will provide services to persons living with HIV and AIDS.
6	Goal Name	Youth Services
	Goal Description	Provide services to at risk youth of all ages to ensure that they receive adequate tools to succeed in their life's pursuits.

7	Goal Name	Increase Entrepreneurship Opportunities
	Goal Description	Increase entrepreneurship opportunities by providing grant assistance to microenterprises to low and moderate income business owners as well as small business loans to businesses that will hire low to moderate income individuals in order to increase job opportunities.
8	Goal Name	Demolish Dilapidated Structures
	Goal Description	Funds will be used to demolish dilapidated properties where necessary.
9	Goal Name	Increase Fair Housing Outreach and Awareness
	Goal Description	Provide fair housing information and education to citizens and housing professionals in the City.

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 91.315(b)(2)

The City anticipates providing affordable housing through owner-occupied rehabilitation, construction of homes on city-owned property with HOME funds, and housing counseling programs. It is estimated that there will be funding to assist 85 households during this five year consolidated plan.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

The City will continue to reduce the number of units containing lead-based paint hazards, primarily through its housing rehabilitation programs. To a lesser extent this will also be accomplished when unsafe dilapidated structures containing lead based paint are demolished. The City requires all homes rehabilitated through its housing rehabilitation program to be lead safe upon completion of rehabilitation activities. The City utilizes a licensed risk assessor to provide a lead hazard risk assessment on all projects requiring an assessment. The city works to educate contractors and homeowners about lead based paint hazards through its owner occupied housing rehabilitation program.

How are the actions listed above integrated into housing policies and procedures?

The City requires all houses to be lead-safe upon completion of rehabilitation activities. The City also follows EPA Renovation Repair and Painting rules, and works to ensure all contractors are following those requirements. Each project that includes a lead risk assessment includes a final clearance inspection prior to approval of the final payment to the contractor.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City of Hickory's anti-poverty strategy focuses on education, meaningful employment opportunities, and continued coordination with the local Continuum of Care. These goals are supported through CDBG funds and numerous other funding sources within the community. These funding sources include the Catawba County United Way, and The Family Guidance Center, which both provide funding for anti-poverty and educational programs in the community. Additional measures include consultation with the Catawba County Continuum of Care since nearly all of these organizations seek to reduce poverty and prevent homelessness. In addition, the City will continue to support the efforts of area public and private educational institutions that provide essential skills for productive lives. There has been a recent emphasis in the private sector regarding Community Revitalization and credit counseling programs to assist those living at or below poverty level. The City will continue to encourage quality economic development that provides meaningful employment opportunities for its residents.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan:

The goals listed above are coordinated through consultation with Continuum of Care agencies to identify and eliminate gaps in services. The City will continue to refer applicants for housing programs to relevant programs within the community as applicable.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City of Hickory will continue to take every measure necessary to ensure its long-term compliance with all applicable program requirements. For all city initiated projects, Community Development staff will conduct file reviews to ensure compliance with all applicable requirements including environmental review, labor standards, income verification, and all other applicable requirements. The City will continue to monitor all subrecipients of CDBG funds annually for compliance with program requirements and objectives. Staff will work with all subrecipients to ensure they are aware of and in compliance with all program requirements.

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The City of Hickory intends to apply to the US Department of Housing and Urban Development for CDBG funds for each of the five years covered by this plan.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	330,809	90,000	0	420,809	1,560,000	The City anticipates receiving approximately \$300,000 per year as its entitlement grant and roughly \$90,000 per year in program income from the repayment of loans made with CDBG funds and proceeds from the sale of property.

Table 18 - 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

The City of Hickory continuously works to identify matching funds that will help leverage additional resources to spur redevelopment in its economically distressed neighborhoods. The City plans to supplement its housing rehabilitation efforts by continuing to apply for Urgent Repair funding from the North Carolina Housing Finance Agency. These funds are disbursed as forgivable loans to pay for urgently needed home repairs for low income homeowners with special needs. In addition, the City has hopes to continue its partnership with the Unifour Consortium's HOME Funds to continue to develop affordable housing while also encouraging future homeowners to use the Unifour Consortium's Downpayment Assistance Program and potential funding from the North Carolina Housing Finance Agency to assist with mortgage costs.

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

The City of Hickory owns lots located within residential neighborhoods in the SE and SW sections of the City. The City will continue to investigate potential uses for these properties. The first two of these lots are being developed into affordable single-family homes with the use of the Unifour Consortium's HOME Funds. If this program is successful, the City hopes to replicate it in other areas on city owned property to assist with affordable housing and infill development.

Discussion

The anticipated resources discussed in this section will be used to address the goals outlined within this strategic plan. While the amount of funding anticipated will not be enough to address all of the City's housing and community development needs, the City plans to work continuously to identify additional resources in order to stretch these dollars further.

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	Preserve the City's Housing Stock	2020	2024	Affordable Housing	CDBG ELIGIBLE AREA City-Wide	Preservation of the City's Housing Stock	CDBG: \$90,000	Homeowner Housing Rehabilitated: 4 Household Housing Unit
2	Public Infrastructure and Facility Improvements	2020	2024	Non-Housing Community Development	CDBG ELIGIBLE AREA	Public Infrastructure and Facility Improvements	CDBG: \$210,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted
3	Support Homeownership	2020	2024	Affordable Housing	CDBG ELIGIBLE AREA City-Wide	Support Homeownership	CDBG: \$10,000	Public service activities other than Low/Moderate Income Housing Benefit: 50 Persons Assisted
4	Homeless Services and Prevention	2020	2024	Homeless	CDBG ELIGIBLE AREA City-Wide	Homelessness Services	CDBG: \$24,000	Public service activities other than Low/Moderate Income Housing Benefit: 400 Persons Assisted
5	Provide Services to Persons Living with HIV/AIDS	2020	2024	Non-Homeless Special Needs	CDBG ELIGIBLE AREA City-Wide	Services for Persons with HIV/AIDS	CDBG: \$10,000	Public service activities other than Low/Moderate Income Housing Benefit: 160 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Increase Entrepreneurship Opportunities	2020	2024	Non-Housing Community Development	CDBG ELIGIBLE AREA City-Wide	Small Business and Entrepreneurship	CDBG: \$10,000	Jobs created/retained: 1 Jobs Businesses assisted: 2 Businesses Assisted
8	Increase Fair Housing Outreach and Awareness	2020	2024	Affordable Housing	CDBG ELIGIBLE AREA City-Wide	Fair Housing Outreach and Education	CDBG: \$1,400	Public service activities other than Low/Moderate Income Housing Benefit: 150 Persons Assisted

Table 19 – Goals Summary

Goal Descriptions

1	Goal Name	Preserve the City's Housing Stock
	Goal Description	The proposed funding in the Annual Action Plan seeks to increase affordable housing opportunities for at least two households. Additional households should be assisted using housing rehabilitation funds that are left over from previous years.
2	Goal Name	Public Infrastructure and Facility Improvements
	Goal Description	It is anticipated that at least 5000 persons living in low to moderate income neighborhoods will benefit from improvements to public infrastructure and public facilities through funding provided by this Annual Action Plan.
3	Goal Name	Support Homeownership
	Goal Description	Increased homeownership through homebuyer education, counseling and preparatory programs (target of 50 homeowners assisted) and construction or rehabilitation of affordable housing units.

4	Goal Name	Homeless Services and Prevention
	Goal Description	This plan will provide funding to Exodus Homes for a Transportation and Employment Coordinator and to the Hickory Soup Kitchen for operating expenses.
5	Goal Name	Provide Services to Persons Living with HIV/AIDS
	Goal Description	This annual action plan will provide funding to ALFA in order to provide support for a case manager position that will assist persons living with HIV and AIDS to ensure that they receive necessary health care and other needed services.
7	Goal Name	Increase Entrepreneurship Opportunities
	Goal Description	In conjunction with the City's Business Development Committee, the City is working to develop a program that will provide assistance to microenterprises.
8	Goal Name	Increase Fair Housing Outreach and Awareness
	Goal Description	Conduct fair housing outreach and education activities for citizens and housing professionals.

AP-35 Projects - 91.420, 91.220(d)

Introduction

This section details the projects that will be undertaken with CDBG funding in the 2020-2021 program year.

#	Project Name
1	Housing Rehabilitation and Purchase
2	Park Improvements
3	Public Infrastructure and Facility Improvements
4	Small Business Assistance Programs
5	Grants to Non Profit Public Service Agencies
6	Program Administration and Fair Housing Activities
7	Contingency

Table 20 – Project Information

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

The Small Business Assistance projects are funded at a lower level than in previous years due to the fact that the City anticipates carrying over unspent funds from a prior year.

AP-38 Project Summary

Project Summary Information

1	Project Name	Housing Rehabilitation and Purchase
	Target Area	City-Wide
	Goals Supported	Preserve the City's Housing Stock
	Needs Addressed	Preservation of the City's Housing Stock
	Funding	CDBG: \$90,000
	Description	The purpose of this project is to help low to moderate income homeowners remain in their homes while preserving the city's housing stock.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 6 low and moderate income homeowners will benefit from the proposed activities.
	Location Description	These funds will be available city-wide to eligible homeowners and projects.
	Planned Activities	These funds will be used for the purchase and rehabilitation of housing to income eligible owner households. Funding may also be used to provide loans for the rehabilitation of housing occupied by low and moderate income homeowners.
2	Project Name	Park Improvements
	Target Area	CDBG ELIGIBLE AREA
	Goals Supported	Public Infrastructure and Facility Improvements
	Needs Addressed	Public Infrastructure and Facility Improvements

	Funding	CDBG: \$100,000
	Description	This project supports the goal of improvements to public facilities for the benefit of low to moderate income individuals living in CDBG eligible areas.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	The park improvement represented by this project is expected to benefit approximately 4100 residents.
	Location Description	Park is located in CDBG eligible areas.
	Planned Activities	This activity will include improvements to parks located in low to moderate income neighborhoods. Project may include the construction of new restrooms or the building of new steps.
3	Project Name	Public Infrastructure and Facility Improvements
	Target Area	CDBG ELIGIBLE AREA
	Goals Supported	Public Infrastructure and Facility Improvements
	Needs Addressed	Public Infrastructure and Facility Improvements
	Funding	CDBG: \$110,000
	Description	This project will satisfy the goal of updating infrastructure such as streets and sidewalks in CDBG eligible areas.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that all families living within the neighborhood will benefit from the public infrastructure improvements.
	Location Description	These activities will take place in low and moderate income neighborhoods within the City.

	Planned Activities	This project will include public infrastructure and facility improvements in low and moderate income neighborhoods. Improvements may include resurfacing of existing streets, installation of sidewalks, street trees, or other necessary public infrastructure improvements.
4	Project Name	Small Business Assistance Programs
	Target Area	City-Wide
	Goals Supported	Increase Entrepreneurship Opportunities
	Needs Addressed	Small Business and Entrepreneurship
	Funding	CDBG: \$10,000
	Description	This project will provide continued funding to micro-enterprise businesses through the city's micro-enterprise grant program. The project also provides funding in the form of forgivable loans to small businesses.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that as many as families could benefit from these micro-enterprise grants and small business forgivable loans.
	Location Description	This funding will be available city-wide to qualified business owners.
	Planned Activities	The city will provide grants to low/mod income business owners. Funds can be used to purchase business equipment, inventory, marketing or other similar expense. The City also operates a small business loan program that provides funds to businesses that create jobs for low/moderate income persons. Funds can be used to purchase business equipment.
5	Project Name	Grants to Non Profit Public Service Agencies
	Target Area	CDBG ELIGIBLE AREA City-Wide

	Goals Supported	Support Homeownership Homeless Services and Prevention Provide Services to Persons Living with HIV/AIDS
	Needs Addressed	Support Homeownership Homelessness Services Services for Persons with HIV/AIDS Youth Services
	Funding	CDBG: \$44,000
	Description	This project will involve the provision of funding to nonprofit public service agencies that serve low and moderate individuals.
	Target Date	6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities	It is anticipated that at least 600 individuals will benefit from the public services grant program.
	Location Description	These activities will take place throughout the city at six local non-profit agencies.
	Planned Activities	This project will involve the provisions of grants to the following agencies
6	Project Name	Program Administration and Fair Housing Activities
	Target Area	CDBG ELIGIBLE AREA City-Wide
	Goals Supported	Preserve the City's Housing Stock Public Infrastructure and Facility Improvements Support Homeownership Homeless Services and Prevention Provide Services to Persons Living with HIV/AIDS Increase Entrepreneurship Opportunities Increase Fair Housing Outreach and Awareness

	Needs Addressed Preservation of the City's Housing Stock Public Infrastructure and Facility Improvements Support Homeownership Homelessness Services Services for Persons with HIV/AIDS Youth Services Small Business and Entrepreneurship Removal of Dilapidated Structures Fair Housing Outreach and Education
	Funding CDBG: \$61,700
	Description Provide funding to support the administration of the CDBG program along with funding for Fair Housing outreach activities.
	Target Date 6/30/2021
	Estimate the number and type of families that will benefit from the proposed activities These general administrative activities should benefit all of the citizens of Hickory.
	Location Description These activities will take place wherever CDBG funds are allocated.
	Planned Activities This project will include the funding for the administration of the CDBG program along with funding for fair housing outreach activities and additional community planning funds as necessary.
7	Project Name Contingency
	Target Area CDBG ELIGIBLE AREA City-Wide

Goals Supported	Preserve the City's Housing Stock Public Infrastructure and Facility Improvements Support Homeownership Homeless Services and Prevention Provide Services to Persons Living with HIV/AIDS Increase Entrepreneurship Opportunities Increase Fair Housing Outreach and Awareness
Needs Addressed	Preservation of the City's Housing Stock Public Infrastructure and Facility Improvements Support Homeownership Homelessness Services Services for Persons with HIV/AIDS Youth Services Small Business and Entrepreneurship Removal of Dilapidated Structures Fair Housing Outreach and Education
Funding	CDBG: \$4,209
Description	This project will be used to set up a small contingency fund to assist with cost overruns on other projects in this Annual Action Plan.
Target Date	6/30/2021
Estimate the number and type of families that will benefit from the proposed activities	These funds will be used for cost overruns on other eligible community development projects.
Location Description	These funds will be used to supplement the budgets of the projects described earlier in this action plan.
Planned Activities	These funds will be used to supplement the budgets of the projects described earlier in this action plan.

AP-50 Geographic Distribution - 91.420, 91.220(f)

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

The City of Hickory's CDBG funds for owner occupied housing rehabilitation will be allocated city-wide to income eligible homeowners. The majority of funds will be allocated for area benefit activities, which include areas where a majority of the households are low and moderate income.

Geographic Distribution

Target Area	Percentage of Funds
CDBG ELIGIBLE AREA	70
City-Wide	30

Table 21 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Area benefit activities are required to take place in areas where a majority of the households have incomes below 80 percent of the area median income. The City targets its public infrastructure activities to low and moderate income areas. Specific projects are chosen based on community input and existing city plans.

Discussion

The City of Hickory does not have a specific target area for CDBG funds. Allocating housing rehabilitation funding city wide is one of the City's methods for affirmatively furthering fair housing. Public infrastructure improvements are generally targeted towards low and moderate income neighborhoods in order to ensure that these activities meet a HUD national objective.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

This section identifies additional actions that the City will take as part of its annual action plan.

Actions planned to address obstacles to meeting underserved needs

The City plans to continue working with local organizations that serve the homeless population to determine ways that services to homeless individuals and families can be improved. The city plans to work with these agencies to improve transportation coordination for the homeless. Additional actions will include working with agencies to provide more extensive day shelter programs that will assist homeless individuals to find transitional housing and employment opportunities.

Actions planned to foster and maintain affordable housing

The City plans to continue working with Habitat for Humanity to identify locations where the two organizations can partner in the development of new affordable housing units. The City has begun a development process to construct affordable housing on city owned property. With the success of this first initiative, the City hopes to continue this effort on other lots to assist in the development of affordable housing and to promote infill development.

Actions planned to reduce lead-based paint hazards

The City will use portions of available CDBG funds to remedy lead-based paint hazards through its housing rehabilitation program. Homes will be rehabilitated in accordance with HUD's Lead Safe Housing Rule. The level of rehabilitation will determine the specific lead hazard reduction activities in accordance with program requirements.

Actions planned to reduce the number of poverty-level families

The City will continue to participate with local agencies, faith-based or church groups, and nonprofit organizations that provide shelter and transitional housing opportunities that benefit homeless and transient families and individuals. Funding is provided in this annual action plan to organizations that provide health and case management services, transitional housing, educational programming and food support for poverty level families. The City will continue to investigate additional partnerships to provide additional services aimed at decreasing the number of poverty-level families.

Actions planned to develop institutional structure

The City will continue to work with local nonprofit organizations to provide technical assistance to local nonprofits to ensure that they are aware of federal requirements and to increase their organizational capacity. In addition to annual monitoring, Community Development staff plans to work with agencies

to determine priority needs in the community and develop partnerships to address those needs.

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

The City plans to continue working with the Catawba County Housing Visions Continuum of Care to foster effective communication amongst agencies. City staff will continue to attend monthly Continuum of Care Meetings to provide updates on the City's Community Development activities and provide opportunities to discuss new initiatives.

Discussion

CDBG funds will not be sufficient to address all of the needs identified in this Consolidated Plan. However, it is the City's hope that through increased coordination and partnerships, it will be able to stretch these dollars as far as possible to have the greatest impact on the community possible.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(l)(1,2,4)

Introduction

This section details program income that has been received but not yet reprogrammed. It also details the estimated percentage of CDBG funds that will be used to benefit low to moderate income individuals. It is anticipated that all funds will be used to benefit low to moderate income individuals.

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(l)(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
Total Program Income:	0

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.	100.00%

Discussion

All the program income that has been received to date has been reprogrammed as part of this Annual Action Plan.

Appendix 1 - Alternate/Local Data Sources

1	<p>Data Source Name</p> <p>2014-18 ACS (Workers), 2017 Longitudinal Employer-</p> <p>List the name of the organization or individual who originated the data set.</p> <p>Taylor Dellinger, Senior Data Analyst/GIS Manager at the Western Piedmont Council of Governments complied more up to date data to replace the 2011-2015 data.</p> <p>Provide a brief summary of the data set.</p> <p>This data is from the 2014-2018 American Community Survey (Workers) and the 2017 Longitudinal Employer-Household Dynamics (Jobs). These are the same two data sets that were used for the pre- populated data, the only difference being the data is more current.</p> <p>What was the purpose for developing this data set?</p> <p>This data is from the 2014-2018 American Community Survey (Workers) and the 2017 Longitudinal Employer-Household Dynamics (Jobs). These are the same two data sets that were used for the pre- populated data, the only difference being the data is more current. The data that was pre-populated is rather old and in some cases was incorrect. We opted to use more current data to accurately reflect current situations within the City of Hickory.</p> <p>How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?</p> <p>The data covers all areas within the city limits of Hickory. There is no specific geographic or population represented in this data.</p> <p>What time period (provide the year, and optionally month, or month and day) is covered by this data set?</p> <p>This data is from the 2014--2018 American Community Survey and should cover 12-month periods of each year that is included. There is also data from the Longitudinal-Household Dynamics from the calendar year 2017.</p> <p>What is the status of the data set (complete, in progress, or planned)?</p> <p>This data set is complete.</p>
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City of Hickory Consolidated Plan

Appendix 2 - Citizen Participation Outreach

During the Consolidated Planning process, the City of Hickory encouraged citizen participation, especially among residents of low to moderate income communities. Comments were solicited from citizens, nonprofit organizations, and government agencies during neighborhood meetings, public hearings, and other commission meetings. Three public hearings were conducted to obtain input on the plan. Additional discussions were held individually with nonprofit organizations. These were discussed in the previous section.

1. Mode of Outreach: New Paper Ad

Targeted Outreach: Non-targeted/broad community

Summary of Response/Attendance: There weren't any direct comments received from the ads describing the plan and upcoming public hearings. People did attend public hearings based upon seeing in advertisements in the local newspaper.

Summary of Comments Received: There weren't any direct comments received from the ads describing the plan and upcoming public hearings. People did attend public hearings based upon seeing in advertisements in the local newspaper.

Summary of Comments not accepted and reasons: All comments were accepted.

2. Mode of Outreach: Public Meeting

Targeted Outreach: Non-targeted/broad community

Summary of Response/Attendance: This meeting was attended by three (3) individuals on January 23, 2020 at City Hall

Summary of Comments Received: A representative from the Hickory Soup Kitchen discussed the success of their program over the last fiscal year and their need for continued support from City of Hickory CDBG funds. A representative from CVCC Small Business Center discussed the possible support of his SWAG (Students with Attainable Goals) program that assists at risk youth in one of our low to moderate income census tracts. A representative of the Council on Aging was there to learn more about CDBG funding and explain how this funding could assist her non-profit elderly presumed low-income clientele.

Summary of Comments not accepted and reasons: All comments were accepted.

3. Mode of Outreach: Public Meeting

Targeted Outreach: Non-targeted/broad community

Summary of Response/Attendance: There were three (3) citizens in attendance at the meeting held on January 29, 2020 at the Ridgeview Library

Summary of Comments Received: Attendees urged programs to help those in need, specifically the youth in our community. A representative from Tenacious Church was there to learn about CDBG funding and explore the possible funding a school give away of book bags and school supplies. She also mentioned that they had discussed setting up an after-school program for three days a week to help youth in the City. She was in the exploratory phase. An independent citizen was there to learn more about the CDBG program and is interested in working to assist individuals with substance abuse problems. She is currently designing her program and really

wants to focus on youth and children in the area. A representative of REAP (Ridgeview, Enlighten, Achieving, Purpose was there to explore possibly funding for his youth mentorship program for the Ridgeview community.

Summary of Comments not accepted and reasons: All comments were accepted.

4. **Mode of Outreach:** Public Hearing

Targeted Outreach: Non-targeted/broad community

Summary of Response/Attendance: A public hearing was held on May 5, 2020 at City Hall.

Summary of Comments Received: No comments were received from citizens although several questions were asked by members of City Council. Specifically, Alderwoman Charlotte Williams asked about how non-profits that receive CDBG funds are selected. The process of the Non-Profits submitting applications (advertised through the Continuum of Care and the City of Hickory website and media platforms) and review and selection by the Citizen's Advisory Committee was described to the Council. Alderman Danny Seaver asked how we acquire program income. The process for receiving program income from rehabilitation loans and Small Business Loans were described in detail. When discussing the uses of funds specifically for parks and explaining that we are planning to use 2020-2021 funds for the development of an additional parking lot for Taft Broome Park, Alderman David Williams asked about the possibility of new playground equipment at Taft Broome Park. It was explained that if any funds are remaining after the development of the parking lot then we could investigate the purchase of new play equipment. If no funding remains, it was explained that new play equipment could be possibly be purchased and installed in future CDBG plan years.

Summary of Comments not accepted and reasons: All comments were accepted.