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. *The Legacy Development Guide*, 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 Urban and Suburban 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.

Urban Area Plan boundaries are determined, in part, by the Growth Management Plan in *Legacy*. Seven Plans cover the **Urban Neighborhoods and Downtown** as defined in the *Legacy* Plan. **Urban Neighborhoods** are older neighborhoods and 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 current 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 City-County Planning Board (CCPB) 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 recommendation of Area Plans, an Annual Status Report is being completed for all Area Plans adopted under *Legacy*. The report includes the status of each action/project listed in the implementation schedule.
The Southwest
Winston-Salem
Area Plan

Adopted by the City-County Planning Board on July 9, 2009
Adopted by the Winston-Salem City-Council on October 5, 2009

Publication Date: March 2010
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Existing homes in the Planning Area
Map 1.
Southwest Planning Area Boundaries

1000 Feet

Southwest Planning Area

Winston-Salem

Planning Area - Inset -
Introduction

**Boundaries of the Study Area**

The Southwest Planning Area, as shown on Map 1, encompasses approximately 2274 acres. The Planning Area is bounded on the north by Business 40, on the east by Peters Creek Parkway, and on the south and west by Silas Creek Parkway. The Planning Area has land in two City Council Wards: the South and Southwest Wards.

**Relationship to Legacy**

The Legacy Development Guide, 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 defines a series of specialized areas, each having specific characteristics (See section on Legacy Recommendations). All of the Planning Area is designated as Growth Management Area 2 (GMA 2) in the Growth Management Plan of Legacy (see Map 2).

**Area Plan Process**

Citizen participation is a critical part of the Area Plan process. A Citizens' Advisory Committee (CAC) is established 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 made up of staff from various City and County departments is also formed to give input into the process and review the final recommendations.

The steps in the development of an Area Plan are shown in Figure 1. The first step of the planning process is the assessment of current conditions and the examination of existing plans. A handbook of this information is created for the CAC containing information to help them make recommendations for the Planning 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 are discussed with the CAC. These discussions, along with the policies spelled out in Legacy, served as the basis for the next step in the process, the formulation of recommendations by both the Citizens’ Advisory Committee and the Planning staff. Staff and the Committee 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 reviews the recommendations for consistency with the broad public interest and with Legacy. The Planning Board holds a public hearing to consider the Plan and make amendments, as appropriate, before recommending the Plan for adoption. The document is then forwarded to the City Council for consideration, possible amendment, and adoption after a public hearing. The adopted Plan is used on an ongoing basis by the Planning Board to guide land use, infrastructure, and public investment decisions. An implementation plan is formulated to outline tasks and timing needed for each recommendation.

House conversion to business in the Hanestown area
Existing Land Use
(Survey completed 9/2008)

- Large-Lot Residential
- Single-Family Residential
- Duplex/Triplex/Quadraplex
- Multifamily Residential
- Office
- Office/Commercial
- Commercial
- Industrial
- Institutional
- Commercial Recreation
- Park / Open Space
- Utility
- Vacant
- Railroad
- Floodplain
- Stream

Legend:

- Single-Family Residential
- Duplex/Triplex/Quadraplex
- Multifamily Residential
- Office
- Office/Commercial
- Commercial
- Industrial
- Institutional
- Commercial Recreation
- Park / Open Space
- Utility
- Vacant
- Railroad
- Floodplain
- Stream
The Southwest area of Winston-Salem has a diverse mix of residential, commercial, office, institutional, and recreational uses. A good portion of the Planning Area was developed prior to 1940 in the pattern of traditional urban neighborhoods with a mix of residential types and densities, along with a variety of other land uses including neighborhood business areas and commercial development. Today, the Planning Area still retains a village atmosphere in some sections.

Most of the Planning Area is experiencing the challenges faced by older neighborhoods elsewhere including aging building stock and infrastructure, declining commercial areas and conflicts between land uses. Generally, neighborhoods in the Planning Area are healthy with good to fair housing conditions and a strong neighborhood association.

The Southwest Planning Area is home to two hospitals, Wake Forest University Baptist Medical Center and Forsyth Medical Center. The influence of Forsyth and Baptist Hospitals is evident in the growth of medical offices and complexes within the Southwest Planning Area boundaries.

Most of the land in the Planning Area is already developed, making redevelopment of existing sites and structures more likely to happen. The expansion of institutional, office and commercial land uses can increase economic opportunities, but has the potential to impact surrounding residential uses. Assuring that redevelopment and expansions blend with existing development will be one of the most important challenges for the Planning Area in the future.

Existing homes on South Hawthorne Road
**DEMOGRAPHICS**

Based on the 2000 Census, approximately 10,000 people live in the Southwest Planning Area (see Table 1). The earlier *Ardmore Area Plan*, completed in the mid 1980s, showed a 19.4% decline in population for the Planning Area between 1970 and 1980 due strongly by a decrease in household size. This trend did not continue between 1990 and 2000 where the population decline was only 1%. The Planning Area contains 5.4% of Winston-Salem’s total population.

**EXISTING LAND USE**

Existing land uses in the Planning Area include residential, office, commercial, institutional, parks and open space, industrial, and utilities.

Most of the Southwest Planning Area is dedicated to residential development, which consists mostly of single-family units. Multifamily units have not captured an increasingly larger share of the total housing units over the last 20 years. Commercial uses in the form of strip development are located...
along major roads including South Stratford Road, Peters Creek Parkway, and a portion of Silas Creek Parkway. One small pocket of commercial uses surrounded by residential uses is located at the intersection of Hawthorne Road and Knollwood Street, called Ardmore Village. There are two industrial uses located in the Hanestown neighborhood, including the former Hanesbrands site off South Stratford Road. Institutional uses including hospitals, churches, and schools are dispersed throughout the area.

The Existing Land Use map (Map 3) shows the existing land use pattern in the Planning Area. Table 2 shows existing land use by acreage and percent of total area.

Table 2. Existing Land Use

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Acres</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>1000</td>
<td>44</td>
</tr>
<tr>
<td>Single-Family</td>
<td>16</td>
<td>1</td>
</tr>
<tr>
<td>Duplex/Triplex/Quadraplex</td>
<td>76</td>
<td>3</td>
</tr>
<tr>
<td>Multifamily</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Residential</td>
<td>1092</td>
<td>48</td>
</tr>
<tr>
<td>Office</td>
<td>135</td>
<td>6</td>
</tr>
<tr>
<td>Commercial</td>
<td>227</td>
<td>10</td>
</tr>
<tr>
<td>Industrial</td>
<td>28</td>
<td>1</td>
</tr>
<tr>
<td>Institutional</td>
<td>239</td>
<td>11</td>
</tr>
<tr>
<td>Parks/Open Space</td>
<td>50</td>
<td>2</td>
</tr>
<tr>
<td>Utilities/Rights-of-Way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Road &amp; Rail ROW</td>
<td>447</td>
<td>20</td>
</tr>
<tr>
<td>Total Developed Land</td>
<td>2219</td>
<td>98</td>
</tr>
<tr>
<td>Vacant Land</td>
<td>55</td>
<td>2</td>
</tr>
<tr>
<td>Total Area</td>
<td>2274</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey by City-County Planning staff, Summer 2008

RESIDENTIAL

The predominant land use in the Planning Area is residential which accounts for approximately 48% of the total land area. Single-family is the primary residential type in most neighborhoods taking 45% of the land area. For the purpose of mapping, duplex, triplex, and quadraplex uses have been grouped together. A number of duplex/triplex units are located north of Ardsley Street and east of Irving Street in the northeast portion of the Planning Area.

Multifamily development accounts for approximately 3% of the land area and about 7% of the residential use. Concentrations of multifamily uses are located in two areas: Anson Street (The Ledges Apartments); and Cloverdale and Queen Streets (Cloverdale Apartments, Ardmore Terrace, and Miller Park Circle).

OFFICE

Office use accounts for 6% of the land area. Most office uses are found adjacent to the two hospitals and are almost exclusively medical-related in nature. Office uses are concentrated at: Wake Forest University Baptist Medical Center; on Cloverdale Avenue and Miller Street; Executive Park Boulevard; Forsyth Hospital; and north of Hawthorne Road between Bolton Street and South Stratford Road.

COMMERCIAL

Approximately 227 acres, about 10% of the land area, is developed with commercial uses. The primary concentrations of commercial land use are: along South Stratford Road, including Thruway Shopping Center; Peters Creek Parkway; the Hawthorne/Knollwood area; and Silas Creek Parkway from its intersection with Peters Creek Parkway to Irving Street. Scattered commercial development can be found in the Hanestown area.

INSTITUTIONAL

Both public institutional uses such as schools, fire stations, community centers, and private uses such as churches and hospitals are dispersed throughout the Planning Area. The approximately 239 acres of institutional use account for about 11% of the land area. In addition to numerous schools and churches, major institutional uses in the Planning Area are the Wake Forest Baptist Medical Center, Forsyth Hospital, and Forsyth Technical Community College.

PARKS AND OPEN SPACE

Parks and open space account for 50 acres of the Planning Area, about 2% of the total land area. Recreation facilities are discussed in more detail in the Community Facilities section including the four public parks located in the Planning Area. Included also in this category is the E. J. Disher Community
Park at the south end of Fenimore Street and the Winston-Salem Athletic Club facility on Executive Park Boulevard.

**INDUSTRIAL**

Industrial uses comprise approximately 1% (28 acres) of the Planning Area. There are two industrial sites in the Planning Area: the former HanesBrands facility on South Stratford Road and Ricks Drive; and a distribution center on Olive Street between Townley and Thurston Streets.

**UTILITIES AND RIGHTS-OF-WAY**

Together, utilities and road/rail rights-of-way account for approximately 20% or 448 acres of the acreage in the Southwest Planning Area.

**VACANT**

There is not extensive vacant land in the Planning Area. Vacant land accounts for 55 acres or 2% of the land area and is represented mostly by a number of small parcels scattered throughout the area.

**ZONING**

Since the adoption of Legacy in 2001, there have been ten approved rezoning petitions within the Southwest Planning Area. Forsyth Hospital completed three rezoning petitions to define its campus boundaries. Two have rezoned sites to the General Office District in the Trenwest Drive/Maplewood Avenue area. There have been four petitions for business rezoning; two for the Pedestrian Business District along South Stratford Road and two for Limited Business District; one along South Stratford Road and the other in the Ardmore Village area. One petition has been approved for a higher-density residential use on a tract of land along Maplewood Avenue.

See Appendix B for a summary of major zoning and development reviews.

**TRANSPORTATION FEATURES**

Existing transportation features include roads, bus routes, bicycle routes, sidewalks, and greenways. The location and function of transportation features has a significant impact on land use decisions (see Map 4).

**ROADS**

**Overall Street Pattern**

The general street pattern is a grid pattern (rectangular blocks) with some curvilinear blocks. Two main roads extend across Planning Area diagonally, South Stratford and Hawthorne Roads. Other major east-west roads in the area include Queen and Academy Streets. Major north-south roads include Bolton, Knollwood, Ebert, and Miller Streets.

**Road Types**

Every street and highway is classified to identify its function as part of an overall network (see Table 3).

- **Interstate Highways** are controlled access facilities with 4 or more lanes carrying traffic between cities and states.
- **Freeways/Expressways** are usually controlled access facilities with 4 or more lanes that provide fast and efficient movement of large volumes of traffic.
- **Thoroughfares** function as the primary traffic arteries or “arterials” of a community.
- **Major Thoroughfares** move traffic both within cities and between cities, yet may also provide access to abutting properties. They range in size from 2 lanes to 6 lanes.
- **Minor Thoroughfares** converge traffic from collector and local streets to move it to major thoroughfares or highways.
- **Collector** streets carry traffic from local streets to thoroughfares in addition to providing access to adjoining property.
- **Local** streets are used predominantly to provide access to abutting property.

**CURRENT PROPOSED STREET AND HIGHWAY IMPROVEMENTS**

Forsyth County has several long-range transportation plans/processes: the Thoroughfare Plan, the Long Range Transportation Plan (LRTP), the Comprehensive Transportation Plan (CTP), and the Metropolitan Transportation Improvement Program (MTIP).

The Thoroughfare Plan has long served as the street and highway master plan for the urban area by identifying both existing roads and the general location of future planned roads. The Thoroughfare Plan is not fiscally constrained, as it shows all desired road projects – both funded and unfunded road projects.
Table 3. Southwest Area Plan Road Classifications and Features

<table>
<thead>
<tr>
<th>Interstate Highway</th>
<th>Description</th>
<th>2007 ADT (Average Daily Traffic)</th>
<th>2025 Estimated Volume</th>
<th>Current Road Capacity</th>
<th>Road Width</th>
<th>Future Cross Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business 40 (US 421)</td>
<td>4-lane with median</td>
<td>59,000 - 64,000</td>
<td>70,600 - 80,200</td>
<td>61,400 - 63,600</td>
<td>48</td>
<td>Adequate 6-lane divided with grass median</td>
</tr>
<tr>
<td>Peters Creek Parkway</td>
<td>6-lane with median</td>
<td>28,000 - 29,000</td>
<td>33,000 - 50,800</td>
<td>43,800 - 48,400</td>
<td>72</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Silas Creek Parkway</td>
<td>4-6 lanes with median</td>
<td>23,000 - 62,000</td>
<td>32,300 - 67,100</td>
<td>30,100 - 48,400</td>
<td>72</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>S. Stratford Road</td>
<td>4-5 lanes</td>
<td>22,000 - 28,000</td>
<td>31,500 - 37,000</td>
<td>26,900</td>
<td>44 - 67</td>
<td>4-lane divided with raised median, curb &amp; gutter, widened outside curb lanes with sidewalks</td>
</tr>
<tr>
<td>Knollwood Street (Business 40 to S. Stratford Road)</td>
<td>5-lane</td>
<td>16,000 (2005)</td>
<td>33,000</td>
<td>23,900</td>
<td>44 - 60</td>
<td>5-lane, curb &amp; gutter, wide outside lanes with sidewalks</td>
</tr>
<tr>
<td>W. Academy Street</td>
<td>2-lane</td>
<td>7,000 - 11,000</td>
<td>13,000 - 16,000</td>
<td>10,500</td>
<td>32 - 34</td>
<td>Adequate</td>
</tr>
<tr>
<td>Bethesda Road</td>
<td>2-3 lanes</td>
<td>6,400</td>
<td>6,900 - 14,900</td>
<td>14,600 - 15,600</td>
<td>28 - 36</td>
<td>Adequate plus sidewalk – 3-lane, curb and gutter, wide outside lanes with sidewalks</td>
</tr>
</tbody>
</table>

(continued on page 11)
While the Thoroughfare Plan deals with streets and highways, the Long Range Transportation Plan (LRTP) includes all modes of transportation. The LRTP is fiscally constrained, as it only includes projects for which funding is anticipated. The LRTP is required under federal provisions and must include an assessment of air quality impacts.

An additional State transportation-planning requirement is the Comprehensive Transportation Plan (CTP). The CTP is a long-range plan for all modes of transportation and is not fiscally constrained. The Thoroughfare Plan will become the street and highway component of the CTP.

The Metropolitan Transportation Improvement Program (MTIP) is the official transportation investment schedule for State and federally funded surface transportation projects planned within the metropolitan area. The Winston-Salem Metropolitan Area includes most of Forsyth County and portions of Stokes, Davie, and Davidson counties. The MTIP programs project funding for a seven-year period for all modes of transportation.

There are no proposed street and highway improvements listed for the Southwest Planning Area on the above plans, only an interchange/intersection improvement project.

### Table 3. Southwest Area Plan Road Classifications and Features (continued from page 10)

<table>
<thead>
<tr>
<th>Minor Thoroughfares</th>
<th>Description</th>
<th>2007 ADT (Average Daily Traffic)</th>
<th>2025 Estimated Volume</th>
<th>Current Road Capacity</th>
<th>Road Width</th>
<th>Future Cross Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton Street (S. Hawthorne Road to Silas Creek Parkway)</td>
<td>2-lane</td>
<td>8,700 – 10,000</td>
<td>11,600</td>
<td>16,100</td>
<td>40</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Cloverdale Avenue</td>
<td>2-5 lanes</td>
<td>4,8000 - 15,000</td>
<td>12,600 - 25,700</td>
<td>12,700 - 26,900</td>
<td>36 - 73</td>
<td>Adequate plus sidewalk – 4-lane, curb and gutter, wide outside lanes with sidewalks</td>
</tr>
<tr>
<td>Ebert Street</td>
<td>2-lane</td>
<td>4,700 - 5,200</td>
<td>9,400 - 9,700</td>
<td>16,100</td>
<td>22 - 34</td>
<td>Adequate plus sidewalk – 3-lane, curb and gutter, wide outside lanes with sidewalks</td>
</tr>
</tbody>
</table>

(continued on page 13)
Peters Creek Parkway

Traffic congestion on South Stratford Road
### Table 3. Southwest Area Plan Road Classifications and Features (continued from page 11)

<table>
<thead>
<tr>
<th>Minor Thoroughfares</th>
<th>Description</th>
<th>2007 ADT (Average Daily Traffic)</th>
<th>2025 Estimated Volume</th>
<th>Current Road Capacity</th>
<th>Road Width</th>
<th>Future Cross Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>S. Hawthorne Road</td>
<td>2-6 lanes</td>
<td>11,000 - 19,000</td>
<td>13,600 - 30,300</td>
<td>14,600 - 46,000</td>
<td>34 - 66</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Knollwood Street (S. Stratford Road to S. Hawthorne Road)</td>
<td>2-lane</td>
<td>5,800 - 7,300</td>
<td>11,300 - 13,500</td>
<td>10,500 - 13,400</td>
<td>30</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Link Road</td>
<td>2-lane</td>
<td>6,100</td>
<td>6,700</td>
<td>16,100</td>
<td>36</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Medical Center Boulevard</td>
<td>3-lane</td>
<td>8,700</td>
<td>5,100</td>
<td>16,100</td>
<td>36 - 48</td>
<td>Adequate</td>
</tr>
<tr>
<td>Miller Street</td>
<td>2 - 5 lanes</td>
<td>7,600 - 15,000</td>
<td>2,300 - 19,100</td>
<td>10,500 - 23,900</td>
<td>30 - 56</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Oakwood Drive (S. Stratford Road to Cloverdale Avenue)</td>
<td>3-lane</td>
<td>3,600 - 9,000</td>
<td>11,500</td>
<td>16,100</td>
<td>40</td>
<td>Adequate plus sidewalk</td>
</tr>
<tr>
<td>Queen Street (Medical Center Boulevard to S. Hawthorne Road)</td>
<td>2-3 lanes</td>
<td>10,600</td>
<td>11,100</td>
<td>30 - 48</td>
<td>Adequate</td>
<td></td>
</tr>
</tbody>
</table>

### List of Existing Collector Streets
- Ardsley Street
- Bolton Street (Maplewood Avenue to S. Hawthorne Road)
- Cherokee Lane
- Crafton Street
- Executive Park Boulevard
- Hutton Street
- Lockland Avenue
- Magnolia Street
- Mall Boulevard
- Maplewood Avenue
- Oakwood Drive (Cloverdale Avenue to Queen Street)
- Queen Street (S. Hawthorne Road to S. Sunset Drive)
- Ricks Drive
- Seneca Street
- S. Sunset Drive
- Trenwest Drive
- Westover Drive
- S. Westview Drive
PUBLIC TRANSPORTATION

Local Bus Routes

The Winston-Salem Transit Authority currently provides bus service within the Southwest Planning Area on five routes originating from the downtown terminal and one route serving as a Westside Connector. Table 4 and Map 5 describe the routes in more detail.

Regional Transit

PART, The Piedmont Authority for Regional Transportation, was authorized in 1997 by the North Carolina General Assembly as a Regional Transportation Authority. Based on regional cooperation, PART coordinates regional bus service, vanpools carpools, and other transportation-related services.

Light Rail

A proposed regional passenger rail line connecting Forsyth and Guilford Counties is currently being developed by the Piedmont Authority for Regional Transportation (PART). Potential rail station locations include downtown Greensboro, PTI Airport, Kernersville, Winston-Salem State University, downtown Winston-Salem, Thruway Shopping Center/Baptist Hospital (within the Planning Area), Hanes Mall/Forsyth Medical Center, and Clemmons. The proposed light rail system has the potential to provide new transportation opportunities.

Streetcar

The City of Winston-Salem is currently analyzing possible alignments for a downtown streetcar circulator. A connection between the downtown Research Park and Wake Forest Medical Center (within the Planning Area) is being discussed as a first phase of the project. The City is currently seeking support for the project’s implementation.

BICYCLE FACILITIES

The Winston-Salem Urban Area Comprehensive Bicycle Master Plan was adopted by the Winston-Salem City Council on August 15, 2005 and by the Transportation Advisory Committee on September 15, 2005. This detailed study evaluates current cycling facilities in Forsyth County including the use of a Bicycle Level of Service (BLOS) model, and makes recommendations to create a comprehensive bicycle network for the area. The recommended network includes off-road trails, designated bike lanes, wide shoulders for roads, and bicycle route signage.
Plan to help determine which recommended sidewalks are most needed. Criteria includes street type, school locations, location of “pedestrian generators” such as stores and parks, connectivity to the overall pedestrian system, and location of bus stops.

Major sidewalk locations are found in the historic core of the Planning Area around Baptist Hospital and the three existing parks: Miller, Ardmore, and Lockland Parks, and in the Hanestown area. There are also sidewalks along two of the major thoroughfares in the Planning Area; the north side of South Stratford Road and the east side of Peters Creek Parkway. In newer residential areas there are only few streets with sidewalk facilities.

Area Plans may make additional recommendations for sidewalks beyond what the Pedestrian Plan currently recommends. As each Area Plan is adopted, the additional recommendations become part of the Pedestrian Plan. All proposed sidewalks in the Pedestrian Plan are evaluated on an annual basis and ranked for future construction. Topography and the presence of curb and gutter along streets are considered when evaluating projects.

Because funding is limited, a sidewalk-ranking criterion was developed as part of the Pedestrian Plan to help determine which recommended sidewalks are most needed. Criteria includes street type, school locations, location of “pedestrian generators” such as stores and parks, connectivity to the overall pedestrian system, and location of bus stops.

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The Southwest Planning Area has a number of facilities that serve the community including parks, schools, churches, and other institutional uses.

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 two elementary public schools in the Planning Area; Bolton Elementary and Moore Elementary.

There are two private schools in the Planning Area; Our Lady of Mercy Catholic School and St. John’s Evangelical Lutheran School offering Pre-K through eight grades. There is also a higher education facility, Forsyth Technical Community College West Campus (see Map 9).

RECREATION FACILITIES

Parks
The 2015 Parks and Open Space Plan for Winston-Salem and Forsyth County was adopted in 2007. This Plan discusses existing parks, community park needs, existing open space and open space needs, park proposals, and recommended facilities. Four public parks are currently located in the Southwest Planning Area. Parks are classified based on their size, facilities, and function. Table 7 lists recreation facilities in the Southwest Planning Area by type with acreage and major facilities.
Hanestown Park

Lockland Park
Table 7. Southwest Area Plan Recreation Facilities

<table>
<thead>
<tr>
<th>Park Type</th>
<th>Acreage</th>
<th>Major facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mini/Ornamental Parks:</strong></td>
<td></td>
<td>Small facilities designed to serve a specific population segment or to be primarily ornamental in nature.</td>
</tr>
<tr>
<td>Lockland Park</td>
<td>1.80</td>
<td>Playground</td>
</tr>
<tr>
<td><strong>Neighborhood Parks:</strong></td>
<td></td>
<td>Provide intense recreational activities accessible to neighborhoods.</td>
</tr>
<tr>
<td>Ardmore Park</td>
<td>4.02</td>
<td>Soccer field, softball, tennis courts (4)</td>
</tr>
<tr>
<td>Hanestown Park</td>
<td>2.40</td>
<td>Picnic shelter, playground, soccer field, basketball court</td>
</tr>
<tr>
<td><strong>District Parks:</strong></td>
<td></td>
<td>Provide recreation opportunities focusing on one or more specialized activities such as golf or tennis.</td>
</tr>
<tr>
<td>Miller Park</td>
<td>39.44</td>
<td>Picnic shelters (6), playground, softball fields (2), tennis courts (4), restrooms, volleyball court</td>
</tr>
</tbody>
</table>

GREENWAYS

Greenways are linear open space corridors that can be managed for conservation, recreation, and/or transportation purposes. Many greenways have paved trails and accompanying land that provide pedestrian and bicycle access to neighborhoods and community facilities in addition to waterways of Forsyth County. In 2002, the 2015 Greenway Plan for Winston-Salem and Forsyth County was adopted. The Plan covers greenway trail design, priorities for greenway construction, operational policies and procedures, funding issues, and citizen involvement. Greenway easements along creeks and other linear features have been requested through the zoning and subdivision process in Forsyth County for over 25 years. Currently, there are no greenways in the Planning Area.

The Greenway Plan recommends construction of the following greenways in the Planning Area:
1. Along Peters Creek to connect north to Hanes Park and south to the extended Salem Creek Trail.
2. Along Salem Creek extending the existing Salem Creek Trail that currently ends at the Marketplace Mall south towards Hobby Park.

LIBRARY FACILITIES

There are not library facilities in the Southwest Planning Area. There used to be a branch library located in the lower level of Thruway Shopping Center, but it is closed now. The Central Library and the Southside Branch now are the closest library facilities.

FIRE STATIONS

There is one fire station in the Southwest Planning Area, Fire Station Six, located at the intersection of Academy Street and Gales Avenue. Station Six’s response area includes the Ardmore Community and the area around Wake Forest University Baptist Medical Center. Station Six also responds to Forsyth Medical Center and serves as the second responder around the Hanes Mall area.

UTILITIES

Water and Sewer

The Winston-Salem/Forsyth County Utilities Commission is responsible for distributing drinking water and providing wastewater treatment in the Southwest Planning Area.

Public water and sewer service is generally available throughout the Planning Area.

OTHER COMMUNITY FACILITIES

Forsyth Medical Center

This facility is an 847-bed, not-for-profit, tertiary care hospital. Offerings include a full continuum of emergency, medical, surgical, rehabilitative, and behavioral health services.

Medical Park Hospital

Medical Park Hospital is a 136-bed, not-for-profit hospital that specializes in elective inpatient and outpatient surgeries.
Wake Forest University Baptist Medical Center

Wake Forest University Baptist Medical Center is an integrated health care system that operates 1,154 acute care, rehabilitation and long-term care beds, outpatient services, and community health and information centers.

Cemeteries

There is one historic cemetery, Sidestown, located along Madison Avenue between Sherwood Street and Deborah Lane. Sidestown Cemetery is an important part of the social and cultural history of the city.

Housing

GENERAL INFORMATION

According to the 2000 Census, there are approximately 4975 housing units in the Southwest Planning Area. Of these housing units, approximately 53% was homeowner-occupied compared to 51% of households citywide who own their own homes. Rates of homeownership vary by neighborhood within the Planning Area.

The average year of construction for a single-family detached structure in the Planning Area is 1943, compared to an average year of construction of 1962 citywide. The average assessed value of a single-family detached structure in the Planning Area is $113,900; about 10% higher than the average value citywide of $102,200 (see Table 8).

HOUSING IMPROVEMENT EFFORTS

The City’s primary means of maintaining housing conditions is enforcement of its minimum housing code. The City also uses federal community development and local housing funds to assist both owner-occupants and investor-owners to rehabilitate residential structures. Most of these funds are provided to property owners in the form of low-interest loans. As of 2004, the City of Winston-Salem has targeted its community development funds to the Neighborhood Revitalization Strategy Area (NRSA), an area designated based on the rate of poverty. Some of the Southwest Planning Area is located in the NRSA. The portion of the Planning Area includes homes located east of Hawthorne Road between Business 40 and Peters Creek Parkway.

In areas where housing conditions are extremely deteriorated and code enforcement/rehabilitation efforts have been unsuccessful, the City-County Planning Board can certify the area as a Redevelopment Area based on the provisions of North Carolina Redevelopment Law. Blight Certification allows the City to acquire property through the power of eminent domain (condemnation) based on an adopted redevelopment plan. Due to the regulations and processes that must be followed, including the relocation of occupants, City redevelopment efforts can be expensive and slow.

Redevelopment authority has been used in Winston-Salem since the late 1960s to acquire and clear blighted housing. While early urban redevelopment projects acquired and cleared large areas, recent efforts to improve housing conditions focus more on code enforcement, encouragement of rehabilitation, and include only limited acquisition and clearance. This change occurred mainly due to reductions in federal community development funding, but also due to recognition that wholesale clearance can have many negative impacts on a community.

Recent City Redevelopment Efforts

In the early 1980s, a portion of the Planning Area identified as Crafton Heights was certified for Rehabilitation, Conservation, and Reconditioning (RCRA). It included properties located between Business 40, Peters Creek Parkway, Sunset Drive and Academy Streets.

City of Winston-Salem/Housing Partnership of Winston-Salem

The City of Winston-Salem has worked to expand opportunities for affordable housing and promotion of home ownership in a variety of ways. The City provides funding assistance to new home construction by the Housing Partnership at the Sunbridge Subdivision located at the southern end of Sunset Drive. To date, about half of the eleven-lot subdivision has been built.

Design and Appearance

Urban design is intended to bring, order, clarity and pleasing harmony to the network of public spaces, streets, parks, and sidewalks. The character of 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 Southwest 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. Nonresidential 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

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<td>Southwest Area Plan</td>
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</tbody>
</table>

Source: 2000 U.S. Census
have changed over time, creating urban design issues and land use challenges 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 and commercial sites; allowing businesses and institutions to grow without harming the surrounding neighborhoods; and preserving historic character while adapting to current needs.

While most of the Planning Area was developed prior to 1940 and has an urban character, there are several residential areas where the character varies from good to neglected, depending on the location. The homes in the neighborhoods are generally well maintained but the age of the structures necessitates periodic repair and remodeling to avoid deterioration. Homes in neighborhoods like Hanestown have been sold and converted to small businesses or offices. As the institutions, commercial and office areas grow, their compatibility with the neighborhood diminishes. Increased traffic, inadequate parking, compatibility of architectural scale and character, and non-residential use of former residential structures negatively affect the adjacent residents.

**APPEARANCE INITIATIVES**

The City has developed a number of initiatives to improve the appearance and pedestrian-orientation of neighborhoods and commercial areas in Winston-Salem. City efforts are usually, but not always, undertaken in the right-of-way and can include: landscaping and tree planting; sidewalks and other pedestrian improvements; benches; trash receptacles and other street furniture; public art; decorative street lighting; and public spaces. Other design standards have been adopted as part of the community’s Unified Development Ordinances.

**Community Roots Day**

Community Roots Day is a volunteer tree-planting event that takes place every spring, to add shade and extra character to our neighborhoods. In the past fifteen years over 4000 trees have been planted on streets throughout Winston-Salem. The Planning Area held the 2002 Community Roots Day with trees planted along South Stratford Road from Interstate 40 to Oakwood Drive.

**HISTORIC RESOURCES**

A number of designations exist for the preservation of historic resources. District designations include the National Register of Historic Places, Historic Districts (H), and Historic Overlay Districts (HO). The National Register is a federal program of the National Park Service, Department of the Interior; in North Carolina, the National Register is administered by the State Historic Preservation Office, NC Division of Archives and History. The National Register does not impose regulations on property owners unless federal or state funding is involved or federal and/or state income tax benefits are utilized. The H and HO Districts are local zoning districts that require specific guidelines be met when altering, constructing, moving, or demolishing properties.

Individual property designations are also available for qualifying sites. The National Register program can be used for individual structures or sites and the same provisions apply as with National Register historic districts. Local Historic Landmark designation is available for highly significant structures and sites within Forsyth County, and provides local property tax benefits. As with locally zoned historic districts, once a property is designated as a Local Historic Landmark, design review criteria and processes are required.

Three major historical studies/surveys have been completed: *Forsyth County Architecture: From Frontier to Factory: An Architectural History of Forsyth County*, a survey completed by Gwynne S. Taylor in 1981; *Winston-Salem’s African-American Neighborhoods 1870-1950*, by Langdon E. Oppermann in 1993; and, *Spanning the Past, a Survey of Selected Historic Bridges in Winston-Salem*. Forsyth County Historic Resources Commission (HRC) staff has reviewed these three major studies/surveys and completed a windshield survey of the Planning Area.

The information which follows includes a brief discussion of neighborhoods and properties identified as historically significant and potentially eligible for listing on the National Register of Historic Places (NRHP) and/or local designation based on the staff review and survey. Also included in Appendix A. Historic Resources is a listing of other properties in the Planning Area surveyed in *Frontier to Factory or Winston-Salem’s African-American Neighborhoods 1870-1950*. HRC staff is conducting an update of the countywide architectural survey, which should provide additional information about historically significant properties.
The Southwest Winston-Salem Planning Area is fortunate to possess a number of historic resources, generally dating from the early-20th century through the mid-20th century. Historic resources in the area tell the story of a developing and expanding city. These historic properties vary in type and form; there are individual buildings of note as well as entire neighborhoods. Additional resources include graveyards, bridges, and potential archaeological sites. Comprising a significant portion of the built environment, these resources help to tell the story of a burgeoning city and serve as a tangible reminder of Winston-Salem’s outstanding history.

**HISTORIC DISTRICTS**

**Ardmore National Register Historic District**

A large segment of Ardmore was listed on the National Register of Historic Places in 2004.

Ardmore is significant as an early 20th-century suburban neighborhood constructed as the city’s first automobile suburb beginning about 1910. The large number of garages in the district attests to the importance of the automobile in the development of the neighborhood. Quite large in size, Ardmore consists of several separately platted developments under more then five names that gradually coalesced to become a single, large neighborhood. Initially marketed to the new group of upper-middle income businessmen and professionals, the neighborhood also developed areas of modestly sized dwellings for the city’s burgeoning middle-income residents. Physicians, attorneys, insurance agents, managers, factory foremen, and meat cutters and their families all resided in Ardmore with little social stratification. Their dwellings are an excellent collection of popular architecture from the early to mid twentieth century including numerous Craftsman Bungalows and Colonial Revival style houses as well as Period Cottages and Minimal Traditional houses, along with a few good examples of Tudor Revival style houses. The period of significance of the Ardmore Historic District extends from c. 1910, the construction date of the oldest resources in the District, to 1956 to include changes in the development patterns and architectural styles after World War II.

**SIGNIFICANT AREAS**

**Hanestown**

The early 20th-century Mill Village known as Hanestown is located directly north of South Stratford Road in the Planning Area. Brothers P.H. and J.W. Hanes sold their tobacco businesses to R.J. Reynolds in 1900 and invested in the textile industry, forming the P.H. Hanes Knitting Company and the Hanes Hosiery Mills Company. The first houses in the Hanes Mill Village were built around the P.H. Hanes Knitting Company’s spinning plant on South Stratford Road in 1910. By 1954, the Mill Village included 168 residences, a store, a recreation center, a school and auditorium, and three churches. Hanes began selling houses to private individuals in 1954 and Hanestown was annexed into Winston-Salem in 1957. Unfortunately, most Hanestown dwellings have been altered by the replacement of windows, porch elements, and roofs, as well as the application of synthetic siding. Some historic building stock has been lost to infill commercial and residential development. Because of these factors, Hanestown no longer retains the physical architectural integrity for historic district listing on the National Register of Historic Places.

See **Appendix A. Historic Resources** for a list of structures in Hanestown that have been identified as representative building types within the historic Mill Village.

**Sidestown**

The southern portion of Madison Avenue (formerly Alspaugh Street) was home to a few African-American families, some related. It was historically bordered on the north by Ardmore. The part of Madison Avenue close to Silas Creek Parkway was the area known as Sidestown. On the east side of the street stood Ardmore AME Zion Church, also known as Sidestown AME Zion Church, and behind it a cemetery. The church was demolished after World War II; its site is a grassy field today. Most of Sidestown was sold and developed in the 1950s-1970s; a few early 20th-century houses remain.

**HISTORIC PROPERTIES AND OTHER CULTURAL RESOURCES**

The Southwest Winston-Salem Planning Area includes several historically significant areas and properties including cemeteries and bridges. Some may be eligible for listing on the National Register of Historic Places, either individually or along with other properties, while others may not be eligible for the National Register but are still significant to the cultural or historic development of Winston-Salem/Forsyth County. These properties may be worthy of designation as a Local Historic Landmark or at least recognition through documentation or
placement of a historic plaque or marker. Additional research and greater understanding will help determine the appropriate level of recognition. Some of the properties of particular significance are presented in Appendix A.

**ECONOMIC DEVELOPMENT**

Economic development covers a wide variety of issues in the Planning Area including: the health of existing retail, commerce and industry, strategies for attracting new businesses to the community, small business development, the provision of jobs for citizens, the revitalization of older business areas and the availability of sites for new businesses. Some of these issues, particularly attracting new large-scale businesses for job creation and assembling land for these larger uses, are handled in part by entities such as the Chamber of Commerce and Winston-Salem Business, Inc. In addition to these efforts, the City of Winston-Salem offers a variety of programs to help businesses develop, grow, and/or revitalize.

**EXISTING ECONOMIC DEVELOPMENT PROGRAMS**

The City of Winston-Salem offers a variety of programs to help businesses create jobs and expand the tax base. Most programs 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 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. The Peters Creek Parkway Corridor from Business 40 to Link Road on the west and to Interstate 40 on the east is located within the boundaries of the NRSA.

The following is a summary of the existing City economic development programs available in the Southwest Planning Area within the NRSA:

**Economic Development Revolving Loan Program**

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

**Business Training Program**

The City of Winston-Salem offers a ten-week training program to provide participants with the basic skills necessary to become owners/operators of small businesses. Participants learn how to write a business plan and about a wide range of issues, including legal, insurance and management/marketing. The program is offered free of charge to minority and women business owners, low-income persons or employers of low-income persons.

**Nonprofit Technical Assistance**

The City of Winston-Salem provides technical assistance and pre-development funding assistance to community development corporations (CDCs) – private nonprofit community-based organizations working to redevelop and revitalize distressed areas of Winston-Salem through housing production and maintenance. The City also provides assistance to economic development organizations. In 1999, the City helped create the Liberty CDC, an organization dedicated to rebuilding the Liberty Street Corridor.

**Revitalizing Urban Commercial Areas (RUCAs)**

As part of the City Council’s strategic plan, staff formulated revitalization strategies for older commercial areas in Winston-Salem. Twelve Revitalizing Urban Commercial Areas (RUCAs) were identified as qualifying for the first round of funding, other declining commercial areas have been identified as well. An overall strategy has been developed for such areas that include public improvements, private site improvements, and regulatory strategies. The City Council awarded $1.5 million to RUCA improvements in 2006. The three RUCAs selected for the first round of funding were: Liberty Street in the East/Northeast Area Plan, Waughtown Street in the Southeast Area Plan, and
Washington Park in the South Central Area Plan. Additional funding would have to be approved by the City Council for other RUCAs to begin improvements under the program.

**Building Improvement Rehabilitation Program**
The Building Improvement Rehabilitation Program was designed to provide private building owners inducements to rehabilitate commercial and industrial properties in distressed areas. This program can be used throughout the NRSA outside of downtown. Under the program, the City provides funding of up to $10,000 based on the amount of private investment. The loan repayment is deferred for five years and the balance is forgiven in full if the property has been properly maintained.

**THE ENVIRONMENT**
A number of environmental issues are of concern in the Planning Area including floodplains, water quality, wetlands, and brownfields.

**FLOODPLAINS**
Floodplains are broad, flat, flood-prone lands adjacent to creeks and streams. They are inherently hazardous and costly locations for structures, therefore development should be limited. Federal, state, and local agencies have established various requirements to manage activities in flood-prone areas. There are approximately 17,000 linear feet of floodplain in the Southwest Planning Area. Portions of Peters Creek and Silas Creek Parkway, Knollwood Street Branch, and Bottom Branch Creek have identified mapped flood-prone areas.

Pedestrian bridge over Bolton Branch Creek
The *Legacy Development Guide* is a 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 *Southwest Area Plan* are needed to provide more specific guidance for future growth, appropriate land uses, and infrastructure at a community and neighborhood level.

**Planning Concepts Identified in Legacy**

**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 available for development, a new development model must be created that will allow us to grow while maintaining our economic vitality and high quality of life. The Growth Management Plan is proposed to manage growth, promote 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 Services Area, 2) the Future Growth Area, and 3) the Rural Area.

**Municipal Services Area**

The Municipal Services Area is generally described as the area within the Muddy Creek drainage basin and includes a large portion of Forsyth County that is currently served by adequate infrastructure and services, especially public sewer. The Municipal Services Area is further divided into subareas: Center City, Urban Neighborhoods, Suburban Neighborhoods, and Town Centers. In addition, Metro Activity Centers, Urban Boulevards and Rail Corridors/Stations may overlay any of these subareas.

**Center City (GMA 1)**

The Center City of Winston-Salem is intended to be the focus of development in the county and is 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 the convention and tourism business. Increasing residential development is crucial to the success of the Center City. Ultimately, the Center City should have a rich mix of office, service, health, retail, and residential uses.

**Town Centers (GMA 1)**

Town Centers are the traditional compact centers of mixed-use commercial, residential, and community services located in each of the seven smaller municipalities in Forsyth County. Major local governmental and community institutions serving the residents of the towns and surrounding rural areas are located in these centers. They typically have defined areas, a distinctive character and are designed on a human scale to encourage pedestrian access and use.

**Urban Neighborhoods (GMA 2)**

The Urban Neighborhoods Area contains older neighborhoods and commercial, industrial, and institutional development that surrounds the Center City. Smaller lots, houses set close to the street, sidewalks, interconnected streets, and the mixture of residential, commercial, and institutional uses give this area an urban feel. Quality infill development, increased residential densities where appropriate, neighborhood-serving retail, and community services should be encouraged in Urban Neighborhoods. Historic preservation, rehabilitation, and the reuse of existing structures should also be encouraged here.

**Urban Boulevards**

Urban Boulevards are special corridors along selected major arterial roads that connect the Center City with selected Metro Activity Centers. The purposes of Urban Boulevards are to: 1) create attractive urban gateways leading into downtown
Winston-Salem; 2) provide locations for the concentration of jobs, retail, and higher density housing; 3) promote high-quality transit service and pedestrian access by increasing densities at specific location along these corridors; and 4) incorporate design features that support pedestrian activity and provide a sense of place.

**Rail Transit Lines and Transit Stations**

Transportation alternatives are essential to our future, and high-speed passenger rail service is almost certainly part of that future. The Growth Management Plan identifies three major rail corridors and some specific station locations. The station locations have the potential to become Activity Centers around which more intense mixed-use development occurs. Such developments are frequently referred to as Transit-Oriented Developments. Residents living close to rail stations can benefit from convenient access to jobs and other destinations. Infill development and redevelopment that occurs around stations can increase ridership potential and the use of transit.

**Metro Activity Centers**

*Legacy* recommends the development of compact, mixed-use regional centers for retail, office, civic, and residential activity. These areas, called Metro Activity Centers (MACs), are focal points for a diverse mix of community activities that include living, working, shopping, education, recreation, civic, cultural, and spiritual activities. These Activity Centers, with their more intense concentrations of employment, are intended to be the hub of daily activity for those who live in surrounding neighborhoods. A goal for each MAC is to include residential density high enough to support transit service. For this reason, all MACs are planned for areas that are within a quarter-mile of the intersection of major roads.

The ideal MAC has a densely developed Core Area surrounded by a less densely developed “support” area. The Core Area is the focus for commercial, institutional, office, and high-density residential uses, while the surrounding support area would be made up of high- and medium-density residential uses that would support the activities of the Core Area. The support area also acts as a buffer between the more intense uses of the Core Area and the lower density residential uses beyond the boundaries of the MAC.

Not just a center for commerce, a MAC is also a busy neighborhood center that is designed for a safe and comfortable pedestrian experience. A unique sense of place should be created through attention to building placement and scale, the creation of green and public spaces, and attractive architectural detailing.

**Neighborhood and Community Activity Centers**

*Legacy* calls for the identification of Neighborhood Activity Centers (NACs) and Community Activity Centers (CACs) during the Area Plan process. NACs and CACs should be designed using principles similar to those recommended for MACs, such as mixing uses, connecting the street network, and providing a pedestrian-friendly environment.

NACs are small, pedestrian-friendly business and office districts which provide needed services within walking distance of residential areas. A number of commercial uses that serve the daily shopping/service needs of nearby residents and are considered appropriate for NACs include: video rentals, dry cleaners, bakeries, specialty food shops, cafes, sit-down restaurants, service stations, medical offices, insurance offices, churches, synagogues, and day care centers. In the Suburban Neighborhoods and Future Growth Areas, a small-scale groceries and/or drug stores may also be appropriate land uses.

CACs are scaled and designed to provide daily and weekly shopping/service needs and services, as well as recreation, offices, institutional facilities and a social gathering place. CACs are pedestrian-friendly developments that accommodate the automobile and they are about one-quarter mile in diameter. Their center or Core Area is most appropriate for the more intense uses suggested for these mixed-use developments. Along with the uses suggested for NACs, a number of additional uses are considered appropriate for the Core Area of CACs including: large supermarkets, large drugstores, hotels, restaurants, movie theaters, entertainment spots, medium-sized offices, schools, large day care centers, and large churches.
OTHER PLANNING CONCEPTS

SMART GROWTH
Smart Growth is a comprehensive approach to improving how communities grow and develop. Elements of Smart Growth include: a range of housing opportunities, walkable neighborhoods, a mixture of land uses, compact building design, the preservation of open space and rural areas, transportation choices including transit, and sound environmental practices. Smart growth is an alternative to the more typical “sprawl” model present in many communities today.

MIXED-USE DEVELOPMENT
Mixed-use development typically includes a vertical and horizontal mixing of compatible commercial, office, residential, institutional, and recreational uses. Mixed-use development can reduce the number of automobile trips and trip length, facilitate pedestrian activity and transit use, and promote revitalization of aging Activity Centers. For a mixed-use development to function effectively, attention must be given to the design and layout of the project. To ensure different uses are cohesively integrated, mixed-use developments allows people to walk, bike, or drive to a destination. Street connectivity in mixed-use developments is essential for reducing the travel distance between destinations and encouraging pedestrian trips. A successful mixed-use development provides options not available in single-use developments.

TRADITIONAL NEIGHBORHOOD DEVELOPMENT
Traditional Neighborhood Developments (TNDs) incorporate a range of residential densities and housing types (residential is the primary land use in a TND), a limited and comprehensively planned mixture of commercial, office, institutional, and civic uses, and a network of connected streets and sidewalks. TNDs are an alternative to standard subdivisions, shopping centers, office parks, and institutional uses that are rigidly separated from one another through the zoning process. The TND approach blends various uses into a pedestrian-friendly, compact urban form. The City-County Planning Board’s Traditional Neighborhood Development Guidelines address specific recommendations that should be incorporated into TNDs.

BROWNFIELDS
The United States Environmental Protection Agency defines brownfields as real property that if expanded, redeveloped, or reused may have complicating factors due to the presence or potential presence of a hazardous substance, pollutant, or contaminant. Cleaning up and reinvesting in these properties takes development pressures off undeveloped greenfield land while improving and protecting the environment.

GREYFIELDS
Comparable to “brownfields,” greyfields are derelict or declining commercial centers that are suitable for redevelopment. Typically, greyfields are characterized by large tracts of land having nondescript, decaying, and often long-term vacant commercial structures surrounded by acres of parking lots and asphalt. However, greyfields usually do not have the environmental difficulties associated with brownfields and can therefore be more appealing to potential developers. Greyfield redevelopment is a unique type of infill redevelopment. Greyfield redevelopment can revitalize a struggling commercial area by introducing well-designed development with a mixture of uses to nearby neighborhoods.

Figure 2. Transit-Oriented Development Compared to Automobile-Oriented Development

TRANSIT-ORIENTED DEVELOPMENT
Transit-Oriented Developments (TODs) integrate transit stations with a mixture of complementary land uses and design elements that encourage transit
ridership. TODs are cohesive developments that facilitate pedestrian activity through a connected transportation network with streets, sidewalks and pathways, increased residential densities, a pedestrian-friendly streetscape, and neighborhood environments with a strong sense of place.

TODs can also be instrumental in stimulating economic development opportunities by revitalizing existing neighborhoods and Town Centers and by creating focused Activity Centers. TODs can be an attractive location for companies that seek an alternative to the suburban office park or those that would like to locate near a transit station enabling employees across a metropolitan area have efficient access to and from their workplace.

Existing homes in the Lockland Park area
**Vision**

**Process**

Visioning is the process by which a community defines its future. The visioning process brings together people representing various points of view to create a shared image of what the community values and how it wants to look and function in the future. The resulting vision statement defines expectations and directions for the future, sets the framework for the detailed recommendations of the Plan and provides a way to measure progress as the Plan is implemented.

Staff conducted a visioning exercise with residents from the Southwest Planning Area in the fall of 2008 to generate ideas on how to accommodate the area’s growth in the future. Participants shared their ideas about what their community should look like in the future and how to make it a better place in which to live, work, do business and play.

Following the community workshop, the Southwest Planning Area Citizens’ Advisory Committee synthesized the ideas from the community meeting into an overall vision statement for the Planning Area along with the Plan’s goals and objectives. The results of the visioning exercise are described below.

*In the year 2025, we envision....*

**Land Use**

The Southwest Planning Area has a variety of land uses that support the needs of the residents. The area has a mix of well-integrated and complementary land uses providing diverse housing choices and convenient goods and services. Older declining areas have been redeveloped in a compact, attractive and pedestrian-friendly manner. Business and institutions operate and have expanded in ways that are compatible with surrounding residential uses.

**Transportation**

The Southwest Planning Area has an integrated transportation network accommodating cars, public transportation, bicycle and pedestrian facilities and rail. Traffic moves efficiently on major roadways, but local streets are safe and friendly. The public transit system is comfortable, accessible and reliable, serving the area via both bus and rail effectively. Sidewalks throughout the area as well as bike and greenway systems connect all neighborhoods in the Planning Area.

**Community Facilities**

The Planning Area has a mix of green spaces, parks and recreational facilities that provide diverse activities for all ages. Parks and additional community facilities provide active and passive uses, as well as social and athletic programs. Parks are well-maintained, safe and frequently upgraded. The many non-profit agencies, businesses, institutions and churches in the area are active partners in maintaining a quality community. A system of safe and attractive walking and greenway trails connect schools, parks, services and neighborhoods.
**Housing**

Neighborhoods in the Planning Area are safe and peaceful with well-kept yards. The area provides a diversity of housing choices and densities for all ages and income groups. New housing blends well with rehabilitated and preserved older buildings. There is constant enforcement of city zoning, housing and sanitation codes. There is a high rate of homeownership and rental housing is well-managed and well-maintained.

**Design and Appearance**

The Planning Area is an attractive community with clean and well-maintained streets and public spaces. The historic character of neighborhoods is respected through compatible residential, commercial and institutional development. The community frequently celebrates its diversity, rich heritage, and culture, attracting many visitors throughout Winston-Salem.

**Historic Preservation**

The Planning Area is recognized by the entire community for the area’s rich history and significant heritage. Preservation and sensitive rehabilitation of the historic resources in the area provide a strong sense of place and history. Neighborhoods are locally recognized for their contribution to our community’s history.

Southwest Area Plan Citizen’s Advisory Committee members
Southwest Area Plan Recommendations

General policies from *Legacy* provide the framework for recommendations in all Area Plans. Specific recommendations for the *Southwest Area Plan* were developed through the Visioning exercise and the work of the Citizens’ Advisory Committee, the Interdepartmental Committee, and Planning staff.

**Land Use Recommendations**

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 residential development, commercial and office uses, Mixed-Use Opportunity Areas, industrial uses, and Activity Centers.

**General Recommendations**

Planning policies used to develop land use recommendations for the Southwest Area include:

- To encourage mixed-use developments with residential, retail, and employment uses that meet the daily needs of residents and offer a high quality of life.
- To facilitate walking, bicycling, use of public transportation, and rail with new development and redevelopment in the Planning Area.
- To direct new commercial services to the Metro Activity Center, the Neighborhood Activity Center, and along major transit corridors in areas already zoned for commercial development.
- To protect residential areas from inappropriate residential, commercial, institutional and industrial encroachment.
- To allow institutions to grow and expand to meet their needs in a manner compatible with their surrounding neighborhoods.
- To promote greater flexibility in land use while having more design controls over site design to create mixed-use, variety-rich neighborhoods.

**Special Land Use Conditions**

The Proposed Land Use Changes 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 and are described in detail on page 45.

**Residential**

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

This Plan identifies larger sites (greater than two acres) in the Planning Area that are appropriate for residential infill, rehabilitation, and redevelopment for residential use, or a combination of infill and rehabilitation redevelopment. The text below describes each site and provides development recommendations including recommended densities, dwelling types, and in some cases, site development recommendations. The sites are shown on the Proposed Land Use Changes map as Residential Infill Opportunity Sites (see Map 6).

**Low-Density Residential**

Low-density residential development has a density of 0 to 5 dwelling units per acre and consists mostly of single-family, detached units. Low-density residential development is recommended for sites in the Planning Area that are currently zoned for single-family use, typically Residential Single-Family (RS-9) or Residential Single-Family (RS-7) Districts. Existing individual lots and very small tracts of land located in existing single-family neighborhoods and are most appropriately developed for single-family detached use, as well as sites A through D below.

**Site A. End of Camden Road**

This 2.23-acre site is located off South Sunset Drive at the end of Camden Road. The site is vacant, in single ownership and is currently zoned RS-9. The site is wooded and has sloping topography that is steep in some sections. The site should be developed...
to accommodate low-density, single-family residential development as a Planned Residential Development (PRD) based on surrounding RS-9 zoning. A PRD is an alternative to conventional subdivisions where the site is planned and developed as a unit using flexible development standards that allow structures to be clustered due to site constraints.

Site B. Back of Properties Facing Lockland Avenue and Sunset Drive
This 3.50-acre site is located back behind properties facing Lockland Avenue and Sunset Drive. The site is vacant, wooded, in multiple ownership and is currently zoned RS-7. Two unopened streets, Brent and Seneca Streets, and a right-of-way off Lockland Avenue provide access to this site. The site has a drainage-way through it as well as steeply sloping topography, making development difficult. If developed, the site is recommended to be developed to accommodate low-density, single-family residential development as a Planned Residential Development (PRD) based on surrounding RS-7 zoning.

Site C. Boone Avenue
This 2.1-acre site is located at the end of Boone Avenue off Chelsea Street. The site is vacant, wooded, in single ownership and is currently zoned RS-9. Bottom Branch Creek runs along the western property line and the site is entirely in the floodplain, limiting development. If developed, the site should accommodate low-density, single-family residential development based on surrounding RS-9 zoning.

Site D. Sidestown
This 2.3-acre site is located off Madison Avenue between Sherwood Drive and Deborah Lane. A portion of the site is occupied by an old graveyard belonging to Sidestown African Methodist Zion Church which once stood on the property. A number of markers are still visible, but more graves are believed to be on the site. The cemetery property has been well-maintained since an attempt to rezone the land to the south. The rest of the site is vacant, in single ownership and with some mature vegetation. The site is recommended for single-family development, see page 45 (*a) for Special Land Use Conditions.

Urban Residential
Urban residential development is a mix of single-family, duplex, triplex, quadraplex, and townhouse units at varying densities. Generally, urban residential land is recommended for smaller sites in urban areas of Winston-Salem and small towns. In the Southwest Planning Area, urban residential development is recommended for:

Site E. Eastern Portion of the Lockland Avenue Neighborhood
This area is bounded on the north by Business 40; on the east by Duke Street; on the south by Academy Street; and on the west by Sunset Drive. This area is developed with a mix of single-family, duplex, triplex quadraplex and multifamily residential developments. The area is currently zoned Residential Multifamily (RM-5) and Residential Single-Family Quadraplex (RS-Q). Small vacant lots scattered throughout the area are recommended to be developed in accordance to the existing zoning with RM-5 allowing smaller multifamily buildings and RS-Q allowing single-family to quadraplex dwellings. Structures should orient to the street and parking areas should be located to the rear of structures.

Moderate-Density Residential
Moderate-density residential development has a density of 5 to 8 dwelling units per acre. Generally, moderate-density residential land use is recommended for sites greater than two acres that are most appropriately developed with multifamily, townhouses or clustered single-family structures. Moderate-density residential is recommended for:

Site F. Ebert Road and Twin City Baptist Church
This 4.34-acre site is located off Ebert Road south of Twin City Baptist Church. Most of the land is owned by the church and includes four single-family buildings and a non-conforming structure on the back of the property all in the same zoning lot. See page 47 (*b) for Special Land Use Conditions.

Intermediate-Density Residential
Intermediate-density multifamily residential development has a density of 8 to 12 dwelling units per acre. Generally, intermediate-density residential land use is recommended for larger sites that are most appropriately developed with multifamily or townhouses structures. Intermediate-density residential is recommended for:
Site G. Silas Creek Parkway and Ebert Road
This 5.61-acre is located at the intersection of Silas Creek Parkway and Ebert Road. The site is currently used for single-family residential, in single-ownership and zoned RS-9. The site is located at the intersection of two major roads, giving it good visibility, and has a gently sloping topography and some mature vegetation located at the intersection of the two roads. There have been different development proposals for this site through the years with a general consensus the site should be redeveloped for residential use. See page 45 (*c) for Special Land Use Conditions.

High-Density Residential
High-density multifamily residential development has a density of over 12 dwelling units per acre. Generally, high-density residential land use is recommended for large sites that are most appropriately developed with multifamily structures. High-density residential is recommended for:

Site H. South side of Ardsley Street
This 5.67-acre site is located south of Ardsley Street and east of the Ardsley Apartments. The site is vacant, in single-ownership and is currently zoned Residential Multifamily, RM-18. The site is heavily wooded, has some steep slopes, and is split in two sections by Peters Creek. Most of this tract of land is in the floodplain, considerably limiting development. The small developable southwest portion of the site is recommended to be developed to accommodate multifamily residential based on existing zoning as an extension of the apartment complex. The existing access road to Ardsley Apartments can be used to double-load buildings along that road and to locate parking areas.

Site I. North side of Ardsley Street
This 4.15-acre site is located north of Ardsley Street and south of the Ledges Apartments. The site is vacant, in single-ownership and is currently zoned for multifamily residential, RM-18. The site is heavily wooded, has steep slopes next to The Ledges, and is partially in the floodplain. The site should be developed to accommodate multifamily residential based on the existing zoning. Units should be located along South Sunset Drive and Ardsley Street with parking to the back or side of the structures. If developed, a connection should be provided to the proposed greenway along Peters Creek.

Office and Commercial
This Plan recommends the consolidation of office and commercial uses at existing commercial/office locations and in designated Activity Centers and Mixed-Use Opportunity Areas. All new and redeveloped commercial and office uses should be designed and developed to be compatible with nearby residential uses. The redevelopment of existing underutilized sites is recommended as an alternative to rezoning land for additional commercial development.

Office
Small-scale office uses typically have few negative impacts on adjacent land uses and can provide services to area residents, making them an appropriate transitional use between residential uses and more intense uses. Larger-scale offices are appropriate in Mixed-Use Opportunity Areas and Metro Activity Centers.

Small-scale office development is recommended at:
• The West Salem Community Activity Center and the Ardmore Village Neighborhood Activity Center (see Mixed-Use Land Use Categories).

Large-scale office development is recommended at:
• Mixed-Use Opportunity Areas and at the Thruway/Wake Forest Medical Center Metro Activity Center (see Mixed-Use Land Use Categories).

This Plan also recommends some sites for possible conversion from residential to office use using the existing residential structure (see Appendix C. Conversion of Existing Homes to Office or Commercial Use). Areas recommended for conversion of existing single-family structures to office use include:
• West Salem Community Activity Center, see Mixed-Use Land Use Categories and page 53 (*q) for Special Land Use Conditions.
• Duke Street and Crafton Street.
See page 53 (*r) for Special Land Use Conditions.
OFFICE/LOW-INTENSITY COMMERCIAL

Office and low-intensity commercial uses provide services to area residents, often with minimal negative impacts on adjacent residential uses (see Appendix C. Standards for Conversion of Existing Homes to Office or Commercial Use). This land use category includes all office uses as well as commercial uses listed in Table 9. This Plan recommends office/low-intensity commercial in the following area(s):

- Lockland Avenue across from the new Social Security Office building (just north of Silas Creek Parkway). See page 48 (*e) for Special Land Use Conditions.
- Shepherd Street between Ricks Drive and Seaman Street.

COMMERCIAL

Generally, the reuse of vacant buildings and the redevelopment of existing vacant and underutilized sites are recommended as an alternative to rezoning land for additional commercial development. Commercial areas should be compact with limited access on to major thoroughfares and should not promote strip development.

This Plan recommends the consolidation of commercial uses at existing locations along major corridors including South Stratford Road, Silas Creek Parkway, and Peters Creek Parkway, as well as at the Activity Centers as an alternative to rezoning additional land for nonresidential uses. Development and redevelopment along these corridors should be done to support a walkable and visually appealing community (see page 63 Design and Appearance Recommendations). Some expansion of commercial uses is recommended on the former Hanesbrands site (see Mixed-Use Land Use Categories).

INSTITUTIONAL

Institutional uses in the Planning Area are an important aspect of the character, vitality, and future of the area. Institutional uses include schools, churches, community organizations, and nonprofit agencies. Existing institutions should be permitted grow and expand in certain circumstances in a manner that is compatible with surrounding neighborhoods.

Because of the unique nature institutions, it is not possible to indicate on the proposed Land Use map all properties for which institutional use would be appropriate. Therefore, this Plan establishes policies to guide the location of new institutional uses and the expansion of existing ones.

POLICIES

- Institutions are strongly encouraged to involve community residents, neighborhood associations, and City staff in the development of their master plans.

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<thead>
<tr>
<th>Uses Include:</th>
<th>Uses Do Not Include:</th>
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<tbody>
<tr>
<td>Adult Day Care</td>
<td>Auto-related Uses</td>
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<tr>
<td>Arts/Crafts Studio</td>
<td>Convenience Stores</td>
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<tr>
<td>Bed and Breakfast</td>
<td>Clubs/bars</td>
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<tr>
<td>Child Care Drop-in</td>
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<tr>
<td>Child Day Care Center</td>
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<td>Combined Use</td>
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<td>Food/Drug store without Drive-through</td>
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<td>Funeral Home</td>
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<td>Uses Include:</td>
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<tr>
<td>Furniture/Home Furnishings</td>
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<td>General Merchandise Store</td>
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<td>Hardware Store</td>
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<td>Museum, Art Gallery</td>
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<td>Nonstore Retailer</td>
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<td>Post Office</td>
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<td>Residential Building, Multifamily</td>
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<td>Residential Building, Townhouse</td>
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<td>Restaurant without Drive-through</td>
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<td>Retail Store, Specialty</td>
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<td>Services, Business A</td>
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<td>Services, Personal</td>
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<tr>
<td>Veterinary Services</td>
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<tr>
<td>Table 9. Defined Low-Intensity Commercial Uses (Uses defined in the UDO)</td>
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</table>
Prior to seeking property rezoning, special use approvals, demolition permits, or major building permits, area institutions should meet with neighborhood associations and/or nearby residents about the proposed project.

Reuse of existing structures is strongly encouraged. Historic structures should be adaptively reused or relocated to an appropriate site.

Rezoning of single-family residential property for nonresidential institutional development should only be considered when appropriate vacant or underutilized land is not available or when vacant or underutilized nonresidential buildings are not available.

Before considering the addition of new parking areas and locations, institutions should work with the neighborhood and the Winston-Salem Department of Transportation to determine the potential for on-street and shared parking areas.

The construction of compatible parking decks is preferable to multiple or large expanses of surface parking.

Policies for Site Design and New Building Construction

- Sites and buildings should be designed in a manner that is complimentary in scale, orientation, height and setback to the surrounding character of the neighborhood.
- Mature vegetation and unique site features should be retained whenever possible.
- Over sized structures or intense uses should be located away from residential areas or should be appropriately screened with vegetation.
- Parking areas should be located to the rear or sides of buildings and should be attractively screened with fences and plantings designed to be compatible with the surrounding neighborhood; large expanses of paving should be divided into smaller components with interior planting areas.
- 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; chain-link fencing should be located away from public view.
- Service components (such as trash dumpsters or mechanical/technical equipment) should be located away from residential uses and screened from public view. A solid wall that acts as a sound barrier surrounding service components is highly encouraged.

GENERAL RECOMMENDATIONS

Many of the institutional uses found in the Planning Area have acquired adjoining single-family parcels to be used as buffers, surface parking or for accessory uses to the main institutional use. As these facilities grow, the potential to tear down single-family structures for parking poses a threat to the urban fabric of the neighborhood, particularly in the older, historic sections of the neighborhood. New construction or additions to institutional uses can have a negative effect on adjacent single-family homes because institutional uses typically have a bigger building footprint and massing. The Plan recommends the following:

- Retain older single-family structures within the boundaries of the Ardmore National Register District. Do not allow additional conversion of parcels in the National Register District to parking lots through the Special Use Permit (SUP) provision which allows for parking for institutional uses in residential districts.
- Increase setbacks in the Unified Development Ordinances for new construction or additions to institutional uses located in a residentially zoned district when these uses share a common boundary line with a parcel in a residentially zoned district. Explore having a required setback for institutional uses along the shared boundary line with a residential district of no less than forty (40) feet.
- Encourage institutions owning single-family homes adjacent to their properties to maintain existing structures in good condition.
- Increase citizen and neighborhood involvement in maintaining properties by having neighborhood associations and landlords/property owners working together to identify external housing and environmental problems.
- Encourage the use of “green initiatives” in the development or redevelopment of institutional uses.

SPECIFIC INSTITUTIONAL LAND USE RECOMMENDATIONS

Wake Forest University

Baptist Medical Center

The Medical Center is an integrated health care system that brings together patient care, research, and education. As one of the largest institutional uses in the area, Baptist Medical Center growth has had an impact on the surrounding residential area creating concerns about additional expansion into the neighborhood. General recommendations include:
• Maintain the future growth of the hospital within the existing Campus District Boundary and the non-residential area to the north and west of the Medical Center. Do not rezone additional residential properties for hospital expansion.
• Continue to build vertically rather than horizontally within the Campus District Boundary.
• Upgrade/rebuild underutilized areas and existing older hospital facilities, buildings and parking structures instead of taking additional residentially-zoned properties for hospital expansion.
• Discourage surface parking lots except as a temporary use. Parking structures with street level retail and services are preferable where possible.
• Retain the North Carolina Baptist Hospital Nurses’ Home. This historic building is located at the intersection of Hawthorne Road and Queen Street and was built in 1928 for the women attending the North Carolina Baptist Hospital School of Nursing. Every effort should be made to preserve and reuse this structure.

A number of recommendations acceptable to both the hospital and surrounding neighborhood were agreed upon through the Area Plan Process. See pages 48-50 (*f-i) for Special Land Use Conditions.

**Forsyth Medical Center**

Forsyth Medical Center offers a full continuum of emergency, medical, surgical, rehabilitative and behavioral health services. The campus, including Medical Park Hospital, occupies the largest amount of land in the Planning Area. Hospital expansion into residential areas has not been controversial at this location because there is only a small portion of a residential neighborhood adjacent to the campus district. More concerning is the possible expansion of medical offices north of Hawthorne Road and west of Bolton Street. General recommendations include:

• Maintain the future growth of the hospital within the existing Campus District Boundary.
• Continue to build vertically rather than horizontally within the Campus District Boundary.
• Design future developments to continue to have the more intense/higher buildings closer to Silas Creek Parkway. Scale down any new construction from more intensive development to less intense/ lower buildings as development approaches the eastern edge of the campus.
• Discourage surface parking lots except as a temporary use. Parking structures with street level retail and services are preferable where possible.
• See pages 50-51 (*j-m) for Special Land Use Conditions.

**INDUSTRIAL**

This Plan recommends the redevelopment/ conversion of an existing industrial site to other uses as discussed in the Mixed-Use Development Opportunity Areas section.

**MIXED-USE LAND USE CATEGORIES**

**MIXED-USE OPPORTUNITY AREAS**

Mixed-use development may contain varied residential types and densities, commercial and office uses, and institutional facilities. Mixing uses can provide for a higher level of supporting services central to residents and businesses, as well as provide for an economical and convenient sharing of parking and other resources. For more detail on Mixed-Use Development, see section on Legacy and Other Planning Concepts on page 29.

**Hanestown/Hanesbrands Mixed-Use Area**

Hanestown

Hanestown is an early 20th-Century Mill Village located directly north of South Stratford Road between Executive Park Boulevard and the former Hanesbrands site (Hanes Hosiery Mill). This approximately 50-acre site has about 140 structures including residences, offices and businesses, two churches, and a public park. Many of the existing structures have been altered through the years with replacement windows, porch enclosures, and new roof lines causing them to lose the physical architectural integrity necessary to qualify for a historic district listing on the National Register of Historic

**PARKS/OPEN SPACE**

The Proposed Land Use Changes map shows existing parks and open space sites. Open space may consist of land protected by conservation easements, city- or county-owned land, or City and County parks.

The Planning Area is well served with the existing four public parks and the two commercial recreation sites for fitness and swimming. The Plan does not recommend additional land for parks/open space (see the Community Facilities Recommendations section).
Places. However, the existing character of the area is unique to Winston-Salem and a number of representative buildings types still exist within this historic Mill Village. A number of Special Land Use Conditions have been developed for the Hanestown area, see *n on page 51.

Preserving the unique character of the Hanestown Mill Village presents a challenge since there is not a specific tool available for preserving a neighborhood with this much diversity in land use and architectural modifications. The following are some suggested strategies that could be considered to revitalize/preserve this neighborhood. All of the suggestions require the formation of a group or entity from the neighborhood to lead the process and gather support.

1. Local Historic District
   (not currently feasible)

   There has been discussion at the State Historic Preservation Office for the development of a “light” Historic Overlay District that could be applied to areas such as Hanestown. Since such a district is not available at this time, a more immediate option is the creation of a local Historic Overlay District for all or a portion of the neighborhood. As mentioned before, this area does not qualify for a listing on the National Register of Historic Places, but could possibly be locally designated due to its history and importance. If a Historic Overlay District is put in place, property owners would be required to follow design guidelines when making changes or improvements to properties. The design guidelines would be developed with input from the Hanestown community and could address features such as roofs, building additions, building materials, landscaping, fenestration and the retention of porches in order to maintain the District’s integrity. Any changes to the exterior of a structure would need approval by the Historic Resources Commission. Unfortunately, property owners could not use the tax credit rehab programs available for National Register properties.

2. Neighborhood Conservation District
   (NCO)

   The creation of a Neighborhood Conservation Overlay District for all or a portion of the area to preserve distinctive elements of Hanestown is another option for preservation of the neighborhood. A Design Study that includes an inventory and description of distinctive natural and built features of the area would need to be completed by the neighborhood. The Design Study serves as the foundation for the development of the conservation standards since the standards to be used when building improvements/changes are made. A high percentage of the property owners would have to agree with the conservation standards for them to be put in place. With an NCO, the neighborhood can tailor standards to reflect the special character of the area but will be limited to regulating the following: dimensional requirements, parking location, signage, lighting, vehicular access, location of exterior entrances and stairways, roof shape, building orientation and scale. Building materials and landscape features could not be regulated. The NCO standards are applied when a building permit is requested by a property owner.

3. Hanestown Community Development Corporation (CDC)

   Another option is the creation of a private, not-for-profit, tax-exempt organization under state and federal law. A CDC could work to preserve the historic significance of the area while facilitating physical improvements to properties through new construction and renovations that are sensitive to the existing character of the area. A CDC can be involved in a variety of activities including economic development, education of property owners/investors and real estate development. Typical projects could include assisting existing businesses to improve and expand, the rehabilitation of storefronts/residences, beautification of the area and marketing the Hanestown Mill Village as a desirable place for new businesses to operate and residents to live in. Leadership and strong support from the neighborhood is needed for such an entity to work.

4. Mill Village Revitalization Committee

   The creation of a Mill Village Revitalization Committee is another option for neighborhood preservation. The Committee should include existing businesses, institutions, and residents. The Committee’s work could focus on changing current perceptions of the neighborhood and encourage further neighborhood investment and improvements. Typical projects could include the development of voluntary design guidelines, infrastructure improvement, beautification projects and promoting homeownership in the Mill Village.

   The purpose of the voluntary design guidelines would be to set standards that encourage better design and site planning for the Hanestown community. The guidelines would be for both
Proposed Land Use Changes

Low-Density Residential
Moderate-Density Residential
Intermediate-Density Residential
High-Density Residential
Institutional
Office
Office/Low-Intensity Commercial
Commercial
Mixed Use

Residential Opportunity Areas

Specific Residential Recommendations
Low (up to 5 du/ac)
Urban (Single-Family to Quadruplex)
Moderate (up to 8 du/ac)
Intermediate (up to 12 du/ac)
High (over 12 du/ac)

Special Land Use Conditions
Mixed-Use Opportunity Area
Activity Center

Planning Area
Railroad
Streams
Flood Zones
new development and rehab/redevelopment of existing structures, and based upon the existing characteristics of the Mill Village. As the word voluntary implies, these guidelines would not be required to be followed, but could be encouraged by the Mill Village Revitalization Committee.

In addition to the guidelines, the following are some suggestions for projects that can be undertaken to improve the appearance of public areas:

- A “front door” to the community should be created for visitors and residents to create a sense of place and attract new property owners and investors. The intersection of Ricks Drive and Harvey Street presents a good opportunity for a “gateway” into the community because of the visibility and the availability of land. Elements to be considered in a gateway include markers in the form of signage and architectural elements or site furnishings that distinguish the Hanestown Mill Village.
- The use of special street signage, street banners and ornamental lighting should be explored to highlight the overall unique character of the area.
- The use of small-scale directional signage within the Mill Village helps visitors and establishes the presence of a unique district.
- Areas for street trees can be identified and a request can be made to the Community Appearance Commission to hold a community tree planting in the area (Community Roots Day).
- Beautification of the Hanestown Park can be accomplished with additional trees, shrubs and possibly a walking trail.

**Hanesbrands**

- The former Hanes Hosiery Mill site is a 26-acre development east of the Hanestown Mill Village. The development/redevelopment of this site will have a great impact on the future of the Hanestown Mill Village. Since most of the site is currently zoned Limited Industrial (LI), the site could be redeveloped for industrial use without elected body approval or public input. If the site does redevelop under the current LI District, the preferred development is an office/industrial park that does not have potential negative impacts on the neighborhood such as noise, exposure to hazardous material through storage or transport, or large vehicles on local streets. See page 51 (*n) for Special Land Use Conditions.

Other uses of the property, including commercial, residential or institutional use, would require rezoning. The Plan recommends a mixture of uses for the property as a preferred redevelopment strategy under the MU-S Special Use District. The recommendations are listed below:

- Develop the Hanesbrands site with a mixture of residential, office, retail, institutional, recreational and open space uses. The mixed-use development should be pedestrian-friendly and have a variety of housing choices that could include single-family, duplexes, townhouses, small multifamily buildings, and a range of elderly housing and care facilities serving a mixture of income levels.
- Integrate both physically and functionally the mixed-use redevelopment of the former Hanesbrands site with the Hanestown Mill Village which were originally designed to support one another. Connect any new residential development with the Mission Street area to the east.
- New commercial buildings should be designed to mimic the traditional “Main Street” development pattern. Buildings should be located to define the street right-of-way and brought up to the sidewalk edge to give maximum visibility to pedestrians. The main entryway to all commercial buildings should face the street, plazas or parks.
- Sidewalks should be provided to the commercial core from adjacent residential areas to encourage walking.
- Provide open space in the mixed-use area including a gathering space or plaza that is open to the public and is centrally located.
- Design outdoor spaces and amenities to enliven the pedestrian environment and provide for private open space for shoppers, employees, and residents. Patios and plazas, landscaped mini-parks, squares or greens should be provided as amenities and may include seating, special paving, plantings, artwork and food sales.
- Design parking to be visually unobtrusive and pedestrian-friendly. Locate parking beside/behind buildings or in a parking deck.

**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 that provide shopping and services meeting the day-to-day needs of nearby residences,
Ardmore Village Neighborhood Activity Center

The Ardmore Village NAC (approximately eight acres) is located along Hawthorne Road between Knollwood and Magnolia Streets. The NAC is currently zoned for commercial and office uses. The area has a variety of land uses including sit-down restaurants, dry cleaner, flower shop, barbershop, hair salon, pharmacy, grocery store, miscellaneous retail and offices serving the surrounding neighborhood. However, there are businesses with site issues such as unsafe curb cuts, parking availability, sidewalks needing repair, on-street parking that is not safe and storm water problems. There is little landscaping on private property and few street trees. Citizens note that traffic moves too fast on Hawthorne Road at this location. General recommendations include:

- Make the area more pedestrian-friendly and walkable by improving the safety, comfort and visual quality of the pedestrian environment.
- Do not expand the existing nonresidential boundaries of the NAC by rezoning adjacent single-family lots except as noted under (*p), Special Land Use Conditions (see page 52).
- Every effort should be made to retain a grocery store as the major anchor in this area to continue serving the surrounding neighborhood.

Public Improvement Recommendations

- Repair sidewalks along Hawthorne Road.
- Investigate the use of traffic calming measures to reduce traffic speed and improve pedestrian safety and comfort. Explore the use of curb bulb-outs and/or chicanes to create a horizontal deflection to slow down traffic.
- Review delivery, service, and patron parking for safety and convenience. Explore the use of on-street parking alternated from one side of the road to the other to get the same effect as a chicane.
- Coordinate street tree planting with on-street parking.

Private Site Improvement Needs

- Close/reduce curb cuts along Hawthorne Road.
- Screen dumpsters.
- Use vegetation or fencing to screen view of commercial areas from residential uses.
- Improve parking lot areas by resurfacing, redesigning and adding landscaping.
- Remove excessive signage and replace damaged/out-of-date signage.
- Encourage the creation of public accessible open space that functions as an informal gathering place and a focal point for the neighborhood.

Figure 3. Concept Plan for Ardmore Village and Cross Section with Proposed Treatment
West Salem Community Activity Center

The West Salem CAC (approximately 23 acres) is located along Peters Creek Parkway from Poe Street to the north to the Volvo Dealership to the south; and along Academy Street from Anson Street to the west to approximately Hutton Street to the east. The CAC is in the Winston-Salem’s Neighborhood Revitalization Strategy Area, qualifying owners for the City’s Economic Revolving Loan Program and the Building Improvement Rehabilitation Program. The majority of the CAC falls within the South Central Winston-Salem Area Plan (SCAP) adopted in 2003. SCAP recommends the commercial land use remain in the area with some transitional commercial/office uses in existing structures east of Peters Creek Parkway along Academy Street.

The portion of the CAC in the Southwest Planning Area is zoned Highway Business (HB). The CAC is in close proximity to downtown, Business 40 and neighborhoods on both sides of Peters Creek Parkway. The area west of Peters Creek Parkway along Academy Street has a variety of land uses including a dry cleaner, hair salon, laundromat, convenience store and a portion of self-storage facility. Some of these structures are deteriorated and have site issues. General recommendations include:

• Make the area more pedestrian-friendly and walkable by improving the safety, comfort and visual quality of the pedestrian environment.
• Allow properties at the intersection of Academy Street and Duke Street to convert to an office use with the retention of the existing structure, see page 53 (*q) for Special Land Use Conditions.

Public Improvement Recommendations:
• Enhanced pedestrian safety at intersections of Peters Creek Parkway and Academy Street by putting in pedestrian lights and striped crosswalks. Repair existing sidewalks and add sidewalks and crosswalks at the intersection.
• Plant street trees along Academy Street.

Private Site Improvement Needs:
• Reduce/define curb cuts along Academy Street.
• Improve parking lot appearance/functionality by resurfacing, redesigning and adding landscaping.
• Improve the appearance of façades.
• Screen dumpsters and buffer commercial areas from adjacent residential uses.
• Remove excessive signage and replace damaged/out-of-date signage.

METRO ACTIVITY CENTERS (MACS)

MACs are compact, mixed-use regional centers for retail, office, civic, and residential activity. MACs have both a Core Area containing business and institutional uses, and a Support Area comprised of higher-density housing. The Core Area has land uses, street configurations, and design features that create a “Town Center”. For more detail on MACs, see the section on Legacy and Other Planning Concepts, page 28. Also, the City-County Planning Board’s Metro Activity Center Design Guidelines address specific recommendations that should be incorporated into MACs.

Thruway/Wake Forest Medical Center Metro Activity Center

The Thruway/Wake Forest Medical Center MAC includes the area generally bounded by Country Club Road and First Street to the north, Queen and Craig Streets to the south, Lockland Avenue to the east, and Knollwood Street to the west. This area has a mixture of shopping areas; a number of office towers; institutional uses including a school; churches; the Wake Forest Medical Center and related medical facilities; parks; and high-density residential housing. The area is surrounded primarily by single-family residential.

The MAC has good road access including Business 40 and South Stratford Road. Sidewalks are found on most streets, and the area is served by four bus routes. In addition, a potential commuter rail corridor traverses the area with a possible commuter rail stop in the Thruway/Cloverdale area. A number of restaurants, cafes, and other dining and entertainment uses bring vitality to the area. However, some retrofitting and redevelopment should take place for this area to become even more compact and pedestrian-friendly.

General recommendations for the Thruway/Wake Forest Medical Center Metro Activity Center include:
• Add more concentrated development by retrofitting and redeveloping existing sites and by bringing new mixed-use development.
• Create pedestrian-friendly character through the development/redevelopment of properties by making sure buildings and streets are designed for pedestrian comfort.
• Locate buildings closer to the street to create an interesting and inviting public/private streetscape and locate parking to the rear or side of primary structure to de-emphasize vehicles.
• Add street trees, on-street parking where appropriate, wide sidewalks, street furniture, special paving areas, attractively-scaled lighting fixtures, and planting areas/planters.
• Provide pedestrian-friendly transit stops with bus shelters or benches.
• Study the pedestrian environment along South Stratford Road and develop strategies to make it more pedestrian friendly.

An area for a Transit-Oriented Development (TOD) and a possible transit station has been identified for the area bounded on the north by South Stratford Road and Business 40, on the east by Miller Street, on the south by Cloverdale Avenue, and on the west by Oakwood Drive within the MAC core. General recommendations for the TOD are as follows:
• Increase development densities within the TOD area to provide a base for a variety of housing, employment and local service opportunities that promote transit usage. Increased residential numbers and employment densities place more potential riders within walking distance of the proposed transit station.
• Increase mixed-use developments to promote public activity around the transit station. Utilize a vertical mix of uses to facilitate higher development intensity. Encourage active uses at the street level, such as shops and restaurants, where they can be easily viewed and accessed by pedestrians.
• Make sure new development/redevelopment in the area has a pedestrian orientation. Priority should be given to pedestrians and bicycles in building design and street layout. Provide pedestrian plazas and community amenities such as fountains, sculptures, public artwork, seating, and other features that help create identifiable gathering spaces and social places that tie the buildings and uses together. Utilize canopies, awnings, and arcades to provide pedestrian shelter.
• Discourage surface parking lots adjacent to the transit station, except as a temporary use. Parking structures with street level retail and services are preferable where possible.
• Discourage auto-oriented uses such as auto repair and service shops in the TOD area.
• Reduce impervious surfaces and stormwater runoff with the incorporation of green roofs, small green-strip buffers for bioretention to treat stormwater runoff, permeable pavers, tree box filters or other Low Impact Development (LID) techniques.
• Develop a phasing plan for the transit station area to ensure the desired mix of uses and locations. Development should first take place north of the railroad tracts between Business 40 and South Stratford Road with a pedestrian connection to the south over the railroad tracks. Redevelopment of the Cloverdale Plaza Shopping Center into a mixed-use area should be considered in a later phase since it currently serves the adjacent neighborhood.
• See page 53 (*) for Special Land Use Conditions.

**SPECIAL LAND USE CONDITIONS**

The Proposed Land Use Changes 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 blue [+] (star) and a small case letter as follows:

*a. Sidestown*
If the area is developed, existing vacant lots should accommodate low-density, single-family residential development based on surrounding RS-9 zoning. This Plan recommends:
• Locate access off Trendwell Drive and continue existing lotting pattern.
• Design new construction to be compatible in scale and size with the character of the established neighborhood.
• Build a decorative privacy fence on the back of the property adjacent to the cemetery, a chain-link fence is not recommended.
• Consider other uses such as open space or a neighborhood garden for this site with the approval of current property owners.

*b. Silas Creek Parkway and Ebert Road*
• Redevelopment of the southern portion of this site with compatible multifamily or townhouse structures at an intermediate density, up to 12 dwelling units per acre, is recommended along Silas Creek Parkway. The 12 dwelling unit per acre density of development should not extend beyond the current RM-18 zoning line found on the north end of the apartment complex to the east of the site. Buildings should be located facing Silas Creek Parkway rather than being located
perpendicular as is the case in the existing multifamily development to the east. The buildings should have a presence on the road with unit entrances and architectural detailing that make the façades interesting. Parking areas need to be broken into several small lots, screened from view and located behind the buildings fronting Silas Creek Parkway or buffered from Silas Creek Parkway with a low wall or a berm.

- Locate compatible duplex, quadraplex, and/or small footprint townhouse development or clustered single-family structures at a moderate-density, up to 8 dwelling units per acre, along Ebert Road and on the back of the property closer to existing single-family residential uses.
- Provide adequate buffers and screening where new development abuts single-family residential areas.
- Protect the small stream running along the eastern portion of this tract and any wetlands associated with it.
- Explore including the apartment complex to the east of the site as a redevelopment proposal that includes both tracts of land together.
An alternative development for the site addresses the increased need for elderly housing opportunities in the Planning Area and in Winston-Salem. Since many older people prefer to remain in the same area they have always lived in, the Plan recommends the following:

• Develop the site for a retirement community that could include different levels of care for its population; congregate care, assisted living, and continued care or nursing home facilities.

• A retirement community should follow the same planning principles discussed above for the redevelopment of the site. Higher-density development should be located along Silas Creek Parkway and lower-density along Ebert Road and close to existing single-family areas.

*c. Ebert Road and Twin City Baptist Church
Several options exist for this site:
• Develop the site in conjunction with the tract of land to the south as a continuation of the residential development proposed along Ebert Road (\( ^b \)) with compatible duplex, quadraplex, small footprint townhouse development or clustered single-family structures at a moderate-density, up to 8 dwelling units per acre.
• The site could be developed as an extension of the retirement community described above for Silas Creek Parkway and Ebert Road (\( ^b \)).
• The site could also be developed to accommodate low-density, single-family residential development as a Planned Residential Development (PRD) based on the surrounding RS-9 zoning. A PRD is a residentially-zoned area that allows more flexibility with design than a traditional subdivision. With the use of flexible development standards, structures may be clustered in order to provide more open space to be used by all residents of the development.
• The nonconforming commercial portion of the site should not be rezoned to a commercial zoning district. The existing business use can continue under its nonconforming status.
*d. Ebert Road and Cherokee Lane

- Do not rezone the nonconforming commercial property at the intersection of Ebert Road and Cherokee Lane to a commercial zoning district. The existing business can continue to operate under its nonconforming status.

*e. Silas Creek Parkway, Lockland Avenue, Link Road Area

- Redevelop properties along Lockland Avenue across the street from the new Social Security office building to accommodate office/low-intensity commercial uses (refer to Table 10 for list of recommended uses). The site currently has some commercial uses fronting Lockland Avenue and about 2.35 acres of vacant land behind the buildings. The entire site is in single ownership. Rezoning to Pedestrian Business-Special Use (PB-S) is recommended to create a pedestrian-friendly character at the entrance of the neighborhood with buildings closer to the street and parking to the side or rear of buildings. Existing homes along Lancelot Lane should be protected with a buffer and not be rezoned to a more intense zoning district.
- No nonresidential zoning should be permitted along Waybridge Lane north of the existing office building at the intersection of Link Road and Waybridge Lane.
- Allow for the New Life International Pentecostal Fellowship property on Link Road to convert to a bed and breakfast, multifamily, or office development. No retail/commercial development is recommended at this location. A greenway easement should be obtained if the church property is rezoned.

*f. Hawthorne Road South of Wake Forest Baptist Medical Center

Hawthorne Road south of the Medical Center is lined with single-family structures that are significant because of their historic character. Some properties have been converted to nonresidential use through the Limited Campus Use provision in the UDO. The Limited Campus Use provision allows residential and office uses to occur on residentially zoned property if the uses are associated with and are located near a university or hospital that has Campus Zoning. Limited Campus Uses are intended to be located in structures that are in character with the surrounding neighborhood and generate limited pedestrian and vehicular traffic. The application of the Limited Campus Use provision to a particular property may result in the alteration or demolition of the original structure on a site.

A Limited Campus Use request does not require a zoning application. It is permitted in a number of residential and business zoning districts by right with a Planning Board Review (PBR). The purpose of a PBR is to ensure that the applicant meets certain site conditions concerning compatibility with the surrounding land uses. The Limited Campus Use provision also has geographical limitations. Any Limited Campus Use must be located within a structure that is adjacent to a major or minor thoroughfare and meets one of the following criteria: be within five hundred (500) feet of the Campus Zoning District boundary; on property that is adjacent to the Campus Zoning District boundary; or on a property that is next to a Limited Campus Use. Hawthorne Road is designated as a minor thoroughfare and a large portion of the block south of Queen Street is within 500' of the Campus Zoning District. This Plan recommends:

- Nonresidential zoning should not be extended south along Hawthorne Road from Queen Street to protect the existing residential neighborhood.
- No additional Limited Campus Uses for the Medical Center should be permitted along Hawthorne Road south from the existing Campus Zoning District boundary. This includes residential structures that are either adjacent to the Campus Zoning District or are within five hundred (500) feet of the existing Campus Zoning District. The Medical Center has stated that it does not currently intend to request a change of use for the residential structures they own along this section of Hawthorne Road. This Plan supports the Medical Center’s decision.
- It is recommended that the Ronald McDonald House of Winston-Salem, Inc. not convert additional properties to the Limited Campus Use in this area. However, this Plan recognizes that the Ronald McDonald House can apply for the Limited Campus Use provision without going through the rezoning process. If additional properties are to be demolished or redeveloped for Limited Campus Uses by the Ronald McDonald House, the Plan recommends the following:
  - Retain existing buildings if at all possible.
  - Do not rezone properties to a nonresidential district, apply the Limited Campus Use provision to convert additional properties to nonresidential use.
  - The recently adopted Residential Infill Ordinance in the UDO should be used as a guide in establishing appropriate setbacks for the nonresidential uses in context with the neighborhood.
• Reduce massing of the buildings by dividing the roof and main façade surfaces into smaller components. This could include changing the roof or wall plane, projecting and recessing elements, or varying roof lines.

• Design buildings to be residential in character with sloping roofs, porches, and variety in building form. Add architectural detailing to the main façade to add interest to the street and have pedestrian-friendly features such as awnings, columns and recessed doors. No blank walls should face Hawthorne Road.

• Locate surface parking areas to the rear of buildings and landscape appropriately.

• Orient the primary entrance to the building on Hawthorne Road with a secondary entrance off the parking lot on the back of the building.

• Explore converting the “Hawthorne Hills” apartment building at the north end of Craig Street to student housing. Provide a connection via a staircase or other means to Queen Street for a direct connection from the apartment building to the hospital.

*g. Area North of Wake Forest Baptist Medical Center
This area includes the surface parking lot and properties along Cloverdale Avenue between Business 40 and Beach Street. This area is at the edge of the hospital but feels disconnected from the campus and is unsightly for those traveling on Cloverdale Avenue. This Plan recommends:
• Develop this area for institutional expansion or for supporting commercial or housing for the hospital campus.
• Visually and physically relate new buildings/uses with the existing campus so adjacent new development is connected to the Campus Zoning District.
• Special attention should be given to a safe pedestrian environment.
• Provide a safe crosswalk over Cloverdale Avenue from the existing surface parking lot for employees accessing the hospital.
• Improve the existing surface parking at the corner of Eden Terrace and Beach Streets if parking is to remain at this location. Treatment should be similar to the parking area to the east of this site including surface paving, parking markings, crosswalks, decorative paving islands, lighting and landscaping.

*h. Area East of Wake Forest Baptist Medical Center
The area east of the hospital along Lockland Avenue between Queen Street and Business 40 includes a number of single-family homes owned primarily by the hospital. These homes are facing the back of two multistory employee parking decks and a residentially-scaled Medical Center childcare building. Lots along Lockland Avenue are not very deep, around 160’, with the structures located in close proximity to the road because of the sloping topography on the rear. This Plan recommends:
• No further expansion of nonresidential uses should be permitted along Lockland Avenue.
• No additional Limited Campus Uses for the Medical Center should be permitted along Lockland Avenue east from the existing Campus Zoning District boundary.
• Retain the existing structures along Lockland Avenue. Allow the conversion of existing single-family homes to duplex, triplex, or quadruplex units.

*i. Area West of Wake Forest Baptist Medical Center
The hospital has expressed interest in expanding west into an area they currently owned bounded by Miller Street, Cloverdale Avenue, Medical Center Boulevard, and Kerensky Street. This seven-acre area is zoned for Highway Business (HB) next to Cloverdale Avenue and Limited Office (LO) District behind the single-family homes facing Queen Street. The site slopes down from Queen Street to Cloverdale Avenue with a big drop in topography behind some the residentially zoned properties. Mature trees along the common property line currently provide some buffering between residential and nonresidential uses. This Plan recommends:
• Allow the expansion of hospital facilities into the area bounded by Miller Street, Cloverdale Avenue, Medical Center Boulevard, and Kerensky Street.
• Nonresidential uses should not be expanded along Queen Street between Miller Street and Pershing Avenue to protect the existing single-family area. Existing homes shall be retained.
• Scale the proposed development to have the more intense/higher buildings closer to Cloverdale Avenue and the less intense buildings behind the single-family homes along Queen Street.
• The primary access to the proposed development should be off Medical Center Boulevard and/or Cloverdale Avenue. Miller Street should only be used for secondary access.
• A safe connection should be provided between the existing surface parking lot on the west side of Miller Street and the proposed hospital expansion site. Explore providing an underpass/overpass or restricting pedestrian movements at mid-block due to poor road visibility.
• Retain the existing mature vegetation along the common property line to the north of the homes on Queen Street to buffer proposed development and plant additional trees where needed to strengthen the buffer.
• Allow for future expansion of hospital facilities expansion of the proposed Transit-Oriented Development into the Cloverdale Shopping Center under the following conditions:
  • Develop the site with a mixture of uses that include residential, commercial, and office in a well-designed development that connects streets, transit and pedestrian facilities.
  • Retain neighborhood-serving commercial uses such as grocery store, sit-down restaurant, variety stores, specialty shops, mail service etc. integrated with office uses.
  • Utilize ground level of mixed-use buildings with commercial uses or locate commercial uses around parking decks to serve the surrounding neighborhoods.

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

*k. Trenwest Drive and Maplewood Avenue North of Forsyth Medical Center
• The area north of the hospital has a mixture of large and small commercial and office uses and a number of significant structures built in the Modernist Style. The street pattern with short, local roads and narrow block widths is not conducive to large-footprint buildings with large amounts of parking. The Plan recommends maintaining the mixture of small commercial and office developments supporting local small businesses. Redevelopment of properties should continue to be for small-scale commercial and office buildings.
• Retain significant Modernist Style structures that have been identified in the Forsyth County Architectural Survey Update.
• If the Bethesda Moravian Church property on Bethesda Road and Maplewood Avenue is redeveloped in the future, the Plan recommends small-scale office or commercial use at this location. Rezoning to Pedestrian Business-Special Use District (PB-S) is preferable because of the district’s flexible dimensional requirements, reduced parking requirements, and limitations on land uses.

*i.* Medical Park Hospital Site
This site includes the Medical Park Hospital and surrounding Forsyth Medical Park office buildings. This complex, which was built in the late 1960s and early 1970s, may be redeveloped in the near future. Redevelopment of the site should retain the main access to the site on Hawthorne Road with limited access points off Maplewood Avenue. No access off Bethesda Road is recommended due to the short distance between Maplewood Avenue and Hawthorne Road. Existing streetyards with mature vegetation on the periphery of the site should be retained.

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

*n.* Hanestown/Hanesbrands Mixed-Use Area

**Hanestown Mill Village**
• Do not rezone the existing residential area bounded by Shepherd Street, Thurston Street, Mill Street and Seaman Street to a nonresidential use.
• Special attention should be giving to Mill Street since is the dividing line between business zoning (Pedestrian Business) to the west and single-family zoning (RS-7) to the east. Mill Street currently has a residential character, however homes to the west can be changed from single-family use to business uses at any time since they have PB zoning. If the majority of these homes change to business use, allow for the rezoning to PB of properties to the east with a requirement for the retention of the existing single-family structures.
• Do not rezone the properties currently zoned PB to a more intense commercial zoning district.
• Discourage the development of large-scale office or commercial utilizing two or more single-family lots. Large-scale buildings are out of character with the small-scale, one building-per-lot pattern of development.
• Retain the existing housing stock in the Mill Village by discouraging the demolition of homes to provide surface parking areas.
• Continue allowing variances for driveways that facilitate the access to parking behind structures.
• Discourage additional auto-related/dependent uses such as auto sales, service stations, and drive-through businesses in the Mill Village.
• Vacant land on the north side of Shepherd Street between Ricks Drive and Seaman Street currently zoned LI is recommended to be developed for office/low-intensity commercial land use to fit in with the established character of the neighborhood. Special Use zoning should be required for any rezoning to limit the land uses and to assure the site is developed in a manner that is compatible with adjacent historic homes.
• A gateway entrance into the neighborhood should be created at the intersection of Ricks Drive and Harvey Street. A portion of the existing surface parking lot on the west side of the intersection could be utilized for a public gathering place such as a pedestrian plaza, or a public open space with special signage or a marker identifying the neighborhood. The existing historic office building on the east side of the intersection should be retained and used as a part of the creation of a gateway entrance.
• Refer to page 38 for previous discussion of the Hanestown Mill Village.
**Hanesbrands Site - Development Based On Existing Industrial Zoning**

- If the site redevelops under the current LI District, the preferred development is an office/industrial park that does not have potential negative impacts on the neighborhood such as noise, exposure to hazardous material storage or transport, or large vehicles on local streets.
- Keep redevelopment of the Hanesbrands site within the existing LI boundaries.
- The RS-9 properties to the west of the homes facing Mission Road should not be rezoned to a nonresidential district.
- The two older office buildings at the main entrance off Harvey Street should be retained. Retain and reuse other significant industrial structures on the site.
- The main entrance to the development should be off Harvey Street. The back entrance to the property should not be used for large vehicles which impact residential streets. The entrance off Thurston Street should remain closed.
- A right turn lane for the length of the property should be added along South Stratford Road to ease traffic congestion if larger vehicles will be entering the site. A right-in and right-out secondary entrance should be considered off South Stratford Road.
- An extension of Shepherd Street to Mission Road should be discouraged if the site develops under the current zoning.
- Special attention should be given to the surface parking lot at the corner of Ricks Drive and Thurston Street if it is to remain. Landscaping along the edges and some interior trees could soften the impact of the lot to the surrounding neighborhood.
- The utility area on the eastern portion of the site should be screened from public view.

**Hanesbrands Site – Mixed-Use Redevelopment**

- Redevelop the site with a mixture of residential, office, retail, institutional and open space uses using the MU-S Special Use District. Explore providing as an option a range of elderly housing and care facilities serving a mixture of income levels.
- Do not rezone single-family homes fronting on Seaman Street as part of the mixed-use development.
- Retail/commercial uses fronting on South Stratford Road should go no further north than Harvey Street to protect adjacent neighborhoods.
- If new housing is developed as part of the Hanesbrands site redevelopment, locate moderate-density multifamily development in the form of townhouse or small apartment buildings between any commercial development and single-family homes to act as a transition from high-intensity to low-intensity uses.
- If new housing is developed on the back of the site, the extension of Thurston Street and Shepherd Street should be considered to connect to the new residential developments.
- Consider extending Shepherd Street to Mission Road to provide an additional connection to the east to Westview Drive. Commercial traffic should access/exit off South Stratford Road only.
- A right turn lane for the length of the property should be added along South Stratford Road to ease traffic congestion if larger vehicles will be entering the site. A right-in and right-out secondary entrance should be considered off South Stratford Road.
- The intersection of South Stratford Road and Ricks Drive should be improved to facilitate right-turn movements into the site.
- Surface parking areas should be located internally. See page 38 for more detailed on the Hanestown/Hanesbrands Mixed-Use Area.

**o. Mission Road Area**

- Properties located east of the Hanesbrands site along Mission Road are recommended for moderate-density multifamily if comprehensively redeveloped. Compatible duplex, quadruplex, small footprint townhouse development or clustered single-family structures up to eight dwelling units per acre are recommended.
- If redeveloped, improvements should be made to Mission Road.
- A connection to the west from new residential development on Mission Road should be made if the Hanesbrands site is redeveloped for residential use.

**p. Ardmore Village Neighborhood Activity Center**

Expansion of the current LO zoning on the northwest quadrant of the intersection of Hawthorne Road and Knollwood Street could be considered under the following conditions:

- Only one single-family lot to the west or to the north of the site would be considered for expansion of the office district.
- Any new building at the intersection of Hawthorne Road and Knollwood Street should incorporate
gateway features such as special paving or surface treatment, or landscaping to enhance the intersection.

• The building design should be compatible with the scale of the adjacent single-family homes through building orientation, entryway placement, massing, roof pitch, and materials.

• Parking should be located to the rear or side of any new building. Parking should be screened from public view along Hawthorne Road and Knollwood Street with low-edge landscaping or a wall.

• Right-of-way should be dedicated for a right-turn lane along Knollwood Street.

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

• Every effort should be made to retain a grocery store as the major anchor in this area to continue serving the surrounding neighborhood. See page 43 for more discussion on the Ardmore Village NAC.

**q. West Salem Community Activity Center**

• Provide for a transitional land use between commercial uses in the West Salem Community Activity Center and residential uses in the Duke/Anson Street neighborhood. Allow the property at the intersection of Academy Street and Anson Street and three properties facing Duke Street, all currently zoned RS-Q, to convert to small-scale office use with the retention of the existing structures. Development conditions include:
  * Combined/shared driveways
  * Parking to the side or rear of the building(s)
  * Orientation to Academy or Duke Streets.

See page 44 for more discussion on the West Salem CAC and Appendix C. Standard for Conversion of Existing Homes to Office or Commercial Use on page 86.

**r. Duke Street and Crafton Street**

• Allow for a transitional land use between the commercial self-storage facility on Peters Creek Parkway and residential uses along Duke Street. Permit the two structures on Crafton Street facing the storage units to convert to small-scale office use with retention of the existing structures, see Appendix C. Standard for Conversion of Existing Homes to Office or Commercial Use on page 86.

**s. Crafton and Seneca Street**

• Do not permit the two-nonconforming commercial properties north and south of Seneca Street near the Peters Creek bridge to be rezoned to a commercial zoning district. The existing businesses can continue to operate under their nonconforming status.

• If the properties redevelop, allow rezoning of the two properties to the RS-Q District.

**t. Thruway/Wake Forest Medical Center Metro Activity Center**

• Redevelop the site with a mixture of residential, office, retail, institutional and open space uses. Rezone the property for mixed-uses under the MU-S Special Use District.

• Prepare a Master Plan for the proposed Transit Station and surrounding Mixed-Use Area. The Master Plan should reflect the Transit-Oriented Development planning concept identified in Legacy.

**u. Melrose Street and Queen Street**

• Retain the existing church structure used by the former Presbyterian Church at the corner of Queen Street and Melrose Street. This church is a contributing structure to the Ardmore Historic District.

• Retain the existing institutional use of the property if possible. Allow for the conversion of the church...

![Figure 7. Concept Plan for Intersection of Hawthorne Road and Knollwood Street](image-url)
to a limited number of condominiums with a parking layout that works for the site. If redeveloped, the recommended zoning district is RS-Q Special Use.

**TRANSPORTATION RECOMMENDATIONS**

Legacy calls for a balanced, sustainable network of all transportation modes that provide 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 7).

**ROAD AND BRIDGE IMPROVEMENTS**

The Proposed Transportation Improvements Projects are listed below on Table 11. For a discussion on the long range planning process for roads and bridges, please see Transportation Features in the Existing Conditions section of this document.

**Business 40**

**Project Development Study**

The North Carolina Department of Transportation (NCDOT) is working on the Business 40 Project Development Study to determine how improvements to Business 40 will be designed, timed and constructed. This one-mile project extends from east of Church Street to west of Fourth Street. The existing roadway pavement, the bridges over Business 40 and the bridges on Business 40 will be removed and replaced. Entrance and exit ramps will be removed and reconfigured, and acceleration and deceleration ramps will be lengthened.

Corridor-wide public meetings were held in 2008 to gather public input and to present information. General recommendations from these sessions include:

- The reconstruction of Business 40 is an excellent opportunity to provide better pedestrian and bicycle access between downtown and the Planning Area. Every effort should be made to ensure that pedestrian and bicycle access is provided across bridges and ramps.
- The new bridge over Peters Creek Parkway should be designed with wide sidewalks as well as wide outside lanes or a stripped shoulder for bicyclists using the bridge.
- The corridor should be designed to provide a gateway into Winston-Salem and the downtown area.
- NCDOT should coordinate with the Winston-Salem Transit Authority to add temporary bus routes or make changes to existing routes encouraging motorists to take the bus rather than drive through the area during construction work.
- The NCDOT needs to make sure emergency services currently using Business 40 have a viable alternative to move through the area.

**Road Extensions**

A potential street extension was identified through the Area Plan process:

Extend Shepherd Street from Seaman Street to Westview Drive using a portion of Mission Road. This extension would provide an additional connection for the Hanestown area. Mission Road would need to be improved if the connection is made.

- The extension of Shepherd Street should take place only if new residential development is planned for the back (north section) of the Hanesbrands site.

**Table 10. Transportation Improvement Projects**

<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
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<tbody>
<tr>
<td>Road and Bridge Improvements</td>
<td></td>
</tr>
<tr>
<td>S. Stratford Road</td>
<td>Boulevard Improvements</td>
</tr>
<tr>
<td>Silas Creek Parkway – Peters Creek Parkway to Link Road</td>
<td>Expressway Improvements – Establishment of a median</td>
</tr>
<tr>
<td>Business 40 – Church Street to Fourth Street</td>
<td>Various improvements</td>
</tr>
</tbody>
</table>
Map 7.

Proposed Transportation Improvements

- Road Improvements
- Recommended Traffic Calming Study
- Traffic Calming Study
- Proposed Road Extension
- Proposed Intersection Improvements
- Proposed Transit Station
- Railroad
- Proposed Streetcar Line
- Proposed Light Rail Line
Two streets have been identified for no extension:
• Two residential streets, Ashwood Drive and Westview Drive, currently stop at the edge of the neighborhood should not be extended into the adjacent nonresidential area.

Traffic Calming
Fast-moving traffic is a major issue for some roads in the Planning Area. Traffic calming is the practice of reducing vehicular speeds and/or volumes in residential neighborhoods through the use of special pavement treatments, curb and gutter placements, movement restrictions, or other methods. The City has informally implemented several different types of traffic calming treatments over the years. Currently, there is a study for traffic calming along Lockland Avenue from Academy Street to Lancelot Lane. Recommendations for traffic calming in the Planning Area include:
• Continue the development of strategies for the Lockland Avenue traffic calming study, develop cost estimates, and secure funding for the implementation of the study.
• Study the potential for traffic calming on Hawthorne Road from Magnolia Street to west of Knollwood Street in the Ardmore Village Neighborhood Activity Center, see page 43 for additional information.
• Educate and encourage residents and neighborhood associations to use the City’s Traffic Calming Policy.

Intersections
A number of problem intersections were identified during the Area Plan Process. The following intersection should be studied and necessary improvements made:
• Academy Street and Peters Creek Parkway
• Academy Street and Hawthorne Road
• Bethesda Road and Hawthorne Road
• Oakwood Drive and South Stratford Road
• Queen Street and Miller Street
• Queen Street and Hawthorne Road
• South Stratford Road and Knollwood Street
• South Stratford Road and Bethesda Road
• Westfield Avenue and Miller Street

Other Recommendations
• Incorporate attractive, pedestrian-oriented features into any road improvement projects.
• Minimize the use of dead ends and culs-de-sac in new subdivisions and redeveloped areas.
• Connect local streets, where feasible, when developing or redeveloping sites.

TRANSIT
While transit in Forsyth County is currently limited to traditional bus routes, special-needs bus service, and PART regional commuter routes, other modes of transit such as light rail and a street car system are also under discussion for future travel needs in parts of Forsyth County.

Winston-Salem Bus Service
• Continue the level of transit service now provided in the Planning Area.
• Continue evaluation and improvements to the fixed bus route service so that it remains an attractive and viable transportation alternative for citizens in the Planning Area.
• Ensure that WSTA continues to get necessary financial resources to increase ridership.
• Locate sidewalks to provide safe access to transit.
• Provide bus shelters or benches to better serve transit users.

Light Rail
A proposed light rail line connecting Forsyth and Guilford Counties is currently being studied by the Piedmont Authority for Regional Transportation (PART). This Plan recommends:
• Provide a transit stop in the Thruway/Cloverdale area for the proposed regional commuter rail transit system connecting Burlington with Clemmons. See page 45 for more discussion on the Transit Station Area and page 53 (*t) for Special Land Use Conditions.

Streetcar
The City of Winston-Salem is currently considering a streetcar system linking the downtown Research Park with Wake Forest Medical Center. This Plan recommends:
• Support the proposed Streetcar line from the Piedmont Research Park to the Wake Forest Baptist Medical Center.
• Plan new development/redevelopment along Eden Terrace Street to support the proposed Streetcar line with buildings that have mixed-uses and street-level retail and services.

PEDESTRIAN
Construction of sidewalks in Winston-Salem is likely to be achieved through public funding and private funding of new developments designed to meet recently adopted street design standards. Greenway recommendations are covered in the Community Facilities section.
Sidewalk recommendations from the Pedestrian Facilities Plan as well as recommendations made through this planning process as shown on Map 8. Pedestrian Plan recommended sidewalks are:

- Hawthorne Road – Silas Creek Parkway to Maplewood Avenue
- South Stratford Road – Vest Mill Road to Olive Street
- Peters Creek Parkway (east side) – Brewer Road to bus stop north of I-40 Bypass
- Peters Creek Parkway (west side) – Business 40 to Silas Creek Parkway
- Link Road – Peters Creek Parkway to the New Life International Pentecostal Fellowship Inc. property

Other sidewalks were recommended through the planning process. The primary criteria used in deciding sidewalk construction priorities is the connection of neighborhoods with shopping areas, schools and parks. The following sidewalks meet the selected criteria and should be built as funds become available:

- Miller Street – North of Cloverdale Avenue to West First Street
- Cloverdale Avenue – Miller Street to Business 40 ramp
- Magnolia Street – Westover Drive to Cloverdale Avenue
- Ebert Street – Silas Creek Parkway to Hawthorne Road
- Cherokee Lane – Magnolia Street to Miller Street
- Bolton Street – Silas Creek Parkway to Maplewood Avenue
- Hawthorne Road – Bethesda Road to Bolton Street
- Elgin Road – Melrose Street to Miller Street
- Westview Drive – South Stratford Road to Business 40
- Queen Street – Melrose Street to Knollwood Street
- Westover Drive – Bellview Street to Knollwood Street

Other sidewalks identified or requested in previous occasions by citizens include:

- Elgin Road – Miller Street to Fenimore Street
- Fenimore Street – Hawthorne Road to Sherwood Drive
- Sherwood Drive – Fenimore Street to Lockland Avenue
- Madison Street – Ardsley Street to Sherwood Drive
- Watson Avenue – Complete missing section from Gaston Street to Ardsley Street
- Ardsley Street – Lockland Avenue to Sunset Drive with a future connection to the proposed Peters Creek Greenway
- Gales Avenue - Ardsley Street to Gales Court

**Pedestrian Safety Study**

Cloverdale Avenue is a minor thoroughfare connecting several neighborhoods to a number of schools, churches, shopping opportunities, and the Wake Forest Medical Center. Unfortunately, Cloverdale Avenue is not currently a pedestrian-friendly street due to the condition of sidewalks, crosswalks, fast moving traffic, the width of the street, the lack of street trees, and the area crossing under Business 40 and its associated ramps.

To enhance the pedestrian environment, this Plan recommends the following:

- Implement the Cloverdale Avenue Corridor Pedestrian Design Plan for the following streets in the Corridor area: Oakwood Drive from South Stratford Road to Cloverdale Avenue; Cloverdale Avenue from Oakwood Drive to North Hawthorne Road; Miller Street from Queen Street to West First Street; and North Hawthorne Road from Glade Street to West First Street. The purpose of the study is to enhance the pedestrian and bicycling environment and to minimize the negative effects that vehicular traffic has on pedestrian movements. The implementation of the design plan should look at the following:
  - Recommending modifications to intersections and driveways to increase pedestrian and cyclist safety.
  - Identifying needed sidewalks, crosswalks, bike lanes, pedestrian signals or other physical and operational improvements.
  - Enhancement of transit services including locations for new bus shelters or benches.
  - Opportunities for construction of pedestrian bridges, tunnels or other grade-separated structures.

**Other Pedestrian Recommendations**

- Identify and recommend locations for pedestrian crossing signals at key intersections.
- Assure that pedestrians are accommodated in all road and bridge construction and modification projects.
• Provide sidewalks on at least one side of all roads and on both sides of roads that provide access to institutions and public facilities.

**BICYCLE**

The following recommendations from the Winston-Salem Area Comprehensive Bicycle Master Plan are applicable to the Planning Area:

• Concentrate efforts in the Planning Area to educate children about bicycle safety and to educate motorists on how to travel safely with cyclists who are sharing their travel corridors.

• Encourage local businesses and institutions to support cycling and provide bike racks and other facilities to make cycling more convenient.

• Include bicycling in the development/redevelopment of sites in the Planning Area. Securing bicycle parking close to buildings entrances could make bicycling more attractive.

• Assure that bicycles are accommodated in all road and bridge construction and modification projects.

The Bicycle Network proposed in the *Winston-Salem Urban Area Comprehensive Bicycle Master Plan* shows the routes that should be improved to create a system of safe and convenient bicycle facilities throughout the Planning Area and Winston-Salem. Included in the Network are bike lanes, paved shoulders, shared-use paths, greenways and other bicycle accommodations. The following lists summarize bike facility improvement recommendations in the Planning Area:

• Add bike lanes on the following roads:
  - Bolton Street – South Hawthorne Road to Sandersted Road
  - Link Road - Lockland Avenue to Hutton Street
  - Lockland Avenue - West Academy Street to Link Road
  - Knollwood Street – Queen Street to Maplewood Avenue
  - Melrose Street – Cloverdale Avenue to Rosewood Avenue
  - South Hawthorne Road – Brantley Street to Trenwest Drive

• Add edgelines (edgelines are pavement strips that narrow the motor vehicle lanes) at:
  - Cloverdale Avenue – North Hawthorne Road to Medical Center Boulevard
  - Knollwood Street – Maplewood Avenue to South Hawthorne Road
  - Medical Center Boulevard – Cloverdale Avenue to Queen Street

• Miller Street – Queen Street to Silas Creek Parkway

• Add on-road Bikeway Connectors at:
  - Ardsley Street – Brent Street to Miller Street
  - Brent Street - Elizabeth Avenue to Ardsley Street
  - Cherokee Lane – Bolton Street to Miller Street
  - Duke Street – Crafton Street to Academy Street
  - Elizabeth Avenue – Leisure Lane to Duke Street
  - Lockland Avenue – Elizabeth Avenue to Academy Street
  - Melrose Street – Rosewood Avenue to South Hawthorne Road
  - Queen Street – Knollwood Street to South Hawthorne Road

**Safe Routes to School (SRTS)**

Safe Routes to School Programs aim to improve the health of kids in the community by making walking and bicycling to school safer, easier and more enjoyable. Recommendations include:

• Ensure that Moore Elementary and Bolton Elementary implement the Safe Routes to School Program. Ensure that schools in the Planning Area, Moore Elementary and Bolton Elementary, and nearby schools in Zone 6 and Zone 7, Brunson Elementary and Latham Elementary, implement the Safe Routes to School Program.

**COMMUNITY FACILITIES RECOMMENDATIONS**

Both public and private community facilities such as schools, parks, medical offices, and day care providers should be easily accessible to all segments of the population. *Legacy* promotes the sharing of institutional facilities as a way to meet the various needs of the community. An important recommendation from *Legacy* 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.

The Community Facilities Recommendations map (see Map 9) shows existing and proposed community facilities.
SCHOOLS

Legacy calls for quality schools which are assets to the neighborhoods in which they are located. School planning should be coordinated with parks and other public facilities.

• Establish better links between the school system/schools in the area for the use of school property and facilities for community events and recreation activities.
• Provide for share parking opportunities between schools and/or adjacent institutional uses to maximize available parking and minimize large expanses of parking.

RECREATION FACILITIES

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

• Maintain, improve, and expand existing public park facilities to meet the changing recreational needs of area residents.
• 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 parks, particularly Miller Park and Lockland Park.
• Develop a Master Plan for the Hanestown Park and make improvements to make the park more attractive and increase use by area residents and businesses.
• Plant additional landscaping along the walking trails in Lockland Park to enhance the park’s appearance.
• Study the erosion problems at Lockland Park and take measures to diminish the problem of stormwater coming down the hill from Hawthorne Road and Wake Forest Medical Center.
• Explore creating a community center with an after school program in the Planning Area. Existing churches in the area could work collaboratively to develop the center through the Peters Creek Community Initiative with the assistance of the Ardmore and West Salem Neighborhood Associations.

GREENWAYS

The potential exists in the long term for the construction of approximately 1.8 miles of greenway trails and connectors in the Planning Area focused primarily along creeks. Greenways proposed in the 2015 Greenway Plan for Winston-Salem and Forsyth County include Salem Creek and Peters Creek. Proposed future trails along the Muddy Creek and Salem Creek are designated as urban segments of the Western Piedmont Section of the North Carolina Mountains to Sea Trail.

Since trail construction is expected to continue well beyond the lifespan of the Plan, priority projects are identified. Priority projects take into consideration the location of existing greenway easements and the need for links between neighborhoods and Activity Centers, shopping, parks, recreation facilities, and schools. To secure greenway corridors and facilitate future trail construction, it is important to secure 40 ft. greenway easements along all identified greenway routes when opportunities arise. Sidewalks and pedestrian trails should connect existing and proposed developments, parks, shopping, and schools to existing/proposed greenway trails where feasible and ultimately to the larger greenway system. Priorities include:

• Build the Salem Creek Greenway Extension from the terminus of the existing Salem Creek Trail at Marketplace Mall to Forsyth Technical Community College.
• Build the Peters Creek Greenway from the Salem Creek Greenway Extension to Ardsley Street.
• Provide a Greenway Connector along Ardsley Street to South Sunset Drive from the proposed Peters Creek Greenway.

LIBRARY FACILITIES
Public libraries play an essential role in providing learning opportunities for all citizens. The reuse of existing structures, joint locations with other facilities and central setting should be considered in the development of libraries.
• Continue work with the Forsyth County Library Board to ensure a satellite library facility is kept in the Planning Area.

☀ HOUSING AND COMMUNITY DEVELOPMENT RECOMMENDATIONS

Legacy recommends that neighborhoods offer a variety of quality housing types for different income levels, family size, and types that reduce the segregation of neighborhoods by race, age, and income. Affordable housing should be promoted throughout the city and county by providing incentives, utilizing cost-effective site design, and permitting accessory dwellings and congregate care facilities.

GENERAL RECOMMENDATIONS
• Maintain and improve the quality of the housing stock in the Planning Area by promoting home ownership, supporting rehabilitation efforts, encouraging quality management of rental properties, and enforcing housing codes and sanitation ordinances.
• Work through neighborhood organizations to educate residents about the City’s regulations including zoning regulations, minimum housing code, and sanitation ordinances.
• Encourage a variety of housing types to provide a mixture of housing opportunities.
• Develop the identified Residential Infill Opportunity Areas.

AFFORDABLE HOUSING
• Promote affordable housing opportunities available in the Planning Area, especially in the eastern portion of the Planning Area, Hanestown and Mission Road areas.
• Encourage the WS/FC Housing Partnership to complete development on the Sunbridge Subdivision located at the southern end of Sunset Drive.

REHABILITATION AND REDEVELOPMENT EFFORTS
• Follow the recommendations of the Plan for specific sites for mixed-use that include residential development and elderly housing.
• Encourage new housing designs to be compatible with the historic character of the surrounding areas identified for mixed-use and incorporates design elements found elsewhere in the neighborhood such as front porches, columns and railing, facades with more than one bay, and similar roof pitch.
• Market the City’s programs for rehabilitation of owner-occupied or investor-owned housing units in the Planning Area as well as the first-time homebuyers program. An emphasis should be put on the housing along Peters Creek Parkway within the boundaries of the Peters Creek Community Initiative.
• Market/promote the tax credit rehab programs available to National Register properties for building rehabilitation through the neighborhood associations.
• Support private efforts to revitalize the Bowman Square Townhouses on Crafton Street and turn them into owner-occupied units. Fixing the existing units, improving parking areas and adding landscaping to common areas will make the development an example for other revitalization efforts. The portion of Peters Creek abutting this site and owned by the City of Winston-Salem should be cleaned and kudzu removed to help with the revitalization efforts.
• Support private efforts to rehabilitate the Marlboro Apartments at the intersection of Academy Street and Hawthorne Road.
**DESIGN AND APPEARANCE RECOMMENDATIONS**

The creation of attractive gateways, business districts, and corridors through the use of regulation or physical improvements is recommended by *Legacy*. Design and appearance improvements create a positive visual image and encourage private reinvestment in an area.

**GENERAL RECOMMENDATIONS**

- Enhance the physical appearance of the commercial districts identified in the Thruway/Wake Forest Baptist Medical Center Metro Activity Center, the West Salem Community Activity Center, and the Ardmore Village Neighborhood Activity Center by rehabilitating existing buildings and sites to support a walkable and visually appealing community.
- Revitalize the older multifamily area to the west of Peters Creek Parkway to improve the image of the neighborhood.
- Fund additional areas identified in the *Revitalizing Urban Commercial Areas* (RUCA) Study.
- Promote the use of art that reflects local cultures in public spaces such as parks, recreation centers, and other public areas where residents gather.
- Implement recommendations of the Cloverdale Avenue Corridor Pedestrian Project.

**URBAN BOULEVARDS**

Urban Boulevards are special corridors along selected major arterial roads that connect the Center City with Metro Activity Centers. For more detail on Urban Boulevards, see section on *Legacy* and Other Planning Concepts, page 27.

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**South Stratford Road**

South Stratford Road serves southwestern Winston-Salem connecting the Hanes Mall/Hanes Mall Boulevard area with the Center City. As discussed in the Transportation Feature under Existing Conditions (see page 10), South Stratford Road is currently classified as a boulevard and is slated in the future to be a four-lane divided road with a raised median and sidewalks.

For the purpose of this study, South Stratford Road from Business 40 to Silas Creek Parkway has been divided into three segments. These segments have similar characteristics such as type of development or other physical features. The location of the railroad tracks impacts design recommendations. General design treatments are outlined as follows:

**Segment 1 – Business 40 to Oakwood Drive**

This segment is characterized by buildings along both sides of South Stratford Road with no intervening railroad tracks. Current development tends to be large-scale buildings with multiple tenants and parking located to the front or side of the structures. This general area has been proposed for a transit station (see page 45). Recommendations include:

- Create a pedestrian-friendly character through the development/reevelopment of properties by requiring building facades and front yard treatments designed for pedestrian comfort.
- Locate new buildings closer to the street to create an interesting and inviting public/private streetscape and locate parking to the rear or side of primary structures.
- Provide design features that support pedestrian activity such as crosswalks, street trees, landscaped medians, and outdoor sitting areas such as the one provided at the Towers development.
- Provide a public open space on South Stratford Road in the area being proposed for a transit station.

**Segment 2 – Oakwood Drive to Knollwood Street**

This segment is characterized by large-scale development on the north side of South Stratford Road with parking lots located to the front or side of structures and the railroad tracks to the south. The segment has been redeveloped in recent years with an expansion of the Thruway Shopping Center with an appropriate location of buildings close to Stratford Road. Large, mature vegetation and screening of parking areas in Thruway give this segment a unique feel. Main recommendation includes:
• The existing character of this segment should be preserved with the retention of the mature large trees and newer landscaping along the railroad tracts.
• Redevelopment of properties to the south of the railroad tracks should have back facades of buildings designed with architectural detailing to make them interesting if visible from South Stratford Road.

Segment 3 – Knollwood Street to Silas Creek Parkway
This segment of South Stratford Road is characterized by small-scale development to the north of South Stratford Road with mostly single-ownership buildings constructed individually on small lots, with the exception of the Hanesbrands site. The south side has a combination of large and small-scale development. Surface parking with little landscaping tends to dominate the area. The railroad tracks divide the area into two sections.
Recommendations include:
• Continue redeveloping the area using the PB-S District. A jewelry store and a sit-down restaurant have brought a more pedestrian-friendly type of development with buildings closer to the street and parking located to the rear of the structure.
• Screen large amounts of surface parking with low-edge landscaping, particularly around the intersection of South Stratford Road and Westview Drive.
• Provide design features to support pedestrian activity such as crosswalks, street trees, landscaped medians, and outdoor sitting areas such as the one provided at the Mi Pueblo restaurant.

Peters Creek Parkway
Peters Creek Parkway is a major north-south radial route that connects the downtown with Center City neighborhoods, Interstate 40 and southern suburban neighborhoods. Peters Creek Parkway is classified as a Freeway/Expressway and carries approximately 28,000 vehicles per day through the Planning Area. Although Peters Creek Parkway runs adjacent to the Ardmore and West Salem neighborhoods, it is considered as being oriented to highway traffic rather than neighborhood businesses. With the new downtown baseball stadium being built north of Business 40 and the proposed reconstruction of Business 40, Peters Creek Parkway is getting renewed attention.

Peters Creek Community Initiative
The Peters Creek Community Initiative is a group of local businesses, churches, schools and community organizations dedicated to revitalizing the area through economic redevelopment. Some of the organizations involved include Green Street United Methodist Church, the Housing Partnership of Winston-Salem and Forsyth County, business owners along Peters Creek Parkway and Latham Elementary School.

Revitalization Recommendations
There are some key properties along Peters Creek Parkway that if redeveloped sensitively could set the tone for the revitalization of the corridor. Most of these properties are outside the boundaries of the Planning Area, but are included in this study because of their importance in the revitalization of the area, and include the West Salem Shopping Center, the former Dodge Dealership, and properties on the east side of the road between Business 40 and Academy Street.

West Salem Shopping Center
Built in the late 1960s, the approximately 10-acre site includes the West Salem Shopping Center and the Volvo Dealership. The entire site is within the boundaries of the West Salem Community Activity Center (see page 44). Retrofitting/redeveloping the shopping center to include a grocery store and a drug store is essential to meet the needs of area residents, many who don’t own vehicles. A cost-benefit analysis should be performed to see whether the Shopping Center should be retrofitted or redeveloped complying with all new regulations, including stormwater retention. General recommendations for retrofitting the Shopping Center include:
• A common design theme should be developed for the Center to create a destination place that provides necessary services to adjacent neighborhoods and highway traffic.
• Improvements to the existing facades should be made with consistent design treatment, window display areas and designated sign locations.
• The parking lot should be retrofitted with low edge landscaping along Peters Creek Parkway and tree planting in accordance with the current requirements.
• New stand-alone buildings could be added to highlight the main entrance to the site and to provide additional building space for needed services. Explore adding small multifamily units on second floors if feasible.
• The entire shopping center and surrounding connections to the center from neighborhoods should be safe and pedestrian-friendly. Wide sidewalks, covered areas, and crosswalks are strongly encouraged.
Former Dodge Dealership
This property is approximately four acres in size and is currently vacant. The Peters Creek Community Initiative has expressed interest on the property for a community center that would benefit the entire area. Churches in the adjacent area have expressed an interest in working together to build such a shared facility. General recommendations include:

- The building has a unique architecture including the octagon section that should be preserved if remodeling is to take place. Maintain the building’s integrity when remodeling.
- The front parking lot should be redesigned to reduce the amount of parking provided and to create a “park like” area along this section of Peters Creek. The front parking area is currently over a culvert for Peters Creek, limiting the ability to retrofit the parking lot with additional tree planting. However, redeveloping to an institutional use reduces the amount of parking required.
- If parking is removed in the front, it should be replaced with a combination of green/landscaped areas and sections of hardscape for seating to soften the view of the entire area. Planters could be used to add some landscaping on top of the culvert.
- Explore providing a driveway cut for this property off Peters Creek Parkway instead of using the shared drive with the property to the north.
- The southern vegetated portion of the side could be used to extend the proposed greenway currently stopping at Ardsley Street to this site.

Properties South of Business 40
The properties on the east side of Peters Creek Parkway between Business 40 and Academy Street are within a half-mile of the baseball park being built on the north side of Business 40. These properties have the potential of being redeveloped for businesses associated with the ballpark such as specialty restaurants and stores. General recommendations for redevelopment of these properties include:

- An additional neighborhood access to this property off Anson Street should be established.

Figure 8. Concept Plan for the West Salem Shopping Center

Figure 9. Concept Plan for the Former Dodge Dealership on Peters Creek Parkway
Parkway should be considered for redevelopment.

- Rezoning to the PB-S is recommended to create a pedestrian-friendly character with buildings closer to the street and parking to the side or rear of buildings.
- A strong buffer should be planted on the back of these properties and facing Gregory Street to protect existing homes. No access onto Gregory Street should be provided from new development facing Peters Creek Parkway.
- New commercial buildings should be designed to be pedestrian-friendly with architectural detailing to the main façade to add interest to the street and with awnings, porches, recessed doors or similar features, and with primary entrances to the buildings on Peters Creek Parkway.

If not redeveloped, these properties should be improved following the general landscaping recommendations below:

**General Landscaping Recommendations**

- Preserve the center median along Peters Creek Parkway. Take out concrete in areas where the median is wider than ten feet and plant shrubs and decorative trees to improve the overall appearance of the area. If future road widening is necessary, a median should remain along the stretch from Business 40 to Silas Creek Parkway within the Planning Area.
- Install landscape planting of regularly-spaced large shade trees along the edge of the right-of-way along properties.
- Medium shade trees of one variety could be planted on private property where feasible. A maintenance easement should be dedicated for general upkeep of trees.
- Crosswalks and pedestrian signals should be added at major intersections to increase pedestrian safety and comfort.
- Install special landscaping, lighting, and consolidated directional/informational signage at all major intersections.
- Encourage retrofitting existing parking lots with low evergreen hedge. Any new development should locate parking to the side or the rear of the new structure.
- The appearance of existing building facades should be improved with the addition of architectural detailing.
- All dumpsters visible from any public street should be screened.
- The design and location of bus stops, shelters, street furniture and landscaping should be reviewed comprehensively to better serve existing and potential users.
- The Peters Creek Community Initiative should be supported in addressing improvements on private property and in the right-of-way.

![Figure 10. Example of Existing Parking Retrofitted with Landscaping and Low Evergreen Hedge](image)
**HISTORIC PRESERVATION RECOMMENDATIONS**

*Legacy* promotes historic preservation because of its contribution to the aesthetic, social, historical, cultural, and environmental quality of neighborhoods as well as its contribution to a community’s economic development.

Significant historic resources have been identified in the Planning Area as indicated in initial surveys (see Appendix A). Following are recommendations to ensure that the potential of these resources are fully explored and that the community takes steps to preserve its historic assets (see Map 10).

**GENERAL RECOMMENDATIONS**

- Retain historic buildings where possible.
- Recognize buildings, events, or areas of historic, cultural, or architectural significance with signage, plaques, or markers.
- Continue public outreach programs involving property owners and community organizations on the importance and economic benefits of preserving historic resources. Examples of potential workshops include:
  - How and why to nominate a structure or site to the National Register of Historic Places.
  - How to use the historic preservation rehabilitation tax credit program.
  - Issues-related topics such as how to maintain an older or historic building.
- Encourage property owners to research and recognize the history and significance of their properties and the area in which they live.
- Assist property owners in the Ardmore Historic District seeking federal and State funding or federal income tax benefits.
- Encourage property owners to seek National Register and Local Historic Landmark designation for eligible properties.
- Identify additional historic resources in the Planning Area as part of the update of the county-wide architectural inventory currently being completed by Historic Resources staff and a historic preservation consultant.

**OTHER RECOMMENDATIONS**

- Measure the level of interest in the neighborhood for a local HO District for the Ardmore Historic District. Pursue HO designation if there is enough property owner support. The upcoming centennial celebration of the Ardmore neighborhood should be used to assess such interest.
- Pursue funding the restoration of the Sidestown Cemetery. Restoration should include stabilization of existing markers, replication of lost markers, identification signs, on-site mapping of graveyard for education purposes, and site maintenance and beautification.
- Preserve the historic significance and unique character of the Hanestown Mill Village by following the recommendations of this Plan (see page 43).

**ECONOMIC DEVELOPMENT RECOMMENDATIONS**

Economic development can be defined as the creation and/or retention of jobs and increases in the tax base that improve or enhance the economic welfare of a community and its citizens. *Legacy’s* goal for economic development is to attract environmentally sensitive new businesses and expand existing large and small businesses to provide a broad range of employment opportunities and a high quality of life for people living and working in Forsyth County. Economic development efforts should be compatible with existing development and should include improvements to existing facilities as well as new businesses.

Areas recommended for future commercial or mixed-use are shown on the Proposed Land Use map (see Map 6).

**GENERAL RECOMMENDATIONS**

- Support balanced, compatible economic development by the private and public sector.
- Encourage technologically-advanced, high-quality, environmentally-sustainable businesses to locate or expand in the Planning Area.
- Focus commercial and mixed-use development in Activity Centers and other identified areas where transportation and utilities exist.
- Encourage environmentally-sensitive development of business areas.
- Encourage and support the redevelopment/rehabilitation of existing older/underutilized commercial areas.
- Identify funding sources to implement economic development initiatives including energy-efficient, high-technology businesses.
• Direct public improvements and funding to designated Activity Centers, mixed-use areas identified in the Plan and the Peters Creek Corridor.
• Encourage the use of existing economic development programs offered by the City of Winston-Salem. Properties along the Peters Creek Parkway Corridor from Business 40 to Link Road qualify for these programs since they are located within the boundaries of the Neighborhood Revitalization Strategy Area (see page 24).
• Expand the funding of the RUCA Program to include the Ardmore Village NAC and West Salem CAC.

**ENVIRONMENTAL RECOMMENDATIONS**

The preservation and enhancement of our environmental resources results in a high quality of life for Forsyth County residents. *Legacy* calls for the protection of watersheds, wetlands, natural areas, and streams throughout the county.

In their vision for the community, residents expressed a desire for clean water and air and maintaining the scenic beauty of the Planning Area. Of particular concern is the need to protect creeks from pollution and floodplains from inappropriate development.

**GENERAL RECOMMENDATIONS**

• Utilize and enforce the tree preservation ordinance that seeks to help maintain the Planning Area’s existing natural character and tree cover.
• Preserve stream buffers and look for opportunities for reducing impervious surface to improve water quality.
• Establish a cooperative program between area businesses, residents, and the City to clean and maintain Peters Creek, as well as other streams in the area.
• Encourage the use of Low Impact Development (LID) techniques to manage stormwater as close as possible to its source. Sustainable stormwater practices include bioretention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable pavements.
• Encourage the design of sustainable buildings (green buildings) to reduce the building impacts on the environment through better siting, design, operation, and maintenance.
• Encourage carpooling and use of mass transit to improve air quality.
### Land Use Recommendations

#### General

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow proposed Land Use Plan, land use policies, and Special Land Use Condition Areas (page 33).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Protect residential areas from inappropriate residential, commercial, industrial and institutional encroachment (page 33).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Assure compatible institutional growth consistent with the Institutional Land Use Policies (page 36).</td>
<td>CCPB, WSCC, Area Institutions</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage revitalization of underutilized commercial and industrial sites (page 36).</td>
<td>CCBB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage concentration of nonresidential land use in designated Neighborhood, Community and Metro Activity Centers and recommended commercial areas (page 36).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>No additional parking lots for institutional uses in the Ardmore National Register District through the Special Use Permit (SUP) (page 37).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Amend UDO to increase institutional setbacks from institutional uses in residential areas (page 37).</td>
<td>CCPB, WSCC</td>
<td>Short range</td>
</tr>
<tr>
<td>Utilize recommended guidelines for preservation of the Hanestown area and guidelines for the redevelopment of the Hanesbrands site (pages 38-39, 42 and 51-52).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Utilize recommended guidelines to retrofit the Thruway/ Wake Forest Medical center MAC/TOD (page 44).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Facilitate walking, bicycling, and the use of transit facilities with new development and redevelopment in the area (page 33).</td>
<td>CCPB, WSDOT</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  

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

### Roads and Bridge Improvements

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide better pedestrian and bicycle access with the reconstruction of Business 40 (page 54).</td>
<td>WSDOT, NCDOT</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Extend Shepherd Street if new residential development is planned for the back of the Hanesbrands site (page 54).</td>
<td>WSDOT</td>
<td>Medium Range</td>
</tr>
</tbody>
</table>

### Traffic Calming

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue development of the Lockland Avenue traffic calming study and secure funding (page 56).</td>
<td>WSDOT, NCDOT</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Study traffic calming on Hawthorne Road from Magnolia Street to Knollwood Street (page 56).</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage residents to seek evaluation of potential projects under the City’s Traffic Calming Policy (page 56).</td>
<td>WSDOT</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Transit

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide a transit stop in the Thruway/Cloverdale area for the proposed commuter rail system (page 56).</td>
<td>WSDOT, PART</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Support the proposed Streetcar line from the Piedmont Research Park to WFBMC (page 56).</td>
<td>WSDOT, WSTA</td>
<td>Long Range</td>
</tr>
<tr>
<td>Review WSTA routes for level of service and additional bus stops (page 56).</td>
<td>WSDOT, WSTA</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Pedestrian

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement the recommendations of the Winston-Salem Urban Area Sidewalk and Pedestrian Plan (page 58).</td>
<td>WSDOT</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| Construct funded sidewalks (page 58):  
  • Hawthorne Road from Silas Creek Parkway to Maplewood Avenue both sides | WSDOT | Short Range |
  • S. Stratford Road from Vest Mill Road to Olive Street | WSDOT | Short Range |

*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>(Pedestrian, continued...)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Peters Creek Parkway, east side, Brewer Road to I-40 Bypass</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>• Peters Creek Parkway, west side, Academy Street to Silas Creek Parkway</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>• Link Road, both sides, from Peters Creek Parkway to church property</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Review identified sidewalk projects under the City’s sidewalk priority funding system (page 58).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Miller Street from Cloverdale Avenue to W. First Street – east side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Cloverdale Avenue from Miller Street to Business 40 ramp – north side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Magnolia Street from Westover Drive to Cloverdale Avenue – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Ebert Street from Silas Creek Parkway to Hawthorne Road – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Cherokee Lane from Magnolia Street to Miller Street – north side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Bolton Street from Silas Creek Parkway to Maplewood Avenue – west side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Hawthorne Road from Bethesda Road to Bolton Street – north side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Elgin Road from Melrose Street to Miller Street – north side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Westview Drive from S. Stratford Road to Business 40 – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Queen Street from Melrose Street to Knollwood Street – south side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Westover Drive from Bellview Street to Knollwood Street – north side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Elgin Road From Miller Street to Fenimore Street – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Fenimore Street from Hawthorne Road to Sherwood Drive – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>• Sherwood Drive from Fenimore Street to Lockland Avenue – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</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>Madison Street from Ardsley Street to Sherwood Drive – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>Watson Avenue from Gaston Street to Ardsley Street – complete missing section</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>Ardsley Street from Lockland Avenue to Sunset Drive with future connection to the Peters Creek Greenway – north side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>Gales Avenue from Ardsley Street to Gales Court – either side</td>
<td>WSDOT</td>
<td>Assessed Annually</td>
</tr>
<tr>
<td>Implement recommendations of the Cloverdale Avenue Corridor Pedestrian Design Study (page 58).</td>
<td>WSDOT</td>
<td>Immediate/ Short Range</td>
</tr>
<tr>
<td>Identify locations for pedestrian crossing signals at key intersections (page 58).</td>
<td>WSDOT</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Bicycle**

Expand the bicycle network and add bike lanes to the following streets (page 59):

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bolton Street from S. Hawthorne Road to Sandersted Road</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Knollwood Street from Queen Street to Maplewood Avenue</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Link Road from Lockland Avenue to Hutton Street</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Lockland Avenue from West Academy Street to Link Road</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Melrose Street from Cloverdale Avenue to Rosewood Avenue</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>N. Hawthorne Road to Lockland Avenue</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>S. Hawthorne Road from Brantley Street to Trenwest Drive</td>
<td>WSDOT</td>
<td>Short to Medium Range</td>
</tr>
</tbody>
</table>

Add edgelines to narrow the motor vehicle lanes at the following streets (page 59):

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloverdale Avenue from N. Hawthorne Road to Medical Center Boulevard</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Ebert Street from S. Hawthorne Road to Cherokee Lane</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Knollwood Street from Maplewood Avenue to S. Hawthorne Road</td>
<td>WSDOT</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*
(Bicycle, continued...)  
- Medical Center Boulevard from Cloverdale Avenue to Queen Street  
  - WSDOT  
  - Short Range  
- Miller Street from Queen Street to Silas Creek Parkway  
  - WSDOT  
  - Short Range  

Ensure that schools in the Planning Area implement the Safe Routes to School Program (page 59).  
  - WSDOT  
  - Immediate

Community Facilities Recommendations

Recreation Facilities

- Develop a Master Plan for the Hanestown Park (page 61).  
  - WSRP  
  - Short Range  
- Plant additional landscaping along walking trails in Lockland Park (page 61).  
  - WSRP  
  - Immediate  
- Explore creating a community center in the Planning Area (page 61).  
  - Area Churches, PCCI  
  - Immediate/Short Range

Greenways

- Build the Salem Creek Greenway Extension from Marketplace Mall to Forsyth Tech (page 61).  
  - WSDOT, WSENG  
  - Short Range  
- Build the Peters Creek Greenway to Ardsley Street (page 62).  
  - WSDOT, WSENG  
  - Short Range  
- Provide a Greenway Connector along Ardsley Street (page 62).  
  - WSDOT, WSENG  
  - Short Range

Library Facilities

- Ensure a library facility is maintained in the Planning Area (page 62).  
  - FCLB, CCPB  
  - Immediate

Housing and Community Development

General

- Maintain and improve the quality of housing stock in the Planning Area (page 62).  
  - HND, NS, NA, Property Owners  
  - Ongoing/Immediate  
- Encourage a variety of housing type to provide a mixture of housing opportunities (page 62).  
  - CDCs, HND, Nonprofit and For-profit Developers  
  - Ongoing/Immediate

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
### Encourage development of the identified Residential Infill Opportunity Areas (page 62).
- **Responsibility:** Nonprofit and For-profit Developers
- **Timing:** Ongoing/Immediate

### Affordable Housing

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Responsible Agency</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote affordable housing opportunities including the eastern portion of the Planning Area, Hanestown and Mission Road Areas (page 62).</td>
<td>Builders, CDCs, PCCI</td>
<td>Ongoing/Immediate</td>
</tr>
<tr>
<td>Encourage completion of the Sunbridge Subdivision (page 62).</td>
<td>WS/FCHP</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

### Rehabilitation and Redevelopment

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Responsible Agency</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow recommendations of the Plan for mixed-use sites (page 62).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage new housing designs to be compatible with the historic character of the area (page 62).</td>
<td>Nonprofit and For-profit Developers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Market the City’s programs for rehabilitation and homeownership (page 62).</td>
<td>HND, PCCI</td>
<td>Immediate</td>
</tr>
<tr>
<td>Market/promote tax credit rehab for National Register properties (page 62).</td>
<td>HRC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Support private efforts to rehab the Bowman Square Townhouses and the Marlboro Apartments (page 62).</td>
<td>Private Owners, CCPB</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

### Design and Appearance Recommendations

### General

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Responsible Agency</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the physical appearance of the commercial districts by rehabilitating existing buildings and sites (page 63).</td>
<td>Property Owners, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage residents to participate in programs offered by Keep Winston-Salem Beautiful (page 63).</td>
<td>KWSB, NAs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Incorporate pedestrian-oriented features into the Cloverdale Avenue Corridor Pedestrian Project (page 63).</td>
<td>WSDOT, Property Owners, VM</td>
<td>Immediate/Short Range</td>
</tr>
<tr>
<td>ACTION/PROJECT</td>
<td>RESPONSIBLE AGENCY†</td>
<td>TIMING*</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>Seek Improvements to RUCA areas through currently funded programs such as Roots Day (page 63).</td>
<td>CCPB, Development Office, CAC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Promote the use of art that reflects local cultures in public spaces (page 63).</td>
<td>Arts Council, Area Institutions, NAs, WSRP</td>
<td>Short Range</td>
</tr>
<tr>
<td>Implement recommended public and private improvements for Activity Centers (page 63).</td>
<td>Development Office, CCPB, WSCC, Property Owners</td>
<td>Immediate/Short Range</td>
</tr>
</tbody>
</table>

**Urban Boulevards**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follow the proposed design treatments for sections of S. Stratford Road (page 63).</td>
<td>CCPB, WSCC, WSDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Support the efforts of the Peters Creek Community Initiative to revitalize the Peters Creek Parkway Corridor (page 64).</td>
<td>WSCC, CCPB, Area Businesses/Churches</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage the redevelopment of the West Salem Shopping Center (page 64).</td>
<td>CCPB, PCCI, WSCC</td>
<td>Short term</td>
</tr>
<tr>
<td>Encourage the redevelopment of the former Dodge Dealership (page 65).</td>
<td>PCCI, Area Businesses/Churches</td>
<td>Short Term</td>
</tr>
<tr>
<td>Follow guidelines for the redevelopment of properties close to Business 40 and the ballpark (page 65).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Follow general landscaping recommendations for improvements to properties along Peters Creek Parkway (page 66).</td>
<td>WSDOT, Area Businesses, CCPB, PCCI</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Historic Preservation Recommendations**

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retain existing historic resources (page 67).</td>
<td>CCPB, HRC, HND, Property owners</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Recognize historic places or events with signage or markers (page 67).</td>
<td>HRC, Community Organizations, Property Owners</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Continue public outreach programs on the benefits of preserving historic resources (page 67).</td>
<td>HRC, Community Organizations</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Assist property owners seeking income tax benefits (page 67).</td>
<td>HRC</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  77
<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage property owners to seek National Register and Local Historic Landmark designation for eligible properties (page 67).</td>
<td>NAs, HRC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Measure the level of interest in pursuing local Historic Overlay District designation for the Ardmore Historic District (page 67).</td>
<td>NAs</td>
<td>Immediate</td>
</tr>
<tr>
<td>Pursue funding for the restoration of the Sidestown Cemetery (page 67).</td>
<td>HRC, Property Owners</td>
<td>Short Range</td>
</tr>
<tr>
<td>Preserve the Hanestown Mill Village (page 67).</td>
<td>Property Owners, HRC, CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Economic Development Recommendations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Focus commercial and mixed-use development in Activity Centers and identified areas (page 67).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage use of economic development programs offered by the City (page 69).</td>
<td>Development Office</td>
<td>Immediate</td>
</tr>
<tr>
<td>Direct public improvements and funding to designated Activity Centers and mixed-use areas (page 69).</td>
<td>WSCC, PW</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage and support the redevelopment of underutilized commercial areas (page 67).</td>
<td>CCPB, Development Office, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Expand funding of the RUCA program to include the Ardmore Village NAC and the West Salem CAC (page 69).</td>
<td>WSCC</td>
<td>Short Range</td>
</tr>
<tr>
<td>Encourage environmentally-sensitive development of business areas (page 67).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Environmental Recommendations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enforce the tree preservation ordinance to maintain the existing natural character and tree cover (page 69).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Preserve stream buffers along creeks to improve water quality (page 69).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
| Work cooperatively to maintain creeks in the Planning Area (page 69).          | Property Owners, Area Businesses        | Ongoing   

*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>Encourage the use of Low Impact Development techniques to manage stormwater (page 69).</td>
<td>CCPB, Property Owners</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage the design of sustainable buildings (page 69).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

†Abbreviations Used in the Implementation Schedule:

CAC: Community Appearance Commission  PART: Piedmont Authority for Regional Transportation
CCPB: City-County Planning Board      PCCI: Peters Creek Community Initiative
CDC: Community Development Corporation PW: Winston-Salem Public Works Department
FCHP: Forsyth County Housing Partnership RUCA: Revitalizing Urban Commercial Areas Program
FCLB: Forsyth County Library Board    TOD: Transit-Oriented Development
HND: Winston-Salem Housing and Neighborhood Development Department  UDO: Unified Development Ordinances
HRC: Winston-Salem/Forsyth County Historic Resources Commission VM: Winston-Salem Vegetation Management
KWSB: Keep Winston-Salem Beautiful  WFBMC: Wake Forest Baptist Medical Center
MAC: Metro Activity Center            WSCC: Winston-Salem City Council
NA: Neighborhood Association         WSDOT: Winston-Salem Department of Transportation
NS: Neighborhood Services           WSENG: Winston-Salem Engineering Department
                      WSRP: Winston-Salem Recreation and Parks Department
                      WSTA: Winston-Salem Transit Authority
Wake Forest University Baptist Medical Center – Former Nurses’ Home

Existing homes in the Hanestown area
Appendix A. Historic Resources

Bolton Elementary School
1250 Bolton Street
Date: 1966
The structure is a Modernist-style elementary school.

Ebert House
1451 Ebert Street
Date: c. 1850, 1972
The Reich family may have constructed this house; Bill Ebert moved it from the Griffith Road/Friedberg vicinity before the Civil War. Subsequent owners include Bob Ebert and C.S. Ebert. The house was heavily remodeled in 1971-1972; all of the masonry was replaced with bricks attributed to the noted brickmaker George Black. The building features faux half-timbering, a shed-roofed front porch with square posts and brick floor added in the 1970s, replacement windows, brick end and interior chimneys, and a wood shingle roof. Also located on the property is a frame barn constructed in 1920 that features a metal front-gable roof.

Forsyth Technical Community College
West Campus
1300 Bolton Street
Date: c. 1950s
The west campus of Forsyth Technical Community College encompasses three Modernist-style one-story brick buildings.

Hanes Methodist Episcopal Church
400 Harvey Street
Date: 1928
P.H. Hanes, Jr. donated this church to the Mill Village in 1928. The congregation was originally known as Hanes Methodist Episcopal Church; the name later changed to Hanes United Methodist Church.

Hanestown House No. 1
306 Seaman Street
Date: c. 1910
This L-plan form residential structure is the most common house type in Hanestown.

Hanestown House No. 2
302 Mill Street
Date: c. 1910
This hip-roof style house type is unique in that it is somewhat larger than the standard L-plan mill house.

Hanestown House No. 3
205 Ricks Drive
Date: c. 1910
This house has a unique form with two projecting front-gable bays flanking a front porch.

Hanestown House No. 4
505 Olive Street
Date: c. 1920
A common type of housing historically found in Hanestown.

Hanestown House No. 5
309 Thurston Street
Date: c. 1920
This house is one of the largest and most stylish houses in the Mill Village.

Hanestown House
411 Thurston Street
Date: c. 1910
The house at this location is one of the most intact dwellings remaining in the Mill Village.

Hanestown Supervisor’s House
406 Harvey Street
Date: c. 1910
This supervisor’s house was the only two-story dwelling in the Mill Village.

House
1109 Ebert Street
Date: c. 1870, 1900, 1950
The original one-story, one-room log house was added onto in the late 19th/early 20th centuries and remodeled in the 1950s. The resulting one-and-one-half story dwelling has a full-width front porch supported by turned posts. Two brick chimneys on the west elevation were erected as part of the 1950s remodeling.
Moore Elementary School
451 Knollwood Street
Date: c. 1950s
Moore Elementary School is included as a contributing element in the Ardmore National Register Historic District. However, the 1950s Modernist building is being demolished and replaced with a new school over the next year.

Office Building
1980 South Hawthorne Road
Date: 1969
This two-story steel frame commercial building was designed in the Modernist style.

Office Building
3195 Maplewood Avenue
Date: 1970
This Modernist office building originally served as the North Carolina Eye Bank Association headquarters.

Wachovia Branch Bank
2000 South Hawthorne Road
Date: 1966
This one-story steel frame branch bank building was designed in the Modernist style.

BRIDGES
Bridges are bearers of history and culture just the same as buildings, though they are not typically the kind of structure considered when thinking of what to preserve. Bridges, like the roads they carry, are reminders of a city's expansion and changing landscape. In Winston-Salem, many extant bridges originate from the two decades after the merger of Winston and Salem in 1913, at a time when the city witnessed a boom in population and expanded its city limits. At the same time, specifically from 1915 to 1930, Winston-Salem was actually the largest city in North Carolina, as well as the hub of the nation's tobacco and textile industries. People were continuously streaming into the city and goods were streaming out. Bridges quietly remind us of these points of history. Further, bridges, like other works of architecture, are examples of style. It is important to remember that the National Register and other preservation honors are not just for buildings, but also for all cultural landscape elements that tell something about the history of people and the places where they live.

Within the Southwest Winston-Salem Planning Area are four bridges identified in the 2004-2006 study of Winston-Salem’s historic bridges.

Crafton Street across Peters Creek Bridge
Crafton Street
Date: 1921
The Crafton Street Bridge is located in the northeast portion of the Planning Area at the edge of the Ardmore Historic District. From the west, the bridge is approached after a wide curve in the road. The bridge is a concrete tee-beam structure carrying two lanes of automobile traffic; it also features two sidewalks along its northern and southern spans. The North Carolina Department of Transportation (NCDOT) believes this structure is one of six remaining tee-beam bridges constructed by the City of Winston-Salem between 1919 and 1925. Tee-beam bridge technology is based on the connection of the longitudinal beam and the deck section. The primary reinforcing steel is placed longitudinally in the bottom of the beam stem. The NCDOT calls the Winston-Salem tee-beam bridges “distinctive from all other tee-beam bridges in the state, especially the hundreds of state-built standard tee-beams from the late 1910s to 1950s, by the combination of coved fasciae beams, shear details, pilasters, shallow diaphragms, and blind-panel parapets.” NCDOT also states that the bridges “are technologically significant as part of a city bridge-building campaign using its own standard details, and in comparison with the surviving statewide population they are among the most aesthetically successful, standard tee-beam bridges.”

Miller Park Footbridges
Miller Park
C. 1942
Miller Park is a contributing resource in the Ardmore National Register Historic District. Three pedestrian bridges are scattered throughout the park and are all of the same form: low, arched “ rubble” stone walls set in heavy mortar. The bridge walls are noticeably low, being probably no higher than three feet at the pitch of their arched forms. They are flat on the top and there are no distinguished handrails or end posts. The floors of the bridges are packed dirt.

CEMETERIES
In addition to the various historic neighborhoods and properties in the Southwest Winston-Salem Planning Area, there is one historic cemetery that served the citizens of Winston-Salem and is an important part of the social and cultural history of the city.
Sidestown AME Zion Church Cemetery
Madison Avenue
c. 1915
This cemetery is located on the southern part of Madison Avenue in today’s Ardmore neighborhood and was historically associated with Sidestown (or Ardmore) AME Zion Church. The church building has been demolished; however, the cemetery remains and features twelve impressive stones dating from 1915 to 1984, a family marker, and three stone gateposts.

ARCHAEOLOGY
It is important not to limit the discussion of the Southwest Winston-Salem area’s historic resources to structures or planned developments. A few archaeological sites have been identified within the boundaries of the Southwest Winston-Salem Area Plan. It appears that these sites are likely prehistoric in time period and type. The history of the Southwest Winston-Salem area begins long before the Moravians came to Forsyth County in the 18th century. Various Native American groups inhabited the area for centuries prior to the community’s historical development. The North Carolina Office of State Archaeology maintains files on each of the sites identified within the Planning Area.
## Appendix B. Planning Area Zoning/Development Reviews

<table>
<thead>
<tr>
<th>Zoning Case #</th>
<th>Petitioner</th>
<th>Zoning Request</th>
<th>City-County Planning Board</th>
<th>Elected Officials</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Date</td>
<td>Compliance with adopted Plan(s)</td>
</tr>
<tr>
<td>W-1979</td>
<td>Phillip Sloane</td>
<td>RS-9 to RS-Q</td>
<td>7/13/95</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2001</td>
<td>Battleground Restaurant</td>
<td>RS-9 to HB-S</td>
<td>11/12/95</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2221</td>
<td>Hanes Baptist Church</td>
<td>RS-7 to PB</td>
<td>8/14/98</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2223</td>
<td>City of Winston-Salem</td>
<td>HB &amp; MH to HB</td>
<td>5/14/98</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2254</td>
<td>Peters Creek Property</td>
<td>RS-Q &amp; HB to HB</td>
<td>8/13/98</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2276</td>
<td>Hilde Cook</td>
<td>PB to GB-S</td>
<td>11/00/98</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2280</td>
<td>Randy L. Miller</td>
<td>RS-9 to RS-7-S</td>
<td>12/10/98</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2312</td>
<td>Hanes Baptist Church</td>
<td>RS-7 to PB</td>
<td>4/8/99</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2322</td>
<td>Cynthia Bouldin</td>
<td>RS-7 to RS-Q</td>
<td>1/13/00</td>
<td>Withdrawn</td>
</tr>
<tr>
<td>W-2324</td>
<td>Congregation of Emmanuel</td>
<td>RM-18 to IP</td>
<td>6/10/99</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2333</td>
<td>Taylor Oil Co.</td>
<td>HB, LB to GS-S, LB</td>
<td>9/9/99</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2339</td>
<td>Brigham Square</td>
<td>LO to GO-S</td>
<td>9/9/99</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2389</td>
<td>Dewey Wilkerson</td>
<td>HB &amp; LI-S to PB-S</td>
<td>4/13/00</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2418</td>
<td>Bilco</td>
<td>RS-9 to LB</td>
<td>9/20/02</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2434</td>
<td>Novant Health Inc.</td>
<td>C, RMU-S to C-S</td>
<td>11/9/00</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2462</td>
<td>William E. Austen</td>
<td>RS-9 to RS-Q</td>
<td>4/12/01</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2495</td>
<td>Novant Health Inc.</td>
<td>RMU-S to C</td>
<td>8/9/01</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2527</td>
<td>Novant Health Inc. Tract 2</td>
<td>IP to C</td>
<td>1/10/02</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>Novant Health Inc. Tract 1</td>
<td>IP and RMU-S to C</td>
<td>None</td>
<td>Withdrawn</td>
</tr>
<tr>
<td>W-2570</td>
<td>Jack Kroustalis</td>
<td>HB, HB-S to LB-S</td>
<td>9/12/02</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2609</td>
<td>Mi Pueblo HP LLC</td>
<td>PB-S to Site Plan Amendment</td>
<td>3/13/03</td>
<td>Denial of height change 3/13/03</td>
</tr>
<tr>
<td>W-2619</td>
<td>Allenstar Homes Inc.</td>
<td>RS-9 to RS-7-S</td>
<td>5/8/03</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2724</td>
<td>Gardner Webb Univ. for Martha B. Hauser</td>
<td>LO to GO</td>
<td>9/9/04</td>
<td>Withdrawn</td>
</tr>
<tr>
<td>W-2769</td>
<td>Carolina Income Properties</td>
<td>HB to GO</td>
<td>5/12/05</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2811</td>
<td>Flintshire Arbor Associates</td>
<td>HB to GO</td>
<td>11/10/05</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2903</td>
<td>Windsor Holding, LLC</td>
<td>HB to PB</td>
<td>12/14/06</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2944</td>
<td>Novant Health Inc.</td>
<td>C, GO-S, C-S, RMU-S, IP &amp; GO to C</td>
<td>8/9/07</td>
<td>Yes</td>
</tr>
<tr>
<td>W-2966</td>
<td>Ruff Housing</td>
<td>HB to Special Use Permit</td>
<td>12/13/07</td>
<td>Yes</td>
</tr>
<tr>
<td>PBR-2005-24</td>
<td>WS Board of Education-Moore Elementary</td>
<td>School in IP Zoning</td>
<td>2/14/08</td>
<td>Yes</td>
</tr>
<tr>
<td>PBR-2002-07</td>
<td>Ardmore Baptist Church</td>
<td>Church in IP Zoning</td>
<td>5/8/08</td>
<td>Continued</td>
</tr>
</tbody>
</table>
BUILDING INTEGRITY

- The exterior appearance of the existing single-family home should be preserved as intact as possible to continue the residential character of the street.
- Keep porches open. If enclosure is necessary, transparent materials, such as glass or screening, should be installed behind the original railing and/or columns.
- Design handicapped features so there is minimal visual impact on the existing structure.
- Locate exterior stairs to the side or the rear of the structure.
- Locate mechanical equipment to the side or the rear of the structure.
- Locate trash containers and metal outbuildings in the rear yard.

PARKING

- New parking areas should be designed to minimize their impact on the existing environment and have a neighborhood character.
- Locate new parking areas behind existing buildings or to the side of the structure.
- Screen parking areas from public view.
- Retain existing vegetation, such as mature trees, and incorporate them into the parking lot design.
- Share driveways, whenever practical, to minimize curb cuts.

ACCESS

- Entrances and steps serve as an important first view of the property and should be preserved as they were originally built.
- Maintain the main entrance to the building at the street frontage.

SIGNAGE

- Signs have a strong impact in the quality and appearance of individual buildings and on the streetscape as a whole. Graphic simplicity and compatibility with the building architecture is important.
- Signage in the NO zoning district should not exceed six feet in height and eight square feet in area. Signage in CB, PB, LB, LO, GO, IP, and NB zoning districts should not exceed 6 feet in height and 36 square feet in area.
- If a sign is located on a residential building, it should be a small identification panel at the entrance.
- Soft, indirect lighting is recommended. Internally illuminated signs are not recommended.

LANDSCAPING

- Landscaped areas should be carefully maintained.
- Prune trees judiciously to maintain their health and to maintain the visual integrity of the streetscape.
Acknowledgments

Citizens Advisory Committee

Lou Baldwin
Winston-Salem
Regional Association of Realtors

Steve Brown
Resident

Lonnie Clark
Resident

Reggie Delahaney
Resident

Cathy Eades
Resident

Carol Eickmeyer
City-County Planning Board

Gwen Guernsey
Resident

Karen Huey
Wake Forest Baptist Medical Center

Julie Magness
Resident

Bret Marchant
Resident

Ken Melvin
Resident

Kathy Pounds
Resident

Phillip Rector
Winston-Salem
Regional Association of Realtors

Winston-Salem City Council

Adopted October 5, 2009

Allen Joines
Mayor

Vivian H. Burke
Mayor Pro Tempore, Northeast Ward

*Daniel V. Besse
Southwest Ward

Robert C. Clark
West Ward

Joyceelyn V. Johnson
East Ward

Molly Leight
South Ward

Nelson L. Malloy Jr.
North Ward

*Council member for the Planning Area

Forsyth County Board of Commissioners

David R. Plyler
Chairman

Debra Conrad
Vice Chair

Beaufort O. Bailey
Ted Kaplan
Richard V. Linville

Wanda Merschel
Northwest Ward

Evelyn A. Terry
Southeast Ward

Lee Garrity
City Manager

City-County Planning Board

Adopted July 9, 2009

Arnold G. King
Chairman

Arthur T. King
Vice-Chair

Jerry L. Clark (Former Member)
L. Wesley Curtis Jr., AIA
Carol Eickmeyer
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Darryl Little
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Paul W. Mullican
Brenda J. Smith

City-County Planning Staff Team

A. Paul Norby, FAICP
Director of Planning

Glynis Jordan, AICP
Deputy Director

*Marco Andrade
Project Planner

*Project Leader

Judith Hunt, AICP
Principal Planner

Robin Bass
Planner

David Reed, AICP
Principal Planner

LeAnn Pegram
Project Planner

C. Lynn Ruscher, AICP, GISP
Principal Planner

Donna Myers
Planning Graphics Coordinator
Legacy
Making it work!