



# *SOUTHWEST WINSTON-SALEM*

## *AREA PLAN*

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### *Update*

City-County  
**Planning**  
BOARD

FORSYTH COUNTY  
& WINSTON-SALEM,  
NORTH CAROLINA

Under special State enabling legislation, the City-County Planning Board of Forsyth County and Winston-Salem is responsible for preparing and maintaining a comprehensive plan for Forsyth County. *Legacy 2030*, the current comprehensive plan, was adopted in 2012. Comprehensive plans take a broad, communitywide perspective for guiding growth and development. *Legacy 2030* includes chapters on local trends; growth management; land use; transportation; economic development; environmental quality and sustainability; healthy, complete, and equitable communities; community character; Downtown and the Center City; neighborhoods and towns; rural character; area plans; and key public investments.

The City-County Planning Board (CCPB) prepares a series of urban and suburban area plans for the city and county in an effort to translate *Legacy 2030* into site-specific recommendations. An area plan generally contains information about the plan area's existing conditions and recommendations for guiding future growth and development. Citizen participation is an important part of the area planning process and multiple opportunities for public participation exist within the area planning process.

In 2004, the CCPB adopted boundaries, names, and priority rankings for seven urban area plans, a Downtown Plan, and thirteen suburban/small town area plans. *Legacy's Growth Management Plan* divides Winston-Salem and Forsyth County into five growth management areas: City Center, Urban Neighborhoods, Suburban Neighborhoods, Future Growth Area, and Rural Area. The Center City refers to the Downtown core of Winston-Salem and other towns in Forsyth County. Urban Neighborhoods are older neighborhoods and commercial, industrial, and institutional development built mostly before 1940 that surround the Center City of Winston-Salem. Suburban Neighborhoods include a large portion of the county and most of the small towns where suburban development has occurred in recent decades. It is also the area with the most undeveloped land where much of the future residential, commercial, and industrial development should occur. Future Growth Areas do not usually have sewer or other facilities and services to support urban development. However, because of their potential to be served efficiently by sewer and other facilities and services in the future and/or their proximity to towns, major roads and other public investments, the Growth Management Plan calls for them to eventually be developed. Rural Areas are not expected to ever receive public sewer and are recommended to remain low density in nature.

As of 2012, all plan areas within Forsyth County have a corresponding area plan that was developed after the 2001 adoption of the original *Legacy* plan to guide future development decisions. Area plan updates, such as this one, replace these older, existing area plans. Updated area plans provide a current picture of area conditions and an up-to-date set of future development recommendations.

Area plans follow a basic, standardized format that provide consistent terminology, information, mapping, and land use colors for all area plans. Consistency between plans is important to City staff, the CCPB, and elected officials as they use the plans to make zoning, funding, and other decisions based on area plan recommendations.

To facilitate implementation of area plan recommendations, a biennial Area Plan Status Report is prepared that includes the current status of recommendations of all adopted area plans. The report includes the status of each action/project listed in the implementation table for each plan. Area plan recommendations are funded in a variety of ways, including bonds, bond referendums, transportation funds, general government funds, the Motor Vehicle Tax, capital improvements, and Community Development Block Grants. Inclusion of a project in the area plan implementation table does not mean the recommended project has funding. Area plan projects are prioritized along with other projects and programs by the elected officials.

## How Do Area Plans Relate To Rezoning?

Area plans convey a community vision and general goals to the Planning Board, elected officials, and other community leaders. The land use plan component does not, however, change the zoning of an area or force property owners to develop their land before they choose to do so. Area plans are simply recommendations developed using a public process to help guide future planning decisions.

Historically, elected and appointed officials follow the area plan land use recommendations in most cases. However, decision makers must also take into account current site conditions, community needs and changing circumstances, as well as other information that was not apparent during the initial area planning process. Officials give serious consideration to the recommendations of the area plans but also must take into account all current and available information to make the most informed decisions on future rezoning proposals.



# Southwest Winston-Salem Area Plan Update

Recommended by the City-County Planning Board on May 12, 2016  
Adopted by the Winston-Salem City Council on August 1, 2016

Publication Date: September 2016

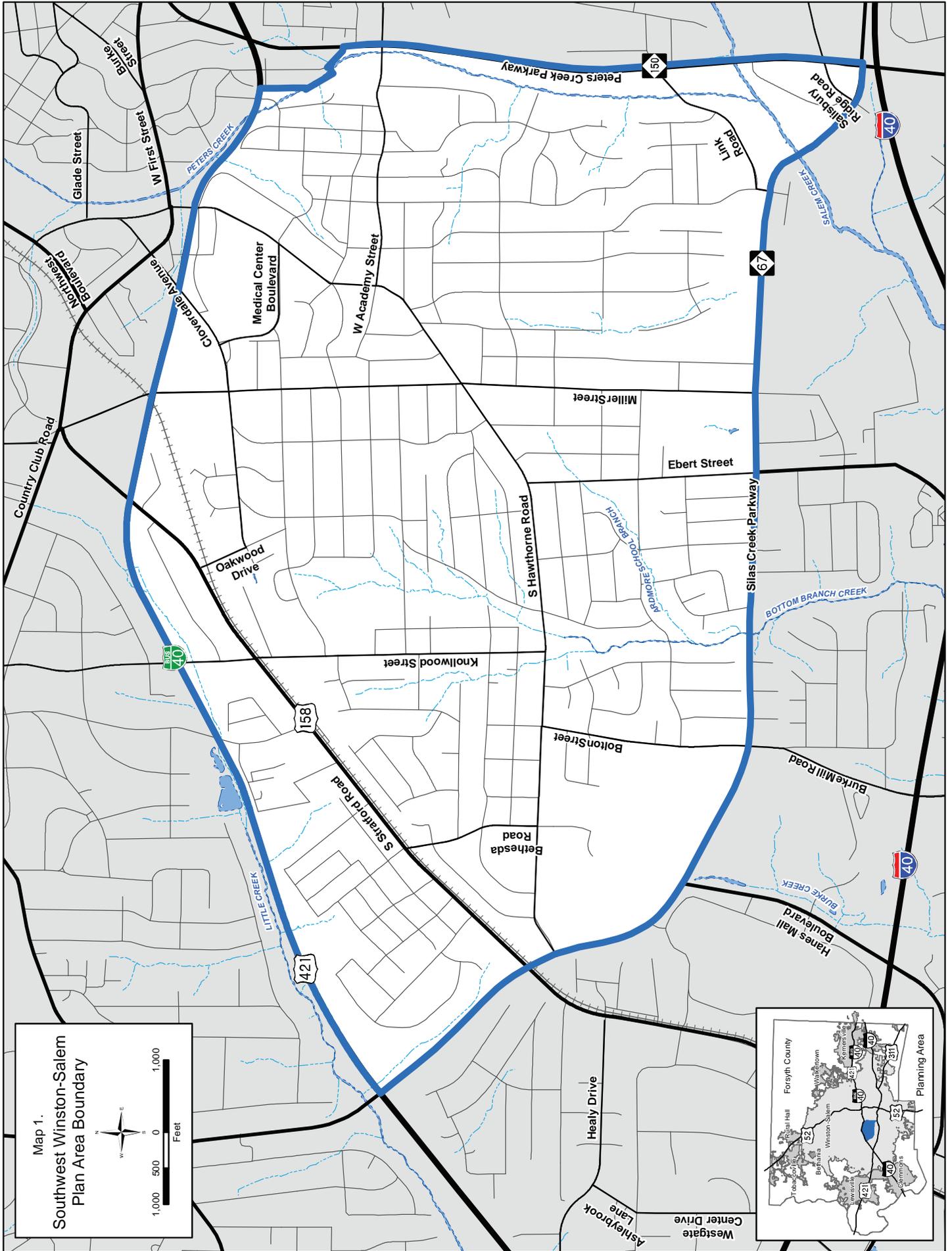




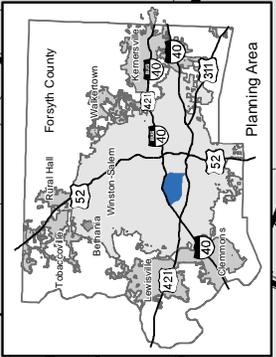
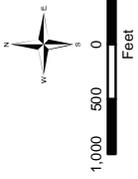
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Map 1.  
 Southwest Winston-Salem  
 Plan Area Boundary



## BOUNDARIES OF THE STUDY AREA

The Southwest Winston-Salem Plan Area encompasses 2,278 acres. The plan area is generally bounded on the north by Business 40, on the east by Peters Creek Parkway, and on the south and west by Silas Creek Parkway (see **Map 1** on **page v**).

## RELATIONSHIP TO *LEGACY 2030*

*Legacy 2030*, Forsyth County's comprehensive plan, serves as the framework on which all area plans are built, both geographically and as a policy guide. The original *Southwest Winston-Salem Area Plan* was adopted in 2009. The *Southwest Winston-Salem Area Plan Update* is intended to translate *Legacy 2030* policies into more detailed recommendations for the Southwest Winston-Salem Plan Area, taking into account changes since the adoption of the original area plan.

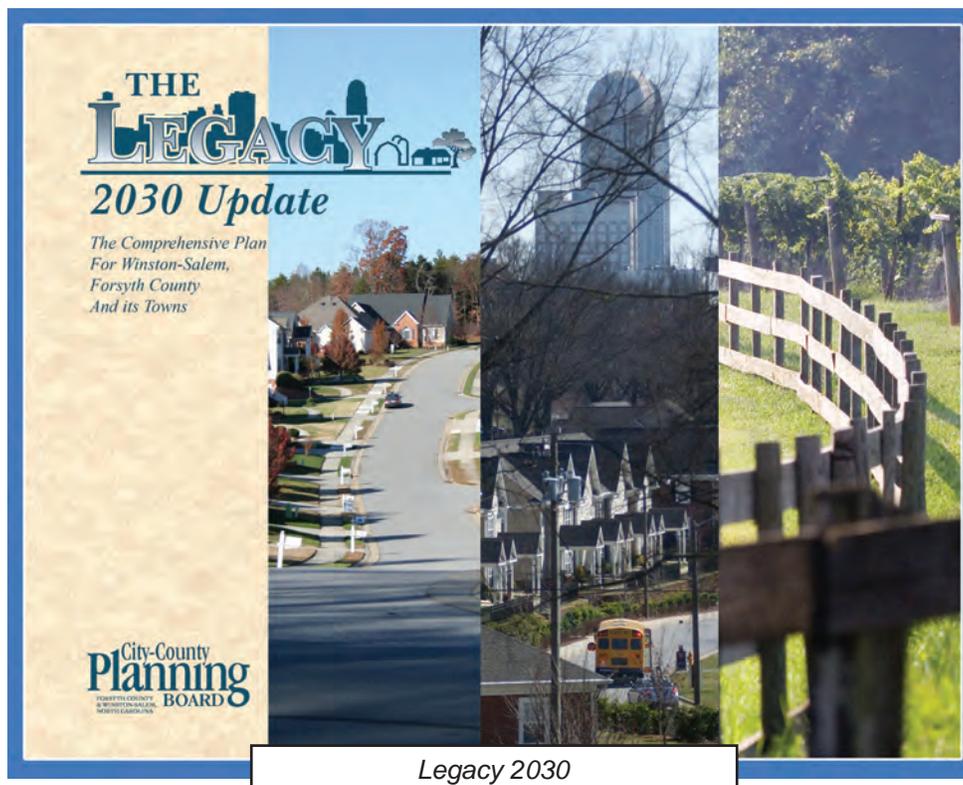
*Legacy 2030's* Growth Management Plan defines a series of specialized areas, each having specific characteristics. In the Growth Management Plan (**Map 2** on **page 2**), all of the Southwest Winston-Salem Plan Area is designated as Urban Neighborhoods, Growth Management Area (GMA) 2.

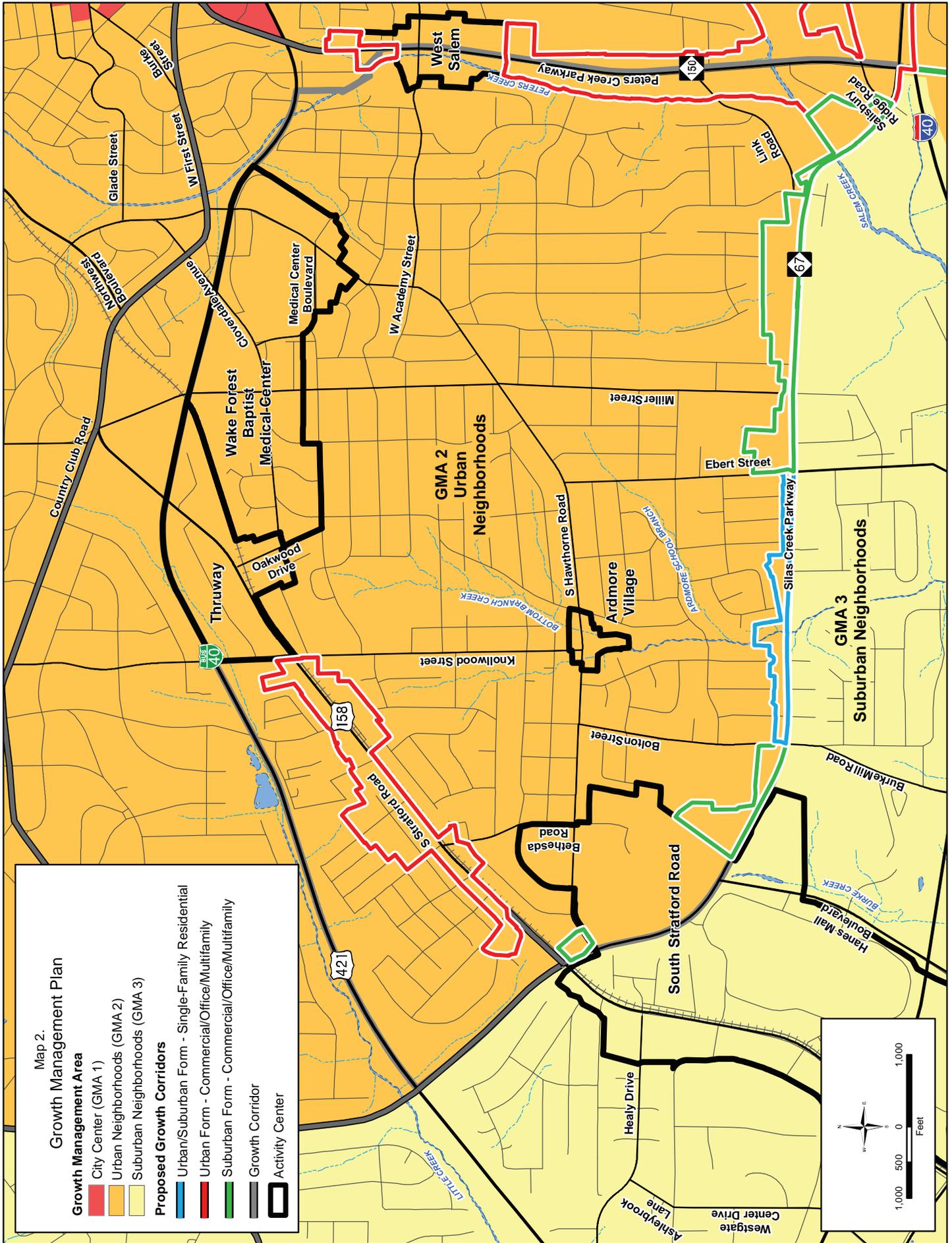
## AREA PLAN PROCESS

Citizen participation is a critical part of the area plan process and multiple opportunities for public input exist. The steps in the development of an area plan are shown in **Figure 1** on **page 3**. The first step of the planning process is the assessment of current conditions and the consolidation of existing plans. A summary of this information is created and presented to citizens at the plan kickoff workshop.

The plan kickoff workshop is the first meeting in the area planning process and is an opportunity for citizens who live and work in the area to share their comments and concerns about the area and its future with Planning staff. Planners facilitate this process to help citizens document their thoughts, which provide the basis for the next step in the process.

Ideas and issues identified at the kickoff workshop, along with the policies spelled out in *Legacy 2030*, serve as the basis for the next step in the process: the formulation of recommendations by Planning staff. These recommendations primarily focus on proposed land use recommendations and site specific design recommendations for corridors and activity centers. Planning staff work with the citizens on these recommendations to reach a consensus and refine





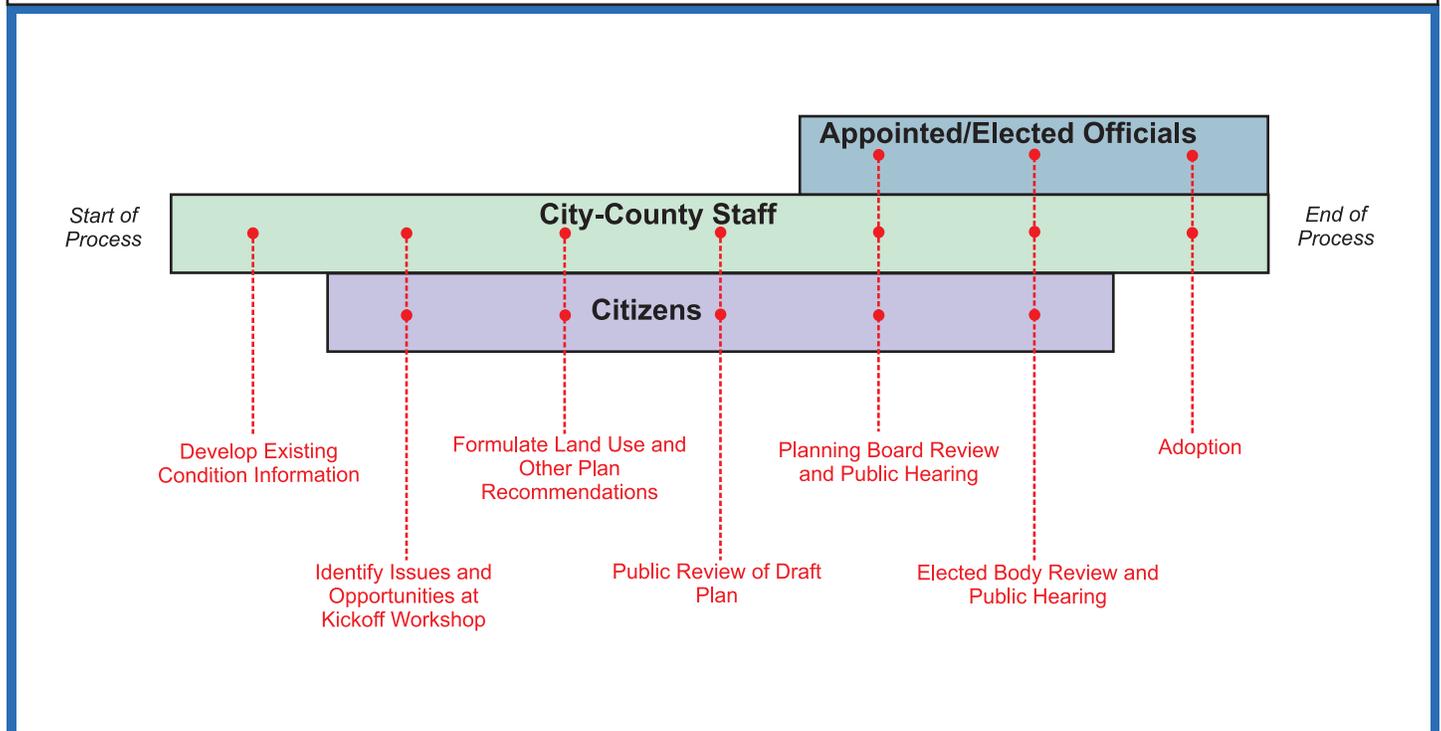
the plan recommendations at the meetings following the kickoff workshop. The final recommendations are then presented to the entire community for review at the concluding open house. If no consensus is reached, both sets of recommendations will be presented to the City-County Planning Board.

The Planning Board reviews the recommendations for consistency with the broad public interest and *Legacy 2030*. The Planning Board holds a public hearing to consider the plan and make amendments, as appropriate, before recommending adoption of the plan. The document is then forwarded to the Winston-Salem City Council for consideration, amendment, and adoption after a public hearing. The adopted plan update replaces the existing adopted plan for the area and will be used in an ongoing basis by the Planning Board and City Council to guide land use, infrastructure, and public investment decisions. An implementation schedule is included in the adopted plan to outline tasks and timing needed for each recommendation. Additionally, developers and neighborhood groups may also use the plan to guide their future business and community development decisions.



Southwest Winston-Salem Area Plan Update Citizen Meeting

**Figure 1. Area Plan Process**





## GENERAL CHARACTER

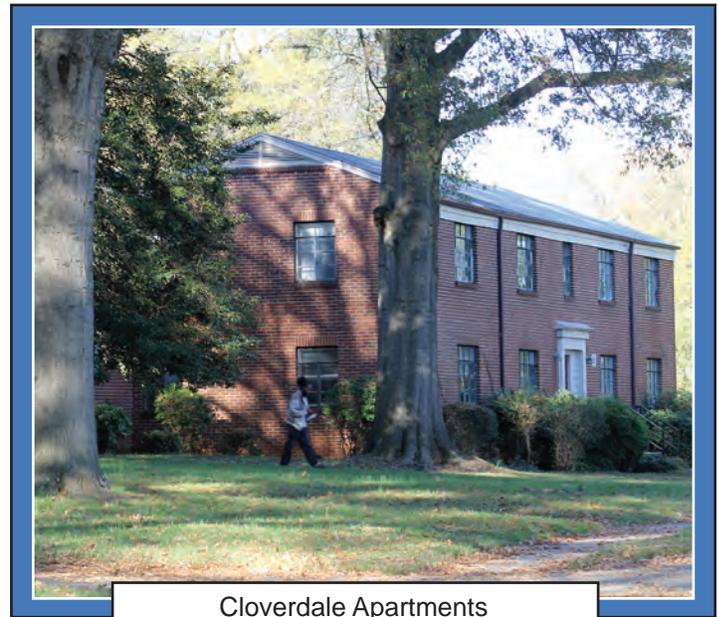
The Southwest Winston-Salem Plan Area is rich in history and diverse in land use. The area is home to the Ardmore neighborhood, the city’s first automobile suburb, and Hanestown, an early 20th-century mill village. Most of the area was developed prior to 1940 in the pattern of traditional neighborhoods with a predominance of single-family homes, but with a mix of other residential types and densities, along with a variety of other land uses including institutions, parks, offices, retail, and industry.

The plan area is a convenient and stable place where residents can live, work, and shop. The city’s hospitals are all located in the plan area as are a large number of medical offices. There are also many grocery stores in the plan area – five at last count. The site of the former Hanesbrands complex on South Stratford Road was recently redeveloped into a shopping center with a grocery store, several retail outlets, and restaurants.

Perhaps because of the area’s large employment centers and many conveniences, housing prices and residential rents have been increasing in recent years, putting price pressure on the remaining affordable housing in the area. The proposed redevelopment of the Ardmore Terrace and Cloverdale Apartments developments has raised concerns from current residents and many who live nearby who want to preserve the workforce housing in the area.

## DEMOGRAPHICS

Based on American Community Survey 5-year estimates, 11,250 people lived in the Southwest Winston-Salem Plan Area in 2013, an increase of almost 14.6 percent or 1.1 percent annually from the 2000 Census. The area’s population accounts for approximately 3.2 percent of Forsyth’s County total population. The racial make-up of the plan area is 61 percent white, 13 percent African American/Black and 21 percent Hispanic (see **Table 1** below).



Cloverdale Apartments

**Table 1. Demographic Trends/Comparisons**

Population Statistics (2013)					
Area	Population				
	2013	2000	2000-2013 Average Annual Growth Rate	2013 Portion of Forsyth County Population	2013 Density (Persons per Acre)
Southwest Winston-Salem Plan Area	11,250	9,812	1.1%	3.2%	4.9
Winston-Salem	232,200	185,800	1.9%	65%	2.7
Forsyth County	354,700	306,100	1.2%	N/A	1.3
Diversity Statistics (2013)					
Area	Diversity (Percent)				
	African-American	White	Asian	Other	Hispanic
Southwest Winston-Salem Plan Area	13	61	4	1	21
Winston-Salem	34	47	2	2	15
Forsyth County	26	59	2	1	12

Age Statistics (2013)					
Area	Age (Percent)				
	Less than 5 years	5-17 years	18-39 years	40-64 years	65 years and older
Southwest Winston-Salem Plan Area	8	16	35	28	13
Winston-Salem	7	17	35	30	13
Forsyth County	7	18	29	33	13

Source: 2000 U.S. Census; 2010 U.S. Census; U.S. Census Bureau, 2009-2013 American Community Survey 5-year estimates.  
 \*Note: "Hispanic" is not a race; it is an ethnic group. Numbers are provided for comparison purpose.



## EXISTING LAND USE

The Southwest Winston-Salem Plan Area is comprised of a variety of land uses with residential development being the most prevalent. The majority of residential development is single-family residences with a small amount of multi-family development. Commercial uses are mostly located along major roads such as South Stratford Road, Peters Creek Parkway, and a portion of Silas Creek Parkway. Conventional suburban development is the common form of business development in the area. Office uses are highly concentrated near the major hospitals and medical centers in the plan area. In addition to hospitals, other institutional uses are scattered throughout the plan area and include churches, schools, and other private institutions. Much of the area maintains the original pattern of development, adding to the convenience of amenities, services and employment to those who reside in the area. The existing land uses in the plan area include residential, office, commercial, institutional, parks and open space, industrial, and utilities (see **Table 2** below and **Map 3** on **page 7**).

## RESIDENTIAL

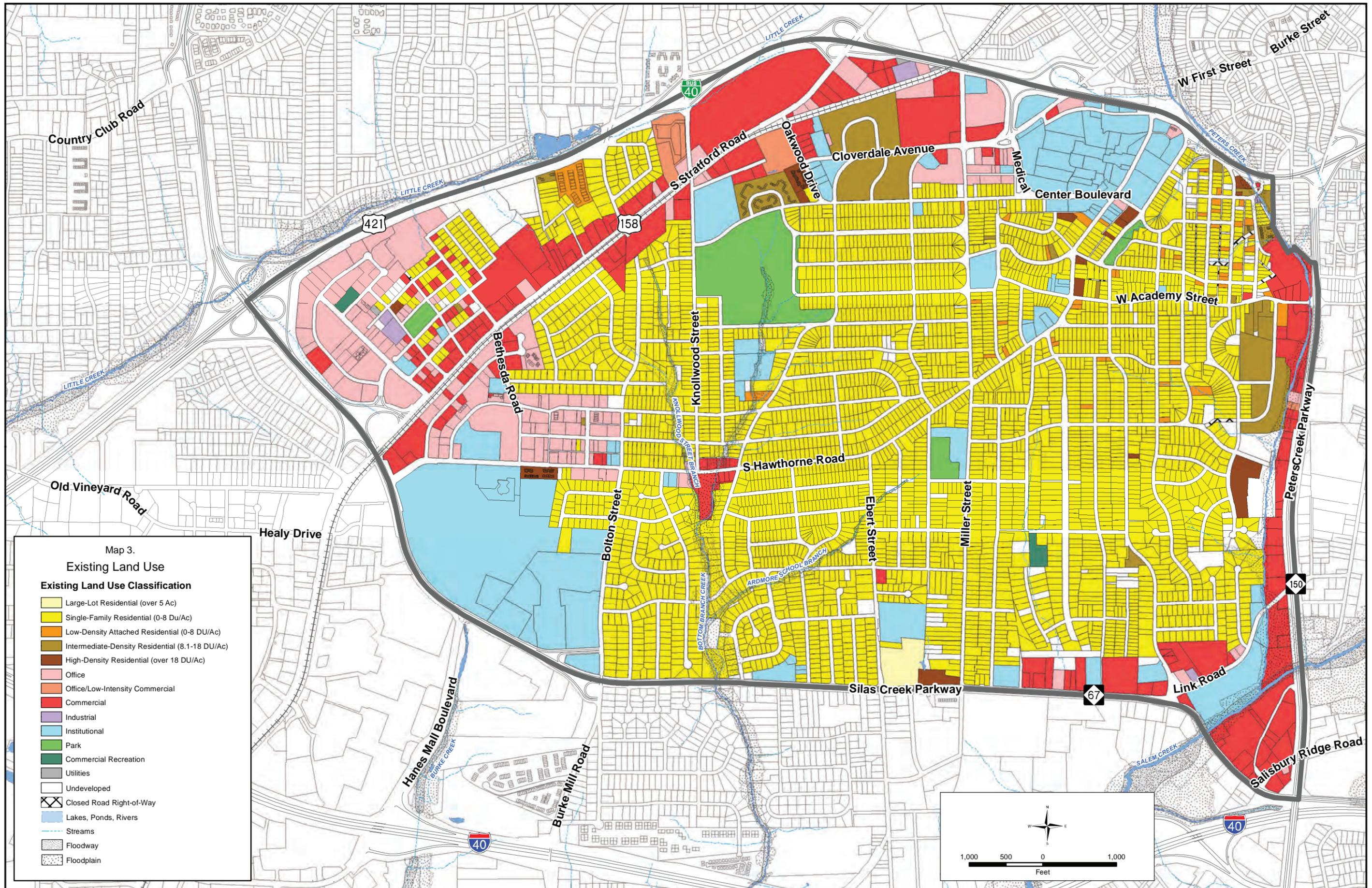
Residential uses are the predominant land use in the plan area and account for approximately 47 percent of the total land area. There are a variety of housing types throughout the plan area ranging from individual homes to larger scale multifamily units. Single-family residential is the most common of the residential types accounting for roughly 43 percent of total land uses in the area. Large-lot residential and low density attached residential represent 0.3 percent and 0.7 percent of the total land area, respectively.

Multifamily development accounts for approximately 3 percent, about 74 acres, of the land area. Concentrations of multifamily land uses are located in two main areas: Anson Street (The Ledges Apartments) and Cloverdale Avenue/Queen Street (Cloverdale Apartments, Ardmore Terrace, and Miller Park Circle).

**Table 2. Existing Land Use Summary**

Land Use	Acres	%	Land Use	Acres	%
Single-Family Residential	980	43.0	Institutional	255	11.2
Large-Lot Residential	7	0.3	Parks, Recreation & Open Space	48	2.1
Low-Density Attached Residential	15	0.7	Commercial Recreation	3	0.1
Manufactured Housing Development	74	3.0	Rail & Road Rights-of-Way	451	19.8
Total Residential	1,076	47.0	Utilities	1	<0.1
Office	138	6.1	Total Developed	2,212	97.1
Commercial	236	10.4	Undeveloped Land	66	2.9
Industrial	4	0.2	Total Area	2,278	100.0

Source: Survey by City-County Planning Staff, September 2015





## COMMERCIAL AND OFFICE

Approximately 374 acres, about 16 percent, of the plan area, is developed with commercial and office uses. Commercial land uses are concentrated along South Stratford Road, Peters Creek Parkway and Silas Creek Parkway. There are also small commercial areas located on Miller Street and Hawthorne Road. Commercial land uses represent approximately 10 percent of the land area (236 acres).

Office uses account for approximately 6 percent of the plan area and are concentrated in areas close to major institutional uses and are largely medical related. Office uses are found near Forsyth Medical Center along Hawthorne Road and Maplewood Avenue, as well as near Wake Forest Baptist Medical Center on Cloverdale Avenue and Miller Street. Office uses are also concentrated in the Executive Park Boulevard and Charlois Boulevard area.

## INSTITUTIONAL

A variety of institutional uses are located throughout the plan area. There are approximately 255 acres of institutional uses that make up about 11 percent of the total land area. The largest concentrations of institutional uses are located at Forsyth Medical Center and Wake Forest Baptist Medical Center. Other institutional uses are scattered throughout the plan area and include schools, a fire station, community centers, and private organizations.

## INDUSTRIAL

There are few industrial uses in the plan area. These total about 4 acres (0.2 percent) of the plan area. Industrial sites are located on Olive Street between Townley and Thurston Streets, as well as along Link Road and on Stratford Court.

## PARKS, COMMERCIAL RECREATION AND OPEN SPACE

There are approximately 51 acres of parks, open space, and commercial recreation in the plan area that account for about 2 percent of the total land area. This includes public recreational facilities such as Miller, Lockland, and Hanestown Parks. The commercial recreational facilities located within the plan area include E. J. Disher Community Park at the end of Fenimore Street and the Winston-Salem Athletic Club facility on Executive Park Boulevard. Recreation facilities are discussed in more detail in the Community Facilities section.

## UTILITIES AND RIGHTS-OF-WAY

Combined together, utilities, road and railroad rights-of-way account for approximately 20 percent of the land area (452 acres) in the plan area.

## UNDEVELOPED

Undeveloped land accounts for approximately 66 acres (2.9 percent) of the land area. Undeveloped land is distributed throughout the plan area on a number of small parcels.



## ZONING

Since 2007, there have been 17 rezoning petitions within the plan area. The number of area rezonings heard each year has increased over this period due to renewed interest in redevelopment and investment, especially in commercial uses. Rezoning for commercial use was the most prevalent type of rezoning and included major developments, such as the redevelopment of the Hanes manufacturing complex into a shopping center on South Stratford Road, the renovation of the Towers shopping center, and the construction of the Piedmont Federal Savings and Loan headquarters, also on South Stratford Road. There were also institutional use rezonings in the area for churches and Forsyth Technical Community College. One office rezoning was approved during this time period for a new office building in the HanesTowne development on South Stratford Road. No industrial or residential use rezonings were approved in the plan area during this time period.



HanesTowne Village Shopping Center



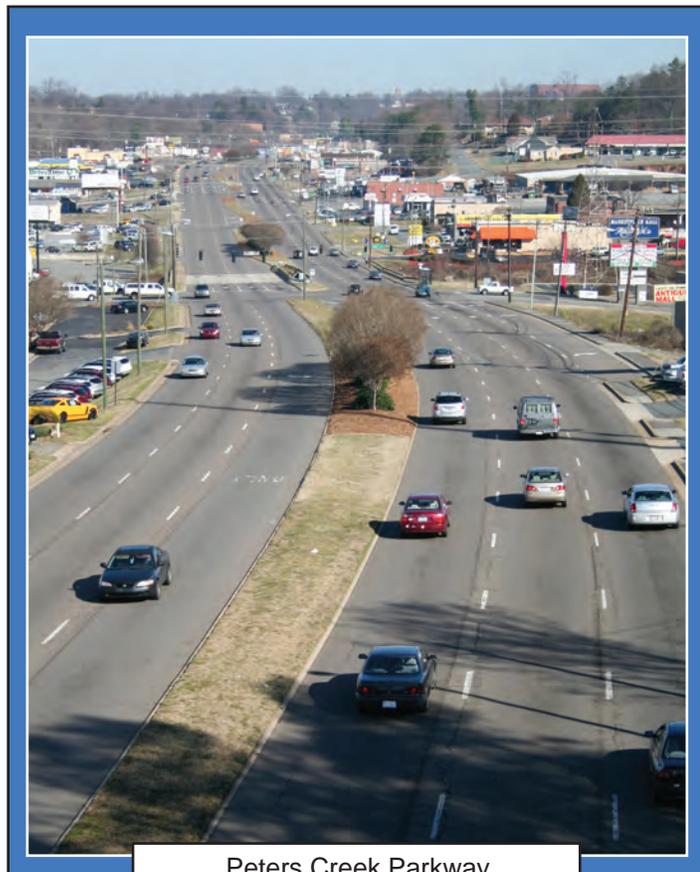
## TRANSPORTATION FEATURES

Existing transportation features include roads, bus routes, bicycle routes, sidewalks, and greenways. The location and function of transportation features has a significant impact on land use decisions (see **Map 7** on **page 45**).

### ROADS

#### Overall Street Pattern

The plan area has a highly networked transportation system that establishes an ease of access within the area and provides convenient connections to destinations in the city, county and region. The general street pattern is a grid (rectangular blocks) with some curvilinear blocks. The major roads that define the boundaries of the plan area are Business 40, Peters Creek Parkway, and Silas Creek Parkway. Two main roads extend across the plan area diagonally: South Stratford and Hawthorne Roads. Other major east-west roads in the area include Queen and Academy Streets. Major north-south roads include Bolton, Knollwood, Ebert, and Miller Streets. More details about the plan area's roadways, including classifications, traffic counts and future cross sections, are listed in **Appendix A**.



Peters Creek Parkway

### PUBLIC TRANSPORTATION

#### Local Bus Routes

The Winston-Salem Transit Authority (WSTA) currently provides bus service within the Southwest Winston-Salem Plan Area on five weekday/Saturday routes originating from the Downtown terminal and one weekday/Saturday route serving as a Westside Connector. There are also two night routes and two Sunday routes. **Table 3** on **page 11** describe the routes as of March 2016 in more detail. WSTA currently has 52 vehicles operating 25 fixed-route bus routes and provides 3.4 million passenger trips per year, averaging nearly 14,000 daily passengers. After a comprehensive operating analysis of the current route structure, new routes were adopted in January 2016 to be effective in January 2017.

#### Regional Transit

The Piedmont Authority for Regional Transportation (PART), was authorized in 1997 by the North Carolina General Assembly as a regional transportation authority. Based on regional cooperation, PART coordinates regional bus service, vanpools, carpools, and other transportation-related services. PART currently has 18 express routes that provide service to Forsyth, Guilford, Surry, Davidson, Randolph, Stokes, Yadkin, Davie, and Alamance Counties. Four routes pass through the plan area: the Davie County Express; the Yadkin County Express; the Surry County Express; and the Davidson County US 52 Express. These routes make stops at major area employment centers such as Wake Forest Baptist and Forsyth Medical Centers.



WSTA Bus on Stratford Road

**Table 3. Local Bus Routes**

Route Name	Route Number	General Route
Downtown to Country Club Road	12	From First Street, left at Cloverdale Avenue, right at Miller Street, left at Country Club Road
Downtown to Hanes Mall Boulevard	18	From Glade Street, left at Hawthorne Road, left at the Forsyth Medical Center loop to continue to Hanes Mall Boulevard
Downtown to Stratford Industrial Park	19	From First Street, left at South Stratford Road, left at Clemmonsville Road
Downtown to Thruway/Hanes Mall	20	From First Street, left at Hawthorne Road, right at Queen Street, right at Medical Center Boulevard, left at Cloverdale Avenue, right at Oakwood Drive, left at South Stratford Road, left at Bethesda Road, right at Hawthorne Road, left at Silas Creek Parkway, and right at Hanes Mall Circle
Downtown to Forsyth Tech/Salem Crest	23	From Peters Creek Parkway, right at Link Road, left at Lockland Avenue, right at Silas Creek Parkway, left at Miller Street, left at Oak Grove Road, left at Ebert Street, right at London Lane, right at Burke Mill Road/Bolton Street, left at Forsyth Tech West Campus
Westside Connector	43	From Healy Drive, left at South Stratford Road, right at Bethesda Road, right at Maplewood Avenue, continue on Forsyth Medical Center loop, continue on Hanes Mall Boulevard to Jonestown Road
Night Service: Downtown to Thruway/Hanes Mall	2020	From North Liberty Street, right at West First Street, left at South Hawthorne Road, right at Queen Street/Medical Center Boulevard, left at Cloverdale Avenue, right at Oakwood Street, left at South Stratford Road, left at Bethesda Road, right at Maplewood Avenue, left at Forsyth Medical Center, right at Hanes Mall Boulevard
Night Service: Downtown to Forsyth Tech/Salem Crest/Wal-Mart	2323	From Peters Creek Parkway, right at Link Road, left at Lockland Avenue, right at Silas Creek Parkway, left at Miller Street, right at Oak Grove Road, left at Ebert Street, right at London Lane, right at Bolton Street, return to Ebert Street, end at Salem Crest Apartments
Sunday Service: Downtown to Wal-Mart/Parkway Village	713	From First Street, left at Peters Creek Parkway, right at Silas Creek Parkway, left at Ebert Street, left at Oak Grove Road, left at Miller Street, right at Silas Creek Parkway, right at Peters Creek Parkway, right at Stratford Village Road, left at Parkway Village Road, end at Wal-Mart
Sunday Service: Downtown to Thruway/Hanes Mall	720	From North Liberty Street, right at West First Street, left at South Hawthorne Road, right at Queen Street/Medical Center Boulevard, left at Cloverdale Avenue, right at Oakwood Street, left at South Stratford Road, left at Bethesda Road, right at Maplewood Avenue, left at Forsyth Medical Center, right at Hanes Mall Boulevard

## BICYCLE FACILITIES

The *Winston-Salem Urban Area Comprehensive Bicycle Master Plan* was adopted by the Winston-Salem City Council and by the Transportation Advisory Committee in 2005. This detailed study evaluates current cycling facilities in Forsyth County, including the use of a Bicycle Level of Service (BLOS) model, and makes recommendations to create a comprehensive bicycle network for the area. The recommended network includes off-road trails, designated bike lanes, wide shoulders for roads, and bicycle route signage.

### Bicycle Routes

The plan area has two signed bike routes described in **Table 4** below and shown on **Map 7** on **page 45**.

## PEDESTRIAN FACILITIES

With the adoption of multimodal transportation plans, enhancing and improving the pedestrian infrastructure throughout the county has become a transportation priority. The City of Winston-Salem has adopted street design standards for new developments that include requirements for sidewalks as well as standards for parking lots that include pedestrian walkways and bicycle parking for new developments.

### Sidewalks

Major sidewalk locations are found within the historic core of the plan area around Wake Forest Baptist Medical Center, the three parks in the Ardmore neighborhood (Miller, Ardmore, and Lockland), and in the Hanestown area. There are also sidewalks along two of the major thoroughfares in the plan area: the north side of South Stratford Road and the east side of Peters Creek Parkway. In newer residential areas there are few streets with sidewalk facilities.



## COMMUNITY FACILITIES

The Southwest Winston-Salem Plan Area has a number of facilities that serve the community, including parks, schools, churches, and other institutional uses (see **Map 8** on **page 50**).

### SCHOOLS

The Winston-Salem/Forsyth County Board of Education uses a “controlled choice” plan to assign students to schools. The plan gives parents and students a choice between their residential school and several others within the same zone. There are two public schools in the plan area: Bolton Elementary and Moore Elementary. In addition, there are three private schools in the plan area offering pre-K through eighth grade education: Our Lady of Mercy Catholic School, St. John’s Evangelical Lutheran School, and Redeemer School. Forsyth Technical Community College’s West Campus is also located in the plan area.



Bolton Elementary

**Table 4. Bicycle Routes**

Route Name	Route Number	General Route
Baptist Loop	7	From Knollwood Street, right at Queen Street, left at Medical Center Boulevard, right at Cloverdale Avenue, right at Hawthorne Road, right at Knollwood Street
Burke Mill Connector		From Hawthorne Road, left at Bolton Street, right at Burke Mill Road
Forsyth Tech Connector		From Hawthorne Road, left at Miller Street, right at Cherokee Lane, right at Bolton Street
Downtown Loop	8	From Crafton Street, left at Duke Street, right at Elizabeth Avenue, left at Lockland Avenue, left at Princeton Street, right at Waybridge Lane, left at Link Road

## RECREATION FACILITIES

### Parks

The *2015 Parks and Open Space Plan (2007)* discusses existing parks, community park needs, existing open space and open space needs, park proposals and recommended facilities. Four public parks are located in the Southwest Winston-Salem Plan Area. Parks are classified based on their size, facilities, and function (see **Table 5** below and **Map 8** on **page 50**).

### Greenways

Greenways are linear open space corridors that can be managed for conservation, recreation, and/or transportation purposes. Many greenways have paved trails and accompanying land that provide pedestrian and bicycle access to neighborhoods and community facilities in addition to waterways of Forsyth County. Currently, there are no greenways in the plan area. The Salem Creek Greenway does begin just east of the plan area at Marketplace Mall.

## LIBRARY FACILITIES

There are no library facilities in the Southwest Winston-Salem Plan Area. Area residents are currently served by the Southside Branch Library and the Central Library, which is scheduled to reopen in 2017.

## FIRE STATIONS

Fire Station Six, also known as Ardmore Fire Station, is located in the Southwest Winston-Salem Plan Area. Its response area includes the Ardmore community and the city's two hospitals.

## OTHER COMMUNITY FACILITIES

### Wake Forest Baptist Medical Center

Wake Forest Baptist Medical Center is an integrated health care system that operates 1,004 acute care, rehabilitation, and psychiatric care beds, outpatient services, and community health and information centers.

### Forsyth Medical Center

Forsyth Medical Center is a 921-bed hospital that offers a full continuum of emergency, medical, surgical, rehabilitative, and behavioral health services.

### Medical Park Hospital

Medical Park Hospital is a 22-bed, not-for-profit hospital that specializes in elective inpatient and outpatient surgeries.

### Cemeteries

Sidestown Cemetery, also known as Ardmore AME Zion Church Cemetery, is the only cemetery in the plan area and is located on Madison Avenue between Sherwood Street and Deborah Lane.

**Table 5. Plan Area Recreation Facilities**

Park Type/Name	Acreege	Major Facilities
<b>Mini/Ornamental Parks:</b> Serve a specific population segment or are primarily ornamental in nature.		
Lockland Park	2	Playground
<b>Neighborhood Parks:</b> Provide intense recreational activities accessible to neighborhoods.		
Ardmore Park	4	Soccer field, softball field, tennis courts (4)
Hanestown Park	2.4	Picnic shelter, playground, basketball court
<b>District Parks:</b> Provide recreation opportunities focusing on one or more specialized activities, such as golf or tennis.		
Miller Park	39	Picnic shelters (6), playground, softball fields (2), tennis courts (4), racquetball courts (2), bocce ball courts (6), horseshoes court, community center, restrooms

## HOUSING

According to the US Census American Community Survey, there were 5,268 housing units in the Southwest Winston-Salem Plan Area in 2013. Approximately 50 percent of the housing units in the plan area are owner-occupied, the same as the city as a whole (see **Table 6** below). Housing vacancy rates are lower in the plan area than the city and county as a whole while the median home value is higher.

## DESIGN AND APPEARANCE

Urban design is intended to bring order, clarity, and pleasing harmony to the network of public spaces, streets, parks, and sidewalks. The character of these public spaces is formed by the arrangement and details of the elements that define them, such as the storefronts along a commercial street or the dwellings that line a residential street.

Most of the Southwest Winston-Salem Plan Area was developed prior to 1940 and the dominance of the automobile. Street widths were minimal, buildings were placed close to the street, and there was a mix of land uses. Non-residential uses, including retail stores, institutions, and industries were generally small and designed to serve or

employ nearby residents. The original development pattern created a special character and sense of community. However, the nature and scale of businesses and institutions have changed over time, creating some urban design issues and land use conflicts in the plan area. Future land use and design challenges include assuring compatibility between land uses, making sure roads move traffic while remaining pedestrian-friendly, reusing industrial sites and buildings, and encouraging the rehabilitation of existing structures.

There have been a number of initiatives to improve the appearance and pedestrian orientation of neighborhoods and commercial areas in Winston-Salem. City efforts are usually, but not always, undertaken in the rights-of-way and can include: landscaping and tree planting, installation of sidewalks and other pedestrian improvements, benches, trash receptacles and other street furniture, public art, decorative street lighting, and public spaces. Design-related standards for private property are required under the community's *Unified Development Ordinances*.

Business 40/US 421 is designated as a Thoroughfare Overlay (TO) District, the main purpose of which is to encourage development and redevelopment that preserves the visual quality and functional operations of the roadway. All development within the TO District is subject to specific site development standards in addition to the standards of

**Table 6. Housing Statistics**

Housing Type (2013)					
Area	Total Housing Units	Single-Family Detached (Percent)	Single-Family Attached (Percent)	Manufactured Housing (Percent)	Multifamily (Percent)
Southwest Winston-Salem Plan Area	5,268	70	2	0	28
Winston-Salem	105,025	63	4	2	31
Forsyth County	157,715	67	4	4	25
Housing Tenure and Value (2013)					
Area	Owner-Occupied Housing Units (Percent)	Renter-Occupied Housing Units (Percent)	Vacant Housing Units (Percent)	Median Home Value	
Southwest Winston-Salem Plan Area	50	40	10	\$ 154,500	
Winston-Salem	50	38	12	\$ 140,400	
Forsyth County	57	31	12	\$ 150,600	

Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-year estimates.

the underlying zoning district. These additional standards relate mainly to screening outside storage, shielding of on-site utilities, screening of loading and garage bays, establishing minimum setbacks from the right-of-way and creating landscaped streetyards.



## HISTORIC RESOURCES

Historic Resources Commission staff has reviewed the major historic resource studies and determined that a number of historic resources are located within the Southwest Winston-Salem Plan Area (**Map 9** on **page 55**). The most significant historic resource found in the plan area is the Ardmore neighborhood, which was listed on the National Register of Historic Places in 2004. Ardmore is the city's first automobile suburb with the oldest historic resources in the neighborhood dating from 1910. The plan area also includes Hanestown, an early 20th-century mill village located directly north of South Stratford Road, and Sidestown, historically an African-American neighborhood, located along Madison Avenue near Silas Creek Parkway.

Forsyth County's first comprehensive architectural survey was completed in 1980 with an update finalized in 2009. As might be expected, during the intervening years a number of historic resources were demolished or removed from their original sites. This was found to be the case throughout all of Forsyth County, including the Southwest Winston-Salem Plan Area. However, the survey update project also identified new historic resources. While no properties in the plan area are currently individually listed on the National Register, Temple Emanuel, originally constructed in 1952, is on the North Carolina National Register Study List.

**Appendix B** includes a list of recognized historic resources in the Southwest Winston-Salem Plan Area and lists their current designations.



## ECONOMIC DEVELOPMENT

Economic development covers a wide variety of issues in the plan area, including health of existing retail, commerce and industry, strategies for attracting new businesses to the community, small business development, the provision of jobs for citizens, the revitalization of older business areas and the availability of sites for new businesses.

The Development Office, a division of the City's Community and Business Development Department, monitors and promotes economic development opportunities throughout the city. Programs providing concentrated assistance to targeted areas and groups include:

- **NRSA Building Rehabilitation Program:** Provides financial assistance to commercial and industrial property owners for building rehabilitation and site improvements. The Neighborhood Revitalization Strategy Area (NRSA) covers a majority of the western portion of the plan area.
- **Small Business Loan Program:** Provides financial assistance to businesses unable to secure financing from conventional sources. The business must be located in the Winston-Salem Neighborhood Revitalization Strategy Area.
- **Small Business Training Program:** The City of Winston-Salem offers an eight-week training program to provide participants with basic skills necessary to become owners/operators of small businesses. Participants learn how to write a business plan and about a wide range of issues, including legal, insurance and management/marketing. The class is free and open to local entrepreneurs, minorities, and women business owners.
- **Housing Rehabilitation:** Provides financial and technical assistance to qualified owner occupants and investor owners to repair substandard properties.

Depending on the program selected, funds can be used for buying properties, for site or facility improvements, rehabilitation of older buildings, purchasing equipment, or starting a new business.

## THE ENVIRONMENT

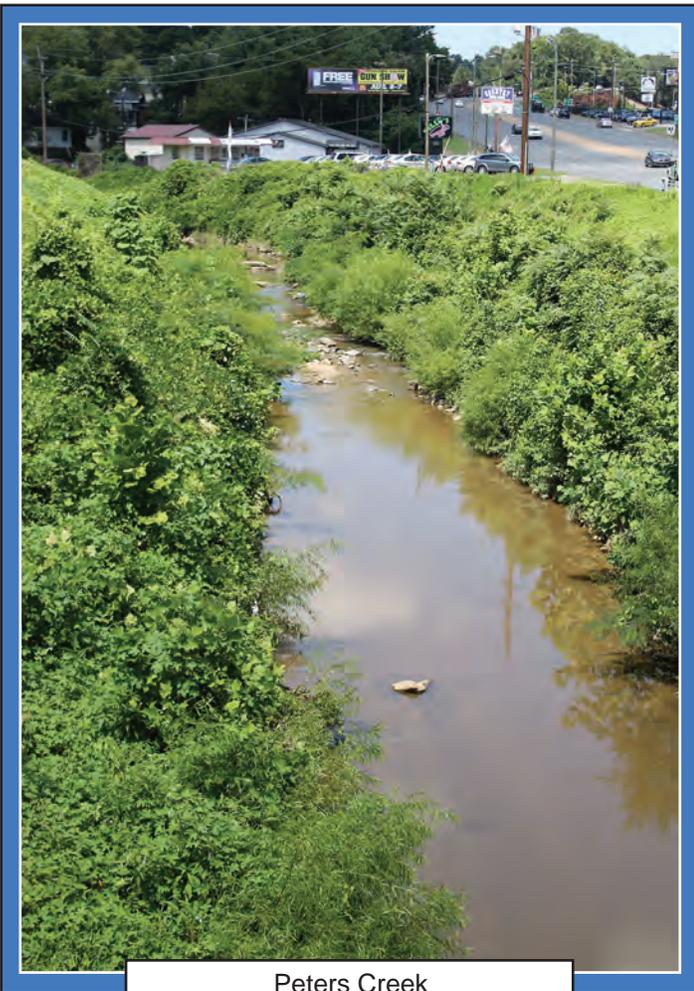
A number of environmental issues are of concern in the plan area, including floodplains, water quality, and topography (see **Map 4** on **page 17**).

### FLOODPLAINS

Floodplains are flood-prone lands adjacent to creeks and streams. There are requirements to manage development activities in these areas. There are approximately 88 acres of floodplain in the Southwest Winston-Salem Plan Area. Portions of Peters Creek and Silas Creek Parkways, Knollwood Street Branch, and Bottom Branch Creek include identified flood-prone areas.

### TOPOGRAPHY

Most of the land in the plan area consists of slopes that are developable (slopes of 20 percent or less). The majority of land with slopes greater than 20 percent is located along the identified creeks and their tributaries.



Peters Creek

## EXISTING STUDIES IN THE PLAN AREA

The following studies have been completed for the plan area:

### SOUTHWEST WINSTON-SALEM AREA PLAN (2009)

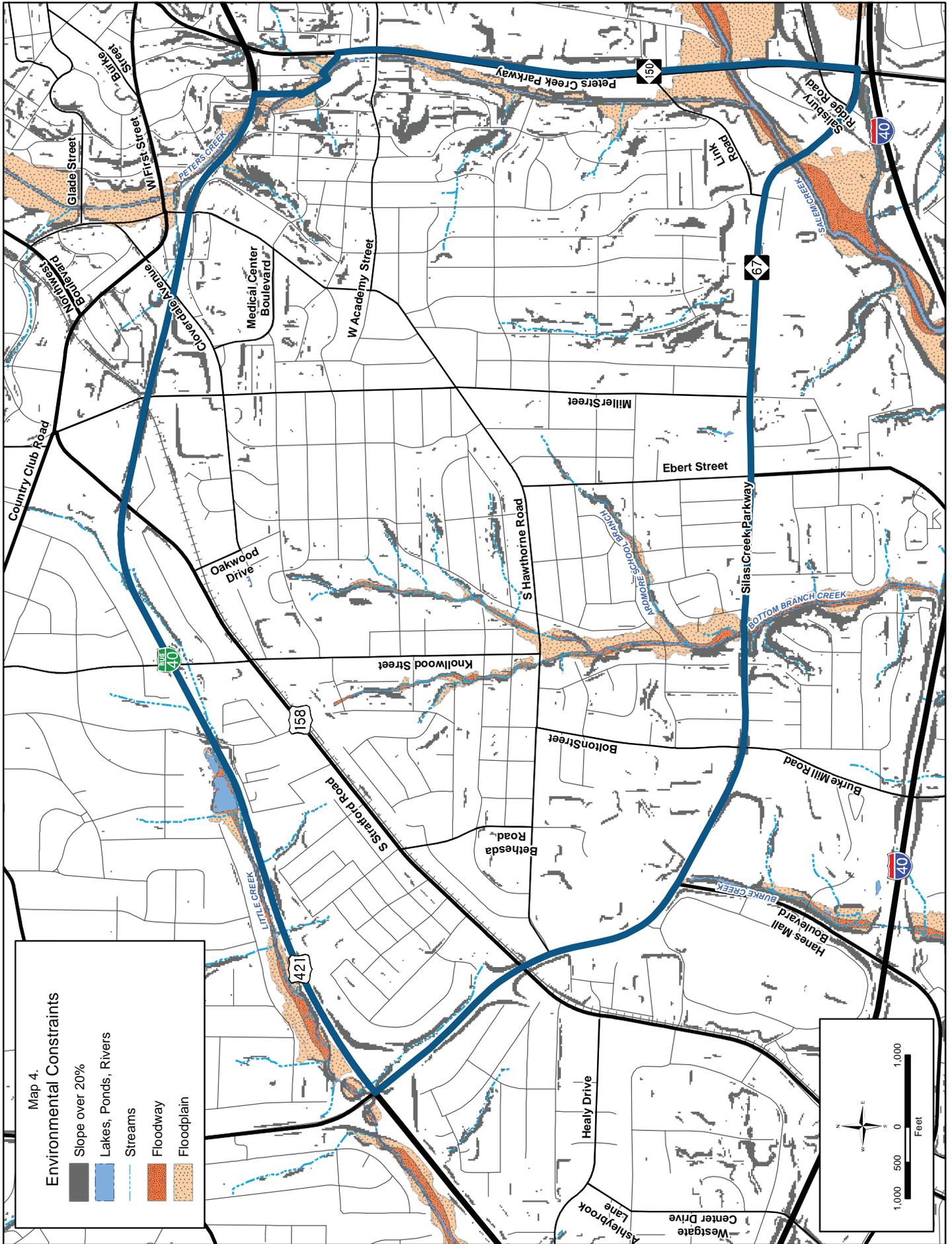
The *Southwest Winston-Salem Area Plan*, which this document updates, made land use and public investment recommendations within the same geographic boundaries as this plan. Major recommendations include the concentration of nonresidential land uses in designated activity centers, studying and implementing traffic calming strategies, building planned greenways in the area, promoting affordable housing, and encouraging the redevelopment of the former Dodge dealership on Peters Creek Parkway into a community center.

### CREATIVE CORRIDORS VISIONARY MASTER PLAN AND DESIGN GUIDELINES (Endorsed by City Council in 2012)

The Creative Corridors Coalition is a nonprofit organization that aims to influence the design and implementation of roadway infrastructure projects in and around Downtown, especially as Business 40 is redeveloped in the coming years. The *Creative Corridors Visionary Master Plan and Design Guidelines* call for a series of artfully designed bridges to replace existing bridges over Business 40 in the downtown area. Within the Southwest Winston-Salem Plan Area, a multiuse path for pedestrians and cyclists is planned, beginning at Lockland Avenue near Wake Forest Baptist Medical Center, and ultimately extending to Liberty Street.



Proposed Business 40 Multiuse Path





A flowerbed along Hawthorne Road in Ardmore

General policies from *Legacy 2030* provide the framework for recommendations in all area plans. Specific recommendations for the *Southwest Winston-Salem Area Plan Update* were developed through comments heard from citizens at public meetings in conjunction with the work of Planning and Development Services staff.

## LAND USE RECOMMENDATIONS

Land use recommendations serve as a guide for future development and zoning decisions in the plan area. As directed by *Legacy 2030*, land use recommendations designate locations and formulate policies for compatible residential development, commercial and office uses, industrial uses and activity centers. All future land use recommendations are shown on the Proposed Land Use Map (**Map 6** on **page 25**). Additionally, the Proposed Land Use Changes Map (**Map 5** on **page 23**) identifies properties where the proposed land use indicated on **Map 6** is different than the existing land use shown on **Map 3** on **page 7**). Proposed land use changes may or may not require a change of zoning. Determinations of the need for rezoning will be evaluated when site-specific development proposals are submitted for review.

### GENERAL RECOMMENDATIONS

Planning policies used to develop land use recommendations for the Southwest Winston-Salem Plan Area are:

- The highest intensity, mixed-use development should be located in proposed activity centers and proposed mixed-use areas.
- Commercial development should be concentrated in designated areas and not be allowed to take the form of strip development along the major roads in the plan area.
- Goods and services should be available near where people live and work.
- The mix, type, and design of development should facilitate walking and bicycling where feasible.
- The revitalization of older and underutilized commercial and industrial sites and buildings is to be encouraged.
- Neighborhoods should be protected from inappropriate residential, commercial, industrial and institutional encroachment.
- Site design should incorporate pedestrian-oriented design elements such as street trees, buildings located close to the street, building façade articulation and variety, and transparent windows and doors.
- Consideration should be given to protecting significant natural features, existing vegetation, historic resources and open space by clustering development on-site.

## RESIDENTIAL

*Legacy 2030* recommends a variety of housing types throughout the county. Residential recommendations are made for housing densities, and in some cases, types of housing. Factors such as the amount of land available, surrounding land uses, proximity to major roads and services, and access to utilities are all considered in determining recommendations for residential uses and densities.

The following are general descriptions for categories of residential land uses and specific recommendations for locations within the plan area suitable for these categories. The sites are shown on the Proposed Land Use Changes Map and the overall Proposed Land Use Map (see **Map 5** on **page 23** and **Map 6** on **page 25**, respectively).

### SINGLE-FAMILY RESIDENTIAL

Single-family residential development consists of single-family, detached units. However, scattered throughout some single-family neighborhoods in the plan area are duplex, triplex, quadraplex and a few multifamily developments built before zoning was established for the City. This plan makes no assumption on the legality of these uses. If uses are legally non-conforming, they should be allowed to remain. If they are illegal uses, this plan does not recommend rezoning these properties to legalize their nonconforming status. Single-family residential development is recommended for:

- Existing individual lots and small tracts of land in existing single-family neighborhoods.
- Larger parcels of undeveloped residential land in parts of the plan area.
- Three residential opportunity areas as discussed below:

#### Site 1. Sidestown

This 2.4-acre site is located off Madison Avenue between Sherwood Drive and Deborah Lane. A portion of the site is occupied by an old graveyard belonging to Sidestown African Methodist Zion Church, which once stood on the property. A number of markers are still visible, but more graves are believed to be on the site. The rest of the site is vacant with some mature vegetation and is in single ownership. If the area is developed, vacant lots should accommodate single-family residential development based on surrounding RS-9 zoning. This plan recommends:

- Locate access off Tredwell Drive and continue the existing lot pattern.
- Design new construction to be compatible in scale and size with the character of the established neighborhood.

- Build a decorative privacy fence on the back of the property, adjacent to the cemetery; chain-link fencing is not recommended.
- Consider other uses such as open space or a neighborhood garden with the approval of current property owners.

## Site 2. End of Camden Road

This 2.2-acre site is located at the end of Camden Road off South Sunset Drive. The site is vacant, in single ownership, and is currently zoned RS-9, allowing single-family residential lots with a minimum lot size of 9,000 square feet. It is wooded and has sloping topography that is steep in some sections. The site should be developed to accommodate single-family residential development as a Planned Residential Development (PRD) based on surrounding RS-9 zoning. A PRD is an alternative to conventional subdivisions where the site is planned and developed as a unit using flexible development standards that allow structures to be clustered due to site constraints.

## Site 3. Back of Properties Facing Lockland Avenue and Sunset Drive

This 3.5-acre site is located behind properties facing Lockland Avenue and Sunset Drive. The site is vacant, wooded, in multiple ownership and is currently zoned RS-7, allowing single-family residential lots with a minimum lot size of 7,000 square feet. Two unopened streets, Brent and Seneca Streets, and a right-of-way off Lockland Avenue provide access. The site has a drainage-way through it as well as steeply sloping topography, making development difficult. The site is recommended to be developed to accommodate

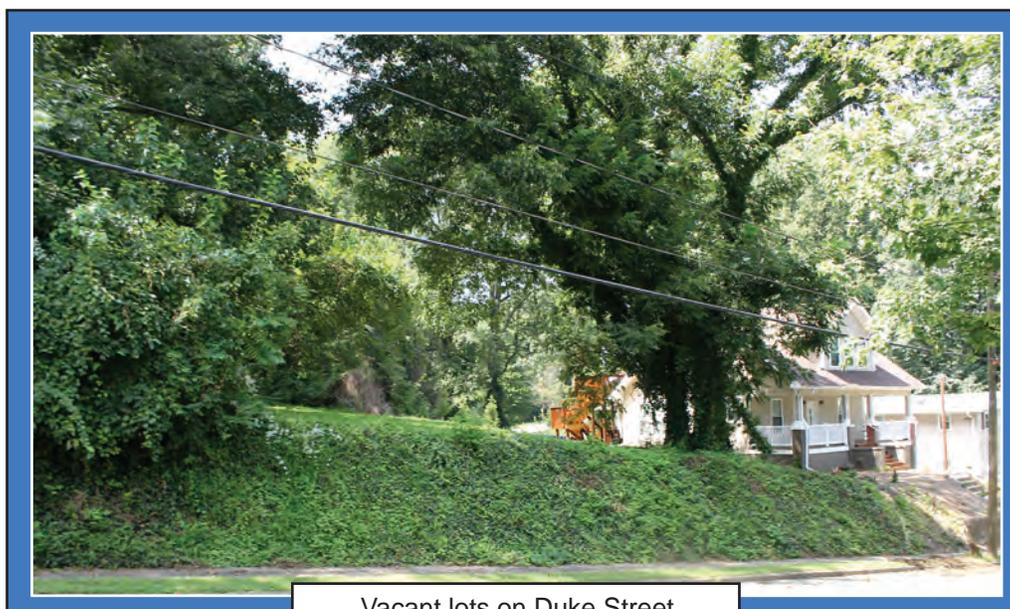
single-family residential development as a Planned Residential Development (PRD) based on its RS-7 zoning.

## LOW-DENSITY ATTACHED RESIDENTIAL

Low density attached residential development has a density of up to eight dwelling units per acre. Generally, low density attached residential land use is recommended for sites greater than two acres and is most appropriately developed with multifamily, townhouses, duplex, triplex, or quad units. Design Guidelines for Multifamily Development can be found in **Appendix C** on **page 64**. Low density attached residential is recommended for:

## Site 4. Eastern Portion of the Lockland Avenue Neighborhood

This area is bounded on the north by Business 40, on the east by Duke Street, on the south by Academy Street, and on the west by Sunset Drive. This area is developed with a mix of single-family, duplex, triplex, quadraplex, and other multifamily residential developments. The area is currently zoned Residential Multifamily (RM-5), allowing attached residential units at a density up to five dwelling units per acre, and Residential Single-Family Quadraplex (RS-Q), allowing single family detached dwellings, duplexes, triplexes, and quadraplexes. Small vacant lots scattered throughout the area are recommended to be developed in accordance with the existing RM-5 zoning allowing smaller multifamily buildings, and RS-Q zoning allowing single-family to quadraplex dwellings. Structures should orient to the street and parking areas should be located to the rear of structures.



Vacant lots on Duke Street

## INTERMEDIATE-DENSITY RESIDENTIAL

Intermediate-density residential development has a density of eight to 18 dwelling units per acre. Generally, intermediate-density residential land use is recommended for sites greater than two acres that are most appropriately developed with multifamily or townhouse structures. Design Guidelines for Multifamily Developments can be found in **Appendix C** on **page 64**. Intermediate-density residential is recommended for:

### Site 5. Silas Creek Parkway and Ebert Street

This 7.5-acre site is located at the intersection of Silas Creek Parkway and Ebert Street. Some area residents call this site “the goat farm”. The site is currently used for single-family residential, is in single-ownership, and is zoned RS-9. It has gently sloping topography and some mature vegetation. Given its location at the intersection of two major roads, the site has good visibility. There have been different development proposals for this site through the years with a general consensus that the site should be redeveloped for residential use. This plan recommends:

- Redevelopment of the site with compatible multifamily or townhouse structures at an intermediate density of up to 12 dwelling units per acre along Silas Creek Parkway.

The 12 dwelling unit per acre density should not extend beyond the current RM-18 zoning line found on the north end of the apartment complex to the east of the site. Buildings should be located facing Silas Creek Parkway rather than being located perpendicular as is the case with the existing multifamily development to the east. The buildings should have a presence on the road with unit entrances and attractive architectural detailing. Parking areas should be broken into several small lots, screened from view and located behind the buildings fronting Silas Creek Parkway or buffered from Silas Creek Parkway with a low wall or a berm.

- Locate compatible duplex, quadraplex, and/or small footprint townhouse development or clustered single-family structures at a moderate-density, up to 8 dwelling units per acre, along Ebert Street and on the back of the property closer to existing single-family residential uses.
- Provide adequate buffers and screening where new development abuts single-family residential areas.
- Protect the small stream running along the eastern portion of this tract and any wetlands associated with it.
- Consider including the apartment complex to the east of the site in a redevelopment proposal that includes both tracts of land together.



Potential Redevelopment Site at Silas Creek Parkway and Ebert Street

## HIGH-DENSITY RESIDENTIAL

High-density residential development has a density of over 18 dwelling units per acre. Generally, high-density residential land use is recommended for large sites that are most appropriately developed with multifamily structures or at activity centers as part of mixed-use developments. Guidelines for Multifamily Developments can be found in **Appendix C** on **page 64**. High-density residential is also recommended for two residential opportunity areas discussed below.

### Site 6. North side of Ardsley Street

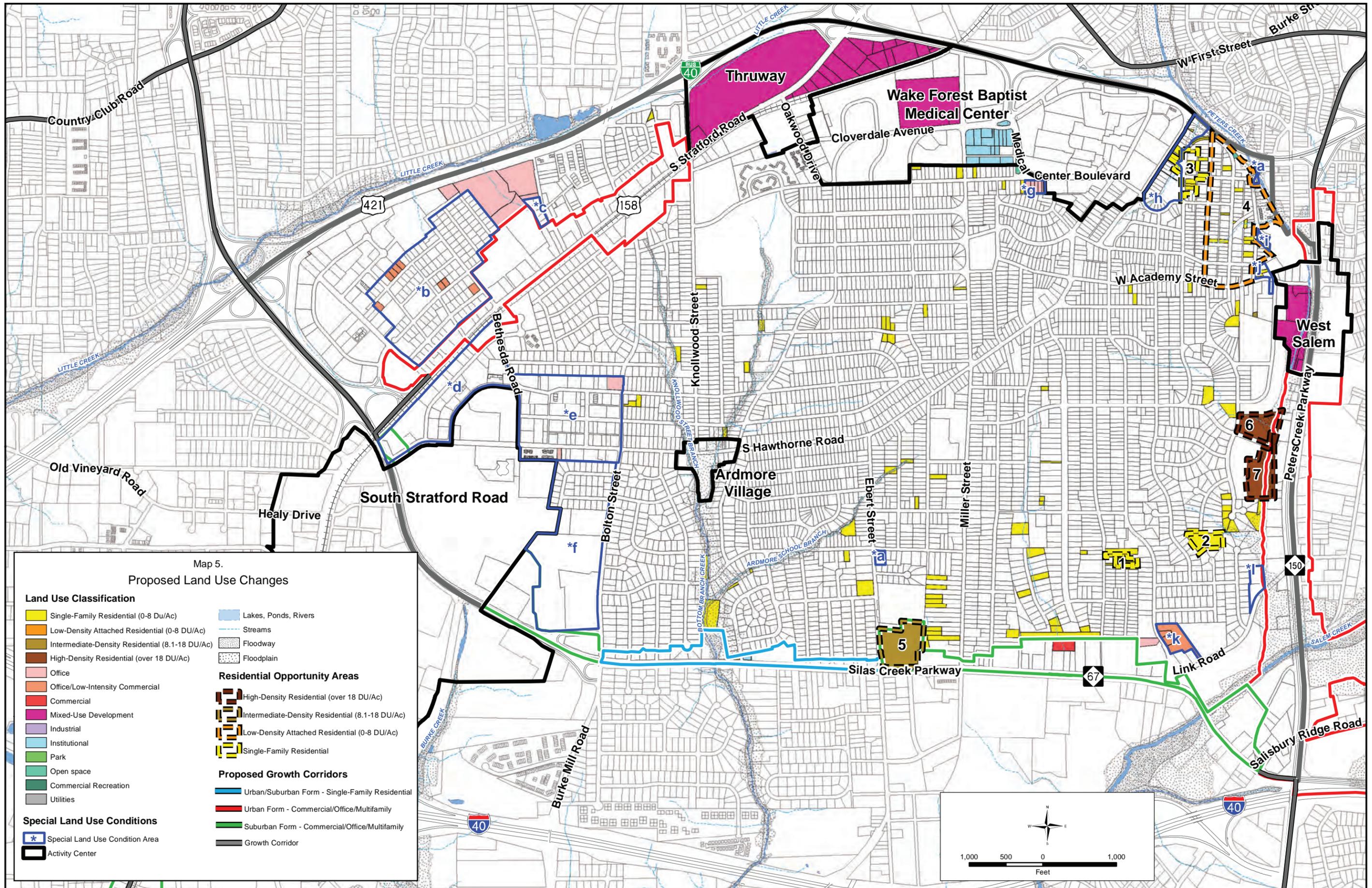
This 4.2-acre site is located north of Ardsley Street and south of the Ledges Apartments. The site is vacant, in single-ownership and is currently zoned RM-18, allowing multifamily residential development of up to 18 dwelling units per acre. The site is heavily wooded, has steep slopes, and is partially in the floodplain. The site should be developed to accommodate multifamily residential based on the existing zoning. Units should be located along South Sunset Drive and Ardsley Street with parking to the rear or side of the structures.

### Site 7. South side of Ardsley Street

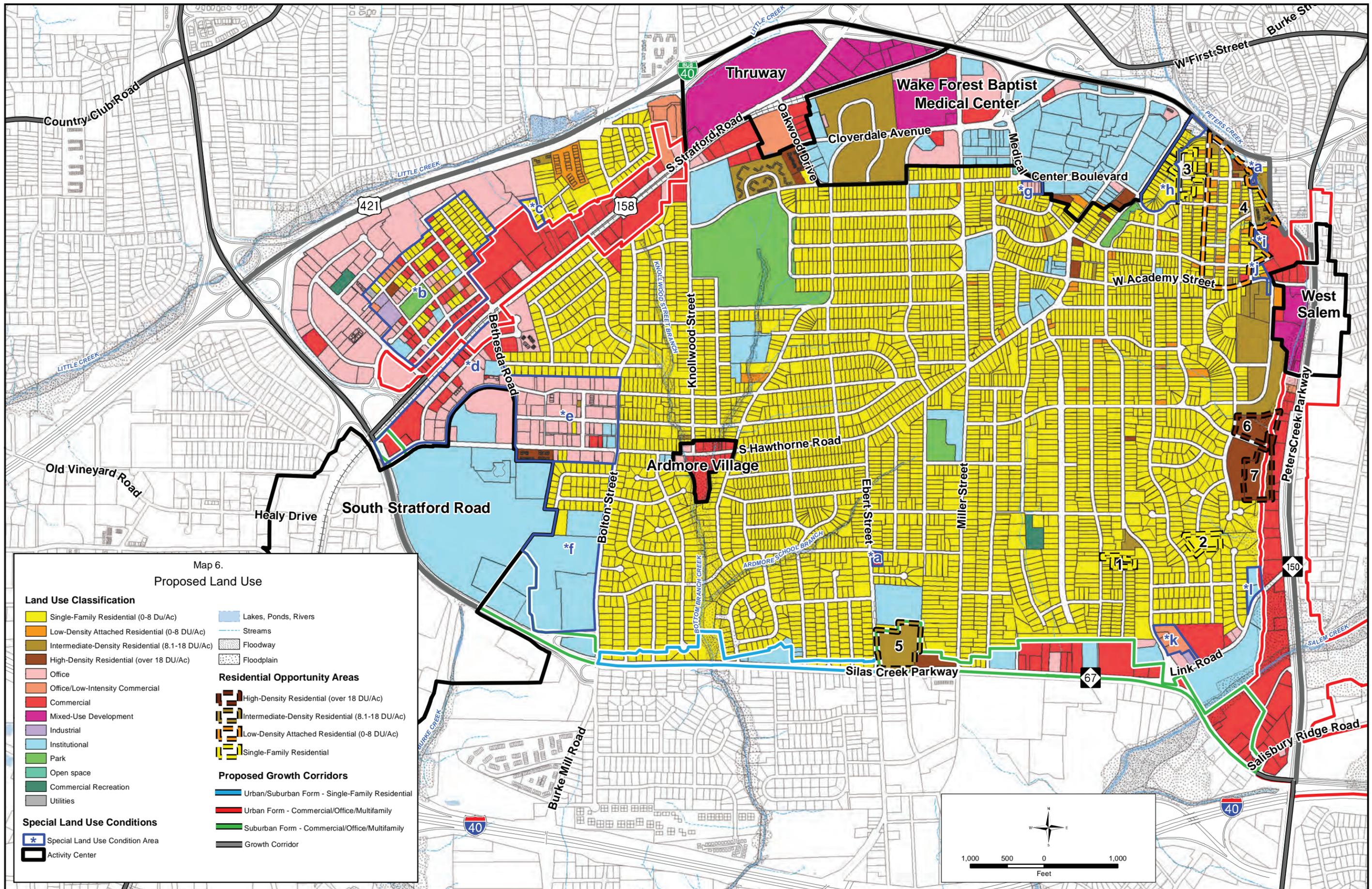
This 5.7-acre site is located south of Ardsley Street and east of the Ardsley Apartments. The site is vacant, in single-ownership, and is currently zoned for multifamily residential, RM-18. The site is heavily wooded, has some steep slopes, and is split in two sections by Peters Creek. Most of this tract of land is in the floodplain, considerably limiting development potential. The small developable southwest portion of the site is recommended to be developed to accommodate multifamily residential based on existing zoning as an extension of the apartment complex. The existing access road to the Ardsley Apartments can be used to double-load buildings along that road and to locate parking areas.



Development Opportunity Site on Ardsley Street











## OFFICE AND COMMERCIAL

This plan recommends the consolidation of office and commercial uses at existing commercial and office locations, in designated mixed-use areas and activity centers, and in appropriate Special Land Use Condition Areas. All new and redeveloped commercial and office uses should be designed and developed to be compatible with nearby residential uses.

### OFFICE

Office uses typically have few negative impacts on adjacent land uses and can provide services to area residents, making them an appropriate transitional use between residential uses and more intense uses. Small scale office development is recommended for the following locations, provided proposals conform to the Guidelines for Conversion of Existing Homes to Office or Commercial Uses (see **Appendix D**, on **page 65**):

- The west side of Lockland Avenue near the intersection with Link Road.
- The northwest corner of Maplewood Avenue and Bolton Street.
- The south side of South Hawthorne Road near Brigham Street.

- Larger-scale offices are appropriate in the following areas:
- The northern portion of HanesTowne Village along South Stratford Road.
  - The southeast corner of Cloverdale Avenue and Miller Street.

### OFFICE/LOW-INTENSITY COMMERCIAL

This land use category includes all office uses as well as commercial uses listed in **Table 7** below. This plan recommends two areas for new office/low-intensity commercial and the conversion of some existing residential structures to office/low-intensity commercial land use. Preserving the existing character of the older historic neighborhoods in the plan area is a priority; however, it may be difficult to retain existing single-family uses at certain locations. The establishment of a transition between residential uses and commercial uses is recommend at the following locations:

- The east side of Lockland Avenue, north of the intersection with Link Road; and
- On scattered sites in the Hanestown neighborhood on Townley, Thurston, and Harvey Streets.

Design Guidelines for Office/Low-Intensity Commercial Developments can be found in **Appendix E** on **page 66**.

**Table 7. Defined Low-Intensity Commercial Uses**

Uses* Include:		
Adult Day Care	Food/Drug store without Drive-Through	Residential Building, Townhouse
Arts/Crafts Studio	Funeral Home	Restaurant without Drive-Through
Bed and Breakfast	Furniture/Home Furnishings	Services A
Child Care Drop-in	Museum, Art Gallery	Veterinary Services
Child Day Care Center	Post Office	Retail Store
Combined Use	Residential Building, Multifamily	
Uses* Do Not Include:		
Auto-related Uses	Convenience Stores	Clubs/bars

\*Uses defined in the Unified Development Ordinances.

## COMMERCIAL

This plan calls for the improvement of commercial areas to blend with existing development and not infringe on nearby neighborhoods. Commercial areas should be compact with limited access to major thoroughfares and should not promote strip development. The reuse of vacant buildings and the redevelopment of existing undeveloped and underutilized sites is recommended where possible. Commercial uses are also recommended for the following areas:

- The lot behind the Midas Auto Service shop on Silas Creek Parkway, and
- Special Land Use Condition Areas (★a) where existing commercial uses may be retained with specific conditions.



## INSTITUTIONAL

Institutional uses in the plan area are an important aspect of its character, vitality, and future. Institutional uses include schools, churches, government offices and services, community organizations, and nonprofit agencies. Existing institutions should be permitted to grow and expand in a manner that is compatible with surrounding neighborhoods. Because of the unique nature of institutions (many of which are allowed by right in residential zoning), it is not possible to indicate on the Proposed Land Use Map all properties for which institutional use would be appropriate.

Many institutional uses found in the plan area are surrounded by single-family residential uses. As these facilities grow, tearing down single-family structures can be detrimental to the fabric of the neighborhood. New construction or additions to institutional uses can have a negative effect on adjacent single-family homes because institutional uses typically have a larger building footprint and massing.

This plan makes the following general recommendations:

- Retain older single-family structures adjacent to institutional uses.
- Maintain neighborhood character by buffering lots with street yards when converting parcels to parking lots for institutional uses in residential districts.
- Encourage institutions owning single-family homes adjacent to their properties to maintain these structures in good condition.
- See **Appendix F**, Guidelines for Institutional Expansions, on **page 67**.



## PARKS/OPEN SPACE

The Existing and Proposed Community Facilities Map (see **Map 8** on **page 50**) shows a number of existing parks and preserved open space. Open space may consist of land protected by conservation easements, City- or County-owned land, and open space designated as part of a subdivision or Planned Residential Development (PRD). Most of the existing open space is concentrated in the floodplains along the area's creeks. Greenway easements exist or are proposed as part of the open space system. See Community Facilities Recommendations on **page 48** for detailed open space, park and greenway recommendations.



## INDUSTRIAL

There are two small industrial sites in the plan area: one on Olive Street and the other on Link Road. This plan recommends industrial uses not encroach on residential areas and the consolidation of industrial uses at existing locations.



## MIXED-USE LAND USE CATEGORIES

### ACTIVITY CENTERS

Activity centers are compact, pedestrian-oriented, neighborhood business areas that provide needed services within walking distance of residential areas. Activity centers may also serve as neighborhood gathering places. Larger activity centers are envisioned to provide shopping and services that meet the day-to-day needs of nearby residents and ideally contain a grocery store and a pharmacy. Activity centers may also include a housing component, especially in suburban or future growth areas where new activity centers are being proposed. Certain very large activity centers can serve as compact mixed-use regional centers for retail, office, civic, and residential activity. It is important to install sidewalk connections throughout activity centers to encourage pedestrian as well as motor vehicle connections between uses. The *Southwest Winston-Salem Area Plan Update* identifies five activity centers: the Ardmore Village Activity Center, the West Salem Activity Center, the South Stratford Road Activity Center, the Thruway Activity Center and the Wake Forest Baptist Medical Center Activity Center.

## Ardmore Village Activity Center

The Ardmore Village Activity Center is located along Hawthorne Road at Knollwood Street. It encompasses approximately five acres and includes a grocery store, several restaurants, a dry cleaner, a pharmacy, a barbershop, and other retail and office uses. There are businesses with site issues such as unsafe curb cuts, limited parking availability, on-street parking that is not safe, and stormwater problems. There is little landscaping on private property and few street trees. Citizens note that traffic moves too fast on Hawthorne Road at this location.

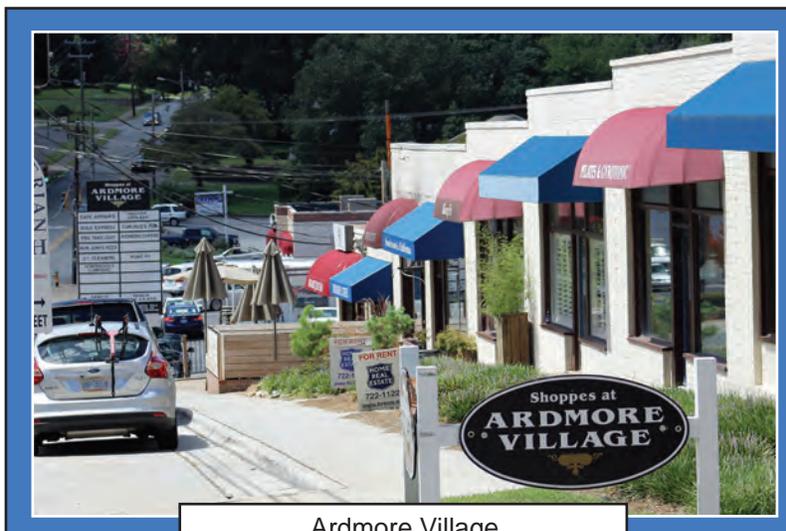
Recommendations for the activity center include:

- Do not expand the existing nonresidential boundaries of the activity center by rezoning adjacent single-family lots, except in the scenario outlined below at the northwest quadrant of the intersection of Hawthorne Road and Knollwood Street.
- Every effort should be made to retain a grocery store as the major anchor in this area to continue serving the surrounding neighborhood.
- Add planting strips and plant large-variety trees along Hawthorne Road. Street tree planting should be coordinated with on-street parking.
- Investigate the use of traffic calming measures to reduce traffic speed and improve pedestrian safety and comfort. Explore the use of curb bulb-outs and chicanes to slow down traffic.
- Repair sidewalks and reduce the number of curb cuts along Hawthorne Road.
- Review delivery, service, and patron parking for safety and convenience. Explore the use of on-street parking alternated from one side of the road to the other to get the same effect as a chicane.

Expansion of the current Limited Office (LO) zoning at the northwest quadrant of the intersection of Hawthorne Road and Knollwood Street could be considered under the following conditions:

- Only one single-family lot to the west or to the north of the site would be considered for expansion of the office district.
- Any new building at the intersection of Hawthorne Road and Knollwood Street should incorporate gateway features such as special paving or surface treatment, or landscaping to enhance the intersection.
- The building design should be compatible with the scale of the adjacent single-family homes through building orientation, entryway placement, massing, roof pitch, and materials.
- Parking should be located to the rear or side of any new building. Parking should be screened from public view along Hawthorne Road and Knollwood Street with low-edge landscaping or a wall.
- Right-of-way should be dedicated for a right-turn lane along Knollwood Street.

The property to the southwest of the intersection of Hawthorne Road and Knollwood Street between Food Lion and the Ardmore Church of Christ is currently zoned Limited Office (LO), Limited Business (LB) and single-family residential (RS-9). If the property is redeveloped, the plan recommends retaining the office use (the entire site could be rezoned LO-S) or rezoning for low-density attached residential development with a density of up to eight dwelling units per acre (RM-8).



Ardmore Village

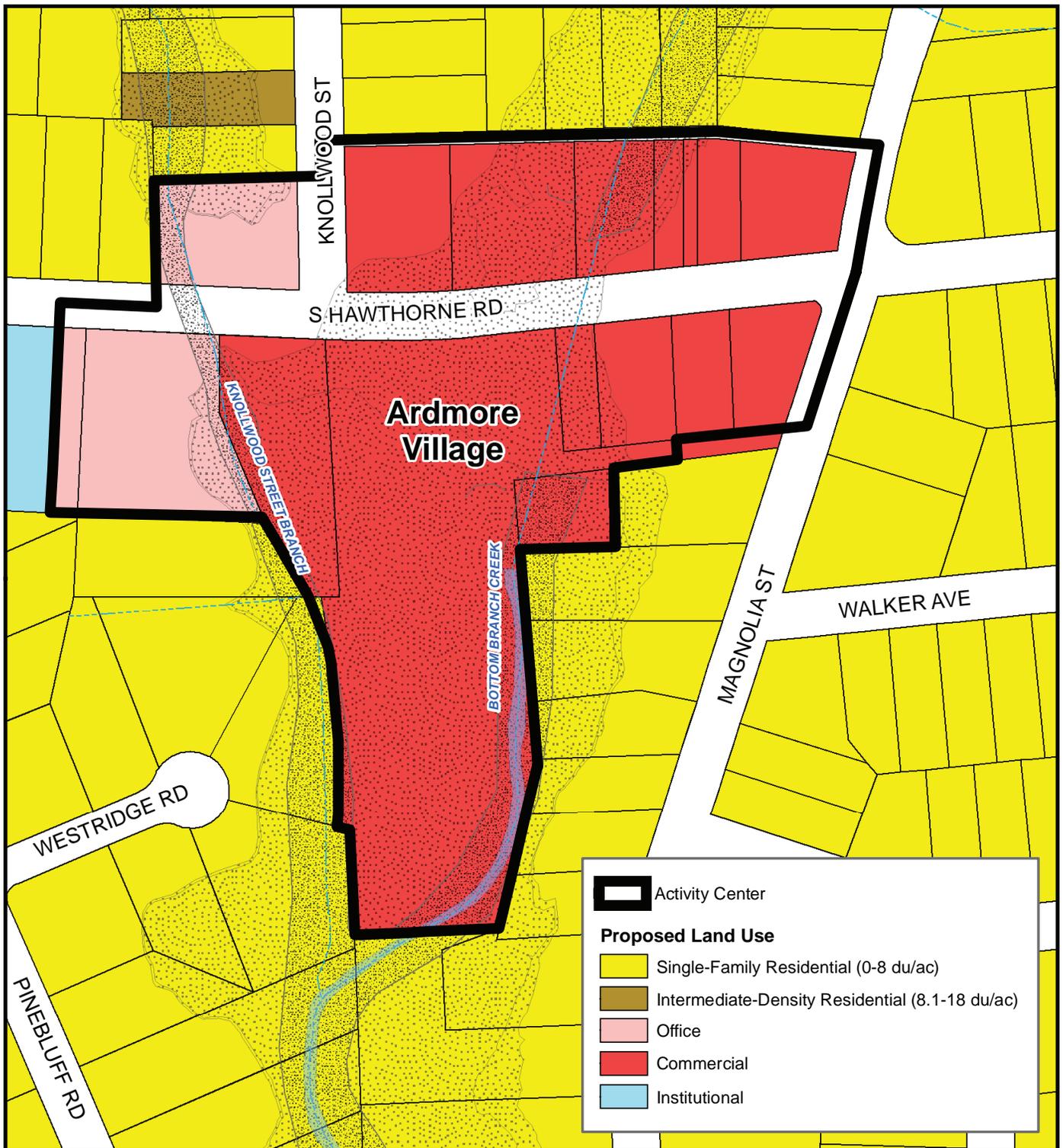


Figure 2. Ardmore Village Activity Center

## South Stratford Road Activity Center

The South Stratford Road Activity Center encompasses nearly 400 acres and straddles the Southwest Winston-Salem and Southwest Suburban Plan areas. Most of the activity center is located in the Southwest Suburban Plan Area with the section that includes the Novant Health Forsyth Medical Center located in the Southwest Winston-Salem Plan Area.

Recommendations for the Forsyth Medical Center portion of the activity center include:

- Include a pedestrian circulation system that ties South Stratford Road and Silas Creek Parkway and the proposed rail station with Healy Drive, Novant Health Forsyth Medical Center, and Hanes Mall Boulevard.
- Construct sidewalks on both sides of Silas Creek Parkway.

- Link South Stratford Road with Silas Creek Parkway and Novant Health Forsyth Medical Center, as well as Hanes Mall to the south.
- Use sidewalks and street trees wherever possible to enhance the pedestrian orientation. Feature buildings with pedestrian-scaled architectural detailing.
- Incorporate lighting that does not negatively affect adjoining residential property.
- Any redevelopment of the Medical Park Hospital and surrounding Forsyth Medical Park office complex should retain the main access on Hawthorne Road with limited access points off Maplewood Avenue. No access off Bethesda Road is recommended due to the short distance between Maplewood Avenue and Hawthorne Road. Existing streetyards with mature vegetation on the periphery of the site should be retained.

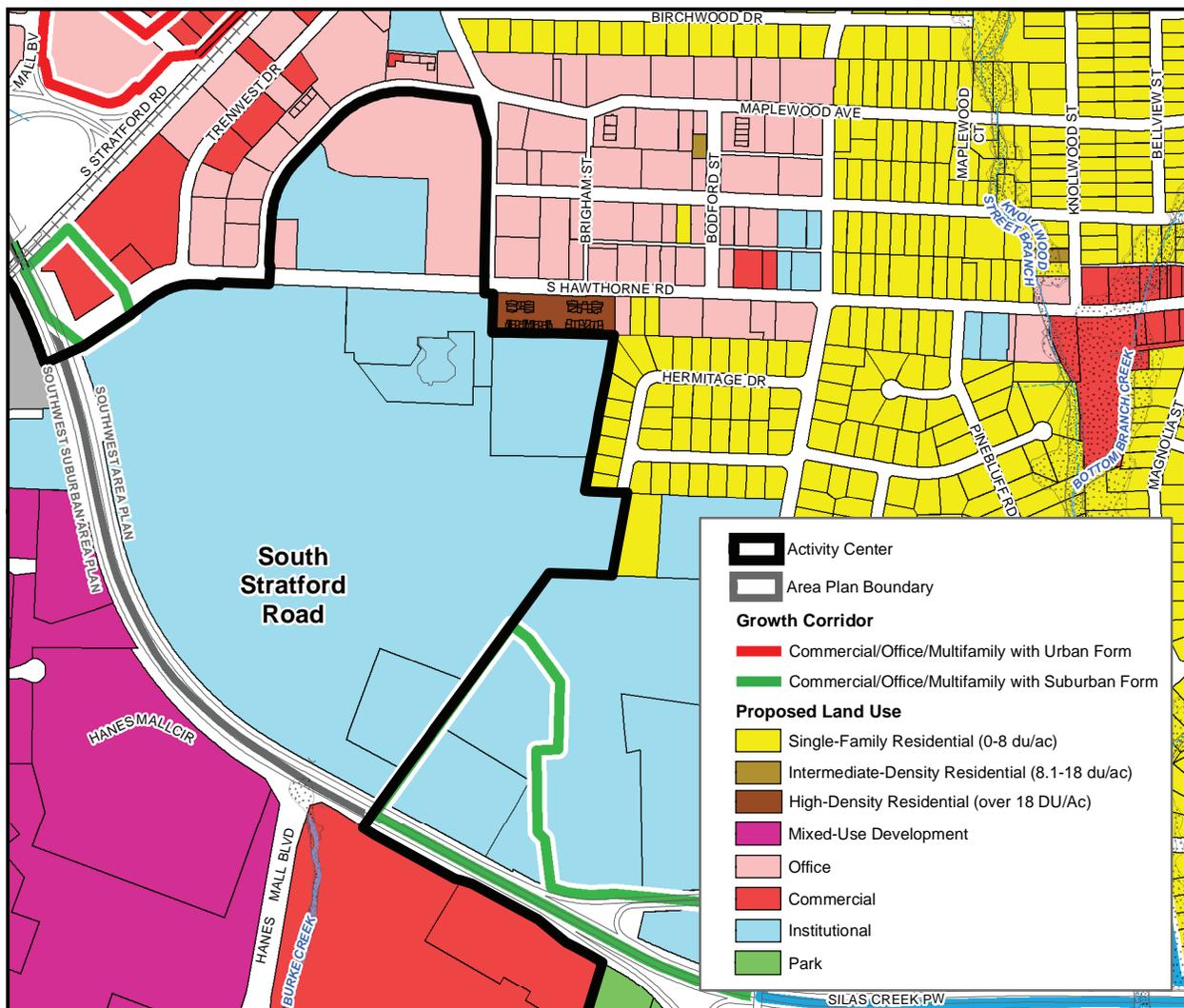


Figure 3. South Stratford Road Activity Center



**Figure 4. West Salem Activity Center Concept**

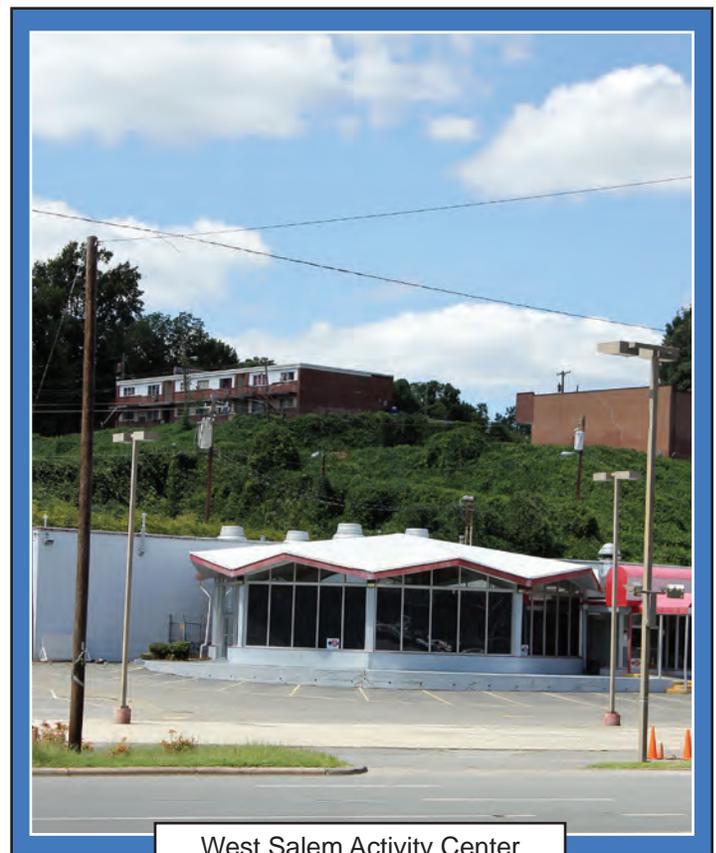
## West Salem Activity Center

The West Salem Activity Center contains approximately 32 acres and is located along Peters Creek Parkway and West Academy Street. The east side of the activity center is discussed in the *South Central Winston-Salem Area Plan Update*. The west side of the activity center is located in the Southwest Winston-Salem Plan Area and includes a vacant car dealership, a motel, and a mix of retail shops. These properties have struggled with concerns of safety, building deterioration, and site issues, such as being partially located within the floodplain and having incomplete pedestrian facilities.

The activity center is close to Downtown, Business 40, and established neighborhoods to the east and west of Peters Creek Parkway. There is redevelopment potential for the car dealership and motel to become a mixture of retail, office and residential uses in an intensive comprehensive development. This plan recommends the following:

- Develop the site with a mixture of uses that includes residential, commercial, and office in a well-designed development that connects streets, transit, and pedestrian facilities.
- Include neighborhood-serving commercial uses such as a grocery store, pharmacy, and restaurants.
- Integrate unique architectural aspects of the current development, such as the curved glass enclosure of the former car dealership, into the new development, if feasible.
- Minimize development in the floodplain; instead create a green space that can be used as a social gathering space that incorporates seating, fountains, public art, and other features.

- Priority should be given to pedestrians and bicycles in building design and street layout. Include pedestrian and bicycle connections to the proposed multiuse path along Peters Creek Parkway as well as a pedestrian connection to Anson Street.
- Use the site's sloping topography to build taller buildings or parking structures.



West Salem Activity Center

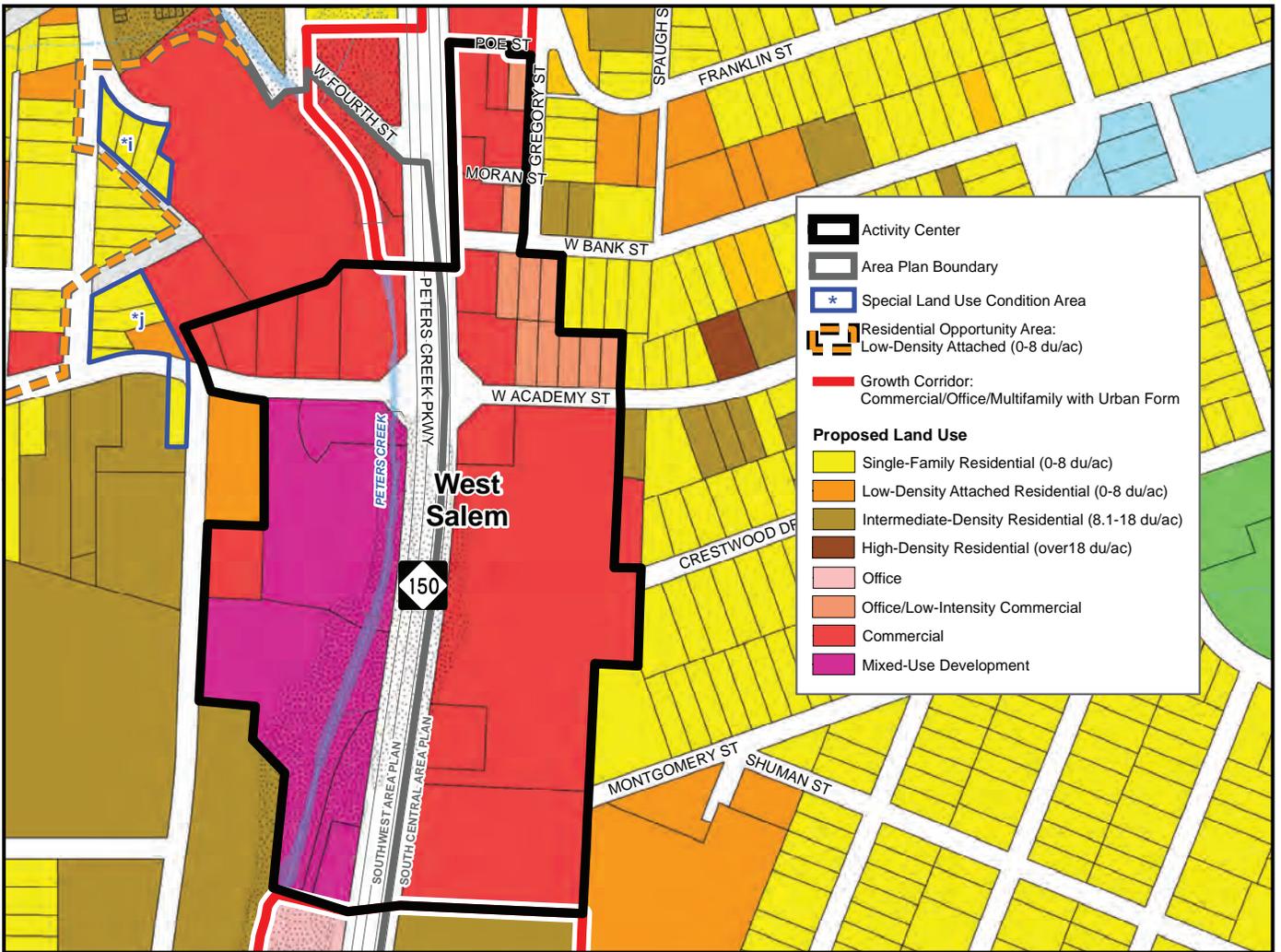


Figure 5. West Salem Activity Center





Figure 6. West Salem Activity Center Site Plan

## Thruway Activity Center

The Thruway Activity Center contains approximately 68 acres and is located along South Stratford Road between the Business 40 interchange and Knollwood Street. It consists of the Thruway Shopping Center and its outparcels, the land southeast of the shopping center located between South Stratford Road and the railroad tracks, as well as an office building and smaller commercial properties on Oakwood Drive. It includes numerous uses, including two grocery stores, a pharmacy, specialty shops, banks, and several restaurants. It borders the Wake Forest Baptist Medical Center Activity Center, but is geographically separated by the railroad tracks and the topography of the area.

A proposed transit station and an area of transit-oriented development (TOD) have been identified for the activity center and the area extending east to Miller Street and south to Cloverdale Avenue. Although the proposed transit station may not be built for many years, denser mixed-use development is still viable for much of the activity center. This plan recommends the following for the activity center:

- Increase development densities to provide a base for a variety of housing, employment and local service opportunities that promote transit usage. Increased residential numbers and employment densities place more potential riders within walking distance of the proposed transit station.

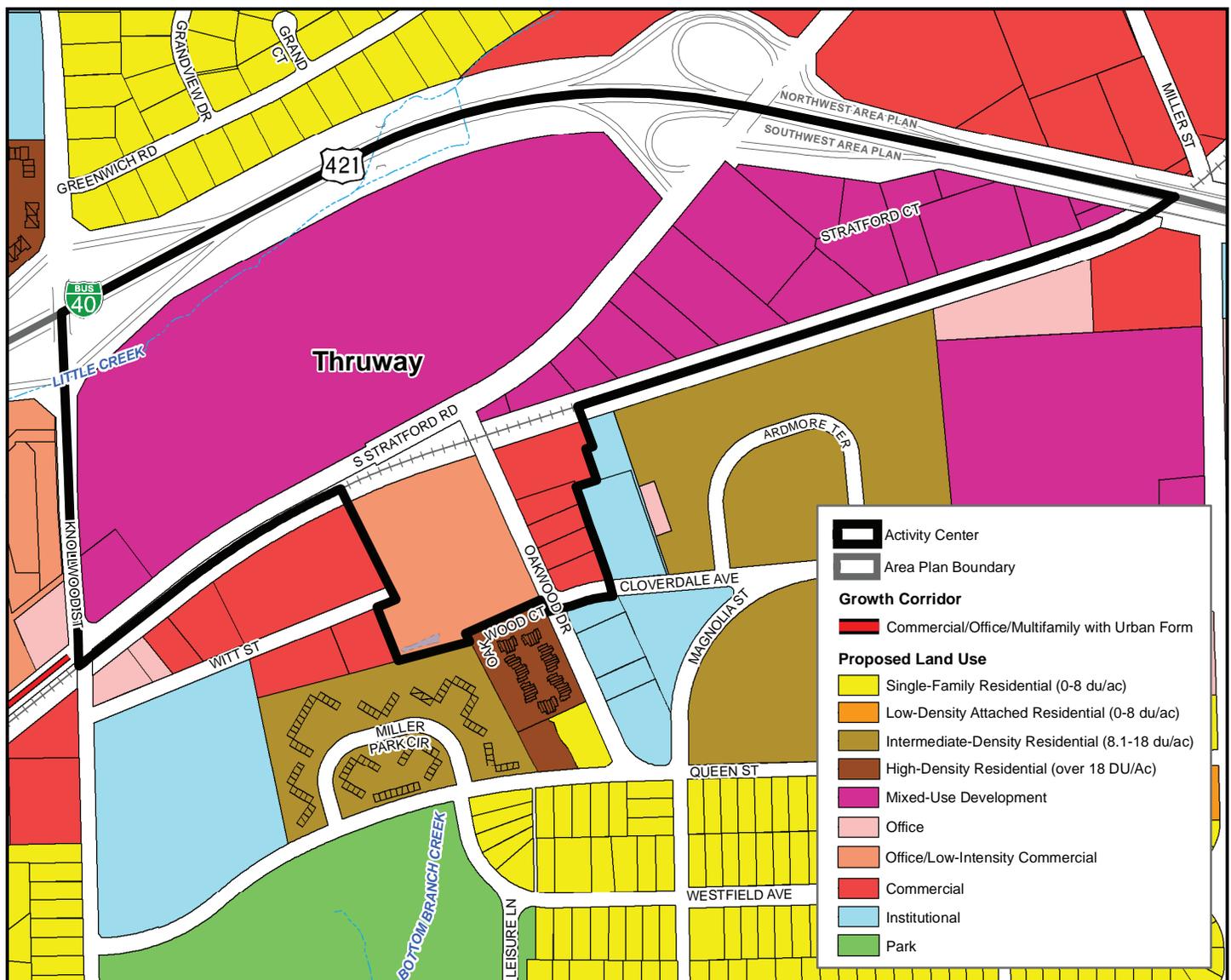


Figure 7. Thruway Activity Center

# Plan Recommendations



- Increase mixed-use developments to promote public activity around the transit station. Utilize a vertical mix of uses to facilitate higher development intensity. Encourage active uses at the street level, such as shops and restaurants, where they can be easily viewed and accessed by pedestrians.
- Make sure new development and redevelopment in the area has a pedestrian orientation. Priority should be given to pedestrians and bicycles in building design and street layout. Provide pedestrian plazas and community amenities such as fountains, sculptures, public artwork, seating, and other features that help create identifiable gathering spaces and social places that tie the buildings and uses together. Utilize canopies, awnings, and arcades to provide pedestrian shelter.
- Discourage surface parking lots adjacent to the proposed transit station, except as a temporary use. Parking structures with street level retail and services are preferable where possible.
- Discourage auto-oriented uses such as auto repair and service shops.
- Reduce impervious surfaces and stormwater runoff with



Figure 8. Thruway Activity Center Site Plan

# Plan Recommendations

the incorporation of green roofs, small green-strip buffers for bioretention to treat stormwater runoff, permeable pavers, tree box filters or other Low Impact Development (LID) techniques.

- Develop a phasing plan for the proposed transit station area to ensure the desired mix of uses and locations. Development should first take place north of the railroad tracks between Business 40 and South Stratford Road with a pedestrian connection to the south over the railroad tracks.
- Study the pedestrian environment along South Stratford Road and develop strategies to make it more pedestrian-friendly.

Specific development recommendations include:

- Redevelop the Thruway Shopping Center as well as the area between South Stratford Road and the railroad tracks with a mixture of residential, office, retail, institutional and open space uses. Use the sloping topography to accommodate parking structures if the additional development makes more parking necessary.
- Add a second office building or residential development to the southwest corner of the Oakwood Drive and South Stratford Road intersection. New construction should be located close to Oakwood Drive with parking located to the side and rear.

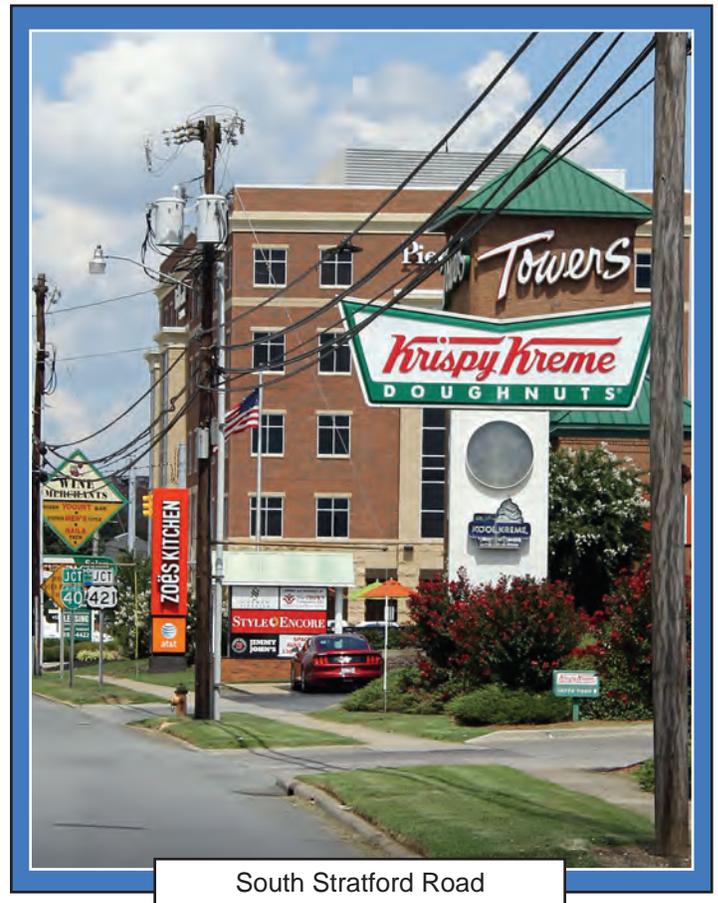


Figure 9. Thruway Activity Center Concept

## Wake Forest Baptist Medical Center Activity Center

The Wake Forest Baptist Medical Center Activity Center includes the area generally bounded by Business 40 and the railroad tracks to the north, Queen and Craig Streets to the south, Lockland Avenue to the east, and Oakwood Drive to the west. This area encompasses approximately 162 acres and includes the Wake Forest Baptist Medical Center and related medical facilities; a shopping center with a grocery store, pharmacy, and several restaurants and retail establishments; intermediate density residential housing; several office buildings; as well as religious institutions. The activity center has good road access, including direct access to

Business 40. Sidewalks are found on most streets and the area is served by four bus routes. This activity center has developed into an organic mixed-use development where one can live, work, and shop for daily needs without owning a car.

General recommendations for the Wake Forest Baptist Medical Center Activity Center include:

- Add residential mixed-use components to commercial and office developments by retrofitting and redeveloping existing sites.
- Create pedestrian-friendly character through the development/redevelopment of properties by making sure buildings and streets are designed for pedestrian comfort.

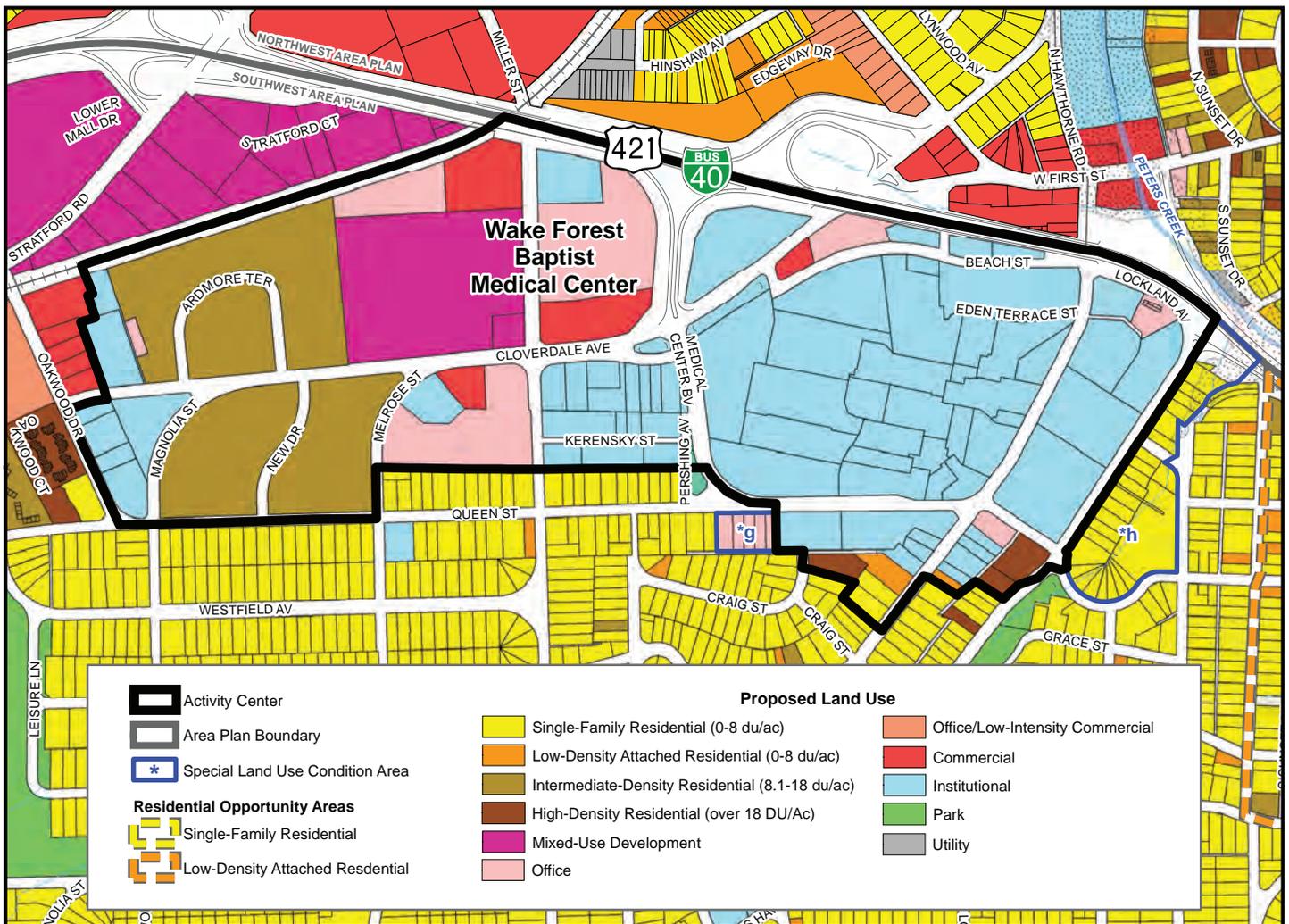


Figure 10. Wake Forest Baptist Medical Center Activity Center

- Locate new buildings close to the street to create an interesting and inviting public/private streetscape and locate parking to the rear or side of primary structures to de-emphasize vehicles.
- Add street trees, on-street parking where appropriate, wide sidewalks, street furniture, special paving areas, attractively-scaled lighting fixtures, and planting areas or planters.
- Provide pedestrian-friendly transit stops with bus shelters and benches.

## **Ardmore Terrace and Cloverdale Apartments**

- The plan does not recommend expanding commercial or office as a stand-alone use west of the Cloverdale Shopping Center or Melrose Street.
- If the Ardmore Terrace/Cloverdale Apartments complexes are redeveloped, consider designing some units for senior living at affordable rents or prices. Also consider reserving some of the new units for workforce housing at affordable rents or prices. It may be worth exploring the inclusion of neighborhood-serving commercial or office uses in such a development to help offset the cost of including affordable units in the development.

## **Cloverdale Shopping Center**

The Cloverdale Shopping Center and its outparcels are recommended for mixed-use development under the following conditions:

- Develop the site with a well-designed mixture of uses that include residential, commercial, and office development that connects streets, transit, and pedestrian facilities.
- Retain neighborhood-serving commercial uses such as a grocery store, restaurants and specialty shops, integrated with office uses.

## **Area West of Wake Forest Baptist Medical Center**

West of Wake Forest Baptist Medical Center, between Medical Center Boulevard and Miller Street, is a block of vacant buildings that are owned by the Medical Center and its affiliates. This seven-acre site slopes down from Queen Street to Cloverdale Avenue with a significant drop in topography behind the single-family houses on Queen Street. Mature trees along the common property line currently provide some buffering between residential and nonresidential uses.

Beginning in 2017, the Medical Center plans to construct its Cloverdale Campus Outpatient Surgery Center, which is to include operating rooms, ancillary and support service areas, a testing clinic, and a short-stay unit on the site. The

building is planned to be multiple stories and front on Cloverdale Avenue. The new development would require the closure of Kerensky Street and possibly Pershing Avenue. A parking structure would be built into the slope on the site's south side. A pedestrian bridge is planned over Medical Center Boulevard to connect to the hospital. There are no plans to demolish residential structures on Queen Street.

This plan recommends:

- Scale the proposed development to locate the more intense uses and taller structures closer to Cloverdale Avenue. The parking structure on the southern part of the site should be constructed so it does not impact the single-family homes along Queen Street.
- The Medical Center and the City should work together to create a pleasing, pedestrian-friendly streetscape along Cloverdale Avenue as the area is redeveloped. Street trees, on-street parking where appropriate, wide sidewalks, and attractive lighting fixtures should be included here.
- Nonresidential uses should not be expanded along Queen Street between Melrose Street and Pershing Avenue to protect the existing single-family area. Existing homes should be retained along Queen Street.
- The primary access to the proposed development should be off Medical Center Boulevard and/or Cloverdale Avenue. Miller Street should only be used for secondary access.
- Retain the existing mature vegetation along the common property line to the north of the homes on Queen Street to buffer proposed development and plant additional trees where needed to strengthen the buffer.
- Coordinate planned pedestrian improvements along Cloverdale Avenue with construction of the new surgery center.

## **Area North of Wake Forest Baptist Medical Center**

The area to the north of Wake Forest Baptist Medical Center is unsightly for those traveling on Cloverdale Avenue and feels disconnected from the medical campus. It includes a surface parking lot and properties along Cloverdale Avenue between Business 40 and Beach Street. This plan recommends:

- Develop this area for institutional expansion or for supporting commercial or housing for the hospital campus.
- Visually and physically relate new buildings with the existing campus so adjacent new development is connected to the Campus Zoning District.
- Special attention should be given to a safe pedestrian environment.
- Improve the existing surface parking at the corner of

Eden Terrace and Beach Streets if parking is to remain at this location. Treatment should be similar to the parking area to the east of this site including surface paving, parking markings, crosswalks, decorative paving islands, lighting, and landscaping.

## **Area South of Wake Forest Baptist Medical Center**

Hawthorne Road south of Wake Forest Baptist Medical Center is lined with single-family structures that are historically significant. Some properties have been converted to nonresidential use through the Limited Campus Use provision in the UDO, which allows residential and office uses to occur on residentially-zoned property if the uses are associated with and are located near a university or hospital that has Campus Zoning.

Limited Campus Uses are intended to be located in structures that are in character with the surrounding neighborhood and generate limited pedestrian and vehicular traffic. The application of the Limited Campus Use provision to a particular property may result in the alteration or demolition of the original structure on a site. A Limited Campus Use request does not require a zoning application. It is permitted in a number of residential and business zoning districts by right with a Planning Board Review (PBR). The purpose of a PBR is to ensure that the application meets certain site conditions concerning compatibility with the surrounding land uses.

The Limited Campus Use provision also has geographical limitations. Any Limited Campus Use must be located within a structure that is adjacent to a major or minor thoroughfare and meets one of the following criteria: it is located within 500 feet of the Campus Zoning District boundary, it is on property that is adjacent to the Campus Zoning District boundary, or on a property that is next to a Limited Campus Use. Hawthorne Road is designated as a minor thoroughfare and a large portion of the block south of Queen Street is within 500 feet of the Campus Zoning District. This plan recommends:

- Nonresidential zoning should not be extended south along Hawthorne Road from Queen Street to protect the existing residential neighborhood.

- No additional Limited Campus Uses should be added along Hawthorne Road south from the existing Campus Zoning District boundary. This includes residential structures that are either adjacent to the Campus Zoning District or are within 500 feet of the existing Campus Zoning District.
- It is recommended that the Ronald McDonald House of Winston-Salem, Inc. not convert additional properties to the Limited Campus Use in this area. However, this plan recognizes that the Ronald McDonald House can apply for the Limited Campus Use provision without going through the rezoning process. If additional properties are proposed to be demolished or redeveloped for Limited Campus Uses by the Ronald McDonald House, the plan recommends the following:
  - Retain existing buildings if at all possible.
  - Do not rezone properties to a nonresidential district; apply the Limited Campus Use provision to convert additional properties to nonresidential use.
  - Follow the residential infill requirements in the UDO in establishing appropriate setbacks for the nonresidential uses in context with the neighborhood.
  - Reduce massing of the buildings by dividing the roof and main façade surfaces into smaller components. This could include changing the roof or wall plane, projecting and recessing elements, or varying roof lines.
  - Design buildings to be residential in character with sloping roofs, porches, and variety in building form. Add architectural detailing to the street-facing façade to add interest to the street and have pedestrian-friendly features such as awnings, columns and recessed doors. No blank walls should face Hawthorne Road.
  - Locate surface parking areas to the rear of buildings and landscape appropriately.
  - Orient the primary entrance to the building on Hawthorne Road with a secondary entrance off the parking lot on the back of the building.

## SPECIAL LAND USE CONDITIONS

The Proposed Land Use Map (see **Map 6** on **page 25**) shows recommended land uses for all undeveloped property in the plan area and changes in land use for some developed sites. In fourteen circumstances, there are special conditions or prohibitions of certain uses. These situations are referenced on the map with a blue ★ (star) and a lower case letter as follows:

### ★ a.

#### **Nonconforming Uses**

Two properties with similar characteristics are grouped in this special land use condition. This plan recommends the following:

- Do not rezone the nonconforming commercial property at the intersection of Ebert Street and Cherokee Lane to a commercial zoning district. The existing small engine repair business can continue to operate under its nonconforming status.
- Do not permit the two-nonconforming commercial properties north and south of Seneca Street near the Peters Creek bridge to be rezoned to a commercial zoning district. The existing businesses can continue to operate under their nonconforming status. If the properties redevelop, allow rezoning of these two properties to the RS-Q District.

### ★ b.

#### **Hanestown Mill Village**

Hanestown is an early 20th-century mill village located north of South Stratford Road between Executive Park Boulevard and the HanesTowne Village shopping center and office development, formerly the Hanes Hosiery Mill. The remaining site has about 140 structures, including residences, offices and businesses, churches, and a public park.

Efforts to preserve the mill village have not been successful. The State Historic Preservation Office has determined that the area is not eligible to become a National Register Historic District and the recent demolition and redevelopment of the Hanes Hosiery Mill has made the surrounding neighborhood less attractive as a single-family neighborhood. Homes to the west of Mill Street are in the Pedestrian Business (PB) Zoning District and can be changed from single-family use to business uses at any time. A majority of the area's houses are investor-owned properties, many of which are used for small businesses; however there are still a significant number of owner-occupied houses as well.

This plan recommends redevelopment of the area with a mixture of office and multifamily residential uses. However, redevelopment should be completed in an orderly manner that protects areas of the neighborhood that choose not to redevelop. This plan recommends:

- Developers should assemble a substantial number of contiguous lots before seeking rezoning. No piecemeal rezoning should be approved.
- Continue buffering and screening between uses to protect residents from the negative effects of development.
- Continue allowing variances for driveways that facilitate the access to parking behind structures.
- Discourage additional auto-related uses such as auto sales, service stations, and drive-through businesses in the mill village.
- Properties adjacent to Hanestown Park are recommended for moderate-density multifamily if comprehensively redeveloped.
- The residential area east of Mill Street is zoned for single-family residential but is under the same redevelopment pressure as the rest of the neighborhood as it is now surrounded by new large scale office and commercial development. This area is recommended for office uses if comprehensively redeveloped.

### ★ c.

#### **Mission Road Area**

- Properties located east of the HanesTowne Village development along Mission Road are recommended for moderate-density multifamily if comprehensively redeveloped. Compatible duplex, quadraplex, small footprint townhouse development, or clustered single-family structures up to eight dwelling units per acre are recommended.
- If redeveloped, improvements should be made to Mission Road to accommodate increased traffic.

### ★ d.

#### **Trenwest Drive and Maplewood Avenue North of Forsyth Medical Center**

- The area north of the hospital has a mixture of large and small commercial and office uses and a number of significant structures built in the Modernist style. The street pattern, with short, local roads and narrow block widths is not conducive to large-footprint buildings with large amounts of parking. This plan recommends maintaining the mixture of small commercial and office developments supporting local small businesses. Redevelopment of properties should continue to be for small-scale commercial and office buildings.

- Retain significant Modernist style structures that have been identified in the Forsyth County Architectural Survey Update.
- If the Bethesda Moravian Church property on Bethesda Road and Maplewood Avenue is redeveloped in the future, this plan recommends small-scale office or commercial use at this location. Rezoning to a Pedestrian Business-Special Use District (PB-S) is preferable because of the district's flexible dimensional requirements, reduced parking requirements, and limitations on land uses.

★e.

### Area Northeast of Forsyth Medical Center

- This area includes a large number of office buildings dating from the 1970s to 1980s. The street layout and narrow block widths present limitations for large-scale office redevelopment. This plan recommends keeping small-scale office and allowing redevelopment of other properties to small-scale office.
- No expansion of nonresidential uses is recommended east of Bolton Street between Maplewood Avenue and Hawthorne Road.
- The two non-conforming commercial buildings fronting on Hawthorne Road west of Bolton Street are not recommended for rezoning to a commercial zoning district. Redevelopment of these properties is recommended for small-scale office or an extension of the church to the east. The existing businesses can continue to operate under their nonconforming status.
- If the Forsyth Park Baptist Church property at the northwest corner of the intersection of Hawthorne Road and Bolton Street is redeveloped in the future, this plan recommends small-scale office use for this property using the LO-S (Limited Office-Special Use) zoning district.
- The three parcels on the south side of Hawthorne Road immediately east of the Hawthorne Court condominiums are currently zoned for multifamily use (RM-18). If redeveloped, the three properties are recommended for multifamily or small-scale office development.

★f.

### Area East of Forsyth Medical Center

- Keep future Forsyth Medical Center development within the boundaries of the existing Campus Zoning District. Do not rezone additional properties east of the existing residential multifamily (RMU-S) zoning district (on the east boundary of the hospital property).
- Do not provide a vehicular connection from the Campus Zoning District east to Bolton Street or Hermitage Drive.

★g.

### Area South of Wake Forest Baptist Medical Center

Allow for a transitional land use between institutional uses and residential uses in the Craig/Queen Street neighborhood by permitting the five properties facing Queen Street west of the MRI Center's parking lot, all currently zoned RS-9, to convert to small-scale office use with the retention of the existing structures (see **Appendix D**, Guidelines for Conversion of Existing Homes to Office or Commercial Uses, on **page 65**). Supplemental standards include:

- Provide shared/combined driveways where possible.
- Do not open the back alley to access new parking areas behind structures.
- Buffer new parking areas and screen them from view from existing homes along Craig Street.
- Do not allow surface parking on the existing vacant lot on Queen Street.

★h.

### Area East of Wake Forest Baptist Medical Center

The area east of the hospital along Lockland Avenue between Queen Street and Business 40 includes a number of single-family homes owned primarily by the hospital. These homes are facing the back of two multistory parking decks and a residentially-scaled Medical Center childcare building. Lots along Lockland Avenue are not very deep, around 160 feet, with the structures located in close proximity to the road because of the sloping topography on the rear. This plan recommends:

- No further expansion of nonresidential uses should be permitted along Lockland Avenue.
- No additional Limited Campus Uses for the Medical Center should be added along Lockland Avenue east from the existing Campus Zoning District boundary.
- Retain the existing structures along Lockland Avenue. Allow the conversion of existing single-family homes to duplex, triplex, or quadraplex units.

★i.

## Duke Street and Crafton Street

- Allow for a transition between the commercial self-storage facility on Peters Creek Parkway and residential uses along Duke Street. Permit the two structures on Crafton Street facing the storage units to convert to small-scale office use with retention of the existing structures (see **Appendix D**, Guidelines for Conversion of Existing Homes to Office or Commercial Uses, on page 65).

★j.

## Duke Street and West Academy Street

- Provide for a transitional land use between commercial uses in the West Salem Activity Center and residential uses in the Duke/Anson Street neighborhood. Allow the property at the intersection of Academy Street and Anson Street and three properties facing Duke Street, all currently zoned RS-Q, to convert to small-scale office use with the retention of the existing structures (see **Appendix D**, Guidelines for Conversion of Existing Homes to Office or Commercial Uses on page 65).
- Development conditions include:
  - Combined/shared driveways
  - Parking to the side or rear of the building(s)
  - Building orientation to Academy or Duke Streets.

★k.

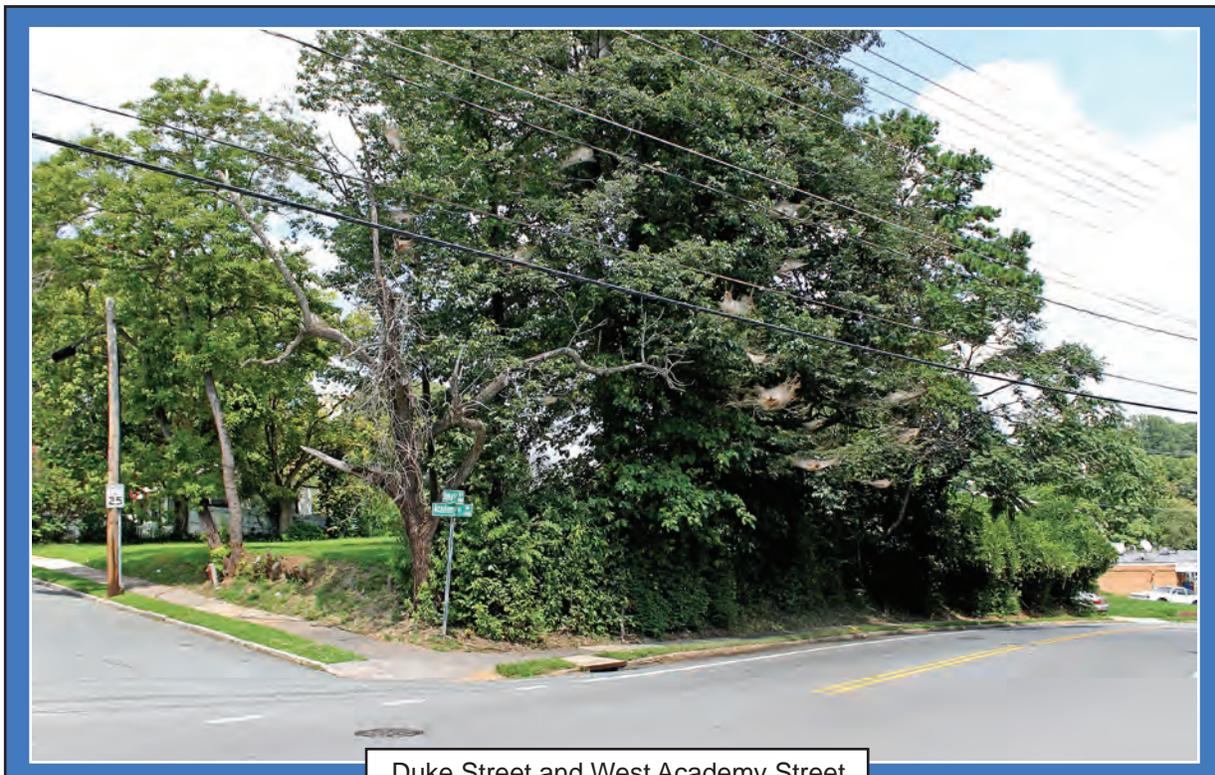
## Duke Street and Crafton Street

- Redevelop properties along Lockland Avenue across the street from the Social Security office building to accommodate office/low-intensity commercial uses (refer to **Table 7** on page 27 for list of recommended uses). The site currently has some commercial uses fronting Lockland Avenue and about 2.35 acres of vacant land. The entire site is in single ownership. Rezoning to Pedestrian Business-Special Use (PB-S) is recommended to create a pedestrian-friendly character at the entrance of the neighborhood with buildings closer to the street and parking to the side or rear of buildings. Existing homes along Lancelot Lane should be protected with a buffer and not be rezoned to a more intense zoning district.
- No nonresidential zoning should be permitted along Waybridge Lane north of the existing office building at the intersection of Link Road and Waybridge Lane.

★l.

## New Life International Pentecostal Fellowship property

- Allow for the New Life International Pentecostal Fellowship property on Link Road to convert to a bed and breakfast, multifamily, or office development. No commercial development is recommended at this location.



Duke Street and West Academy Street

## TRANSPORTATION RECOMMENDATIONS

*Legacy 2030* calls for a balanced, sustainable network of transportation modes that provide choices for travel needs. Street networks should develop in a manner that is consistent with the land use plan and promotes connectivity in communities. A more compact pattern of growth as outlined in the land use recommendations supports public transportation as a practical alternative to the automobile. Developing walkable neighborhoods and creating a network of bikeways, sidewalks, and greenways will provide for needed transportation choices for all segments of the population.

### PROPOSED ROAD AND BRIDGE IMPROVEMENTS

Forsyth County has several long-range transportation plans/processes: the *Metropolitan Transportation Plan (MTP)*, the *Comprehensive Transportation Plan (CTP)*; and the *Metropolitan Transportation Improvement Program (MTIP)*. Details of these plans are available online. One transportation project is planned for the Southwest Winston-Salem Plan Area (see **Table 8** below):

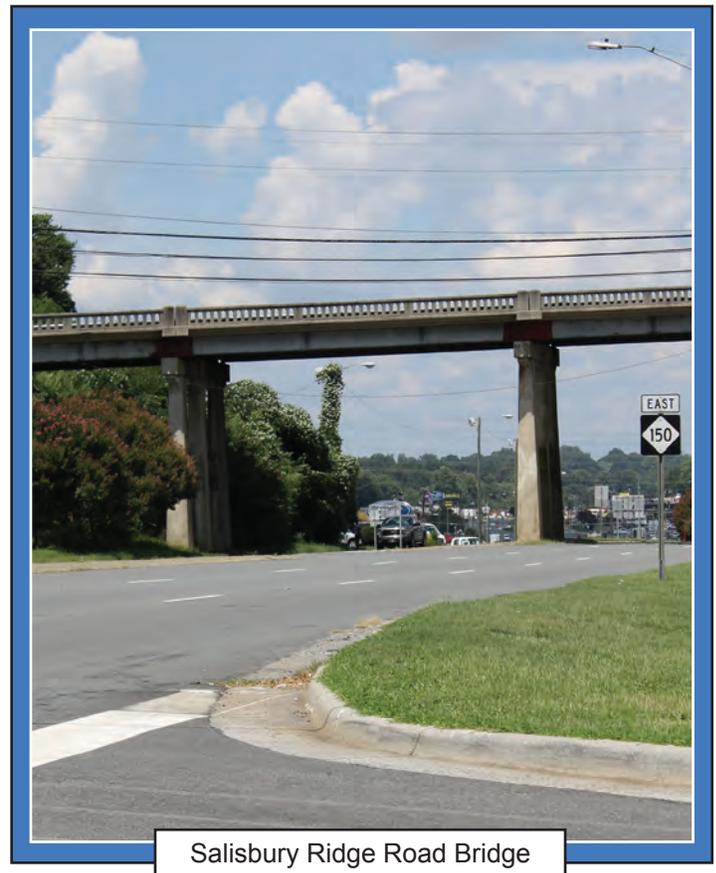
**Salisbury Ridge Road** – NCDOT will replace the Salisbury Ridge Road Bridge over Peters Creek Parkway/NC 150. The LRTP and MTIP designate this as project B-5770, which is currently in the planning phase.

#### Peters Creek Parkway Corridor Study

A study of the Peters Creek Parkway Corridor from Silas Creek Parkway to Business 40 has been completed by the Winston-Salem Department of Transportation with considerable community input. Proposed recommendations include infrastructure improvements along the corridor as well as improved aesthetics and neighborhood connectivity to promote redevelopment of adjacent properties. One of the stakeholders for this project, the Peters Creek Community Initiative (PCCI), is a collaborative organization of

churches, neighborhood associations, businesses, and city officials dedicated to revitalizing the Peters Creek corridor through economic and community development. The goal of PCCI is to strengthen economic development along the Peters Creek corridor through physical improvements to businesses, attracting preferred business types, and making the area more pedestrian and consumer friendly. The conceptual design for the Peters Creek Corridor Study includes:

- A four-lane urban roadway with a posted speed of 35 miles per hour.
- Superstreet design for three signalized intersections.
- Roundabout alternatives at Link Road and at Academy Street.
- Sidewalks on both sides of the street, a multiuse path, landscaped medians and streetyards, and connections into adjacent neighborhoods.



Salisbury Ridge Road Bridge

**Table 8. Transportation Improvement Projects**

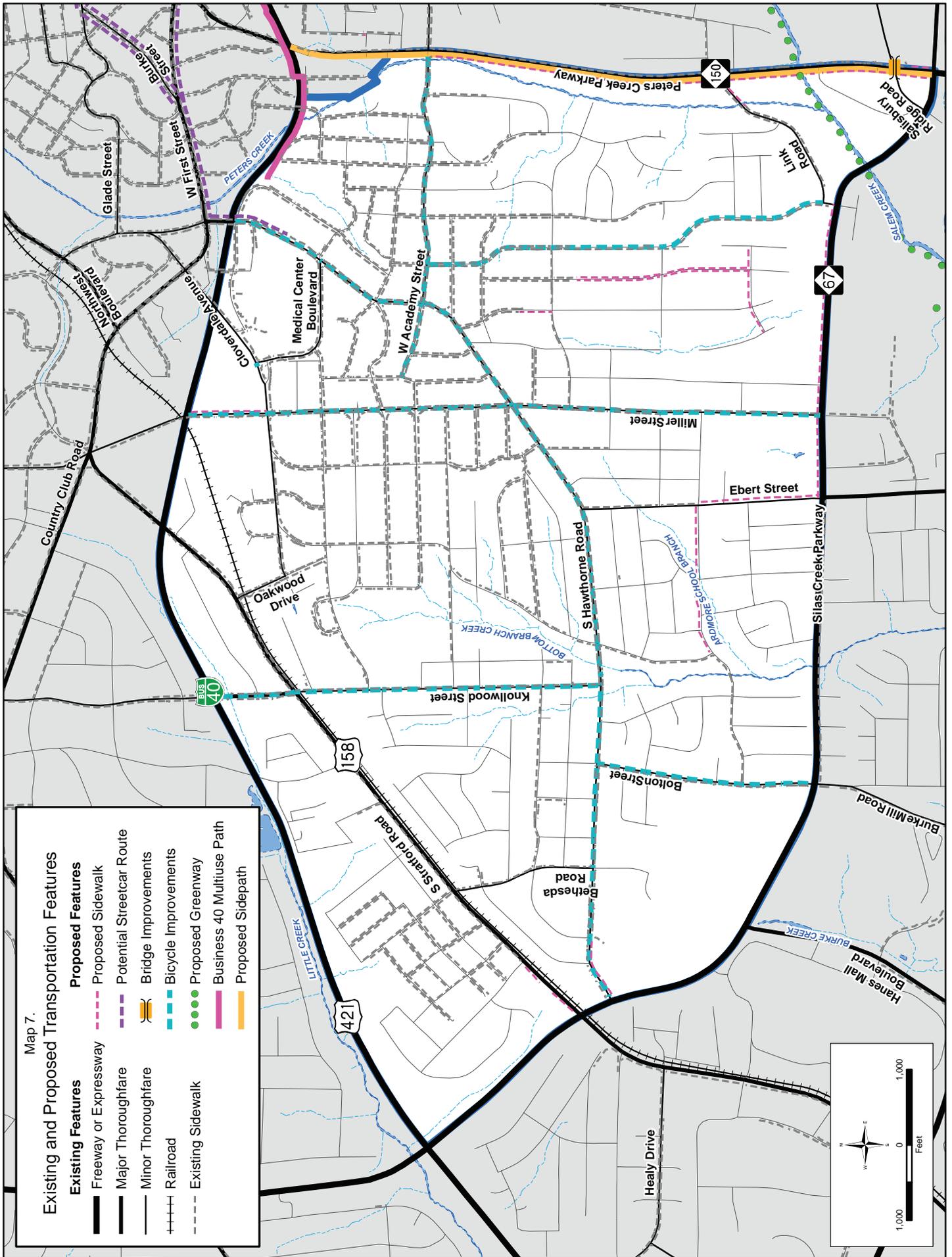
Location	Description	Current Status	Completion
B-5770 - Salisbury Ridge Road	Bridge replacement over NC 150/Peters Creek Parkway	Planning	2019

Sources: 2040 Metropolitan Transportation Plan (MTP), the Comprehensive Transportation Plan (CTP), and the 2016-2025 Metropolitan Transportation Improvement Program (MTIP)

Map 7.

**Existing and Proposed Transportation Features**

- |                          |                                 |
|--------------------------|---------------------------------|
| <b>Existing Features</b> | <b>Proposed Features</b>        |
| — Freeway or Expressway  | - - - Proposed Sidewalk         |
| — Major Thoroughfare     | - - - Potential Streetcar Route |
| — Minor Thoroughfare     | — Bridge Improvements           |
| ++++ Railroad            | - - - Bicycle Improvements      |
| - - - Existing Sidewalk  | ● Proposed Greenway             |
|                          | — Business 40 Multiuse Path     |
|                          | — Proposed Sidewalk             |



## PEDESTRIAN

Construction of sidewalks in the plan area may be achieved through public funding and through private funding of new developments that include sidewalks. Sidewalks are recommended in the *Pedestrian Facilities Plan* for all thoroughfares and collector streets except for freeways and expressways. All proposed sidewalks in the *Pedestrian Facilities Plan* are evaluated on an annual basis and ranked for future consideration. New sidewalks are also planned with funds from the 2014 Winston-Salem bond package as well as the Safe Routes to School program. Topography and the presence of curb and gutter along streets are also considered when evaluating projects. Sidewalks recommended in the *Pedestrian Facilities Plan* for the plan area are shown in **Table 9** below. Pedestrian improvements, including crosswalks, are also recommended on Silas Creek Parkway at Miller Street and at the intersection of Miller Street and South Hawthorne Road.

### 2014 Bond Sidewalk Projects

Voters in the City of Winston-Salem approved a bond package in 2014 that included funds for bicycle and pedestrian improvements throughout the city. Sidewalk projects within the Southwest Winston-Salem Plan Area included in the bond package are shown in **Table 9** below.

### Safe Routes to School

The City of Winston-Salem's Safe Routes to School

(SRTS) program works to create safe routes for students to walk and bike to school and educates and encourages students to use active modes of transportation. By working with schools in the city, the SRTS program has identified key infrastructure improvements to facilitate increased and safer walking and biking among students. SRTS projects planned for the Southwest Winston-Salem Plan Area are shown in **Table 9** below.

### Cloverdale Avenue Pedestrian Design Study (2010)

The *Cloverdale Avenue Pedestrian Design Study* calls for a series of improvements along Cloverdale Avenue, which runs east-west across the Ardmore neighborhood and connects Wake Forest Baptist Medical Center with commercial retail, grocery stores, a large park, and schools on both ends. The first phase of the project from Oakwood Street to Miller Street has been completed and includes intersection redesigns at Magnolia Street and Melrose Street to favor pedestrian safety. Future phases of the study have been funded and are planned for construction by 2020.

### BUSINESS 40 MULTIUSE PATH

A multiuse path is proposed along Business 40 to accommodate pedestrians and cyclists. This path would be built as part of the major improvements to Business 40 set to begin in 2018. The path is proposed to extend from Lockland Avenue in Ardmore to Liberty Street downtown.

**Table 9. Sidewalk Projects**

Project	Length (ft)	Description
<b>Pedestrian Plan Recommended Sidewalks</b>		
Peters Creek Parkway	6,700	West side from Academy Street to Silas Creek Parkway
South Stratford Road	1,500	North side from Executive Park Boulevard to Emory Drive
Hawthorne Road	900	South side from Silas Creek Parkway to Maplewood Avenue
Silas Creek Parkway	3,900	From Ebert Street to Lockland Avenue
<b>2014 Bond Sidewalk Projects</b>		
Cherokee Lane	2,000	From Ebert Street to Magnolia Street
Ebert Street	1,600	From Silas Creek Parkway to Cherokee Lane
Miller Street	1,500	From Cloverdale Avenue to Business 40
<b>Safe Routes to School</b>		
Deborah Lane	1,200	From Fenimore Street to Tredwell Drive
Madison Avenue	2,700	From Deborah Lane to Ardsley Street
Watson Avenue	450	From Ardsley Street to Existing Sidewalk at 840 Watson Avenue

## GREENWAYS

Greenways serve a dual purpose within a community. Beyond being a recreational amenity, greenways play an integral role in establishing an active transportation network along with sidewalks and bikeways. No greenways currently exist in the plan area, but one has been proposed. Information and recommendations pertaining to greenway projects can be found in the Community Facilities Section.

## BICYCLE

### Bicycle Lanes and Shared Lane Markings

The City of Winston-Salem has begun installing bicycle lanes and shared lane markings on city streets to provide a network of bicycle facilities that connect residential areas with key destinations, such as schools, parks, libraries, and commercial areas. Bicycle lanes provide a separate lane (typically five or six feet wide) on the road for cyclists, while shared lane markings are placed in the travel lane and indicate to drivers that they should expect to share the lane with cyclists.

### Recommended Bicycle Lanes

The *Winston-Salem Urban Area Comprehensive Bicycle Master Plan* recommends a number of designated bicycle lanes in the plan area. In addition, voters in the City of Winston-Salem approved a bond package in 2014 that included funds for bicycle and pedestrian improvements throughout the city. Bicycle lane projects within the plan area are shown on **Table 10**.

## GROWTH CORRIDORS

Growth corridors are identified in *Legacy 2030* as major roadways that connect activity centers to each other and Downtown Winston-Salem. To help improve the function, safety, and appearance of growth corridors, new development should include mixed-use development, increased residential densities where appropriate, attention to design

and appearance, and multiple transportation options. The Southwest Winston-Salem Plan Area includes the Silas Creek Parkway, Peters Creek Parkway, and Stratford Road Growth Corridors. These corridors are proposed to generally include the first tier properties on both sides of the roadway (see **Maps 5 and 6** on **pages 23 and 25**). General recommendations include:

- Improve the identified growth corridors in the plan area by adding pedestrian and bicycle facilities and making landscape improvements where feasible.
- Redevelop growth corridors with a mixture of uses to include commercial, office, and multifamily land uses. Redevelop with an urban form where buildings are located near the street and parking is located to the side or the rear of the structure.
- Develop minimal and simple standards to preserve design flexibility and creativity in making a pedestrian-oriented growth corridor. (See Design and Appearance Recommendations on **page 52**).
- Study the feasibility of creating zoning overlay districts for the identified growth corridors once all area plans are updated. Consider implementing such standards sooner if conditions along the corridors change substantially due to an increase in redevelopment activity or if an overlay district request is brought forth by the local community.

## POTENTIAL STREETCAR/URBAN CIRCULATOR

City Council approved an Alternatives Analysis in 2014 for a potential Urban Circulator that would connect key employment, activity, entertainment, educational, and residential areas in the central city with each other and to the Downtown area. Such a project could be a catalyst for higher density, mixed-use development along the route. The analysis identified a modern streetcar as the preferred technology and acknowledged a potential route generally extending from Wake Forest Baptist Medical Center on the west to Winston-Salem State University via Rams Drive

**Table 10. Recommended Bicycle Lanes**

Project	Length (ft)
Academy Street from Peters Creek Parkway to Irving Street	4,400
Hawthorne Road from First Street to Silas Creek Parkway	13,000
Miller Street	10,660
Bolton Street from Hawthorne Road to Silas Creek Parkway	2,700
Knollwood Street from Hawthorne Road to Country Club Road	8,200
Lockland Avenue from Link Road to Academy Street	5,600

and East Winston along Martin Luther King Jr. Drive and Fifth Street on the east. The project is not funded and will likely require participation from numerous sources, from local to federal, in order to be implemented. (See **Map 7** on **page 45**).

## LIGHT RAIL

A potential future regional passenger rail line connecting Forsyth and Guilford Counties has been proposed by the Piedmont Authority for Regional Transportation (PART). Potential rail station locations include downtown Greensboro, PTI Airport, Kernersville, Winston-Salem State University, Downtown Winston-Salem, Thruway Shopping Center/Wake Forest Baptist Medical Center (within the plan area), Hanes Mall/Forsyth Medical Center, and Clemmons.

## COMMUNITY FACILITIES RECOMMENDATIONS



Both public and private community facilities, such as schools, parks, medical offices, and day care providers should be easily accessible to all segments of the population. *Legacy 2030* promotes the sharing of institutional facilities as a way to meet the various needs of the community. An important recommendation of *Legacy 2030* is the creation of a central public space in all communities to serve as an urban reference point and the focus of civic and community life. The Existing and Proposed Community Facilities Map (see **Map 8** on **page 50**) shows existing and proposed parks, recreation facilities, fire stations, schools, and greenways in the plan area.

## GENERAL RECOMMENDATIONS

- Encourage schools, churches, and recreational facilities to share facilities and work cooperatively to provide services and host community events.
- Provide a high level of maintenance at schools, parks, and other facilities on an ongoing basis.
- Consider safety and environmental sensitivity when designing community facilities.
- Acquire land or obtain easements for parks, recreation facilities, open space, and other community facilities.
- Assess the need for additional police and fire services in the plan area based on future growth and development.
- Seek cooperation with the school board, non-profit and private organizations, where appropriate, to implement park and other recreation proposals.
- Involve residents in master planning for parks, green-

ways, and other community facilities.

- Explore adding more meeting rooms/space at proposed facilities for indoor community events and provide outdoor space properly designed to hold open-air events.
- Investigate opportunities to incorporate community gardens on underutilized or available park land.

## SCHOOLS

*Legacy 2030* calls for quality schools that are assets to the neighborhoods where they are located. School planning should be coordinated with parks and other public facilities. Recommendations for schools in the plan area are:

- Replace, upgrade, or expand existing schools to meet the needs of the plan area.
- Consider improved arrangements for using school property and facilities for community events and recreational activities.
- Provide a high level of maintenance at schools on an ongoing basis.
- Provide for shared parking opportunities between schools and/or adjacent institutional uses to maximize available parking and minimize large expanses of parking.



Moore Elementary School

## RECREATION FACILITIES

Recommendations for proposed parks, recreation facilities, greenways and open space take into consideration the number, size, and location of existing facilities; the need for updating existing recreation facilities; the anticipated location of future growth; and the expectations of the community as identified during this planning process. The following are recommendations for various categories of recreation and open space:

- Complete the Miller Park improvements listed in the 2014 bond package, including installation of benches; new/replacement picnic shelters; utility improvements; correction of drainage, erosion, and flooding problems; path improvements; and bridge replacements. Also consider the effects of light spillover from the park onto properties that surround it, replacing existing floodlights and streetlights with those that point downward where feasible.
- Maintain, improve, and expand existing public facilities to meet the changing recreational needs of area residents.
- Develop a master plan for Hanestown Park and make improvements to make the park more attractive and increase use by area residents and businesses.
- Assess usage of the area's existing parks and recreation facilities and the community's preference for facilities and programs. Modify facilities and programs as needed.

## TREES AND OPEN SPACE

The plan area not only contains many older neighborhoods and commercial areas, but also large acreage for parks and open space. Many trees are found in these open areas and throughout the entire plan area. These trees add aesthetic and financial value, and have a positive environmental impact. Recommendations for area trees include:

- Protect the plan area's tree canopy as much as possible.
- Retain existing large trees on private property whenever possible.
- Identify additional areas for planting trees in public-rights-of-way.
- Explore Community Roots Day opportunities to plant additional trees in the area.

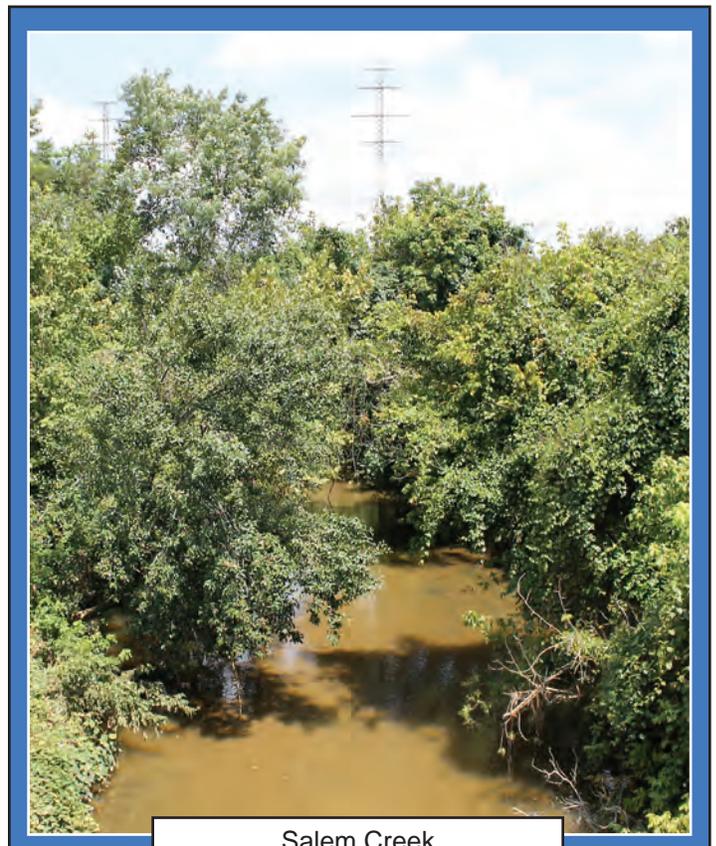
## GREENWAYS

The *Greenway Plan Update*, adopted in 2012, proposes to extend the Salem Creek Greenway into the plan area and on to Forsyth Technical Community College from its current terminus at the Marketplace Mall on Peters Creek Parkway. This extension is listed as a Tier 1 greenway project in the *Greenway Plan Update* with design and construction to begin in the next five years.

An analysis of the proposed Peters Creek Greenway, which would follow Peters Creek between Silas Creek Parkway and Hanes Park, has determined that construction of the greenway would not be feasible. Instead, a sidepath with bicycle and pedestrian amenities is recommended on the west side of Peters Creek Parkway (see the Transportation Recommendations section). A multiuse path for pedestrians and cyclists is also planned, beginning at Lockland Avenue, near Wake Forest Baptist Medical Center, and extending to Liberty Street.

Greenway recommendations for the plan area are:

- Work with area residents and the development community to obtain necessary easements for the construction of the Salem Creek Greenway Extension and begin design work. Easements should be a minimum of 40 feet in width.
- Work with surrounding neighborhoods on potential connectors to the Salem Creek Greenway Extension and future bicycle and pedestrian amenities along Peters Creek Parkway. Connectors can be in the form of either a greenway or sidewalk.



Salem Creek



## HOUSING AND COMMUNITY



### DEVELOPMENT RECOMMENDATIONS

*Legacy 2030* recommends that neighborhoods offer a variety of quality housing types for different income levels, family sizes and types to reduce the segregation of neighborhoods by race, age, and income. Affordable housing should be promoted throughout Forsyth County by providing incentives, utilizing cost-effective site design, and permitting accessory dwellings and congregate care facilities at appropriate locations. Additionally, with a large segment of the city's population reaching retirement age, many neighborhood residents desire opportunities to age in place. Appropriate opportunities for assisted living facilities, nursing homes, and multifamily housing targeted to seniors, should be considered in the plan area.

### GENERAL RECOMMENDATIONS

- Maintain and improve the quality of housing stock in the area by promoting home ownership, supporting rehabilitation of existing homes, and through code enforcement.
- Continue providing a variety of housing types for different income levels, family sizes, and personal preferences in the plan area to offer a mixture of housing opportunities.
- Incorporate assisted living facilities, nursing homes, and multifamily housing targeted to seniors as components of pedestrian-friendly, mixed-use developments.
- Utilize the City's Neighborhood Improvement Plan book let to educate existing residents and newcomers about the City's regulations related to zoning, sanitation ordinances, and minimum housing code, and encourage neighborhood association participation.
- Incorporate traditional neighborhood design principles in infill development and redevelopment in the plan area. This could include a mixture of housing types, well-designed neighborhood-serving commercial areas, where appropriate, and incorporating walkability and connectivity in neighborhoods.
- Encourage the design of neighborhoods that allow residents to age in place.
- Integrate new infill developments with existing neighborhoods through careful planning, and compatible architecture and site design.
- Install sidewalks and/or traffic calming measures, where feasible, to make neighborhoods more pedestrian friendly and safe.
- Consider the establishment of neighborhood associations where they do not exist to facilitate citizen involvement in neighborhood issues.

- Undertake projects to improve neighborhoods and maintain neighborhood character, where necessary.
- Develop identified residential opportunity areas to complement the existing character of the surrounding older neighborhoods (see Residential Recommendations in the Land Use Recommendations section).
- Encourage mixed-use developments that provide commercial, office, and residential opportunities.

### HOMEOWNERSHIP

- Increase homeownership in the plan area by promoting existing programs or developing new ones to assist community development and nonprofit housing organizations in providing affordable housing opportunities.
- Support programs and initiatives designed to stabilize existing neighborhoods and to increase property values to build wealth in the community.
- Target the Housing Assistance Program offered through the Community and Business Development Department in the plan area. This program provides financial and technical assistance to lower income persons and families to attain safe, sanitary and decent housing. The program also includes counseling and preparedness training for first-time homebuyers. Additionally it provides rental assistance for formerly homeless individuals involved in transitional case management in moving across the continuum from homelessness to self-sufficiency.

### HOUSING REHABILITATION EFFORTS

- Market the City's programs for rehabilitation of owner-occupied or investor-owned housing units, as well as first-time homebuyer programs in the plan area.
- Concentrate code enforcement and promotion of conservation/rehabilitation programs in areas in danger of becoming blighted.
- Revitalize the older multifamily area to the west of Peters Creek Parkway to improve the image of the neighborhood.
- Ensure that redeveloped housing is compatible with the existing character of the neighborhoods.
- Work with investor-owners to improve maintenance and management of rental properties, where needed.
- Encourage investor-owners and renters to participate in neighborhood organization membership and activities.
- Follow the recommendations of the plan for specific sites for mixed-use that include residential development.
- Encourage new housing designs to be compatible with the historic character of the surrounding areas identified for mixed-use and incorporates design elements found elsewhere in the neighborhood, such as front porches,

columns and railing, and similar roof pitch.

- Market the City's programs for rehabilitation of owner-occupied or investor-owned housing units in the plan area as well as the first-time homebuyers program. An emphasis should be put on the housing along Peters Creek Parkway within the boundaries of the Peters Creek Community Initiative.
- Market and promote the tax credit rehab programs available to National Register properties for building rehabilitation through the neighborhood associations.
- Support private efforts to revitalize the Bowman Square Townhouses on Crafton Street and turn them into owner-occupied units. Fixing the existing units, improving parking areas and adding landscaping to common areas will make the development an example for other revitalization efforts. The portion of Peters Creek abutting this site and owned by the City of Winston-Salem should be cleaned and kudzu removed to help with the revitalization efforts.
- Support private efforts to rehabilitate the Marlboro Apartments at the intersection of Academy Street and Hawthorne Road.

## AFFORDABLE HOUSING

- Encourage for-profit and nonprofit developers to build affordable housing for different income levels in the plan area.
- Ensure that new affordable housing units are compatible with the existing character of older neighborhoods.
- Use existing programs or develop new ones to assist community development and nonprofit housing organizations in providing affordable housing opportunities.
- Promote affordable housing opportunities, especially in the eastern portion of the plan area.
- Support efforts to preserve affordable housing in the plan area, especially where residents can walk to grocery stores and employment centers.

## DESIGN AND APPEARANCE



## RECOMMENDATIONS

The creation of attractive gateways, business districts and corridors through the use of regulations or physical improvements is recommended by *Legacy 2030*. Design and appearance improvements create a positive visual image and encourage private reinvestment in an area. The appearance and design of buildings and roadways within the plan area contribute greatly to the image residents and outsiders have of the community. Many of the recommen-

dations of this plan have design components that emphasize quality and attractive design.

## GENERAL RECOMMENDATIONS

- Enhance the physical appearance of the commercial districts identified in the Thruway, Wake Forest Baptist Medical Center, West Salem, and Ardmore Village Activity Centers by rehabilitating existing buildings and sites to support a walkable and visually appealing community.
- Encourage rehabilitation/redevelopment of older and underutilized commercial sites in the plan area with building façade improvements, streetyard and bufferyard plantings, and parking area improvements.
- Encourage a mix of entertainment venues, restaurants, outdoor cafes, small stores, and services at a pedestrian scale to meet the needs of all residents of the area.
- Encourage residents and neighborhood associations to participate in the different programs offered by Keep Winston-Salem Beautiful to improve the appearance of the plan area: Adopt-A-Flower Bed; Adopt-A-Stream; Adopt-A-Park; or Adopt-A-Street.
- Encourage high-quality design for new developments throughout the plan area.
- Promote the use of public art that reflects local cultures in public spaces such as parks, recreation centers, and other public areas where residents gather.
- Explore the use of zoning overlay districts to ensure good site planning, sensitive design, and to promote continuity in the design of growth corridors.
- Develop minimal and simple guidelines in growth corridors to preserve design flexibility and creativity in making a suburban, pedestrian-oriented environment.
- Develop growth corridor master plans for improvements taking into account the unique character of each corridor, or for different segments of the same growth corridor. The basis for such master plans will be the guidelines for the growth corridor identified in this plan.
- Encourage collaborative work between the Winston-Salem Department of Transportation and City Vegetation Management on new sidewalk projects to ensure that sidewalk construction and street plantings are considered together.

## GROWTH CORRIDORS

Identified growth corridors in the plan area include sections of Peters Creek Parkway, Silas Creek Parkway, and South Stratford Road (see **Maps 5 and 6** on **pages 23 and 25**). While this plan's land use recommendations help define the types of uses in an area (residential, commercial, industrial, etc.), growth corridor recommendations help to define the

forms those uses should take in certain areas.

- Urban form growth corridors should be developed at higher densities with buildings close to the street and parking to the side or rear of buildings to encourage pedestrian-friendly spaces.
- Suburban form growth corridors should be less dense than urban form corridors with parking located in front of buildings.
- Urban/suburban single-family residential form growth corridors should be developed for urban/suburban single-family residential and or/low-density attached multifamily residential up to eight units per acre.

## Urban Form

- **Building setback** – maximum 10 feet building setback.
- **Architectural characteristics** – buildings should include windows on the ground level when appropriate. Blank walls should not exceed 50 percent of the ground floor of street-facing façades.
- **Building entrance** – buildings should have a minimum of one entrance on each street-facing façade. All main entrances on the street side of the property should be covered or sheltered.
- **Off-Street parking** – all parking should be located to the side or rear of the building.
- **Signs** – freestanding signs should have a maximum height of six feet and a maximum area of 36 square feet.

## Suburban Form

- **Height** – buildings should generally be no more than four stories in height on larger sites; one to two stories on smaller sites.
- **Building Setback** – buildings may be located a reasonable distance behind required streetyards.
- **Building Style** – when abutting low-density residential uses, commercial or office buildings 4,000 square feet or less should follow the Guidelines for Conversion of Existing Homes to Office or Commercial Uses (**Appendix D on page 65**).
- **Canopies** – canopies for gas stations or similar uses should not be located immediately adjacent to South Stratford Road.
- **Multifamily** – develop multifamily sites in a manner that preserves the integrity of any directly adjacent low density residential development.
- **Driveways** – minimize driveway cuts and connect adjacent parcels wherever possible.

## Urban/Suburban Single-Family Residential Form

- **Building setback** – maximum building setback of 20 feet.
- **Building height** – generally no more than four stories in height on larger sites; one to two stories on smaller sites.
- **Off-Street parking** – parking should be screened.
- **Driveways** – minimize driveway cuts and connect adjacent parcels wherever possible.

## Peters Creek Parkway Specific Growth Corridor Guidelines

- Develop new commercial, office, and multifamily uses with an urban form between West Fourth Street and Silas Creek Parkway.
- Support the proposed cross section improvements for Peters Creek Parkway, including the reduction in lanes, the addition of pedestrian/bicycle facilities, and landscape improvements.
- Redevelop properties within the existing boundaries of the growth corridor. No additional rezoning to nonresidential districts should be allowed in order to protect the surrounding residential neighborhoods.
- Add more concentrated development to the area by retrofitting and redeveloping existing sites.
- Support the efforts of the Peters Creek Community Initiative, particularly on the small to medium-size projects they have identified, to have an impact on the function, appearance, and community perception of the Parkway. These projects include general clean-up and maintenance, beautification, engaging the business community, and improving bus stops and pedestrian safety.
- Develop minimal and simple standards to preserve design flexibility and creativity in making an urban, pedestrian-oriented environment. The intent of the standards should be to prevent new suburban-style development along the corridor.
- Study the feasibility of creating a zoning overlay district for this section of Peters Creek Parkway (as well as other growth corridors) once all area plans are updated. Consider implementing such standards sooner if conditions along the corridor change substantially due to an increase in redevelopment activity, or if an overlay district request is brought forth by the local community.
- The Peters Creek Parkway Growth Corridor recommendations in this plan supersede the recommendation in the *South Central Winston-Salem Area Plan Update*.

## South Stratford Road Specific Growth Corridor Guidelines

- Develop new commercial, office, and multifamily uses with an urban form (see guidelines on **page 53**) between the Business 40 and Silas Creek Parkway interchanges.

## Silas Creek Parkway Specific Growth Corridor Guidelines

Because the Silas Creek Parkway Growth Corridor passes from suburban to urban/suburban residential settings, it has two location-based recommendations:

- Develop new commercial, office, and multifamily uses with a suburban form (see guidelines on **page 53**) between Peters Creek Parkway and Ebert Street as well as between Bolton Street and the Business 40 interchange.
- Develop uses with an urban/suburban single-family residential form between Ebert Street and Bolton Street.

## HISTORIC PRESERVATION



## RECOMMENDATIONS

*Legacy 2030* promotes historic preservation because of its contribution to the aesthetic, social, historical, cultural and environmental quality of neighborhoods as well as its contribution to a community's economic development. Significant historic resources have been identified in the plan area as indicated in initial surveys (see **Map 9** on **page 55** and **Appendix B** on **page 63**). Following are recommendations to ensure that the potential of these resources are fully explored and that the community takes steps to preserve its historic assets.

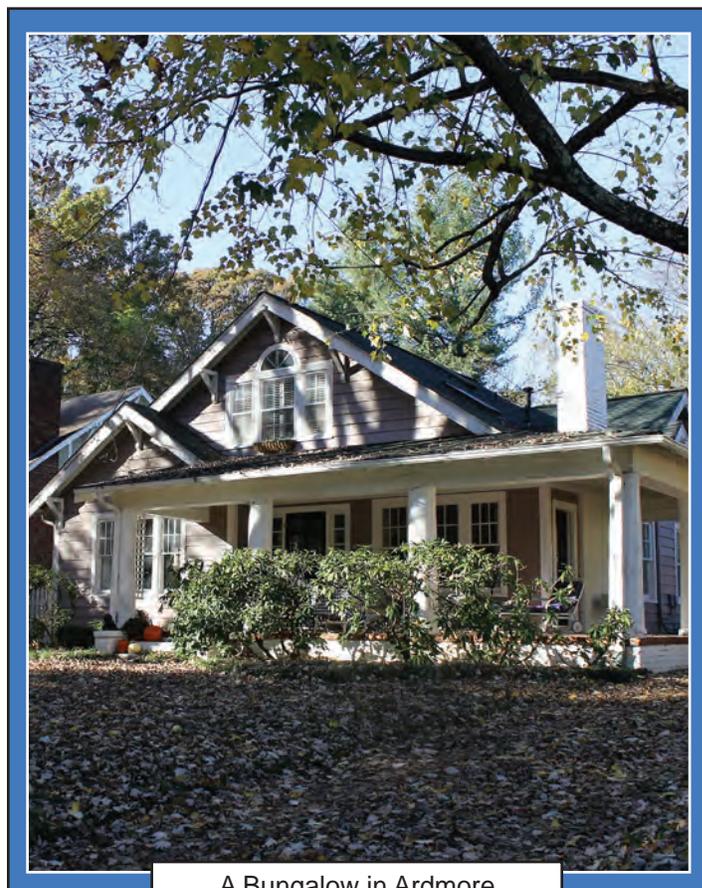
### GENERAL RECOMMENDATIONS

- Retain historic buildings and structures, including residential homes, institutional and commercial buildings, agricultural buildings, and bridges when possible.
- Recognize buildings, events or areas of historical, cultural, or architectural significance with signage, plaques, or markers.
- Initiate public outreach programs involving property owners and community organizations on the importance and economic benefits of preserving historic resources. Examples of potential workshops include:
  - How and why to nominate a structure or site to the National Register of Historic Places.
  - Parking to the side or rear of the building(s).

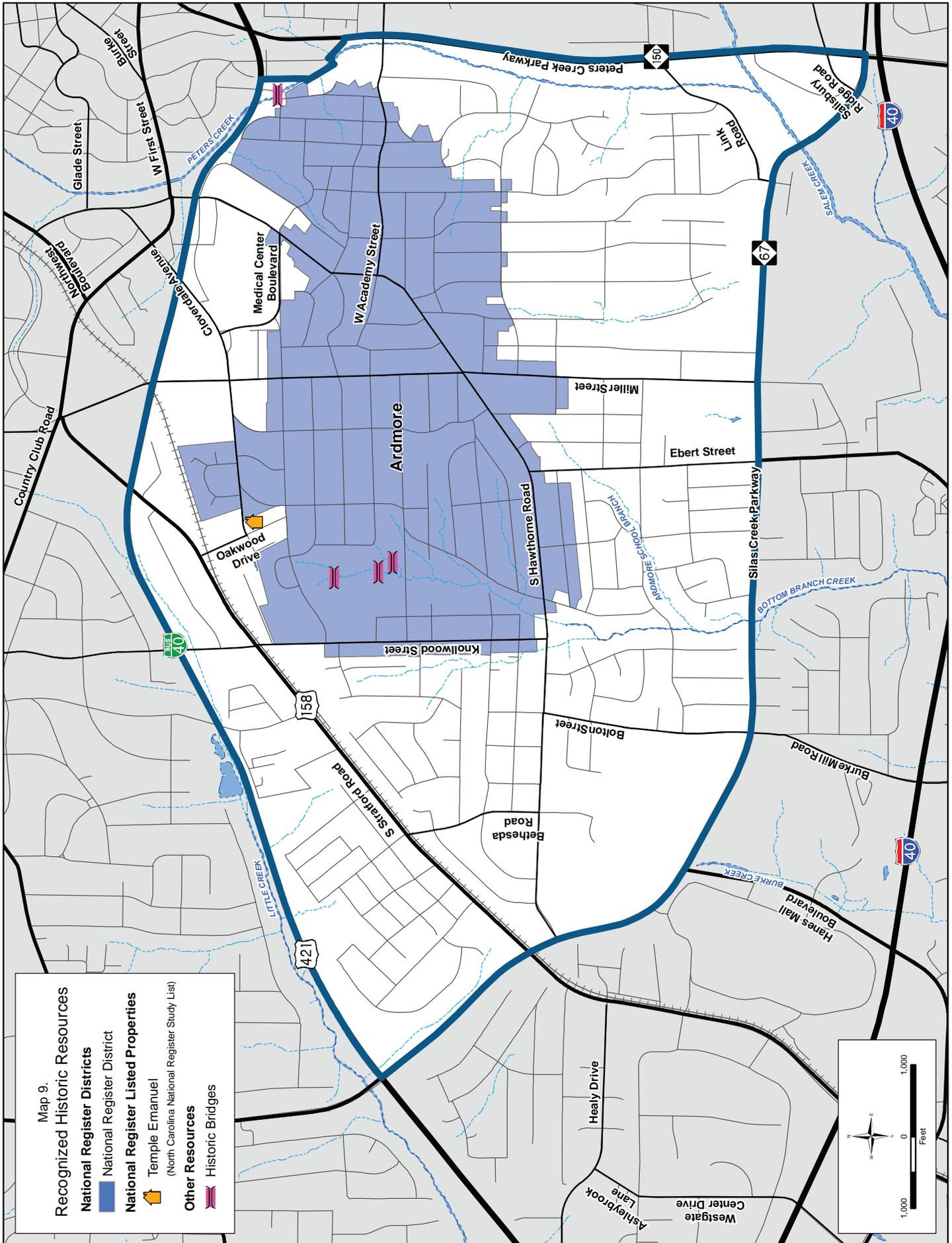
- Encourage property owners to research and recognize the history and significance of their properties and neighborhoods.
- Encourage property owners to seek National Register and Local Historic Landmark designation for eligible properties.
- Assist property owners in the Ardmore Historic District seeking federal and State funding or federal income tax benefits.

### OTHER RECOMMENDATIONS

- Measure the level of interest in the neighborhood for a local Historic Overlay (HO) Zoning District for the Ardmore Historic District, which would require property owners to follow adopted guidelines when making exterior changes to their property. Pursue HO designation if there is significant property owner support.
- Pursue funding the restoration of the Sidestown Cemetery. Restoration should include stabilization of existing markers, replication of lost markers, identification signs, on-site mapping of graveyard for education purposes, and site maintenance and beautification.
- Preserve the historic significance and unique character of the Hanestown Mill Village where feasible.



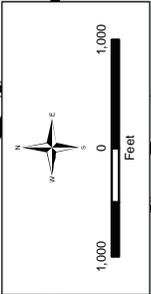
A Bungalow in Ardmore



Map 9.

**Recognized Historic Resources**

- National Register Districts**
- National Register District
- National Register Listed Properties**
- Temple Emanuel  
(North Carolina National Register Study List)
- Other Resources**
- Historic Bridges



## ECONOMIC DEVELOPMENT



### RECOMMENDATIONS

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Economic development can be defined as the creation and/or retention of jobs and increase in the tax base that improve or enhance the economic welfare of a community and its citizens. *Legacy 2030's* goal for economic development is to attract environmentally-sensitive new businesses and expand existing large and small businesses to provide a broad range of employment opportunities and a high quality of life for people living and working in Forsyth County. Economic development efforts should be compatible with existing development and should include improvements to existing facilities as well as news businesses. Areas recommended for future commercial and mixed-use development are shown on the Proposed Land Use Map (see **Map 6** on **page 25**).

### GENERAL RECOMMENDATIONS

- Support balanced, compatible economic development by the private and public sector.
- Encourage technologically-advanced, high-quality, environmentally-sustainable businesses and industries to locate or expand in the plan area.
- Focus commercial and mixed-use development in planned commercial/mixed-use areas and activity centers where transportation and utilities exist or are planned.
- Rezone land for mixed-use development in a manner consistent with this plan's proposed land use recommendations.
- Encourage and support the redevelopment/rehabilitation of existing older/underutilized commercial sites.
- Identify funding sources to implement economic development initiatives including energy-efficient, high-technology businesses/industries.
- Direct public improvements and funding to designated activity centers, industrial sites and to other potential economic development opportunity areas identified in the plan.
- Consider expanding the funding of the Revitalizing Urban Commercial Areas (RUCA) program to include the Ardmore Village Activity Center in the future.
- Recognize and support business opportunities associated with the growing diversity of cultures.
- Support community/business opportunities such as business watch programs. Explore bringing back a merchants association.
- Market and hold workshops to promote City business training and building rehabilitation loan programs for the

purchase or rehabilitation of structures to local/potential merchants, particularly in designated activity centers.

- Expand the funding of the RUCA Program to include the Ardmore Village Activity Center.

## ENVIRONMENTAL



### RECOMMENDATIONS

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The preservation and enhancement of our environmental resources results in a high quality of life for Forsyth County residents. *Legacy 2030* calls for the protection of watersheds, wetlands, natural areas and streams throughout the county. Clean water, air, and the scenic beauty of the plan area should be maintained. Of particular concern is the loss of tree canopy in the area and the need to protect the county's many creeks from pollution and its floodplains from inappropriate development.

### GENERAL RECOMMENDATIONS

- Manage development pressure to preserve environmentally-sensitive areas, forested areas, wildlife habitats, agricultural lands and scenic areas.
- Encourage the donation of easements to preserve and protect high-quality natural and scenic areas.
- Encourage land owners to use Best Management Practices for stormwater protection.
- Encourage sustainable development of land and buildings.
- Improve or preserve the water quality of area creeks by protecting the natural stream corridors.
- Support organizations and programs that educate residents on environmental issues.
- Preserve stream buffers and look for opportunities for reducing impervious surface to improve water quality.
- Establish a cooperative program between area businesses, residents, and the City to clean and maintain Peters Creek, as well as other streams in the area.
- Encourage the use of Low Impact Development (LID) techniques to manage stormwater as close as possible to its source. Sustainable stormwater practices include bioretention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable pavement.
- Carefully evaluate potential sites for development and re development that may have been affected by environmental contamination in the plan area. This would be particularly appropriate for residential, institutional, and public gathering uses on sites near current and former heavy industrial operations with documented environmental hazards.

# Implementation Schedule



Note: The recommendations of this plan serve as a guide to future action and decision making and are not a commitment to funding. Funding for specific projects/actions will be allocated by the Winston-Salem City Council or Forsyth County Commissioners based on the availability of funding and consideration of priorities.

ACTION/PROJECT	RESPONSIBLE AGENCY	TIMING*
<b>LAND USE RECOMMENDATIONS (pages 19-43)</b>		
Follow Proposed Land Use Plan, land use policies, and Special Land Use Condition Areas. Ensure that future land use changes do not negatively affect new and existing neighborhoods.	CCPB, WSCC	Ongoing
<b>TRANSPORTATION RECOMMENDATIONS</b>		
<b>Road and Bridge Improvements (page 44)</b>		
Replace Salisbury Ridge Road Bridge over Peters Creek Parkway/NC 150	NCDOT	Short Range
Support proposed improvements to Peters Creek Parkway corridor.	WSDOT, PCCI	Medium Range
<b>Pedestrian Improvements (page 46)</b>		
Build sidewalks on the following streets as recommended in the <i>Pedestrian Facilities Plan</i> and planned by the Safe Routes School Program and 2014 Bond Referendum: <ul style="list-style-type: none"> <li>- Peters Creek Parkway</li> <li>- South Stratford Road</li> <li>- Hawthorne Road</li> <li>- Silas Creek Parkway</li> <li>- Cherokee Lane</li> <li>- Ebert Street</li> <li>- Miller Street</li> <li>- Deborah Lane</li> <li>- Madison Avenue</li> <li>- Watson Avenue</li> </ul>	WSDOT	Immediate Ongoing
Complete the next phase of pedestrian infrastructure improvements outlined in the <i>Cloverdale Avenue Pedestrian Design Study</i> .	WSDOT	Short Range
Review identified sidewalk projects under the City's sidewalk priority funding system.	WSDOT	Assessed Annually
<b>Bicycle Improvements (page 47)</b>		
Add bike lanes on the following streets as recommended in the <i>Winston-Salem Urban Area Bicycle Plan</i> : <ul style="list-style-type: none"> <li>- Academy Street</li> <li>- Hawthorne Road</li> <li>- Miller Street</li> <li>- Bolton Street</li> <li>- Knollwood Street</li> <li>- Lockland Avenue</li> </ul>	WSDOT	Immediate
<b>Urban Circulator and Light Rail (page 47-48)</b>		
Continue taking steps to implement the PART regional light rail line.	PART	Long Term
Identify funding sources and continue work on implementing the proposed urban circulator.	WSDOT, CCPB, WSCC	Short Term

\*Timing: Immediate: 1 to 2 years, Short Range: 3 to 5 years, Medium Range: 6 to 10 years, Long Range: 10 years or more, Ongoing: No established completion date

# Implementation Schedule



ACTION/PROJECT	RESPONSIBLE AGENCY	TIMING*
<b>Growth Corridors (page 47)</b>		
Improve all identified growth corridors by adding pedestrian and bicycle facilities, making landscape improvements, and reducing lanes where feasible.	WSDOT	Ongoing
Develop activity centers along growth corridors as transit-oriented, high-density, mixed-use nodes.	CCPB, WSCC, WSDOT	Ongoing
<b>COMMUNITY FACILITIES RECOMMENDATIONS</b>		
<b>Parks and Recreation Facilities (pages 49)</b>		
Complete proposed improvements to Miller Park.	WSRP	Immediate
Develop a master plan for Hanestown Park.	WSRP	Immediate
<b>Greenways (page 49)</b>		
Obtain easements for Silas Creek Greenway Extension and begin design work.	WSENG, WSDOT, WSRP	Short Range
Work with surrounding neighborhoods on potential connectors to the Salem Creek Greenway Extension and future bicycle and pedestrian amenities along Peters Creek Parkway and Business 40.	WSENG, WSDOT, WSRP	Short Range
<b>HOUSING and COMMUNITY DEVELOPMENT RECOMMENDATIONS (pages 51-52)</b>		
Maintain and improve the quality of housing stock in the planning area.	CBD, Neighborhood Associations, Property Owners	Ongoing/ Immediate
Encourage development of identified residential opportunity areas.	Nonprofit and For-Profit Developers	Ongoing/ Immediate
Incorporate traditional neighborhood design principles in infill development and redevelopment, where feasible.	CCPB, WSCC	Ongoing
Market the City's programs for rehabilitation and homeownership.	CBD	Ongoing/ Immediate
Support efforts to preserve affordable housing in the plan area, especially where residents can walk to grocery stores and employment centers.	CCPB, WSCC	Ongoing/ Immediate
Support private efforts to revitalize the Bowman Square Townhouses on Crafton Street and turn them into owner-occupied units. Support private efforts to rehabilitate the Marlboro Apartments at the intersection of Academy Street and Hawthorne Road.	CBD, CCPB, WSCC	Ongoing/ Immediate
<b>DESIGN and APPEARANCE RECOMMENDATIONS (pages 52-54)</b>		
Encourage site and building improvements for older and underutilized commercial sites.	CBD, CCPB, WSCC	Ongoing
Enhance the physical appearance of the commercial districts identified in the plan area's activity centers by rehabilitating existing buildings and sites to support a walkable and a visually appealing community.	WSDOT, CCPB, WSCC	Ongoing
Refer to the area plan design guidelines when reviewing zoning requests and site plans in the plan area.	CCPB, WSCC	Ongoing
Promote the use of public art that reflects local cultures in public spaces such as parks, recreation centers, and other public spaces where residents gather.	WSCC	Ongoing

\*Timing: Immediate: 1 to 2 years, Short Range: 3 to 5 years, Medium Range: 6 to 10 years, Long Range: 10 years or more, Ongoing: No established completion date

# Implementation Schedule



ACTION/PROJECT	RESPONSIBLE AGENCY	TIMING*
Explore the use of zoning overlay districts to ensure good site planning, sensitive design, and to promote continuity in the design of growth corridors.	CCPB, WSCC	Ongoing
Develop growth corridor master plans for improvements taking into account the unique character of each corridor, or for different segments of the same growth corridor.	CCPB, WSCC	Long Range
<b>HISTORIC PRESERVATION RECOMMENDATIONS (page 54)</b>		
Retain existing historic resources.	CCPB, Property Owners	Ongoing
Recognize buildings, events or areas of historical, cultural or architectural significance with signage, plaques or markers.	CCPB, HRC	Ongoing
Initiate public outreach on the benefits of preserving historic resources.	CCPB, HRC	Ongoing
Encourage property owners to seek National Register and Local Historic Landmark designation for eligible properties.	CCPB, HRC	Ongoing
Measure the level of interest in the neighborhood for a local Historic Overlay (HO) Zoning District for the Ardmore Historic District.	CCPB, HRC	Ongoing
Pursue funding the restoration of the Sidestown Cemetery.	CCPB, HRC	Ongoing
Preserve the historic significance and unique character of the Hanestown Mill Village where feasible.	CCPB, HRC	Ongoing
<b>ECONOMIC DEVELOPMENT RECOMMENDATIONS (page 56)</b>		
Support balanced, compatible economic development by the private and public sector in the planning area.	CBD, CCPB, WSCC	Ongoing
Encourage and support the redevelopment/rehabilitation of older/underutilized commercial sites.	CBD, CCPB, WSCC	Ongoing
Expand the funding of the RUCA Program to include the Ardmore Village Activity Center.	WSCC, CBD	Ongoing
Encourage technologically-advanced, high-quality, environmentally-sustainable businesses and industries to locate or expand in the plan area.	CBD, WSCC	Ongoing
<b>ENVIRONMENTAL RECOMMENDATIONS (page 56)</b>		
Manage development pressures to preserve environmentally-sensitive areas, forested areas, wildlife habitats, agricultural lands and scenic areas.	WSRP, CCPB, WSCC	Ongoing
Encourage the donation of easements to preserve and protect high-quality natural and scenic areas.	PLC, CCPB, WSCC	Ongoing
Carefully evaluate potential sites for development and redevelopment that may have been affected by environmental contamination in the planning area.	NCDENR, Nonprofit and For-profit Developers	Ongoing
Establish a cooperative program between area businesses, residents, and the City to clean and maintain Peters Creek, as well as other streams in the area.	WSCC, NCDENR, Property Owners	Immediate

\*Timing: Immediate: 1 to 2 years, Short Range: 3 to 5 years, Medium Range: 6 to 10 years, Long Range: 10 years or more, Ongoing: No established completion date

# Implementation Schedule



## Abbreviations Used:

<b>CBD</b>	<b>Winston-Salem Community and Business Development Department</b>	<b>PCCI</b>	<b>Peters Creek Community Initiative</b>
<b>CCPB</b>	<b>City-County Planning Board</b>	<b>PLC</b>	<b>Piedmont Land Conservancy</b>
<b>HRC</b>	<b>Winston-Salem/Forsyth County Historic Resources Commission</b>	<b>WSCC</b>	<b>Winston-Salem City Council</b>
<b>NCDENR</b>	<b>North Carolina Department of Environment and Natural Resources</b>	<b>WSDOT</b>	<b>Winston-Salem Department of Transportation</b>
<b>NCDOT</b>	<b>North Carolina Department of Transportation</b>	<b>WSENG</b>	<b>Winston-Salem Engineering Department</b>
		<b>WSRP</b>	<b>Winston-Salem Recreation and Parks Department</b>



Ardmore Village Activity Center

# Appendix A. Road Classifications and Features



## Road Types

Streets and highways are classified as part of the Comprehensive Transportation Plan (CTP) to identify their function as part of an overall network.

- **Interstate Highways** are controlled-access facilities with four or more lanes carrying traffic between cities and states.
- **Expressways** are usually controlled-access facilities with four or more lanes that provide fast and efficient movement of large volumes of traffic.
- **Boulevards** function as traffic arteries and may have multimodal elements, such as bus stops, bike lines, and sidewalks.
- **Thoroughfares** function as the primary traffic arteries or arterials of a community.
- **Major Thoroughfares** move traffic both within cities and between cities, and may also provide access to abutting properties. They range in size from two lanes to six lanes.
- **Minor Thoroughfares** converge traffic from collector and local streets to move it to major thoroughfares or highways.
- **Collector** streets carry traffic from local streets to thoroughfares in addition to providing access to adjoining property.
- **Local** streets are used predominantly to provide access to abutting property.

Interstate Highways	Current Cross Section	2013 Average Daily Traffic	2035 Estimated Volume	Current Road Capacity	Road Width	Future Cross-Section
Business 40 (US 421)	4-lane with median	59,000 - 64,000	70,600 - 80,200	61,400 - 63,600	48	Adequate 4-lane divided
Expressways	Current Cross Section	2013 Average Daily Traffic	2035 Estimated Volume	Current Road Capacity	Road Width	Future Cross-Section
Peters Creek Parkway	6-lane with median	28,000 - 29,000	33,000 - 50,800	43,000 - 48,400	72	Adequate plus sidewalk; 4-lane divided
Silas Creek Parkway	4-6 lanes with median	23,000 - 62,000	32,300 - 67,100	30,100 - 48,400	72	Adequate plus sidewalk
Boulevards	Current Cross Section	2013 Average Daily Traffic	2035 Estimated Volume	Current Road Capacity	Road Width	Future Cross-Section
S. Stratford Road	4-5 lanes	22,000 - 28,000	31,500 - 37,000	26,900	44 - 67	4-lane divided with raised median, curb & gutter, widened outside curb lanes with sidewalks
Major Thoroughfares	Current Cross Section	2013 Average Daily Traffic	2035 Estimated Volume	Current Road Capacity	Road Width	Future Cross-Section
Knollwood Street (Business 40 to S. Stratford Road)	5-lane	16,000 (2005)	33,000	23,900	44 - 60	Adequate with sidewalk
Minor Thoroughfares	Current Cross Section	2013 Average Daily Traffic	2035 Estimated Volume	Current Road Capacity	Road Width	Future Cross-Section
W. Academy Street	2-lane	7,000 - 11,000	13,000 - 16,000	10,500	32 - 34	Adequate with bike lane
Bethesda Road	2-3 lanes	6,400	6,900 - 14,900	14,600 - 15,600	28 - 36	Adequate plus sidewalk - 3-lane, curb & gutter, wide outside lanes with sidewalks
Bolton Street (S. Hawthorne Road to Silas Creek Parkway)	2-lane	8,700 - 10,000	11,600	16,100	40	Adequate plus sidewalk

# Appendix A. Road Classifications and Features



Minor Thoroughfares	Current Cross Section	2013 Average Daily Traffic	2035 Estimated Volume	Current Road Capacity	Road Width	Future Cross-Section
Cloverdale Avenue	2-5 lanes	4,800 - 15,000	12,600 - 25,700	12,700 - 26,900	36 - 73	Adequate plus sidewalk - 3-4-lane, curb & gutter, wide outside lanes with sidewalks
Ebert Street	2-lane	4,700 - 5,200	9,400 - 9,700	16,100	22 - 34	Adequate plus sidewalk - 3-lane, curb & gutter, wide outside lanes with sidewalks
S. Hawthorne Road	2-3 lanes	11,000 - 19,000	13,600 - 30,300	14,600 - 46,000	34 - 66	Adequate plus sidewalk
Knollwood Street (S. Stratford Road to S. Hawthorne Road)	2-lane	5,800 - 7,300	11,300 - 13,500	10,500 - 13,400	30	Adequate plus sidewalk
Link Road	2-lane	6,100	6,700	16,100	36	Adequate plus sidewalk
Medical Center Boulevard	3-lane	8,700	5,100	16,100	36 - 48	Currently Adequate
Miller Street	2-5 lanes	7,600 - 15,000	2,300 - 19,100	10,500 - 23,900	30 - 56	Adequate plus sidewalk
Oakwood Drive (S. Stratford Road to Cloverdale Avenue)	3-lane	3,600 - 9,000	11,500	16,100	40	Currently Adequate
Queen Street (Medical Center Boulevard to S. Hawthorne Road)	2-3 lanes	9,200	10,600	11,100	30 - 48	Currently Adequate

## List of Existing Collector Streets

Ardsley Street	Oakwood Drive (Cloverdale Avenue to Queen Street)
Bolton Street (Maplewood Avenue to S. Hawthorne Road)	Queen Street (Cloverdale Avenue to Medical Center Boulevard)
Cherokee Lane	Queen Street (S. Hawthorne Road to S. Sunset Drive)
Crafton Street	Ricks Drive
Executive Park Boulevard	Seneca Street
Hutton Street	S. Sunset Drive
Lockland Avenue	Trenwest Drive
Magnolia Street	Westover Drive
Mail Boulevard	S. Westview Drive
Maplewood Avenue	

# Appendix B. Recognized Historic Resources



Significant Historic Resources			
Name	General Location	Date	Survey Site Number
<b>National Register Districts</b>			
Ardmore - Winston Salem [NR]	Roughly bounded by Knollwood, Queen, Duke and Ardsley Streets	1910 - 1956	FY02614
<b>Individually Listed Properties</b>			
Temple Emanuel [SL]	201 Oakwood Drive	1952, 1972, 2002	FY04114

Abbreviations Used:			
NR	National Register of Historic Places	SL	North Carolina National Register Study List



Ardmore Historic District

# Appendix C. Design Guidelines for Multifamily Developments



Multifamily developments are and will continue to be an important component of the community's housing stock. Additionally, well designed multifamily housing can add to the character of a neighborhood, increase pedestrian activity, reduce automobile trips, and support transit.

To create multifamily developments that are better integrated into the community and that support and encourage walking, the following features should be incorporated into new multifamily developments, where feasible:

- A connected street network;
- Buildings oriented to the street and with entrances on the street;
- Building façade articulation;
- Architecture that is compatible with the surrounding context;
- Reduced building height and mass where multifamily buildings are adjacent to single-family development;
- The use of small parking areas instead of large surface parking lots;
- Parking lots placed to the side or rear of buildings so they do not dominate the streetscape;
- The use of street and parking area trees and other landscaping;
- Parking lots that are well lit and visible from windows and doorways to help increase their safety and discourage crime;
- The use of on-street parallel or angled parking where appropriate;
- A sidewalk and/or pedestrian and bicycle trail network;
- Open space that is accessible, safe, and functional;
- Private outdoor space (e.g., courtyards or decks);
- Garages located to the rear of the building, along an alley, or recessed from the front.



Attractive Balconies



Façade Articulation



Sidewalks



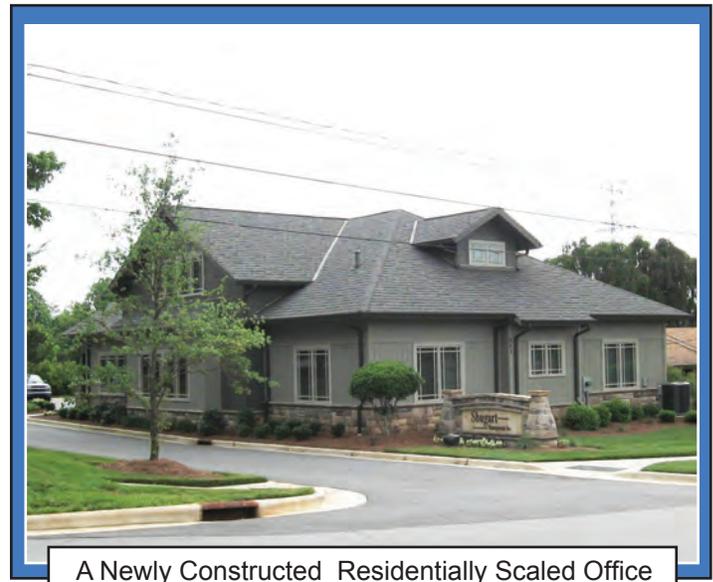
On-Street Parking

# Appendix D. Guidelines for Conversion of Existing Homes to Office or Commercial Uses

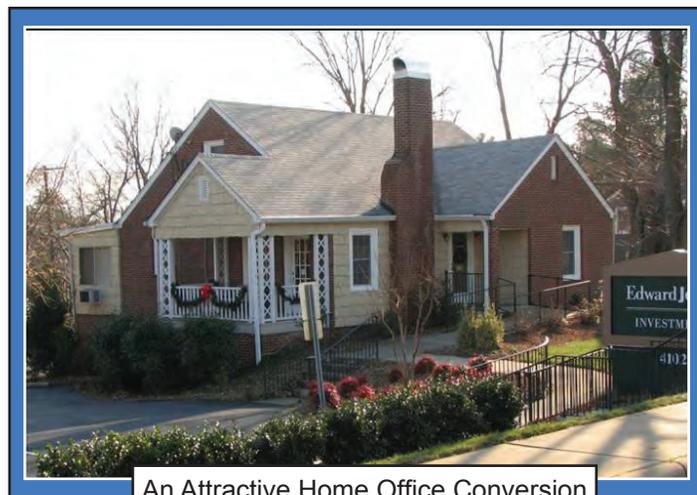


## BUILDING INTEGRITY

- The exterior appearance of existing single-family homes should be kept as intact as possible and the residential character of the street should be preserved.
- New residentially scaled office buildings should be no larger than 4,000 square feet in size.
- Existing porches should not be enclosed. If enclosure is necessary, use transparent materials, such as glass or screening installed behind the original railing and/or columns.
- Design handicapped features so there is minimal visual impact on the existing structure.
- Locate exterior stairs to the side or the rear structures.
- Locate mechanical equipment to the side or rear of structures.
- Locate trash containers and metal outbuildings in the rear yard and screen from adjacent properties.



A Newly Constructed Residentially Scaled Office



An Attractive Home Office Conversion

## PARKING

- New parking areas should be designed to have a minimal impact surrounding properties.
- Locate new parking areas to the side or rear of buildings.
- Screen parking areas from public view.
- Retain existing vegetation, such as mature trees, and incorporate them into the parking lot design.
- Share driveways, whenever practical, to minimize curb cuts.
- Include cross-access easements to adjacent properties, where possible.

## ACCESS

- Entrances and steps of existing buildings serve as an important first view of the property and should be preserved as they were originally built.
- The main entrance should face the street.

## SIGNAGE

- Signs should be designed to be graphically simple, compatible with the building's architecture, and limited in size and location to a small panel near the building's entrance.
- Internally illuminated signs are not recommended .

## LIGHTING

- Soft, indirect lighting is recommended. Lighting should not cast direct light on adjacent property.

## LANDSCAPING

- Landscaping should be used to buffer office uses from residential development.
- Landscaped areas should be well maintained.
- Prune trees judiciously to maintain their health and to maintain the visual integrity of the streetscape.

# Appendix E. Design Guidelines for Office/Low-Intensity Commercial Developments



## DESIGN GUIDELINES

### Building Placement

- New building frontages and main entrances should face the main street for continuity of building façades along the corridor.

### Building Scale and Proportion

- New buildings should echo the proportions, rhythm, scale, and visual integrity of surrounding buildings to maintain existing patterns in the built environment.

### Building Materials

- Preferred building materials include brick and wood.
- Artificial brick or stone, vinyl and aluminum siding, exposed and painted concrete blocks or cinder blocks, and plate glass walls are not recommended.

### Façades

- The building's façade should enhance the pedestrian environment through the use of architectural features such as porches, columns, and cornices.
- Solid walls and blank exterior façades are discouraged.

### Canopies and Awnings

- Canopies and awnings should be used to complement the streetscape and surrounding buildings.
- Awnings or other devices may be installed for solar protection and to emphasize the human scale of the ground-level spaces.

### Color

- Earth tone colors are encouraged; bright colors should only be used as accents.

### Outside Storage

- Outdoor storage should be permitted only if screened from view from the main road.
- Outdoor storage areas should not occupy an area larger than one half of the area covered by the principal use.

### Loading/Unloading and Garage Bays

- All loading areas and garage bays should be screened from public view from the main road.

### Off-Street Parking

- Parking areas should be located to the side and rear of buildings.
- For corner lots, parking areas are not recommended on the streetside corner of the lot.
- New parking lots should be designed to minimize their effects on the existing streetscape.
- Areas of circulation and parking need to be clearly defined using appropriate markings and materials.
- Large expanses of paving should be divided into smaller components with interior planting areas.

### On-Site Utilities

- All public utilities and related facilities, including heating, ventilation and air conditioning (HVAC) units, on ground and rooftop mechanical systems, and dumpsters, should be screened and located so as to not be visible from the public right-of-way.

### Site Amenities

- Site furnishings, such as bollards, seating, trash containers, tree grates, special features, fencing, and lighting to enhance pedestrian areas should be considered.

### Architectural Characteristics

Office/Low Intensity Commercial development should include the following additional architectural characteristics:

- Display windows at street level;
- Lighting in all display windows;
- The use of cornice canopies, balconies, and arcades to delineate between the street level and upper levels; and
- Larger buildings broken into smaller-scale components at the street level.



Attractive low-intensity office/commercial development with urban form

# Appendix F. Guidelines for Institutional Expansions



Institutional uses, such as schools, churches, community health clubs and organizations, nonprofit agencies, and governments, are often integrated into surrounding residential neighborhoods. For this reason, institutions seeking to expand their facilities need to carefully examine how their plans may impact nearby residences. Institutions are valued land uses and should be permitted to grow; however, a balance between existing neighborhoods and institutional uses, which often serve a larger community, should be maintained.

Institutional expansion in established neighborhoods may be more expensive as site options are likely to be more limited than in undeveloped areas, and may sometime necessitate creative solutions. Adaptive rehabilitation of existing structures, construction of sub-floors or underground parking, establishment of satellite facilities or parking areas, and development of multiuse or shared facilities may be necessary to grow compatibly with surrounding neighborhoods. The following guidelines are meant as a starting point when institutions are considering expansion.

## GENERAL RECOMMENDATIONS

- Institutions are strongly encouraged to involve community residents, neighborhood associations, and City/County staff in the development of their master plans.
- Prior to seeking property rezoning, special use approvals, demolition permits, or major building permits, area institutions should work with neighborhood associations and residents to discuss the proposed project. In the absence of an association or organization of neighbors, institutions should contact and work with immediate and peripheral property owners that may be effected by proposed work.
- When condemnation of property for acquisition or expansion is considered, an open public process should be initiated by the public entity in conjunction with local government prior to any decision to condemn property. All public entities capable of condemnation should follow an open public review process inclusive of local, State, and federal government; local schools and public learning institutions; and collective development authorities.
- Application of the Limited Campus Use (LCU) provision of the UDO is preferred as an alternative to rezoning to the Campus (C) District when institutions desire to expand into nearby residential areas. LCUs are residential and office uses associated with institutions that generate limited traffic and have minimum impacts on surrounding neighborhoods. They are permitted in residential zoning

districts with conditions to assure that new uses are compatible with surrounding uses. See **page 40** for specific LCU recommendations in the Wake Forest Baptist Medical Center Activity Center.

- Rezoning of residential property for higher density residential or nonresidential institutional development should be considered only when appropriate vacant or underutilized land is not available, when vacant or underutilized nonresidential buildings are not available, or when the area is not a part of an established neighborhood.
- Reuse of existing structures is strongly encouraged. Historic structures, particularly those designated as local historic landmarks, should be adaptively reused or relocated to an appropriate site in the neighborhood.
- Rehabilitation of existing structures, particularly when those structures are historic in nature, should focus on maintaining the historic character of the structure and its surroundings. This should include limited use of artificial or replacement components (such as artificial sidings, windows, etc.); avoidance of enclosing or removing original porches or vestibules; and retention of significant architectural features such as dormers, columns, rails, window and door details, and chimneys.
- Conversion of public parkland for exclusive use by private institutions is strongly discouraged.
- Before considering the addition of new parking areas and locations, institutions should work with the neighborhood and other adjacent institutions to determine the ability for timesharing parking areas.
- The construction of compatible parking decks is preferable to multiple or large expanses of surface parking.
- On-street parking in residential areas should be designed to better accommodate non-institutional residents. The establishment of permitted parking and time limits for parking should occur wherever institutional uses affect residential streets. Enforcement of parking restrictions should be a task of institutional security operations in addition to governmental enforcement measures.
- Road or alley closures to accommodate institutional expansions should only be considered after a thorough public review process and only if the road closure will not isolate portions of a neighborhood, will not remove a traditionally significant access point into an area, or will not result in historic structures being removed from their street-oriented context.

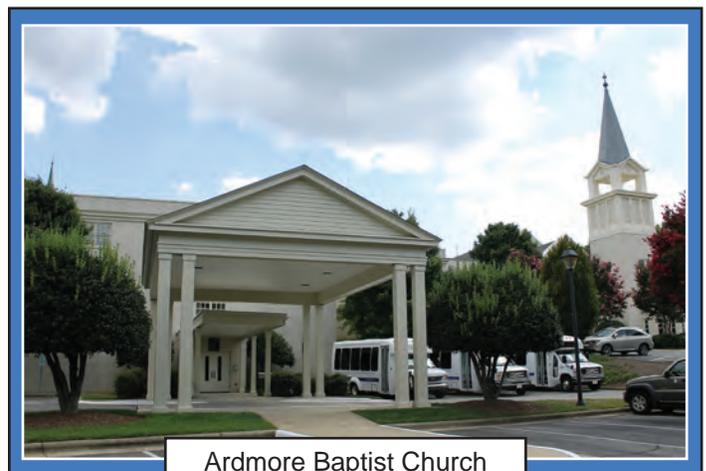
## SITE DESIGN RECOMMENDATIONS

- Site design should repeat site patterns already established in the neighborhood, retain existing positive features (trees, stone/brick walls, substantial shrubbery) whenever possible, and retain mature trees.
- Oversized structures or intense uses should be located away from residential areas or screened with vegetation.
- Operational facilities associated with institutions should be designed and maintained to the same standards as public areas when located in neighborhoods or are visible from roadways.
- Service components, such as trash dumpsters, mechanical equipment, and loading docks, should be screened from public view.
- Heat pumps, air conditioners, and other noise producing equipment should be chosen for quiet operation. To limit effects on surrounding residential uses, equipment should be located away from residential uses (such as on the top of structures) or surrounded by vegetation.
- Parking areas should be located to the rear or to the sides of buildings and should be attractively screened with fences and plantings designed to be compatible with the surrounding neighborhood. Large expanses of paving should be divided into smaller components with interior planting areas and alternating materials (brick paver areas, staining, etc.).
- Sidewalks should be maintained for safety and their widths and materials should blend with the neighborhood.
- Public street furniture and lighting fixtures should be designed to blend with or enhance the surrounding streetscape. The use of period lighting is encouraged over contemporary street lighting when placed in historically designated areas.
- Fences and walls should use traditional materials, such as brick, stone, cast iron, or wood. The height, scale, design and location of fences or walled areas should not adversely affect the character of the surrounding area (such as chain link fencing, razor wire, or exposed concrete block). Fences or walls that create a fortress-like environment are strongly discouraged.

## NEW CONSTRUCTION RECOMMENDATIONS

New construction adjacent to residential areas should complement the character of the surrounding neighborhood. The following guidelines should be followed:

- New construction should conform to established spacing and lot coverage patterns of the neighborhood whenever possible.
- Setbacks for new construction should be consistent with existing buildings on the street. The setback should be within 20 percent of the average setback along the block.
- New construction should face the same direction as existing buildings on the block.
- The height of new construction should be consistent with existing structures on the block. The height should be within 30 percent of the average height of structures in the block.
- The scale of new construction should be compatible with surrounding structures in the neighborhood.
- New construction should be compatible in basic shape and form with surrounding buildings on the street.
- Roof form and pitch should be similar to that of surrounding buildings on the block; roofing materials should be compatible with those of surrounding buildings.
- Architectural design components (cornices, lintels, foundations, window patterns) should provide a sense of unity and cohesion with the surrounding buildings on the street.
- Exterior materials (such as wood, brick, stone, and stucco) and textures should be compatible with surrounding buildings. Modern materials may be used as alternatives to prevalent traditional materials; however, oversized brick, exposed concrete blocks, glass block, and plate glass walls should be avoided if such materials are not prevalent on surrounding structures. Exterior colors should blend with surrounding natural and built features.



## City of Winston-Salem

Adopted on August 1, 2016

**Allen Joines**  
Mayor

**\* Dan Besse**  
Southwest Ward

**Jeff MacIntosh**  
Northwest Ward

**Vivian H. Burke**  
Mayor Pro Tempore, Northeast Ward

**Robert C. Clark**  
West Ward

**Derwin L. Montgomery**  
East Ward

**Denise D. Adams**  
North Ward

**Molly Leight**  
South Ward

**James Taylor, Jr.**  
Southeast Ward

**Lee Garrity**  
City Manager

\*City Council Representative for portions of the Planning Area

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**Donald Martin**  
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**Richard V. Linville**  
**Ted Kaplan**

**Walter Marshall**

**Gloria D. Whisenhunt**

**J. Dudley Watts, Jr.**  
County Manager

**Everette Witherspoon**

## City-County Planning Board

Recommended on May 12, 2016

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**Allan Younger**  
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For more information about the  
**Southwest Winston-Salem Area Plan Update**

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