

*This annual report is required under the Planning Board's established procedures, and covers the July 1, 2010-June 30, 2011 fiscal year.*

Established under special enabling legislation that authorized the Board in 1947, the City-County Planning Board (CCPB) is the longest standing joint planning operation between a city and county in North Carolina. The Board is comprised of nine citizens appointed jointly by the Forsyth County Board of Commissioners and the Winston-Salem City Council.

This year, the Board welcomed a new member, Allan Younger. Mr. Younger will serve out the remaining term of former Board Member Arthur King.

Mr. King, a member since 2006, resigned his position after being appointed to the Housing Authority of Winston-Salem Board of Commissioners. Known for his thoughtful and thorough consideration of each item presented to the Planning Board, Mr. King will be truly missed for his contributions to the betterment of our community.

## 2010-11

### Planning Highlights

- *Legacy 2030 Update* begins
- Area Plans being completed
- New ways of public outreach
- Center City development and preservation planning
- Regional planning initiatives
- Expansion of mapping



Citizens attend a series of Community Input Sessions to learn more about the *Legacy 2030 Update*

During this year, Arnold King was reelected as Chairman, and L. Wesley Curtis, Jr. was elected Vice Chairman filling the vacancy left by Arthur King. The Board generally meets twice each month or more often, as the need arises. Board members continued their practice of allowing for extra meeting time to better understand various initiatives and issues such as the update to the *Legacy Comprehensive Plan*.

In June 2010, the Planning Board adopted the 2010-11 work program, which is used to guide future Planning staff activities. A major component of the Board's work program is defined by the adopted comprehensive plan for the city and county, *Legacy*, and this year marked the kickoff of the *Legacy 2030 Update*. The Planning Board and staff also perform other planning duties as requested by the City of Winston-Salem, Forsyth County, and the smaller municipalities of Forsyth County.

Planning staff consists primarily of professional planners who are assisted by two (2) administrative support positions. The 2010-2011 year commenced the year with a 27-person staff. This staffing level was reduced by one on May 1 when Deputy Director Glynis Jordan retired. Glynis excellently managed our budget over the past seven years as well as our work program and annual reports. She took a keen interest in figuring out ways to better tell our story to the public. She instituted things like our bi-monthly newsletter, the *Today's Tomorrow* program on TV13, and extra publicity for the 2010 Census and the *Legacy* update. Glynis pushed to elevate community character initiatives such as historic preservation and public art, and she initiated efforts to get agencies to start talking together and coordinate on UDO text amendments and street addressing and naming. Glynis added much to our organization and community through her work here.

The following narrative describes the work of the Planning Board and its staff during the 2010-11 fiscal year and can be summarized as falling under several general categories: *Legacy 2030 Update*, Area Plans, Text Amendments, Public Education, Economic Development, Historic Preservation Planning, Community Appearance, Other Specialized Planning Efforts, Development Review Activities, and Administrative Matters.



## LEGACY 2030 UPDATE

Since the adoption of the 2001 *Legacy Plan*, many of its original action items have been accomplished. However, new issues and trends have emerged in Forsyth County and the nation, as a whole. Most important is our continued population growth. Forsyth County can expect to see 120,000 additional people by 2030, bringing our total population to almost half a million. With only 62,000 acres of developable land left, the challenge is accommodating this growth while maintaining our current quality of life.

The Planning Board began the process of answering that challenge and more with the April 26 kickoff of the *Legacy 2030 Update*, held at the new Milton



Rhodes Center for the Arts in downtown Winston-Salem. Well over 150 Forsyth County residents participated, giving their input on how they think our community should grow.

The next public input meetings focused on the specific subjects of Land Use, Transportation, Economic Development, Environmental Quality/Sustainability, Health/Social Equity and Community Character, and took place at Winston-Salem State University's Anderson Center on June 7. Around 70 citizens learned about the many ways the *Legacy 2030 Update* will help shape our community over the next 20 years, and, in turn, how their own vision can help shape the plan. So far, Planning staff has collected hundreds of written and spoken comments and continue to do so on the *Legacy* web site.

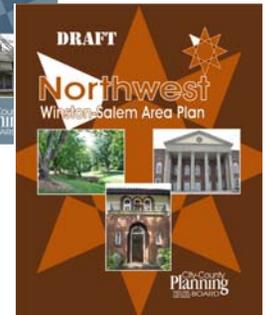
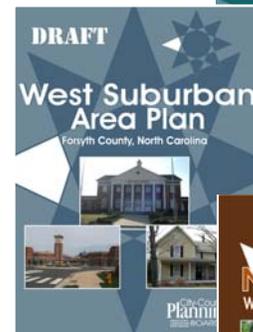
Commenting is still open and citizens are encouraged to share their thoughts and ideas. The next *Legacy Update* community input session will take place in the Winston Room at Joel Coliseum, Tuesday, September 20, from 6:00-8:00 p.m. Participants will discuss the plan's three geographic chapters: Downtown & Center City, Neighborhoods & Small Towns, and Rural Character.

## AREA PLANS

Planning staff began work on three new Area Plans this past fiscal year. When complete, all Forsyth County, excluding the outlying Rural Policy Areas, will have a long-range plan to guide growth and development. The three Area Plans in progress are: the *Rural Hall Area Plan* (general plan area is east of US 52, north of Winston-Salem, and west of Germanton Road); the *West Suburban Area Plan* (general plan area is west of Silas Creek Parkway, east of Lewisville, north of US 421, and south of Reynolda Road); and the *Northwest Winston-Salem Area Plan* (general plan area is east of Silas Creek Parkway, north of Business 40, and west of Thurmond Street). All citizens were invited to participate in Visioning meetings as a kick-off for each plan. A communitywide meeting is also held to review each plan before it is completed.

Citizens' Advisory Committees, comprised of area residents and business owners from each planning area, have met five or six times to create each draft plan.

*The Rural Hall Plan* was completed and presented to the City-County Planning Board in May. Both the Planning Board and the Rural Hall Town Council have recommended it and it is pending a public hearing with the County Commissioners.



*The West Suburban Area Plan* will have a public hearing before the Planning Board in September and the *Northwest Winston-Salem Area Plan* will be completed in the fall of 2011.

## TEXT AMENDMENTS

Many text amendments to the Unified Development Ordinances (UDO) were processed over the last several years to implement the recommendations of *Legacy*. With the bulk of that work done, very few text amendments were processed last fiscal year. Two notable amendments written by Planning staff over the last year are UDO-217 and UDO-223.

UDO-217 sprang from some earlier work done by the Winston-Salem Regional Association of Realtors Change of Use Task Force who met on an ongoing basis with Planning staff members, as well as with the City Development Office and City-County

Inspections staff, with the goal of making the change of use process easier to navigate for applicants and easier to enforce for City-County staff. A major recommendation of the Task Force was to consolidate uses in the UDO, and a text amendment was approved in 2009 that consolidated several uses (UDO 205). Due to the success of the 2009 change of use amendment, there was interest in the development community for attempting to consolidate more uses. UDO-217 was adopted in August 2010 to further consolidate uses in the UDO.

In 2011, the Winston-Salem City Council and the Forsyth County Commissioners adopted an amendment to the *Unified Development Ordinances* that increases notification requirements for zoning cases, site plan amendments, and elected body Special Use Permits (UDO-223). The intent of the ordinance is to increase neighborhood awareness of pending zoning issues. Prior to UDO-223, Planning staff mailed notification letters to any property owner who directly touched or was across the street from the subject property. UDO-223 increases the notification radius to any property owner within 500 feet of the subject property.

## PUBLIC EDUCATION

### *Kids in Planning*

On February 18, 2011, Ms. Beverly Leonard's 4th grade class at Rural Hall Elementary came together with planners from the City-County Planning Department and staff from the Town of Rural Hall to plan what students thought would be the ideal city. The Kids In Planning Program (KIPP) was developed by the City-County Planning Department to enhance students' knowledge of community planning and to allow them a chance to participate in planning their ideal community. This is the second year of the program.

### *Legacy 2030 Outreach*

Outreach for the *Legacy Update* has included the expected methods, like publicity in the newspaper, postcard

invitations to public meetings, presentations to stakeholder groups, e-mails to our contact database, information booths at public events, and information kiosks in public buildings. Planning staff also expanded our internet-based outreach. To bring more people into the planning process, ease citizen input, and increase transparency, staff created [www.legacy2030.com](http://www.legacy2030.com), a web site just for the *Legacy Update* process. This site is based on a blog format, allowing citizens to read the plan from any computer, share their comments, read other citizen comments, and view full-color maps and graphics that would otherwise be expensive to reproduce for the public. The [legacy2030.com](http://legacy2030.com) web site also allowed Planning staff to create and collect multiple choice polls on planning subjects and to communicate with citizens through social media, such as the City's Facebook and Twitter accounts. In order to advertise the web site, a music video was created that brought a great deal of attention in the local media and brought many people to the web site to comment on the plan. The video can be seen on the web site, but is also shown on TV13, and has been used as part of the previews at Aperture Cinema. This fall, the Planning Board is sponsoring the North Carolina author of an entertaining book on urban infrastructure to speak at the Bookmarks Book Festival downtown.

**120,000 more people will be living in Forsyth County by 2030.**  
Learn how we're planning for growth while keeping and improving the community we love.

**Get Involved!**  
Contact Kelly Bennett at 336-747-7062 or participate online: [www.legacy2030.com](http://www.legacy2030.com)

Transportation

Neighborhoods and Small Towns

Downtown and Center City

Environmental Quality & Sustainability

Economic Development

Community Character

Capital/Infrastructure Improvements

Rural Character

Land Use

Healthy Communities

### *Historic Resources*

The Historic Resources Commission coordinated a series of talks, lectures, and hands-on experiences during Historic Preservation Month. These events covered a wide range of preservation-related subjects, including: a talk on African-American graves in Salem and Wachovia; a talk, demonstration, and hands-on instruction regarding hand-cut grave markers; an on-site workshop about how to document African-American cemeteries; and, a lecture on Winston-Salem's mid-20th century architecture. Well attended, these sessions were held at various historic venues throughout the community.

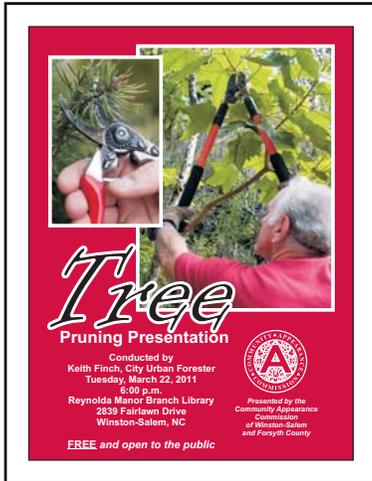


## Planning Board Newsletter

The Department's bimonthly newsletter continues to inform a wide variety of stakeholders in the community of the planning activities that are being conducted, and how they can get more information or participate in our initiatives.

## Community Appearance

The Community Appearance Commission initiated a public educational series program and, working with the City's Urban Forester, Keith Finch,



sponsored free public seminars on tree pruning. The short video on tree pruning, developed by the CAC in conjunction with the City Marketing Department and Mr. Finch, continues to air on TV 13. The Commission also continued the free landscaping-related seminars with topics including container gardening, fall lawn maintenance, and holiday decorating.

## ECONOMIC DEVELOPMENT

In lieu of publishing a 2010 Forsyth County Trends and Development Patterns report, staff has incorporated trends analyses into Chapters Two and Three of the *Legacy 2030 Update*. The chapters include 2010 census statistics, land absorption rates, and alternative growth scenarios based on the State's projections that by 2030, 120,000 additional people will likely be moving into Forsyth County. Work on these chapters will extend into the 2011-2012 fiscal year.

## Downtown Winston-Salem/ Central City Planning

Two items of importance for the future of Winston-Salem's downtown received attention in the year 2010-11. The *Downtown Plan*, last updated in 2007 is in need of an update, given the dynamic changes that have been occurring over the last few years. Planning staff has been discussing the update process with the Downtown Winston-Salem Partnership, and work will begin in earnest on the update in the fall of 2011 with an expected completion date of mid-year 2012.

Discussions about a possible central city modern streetcar system have entered a new phase with the funding of an Alternatives Analysis for an urban circulator system, focusing on downtown and surrounding activity centers. This study is necessary for any consideration of federal funding for the construction of a streetcar system or some other technology that emerges as a preferred alternative. The study will cover not only the technology that will be most effective, but also the preferred routing of the system.

## Revitalizing Urban Commercial Areas (RUCAs)

The City Council approved a second phase of Revitalizing Urban Commercial Areas (RUCAs) and appropriated \$2.5 million dollars from the Dell incentive funds repayment as part of the FY10-11 budget process. City/County Planning Board staff updated the RUCAs study for the City Council, outlining potential areas for consideration. Planning staff also participated on a committee that reviewed the six area proposals that were submitted and ranked. Five of the six proposed RUCAs projects were approved for funding by the City Council and, so far, Planning staff has reviewed projects on Waughtown Street, Peters Creek Parkway, Cherry Street and Old Walkertown Road.

## HISTORIC PRESERVATION PLANNING

### Architectural Survey Update

Work was completed on Phase IV of Forsyth County's Comprehensive Architectural Survey Update. A major component of Phase IV was to begin to develop a countywide agricultural context. In an effort to determine agricultural trends, North Carolina Agricultural Census data from 1925, 1935, and 1945 was compiled and analyzed for selected townships. Comparison of this information with other historic documents, such as maps, has presented a general understanding of Forsyth County's agricultural development. The goal of this phase of work is to produce a countywide overview, providing general background information on Forsyth County's farming practices and their evolution, agricultural building and structure design, and agricultural landscapes.

### Historic Markers

Three Historic Markers were dedicated this past year, bringing the total number to 22. In August 2010, the Historic Resources Commission recognized Carver High School with a marker. Carver was the first High School to serve African-American students



outside the Winston-Salem City Limits. Another marker was dedicated in September 2010, recognizing Shamrock Mills (the Sawtooth Building). In 1911, Shamrock Knitting Mills was the first structure built by the Hanes Hosiery Empire. The third marker unveiling in April 2011 was for the African-American West End Area. This marker recognizes the noteworthy neighborhood formerly located on the site of BB&T Ballpark.

### ***Design Review Guidelines***

Work continued through the year on the revised design review guidelines for the Old Salem and Bethabara Historic Districts. The revised *Bethabara Design Review Guidelines* were adopted in April by the Historic Resources Commission and the *Old Salem Design Review Guidelines* were expected to be adopted in August 2011.



### **COMMUNITY APPEARANCE**

#### ***Community Roots Day***

On October 23, 2010, the Community Appearance Commission (CAC) of Winston-Salem and Forsyth County, the Winston-Salem Vegetation Management Division, and Keep Winston-Salem Beautiful held the 18th Annual Community Roots Day in the Happy Hill neighborhood. Over 350 volunteers planted more than 400 trees along several of the neighborhood streets. More than 10 varieties of trees were planted. Winston-Salem Mayor Allen Joines and City Council Members Derwin L. Montgomery and Dan Besse welcomed the crowd of volunteers during the opening ceremony. City Manager Lee Garrity and Planning Board members

Paul Mullican and Barry Lyons volunteered at the event, as did Planning Director Paul Norby.

### ***Letters of Recognition***

Letters of Recognition were presented to individuals and companies throughout the year. Letters of Recognition recognize individuals and companies who have made a difference in our community's appearance through quality landscaping, new development or building rehabilitation.

### ***School Beautification Program***

The Community Appearance Commission began a new program in 2010, in partnership with the Winston-Salem/Forsyth County Schools and HandsOn Northwest North Carolina, to enhance the appearance of the local schools. The School Beautification Program started in fall 2010 at the suggestion of Council Member James Taylor, Jr. Forest Park Elementary School was selected as the first school to kick off the program. Volunteers from the school, a local Girl Scout troop, and Calvary Baptist Church helped members of the CAC and HandsOn prune bushes, plant new trees, edge gardens, and decorate the walkways around the school.

### **OTHER SPECIALIZED PLANNING EFFORTS**

#### ***Transportation Planning***

According to an arrangement that has been in place for several years, Planning staff provides assistance and support to the transportation planning efforts of the Winston-Salem Department of Transportation (WSDOT). Together, they provide the primary staffing for the Metropolitan Planning Organization (MPO).

Planning staff provided significant administrative support to the work of the Technical Coordinating and Transportation Advisory Committees of the MPO, as well as substantive support to planning efforts. Part of these efforts included making significant progress on the Greenway Plan Update, including holding eight community input

meetings on proposed trails; reviewing population and employment estimates and projections to be used in the regional traffic model; serving on various transportation committees (Bike & Greenway, Sidewalk & Pedestrian, Street & Highway, and NCDOT Complete Streets Advisory Group); and working on special study teams (Yadkin River Greenway Feasibility Study and Peters Creek Parkway Corridor Plan).

### ***Regional Planning***

The Planning Board and staff have been involved in three significant regional planning efforts during the past year. The *Heart of the Triad Plan*, which outlines development goals for the area between the Piedmont Triad International Airport and the new Caterpillar plant, was completed by an interjurisdictional effort of staff, stakeholders and elected officials. The Plan was then endorsed by the planning boards and elected bodies of Forsyth and Guilford Counties and the municipalities of Winston-Salem, Kernersville, High Point, Greensboro, and Oak Ridge.

The Aerotropolis planning effort, initiated by the Piedmont Triad Partnership, has also been supported through the efforts of Planning staff, in conjunction with other local and regional planning organizations. Activities during the past year have included the sharing of information concerning industrial and other economic development sites. This information can be used in a regional database to attract future economic activity that may be leveraged by both Piedmont Triad International Airport as well as Smith Reynolds Airport.

A new regional collaboration that began this past year was the successful effort to attract a major HUD grant. This grant supports the creation of a Sustainable Communities Regional Plan for the Piedmont Triad over a three-year period. The \$1.6 million grant is being leveraged through the

in-kind contributions of staff efforts from many jurisdictions in the Triad region.

The plan is expected to chart how the region can be economically competitive in the future through efforts to make the best use of existing resources and infrastructure already in communities, as well as planning for new growth in a way that gives affordable housing and transportation options, promotes healthy communities, and makes the best use of "green" infrastructure. City-County Planning staff will be helping to integrate the work of the *Legacy Update* process with the efforts of the regional process.

**Rural Preservation**

How is it that one of the smallest counties in one of the State’s fastest growing urban regions has kept some of its rural character? The answer lies in a very important geographic feature. Ever since the Moravians began their settlement of the Wachovia Tract in the 1700’s, the Muddy Creek drainage basin has played a central role in Forsyth County’s growth, and continues to be a core factor as we plan for the future.

Essentially, the funnel-like network of streams in the Muddy Creek Basin serves as the blueprint for the county’s cost-effective sewer service area. Because gravity is free, construction and maintenance costs can be held at a minimum. *Legacy* recognizes this important fact by generally designating areas **inside** the basin for municipal services and areas **outside** as rural. Recently the Forsyth County Commissioners asked Planning staff to study the degree to which there is a potential loss of rural character in the western part of the county near the Yadkin River. Planning staff recently completed a report which further confirms the principal of limiting expensive sewer extensions outside the basin as a way to keep the rural area rural.

Collaborating with the staffs of the City-County Utility Commission, the

Forsyth County Health Department and the Forsyth County Cooperative Extension Service, Planning staff used the tools of our Geographic Information System (GIS) to identify various development opportunities and limitations in the rural area west of the Muddy Creek divide. The main finding was that only about 26% of the land is suitable for conventional subdivision development and those lands are scattered in smaller pieces throughout the area. Further, it was determined that sewer would cost about four times more to serve new development in this area than elsewhere inside the Muddy Creek basin. Since sewer is the main requirement for urban or suburban growth, it appears unlikely we will see significant changes in this area for theforeseeable future. Forsyth County is in an enviable position to enjoy the best of both worlds: cost-efficient municipal services and a rural landscape close to a growing urban area.

**Mapping**

In the fall of 2010, Planning staff created the first ever, comprehensive Existing Land Use Map for Forsyth

County. Staff compiled existing land use findings from each area plan to create a land use database and then used tax data, digital orthophotography and field surveys to update any changes. Additionally, staff field surveyed the rural areas where no area plan had been done to capture the land use for those areas.

A comprehensive Proposed Land Use Map was also created for all areas of the city and county except the designated rural area. This map is an edited composite of all the proposed land use maps from all existing City-County Planning area plans, as well as those plans created by the municipalities of Clemmons, Kernersville, Lewisville and Tobaccoville. Having this county-wide future land use map is an important step in understanding what needs to take place to better prepare for the growth opportunities and challenges in the future. The challenge now will be in keeping these databases current and having the different jurisdictions agree to a consistent scheme for capturing land use data so that the land use maps across the county can be most useful.

**DEVELOPMENT REVIEW ACTIVITIES**

The following table summarizes development review activities processed and coordinated by the Planning Board staff for the past fiscal year:

Preliminary subdivision plans approved	3
Final plats approved	56
Site plans approved through Planning Board Review	8
Minor subdivisions approved	98
<b>Zoning Caseload</b>	
General Use rezoning requests	9
Special Use Limited	14
Special Use rezoning requests	14
Special Use Permits	5
Jurisdictional transfers of zoning (County to City)	0
Site Plan Amendments	2
<b>Total Zoning Cases</b>	<b>49</b>
Staff site plan changes to approved special use district site plans	10
UDO Text amendments processed	9

The numbers reflect the current state of development in the community. In the years since the recession began in 2008, four positions have been eliminated from the Planning budget. Additionally, planners who normally spend time on

the development review caseload have been reassigned to spend more time on the currently heavy workload on the long-range planning that is being conducted. Most of the field-checking for the countywide land use map described above was done by Development Review staff. Scanning of zoning dockets back through 1988 was also completed during this fiscal year and work on digitally mapping subdivisions was taken up by Development Review

staff when personnel levels were reduced elsewhere. Development Review staff also added 750 entries to the Master Database which includes data about each zoning case in an Excel spreadsheet. They have also devoted significant time to work on the three current Area Plans and the *Legacy 2030 Update*.

## ADMINISTRATIVE MATTERS *Budget and Staffing*

In June 2011, the City and County approved their overall budgets which allocated \$2,678,540 to the City-County Planning operation. This budget was approximately \$53,340 less than the previous year's initially adopted 2010/11 budget of \$2,731,880. The decrease affected personnel resources as well as reductions to operational spending categories.

## LOOKING AHEAD TO 2011-12

In June 2011, the Planning Board adopted a new work program to guide the work of staff in the upcoming fiscal year. The major emphasis of the 2011-12 work program, other than continued support of all caseload and normal activities, will be the completion of the three current Area Plans, completion of the *Legacy Update*, completion of a new Downtown Plan Update, study of

the Northeast Rural Area, assistance to the County in planning for a new central library as well as well as a master plan for Horizons Park, and assistance in several regional planning efforts. The Planning Board and staff look forward to the challenges and opportunities during 2011-12 and in providing what its mission statement calls for: **“visionary leadership in**

**comprehensive, creative planning for our urban and rural community, and responsible stewardship of the natural environment.”** Through its many hours of work and careful deliberation on the various issues before it, the Board continues to demonstrate that it **“values a beautiful, livable, harmonious, and economically successful community.”**



The mission of the City-County Planning Board of Winston-Salem and Forsyth County is to assert visionary leadership in comprehensive, creative planning for our urban and rural community, and responsible stewardship of the natural environment. We value a beautiful, livable, harmonious, and economically successful community.



**July 2011**  
**City-County Planning Board**

<b>Arnold G. King</b> Chairman	<b>Clarence R. Lambe Jr.</b> <b>Darryl Little</b> <b>Barry Lyons</b>	<b>Lynne Mitchell</b> <b>Paul W. Mullican</b> <b>Brenda J. Smith</b> <b>Allen Younger</b>
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**A. Paul Norby, FAICP, Director of Planning**

*The City-County Planning Board and staff are funded jointly  
by the City of Winston-Salem and Forsyth County.*

**City of Winston-Salem**

**Allen Joines, Mayor**

**City Council Members:**

<b>Vivian H. Burke</b> Mayor Pro Tempore, Northeast Ward	<b>Robert C. Clark</b> West Ward	<b>Wanda Merschel</b> Northwest Ward
<b>Denise D. Adams</b> North Ward	<b>Molly Leight</b> South Ward	<b>Derwin L. Montgomery</b> East Ward
<b>Dan Besse</b> Southwest Ward		<b>James Taylor Jr.</b> Southeast Ward

**Lee Garrity, City Manager**

**Forsyth County Board of Commissioners**

<b>Richard V. Linville</b> Chairman	<b>Walter Marshall</b> <b>David R. Plyler</b>	<b>Gloria D. Whisenhunt</b> <b>Bill Whiteheart</b> <b>Everette Witherspoon</b>
<b>Debra Conrad</b> Vice Chair		

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