This annual report is required under the City-County Planning Board’s established procedures, and covers the July 1, 2013 - June 30, 2014 fiscal year.

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

The Planning Board adopted the 2013-14 work program to guide Planning staff activities for the year in June 2013. Primary planning efforts for the year were Legacy 2030 recommended initiatives and completion and/or initiation of four area plan updates. The Planning Board and staff also perform other planning duties as requested by the City of Winston-Salem, Forsyth County and the smaller municipalities of Forsyth County.

Effective July 1, 2013, the City-County Planning Department and the City-County Inspections Division were merged into one department, Planning and Development Services. A unified management structure, headed by Planning Director Paul Norby, provides overall direction to the merged department. Services offered by the two divisions continue to be provided in their same physical locations in the Bryce Stuart Municipal Building.

The City-County Planning Board, Community Appearance Commission, Historic Resources Commission, and the City and the County Boards of Adjustment continue to operate with staffing support from the merged department.

The Planning Division consists of twenty-three professional planners and support staff. In June 2014, Historic Resources Coordinator, LeAnn Pegram retired after almost 28 years of service. During her tenure, she staffed the Forsyth County Historic Resource Commission and its predecessors, led the process for creation of the West End Historic District, helped establish the City's historic marker program and oversaw many studies, including the African American Neighborhoods Study and the Bridge Study. Through her work, LeAnn contributed significantly to preserving our community's history and its historic resources.

The following narrative describes the work of the Planning Board and its staff during the 2013-14 fiscal year, grouped under the following general categories: Legacy 2030 Implementation, Area Plans, Public Education, Economic and Downtown Development, Historic Preservation, Community Appearance, Other Specialized Planning Efforts, Text Amendments, Development Review Activities and Administrative Matters.
LEGACY 2030 IMPLEMENTATION

General
The Legacy 2030 Update was adopted by and became the official comprehensive plan for Forsyth County and all its municipalities in 2012-13. The Legacy 2030 document was published in summer 2013 and is available in a printed version and a digital version (www.Legacy2030.com).

The Legacy 2030 Update was awarded the 2013 Marvin Collins Outstanding Planning Award by the North Carolina Chapter of the American Planning Association. The award was presented at the annual APA-NC Planning Conference held in Winston-Salem in September 2013. Legacy 2030 also won the prestigious 2014 Daniel Burnham Award for a Comprehensive Plan by the American Planning Association. The award was presented to Planning staff at the APA national conference in Atlanta in April 2014.

The Legacy 2030 2014 Status Report was completed in June 2014. This was the first of what will become annual reports to the community on progress in achieving the goals of Legacy 2030 since its adoption by the Planning Board in August 2012. In addition to summarizing achievements, subsequent reports will prioritize Legacy 2030 goals and recommendations for future implementation.

Highlights of Legacy 2030 implementation efforts during the 2013-14 fiscal year are provided immediately following and in other sections of this report.

Growth Corridors and Activity Centers Strategy
Growth corridors and activity centers are key features of Legacy 2030’s Growth Management Plan. In 2013-14, Planning staff developed a strategy for accommodating development along growth corridors and in activity centers in accordance with the Legacy 2030 recommendations. Planning staff examined all the identified growth corridors and found that common development pattern types are present. It was recommended that standards be developed for each corridor type to preserve design flexibility while ensuring that new development will fit within its context along the corridor. These standards could address site design characteristics such as building orientation, setbacks, and parking location. The Planning Board decided that the specific standards for each corridor and activity center will initially be identified through future area plan update recommendations. Once all area plan updates have been completed, the Board will consider codifying these design standards as a potential overlay district for growth corridors and activity centers.

Development Opportunities Maps
The Legacy-based Development Opportunities Site Study project analyzed available properties in Forsyth County that provide “ready to go” development opportunities for industrial, commercial or multifamily development. The study analyzed development potential based upon each parcel's proposed land use (from the adopted area plan), current zoning designation, size and vacancy. This initial study is an exploratory view of developable sites that can be used by planners, developers, community leaders and the general public.

Forsyth County Residential Carrying Capacity Analysis
In 2013-14, staff completed a Residential Carrying Capacity Analysis for Forsyth County based on proposed land uses adopted in Legacy area plans. Staff concluded that Forsyth County can accommodate the projected population increases, but to accommodate that growth, nearly every acre proposed as residential, including environmentally-sensitive and designated rural areas, will be consumed. A more sustainable approach to accommodating population growth is to focus growth in Growth Management Areas 1, 2 and 3, increasing population densities along growth corridors and in activity centers, while at the same time seeking opportunities for higher-density redevelopment sites, consistent with Legacy 2030 recommendations.

Comprehensive Parking Study
Parking lots and spaces are a significant feature of the built environment and Legacy 2030 includes many recommendations related to parking. In 2014, Planning staff completed a Comprehensive Parking Study that included evaluation of requirements/standards for minimum and maximum spaces, parking lot landscaping, bicycle parking, shared and centralized parking, cross and pedestrian access, and green parking lot design. Recommendations were presented to the Planning Board in the spring. The Board accepted the recommendations of the study and Unified Development Ordinances (UDO) text amendments are to be drafted by Planning staff for discussion and consideration in 2014-15.

Natural Heritage Inventory Update
The Forsyth County Natural Heritage Inventory was completed in 1998 to catalog the occurrence and distribution of significant plant and animal communities to facilitate the protection of natural communities when making land use and infrastructure decisions. Updating the inventory was included as a Legacy 2030 recommendation. Staff researched the options for updating the inventory, including costs, and presented a report to the Planning Board. Based on staff recommendations, the Planning Board decided that the inventory mapping should be updated with information obtained from the State and a complete field analysis would not be undertaken at the time.
**Sustainable Zoning Practices Report**

Sustainable growth is one of the three themes of Legacy 2030. In 2013, staff reviewed local development regulations and researched what other local governments throughout the country are doing to address sustainability in their development ordinances. The Sustainable Zoning Practices Report was presented to the Planning Board with recommended ordinance amendments. The first ordinance amendment for solar farms was completed in 2014. Additional ordinance changes will be drafted for consideration in future years.

**Healthy Design Principles and Health Impact Assessment**

Recognizing the connections between health and the built environment, Legacy 2030 includes a Healthy, Complete and Equitable Communities chapter. During 2013-14, staff presented an overview on Healthy Design Principles and Health Impact Assessment to the Planning Board. To facilitate integration of health design principles, the Planning Board adopted the recommendations of the report which include: review and potential amendment of regulations; review and development of healthy design guidelines; and consideration of a healthy design checklist for larger projects.

**Local Foods and Urban Agriculture**

The Healthy Communities chapter of Legacy 2030 also includes recommendations related to food access and urban agriculture. Planning staff is serving as a technical resource and working with others in the community to expand access to healthy, affordable food for all residents. During 2013-14, a text amendment which allows agricultural crop and livestock production within the city limits was adopted to facilitate urban agriculture in the community.

**Public Art Report**

Public art enhances and defines a community. Based on Legacy 2030 recommendations, Planning staff completed a report outlining how a public art master plan can benefit the city. The report examines how Winston-Salem and several other cities in the state and region approach the creation and display of public art, including different governance models, funding, and partnership opportunities. The report also includes numerous examples of public art from around the world. In June 2014, the Planning Board gave its support to forwarding the report Public Art – Planning and Opportunities for the City of the Arts to the Winston-Salem City Council.

**AREA PLANS**

**Area Plan Updates**

Area plans apply Legacy 2030 recommendations at the community and neighborhood level. Following adoption of Legacy 2030, the area plan process was revised to make it shorter and more streamlined, while providing opportunities for citizen participation. In the 2012-13, the first three area plan updates were adopted. In 2014-15, three more area plan updates were adopted and one was initiated.

The Southeast Winston-Salem Area Plan Update, which was started in the previous fiscal year, was completed in the fall of 2013. This area (general plan area is south of Business 40, west of Salem Lake, north of I-40, and east of US 52) has seen significant revitalization efforts and demographic changes since the previous plan for the area was adopted in 2002. In addition to standard land use, transportation and community resource planning, staff worked with the community on more detailed design and planning of smaller areas as a part of the plan development process. City Council adopted the Southeast Winston-Salem Area Plan Update in September 2013.

An update of the North Suburban Area Plan was completed in spring 2014. While this area (general plan area is north of Reynolds Boulevard, east of Reynolda Road, south of the Village of Tobaccoville limits, and west of Germanton Road) has not experienced as many changes as some areas of the county have in recent years due to its mostly built-out nature, local citizens agreed that an updated plan was a key tool for ensuring that future infill development would be an asset to the area. The plan update was adopted by City Council in April 2014 and the County Commissioners in May 2014.

The third area plan update completed in 2013-14 was the Walkertown Area Plan Update (general plan area is north and east of the Winston-Salem city limits, south of Tyner Road, and west of Kernersville). The local community was heavily involved in this area plan update, with participation by town management, local citizens, as well as the Walkertown Planning Board and town council members. The plan update was developed with the goal of accommodating future development in the area while still maintaining the town’s rural character. The Walkertown Area Plan Update was adopted by the Walkertown Council in March 2014 and the County Commissioners in June 2014.

Significant progress was also made on the South Central Winston-Salem Area Plan Update in 2013-14. The general plan area is north of I-40, east of Peters Creek Parkway, south of Northwest Boulevard and Business 40, and west of US 52. Four well-attended community meetings were held and a draft plan was completed. The draft plan will be presented to the Planning Board in July 2014, with a City Council public hearing anticipated in fall 2014.
PUBLIC EDUCATION
Design for Compatible Higher Density Multifamily Housing
To efficiently accommodate growth and create livable communities, Legacy 2030 recommends well-designed, higher density and mixed-use development. In 2014, Planning staff created a slide presentation that communicates how Forsyth County can add higher density multifamily housing in ways that are compatible with existing development. The presentation outlines Legacy 2030’s livable design principles and can be tailored to different audiences, such as developers or neighborhood organizations. Over the next year, Planning staff will make presentations to community and neighborhood groups using the slideshow. The presentation is also available on the department’s website.

Community Appearance Educational Series
Continuing the partnership with New Garden Landscaping & Nursery, the Community Appearance Commission (CAC) sponsored three successful free educational seminars in 2013: Ornamental Shrub Pruning and Spring and Fall Container Gardening. The two Container Gardening seminars were cosponsored by the Kernersville Community Appearance Commission and the Paul J. Ciener Botanical Garden, establishing two new partnerships. The CAC also sponsored a Tree Planting and Maintenance Seminar in October 2013 with Keith Finch, Director of Vegetation Management.

Historic Preservation Month Activities
The Forsyth County Historic Resources Commission (HRC) partnered with Old Salem Museums & Gardens, New Winston Museum and Preserve Historic Forsyth to observe Historic Preservation Month in May with lectures, panel discussions, demonstrations, the unveiling of a new local historic marker and more.

Events began with an opening reception and ribbon cutting at West End Mill Works, a redevelopment of the historic Hoots Milling Co. roller mill at 918 Bridge Street. The HRC hosted an open house at the George Black House and Brickyard, a local historic landmark, and held a historic marker unveiling at the New Bethel Baptist Church on Trade Street.

Other activities during the month were aimed to educate about the threatened State rehabilitation tax credit program. The events included lunch and learn lectures at Old Salem Museums & Garden, lectures at the New Winston Museums, and a panel discussion hosted by Wexford Science + Technology at the newly renovated 525@Vine. These activities included guest speakers from the NC State Historic Preservation Office and Preservation North Carolina along with many local citizens who are involved in preservation and redevelopment of historic buildings in Winston-Salem. Preserve Historic Forsyth hosted two workshops presented by Wilson-Covington Construction at Körner’s Folly and Historic Bethabara Park. Overall, the month was a great success with attendance of over 600 people.

Planning Newsletter
The Planning Division’s bi-monthly newsletter continues to inform a wide variety of stakeholders in the community of planning activities. The newsletter is available in the Planning office, distributed via email to elected and appointed official and interested citizens and posted on the department’s web site.

ECONOMIC and DOWNTOWN DEVELOPMENT General
Planning staff is collaborating with the Downtown Winston-Salem Partnership (DWSP) to fulfill the implementation recommendations of the Downtown Plan. Staff is serving on two subcommittees whose proposes are: to improve downtown design and form, open space, and public art; and to facilitate and promote downtown development and redevelopment which reflects adopted form-based code standards.

Planning staff is also assisting Winston-Salem Business Inc. on a case-by-case basis with project zoning and permitting issues. Industrial opportunity areas are being reevaluated and refined as individual area plans are being updated. Planning products from the Polo Road/North Cherry Street Community Enhancement Workshop process, such as design recommendations and market analyses, are being evaluated for possible inclusion in future area plan updates.

Forsyth County Trends and Development Patterns Reports
A streamlined trends report was completed in spring 2014. The 2013 Trends Report includes charts and tables of population and construction trends for Forsyth County and its communities for 2009 to 2103. The report provides available empirical data to confirm trends stated in the Legacy 2030 Update relating to regional population trends for the Piedmont Triad, migration trends data for Forsyth and Guilford counties, and transportation, economic and community health trends. Construction data is based on residential and nonresidential building permits issued by City-County Inspections and Kernersville.
Revitalizing Urban Commercial Areas (RUCA)
The Winston-Salem City Council approved a second phase of the Revitalizing Urban Commercial Areas (RUCA) program and appropriated $2.5 million dollars from the Dell incentive funds repayment as part of the fiscal year 2010-11 budget. In 2013-14, Planning staff continued working with local business owners and other City staff to implement the recommendations of the RUCA report and individual RUCA plans. Improvements were made to businesses in the West Salem and Ogburn Station RUCA. Public improvements of bicycle lanes and textured crosswalks were also completed in the Washington Park RUCA during 2013-14.

Peters Creek Community Initiative
A joint City staff and private consultant team working with the Peters Creek Community Initiative, completed a corridor study of Peter's Creek Parkway and made a community presentation in early 2014. Based on this work, the group has adopted a strategic plan and an 18-month work plan. Many of the plan recommendations were incorporated into the South Central Area Plan Update. Planning staff will continue to participate in future discussions and assist with any community-driven improvements.

Winston-Salem Urban Circulator/Streetcar Study
In spring 2014, the City Council approved an Alternatives Analysis (AA) for a potential Urban Circulator that would connect key employment, activity, entertainment, educational and residential areas in the central city with each other and to the Downtown area. Such a project could be a catalyst for higher density, mixed use development that would occur along the route. The Analysis identified modern streetcar as the preferred technology and identified a potential route generally extending from Wake Forest Baptist Medical Center on the west to Winston-Salem State University and East Winston on the east. The AA was prepared by a national transportation consulting firm with the assistance of Planning and other City staff. The project is not funded and will likely require participation from numerous sources from local to federal in order to implement.

HISTORIC PRESERVATION PLANNING
Certificates of Appropriateness
During 2013-2014, there were 78 Certificate of Appropriateness applications reviewed from the H Districts (Old Salem and Bethabara), the HO District (West End), and the Local Historic Landmark properties.

Design Review Guidelines
The Historic Resources Commission (HRC) adopted revised design review guidelines for the Local Historic Landmark properties in February 2014. An updated guidelines document was published in May and distributed to landmark property owners.

Local Historic Landmark Designations
During 2013-2014, the YWCA and the Chatham Manufacturing Company/Western Electric Company properties were designated as Forsyth County Local Historic Landmarks. Both properties are undergoing rehabilitation as adaptive reuse projects.

National Register of Historic Places Listing
The Hoots Milling Company Roller Mill, located in Winston-Salem, was listed on the National Register of Historic Places during 2013-2014.

COMMUNITY APPEARANCE Roots Day
On a cold Saturday in October, the Community Appearance Commission (CAC), the Winston-Salem Vegetation Management Department, and Keep Winston-Salem Beautiful held Community Roots Day in the Castle Heights neighborhood. This year marked the 21st anniversary of the event that began in 1993. Over 400 volunteers planted more than 450 trees during the event.

Winston-Salem Mayor Pro Tem Vivian Adams, Dan Besse, and Derwin Montgomery welcomed the crowd of volunteers during the opening ceremony. Winston-Salem City Manager Lee Garrity and Planning Board member Paul Mullican were also in attendance at the event. Reverend Buford of the Solid Rock Baptist Church provided the invocation. Volunteers were treated to coffee, donuts, and fruit in the morning and a hotdog lunch in the afternoon. Hats and t-shirts were also presented to the volunteers. The event is made possible through grant funds and donations.

Historic Markers
Seven historic markers were installed as part of the Historic Marker Program during 2013-2014. Marker unveiling ceremonies were held in the summer and fall of 2013 for Pythian Hall, Calvin H. Wiley School, and Memorial Industrial School (Forsyth County's first official marker). Over the course of the year, markers were installed and recognized for Ogburn Station, the Winston-Salem Rotary Club, and Thomas J. Wilson. New Bethel Baptist Church was the last marker installed during the year, and the occasion was celebrated with an unveiling held in May 2014.
Community Appearance Awards and Recognitions
In June 2014, the Community Appearance Commission (CAC) held the 2014 Community Appearance Awards in the James A. Gray Auditorium at the Old Salem Museums & Gardens Visitor Center to honor twelve recipients for their contribution to our community’s appearance. The event marked the 14th in a series of awards programs initiated in 1990. Approximately 100 people were in attendance to hear keynote speaker, Mr. Charles Brown, LEED AP speak on community character and green design. Mr. Brown is the Assistant Director of Project Development at North Carolina State University.

OTHER SPECIALIZED PLANNING EFFORTS
Forsyth County New Central Library
During 2013-14, Planning staff assisted County officials in comparing nine potential sites for the new central library. A site analysis and a basic three-dimensional visualization of the mass and height was prepared to show conceptually how the central library could be configured on each site. Staff facilitated three public meetings to gather community input on the potential location and offered the opportunity for residents to vote on their preferred choice. The results of the meeting and comments received were presented to the Board of County Commissioners for its final selection.

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

During 2013-14, Planning staff continued to provide administrative support to the Technical Coordinating and Transportation Advisory Committees of the MPO, support to transportation planning efforts, and serve on various transportation-related committees.

Wake Forest University Area Bicycle, Pedestrian, and Transit Study
The Planning staff, along with Department with the Winston-Salem Department of Transportation staff coordinated a bicycle, pedestrian and transit study for an approximately two-mile radius around the Wake Forest University Campus. The study provides both recommendations for infrastructure improvements on city and State maintained roads around the campus and policy and programs that can be implemented by Wake Forest and the City. Alta Planning + Design consulting firm was hired to complete the study. The study officially began in the beginning of September and was completed in February 2014. Funds to implement some of the recommendations of the study are included in the City's potential fall 2015 bond referendum.

Regional Planning
Planning staff continued to be involved in the regional sustainable communities planning project, Piedmont Together. The three-year planning process project was led by Piedmont Authority for Regional Transportation (PART) and was funded by a $1.6 million HUD grant, leveraged by in-kind contributions from many jurisdictions and organizations in the Triad region, including City-County Planning. The highlight of the year was the Framework for Prosperity Summit and unveiling of the regional plan focusing on jobs, housing, transportation, healthy communities, and places and spaces. Planning staff worked to integrate the recommendations of the Legacy 2030 Update into the regional plan. Future efforts will focus on adoption and implementation.

Environmental Review
Planning staff is responsible for making sure that the City and County comply with the National Environmental Policy Act when using federal funds for projects undertaken by the City's Community and Business Development Department and the County's Housing Department. In 2013-14, Planning staff completed an environmental assessment of a neighborhood-scale rehabilitation and construction project as well as reviews of more than 130 individual housing rehab projects. Of those projects, 57 were reviewed by the Planning Division's historic preservation staff as part of the National Historic Preservation Act.

North Carolina 2013 Planning Conference
In September 2013, Winston-Salem hosted 500 planners from throughout the state at the annual conference of the North Carolina Chapter of the American Planning Association. Planning staff led a host committee of planners from the Piedmont Triad that brought local-flavor to the conference by coordinating an exciting opening reception, organizing multimodal mobile workshops and presenting local interest panel sessions. Attendees got the opportunity to share in Winston-Salem's Centennial Celebration and see the extensive growth and development of Downtown since the last time the conference was held in Winston-Salem ten years ago.
The table summarizes development review activities processed and coordinated by the Planning Board staff for the 2012-13 and 2013-14 fiscal years.

<table>
<thead>
<tr>
<th>Development Review Activities</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminary subdivision plans approved</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Final plats approved</td>
<td>89</td>
<td>84</td>
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<tr>
<td>Site plans approved through Planning Board Review</td>
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<td>11</td>
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<tr>
<td>Minor subdivisions approved</td>
<td>104</td>
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<td>Zoning Caseload</td>
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<td>Special Use Limited rezoning requests</td>
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<td>14</td>
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<tr>
<td>Special Use rezoning requests</td>
<td>23</td>
<td>17</td>
</tr>
<tr>
<td>Special Use Permits</td>
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<td>6</td>
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<tr>
<td>Final Development Plans</td>
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<td>Site Plan Amendments</td>
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<td>Total Zoning Cases</td>
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<td>56</td>
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<tr>
<td>Staff approved minor site plan changes to approved special use district site plans</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>UDO Text amendments processed</td>
<td>11</td>
<td>10</td>
</tr>
</tbody>
</table>

The development caseload numbers are generally comparable with those of 2012-13. Over the past year, Planning staff has reviewed and processed several noteworthy zoning cases. Cases of note include:

- **W-3204** – This case involved the last large, undeveloped tract of land on the Hanes Mall Boulevard corridor between Stratford Road and I-40. This site had been previously zoned for commercial use but never developed. The City Council approved a rezoning to GB-S (General Business – Special Use Zoning) Two-Phase that will allow the site to be developed with a mixture of commercial uses. Once this 21.59 acre tract is developed, it will conclude the extensive commercial development along Hanes Mall Boulevard that began in the late 1980s.

- **W-3190** – This case involved the former Hanes Plant located at the corner of Stratford Road and Ricks Drive. The former manufacturing facility located on this site has been a familiar site to folks traveling along Stratford Road over the years. The City Council approved a rezoning to GB-L (General Business – Special Use Limited Zoning) in the summer of 2013. This facilitated the redevelopment of the site for a variety of commercial and office uses.

**Administrative Matters**  

**Staffing and Budget**

As noted above, effective July 1, 2013, the City-County Planning Department and the City-County Inspections Division were merged into one department, Planning and Development Services. Over the year, the two divisions began to work together to gradually merge functions. In 2014-15, the Planning and Inspections divisions will continue to work on merging their operations to better serve the community.

The Planning Division started 2013-14 with twenty-three staff positions and will start 2014-15 with the same twenty-three staff positions, unlike recent past years when positions were eliminated. Pre-recession staffing was 31 positions.

For the upcoming 2014-15 fiscal year, the City and County allocated $2,612,980 to the City-County Planning operation, a slight increase (2%) over the 2013-14 allocation of $2,561,161. The 2014-15 budget reflects an increase in employee costs (salary, health care, etc.) and a decrease in some in other areas, including printing and computer hardware.
LOOKING AHEAD TO 2014-2015

In June 2014, the Planning Board adopted a new work program to guide the work of the Planning staff in the upcoming fiscal year. The major emphasis of the 2014-15 work program is the continued implementation of Legacy 2030, including UDO text amendments, three area plan updates, and taking the Compatible Design Roadshows to citizens and developers.

The City Historic Inventory Publication will also be completed and available to the public by the end of the year.

With the new comprehensive plan as our guide, the Planning Board and staff look forward to the challenges and opportunities during 2014-15 and in providing what its mission statement calls for: “visionary leadership in comprehensive, creative planning for our urban and rural community, and responsible stewardship of the natural environment.” Through its many hours of work and careful deliberation on the various issues before it, the Board continues to demonstrate that it “values a beautiful, livable, harmonious, and economically successful community.”

August 2014
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The City-County Planning Board and staff are funded jointly by the City of Winston-Salem and Forsyth County

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