

**Revitalizing  
Urban  
Commercial  
Areas**

**March 2006**

# DRAFT - Revitalizing Urban Commercial Areas

3/27/06

## INTRODUCTION

In July of 2002, the City Council recognized the problems and issues associated with declining urban commercial areas and their economic impact on the health of our City and neighborhoods by including the revitalization of such areas in its *Strategic Plan*. The Council noted underutilized, unutilized, and blighted properties are in need of assistance to change the disinvestment trend.

At the time the City Council's *Strategic Plan* was being developed, planning staff was focusing on the implementation of the *Legacy* comprehensive plan. One of the *Legacy* initiatives is the creation and revitalization of Activity Centers. Activity Centers are defined as compact, walkable areas providing needed goods and services to surrounding neighborhoods. These centers encourage a mixture of land uses including retail, services, office, institutional, and in some cases, residential. It is the goal of this study to look at existing urban commercial areas and come up with a comprehensive revitalization strategy that makes these areas function as the Activity Centers envisioned in *Legacy*.

### ***Revitalizing Urban Commercial Areas (RUCAs)***

Why focus on the urban area for commercial needs when the community has so much new commercial square footage being developed in suburban areas? It would seem that malls, big boxes with groceries, commercial strips, and mega-shopping centers should provide all the shopping opportunities needed. However, with the returning popularity of walkable communities comes the recognition of the importance of the small-scale neighborhood commercial district. Unfortunately, some local districts have already been lost, such as the Depot Street commercial area. Others are in poor condition and may soon be lost. Even those urban commercial areas that are still popular and not in serious decline are aging and in need of infrastructure improvements. Reasons for developing strategies to improve the existing urban commercial areas are:

- **Revitalized Urban Commercial Areas are accessible.** As suburban shopping areas move further and further out, the hardship increases on those people who do not drive due to age, economic position, or choice. This affects their ability to find goods and services or reach employment destinations. Our transit system has difficulty providing routes to ever expanding, auto-dominated development.
- **Revitalized Urban Commercial Areas can be a symbol of neighborhood health and history.** Healthy older commercial areas provide a stronger tax base, jobs for neighborhood residents, the preservation of historic buildings, and may even become tourist attractions, such as the South End in Charlotte. Urban Activity Centers provide a sense of community and a location for public gatherings where neighbors can congregate and hold community events.
- **Revitalized Urban Commercial Areas reduce suburban sprawl by concentrating businesses in developed areas where infrastructure already is in place.** Smaller commercial areas also have more local/family businesses, which support community projects and provide a stable economic base due to a greater tendency to recycle revenues within the community.
- **Revitalized Urban Commercial Areas are part of a walkable community.** By providing the option of walking to services we also promote the health benefits of activity, social interaction, and better air quality through reduced vehicle miles traveled.

## **How were Urban Commercial Area Boundaries Determined?**

Commercial districts and shopping centers in the Urban Neighborhoods Area (Growth Management Area 2) as defined in *Legacy* were included for study, with the exception of strip/highway commercial development. Thirty (30) urban commercial areas have been identified at this point.

Many factors were looked at in determining the boundaries for each commercial area. Current business use and zoning of the property were the main determining factors, but staff also looked at other factors such as area plan recommendations, residential uses within or on the fringe of the area which are zoned for commercial, and vacant parcels/industrial parcels on the fringe of the area that logically orient to the commercial area.



***Renovated Building in Ogburn Station RUCA***

Because of these code limitations, staff looked at the presence of a combination of factors such as: broken or boarded up windows and doors; holes or cracks in walls and foundations; decaying facades; leaking or collapsed roofs; broken signage or fencing; overgrown vegetation, junked cars, and/or trash on the property. Properties with a high number of factors are classified as “dilapidated”, while those with less, but still a significant number of factors are classified as “deteriorated”. Vacancy, a huge contributing factor to the economic health of areas, was also surveyed and rated for each urban commercial area.

In 2004, staff went into the field to look at all identified urban commercial areas and assess their condition and vacancy level. A point system was devised for the rating of each commercial area. Because of the high number of commercial areas in some level of decline and limited financial resources for improvements, four different levels of urban commercial areas are recommended (**Table 2**). Each type would have a different level of programs/improvements and financial commitment recommended. This would concentrate improvements for several areas, and still supply incentives for many others.

## **How were Urban Commercial Areas Evaluated for Declining Status?**

Unfortunately, there is no “minimum code” for nonresidential structures in Winston-Salem. The North Carolina Building Code and the City Fire Code address only the safety of existing structures, not deterioration. However, many structures have conditions that bring down the appearance and/or economic stability of an area, but are not necessarily fire or public safety hazards.

**Table 2 Proposed RUCA Levels**

	<b>Priority 1 RUCAs</b>	<b>Priority 2 RUCAs</b>	<b>Priority 3 RUCAs</b>	<b>Other RUCAs</b>
<b>RECOMMENDATIONS</b>				
<b>Public Improvements Funding</b>	First Round (to be determined)	Second Round (to be prioritized)	Future funding	
<b>Market Existing City programs</b>	yes	yes	yes	
<b>Recommendation for new regulatory measures</b>	yes	yes	yes	yes
<b>Provide funding assistance to meet new regulatory measures</b>	yes	yes	yes	
<b>Provide/target funding assistance for voluntary site improvements</b>	yes	yes		

Twelve (12) of the commercial areas were classified as Priority 1 and 2 RUACs (**See Map 1**). To choose the 12, staff looked at the scores assigned (only those with scores over 50 were considered) as well as other factors such as neighborhoods served, previous commitments and recommendations in Area Plans, recent public and private investment, and local citizen-based organizations who might be willing to be involved in the revitalization process. After input from the community, these twelve (12) RUCAs will be split into Priority 1 and Priority 2 RUCAs. Eight areas are recommended as Priority 3 RUCAs, and ten urban commercial areas were determined not to be in decline at this time.

It is proposed that the twelve (12) Priority 1 and 2 RUCAs be slated for the first rounds of funding for public improvements, and receive assistance for meeting new regulatory standards and voluntary improvements. They are: King Plaza, Liberty Street, Northside, Northwest/Patterson, Ogburn Station, Old Greensboro/Barbara Jane, Patterson/Glenn, Peachtree/Waughtown, Pleasant/Waughtown, Washington Park, Waughtown/Thomasville, and West Salem. Determinations on which RUCAs are specifically Priority 1 or Priority 2 will be made after public meetings are held and input is factored in.

It is proposed that Priority 3 RUCAs be slated for assistance with new regulatory measures and should be considered for future public improvement funding if there is property owner/community interest. They are: Ardmore Village, Fourteenth St./New Walkertown, Hawthorne/First, Jetway, Main/Cassell, Main/Clemmonsville, Parkway Plaza, and Trade/Northwest.

It is proposed that the remaining urban commercial areas be recommended for regulatory changes. They are College Village, Brookstown/South Marshall, East Winston, Fourth/Burke, New Walkertown/Carver, Reynolda/Robinhood, Reynolda Village, Thruway/Wake Forest Medical Center, Southeast Gateway, and West End.



# LAND USE AND ZONING ISSUES IN URBAN COMMERCIAL AREAS

Services and goods provided play an important role in the success of an Urban Commercial Area. Since the 1950s, small commercial areas once providing needed goods and services to nearby neighborhoods have lost local merchants and professional services as commercial strips, malls, suburban-style shopping centers, big boxes and large suburban office buildings have been developed.

As commercial areas decline and businesses move elsewhere, certain types of land uses, often referred to as “transitional uses”, move into an area. These uses often serve lower income/minority residents and typically include: cash-for-check operations, pawn shops, used car lots, rent-to-own stores, motor vehicle repair, arcades, and convenience stores. While many of these businesses are not a problem per se, they are an indicator of commercial decline and often replace banks, grocery chains, drug stores, and other needed services that have moved farther out geographically.

Some of the identified RUCAs have seen transitional uses and/or buildings vacated and abandoned. In other RUCAs, including Liberty Street, King Plaza, and a section of Washington Park, automobile-related uses have begun to dominate the area.



*Grocery store at Northside RUCA*

A great loss to neighborhoods is the closing of grocery and drug stores, two services that everyone needs access to on a regular basis. This is especially true for citizens who do not have vehicles and must walk or use the transit system to shop for their day-to-day needs in urban neighborhoods. Grocery stores are concentrated in the west and southwest sections of Winston-Salem, with the exception of the Food Lions at Eastway Plaza, Waughtown Street, and Northside Shopping Center, and the 5 Star Grocery at King Plaza.

While these stores provide a needed service to the area they serve, some are without the competition needed to keep prices low. Smaller Hispanic grocery stores have also appeared in several neighborhoods.

At a minimum, smaller Urban Commercial Areas should have a laundry or cleaners, a general/variety/convenience store, a restaurant, and a hair salon/barber/beauty shop. At a minimum, larger Urban Commercial Areas should have a grocery store, drug store, clothing store, specialty shop, bakery, newsstand, bank, florist, business/professional/medical offices, hardware store, video store, fitness facility, and the neighborhood level uses mentioned above.

Existing and recommended land uses are summarized for each RUCA in the Individual RUCA Recommendation section. In addition to the “minimal” uses listed above, staff has identified other uses based on the individual site location, the neighborhoods the RUCA serve, and proximity to other commercial activity.

## **PROBLEM LAND USES**

Some land uses in UACs have problems associated with them or may not be physically and/or aesthetically compatible in close proximity to residential areas. Many of these issues were discussed by citizens in various area plan processes. In some instances, a land use becomes an issue when it is concentrated in one area.

Some of the noted “problem uses” currently permitted in the NB, PB, and LB Districts (district best designed to be compatible with neighborhoods) are: Outdoor Display Retail, Motor Vehicle Renting and Leasing, Motor Vehicle Repair and Maintenance, Fast Food Restaurant, Correctional Institution, Bars/Nightclub (a use currently grouped with restaurants in the current UDO), Arcade, Outdoor Vendor, and Convenience Stores. Of course, many other zoning districts in addition to those listed above can be found in RUCAs.

### ***Auto-Related Uses***

Auto related businesses are a primary use in several of the RUCAs including Washington Park, Liberty Street, and the King Plaza area. While auto uses are an important service for neighborhoods, the use itself can be unsightly. Cars awaiting repair, cars being worked on outdoors, and repair equipment are often in front of buildings and predominate the view of many of these businesses. While “motor vehicle storage yards” must now be screened in compliance with Unified Development Ordinance (UDO)-28, the allowed screening materials themselves can be unsightly.



*Auto Repair and Maintenance*

Outdoor Display Retailer (car lots) can also be a nuisance to neighborhoods if an amplified sound system is used by the business or lighting is too bright or shines on to adjacent residential areas. Chain link fencing and razor wire are often used to secure dealer lots and other auto-related uses, creating a “prison-camp” appearance. Even without sound systems, Used Car Lots have a variety of problems associated with them including: lack of landscaping; clutter and “attention-getting” devices and signage, undefined parking areas, lot size and layout; and building size and type. In some areas,

such as the King Plaza RUCA, these uses tend to cluster together, contributing to the dilapidated appearance of an area.

### ***Fast Food/Drive-Through Restaurants***

Fast food and drive-through restaurants can have a number of impacts on surrounding areas. Amplified noise, litter, bright lighting, and increased traffic are all noted as problems associated with this use, making them inappropriate for some of the smaller RUCA areas and areas very close to housing units. It should be noted however, that several of the fast food restaurants in the RUCA areas are very well maintained, neatly landscaped, and litter is picked up on a regular basis. Fast food restaurants are often the only restaurant choice in some areas, contributing to a decline in health due to the lack of food choices.

### ***Nightclubs, Bars, Arcades, Adult Establishments***

Nightclubs, bars, and some arcades have several problems associated with them. Noise at late hours, litter, parking in unauthorized parking lots, and alcohol being consumed outside are several of the impacts complained about by those living or working near these uses. Crime, or the perception of crime associated with these uses, is another concern. Drug sales, prostitution, and more violent crime issues have been noted to be problems in several of the RUCAs where alcohol sales are also a concern. Adult Establishments, another use frequently seen as undesirable in neighborhood areas, are limited to just a few zoning districts and have a spacing requirement of 1000 feet from any residential districts, schools, day cares, or churches (unless grandfathered). Currently, there are no Adult Establishments in a designated RUCA, though there is one nearby the West Salem RUCA.



*Vendor in RUCA*

### ***Vendors***

City Staff has heard concerns about street and sidewalk vendors in RUCA areas and the perception that vendor operations can negatively impact a commercial area. These vendors may be working under a tent/canopy or just have a table set up outdoors. If these vendors are on the public right-of-way, a permit must be obtained. However, if the vendor is on private property and has permission from the property owner, a permit is not required. However, required parking may not be blocked by the vendor.



*Convenience Store in RUCA*

### ***Convenience Stores***

While convenience stores often provide needed goods such as limited food and drug store items, alcohol sales, common at convenience stores, can be detrimental to the surrounding neighborhoods by encouraging loitering and public intoxication. Convenience stores are also noted for litter problems, appearance issues such as excessive signage, and noise associated with late hours.

## **ZONING STRATEGIES**

A variety of zoning districts now exist in RUCAs including PB, LB, HB, GB, RM12, RS7, LI, and RSQ. PB was originally designed as the district suitable for urban commercial areas, but the district permits land uses that may not be appropriate in RUCAs or near neighborhoods. Parking requirements are also noted as an issue for several districts by requiring suburban standards be placed on smaller urban sites (currently, a text amendment is being drafted to alleviate some of the problems with parking requirements in urban areas).

Zoning tools have the potential to help RUCAs by:

- Controlling nuisance land uses in specific districts in the permitted use table
- Creating new or revising existing “Conditional Uses” that place specific standards on specific land uses
- Changing regulatory measures for landscaping, screening, and buffering in older commercial areas
- Changing parking requirements in older commercial areas

These strategies are discussed below in the Recommendations section.

## **RECOMMENDATIONS**

Two types of recommendations have been prepared; general recommendations that may apply to all RUCAs and individual RUCA recommendations for each designated RUCA area.

### ***GENERAL RECOMMENDATIONS***

General recommendations for the RUCAs include; improvements to public facilities and services, regulatory changes and incentives aimed at improving site conditions for properties in RUCAs, financial strategies, crime issues, land use issues and zoning strategies.

#### **Public Facilities and Services**

The availability and condition of public facilities, services, and amenities in a commercial area is important to its continued success. Facilities such as accessible sidewalks, transit, bike facilities, well-designed roads, and adequate lighting, as well as amenities such as street trees, and street furniture add to the desirability of all UACs. Focusing existing, funded City programs in RUCAs, such as new sidewalk construction allocations, is one strategy for the revitalization of RUCAs. Other recommended public improvements will need funding sources and a phasing schedule for spreading out the costs over a multi-year period.

Funding is recognized as a critical factor in these recommendations. It is staffs’ desire to put forward realistic, comprehensive solutions that still make a positive impact on an area. Many of the general recommendations are further detailed in the individual RUCA recommendations section.



*Section of busy RUCA without sidewalk*

#### **SIDEWALKS AND CROSSWALKS**

**Background** The existence of a pedestrian network is vital to the health of UACs and the neighborhoods they serve. The ability to access neighborhood services is especially crucial for children, the elderly, the disabled, and anyone who does not drive. Walkable neighborhoods also improve transportation efficiency and air quality, decrease traffic congestion, reduce traffic noise levels, and provide residents an opportunity to exercise.

To meet the needs of sidewalk users, the design of sidewalks and crosswalks must be usable by a wide range of abilities that occur within the population and must comply with the accessibility standards in the *Americans with Disability Act* of 1990. The City has worked steadily to ensure that sidewalks/crosswalks are handicapped accessible at intersections. Sidewalks are checked for needed maintenance work as the City installs handicap ramps at all intersections. For the construction of new sidewalks, the City allocates a certain number of linear feet of sidewalk annually for each ward.

***Current Conditions*** In several RUCAs, it was noted that portions of a comprehensive pedestrian system are not in place; there are no sidewalks in some heavily-walked areas, some sidewalks have obstructions or maintenance issues, and several medians in crosswalk areas were not handicapped accessible. In analyzing RUCAs, sidewalk condition, accessibility, and availability were looked at both within the RUCA area and the connecting neighborhoods. The condition of crosswalks and the availability of pedestrian signals vary from RUCA to RUCA. It should be noted that the Winston-Salem Department of Transportation is in the process of doing a pedestrian plan which includes looking at existing sidewalks.

***General Recommendations*** One strategy is that available sidewalk monies be concentrated in RUCAs as a part of their revitalization process. Considerations for the design of new sidewalks as recommended in the individual RUCA section are: sidewalk grades and cross slopes; sidewalk surfaces; protruding objects; driveway crossings; curb ramps; access to pedestrian signals; and locating pedestrian crosswalks where needed. New Street Standards for Winston-Salem are currently calling for a six and one half foot planting strip between new sidewalks and the street. While new sidewalks in older areas may not have this much room available for planting strips, at least three feet should be required. Planting strips not only allow space for street trees that provide shade for pedestrians, they provide a buffer between pedestrians and traffic.

Crosswalks should be clearly marked within RUCAs and pedestrian signals should be installed where needed.

***Individual RUCA Recommendations*** In the analysis for each individual RUCA are locations needing sidewalk repair (structural repair, removing poles or wires that block sidewalks, sidewalks and medians that are not handicapped accessible), or maintenance work (vegetation or gravel that has taken over sidewalks). Also noted are locations where crosswalks/pedestrian signals are needed or need improvement at existing intersections.

## **TRANSIT AND BICYCLE FACILITIES**

***Background*** Transit service is an important component of a balanced and sustainable transportation system. For RUCAs, transit can play a role in getting people to needed services and jobs without having to make difficult transfers. Having RUCAs as destination points should help bolster ridership for Winston-Salem Transit Authority (WSTA) and make bus transportation more viable in our community. Conveniently located bus stops can be important for accessing certain RUCAs when the commercial district is not immediately adjacent to neighborhoods. Studies show many people are only willing to walk one quarter mile to destinations, making transit stops essential for reaching services, especially for the elderly. Benches and bus shelters are important for locations where ridership is high or people are carrying groceries and/or other heavy items. Bike routes are another way of connecting neighborhoods to UACs, and bicycle facilities such as bike racks help encourage bike ridership. WSTA has put bike racks on all of its buses.

***Current Conditions*** At least one bus route serves all RUCAs with the exception of Liberty Street, though a route does run within one block of Liberty along Highland Ave. The presence of bus stops, benches and shelters is lacking in many of the RUCAs. The urban area currently has 14 bike routes, many near or through RUCAs. Most commercial areas however, do not have facilities for bicyclists such as bike racks.

**General Recommendations** Each RUCA should have a centrally located bus stop(s) to encourage ridership along existing transit routes. To encourage additional ridership, benches and/or shelters should be considered where transit use warrants it. Bus shelters (for each direction of the bus route) should be considered for all commercial areas where larger grocery stores are located.

Since the City's current bike routes are more for leisure riding than as a form of transportation to destinations, recommending additional bike routes connecting to every RUCA will probably not have an impact on increasing bike ridership to commercial areas. What will encourage ridership to RUCAs are bicycle facilities such as bike racks within each RUCA.

**Individual RUCA Recommendations** Recommended new bus stop locations, bus shelter/bench locations, and bike rack locations are identified in the individual RUCA recommendations.

## **LIGHTING**

**Background** Proper lighting is an important component of a safe commercial area. Lighting improvements should provide a sense of security for pedestrians, vehicles, and merchants. In areas where heavy pedestrian use is expected, pedestrian-scale lighting is an additional safety feature.

**Current Conditions** While all of the identified RUCA areas have standard street lighting, the only RUCA currently with pedestrian-scale lighting is Liberty Street.

**General recommendations** Standard street lighting is generally adequate for most RUCA areas. Given the expense of pedestrian level lighting, it should only be recommended in those very limited areas which would benefit from it the most. Standards could be established for determining the need and sharing the expense between area merchants and the City. The City should investigate any RUCA areas where merchants feel increased lighting in the public right-of-way is needed for safety reasons. Site plan review should be required for new businesses in RUCAs to ensure on-site lighting does not negatively impact adjoining residential areas

**Individual RUCA Recommendations** The individual RUCA recommendations will note where additional lighting may be needed for safety and where limited pedestrian lighting may be warranted due to nighttime use.

## **ROADS**

**Background** Many roads and intersections have been designed to move vehicular traffic, ignoring other modes of transportation. With a movement back to walkable communities, current policies are aimed toward accommodating pedestrians and bicyclists as well. Traffic calming is a new concept that focuses on slowing traffic down to make roads safer for vehicles and pedestrians. Many strategies for slowing traffic down in both commercial and residential areas are being put in place across the country including on-street parking, chicanes, bulb-outs, speed humps and bumps, additional traffic lights and stop signs, bike lanes, textured crosswalks, and signage. Traffic calming is particularly important to urban commercial districts where shoppers, including the elderly and children, need to feel comfortable as they walk from business to business.

**Current Conditions** Current transportation improvement needs are listed in the Transportation Improvement Program (TIP) on an ongoing basis. Most roads in RUCAs currently have the capacity to handle predicted volumes in 2025. Those that do not will be noted in the recommendation section for each individual RUCA. Because it is a new concept, traffic calming measures are not yet commonly applied in older commercial areas. The City's new Traffic Calming Policy is triggered on a complaint-driven basis from neighborhoods.

**General Recommendations** Since basic road improvement needs are set out in the TIP; they will not be dealt with in-depth in this report. It is recommended that traffic calming measures (including on-street parking discussed below) be incorporated into RUCAs to create a safe pedestrian atmosphere. A reduction in speed limits is another tool that can be used in RUCA areas, and may be considered part of traffic calming.

**Individual RUCA Recommendations** It is recommended that Traffic Calming Study be completed for each RUCA as monies become available. If road capacity for future traffic volumes is an issue, it is noted in the individual RUCA recommendation section so improvements do not conflict with possible future road widening.

## **ON-STREET PARKING**

**Background** On-street parking is one way of accommodating more vehicles where parking is limited in an urban setting. Also, on-street parking provides a buffer between pedestrians and the street in areas where there is no room for a planting strip or the planting strip is minimal. As noted above, it is also a traffic calming method.

**Current Conditions** There are two types of on-street parking; those marked with “Ts” and unmarked parking. Most of the “T” parking is located in or near Downtown. The City has a number of policies concerning the creation of on-street parking: If spaces are marked with “Ts”, the on-street parking must start at least 25 feet back from an intersection; no driveways can be blocked, and the parking must accommodate mailboxes. If the spaces are not marked, spaces must be 7 ½ feet wide and 23 feet long (spaces on the ends of parking areas can be 16-18 feet if the vehicle can pull straight in and out). For both scenarios, remaining travel lanes for traffic must be 10-11 feet wide. Currently, on-street parking is not recommended on roads that are designated as bicycle routes due to safety issues with cyclists going around cars.

On-street parking is currently controlled to some extent in RUCAs through “No Parking” areas and time-limited parking zones. No marked or “T” spaces exist in RUCAs.



*On-street parking in the Peachtree/Waughtown Area*

**General Recommendations** On-street parking should be added in RUCA areas where on-street parking standards can be met. This strategy helps with parking availability and provides for an “urban commercial” feel by slowing down traffic and providing a buffer from the street to pedestrians on sidewalks. The City should rethink its policy of not providing on-street parking along designated bike routes in RUCAs.

**Individual RUCA Recommendations** On-street parking locations should be looked at in conjunction with traffic calming studies recommended for each RUCA.

## **STREET TREES**

**Background** Street trees provide aesthetic value to older commercial areas, shade for pedestrians and parking areas, air quality benefits and a buffer between traffic and pedestrians. Street trees may be the result of individual efforts or part of a comprehensive street tree planting program.

**Current Conditions** The City has money allocated on an annual basis for street trees in addition to the trees planted for the Roots Day program. Generally, about 150 trees can be planted a year, and are primarily located in residential areas. The trees are used to replace any street trees taken down due to problems with the health of existing trees, or to residential areas where there has been a request by the residents. The residents are expected to water the trees; the Vegetation Management Department takes care of pruning and other routine maintenance. There is no policy concerning the planting of these street trees in commercial areas though businesses would be expected to provide the same care as residents. It should be noted that businesses are often concerned that trees may block the view of their signs or buildings. At the same time, a lack of vegetation in these areas leaves a more cluttered and desolate appearance.



*RUCA without Street Trees*



*Commercial Area with Street Trees*

**General Recommendations** One strategy would be to allocate some of the current street tree monies to the revitalization of RUCAs. Before installation, contact should be made with business owners on maintenance of the trees, including allowing the City to do appropriate pruning. As an alternative, the street tree program could be marketed to merchants, and then limited to those merchants and property owners requesting them.

Street trees that are chosen for planting strips should be of a smaller variety where power lines and small planting strips are an issue. The City's Urban Forester has recommended the following trees: Oriental Cherries, Kousa Dogwood, and Eastern Redbud. Crape Myrtles are not desirable as shade trees.

**Individual RUCA Recommendations** The individual RUCA recommendations will contain locations and prioritization for a street tree planting strategy.

## **OTHER AMENITIES**

**Background** Banners/flags, flower beds, street furniture, trash receptacles and other functional and decorative features may be used in commercial areas for pedestrian comfort and aesthetic benefits.

**Current Conditions** The City has provided special decorative banners, and/or plantings in several of the urban commercial areas outside the Downtown such as East Winston, University Corridor, and Liberty Street. Street furniture has only been provided by the City for Downtown, with the exception of bus stop benches.



*Planting area and brick pavers on Liberty Street*

The placement of trash receptacles by the City is primarily done for the Downtown area (though two other commercial districts have them as well). In addition to Downtown, some receptacles have been placed at bus stops/shelters when it is determined that they are needed. The main issue limiting the placement of trash receptacles in commercial areas and at bus stops is one of timing; they are emptied only once a week as part of a residential collection route. Within one week, the trash cans are typically overflowing, creating an even more unsightly situation than the litter itself.

**General Recommendations** Given their expense and maintenance issues, decorative banners are recommended to be selected and funded by merchants in individual commercial areas. Due to the timing problems with trash collection in commercial areas outside of Downtown, it is recommended that trash receptacles not be added in RUCAs unless a more frequent collection schedule is established. More frequent trash collection for these areas and/or additional trash receptacles in commercial areas would have definite budget impacts. Another option is for merchants to “sponsor” trash cans and be responsible for them.

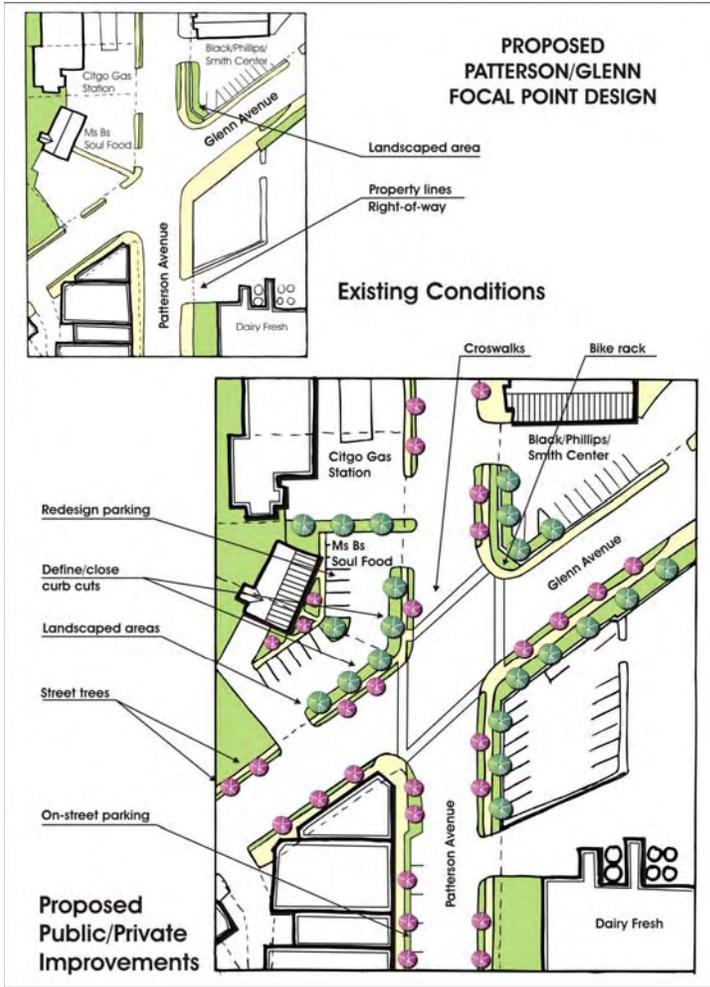
**Individual RUCA Recommendations** Planting areas will be identified in areas designated as Focal Points, which are discussed below.

## **FOCAL POINTS**

**Background** Many older commercial areas have a “center” or special feature based on history and/or identity that can be considered a Focal Point for the area including historic structures, landmarks, or even favorite restaurants. Such Focal Points should be retained and enhanced where possible. By creating and/or enhancing a Focal Point, a commercial area with a “sense of place” is retained instead of just another commercial strip.

**Current Conditions** Many RUCAs already have a defining feature, intersection, or central “place”. The Acadia Grill in the Washington Park RUCA and the busy Waughtown/Thomasville intersection area are good examples.

**General Recommendations** To help RUCAs retain their unique setting and urban feel, it is recommended that each RUCA have a limited focal point area identified. One strategy for revitalizing each RUCA is the concentration of improvements/enhancements in the designated Focal Point area which can serve as a catalyst for other improvements. In designing the Focal Points, cost considerations should be kept in mind. Focal Point improvements should be kept in the existing right-of-way as much as possible.



**Individual RUCA**

**Recommendations** A conceptual Focal Point design has been completed for the four RUCAs; Liberty Street, Patterson/Glenn, Washington Park, and Waughtown/Thomasville. The recommended improvements at each focal point address: problem curb cuts (the elimination of dangerous curb cuts too close to intersections can provide areas for landscaping); traffic calming features (bulb-outs, chicanes, etc.); the creation of on-street parking; possible landscaping improvements; possible areas for street trees; placement of bike racks; placement of pedestrian furniture (including bus stop benches/shelters); and sidewalk improvements.

If this strategy is desired for all RUCAs, it is recommended that similar designs be done when public monies become available for each area.

## **Site Features and RUCAS**

How commercial sites within an area function and look play a role in the area's desirability as a shopping/service destination. Improvements to the public realm are generally not enough; landscaping, screening, fencing, buffering, parking lots, curb cuts, façade conditions, signage, and other site features can play a large role in an area's image and success.

Many commercial sites in RUCAs were developed before zoning and/or specific appearance-related regulations were in place. As a result, many commercial sites have become outdated or "unsightly", adding to the decline of older commercial areas. Numerous structures, parking lots, and other site conditions are "grandfathered" and some of the newer standards, including landscaping and screening, do not apply to them even when changes are made to property, structures, or land use. It is recognized that additional regulations (those going beyond the current zoning ordinance for changes to existing RUCA businesses) may be seen as a hindrance to revitalization due to the added costs. However, it is the lack of standards that currently make and will continue to make some of these areas less desirable. The balancing act is to provide assistance and incentives to business owners for private property improvements when they are required or volunteer to bring their businesses into compliance with higher standards.

## **REGULATORY CHANGES**

### **Landscaping Standards**

Landscaping requirements for new business developments were added to the zoning ordinance long after most RUCAs were developed. Landscaping standards are intended to modify and enhance the character of motor vehicle (including parking lots) and outdoor storage/service areas, and provide separation between uses. Four types of landscaping regulations are currently in the UDO; Motor Vehicle Surface Area Landscaping Standards, Motor Vehicle Display Area Landscaping Standards, Outdoor Storage Area Screening Standards, and Utility Service Area Screening Standards.

UDO landscaping regulations are triggered when a zoning and/or building permit is applied for, or a rezoning is requested. Motor Vehicle Surface Area and Motor Vehicle Display Area Standards are applied to any development that was created after 1988 and is being expanded. Outdoor Storage Area and Utility Service Area Screening Standards are applied to development created after the adoption of the UDO in 1994. To help bring RUCAs up to the aesthetic level of newer commercial areas, it is suggested that these requirements be activated whenever a building/zoning permit is applied for, a change of use is requested, or with the expansion of a structure or parking. In instances where variances on regulations are requested, staff should have the ability to work with applicants to find alternative solutions when warranted rather than eliminate all required landscaping. The references below are only for regulations as applied to older commercial areas, not new developments.

***Motor Vehicle Surface Areas:*** Motor Vehicle Surface Area Standards are broken into two parts: Streetyards and Interior Motor Vehicle Surface Areas.

***Streetyards:*** The requirement for streetyards (the portion of a yard fronting a public right-of-way) in existing commercial areas is triggered only by expansion of parking areas which were developed after 1988. In these cases, the streetyard width may be reduced by 50% with a seven (7) foot tree area, providing the minimum required streetyard area and planting quantities for the expansion are installed. While a variance may be applied for, the applicant will have to prove a hardship.

***Proposed Change:*** Should also be triggered by building expansion and/or use change, and be applied to all parking lots, not just those developed after 1988. Where a hardship exists, working with planning staff on a compromise solution is preferable to a total variance from all requirements.



*Parking lot without landscaping*

**Interior Motor Vehicle Surface Areas:**

The requirement for tree planting in parking lots in existing commercial areas is triggered only by expansion of parking areas which were developed after 1988. Only the expansion area is used to calculate the additional plantings, though the plantings can be spread out throughout the entire parking lot, and the requirement for 50 foot spacing is preempted. While a variance may be applied for, the applicant will have to prove a hardship.

*Proposed Change:* Should also be triggered by building expansion and use change, and be applied to all parking lots, not just those developed after 1988. Where a hardship exists, working with planning staff on a compromise solution is preferable to a total variance from all requirements.



*No Streetyard – Motor Vehicle Display Area*

**Motor Vehicle Display Areas:** This landscaping requirement for display areas (any outdoor area where autos and other vehicles are stored and held for sale or lease) in existing commercial areas is triggered only by an expansion of a vehicle display areas which were developed after 1988. The streetyard width may be reduced to a minimum of five (5) feet with a seven (7) foot tree area, providing the minimum required streetyard area and planting quantities are installed. While a variance may be applied for, the applicant will have to prove a hardship. Other Motor Vehicle Surface Area Landscaping Standards also apply here (see Interior Motor Vehicle Surface Areas above).

*Proposed Change:* Should also be triggered by building expansion, and be applied to all parking lots, not just those developed after 1988. Where a hardship exists, working with planning staff on a compromise solution is preferable to a total variance from all requirements. **FOR ADDITIONAL RECOMMENDATIONS FOR USED CAR LOTS, SEE “USE CONDITIONS” ON PAGE 18.**

**Outdoor Storage Areas:** The screening requirements for outdoor storage areas including: trash receptacle areas; dumpsters; outdoor repair areas or service stations; loading docks; and storage of bulk materials in existing commercial areas are triggered only if an item is new, replaced, or moved,

and only if the site was developed after 1994. There are two current options; opaque fencing six (6) feet high or vegetation which is six (6) feet high at installation.

Proposed Change: Should also be triggered by building expansion, parking lot expansion, and use change, and is applied to all sites, not just those developed after 1994.

**Utility Service Areas:** The screening requirements for utility service areas including: heating/cooling equipment; generators; utility boxes; and other above ground devices in existing commercial areas, are triggered only if an item is new, replaced, or moved, and only if the site was developed after 1994. The screening requirement is based on the size of the structure and its distance from the nearest street right-of-way, and planting, fences, and/or wall options are provided.

Proposed Change: Should also be triggered by building expansion, parking lot expansion, and use change, and be applied to all sites, not just those developed after 1994.



*Dumpster without Screening*



*Screened Dumpster*

### **Bufferyard Standards**

Many of the RUCA sites were developed before bufferyard regulations were put in place. Bufferyard standards are designed to provide visual and functional separation between different land uses. Current regulations have four bufferyard types which are assigned according to the type/intensity of land uses the buffer is being placed between. Fence and wall options exist in lieu of 50% of the bufferyard requirement in some cases. For RUCA areas, bufferyards are most important where commercial land uses adjoin residential uses.



*No buffer between business and home*

**Bufferyards:** The current ordinance requires bufferyards to be installed in existing commercial areas with the expansion of a building or change of use, though variances may be requested with hardships. The UDO also allows fence and berm options to meet part of a required bufferyard.

Proposed Change: Should also be triggered by parking lot expansion. Where a hardship exists, working with planning staff on a compromise solution is preferable to a total variance from all requirements.

## **Use Conditions**

A number of land uses in the UDO have what are known as “Use Conditions”. “Use Conditions” place specific regulations to a single land use in addition to zoning district regulations. Motor Vehicle Storage Yard, Motor Vehicle Repair and Maintenance, and Motor Vehicle Body or Paint Shop are land uses which have specific “Use Conditions” that need additional regulations in RUCA areas.

**Motor Vehicle Storage Yards:** In 1999, UDO-28 was passed regarding motor vehicle storage yards (for more than one wrecked or inoperative vehicle) that not only required special screening of such uses in the future, but established an amortization period for all storage yards to come into compliance



*Screening for Motor Vehicle Storage Yard*

with the new regulations. It should be noted that in 2001 an exemption for these regulations was given to Motor Vehicle Repair and Maintenance uses. While all these uses are now in compliance, the “slats-through-chain link” approach used by most property owners in some cases still leaves an unsightly appearance to these businesses, especially when they are in highly visible urban areas. If the slats are not maintained on an ongoing basis, the autos being screened become visible, and the fences become eyesores themselves.

Proposed Change: Require opaque fencing and perimeter landscaping for Motor Vehicle Storage Yards in RUCAs when there is an expansion of the building, parking area, or storage area, and for any new Motor Vehicle Storage Yards. A list of appropriate screen types should be developed.

**Outdoor Display Retail (Car lots):** Used Car Lots have been noted as an appearance issue. Current “Use Conditions” include locational limitations for the LB District (only allowed in GMAs 4B and 5), adherence to the Motor Vehicle Storage Yard regulations, and noise regulations. To create conditional uses that apply only to Used Car Lot Dealers and not New Car Dealers, Boat Dealers, RV dealers, and Mobile Home Dealers, Used Car Lots would need to become a separate permitted use in the UDO.

Proposed Change: If it is determined that Used Car Lots need to be addressed as a separate land use, the following is a list of possible use conditions:

- Lots shall have a minimum of 200 linear feet road frontage upon a public street;
- There shall be no more than one accessory building per lot;
- Used car lots must have paved, marked, and landscaped parking areas for all cars for sale;
- Used car lots must have a defined parking area that is edged in timbers or other material and must meet the UDO requirements for surface materials. Parking on grass or vegetated areas will not be permitted;
- Lighting shall be directed on the site.



*Used car lot in King Plaza area*

These suggested changes can be applied to new Used Car Lots only, or compliance within RUCAs can be required for existing lots amortized over a period of time. Another approach is to have a spacing requirement so Used Car Lots do not concentrate in one area.

***FOR ADDITIONAL RECOMMENDATIONS FOR USED CAR LOTS, SEE MOTOR VEHICLE DISPLAY AREAS ON PAGE 16.***



*Outdoor tire storage next to business*

***Tire Storage:*** Tire storage is currently not a separate land use in the UDO, but is an issue in many RUCAs. City staff is enforcing fire code requirements that eliminate many of the current tire storage issues by not permitting tire storage within 50 feet of a building or property line. However, the City may want to put screening requirements in place for tire storage in RUCAs that otherwise meet the fire code. This “Use Condition” would need to be added to all uses where outdoor tire storage of any size currently occurs.

### **Other Site Issues**

***Fencing:*** Fences in commercial areas are regulated by the UDO only if they are solid fences six feet and above in height (which require a building permit and an engineer’s seal) or are used for screening or buffering requirements. In RUCAs, many businesses choose to use chain link and razor wire which is not regulated by the UDO even in the front of their businesses, giving an unsightly and “prison-camp” appearance to a commercial area. This adds to the perceptions of crime and deterioration in a neighborhood. Two ways of addressing this problem is to regulate fences or provide incentives for alternative fencing types in RUCA areas. It is recognized that regulating all fences in commercial areas would be a major change in the UDO and would create a large workload for the Inspections Department.



**Chain Link and Razor Wire**



**New Composite Fencing**

*Proposed Change:* Provide financial incentives to businesses to replace visible chain link fences with newer vinyl or plastic composite fences that mimic wood or wrought iron fences, yet provide security.

**Parking Lots:** Parking lot appearance is a key visual issue in all RUCAs. Many lots are poorly designed and paved and have no clear markings, causing vehicles to be haphazardly parked. Cracked cement, asphalt, and scattered gravel allow weed growth create an unsightly appearance. Many of the lots are in front of buildings and are highly visible. Adding to the appearance and functional problems of RUCAs are numerous curb cuts and driveways into parking lots (see section on curb cuts below). Currently, parking lots in existing commercial areas must come into compliance with parking regulations when buildings or structures are enlarged, which means provision of a minimum 4 (four) inches of gravel and wheel stops. Asphalt or concrete paving for parking lots is currently only required in GMA 1. Parking availability is addressed later in this report.



*Parking lot in RUCA needing improvements*

*Proposed Change:* Compliance with current regulations should also be triggered by parking lot expansion. The proposal to require Motor Vehicle Surface Area standards (see above) when permits are applied for, combined with the existing requirement to bring lots into conformance with the UDO when permits are applied for should improve the appearance and functioning of parking lots. Another approach would be to require paving of parking lots in GMA 2.

**Curb Cuts:** Frequent and poorly placed curb cuts not only add to the dilapidated appearance of an area by increasing pavement and significantly reducing possible landscaping areas, they are also unsafe for pedestrians and vehicular traffic by allowing dangerous vehicle movements, especially when located close to intersections. The City Code currently provides specific requirements for driveways/curb cuts including location, widths, radii, and distance between driveways. Unfortunately, many of the businesses in RUCAs were developed before curb cut regulations and other requirements went into effect. It is the City’s policy to get involved with driveway/curb cut issues in established

areas only when someone wants to put in a new driveway, revamp an existing driveway, or when a street is improved by reconstruction or maintenance. Then, the City will work with a business to bring driveways into compliance when practical; however, the City will only require a property owner close a driveway if it is unused.

**Proposed Change:** For both safety and appearance purposes, curb cuts should be limited and located as far back from intersections as possible when they are within the public right-of-way. When a site comes in for a building expansion, change of use, or expansion of a parking lot, curb cut closure or relocation should be required if they do not meet current standards. Curb cut width should conform to current standards.



**Unstructured Curb Cuts**



**Streetyard with Controlled Curb Cuts**

**Building Facades:** The condition of building facades (the exterior face of a building) has a large impact on the perception of a business' health. Noted problems include boarded up or barred windows and doors, peeling paint, and deteriorated or out-of-date awnings.



*Outdated building façade*

While the UDO does not control façades of commercial buildings, the City does have the ability to review façade improvements if the project uses local or federal funding for any part of site or building revitalization. The Target Area Business Assistance Program and the Building Improvement Rehabilitation Program are two programs the City has created to assist business owners with facade issues and is explained further in the Financial Improvement Strategies section.

**Proposed Change:** Any project using local or federal monies for façade/site improvements is required to adhere to design standards first developed for Liberty Street. (See **Appendix C** for rehabilitation design standards)

**Structural Conditions:** Some commercial structures in RUCAs are deteriorated, contribute to blight, and in some cases create a safety hazard. Currently, the City can approach the removal of blighted/dangerous buildings in one of three ways: 1) Under the abandoned structures provision,

Section 10-202, of the City Code which states that the city shall cause to be repaired, closed, or demolished any abandoned structure which is found to be a health or safety hazard as defined in the section. To be declared abandoned, there must be no evidence that the building is being used or maintained. The provisions and procedures for compelling repair or demolition are the same as those used for unfit dwellings; 2) Acquisition of the structure as a part of implementation of a Redevelopment Plan adopted under the provisions of North Carolina Urban Redevelopment Law; or 3) Using NCGS 160A-426(b) enacted in 2001 by the North Carolina State legislature. This statute deals with nonresidential properties in “community development target zones” and may provide the City an additional means of dealing with vacant properties in RUCAs. Under the statute, nonresidential properties in community development target zones can be declared unsafe if the building is vacant or abandoned and the building is so dilapidated as to be unsafe, contribute to blight or attract criminal activity. If a building meets these qualifications, the City can compel repair or demolition of the building. This provision appears to provide municipalities much greater ability to deal with the problem properties since it allows action on vacant as well as abandoned structures, and includes contribution to blight and attraction of criminal activity in addition to unsafe conditions as the basis for enforcement action. With the exception of Ogburn Station, all RUCAs are located in a “community development target zone” as defined in this statute.



*Poor structural conditions*

Buildings with historic significance should be saved whenever possible. There are voluntary preservation guidelines for “mothballing” buildings that are vacant to protect them from the elements and vandalism. Mothballing could be an alternative to demolition if the structure is able to be rehabilitated. These guidelines can be obtained from the CCPB Historic Resources staff. Improvements to contributing structures in National Register Historic Districts may qualify for tax credits. The only RUCAs in National Register Historic Districts are a large portion of the

Washington Park RUCA and a small portion of the Woughtown/Thomasville RUCA. A Demolition by Neglect Ordinance has recently been adopted by the City. This new ordinance gives the City the authority to repair/rehab rather than demolish structures that have fallen into disrepair within locally zoned historic districts and properties designated as Local Historic Landmarks.

*Proposed Change:* The City Attorney should review NCGS 160A-426(b) to determine whether its provision can be enacted in Winston-Salem, and if so, work with other City staff to draft the necessary revisions to the City Code to enact the provisions locally. Staff should continue looking for National Register eligibility for commercial areas and neighborhoods during Area Plan development.

***New Buildings:*** On vacant sites or redeveloped sites, new buildings should retain a pedestrian orientation and character. The building façade should add interest and activity to the street environment through the use of windows, porches, columns, cornices, canopies, or awnings. The main entrances to new buildings should be at the street frontage with off-street parking, dumpsters, and loading areas behind the structure. Amenities such as bike racks, benches, and trash receptacles should be included in the site plan. Site plans should be required and be reviewed by planning staff with

Crime Prevention through Environmental Design (CPTED) training. Among City staff, several police officers have this training and one planning staff member received training in the fall of 2004.

Current setback requirements for new buildings in several of the existing business districts do not reflect urban street patterns. Supplementary Standards for Older Neighborhoods in the UDO currently allow for alternative setbacks in only the NO and NB Districts. The standard uses an averaging of existing setbacks on the street within 100 feet.



*New business in Washington Park with building placed up to sidewalk and parking to the rear*

**Proposed Change:** Special use zoning/site plans following design guidelines should be required within RUCAs to regulate new building construction. (See **Appendix D** for new building design guidelines); and Supplemental Standards for Older Neighborhoods should be available for the LO, HB, LB, and GB districts in GMAs 1 and 2.

**Signs:** The first comprehensive sign ordinance done in 1985 is currently being updated. One nonconforming sign per business site is allowed to remain on site if it was documented with the Inspections Division before 1995. If the sign is destroyed or damaged, the replacement must meet the standards of the UDO.



*Excessive signage in RUCA*

Several sign issues were noted in the field survey of RUCAs. A common problem, especially on convenience store sites, is excessive signage. While these detached signs (which are typically small, cardboard signs advertising a specific product) are illegal, enforcement is very difficult to do and stay on top of. Some signs in RUCAs are damaged, poorly designed, or out-of-date. Abandoned “skeleton” signs, old metal structures/frames which once supported a sign, are quite common in several of the RUCAs. It is proposed in the new draft ordinance that signs are considered to be abandoned and need to be removed when a

business has been gone for 180 days. Also, Section 70-7 of the City Code requires the removal of unsafe signs.

***Proposed Change:*** The removal of old, unused sign poles, frames, etc. should be required in RUCAs when changes occur to a business including change of use or expansion of a structure or parking area.



*“Skeleton” sign in RUCA*

Regulations concerning unsafe signs or other violations should be enforced. As a part of the proposed on-premise sign regulation overhaul, there has been a proposal to establish a Landmark Sign designation for unique, older signs that may not meet the new sign requirements. It is recommended that the Landmark Sign designation be adopted. Staff has identified several such signs in the various RUCAs which might have potential for landmark sign designation. Landmark signs reflecting our historic and cultural heritage should be noted and preserved.

***Parking Availability:*** (NOTE: THERE IS A TEXT AMENDMENT GOING THROUGH THE ADOPTION PROCESS WHICH RECOMMENDS CHANGING PARKING REQUIREMENTS IN OLDER COMERCIAL AREAS. THIS AMENDMENT IS NOT REFLECTED IN THE TEXT BELOW). Lack of parking can make reuse or expansion of some structures in RUCAs challenging. Many commercial buildings in RUCAs were constructed with little or no on-site parking, when people did not rely on automobiles and our regulations did not require that parking spaces be provided.

The UDO requires that a business provide on-site parking spaces generally based on the square footage of area used for a specific use or uses, though other standards may apply. If the building legally existed before the establishment of parking requirements, it is considered a *non-conforming structure/improvement* and is *grandfathered* for the number of parking spaces required for the use that existed as of the effective date of the parking requirements on September 16, 1968. Determining or proving the use that existed can be impossible, sometimes rendering this provision useless. Unlike a *non-conforming use* which expires if discontinued for more than one year, the non-conforming structure/improvement classification remains over time, even if it is vacant for a significant time. While the structure is grandfathered for the parking spaces required prior to the parking standards, problems can arise when an owner seeks to expand the use or building or change to a use that requires more parking spaces. (See **Appendix B** for a detailed parking calculation example).

Fortunately, the UDO does provide some special parking provisions that could be used to provide relief in RUCAs. Many properties in RUCAs are zoned Pedestrian Business (PB), Neighborhood Business (NB) or Neighborhood Office (NO). The PB and NB District allow a 30% reduction in the required parking. The NO District provides a 15% reduction. There are no parking requirements in the Central Business (CB) and Central Industrial (CI) Districts, but as these are districts for the downtown area, it is unlikely that properties in RUCAs would be zoned CB or CI. In Historic or

Historic Overlay Districts, the Historic Resource Commission may recommend to the Board of Adjustment that a petitioner be granted a parking variance if required parking would render a site incongruous with the District. The UDO provides an allowance for on-street parking spaces to satisfy up to 35% of on-site parking spaces required in a limited number of zoning districts, including the Pedestrian Business Special Use (PB-S) and Limited Business Special Use (LB-S) Districts. Unfortunately, the provision has limited applicability in RUCAs since the on-street parking cannot be located on a thoroughfare or collector street. Further, most sites in RUCAs have general use district zoning and would need to be rezoned to a special use zoning district to use the provision.



*Business without parking in RUCA*

More applicable to RUCAs, the UDO provides a variety of alternatives and incentives to reduce the required number of parking spaces. These include allowing compact car, motorcycle and bicycle spaces and providing 2-3% reductions for proximity to sidewalks, transit lines or combined access. The percentage reductions are most significant for larger sites, but can provide some relief for smaller sites usually found in RUCAs.

If a business does not have enough spaces to meet their on-site parking requirements factoring in the various reductions, alternatives, and incentives, they have some additional options. Easiest and most certain is to lease off-site spaces. However, for many retail uses including restaurants, food and drug stores, and general merchandise stores, the leased spaces must be on a contiguous site. Leased spaces cannot be used to meet the parking requirements for another use and a lease contract must be provided to the Inspections Division for approval.

If no contiguous spaces are available, the business could petition the Board of Adjustment for a variance of the contiguous requirement or a variance for all or some portion of the parking requirement. To be granted a variance, the petitioner must demonstrate that they have a practical difficulty or unnecessary hardship. Hardships are very difficult to prove especially when perceived to be “self-imposed” such as when expanding a building or changing the use. Over the last 10 years, the Board of Adjustment has granted very few parking variances and then only in unique circumstances.

The business could also petition to rezone the site to a district without parking requirements (CB or CI) or more likely, a district with reduced parking requirements such as the PB, NB, NO, PB-S or LB-S. The business could also attempt to amend the text of UDO parking standards or zoning district requirements, but that option is time consuming and highly uncertain. Changes to the text of the UDO are probably best brought forward by staff with analysis of their community-wide applicability and potential impacts.

Local government can assist in addressing parking problems in RUCAs in two ways: reducing parking requirements or increasing the supply of parking spaces. (It is noted that actual or assumed customer demand for parking spaces also impacts the reuse or expansion of structures, but actions to impacting customer transportation habits and expectations is beyond the scope of this report.)

Reducing parking requirements can be accomplished by revising UDO provisions. Increasing supply could be undertaken privately or as a public-private effort. Likely, the most effective solutions will be a combination of changing UDO requirements and increasing supply. For example; changing the UDO requirements to allow off-site spaces for all uses and then constructing shared parking facilities in areas where off-site spaces are not available could be a potential solution.

The chart below lists options along with some of the advantages and disadvantages. Brief explanations are provided following the charts for the options with \*. All options would require additional staff research and evaluation which would be undertaken at the direction of the City Council.

### Parking Availability

Reduce UDO Parking Requirements		
Action	Advantages/Benefits	Disadvantages/Obstacles
Reduce or eliminate parking requirements for specific zoning districts or GMAs	-Broad, simple approach -Reduced amount of pavement	-Selecting appropriate districts, GMAs and % reductions -Broad application could have unintended negative impacts in some areas or for some uses
Not require increase with change in use in specific districts or GMAs	-Provides incentive to reuse existing buildings/sites	-Could have negative impacts in some areas or for some uses
Expand allowance of off-site parking to high generating retail uses	-Flexibility for businesses -Reduce need for variances	-Deciding appropriate distance for allowance -Location may not meet parking demand -Administration and tracking
Reduce parking requirements for “historic” or older buildings	-Provides incentive to reuse older buildings	-Deciding age or historic status for application -Could have negative impacts in some areas or for some uses
Allow parking overlay zones*	-Provisions can be tailored to fit specific situation -Keeps existing zoning districts and requirements -Only applied where situation warrants after public review and input	-Deciding appropriate standards -Cost and complexity of rezoning property -Uniform application may be difficult
Create new district with reduced parking requirements (neighborhood-scale mixed use)	-Only applied where situation warrants after public review and input	-District not yet established -District may not work for existing RUCAs -Sites would need to be rezoned
Allow alternative compliance to meet requirements including: on-street spaces; off-site spaces; dual use of spaces; and fees-in-lieu	-Flexibility for businesses -Shared costs and operation -Efficient use of spaces	-Locations may not meet parking demand -Complexity in establishing -Difficulty in tracking, especially over time -Policing “high” users -Complexity with change of use

<b>Increasing the Supply of Parking</b>		
<b>Action</b>	<b>Advantages/Benefits</b>	<b>Disadvantages/Obstacles</b>
Mark more on-street spaces	-Low cost -Traffic calming	-Limited availability -Potential safety issues
Encourage use of shared parking spaces with different peak demand	-No public cost	-Complexity of bringing together multiple interests -Location may not meet parking demand
Create shared <b>private</b> parking lots/decks	-No public cost -Shared costs for construction and management -Efficient use of spaces	-Finding and acquiring sites -Complexity of bringing together multiple interests -Access to capital funding -Ongoing operation and maintenance costs -Location may not meet parking demand
Create shared <b>public</b> parking lots/decks	-Access to public capital funding -Ability to acquire sites -Efficient use of spaces -Efficient construction and operation -Can be publicly operated or contracted to private entity	-Finding appropriate sites -Funding -Ongoing operation and maintenance costs -Location may not meet parking demand -Funding (see below)
Allow businesses to lease off-site parking that is not contiguous, but is within 500 feet of their business without applying for a variance	-More flexibility for businesses in RUCAs -Use of already-built parking that is underutilized	-Patrons may not want to use off-site parking -Policing leases -Potential of leased spaces ever being anything but parking
<b>Potential funding options to create public parking lots/decks</b>		
General Revenue	-Simple administration	-Lack of available funds -Inconsistent with City policy for parking facilities -Equity issues
Federal funds, including Community Development Block Grant (CDBG) funds, Section 108 Loans, or Economic Development Initiative (EDI) Grant Funds	-Doesn't rely on or limit reliance on local revenues	-High paperwork and procedural requirements -Need to demonstrate benefit to low-moderate income persons or clearance of blight -Draws funds from other uses (CDBG and Section 108) -Very limited availability, since awarded competitively or by Congress (EDI)
Long-term leases and projected revenue	-Practice used for existing City parking decks -Doesn't rely on general revenue	-May not provide adequate funding -Administration and tracking
Allow fees-in-lieu* of required parking	-Flexibility for businesses	-Setting appropriate rate Cost to business -Administration and tracking -Timing between payment and

<b>Increasing the Supply of Parking</b>		
<b>Action</b>	<b>Advantages/Benefits</b>	<b>Disadvantages/Obstacles</b>
		construction -Will not provide total funding
Self Financing Bonds*	-Doesn't rely on general revenue -No increase in tax rate -Additional tax only on increased property value -Provides access to public capital funding	-Complex bond issuance -Property tax revenue must increase enough to pay off bonds -Reduces future tax monies available for other uses
Municipal Services Districts*	-Doesn't rely on general revenue -Collectively share costs -Provides access to public capital funding	-Tax assessed on all businesses in district -Need large area to pay for major capital projects
Combination of methods	-Diverse sources -Tailored to specific situations -Opportunity for joint public/private funding	-Complexity -Resources may still not be adequate to fund projects
Impact Fees		-May not provide for ongoing maintenance costs

\*Notes:

**Parking Overlay District:** A parking overlay district would work similar to the Historic Overlay District provisions. Reductions in parking requirements or allowance of shared parking would be based on a study of the parking situation (supply and demand) in the specific area. The district would be designated as any other zoning district, with public notice, public hearings and action of the elected body.

**Fees-in-lieu:** Under a fees-in-lieu system, property owners pay for a percentage of the cost of providing parking to a governmental entity as an alternative to all or part of their required on-site parking. The governmental entity uses the fees to finance and build shared parking facilities. Typically monies collected this way must be used within a certain time or returned with interest.

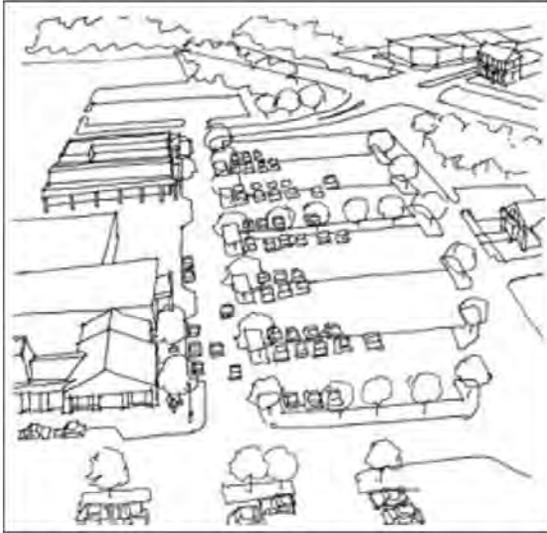
**Self Financing Bonds and Municipal Services Districts:** These financing methods are discussed further in the Financing Improvements Strategies section of this report.

### **Retrofitting Existing Shopping Centers in RUCAs**

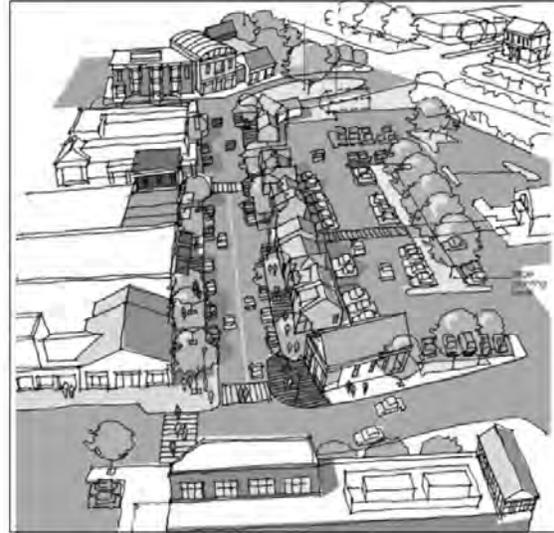
Three "suburban-style" shopping centers have been designated as part of RUCAs: Northside, West Salem, and King Plaza Shopping Centers. The centers are experiencing vacancy issues, appearance problems, and other difficulties. Two approaches can be looked at for these suburban style centers, each discussed below.

First and least expensive is to make basic improvements that bring the shopping centers up to the same standards consumers expect of new shopping centers, which include landscaping, buffering, well-placed access points, parking design and appropriate signage. To take the shopping centers a step beyond the current ordinance requirements; façade improvements, public gathering places, pedestrian and vehicular connectivity, added design components, and pedestrian amenities should also be investigated. Incentives and assistance could be made available by the City for both types of improvements.

A more radical solution is a comprehensive revision strategy by the property owner. The redevelopment of existing shopping centers into a “Main Street” type of development has become a national trend and has proved a strong revitalization tool. A strategy of incremental adaptation toward a mixed-use, pedestrian-oriented development is one way of rethinking how we deal with struggling or out-of-date shopping centers. Site planning components include building orientation, a new “street system”, architectural features, parking location, the creation of public spaces, and pedestrian circulation. The goal is to eventually create a shopping area that is recognized as a destination and gathering place, is pedestrian-friendly with high quality public spaces and uses, landscaping, and appropriate lighting which can be accessed through a variety of means including transit, biking, walking, or driving.



**Standard Shopping Center (Before)**



**Redesigned Center (After)**

Clearly, the property owners of these shopping centers would need to initiate a change this drastic. Incentives and assistance should be available for such a program, and perhaps could be made available to struggling and abandoned shopping centers throughout the City. A cost-benefit analysis could be used to determine if the upgrade is feasible.

### **Financing Improvement Strategies**

The long-term successful revitalization of RUCAs will occur only with significant private investment and the involvement of community-based organizations. The City of Winston-Salem should use its resources as an incentive to encourage private investment, assist property owners with proposed new regulatory requirements, and support community-based efforts in RUCAs. When funds are provided to an individual business, the amount of City funding provided should be tied to the amount of private investment made or should be provided in order to help businesses comply with City zoning regulations (screening, landscaping, parking, design requirements, etc.). Individual businesses that access City funding programs should be required to comply with City zoning regulations and improve their properties as a condition of funding.

With the current budget and economic situation, City funding resources are extremely limited. Therefore, to have a significant impact, public improvements should be concentrated in a limited number of RUCAs and expanded as additional funding becomes available.

## **ASSISTANCE TOOLS**

### ***Expanding Existing City Programs***

The City of Winston-Salem already has many useful and successful economic development incentive programs in place to assist RUCAs (**See Existing Programs in Appendix A**). Rather than creating new programs, emphasis should be placed on expanding these programs geographically, marketing their availability, increasing funding levels, and providing them as an incentive to businesses seeking to comply with City zoning regulations and proposed regulatory changes.

#### Recommendations:

- Require compliance with all City zoning regulations and the design guidelines contained in this report as a condition of participation in City economic development assistance programs.
- Designate all RUCAs as target areas under the City's Target Area Business Assistance Program (loans or grants up to \$50,000 for creating jobs and increasing tax base). Increase program funding annually.
- Expand the Building Improvement Rehabilitation Program (forgivable loans of up to \$10,000 for exterior improvements) now targeted to the Liberty Street Corridor to all RUCAs. Allow funding to be used to comply with City zoning regulations and proposed regulatory changes, including those for bufferyards, landscaping, screening, fencing, parking, and curb cuts. To assure concentrated impact and effectiveness, RUCAs should be added to the program only as increases in funding are available. Priority for inclusion in the program should be targeted to RUCAs undergoing other revitalization activities, especially those with involvement of community-based organizations. The current annual funding of \$50,000 should be increased by \$25,000 for each RUCA added to the program.
- Encourage the creation of new businesses in RUCAs by working with neighborhood associations, Community Development Corporations (CDCs) and merchants' associations to market the City's Business Training and loan/grant programs in neighborhoods adjacent to RUCAs.
- Encourage expansion of existing businesses in RUCAs by marketing the City's business training and loan grant programs in the areas.

### ***Community-Based Organizations***

Community-based organizations, including Community Development Corporations (CDCs) and business/merchants' associations can play a significant role in improving RUCAs. Their activities can range from promotional efforts to real estate development. The City should support the establishment and work of CDCs and business/merchants' associations. However, for long-term success, these organizations must be community-based. The City should assist citizens and not be involved in the organizing or managing these organizations.

#### Recommendations:

- Provide grants to Local Initiatives Support Corp. (LISC), Neighbors for Better Neighborhoods (NBN) and others to provide technical assistance to CDCs.
- Encourage the Greater Winston-Salem Chamber of Commerce to assist in the establishment of business/merchant associations.
- Provide matching grants to CDCs and business/merchant associations for promotional materials and appearance enhancements, such as brochures, maps, banners and signs, and landscaping.
- Partner with private lenders to provide loans to CDCs for commercial development projects.

### ***Design Assistance and Community Design Center***

Quality site planning and building design is essential to improve the appearance and character of RUCAs. Unfortunately, quality design services are often unaffordable to business and property owners in RUCAs and other aging commercial areas. Providing businesses in RUCAs with affordable access to quality design assistance can enable the businesses to make improvements that meet their business needs, while preserving the property's special character and contributing to community

revitalization efforts. Design services can be provided on a contractual basis or through a Community Design Assistance Center (See Appendix D for additional information on and examples of Community Design Assistance Centers.)

Recommendations:

- Require businesses receiving assistance under the City’s Economic Development programs to work with a certified design professional (as is currently required for the Downtown Building Improvement Program). Retain a private design professional on a contract basis to provide design services to City program participants at no charge or at a reduced cost to the participant.
- Establish a Community Design Assistance Center to provide affordable quality design services to businesses in Downtown Winston-Salem, RUCAs and UACs. The Design Center should be a public-private effort with involvement of the City, the Chamber of Commerce, the Downtown Development Partnership, and professional organizations of designers, such as the American Institute of Architects (AIA) and the American Society of Landscape Architects (ASLA). Priority for services should go first to participants in City Economic Development Programs and second to businesses in RUCAs needing to comply with City zoning and landscape regulations.

***Vacant Property Inventory***

One obstacle to businesses locating in older commercial areas, including the RUCAs, is the lack of information about properties available for lease or purchase. Centralized property inventories, especially those with computer based searches, can provide easy access to information on available properties, benefiting both businesses seeking sites and owners with properties. (See Appendix D for additional information on vacant property inventories.)



*Vacant building in RUCA*

Recommendations:

- Establish and maintain a web-based vacant properties inventory through the Development Office for properties in RUCAs. Inventory should include both primary and secondary space.
- Promote the RUCA vacant property inventory through various means, including City Economic Development Program materials and other websites, including those of the City, the Chamber, and community-based organizations.

**POTENTIAL FUNDING SOURCES**

***City Revenue, Federal Sources and General Obligation Bonds***

Currently, City of Winston-Salem community economic development programs are funded primarily with general revenues and Community Development Block Grant (CDBG) funds. The City has also used Federal Economic Development Loans (Section 108 Loans) and Economic Development Initiative (EDI) Grant Funds for community economic development activities. Section 108 Loans are essentially an advance on future CDBG funds. They provide a community with a pool of funds initially with payback over time from project revenues, loan repayments or the community’s annual CDBG allocation. EDI grants are awarded either competitively by the Department of Housing and

Urban Development (HUD) in conjunction with Section 108 Loans (Competitive EDI Grants) or by Congress for special projects (Special Purpose EDI Grants). Special Purpose EDI grants are very limited and likely to go to high profile projects.

Recommendations:

- City economic development incentives programs and funding should be focused in RUCAs.
- General revenue and CDBG funding of economic development programs in RUCAs should be increased to the greatest extent possible.
- The City should seek to establish a Neighborhood Commercial Revitalization Fund with funds from a Section 108 Loan or as part of a future bond referendum. The fund would be targeted specifically for revitalization activities in RUCAs. The fund could be used to provide additional funding of City loan and incentive programs, fund infrastructure improvements (see below), and provide funding to allow the City to partner with community-based organizations and private lenders in community development projects.
- The City should seek a Competitive EDI Grant to be used in conjunction with a Section 108 Loan to establish the Neighborhood Commercial Area Revitalization fund.
- The City should seek Special Purpose EDI Grants to assist community-based organizations with major redevelopment projects in RUCAs.

***Priority Funding Areas for Infrastructure Improvements***



*Worn path in area needing sidewalk*

The City of Winston-Salem uses general revenues and bond proceeds to fund public improvements, including sidewalks or other pedestrian improvements, landscaping and appearance enhancements, and economic development projects. Limited funds are allocated based on established priorities. For example, sidewalks that provide access to schools or parks are given additional points in the rating system. As discussed elsewhere in this report, most of the RUCAs need significant public improvements. In order for limited funding resources to be directed to the RUCAs, the City must recognize the value of RUCAs to our community and then give priority to funding of projects in these areas.

Recommendations:

- Recognize the important role RUCAs play in our community (providing accessible goods services, jobs and business opportunities).
- Give priority to the funding of needed capital and other improvements in RUCAs by adding “location in a RUCA” as a priority criterion in project evaluation systems.

***Special Taxing Districts***

Special taxing districts, usually called business improvement districts (BIDs) or municipal services districts (MSDs), levy a supplemental property tax to fund services or capital improvements in a specific area, thereby encouraging revitalization and private investment. BIDs and MSDs have been used throughout the U.S. and in many cities in North Carolina, but not in the City of Winston-Salem. Because the supplement will increase property taxes (to at least some extent), establishment of an MSD will likely be most acceptable in areas that are already undergoing some level of revitalization

and where property owners believe that the funded services or improvements will serve to accelerate the revitalization. (See **Appendix D** for information on Special Taxing Districts.)

Recommendations:

- Work with property owners and business/merchants’ associations to assess interest in establishing MSDs in RUCAs showing strong signs of revitalization and in UACs.
- Establish MSDs where there is strong property owner support and a business/merchant association or other community-based organization working in the area.
- Give priority to business/merchant associations or other community-based organizations when contracting to provide services funded by supplemental assessments in MSDs.

***Self-Financing Bonds***

In November 2004, North Carolina voters approved an amendment to the State Constitution to allow local governments to issue self-financing bonds. Under this funding method, more typically called *tax increment financing (TIFs)*, a local government issues bonds to pay for infrastructure improvements in a designated development district and then pays off those bonds with the incremental increase in tax revenue on the property in the district. The bonds do not require local voter approval and are not backed by the general taxing authority of the local government.

Because of the complexity and costs involved in the issuance of municipal bonds, self-financing bonds work best for large projects and, therefore, would be difficult to use in most of the RUCAs. There may be some opportunity to use self-financing bonds in the downtown and in some of the larger, thriving UACs. (See Appendix for additional information on Self-Financing Bonds.)

Recommendations:

- Work with property owners and business/merchants associations, including the Greater Winston-Salem Chamber of Commerce and the Downtown Development Partnership, to assess interest in using self-financing bonds as a means to fund capital improvements in the Downtown area and in thriving UACs.
- Proceed with detailed project analysis only where there is strong community support for the use of self-financing bonds.
- Issue self-financing bonds only when clearly financially sound and the project can not proceed without the public improvements paid for with the self-financing bonds.

**Crime**

Crime, or the perception of crime, can have a strong detrimental effect on neighborhoods and the commercial areas within them. It needs to be recognized that revitalization of some RUCAs will be difficult if the issue of crime is not dealt with. The City collects crime statistics in a number of categories including drug violations, burglary/theft/larceny, violent crime, and traffic violations. These statistics can be found for each RUCA in the individual RUCA recommendation section.

**CRIME TYPES**

<b>PART 1 CRIME *</b>
AGGRAVATED ASSAULT
ARSON
BURGLARY - HB&L
BURGLARY - SB&L
LARCENY
MOTOR VEHICLE THEFT
RAPE
ROBBERY

PART 2 CRIME	
ALL OTHER OFFENSES	LIQUOR LAWS
COMMUNICATING THREATS	MISSING PERSON
COURT VIOLATIONS	PROSTITUTION
DISORDERLY CONDUCT	RESISTING ARREST
DRUGS	RUNAWAY
DWI	SEXUAL OFFENSES
EMBEZZLEMENT	SIMPLE ASSAULT
FAMILY OFFENSE - CHILD ABUSE	STOLEN PROPERTY
FAMILY OFFENSE - CHILD NEGLECT	SUICIDE
FORGERY	TRAFFIC VIOLATIONS
FRAUD	TRESPASSING
GAMBLING	VANDALISM
INVOLUNTARY COMMITMENT	VIOL CITY ORDINANCE
KIDNAPPING	WEAPONS VIOLATION

\* Part 1 crimes are reported to the State

## SITE DESIGN

Fear of crime also affects the appearance of RUCAs. Concerns about crime result in prison-like features such as razor wire, inappropriate lighting, removal of landscaping, window bars, and windowless buildings being used as crime deterrents. Developing design features that can help to deter crime but not give a “high-crime area” look is important in revitalization efforts.

Training in Crime Prevention through Environmental Design (CPTED) is an important tool for the review of site plans where new buildings are proposed or older buildings are being expanded or rehabilitated as well as in the design of public improvements.



*Business with bars on windows*

## ALCOHOL SALES

Alcohol sales at convenience stores is another problem police officers have noted in RUCAs (see section on Problem Land Uses in Urban Areas). North Carolina General Statute 18B-309 requires that a food or retail business that holds an ABC permit not have alcohol beverage sales in excess of fifty percent (50%) of the business’ total annual sales if it is located in a part of a city that has been designated as an Urban Redevelopment Area (restaurants are exempt from this provision). At the request of the ABC Commission, businesses in these areas can be required

to keep records of their alcohol sales as a percentage of their total sales. A City can request that the North Carolina Alcoholic Beverage Commission investigate whether a covered business’ alcoholic beverage sales are more than half its sales (only one audit per year). The ABC permit may be revoked

if sales are over 50%. It should be noted that the Urban Redevelopment Area must have clear documentation of its certification. No case law yet exists for this issue in North Carolina. Currently, only two RUCAs are in Urban Redevelopment Areas that have both received recent and clear certification; the Northwest/Patterson and the Old Greensboro/Barbara Jane RUCAs. Four other RUCAs are in Urban Redevelopment Areas which were certified more than 20 years ago.

The Police Department is asked by the ABC Board to review ABC permits for new and existing businesses. Typically, the Board is interested in the background of the person applying for the permit, not the crime problems or existing issues with alcohol sales in the community or neighborhood.

*Proposed Changes:* Explore a policy for RUCA areas to be certified or recertified where police have noted convenience stores or other businesses are selling alcohol and it is an ongoing problem. Explore the possibility of working with the ABC Board on the issuance of permits in RUCAs already experiencing alcohol-related problems. Target foot patrols in RUCA areas where crime is prevalent.

# ***INDIVIDUAL RUCA RECOMMENDATIONS***

## **KING PLAZA**

The King Plaza area (91 acres) is located north of Kernersville Road between Cole Road and Wintergreen Road and along High Point Road between Kernersville Road and Wintergreen Road. The commercial district is comprised of two parts; the shopping center itself and the surrounding uses that are along the major thoroughfares. This area serves a large area including the Waughtown, Parkview, Flat Rock, Shalimar, Reynolds Forest, and Salem Gardens neighborhoods, as well as other residential development to the east.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include the 5 Star Grocery, a drug store, established small businesses, the area's proximity to a number of neighborhoods, and a wide variety of services. Soccer fields have been built behind the King Plaza Shopping Center for the community by the shopping center owner.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks are lacking in the area and exist only on the south side of Waughtown Street from Cole

Road to Reynolds Park Road, on the north side of Waughtown Street from Reynolds Park Road to Nichols Road, and on the west side of Sprague Street from Waughtown Road to the end of the Eckerd's property. Sidewalk conditions, where they exist, are good with the exception of a small section on Kernersville Road. There are no crosswalks in the RUCA.

**Bus Service, Stops and Shelters** Two bus routes currently serve the King Plaza area, Routes 29 connecting Downtown to King Plaza along Waughtown Street and Route 28 connecting Downtown to King Plaza along Reynolds Park Road. There are three bus stops in the RUCA, two southbound on Reynolds Park Road. and one westbound on Kernersville Road. There are no bus benches or shelters.

**Bike Routes and Facilities** Bike Route 12, the Reynolds Park Road Loop is routed nearby on Reynolds Park Road and Salem Lake Road. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** Waughtown Street in this area is 52 feet wide with a 60 foot right-of-way. The traffic capacity of Waughtown Street is 15,600 trips a day, not enough to handle the 2025 estimated trip volume of 18,300 trips per day. Kernersville Road, with a width of 24-26 feet and right-of-way of 60 feet has a capacity of 16,100 and a 2025 volume estimate of 15,100. High Point Road is 20 feet wide with a 60 foot right-of-way. Its 2025 predicted volume is 9,800 and its capacity is 16,100.

**Street Trees and Amenities** No street trees have been planted in the area. No pedestrian amenities were noted in the area.

#### ***Site Issues***

In the King Plaza area, 55% of the structures are dilapidated and 16% are vacant. The vacancy rate in the shopping center is significantly higher. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses
- Parking lot design/lack of landscaping/weed control
- Chain link/razor wire fencing and unmaintained chain link/slat fencing
- Old/outdated signage and facades
- Uncoordinated facades and signage in shopping center
- Excessive signage
- Unsightly auto-related uses/tire storage
- A concentration of used car lots
- Areas with trash and litter
- 



**Zoning/Land Use**

The area is primarily zoned HB (93%) with a small amount of IP (4%) and RS9 (3%). This area has an array of goods and services including: a grocery store, a drug store, a bakery, a book store, banks, dry cleaners, a pawn shop, offices, convenience stores, a laundromat, car lots, a newsstand, restaurants, a shoe store and a video store.

**Existing Plans/Programs**

The *Southeast Winston-Salem Area Plan* adopted in 2002 covers this RUCA. The plan shows room for expansion of the Activity Center to the north where there is

vacant land zoned HB and to the south where three homes are adjacent to the RUCA and heavily impacted by the existing commercial development. Most of the area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

Crime in the area is not a major problem; the businesses and shopping center have the same types of crime problems that are found in commercial areas throughout the City. Reported crime in this area includes larceny, trespassing, and miscellaneous crime. There have been some fights and disturbances at the two clubs in the shopping center, but the number has been reduced by the clubs’ hiring of off-duty police/sheriff officers.

Urban Activity Center	Crime Category	2001	2002	2003	Total
King Plaza	Part 1 Crime	225	175	174	574
	Part 2 Crime	238	210	240	688

**Recommendations**

**Needed Land Uses:**

Suggested additional land uses include: fitness facility, professional and medical offices, hardware store, and additional restaurants/outdoor dining.

**Public Facility Improvement Recommendations**

	Short Range: 1-3 years	Long Range: 4-10 years
Sidewalks:	Repair Sidewalks:	Build Sidewalks:

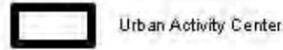
	<p>-Section of Kernersville Rd. in front of Shopping Center</p> <p><b>Maintain Sidewalk:</b></p> <p>-Section of Waughtown St. near Cole Rd.</p>	<p>-East side of Reynolds Park Rd. from - Sprague St. to Terry St.</p> <p>-North side of Waughtown St. west of Reynolds Park Rd.</p> <p>-East side of Cole Rd. from Reid St. to Broadbay Dr.</p> <p>-South side of Sprague Ct.</p> <p>-Both sides of High Point Rd. to Wintergreen Rd.</p> <p>-Kernersville Rd. east to Wintergreen Rd.</p> <p>-West side of Nicholson Rd. to Gilbert St.</p> <p>-East side of Greenpoint Rd. north of High Point Rd.</p>
<b>Other Pedestrian Needs</b>	<p><b>Provide Striped Crosswalks at:</b></p> <p>-Reynolds Park Rd./Waughtown St.</p> <p>-Waughtown St./Cole Rd.</p> <p>-Kernersville Rd./High Point Rd.</p> <p>-Kernersville Rd./Sprague Ct.</p> <p>-Across Kernersville Rd. where it merges with High Point Rd.</p> <p><b>Provide Pedestrian Signals at:</b></p> <p>-Waughtown St./Reynolds Park Rd.</p>	
<b>Transit</b>	<p><b>Add a Bus Stop (sign):</b></p> <p>-Northbound on Reynolds Park Blvd.</p> <p><b>Add Bus Bench:</b></p> <p>-Northbound on Reynolds Park Blvd.</p> <p>-Existing Bus Stop on Kernersville Rd.</p>	Add shelter to bus benches if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Shopping Center	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Roads</b>	<p>-Create on-street parking where feasible</p> <p>-Investigate use of traffic calming</p>	
<b>Street Trees</b>	<p><b>Plant Street Trees:</b></p> <p>-Both sides of Waughtown St. from Cole Rd. to Reynolds Park Rd.</p> <p>-Both sides of Kernersville Rd. from Sprague St. to Nicholson Rd.</p> <p>-Reynolds Park Rd. within RUCA</p>	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<p><b>Tire/parts storage at:</b></p> <p>1 site on Waughtown St</p> <p><b>Dumpsters at businesses at:</b></p> <ul style="list-style-type: none"> <li>• 4 sites on Waughtown St.</li> <li>• 5 sites on Kernersville Rd.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<p><b>Behind buildings at:</b></p> <ul style="list-style-type: none"> <li>• 5 sites on Waughtown St.</li> <li>• 4 sites on High Point Rd.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to	<b>Parking lots at:</b>

surface materials, definition of lot or spaces, design, and/or landscaping	<ul style="list-style-type: none"> <li>• 15 sites on Waughtown St.</li> <li>• 2 sites on Sprague Ct.</li> <li>• 5 sites on High Point Rd.</li> <li>• 2 sites on Kernersville Rd.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 3 sites on High Point Rd.</li> <li>• 1 site on Sprague Ct.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Businesses at:</b> <ul style="list-style-type: none"> <li>• 7 sites on Waughtown St.</li> <li>• 2 sites on High Point Rd.</li> <li>• 2 sites on Sprague Ct.</li> <li>• 3 sites on Kernersville Rd.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Outdated/Uncoordinated signage:</b> <ul style="list-style-type: none"> <li>• Shopping Center (+ out parcels)</li> <li>• 1 site on Sprague Ct.</li> <li>• 4 sites on Waughtown St.</li> <li>• 1 site on Kernersville Rd.</li> </ul> <b>Excessive signage:</b> <ul style="list-style-type: none"> <li>• 5 sites on Waughtown St.</li> <li>• 2 sites on Sprague Ct.</li> <li>• 1 site on Kernersville Rd.</li> </ul> <b>Abandoned “skeleton” sign at:</b> <ul style="list-style-type: none"> <li>• 1 site on High Point Rd.</li> </ul>
<b>Other</b>	<b>Used Car Lots at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Waughtown St.</li> <li>• 1 site on High Point Rd.</li> <li>• 2 sites on Kernersville Rd.</li> </ul>

# King Plaza CAC



Urban Activity Center

## Recommended Public Improvements

- Sidewalk Repair / Maintenance
- New Sidewalk
- Existing Bus Route
- Add Bus Stop (sign only)
- Add Crosswalk
- Pedestrian Signal
- Add Bus Bench
- Plant Street Trees

## Needed Private Site Improvements

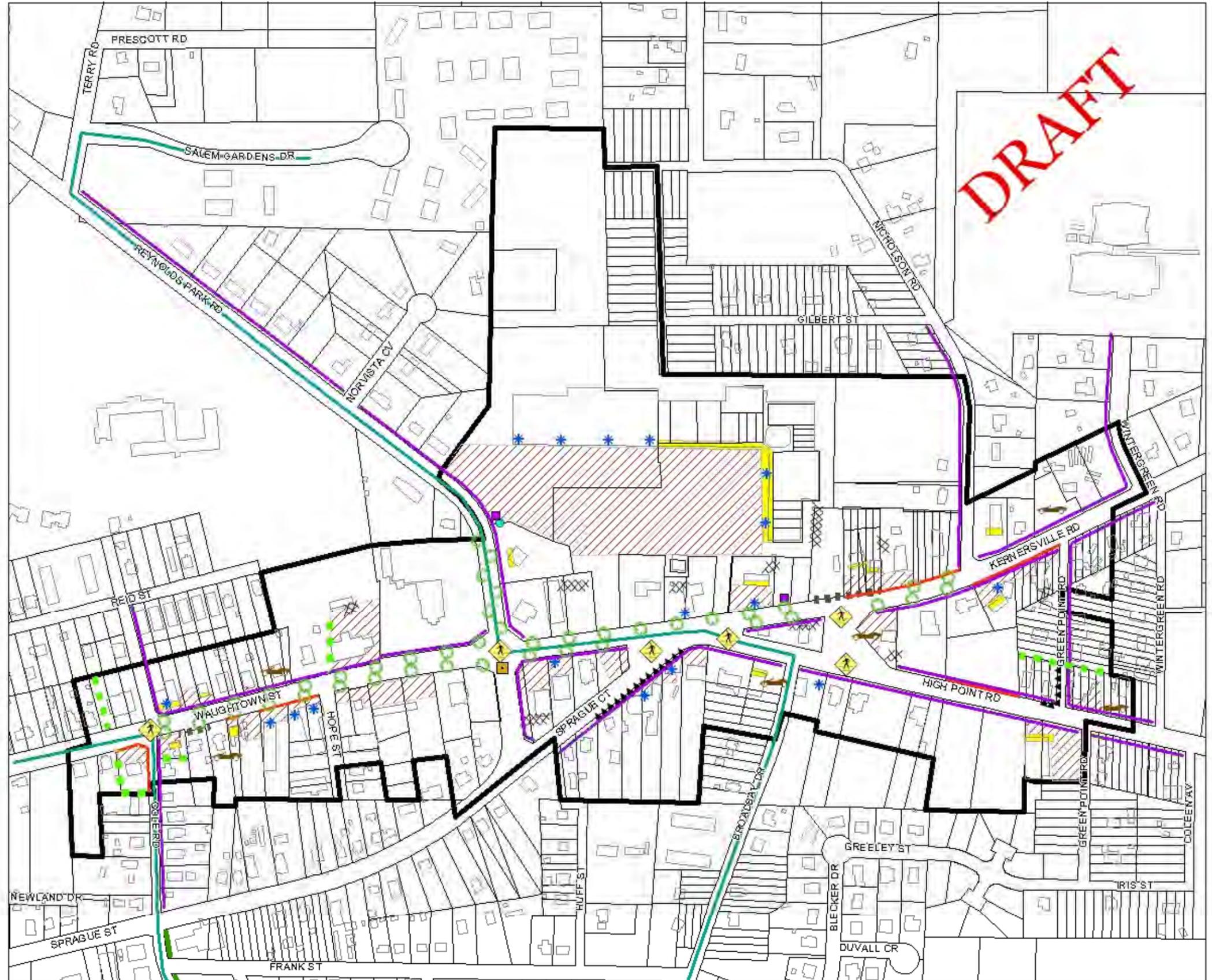
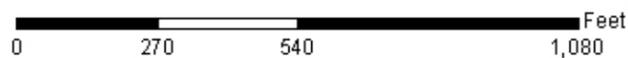
- Reduce / Define Curb Cuts
- Screening Needed
- Buffering Needed
- Improve Parking Lot Appearance
- Fencing Issues
- Facade Improvement Needed
- Signage Issues

## Existing Land Uses

- Used Car Lot



Plot Date: October 14, 2005  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
 City-County Planning Board  
 P.O. Box 2511  
 Winston-Salem, NC 27102  
 336.727.2087 planning@cityofwfs.org



## LIBERTY STREET

The Liberty Street RUCA (30 acres) runs parallel on the east side of US 52 from approximately 12<sup>th</sup> Street to New Hope Lane (18<sup>th</sup> Street) and serves the East Winston, North Winston, and Cleveland Park neighborhoods.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include Liberty Street's function as a major corridor into downtown, established businesses, recent physical improvements to the corridor in 2002-2003, and easy access from US 52.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist throughout the area, and link to all of the surrounding residential areas with the exception of New Hope Lane, east of Liberty Street.

Sidewalk conditions are good with the exception of Old Northwest Boulevard just west of Liberty Street where some brick pavers have crumbled and need repair and minor maintenance. The sidewalks appear accessible for the handicapped and elderly. One striped crosswalk exists in the corridor on the east side of the Liberty/14<sup>th</sup> Street intersection.

**Bus Service, Stops and Shelters** While there are no bus routes currently serving Liberty Street, there are routes running on Highland Avenue and Cleveland Avenue just east of Liberty Street.

**Bike Routes and Facilities** Bike Route 11, the East Winston Loop, is routed on Northwest Boulevard (crossing Liberty Street) to Highland Avenue. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area. Pedestrian lighting was added in 2002-2003 along the entire stretch of the corridor as part of a larger corridor improvement project.

**Roads** The road width for Liberty Street north of 14<sup>th</sup> Street is 38 feet with a 50 foot right-of-way. The traffic capacity is 12,700 trips a day, not enough to handle the 2025 estimated trip volume of 16,800 trips per day. Liberty Street south of 14<sup>th</sup> Street, with a width of 42-44 feet and right-of-way of 50-60 feet, has a capacity of 12,700, not enough to handle the 2025 volume estimate of 18,200.

**Street Trees and Amenities** Street trees were planted as part of the improvements made to the corridor in 2002-2003. Banners have been added to the pedestrian light posts by the Liberty CDC, and brick pavers/landscaping at intersections and trash receptacles at close intervals were added as part of the 2002-2003 improvements.

#### ***Site Issues***

In the Liberty Street area, 61% of the structures are dilapidated or deteriorated and 22% of them are vacant. While the work on Liberty Street in 2002-2003 improved the public areas of the corridor, business sites have numerous site issues including:

- Multiple/unsafe curb cuts
- Parking availability issues in some areas
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses on the north end of the corridor
- Parking lot design/lack of landscaping/weed control

- Chain link/razor wire fencing and unmaintained chain link/slat fencing
- Old/outdated signage and facades
- Abandoned “skeleton” signs (frame only)
- Unsightly auto-related uses/tire storage
- Areas with litter, trash
- Poor structural conditions



### ***Zoning/Land Use***

Current zoning is a mixture of PB (70%), HB (5%), and GB (25%). Land uses in the area include; a new pharmacy, numerous auto repair businesses, a nightclub, building supplies, convenience stores, fast food, a dry cleaner, a funeral home, a furniture store, a gas station, a music shop, and a barber/beauty shop. A new development that includes a sit-down restaurant has been proposed for the north end of this corridor.

### ***Existing Plans/Programs***

The area falls within the *Liberty Street Corridor Study* adopted in 1995. The residents’ vision for the area includes a four-lane boulevard with median plantings, rehabbing older buildings, reusing the Merita Bakery (which has happened), and creating an inviting view from US 52. Recommendations call for this segment of Liberty Street to provide neighborhood-serving businesses with a focal point at the intersection of Liberty Street and 14<sup>th</sup> Street. The study calls for the evaluation of a bus route along Liberty Street connecting the Smith Reynolds Airport to Downtown. It also calls for the businesses along Liberty Street to remain or be rezoned to Pedestrian Business (PB) to reflect the urban nature of the commercial district (this was done comprehensively after the adoption of the *Corridor Study*).

The area falls within the *Liberty Street*

The *Liberty Street Master Plan/Design Study* was completed in 1997 to detail physical improvements to Liberty Street, including design guidelines, which were adopted by the City Council. The *US 52 Corridor Study* sets out some recommendations for Liberty Street including the addition of residential uses along Liberty Street between 12<sup>th</sup> and 20<sup>th</sup> Streets.

Liberty Street is designated as an Urban Boulevard in the *Legacy Comprehensive Plan*. The purpose of Urban Boulevards is to: create attractive urban gateways leading into downtown Winston-Salem; concentrate jobs, retail and higher density housing at selected points along these corridors; promote high quality transit service and pedestrian access by increasing densities at specific locations along these corridors; and incorporate design features that support pedestrian activity and give these corridors an urban look and feel.

To help implement the existing plans, the Pangea CDC was formed and was later changed to the Liberty CDC. The Liberty CDC has developed a set of recommended land uses and design guidelines which build on the work of the *Liberty Street Master Plan/Design Study*.

The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program (currently, this program is targeted to the Liberty Street Corridor, with 75% of the annual appropriation designated specifically for this corridor and the other 25% being available for other areas in the NRSA outside the downtown area).

**Crime**

There is a large amount of crime reported in this area, especially in the north section of this RUCAs. Drug and alcohol-related offenses are the most numerous, followed by simple assault, disturbances, trespassing, loitering, and larceny. Police report a lot of foot traffic on Liberty Street from the Cleveland Avenue homes and the homeless community.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Liberty Street	Part 1 Crime	68	93	48	209
	Part 2 Crime	284	327	243	854

**Recommendations**

***Needed Land Uses:***

Suggested additional land uses include (includes land uses defined by the Liberty CDC): grocery store, drug store, fast food, discount department store, variety store, office supply store, dance instruction, theater/drama school, martial arts instruction, amusement/recreation center, culinary school and eating venue, fitness facility, business/professional/medical offices, hardware store, clothing store, specialty shops, newsstand, video store, residential uses, and restaurants/outdoor dining/entertainment.

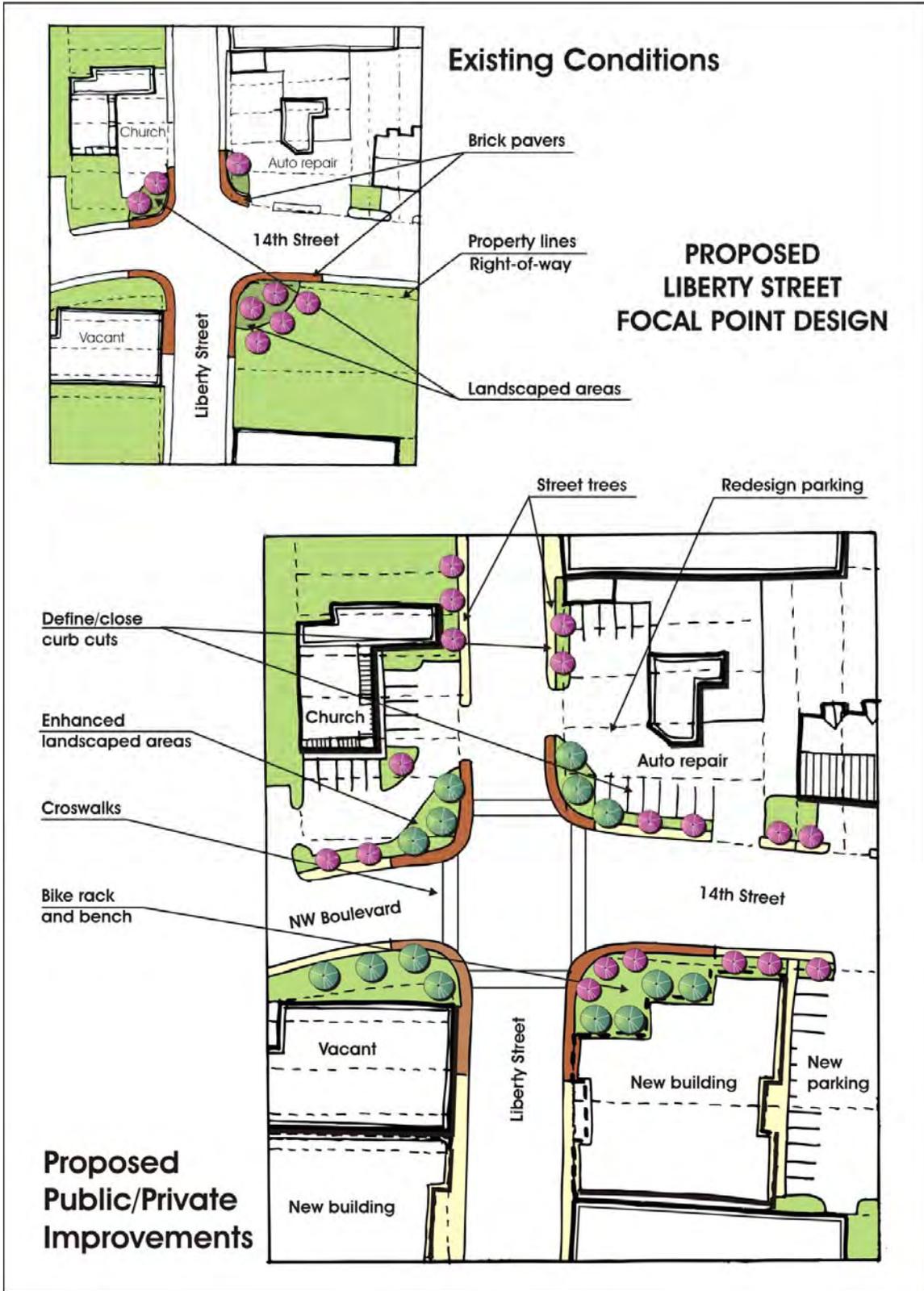
***Public Facility Improvement Recommendations***

	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair Sidewalks:</b> -Old Northwest Blvd. just west of Liberty St.	<b>Build Sidewalks:</b> -Both sides of New Hope Lane east of Liberty St. to Cleveland Ave.
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> -12 <sup>th</sup> and Liberty St.(east side) -13 <sup>th</sup> and Liberty St.(full) -14 <sup>th</sup> and Liberty St.(full) -16 <sup>th</sup> and Liberty St.(full) -17 <sup>th</sup> and Liberty St.(east side)	
<b>Transit</b>	No bus route on Liberty St.	Assess need for route
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Near proposed focal point at 14 <sup>th</sup> and Liberty Sts.	
<b>Lighting</b>	Currently has street lighting, and pedestrian lighting installed 2002-2003	
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming -Address 2025 capacity issue in TIP for Liberty St.	
<b>Street Trees</b>	<b>Plant street trees:</b> Planted for corridor 2002-2003	Maintain existing trees
<b>Other</b>	Trash cans, decorative banners, brick pavers placed along corridor 2002-2003	Maintain existing features

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrance at:</b> <ul style="list-style-type: none"> <li>• 7 sites on Liberty St.</li> <li>• 1 site on E. 16<sup>th</sup> St.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading	<b>Dumpsters at businesses at :</b> <ul style="list-style-type: none"> <li>• 2 sites on Liberty St.</li> </ul>

docks, etc.	<ul style="list-style-type: none"> <li>• 1 site on E. 13<sup>th</sup> St.</li> </ul> <b>Building at:</b> <ul style="list-style-type: none"> <li>• 1 site on Edman Ct.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<b>Behind buildings at;</b> <ul style="list-style-type: none"> <li>• 1500, 1600, 1700, and 1800 blocks of Liberty St.(see map)</li> <li>• 2 sites on Liberty St.</li> <li>• 1 site on E. 16<sup>th</sup> St.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 12 sites on Liberty St.</li> <li>• 1 site on E. 14<sup>th</sup> St.</li> <li>• 1 site on E. 16<sup>th</sup> St.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 8 sites on Liberty St.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<ul style="list-style-type: none"> <li>• Entire Corridor between 12 and ½ Street to New Hope Lane</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Excessive signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Liberty St.</li> </ul> <b>Outdated signage at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Liberty St.</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Poor structural conditions throughout RUCA</li> </ul> <b>Auto Repair/Storage:</b> 6 sites on Liberty St.



# Liberty Street NAC

- Urban Activity Center
- Focal Point

## Recommended Public Improvements

- Sidewalk Repair / Maintenance
- New Sidewalk
- Existing Bus Route
- Add Crosswalk

## Needed Private Site Improvements

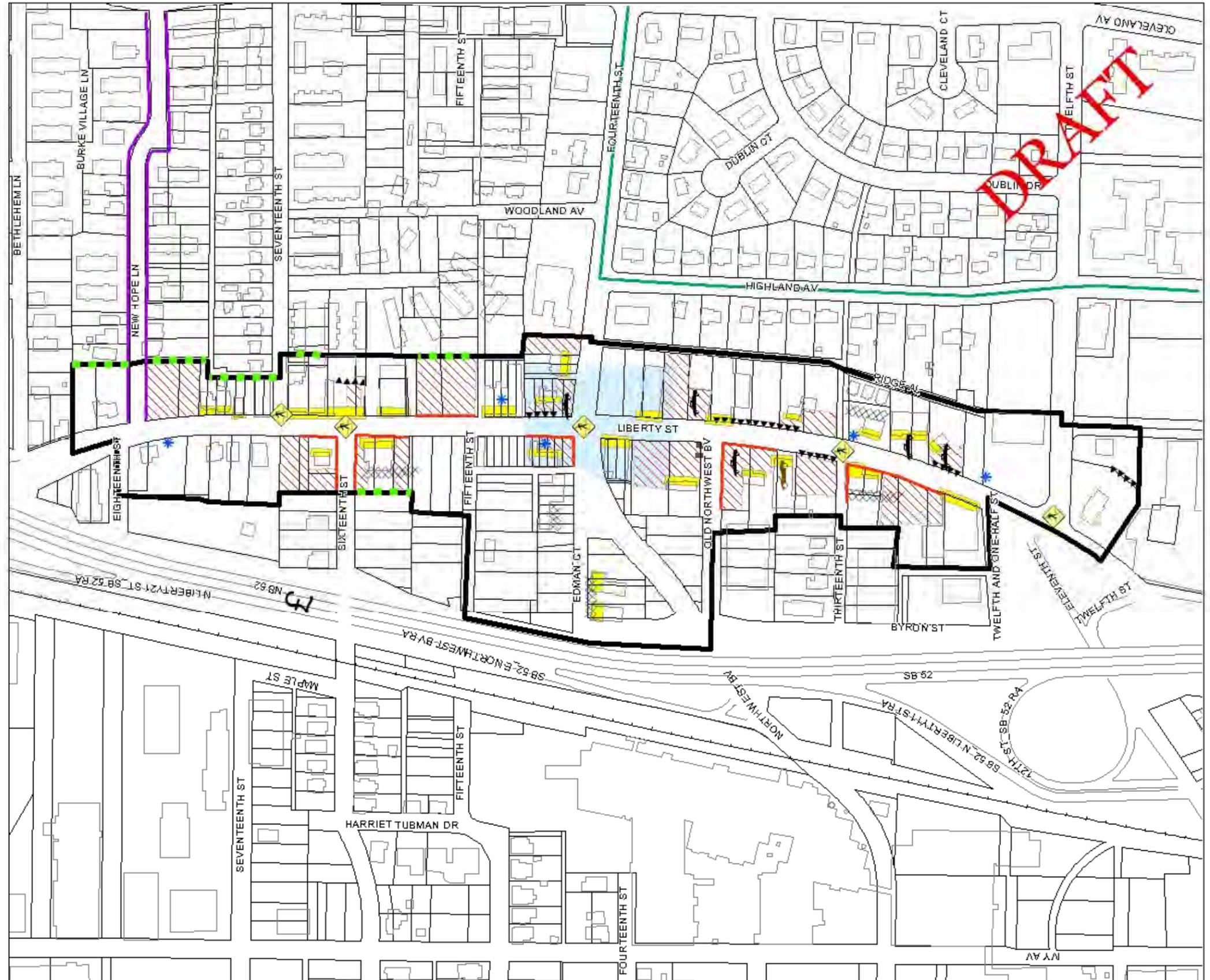
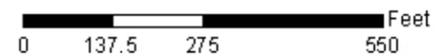
- Reduce / Define Curb Cuts
- Screening Needed
- Buffering Needed
- Improve Parking Lot Appearance
- Fencing Issues
- Facade Improvement Needed
- Signage Issues

## Existing Land Uses

- Used Car Lot
- Auto Repair



Plot Date: October 14, 2006  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
 City-County Planning Board  
 P.O. Box 2511  
 Winston-Salem, NC 27102  
 336.727.2087 planning@cityofws.org



## **NORTHSIDE**

The Northside area (45 acres) is located along Patterson Avenue approximately between Indiana Avenue and Akron Drive immediately west of US 52, and along a short section of Indiana Avenue west of Patterson Avenue. This area serves a regional area including the Greenway, Montview, Forest Hills, North Hills, and Ogburn Station neighborhoods, and contains the Northside Shopping Center.

### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include the Northside Shopping Center, Winston-Salem's second shopping center built in 1959, and a number of other stable businesses. New investment in the area includes the new Auto Zone (built where the old warehouse was recently demolished) and the new Hanes Hosiery Recreation Center located just to the west of the RUCA. Three bus routes connect the area to a large number of neighborhoods. There is good access and visibility from US 52.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist in parts of the area, and where they do not exist, worn paths clearly show where additional sidewalks are needed. Sidewalks are currently found along the east side of Patterson from 3441 Patterson (Piedmont Federal Bank) south to 3100 Patterson (BoJangles), and on the west side of Patterson from just north of the railroad tracks heading south. Sidewalks also exist on portions of Indiana Avenue. Overall, there is poor pedestrian connectivity within the area. Sidewalks link to the Greenway neighborhood to the south.

The sidewalks that do exist are in fairly good condition except for a section on the west side of Patterson Avenue south of the railroad tracks and the south and north sides of Indiana Avenue west of Patterson Avenue. The sidewalks appear to be accessible for the handicapped and elderly with the exception of a sidewalk ramp not being provided at Patterson Avenue and 34<sup>th</sup> Street. There are three medians in pedestrian crossing areas that need to be made accessible. No crosswalks exist in the RUCA.

**Bus Service, Stops and Shelters** Three bus routes currently serve the Northside area, Routes 7, 9 and 10. Route 7 runs from downtown on Trade Street to the Greenway neighborhood, then along Patterson Avenue to the Forest Hills/North Hills neighborhoods. Route 9 runs from downtown north along Patterson Avenue to the Mineral Springs, Northview and the Ogburn Station neighborhoods. Route 10 heads north from downtown along Patterson Avenue through the North Winston and Greenway neighborhoods, then to the North Hills, Forest Hills, and Piney Grove neighborhoods and University/US 52 area.

Within the RUCA, there are several bus stops on the east side of Patterson Avenue, and one bus stop and one bus shelter on the west side of Patterson Avenue, as well as a bus stop in the Northside Shopping Center parking lot. There is one bus stop on the north side of Indiana Avenue.

**Bike Routes and Facilities** Bike Route 19, the Baux Mountain Road Connector, is routed on Akron Drive and Indiana Avenue, just north of the area. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** The road width for Patterson Avenue is 48 feet with a 150 foot right-of-way. The traffic capacity of Patterson Avenue is 32,200 trips a day, more than enough to handle the 2025 estimated trip volume of 15,000 trips per day. West of Patterson Avenue, Indiana Avenue has a road width of 40 feet and a right-of-way of 50 feet. The road capacity of 12,700 is enough to handle the 2025 estimate of 10,300 trips per day. Capacity for Indiana Avenue is also adequate on the east side of Patterson Avenue.

**Street Trees and Amenities** Some street trees exist on Patterson Avenue north of 34<sup>th</sup> Street, though the trees on the east side are set back a bit from the road. It is hoped that as the west side of the road redevelops, that the existing street trees will be retained. No pedestrian amenities such as benches or trash receptacles are provided in the area, except within the Northside Shopping area.

### **Site Issues**

While newer construction is in good shape, many of the older buildings need significant maintenance and/or updating. In the Northside area, 48% of the structures are dilapidated or deteriorated and 31% are vacant. The building in the worst condition during the survey, Tony's Used Merchandise Warehouse, has been demolished. Some businesses have numerous site issues including:

- Multiple/unsafe curb cuts south of 33<sup>rd</sup> Street on Patterson Avenue and on parts of Indiana Avenue
- Parking availability could become an issue if businesses become more successful on Indiana Avenue
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses, especially south of Indiana Avenue
- Parking lot design/lack of landscaping/weed control
- Old/outdated signage and facades
- Poor structural conditions, especially south of the railroad
- Barred windows and out-of-date facades and awnings at the Northside Shopping Center
- The railroad right-of-way is poorly maintained and adds to the dilapidated appearance of the area



### **Zoning/Land Use**

The current zoning in the RUCA is a mixture of GB (21%) and HB (62%) north of the railroad, and LI (12%) and LB (5%) south of the railroad. The area has a large variety of land uses including a grocery, drug store, bank, fast food, laundromat, rental centers, bakery, auto repair, variety stores, bowling alley, and beauty/barber shops, and nearby Recreation Center.

### **Existing Plans/Programs**

The area falls within the proposed *North Central Area Plan* which is underway. The area is in the Neighborhood

Revitalization Strategy Area, qualifying property owners for the City's Economic Revolving Loan Program, and the Building Improvement Rehabilitation Program.

### **Crime**

Crime in the area is not a major problem; the businesses and shopping center have the same types of crime problems that are found in commercial areas throughout the City, which include shoplifting, occasional robberies in stores, and breaking into cars in parking lots. There is a perception of a crime problem in the Northside Shopping Center where there are features such as bars on windows and merchandise that is "locked down". Some of the surrounding neighborhoods including 32<sup>nd</sup>/33<sup>rd</sup> Streets and Greenway Village have crime issues.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Northside	Part 1 Crime	111	105	151	367
	Part 2 Crime	182	162	185	529

## **Recommendations**

### ***Needed Land Uses:***

Suggested additional land uses include: fitness facility, business/professional/medical offices, hardware store, specialty shops, newsstand, video store, restaurants/outdoor dining, and a dry cleaner.

### ***Public Facility Improvement Recommendations***

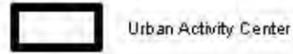
	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair Sidewalks:</b> -Patterson Ave. south of RR to Indiana Ave. (east side) -Both sides of Indiana Ave. west of Patterson Ave. <b>Make Handicapped Accessible:</b> -sidewalk ramp at Patterson Ave. and 34 <sup>th</sup> St. (SE corner) -Medians at the entrance to the shopping center, the west side of Patterson Ave. at 33 <sup>rd</sup> , and the west side of Patterson Ave. at Indiana Ave.	<b>Build Sidewalks:</b> -West side of Patterson Ave. from Akron Dr. to 33 <sup>rd</sup> St. -North side of Indiana Ave. from Patterson to Glenn -East side of Patterson Ave. between 33 <sup>rd</sup> St. and just south of Indiana Ave. -Pedestrian connector into shopping center
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> -Patterson Ave. and entrance to shopping center (full) -Patterson Ave. and Indiana Ave. (full)	
<b>Transit</b>	<b>Add a Bus Stop (sign):</b> -3100 block of Indiana Ave. (south side) -3200 or 3300 block of Patterson Ave. (east side) <b>Add bus stop bench:</b> - East side of Patterson Ave. at entrance to shopping center	<b>Add Shelter:</b> - To bus stop on east side of Patterson Ave. at shopping center entrance
<b>Bike Facilities</b>	<b>Install Bike Rack:</b> Shopping Center	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming	
<b>Street Trees</b>		<b>Plant Street Trees:</b> -Both sides of Patterson Ave. between 33 <sup>rd</sup> and Indiana Ave. -Around intersection of Patterson Ave. and Indiana Ave.
<b>Other</b>	-Clean up unkempt RR right-of-way	

### ***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• 4 sites on Indiana Ave.</li> <li>• 3 sites on Patterson Ave.</li> <li>• 1 site on Bon Air Ave.</li> </ul>

<p><b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.</p>	<p><b>Dumpsters at businesses at:</b></p> <ul style="list-style-type: none"> <li>• Northside Shopping Center, just south of Akron Dr.</li> <li>• 2 sites on Patterson Ave.</li> <li>• 4 sites on Indiana Ave.</li> </ul>
<p><b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses</p>	<p><b>Behind businesses at:</b></p> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> <li>• 4 sites on Indiana Ave.</li> </ul>
<p><b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping</p>	<p><b>Parking lots at:</b></p> <ul style="list-style-type: none"> <li>• 4 sites on Patterson Ave.</li> </ul>
<p><b>Facades:</b> Needed improvements to appearance of building</p>	<p><b>Businesses at:</b></p> <ul style="list-style-type: none"> <li>• Northside Shopping Center</li> <li>• 3 sites on Patterson Ave.</li> <li>• 4 sites on Indiana Ave.</li> </ul>
<p><b>Signs:</b> Removal and/or replacement of signage</p>	<p><b>Excessive signage at:</b></p> <ul style="list-style-type: none"> <li>• 2 sites on Indiana Ave.</li> </ul> <p><b>Poor signage at :</b></p> <ul style="list-style-type: none"> <li>• 1 site on Indiana Ave.</li> </ul>
<p><b>Other:</b></p>	<p><b>Landmark Signs:</b></p> <ul style="list-style-type: none"> <li>• Peanut House/Tickled Pink Car Wash</li> <li>• Simos BBQ</li> </ul>

# Northside CAC



Urban Activity Center

## Recommended Public Improvements

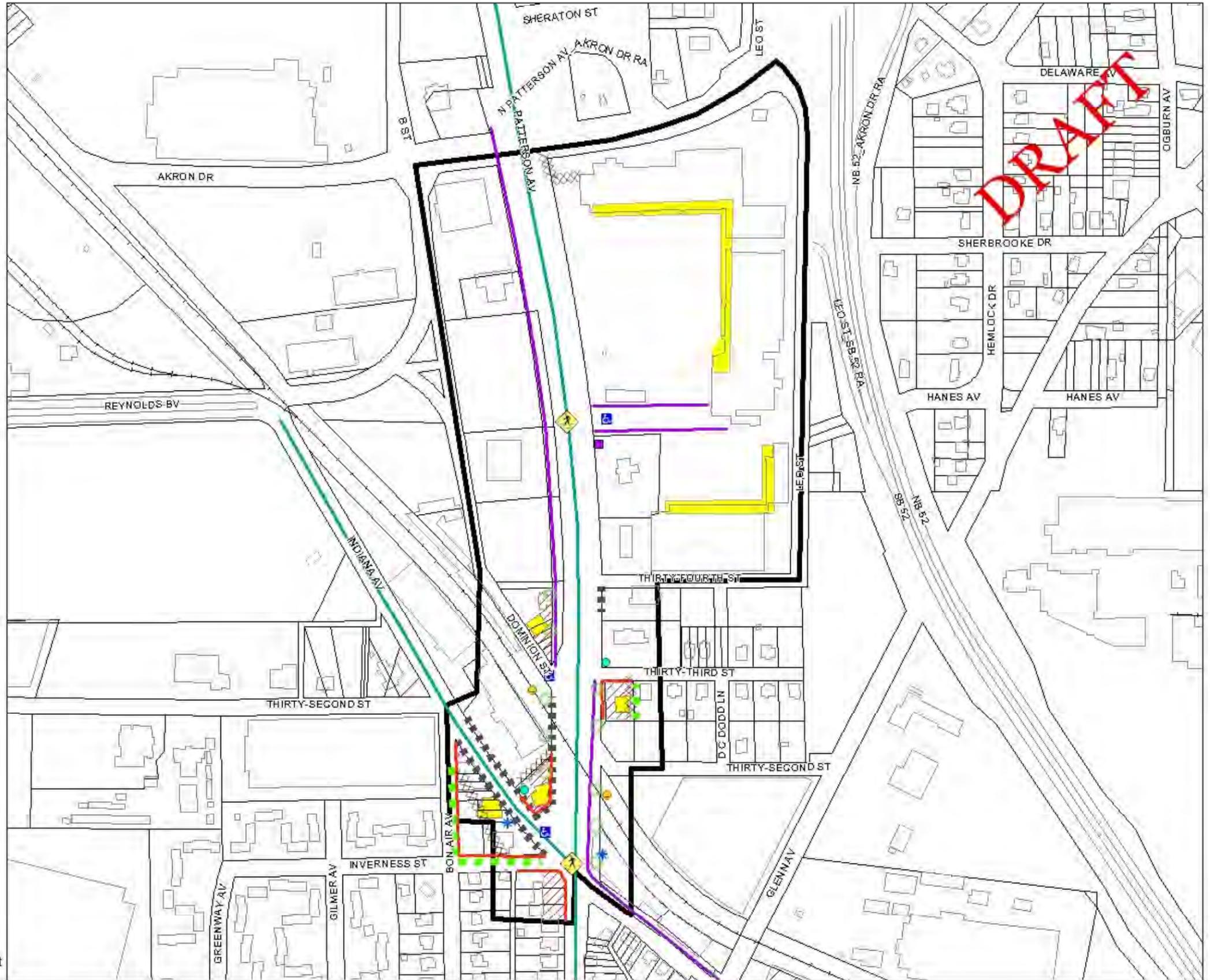
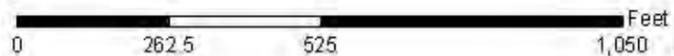
- Sidewalk Repair / Maintenance
- New Sidewalk
- Existing Bus Route
- Make Median Handicapped Accessible
- Add Bus Stop (sign only)
- Add Crosswalk
- Add Bus Bench
- Plant Street Trees
- Clean Up Site

## Needed Private Site Improvements

- Reduce / Define Curb Cuts
- Screening Needed
- Buffering Needed
- Improve Parking Lot Appearance
- Facade Improvement Needed
- Signage Issues
- Landmark Sign



Plot Date: October 14, 2005  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
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## NORTHWEST/PATTERSON

The Northwest /Patterson area (8 acres) is located north of downtown, west of US 52, and south of 14<sup>th</sup> Street. The area serves the North Winston neighborhood and is in an area where a number of homeless agencies are located.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of this area include the Samaritan Inn (with an ornamental park), a well-maintained restaurant, a grocery store, and new single-family housing being constructed in the immediate area by Habitat for Humanity.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist throughout the area, and link to all of the surrounding residential areas with the exception of 14th Street west of Patterson Avenue. Sidewalk conditions are good with

the exception of both sides of Northwest Boulevard west of Patterson Avenue. Sidewalk maintenance/vegetation clearance is needed on a section of Patterson Avenue (east side) and 13th Street (south side). The sidewalks appear to be handicapped accessible.

Crosswalks are striped at Patterson Avenue/Northwest Boulevard.

**Bus Service, Stops and Shelters** Two bus routes currently run along Patterson Avenue and serve the Northwest/Patterson area; Route 9 connecting downtown to Ogburn Station/Oak Summit and 10 connecting downtown to the US 52/Hanes Mill Road area. Two bus stops are located on the east side of Patterson Avenue and two on the west.

**Bike Routes and Facilities** Bike Route 11, the East Winston loop, is routed along Northwest Boulevard. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** The road width for Patterson Avenue is 40 feet with a 60 foot right-of-way. The traffic capacity of Patterson Avenue is 16,100 trips a day, more than enough to handle the 2025 estimated trip volume of 10,900 trips per day. Northwest Boulevard, with a width of 34 feet and a right-of-way of 50 feet has a capacity of 10,500 and a 2025 volume estimate of 10,400.

**Street Trees and Amenities** No street trees exist in the area. A city-maintained trash receptacle is located next to the bus stop at 13<sup>th</sup> Street and Patterson Avenue.

#### ***Site Issues***

In the Northwest/Patterson area, 57% of the structures are dilapidated or deteriorated and none are vacant. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- Dumpsters visible from the roads and sidewalks
- Chain link/razor wire fencing
- Old, outdated signage and facades
- Excessive signage

- Parking lot design/lack of landscaping/weed control
- Areas with trash and litter/excessive vegetation
- Poor structural conditions

**Zoning/Land Use**

Current zoning in the RUCA is PB (11%), HB (48%), RM-18 (24%), and GI (17%). Land uses in the area include an auto repair shop, convenience store, small grocery, offices, a new variety store, and a restaurant.

**Existing Plans/Programs**

The area falls within the *North Central Area Plan* which is underway and is scheduled to be completed in the summer of 2005. The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

The area also falls within the Liberty-Patterson Redevelopment Area, a *non-residential redevelopment area*, certified by the City-County Planning Board on January 27, 2000. None of the properties in the area were identified for acquisition under the Redevelopment Plan adopted in April 2000 and amended June 2002. However, the City could amend the Redevelopment Plan and use redevelopment authority to acquire properties in the area if determined necessary and appropriate.

**Crime**

This RUCA has a number of crime problems, some of which are the result of a concentration of homeless services in one area. Problems with drug sales/use and alcohol sales/use in the area lead to prostitution and strong-arm robberies. Drug/drink houses and brothels can be found in the adjacent neighborhood, as well as drug sales in the area. Loitering is also an issue in the area. Chain link fencing and razor wire on Food City adds to the perception/reality of the crime problems.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Northwest/Patterson	Part 1 Crime	42	28	26	96
	Part 2 Crime	114	113	125	352

**Recommendations**

**Needed Land Uses:**

Suggested additional land uses include: sit-down restaurant, hair/barber/beauty shop, and laundromat.

**Crime:**

It is recommended that the City Council ask the ABC Board for an audit of all stores in the RUCA selling alcohol to determine if alcohol sales are in compliance with NCGS 18B-309.

**Public Facility Improvement Recommendations**

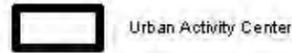
	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair/Maintain Sidewalks:</b> -Both sides of Northwest Blvd. west of Patterson Ave. -13 <sup>th</sup> St. east of Patterson Ave. -1300 block of Patterson Ave., east side	<b>Build Sidewalks:</b> -14 <sup>th</sup> St. west of Patterson Ave.
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> - Patterson Ave. and 14 <sup>th</sup> St.	
<b>Transit</b>	<b>Add Bus Stop Bench:</b> -To bus stops on both sides of the street at Patterson Ave. and 13 <sup>th</sup> St.	Add bus bench to bus stops if warranted

<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Samaritan Inn or grocery store	
<b>Lighting</b>	No additional lighting recommended at this time	If warranted, consider pedestrian lighting for lower section of RUCA
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Both sides of Patterson Ave. between Northwest Blvd. and 13 <sup>th</sup> St. -West side of Patterson Ave. between 13 <sup>th</sup> St. and 14 <sup>th</sup> St.	
<b>Other</b>	-Fix broken storm grate on 13 <sup>th</sup> St. east of Patterson Ave. -Clean up trash and kudzu on southwest corner of Northwest Blvd. and Patterson Ave.	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• 4 sites on Patterson Ave.</li> <li>• 1 site on Northwest Blvd.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<b>Dumpster at business at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Patterson Ave.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> <li>• 1 site on Northwest Blvd.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Businesses at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Patterson Ave.</li> <li>• 1 site on Northwest Blvd.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Excessive signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> </ul> <b>Outdate signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> <li>• 1 site on Northwest Blvd. (now vacant)</li> </ul>

# Northwest / Patterson NAC



Urban Activity Center

## Recommended Public Improvements

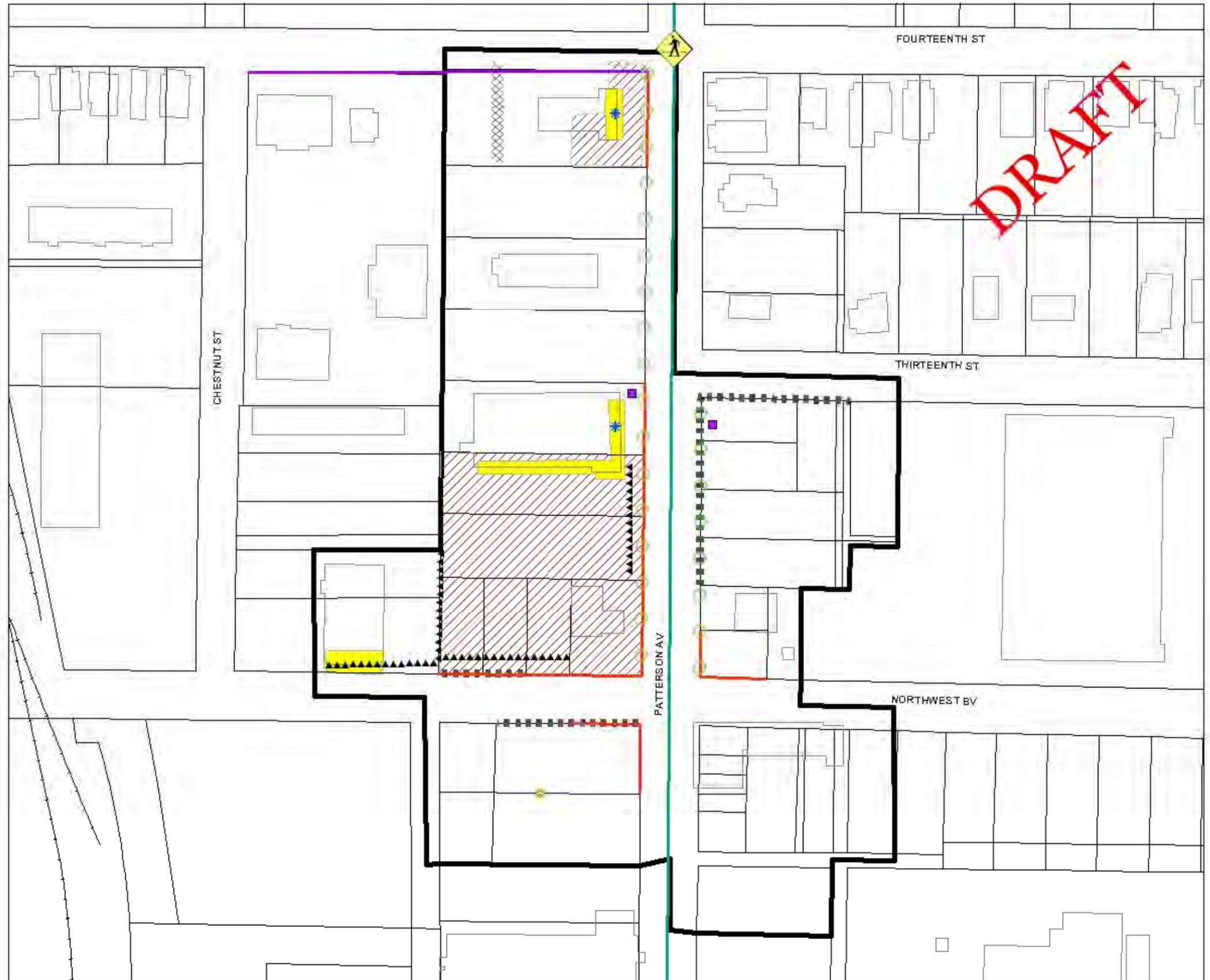
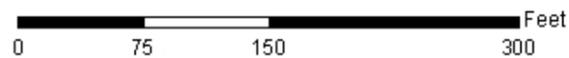
- Sidewalk Repair / Maintenance
- New Sidewalk
- Existing Bus Route
- Add Crosswalk
- Add Bus Bench
- Plant Street Trees
- Clean Up Site

## Needed Private Site Improvements

- Reduce / Define Curb Cuts
- Screening Needed
- Improve Parking Lot Appearance
- Fencing Issues
- Facade Improvement Needed
- Signage Issues



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## OGBURN STATION

The Ogburn Station area (37 acres) is located immediately north of the Smith Reynolds Airport at the intersection of Glenn Avenue, Liberty Street, Old Rural Hall Road, and Old Walkertown Road. The area serves the Ogburn Station, Mineral Springs, Oak Summit, and Northview neighborhoods.



### Existing Conditions

#### *Area Strengths*

The strengths of the area include several well-known restaurants, a historic train depot, a variety of goods and services, and interesting older buildings.

#### *Public Facilities*

**Sidewalks/Crosswalks** Sidewalks do not exist in the area, with the exception of a small portion of sidewalk on the bank property, and on both sides of the 4200 block of Liberty Street. No sidewalks connect nearby neighborhoods to the area. There is room for sidewalks along all the

roads in the RUCA. Existing sidewalks appear to be handicapped accessible.

**Bus Service, Stops and Shelters** One bus route currently serves the Ogburn Station area, Route 9 connecting Downtown to the Mineral Springs, North Winston, Greenway, and Ogburn Station neighborhoods. There are two bus stops in the area; one at Cornwallis and Old Rural Hall Road (northbound), and one at the area where Glenn Avenue and Liberty Street merge (northbound). No bus shelters or benches are in the RUCA area.

**Bike Routes and Facilities** Bike Route 19, the Baux Mountain Connector, is routed on Glenn Avenue and Old Rural Hall Road. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area

**Roads** This area has an unusual and somewhat confusing street pattern with several roads merging in two different areas, causing difficulties for pedestrians. The road width for Old Rural Hall Road is 22 feet with a 60 foot right-of-way. The traffic capacity is 16,100 trips a day, more than enough to handle the 2025 estimated trip volume of 14,000 trips per day. Glenn Avenue with a width of 25 feet and right-of-way of 50 feet has a capacity of 12,700 and a 2025 volume estimate of 8,700.

Old Walkertown road is broken into two sections, one east and one west of Old Rural Hall Road. The eastern section has a road width of 26 feet and a right-of-way of 60 feet. Its capacity of 14,900 is not enough to handle its 2025 estimated volume of 19,599. The western section's road width is 37 feet, with a right-of-way of 60 feet. The road's capacity of 14,900 trips will be filled by 2025 with a predicted volume of 14,800. Liberty Street has a road width of 63 feet and a right-of-way of 70 feet. Its capacity of 23,900 trips per day is enough to handle the 2025 projected volume of 21,700.

**Street Trees and Amenities** No street trees are located in this RUCA. No pedestrian amenities such as benches or trash receptacles are provided in the area.

#### *Site Issues*

In the Ogburn Station area, 37% of the structures are dilapidated or deteriorated and 17% are vacant. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses
- Parking lot design/landscaping/weed control
- Chain link fencing
- Old/outdated signage and facades
- Uncoordinated facades and signage in shopping center
- Abandoned “skeleton” signs (frame only)
- Concentration of unsightly auto-related uses/tire storage
- Areas with trash and litter, poor appearance of SW and NE gateways into area



**Zoning/Land Use**

The current zoning of the area is PB (91%) and RS9 (9%). The current land uses in the area include a bank, convenience store/gas station, two butcher shops, several sit-down restaurants, an ice cream shop, hair/barber shops, a dry cleaner, a bar, a law office, a florist and several auto repair uses.

**Existing Plans/Programs**

The area falls within the *Carver Road/Ogburn Station Development Guide* adopted in 1991. The area plan recommends the improvement of the

existing commercial area, the provision of more neighborhood office development, and improvement of the traffic flow in the area. No additional land is recommended for retail development in this area, but the conversion of residences to office uses is recommended for the north side of Cornwallis Street immediately north of the Ogburn Station Shopping Center and the residential lots on Old Walkertown Road between Lane Drive and Stowe Street just east of the Carfare. The Guide also outlines some design recommendations for improvements to the shopping center including: façade improvements; parking improvements; the addition of sidewalks, landscaping and lighting; the closure of curb cuts; improvements to the dumpsters, the realignment of the entrance of Paragon Foods to Cornwallis Street, and the redefinition of Old Rural Hall Road and its connector.

Most of the area is in the Neighborhood Revitalization Strategy Area (NRSA), qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program. Property northeast of the intersection of Old Walkertown and Old Rural Hall Roads, including the Ogburn Station Shopping Center, is not in the NRSA.

**Crime**

Crime problems are typical for this size commercial area and focus on the bank (check cash fraud is included) and the convenience store. There are crime problems in the neighborhood west of the RUCA.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Ogburn Station	Part 1 Crime	68	33	53	154
	Part 2 Crime	61	57	73	191

## **Recommendations**

### ***Needed Land Uses:***

Suggested additional land uses include: fitness facility, business/professional/medical offices, hardware store, specialty shops, newsstand, video store, and outdoor dining.

### ***Public Facility Improvement Recommendations***

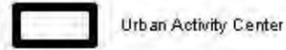
	<b>Short Range: 1-3 years</b>	<b>Long Range: 4-10 years</b>
<b>Sidewalks</b>	<b>Maintain Sidewalk:</b> -Section of south side of Liberty St./Old Walkertown Rd.	<b>Build Sidewalks:</b> -South side of Old Walkertown Rd., (see map) -North side Walkertown Rd. from Glenn Ave. to Stowe St. -West side of Graystone Dr. from Old Walkertown to Cornwallis St. -West side of Rural Hall Rd. from Glenn Ave. to old Paragon Food store -East side of Old Rural Hall Rd. from Old Walkertown Rd. to Don Ave. -North side of Glenn Ave. in RUCA -South side of Liberty St./Glenn Ave. in RUCA
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> -Intersection of Liberty St./Glenn Ave. /Old Walkertown Rd./Old Rural Hall Rd. (3 crossings) -Intersection of Old Walkertown Rd./Old Rural Hall Rd.(north section only)	
<b>Transit</b>	<b>Add a Bus Stop and Bus Bench:</b> -northwest side of Old Rural Hall Rd./Glenn Ave. at Block 1238, lot 4A, 5A <b>Add Bus Bench at:</b> -To bus stop at southeast side of Liberty St./Glenn Ave.	Add shelter to bus benches if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Shopping Center and/or the 4200 block of Liberty St.	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming - A bond project is recommended in the TIP for Old Walkertown Rd. improvements	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Both sides of Old Walkertown Rd. -North side of Glenn Ave.	

### ***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Old Walkertown Rd.</li> </ul>

location as appropriate	<ul style="list-style-type: none"> <li>• Ogburn Station Shopping Center</li> <li>• 2 sites on Old Rural Hall Rd.</li> <li>• 1 site on Liberty St.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<p><b>Tire/parts storage at:</b></p> <ul style="list-style-type: none"> <li>• 1 site on Old Walkertown Rd.</li> </ul> <p><b>Dumpsters at businesses at:</b></p> <ul style="list-style-type: none"> <li>• 1 site on Cayuga St.</li> <li>• 1 site on Liberty St.</li> <li>• 1 site on Conley St.</li> <li>• Ogburn Station Shopping Center</li> <li>• 1 site on Old Walkertown Rd.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<p><b>Behind buildings at:</b></p> <ul style="list-style-type: none"> <li>• 2 sites on Cayuga St.</li> <li>• 1 site on Liberty St.</li> <li>• 1 site on Conley St.</li> <li>• 1 site on Old Rural Hall Rd.</li> <li>• 1 site on Lane St.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<p><b>Parking lots at:</b></p> <ul style="list-style-type: none"> <li>• 4 sites on Old Walkertown Rd.</li> <li>• Ogburn Station Shopping Center</li> <li>• 3 sites on Old Rural Hall Rd.</li> <li>• 4 sites on Liberty St.</li> <li>• 1 site on Glenn Ave.</li> <li>• 1 site on Cayuga St.</li> <li>• 1 site on Conley St.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<p><b>Fences at:</b></p> <ul style="list-style-type: none"> <li>• 1 site on Old Rural Hall Rd.</li> <li>• 1 site on Old Walkertown Rd.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<p><b>Businesses at:</b></p> <ul style="list-style-type: none"> <li>• 1 site on Liberty St.</li> <li>• 1 site on Glenn Ave.</li> <li>• 1 site on Cayuga St.</li> <li>• 2 sites on Old Rural Hall Rd.</li> <li>• Ogburn Station Shopping Center</li> <li>• 4 sites on Old Walkertown Rd.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<p><b>Outdated signage:</b></p> <ul style="list-style-type: none"> <li>• Ogburn Station Shopping Center</li> <li>• 1 site on Old Walkertown Rd.</li> <li>• 1 site on Liberty St.</li> <li>• 1 site on Glenn Ave.</li> </ul> <p><b>Damaged signage at:</b></p> <ul style="list-style-type: none"> <li>• Ogburn Station Shopping Center</li> </ul> <p><b>Abandoned “skeleton” sign at:</b></p> <ul style="list-style-type: none"> <li>• Ogburn Station Shopping Center</li> </ul>
<b>Other</b>	<p><b>Auto Repair/storage:</b></p> <ul style="list-style-type: none"> <li>• NCDOT property, Block 924, lot 1, 2A, 2D (Liberty St.)</li> <li>• 3 sites on Old Walkertown Rd.</li> <li>• 1 site on Liberty St.</li> </ul> <p><b>Junky/trashy areas:</b></p> <ul style="list-style-type: none"> <li>• NCDOT property, Block 924, lot 1, 2A, 2D (Liberty St.)</li> <li>• 1 site on Liberty St., Old Rural Hall Rd.</li> <li>• 2 sites on Old Walkertown Rd.</li> </ul>

# Ogburn Station NAC



Urban Activity Center

## Recommended Public Improvements

- ▬▬▬▬▬ Sidewalk Repair / Maintenance
- Existing Bus Route
- New Sidewalk
- ▲ Add Crosswalk
- Add Bus Bench
- Plant Street Trees
- Clean Up Site

## Needed Private Site Improvements

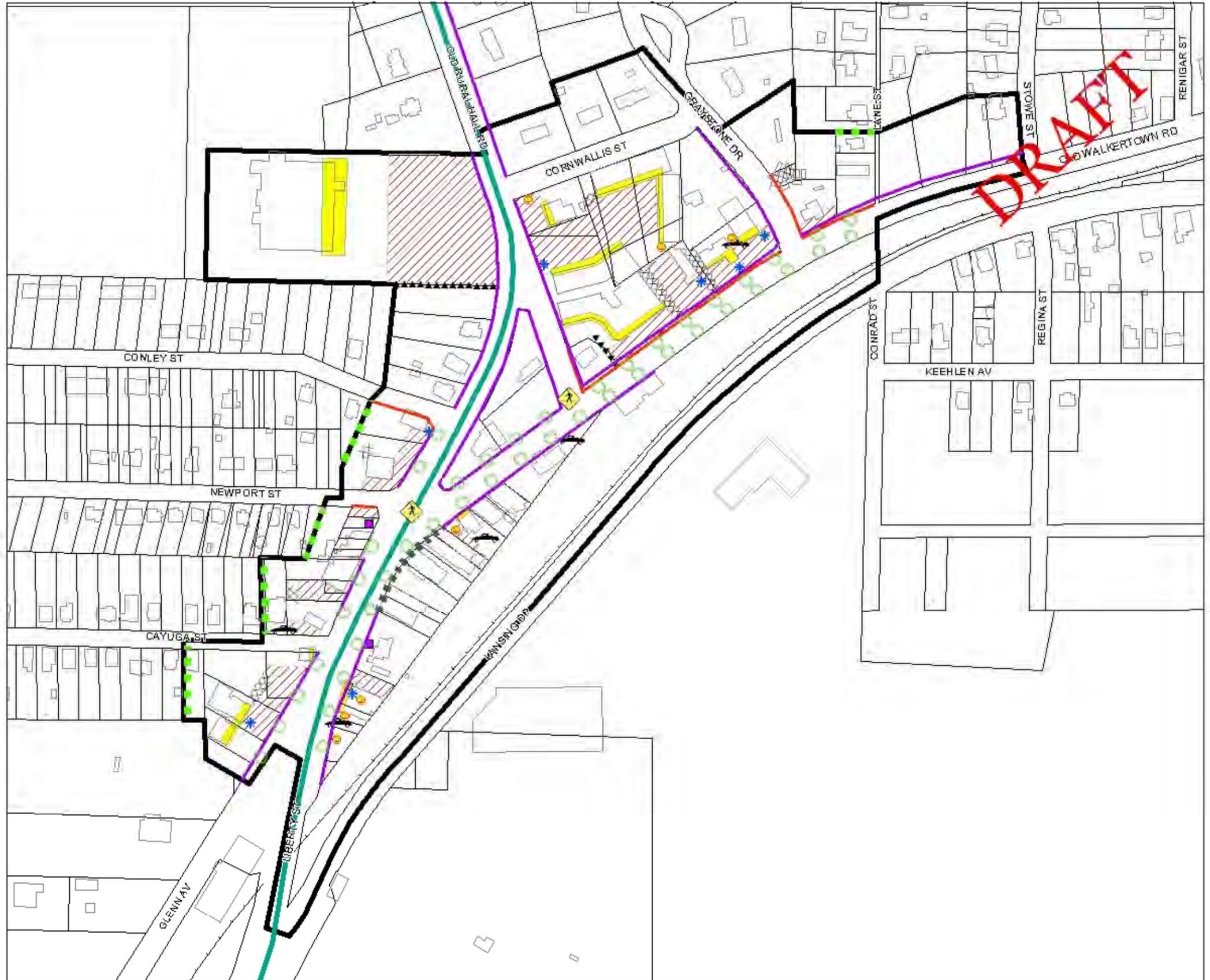
- Reduce / Define Curb Cuts
- ▨ Screening Needed
- Buffering Needed
- ▨ Improve Parking Lot Appearance
- ▲▲▲▲ Fencing Issues
- Facade Improvement Needed
- \* Signage Issues
- Landmark Sign

## Existing Land Uses

- Auto Repair



Plot Date: October 14, 2005  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
 City-County Planning Board  
 P.O. Box 2511  
 Winston-Salem, NC 27102  
 336.727.2087 planning@cityofws.org



## OLD GREENSBORO/BARBARA JANE

The Old Greensboro/Barbara Jane area (3 acres) is located just southwest of Winston Lake Park and the new Atkins High School and serves the City View neighborhood.

### Existing Conditions

#### *Area Strengths*

The strengths of this small area include a Baby Milk Store, a well-maintained funeral home, and the proximity to a large number of residences, a new school, and a park.



#### *Public Facilities*

**Sidewalks/Crosswalks** Sidewalks exist throughout the area, and link to all of the surrounding residential areas with the exception of the south side of Old Greensboro Road west of Barbara Jane Avenue and Barbara Jane Avenue south of Old Greensboro Road. Sidewalks need to be cleared of grass and vegetation in some areas. An area in front of the church has heavy vegetation and a pole blocking the sidewalk. With the exception noted above, the sidewalks appear to be accessible for the handicapped and elderly. No crosswalks are in the RUCA.

**Bus Service, Stops and Shelters** One bus route currently serves the Old Greensboro/Barbara Jane area (along Old Greensboro Road), Route 25 connecting downtown to the new Atkins High School site. There are two bus stops in the RUCA area on either side of Old Greensboro Road.

**Bike Routes and Facilities** Bike Route 15, the Kernersville Connector, is routed along Old Greensboro Road. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** The road width for Old Greensboro Road is 34 feet with a 60 foot right-of-way. The traffic capacity of Old Greensboro is 16,100 trips a day, more than enough to handle the 2025 estimated trip volume of 6,800 trips per day.

**Street Trees and Amenities** There are some street trees along the east side of Barbara Jane Avenue south of Old Greensboro Road on the church property. No pedestrian amenities such as benches or trash receptacles are provided in the area.

#### *Site Issues*

In the Old Greensboro/Barbara Jane area, 67% of the structures are dilapidated or deteriorated and 33% are vacant. Only three commercial/institutional buildings are in the RUCA. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- No buffering between businesses and residential uses
- Parking lot design/lack of landscaping/weed control
- Poor structural conditions

**Zoning/Land Use**

Current zoning in the RUCA is LB (100%). Land uses include the Baby Milk Store, a funeral home, an abandoned church, and two residential structures.

**Existing Plans/Programs**

The RUCA does not currently have an area plan, though it is slated to be in the *Northeast Winston-Salem Area Plan*. The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

The area falls within the Cityview Rehabilitation Area, a *Rehabilitation, Conservation, and Reconditioning area*, certified by the City-County Planning Board on November 14, 1991. Because the area was certified only for rehabilitation, no redevelopment plan was adopted. The City has and continues encourage rehabilitation of properties in the area by enforcing the minimum housing code and making low interest funds available for both owner-occupied and investor owned properties.

**Crime**

Businesses in this RUCA have very little crime to report, though there are a number of drug offenses in the surrounding neighborhood.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Old Greensboro / Barbara Jane	Part 1 Crime	3	1	1	5
	Part 2 Crime	10	6	5	21

**Recommendations**

**Needed Land Uses:**

Suggested additional land uses include: general/variety/convenience store, restaurant, hair/barber/beauty shop, and laundry or cleaners.

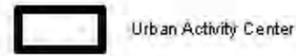
**Public Facility Improvement Recommendations**

	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair/Maintain Sidewalks:</b> -Sidewalk blocked on Old Greensboro Rd. east of Barbara Jane Ave. -West side of Barbara Jane Ave. north of Old Greensboro Rd.	<b>Build Sidewalks:</b> -East side of Barbara Jane Ave. from Old Greensboro Rd. to Lunar Court -South side of Old Greensboro Rd. from Barbara Jane Ave. to Glenbrook Dr. -Section of sidewalk missing on east side of Barbara Jane Ave. south of Old Greensboro Rd.
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> -Old Greensboro Rd. and Barbara Jane Ave.	
<b>Transit</b>		Add bus bench to bus stops if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Baby Milk Store	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Roads</b>	-On-street parking-area not possible due to mail boxes on road -Investigate use of traffic calming	
<b>Street Trees</b>	<b>Plant Street Trees:-</b> Both sides of Old Greensboro Rd. in RUCA area	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrance at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Old Greensboro Rd.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<b>Behind business at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Old Greensboro Rd</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lot at:</b> <ul style="list-style-type: none"> <li>• 1 site on Old Greensboro Rd.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Business at:</b> <ul style="list-style-type: none"> <li>• 1 site on Old Greensboro Rd.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Excessive signage (vendor parked on lot) at:</b> <ul style="list-style-type: none"> <li>• 1 site on Old Greensboro Rd.</li> </ul>

# Old Greensboro Barbara Jane NAC



Urban Activity Center

## Recommended Public Improvements

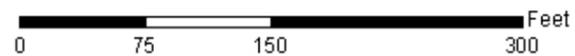
- ▀▀▀▀▀ Sidewalk Repair / Maintenance
- Existing Bus Route
- New Sidewalk
- ⚠ Add Crosswalk
- 🌳 Plant Street Trees

## Needed Private Site Improvements

- Reduce / Define Curb Cuts
- Buffering Needed
- ▨ Improve Parking Lot Appearance
- Facade Improvement Needed



Plot Date: October 14, 2006  
 Data Sources: Forsyth County & Winston-Salem GIS  
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## PATTERSON/GLENN

The Patterson/Glenn area (16 acres) is located north of downtown between 17<sup>th</sup> and 24<sup>th</sup> Streets, and just east of the new Gateway Commons/Hope VI development. In addition to Gateway Commons, the area serves the Greenway and North Winston neighborhoods.



### Existing Conditions

#### **Area Strengths/History**

The strengths of the area include the Black/Phillips/Smith Government Center, the Dairy Fresh, and close proximity to several neighborhoods.

#### **Public Facilities**

**Sidewalks/Crosswalks** Sidewalks exist throughout the area and link to all of the surrounding residential areas. Sidewalk conditions are good with the exception of small sections of Glenn Avenue and Patterson Avenue and a large area of broken pavement on the north corner of Greenway

Avenue and Patterson Avenue. A median in the center of Greenway Avenue along Patterson Avenue is not handicapped accessible. The sidewalks appear to be accessible for the handicapped and elderly with the exception noted above. Some overgrown vegetation on the 100 block of Glenn is currently blocking the sidewalk. Crosswalks are striped at the intersection of Glenn Avenue and Patterson Avenue.

**Bus Service, Stops and Shelters** Two bus routes currently serve the Patterson/Glenn area (running along Patterson Avenue); Route 9 connecting downtown to Ogburn Station/Oak Summit, and Route 10 connecting downtown to the US 52/Hanes Mill Road area. There is one marked bus stop in the area in the 2300 block (east side) of Patterson Avenue.

**Bike Routes and Facilities** Bike Route 11, the East Winston Loop, is routed nearby, passing through the intersection of Glenn Avenue and Trade Street. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** Patterson Avenue is 40 feet wide with a 60 foot right-of-way and currently handles 7,800 trips per day. The traffic capacity of Patterson Avenue is 16,100 trips a day, more than enough to handle the 2025 estimated trip volume of 10,900 trips per day. Glenn Avenue with a width of 36 feet and right-of-way of 50 feet has a capacity of 14,600 and a 2025 volume estimate of 5,300.

Many large trucks use the Glenn/Patterson intersection which requires a good turning radius and makes the area noisy and the intersection less pedestrian-friendly.

**Street Trees and Amenities** There are some trees in front of several businesses on Patterson Avenue north of Glenn Avenue. There are a couple of trash receptacles at the Black/Phillips/Smith Center.

#### **Site Issues**

In the Patterson/Glenn area, 64% of the structures are dilapidated or deteriorated and 18% are vacant. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- Parking availability issues in some areas

- Dumpsters visible from the road and sidewalks
- Parking lot design/lack of landscaping/weed control
- Chain link/razor wire fencing and unmaintained chain link/slat fencing
- Old/outdated signage and facades
- Abandoned “skeleton” signs (frames only)
- Unsightly auto-related uses/tire storage
- Area with trash and litter
- Poor structural conditions

**Zoning/Land Use**

Current zoning is a mixture of LB (80%) with a small amount of LI (12%) to the south and RS7 (8%) to the north. The land uses in the Patterson/Glenn area have changed slowly over the years. Basic services including a bank, variety shops, and even a movie theater have disappeared. Current land uses include; a day care, hair salon, restaurant, clubs, government center, churches, convenience store, dry cleaner, and shoe store.

**Existing Plans/Programs**

The area falls within the *North Central Winston-Salem Area Plan* which is underway. The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

Crime in the area includes drug sales/use, prostitution, and alcohol sales/use. The food store and area clubs generate the most police calls. Vacant and deteriorated buildings attract problems due to vagrants breaking into and using the buildings. The razor wire around the Dairy Fresh property adds to the perception/reality of the crime problems. Loitering is also an issue in this RUCA.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Patterson/Glenn	Part 1 Crime	41	34	25	100
	Part 2 Crime	145	141	99	385

**Recommendations**

**Needed Land Uses:**

Suggested additional land uses include: a sit-down restaurant and general/variety store.

**Public Facility Improvement Recommendations**

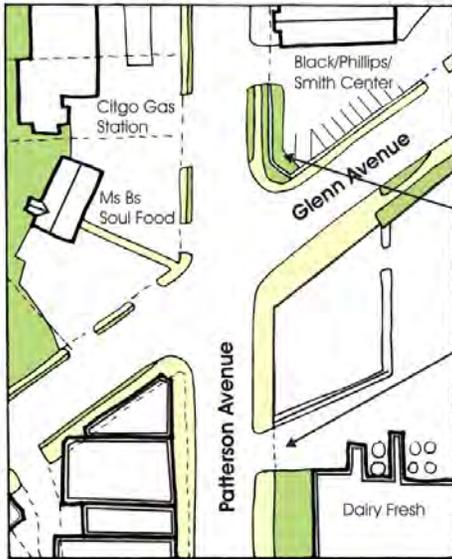
	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair Sidewalks:</b> <ul style="list-style-type: none"> <li>- -South side of Glenn Ave. between Chestnut St. and Patterson Ave.</li> <li>- -Small section of Patterson Ave. north of Glenn Ave.</li> <li>- -NW corner of Greenway St. and Patterson Ave.</li> </ul> <b>Make Accessible:</b> <ul style="list-style-type: none"> <li>- -Median on west side of Greenway St. and Patterson Ave.</li> </ul>	
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> <ul style="list-style-type: none"> <li>- Greenway St. and Glenn Ave.</li> </ul>	Investigate turning radius at Patterson/Glenn Aves.
<b>Transit</b>	<b>Add Bus Stop (sign):</b> <ul style="list-style-type: none"> <li>-West side of Patterson Ave. north of Glenn</li> </ul>	Add bus benches to bus stops if warranted

<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Black/Phillips/Smith Center	
<b>Lighting</b>		Investigate need for pedestrian level lighting on Patterson from just north of Glenn Ave. to Greenway St.
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Along west side of Patterson Ave. north of Glenn Ave. -Both sides of Patterson Ave. between Glenn Ave. and Greenway Ave. -North side of Glenn Ave. west of Greenway Ave.	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrance at:</b> <ul style="list-style-type: none"> <li>• 8 sites on Patterson Ave. (includes Dairy Fresh)</li> <li>• 4 sites on Glenn Ave.</li> <li>• 3 sites on Greenway Ave.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<b>Dumpsters at businesses at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> <li>• 2 sites on Glenn Ave.</li> </ul> <b>Screen alley entrances behind:</b> <ul style="list-style-type: none"> <li>• 2200 block of Patterson Ave.</li> </ul> <b>Repair Fencing at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Glenn Ave.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 4 sites on Patterson Ave.</li> <li>• 4 sites on Glenn Ave.</li> <li>• 3 sites on Greenway Ave.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Glenn Ave.</li> <li>• Dairy Fresh Property</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<ul style="list-style-type: none"> <li>• <b>Businesses at:</b></li> <li>• 11 sites on Patterson Ave.</li> <li>• 6 sites on Glenn Ave.</li> <li>• 3 sites on Greenway Ave.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Abandoned “skeleton” signs at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Glenn Ave.</li> </ul> <b>Poor signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> </ul> <b>Excessive signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Patterson Ave.</li> </ul>
<b>Other:</b>	<b>Poor structural conditions:</b> <ul style="list-style-type: none"> <li>• 6 sites on Patterson Ave.</li> <li>• 2 sites on Glenn Ave.</li> <li>• 3 sites on Greenway Ave.</li> </ul> <b>Clean up kudzu:</b> Glenn Ave.

# PROPOSED PATTERSON/GLENN FOCAL POINT DESIGN



Existing Conditions

Landscaped area

Property lines  
Right-of-way

Redesign parking

Define/close  
curb cuts

Landscaped areas

Street trees

On-street parking

Proposed  
Public/Private  
Improvements



# Patterson / Glenn NAC

- Urban Activity Center
- Focal Point

## Recommended Public Improvements

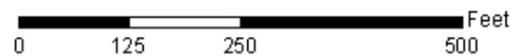
- Sidewalk Repair / Maintenance
- Existing Bus Route
- Make Median Handicapped Accessible
- Add Bus Stop (sign only)
- Add Crosswalk
- Add Pedestrian Lighting
- Plant Street Trees
- Clean Up Site

## Needed Private Site Improvements

- Reduce / Define Curb Cuts
- Screening Needed
- Improve Parking Lot Appearance
- Fencing Issues
- Facade Improvement Needed
- Signage Issues



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## PEACHTREE/WAUGHTOWN

The Peachtree/Waughtown area (10 acres) is located just south of the Forest Park neighborhood and Forest Park Elementary School. This area serves the Waughtown, Forest Park, and Belview neighborhoods.



### **Existing Conditions**

#### ***Area Strengths/History***

The strengths of the area include the adjacent Iglesia Morava church, Peachtree Square, the Triad Tack and Western Boot store, and the nearby historic Shell Station.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist throughout the area and link to all of the surrounding residential areas. The sidewalks appear to be accessible for the handicapped and elderly, but need minor repair in some areas.

Crosswalks exist at Waughtown Street/Peachtree Street, and Waughtown Street/Longview Drive. Pedestrian crossing lights are available at Waughtown and Peachtree Streets on the NW and SW corners.

**Bus Service, Stops and Shelters** Two bus routes currently serve the Peachtree Street /Waughtown Street area, Routes 29 from Downtown to King Plaza, and Route 26 from Downtown to the Easton neighborhood. There are two bus stops on the north and south sides of Waughtown Street at Longview Drive for Route 29. There are two bus stops on the east and west side of Peachtree for Route 26.

**Bike Routes and Facilities** Bike Route 12, the Reynolds Park Road Area Loop, is routed on Peachtree Street. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** The road width for Waughtown Street is 40 feet with a 60 foot right-of-way. Waughtown Street has a trip capacity of 12,700 and a 2025 volume estimate of 14,000, not enough to handle the predicted traffic.

**Street Trees and Amenities** Some of the noncommercial properties on Waughtown Street west of Peachtree Street have Redbud trees in the planting strips. A bench is located in front of Peachtree Square.

### ***Site Issues***

In the Peachtree/Waughtown area, 64% of the structures are dilapidated or deteriorated and 18% are vacant. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- Parking availability issues in some areas
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses
- Parking lot design/lack of landscaping/weed control
- Chain link/razor wire fencing and unmaintained chain link/slat fencing
- Old/outdated signage and facades

- Bars on windows
- Poor structural conditions

**Zoning/Land Use**

Current zoning is a mixture of PB (15%), LB (55%) and RS9 (30%). Land Uses include; a furniture store, hair salon, laundromat, shoe store, realty office, and general store. A drugstore was approved in 1997 for the southwest corner of Peachtree and Waughtown Streets, but was never built.

**Existing Plans/Programs**

The area falls within the *Southeast Winston-Salem Area Plan* adopted in 2002. This area plan recommends most of the RUCAs property’s land use to follow the existing zoning. The four single family houses on the north side of Waughtown Street west of Peachtree Street are recommended to convert to office or low intensity commercial use, and guidelines for conversion are found in the plan.

Waughtown Street is designated as an Urban Corridor in the *Southeast Winston-Salem Area Plan*. The purpose of Urban Corridors is to create attractive, neighborhood-scale corridors, and to stimulate revitalization. Urban Corridors are intended to be pedestrian-friendly roads with marked, on-street parking as a traffic calming devices, sidewalks, and street trees for the commercial areas.

This area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

While crime numbers are low in the RUCA, the area is experiencing some problems with prostitution. Other reported crimes consist of larceny, forgery, and simple assault.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Peachtree / Waughtown	Part 1 Crime	20	11	25	56
	Part 2 Crime	45	37	44	126

**Recommendations**

**Needed Land Uses:**

Suggested additional land uses include: convenience store, restaurant/outdoor dining, and laundry or cleaners (cleaner shut down in 2003).

**Public Facility Improvement Recommendations**

	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair Sidewalks:</b> -SW corner of Waughtown St. and Peachtree St. -Waughtown St., 100 feet east of Peachtree St.	
<b>Other Pedestrian Needs</b>	<b>Add Pedestrian Signals at:</b> - NE and SE corners of Waughtown St. and Peachtree St.	
<b>Transit</b>	<b>Add Bus Bench:</b> - Both sides of Waughtown St. at Longview Dr.	Add shelter to bus benches if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Maxway	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming -Address 2025 capacity issue in TIP for Waughtown St.	

<b>Street Trees</b>	<b>Plant Street Trees:</b> -Both sides of Waughtown St.	
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***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrance at:</b> <ul style="list-style-type: none"> <li>• 7 sites on Waughtown St.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<b>Dumpsters and loading dock located at:</b> <ul style="list-style-type: none"> <li>• 1 site on Waughtown St.</li> </ul> <b>Soften appearance of fence with vegetation at:</b> <ul style="list-style-type: none"> <li>• East and south side 1236 Waughtown St.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<b>Behind and/or side of buildings at:</b> <ul style="list-style-type: none"> <li>• 1 site on Peachtree St.</li> <li>• 1 site on Waughtown St.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 5 sites on Waughtown St.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 4 sites on Waughtown St.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Businesses at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Waughtown St.</li> </ul>
<b>Other:</b>	<b>Landmark Sign:</b> <ul style="list-style-type: none"> <li>• Triad Tack and Western Boot sign including horse and boot</li> </ul>

# Peachtree / Waughtown NAC

 Urban Activity Center

## Recommended Public Improvements

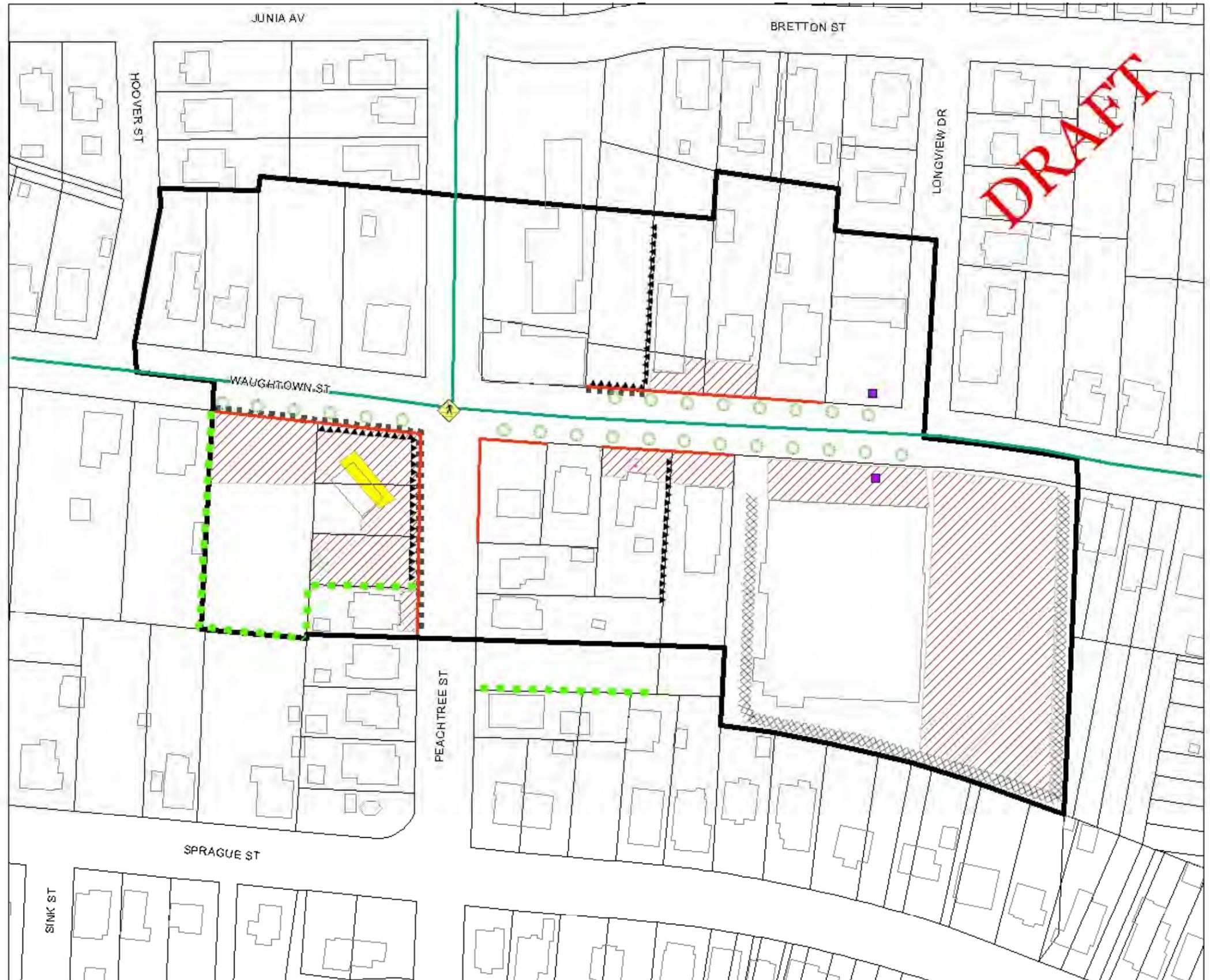
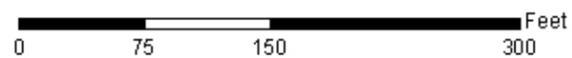
-  Sidewalk Repair / Maintenance
-  New Sidewalk
-  Existing Bus Route
-  Add Crosswalk
-  Add Bus Bench
-  Plant Street Trees

## Needed Private Site Improvements

-  Reduce / Define Curb Cuts
-  Screening Needed
-  Buffering Needed
-  Improve Parking Lot Appearance
-  Fencing Issues
-  Facade Improvement Needed
-  Landmark Sign



Plot Date: October 14, 2005  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
 City-County Planning Board  
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 Winston-Salem, NC 27102  
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## PLEASANT/WAUGHTOWN

The Pleasant/Waughtown area (6 acres) is located one block north of Hill Middle School and Sprague Street Recreation Center. It serves the Forest Park and Waughtown neighborhoods.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include an active Post Office, a well-maintained mosque, the Waughtown Baptist Church to the east of the RUCA, and proximity to a large number of residences.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist throughout the area, and link to all of the surrounding residential areas with the exception of the west side of Pleasant Street south of Waughtown Street. The sidewalks are in good condition but need to

be better maintained, as vegetation along the edges of sidewalks is a problem. The sidewalks appear to be accessible for the handicapped and elderly.

Crosswalk signals exist at the intersection of Pleasant and Waughtown Streets, but they are angled in a way that makes them hard to view.

**Bus Service, Stops and Shelters** Two bus routes currently serve the Pleasant/Waughtown area, Route 29 from Downtown to King Plaza, and Route 26 from Downtown to the Easton neighborhood. There is one bus stop in the RUCA area on the northeast corner of Pleasant/Waughtown Streets. Two more bus stops on the north side of Waughtown Street are just outside of the RUCA.

**Bike Routes and Facilities** No bike routes currently serve the RUCA, though the Reynolds Park Loop is nearby. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area

**Roads** The road width for Waughtown Street is 40 feet with a 60 foot right-of-way. The traffic capacity of Waughtown Street is 12,700 trips a day, enough to handle the 2025 estimated trip volume of 11,000 trips per day.

**Street Trees and Amenities** There are no street trees in the area. No pedestrian amenities such as benches or trash receptacles are provided in the area.

### ***Site Issues***

In the Pleasant/Waughtown area, 60% of the structures were dilapidated or deteriorated and none are vacant. Some businesses have numerous site problems including:

- Multiple/unsafe curb cuts
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses
- Parking lot design/lack of landscaping/weed control
- Chain link fencing
- Old/outdated signage and facades
- Excessive signage

- Entrance to cell tower has scattered gravel over sidewalk
- Areas with trash and litter



**Zoning/Land Use**

The current zoning in the RUCA is a mixture of PB (18%), LB (15%), and LI (67%). Land uses in the area include a post office, a mosque, a general store, and a Baby Milk Store.

**Existing Plans/Programs**

The area falls within the *Southeast Winston-Salem Area Plan* adopted in 2002. The area plan recommends no change for the northwest, southwest, and southeast portions of the RUCA. The northeast section, including a residence, is recommended for commercial development

up to the old Lucia plant. The area plan recommends the existing LI zoning in this area be changed to a pedestrian business district, which could better serve surrounding neighborhoods with possible office, retail, or service uses.

Waughtown Street is designated as an Urban Corridor in the *Southeast Winston-Salem Area Plan*. The purpose of Urban Corridors is to create attractive, neighborhood-scale corridors, and to stimulate revitalization. Urban Corridors are intended to be pedestrian-friendly roads with marked, on-street parking as a traffic calming devices, sidewalks, and street trees for the commercial areas.

The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

Crime is very low in this RUCA.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Pleasant / Waughtown	Part 1 Crime	5	2	2	9
	Part 2 Crime	23	7	11	41

**Recommendations**

***Needed Land Uses***

Suggested additional land uses include: convenience store, restaurant/outdoor dining, hair salon/barber/beauty shop, and laundry or cleaners. The reuse of the Lucia plant to the immediate east of the RUCA could be a catalyst for investment in this area.

***Public Facility Improvement Recommendations***

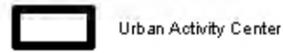
	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Maintain Sidewalks:</b> -Throughout RUCA	<b>Build Sidewalks:</b> -West side of Pleasant, from Waughtown to Sprague
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> -Repair existing pedestrian signals (at angle, difficult to read)	
<b>Transit</b>	<b>Add a Bus Stop (sign):</b>	Add bus benches if warranted

	-SW corner of Pleasant/Waughtown Sts.	
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Post Office	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Road</b>	-Create on-street parking where feasible -Investigate use of traffic calming	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Both sides of Waughtown St. -West side of Pleasant St., north of Waughtown St.	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• 1 site on Pleasant St. (Family Dollar)</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<b>Dumpster at businesses at:</b> <ul style="list-style-type: none"> <li>• 1 site on Pleasant St.</li> </ul> <b>Driveway to plant</b> <ul style="list-style-type: none"> <li>• 1 site on Pleasant St. (entrance to Lucia)</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<b>Behind businesses at:</b> <ul style="list-style-type: none"> <li>• (Post Office), 1 site on Pleasant St.</li> <li>• 1 site on Waughtown St.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 2 sites on Pleasant St.</li> <li>• 1 site on Waughtown St.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 1 site on Pleasant (Post Office)</li> <li>• 1 site on Waughtown St.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Businesses at:</b> <ul style="list-style-type: none"> <li>• 1 site on Waughtown St.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Excessive signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Waughtown St.</li> </ul>
<b>Other:</b>	<b>Trash:</b> <ul style="list-style-type: none"> <li>• 2 sites on Waughtown St.</li> <li>• 1 site on Pleasant St.</li> </ul>

# Pleasant Waughtown NAC



Urban Activity Center

## Recommended Public Improvements

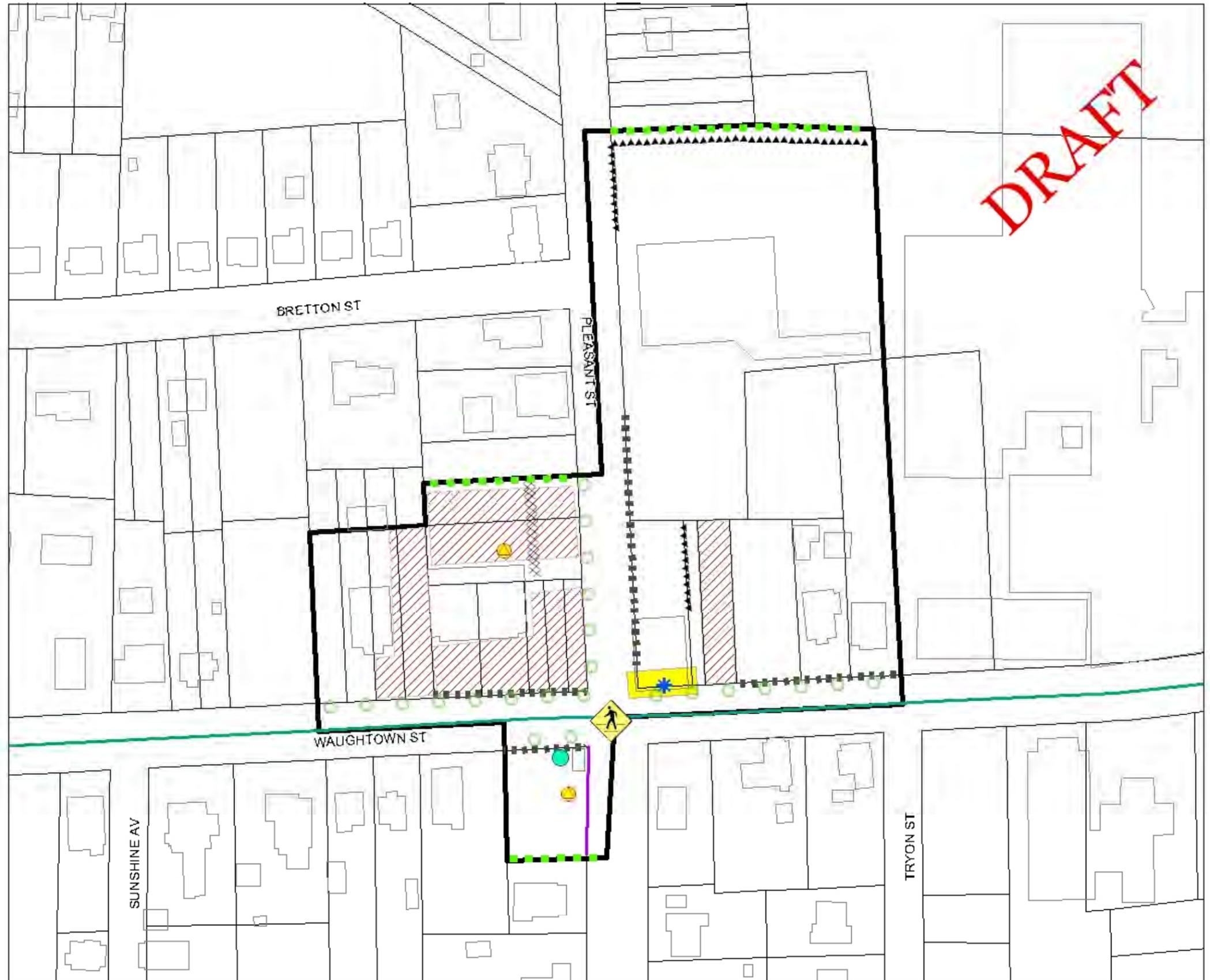
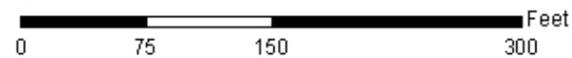
- ■ ■ ■ ■ Sidewalk Repair / Maintenance
- New Sidewalk
- Existing Bus Route
- Add Bus Stop (sign only)
- ⚠ Add Crosswalk
- 🌳 Plant Street Trees
- 🧹 Clean Up Site

## Needed Private Site Improvements

- Reduce / Define Curb Cuts
- ▨ Screening Needed
- Buffering Needed
- ▨ Improve Parking Lot Appearance
- ▲▲▲▲ Fencing Issues
- Facade Improvement Needed
- \* Signage Issues



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## WASHINGTON PARK

The Washington Park area (17 acres) is located along Acadia Avenue between Main Street and Hollyrood Street and along Main Street from Acadia Avenue to Monmouth Street. This area serves the Washington Park, Sunnyside, and North Carolina School of the Arts neighborhoods.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include its central location in the historic Washington Park neighborhood, its proximity to the School of the Arts and Sunnyside neighborhoods, and several new businesses that have moved in.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist throughout the area, and link to all of the surrounding residential areas with the exception of Hollyrood Street, Rawson Street, and Acadia Avenue east of Main

Street. Sidewalk conditions are good with the exception of the north side of the 300 block of Acadia Avenue and the south side of the 100 block of Acadia Avenue between Rawson Street and Broad Street.

The sidewalks appear to be accessible for the handicapped and elderly.

**Bus Service, Stops and Shelters** Two bus routes currently serve the Washington Park area, Routes 14 and 29. Route 14 runs south down Main Street from Downtown to the Konnoak neighborhood. Route 29 runs south from downtown along Marshall Street, through the NCSA and commercial area, then to King Plaza. Two marked bus stops are on each side of Main Street in the 100 and 200 blocks.

**Bike Routes and Facilities** Bike Route 9, the Salem Lake Connector from Washington Park to Salem Lake, is routed on Acadia Avenue. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** The road width for Acadia Avenue is 34 feet with a 60-foot right-of-way. The traffic capacity of Acadia Avenue is 14,600 trips a day, more than enough to handle the 2025 estimated trip volume of 10,400 trips per day. Main Street with a width of 40 feet and right-of-way of 60 feet has a trip capacity of 10,900, not enough to handle the 2025 volume estimate of 16,100.

Broad Street has a road width of 34 feet and a right-of-way of 50 feet. Its capacity is 14,600 trips per day, not enough to handle the projected 2025 volume of 16,300. Broad Street is recommended for consideration in the *South Central Winston-Salem Area Plan (SCAP)* for the City's new Traffic Calming Policy.

**Street Trees and Amenities** Street trees exist on Main Street north of Acadia Avenue and start again about 100 feet south of Acadia Avenue. The 2004 Roots Day activity in the Sunnyside neighborhood has added street trees along Acadia Avenue east of Main Street. There are some street trees in poor health in front of several of the homes on Acadia Avenue. No pedestrian amenities such as benches or trash receptacles are provided in the area.

### ***Site Issues***

In the Washington Park area, 36% of the structures are dilapidated or deteriorated and 15% are vacant. While the structures in this RUCA are in better shape than the other commercial districts examined, intervention is needed to stop any further decline.

- Multiple/unsafe curb cuts
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses in some areas
- Parking lot design/lack of landscaping/weed control
- Chain link/razor wire fencing
- Old/outdated signage and facades
- Excessive signage
- Unsightly auto-related uses/tire storage
- Areas of trash and litter
- Poor structural conditions
- Vehicles parking on sidewalks and planting strips is an issue for the business area and a portion of the residential area on Acadia Avenue.



### ***Zoning/Land Use***

The current zoning is a mixture of PB (42%) along the western section of Acadia Avenue, RS7 (16%), RS9 (8%), and RM12 (5%) along the eastern section of Acadia Avenue, and LB (29%) along Main Street. The land uses in the Washington Park area have changed slowly over the years. Since 1989, the area has lost a small hardware store, Crown Drugs, Mickey's grocery store (small), and an art supply store. Current land uses include: florist, furniture shop, professional office, barbershop, convenience store, laundry, dry cleaners, chiropractor, beauty shop, bar, restaurant

and many auto service uses. On a positive note, the area has recently acquired a florist, laundry, and neighborhood pub.

### ***Existing Plans/Programs***

The area falls within the *South Central Winston-Salem Area Plan* adopted in 2003. This area plan recommends office and commercial infill for the areas currently zoned PB and LB, and office and/or urban residential for the areas zoned RS7 and RM12.

Main Street is designated as an Urban Corridor in the *South Central Winston-Salem Area Plan*. The purpose of Urban Corridors is to create attractive, neighborhood-scale corridors, and to stimulate revitalization. Urban Corridors are intended to be pedestrian-friendly roads with marked, on-street parking as a traffic calming device, sidewalks, and street trees for the commercial areas. Main Street is also part of *Community Crossing*, a corridor running along University Parkway, then Main Street, from US 52 at Hanes Mill Road on the north to I-40 on the south. A Master Plan was created for the corridor containing appearance and functional improvements. The Washington Park segment runs through the RUCA area and calls for enhanced plantings of street trees and flowering trees, and street lighting improvements.

The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City's Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

Crime is fairly low in this RUCA, with typical amounts of burglary and break-ins for a commercial area. The surrounding neighborhood shows a number of break-ins, including auto break-ins. There is a good deal of foot traffic reported in the neighborhood.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Washington Park	Part 1 Crime	24	16	26	66
	Part 2 Crime	39	19	71	129

**Recommendations**

***Needed land uses:***

Suggested additional land uses include: general/variety/convenience store, restaurants/outside dining, specialty foods (deli, bakery, and coffee shop), business and professional offices, and specialty shops.

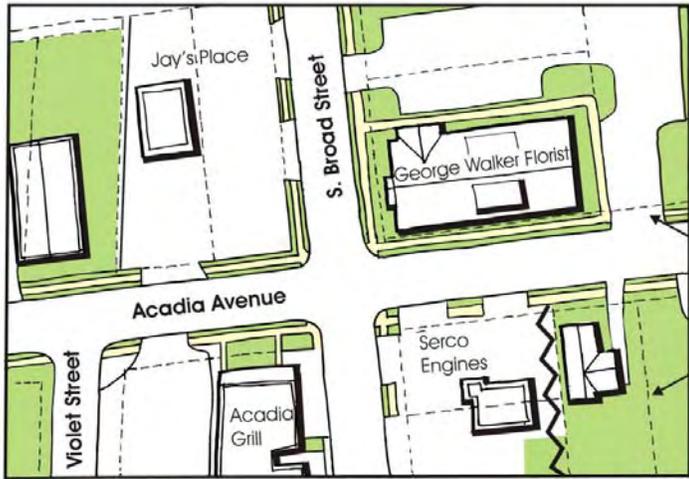
***Public Facility Improvement Recommendations***

	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair Sidewalks:</b> North side of Acadia Ave., west of Hollyrood St. -South side of Acadia Ave., west of Rawson St.	<b>Build Sidewalks:</b> -Along Hollyrood St. between Acadia Ave. and Konnoak View Dr. -Both sides of Acadia Ave. east of Main St. to Chapel St.
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks at:</b> -Acadia Ave. and Main St. (full) -Acadia Ave. and Hollyrood St. (full) -Acadia Ave. and Broad St. (full)	
<b>Transit</b>	<b>Add a Bus Bench:</b> - On both bus stops along Main St. south of Acadia Ave.	Add shelters to bus benches if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> In focal point near Acadia Grill	
<b>Lighting</b>		Pedestrian scale lighting on Acadia Ave. from Hollyrood St. to Broad St.
<b>Roads</b>	-Create on-street parking where feasible -Investigate use of traffic calming -Address 2025 capacity issue in TIP for Main St. -Address 2025 capacity issue in TIP for Broad St.	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Along Acadia Ave. from Hollyrood St. to Main St. -Along Main St. from Acadia Ave. to Monmouth St.	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Acadia Ave.</li> <li>• 4 sites on Broad St.</li> </ul>

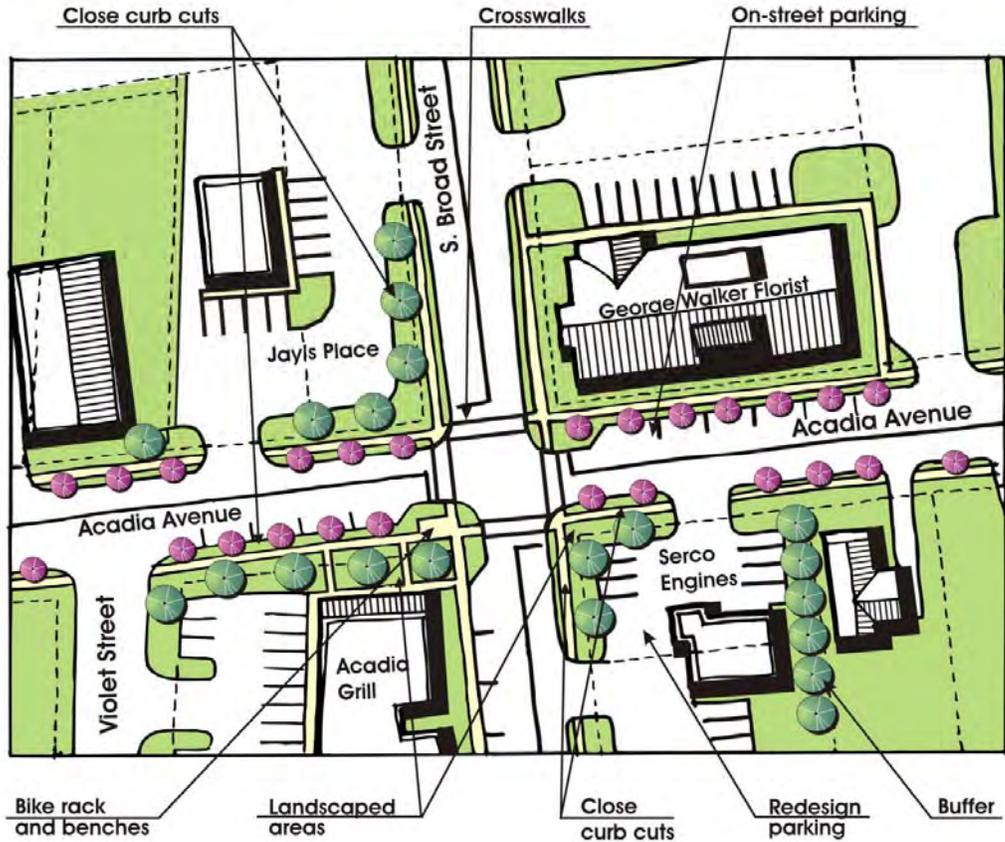
	<ul style="list-style-type: none"> <li>• 2 sites on Main St.</li> <li>• 1 site on Hollyrood St.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<b>Dumpsters at businesses at:</b> <ul style="list-style-type: none"> <li>• 1 site on Broad St.</li> </ul> <b>Tire Storage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Acadia Ave.</li> <li>• 1 site on Main St.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<b>Behind buildings on:</b> <ul style="list-style-type: none"> <li>• 3 sites on Acadia Ave.</li> <li>• 1 site on Broad St.</li> <li>• 1 site on Main St.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 4 sites on Acadia Ave.</li> <li>• 1 site on Hollyrood St.</li> <li>• 3 sites on Main St.</li> <li>• 1 site on Broad St.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Acadia Ave.</li> <li>• 2 sites on Main St.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Businesses at:</b> <ul style="list-style-type: none"> <li>• 1 site on Broad St.</li> <li>• 1 site on Acadia Ave.</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Excessive signage at:</b> <ul style="list-style-type: none"> <li>• 1 site on Broad St.</li> </ul>



**PROPOSED WASHINGTON PARK FOCAL POINT DESIGN**

Property lines  
Right-of-way

**Existing Conditions**



**Proposed Public/Private Improvements**

# Washington Park NAC



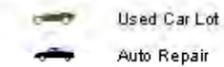
## Recommended Public Improvements



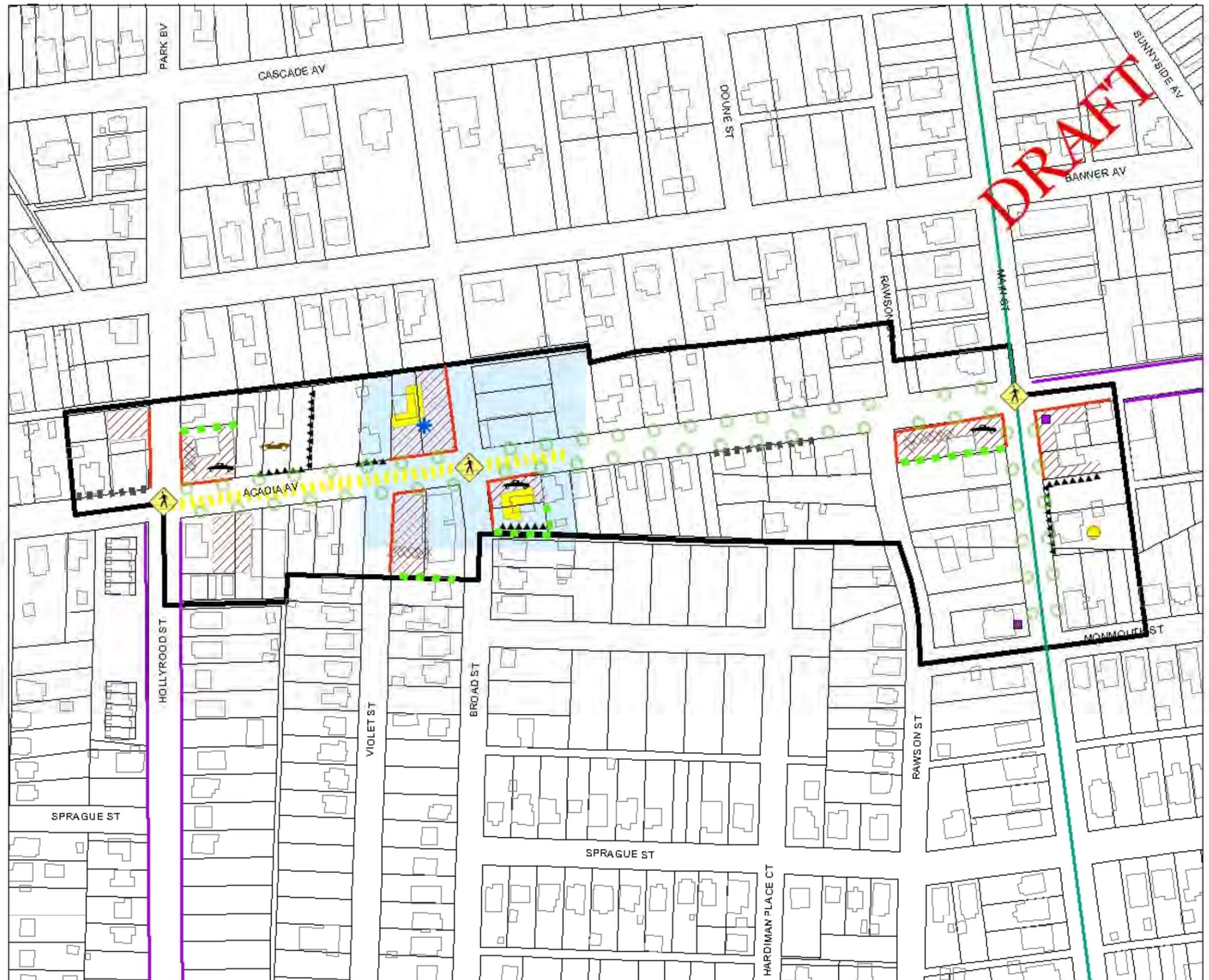
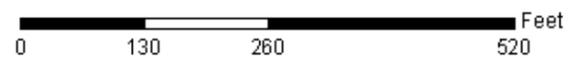
## Needed Private Site Improvements



## Existing Land Uses



Plot Date October 14, 2005  
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**DRAFT**

## WAUGHTOWN/THOMASVILLE

The Waughtown/Thomasville area (41 acres) is located east of US 52, south of Junia Avenue, north of Devonshire Street, and west of Bertha Street. The commercial district itself is on Waughtown Street, Sprague Street, Thomasville Road, and Old Lexington Road, and serves the Belview, Forest Park, Waughtown, and Morningside Manor neighborhoods, as well as a more regional base.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include a significant historic heritage, successful small businesses, the upcoming National Register District status for the area immediately west, south, and east of the RUCA, cultural diversity, and strong neighborhood involvement in the betterment of the community as a whole. Many Hispanics have settled in the Waughtown area and numerous businesses cater to this segment of the neighborhood.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist

throughout the RUCA and link to all of the surrounding residential areas with the exception of the west side of and portions of the east side of Thomasville Road. Sidewalk conditions vary, with repair and maintenance issues on Urban Street, Thomasville Road, the western and eastern ends of Sprague Street, and scattered sections of Waughtown Street. The sidewalks appear to be accessible for the handicapped and elderly. Full crosswalks (all four crossings) exist at the intersections of Waughtown Street and Old Lexington Road and Waughtown Street and Martin Luther King, Jr. Drive. Partial crosswalks exist at Waughtown Street and Dacian Street, Waughtown Street and Thomasville Road, and Sprague Street and Thomasville Road.

**Bus Service, Stops and Shelters** Two bus routes currently serve the Waughtown/Thomasville RUCA, Routes 29 and 26. Route 29 connects Downtown to King Plaza via Sprague and Waughtown Streets. Route 26 connects Downtown to the Easton neighborhood on a loop route using Thomasville Road and Urban Street accessing Winston-Salem State University and the Morningside Manor, Pleasant Hill, Forest Park, Belview, and Waughtown neighborhoods. There are no bus shelters, benches, or marked bus stops in the RUCA area, though there are several bus stops on Sprague Street and Urban Street just south of the RUCA.

**Bike Routes and Facilities** Bike Routes 10, the Martin Luther King, Jr. Drive Connector and 8, the Southern Loop, serve the area. Route 10 stays on Martin Luther King, Jr. Drive from Patterson Avenue to Sprague Street. Route 8 forms a loop on Old Lexington Road, Cassell Street, Main Street, and Sprague Street. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area. The *Southeast Area Plan* suggests pedestrian level lighting in the Waughtown/Thomasville area.

**Roads** The road width for Waughtown Street is 40 feet with a 60 foot right-of-way, and the traffic capacity of Waughtown Street is 12,700 trips a day. This capacity will not be enough to handle the 2025 estimated trip volume of 14,000 trips per day east of Martin Luther King, Jr. Drive or the estimated volume of 15,010 trips west of Martin Luther King, Jr. Drive. Thomasville Road has a road width of 26-28 feet and a right-of-way width of 60 feet. Its capacity is 12,700 trips a day, enough to handle the 2025 estimate of 8,300 trips. The road width of Sprague Street is 40 feet with a right-of-

way of 60 feet with a capacity of 12,700 trips per day. This is more than enough capacity to handle the estimated 2025 volume of 9,500 trips per day on the west section of Sprague Street and the estimated 2025 volume of 5,900 on the east section of Sprague Street. Old Lexington Road has a road width of 36 feet and a right-of-way of 50 feet. Its capacity of 15,600 will not be enough to handle the predicted 2025 volume of 18,100 trips per day.

**Street Trees and Amenities** Street trees exist on a small portion of Waughtown Street. No pedestrian amenities such as benches or trash receptacles are provided in the area.

### ***Site Issues***

In the Waughtown/Thomasville area, 55% of the structures are dilapidated or deteriorated and 10% are vacant. Business sites have numerous problems including:

- Multiple/unsafe curb cuts
- Parking availability issues in some areas
- Dumpsters visible from the road and sidewalks
- No buffering between businesses and residential uses
- Parking lot design/lack of landscaping/weed control
- Chain link/razor wire fencing and unmaintained chain link/slats fencing
- Old/outdated signage and facades
- Excessive signage, especially at the intersection of Martin Luther King, Jr. Drive and Waughtown Street
- Abandoned “skeleton” signs (frame only)
- Unsightly auto-related uses/tire storage
- Areas with trash and litter
- Poor structural conditions
- Vendors in parking lots

### ***Zoning/Land Use***

Current zoning is a mixture of HB (92%), PB (4%), and RM12 (4%). The land uses in the Waughtown/Thomasville RUCA include appliance stores and repair, auto repair, banks, car lots, bars, furniture stores, gas stations, beauty and barber shops, a large grocery and several small groceries, a music stores, offices, pawn shops, restaurants, and general stores.

### ***Existing Plans/Programs***

The area falls within the *Southeast Winston-Salem Area Plan*, adopted in 2002. The area plan recommends the commercial district keep its current boundaries, with some minor, small-scale conversion to business/office in designated locations. The plan calls for: additional land uses (see below); strengthening existing commercial areas; transportation improvements to the MLK/Waughtown/Thomasville intersection; and a focal point at the MLK/Waughtown/Thomasville intersection.

Waughtown Street is designated as an Urban Corridor in the *Southeast Winston-Salem Area Plan*. The purpose of Urban Corridors is to create attractive, neighborhood-scale corridors, and to stimulate revitalization. Urban Corridors are intended to be pedestrian-friendly roads with marked, on-street parking as a traffic calming devices, sidewalks, and street trees for the commercial areas.

This area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

Crime is not a major problem in this RUCA. Reported crime consists of larceny, miscellaneous crimes, and a small amount of drug trafficking. While there was a highly publicized crime at a local club in the RUCA area, police feel the situation has improved.

Urban Activity Center	Crime Category	2001	2002	2003	Total
Waughtown / Thomasville	Part 1 Crime	139	133	149	421
	Part 2 Crime	469	470	436	1375

**Recommendations**

***Needed Land Uses:***

Suggested additional land uses include: personal services, laundry/dry cleaner, photography studio, shoe repair; drug store/pharmacy; banking facilities, medical support and services, entertainment, restaurants/outdoor dining, fitness facility, professional offices, hardware store, bakery, newsstand, and video store.

***Public Facility Improvement Recommendations***

	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<p><b>Repair Sidewalks:</b></p> <ul style="list-style-type: none"> <li>-West end of Sprague St. (sections)</li> <li>-Old Lexington north of Sprague St.</li> <li>-West end of Waughtown St. (sections)</li> <li>-Sections on Thomasville Rd and Waughtown St. near Food Lion</li> </ul> <p><b>Sidewalk Maintenance:</b></p> <ul style="list-style-type: none"> <li>-Throughout RUCA (see map)</li> </ul>	<p><b>Build Sidewalks:</b></p> <ul style="list-style-type: none"> <li>-Both sides of Dacian St. from Sprague St. to Junia Ave.</li> <li>-South side of Junia Ave.</li> <li>-Both sides of Monmouth St.</li> <li>-Francis north to Junia Ave.</li> <li>-Bertha north to Junia Ave.</li> <li>-Both sides of Thomasville St.</li> </ul>
<b>Other Pedestrian Needs</b>	<p><b>Provide Striped Crosswalks at:</b></p> <ul style="list-style-type: none"> <li>-Old Lexington Rd./Sprague St.</li> </ul> <p><b>Partial to full crosswalks at:</b></p> <ul style="list-style-type: none"> <li>-Thomasville Rd./Sprague St.</li> <li>-Thomasville Rd./Waughtown St.</li> <li>-Waughtown St./Dacian St.</li> </ul> <p><b>Pedestrian Signals at:</b></p> <ul style="list-style-type: none"> <li>-Waughtown/Martin Luther King, Jr. Dr.</li> <li>-Thomasville Rd./Sprague St.</li> </ul>	
<b>Transit</b>	<p><b>Add a Bus Stop (sign):</b></p> <ul style="list-style-type: none"> <li>-Both sides of Thomasville Rd. near its intersection with Martin Luther King, Jr. Dr. (can later be made part of proposed focal point)</li> <li>-Both sides of Sprague St. near Thomasville Rd.</li> </ul> <p><b>Add bench:</b></p> <ul style="list-style-type: none"> <li>-Both sides of Thomasville Rd. near its intersection with Martin Luther King, Jr. Dr.</li> </ul>	Add shelter to bus benches if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Focal point or Food Lion	
<b>Lighting</b>	Pedestrian lighting around focal point “triangle”	
<b>Roads</b>	<ul style="list-style-type: none"> <li>-Create on-street parking where feasible</li> <li>-Investigate use of traffic calming</li> <li>-Address 2025 capacity issue in TIP for Waughtown St.</li> <li>- A bond project is recommended in the TIP for</li> </ul>	

	improvements to Old Lexington Rd.	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Sections of Waughtown St., both sides -Thomasville Rd. -Sections of Sprague St. -Martin Luther King Jr. Dr.	

**Private Site Improvement Needs**

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• 6 sites on Sprague St.</li> <li>• 13 sites on Waughtown St.</li> <li>• 1 site on Martin Luther King Jr. Dr.</li> <li>• 3 sites on Thomasville Rd.</li> <li>• 1 site on Old Lexington Rd.</li> <li>• 1 site on Monmouth St.</li> </ul>
<b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.	<b>Dumpsters at businesses at:</b> <ul style="list-style-type: none"> <li>• 7 sites on Sprague St.</li> <li>• 9 sites on Waughtown St.</li> <li>• 1 site on Martin Luther King Jr. Dr.</li> <li>• 2 sites on Junia Ave.</li> <li>• 1 site on Old Lexington Rd.</li> </ul> <b>Service vehicles parked at:</b> <ul style="list-style-type: none"> <li>• 1 site on Monmouth St.</li> </ul>
<b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses	<b>Behind Buildings at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Sprague St.</li> <li>• 2 sites on Waughtown St.</li> <li>• 2 sites on Urban St.</li> <li>• 3 sites on Junia Ave.</li> <li>• 1 site on Martin Luther King Jr. Dr.</li> </ul>
<b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping	<b>Parking lots at:</b> <ul style="list-style-type: none"> <li>• 10 sites on Sprague St.</li> <li>• 15 sites on Waughtown St.</li> <li>• 2 sites on Old Lexington Rd.</li> <li>• 4 sites on Monmouth St.</li> <li>• 3 sites on Junia Ave.</li> <li>• 1 site on Martin Luther King Jr. Dr.</li> <li>• 3 sites on Thomasville Rd.</li> </ul>
<b>Fencing:</b> Improve appearance of security and/or opaque fencing	<b>Fences at:</b> <ul style="list-style-type: none"> <li>• 4 sites on Sprague St.</li> <li>• 4 sites on Waughtown St.</li> </ul>
<b>Facades:</b> Needed improvements to appearance of building	<b>Businesses at:</b> <ul style="list-style-type: none"> <li>• Throughout RUCA</li> </ul>
<b>Signs:</b> Removal and/or replacement of signage	<b>Excessive Signage at:</b> <ul style="list-style-type: none"> <li>• 3 sites on Sprague St.</li> <li>• 5 sites on Waughtown St.</li> <li>• 1 site on Martin Luther King, Jr. Dr.</li> </ul> <b>Abandoned “skeleton” signs at:</b> <ul style="list-style-type: none"> <li>• 1 site on Junia Ave.</li> </ul> <b>Land mark signs</b> Cow, Kermit’s Famous Hot Dogs



# Waughtown / Thomasville CAC



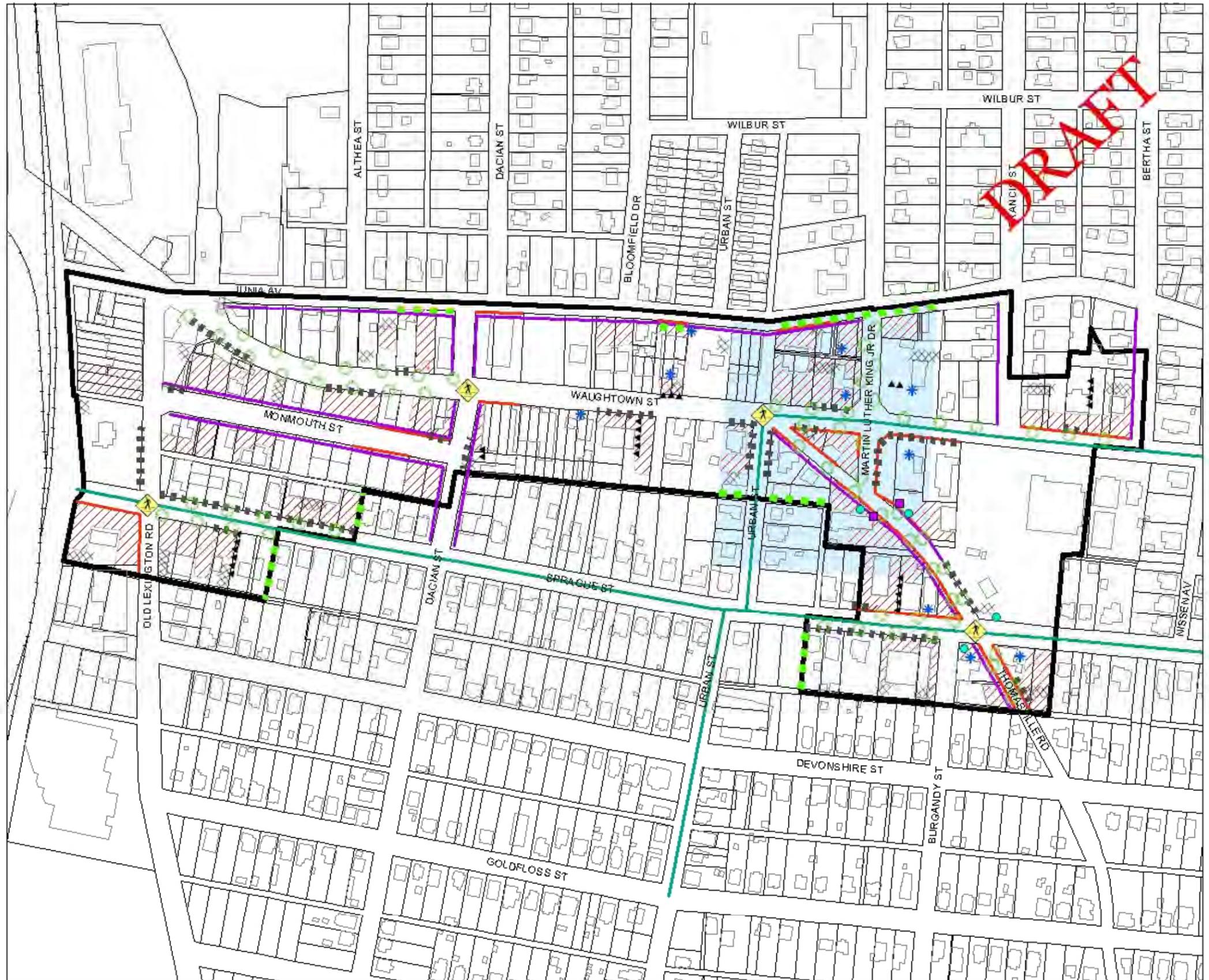
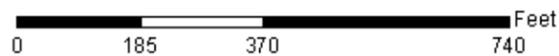
## Recommended Public Improvements



## Needed Private Site Improvements



Plot Date: October 14, 2005  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
 City-County Planning Board  
 P.O. Box 2511  
 Winston-Salem, NC 27102  
 336.727.2087 planning@cityofws.org



## WEST SALEM

The West Salem (20 acres) is located along Peters Creek Parkway and Academy Street just south of Business 40. It serves the Ardmore, West Salem and West End neighborhoods, as well as a more regional draw.



### **Existing Conditions**

#### ***Area Strengths***

The strengths of the area include the existence of an established shopping center, a diversity of land uses, location on a major thoroughfare, proximity to downtown, and proximity to the West Salem and Ardmore neighborhoods, which have a large number of apartment units within walking distance.

#### ***Public Facilities***

**Sidewalks/Crosswalks** Sidewalks exist throughout most of the area with the

exception of the west side of Peters Creek Parkway. To complete linkage to the surrounding neighborhoods, a sidewalk is needed on Bank Street. The sidewalk on the north side of Academy Street west of Peters Creek Parkway is in poor condition, and sidewalk maintenance is needed in several areas. The sidewalks appear to be accessible for the handicapped and elderly except at the southwest corner of the Academy Street/Peters Creek Parkway intersection.

While there are crosswalks at this intersection, they are not in good condition. Crossing Peters Creek Parkway is difficult due to the number of lanes of traffic.

**Bus Service, Stops and Shelters** Two bus routes currently serve the West Salem area, Route 23 which connects Downtown with eastern Ardmore and Forsyth Technical Community College, and Route 13 along Peters Creek Parkway to the South Park area. There are two marked bus stops in the RUCA area, both on the east side of Peters Creek Parkway (northbound busses). No stops exist on the west side of Peters Creek Parkway area for the southbound busses, though one bus stop is located just north of the 4<sup>th</sup> Street/Peters Creek Parkway intersection.

**Bike Routes and Facilities** There are no bike routes in the area, though routes exist in the Ardmore and West Salem neighborhoods. No other bicycle facilities are in the RUCA.

**Lighting** Standard street lighting exists throughout the area.

**Roads** The road width for Peters Creek Parkway north of Academy Street is 72 feet with a 120 foot right-of-way. The traffic capacity of this section of Peters Creek Parkway is 43,800 trips a day, enough to handle the 2025 estimated trip volume of 40,900 trips per day. The road width for Peters Creek Parkway south of Academy Street is 72 feet with a 200 foot right-of-way. The traffic capacity of the south section is also 43,800 trips a day, more than enough to handle the 2025 estimated trip volume of 33,000 trips per day. Academy Street, with a width of 34 feet and right-of-way of 50 feet, has a trip capacity of 10,500 and a 2025 volume estimate of 16,000, not enough to handle the predicted traffic.

**Street Trees and Amenities** No street trees exist in the area. No pedestrian amenities such as benches or trash receptacles are provided in the area.

### ***Site Issues***

In the West Salem area, 50% of the structures are dilapidated or deteriorated and 15% are vacant. Some businesses have numerous problems including:

- Multiple/unsafe curb cuts
- Dumpsters and grease traps visible
- No buffering between businesses and residential uses
- Parking lot design/lack of landscaping/weed control
- Chain link/razor wire fencing
- Old/outdated signage and facades
- Abandoned “skeleton” signs (frame only)
- Unightly auto-related uses/tire storage
- Areas of trash and litter
- Bars on windows of businesses



### ***Zoning/Land Use***

Current zoning is a mixture of HB (93%) and RSQ (7%). Many neighborhood-serving land uses have been lost over the past ten years in the area including a grocery store (Food Lion), drug store, ice cream shop, doughnut shop, and a furniture store. Many “transitional” uses have moved into the area including a pawn shop, rent-a-center, check for cash operations, and used car lots. The area has maintained some good neighborhood serving uses including restaurants, laundries, a dry cleaner, and gas stations. A Hispanic grocery store has replaced the Food Lion.

### ***Existing Plans/Programs***

The area falls within the *South Central Winston-Salem Area Plan* (SCAP) adopted in 2003. The area plan recommends the commercial land use remain in the area with some transitional commercial/office uses in existing residences behind businesses on the east side of Peters Creek Parkway. SCAP recommends the development of a pedestrian and bicycle plan for Peters Creek Parkway to improve access with a special emphasis put on the intersection of Peters Creek Parkway and Academy Street. The plan recommends general improvements for the area which are detailed in this report.

Peters Creek Parkway is designated as an Urban Boulevard in the *Legacy Comprehensive Plan*. The purpose of Urban Boulevards is to: create attractive urban gateways leading into downtown Winston-Salem; concentrate jobs, retail and higher density housing at selected points along these corridors; promote high quality transit service and pedestrian access by increasing densities at specific locations along these corridors; and incorporate design features that support pedestrian activity and give these corridors an urban look and feel.

The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program.

**Crime**

While there is crime within this RUCA, there is also a significant amount in the surrounding area. Within the RUCA, reported crime included larceny, simple assault, trespassing; and in the northern part of the RUCA, motor vehicle theft. Outside the RUCA are crime problems associated with the hotel/sports bar, the Gregory Street area, and the Gentlemen’s Club on 4<sup>th</sup> Street.

Urban Activity Center	Crime Category	2001	2002	2003	Total
West Salem	Part 1 Crime	51	48	57	156
	Part 2 Crime	131	87	93	311

**Recommendations**

***Needed land uses:***

Suggested additional land uses include: grocery store, drug store, business/professional/medical offices, fitness facility, senior services (given location near Granville Place), day care center, bank, hardware store, clothing store, bakery, newsstand, and video store.

***Public Facility Improvement Recommendations***

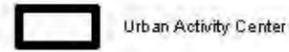
	Short Range: 1-3 years	Long Range: 4-10 years
<b>Sidewalks</b>	<b>Repair/Maintain Sidewalks:</b> -Both sides of Academy St. west of Peters Creek Pkwy. -Peters Creek Pkwy. north of Bank St.	<b>Build Sidewalks:</b> -West side of Peters Creek Pkwy. from 4 <sup>th</sup> St. to Link Rd. -1100 block of Bank St.
<b>Other Pedestrian Needs</b>	<b>Provide Striped Crosswalks and Pedestrian Signals at:</b> -Peters Creek Pkwy. and Academy St.	
<b>Transit</b>	<b>Add a Bus Stop (sign):</b> -West side of Peters Creek Pkwy. near 4 <sup>th</sup> St. -On west side of Peters Creek Pkwy. across from Shopping Center <b>Add Bus Bench:</b> - At new and existing stops in front of and across from shopping center	Add shelter to bus benches if warranted
<b>Bike Facilities</b>	<b>Place Bike Rack at:</b> Shopping Center	
<b>Lighting</b>	No additional lighting recommended at this time	
<b>Road</b>	-Create on-street parking where feasible -Investigate use of traffic calming -Address 2025 capacity issue in TIP for Academy St.	
<b>Street Trees</b>	<b>Plant Street Trees:</b> -Both sides of Peters Creek Pkwy. between 4 <sup>th</sup> St. and Shell Station (south end of shopping center) -Both sides of Academy St. between Anson and Hutton Sts.	

***Private Site Improvement Needs***

	Encourage improvements through incentives and regulatory measures at locations listed below
<b>Close/Change Curb Cuts:</b> Reduce number, width and/or location as appropriate	<b>Business entrances at:</b> <ul style="list-style-type: none"> <li>• West Salem Shopping Center</li> <li>• 5 sites on Peters Creek Pkwy.</li> <li>• 3 sites on Academy St.</li> </ul>

<p><b>Screening:</b> Block view of dumpsters, grease traps, loading docks, etc.</p>	<p><b>Dumpsters at businesses at:</b></p> <ul style="list-style-type: none"> <li>• 3 sites in Shopping Center</li> <li>• 2 sites on Academy St.</li> </ul> <p><b>Tire storage at:</b></p> <ul style="list-style-type: none"> <li>• 1 site in Shopping Center</li> </ul>
<p><b>Buffering:</b> Use of vegetation or fencing to block view of commercial areas from residential uses</p>	<p><b>Businesses at:</b></p> <ul style="list-style-type: none"> <li>• 5 sites on Peters Creek Pkwy.</li> <li>• 1 site on Academy St.</li> <li>• Between Shopping Center, 1132 Academy St.</li> </ul>
<p><b>Parking lot appearance:</b> Needed improvements to surface materials, definition of lot or spaces, design, and/or landscaping</p>	<p><b>Parking lots at:</b></p> <ul style="list-style-type: none"> <li>• 8 sites on Peters Creek Pkwy.</li> <li>• 3 sites on Academy St.</li> </ul>
<p><b>Fencing:</b> Improve appearance of security and/or opaque fencing</p>	<p><b>Fencing at:</b></p> <ul style="list-style-type: none"> <li>• 2 sites on Peters Creek Pkwy.</li> <li>• Hotel across from Shopping Center (not in area)</li> </ul>
<p><b>Facades:</b> Needed improvements to appearance of building</p>	<p><b>Buildings at:</b></p> <ul style="list-style-type: none"> <li>• 8 sites on Peters Creek Pkwy.</li> <li>• 3 sites on Academy St.</li> </ul>
<p><b>Signs:</b> Removal and/or replacement of signage</p>	<p><b>Outdated/uncoordinated signage at:</b></p> <ul style="list-style-type: none"> <li>• Shopping Center - includes out parcels.</li> </ul> <p><b>Excessive signage at</b></p> <ul style="list-style-type: none"> <li>• 1 site on Peters Creek Pkwy.</li> <li>• 1 site on Academy St.</li> </ul> <p><b>Abandoned “skeleton” signs at:</b></p> <ul style="list-style-type: none"> <li>• 2 sites on Peters Creek Pkwy.</li> <li>• 1 site on Academy St.</li> </ul> <p><b>Old/Unused sign at:</b></p> <ul style="list-style-type: none"> <li>• 1 site on Peters Creek Pkwy. (old license plate agency sign still in front of Shell Station)</li> </ul>

# West Salem CAC



Urban Activity Center

## Recommended Public Improvements

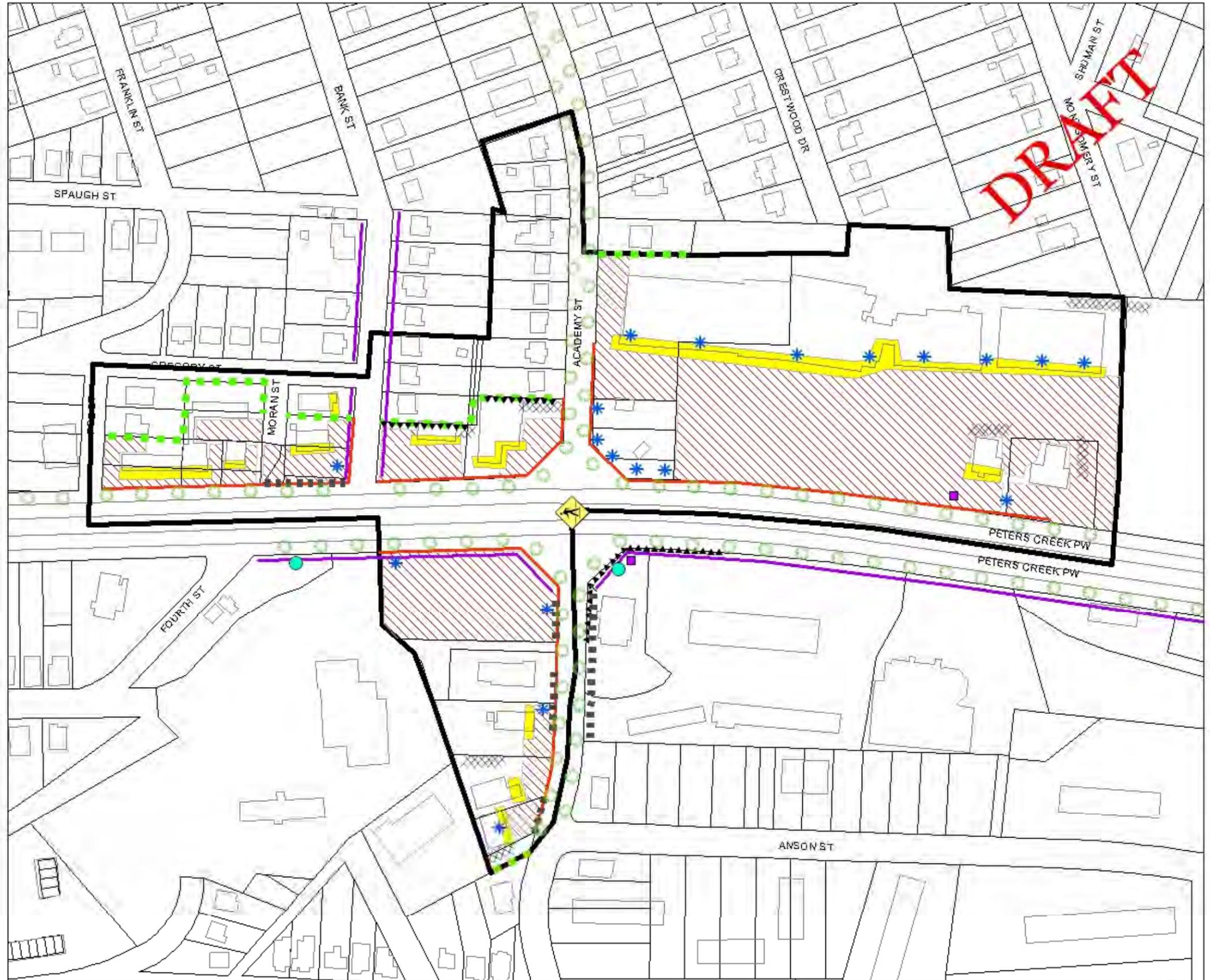
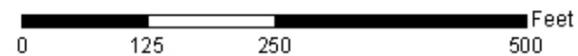
- Sidewalk Repair / Maintenance
- New Sidewalk
- Add Bus Bench
- Add Bus Stop (sign only)
- Add Crosswalk
- Plant Street Trees

## Needed Private Site Improvements

- Reduce / Define Curb Cuts
- Screening Needed
- Buffering Needed
- Improve Parking Lot Appearance
- Fencing Issues
- Facade Improvement Needed
- Signage Issues



Plot Date: October 14, 2005  
 Data Sources: Forsyth County & Winston-Salem GIS  
 Created by: Planning Information & Graphic Services  
 City-County Planning Board  
 P. O. Box 2511  
 Winston-Salem, NC 27102  
 336.727.2087 planning@cityofws.org



## APPENDIX A

### EXISTING ECONOMIC INCENTIVE PROGRAMS FOR COMMERCIAL AREAS

The City of Winston-Salem offers a variety of incentive programs to help businesses develop, grow, create jobs and build the tax base in our community. Most of the City's programs are targeted geographically to either downtown Winston-Salem or to the City's designated Neighborhood Revitalization Strategy Area (NRSA.) The boundaries of the NRSA are based on US Department of Housing and Urban Development requirements and must be a contiguous area, primarily residential in character and contain a high percentage of low- and moderate-income residents. Winston-Salem's NRSA includes most of the older neighborhoods in central and eastern Winston-Salem. Eight of the 10 designated Urban Commercial Areas are completely within the NRSA. Portions of the Ogburn Station and Kings Plaza RUCAs are outside the NRSA. For projects in these excluded areas to be funded, it would have to be determined that conditions are the same as in the NRSA.

Below is a description of the assistance programs offered by the City that could be used to assist small businesses in the NRSA and in the downtown. The downtown programs are not available in the RUCAs, but descriptions of these programs are provided for information. Also included in this section is a description of the State and Federal Tax Credit for Rehabilitation of Historic and Older Structures.

Two programs, the City's Relocation Assistance Program and the State Development Zone Program are not discussed here since the requirements of these programs make them most suitable for businesses engaged in manufacturing, processing, and central office functions and, therefore, unlikely to be used in RUCAs.

#### **City Loan and Grant Programs for Commercial Areas**

##### ***Target Area Business Assistance Program***

Originally created by the City Council in 1998, the Target Area Business Assistance Program provides inducements to encourage businesses to expand or locate within distressed areas of the City and to create jobs and increase the tax base within these areas. Target areas are designated by the City Council upon recommendation of the City staff and a determination by staff that the area meets the minimum qualifications: 1) the area must be in the NRSA or meet the same conditions as the NRSA; and, 2) more than 20% of buildings are vacant or below minimum code standards as determined by a survey by City staff.

As of spring 2004, the six target areas have been designated by the City Council. The Waughtown and Sprague target area is within the Waughtown/Thomasville RUCA. The Liberty Street Corridor, Southern Central Segment target area encompasses almost all of the Liberty Street RUCA. Funds may be used for site or facility improvements, structural improvements, façade or signage improvements, or the purchase of capital equipment. To qualify, a company must: demonstrate that City funds are necessary for the company to move into or expand in the target area; create or retain at least four (4) permanent jobs; and, invest two dollars of private funds for every one dollar of City funds requested.

Financial assistance from this program may either be a loan or grant or a mix of both. The maximum assistance provided for any project is \$50,000. The amount, type of funding, and terms are based on the jobs and tax based created. The financial assistance is approved by the City Council based on analysis and recommendations of City staff and if in the form of a loan, the City's Small Business Loan Committee. The Target Area Business Assistance Program has been funded with general revenue and loan repayment funds. Since the program's inception, four projects have been approved for funding.

### ***Building Improvement Rehabilitation Program***

The Building Improvement Rehabilitation Program was designed to provide private building owners inducements to rehabilitate commercial and industrial properties in the NRSA. Buildings must be located in the NRSA, but not be eligible for the Downtown Building Improvement Rehabilitation Program (see below.) Currently, this program is targeted to the Liberty Street Corridor, with 75% of the annual appropriation designated specifically for this corridor and the other 25% being available for other areas in the NRSA outside the downtown area. Funds may be used for site or facility improvements, structural improvements, or façade renovations. Additional program requirements include: “slip cover” façade coverings must be removed; upper floor windows must be reopened; and interior spaces must be brought into compliance with City codes.

Under the program, the City provides funding of up to \$10,000 based on the amount of private investment. For private investment over \$2,500, the City will match up to fifty percent (50%) of the project cost, up to the maximum \$10,000. For private investment less than \$2,500, a project is eligible for a thirty percent (30%) match. The loan repayment is deferred for 5 years. At the end of 5 years, the balance is forgiven in full if the property has been maintained. The Building Improvement Rehabilitation is funded with general revenue funds. Approximately 5 to 10 projects are funded annually. This program is very similar to the Downtown Building Improvement Rehabilitation Program (see below), formerly known as the Downtown Façade Improvement Program.

### ***Economic Development Revolving Loan Program***

The Revolving Loan Program provides financial assistance to small businesses that create or retain jobs for low to moderate-income persons. The businesses must be located in or doing work in the NRSA or the small business incubator on South Marshall Street. Funds can be used to purchase, build or rehabilitate structures, to purchase equipment and fixtures, and/or for working capital/operational funds. Loans are made only to businesses unable to secure financing from conventional lending sources. Loans averaging \$50,000 are provided at 7% interest, usually for a 10-year term, and must be secured with collateral.

Businesses must create or retain one job for each \$35,000 borrowed and are expected to make at least 51% of the jobs available to low to moderate-income persons. The loan application requires extensive information, including a business plan. Approval or denial of the loan is made by the Economic Development Revolving Loan Committee, a group of citizens with business and financial expertise, appointed by the Mayor with the confirmation of the City Council. The Revolving Loan Program is primarily funded by Community Development Block Grant (CDBG) funds. Appropriations for the program are approximately \$350,000 and the goal is to fund 6 to 7 loans annually.

## **Technical Assistance and Training Programs**

### ***Non-profit Technical Assistance***

As part of its efforts to expand economic opportunities and to economically empower citizens, the City of Winston-Salem provides technical assistance and pre-development funding assistance to community development corporations (CDCs), private non-profit community-based organizations working to redevelop and revitalize distressed areas of Winston-Salem. While most of the organizations receiving assistance and funding are engaged in housing production and service provision, the City does provide assistance to economic development organizations. In 1999, the City helped create the Liberty CDC (originally named “Pangaea Development Corporation”), an organization dedicated to rebuilding the Liberty Street corridor, including the area designated as the Liberty Street RUCA.

### ***Business Training Program***

In cooperation with others, the City of Winston-Salem’s Minority/Women’s Business Enterprise Program offers a ten week training program to provide participants with the 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 and marketing. The program is offered free of charge to minority and women business owners, low income persons, or persons employing low income persons. The classes are usually offered one evening per week for 10 weeks in the fall. Some graduates of the program use the skills they gained and the business plan they developed to seek funding under the City's various economic development incentive programs.

### **Tax Credits for Historic and Older Building Rehabilitation**

By virtue of being in older neighborhoods, some RUCAs are in National Register or National Register Eligible Districts. To encourage the rehabilitation of historic properties, both the Federal Government and the State of North Carolina provide a 20% income tax credit for rehabilitation of income-producing certified historic properties. In effect, the combined state-federal credits can reduce the cost of rehabilitation of an historic commercial or industrial building by 40%. To be eligible for the credit, the structure must be listed on the National Register of Historic Places, either individually or as a contributing building in a National Register Historic District. All or portions of the Washington Park, Waughtown/Thomasville, Peachtree/Waughtown, and Pleasant/Waughtown RUCAs are in National Register Historic Districts.

Credits are only available for the costs of rehabilitation work and are not allowed for acquisition, expansion, or site work costs. The rehabilitation must be substantial (exceeding the greater of \$5,000 or the adjusted basis of the building), and meet specific historic standards. Property owners must go through a formal review and application process with the State Historic Preservation Office and the National Park Service to qualify for the credit and must work with a tax advisor to determine how to best utilize the credits based on their individual tax situations.

To encourage the rehabilitation of older, non-historic buildings, the Federal Government also provides a 10% tax credit for the rehabilitation of non-historic buildings built before 1936 used for non-residential purposes. To qualify for the credit the rehabilitation must be substantial, as required for the historic tax credit. There is no formal review process for rehabilitations, as there is with the historic tax credit. Generally, buildings listed on the National Register, either individually or as a contributing building in a National Register Historic District, are not eligible for the 10% credit.

### **Downtown Programs**

While Downtown programs do not apply directly to inner city commercial areas, there are parts of these programs that could possibly be replicated for RUCAs as part of the revitalization strategy.

#### *Restaurant Row Loan Program*

The City of Winston-Salem created the Restaurant Row Loan Program to increase downtown customer activity on nights and weekends and help create an Urban Entertainment District in downtown Winston-Salem. The Restaurant Row Loan Program provides subordinated financing to new restaurants locating on 4<sup>th</sup> Street in downtown. In cooperation with local banks, the City can provide a subordinated loan equal to 37.5% of a project cost, up to \$150,000 per applicant. Interest rates are 3-5%, terms up to 15 years, and loan repayments deferred for 1-2 years.

The original pool for the Restaurant Row Loan program was \$1 million in Community Development Block Grant funds. Other Federal money was used to make 4<sup>th</sup> Street sidewalk improvements and create room for outdoor sidewalk dining. The goal of the program is to help create 10 new restaurants in the downtown area. This program applies only in the downtown and is not currently available in the Urban Commercial Areas.

*Downtown Building Improvement Rehabilitation Loan Program (Formerly Façade Improvement Program)*

To encourage quality rehabilitation work on buildings in the Downtown area, the Downtown Building Rehabilitation Program offers deferred, forgivable loans of up to \$10,000 per facade. The program is very similar to the Building Improvement Rehabilitation Loan Program available in the NRSA outside of the downtown area (see above.) One of the unique aspects of the Downtown Program is the opportunity and requirement to work with the program architect, currently a historic preservation architect, who designs and oversees the improvement work.

Funding for the Downtown Building Rehabilitation Program is from general revenue. Funding has been as much as \$100,000 in recent years, although funding for FY 2003-04 was \$60,000. Demand for this deferred, forgivable loan (essentially a grant) is very high.

*Off Street Parking Program*

The City of Winston-Salem has assisted businesses in providing parking for their employees by constructing parking decks. These decks have been constructed in the area zoned Central Business (CB) where there are no requirements for businesses to provide parking spaces. The decks are financed through the Off-Street Parking Program, a self-supporting "enterprise fund" and paid off through guaranteed leased spaces and the incremental increase in property tax revenue from the new or expanding business.

*Downtown Property Inventory*

The Downtown Winston-Salem Partnership maintains a database of available properties for sale and lease in downtown Winston-Salem and the immediately surrounding area. The database is offered on-line (<http://www.dwsp.org/commercialprop.htm>) as a resource for individuals and businesses interested in locating in the downtown area. The database is regularly updated and contains a brief description of the property, the sales price or lease rate, and the agent to contact for more information. Properties are organized geographically and photos are provided for some properties.

## **APPENDIX B**

### **PARKING CALCULATIONS**

While a structure is grandfathered for the parking spaces required prior to the parking standards, problems can arise when an owner seeks to expand the use or building or change to a use that requires more parking spaces. An example is a 4,000 square foot structure used as a grocery store prior to the establishment of parking standards. The building is grandfathered for the 20 parking spaces now required for the grocery store. It could be readily converted to a use requiring less parking such a Specialty Retail Store that would require 8 spaces. However, a 4,000 square foot restaurant would require a total of 53 spaces. If the owners wanted to convert the building to a restaurant, they would need to identify a net 33 on-site parking spaces (53 required minus the 20 grandfathered) under the general parking regulations.

Special parking provisions for certain zoning districts and vehicle types also come into play in making parking calculations. Continuing with the example of the 4,000 square foot building converting from a grocery store to restaurant; if this building were located in the typical RUCA, zoned PB, with sidewalks and located on a transit line, the total required 53 parking spaces would be reduced by 30% for the PB district, 3% for sidewalks, and 3% for proximity to transit, bringing the required spaces down to 34. Since the building is grandfathered for 20 spaces, the owner would only need to identify 14 parking spaces. Of these, one could be a motorcycle space and up to 4 could be smaller, compact car spaces, further reducing the area needed for parking. While 14 spaces is a large number of spaces in older built-out areas, it is significantly less than the 33 spaces that would be required without the district reduction and the incentives.

## APPENDIX C

### DESIGN STANDARDS FOR NEW CONSTRUCTION

The following standards shall apply in Revitalizing Urban Activity Centers where local or federal funding is being used or rezoning is being proposed:

***Building Placement*** - New buildings shall front the street to create a continuity of building facades along the corridor. The main entrances to all buildings shall be at the street frontage.

***Building Scale and Proportion*** - New structures shall take on the proportions, rhythm, scale, and visual integrity of existing structures. This does not imply a direct copy of existing structures. It does refer to the use of existing patterns in the built environment.

***Facades*** - The facade shall enhance the pedestrian environment by use of features such as porches, columns, and cornices. Solid walls and blank exterior facades are discouraged.

***Outside Storage*** - Outside storage shall be permitted only if screened from view from public streets. The outside storage shall 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 entrances to motor vehicle repair bays shall be screened from view.

***Off-Street Parking*** - Parking shall be located only in the side or rear yards. On corner lots, parking on the street side corner of the lot shall be avoided. New parking lots shall be designed to minimize their effects on the existing streetscape.

***On-Site Utilities*** - All public utilities and related facilities, heating, ventilation and air conditioning (HVAC) units, including on-ground and rooftop mechanical systems, grease traps, and dumpsters, shall be so located and/or shielded so as to not be visible from the public right-of-way

***Planting Easement*** - All new development shall provide a maintenance and planting easement of at least ten (10) feet to accommodate street trees or other plant material.

***Fences*** - Perimeter fences should be transparent.

- Wood and chain link fences should be used on interior side yards and rear yards only. These fence types should not be used within the front yard setback or extend beyond the front wall of a building.
- Wood fences should be painted to match the building and all chain link fences should be vinyl coated in black or dark green.
- Razor wire, barbed wire, or similar materials are strongly discouraged. When used, razor wire and barbed wire should not be visible from the public right-of-way.

***Crime Prevention*** - Architectural solutions can be incorporated to reduce the opportunity of crime. Provision of adequate lighting and proper design of spaces will reduce the possibility of criminal activity.

- Building mounted lighting shall be installed on alley and side yards, particularly at service/delivery entrances.
- Locate windows in alleys or side elevations to provide the appearance of natural surveillance to discourage break-ins. Do not block up the windows.
- Hiding places and blind corners should be eliminated from site/building, where possible.

- Landscaping should be designed to discourage crime. Tree heights/spread should allow sufficient visibility, not completely block views of/from doors and windows.
- Security bars are not encouraged but may be installed inside of windows and painted to match the mullion pattern and window surrounds.

## DESIGN GUIDELINES FOR REHABILITATION OF EXISTING STRUCTURES

The following standards shall apply in Revitalizing Urban Activity Centers where local or federal funding is being used:

***Building Construction Systems*** - Older buildings use systems of materials that are different from today's material systems. Older buildings should be repaired with materials that match their original construction system rather than to apply new materials that do not fit or will not harmonize with the older materials/structure.

***Code Requirements*** - All building rehabilitation work must comply with the North Carolina Building Code, the Americans with Disabilities Act, the rules of the Occupational Safety and Health Administration (OSHA) and the City of Winston-Salem's Unified Development Ordinance (including the requirements of the Liberty Street Overlay District). Volume IX of the North Carolina Building Code allows modifications to older buildings under certain circumstances using the Building Code that was in place at the time of original construction.

### ***Building Facade***

**The Storefront** - The storefront should be the focus of the facade, providing the visual interest and sense of activity that makes the street interesting and inviting. Original storefronts and building materials and details should not be covered with metal or aluminum cladding, vinyl, or synthetic stucco. Remove any existing such materials and rehabilitate the storefront to its original design.

**Windows and Doors** - These are significant architectural elements that can change the building's character if inappropriately altered.

- Maximize the amount of window exposure at the street level to increase the perception of the store interior accessibility and to invite pedestrians to enter. Display windows should never be filled or covered. Those that have been altered should be restored to their original dimensions.
- Do not replace old windows having mutton bars with modern-day sheet glass in large frames. Insulation of old window openings can be accomplished by installing thermal glass panels on the building interior.
- Do not change the size of original door openings by enlarging them. It is better to add an entirely new opening at an unobtrusive location on the facade.

**Entrances** - The entrance should be the focal point of the storefront. Recessed entrances should be used to give greater definition to the storefront and provide some overhead protection.

**Awnings** - Awnings may be used to introduce color, variety, and interest to the streetscape and add comfort to pedestrians by providing overhead protection from sun and rain. Fabric awnings are recommended.

**Fences** - Perimeter fences should be transparent.

- Wood and chain link fences should be used on interior side yards and rear yards only. These fence types should not be used within the front yard setback or extend beyond the front wall of a building.
- Wood fences should be painted to match the building and all chain link fences should be vinyl coated in black or dark green.
- Razor wire, barbed wire, or similar materials are strongly discouraged. When uses, razor wire and barbed wire should not be visible from the public right-of-way.

***Crime Prevention*** - Architectural solutions can be incorporated to reduce the opportunity of crime. Provision of adequate lighting and proper design of spaces will reduce the possibility of criminal activity.

- Building mounted lighting shall be installed on alley and side yards, particularly at service/delivery entrances.
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- Hiding places and blind corners should be eliminated from site/building, where possible.
- Landscaping should be designed to discourage crime. Tree heights/spread should allow sufficient visibility, not completely block views of/from doors and windows.
- Security bars are not encouraged but may be installed inside of windows and painted to match the mullion pattern and window surrounds.

## APPENDIX D

### COMMUNITY DESIGN ASSISTANCE CENTERS

Community design assistance centers provide planning and design services to low- and moderate-income communities. Most offer their services at little or no charge to businesses and non-profit organizations that might not otherwise be able to afford design services. The centers' help businesses make building and site improvements that meet their business needs, while preserving their property's special character and contributing to community revitalization efforts. Consultation can be provided for new site development or for existing sites when attempting to expand or to comply with City landscaping or screening regulations.

There are design assistance centers throughout the country, operating in a variety of ways. They are operated by government entities, universities and community organizations. Most have paid staff. A few work mostly with volunteers. Many accomplish their goals using a small paid staff and a contingent of volunteers. Some are focused to provide design consultation in only downtown areas, others in neighborhood business areas; most serve both.

In addition to providing design services on individual projects, Design Assistance Centers can serve to educate the community and advocate for quality design. They can offer design workshops, display graphics of design work, and help communities develop revitalization plans.

Some examples of community design assistance centers include:

- In Raleigh, North Carolina, the Urban Design Center is a program of the City of Raleigh. Its purpose is to apply interactive, design-centered approaches to planning issues in the City. The Design Assistance Program helps businesses and property owners in older commercial areas upgrade and improve their building's exterior appearance. Since the program's inception in the early 1980s, it has assisted in the rehabilitation of more than 75 buildings, increasing their attractiveness to customers and contributing to revitalization of older commercial areas. Concept drawings and design suggestions are provided by the City's architectural consultant at no charge to the business. Matching grant funds for façade improvements on a 50/50 basis up to \$1,500 are also available in designated commercial districts.
- In Columbus Ohio, the Neighborhood Design Assistance Center is funded by a variety of public and private sources to provide planning and design related services in 15 areas designated by the City's Neighborhood Commercial Revitalization Program. The Design Center first works with the community to create a commercial development plan which includes physical design recommendations. The Design Center also provides low-cost exterior design assistance for commercial property owners or tenants which they can then use to access various City loan and grant programs.
- In Baltimore, Maryland, the 30 year old Neighborhood Design Center (NDC) provides lower income communities with access to professional community design services. Their *Community Design Works!* program is targeted to assistance revitalization efforts in neighborhood business districts. The Center operates with a small staff and a large volunteer corps and assists with over 100 projects per year.

### VACANT PROPERTY INVENTORIES

Property inventories list land available for sale or lease with a range of information about the properties. The information can be very general, providing only location, size and contact person or

very detailed, with information about zoning, building access, lease terms, price and additional information.

Property inventories can also provide information about secondary spaces, including second floor residential units or basement storage. Renting these spaces can increase the economic potential of a structure, providing the owner with resources for maintenance or improvements. Tenants of these spaces can patronize area businesses and serve to increase the feeling of activity in the area.

Currently, the Downtown Winston-Salem Partnership maintains a database of available property for sale and lease in Downtown Winston-Salem as a resource for individuals and businesses interested in locating in the downtown area. The database, which is constantly updated to present the most recent listings, contains a brief description of the property, the sales price or lease rate, and the real estate agent to contact for more information.

While not complex to establish, property inventories can be difficult and time consuming to maintain. The Downtown Winston-Salem Partnership has found that owners and agents readily provide information about available properties, but are not as conscientious about letting the Partnership know when properties are no longer available. There are web-based inventory systems available that allow self-listing of properties with automatic expiration of the listing after a certain time.

## **SPECIAL TAXING DISTRICTS**

Special taxing districts, called business improvement districts (BIDs) or municipal services districts (MSDs), are used extensively throughout the United States to encourage revitalization and investment in targeted areas. Times Square in New York City is probably the best-known BID example, but the districts are also used in many mid-sized and smaller cities. North Carolina cities have been able to form special municipal service districts under the Municipal Service District Act (G.S. 160A-535 et. seq.) since 1973.

In general, MSDs are formed following a proposal by a group of property owners in a geographically defined area to levy a supplemental property tax to fund specific services (e.g. cleaning and maintenance, public safety, landscaping, marketing & promotion) or capital improvements (e.g. lighting, sidewalk widening, parking facilities). In North Carolina, a district can only be established by a City government following property owner notification and a public hearing. If approved, the supplemental tax is collected along with the general property tax. The City can either provide the agreed upon services itself or contract for delivery of those services. Many jurisdictions contract with a community organization, such as a downtown development corporation with an independent board of directors to manage the district and provide the services.

MSDs are most commonly used in downtown areas. In 1999, the North Carolina law was expanded at the request of the City of Charlotte to allow MSDs for "urban area revitalization projects", allowing their use in business centers outside of the central business district. To qualify as an urban area revitalization project under NC Law, the MSD must be located within a city whose population exceeds 150,000 and meet one or more of the following criteria: in the central business district of the city; consist primarily of existing or redeveloping concentrations of industrial, retail, wholesale, office, or significant employment-generating uses; be located in or along a major transportation corridor (with special conditions); or, have at its center and focus a major concentration of public or institutional uses, such as colleges or universities, hospitals or government facilities.

The major advantage of a MSD is that it allows older business areas to collectively fund services and improvements not provided by the local government. The provision of services, such as parking facilities and security, can allow the area to compete with suburban shopping centers. The most common criticisms are that the increase in tax (although often fairly small) can serve as a disincentive

to investment and that property owners are paying for (at least some) services that should be provided by the City from general tax revenue. Because there would be at least some increase in property tax, establishment of an MSD will likely be most acceptable in areas that are already undergoing some level of revitalization and where the property owners believe that the funded services or improvements will serve to accelerate the revitalization.

The City of Charlotte uses municipal service districts extensively and has five designated districts with additional property tax levies ranging from .0174 to .0668 cents per \$100 (added to the base City/County combined tax rate of \$1.1564 per \$100). Three of the five districts are in the center city area; the other two are located in the South End corridor and University City area.

## **SELF-FINANCING BONDS (also known as Tax Increment Financing or TIFs)**

In November 2004, North Carolina voters approved an amendment to the State Constitution to allow local governments the authority to issue bonds to pay for infrastructure improvements within specifically designated development districts. Bonds would be paid off through the increased property taxes on the property in the development district. The technique is premised on the concept that with significant public improvements, private property values will increase at a faster rate than if the public enhancements had not been made.

This funding strategy is usually called *tax increment financing* (or TIFs) since the original amount of property tax still goes to the taxing authority and the *increment*, the increased amount, goes to pay off the bonds. The bonds are also called *self-financing bonds*, since the tax increase of the district, not the general taxing power of the issuing entity, pays off the bonds. Under the North Carolina amendment, local governments are specifically prohibited from pledging their taxing power to pay off the bonds even with a voter referendum.

TIFs are also available in 48 other states and can be used to pay for improvements such as water and sewer lines, streets, sidewalks, parking facilities, appearance enhancements, community amenities, site remediation and other activities that support private investment in housing, commercial and industrial development and redevelopment.

The main advantage of tax increment financing is that it stimulates economic development without relying on general revenues or state or federal funding. The property tax rate does not increase, but property values do because of the public investment in the area. The incremental taxes collected (from the increase in property values) goes to pay off the public debt for the new public facilities within the district. Property owners only pay additional tax relative to their increase in property value. The major disadvantage is that the increase in tax revenue will not go to other units of government (such as the County and indirectly the school system) until the bonds are paid off. However, after the bonds are paid off, the entity is able to capture a larger amount of revenue annually than if no program had been in place. The issuance of municipal bonds is complex and costly, and, therefore, self-financing bonds work best for large development projects.

Self-financing bonds will work like this in North Carolina:

- With public involvement, a local government designates boundaries of a development district and formulates a community development plan which includes a description of the benefits to residents and business owners, the proposed public improvements, and the financing plan.
- The plan and the issuance of the bonds are then reviewed by the Local Government Commission, an independent non-partisan organization with the sole authority to approve the issuance of self-financing or any other type of municipal bond in North Carolina. The commission will conduct a financial feasibility analysis and approve the issuance only if the

- proposal is financially sound and the project can not proceed without the public improvements paid for with the self-financing bonds.
- If approved, the local government issues the bonds as they do other bonds and the public improvements are made based on the plan. The bonds are then paid off according to the repayment schedule with the tax revenue generated from increased property values in the development district.
  - The result is improvements in the development district that otherwise wouldn't have occurred and an overall increase in property value in the taxing jurisdiction.

Although tax increment financing has only recently been made available as a revitalization tool in North Carolina, the City of Winston-Salem already uses projected increases in tax revenue from development projects to justify providing economic development incentives to new and expanding businesses. Projects must create permanent jobs and expand the tax base. Assistance may be provided in the form of a grant or loan depending upon the return on investment and may include road construction, site improvements, land acquisition, parking deck construction, and/or training. Each project is individually evaluated by staff and must be approved by the City Council.