Under special State enabling legislation, the City-County Planning Board of Forsyth County and Winston-Salem is responsible for preparing and maintaining a comprehensive plan for Forsyth County. *Legacy*, the current comprehensive plan, was adopted in 2001. Comprehensive plans take a broad, communitywide perspective for guiding growth and development. *Legacy* includes chapters on growth management, transportation alternatives, regional planning and development, economic vitality, environmental quality, open space, parks and recreation, city and town centers, building better neighborhoods, community character, community life, and active citizenship.

The Planning Board prepares a Series of Area Plans for the City and County in an effort to translate *Legacy* into more precise terms which can be followed on a community level. An Area Plan generally contains information about the planning area’s existing conditions and recommendations for guiding future growth and development. Citizen participation is an important part of the Area Plan process, and a Citizen's Advisory Committee is created by the Planning Board to work with staff as they interpret *Legacy* for each individual community.

Area Plan boundaries are determined in part by the growth management plan in *Legacy*. This Series of Area Plans cover the Urban Neighborhoods as defined in the *Legacy* plan. Urban neighborhoods are older neighborhoods with commercial, industrial, and institutional development built mostly before 1940 that surround the Center City of Winston-Salem. The Urban Neighborhoods area has been divided into study areas based on geography and common features.

An Area Plan does not change the zoning of an area. The Plan contains guidelines to help the Planning Board, governing bodies, community leaders, and neighborhoods of Forsyth County make decisions on zoning, public investment, and private initiatives. Upon adoption, each Area Plan becomes a part of the comprehensive plan, *Legacy*. While the Area Plan process seeks the extensive involvement on the part of residents, property owners, and investors, the Planning Board has the responsibility to see that each Area Plan is consistent with the broad public interest and with the elements of the comprehensive plan.

To assure implementation of the recommendations of Area Plans, an annual status report will be completed for each Area Plan adopted under *Legacy*. The report will include the status of actions/projects listed in the implementation schedule and a listing of zoning cases/results in the planning area.
South Central Winston-Salem Area Plan

Adopted by the City-County Planning Board on October 24, 2002
Winston-Salem City Council on August 18, 2003
Publication Date: June, 2004
The historic residential character of its neighborhoods is the most important unifying feature of the South Central planning area.

Institutional uses are an important part of the character and vitality of the South Central planning area.

The South Central area includes many convenient neighborhood commercial districts.
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**Introduction**

**BOUNDARIES OF THE STUDY AREA**

The South Central planning area, as shown on Map 1, encompasses approximately 2550 acres. The planning area is generally bounded on the north by the Southern Railroad line and I-40 Business; on the east by downtown Winston-Salem and US 52; on the south by I-40; and on the west by Hawthorne Road and Peters Creek Parkway. Approximately one-half the planning area is in the South Ward, with the balance in the Northwest, East and Southeast Wards.

**RELATIONSHIP OF THE STUDY AREA TO THE COMPREHENSIVE PLAN**

Legacy, Forsyth County's comprehensive plan, serves as the framework on which all Area Plans are built, both geographically and as a policy guideline. The Growth Management Plan chapter of Legacy defines a series of specialized areas within the Municipal Services Area, including the Center City, Urban Neighborhoods, and Suburban Neighborhoods. Each of the defined areas have specific characteristics and recommendations which will be discussed in the Recommendations sections of this Plan.

About 98% of the South Central planning area is designated as Urban Neighborhoods in the Growth Management Plan of Legacy. The remaining 2%, located in the West End area near Broad Street and in the Brookstown/Marshall area south of I-40 Business/US 421, is designated as Center City in Legacy.

The Strollway and the Salem Creek Greenway provide pedestrian access and link the area with Downtown and other parts of Winston-Salem.
This document is one of six Area Plans being done for the Urban Neighborhoods Area of Winston-Salem as designated in Legacy. The boundaries for the areas were determined by geography and common issues among neighborhoods, and have been adopted by the City-County Planning Board. In a couple of the plans, portions of the Center City and Suburban Neighborhood Areas have been included due to commonalities with the remainder of the planning area.

Citizen participation is a critical part of the Area Plan process (see Figure 1). A Citizen’s Advisory Committee (CAC) is set up for each plan to work with staff throughout the planning process. The CAC includes a variety of people concerned about the planning area including residents, merchants, business people, property owners, and representatives of institutions and organizations. An Interdepartmental Committee from various City and County departments is also formed to give input into the process and review the final recommendations.

The first step of the planning process is the assessment of current conditions and the consolidation of existing plans. A handbook is created for the CAC containing information the CAC may need to make recommendations for the study area.

While existing conditions information is being compiled, staff conducts a Visioning Process in the community. Staff facilitates this process to assist themselves and the CAC in determining what the citizens of an area want their community to be like at a specific point in the future. Once the Vision is defined, goals, objectives, obstacles and opportunities toward reaching the Vision can be discussed. These discussions, along with the policies spelled out in Legacy, serve as the basis for the next step in the process, the formulation of recommendations by both the Citizen’s Advisory Committee and the Planning staff. Staff and the Committee will attempt to reach consensus in their recommendations, however, if no consensus is reached, both sets of recommendations will be presented to the City-County Planning Board.

The Planning Board will review the recommendations for consistency with the broad public interest and with the Legacy Comprehensive Plan. The Planning Board will hold a public hearing to consider the plan and make amendments as appropriate before recommending the plan for adoption. The document will then be forwarded to the City Council for consideration, amendment, and adoption after a public hearing. The adopted plan will be used on an ongoing basis by the Planning Board and City Council to guide land use, infrastructure, and public investment decisions. An implementation plan is formulated to outline tasks and timing needed for each recommendation.
Existing Conditions

**GENERAL CHARACTER**

The South Central area of Winston-Salem is rich in history and diverse in land use. The area is home to Salem, the City’s first permanent settlement, as well as the City’s earliest outlying and suburban developments. Most of the area was developed prior to 1940 in the pattern of traditional neighborhoods. There is a predominance of single-family land use, but also a mix in residential types and densities, along with a variety of other land uses including institutions, parks, businesses and industries. Institutional uses are particularly important to the character and vitality of the South Central planning area.

Most of the neighborhoods in planning area are healthy with good housing conditions and strong neighborhood associations. However, most of the planning area is experiencing the challenges faced by older urban neighborhoods elsewhere including aging building stock and infrastructure, declining commercial areas, and conflicts between land uses. While most of the planning area is already developed, there are some pockets of undeveloped land and there are extensive opportunities for redevelopment throughout the area. Assuring that new development complements and blends with the existing development will be one of the most important challenges in the planning area in the future.

**DEMOGRAPHICS**

Based on the 2000 census, approximately 11,575 people live in the South Central planning area, an increase of approximately 7% from the 1990 Census and accounting for approximately 6% of the City of Winston-Salem’s total population. The percent of persons of Hispanic origin living in the planning area increased from about 1% in 1990 to 11% in 2000.

### Table 1. Existing Land Use

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Acres</th>
<th>%</th>
<th>Land Use</th>
<th>Acres</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>687</td>
<td>27%</td>
<td>Parks</td>
<td>173</td>
<td>7%</td>
</tr>
<tr>
<td>Single-family/Duplex</td>
<td>533</td>
<td>21%</td>
<td>Utilities and Right of Way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Triplex/Quadraplex</td>
<td>13</td>
<td>1%</td>
<td>Utilities</td>
<td>33</td>
<td>1%</td>
</tr>
<tr>
<td>Multifamily</td>
<td>141</td>
<td>6%</td>
<td>Railroad Right of Way</td>
<td>30</td>
<td>1%</td>
</tr>
<tr>
<td>Total Residential</td>
<td>687</td>
<td>27%</td>
<td>Road Right of Way</td>
<td>598</td>
<td>23%</td>
</tr>
<tr>
<td>Office</td>
<td>34</td>
<td>1%</td>
<td>Total Utilities and ROW</td>
<td>661</td>
<td>26%</td>
</tr>
<tr>
<td>Commercial</td>
<td>309</td>
<td>12%</td>
<td>Total Developed</td>
<td>2280</td>
<td>89%</td>
</tr>
<tr>
<td>Industrial</td>
<td>146</td>
<td>6%</td>
<td>Vacant Land</td>
<td>273</td>
<td>11%</td>
</tr>
<tr>
<td>Institutional</td>
<td>271</td>
<td>11%</td>
<td><strong>Total Area</strong></td>
<td>2553</td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey by City-County Planning staff and interns summer and fall, 2001.
GENERAL LAND USE PATTERN

Most of the South Central planning area was developed prior to 1940 and includes a diverse mix of land uses common to older urban areas which were developed prior to the dominance of the automobile. Commercial and industrial uses were often located in close proximity to residential uses, making it convenient for people to get to jobs and to acquire necessary goods and services. Much of this original pattern of development has been maintained in the planning area, although there has been some shift in land use over the last 30 years, especially related to conversion of industrial sites to residential and some single-family to multifamily land use.

Map 2 shows the existing land use pattern in the planning area in 2001. Table 1 shows existing land use by acreage and percent of total area.

RESIDENTIAL

The predominant land use in the planning area is residential which accounts for approximately 27% of the total land area. Single-family/duplex residential use is the dominant residential type in most neighborhoods, with the exception of the West End, Holly Avenue and South Marshall neighborhoods which have a diverse mix of residential types. Single-family/duplex residential accounts for approximately 21% of the total land area and 78% of the residential land use in the planning area.

For the purpose of the existing land use survey for the South Central Area Plan, single-family structures and duplexes were grouped together.

Multifamily development accounts for approximately 6% of total land area and about 20% of the residential land use. Concentrations of multifamily land use exist in the Happy Hill neighborhood, along South Marshall Street, and in the West Salem neighborhood, north of Cotton Street and at the end of Hutton Street.

OFFICE

Most office use in the planning area is integrated with commercial use and was classified as commercial use in this land use survey and existing land use map. Office as an exclusive land use accounts for only about 1% of the land area and is concentrated in the West End, Holly Avenue and Brookstown areas. Most office uses in these areas are conversions of large residential structures.

COMMERCIAL

Over 300 acres, almost 12% of the land in the planning area is developed with commercial uses. The primary concentrations of commercial land use are along Peters Creek and Silas Creek Parkways and on Broad Street, Brookstown Avenue, and Burke Street between the Holly Avenue and West End residential areas. A significant area of commercial land use mixed with industrial use is located north of West End Boulevard at the very northern edge of the planning area.

INSTITUTIONAL

Institutional uses are located throughout the planning area. The 271 acres of institutional use accounts for approximately 11% of the land in the area. In addition to numerous schools and churches, major institutional uses in the planning area include: Old Salem, Salem Academy & College, North Carolina School of the Arts, Piedmont Baptist College, the YMCA, and the YWCA.

PARKS

There are ten public parks in the planning area, totaling 173 acres and accounting for approximately 7% of the land area. The largest parks in the planning area are Central/Happy Hill, Washington, and Hanes.

INDUSTRIAL

Industrial land use accounts for approximately 6% of the land in the planning area. Industrial uses are concentrated: off Stadium Drive, including the City's Maintenance and Storage Facility; in the South Marshall area near Salem Avenue; and in the Southside area between NCSA and US 52. Industrial uses are also mixed with commercial uses in the Brookstown area and at the very northern edge of the planning area near Northwest Boulevard and the Southern Railway tracks. The amount of industrial land use in the planning area has declined over the last 30 years, as industrial sites and buildings have been abandoned or redeveloped for residential and other land uses.

UTILITIES AND RIGHTS-OF-WAY

Combined together, utilities, road and railroad rights-of-way account for approximately 26% of the land area of the South Central planning area. This percentage is considerably higher than is typically found, likely because the planning area boundary goes to the centerline the many major roadways bounding the area and because Duke Power has
major transmission lines, two large substations, and a service facility in the planning area.

**VACANT**

There is not extensive vacant land in the planning area. About 270 acres, 11% of the total land area is vacant, most in small parcels scattered throughout the planning area. In some locations, the vacant land is not suited for development due to steep slopes and drainageways. Reuse of larger areas of vacant land is discussed in the Recommendation section of this Plan, under Residential Opportunity Areas and Mixed Use Development Opportunities Areas.

**ZONING**

Rezoning cases since the mid-1980s have not had significant impact on land use patterns in the planning area, with the exception of the South Marshall area. Based on the recommendations of the South Marshall Redevelopment Plan, a City of Winston-Salem urban redevelopment plan, a number of petitions have been approved changing the zoning from industrial to residential or to a district allowing a mix of residential and commercial uses. Many highly successful residential developments in the South Marshall area have been developed including Academy Park, Tanner's Run, Tanner's Mill, Tanner's Park and the Mill at Tar Branch, a conversion of the former Indera Mills complex.

**TRANSPORTATION FEATURES**

**ROADS**

**Highways/Interchanges**

Major highways form most of the boundaries of the planning area. I-40 is the southern boundary, US 52 forms a portion of the eastern boundary, and I-40 Business/US 421 forms a portion of the northern boundary. Access to/from these roadways is good. I-40 is accessed through a full interchange at Peters Creek Parkway and a partial interchange in the Main Street/Silas Creek/Konnoak Drive area. US 52 access is provided with partial interchanges at Sprague and Waughtown Streets and full interchanges at Vargrave Street and Stadium Drive. I-40 Business/US 421 access is provided with full interchanges at Main/Liberty Streets, Cherry/Marshall Streets, and Broad Street and a partial interchange at First Street/Hawthorne Road.

**Major Thoroughfares**

Major thoroughfares function as the primary traffic arteries of the community and range from two-lane streets to roads with four or more lanes. The planning area is well served by major thoroughfares. The major thoroughfares in the planning area serving north-south traffic are:

- Peters Creek Parkway (NC 150)
- South Main Street (north of Brookstown Avenue), Liberty Street, Old Salem Road and Waughtown Street
- Broad Street (north of I-40 Business/US 421), West End Boulevard (from Broad Street to Reynolda Road), and Reynolda Road

Major thoroughfares in the planning area serving east-west traffic are:

- First and Second Streets (west of Broad Street)
- Sixth Street (east of Broad)
- Northwest Boulevard
- Silas Creek Parkway

**Minor Thoroughfares**

The planning area is also served by numerous minor thoroughfares, streets that collect traffic from local streets and carry that traffic to major thoroughfares. The minor thoroughfares in the area are:

- Fourth and Fifth Streets (between Broad and Glade Streets); Glade Street; Hawthorne Road; Burke Street; Broad Street (between I-40 Business/US 421 and Acadia Avenue); Academy Street (west of Main Street); Marshall Street (south of I-40 Business); Cherry Street; High Street (between Marshall and Cherry Streets); Brookstown Avenue (east of Marshall Street); Salem Avenue; Main Street (south of Waughtown Street); Sprague Street (east of Main Street); Acadia Avenue (from Main Street to Salisbury Ridge Road); Salisbury Ridge Road; Buchanan Street; Link Road (west of Peters Creek Parkway); and Stadium Drive.

**PUBLIC TRANSPORTATION**

**Local Bus Routes**

The planning area is well served by public transit due to the area's proximity to downtown and the extensive number of bus routes in the area. Thirteen of the Winston-Salem Transit Authority's twenty-four transit routes travel through the South Central planning area.
Rail
Two main railways are found in the planning area: the Norfolk-Southern Railroad in the northeast corner of the planning area; and the Winston-Salem Southbound Railway, paralleling US 52.

BICYCLE ROUTES
The planning area has six signed bike routes as follows:
- Route #5, the Academy Street Connector (from Old Salem to the West Salem and Ardmore neighborhoods) along Academy Street, Green Street, West Street, Montgomery Street and Hutton Street, and Link Road, then across Peters Creek Parkway through Ardmore, ultimately back to Academy Street.
- Route #6, the Downtown Loop, along Fourth or Fifth Streets, Glade Street, Hawthorne Road and then northwest to the Buena Vista neighborhood.
- Route #8, Southern Loop, along Sprague Street, Sunnyside Avenue, Acadia Avenue and Main Street.
- Route #9, the Salem Lake Connector, along Acadia Avenue, Sunnyside Avenue, and Sprague Street, then east under US 52, and ultimately to Salem Lake.
- Route #13, the Hanes Park Route, from Hanes Park, south along West End Boulevard, Crafton Street, and under I-40 Business to the Ardmore neighborhood.
- Route #14, Washington Park-Salem Creek Greenway, along Broad Street from Academy Street to Acadia Avenue, with the Salem Creek Greenway crossing about midway.

PEDESTRIAN FACILITIES
Sidewalks
Because most of the area was developed prior to 1940, sidewalks are found along most major roads and many neighborhood streets in the planning area.

Strollway/Greenways
The Strollway originates in downtown (north of the planning area) and runs south paralleling Old Salem Road to the Salem Creek Greenway at Salem Avenue. The Salem Creek Greenway runs east-west through the planning area. Strollway/Greenways are also discussed in the Community Facilities Section.

PROPOSED TRANSPORTATION PROJECTS
Maintaining and improving an existing road system like that of the South Central planning area is a continual process. Table 2 lists the funded or targeted transportation projects for the area and their projected dates of completion.

AIRPORTS
The majority of air traffic in Winston-Salem and Forsyth County departs or originates at the Smith Reynolds Airport. This airport, operated by the Airport Commission of Forsyth County, serves the local citizens as a general aviation airport with limited commuter flights. The airport is located approximately three miles northeast of downtown Winston-Salem, with good access to US 52.

Approximately 20 miles east of downtown Winston-Salem in Guilford County, the Piedmont Triad International Airport provides the Triad with direct and connecting commercial air passenger and air freight service to national and international destinations.

COMMUNITY FACILITIES
The South Central planning area has a substantial number of facilities that serve the community, including parks, schools, churches and other institutional uses (see Map 3).

SCHOOLS
The Winston-Salem Forsyth County Board of Education uses a "controlled choice" plan to assign students to schools. The plan gives parents and students a choice between their residential school and several others within the same zone. The State of North Carolina also funds charter schools, privately run and publicly funded schools to provide students with additional educational options at no cost to the student. There are six public/charter schools in the planning area. Of these, four are elementary schools: Diggs; Latham, Bolton, and a charter school, the Carter G. Woodson School of Challenge. Two are middle schools: Wiley, and a charter school, the Downtown Middle School.

There are also three private schools in the planning area: Salem Baptist Christian School, Salem Academy, and Winston-Salem Day School.

The planning area is home to three higher education institutions: Salem College, North Carolina School of the Arts, and Piedmont Baptist College.
Table 2. Transportation Plan (2001-2025)

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>DESCRIPTION</th>
<th>CURRENT STATUS</th>
<th>COMPLETION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Road Widenings/Improvements Sidewalks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-40 Business/US 421</td>
<td>Pavement rehabilitation &amp; safety improvements, from I-40 to Reidsville Road (US 158), inclusive of 4th Street bridge</td>
<td>Part underway; additional planning beginning in 2004</td>
<td>Part under construction at Martin Luther King, Jr. Drive; other phases through 2008 to start</td>
</tr>
<tr>
<td>Broad Street from I-40 Business/US 421 to Sixth Street</td>
<td>Widen/improve road</td>
<td>Planning underway</td>
<td>Construction in 2006, depending on Unity Place and on funding</td>
</tr>
<tr>
<td>Broad Street from Wachovia Street to Brookstown Avenue</td>
<td>Widen bridge over I-40 Business/US 421 &amp; improve approaches</td>
<td>Portions of project to be reviewed by the HRC</td>
<td>All construction after 2010, unfunded project</td>
</tr>
<tr>
<td>US 52 from I-40 to Northern Beltway interchange</td>
<td>Widen &amp; improve roadway and interchanges, including potential closure/realignment of Stadium Drive and Sprague/Waughtown ramps. Includes both short-range and long-range improvements</td>
<td>Short-range improvements—study underway; Long-range improvements (I-74 Corridor Study)—completed</td>
<td>Short-range improvements in 2007; Long-range improvements after 2010</td>
</tr>
<tr>
<td>Southeast Gateway Traffic Circle South Main Street at Waughtown Street</td>
<td>Intersection realignment &amp; intersection improvements at Salem Avenue &amp; Alder Street.</td>
<td>Construction underway</td>
<td>Summer 2005</td>
</tr>
<tr>
<td>Peters Creek Parkway/NC 150 Bridge over I-40 Business/US 421</td>
<td>Replace bridge (possible widening)</td>
<td>Planning beginning in 2004</td>
<td>Construction in 2007</td>
</tr>
<tr>
<td>South Green Street Bridge over I-40 Business/US 421</td>
<td>Replace bridge</td>
<td>Planning beginning in 2004</td>
<td>Construction in 2008</td>
</tr>
<tr>
<td>Stadium Drive Bridge over a fork of Salem Creek.</td>
<td>Replace bridge</td>
<td>Permitting issues with State</td>
<td>Construction in 2004</td>
</tr>
<tr>
<td>Glade Street Bridge over Peters Creek</td>
<td>Replace bridge</td>
<td>Delayed</td>
<td>Construction after 2010</td>
</tr>
<tr>
<td><strong>New Roads</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service road parallel to I-40 Business/US 421</td>
<td>New 2-lane parallel road on north side from North Main Street off-ramp to Cherry Street off-ramp</td>
<td>Planning beginning in 2004</td>
<td>Potential construction in 2007, as part of I-40 Business improvements</td>
</tr>
<tr>
<td>Eighth Street/MLK Extension</td>
<td>Extend Eighth Street/Martin Luther King, Jr. Drive from Marshall Street west to Northwest Boulevard</td>
<td>Included in Legacy Comprehensive Plan</td>
<td>5-10 year project State funding being requested</td>
</tr>
<tr>
<td>Salem Creek Connector</td>
<td>New road from Martin Luther King, Jr. Drive to Salem Avenue or Stadium Drive with interchange at US 52</td>
<td>Eastern Section Funded; Western Section under NCDOT study</td>
<td>Eastern section construction in 2007; Western section after 2010</td>
</tr>
<tr>
<td><strong>Sidewalks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alder Street from Humphrey Street to Pitt Street</td>
<td>Construct 500 linear feet of sidewalk</td>
<td>On Sidewalk Priority List</td>
<td>Not yet scheduled</td>
</tr>
<tr>
<td>Pitt Street from Alder Street to Free Street</td>
<td>Construct 1200 linear feet of sidewalk</td>
<td>On Sidewalk Priority List</td>
<td>Not yet scheduled</td>
</tr>
</tbody>
</table>
RECREATION FACILITIES

The area is home to ten public parks serving a variety of functions, including mini-parks which serve a specific population or are ornamental, neighborhood and community parks that serve the surrounding area, and district/metro parks which serve the entire community. Table 3 lists recreation facilities in the planning area by type with acreage, and major facilities.

Table 3. Recreation Facilities in the South Central Planning Area

<table>
<thead>
<tr>
<th>PARK TYPE</th>
<th>ACREAGE</th>
<th>MAJOR FACILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mini Parks</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crystal Towers Park</td>
<td>3</td>
<td>Game tables, shuffleboard</td>
</tr>
<tr>
<td>Downtown Park</td>
<td>1</td>
<td>Playground</td>
</tr>
<tr>
<td>Grace Court Park</td>
<td>1</td>
<td>Gazebo, gardens</td>
</tr>
<tr>
<td>Spring Park</td>
<td>4</td>
<td>Picnic area</td>
</tr>
<tr>
<td>Watkins Street Park</td>
<td>2</td>
<td>Playground</td>
</tr>
<tr>
<td><strong>Neighborhood Parks</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Park</td>
<td>12*</td>
<td>Tennis courts, fields</td>
</tr>
<tr>
<td>Granville Park</td>
<td>6</td>
<td>Tennis courts, shelter, playground</td>
</tr>
<tr>
<td><strong>Community Parks</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Happy Hill Park/Sims Recreation Center</td>
<td>27</td>
<td>Recreation center, pool, fields</td>
</tr>
<tr>
<td><strong>Metro/District Parks</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Washington Park</td>
<td>75</td>
<td>Softball complex</td>
</tr>
<tr>
<td>Hanes Park</td>
<td>35</td>
<td>Tennis Center, track</td>
</tr>
<tr>
<td><strong>Strollway/Greenways</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Strollway</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Salem Creek Greenway</td>
<td>NA</td>
<td></td>
</tr>
</tbody>
</table>

* Note: In 2002, the City of Winston-Salem agreed to sell approximately 7 acres of Central Park to Salem Academy & College. Under the terms of the sales agreement, the property will be improved for sports fields and remain open for public use when not being used by Salem Academy & College. As of December 2003, the sale of the land is pending environmental action on the site.
GREENWAYS AND STROLLWAY
Greenways are linear parks that provide public access to the unique, scenic and native lands and waterways of North Carolina. The Salem Creek Greenway originates in the planning area at MarketPlace Mall, off Peters Creek Parkway. The Greenway runs east along Salem Creek through Washington Park, across Broad and Main Streets, through Central and Happy Hill Parks, and then further east out of the planning area to Winston-Salem State, other parks and eventually to Salem Lake.

The City's Strollway, North Carolina's first conversion of an abandoned railroad right-of-way to a walking path (often called a rail-trail) also runs through the planning area. The Strollway originates in downtown Winston-Salem at Fourth Street, runs south through the planning area generally parallel to Old Salem Road and intersects with the Salem Creek Greenway at Salem Avenue and Main Street.

LIBRARY FACILITIES
Forsyth County's Central Library on Fifth Street is just outside the boundary of the South Central planning area. A Youth Mini Library is located at the community center in Happy Hill Gardens.

HOUSING
GENERAL INFORMATION
According to the 2000 Census, there are approximately 5,800 housing units in the South Central planning area. Approximately 10% were vacant, somewhat higher than the citywide vacancy rate of 8%. Of the 5,230 occupied housing units ("households"), approximately 31% are homeowner occupied, significantly less than the 56% of households citywide who own their own homes. Rates of homeownership vary widely by neighborhood within the planning area.

Based on 2001 data from the Forsyth County Tax Assessor's Office, residually assessed structures in the planning area were older and of lower assessed value than average structures citywide, although values range widely from neighborhood to neighborhood in the area. The average year of construction for a residually assessed structure in the planning area was 1931, compared to an average year of construction of 1962 citywide. The average assessed value of a residually classified structure in the planning area was $64,550, approximately 74% of the average value citywide.

HOUSING CONDITIONS
Housing conditions vary greatly in the planning area. Most neighborhoods are well-maintained, but some neighborhoods or individual streets have a significant number of deteriorated structures. Most of neighborhoods in the South Central planning area currently have or have had housing conditions that made them eligible under the City of Winston-Salem's housing rehabilitation programs. Loan and grants funds have been available to improve housing conditions in these eligible areas since the 1970s.

In areas where housing conditions are extremely deteriorated and rehabilitation efforts have been unsuccessful, the City-County Planning Board can certify the area as "blighted" and classify the area as a Redevelopment Area. Blight certification allows the City to acquire property through the power of eminent domain (condemnation) based on a redevelopment plan. Due to the regulations and processes that must be followed, City redevelopment efforts can be expensive and slow. In the South Central planning area, the City has used the blight certification and redevelopment process to acquire and redevelop areas as follows:

Crystal Towers: In the mid-1970s, the City provided funding for extensive rehabilitation and limited clearance of individual dilapidated structures in the Crystal Towers area. The City also provided funding to move some houses into the area from downtown. The efforts successfully increased the number of owner-occupants in the area.

West Salem: Also in the mid-1970s, the City assisted with housing rehabilitation throughout the West Salem neighborhood and also acquired and cleared several pockets of substandard housing. In the mid-1980s, the largest cleared site, a 7-acre parcel between Cotton Street and I-40 Business, was redeveloped as an attached owner-occupied residential development called Salem Pointe.

South Marshall: City redevelopment efforts in the South Marshall area began in the mid-1970s but were delayed due to historic preservation issues, legal challenges, and developer changes. Redevelopment of cleared sites commenced in the early 1980s with the construction of Academy Park and Tanner's Run, owner-occupied condominiums and townhouse developments. Unlike most other City redevelopment efforts, new homes in the South Marshall area were specifically targeted to middle and upper-middle income home buyers.
Redevelopment efforts in the South Marshall area have been successfully continued by private developers.

**Bailey Street/NCSA:** In the late 1970s, over 30 dilapidated structures on 20 acres of land southeast of the intersection of Waughtown and South Main Streets were acquired, cleared and sold to the North Carolina South of the Arts for campus expansion.

**Happy Hill:** Housing conditions in Happy Hill, Winston-Salem’s earliest outlying neighborhood, have deteriorated significantly over time. In the late 1990s, the Local Initiatives Support Corporation (LISC) assisted community residents and organizations to develop a neighborhood plan (*A Revitalization Plan for Happy Hill, January 2000.*). Community organizations started revitalization activities, including acquisition of vacant property, clearance of dilapidated structures, park expansion, and construction of new single-family homes. To assist the community-based efforts, the City certified the neighborhood as blighted in 2001. City staff began working with the community to identify properties to be acquired by the City using the power of eminent domain in 2003. The Redevelopment Plan for the area will likely be adopted by the Winston-Salem City Council in early 2004.

**PUBLIC AND ASSISTED HOUSING**

There are a number public and assisted housing developments throughout the South Central planning area. Most are small and serve specific populations, including elderly and handicapped persons, low income families, and homeless persons. There are three large (over 100 units) assisted or public housing development in the planning area as follows:

**Granville Place/Granville Plaza:** Granville Place and Plaza is a 142-unit complex owned by the North Carolina Housing Foundation located in the West Salem neighborhood on the site of the former Granville Elementary School. The 100-unit Granville Place was completed in the early 1980s. A 42-unit addition, called Granville Plaza, was built in the early 1990s. Federal rent subsidies are provided to the complex which serves low and moderate income elderly persons.

**Crystal Towers:** Crystal Towers is a 206-unit high-rise building owned and managed by the Housing Authority of Winston-Salem (HAWS). The building was built in 1972 and provides housing for low income elderly and handicapped persons.

**Happy Hill Gardens:** Happy Hill Gardens is a 488-unit complex owned and managed by the HAWS for low income families. The complex of townhouses and flats was Winston-Salem’s first public housing development, started in 1951. In 2003, HAWS was awarded a HOPE VI Grant by the Department of Housing and Urban Development to remake Happy Hill Gardens into a mixed income community. All 488 existing public housing units will be demolished. The new community of 425 units will include: subsidized and market-rate units; renter and owner-occupied units; and apartments, townhouses, and single-family homes. Demolition of existing units should start in 2004. Under the provisions of the HOPE VI grant, construction of the 425 new units must be completed by 2008.

**Urban Design Issues**

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

Most of the South Central planning area was developed prior to 1940 and the dominance of the automobile. Street widths were minimal, buildings were placed close to the street, and there was a mix of land uses. Non-residential uses, including retail stores, institutions, and industries were generally small and designed to serve or employ nearby residents. This original development pattern created a special character and sense of community. However, the nature and scale of businesses and institutions have changed over time, creating some urban design issues and land use conflicts in the planning area including: assuring compatibility between land uses; maintaining (and creating) mixed-use neighborhoods; assuring that roads move traffic, but remain pedestrian friendly; reusing vacant/abandoned industrial sites; allowing institutions to grow without harming the surrounding neighborhoods; and, preserving historic character while adapting to current needs.
**HISTORIC BACKGROUND AND RESOURCES**

The South Central planning area is rich in historic resources. The area has played an essential role in the historic development of the Winston-Salem and retains many important historical architectural and archeological resources. The historic residential character of its neighborhoods is the most important unifying feature of the planning area.

**HISTORIC DISTRICTS**

The area includes four districts listed on the National Register of Historic Places (Old Salem, West End, Washington Park, and Holly Avenue) and three areas that have been approved for the Study List for the National Register (West Salem, Sunnyside/Central Terrace, and Centerville). All or portions of the Happy Hill neighborhood may also be eligible for the National Register. National Register status does not impose regulations or requirements on property owners, unless they plan to use federal money in the development activities or seek federal income tax benefits for their property improvement expenditures.

Two of these districts are also locally designated historic districts under the **Unified Development Ordinances**. Old Salem is a Historic District and the West End is a Historic Overlay District. In these locally designated historic districts, development activities and exterior changes must be approved by the Historic Resources Commission (HRC) based on regulations and design review guidelines.

The designated historic districts the South Central planning area are discussed below and are shown on Map 4.

**Salem/Old Salem**

In 1753, the Moravians, a protestant religious sect came to North Carolina to settle the Wachovia Tract, 100,000 acres in the heart of what is now Forsyth County. In 1766, they began to develop what was intended to become their central and largest settlement, the town of Salem. The site for the Town was chosen because of its central location and proximity to water resources. The Moravians conducted an ambitious building program in the late eighteenth and early nineteenth centuries and by 1850, Salem was a thriving community of residences, businesses, industries, and institutions.

Since 1850, Salem has faced many changes, no small part being the Town's merger with the industrial City of Winston in 1913. In 1950, Old Salem, Inc. was chartered to preserve and restore the unique Moravian town of Salem. In 1966, Old Salem was placed on the National Register of Historic Places. Today, Old Salem is considered one of the most prominent museum districts in the country.

Old Salem was designated as a locally zoned Historic District in 1948, the first such district in North Carolina. All land uses and all exterior changes must be historically and architecturally appropriate to the period of significance (1766-1856) and must be approved by the Historic Resources Commission based on regulations and design review guidelines.

**Happy Hill**

Happy Hill, originally know as "Liberia," is the city's earliest outlying neighborhood, developed "across the creek" from and outside the town limits of Salem. Moravian records indicate that the streets and lots were laid out in 1872 and lots were sold to former slaves by the Salem Congregation. There is also evidence that the African-American community started its own school near the neighborhood in 1867, the first school for African-Americans in Winston-Salem. Development of homes and churches in Happy Hill continued into the first quarter and early part of the second quarter of the 20th century, although none of the streets were paved until the 1930s. Construction in the 1950s of Happy Hill Gardens, the City's first public housing development, razed homes in the southeastern part of the neighborhood and had a significant impact on the social, economic and physical stability of the neighborhood.

While the historical importance of the Happy Hill neighborhood is recognized, the neighborhood has unfortunately lost much of its architectural integrity. However, some of the neighborhood's archaeological resources and individual structures may be eligible for the National Register and the neighborhood's historic importance can be recognized in many ways.

**West Salem**

The neighborhood of West Salem is a unique combination of the westward progression from the town
of Salem and 20th century suburban development. As part of the initial planning of the Town of Salem in the 1760s, outlots were designated to the west of the Town. The first development of the outlots occurred just before 1800 with development of industrial uses along two streams, Town Run and Tanner’s Run, and a handful of farmsteads that provided supplies to Salem. About the middle of the nineteenth century, the first wave of new residential development outside of the Salem core occurred in West Salem. However, it was not until the 1910s and 1920s that West Salem developed into a substantial, suburban residential neighborhood as existing streets were extended, new streets were cut and numerous homes and businesses were constructed. During this period, West Salem became home to a wide range of people including executives, business owners, foremen, supervisors, clerks, laborers and service workers.

The West Salem neighborhood was placed on the Study List for the National Register of Historic Places in 2002.

West End
Originally conceived as a resort and residential community, West End was laid out in 1890 to take full advantage of the hilly terrain of the area west of downtown Winston. Dramatically curving streets, terraced lawns, and park areas were designed in strict contrast to the grid pattern of the remaining areas of Winston and Salem at the time. Winston’s new electric streetcar line was extended to serve the area which developed through the 1920s into an upper and upper-middle class residential suburb. The West End is now considered one of North Carolina’s finest examples of a turn-of-the-century streetcar suburb.

The West End was placed on the National Register of Historic Places in 1986. In 1994, with significant neighborhood support, Historic Overlay District zoning regulations were adopted for the West End. As a Historic Overlay District, the land uses permitted in the underlying zoning district remain, but all development and exterior changes must be reviewed and approved by the Historic Resources Commission based on historic design review guidelines.

Sunnyside/Central Terrace
The Sunnyside/Central Terrace neighborhood was developed as a mix of affluent and worker housing. Development of the area began in 1892 on land south of Salem which had once been E. A. Volger’s farm, “Sunnyside.” Industries, particularly mills, were constructed in the neighborhood, creating a demand for a wide range of housing. High-style houses were built on Sprague Street along the streetcar line for factory owners and supervisors, while simple housing was developed in the majority of the neighborhood for mill and factory workers.

The Central Terrace portion of the neighborhood is located between Sunnyside and the more affluent Washington Park neighborhood. Central Terrace was platted in 1912 and was specifically marketed to middle-income buyers.

The Sunnyside/Central Terrace neighborhood was placed on the Study List for the National Register of Historic Places in 2002 along with the adjacent Waughtown, Bellview, and Centerville neighborhoods.

Centerville
Little is known about the early development of Centerville, located mid-way between Salem and Waughtown. Centerville was one of the many small communities that dotted the Forsyth County landscape during the late nineteenth and early twentieth centuries. Mapping and other documents from the period indicate that the area was a mix of simple dwellings and supporting commercial uses. Today the residential section of Centerville is well preserved, but the area faces serious development pressure from commercial and multifamily development and from the growth of the North Carolina School of the Arts campus.

The Centerville neighborhood was placed on the Study List for the National Register of Historic Places in 2002 along with the adjacent Waughtown, Bellview, and Sunnyside/Central Terrace neighborhoods.

Washington Park
By 1895, the Winston-Salem Land and Investment Company had laid out the streets in what was to become the fashionable Washington Park area. By 1910, Cascade Avenue in Washington Park was a prestigious street where some of Winston and Salem’s most prominent business citizens built large and elegant homes. Among the many desirable attributes of Washington Park was the streetcar line, linking the neighborhood with central Winston and Salem, and with Washington Park itself, a wooded park with a lake, pavilion and gas lights.
Washington Park was placed on the National Register of Historic Places in 1992.

Holly Avenue
Starting in 1903, the Holly Avenue neighborhood was developed on the rolling, and sometimes steep hills between downtown Winston and the West End. The land had been held in "Reservation" by the Moravian Church to protect a spring that provided water to the Town of Salem. After the spring was no longer used as a water source, the Church platted the land and sold it for development for mix of residential dwelling types.

Holly Avenue was placed on the National Register of Historic Places in 2002.

HISTORIC PROPERTIES
In addition to historic districts, the planning area is home to 76 of the over 110 locally designated and controlled historic landmarks in Forsyth County. These properties have been determined to be of singular significance to the history of the County and embody important stylistic features or are connected to important historical persons or events. Most of these properties share the further distinction of being listed individually on the National Register of Historic Places. Landmark properties include residential, religious, educational, commercial and industrial buildings. While a majority of the locally designated landmarks in the area are found in Old Salem, several of the area's other neighborhoods also contain one or more of these significant properties, with others eligible for such distinction.

ECONOMIC DEVELOPMENT
A number of underutilized or vacant commercial or industrial properties exist in the planning area. These properties offer an opportunity to attract new businesses or allow for the expansion of existing businesses, creating new jobs and providing needed good and services to residents of the planning area and the City. Of particular concern in the planning area is the Peters Creek Parkway corridor, which has experienced deterioration and significant change over the past decade.

EXISTING CITY ECONOMIC DEVELOPMENT PROGRAMS
The City of Winston-Salem offers a variety of programs to help businesses create jobs and expand the tax base. Most are low-interest, long-term loans. Depending on the program, funds can be used for buying properties, site or facility improvements, rehabilitation of older buildings, purchase of equipment, and/or working capital.

A limited number of programs are available citywide. However, most are designed to induce business to locate in and create jobs in distressed areas of the City. As of 2003, the City of Winston-Salem has targeted most of its business loan programs to the Neighborhood Revitalization Strategy Area (NRSA), an area designated based on the rate of poverty. Most of the neighborhoods in the South Central planning area are located in NRSA. Planning area neighborhoods not located in the NRSA as of 2003 are: Old Salem, Brookstown, Watkins/Green Streets, and central and southern West End.

The area is rich in historic resources, including Old Salem, one of the country’s most prominent museum districts and West End, one of North Carolina’s finest examples of a streetcar suburb.
Two major urban streams run through the South Central planning area:

- Peters Creek runs generally north-south from the northern edge of the planning area, through the West End neighborhood, under I-40 Business, and then parallel to Peters Creek Parkway until its confluence with Salem Creek near Hutton Street.
- Salem Creek runs generally northeast-southwest in the planning area through Happy Hill and Central Parks, across Main and Broad Streets, through Washington Park, across Peters Creek Parkway and then southwest out of the planning area.

The quality of water and the conditions of the banks on both Peters Creek and Salem Creek have been heavily degraded by urban development. The City has received funding assistance from the NC Clean Water Management Trust Fund to restore Salem Creek through Happy Hill and Central Parks using a natural channel approach. Under the natural channel approach, the stream banks are widened and terraced, improving water quality by reducing erosion and allowing infiltration of pollutants before they reach the stream. This approach was also used on Tanner’s Run, a historic stream near Old Salem. The City is considering applying for Clean Water Management funds to restore other urban streams in the planning area. However, the natural channel approach required under the State’s program may not be appropriate or acceptable on some urban stream segments since it requires additional land area for the stream channel, a permanent conservation easement for a vegetative buffer area, and the growth of natural vegetation along the stream bank.

**EXISTING PLANS IN STUDY AREA**

**WASHINGTON PARK DEVELOPMENT GUIDE**
(Adopted 1988)
The Washington Park Development Guide was a joint effort of the City-County Planning Board and the Area Plan Task Force of the Washington Park Neighborhood Association. The Development Guide recommendations include: preservation of the existing single-family character of the residential core; protection of residential areas from commercial encroachment (especially from the new I-40 corridor); strengthening of neighborhood-oriented businesses; identifying infill sites within the neighborhood; enhancing recreation areas; improvements to infrastructure; obtaining National Register Historic District status for a section of the neighborhood; and, improvements to overall appearance of the area. Efforts to contain nonresidential zoning have been largely successful since this Plan was adopted, as was the effort to create a National Register District in 1992. Unfortunately, since the Plan was adopted, some small businesses have been lost along Acadia Avenue including a neighborhood drug store.

**HOLLY AVENUE DESIGN STUDY**
(Adopted 1992)
The goals of the Design Study for this mixed-use, urban area are to attract new, compatible development and enhance the neighborhood’s special character through physical improvements, visual improvements, and preservation of the residential core. Recommendations deal with design concepts such as site planning, architecture, landscaping, and other topics including land use and transportation improvements. Some progress has been made in Holly Avenue. A number of housing units have been renovated, landscaping has been added on several of the major streets, and a new downtown day care center has been constructed. A new parking deck has also been constructed on Fourth Street, adjacent to Holly Avenue study area. Other improvements including new residential construction are still in the works.

**WEST END HISTORIC OVERLAY DISTRICT**
(Adopted 1993)
The guidelines for the West End Historic Overlay District focus primarily on preserving the character of this turn-of-the-century streetcar suburb. The Overlay District requires a Certificate of Appropriateness for alterations to and renovations of existing structures, new construction, the removal of major trees, the construction of parking areas, signage, landscaping features, and lighting. The guidelines do not deal with land use, transportation, or other topics found in a traditional area plans or development guides, nor do they prevent (but they can delay) the demolition of historic structures. The guidelines were developed by Planning staff with input from the West End Neighborhood
Association and local businesses and civic groups. The guidelines have been very successful in protecting the character of the neighborhood. The decline experienced by the neighborhood in the 1950s and 1960s due to rental housing and transient populations was reversed in the 1970s by a strong neighborhood association. The historic guidelines further bolstered the turn-around of this neighborhood by conserving the features that make it special. As of summer 2003, Planning staff is working with a group of citizens to revise the West End Historic Overlay Design Review Guidelines to clarify subject matter, better illustrate appropriate and inappropriate work, provide general information, and introduce new categories to assist the citizens and the Historic Resources Commission. The anticipated completion date is summer 2005.

THE SOUTHEAST GATEWAY PLAN
(Adopted 1993)
The Southeast Gateway Plan is unique in its process. Development of the plan was spearheaded by concerned citizens and by the heads of major institutions in the Southeast Gateway area, including Old Salem, Salem Academy & College, Winston-Salem State University, and the North Carolina School of the Arts. The plan was developed by an Urban Design Assistance Team (UDAT) organized by the local chapter of the North Carolina American Institute of Architects (AIA) under a program of the national AIA organization. An interdisciplinary team came to Winston-Salem and worked with area institutions and residents to develop the plan during a six day charette process. Recommendations of the plan include: establish a non-profit Southeast Gateway Council to monitor and advocate for implementation plan; improve transportation opportunities and infrastructure; enhance pedestrian connections; identify and facilitate development opportunities; improve the appearance of the area; upgrade and expand the park system in the area; and, strengthen local institutions and neighborhoods. A significant number of the Plan's objectives have been implemented or are in the process of being implemented, due in large part to the leadership of the Southeast Gateway Council. Properties have been acquired for redevelopment and a selected developer is moving forward with site development; area institutions have been expanded; road projects are have been completed and are underway; and, an open space master plan has been developed and is starting to be implemented.

OTHER PLANS
Major institutions in the area, Old Salem, Salem Academy & College, North Carolina School of the Arts, and Piedmont Baptist College have all developed plans for their campuses. All are primarily internal documents and were not developed with extensive public involvement, nor adopted by City-County Planning Board or the Winston-Salem City Council.

Other plans have been done in the study area which are not considered official area plans or development guides since they have not been adopted by an elected body. For the most part, these plans are not used for zoning decisions, CIP recommendations, or other improvements, but may be used by neighborhood organizations for strategic planning and historical reference. Those plans that Planning staff is aware of include: Washington Park Plan, 1977; West End Plan, 1978; Central City Development Plan, 1979; West Salem Long Range Plan, 1980; and, A Revitalization Plan for Happy Hill, 2000.
Legacy Recommendations

Legacy is a general, long-range policy guide for decisions concerning the overall growth and development of the community. The recommendations for development patterns contained in Legacy are general in nature, rather than focused on decisions for land use at specific sites. Legacy is adopted as an official public document but is not a development ordinance. Because the comprehensive plan is broad in nature, detailed plans such as the South Central Area Plan are needed to provide more specific guidance for future growth, appropriate land uses, and infrastructure at a community and neighborhood level. The Growth Management Plan and its components contained in Legacy are the basis for area plan recommendations (see Map 5).

Growth Management Plan

The approach proposed in Legacy for managing growth and development is not whether our community will grow, but how. The predominant development pattern in the City and County over the past fifty years has been auto dependent, low-density residential development with large scale commercial projects at the urban fringe (urban sprawl). With a limited supply of raw land for development, a new development model must be created that will allow us to grow, maintain our economic vitality and achieve a high quality of life. The Growth Management Plan is proposed to manage growth, create a more compact and balanced urban development pattern, and preserve open space and rural character.

The Growth Management Plan divides the County into three major planning areas: (1) The Municipal Service Area which is further divided into seven subareas: Center City, Urban Neighborhoods, Suburban Neighborhoods, Town Centers, Metro Activity Centers, Urban Boulevards, and Rail Corridors/Stations; (2) The Future Growth Area; and (3) The Rural Area.

Urban Neighborhoods

Most of the South Central planning area is designated as Urban Neighborhoods in the Growth Management Plan of Legacy. A very small portion of the area is designated as Center City in Legacy. The Urban Neighborhoods is composed of older neighborhoods, commercial, industrial, and institutional development surrounding the Center City. Smaller lots, houses set close to the street, sidewalks, the grid street pattern, and the intermixing of residential, commercial and institutional uses give this area an urban feel.
Legacy recommendations for Urban Neighborhoods are numerous and include: a balance of transportation modes, traffic calming where needed, transportation connectivity, greater residential densities where appropriate, neighborhood gathering spaces, a system of parks and greenways, a variety of housing types including accessory dwellings, mixed use development, neighborhood retail and office, convenient community services, and strong neighborhood associations. Historic preservation, rehabilitation, and reuse of existing structures should be encouraged throughout the area. Incentives are recommended for affordable housing, housing for the elderly and handicapped, neighborhood-scale mixed-use development, new development in slow growth areas, quality infill development compatible with surrounding neighborhoods, revitalization of vacant and underutilized sites, and the redevelopment of brownfield sites.

**CENTER CITY**

The Center City of Winston-Salem is intended to be the focus of development in the County and where the most intense urban development will take place. It is a major employment center as well as a hub for the arts, cultural activities, and convention/tourism business. Residential development is seen as crucial to the success of the Center City area.

**METRO ACTIVITY CENTERS**

The Growth Management Plan proposes to accomplish more compact development in the County in part by concentrating and intensifying development in and around designated Metro Activity Centers. While no Metro Activity Centers are within the Urban Neighborhoods area, they do impact the Urban Neighborhoods by drawing some large-scale uses out of the inner city areas and serve as the terminus of the Urban Boulevards discussed below.

**URBAN BOULEVARDS**

These are special corridors along selected major arterial roads that connect the Center City with Metro Activity Centers. The purpose of creating Urban Boulevards is to: 1) create attractive urban gateways leading into downtown Winston-Salem; 2) concentrate jobs, retail, and higher density housing at selected points along these corridors; 3) promote high quality transit service and pedestrian access by increasing densities along these corridors; and, 4) incorporate design features that support pedestrian activity and give these corridors an urban look and feel. There are eight designated Urban Boulevards in Forsyth County, all which pass through the Urban Neighborhoods area.

Three Urban Boulevards are designated in the South Central planning area: 1) the Peters Creek Urban Boulevard that links downtown with City South Activity Center along Second Street and Peters Creek Parkway; 2) the Stratford Road/Cloverdale Avenue Urban Boulevard which links downtown with Hanes Mall along First Street to Cloverdale and ultimately to Stratford Road outside the planning area; and, 3) the Robinhood Road Urban Boulevard which links downtown to the Robinhood West Activity Center along Fifth Street to Broad Street to West End Boulevard to Reynolda Road and ultimately to Robinhood Road outside the planning area.
RAIL CORRIDORS AND STATIONS

One of the transportation alternatives being studied for Winston-Salem is high-speed rail passenger service. Two major proposed rail corridors identified in the 2025 Multi-Modal Long Range Transportation Plan are: 1) An east-west corridor linking Clemmons, Hanes Mall, Baptist Hospital, downtown Winston-Salem, Kernersville and the Piedmont Triad International Airport and, 2) a north-south corridor linking Rural Hall with downtown then proceeding to the Davidson County line. Both of these corridors run through the South Central planning area. The east-west corridor runs along the northern edge of the planning area, near Hawthorne Road and the north-south corridor runs along the eastern edge, parallel to US 52.

NEIGHBORHOOD AND COMMUNITY ACTIVITY CENTERS

Legacy calls for the development of Neighborhood Activity Centers (NACs) and Community Activity Centers (CACs) during the Area Plan process. NACs are pedestrian-oriented, neighborhood business areas providing needed services within walking distance of residential areas. Community Activity Centers (CACs) are larger business areas providing shopping and services meeting the day-to-day needs of nearby residences, and ideally contain a grocery store and a pharmacy. Planning staff is putting together policies and guidelines addressing public improvements, site design, public spaces, landscaping, buffers, parking, and pedestrian connections for NACs and CACs countywide. Appropriate land uses in NACs and CACs, as well as incentives for attracting these recommended uses back to urban neighborhoods, will be discussed. In more urbanized areas, NACs and CACs will primarily be located in existing business areas. Existing and proposed activity centers in the South Central planning area are discussed in the Office/Commercial Land Use in the Recommendations section of this Plan.

OTHER PLANNING CONCEPTS NOT FOUND IN LEGACY

URBAN CORRIDORS

As part of an effort to further refine special features of the Urban Neighborhoods area, a new designation has been created called "Urban Corridors." Unlike Urban Boulevards, Urban Corridors do not connect to Metro Activity Centers, nor are they necessarily slated to contain a high concentration of jobs. The purpose of Urban Corridors is to:
1) create neighborhood-scale, attractive, pedestrian-oriented corridors along major thoroughfares, and
2) stimulate new development or revitalization of existing development along the corridors. As with Urban Boulevards, public investment should be focused on these corridors where needed.

In the South Central planning area, the following Urban Corridors have been identified:
1) the combined stretch of Second and First Streets between Hawthorne Road and Marshall Street;
2) Broad Street from I-40 Business to Reynolda Road;
3) the combination of Main Street and Old Salem Road between I-40 Business and I-40; and,
4) Waughtown/Fayetteville Street from US 52 to the Southeast Gateway traffic circle.

LIGHT RAIL

The new Downtown Plan for Winston-Salem discusses the possibility of a light rail system serving the downtown area and surrounding close-in neighborhoods. Both a north-south line from Wake Forest University to North Carolina School of the Arts and an east-west route from Baptist Hospital to East Winston/Winston-Salem State University are tentatively being studied. Both of these lines would serve the South Central planning area.
**Vision**

**PROCESS**

Staff conducted a series of visioning sessions in six neighborhoods the South Central planning area to involve citizens and to generate ideas on how to make the planning area a better place in the future. A scenario was presented and participants listed their ideas about how their community would look in the future. The South Central Citizen’s Advisory Committee synthesized the visions from the different neighborhoods into the following overall vision statement for the planning area.

In the year 2015, we envision…

**LAND USE**

Planned land use that provides an urban neighborhood feel and encourages a compatible balance between residential, office/retail, and institutional uses, as well as green spaces and local attractions. This planned use fosters a viable, interconnected community.

**TRANSPORTATION**

A thoroughly integrated transportation network that ensures safe movement among all areas of the community and that uses a wide variety of transportation options. This transportation network reduces dependence on cars by providing for bicycles and pedestrians, as well as alternative transportation modes such as trolley and light rail.

**COMMUNITY FACILITIES**

A variety of art, educational, recreational, and medical venues that are accessible and attractive to the full range of citizens. Such facilities would include inviting and dynamic activity centers; community and neighborhood entrance points and signage; new and upgraded parks and pocket parks providing for active and passive uses, as well as social and athletic programs; and, walking and biking trails that link area parks, services, and residences.

**HOUSING AND NEIGHBORHOOD DEVELOPMENT**

An economically balanced community which is diverse in age, race, and land use; strengthens neighborhood connections; creates compatible infill development; and, fosters a safe, clean, barrier-free community.

**DESIGN AND APPEARANCE**

A pleasing and livable urban community that recognizes the natural environment by enhancing green spaces, reducing intrusive signage and utilities, and accentuating natural features and amenities. The defining character of individual neighborhoods is respected and identified through signature gateways or entrances, public art and street amenities, and compatible residential and commercial development.

**HISTORIC PRESERVATION**

An area where maintenance of existing historic resources is actively promoted, with eligible areas being designated historic districts. Preservation of historic character and sense of place is achieved through dedicated public support in facilitating education and design standards, and in creating local and regional incentives to encourage renovation, revitalization and conservation of historic properties.

**SAFETY AND SENSE OF COMMUNITY**

An area that is safe and pedestrian friendly, day and night, and that involves both citizens and the public sector in promoting community and individual responsibility, ensuring safety, sustaining area pride, and fostering a sense of connectivity.
Land use recommendations serve as a guide for future development and zoning decisions in the planning area. As directed by Legacy, land use recommendations designate locations and formulate policies for: compatible infill development; increased neighborhood densities, where appropriate; mixed use areas; neighborhood retail and offices; and community services. Designated Community and Neighborhood Activity Centers, Urban Boulevards and Urban Corridors are also addressed through land use recommendations.

The land use recommendations of this Plan are guidelines for private investment and public decision making. Proposals that differ from the recommendations of this Plan, but which meet the purpose and design criteria of this Plan and have the general support of the neighborhood should be considered as an alternative to what is proposed in this Plan.

**GENERAL RECOMMENDATIONS**

General planning policies used to develop land use recommendations are:

- The mix, type, density and design of development should facilitate walking, bicycling, and the use of public transportation.
- Goods and services should be available near where people live and work. In the South Central planning area, commercial services should be provided in areas already zoned for commercial development and at a neighborhood scale in designated Neighborhood Activity Centers (NACs).
- Residential areas should be protected from inappropriate residential, commercial and industrial encroachment.
- Institutions are valued land uses in the planning area and should be allowed to grow and expand to meet their needs in a manner compatible with their surrounding neighborhoods.
- Greater flexibility in land use should be allowed with more design controls. The focus should shift from limiting land use to emphasizing site design which creates mixed-use, variety-rich neighborhoods.

Please refer to the Proposed Land Use Map (see Map 6) for the location of the specific land use recommendations discussed below.

**SPECIAL LAND USE CONDITIONS**

The Proposed Land Use Map (see Map 6) shows recommended land uses for all vacant property in the planning area and changes in land use for some developed sites. In some circumstances, there are special conditions or prohibitions of certain uses. These situations are referenced on the map with a [★] and a small case letter as described on page 51.

**RESIDENTIAL LAND USE**

**Residential Land Use Categories**

The following are general descriptions for the various categories of Recommended Residential Land Use in this Plan. The abbreviation “du/ac” is used for “dwelling units per acre.”

- **Low-Density Residential (up to approximately 5 du/ac)**
  - Single-family, detached residential uses.
  - Generally, low-density residential land use is recommended for sites in the South Central planning area that are currently zoned for single-family use (typically the RS-9 or RS-7 districts) or are zoned other districts and are most appropriately developed for single-family detached use. On larger sites, especially those with topographic or other environmental issues, clustering of the single-family structures is recommended, usually as a PRD (Planned Residential Development).

- **Urban Residential**
  - A mix of single-family, duplex, triplex, quadraplex, and townhouse units at varying densities. Generally, urban residential land use is recommended for smaller sites in the South Central planning area that are: 1) currently zoned RS-Q, allowing single-family to quadplex dwellings;
2) zoned RM-5 allowing smaller multifamily buildings; or, 3) zoned another district, but are most appropriately developed with single-family, duplex, triplex, quadraplex, and/or townhouse units. Structures should orient to the street and parking areas should be located to the rear of structures. Generally, small urban residential sites should be developed under the RS-Q or the RM-5 districts. However, since the RS-Q district only allows one building per zoning lot, the RM-8 or RM-12 districts may be required to develop sites with topographic or other constraints that necessitate clustering of buildings in some circumstances.

**Moderate-Density Residential**  
(up to approximately 8 du/ac)  
- *Multifamily residential uses up to 8 du/acre.* Generally, moderate-density residential land use is recommended for sites greater than 2 acres that are most appropriately developed with multifamily, townhouses or clustered single-family structures. In the South Central planning area, some sites that are most appropriately developed with urban residential uses have environmental constraints that necessitate clustering of at least some of the units and, therefore, have been recommended for moderate-density development with recommendations about structure type and orientation.

**Intermediate-Density Residential**  
(up to approximately 12 du/ac)  
- *Multifamily residential uses up to 12 du/acre.* Generally, intermediate-density residential land use is recommended for larger sites that are most appropriately developed with multifamily or townhouses structures.

**High-Density Residential**  
(over 12 du/ac)  
- *Multifamily residential uses over 12 du/acre.* Generally, high-density residential land use is recommended for large sites that are most appropriately developed with multifamily structures.

**GENERAL RESIDENTIAL LAND USE POLICIES**

Based on the recommendations of Legacy, this Plan encourages mixed uses that include residential, mixed residential types and higher-density residential development in appropriate areas.

The single-family zoning of neighborhoods in the South Central planning area must be maintained and protected. The rezoning of existing single-family homes to allow accessory buildings to be used as residences or for homes to be converted to either duplexes or multifamily use is in almost all cases unacceptable. However, creation of multifamily housing in appropriate "Residential Infill Opportunity Sites" is encouraged consistent with the Legacy Plan. It is important to recognize the strong and highly positive trend in the South Central area of reclaiming the single-family homes that had previously been divided for other use. Property values in West End and Washington Park have especially benefitted from these restorations.

Although the rezoning of individual single-family zoned structures to a district that allows duplexes, triplexes or quadraplexes is strongly not recommended by this Plan, if such a rezoning is considered, the following conditions should be met: the historic and single-family character of the area can be preserved or enhanced by the rezoning; the structure was previously used for more than one residential unit and/or there are a mix of residential types, but not an over concentration of non-single-family uses in the immediate area; the structure is large and will provide adequate floor space for the number of dwelling units proposed; the use conforms to the dimensional and supplemental requirements of the proposed district; exterior alterations do not detract from the historic and single-family character of the structure; parking is located to the side or rear of the structure and screened to the greatest extent possible; and, HVAC units, utility boxes, and trash storage areas are screened from view from public streets. These are minimum conditions to even merit consideration, although the need to maintain existing single-family zoning may still override such consideration. Prior to submitting a rezoning petition, petitioners are encouraged to consult with and obtain the support of neighborhood organizations. When converting structures, developers are encouraged to provide opportunities for owner-occupancy, including condominium ownership. A petitioner requesting such a rezoning may request special use district zoning, which would include a specific site plan and written rezoning conditions, allowing the petitioner to demonstrate compliance with the conditions set forth in this paragraph.

While this Plan and Legacy support a variety of types and densities of residential land use in the planning area, this Plan also recognizes the community and historic value of maintaining homes that were built as single family residences for single-
family residential use. In a number of locations in the planning area, single-family homes exist in areas zoned for multifamily (including West End) and non-residential uses. While this Plan does not recommend proactively rezoning such uses, it does support individual property owners efforts to rezone their own single-family properties to a single-family zoning district where the character of the area is single-family residential. As an incentive to encourage property owners to rezone their single-family properties to a single-family zoning district, the City should consider a policy to allow such rezonings at little or no cost to the property owner.

In order to assure that new residential development and redevelopment maintains the historic and traditional character of neighborhoods in the planning area, design standards are recommended as discussed in the Housing & Community Development Recommendations section of this Plan. Planning staff is currently developing infill development guidelines and traditional neighborhood development guidelines which should also be applied to assure compatible residential infill in the planning area.

Since much of the vacant land in the planning area has steep slopes or other environmental constraints, clustering of development is encouraged. In some cases, site constraints make construction of detached dwellings difficult or impossible. In these situations, rezoning to a district that allows attached dwellings should be considered with special use conditions to limit density and assure compatible design.

**SPECIFIC RESIDENTIAL LAND USE RECOMMENDATIONS**

This Plan includes recommendations for residential land use at small sites and for designated Residential Infill Opportunity Areas. The following is a summary of the residential land use recommendations in the South Central planning area.

**Low Density**
- Low density, typically single-family development, infill is recommended for very small vacant tracts in existing single-family neighborhoods.
- Larger vacant tracts recommended for single-family development are: Gammon and Laurel Streets; Happy Hill, northern section; Doune and Monmouth; and Brookline and Hollyrood.

**Higher Densities**
- Urban residential development, including single-family, duplex, triplex, quadraplex and townhouse units, are recommended in areas developed with a mix of residential types, areas zoned RS-Q or RM-5, and in areas throughout the planning area most appropriately developed with urban residential uses.
- Moderate- to high-density residential uses are recommended near Peters Creek Parkway, the designated Urban Boulevard; along other major roads, including the designated Urban Corridors; the periphery of single-family residential areas; and, near institutional and other nonresidential uses.
- Larger tracts recommended for moderate density development are: Bank/Spaugh/Franklin Streets; Hutton and Montgomery Streets, Hutton Street and Washington Park Lane; Broad Street at Shawnee Street; and, Happy Hill Gardens Redevelopment.
- Larger tracts recommended for intermediate- or high-density development are: Seventh/Buxton/ Spruce/Eighth Streets; Church/Cemetery/and I-40 Business/US 421; Academy/Hutton/ Crestwood; Acadia/Junia/Sunnyside; and, Junia/Vargrave/Monmouth/Sunnyside.

**RESIDENTIAL INFILL OPPORTUNITY SITES**

This Plan identifies larger sites (greater than 2.5 acres) in the planning area that are appropriate for residential infill. The Infill Development Guidelines currently being prepared by planning staff will serve as a general guide to the design and development of these sites. The text below describes each site and provides development recommendations including recommended densities, dwelling types and, in some cases, site development recommendations. The provision of homeownership opportunities is encouraged for all dwelling types. The sites are shown on the Proposed Land Use Map (see Map 6) as dashed circles with a reference number.

**Site A – 7th/Buxton/Spruce/Eighth**

This northeastern portion of the West End neighborhood encompasses approximately 3 acres of primarily vacant land. The site is located north of Seventh Street between Buxton and Marshall Streets. The site is currently zoned LI, allowing for limited manufacturing and warehousing. Portions of the site were formerly residential, but were cleared for redevelopment.
Opportunities and Constraints:

Opportunities include: two historic and substantial homes, with one a Local Historic Landmark; proximity to downtown, Old Salem, and Salem Academy & College; and, picturesque orientation.

Constraints include: proximity to I-40 Business; narrow stretch of land for development and parking; and, isolated feel.

Development Recommendations:

• Develop site based on existing RS-Q zoning requirements or rezone to accommodate higher-density residential use – targeted for student housing, with special use restrictions to assure minimal impact on cemetery.
• Establish additional buffering (built and natural) along I-40 Business to reduce noise and visual intrusions.
• Incorporate Locally Designated Landmark property and other existing historic properties into development with vacant areas infilled with new housing opportunities.
• If retention of historic structures is not possible, the structures must be relocated to other appropriate locations.
• Include small area of land to the west of the site in redevelopment plans (the area located between Church and Main Streets and Cemetery Street and I-40 Business).
• Designated pedestrian connection between potential student housing and area institutions that minimizes impact on Cedar Alley should be incorporated into redevelopment plans.

Site C – Bank/Spaugh/Franklin

This area encompasses approximately 2.65 acres of land currently vacant, but surrounded by a mix of residential uses. The site is located in the West Salem neighborhood on both sides of Spaugh Street (an unopened public street) between Bank and Franklin Streets. Most of the site is currently zoned RS-Q, with the three lots west of Spaugh being zoned RM-18, allowing for single-family to quadraplex uses and high-density multifamily uses.

Opportunities and Constraints:

Opportunities include: undeveloped, accessible, gradually sloping site; established multifamily uses in area; located in the historic residential neighborhood of West Salem; and, proximity to Piedmont Baptist College. Constraints include: area currently undervalued; and, possible neighborhood concerns about more higher-density development.
Development Recommendations:
• Develop site with compatible single-family duplex, townhouse, triplex, or quadraplex structures at moderate densities, up to 8 dwelling units per acre.
• Require structures to orient to existing public streets and parking to be located to the rear of structures and screened from view to the greatest extent possible.
• Require construction of a sidewalk on Bank Street.

Site D – Academy/Hutton/Crestwood Streets
This area encompasses approximately 4.5 acres of land currently developed primarily with small, single-family residential units and also with three multifamily units. The site is located in the West Salem neighborhood, adjacent to the eastern edge of the West Salem Neighborhood Activity Center, with a 1.1-acre section on the north side of Academy Street and the larger 3.4-acre section to the south of Academy Street and bounded by Hutton Street and Crestwood Drive. Most of the site is currently zoned RS-Q, with three lots on the north side of Academy Street zoned RM-18.

Opportunities and Constraints:
Opportunities include: established residential area with easy access to adjacent NAC services; existing retirement community to the west; Constraints include: area currently developed; sloping site making new development challenging; area currently perceived as unattractive entrance to West Salem; residential units along Academy, particularly multifamily, perceived as derelict housing with crime problems.

Development Recommendations:
• Improve area by developing new residential units. Potential redevelopment options include, but are not limited to: 1) high-density residential for retirement village/senior housing using existing Granville Place as a model; and, 2) intermediate-density townhouses or other small-scale owner-occupied multifamily structures. New development should include street-facing facades which relate to surrounding single-family residential uses.
• Rehabilitate the existing multifamily units for use as transitional senior housing.
• Encourage the use of adjacent commercial and office uses to serve a retirement village concept. (See description of such to follow in the West Salem Neighborhood Activity Center portion of the Office/Commercial Land Use section.)

Site E – Montgomery/Hutton Street
This area encompasses approximately 6.5 acres of currently vacant land, which is surrounded by mainly single-family residential uses. The site is located in the West Salem neighborhood to the south of Montgomery Street between Hutton Street and Peters Creek Parkway. Most of the site is currently zoned RS-7 (single-family). There is also an undeveloped 4-acre lot adjacent to this site fronting on Peters Creek Parkway zoned GB (General Business).

Opportunities and Constraints:
Opportunities include: undeveloped site; located in historic residential neighborhood of West Salem; proximity to Latham Elementary School. Constraints include: no roads currently through the site; site is steeply sloped requiring clustering of units and challenging road access; site overlooks Peters Creek Parkway; and, development with attached units would require rezoning.

Development Recommendations:
• Develop site for moderate density residential use, at 6 to 8 dwelling units per acre. Townhouses and small multifamily structures are recommended.
• Serve development with new street connection from Montgomery Street.
• Incorporate expanded buffering elements (built and natural) into new development to minimize intrusion of Peters Creek Parkway.

Site F – Hutton Street and Washington Park Lane
This area encompasses approximately 25 acres of land mainly vacant and directly to the west of Washington Park. The site is located to the south of Washington Park Lane between Hutton Street and the park. The site has mixed residential zoning, with the majority zoned RS-9 (single-family), the southern portion zoned RM-18 (higher-density multifamily), and a smaller portion in the northwest corner zoned for a daycare center.

Opportunities and Constraints:
Opportunities include: overlooks Washington Park; extensive street frontages along Hutton Street and Washington Park Lane; proximity to West Salem and Washington Park neighborhoods, as well as Latham Elementary School; quick access to Peters
Creek Parkway; and, large site size. Constraints include: large portion of site in floodplain; area undervalued with negative perceptions; possible objections from Washington Park residents regarding vista.

Development Recommendations:
• Develop site with clustered single-family homes or townhouses at a density of 6 to 8 dwelling units per acre.
• Design site in manner that takes advantage of the view to the park, is sensitive to the topography and clusters development away from the floodplain to the greatest extent practicable.
• Serve development with new street connections from Washington Park Lane and Hutton Street. Public streets are encouraged.
• Connect public street(s) to apartment complex to the south.

Site G – Gammon and Laurel Streets
This area encompasses approximately 9 acres of land to the rear of properties on Walnut and Shuman Streets. The site is located between Walnut and Shuman Streets between Granville Drive and Mulberry Street. The site is zoned RS-9, allowing for low-density, single-family residential development.

Opportunities and Constraints:
Opportunities include: located in a stable, single-family neighborhood; proximity to the historic West Salem neighborhood, Granville Park and the future Southeast Gateway development. Constraints include: site has varied topography with numerous sloping areas; site currently owned as rear portions of properties on Walnut and Shuman Streets with numerous individual owners; Gammon and Laurel Streets are not constructed.

Development Recommendations:
• Develop site based on existing RS-9 zoning requirements to accommodate low-density, single-family residential.
• To the extent possible based on topography, maintain traditional lot patterns and widths as found on Walnut and Laurel Streets. Average widths of the two streets could be used to determine lot widths of new development.
• Construct Gammon and Laurel Streets to City specifications.

Site I – Happy Hill, Northern Section
The northern portion of the Happy Hill neighborhood encompasses approximately 50 acres of land currently developed with a mix of residential uses and a substantial amount of vacant land. The site is located north of the Happy Hill Gardens public housing development. Most of the site is currently zoned RS-Q, allowing single-family to quadruplex residential development.

Opportunities and Constraints:
Opportunities include: Non-profit organizations have begun redevelopment activities in the area based on a neighborhood-prepared redevelopment plan; the area is certified as blighted and the City will begin work on a public redevelopment plan in 2002, giving the City the power of condemnation to acquire property in the area; and numerous vacant properties in the area. Constraints include: many structures are located in the extensive floodplain east side of Broad Street, across from Shawnee Street. The site is zoned RS-9 and currently includes a non-conforming commercial use, three residential structures and vacant land.

Opportunities and Constraints:
Opportunities include: location along Broad Street; limited existing development of site; no known environmental constraints; location within the boundaries of the historic Washington Park neighborhood; proximity to the Southeast Gateway area; and, an opportunity to "step down" density from the proposed Southeast Gateway Urban Village residential development to the surrounding lower density neighborhoods. Constraints include: existing uses on the site; multiple owners; configuration of site necessitating that some structures not be located along existing street frontages; and, the need for rezoning to develop a multi-unit urban residential use of the site.

Development Recommendations:
• Develop site with compatible duplexes, townhouses, or small, multifamily structures at moderate density, up to 8 dwelling units per acre.
• Maintain urban residential character of the area by fronting the portions of the new development located along Broad Street toward the street, screening parking or making it internal to the site, and incorporating traditional front porch/yard designs and pedestrian access along the portions of the development that face Broad Street.

Site H – Broad Street at Shawnee Street
This approximately 2.5-acre site is located on the 30
area; multiple power lines run through the site; a significant stream and adjacent steep slopes runs through center of site; additional steep slopes exist at the most northern portion of site; the site has numerous owners and an awkward lotting pattern; and, the only access to site is through a public housing development.

Development Recommendations:
• Encourage the continuation of community-lead redevelopment activities in the area.
• Complete the redevelopment plan for the certified area in 2002 to assist community organizations with their efforts.
• Coordinate planning and implementation with HOPE VI redevelopment activities being considered for Happy Hill Gardens, the public housing development in the southern portion of the Happy Hill neighborhood.
• Develop site based on existing RS-Q zoning requirements with mix of residential types – primarily urban density single-family and also elderly duplexes. Resulting density should be approximately 4 to 6 dwelling units per acre.
• Reclaim floodplain land to be added to Happy Hill Park (see Environmental Recommendations section).
• Apply design standards to new development to maintain historic and traditional neighborhood character (see Housing & Community Development Recommendations section).

Site J – Happy Hill Gardens
Redevelopment
The Happy Hill Gardens public housing development is located in the southern portion of the Happy Hill neighborhood. The approximately 55-acre site is developed with 488 townhouse units and garden apartments and is zoned RM-18 (Residential Multifamily, up to 18 dwelling units per acre).

Opportunities and Constraints:
Opportunities include: single, public ownership of the site; potential grant funding available for a portion of redevelopment costs; existing grid street pattern; proximity to downtown and major institutions which provide market for mixed income housing; and, private and public redevelopment activities occurring in the northern part of the neighborhood. Constraints include: negative image of area; expense of redevelopment, especially to replace affordable housing units; and, a significant stream in center of site and adjacent steep slopes.

Development Recommendations:
• Redevelop site as mixed income, traditional neighborhood at moderate to intermediate residential densities (6 to 10 dwelling units per acre). Residential types should include single-family, duplexes, townhouses, and quadruplex units.
• Integrate rental housing with owner-occupied housing and vary housing types on the same street.
• Maintain a traditional grid street pattern.
• Apply design standards to maintain historic and traditional neighborhood character (see Housing & Community Development Recommendations section).
• Provide public open spaces in the neighborhood.

Site K – Doune and Monmouth
This approximately 4.4-acre site is zoned RS-7, allowing single-family development. The site is located behind homes in the center of the block bounded by Acadia Avenue, Rawson Street, Sprague Street, and Broad Streets. Two unopened streets, Doune and Monmouth, would provide access to both sides of Acadia Avenue between Main Street and Sunnyside Avenue.

Opportunities and Constraints:
Opportunities include: vacant land and multiple public rights-of-way providing access to site. Constraints include: stream/drainageway through center of site; some slope down to stream; unopened streets; and, multiple ownership.

Development Recommendations:
• Develop site for low-density, single-family residential development as a PRD based on existing zoning. Due to site constraints, structures will need to be clustered. Separate access points may need to be provided to development on the north and southern portions of the site.

Site L – Acadia/Junia/Sunnyside Avenues
The approximately 4-acre site is zoned LI (Light Industrial) and is located on both sides of Acadia Avenue between Main Street and Sunnyside Avenue.

Opportunities and Constraints:
Opportunities include: proximity to the North Carolina School of the Arts (NCSA) campus; large portion of site is under single ownership; site is
generally flat; and, redevelopment for residential or institutional use would be more compatible with existing residential and institutional uses in the neighborhood. Constraints include fairly small site size; existing industrial buildings on the site; stream located in the southwestern corner of the site; and need for rezoning for residential and most institutional uses.

**Development Recommendations:**
- Redevelop site for intermediate-density residential use, up to 12 dwelling units per acre, or, if developed by NCSA for student housing, allow higher density, up to 18 dwelling units per acre (similar to the former FAMCO site with 2 students per dwelling unit).
- Consider alternative use of site for institutional or office use.
- Require site design that is compatible with the neighborhood, fronts on the street, and maintains the existing street pattern. Prohibit chain link or other high fencing.
- Require sidewalks on both sides of Acadia Street.

**Site M – Junia/Vargrave/Monmouth/Sunnyside**
This approximately 7-acre site is located on Junia Avenue and Monmouth Street, between Sunnyside Avenue and Vargrave Street. The site is bisected by Lomond Street. The site is immediately south and southeast of the former FAMCO property, currently under construction for NCSA student housing. The site is zoned for industrial and single-family residential use.

**Opportunities and Constraints:**
Opportunities include proximity to the NCSA campus and new student housing under construction; site is generally flat; and, redevelopment for residential or institutional use would be more compatible with residential and institutional uses in the neighborhood. Constraints include: site is currently developed with industrial and residential uses; site has multiple owners; and site would need to be rezoned for multifamily use.

**Development Recommendations:**
- Redevelop site for intermediate-density residential use, up to 12 dwelling units per acre, or if developed by NCSA for student housing, allow higher-density, up to 18 dwelling units per acre (similar to the former FAMCO site with 2 students per dwelling unit).
- Consider alternative use of all or portions of site for expansion of existing industrial uses with conditions to protect adjacent residential uses.
- Require site design that is compatible with the neighborhood. Buildings should have street frontage on Monmouth Street.
- Break up and screen parking areas.
- Prohibit chain link or other high fencing.
- Maintain the existing street pattern, including keeping Lomond Street open. Alleys can be closed.
- Require sidewalks on Junia Avenue and Monmouth Street.

**Site N – Brookline at Hollyrood**
This approximately 4.5-acre site is located between Konnoak View, Hollyrood Street, Brookline and Silas Creek Parkway. The site is zoned RS-7 and is owned by the State of North Carolina. The site has been considered I-40/Silas Creek Parkway right-of-way.

**Opportunities and Constraints:**
Opportunities include: vacant land in single ownership and new homes being built adjacent to the site. Constraints include: noise and visual impacts due to proximity to Silas Creek Parkway and I-40; steep and rolling topography; and, stream/drainageway in southwestern part of site.

**Development Recommendations:**
- Develop site for low-density, single-family or townhouse development. Due to site constraints, units will need to be clustered or attached and located off Hollyrood Street, near Brookline Street. Attached housing will necessitate rezoning.
- Maintain vegetated buffer to screen views to/from roadway.

**OFFICE AND COMMERCIAL LAND USE**

This Plan recommends the consolidation of commercial and office uses at existing locations and in designated activity centers, except as discussed in the Mixed Use Development Opportunity Area site studies to follow. Commercial development and public investment to support commercial development should be focused along the designated Urban Boulevard (Peters Creek Parkway) and in Neighborhood and Community Activity Centers as discussed in the section to follow.
There is already extensive land in the planning area zoned for nonresidential use. Generally, re-use of vacant buildings and redevelopment of existing vacant and underutilized sites is recommended as an alternative to rezoning additional land for nonresidential development. However, as discussed in the following text, some expansion of commercial zoning is recommended in the Mixed Use Opportunity Areas, in Community and Neighborhood Activity Centers, and in the Chapel, Waughtown, and Haled Reuse Area (see condition ★e in the following Special Land Use Conditions section).

Throughout the planning area, new and redeveloped commercial uses should be designed in a manner which makes them compatible with nearby residential uses. Parking and services areas should usually be located to the rear when commercial uses are near residential uses. Uses which produce nighttime noise should be located away from residential uses.

**NEIGHBORHOOD AND COMMUNITY ACTIVITY CENTERS (NACS AND CACS)**

Neighborhood Activity Centers (NACs) are compact, pedestrian-oriented, neighborhood business areas which provide needed services within walking distance of residential areas. NACs may serve as neighborhood gathering places.

Community Activity Centers (CACs) are larger business areas which provide shopping and services meeting the day-to-day needs of nearby residences, and ideally contain a grocery store and a pharmacy.

Planning staff is currently developing infill development guidelines which address height, mass, siting of buildings, public spaces, signage, landscaping, buffers, parking and pedestrian connections for NACs and CACs countywide. Appropriate land uses and incentives for attracting needed uses will also be discussed in the guidelines.

Six Neighborhood Activity Centers (NACs) and two Community Activity Centers (CAC) have been designated in the South Central planning area. The Proposed Land Use Map shows the boundaries of the NACs and CACs in the planning area. The following paragraphs summarizes those activity centers; designates a focus of the CAC or NAC; and, identifies needed land uses and public/private improvements necessary to redevelop and strengthen the activity centers to better serve the surrounding neighborhood or community.

**Parkway Community Activity Center**

The Parkway CAC is located at Silas Creek and Peters Creek Parkways. The CAC includes MarketPlace Mall, Salisbury Ridge Road west of Buchanan Street, Parkway Plaza, and retail uses between Buchanan Street and the eastbound ramp on to I-40. The focus of the Parkway CAC is a traditional community commercial center. The Parkway CAC serves the immediately surrounding neighborhoods, people living in south and southeastern Winston-Salem, and traveling motorists.

The major strengths of the Parkway CAC include high visibility from I-40, good vehicular access, central location, and a diversity of uses including grocery, drug, office supplies, specialty shops, motel, banks and numerous restaurants. The CAC includes some undeveloped land primarily along Salisbury Ridge Road and vacant and underutilized structures on Silas Creek Parkway. There is pedestrian access to portions of the Parkway CAC via sidewalks and the Salem Creek Greenway which currently starts/ends at MarketPlace Mall. MarketPlace Mall has had significant turnover and high vacancy in recent years and could benefit from improved access.

(★f) The Parkway CAC boundaries include two residentially zoned parcels on Salisbury Ridge Road, across from Buchanan Street. These properties should be rezoned to allow development of office or low-intensity commercial uses to serve as a transition between commercial development to the east and the Washington Park neighborhood. A single use or two uses with a combined driveway is recommended for the lots. Prohibited intense commercial uses include, but are not limited to, drive-throughs, motor vehicle related use, convenience store, outdoor display retail, warehouses, and self-storage facilities.

**Needed Uses Include:**
- Hardware store/home center.
- Specialty (or additional) grocery store.
- Professional and medical offices.
- Personal services, including dry cleaners, hair salons, alterations, shoe repair.

**Public/Private Needed Improvements Include:**
- Better pedestrian and bicycle access from surrounding neighborhoods, including: a path or sidewalk and a bridge across Salem Creek to MarketPlace Mall from the West Salem neighborhood; a path or sidewalk to MarketPlace Mall from Salisbury Ridge Road; a
continuous sidewalk on Buchanan from Silas Creek Parkway to Salisbury Ridge Road; and, a sidewalk on Silas Creek Parkway from Konnoak View Drive to Buchanan Street.

- Improved vehicular connections to MarketPlace Mall from the West Salem neighborhood, potentially by extending Hutton Street across Salem Creek; and from the Washington Park neighborhood, potentially by an access drive off Salisbury Ridge Road.
-Landscaping.
- Appearance improvements, including relocation of dumpsters.
- Unifying signage, banners, or an open space feature.
- Merchants Association.

**West Salem Community Activity Center**

The West Salem CAC is located at the intersection of Peters Creek Parkway and Academy Street and primarily serves the West Salem neighborhood and eastern Ardmore, especially the multifamily uses near Peters Creek Parkway. The West Salem CAC also serves downtown, persons traveling to/from downtown on Peters Creek Parkway, and motorists traveling on I-40 Business/US 421. The focus of the West Salem CAC is traditional commercial services to appeal to a diverse potential customer base which include seniors, ethnic and racial minorities, downtown office workers, and passing motorists.

Major strengths of the West Salem CAC include: its proximity to neighborhoods and downtown; good access from Peters Creek Parkway and on sidewalks providing pedestrian access from adjacent neighborhoods; and diversity of uses including laundromats, convenience store, gas and service stations, restaurants, business offices, general merchandise store, specialty stores, dry cleaner, hair salons, check cashing, and ice cream and donut shops. Unfortunately, both the grocery store and drug store formerly located in the CAC closed in the last 5 years. Recruitment of a grocery store or a large drug store is essential to meet the needs of area residents and to make the area meet the definition of a Community Activity Center.

The vacant grocery store site provides a redevelopment/reuse opportunity.

The boundaries of the West Salem CAC include properties on Academy Street and on Gregory Street that are currently residential uses, but are zoned HB (Highway Business). Because of their zoning, these sites will likely not need zoning nor site plan review to develop for commercial use. Ideally, however, if they convert to a nonresidential use, they should be developed for office or low-intensity commercial use to serve as a transitional use between the commercial uses fronting on Peters Creek Parkway and the residential uses in the West Salem neighborhood. Development conditions should include: combined/shared driveways; parking to rear of buildings; and, development oriented to Academy Street.

**Needed Uses Include:**

- Grocery store (essential need).
- Drug store/Pharmacy.
- Ethnic specialty foods, potentially in coordination with grocery store.
- Business and professional offices.
- Gym/Fitness facility.
- Medical services, including an urgent care facility, medical offices, pharmacy.
- Senior services.
- Day care center.
- Full service financial center (bank).
- Hardware store.

**Public/Private Needed Improvements Include:**

- Enhanced pedestrian safety at intersection of Peters Creek Parkway and Academy Street.
- Sidewalk on Bank Street from Peters Creek Parkway to Granville Drive.
- Image enhancement.
- Appearance improvements.
- Landscaping.
- Unifying signage or banners.
- Promotion of proximity to downtown, commuters, and motorists.

**Fourth/Burke Neighborhood Activity Center**

The Fourth/Burke NAC is located along Fourth Street from Glade Street to south of Brookstown Avenue and along Burke Street from the Fourth/First intersection to the Fourth/Burke intersection. The Fourth/Burke NAC serves the West End and Holly Avenue neighborhoods, as well as the general public through a variety of services. The focus of the Fourth/Burke NAC should be to provide for conveniences and services for the surrounding urban areas of West End, Holly Avenue, and downtown.

The strength of the Fourth/Burke NAC is its close proximity to West End and downtown, as well as the variety of existing neighborhood services.
There is an established sidewalk system linking it to downtown and surrounding residential uses. The area has partial control over aesthetics, as a large portion of it is located in the West End Historic Overlay District. Land uses include restaurants, bars and clubs, retail shops, personal and business services, and professional offices.

While the area has seen recent attempts to create a pedestrian-friendly atmosphere, additional work is needed to realize the potential of the area to be aesthetically equivalent to the surrounding historic district. Existing historic buildings should be retained and adaptively reused. Links to downtown (particularly pedestrian) should be further strengthened and beautified.

Locating a satellite Farmers’ Market in the NAC, potentially in conjunction with a small-scale urban grocery store, would serve area residents, bring additional customers to existing businesses, and provide an additional outlet for locally grown goods. Additionally, the area’s boundaries are less distinct than other NACs in the South Central area and can be perceived as extending along the west portion of First Street and into the southern residential areas. Many of the businesses (such as carpet showrooms/storage, electrical supplies, technology services, and incidental professional services) compete with the concept of a neighborhood service area and contribute to issues of traffic, parking, nontraditional facades/signage, and limited night activity. The many clubs and bars on Burke Street have created a dynamic nightlife in the area, but also created noise, parking and trash problems for adjacent residents.

**Needed Uses Include:**
- Expanded, convenient, and compatible parking.
- Additional personal services (clothing repair, dry cleaners, pharmacy).
- Specialty Food (deli, bakery).
- Small-scale urban grocery in conjunction with the proposed Farmers’ Market.
- Daycare.

**Public/Private Needed Improvements Include:**
- Additional shared parking provided cooperatively by area merchants or by the City if funding mechanisms can be secured to make the facility self-sufficient.
- Increased beautification of sidewalks.
- Pedestrian-scaled street furniture/lighting.
- Farmers’ Market location and improvement.
- Gas lights (or similar) to lead patrons from eating establishments to nightlife on Burke Street.
- Concentrate code enforcement and direct patrol activities to enforce existing zoning, building, environmental, noise and alcohol related laws/regulations in the area.
- Amend the UDO to include a Clubs and Bars use in the Permitted Use Table. Require a special use permit and separation distance from residential uses in some zoning districts.
- Consider requiring residential parking permits for portions of Fourth Street with night time enforcement.
- Work with business owners to assure lighting is shielded and directed away from adjacent residential uses.
- Review possible changes to State ABC laws to give local elected bodies additional authority in the approval and renewal of ABC licenses.

**First/Hawthorne Neighborhood Activity Center**

The First/Hawthorne NAC is located along First Street from Cloverdale Avenue to the off-ramp of I-40 Business. Hawthorne Road and First Street form the main intersection, near the middle of the area. The First/Hawthorne NAC serves the West End neighborhood, as well as the Ardmore and West Highlands neighborhoods, the Baptist Hospital complex, Reynolds High and Wiley Middle Schools, and through traffic accessing and exiting I-40 Business and traveling Hawthorne Road. The focus of the First/Hawthorne NAC should be as a diverse food service and retail area offering additional dining opportunities with convenience retail services (video center, specialty food, and health and beauty services). The area should provide walkable services to the Baptist Hospital Complex during work hours as well as to neighborhood residents.

The strengths of the First/Hawthorne NAC are its close proximity to Baptist Hospital, West End, West Highlands, and Ardmore, as well as the neighborhood services that exists in the area. There is an established sidewalk system linking it to the hospital, surrounding residential, neighborhoods and public schools. Land uses include: four food establishments, (including two with outdoor dining), a florist, a beauty salon, several professional offices and services, a small sampling of specialty shops, a gas station, a convenience store, and an auto repair service.

While offering several types of neighborhood services, the area is not perceived as a neighborhood
center owing to compromised aesthetics, high traffic, lack of a pedestrian atmosphere, and several businesses (such as a drive-through restaurant, large gas station, auto service center) which compete with the concept of a neighborhood service area. Attention needs to be focused on the accessibility of the area to pedestrians, traffic calming measures, and landscaping and facade improvements. Non-residential uses in the First/Hawthorne area should be concentrated in the NAC. The rezoning of property for commercial and/or office use outside of the designated NAC boundaries is discouraged.

**Needed Uses Include:**
- Expanded parking.
- Convenience retail.
- Specialty Food (deli, bakery, coffee shop).
- Expansion of current restaurant services, particularly those that would cater to lunch and dinner needs for Baptist Hospital complex.

**Public/Private Needed Improvements Include:**
- Additional shared parking provided cooperatively by area merchants/institutions or by the City if funding mechanisms can be secured to make the facility self-sufficient. Options include a screened surface lot, small-scale deck, or expanded and shared use of existing Baptist Hospital deck.
- Pedestrian safety and access improvements.
- Unifying signage or banners.
- Appearance improvements.
- Pedestrian-friendly access, particularly at the intersection of First Street and Hawthorne Road.

**West End Neighborhood Activity Center**
The West End NAC is located directly adjacent to the northeast edge of Hanes Park and runs along West End Boulevard from Reynolda Road to Mainy Street and along Reynolda Road from West End Boulevard to Northwest Boulevard. The West End NAC serves the West End neighborhood, but also contains shops and services that attract the larger community.

The strengths of the West End NAC are its integral contribution to West End, its proximity to Hanes Parks, and its unique collection of shops. There is an established sidewalk system linking it to surrounding residential. Land uses include: two food establishments, (one with outdoor dining), a unique collection of antique/furnishings/crafts shops, a video store, a pub, a garden center, and an upholstery business.

The area's location and building stock could provide for a well-balanced NAC in this area. While offering some types of neighborhood services, personal and food services should be expanded, particularly those services that could serve as neighborhood gathering spots (such as coffee houses and restaurants). Attention needs to be focused on safer accessibility of the area to pedestrians and traffic calming measures. Most of the buildings are not located in the adjacent West End Historic Overlay District, though they generally maintain a neighborhood feel and scale. Because of the prominence of the buildings to the character of the park and historic district, attention should be given to facade improvements and beautification measures that will assure the area's compatibility with the neighborhood.

**Needed Uses Include:**
- Additional personal services (clothing repair, dry cleaners, pharmacy, small grocery).
- Additional restaurants with outdoor dining opportunities.
- Specialty Food (deli, bakery, coffee shop).

**Public/Private Needed Improvements Include:**
- Additional shared parking provided cooperatively by area merchants or by the City if funding mechanisms can be secured to make the facility self-sufficient. A potential location is the lot on West End Boulevard across from the termination of Bridge Street.
- Traffic calming for West End Boulevard (particularly as the road curves down from the north).
- Pedestrian-friendly access crossing West End Boulevard at Reynolda Road and Summit Street.
- A boardwalk or path along the creek behind shops to provide a link to parking areas and as a visual amenity.
- Redesigned landscape median at West End Boulevard and Reynolda Road.
- Uniform signage.
- Historically appropriate facade improvements.

**Brookstown/Marshall Neighborhood Activity Center**
The Brookstown/Marshall NAC is located along Brookstown Avenue from Marshall Street to Liberty Street and from High Street to south of the Arista Mills Complex. The Brookstown/Marshall NAC serves the visitor population generated by Old Salem and the existing hotels, as well as the neighborhoods of Old Salem, West Salem, and Holly Avenue. The focus of area should be as a tourist/
visitor center. Efforts should be undertaken to assure the area also provides reasonable services for surrounding residential and institutional needs. Existing historic buildings should be retained and adaptively reused for new uses. Links to downtown (particularly pedestrian) should be further strengthened and beautified.

The strength of the Brookstown/Marshall NAC is its close proximity to Old Salem, downtown, three area neighborhoods, and the institutions of Salem Academy & College and Piedmont Baptist College. There is an established sidewalk system and the Strollway bisects the area, linking it to downtown and surrounding residential. The area is the future location of the Convention and Visitor's Bureau and the Children's Museum. The area is also home to five Local Historic Landmarks and many other architecturally/historically significant buildings. Land uses include: several varied restaurants, a few specialty shops, hotels, and new, up-scale residential and office spaces.

Needed Uses Include:
- ATM/Financial.
- Copy center.
- Specialty food (Deli, coffee shop).
- Specialty retail (gift, clothing, garden, misc).

Public/Private Needed Improvements Include:
- Common signage or banners.
- Landscaping.
- Pedestrian-scaled street furniture/lighting.

### Southeast Gateway

#### Neighborhood Activity Center

The Southeast Gateway is a proposed neighborhood activity center. The Southeast Gateway NAC should have a quality of life focus, providing specialty foods and services, as well as neighborhood services, to area institutions and schools, surrounding neighborhoods, and area and downtown employees. The Southeast Gateway NAC is located west of the soon to be constructed Southeast Gateway traffic circle. The designated boundaries are Walnut Street on the north; Marshall Street and Main Street on the east; Salem Creek on the south; and, rear property lines of lots fronting on the west side of Broad Street.

The major strengths and resources of the Southeast Gateway NAC include: strong public and private commitment to its development; proximity to downtown, numerous neighborhoods and institutions; good pedestrian access, including the intersection of the Strollway and the Salem Creek Greenway; and, potential to share parking with existing uses in the general area. Currently, there are limited neighborhood-serving commercial uses in the area. Area uses include: restaurant; specialty/garden shop, convenience store with gas; car repair; used goods shop; office; and, religious institution.

The Southeast Gateway NAC is included in the Urban Village Site discussed in the Mixed Use Development Opportunity Areas section. Some of the property in the Southeast Gateway NAC is zoned for industrial use and would need to be rezoned to be developed with neighborhood serving commercial uses.

Needed Uses Include:
- Grocery/drug store.
- Restaurants with outdoor dining.
- Specialty foods (Deli/bakery, coffee shop).
- Specialty shops.
- Business and professional offices.
- Business services, such as a copy center.
- Personal services.
- Day care center.
- Fitness center.
- Combined use (residential above commercial use).
- Student oriented retail, potentially including bookstore, inexpensive restaurant or health snack shop, youth oriented clothing store, and music store.

Public/Private Needed Improvements Include:
- Completion of the Southeast Gateway traffic circle and other planned road improvements in the area.
- Intersection improvements at Broad Street and Salem Avenue.
- Relocation of Salem Creek Greenway to Salem Creek between Broad and South Main Streets.
- Extension of the Strollway to the south and provision of a safe and attractive pedestrian crossing to NCSA.
- Public involvement in the assemblage of additional land in the area.
- Landscaping.
- Unified signage or banners.
The presence of institutional uses in the South Central area is an important aspect of the character, vitality, and future of the area. Institutional uses include schools, churches, community health clubs and organizations, nonprofit agencies like Old Salem, Inc., government, and development authorities. In some instances, historic neighborhoods were formed around institutions and their character and aesthetics were derived from that of the central institution (Old Salem is one example of such development).

Institutions are valued land uses and should be allowed to grow in a compatible manner. However, there must be a community balance between neighborhoods and institutional uses which often serve a much wider area than the neighborhood.

Institutions should expect that expansion in established neighborhoods may be more expensive than in non-developed areas. Further, institutions may not be able to grow indefinitely in existing urban neighborhoods. Creative solutions, including adaptive rehabilitation of existing structures, construction of sub-floors or underground parking, establishment of satellite facilities or parking areas, and development of multi-use or shared facilities may be necessary to grow compatibly with surrounding neighborhoods.

(★b) Institutions are a unique land use, able to be compatible with surrounding residential uses and often serving to support and stabilize the neighborhoods in which they are located. The UDO provides special zoning districts, uses, and conditions to allow institutions to compatibly exist in and near neighborhoods. Because of the unique nature of institutions, it is not possible to indicate on the Proposed Land Use Map every property for which institutional uses would be appropriate. Therefore, this Plan establishes policies to guide institutional expansions in the South Central planning area to assure the retention of the special character of the area's urban neighborhoods and to help institutions blend into their surrounding neighborhoods, while still allowing for a viable and successful future for the area's institutions. Some of these policies may be replaced by the infill development guidelines currently being developed by City-County Planning staff.
GENERAL POLICIES
• Institutions are strongly encouraged to involve community residents, neighborhood associations, and City staff in the development of their master plans.
• Prior to seeking property rezoning, special use approvals, demolition permits, or major building permits, area institutions should work with neighborhood associations and/or residents about the proposed project. Institutions should first initiate communication about proposed projects with neighborhood associations. In the absence of an association or organization of neighbors, institutions should contact and work with immediate and peripheral property owners that may be impacted by proposed work.
• When condemnation of property is considered, an open public process should be initiated by the public entity, in conjunction with local government, prior to any decision to condemn land for acquisition or expansion. All public entities capable of condemnation should follow a open public review process, inclusive of local, state, and federal government; local schools and public learning institutions; and, collective development authorities.
• Application of the Limited Campus Use (LCU) provision of the UDO is strongly encouraged as an alternative to rezoning to the Campus (C) District when institutions desire to expand into nearby residential areas. LCUs are residential and office uses associated with institutions that generate limited traffic and have minimum impacts on surrounding neighborhood. LCUs are permitted in residential zoning districts with conditions to assure that new uses are compatible with surrounding uses.
• Rezonning of residential property for higher-density residential or nonresidential institutional development should be considered only when appropriate vacant or underutilized land is not available, when vacant or underutilized nonresidential buildings are not available, or when the area is not a part of an established neighborhood.
• Reuse of existing structures is strongly encouraged. Historic structures, particularly those designated as local historic landmarks, should be adaptively reused or relocated to an appropriate site in the neighborhood.
• Rehabilitation of existing structures, particularly when those structures are historic in nature, should focus on maintaining the historic character of the structure and its surroundings.

POLICIES FOR SITE DESIGN
• Site design should repeat site patterns already established in the neighborhood; retain existing positive features (trees, stone/brick walls, substantial shrubbery), whenever possible; and, retain existing mature canopy of trees.
• Over-sized structures or intense uses should be located away from residential areas or should be appropriately screened with vegetation.
• Operational facilities and other "back door" uses should be designed and maintained to the same standard as public areas when the operational or back door uses are located in neighborhoods or are visible from roadways.
• Parking areas should be located to the rear or to the sides of buildings and should be attractively screened with fences and plantings designed to be compatible with the surrounding neighborhood. Large expanses of paving should be divid-
ed into smaller components with interior planting areas and alternating materials (brick paver areas, staining, etc.).

• Sidewalks should be maintained and their widths and materials should harmonize with the neighborhood.

• Service components (such as trash dumpsters, mechanical/technical equipment, and loading docks) should be screened from public view.

• Heat pumps, air conditioners and other noise producing equipment should be chosen for quiet operation. To limit impact on surrounding residential uses, equipment should be located away from residential uses (such as on the top of structures) or surrounded by vegetation.

• Public street furniture and lighting fixtures should be designed to blend in with or enhance the surrounding streetscape. An adequate, but subtle lighting effect should be achieved by the placement and type of illumination. The use of period lighting is encouraged over contemporary street lighting (particularly when placed in historically designated areas).

• Fences and walls should use traditional materials (such as brick, stone, cast iron, or wood); the height, scale, design and location of fences or walled areas should not adversely affect the character of the surrounding area (such as chain link fencing, razor wire, exposed concrete block); fences or walls with a fortress quality are strongly discouraged.

POLICIES FOR NEW BUILDING CONSTRUCTION

New construction adjacent to residential areas should be complimentary to the surrounding character of the neighborhood. The following concepts should be applied:

Lot Coverage and Spacing. New construction should conform to established spacing and lot coverage patterns of the neighborhood whenever possible.

Setback. Setbacks for new construction should be consistent with existing buildings on the street. The setback should be within 20% of the average setback along the block.

Orientation. New construction should face the same direction as existing structures on the block.

Height. The height of new construction should be consistent with existing structures on the block. The height should be within 30% of the average height of structures in the block.

Scale. The scale of new construction should be compatible with existing and/or surrounding structures in the neighborhood.

Basic Shape and Form. New construction should be compatible in basic shape and form with existing and/or surrounding structures along the street.

Roof types. Roof form and pitch should be similar to that of existing structures on the block; roofing materials should be compatible with those of existing structures.

Exterior Architectural Components. Architectural design components (cornices, lintels, foundations, window patterns) should provide a sense of unity and cohesion with the existing structures on the street.

Materials and Textures. Exterior materials (such as wood, brick, stone, stucco) and textures should be compatible with surrounding structures. Modern materials may be used as alternatives to prevalent traditional materials, but oversized brick, exposed concrete blocks, or glass block/plate glass walls should be avoided if such materials are not prevalent on surrounding structures; exterior colors should blend with surrounding natural and built features.

SPECIFIC INSTITUTIONAL LAND USE RECOMMENDATIONS

North Carolina School of the Arts (NCSA) Expansion: NCSA is currently seeking to expand their campus. This Plan recommends that NCSA focus their institutional expansion as follows:

• Institutional expansion is encouraged to the northwest on Main Street, across from Doune Street; to the northeast, on the north side of Waughtown Street and on Fayetteville Street; and, to the southeast along the north/west side of Chapel Street (see Proposed Land Use map).

• Expansion east of Chapel Street could also occur under the Limited Campus Use provisions or consistent with the conditions listed in item e, the Chapel, Waughtown, Haled Reuse portion of the Special Land Use Conditions section to follow.

• Additional sites for student housing are recommended to the south of the campus near Sunnyside Avenue (see previous Residential Opportunity Areas portion of the Residential Land Use Recommendations section).

• Reuse of existing historic structures is strongly encouraged. If historic structures cannot be adaptively reused, they should be relocated to an appropriate site in the neighborhood or on the campus.
• (★d) Expansion to the west, into the Washington Park neighborhood, should be limited to properties on Sunnyside Avenue and Main Streets, north of Haled. Use of the Limited Campus Use provision of the UDO is recommended as an alternative to rezoning to the Campus District. An exception would be a request to rezone an entire block to become part of the NCSA campus. Access from the existing campus to properties on Sunnyside Avenue and Main Street over the old railroad right-of-way (located between properties fronting on Sunnyside and the NCSA campus) should be limited to pedestrian access. Vehicular access should not be allowed, unless NCSA acquires all properties in the area, east of Main Street and north of Haled Avenue.

OPEN SPACE LAND USE

The Proposed Land Use Map (see Map 6) shows areas proposed for open space/park land use. Typically, these sites have significant environmental constraints (including streams, floodplains, and/or steep slopes) making them unsuitable for development. Some of these areas are recommended to become public park land (see the Community Facilities Recommendations section to follow). In situations where the areas are to remain in private ownership, the open space area should be left undeveloped and the development and/or density transferred elsewhere on the owner’s property.

INDUSTRIAL LAND USE

This Plan recommends: 1) the consolidation of industrial uses at existing locations in the planning area; and, 2) the conversion of some existing industrial uses to other uses as discussed in the following Mixed Use Development Opportunity Areas section. When industrial sites are redeveloped or expanded, improvements to the appearance of the site should be made and steps to enhance compatibility with surrounding uses should be undertaken.

MIXED USE DEVELOPMENT OPPORTUNITY AREAS

As recommended in Legacy, mixed use development is encouraged in the South Central planning area. Mixed use development supports local neighborhood, institutional, and commercial interests, as such development consolidates important qualities of all three by providing varied residential types and densities, retail/office/services, and the incorporation of institutional facilities/housing in one area. Mixing uses can provide for a higher level of supporting services central to residents, students, and businesses, and also provides for an economical and convenient sharing of parking and other resources. Mixed use areas are encouraged to follow traditional neighborhood design standards and contain open spaces for neighborhood recreational and institutional uses. Mixed use developments are varied in the range of services or focus, dependent on the individual needs of the surrounding community.

This Plan encourages the redevelopment of existing commercial and industrial areas for mixed use development. Redevelopment should occur consistent with recommendations of Legacy and the infill development guidelines currently being developed by City-County Planning staff. This Plan highlights four areas recommended for varying types of mixed use development, as described below; however, mixed use redevelopment opportunities in the South Central planning area are not limited to these sites.

Mixed Use Site Studies

I. Peters Creek/First Street - Urban Residential Gateway
Mix of moderate- to high-density residential and office uses, with some commercial uses, set in a gateway environment that will support, serve, and reconnect the established neighborhoods of West End, West Salem, and Holly Avenue, as well as support and motivate downtown redevelopment.

II. Stadium Drive/City Yard - Research Campus and Educational Village
Specialized mix of uses and services to support the higher education institutions of Salem Academy & College and Winston Salem State University, as well as to incorporate expansion of downtown’s research/professional park.

III. Southeast Gateway - Urban Village
Mix of moderate- to intermediate-density residential uses, commercial uses, and personal services to support adjoining residential neighborhoods and institutions.

IV. Sunnyside Mill - Traditional Neighborhood Continued
Mix of low- to moderate-density residential uses (including retirement and life care facilities), as well as open spaces and religious/educational institutions, as a continuation of the traditional street pattern and development of the adjacent historic neighborhood.
The following is more detailed information and recommendations for the mixed use development opportunity sites in the South Central planning area. (See the individual site study maps for conceptual redevelopment options.)

I. Peters Creek/First Street – Urban Residential Gateway

The Peters Creek/First Street - Urban Residential Gateway area is located north of I-40 Business primarily between Peters Creek Parkway and Broad Street and also sites at the intersection of Peters Creek Parkway and First Street. Most of the development on the site is residential with some commercial located along First and Broad Streets. The total site area is approximately 30 acres, with more than one-third of the site vacant. The area near I-40 Business is zoned for residential use, while most of the property along First Streets and Broad is zoned for commercial use (see Map 7a).

Opportunities and Constraints:

Opportunities for this site include: existing commercial component; opportunity for pivotal redevelopment that would serve to unify surrounding areas and incorporate attractive gateway area; close proximity to downtown, three area neighborhoods (West Salem, West End, and Holly Avenue); within walking distance to two area NACs (Brookstown/ Marshall and Fourth/Burke); current plans to rework I-40 Business ramps and bridge at Peters Creek Parkway could also accommodate modifications of existing roads for site development; potential to certify a portion of the area for redevelopment and use the power of eminent domain to acquire property; and, existing building stock.

Constraints include: limited existing access creating an isolated site; challenging access issues for new connection from Peters Creek Parkway, First Street, or I-40 Business; extremely steep topography in the western section of the site, particularly along Peters Creek Parkway; potential historic status of remaining structures in area; vested ownership in the neighborhood by residents; expense of road alterations to accommodate concepts for the area; close proximity of site to high traffic corridors of Peters Creek Parkway and I-40 Business; challenge to create pedestrian connections to West End, Holly Avenue and the Fourth/Burke NAC.

Development Recommendations:

• Focus a mix of intermediate-density residential development in the area south of Peters Creek/First Street to include townhouses, duplexes and smaller multifamily buildings with a target density of 8-12 units per acre. Opportunities for home ownership are encouraged. Incorporate commercial and office uses in area to blend with residential focus, as appropriate.

• Continue to develop the areas along First and Broad Streets for residentially-scaled commercial or professional office use; retain any historic structures along this area and adaptively reuse for commercial/office applications while maintaining their traditional features and scale.
Encourage uses that serve the surrounding neighborhoods.

- Retain the existing historic residential structures in the Park Circle portion of the site (located to the west of Peters Creek) for continued use for residential or adaptive reuse for office/retail.
- Survey and document historic resources in the Watkins/Granville area, a historically African-American pocket neighborhood. Consider relocating structurally sound buildings to other vacant lots in the West Salem neighborhood.
- Develop the area north of First Street as mixed and combined uses for residential, commercial, and/or office. Combined uses are when differing types of uses are located in the same building, such as residential above retail.
- Parking should be incorporated into the area as needed to serve nearby uses or as market driven for park and ride concepts to serve outlying areas of downtown, Peters Creek Parkway, or local neighborhoods. Large surface parking lots are strongly discouraged. Parking decks should incorporate office or retail uses at street level.
- Redirect existing roadways to accommodate site concept in conjunction with Peters Creek bridge replacement project as follows: 1) shift section of Peters Creek Parkway from I-40 Business to First Street or Brookstown Avenue to the east; 2) create access drive to the west of Peters Creek Parkway to connect the existing residential structures of Park Circle in a more friendly manner; 3) remove Beaumont Street; 4) realign Watkins Street or Granville Drive to connect with Peters Creek Parkway opposite Park Circle and study the incorporation of a signal light at the new intersection; 5) establish five lanes along the section of Peters Creek Parkway running through the site, with the fifth lane designated as a turn lane into the southeastern portion of the site; 6) reopen Second and First Streets to two-way traffic; and, 7) establish landscaped median along the section of Peters Creek Parkway running through the site to limit turning issues and to assist with gateway appearance.
- Create landscaped areas in conjunction with the development of the site that will help achieve a gateway appearance in the area. Landscaping should be focused at the intersections of Peters Creek Parkway and First Street, Park Circle and Peters Creek Parkway, and Second Street and Brookstown Avenue, as well as at the intersection of I-40 Business with Peters Creek Parkway.
- Incorporate pedestrian connections between the West End and Holly Avenue neighborhoods within the gateway landscaping for the site's intersections.
- Establish an attractive view with buffer along the southern edge of the area to minimize the impact of I-40 Business.
- Rezone sites in the area consistent with area plan recommendations.

II. Stadium Drive/City Yard – Research Campus & Educational Village

The Stadium Drive/City Yard Campus/Village area is at the intersection of I-40 Business and US 52, east of Salem Avenue and north of Salem Creek. The site is primarily industrial, with a concrete plant in its northwestern portion and the City's Maintenance Facility located to the south of Stadium Drive. The site contains very limited residential zoning which is located to the east of Salem Avenue between Stadium Drive and Blum Street. The total site area is approximately 80 acres, with 30 acres north of Stadium Drive and 50 acres south of Stadium Drive (see Map 7b).

Opportunities and Constraints:

Opportunities for this site include: strong public and private interest in redeveloping portions of the site for uses other than industrial; proximity of the site to the expanding Piedmont Triad Research Park to the northwest; proximity and interest in the site for educational uses by both Salem Academy & College and Winston-Salem State University; ease of access to the site from US 52 and I-40 Business and from downtown; proposed Salem Creek Connector to extend along southern boundary of the site from Vargrave Street to Salem Avenue (proposed as two-lane, park-like road). Constraints include: multiple owners and existing development on site, making redevelopment difficult and expensive; existing land uses and structures that are inconsistent with the concepts of the area for research and educational uses; possible contamination of the site by previous industrial uses; a significant stream running north/south through the eastern portion of the site; extensive floodplain on the southern boundary of the site along Salem Creek; large portions of the site with steep or varied topography; and resistance to and cost of moving the City Maintenance Facility.
Development Recommendations:

- Develop the area north of Stadium Drive for a mix of uses supporting the research park and educational campus concepts. Such uses would include shared educational program buildings, professional offices, research/technology centers, and a shared parking deck.
- Develop the area south of Stadium Drive for a mix of uses supporting an educational village concept. Site development could be a joint effort of the area’s three higher education institutions (Winston-Salem State University, Salem Academy & College, and the North Carolina School of the Arts). Uses should include moderate- to high-density residential development for student and professional housing, a possible small-scale hotel, retail shops, restaurants, specialty food shops (such as a coffee house, deli, bakery), convenience retail (such as small grocery and pharmacy, health and beauty, video shop), recreational/fitness facility, specialty services for educational/research uses (such as a copy shop, book store, cyber café, satellite post office); and educational and administrative facilities.
- Alternate use of the area south of Stadium Drive for a large corporate campus or the inclusion of corporate uses in the educational village concept should also be considered.
- Require the educational village site to be designed to create an urban village as a condition of rezoning or public investment. Design standards should include buildings sited up to the street, with parking behind structures, mixed

Map 7b. Mixed Use Opportunity Area: Research Campus & Educational Village
and combined uses, and pedestrian orientation and access.
• Design the research/education campus to scale compatibly with the adjacent educational village and to incorporate some design standards of an urban village (such as mixed and combined uses, pedestrian orientation, and consolidated parking facilities).
• Incorporate open spaces such as village squares, small plazas with public art or water features, and landscaped strolls into the design for both sites.
• Develop a linear park as a shared greenspace along Bath Branch (aka Cloverleaf Branch) near Stadium Drive with the Falls of the Bath Branch as a focal point.
• Construct a greenway from the Falls south to the Salem Creek Greenway.
• Establish an attractive view with buffer along the northern boundary of the Research Educational Campus section of the area.
• Reclaim floodplain land along Salem Creek as an extension of Happy Hill and Central Parks.
• Design access roads that include street trees, pedestrian-scaled lighting and furniture, and areas of textured pavings (such as brick, cobble, or combinations).
• Relocate Salem Avenue to the east (roughly to follow the existing Williams Street) to: allow for an eastern expansion of institutional uses; to establish a roadway system that could better serve a research park and educational campus concept; and to better connect with proposed new road along Salem Creek.
• Incorporate the proposed Salem Creek Connector – a new road to link Martin Luther King, Jr. Drive with the relocated Salem Avenue.
• Incorporate a pedestrian connector with any new road connection.
• Incorporate a pedestrian connector into redevelopment of the area to link with the proposed transit center use of Union Station (currently Davis Garage) located northeast of the site.
• Establish gateway entrances to the area at the intersection of Stadium Drive with Martin Luther King, Jr. Drive/US 52 and with the relocated Salem Avenue.
• Rezone sites in the area consistent with area plan recommendations.

III. Southeast Gateway – Urban Village

The South Gateway Urban Village is located west of the soon to be constructed Southeast Gateway traffic circle. The site includes property in the designated Southeast Gateway Neighborhood Activity Center (see discussion in the Commercial Land Use section) and property south of Salem Creek on Main and Doune Streets, including the Duke Power property and other industrial uses. The total site area is approximately 45 acres, with 25 acres located north of the creek and 20 acres south of the creek. The site has a mix of zoning classifications, primarily commercial and some industrial districts (see Map 7c).

This Plan recommends that the area be developed as an urban village with a mix of uses, pedestrian
• Redevelop the existing commercial and industrial uses on Main and Doune Streets south of Salem Creek for intermediate-density residential development (8 to 12 du/ac). New residential development will bring additional people into the area and to serve as a transitional use between the Washington Park neighborhood and Gateway commercial development. Townhouse style development similar to the redevelopment that has occurred in the South Marshall area is encouraged. Site design should be sensitive to the sloping topography of the site and buildings should be located outside the floodplain and grouped away from the power lines. Relocation of the substation currently located on the site should be considered. Re-connection of Doune Street is recommended, at least for pedestrian access.

• Relocate the Salem Creek Greenway to Salem Creek between Main Street and Broad Street.

• Extend the Strollway from Salem Avenue south to NCSA. Provide a safe pedestrian crossing at Main Street or route the Strollway to cross Salem Avenue at Marshall Street and continue in an attractive manner through the office/commercial redevelopment area. Provide a safe and attractive pedestrian crossing to NCSA south of the relocated Waughtown Street.

• Provide a publicly accessible green space on both sides of Salem Creek.

• De-emphasize parking areas by locating them internally on sites and behind buildings whenever possible. Encourage shared parking arrangements for new and existing uses in the area.

• Locate and screen service areas and alleyways so they are not visible from public streets or from residential uses in adjacent neighborhoods.

• Complete intersection improvements at Broad Street and Salem Avenue.

• Require sites to be developed based on Area Plan recommendations as a condition of rezoning or public investments.

**IV. Sunnyside Mill – Traditional Neighborhood Continued**

The Sunnyside Mill Traditional Neighborhood site is prominently located at the intersection of I-40 and US 52. Most of the approximately 32-acre site is zoned GI for general industrial use. The site was originally a textile mill and has been various other industrial uses over time (see Maps 7d and 7e).
improvements to enable intense use of the site will be extremely costly both in terms of dollars and impact on the Sunnyside neighborhood.

The reuse of this property has been discussed extensively by the South Central Citizen’s Advisory Committee who considered both the good of the neighborhood and the community. This Plan recommends a mix of residential and institutional uses for the property as a preferred development strategy. It is acknowledged that this "Traditional Neighborhood Continued" strategy will increase traffic in the Sunnyside neighborhood. However, these trips would be residential traffic, spread out on the existing grid street pattern. Industrial use of the site would mean truck traffic and other vehicles concentrated at peak periods. The volume of traffic for commercial use of the site, especially highway oriented commercial use, would be many times the volume of traffic from residential/institutional use or from most industrial reuse options. In addition, the vast majority of commercial traffic would be transient in nature – from people who have no connection to the neighborhood.

Opportunities and Constraints:
Opportunities include: gateway site with high visibility location at the intersection of I-40 and US 52; large, generally flat site; vacant tract under single ownership; and, no environmental problems found in site testing. Constraints include: existing access only via residential streets; potential closing of US 52 exit/entrance ramps at Sprague Street; noise from rowadways impact site; and, potential negative impact on neighborhood from some uses allowed under the existing General Industrial zoning.

Since most of this site is zoned General Industrial, the site could be developed for industrial use without elected body approval or public input. Other use of the property, including commercial or residential/institutional use, would require rezoning. The property is currently being marketed for industrial and commercial use. The existing zoning of property predates the current transportation network. And while the site is highly visible, access is limited to minor residential streets. Transportation improvements to enable intense use of the site will be extremely costly both in terms of dollars and impact on the Sunnyside neighborhood.

The reuse of this property has been discussed extensively by the South Central Citizen’s Advisory Committee who considered both the good of the neighborhood and the community. This Plan recommends a mix of residential and institutional uses for the property as a preferred development strategy. It is acknowledged that this "Traditional Neighborhood Continued" strategy will increase traffic in the Sunnyside neighborhood. However, these trips would be residential traffic, spread out on the existing grid street pattern. Industrial use of the site would mean truck traffic and other vehicles concentrated at peak periods. The volume of traffic for commercial use of the site, especially highway oriented commercial use, would be many times the volume of traffic from residential/institutional use or from most industrial reuse options. In addition, the vast majority of commercial traffic would be transient in nature – from people who have no connection to the neighborhood.
This Plan recommends continuation of the existing neighborhood with a mix of residential and institutional uses as the preferred development strategy for this site. However, because this site could be developed for industrial use based on the existing zoning, two development options are shown for this site. The recommendations under "Development based on existing zoning" could only be required if the rezoning is sought for all or part of the site, if transportation improvements require public approval or if public investment in the redevelopment is considered.

**Development Recommendations:**

**Development based on existing zoning** (see Map 7d):
- Develop site for a corporate campus or an office/industrial park with uses that do not have a potential to negatively impact the neighborhood with noise, hazardous materials or large vehicles. Inclusion of a residential component is strongly encouraged.
- Make public/private road improvements to move new traffic around, not through, the neighborhood. Respect existing traditional neighborhood street pattern when making transportation improvements.

**Preferred development strategy** (see Map 7e):
- Develop site as a continuation of the traditionally designed, Sunnyside neighborhood. A mix of residential types and institutional uses is recommended, including single-family, duplexes, townhouses, small multifamily buildings, a range of elderly housing and care facilities, religious, educational and/or institutions buildings, recreational facilities, and open space.
- Consider using an historic mill concept as a focus of the redevelopment.
- Set residential uses back from roadways to reduce noise impacts.

Under either development option:
- Design site in a manner that takes advantage of its prominent location and presents a high quality image of Winston-Salem to people traveling on I-40 and US 52.
- Inform and involve the Sunnyside Neighborhood Association and neighborhood residents prior to the submission of requests for development approvals or public investment.
- Complete a traffic study and make transportation improvements which will minimize traffic impact on the neighborhood.
- Provide open space in the development, including a gathering space or plaza in the development. The gathering space or plaza should be open to public and located in central, visible place, such as the intersection of two roads. As an alternative, the gathering space could be provided at another central, highly visible location in the neighborhood, such as the terminus of existing Sunnyside Avenue.
**SPECIAL LAND USE CONDITIONS**

The Proposed Land Use Map (see Map 6) shows recommended land uses for all vacant property in the area and changes in land use for some developed sites. In some circumstances, there are special conditions or prohibitions of certain uses. These situations are referenced on the map (and where applicable, in the previous text) with a ★ and a small case letter as follows:

**d. Western expansion of the NCSA campus:**

Expansion of the NCSA Campus into the Washington Park Neighborhood should be limited to protect the existing residential neighborhood. (See the previous Specific Institutional Land Use Recommendations portion of the Institutional Land Use section, page 40.)

**e. Chapel, Waughtown, Haled Reuse Area:**

The area east of NCSA bounded by Chapel, Waughtown, and Haled Streets is a potential expansion area for NCSA or could be redeveloped with commercial and other uses, including multifamily, that support the nearby colleges and institutions, and, to a lesser extent, motorists from US 52. The area is currently a mix of residential, commercial, industrial and institutional uses and is zoned for a variety of districts, primarily RS-7 and HB (Highway Business). Rezoning conditions include: conversion to more intense uses should first occur near existing commercial, industrial or institutional uses; focus high traffic and intense uses along Waughtown Street; comprehensive redevelopment of at least one block in size is encouraged – no lot-by-lot conversions allowed; protect remaining residential uses by orienting buildings to the street, locating parking and service areas away from residential uses and providing landscaping along street frontages; and, no drive-through restaurants, mini-storage facilities, or motor vehicle repair or storage uses permitted as part of rezonings.

**f. Salisbury Ridge Road and Buchanan Street:**

Recommended land use is office or low-intensity commercial use with site design conditions. (See the previous Parkway CAC portion of the Office/Commercial Land Use section, page 33.)

**g. Acadia Street Office/Residential:**

Properties on Acadia Street east of Broad to Rawson Street in the Washington Park NAC are recommended for residential or office use with development conditions. (See the previous Washington Park NAC portion of the Office/Commercial Land Use section, page 38.)
TRANSPORTATION RECOMMENDATIONS

Legacy calls for a balanced, sustainable network of all transportation modes which provides choices for travel needs. Street networks should be developed in a manner that is consistent with the land use plan and promote connectivity in communities. A more compact pattern of growth as outlined in the land use recommendations will allow public transportation to compete with the automobile. Developing walkable neighborhoods and creating a network of bikeways, sidewalks, and greenways will provide for needed transportation choices for all segments of the population (See Map 8).

All transportation improvement projects recommended in this Plan will require traffic impact studies to determine viability and appropriateness prior to a formal decision to implement them.

TRANSIT

- Develop a "cultural connector" transit loop to connect Winston-Salem State University, Old Salem, Salem Academy & College, Happy Hill, NCSA, and potentially Wake Forest University.
- Establish a trolley route to link activity centers and visitor attractions in the planning area as a cooperative effort between merchants, employers, institutions, the Convention and Visitors Bureau, and the Winston-Salem Transit Authority.
- Continue a high level of transit service in the planning area.
- Assure that sidewalks are in place to provide safe pedestrian access to transit routes.

ROADS/INTERCHANGES/INTERSECTIONS

- Coordinate road and transportation improvements with The Downtown Plan.
- Reduce the volume and speed of traffic on the following streets:
  - First and Second Streets through the Holly Avenue Neighborhood by providing alternative routes and modifications including: construction of a service road parallel to I-40 Business from the North Main Street off-ramp to Cherry Street; extension of Eighth Street/Martin Luther King, Jr. Drive to Northwest Boulevard; and, opening of First and Second Streets to two-way traffic; and
  - Academy and Broad Streets through West Salem by utilizing the newly devised Traffic Calming Policies for the City of Winston-Salem.
- Reduce the Old Salem By-Pass to 2 lanes with turn lanes; make road more pedestrian oriented; consider reopening and restoring Town Creek; and, provide landscaping along the roadway and in medians where right-of-way allows.
- Conduct a comprehensive study of the transportation options northeast of the Southeast Gateway traffic circle, including the following elements:
  - The Salem Creek Connector, a new roadway from US 52 and/or Martin Luther King, Jr. Drive to Salem Avenue;
  - The rerouting to the east of all or part of Salem Avenue from Cemetery Street to the Southeast Gateway (traffic circle) in conjunction with Salem Academy and College; and,
  - The creation of better pedestrian and bicycle linkages between colleges/universities in the area and the Triad Research Park, utilizing bike lanes and extended sidewalks or separate paths along Salem Avenue (current or re-routed) and along Stadium Drive.
- Study the pros and cons of a roadway connection from the Southeast Gateway west to Peters Creek Parkway. (Note: Some residents of the adjacent neighborhoods have expressed strong opposition to a potential roadway in Washington Park.)
- Work with NCDOT to replace bridges or make necessary improvements to keep the Fourth Street and Green Street bridges over I-40 Business/US 421 open for vehicular, bicycle and pedestrian traffic. In replacing or reworking these bridges, railing and structural designs should be incorporated that enhance the appearance of the area, such as retaining the 1930s era Work Progress Administration aesthetics of formed and open concrete railings, providing integral, pedestrian-scaled light posts, and lessening the generic appearance of support and barrier elements.
- Make road improvements to the Peters Creek Parkway/First Street area in conjunction with the Peters Creek bridge replacement project as discussed in the Urban Residential Gateway site study in the Mixed Use Development Opportunity Area Recommendations. The bridge replacement project should recognize the Peters Creek Parkway interchange as a primary entrance to our community and emphasize appearance improvements and establish a community gateway.
- Incorporate attractive and pedestrian-oriented features into the design of the Broad Street Improvement Project (between I-40 Business and 6th Street). Features to consider include:
median and street tree plantings; landscaping to establish a tree canopy; character defining materials, such as cobblestone, textured crosswalks, and granite curbing; and, pedestrian-scaled features, including planting strips, period lighting and benches.

- Incorporate attractive and pedestrian-oriented features into the design of the Broad Street south of I-40 Business to Cotton Street as part of the future Broad Street Bridge (over I-40 Business) improvement project.
- Minimize the use of dead ends and culs-de-sac and require connection of local streets unless extreme topographic situations exist.
- Identify streets in the planning area for consideration under the City's Traffic Calming Policy.
Streets to be considered under the policy include:
- First and Second Streets through the Holly Avenue neighborhood;
- Academy Street from the Old Salem By-Pass to Peters Creek Parkway;
- Old Salem By-Pass from I-40 Business to SE Gateway traffic circle;
- Broad Street from I-40 Business to Acadia Avenue;
- Broad Street from 6th Street to West End Boulevard; West End Boulevard from Broad Street to Reynolda Road; and, Reynolda Road from West End Boulevard to Northwest Boulevard;
- Granville Drive from Academy Street to Walnut Street and Walnut Street from Granville Drive to Broad Street; and
- 4th Street from 1st Street to Peters Creek Parkway.

Based on the January 2003 draft of the City of Winston-Salem Traffic Calming Policy, all streets, including the above listed streets, will only be reviewed for traffic calming measures if initiated for consideration by the neighborhood and/or property owners.

• Proceed with road improvement projects in the Thoroughfare Plan and the Transportation Improvement Program as listed in the Existing Conditions section of this Plan.

PEDESTRIAN/BIKE

• Modify existing roadways to safely accommodate bicycles and pedestrians.
• Provide sidewalks on at least one side of all roadways and on both sides of roads that provide access to institutions and public facilities. The following sidewalk projects are recommended to be reviewed under the City's sidewalk program:
  - Granville Drive from Walnut Street south to the dead end at Washington Park;
  - Crestwood Drive (north side) from Granville Drive to Hutton Street;
  - Spring Street (east side) from Academy Street to Salem Baptist gymnasium;
  - Hutton Street (east side), from Latham School south to National Drive;
  - Washington Park Lane from Hutton Street to Washington Park;
  - Bank Street from Granville Drive to Peters Creek Parkway;
  - Gregory Street from Bank Street to Apple Street;
  - Mulberry Street from West Street to Washington Street;
  - Silas Creek Parkway from Konnoak View Drive to Buchanan Street; and,
  - Buchanan Street from Silas Creek Parkway to Salisbury Ridge Road.

• Assure that bicycles and pedestrians are accommodated in all road and bridge construction and modifications projects
• Complete the landscape and design improvements recommended in the Washington Park segment of the Community Crossing Project to make Main Street more pedestrian oriented. Use successful elements as a model for modifications on other roadways in the planning area.
• Develop and implement a pedestrian and bicycle plan for Peters Creek Parkway to provide safe and convenient pedestrian access along and across Peters Creek Parkway with special emphasis on the intersection of Peters Creek Parkway and Academy Street. The plan should provide safe friendly, and well-lighted pathways, intersection improvements and multiple connections to adjacent neighborhoods.
Routing and improvements should account for topography to provide paths that are conducive to and encourage pedestrian and bicycle traffic. Improvements the intersection of Peters Creek Parkway and Academy Street should focus on safety. Potential intersection improvement to study include: a pedestrian bridge; a pedestrian activated walk signal; signage; and, pavement markings.
• Consider uncovering cobblestone at intersection cross walks to provide traffic calming and to serve as a distinctive historic feature.
• Planting strips between the sidewalk and roadway should be provided as part of road improvement and sidewalk projects or redevelopment activities. A planting strips of at least 24 inches in width (the minimum to accommodate trees under City policy) is strongly encouraged.

CORRIDORS/GATEWAYS

Please note that the following recommendations also pertain to the appearance of the area. Please also refer to the recommendations in the Design and Appearance section.
• Develop and adopt a master plan for the area's designated Urban Boulevard. (See also the Economic Development and Design and Appearance sections to follow.)
• Prepare plans for improvements to the Urban Corridors in the area. (See also the Design and Appearance section to follow.)
Both public and private community facilities such as schools, parks, libraries, medical offices, and daycare providers should be easily accessible to all segments of the population. Legacy promotes the sharing of institutional facilities as a way to meet various needs of the community. An important recommendation from Legacy for Urban and Suburban Neighborhoods is the creation of the central public space in all communities to serve as an urban reference point and the focus of civic and community life (see Map 9).

**GENERAL RECOMMENDATIONS**

- Strengthen relations and cooperation between neighborhoods and local institutions so as to reduce conflicts, especially related to land use.
- Encourage cooperative efforts among area institutions (including churches, public and private schools, and colleges) to provide gathering places, recreation facilities, and meeting spaces.
- Provide for shared parking opportunities between local institutions to maximize available parking and minimize large expanses of parking.
- Provide incentives for local institutions to create neighborhood-friendly landscaping, devise attractive property boundaries, and adaptively reuse existing residential elements.
- Enlist public and private ventures to create medical, daycare, and social services in existing or infill buildings, or within the campuses of local institutions, and encourage the sharing of such services between neighborhood and institutional populations.
- Complete a study of the costs and benefits of relocation or partial relocation of the City Maintenance Facility off Stadium Drive.

**Schools**

- Encourage the use of educational facilities for community events and needed neighborhood services.
- Consider the sale, trade or conversion of public school property in the planning area only with extensive public involvement in decision making process.
- Prioritize the renovation or redesign of Latham Elementary School as a key element in the revitalization of the West Salem area. The new design should include multipurpose community facilities.

**Recreation Facilities**

- Seek to expand recreational opportunities and open space in the planning area through the provision of public facilities and through cooperative efforts with private institutions.
- Maintain, improve and expand existing public park facilities to meet the changing recreational needs of area residents.
- Encourage the creation of parks and pocket parks in convenient locations that provide each neighborhood with opportunities for focal points, friendly places to socialize, activity areas for children, and increased green spaces.
- Consider the sale, trade or conversion of park land only when there will be a significant public benefit and only with extensive public involvement in the decision making process.
- Consider establishing a community recreation center at a public or private school in the planning area.
- Encourage cooperative use, maintenance, and monitoring of parks by citizens, neighborhood organizations, and area institutions. Encourage community members and neighborhood associations to become actively involved in the ongoing maintenance of neighborhood and pocket parks.
- Work with area council members, the City Recreation & Parks Department, Keep Winston-Salem Beautiful, and local neighborhood organizations to target and develop pocket parks on vacant or underused lots in the planning area.
- Establish a new Southeast Gateway Park, a linear area on both sides of Salem Creek between Main Street and Broad Street. The major feature of the Southeast Gateway Park should be the rerouted Salem Creek Greenway running along Salem Creek from Broad Street to Central Park. Other features could include seating areas and a public gathering space.
- Develop a linear park along Bath Branch (aka Cloverleaf Branch), north of Stadium Drive. The park should incorporate the Falls of the Bath Branch, a series of small cascading waterfalls, as a central feature and include a greenway along the stream to Stadium Drive.
- Make improvements to Granville Park based on recently completed master plan.
- Develop a master plan and make improvements to the Downtown Park to make it more attractive and increase its use by area residents.
- Complete the master plan for Central and Happy Hill Parks. Make improvements over time based on the master plan.
Map 9

Proposed Community Facilities Recommendations

New Parks and Park Expansions
A. Linear park along Burritt's Mill
B. Public gathering space in Holly Avenue
C. Linear park north of Stadium Drive
D. Expand Westleigh Park
E. New Southeast Gateway Park
F. Expand Central Happy Hill Parks
G. Public gathering space

Park Improvements
H. Downtown Park master plan and improvements
I. Grove Park master plan improvements
J. "Reservoir" entrance to Washington Park
K. Pedestrian entrance to Washington Park
L. Connections between neighborhoods
M. SE Gateway public land master plan improvements

Other Recommendations
N. Happy Hill satellite library/cultural outreach center
O. Study recreation of City Maintenance Facility

New and Extended Greenways/Streetways
P. Construct greenway along Peters Creek
Q. Construct greenway along Bath Branch
R. Extend Salem Creek Greenway
S. Remote Salem Creek Greenway
T. Complete Street to NCSA
U. Neighborhood greenway connector to Sunnyside

Legend:
- Planning Area
- Flood Zones
- Streams
- Existing Park
- Proposed Park
- Existing Greenway/Streetway
- Proposed Greenway/Streetway
- Potential Facility Location

Scale:
1000 2000 3000 4000 5000 Feet

N 90 W 90 E 90

56
• Expand Central and Happy Hill Parks west to WSSU and Civitan Park by adding park land on both sides of Salem Creek. Added land could come from reclaimed floodplain in the Happy Hill neighborhood, the southern edge of the City Maintenance Facility, and/or the Winston-Salem South Bound Railroad.

• Expand Washington Park east to Broad Street to include floodplain area owned by Duke Power.

• Establish a "front door" entrance to Washington Park from the West Salem neighborhood by improving the park entrance at Hutton Street and Washington Park Lane with enhanced signage and landscaping and providing better sidewalk connections along Hutton Street and Washington Park Lane.

• Establish a pedestrian entrance to Washington Park at the end of Granville Drive with signage and landscaping.

• Improve the connection between the West Salem neighborhood and the Washington Park neighborhood by providing a signed trail through Washington Park to link the neighborhoods.

• Evaluate the need for new surface parking at Central and Washington Parks. New parking areas should be visible and near main streets and should incorporate screening elements and attractive paving materials.

• Establish a public gathering space in the Sunnyside neighborhood. Sites to consider include: the Sunnyside Mill site when it is redeveloped; a cooperative effort with NCSA; and/or, a cooperative effort with a business, church, ministry or community organization in the area.

• Establish a public gathering space in the Holly Avenue neighborhood. Sites to consider include: the original Salem Reservoir and the lots at the northeast corner of the intersection of Second Street and Shady Boulevard.

• Develop a linear park in the West End neighborhood near the end of Jarvis Street along the I-40 Business right-of-way. This park would become part of the proposed Peters Creek Greenway. Development and ongoing maintenance of the park should be a cooperative effort between the City and the community.

• Provide lighting in parks with evening activities. Lighting should be sufficient to make the parks safe for activities but should not cast light on adjacent properties. Light fixtures should be historically appropriate.

**Greenways**

• Extend the Strollway from Salem Avenue south to NCSA. Provide a safe pedestrian crossing at Main Street or route the Strollway to cross Salem Avenue at Marshall Street and continue in an attractive manner through the office/commercial redevelopment area. Provide a safe and attractive pedestrian crossing to NCSA south of the relocated Waughtown Street.

• Re-route the Salem Creek Greenway from Central Park west to Broad Street to run along Salem Creek in the Southeast Gateway area.

• Develop a neighborhood greenway connector from the Southeast Gateway through the NCSA campus to the Sunnyside Neighborhood in conjunction with NCSA.

• Construct a greenway along Bath Branch (aka Cloverleaf Branch) from the Falls (located north of Stadium Drive) to the Salem Creek Greenway through the proposed Research and Educational Mixed Use Area.

• Construct a greenway along Peters Creek from Northwest Boulevard to Salem Creek near Link Road. Prioritize the southern section from Sunset Drive to Salem Creek and the northern section from Hanes Park to the I-40 Business/US 421 right-of-way. Development could occur in conjunction with stream clean up efforts. The greenway could be designed with a biological educational focus.

• Extend the Salem Creek Greenway from Washington Park southwest to Silas Creek Parkway by the relocated Our Lady of Mercy School.

**Library Facilities**

• Work with the Forsyth County Library Board and Old Salem, Inc. to establish a satellite facility/cultural outreach center at the entrance to the Happy Hill neighborhood.

• Incorporate public library facilities into existing schools and establish library facilities in existing or infill structures so that every neighborhood has convenient access to public library services.
Housing and Community Development Recommendations

Legacy recommends neighborhoods offer a variety of quality housing types for different income levels, family size, and types which reduces the segregation of neighborhoods by race, age and income. Affordable housing should be promoted throughout the County by providing incentives, utilizing cost-effective site design, and permitting accessory dwellings and congregate care facilities. Public housing reform and increased home ownership promote pride within neighborhoods and should be encouraged. Increased residential densities are called for in the Center City area and surrounding neighborhoods as well as along Urban Boulevards.

General Housing Recommendations

- Maintain and improve the quality of the housing stock in the area by promoting home ownership, supporting rehabilitation efforts, encouraging quality management of rental properties, and enforcing housing codes and sanitation ordinances.
- Develop financial incentives to encourage property owners to maintain structures for single-family use or to convert those that have been divided up back to single-family use.
- Increase enforcement and penalties for violation of housing and sanitation ordinances.
- Reduce the number of boarding houses and limit the number of new boardinghouse uses by revising the UDO regulations related to boarding houses.
- Work through neighborhood organizations to educate residents about City's regulations including zoning regulations, minimum housing code, and sanitation ordinances.
- Increase citizen and neighborhood involvement in maintaining properties by encouraging neighborhood organizations to participate in Housing Service's Citizen on Patrol (COP) Program. (Under the COP program, neighborhood organizations identify external housing and environmental problems and send a letter to the owner asking for improvements to be made, focusing on cooperation and neighborliness, as an initial alternative to the housing code enforcement process.)
- Incorporate Traditional Neighborhood Development concepts defined in Legacy in the development and redevelopment of the planning area. These concepts include: a mixture of housing types; well designed, compatible commercial areas in and near neighborhoods; and reducing the role of the automobile by incorporating walkability and connections to other neighborhoods.
- Identify specific infill sites for increased densities, clustered developments, mixed housing type developments, and elderly housing. (See the previous Residential Land Use Recommendations portion of the Land Use Recommendations section.)

Affordable Housing and Home Ownership

- Promote the extensive, affordable housing opportunities available in the planning area, especially in West Salem, Sunnyside, Happy Hill and the southern part of Washington Park.
- Provide additional affordable housing opportunities in the planning area by encouraging for-profit builders to provide affordable units in new developments.
- Encourage not-for-profit developers – including the Southside Community Development Corporation (CDC), the WS/FC Housing Partnership, the North Carolina Housing Foundation, and Habitat for Humanity – to develop housing in the planning area. New housing design should be compatible with the historic character of the area and incorporate compatible scale, height, orientation, lot size, and detailing (traditionally-styled porches, columns and railings, multi-bayed facades, window and door arrangements/types, and roof pitch). In City-funded projects, design review should be required to ensure compatibility.
- Work with investor-owners to improve maintenance and management of rental properties in the planning area. Develop a program through cooperative efforts between the City and neighborhood organizations to identify, contact, and work with investor-owners to help them appreciate and improve their investments. Such a program should: provide support and incentives for improving properties; encourage quality management, including control of criminal activity at their investment properties; encourage investors to sell properties they no longer want to maintain to owner-occupants; and, encourage downsizing of the current density of their structures.
- Encourage community residents and neighborhood organizations to develop relationships with investor-owners. Encourage investor-owner
participation in neighborhood organization membership and activities.

• Value renters as important members of the community. Encourage neighborhood organizations to involve renters in their activities and membership.

• Encourage institutions to own and manage rental properties to provide rental opportunities for their students and to assure quality maintenance and management of the properties.

• Encourage existing multifamily buildings to convert to condominium ownership to increase homeownership opportunities in the planning area.

• Reduce the number of properties converted from owner-occupied status to rental use by supporting the efforts of community development and nonprofit housing organizations. Use existing City programs and/or develop new programs to provide financial assistance to organizations to enable them to acquire properties, make necessary repairs, and sell to new owner-occupants.

• Encourage neighborhood organizations to develop marketing programs to promote the unique character and history of their neighborhoods. Neighborhoods could work with the Convention and Visitor’s Bureau, the Winston-Salem Chamber of Commerce, Neighbors for Better Neighborhoods, and/or the City of Winston-Salem to create informational brochures, self-guided tours, videos, notebooks, presentations, and special programs. Part of the marketing program should be directed at potential home buyers and real estate professionals in order to increase homeownership in the neighborhood. The new Center for Home Ownership should be used as a primary means to reach potential homebuyers. The City should provide matching funds to organizations for development of neighborhood marketing programs. Funding could be provided from or through Neighbors for Better Neighborhoods.

• Encourage neighborhood organizations to work with institutions (especially churches and schools) and with renters in the neighborhood to identify potential buyers of homes in their neighborhood. Refer potential homebuyers to the Center for Home Ownership to link them with funding sources and to educate them on home ownership.

• Promote the UDO provision that currently allows attached accessory apartments in single-family structures for handicapped and elderly persons.

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**CITY REHABILITATION AND REDEVELOPMENT EFFORTS**

- Market the City’s rehabilitation, buy/rehabilitation, and first-time homebuyer programs in the planning area with an emphasis in West Salem, Sunnyside, Happy Hill and the southern portion of Washington Park. Promotion activities should include: distribution of flyers; presentations to community organizations and institutions; and, workshops for community members, potential homebuyers, and real estate professionals.

- Complete the Redevelopment Plan for the Happy Hill certified Redevelopment Area.

- Transform the Happy Hill Gardens Public Housing Development into a mixed-income community by seeking a HOPE VI Grant to redevelop the area. The redevelopment plan for the area should be: compatible with the historic character of the area; based on Traditional Neighborhood Development principles; and prepared with extensive community involvement. Funding commitments from the City of Winston should be obtained prior to submission of the grant request.

- Certify the Watkins/Green Streets Area as a Redevelopment Area. Prepare a Redevelopment Plan to develop the area into a mixed use gateway to downtown Winston-Salem. (See Mixed Use Development Opportunity Areas in Land Use Recommendations.) Survey and document historic resources in the area and consider relocating structurally sound buildings to other vacant lots in the West Salem neighborhood.

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*New home construction as part of the revitalization efforts in the Happy Hill neighborhood*
The creation of attractive gateways, business districts, and corridors through the use of regulation and physical improvements is recommended by Legacy, especially along Urban Boulevard, as well as defined Urban Corridors. Public improvements will not only create a comfortable pedestrian environment and positive visual image, but will also encourage private reinvestment in the area. Landscaping, architecture, public art, and attractive signage should be used to convey the character of an area as well as add to the livability of neighborhoods (see Map 10).

Please note that several recommendations found in the Sense of Community, Community Facilities, and Historic Preservation sections also pertain to appearance of the area. Please also refer to the recommendations for those sections when considering the appearance needs of the area.

**GENERAL RECOMMENDATIONS**

- Work with Duke Power to implement phased trenching of overhead utilities starting with primary streets and corridors as well as historically sensitive areas. Consider relocation of utility lines to the alleys throughout the planning area.
- Work with Duke Power and the City Roadway Appearance Division to implement measures to minimize the intrusion of the power substation on Broad Street including the incorporation of attractive built and natural screenings. As a part of this work, complete a study to determine the feasibility of relocating or downsizing the substation.
- Work with local utility companies and property owners to eliminate the construction of new transmission towers and to improve the appearance of existing transmission towers in the area. This work should include relocating existing towers as possible and assuring the most efficient use of existing towers, including requiring co-location.
- Work with the Planning, Inspections, and Housing Departments to increase enforcement of housing and building codes and to address blighted and vacant properties.
- Implement a Demolition by Neglect Ordinance to improve the appearance of structures in the area and to limit the demolition of properties determined to have significant architectural and/or cultural merit. Such properties would include contributing structures in National Register Districts and those listed on or determined eligible for listing as Local Historic Landmarks or on the National Register.
- Work with the City Recreation & Parks Department, Keep Winston-Salem Beautiful, and local neighborhood organizations to devise and implement programs to better maintain parks and open spaces. Such maintenance would include elimination of kudzu and weed-infested areas, maintenance and improvement of trails and shelters, preservation of trees and plantings, and regular control of litter.
- Develop a Tree Ordinance through cooperative efforts between the City, the Community Appearance Commission, local arborists, and area residents and institutions. Establish such an ordinance to address existing tree and street canopy preservation, encourage the reclamation of damaged or nonexistent street canopies, retract vacant areas, impose controls on tree pruning and removals, and incorporate a plan for maintenance and improvement of the area's trees.
- Work with the Police, WSDOT, Public Works, Housing, and Inspections Departments, as well as Duke Power, to develop and adopt a Light Pollution ordinance that addresses intrusive lighting from residential, commercial, and institutional uses. Such an ordinance should concentrate on intrusions that negatively impact adjoining residential uses, the aesthetics of gateway areas, or Urban Boulevards and Corridors. Such an ordinance should include individual security or accent lighting; inappropriately designed or placed street lighting; the placement, scale, and design of lighted signs; and temporary lighting for special events or promotions.
- Provide for the creation of public art in parks, community centers, and public gathering places. Such art should complement the history or character of the surrounding area and should be reflective of cooperative efforts between public and private interests.
- Develop incentive programs and facade improvement funds to encourage the improvement and appearance of existing commercial and apartment properties.
- Maintain elements that define the character of neighborhoods. (See the following Historic Preservation and Sense of Community sections.)
• Develop design criteria for the construction or redevelopment of the area's Neighborhood Activity Centers (NAC). Design criteria for NACs should include nonduplication of services and services that target the needs of local neighborhoods. (See discussion of NACs in Commercial Land Use in Land Use Recommendations.)

• Modify existing zoning requirements to strengthen buffering of residential uses from new commercial, industrial, and institutional uses. (See the Historic Preservation section for related recommendations.)

• Re-evaluate dumpster regulations for multi-family and nonresidential uses in urban neighborhoods. Factors to consider include: requiring alternative collection bins for smaller lots; setback requirements and screening for existing dumpsters; and, limitations on pick-up hours.

• Consider requiring higher bufferyard and landscaping standards than are currently required for nonresidential uses in urban neighborhoods with the intent to create landscaping which is attractive, serves as transition, and is compatible with residential landscaping.

• Consider revising UDO regulations to require existing uses and redeveloped sites to conform with parking lot landscape requirements in urban neighborhoods. Options to consider include: specific future dates or timetable for conformance; a lower threshold of renovation activity to require conformance; and, shorter period for a use to be vacant and still be considered existing.

• Work to incorporate attractive visual and noise screening elements along highways. (See the Environmental Recommendations section for more details.)

• Work to limit the intrusion of vehicles in Old Salem by constructing off-site parking garages, encouraging the use of satellite parking lots with shuttles, and limiting traffic in the neighborhood by imposing parking fees and fines. Parking garages should be located in areas that would not intrude on the historic or special character of the area, such as in place of the existing surface parking lot at the Salem Fine Arts Center.

**URBAN BOULEVARDS**

• Develop and adopt a master plan for Peters Creek Parkway, the area's designated Urban Boulevard. (See details in the Economic Development section.)

**URBAN CORRIDORS**

• Prepare plans for improvements to the Urban Corridors in the area. These plans should include landscaping concepts with public art; friendly bike and pedestrian accommodations; specialty lighting, signage, and pavings; street furniture and waste cans; incorporation of gateways; and, facade improvements to existing buildings. The four Urban Corridors for the area are:
  1) the combined stretch of Second and First Streets between Hawthorne Road and Marshall Street;
  2) Broad Street from I-40 Business to Reynolda Road;
  3) the combination of Main Street and Old Salem Road between I-40 Business and I-40; and,
  4) Waughtown Street/Fayetteville Street from US 52 to the Southeast Gateway traffic circle.

**GATEWAYS**

• Create community gateways and/or attractive points of entrance into the City of Winston-Salem through the planning area. The Community Crossing project has defined the site at Silas Creek and the I-40 exit ramp at Main Street as a primary community gateway and proposed architectural and landscape gateway elements. Other potential Community Gateway locations in the South Central planning area include: Peters Creek Parkway at Silas Creek Parkway; Peters Creek Parkway at I-40 Business or Park Circle/Beaumont Street; Old Salem exit off I-40 Business; Waughtown at US 52; Sprague Street at US 52; Stadium Drive at US 52; and, I-40 Business at Broad Street.

• Establish neighborhood gateways that include signage, planting areas, and/or public art. The nature and location of neighborhood gateways should be established by neighborhood organizations working with the City. Gateway features should be incorporated when other public improvements are undertaken. The City should provide matching funds to organizations to establish neighborhood gateways. In some circumstances, funding from Neighbors for Better Neighborhoods should be sought.
INFILL AND TND GUIDELINES

- Develop and adopt infill development guidelines that assure that infill development, new construction and redevelopment activities are complementary to the character of neighborhoods and streetscapes in the area.

HISTORIC PRESERVATION RECOMMENDATIONS

Legacy promotes historic preservation as a priority for Urban Neighborhoods due to its contribution to the aesthetic, social, historical, cultural, and environmental quality of neighborhoods as well as to the economic development of the community. In the Area Plan process, neighborhoods can be identified for potential National Register, Historic, Historic Overlay, or Neighborhood Conservation Overlay Districts (see Map 11).

Please note that several recommendations found in the Design and Appearance and in the Sense of Community sections also pertain to preservation goals for the area. Please also refer to the recommendations for those sections when considering the preservation of the area.

PROPOSED STUDIES

- Complete studies of Sunnyside and Happy Hill to determine their eligibility for listing on the National Register of Historic Places (NRHP). Should studies determine eligibility for all or part of those areas, pursue funding and nomination for NRHP listing. Particular attention should be placed on research, recognition, and designation of the graveyards in Happy Hill.

PROPOSED DISTRICTS

- Pursue the nomination of West Salem for listing on the NRHP as a district. Procure funding for the nomination through joint sources including the CLG grant program offered by the NC State Historic Preservation Office, matching funds from the City of Winston-Salem, ECHO funding from the Winston-Salem Foundation, and private contributions from sponsors or neighborhood residents. Contract with a consultant that will work effectively with volunteer assistance from neighborhood residents.
- Work with Washington Park and Holly Avenue residents to determine support for and establishment of Local Historic Overlay (HO) District Designation and the adoption of Design Review Guidelines. Such work should be performed in conjunction with the Historic Resources Commission; other HO District representatives; and, through a public involvement process.
- Work with Old Salem, Inc. and the Wachovia Highlands and West Salem Neighborhood Associations to nominate the Salem Town Lot area for expansion of the National Landmark District for Old Salem. Such work should be in conjunction with the Historic Resources Commission, City-County Planning Board (CCPB), the NC State Historic Preservation Office, and the National Park Service, and through a series of public meetings.
- Should an additional HO district be established, hire one additional CCPB staff person to manage administrative responsibilities of the new district.

OTHER RECOMMENDATIONS

- Encourage neighborhoods or areas to determine support for establishment of Neighborhood Conservation Overlay (NCO) Districts and the adoption of Conservation Standards. Such work should be lead by the community with assistance from the City-County Planning Board and include an extensive public involvement process. Target areas for NCO Districts should be Happy Hill, West Salem, and Sunnyside, as well as Washington Park and Holly Avenue, should those two neighborhoods determine not to seek HO designation.
- Work with the Historic Resources Commission to expand the number of Local Landmark Property designations in the area. Potential designations include the archaeological resource for the Salem Reservoir (Second Street) in Holly Avenue; the Butner-Bryant (622 Poplar Street) and Ackerman-Reich (608 Poplar Street) Houses in West Salem; the H. D Poindexter House (130 West End Boulevard) in West End; Hillcrest (450 Sprague Street) and the Folk-Victorian house at 415 Sprague Street in Sunnyside; the Frederick F. Banson (28 Cascade Avenue), Christian R. Fogle (29 Cascade Avenue), and A. H. Eller (129 Cascade Avenue) Houses in Washington Park; and, Saint Philip's Moravian Church in Old Salem.
- Pursue revitalization of Happy Hill Gardens in conjunction with HOPE VI redevelopment. Redesign efforts for the facilities to result in designs compatible with the historic character of the area and to incorporate compatible scale, height, orientation, lot size, and detailing (such as traditionally styled porches, columns and railings, multi-bayed facades, window & door arrangements/types, and roof pitch).
• Maintain and preserve character-defining materials in neighborhoods such as granite curbing, brick pavings, traditional sidewalk textures, etc. In conjunction, work to restore character-defining materials by replacing incongruent intrusions (such as concrete curbs, infill sidewalk slabs, and asphalt overlays) with historic materials. At intersections requiring handicap access, lower granite curbs to accommodate as opposed to replacing with new concrete.
• Reclaim cobblestone and brick streets by removing asphalt overlays or by rebuilding with historic brick or cobble. Texturized/pigmented asphalt/concrete designed to look like brick or cobblestone could also be considered where necessary and appropriate. Streets to target include: Brookstown Avenue (between West Fourth Street and Hanes Park), West Fourth Street, Glade Street, West End Boulevard, Summit Street, Jersey Avenue, sections of Park Boulevard along the park, Shady Boulevard (between First and Second Streets), Poplar Street (between Academy Street and Washington Avenue), sections of Academy Street in West Salem and Old Salem, and intersections in the Washington Park neighborhood.
• Place historic markers in the Happy Hill neighborhood to recognize the historic and cultural importance of the community.
• Pursue funds for the restoration of the graveyards in Happy Hill. Restoration should include stabilization of existing markers, replication of lost markers, identification signs, on-site mapping of the yards for educational purposes, and site maintenance and beautification.
• Provide for incentive programs to encourage the preservation of historic areas and properties. Such incentive programs should include local property tax deferments for approved rehabilitations, special interest programs for the purchase and restoration of historic properties, and funding available for neighborhood organizations to implement improvement and promotional programs.
• Establish a Facade Improvement Program for historic commercial structures. Prioritized areas include: West End NAC; Fourth/Burke NAC; Washington Park NAC; the intersection of Walnut and Broad Streets; the intersection of Green and Wachovia Streets; and the intersection of Academy Street and Granville Drive. Non-contributing structures in historic areas outside the prioritized areas should also be considered if the structures are to be renovated to blend with surrounding historical homes or structures. Features of the program could include tax incentives or low interest loans.
• Require façade improvements in historic districts as part HDC approvals (where applicable) and as a condition of variances and rezoning petitions, to the extent allowed by law.
• Consider historic character as a significant factor when evaluating petitions to close alleys in historic districts.
• Encourage neighborhood organizations to develop marketing programs to promote the unique character and history of their neighborhoods. (See previous Housing and Community Development Recommendations section.)
• Work with City-County Planning, Inspections Division, and the City Attorney's Office to increase enforcement of existing H and HO guidelines and to establish better procedural policies for injunctive intervention and "stop work" orders.
• Establish resident-driven programs in the H and HO districts that provide for awareness, education, and monitoring on behalf of neighborhood property owners to assure compliance and understanding of guidelines and procedures for existing regulations.
• Undertake awareness campaigns with real estate professionals and local home improvement contractors to further understanding and cooperation with guideline restrictions in the H and HO districts.
• Study the adoption of new requirements to strengthen buffering of existing commercial, industrial, and institutional uses and their accessory features (such as parking, storage areas, and signage) from properties listed on the NRHP, properties within an H or HO district, and, Local Historic Landmark (LHL) properties.
• Consider the establishment of a public park on the land at the southwest corner of West Street and Marshall Street. The focus of the park should be on the history of Salem/West Salem. The park should incorporate the 1920s building on the site as a museum or recreation space.
**SENSE OF COMMUNITY RECOMMENDATIONS**

Legacy recommends that all neighborhoods maintain their own special character based on their history and identity. Neighborhoods and commercial areas need to highlight unique features that set them apart from other areas in the City. Commercial areas in Urban Neighborhoods have a special character not found in newer commercial strips that are designed around cars. Such areas should retain their pedestrian/urban feel and not become just another commercial area off the highway.

**PHYSICAL RECOMMENDATIONS**

- Assure the presence of a park or central public space in every neighborhood in the area. (See the Community Facilities Recommendations section for additional information on this concept.)
- Continue the City's Historic Marker Program to include sites in the area.
- Encourage neighborhood organizations to fund and erect community bulletin boards (using Washington Park's example as a prototype) and to install neighborhood recognition markers (like those in West End). The City should support such efforts by providing for installation.
- Work with the City Recreation and Parks, Public Works, and Police Departments as well as Keep Winston-Salem Beautiful and the Community Appearance Commission to plan and assure support of a series of annual "clean sweep" programs, expanded tree planting and landscaping campaigns, and educational gatherings devoted to neighborhood safety, pride, and improvement.
- Encourage through zoning and financial incentives residential infill development that includes design features that promote personal interaction, such as front porches, houses close to the street, rear or side parking, and public gathering spaces. Incentives could include reduction of zoning fees and/or property taxes, flexible code and ordinance requirements, low-interest funding, and land donations for projects that support the traditional qualities of the surrounding neighborhoods. Infill development could include single-family residences, townhouses, duplexes, condominiums, and multifamily rental units.
- Provide supporting neighborhood services in walkable distances from neighborhoods.

Encourage compatible design and adaptive reuse of existing structures. Incentives should be established for reuse of existing structures, and could include property tax abatements, flexible code and ordinance requirements, low-interest funding, and land donations.

- Establish facility and program links between the religious and educational institutions in the area and encourage the sharing of resources, the development of cooperative neighborhood services, and participation in neighborhood events and associations.
- Eliminate further divisions of neighborhoods in the area owing to development or road construction. Lessen current divisions (such as those caused by I-40 Business, US 52, and Peters Creek Parkway) by establishing "links" between divided areas that would include pedestrian connections, as well as aesthetic continuities such as attractive lighting, landscaping, and signage.

**SOCIAL RECOMMENDATIONS**

- Encourage neighborhood organizations, area institutions and the City to cooperatively organize community gatherings, festivals and art shows in neighborhood parks to build a sense of community and promote individual neighborhoods.
- Encourage neighborhood organizations to develop marketing programs to promote the unique character and history of their neighborhoods. (See Housing and Community Development Recommendations section.)
- Work with Neighbors for Better Neighborhoods to establish active neighborhood associations for every neighborhood in the area and to link individual associations under one collective organization for the area. Consider inviting smaller pocket neighborhoods into existing neighborhood associations where possible.
- Establish and promote target organizations for the area that would include garden clubs, historic societies, commercial/retail associations, and the like. Encourage the establishment of such organizations that would encompass the entire planning area.
- Establish an organization that promotes the benefits of racial, cultural, financial, and age diversity in the area and provides gatherings and programs to connect segregated populations and segments of the area.
- Work with the Downtown Development Office to expand the perception of downtown as including the immediately adjoining residential
areas of West End, Holly Avenue, and Old Salem. Downtown should be promoted, in part, by way of the unique quality of life benefits of neighborhoods in the area. The Downtown Development Office should participate in promoting a positive image of the City’s south side.

- Create a City-supported web server that offers free space for neighborhood association Web sites and promotes the activities, events, and opportunities in the area.

**Economic Development Recommendations**

Most older neighborhoods already have a mix of uses in place including industrial and business uses. Legacy recommends that economic development activity in the Urban Neighborhoods, both new and existing, should be compatible or made compatible through renovation with nearby residential areas. The rehabilitation/redevelopment of older industrial areas, especially in slow growth areas, should be encouraged and supported.

**Applicable City Programs**

- Strengthen existing businesses and attract new businesses by marketing City loan programs and the State Development Zone Program in the planning area, particularly in the designated Neighborhood Activity Centers. Make presentations to organizations and hold workshops to promote and explain programs.
- Extend the current Waughtown Street Target Area under the City’s Target Area Business Assistance Program to the west to include Waughtown, Fayetteville and Haled Streets from US 52 to Chapel Street.
- Identify potential sites and provide Brownfield Assessment Grant fundings to assess whether there are environmental problems at sites in the planning area. Promote sites that are found to be clean. Work with potential developers to obtain funding, including the City's Brownfield Remediation Loan Fund, to clean up problem sites.

**Other Recommendations**

- Identify funding sources and develop programs to implement recommended improvements in Activity Centers, along Urban Boulevards and Corridors and in targeted business areas. Potential sources include, but are not limited to: general revenue; local bonds; enterprise funds; incremental tax revenue funding; and, Community Development Block Grant funds.
- Establish tourism as a primary economic development focus for the planning area. Coordinate tourism efforts with the Convention and Visitors Bureau, Chamber of Commerce, and existing tourist attractions. Direct public improvements and rezone property to support tourism in the area.
- Support small businesses by directing potential business developers to the available community resources and by providing incentives for location of new and expansion of existing businesses in the planning area.
- Review and modify as necessary UDO requirements to assure they support development of small businesses in the planning area. Specific provisions to review include: Pedestrian Business District parking requirements; combined (residential/commercial) use provisions; allowance of and parking requirements for outdoor dining and seating; and, home occupation parking requirements.
- Consider revising parking requirements in the UDO including giving greater credit for bicycle spaces and reducing the requirements for the Neighborhood, Limited, and Pedestrian Business Districts in proximity to neighborhoods.
- Direct public improvements and funding to the designated Neighborhood and Community Activity Centers in the planning area.
- Identify needed services at Activity Centers in the planning area. Market sites to businesses who could provide the needed services.
- Work with local real estate professionals to identify and market business and industrial sites in the planning area for potential development and redevelopment in order to create new jobs, provide needed services, and improve the appearance of the area. Provide incentives to real estate professionals to concentrate in these areas, as appropriate.
- Provide City funding to upgrade existing infrastructure to promote economic development at target locations in the area. Target sites include: the former mill site in Sunnyside at US 52 and I-40; the Watkins/Green Street Redevelopment Area; Peters Creek Parkway; and, the Southeast Gateway.
- Amend the UDO to include an amortization period for adult establishments that do not meet the spacing requirements.
- Support community initiatives, including the
formation of business organizations and business watch programs throughout the planning area.

• Hold a charrette (design workshop) to develop a conceptual plan for the Peters Creek Parkway Urban Boulevard. Recommendations from the charrette should be incorporated into the South Central Area Plan and serve as the starting point for the north section when a master plan is completed for the entire length of the Peters Creek Parkway Urban Boulevard. Charette participants should include area merchants, design professionals, economic development staff, city officials, and community residents. The conceptual plan should include recommendations for:
  - A general plan for revitalization;
  - An emphasis on comprehensive, rather than piecemeal development;
  - Development design guidelines;
  - Establishment of attractive gateways and entrance points;
  - Parking and utility area improvements, including screening and landscaping;
  - Public improvements, including streetscape, landscaping, access and sidewalk/street amenities;
  - Enhanced pedestrian access, including a potential greenway (see recommended Peters Creek Parkway pedestrian plan in Transportation Recommendations);
  - Potential locations for additional services, including grocery and drug stores;
  - Potential locations for higher-density housing;
  - Possible incentives, including private/public loan programs; and,
  - Community initiatives, including merchant association and business watch program.

**COMMUNITY SAFETY RECOMMENDATIONS**

Safety is a concern in a number of neighborhoods and business areas. Legacy recommends safety be addressed through design factors, mixed-use development which promotes active streets, incentives for property maintenance in problem areas, and the involvement of citizens in community planning efforts.

**GENERAL RECOMMENDATIONS**

• Consider locating a police substation in the planning area. A potential site is the intersection of Waughtown and Vargrave Streets.

• Encourage creation of Neighborhood Watch programs where they do not exist.

• Encourage creation of Business Watch Programs. Target commercial areas include: Peters Creek Parkway; Acadia Street; Waughtown/Fayetteville Streets; Burke/Brookstown; and, West End Boulevard at Hanes Park.

• Encourage merchants to use existing police programs, such as: the Directed Patrol Program, where merchants can call police to routinely patrol "trouble spots" and receive regular reports on these areas; and the On-site Assessment Program where police evaluate businesses for possible security problems.

• Increase police presence in the planning area. Encourage satellite public safety facilities to be located in the planning area. Encourage police officers to live in and park their cars in neighborhoods in the planning area.

• Increase the connection between people and their neighbors and between residents and businesses/institutions so they watch out for each other, monitor each other and work together with the police department to keep the community safe. (See Sense of Community Recommendations section for methods to increase community connections.)

• Enhance safety and the relationship between residents and public safety officers by expanding the use of "beat patrols" (i.e., the community policing program) to additional neighborhoods in the planning area.

• Provide social and recreational facilities and activities in the planning area for children and youth to provide alternatives to vandalism, drugs, and other criminal activities. (See the Community Facilities and Sense of Community sections.)

• Work with investor-owners to reduce criminal activity in their rental units by checking criminal records of potential tenants; incorporating wording into leases allowing termination due to criminal activity; working with the Police to monitor tenants' criminal activities; and, speedy removal of tenants who engage in illegal activities.

• Encourage mixed uses in the planning area to keep areas used throughout the day, in the evenings, and on weekends.

• Factor safety into design by applying Crime Prevention through Environmental Design (CPTED) and Safer Cities design concepts.
Safe design principles should be included in the design of: commercial development and redevelopment; residential infill and redevelopment projects; and, public improvements, including parks, greenways, and roads.

- Increase the sense of security in the community by improving maintenance of neighborhoods, public spaces, and business areas. Strenuously enforce City housing codes, as well as ordinances regarding abandoned vehicles, weeded lots, and other sanitation issues.
- Eliminate the use of prison-like security features including window bars, razor wire, barbed wire, high solid or chain link fences, and obtrusive lighting. Prohibit the use of chain link fences in excess of five feet in height, razor wire, and barbed wire along public street frontages as conditions in rezoning petitions. Consider amendments to the UDO to prohibit such features City-wide. Encourage the use of decorative fencing and "defensive landscaping," such as thorn bushes, as alternatives to define public and private space.
- Provide appropriate lighting for pedestrians. Such lighting should be strong enough to enhance safety, but not be obtrusive to adjacent uses. Lighting should be human-scale, bringing the light source close to the ground. Light fixture design should be appropriate to the character of the area. Generally, more fixtures with lower wattage are preferable to fewer fixtures with higher wattage, for both security and aesthetic reasons.
- Remove potential hiding places for criminals and criminal activity by clearing overgrown areas and securing access to unoccupied buildings.

- Enforce regulations that prohibit parking on sidewalks and on lawns. Modify existing regulations to improve enforcement capabilities, if necessary.
- Encourage the college public safety officers in the planning area to strengthen their relationships with each other and with the Winston-Salem Police Department.
- Encourage institutional uses, including parks, colleges, schools, churches, and the "Ys", to increase public safety awareness at their facilities. Awareness efforts could include signs that encourage "Report suspicious persons in parking lots to the front desk" or posted lists of "Tips for Keeping Safe After Dark."

**ENVIRONMENTAL RECOMMENDATIONS**

Legacy calls for the protection of watersheds, wetlands, and streams throughout the County. Of particular interest in the Urban Neighborhood area is stream naturalization. Many of our more degraded streams are found in inner city areas, and the restoration of such streams is one of the most efficient methods of minimizing soil erosion and flooding and of improving water quality. It should also be noted that many of our vacant areas in the Urban Neighborhoods area have steep slopes and/or streams running through them. Clustering development off fragile land is recommended to preserve vegetation and other natural features.

Please note that several recommendations found in the Design and Appearance and in the Community Facilities sections also pertain to the environment of the area. Please also refer to the recommendations for those sections when considering the environmental needs of the area.

**GENERAL RECOMMENDATIONS**

- Protect water quality by attempting to insure that parking lots and storm drains filter water before emptying into the streams. Where possible, require vegetated buffers along stream banks to provide filtering of water.
- Restore three sections of Salem Creek: 1) Broad Street to Peters Creek Parkway; 2) Central Park to Civitan Park; and, 3) Waughtown Street to Broad Street. Use the local stormwater utility fees and seek funding from the Clean Water Trust Fund grants and Federal TEA-21 funds to help initiate and maintain such a stream restoration program. Where possible, provide open space, greenway extensions, trails, and passive

*Neighborhood watch programs assist the Police Department and help neighbors connect with each other.*
use of areas along Salem Creek. When conducting stream restorations, utilize natural restoration methods as opposed to strictly engineered solutions.

- Establish a cooperative program between area businesses, residents, and the City to clean and maintain Peters Creek, as well as other streams in the area. Utilize the local storm water utility fee for funding and explore the use of Federal TEA 21 funds to clean up creeks in conjunction with greenway projects.
- Encourage environmentally sensitive development of steep slopes and limited development of floodplains.
- Install attractive road markers that identify watershed areas, streams, and floodplains and that discourage carelessness in those areas.
- Develop a public awareness campaign (similar to that of Greensboro’s) that will utilize a variety of media forms (newspapers, radio, TV, and mailings) to educate the public on the sensitive nature of urban streams and natural resources in the area, as well as to promote improved air quality (such as limiting emissions, structured use of gasoline-powered equipment, etc.).
- Create, impose, and enforce fines for littering, ground and stream contamination, careless construction practices, etc.
- Study the introduction of noise barrier systems or policies that will improve the noise quality of residential areas along I-40 Business, I-40, and US 52, as well as other sources of noise pollution (such as Bowman Grey Stadium activities, law enforcement sirens during early morning hours, etc.). Policies for noise reduction could include regulating the use of air brakes on transport trucks along certain portions of local interstates, enforcing quiet zones along local roads, and increased vegetation. Areas to consider are the southern boundaries of the Holly Avenue and West End neighborhoods, the northern boundaries of West Salem, and the eastern boundaries of Sunnyside. If built noise barriers are not possible, plant vegetated buffers (likely thick coniferous trees) for sight and noise barriers for residential areas along I-40 Business, I-40, and US 52 as a local project.
- Create policies for the preservation of trees when creating greenways.
- Reclaim floodplain land in the Happy Hill neighborhood as part of the City’s land acquisition in conjunction with the Happy Hill Redevelopment Plan.
- Encourage continued improvement of the environment of the area by eliminating the introduction of new transmission towers in the area and by targeting and abating brownfield locations. (See the Economic Development and Design and Appearance sections for more information.)

To improve water quality, Tanner’s Run, a historic stream near old Salem was restored using a natural channel approach.
## Implementation Schedule

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status Report</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare an annual report of the status of Area Plan recommendations and zoning cases/results in the planning area (Preface).</td>
<td>CCPB; City Managers Office</td>
<td>Annually</td>
</tr>
<tr>
<td><strong>Land Use</strong></td>
<td></td>
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<tr>
<td>Follow the Proposed Land Use Plan, land use policies and the Special Land Use Conditions (Proposed Land Use Map and pages 25-51).</td>
<td>CCPB; City Council</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage residential infill as recommended for the Residential Infill Opportunity Sites (pages 27-32.)</td>
<td>CCPB; City Council</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage concentration of non-residential land use and public investment in the designated Community and Neighborhood Activity Centers (pages 33-38 and 67).</td>
<td>CCPB; Development Office; Public Works; City Council</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Assure compatible institutional growth consistent with the Institutional Land Use Policies (pages 38-41).</td>
<td>CCPB; City Council; area institutions</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage open space preservation consistent with plan recommendations (page 41).</td>
<td>CCPB; Recreation Department; private property owners</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage mixed use development consistent with the land use and transportation recommendations of the Mixed Use Opportunity Area Site Studies (page 41, and 44-50).</td>
<td>CCPB; WSDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Activity Centers &amp; Mixed Use Opportunity Areas</strong></td>
<td></td>
<td></td>
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<tr>
<td>Improvements in Activity Centers and redevelopment in Mixed Use Opportunity Areas are to be primarily private efforts. City involvement will be to enhance public facilities as a means of encouraging private investment. Timing of implementation is dependent on private initiatives and on the identification of sources of funding for public improvements. All transportation improvement projects will require traffic impact studies to determine viability and appropriateness prior to a formal decision to implement them.</td>
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<tr>
<td><strong>Parkway Community Activity Center</strong></td>
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<tr>
<td>Improve pedestrian and bicycle connections from adjacent neighborhoods (see listing on page 33).</td>
<td>Property owners; Engineering; WSDOT;</td>
<td>Sidewalks on study list – Immediate; Other improvements – initiated by property owners</td>
</tr>
<tr>
<td>Improve vehicular connections to MarketPlace Mall from West Salem and Washington Park neighborhoods (page 34).</td>
<td>Property owner in consultation with WSDOT</td>
<td>Initiated by property owner</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more*
<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
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<tbody>
<tr>
<td>(Parkway Community Activity Center continued...)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide additional landscaping, make appearance improvements and establish unifying features (page 34).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>West Salem Community Activity Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make pedestrian improvements at Peters Creek and Academy intersection (pages 34 and 54).</td>
<td>WSDOT</td>
<td>Some – underway; additional – TBD based on study</td>
</tr>
<tr>
<td>Provide additional landscaping, make appearance improvements and establish unifying features (page 34).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Promote proximity of area to downtown, commuters, and motorists (page 34).</td>
<td>Area businesses; Chamber</td>
<td>Short Range</td>
</tr>
<tr>
<td>Fourth/Burke Neighborhood Activity Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish a satellite Farmers’ Market in area (page 35).</td>
<td>Area businesses; West End NA; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Provide additional shared parking (page 35).</td>
<td>Area businesses; WSDOT</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Provide pedestrian-scaled street furniture/lighting (page 35).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Concentrate code enforcement and direct patrol activities in the area (page 35).</td>
<td>Inspections; Housing Services; Police; Fire</td>
<td>Immediate</td>
</tr>
<tr>
<td>Amend the UDO to include a Clubs and Bars use. Required a special use permit and separation distances (page 35).</td>
<td>CCPB</td>
<td>Immediate</td>
</tr>
<tr>
<td>Consider requiring residential parking permits for portions of Fourth Street with night time enforcement (page 35).</td>
<td>WSDOT; Police</td>
<td>Short Range</td>
</tr>
<tr>
<td>Work with business owners to assure lighting is shielded and directed away from adjacent residential uses (page 35).</td>
<td>Area business owners; Inspections</td>
<td>Immediate</td>
</tr>
<tr>
<td>Review possible changes to State ABC laws to give local elected bodies additional authority (page 35).</td>
<td>City Attorney; CCPB</td>
<td>Immediate</td>
</tr>
<tr>
<td>First/Hawthorne Neighborhood Activity Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide additional shared parking (page 36).</td>
<td>Area businesses; WSDOT</td>
<td>Privately initiated</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
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</thead>
<tbody>
<tr>
<td><strong>(First/Hawthorne Neighborhood Activity Center continued...)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve pedestrian access and safety (page 36).</td>
<td>WSDOT</td>
<td>Study – Short Range</td>
</tr>
<tr>
<td>Make appearance improvements and establish unifying features (page 36).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td><strong>West End Neighborhood Activity Center</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide additional shared parking (page 36).</td>
<td>Area businesses; WSDOT</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Provide a boardwalk or path along creek to link parking and serve as visual amenity (page 36).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Traffic calming on West End Boulevard based on City Traffic Calming Policy (pages 36, 53 and 54).</td>
<td>West End NA (initiate); WSDOT</td>
<td>Initiate and review – Immediate; Implement – TBD</td>
</tr>
<tr>
<td>Improve pedestrian access and safety (page 36).</td>
<td>WSDOT</td>
<td>Study – Short Range</td>
</tr>
<tr>
<td>Encourage uniform signage (page 36).</td>
<td>West End NA; HRC; and area businesses</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage historically appropriate facade improvements (page 36).</td>
<td>West End NA; HRC; area businesses; Development Office</td>
<td>When funding obtained</td>
</tr>
<tr>
<td><strong>Brookstown/Marshall Neighborhood Activity Center</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide pedestrian-scaled street furniture/lighting (page 37).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Provide additional landscaping and unifying features (page 37).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td><strong>Southeast Gateway Neighborhood Activity Center &amp; Urban Village Mixed Use Area</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete traffic circle and other planned road improvements (page 37).</td>
<td>NCDOT; WSDOT</td>
<td>2005</td>
</tr>
<tr>
<td>Improve Broad Street and Salem Avenue intersection (pages 37 and 48).</td>
<td>WSDOT</td>
<td>Study – Short Range</td>
</tr>
<tr>
<td>Relocate Salem Creek Greenway between Broad and South Main Streets (pages 37, 48 and 57).</td>
<td>Recreation Department; property owners; Development Office</td>
<td>Short Range</td>
</tr>
<tr>
<td>Provide a publically accessible greenspace (&quot;Southeast Gateway Park&quot;) on both sides of Salem Creek (pages 48 and 55).</td>
<td>Recreation Department; property owners; Development Office</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
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<tbody>
<tr>
<td>Extend Strollway to NCSA, including safe crossings of Salem Avenue and Main Street (pages 37, 48 and 57).</td>
<td>Development Office; Recreation Department; NCSA</td>
<td>Short Range</td>
</tr>
<tr>
<td>Assemble additional land in area for reuse (page 37).</td>
<td>Development Office</td>
<td>Underway</td>
</tr>
<tr>
<td>Provide additional landscaping and unifying features (page 37).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
</tbody>
</table>

**Washington Park Neighborhood Activity Center**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
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<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide additional landscaping, make appearance improvements and establish unifying features (page 38).</td>
<td>Area businesses; assistance from Development Office</td>
<td>Privately initiated</td>
</tr>
<tr>
<td>Require better screening of auto-related uses and reduce number of auto-related uses (page 38).</td>
<td>CCPB; area property owners</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

**Peters Creek/First Street Urban Residential Gateway**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey and document historic resources in Watkins/Granville area. Consider relocating structurally sound buildings to vacant lots in West Salem (pages 45 and 59).</td>
<td>CCPB; HRC; H&amp;ND; community development organizations</td>
<td>Short Range</td>
</tr>
<tr>
<td>Incorporate parking to serve area, nearby uses, and downtown park &amp; ride (page 45).</td>
<td>Property developers; WSDOT</td>
<td>When property is redeveloped</td>
</tr>
<tr>
<td>Make comprehensive transportation improvements to facilitate redevelopment of the area as part of Peters Creek Bridge Replacement Project &amp; City redevelopment activities (pages 45 and 52).</td>
<td>WSDOT; NCDOT; H&amp;ND</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Establish landscaped gateways on Peters Creek Parkway at I-40 Business, Park Circle and First Streets and at Second Street and Brookstown (pages 48 and 62).</td>
<td>CAC; WSDOT; NCDOT; Roadway Appearance; property developers</td>
<td>As part of and following road improvement projects</td>
</tr>
</tbody>
</table>

**Stadium Drive/City Yard – Research Campus and Education Village**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Develop linear park at the Falls of Bath Branch and a greenway along Bath Branch from the falls to Salem Creek (pages 47, 55 and 57).</td>
<td>Recreation Department; Public Works</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Design new roads to incorporate pedestrian access, pedestrian-scaled features and textured pavings (page 47).</td>
<td>NCDOT; WSDOT</td>
<td>As part of road projects</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
### ACTION/PROJECT RESPONSIBLE AGENCY TIMING*

*(Stadium Drive/City Yard – Research Campus and Education Village continued...)*

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<tbody>
<tr>
<td>Reclaim floodplain land along Salem Creek as an extension of Happy Hill and</td>
<td>CCPB; H&amp;ND; Recreation; Public Works; WSDOT; and NCDOT</td>
<td>Redevelopment – Short Range;</td>
</tr>
<tr>
<td>Central Parks as part of redevelopment activities and road projects (pages 47</td>
<td></td>
<td>Road Projects – Long Range</td>
</tr>
<tr>
<td>and 70).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish gateway entrances on Stadium Drive near US 52 and at Salem Avenue</td>
<td>CAC; WSDOT; Roadway Appearance; property developers</td>
<td>Short Range</td>
</tr>
<tr>
<td>(pages 47 and 62).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construct the Salem Creek Connector, a new road linking Martin Luther King, Jr.</td>
<td>NCDOT; WSDOT; area institutions and property owners</td>
<td>Study – Underway; Implementation – Long Range</td>
</tr>
<tr>
<td>Drive and Salem Avenue (page 47 and 52).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relocate Salem Avenue to the east</td>
<td>WSDOT; NCDOT; area institutions and property owners</td>
<td>Study – Short Range</td>
</tr>
<tr>
<td>(pages 47 and 52).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorporate a pedestrian connection from the area to the proposed transit</td>
<td>Property developers; PART; NCDOT; WSDOT</td>
<td>When property redevelops</td>
</tr>
<tr>
<td>center at Union Station (currently Davis Garage) (page 47).</td>
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<td></td>
</tr>
</tbody>
</table>

### Sunnyside Mill Traditional Neighborhood Continued

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
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<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete a traffic study and make transportation improvements which respect</td>
<td>Property developers in consultation with WDOT &amp; NCDOT</td>
<td>When property is proposed for</td>
</tr>
<tr>
<td>the traditional neighborhood street patterns, include sidewalks, and</td>
<td></td>
<td>redevelopment</td>
</tr>
<tr>
<td>minimize impacts on neighborhood (page 50).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide a centrally located, publically accessible gathering space or plaza</td>
<td>Property developers; Sunnyside NA; area institutions;</td>
<td>When property develops</td>
</tr>
<tr>
<td>as part of redevelopment of site (pages 50 and 57).</td>
<td>Recreation Department</td>
<td></td>
</tr>
</tbody>
</table>

### Transportation

**Note:** All transportation improvement projects recommended in this Plan will require traffic impact studies to determine viability and appropriateness prior to a formal decision to implement them.

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a &quot;cultural connector&quot; transit loop connecting institutions and visitor</td>
<td>WSTA; WSCVB; institutions &amp; visitor attractions</td>
<td>Short Range</td>
</tr>
<tr>
<td>attractions areas (page 52).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish a trolley route linking Activity Centers and visitor attractions</td>
<td>Area merchants, employers, institutions; WSTA; WSCVB</td>
<td>Short Range</td>
</tr>
<tr>
<td>(page 52).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue a high level of transit in the area (page 52.)</td>
<td>WSTA</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Provide safe pedestrian access to transit stops (page 52).</td>
<td>WSTA; WSDOT; Public Works</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more*
<table>
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</thead>
<tbody>
<tr>
<td><strong>Roads/Interchanges/Intersections</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordinate road and transportation improvements with The Downtown Plan (page 52).</td>
<td>CCPB; WSDOT; NCDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reduce the volume and speed of traffic on the following streets:</td>
<td>WSDOT</td>
<td>Medium Range</td>
</tr>
<tr>
<td>• First and Second Streets through Holly Avenue Neighborhood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Academy and Broad Streets through West Salem Neighborhood (page 52).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make improvements to Old Salem By-Pass to make it more attractive and pedestrian oriented (page 52).</td>
<td>WSDOT; NCDOT</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Study comprehensive transportation improvements northeast of the Southeast Gateway (page 52).</td>
<td>WSDOT; NCDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Study the pros and cons of a road connecting the Southeast Gateway and Peters Creek Parkway (page 52).</td>
<td>WSDOT</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Work with NCDOT to keep Fourth Street and Green Street bridges open (page 52).</td>
<td>WSDOT</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Make improvements to Peters Creek Parkway/First Street area in conjunction with the Peters Creek Bridge Replacement project (page 52).</td>
<td>WSDOT; NDCOT</td>
<td>Medium to Long Range</td>
</tr>
<tr>
<td>Incorporate attractive and pedestrian-oriented features into the Broad Street Improvement Project (pages 52 and 53).</td>
<td>WSDOT; NCDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Minimize the use of cul-de-sacs and require connections of local streets (page 53).</td>
<td>CCPB; WSDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Review area streets for consideration under the City’s Traffic Calming Policy (pages 53 and 54).</td>
<td>Neighborhood organizations and residents (initiate); WSDOT (Review)</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Implement projects included in the Thoroughfare Plan and the TIP as listed in the Existing Conditions section of this Plan (page 54).</td>
<td>WSDOT; NCDOT</td>
<td>See Listing</td>
</tr>
<tr>
<td><strong>Pedestrian/Bike</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Modify existing roadways to accommodate bicycles and pedestrians as part of all road projects (page 54).</td>
<td>WSDOT; NCDOT</td>
<td>Ongoing, as part of projects</td>
</tr>
</tbody>
</table>

*Timing:  Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more
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</tr>
</thead>
<tbody>
<tr>
<td>Provide sidewalks on at least one side of all roadways and on both sides of roads that provide access to institutions and public facilities (page 54).</td>
<td>WSDOT; NCDOT; Public Works</td>
<td>Short range to Long range</td>
</tr>
<tr>
<td>Review identified sidewalk projects (page 54).</td>
<td>Public Works</td>
<td>Immediate</td>
</tr>
<tr>
<td>Complete improvements recommended in the Washington Park segment of the Community Crossing Project (page 54).</td>
<td>CAC; Roadway Appearance; WSDOT</td>
<td>Immediate</td>
</tr>
<tr>
<td>Develop and implement a pedestrian and bicycle plan for Peters Creek Parkway (page 54).</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Consider uncovering cobblestone at intersection crosswalks (page 54).</td>
<td>WSDOT; Public Works</td>
<td>Short to Long Range</td>
</tr>
<tr>
<td>Provide planting strips between sidewalks and roadways as part of improvement and redevelopment projects (page 54).</td>
<td>WSDOT; Public Works; CCPB; H&amp;ND</td>
<td>Ongoing, as part of projects</td>
</tr>
</tbody>
</table>

**Community Facilities**

**General**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Strengthen relations and cooperation between neighborhoods and local institutions (pages 55 and 66).</td>
<td>Neighborhood organizations; area institutions</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage cooperative efforts by area institutions to provide gathering places, recreation facilities, and meeting spaces (pages 55 and 66).</td>
<td>Area institutions; Neighborhood organizations; H&amp;ND</td>
<td>Immediate</td>
</tr>
<tr>
<td>Provide for shared parking opportunities between local institutions (page 55).</td>
<td>Area institutions</td>
<td>Short Range</td>
</tr>
<tr>
<td>Provide incentives for local institutions to be compatible with surrounding neighborhoods (page 55).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Enlist public and private efforts to provide needed services in the area and in cooperation with local institutions (page 55).</td>
<td>Area institutions; neighborhood organizations; H&amp;ND</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Complete a study of the costs and benefits of relocation or partial relocation of the City Maintenance Facility (page 55).</td>
<td>Public Works</td>
<td>Medium Range</td>
</tr>
</tbody>
</table>

*Timing:  Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more*
### Schools

Encourage the use of educational facilities for community events and neighborhood services (page 55).
- WS/FC Schools; area institutions; neighborhood organizations
- **Immediate**

Consider the sale, trade or conversion of public school property only with extensive public involvement in decision making process (page 55).
- WS/FC Schools; CAC; Roadway Appearance; WSDOT
- **Ongoing**

Prioritize improvements to Latham School (page 55).
- WS/FC Schools
- **Underway; Additional – Medium Range**

### Recreation Facilities

Expand recreational opportunities and open space through new public facilities and cooperative efforts (page 55).
- Recreation Department; area institutions
- **Immediate to Long Range**

Maintain, improve and expand existing public park facilities (page 55).
- Recreation Department
- **Ongoing**

Develop cooperative programs to maintain and monitor parks and open spaces (pages 55 and 60).
- Recreation Department; KWSB; neighborhood organizations, and area institutions
- **Immediate**

Consider the sale, trade or conversion of park land only when there will be a significant public benefit and only with extensive public involvement in decision making process (page 55).
- Recreation Department; CCPB; City Council
- **Ongoing**

Consider establishing a recreation center at a school in the planning area (page 55).
- Recreation Department; WS/FC Schools
- **Medium Range**

Target and develop pocket parks on vacant or underused lots (page 55).
- Neighborhood organizations; Recreation Department: KWSB
- **Medium to Long Range**

Establish a new Southeast Gateway Park (pages 48 and 55).
- Recreation Department; private property owners
- **Immediate**

Develop a linear park along Bath Branch (pages 47, 55 and 57).
- Recreation Department
- **Medium Range**

Make improvements to Granville Park based on master plan (page 55).
- Recreation Department
- **Immediate**

Develop and implement a master plan for the Downtown Park (page 55).
- Recreation Department
- **Short Range**

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*Timing: Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more*
Complete and implement the master plan for Central and Happy Hill Parks (page 55).

Expand Central/Happy Hill Parks to the east (page 57).

Expand Washington Park west to Broad Street (page 57).

Establish a "front door" entrance to Washington Park at Hutton Street and pedestrian entrance at Granville Drive (page 57).

Providing a signed trail through Washington Park to link the adjacent neighborhoods (page 57).

Evaluate the need for new surface parking at Central and Washington Parks (page 57).

Establish a public gathering space in the Sunnyside neighborhood (pages 50 and 57).

Establish a public gathering space in the Holly Avenue neighborhood (page 57).

Develop a linear park in West End along the I-40 Business right-of-way (page 57).

Provide appropriate lighting in parks with evening activities (page 57).

Greenways

Extend the Strollway south to NCSA (pages 48 and 57).

Develop neighborhood greenway connector through NCSA to Sunnyside (page 57).

Re-route the Salem Creek Greenway from Central Park to Broad Street (pages 48 and 57).

Extend the Salem Creek Greenway to Silas Creek Parkway (page 57).

Construct a greenway along Bath Branch (pages 47 and 57).

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<tr>
<td>Complete and implement the master plan for Central and Happy Hill Parks (page 55).</td>
<td>Recreation Department</td>
<td>Underway/Short Range</td>
</tr>
<tr>
<td>Expand Central/Happy Hill Parks to the east (page 57).</td>
<td>Recreation Department; Public Works</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Expand Washington Park west to Broad Street (page 57).</td>
<td>Recreation Department; private property owner</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Establish a &quot;front door&quot; entrance to Washington Park at Hutton Street and pedestrian entrance at Granville Drive (page 57).</td>
<td>Recreation Department</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Providing a signed trail through Washington Park to link the adjacent neighborhoods (page 57).</td>
<td>Neighborhood organizations; Recreation Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Evaluate the need for new surface parking at Central and Washington Parks (page 57).</td>
<td>Recreation Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Establish a public gathering space in the Sunnyside neighborhood (pages 50 and 57).</td>
<td>Sunnyside Neighborhood Association; property owners &amp; institutions; Recreation Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Establish a public gathering space in the Holly Avenue neighborhood (page 57).</td>
<td>Holly Avenue Neighborhood Association; private property owners; Recreation Department</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Develop a linear park in West End along the I-40 Business right-of-way (page 57).</td>
<td>West End Neighborhood Association; private property owners; Recreation Department</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Provide appropriate lighting in parks with evening activities (page 57).</td>
<td>Recreation Department; neighborhood organizations</td>
<td>Short Range</td>
</tr>
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<tr>
<td>Extend the Strollway south to NCSA (pages 48 and 57).</td>
<td>Development Office; Recreation Department; NCSA</td>
<td>Immediate</td>
</tr>
<tr>
<td>Develop neighborhood greenway connector through NCSA to Sunnyside (page 57).</td>
<td>Recreation Department; NCSA; Sunnyside Neighborhood Association</td>
<td>Short Range</td>
</tr>
<tr>
<td>Re-route the Salem Creek Greenway from Central Park to Broad Street (pages 48 and 57).</td>
<td>Development Office; property owners; Recreation Department</td>
<td>Immediate</td>
</tr>
<tr>
<td>Extend the Salem Creek Greenway to Silas Creek Parkway (page 57).</td>
<td>Recreation Department; property owners</td>
<td>Short Range</td>
</tr>
<tr>
<td>Construct a greenway along Bath Branch (pages 47 and 57).</td>
<td>Recreation Department; Public Works</td>
<td>Medium Range</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construct a greenway along Peters Creek with priority on sections from Sunset Drive to Salem Creek and from Hanes Park to the I-40 Business right-of-way (page 57).</strong></td>
<td>Recreation Department; West End Neighborhood Association; property owners</td>
<td>Short Range (Priority sections); Long Range</td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish a satellite facility/cultural outreach center at the entrance to the Happy Hill neighborhood (page 57).</td>
<td>Happy Hill Community Association, Old Salem; South Side CDC, Forsyth County Library Board</td>
<td>Short Range</td>
</tr>
<tr>
<td>Increase access to library facilities by incorporating into existing schools and establishing new facilities (page 57).</td>
<td>Forsyth County Library Board</td>
<td>Medium Range</td>
</tr>
<tr>
<td><strong>Housing And Community Development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>General Housing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain and improve the quality of the housing stock in the area (page 58).</td>
<td>H&amp;ND; Housing Services; neighborhood associations; not-for-profit housing developers</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Strenuously enforce housing, sanitation, zoning and building codes/ordinances. Consider increasing penalties for violations (pages 58, 60 and 69).</td>
<td>Housing Services; Inspections; CCPB</td>
<td>Immediate</td>
</tr>
<tr>
<td>Develop financial incentives to encourage property owners to maintain or convert structures for single-family use (page 58).</td>
<td>CCPB; H&amp;ND</td>
<td>Short Range</td>
</tr>
<tr>
<td>Revise UDO regulations related to boarding houses (page 58).</td>
<td>CCPB; City Council</td>
<td>Underway</td>
</tr>
<tr>
<td>Educate residents about City regulations (page 58).</td>
<td>Marketing &amp; Communications; CCPB; Housing Services, Inspections; neighborhood organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Establish COP Programs in area neighborhoods (page 58).</td>
<td>Housing Services; neighborhood organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Incorporate TND concepts in development and redevelopment in the planning area (page 58).</td>
<td>CCPB; property developers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Identify sites for infill residential development (page 58).</td>
<td>CCPB</td>
<td>See Residential Opportunity Areas in text</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more*
**ACTION/PROJECT**

<table>
<thead>
<tr>
<th>Promote the extensive affordable housing opportunities available in the area (page 58).</th>
<th>Community organizations; realtors; Center for Homeownership</th>
<th>Immediate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide additional affordable housing opportunities in the area (page 58).</td>
<td>Property developers; H&amp;ND</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage not-for-profit developers to develop compatible housing in the area. Require design review to assure compatibility in City funded projects (page 58).</td>
<td>H&amp;ND; CCPB; not-for profit developers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Improve maintenance and management of rental properties in the area (page 58).</td>
<td>Housing Services; neighborhood organizations; investor-owners</td>
<td>Immediate</td>
</tr>
<tr>
<td>Improve relationships with investor-owners and encourage participation in neighborhood organizations and activities (pages 58 and 59).</td>
<td>Neighborhood organizations; investor-owners</td>
<td>Immediate</td>
</tr>
<tr>
<td>Involve renters in neighborhood organizations and activities (page 59.)</td>
<td>Neighborhood organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage institutions to own and manage rental properties for their students (page 59).</td>
<td>Neighborhood organizations; area institutions</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage multifamily buildings to convert to condominium ownership (page 59).</td>
<td>Neighborhood organizations; investor-owners</td>
<td>Immediate</td>
</tr>
<tr>
<td>Reduce the number of properties converted to rental use (page 59).</td>
<td>Neighborhood organizations; not-for profit housing organizations; H&amp;ND</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage neighborhood organizations to develop neighborhood marketing programs (pages 59, 64 and 66).</td>
<td>Neighborhood organizations; H&amp;ND; NBN; WSCVB; Center for Home Ownership</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Recruit new homeowners to neighborhoods in the area (page 59).</td>
<td>Neighborhood organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Promote the UDO provision that currently allows attached accessory apartments for handicapped and elderly persons (page 59).</td>
<td>CCPB</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

**City Housing and Redevelopment Efforts**

| Market the City’s rehab and home-ownership programs, with an emphasis in West Salem, Sunnyside, Happy Hill and the southern portion of Washington Park (page 59). | Housing Services; neighborhood associations | Immediate to Short Range |

*Timing:  Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more*
### Design And Appearance

#### General

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete the Redevelopment Plan for the Happy Hill certified Redevelopment Area (page 59).</td>
<td>CCPB; H&amp;ND</td>
<td>Underway</td>
</tr>
<tr>
<td>Use a HOPE VI grant to transform the Happy Hill Gardens Public Housing Development. Obtain funding commitment from the City of Winston prior to the submission of a grant (pages 59 and 63).</td>
<td>HAWS; H&amp;ND, City Council</td>
<td>Application submitted December 2002</td>
</tr>
<tr>
<td>Certify the Watkins/Green Street Area as a Redevelopment Area and prepare a Redevelopment Plan (page 59).</td>
<td>CCPB; H&amp;ND</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

### Design And Appearance

#### General

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
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</tr>
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<tbody>
<tr>
<td>Work with Duke Power to implement phased trenching, consolidation and/or relocation of overhead utilities (page 60).</td>
<td>Duke Power, CCPB, Public Works</td>
<td>Medium to Long Range</td>
</tr>
<tr>
<td>Minimize the intrusion of the Broad Street power substation and study relocation or downsizing feasibility (page 60).</td>
<td>Duke Power, Roadway Appearance</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Eliminate the construction of new transmission towers and to improve the appearance of existing transmission towers (page 60).</td>
<td>Cell tower owner/operators; CCPB; City Council</td>
<td>Short Range</td>
</tr>
<tr>
<td>Implement a Demolition by Neglect Ordinance (page 60).</td>
<td>CCPB; HRC; City Council</td>
<td>Immediate</td>
</tr>
<tr>
<td>Develop a Tree Ordinance and develop a plan for maintaining the area's trees (page 60).</td>
<td>Community Appearance Commission; Roadway Appearance</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Develop and adopt a &quot;Light Pollution&quot; Ordinance (page 60).</td>
<td>CCPB; Inspections; Housing Services; WSDOT; Police; Duke Power</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Provide public art in parks, community centers, and public gathering places (page 60).</td>
<td>Arts Council; area institutions; neighborhood organizations; Recreation Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Develop programs to improve the appearance of existing commercial and apartment properties (page 60).</td>
<td>Community Appearance Commission; Development Office; Housing Services</td>
<td>Short Range</td>
</tr>
<tr>
<td>Develop design criteria for the area's NACs and CACs (page 62).</td>
<td>CCPB</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>Consider modifications to the UDO bufferyard requirements in urban neighborhoods and adjacent to historic properties (pages 62 and 64).</td>
<td>CCPB; HRC</td>
<td>Short Range</td>
</tr>
<tr>
<td>Consider revising UDO regulations to require existing uses in urban neighborhoods to conform with parking lot landscape requirements (page 62).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Re-evaluate dumpster regulations for multifamily and non-residential uses in urban neighborhoods (page 62).</td>
<td>CCPB; Sanitation Division</td>
<td>Short Range</td>
</tr>
<tr>
<td>Limit the intrusion of vehicles in Old Salem (page 62).</td>
<td>Area institutions; WSDOT</td>
<td>Short to Long Range</td>
</tr>
<tr>
<td>Develop and adopt Infill Development Guidelines (page 63).</td>
<td>CCPB</td>
<td>Underway</td>
</tr>
</tbody>
</table>

**Urban Boulevards, Corridors & Gateways**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold a design workshop to develop a conceptual plan for the Peters Creek Parkway Urban Boulevard master plan (page 68).</td>
<td>CCPB</td>
<td>When funding for Master Plan is obtained</td>
</tr>
<tr>
<td>Develop and adopt a master plan for Peters Creek Parkway Urban Boulevard (pages 54, 62 and 68).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Prepare improvement plans for the area's identified Urban Corridors (pages 54 and 62).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Create community gateways at identified locations (page 62).</td>
<td>Community Appearance Commission; Roadway Appearance; WSDOT</td>
<td>Short to Long Range</td>
</tr>
<tr>
<td>Establish neighborhood gateways (page 62).</td>
<td>Neighborhood organizations; Roadway Appearance; WSDOT</td>
<td>Short to Long Range</td>
</tr>
</tbody>
</table>

**Historic Preservation**

**Proposed Studies**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete studies of Sunnyside and Happy Hill to determine eligibility for NRHP listing (page 63).</td>
<td>CCPB; HRC; Neighborhood organizations</td>
<td>Underway (Sunnyside); Short Range (Happy Hill)</td>
</tr>
</tbody>
</table>

**Proposed Districts**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pursue the nomination of West Salem for NRHP listing (page 63).</td>
<td>HRC; community organizations</td>
<td>Underway</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more
<table>
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<th>ACTION/PROJECT</th>
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<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Determine support for establishment of Historic Overlay (HO) District designations for the Washington Park and Holly Avenue neighborhoods (page 63).</td>
<td>Neighborhood organizations and property owners; HRC; CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Hire an additional CCPB staff person to manage an additional HO district, should one be established (page 63).</td>
<td>CCPB; City Council</td>
<td>With new HO district adoption</td>
</tr>
<tr>
<td>Nominate the Salem Town Lot area for expansion of the Old Salem National Landmark District (page 63).</td>
<td>Neighborhood associations; Old Salem; HRC; NC State Historic Preservation Office</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

**Other Recommendations**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Neighborhood Conservation Overlay (NCO) Districts in neighborhoods where there is support (page 63).</td>
<td>Neighborhood organizations; property owners; CCPB</td>
<td>Short Range [would require hiring additional staff]</td>
</tr>
<tr>
<td>Designate identified properties Local Historic Landmarks (page 63).</td>
<td>HRC</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Assure that redevelopment in the Happy Hill neighborhood is historically compatible (page 63).</td>
<td>HAWS; CCPB</td>
<td>Immediate</td>
</tr>
<tr>
<td>Place historic markers in the Happy Hill neighborhood (page 64).</td>
<td>Happy Hill Community Association; HRC</td>
<td>Immediate and Short Range</td>
</tr>
<tr>
<td>Pursue funds to restore graveyards in Happy Hill (page 64).</td>
<td>HRC; Neighborhood organizations</td>
<td>Short Range</td>
</tr>
<tr>
<td>Maintain and restore character-defining materials (pages 60 and 64).</td>
<td>HRC; Public Works; WSDOT</td>
<td>Ongoing and Long Range</td>
</tr>
<tr>
<td>Reclaim cobblestone and brick streets with historic materials or with mimic materials if necessary and appropriate (page 64).</td>
<td>Public Works; WSDOT</td>
<td>Medium to Long Range</td>
</tr>
<tr>
<td>Provide incentives to encourage the preservation of historic properties (page 64).</td>
<td>HRC</td>
<td>Short Range</td>
</tr>
<tr>
<td>Establish a Facade Improvement Program for historic commercial structures (page 64).</td>
<td>HRC; Development Office</td>
<td>Short Range</td>
</tr>
<tr>
<td>Require facade improvements in historic districts as part of HDC approvals and as conditions of variances and rezoning petitions (page 64).</td>
<td>HRC; CCPB; Board of Adjustment; City Council</td>
<td>Immediate</td>
</tr>
<tr>
<td>Consider historic character as a significant factor for alley closing petitions (page 64).</td>
<td>Public Works; CCPB; City Council</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more*
### Historic Preservation continued...

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase enforcement of guidelines and establish better procedural policies in H and HO districts (page 64).</td>
<td>CCPB; Inspections; City Attorney</td>
<td>Immediate</td>
</tr>
<tr>
<td>Establish resident-driven educational and monitoring programs in the H and HO districts (page 64).</td>
<td>Neighborhood organizations; HRC</td>
<td>Immediate</td>
</tr>
<tr>
<td>Educate real estate professionals and home improvement contractors about H and HO District guidelines (page 64).</td>
<td>HRC</td>
<td>Immediate</td>
</tr>
<tr>
<td>Consider establishment of a public park with a historic focus at West and Marshall Streets (page 64).</td>
<td>CCPB; Recreation; H&amp;ND</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

### Sense of Community

<table>
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<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include sites in the planning area in the City’s Historic Marker Program (pages 64 and 66).</td>
<td>HRC; neighborhood organizations</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage neighborhood organizations to install community bulletin boards and neighborhood markers (page 66).</td>
<td>Neighborhood organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Plan and support cooperative community improvement and community building efforts in the planning area (page 66).</td>
<td>Neighborhood organizations; NBN; CAC; KWSB; Housing Services; Roadway Appearance</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage residential infill development with design features that promote human interaction (page 66).</td>
<td>CCPB</td>
<td>Immediate</td>
</tr>
<tr>
<td>Establish physical links between areas divided by roadways (page 66).</td>
<td>Neighborhood organizations; WSDOT; Public Works</td>
<td>Short to Long Range</td>
</tr>
<tr>
<td>Assure all parts of the planning area have active neighborhood associations (page 66).</td>
<td>NBN; Housing Services</td>
<td>Immediate</td>
</tr>
<tr>
<td>Establish organizations that build community interaction and understanding. (page 66).</td>
<td>Neighborhood &amp; community organizations; area institutions; Human Relations Commission</td>
<td>Short Range</td>
</tr>
<tr>
<td>Expand the perception of downtown to include the adjoining residential areas and promote a positive image of the City's south side (pages 66 and 67).</td>
<td>Downtown Development Office; Southeast Gateway Council; Downtown Development Partnership</td>
<td>Immediate</td>
</tr>
<tr>
<td>Create a City-supported web server for neighborhood associations and community activities (page 67).</td>
<td>Housing Services; IS</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

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## Economic Development

### Applicable City Programs

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<tr>
<th>ACTION/PROJECT</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Promote City and State economic development programs in the area (page 67).</td>
<td>Development Office; Chamber of Commerce</td>
<td>Short Range</td>
</tr>
<tr>
<td>Extend the current Waughtown Street Target Area to the west (page 67).</td>
<td>Development Office</td>
<td>Immediate</td>
</tr>
<tr>
<td>Identify, assess and abate potential Brownfield sites (pages 67 and 70).</td>
<td>CCPB; Development Office; property owners</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

### Other recommendations

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Identify funding sources and develop programs to implement improvements in identified Activity Centers and Corridors (page 67).</td>
<td>Development Office; CCPB</td>
<td>Immediate</td>
</tr>
<tr>
<td>Direct public improvements and funding to the designated Activity Centers, Corridors and target areas (page 67).</td>
<td>Development Office; Public Works; Grant Writer; City Council</td>
<td>Short to Long Range</td>
</tr>
<tr>
<td>Establish tourism as a primary economic development focus for the area (page 67).</td>
<td>WSCVB; Chamber; and existing tourist attractions</td>
<td>Short Range</td>
</tr>
<tr>
<td>Direct public improvements and rezone property to support tourism in the area (page 67).</td>
<td>Development Office; CCPB; City Council</td>
<td>Short Range</td>
</tr>
<tr>
<td>Market sites and business development opportunities in the area (page 67).</td>
<td>Chamber; realtors Development Office;</td>
<td>Short Range</td>
</tr>
<tr>
<td>Provide incentives to businesses to locate and expand in the area (page 67).</td>
<td>Development Office</td>
<td>Short Range</td>
</tr>
<tr>
<td>Support the formation of business organizations in the area (page 67).</td>
<td>Area merchants; Chamber; Development Office</td>
<td>Short Range</td>
</tr>
<tr>
<td>Consider revising the UDO parking requirements to give greater credit for bicycle spaces in neighborhood business districts (page 67).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Review and modify the UDO to support development of small businesses (page 67).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Amend the UDO to include an amortization period for adult establishments that do not meet the spacing requirements (page 67).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more*
**Community Safety**

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<th>TIMING*</th>
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<tbody>
<tr>
<td>Consider locating a police substation in the planning area (page 68).</td>
<td>Police Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage creation of Neighborhood &amp; Business Watch Programs and use of existing police programs (page 68).</td>
<td>Police Department; area business; neighborhood organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Increase police presence in the planning area (page 68).</td>
<td>Police Department</td>
<td>Immediate</td>
</tr>
<tr>
<td>Expand the use of the community policing program in the area (page 68).</td>
<td>Police Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Work with investor-owners to reduce criminal activity in their rental units (page 68).</td>
<td>Police Department; neighborhood associations, investor owners</td>
<td>Immediate</td>
</tr>
<tr>
<td>Factor safety into the design of projects and facilities (pages 68 and 69).</td>
<td>CCPB; Center for Community Safety; Police Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Consider UDO amendments to eliminate the use of prison-like security features (page 69).</td>
<td>CCPB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Provide pedestrian appropriate lighting (page 69).</td>
<td>Duke Power; WSDOT; property developers; Recreation Department</td>
<td>Short Range</td>
</tr>
<tr>
<td>Clear overgrown areas and secure un-occupied buildings (page 69).</td>
<td>Property owners; Housing Services</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Enforce regulations that prohibit parking on sidewalks and on lawns (page 69).</td>
<td>Police Department</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage college public safety officers to collaborate with each other and the Winston-Salem Police Department (page 69).</td>
<td>Area institutions; Police Department</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage institutional uses to increase public safety awareness at their facilities (page 69).</td>
<td>Area institutions</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

**Environmental**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect water quality with vegetated filters/buffers (page 69).</td>
<td>Public Works, CCPB, City Council</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Restore sections of Salem Creek (pages 69 and 70).</td>
<td>Public Works</td>
<td>Short Range to Medium Range</td>
</tr>
<tr>
<td>1) Broad St. to Peters Creek Pkwy;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2) Central Park to Civitan Park; and,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3) Waughtown St. to Broad St.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years   Short Range: 3-5 years   Medium Range: 6-10 years   Long Range: 10 years or more
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<tbody>
<tr>
<td>Establish a creek clean up program to maintain streams in the area. (page 70).</td>
<td>KWSB; Public Works; area businesses and residents</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage environmentally sensitive development of steep slopes and limit development of floodplains (page 70).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Install road markers to identify watershed areas, streams, and floodplains (page 70).</td>
<td>Public Works; KWSB; WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Develop a public environmental awareness campaign (page 70).</td>
<td>Public Works; KWSB</td>
<td>Short Range</td>
</tr>
<tr>
<td>Create, impose, and enforce fines for littering and pollution (page 70).</td>
<td>Housing Services, Inspections, Forsyth County Environmental Affairs</td>
<td>Immediate</td>
</tr>
<tr>
<td>Study the introduction visual and noise screening elements, including of noise barrier systems, along major roadways (pages 62 and 70).</td>
<td>CCPB; WSDOT; NCDOT; Roadway Appearance</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Create policies for the preservation of trees when creating greenways (page 70).</td>
<td>CCPB; Recreation Department</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

**Abbreviations Used:**

CAC: Community Appearance Commission  
CCPB: City-County Planning Board  
CDC: Community Development Corporation  
Chamber: Chamber of Commerce  
KWSB: Keep Winston-Salem Beautiful  
HAWS: Housing Authority of Winston-Salem  
H&ND: Housing and Neighborhood Development  
HRC: Historic Resources Commission  
IS: Information Systems Department  
NA: Neighborhood Association  
NBN: Neighbors for Better Neighborhoods  
NCDOT: North Carolina Department of Transportation  
NCSA: North Carolina School of the Arts  
PART: Piedmont Authority for Regional Transportation  
TBD: To be determined  
UDO: Unified Development Ordinances  
WSCVB: Winston-Salem Convention and Visitors Bureau  
WSDOT: Winston-Salem Department of Transportation  
WSTA: Winston-Salem Transit Authority

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
Acknowledgments

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*Council member for the South Central Planning Area

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