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

The Planning Board prepares a series of 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 Citizens’ Advisory Committee is created by the Planning Board to work with staff as they interpret *Legacy* for each individual community.

Area Plan boundaries are determined in part by the growth management plan in *Legacy*. This series of Area Plans cover the Urban Neighborhoods as defined in the *Legacy* plan. Urban neighborhoods are older neighborhoods 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 zoning of an area. The Plan contains guidelines to help the Planning Board, governing bodies, community leaders, and neighborhoods of Forsyth County make decisions on zoning, public investment, and private initiatives. Upon adoption, each Area Plan becomes a part of the comprehensive plan, *Legacy*. While the Area Plan process seeks the extensive involvement on the part of residents, property owners, and investors, the Planning Board has the responsibility to see that each Area Plan is consistent with the broad public interest and with the elements of the comprehensive plan.

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

Adopted by the City-County Planning Board on January 11, 2007
Adopted by the Winston-Salem City Council on April 2, 2007

Publication Date: June 2008
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The North Central Planning Area, as shown on Map 1, encompasses 2,035 acres. The Planning Area is generally bounded on the north by the Reynolds Boulevard and Akron Drive; on the east by US 52; on the south by Martin Luther King Jr. Drive, Eighth Street and the Southern Railway; and on west by the Methodist Children’s Home and a stream north of Coliseum Drive. The Planning Area has land area in four City Council wards. Approximately one-half the Planning Area is in the North Ward, approximately one third is in the Northeast Ward and the balance in the East and Northwest 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 chapter of Legacy defines a series of specialized areas within the Municipal Services Area, including the Center City, Urban Neighborhoods, and Suburban Neighborhoods. Each of the defined areas has specific characteristics and recommendations which will be discussed in the Recommendations sections of this Plan.

The entire North Central Planning Area is designated in the Urban Neighborhoods Area of the Growth Management Plan of Legacy. The designated Center City Area is immediately adjacent to the southern boundary of the Planning Area.

**Area Plan Process**

This document is one of six Area Plans being done for the Urban Neighborhoods Area of Winston-Salem as designated in Legacy. The boundaries for the areas were determined by geography and common issues among neighborhoods, and have been adopted by the City-County Planning Board. In some of the plans, portions of the Center City and Suburban Neighborhood Areas have been included due to commonalities with the remainder of the Planning Area.
Citizen participation is a critical part of the Area Plan process. A Citizens’ Advisory Committee (CAC) is set up for each plan to work with staff throughout the planning process. The CAC includes a variety of people concerned about the Planning Area including residents, merchants, business people, property owners, and representatives of institutions and organizations. An Interdepartmental Committee from various City and County departments is also formed to give input into the process and review the final recommendations.

The steps in 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 consolidation of existing plans. A handbook is created for the CAC containing information the CAC may need to 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 can be discussed. These discussions, along with the policies spelled out in Legacy, serve as the basis for the next step in the process, the formulation of recommendations by both the 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 are 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, amendment, and adoption after a public hearing. The adopted plan is used on an ongoing basis by the Planning Board and City Council to guide land use, infrastructure, and public investment decisions. An implementation plan is included in the adopted plan to outline tasks and timing needed for each recommendation.
Most of the North Central area of Winston-Salem 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 industrial development. Growth moved north from downtown in the early part of the 20th century. Industries located along the rail lines and homes, businesses and institutions located nearby. There is still a strong industrial presence in the Planning Area and many of Winston-Salem’s major corporations have facilities in the area, including Reynolds, Hanes, and Krispy Kreme.

Most of the Planning Area is experiencing the challenges faced by older urban neighborhoods elsewhere, including aging building stock and infrastructure, declining commercial areas, and conflicts between land uses. Generally, neighborhoods in the Planning Area are healthy with good or fair housing conditions and strong neighborhood associations. Urban redevelopment has had a significant impact on the Planning Area since the early 1970s, removing most concentrations of blighted housing. More recently, the Kimberly Park Terrace public housing development has been transformed under the federal HOPE VI program into a mixed-income community, Gateway Commons.

The area is also home to the city’s major sports and entertainment facilities, the LJVM Coliseum, Dixie Classic Fairgrounds, Groves Stadium, and Ernie Shore Field. These uses give the northwestern portion of the Planning Area a suburban, rather than urban, character.

Most of the Planning Area is already developed, although there are extensive opportunities for redevelopment throughout the area. The expansion of industrial 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 in the Planning Area in the future.

**DEMOGRAPHICS**

Based on the 2000 census, approximately 9,000 people live in the North Central Planning Area, a decrease of approximately 10% from the 1990 Census. Much of this decrease occurred in the Kimberly Park neighborhood where over 550 public housing units were demolished and the area is being rebuilt as a mixed-income community. The other significant demographic change since 1990 has been the increase in the percentage of persons of Hispanic origin living in the Planning Area, an increase from about 1% in 1990 to approximately 8.5% in 2000.

Table 1. Existing Land Use

<table>
<thead>
<tr>
<th>Land Use</th>
<th>Acres</th>
<th>%</th>
<th>Land Use</th>
<th>Acres</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential</td>
<td>414</td>
<td>20</td>
<td>Parks, Rec &amp; Open Space</td>
<td>97</td>
<td>5</td>
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<td>Single-family/Duplex</td>
<td>105</td>
<td>5</td>
<td>Utilities and Right of Way</td>
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<td></td>
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<tr>
<td>Multifamily</td>
<td>519</td>
<td>25</td>
<td>Utilities</td>
<td>3</td>
<td>1</td>
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<tr>
<td>Total Residential</td>
<td>36</td>
<td>2</td>
<td>Road and Rail ROW</td>
<td>408</td>
<td>20</td>
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<td>Office</td>
<td>129</td>
<td>6</td>
<td>Total Utilities and ROW</td>
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<tr>
<td>Commercial</td>
<td>307</td>
<td>15</td>
<td>Total Developed</td>
<td>1881</td>
<td>89</td>
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<td>8</td>
<td>Vacant Land</td>
<td>217</td>
<td>11</td>
</tr>
<tr>
<td>Sports/Entertainment Complex</td>
<td>156</td>
<td>8</td>
<td><strong>Total Area</strong></td>
<td>2035</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey by City-County Planning staff, Summer 2004
Most of the North Central Planning Area was developed prior to 1940 and includes a diverse mix of land uses common to urban areas that were developed prior to the dominance of the automobile. Commercial and industrial uses were often located in close proximity to residential uses, making it convenient for people to get to jobs and to acquire necessary goods and services. Much of this original pattern of development has been maintained in the Planning Area, although currently few people live and work in close proximity.

The Existing Land Use Map (Map 2) shows the existing land use pattern in the Planning Area in 2004. Table 1 shows existing land use by acreage and percent of total area.

**RESIDENTIAL**
The predominant land use in the Planning Area is residential, which accounts for approximately one-quarter of the total land area. Single-family is the dominant residential type in most neighborhoods. For the purposes of mapping, single-family and duplex uses have been grouped together. However, there are few duplexes in the Planning Area, with most located on corner lots in the neighborhoods in the northeastern portion of the Planning Area.

Multifamily development accounts for approximately 5% of total land area and about 25% of the residential land use. Concentrations of multifamily uses are located: in Gateway Commons (the former Kimberly Park Terrace public housing development); on Millbrook, between Twenty-Eighth and Thirtieth Streets; west of Cherry Street, between Thirteenth and Fourteenth Streets; behind the commercial and office uses at University Parkway and Coliseum Boulevard; and, on Greenway and Gilmer Avenues, north of Thirtieth Street.

**OFFICE**
Office land use only accounts for about 1% of the land area. Office uses are concentrated in the northwestern portion of the Planning Area on Coliseum Drive and on Reynolds Boulevard. The large office building on Reynolds Boulevard is the former R.J. Reynolds “World Headquarters” building, now owned by Wake Forest University and leased to multiple tenants.

**COMMERCIAL**
Approximately 130 acres, about 6.5% of the land area, is developed with commercial uses. The primary concentrations of commercial land use are: on University Parkway, north of Coliseum Drive; at Northside Shopping Center and in the surrounding area; at Patterson and Glenn Avenues; at Patterson Avenue and Northwest Boulevard; on Liberty Street from Main Street to US 52; on Liberty Street from Twenty-First Street north to US 52; on Northwest Boulevard at University Parkway; and on Northwest Boulevard near Rundell and Thurmond Streets. There are also small commercial areas in neighborhoods throughout the Planning Area.

**INSTITUTIONAL**
Institutional uses, especially churches, are located throughout the Planning Area. The approximately 160 acres of institutional use accounts for about 8% of the land in the area. In addition to numerous schools and churches, there are a number of community services located within the Planning Area, including Goodwill Industries, the American Red Cross, the Hanes Community Center and Theatre, Crisis Control and a number of facilities serving the homeless population. (See Community Facilities section for more detail on homeless facilities.)

There are also at least three cemeteries in the Planning Area. The City-owned Woodland Cemetery is discussed in the Community Facilities section and the Odd Fellows Cemetery is discussed in the Historic Resources section. The other cemetery is owned by a church.

**RECREATION, PARKS AND OPEN SPACE**
Parks, recreation and open space account for almost 5% of the land area in the Planning Area. The six public parks encompassing 66 acres are discussed in more detail in the Community Facilities Section. Also included in this category are a portion of the Old Town Country Club golf course and miscellaneous small City-owned parcels adjacent to roadways that cannot be developed and are landscaped.

**INDUSTRIAL**
Industrial land use accounts for a significant portion of the Planning Area – approximately 15%. Most industrial uses are concentrated along or near rail lines including: north of downtown to Northwest Boulevard; along Ivy Avenue, from Liberty Street...
north to Twenty-Eighth Street, and in the northeastern part of the Planning Area, off Shorefair Drive from Twenty-Eighth Street to Reynolds Boulevard. Some industrial sites in the Planning Area offer opportunities for reuse or redevelopment.

**UTILITIES AND RIGHTS-OF-WAY**

Combined together, utilities, road and railroad rights-of-way account for approximately 21% of the land area of the North Central Planning Area. This percentage is high because the Planning Area includes many roads and rail rights-of-way.

**VACANT**

There is not extensive vacant land in the Planning Area. About 220 acres, 11% of the total land area is vacant, much in small parcels scattered throughout the Planning Area. In some locations, the vacant land is not suitable for development due to steep slopes and drainageways. Two large vacant tracts, one in the former Kimberly Park Terrace public housing development and the other at Shorefair Drive and Thirtieth Street are currently being developed.

**ZONING**

Rezoning cases since 1980 have had an impact on the character and the pattern of development in the Planning Area. Most of these rezonings have been initiated by the City consistent with urban redevelopment plans.

In the early 1980s, the City initiated rezoning petitions in the area around Trade Street, south of Northwest Boulevard, consistent with the West 10½ Street Redevelopment Plan. About 25 acres was rezoned from Heavy Industrial to Light Industrial and about 13 acres from Light Industrial to a multifamily residential zoning district. Since the rezoning, some residential units have been constructed and institutional uses expanded.

The other significant change has been the rezoning of about 60 acres from districts allowing multifamily uses to districts allowing primarily single-family residential uses. The City initiated such rezonings consistent with redevelopment plans in the Kimberly/North Winston, Lincoln-Maywood (now called “Neil Place”) and Liberty-Patterson North Redevelopment Areas. As part of the HOPE VI transformation of the former Kimberly Park public housing development, the Housing Authority of Winston-Salem (HAWS) had a portion of the site rezoned for single-family land use. The new development, called Gateway Commons, has a mix of residential types.

**TRANSPORTATION FEATURES**

Existing transportation features include roads, streets, bus routes, sidewalks and greenways. The location and function of transportation features has a significant impact on land use decisions.

**ROADS**

**Overall Street Pattern**

The general street pattern is a grid pattern (rectangular blocks) with some curvilinear blocks. US 52 runs north-south and forms the eastern boundary of the North Central Planning Area. University Parkway runs north-south near the western boundary. In an east-west direction, the Planning Area is bounded by Reynolds Boulevard/Akron Drive to the north and Martin Luther King Jr. Drive to the south. Major east-west roads in the area include Northwest Boulevard, Coliseum Drive, and Twenty-Seventh/Twenty-Eighth Streets.

**Highways/Interchanges**

**Highways**

**US 52**

US 52, a four-lane, limited-access freeway, forms the eastern boundary of the Planning Area. Access to US 52 is possible using full movement interchanges at Martin Luther King Jr. Drive and Akron Drive and partial movement interchanges at Liberty Street, Northwest Boulevard and Twenty-Seventh/Twenty-Eighth Streets. This highway is already experiencing congestion, particularly in the Central Business District and during peak hour travel. In 2001, US 52 had an Average Daily Traffic (ADT) count of 50,000 to 65,000 vehicles per day.
This facility carries north-south commuting and external traffic. Short- and long-term improvements are being studied by the North Carolina Department of Transportation (NCDOT). A six-lane section is recommended from the proposed Northern Beltway to Interstate 40.

Highway Interchanges
Highway interchanges in the Planning Area are:

Full interchanges:
- US 52/Martin Luther King Jr. Drive and
- US 52/Akron Drive.

Partial Interchanges:
- US 52/Liberty Street;
- US 52/Northwest Boulevard; and
- US 52/27th and 28th Streets.

Thoroughfares, Collectors, and Local Streets
Every street in Forsyth County is classified as a major or minor thoroughfare, collector or local street to identify its function as part of an overall street network:

- **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 two-lanes to six-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.

Major Thoroughfares
Coliseum Drive is a four-lane median divided road providing east-west access from University Parkway to Robinhood Road. The 2001 ADT count for this section of the corridor is 16,000 vehicles per day. The road is considered adequate for future traffic volumes with the addition of sidewalks.

Indiana Avenue
Indiana Avenue bisects the northeast corner of the Planning Area. Currently the road is a two- to three-lane facility with a planned future cross section of three lanes with sidewalk. The 2001 ADT counts for this section of the corridor range from 10,300 to 14,600 vehicles per day.

Liberty Street
Liberty Street is a major radial connector from Old Walkertown Road to downtown. The road weaves in and out of the Planning Area. Some portions of the road carry heavy volumes of traffic. The road is scheduled for enhancements from downtown to the Airport. The planned future cross sections for the road are: two-lanes from Martin Luther King Jr. Drive to Twenty-Eighth Street and five lanes from Twenty-Eighth Street to Glenn Avenue. The cross sections include parking on both sides and sidewalk and bicycle accommodations. The 2001 ADT counts for these sections range from 4,000 to 16,000 vehicles per day.

Martin Luther King Jr. Drive
Martin Luther King Jr. Drive is an east-west, four-lane, median-divided road that along with Eighth Street forms the southern boundary of the Planning Area. This thoroughfare provides access to US 52 and the eastern portion of the city, as well as to Cherry/ Marshall Streets and University Parkway, a major north-south axis through Winston-Salem. Martin Luther King Jr. Drive is proposed to be extended to the west to connect to Northwest Boulevard and provide a major thoroughfare north of the Central Business District. The 2001 ADT count for this section of the corridor is 9,800 vehicles per day.

Northwest Boulevard
Northwest Boulevard is a two-lane road that runs east-west through the southern portion of the Planning Area. The 2001 ADT counts for this section of the corridor range from 6,800 to 10,000 vehicles per day.

Reynolds Boulevard
Reynolds Boulevard forms part of the northern boundary of the Planning Area and bisects industrial plants and corporate offices that are currently or were once affiliated with R.J. Reynolds Tobacco. The road is a four-lane median divided facility that becomes three lanes at University Parkway. The future cross section of the road is adequate with the addition of sidewalks. The 2001 ADT count for this corridor is 3,800 vehicles per day.

University Parkway/
Cherry and Marshall Streets
University Parkway and Cherry/ Marshall Streets serve as a major radial route north from downtown Winston-Salem. The corridor provides access to the Central Business District, the Coliseum,
Wake Forest University, and many other traffic-generating areas. The University Parkway corridor has been identified as an entryway to the community and additional access management and enhancements are planned for the corridor. The 2001 ADT counts for this section of the corridor range from 21,000 to 27,000 vehicles per day.

**Minor Thoroughfares**

**Deacon Boulevard/Thirtieth Street**

Deacon Boulevard and Thirtieth Street form a continuous east-west minor thoroughfare connecting University Parkway to Indiana Avenue. Deacon Boulevard is a four-lane road that is considered adequate, while Thirtieth Street is a two- to three-lane road with a proposed future cross section of three lanes from Patterson Avenue to Indiana Avenue. The 2001 ADT counts for this corridor range from 4,200 to 5,400 vehicles per day.

**Fourteenth Street**

A portion of Fourteenth Street from University Parkway to Thurmond Street, along with the proposed Reynolda Road Connector, would provide east-west connectivity in the Planning Area midway between Coliseum Drive and Northwest Boulevard. Fourteenth Street intersects University Parkway with a traffic signal. The proposed cross section for this roadway would be two-lanes with combined bicycle accommodation/parking and sidewalk. The traffic volumes modeled for the future are significant.

**Glenn Avenue**

Glenn Avenue is a two-lane, north-south minor thoroughfare running parallel to Patterson Avenue from Northwest Crawford Place to US 52 within the Planning Area. Glenn Avenue is considered adequate other than the section between Thirtieth Street and Ogburn Avenue which is recommended to be widened to three lanes. The 2001 ADT counts for this corridor range from 2,400 to 3,900 vehicles per day.

**Twenty-Fifth Street**

Twenty-Fifth Street is a two-lane, east-west minor thoroughfare that is considered adequate for the future with the addition of sidewalk. The 2001 ADT counts for this corridor range from 2,600 and 5,000 vehicles per day.

**Patterson Avenue**

Patterson Avenue is a two-lane, north-south minor thoroughfare within the Planning Area. Patterson Avenue runs from downtown to University Parkway north of US 52 and serves to relieve traffic and provide alternative access for US 52 and Liberty Street. The road is considered adequate with the addition of missing sidewalk between Indiana Avenue and Akron Drive. The 2001 ADT counts for this corridor range between 5,300 and 7,700 vehicles per day.

**Shorefair Drive**

Shorefair Drive is a four-lane minor thoroughfare that connects Reynolds Boulevard to Twenty-Seventh Street. Shorefair Drive is a north-south road that bisects the northern portion of the Planning Area and is considered adequate for the future with the addition of sidewalks. The 2001 ADT count for this section of the corridor is 4,300 vehicles per day.

**Thurmond Avenue**

Thurmond Avenue is a two-lane, north-south minor thoroughfare running parallel to University Parkway. The road cross section is considered adequate. The 2001 ADT count for this corridor is 5,600 vehicles per day.

**Twenty-Eighth and Twenty-Seventh Streets**

Twenty-Eighth and Twenty-Seventh Streets comprise a one-way pair of two-lane roads that join at Shorefair Drive to form a four-lane median divided facility that intersects University Parkway at Coliseum Drive. The roads are considered adequate for the future with the addition of sidewalk. The 2001 ADT count for this corridor ranges from 1,800 to 5,800 vehicles per day.

**Twenty-Fifth Street**

Twenty-Fifth Street is a two-lane, east-west minor thoroughfare that is considered adequate with the addition of sidewalk on the section between Thurmond Street and University Parkway. The 2001 ADT counts for this corridor range between 2,600 and 5,000 vehicles per day.

**Access to Coliseum and Entertainment/Sports Complex**

Shorefair Drive, Deacon Boulevard, Twenty-Eighth, Twenty-Seventh and Thirtieth Streets, along with University Parkway and Coliseum Drive provide access to the Lawrence Joel Veterans' Memorial.
Coliseum and other sports venues, and during events experience heavy traffic volumes.

**PROPOSED TRANSPORTATION IMPROVEMENTS**

Table 2 lists the proposed transportation projects for the North Central Planning Area from the State’s Transportation Improvement Programs and the Winston-Salem Urban Area Thoroughfare Plan. The Proposed Transportation Improvements Map (Map 5) in the Transportation Recommendations section shows most of these projects.

**North Carolina Department of Transportation (NCDOT) Transportation Improvement Program (TIP) Projects**

**US 52 Improvements** (Tip Project U-2826) Improvements to US 52 are currently under study by the NCDOT with some funding provided for short- to mid-range improvements (referred to as US 52 Interim Improvements). Potential short- to mid-range improvements include: replacing two bridges and modifications to the Twenty-Seventh/Twenty-Eighth Street interchange, starting in 2009; and, improvements for safety and congestion management starting in 2009. The safety and congestion management improvements will likely include: modifications to the Akron Drive interchange with the removal of access to Leo Street and modification to the Martin Luther King Jr. Drive interchange, including a potential signal and construction of a south bound ramp from Martin Luther King Jr. Drive on to US 52. The removal of the Liberty Street interchange was considered but has been removed from the project because of public opposition and because the ramp removal would have minimal congestion and safety impact. The Liberty Street ramp closure will likely be considered as part of the long-term improvements to US 52. NCDOT is also studying long-term improvements to upgrade the highway to Interstate Standards, with work to begin after 2013.

**University Parkway Bridge over Twentieth Street** (B-4745) NCDOT is currently completing environmental and engineering work to replace the University Parkway Bridge over Twentieth Street. Right-of-way acquisition is scheduled to begin in 2010 and construction work in 2011.

**Thoroughfare Plan Projects**

**Martin Luther King Jr. Drive/Eighth Street Extension**

The proposed extension of Martin Luther King Jr. Drive would be a new four-lane, median-divided road from the terminus of Eighth Street at Trade Street to the intersection of Northwest Boulevard at Reynolda Road. The traffic model projects a 2025 volume of approximately 17,000 vehicles per day. A Constructability Assessment based on two potential alignments was completed in November of 2002. The 2030 Long Range Transportation Plan shows the extension being constructed in the 2005 to 2014 time frame. The extension project was ranked fifth in the 2003 Transportation Needs Report for the Winston-Salem Urban Area.

**Reynolda Road Connector**

The proposed Reynolda Road Connector would be a two-lane curb and gutter road with bicycle accommodation, sidewalk and parking on both sides from University Parkway west to Reynolda Road through the Methodist Children’s Home site. The Thoroughfare Plan shows this road as a potential western extension of Fourteenth Street. The traffic model projects a 2025 volume of approximately 21,500 vehicles per day. Construction of this road would be dependent upon future development of the Children’s Home site.

**Projects from Other Plans**

**Potential Traffic Roundabouts**

The Downtown Plan, a cooperative effort of the City of Winston-Salem and the Downtown Winston-Salem Partnership, recommended traffic circles with art features at three intersections along the northern boundary of the Downtown Plan area and the southern boundary of the North Central Planning Area: 1) Martin Luther King Jr. Drive and Patterson Avenue; 2) Martin Luther King Jr. Drive/Eighth Street Extension and Cherry/Marshall Streets; and, 3) Martin Luther King Jr. Drive/Eighth Street Extension and Northwest Boulevard. The City has contracted with a private transportation consultant to study the potential traffic circle at Martin Luther King Jr. Drive and Patterson Avenue. The consultant submitted a draft report in mid-2006.
<table>
<thead>
<tr>
<th>Location</th>
<th>Description</th>
<th>Current Status</th>
<th>Completion</th>
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</thead>
<tbody>
<tr>
<td><strong>Road Widenings and Improvements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>New Roads</strong></td>
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<td></td>
</tr>
<tr>
<td>Reynolda Road Connector</td>
<td>New two-lane road connecting University Parkway to Reynolda Road at Meadowbrook Circle. Shown as extension of Fourteenth Street.</td>
<td>On the Thoroughfare Plan as a future new road. May be required as part of adjacent property development.</td>
<td>Beyond the 2030 LRTP timeframe. Based on development of adjacent property.</td>
</tr>
<tr>
<td><strong>Safety Studies and Improvements</strong></td>
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<tr>
<td>Fourteenth, Twenty-Fifth and Twenty-Seventh Streets and Ivy Avenue</td>
<td>At grade railroad crossings in various locations.</td>
<td>Recommended for study.</td>
<td>Not yet scheduled.</td>
</tr>
</tbody>
</table>
PUBLIC TRANSPORTATION

Local Bus Routes
The Winston-Salem Transit Authority currently provides bus service within the Planning Area on the following six routes originating from the downtown terminal:

• Route #4 runs along Thurmond Street to Twenty-Fifth Street, Coliseum Drive, and University Parkway before continuing north out of the Planning Area on North Cherry Street to the North Point area. This route also has night service.
• Route #5 runs along Trade Street through the Old Cherry and Kimberly neighborhoods to Goodwill Industries at University and Coliseum.
• Route #7 runs along Trade and other streets to connect Gateway Commons, the Millbrook Apartments, the Greenway neighborhood and Northside Shopping Center before continuing north out of the Planning Area to the North Hills neighborhood.
• Route #9 runs along Patterson Avenue to Northside Shopping Center and then north/northwest outside the Planning Area to the Ogburn Station and Mineral Springs areas.
• Route #10 runs along Patterson Avenue to Indiana Avenue near Northside Shopping Center before continuing to points north of the Planning Area, including Wal-Mart on Hanes Mill Road.
• Route #11 is a night service route which runs along Patterson Avenue to Northside Shopping Center and other points north of the Planning Area, including Wal-Mart on Hanes Mill Road.

Winston-Salem greenway system at some point in the future. Greenways are discussed in more detail in the Community Facilities section.

RAIL
Three railroad lines, now all part of Norfolk-Southern Railway, are located in the Planning Area. All currently carry only freight, but were identified in Legacy for future passenger rail service. All run north-south to/from downtown Winston-Salem as follows:

• The Clemmons/Kernersville line runs: 1) north, generally paralleling Main Street to approximately Twelfth Street, then west, generally paralleling Northwest Boulevard to Thurmond Street, and then out of the Planning Area, eventually to Baptist Hospital, Hanes Mall and Clemmons; and 2) south to Davis Garage and WSSU and then east, generally paralleling Business 40 to Kernersville.
• The Rural Hall line runs north generally paralleling Main Street to approximately Seventeenth Street, then turning northwest to Indiana Avenue at Twenty-Eighth Street and continuing northwest outside the Planning Area, eventually to Rural Hall.
• The Walkertown line leaves downtown Winston-Salem and runs north through the Planning Area generally paralleling US 52 to the main switching station on Liberty Street west of Smith Reynolds Airport and then runs northeast to Ogburn Station and eventually to Walkertown and a major rail center in Roanoke, Virginia.

PEDESTRIAN FACILITIES

Sidewalks
Sidewalks are found in the Planning Area in most residential areas developed prior to 1940. Sidewalks are less prevalent in nonresidential areas and residential areas developed or redeveloped between 1950 and 1990.

The City of Winston-Salem has completed a comprehensive sidewalk study for Winston-Salem and Forsyth County to determine the presence and condition of sidewalks throughout the county. The information will be used as a basis for future sidewalk replacement and construction projects.

Greenways
There are currently no greenways in the Planning Area, although the trail along the stream in the new Gateway Commons Park could become part of the Norfolk-Southern Railway is considering abandonment of track in the downtown extending from the Piedmont Triad Research Park to north of Martin Luther King Jr. Drive. The Railroad is in negotiations with the Research Park and the Piedmont Authority for Regional Transportation over the spur track abandonment and/or potential future commuter rail use.

AIRPORTS
The majority of air traffic in Winston-Salem and Forsyth County departs or originates at the Smith Reynolds Airport. This airport, operated by the Airport Commission of Forsyth County, serves the local citizens as a general aviation airport with limited commuter flights. The airport is located approximately three miles northeast of downtown Winston-Salem, with good access to US 52. Smith Reynolds Airport is located less than one-half mile northeast of the North Central Planning Area.
Located approximately 20 miles east of downtown Winston-Salem in Guilford County, the Piedmont Triad International Airport provides the Triad with direct and connecting commercial air passenger and air freight service to national and international destinations.

**Community Facilities**

The North Central 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 four public schools in the Planning Area. Two are elementary schools: Cook and Kimberley. Two are middle schools: Hanes/Lowrance and Paisley. The Community Facilities and Recommendations Map (Map 6) in the Community Facilities Recommendations section shows existing schools in the North Central Planning Area.

**Recreation Facilities**

**Parks**

There are six public parks located in the Planning Area. Parks are classified based on their size, facilities, and function. There are two types of parks in the Planning Area: Mini Parks that serve a specific population or are ornamental in nature; and, Community Parks that provide active recreation opportunities and draw people from many neighborhoods. There are no parks classified as Neighborhood, District, or Metro parks in the North Central Planning Area.

<table>
<thead>
<tr>
<th>Table 3. Recreation Facilities in the North Central Planning Area</th>
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<tbody>
<tr>
<td><strong>Park Type</strong></td>
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<tr>
<td><strong>Mini/Ornamental Parks – Small facilities designed to serve specific population segment or to be primarily ornamental in nature.</strong></td>
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<tr>
<td>Bon Air Park</td>
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<td>Greenway Park</td>
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<tr>
<td>Drayton Pines Park</td>
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<tr>
<td><strong>Community Parks – Provide active recreational opportunities drawing people from multiple neighborhoods.</strong></td>
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<tr>
<td>Blum-Blanding Park</td>
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<tr>
<td>Gateway Commons Park</td>
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<tr>
<td>Kimberley Park</td>
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<tr>
<td>Hanes Hosiery* Park</td>
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</tbody>
</table>

* Immediately adjacent to and serving the Planning Area.
Table 3 lists recreation facilities in the Planning Area by type with acreage, and major facilities. It is noted that the Hanes Hosiery Park with a newly constructed community recreation center is not located in the Planning Area, but is adjacent to the northern boundary of the Planning Area. Due to its proximity and service area, this park is included in the listing for the North Central Planning Area. The Community Facilities and Recommendations Map (Map 6) in the Community Facilities Recommendations section shows existing parks in the North Central Planning Area.

Based on the service area analysis completed for the Parks and Open Space Winston-Salem and Forsyth County 2015 plan, the North Central Planning Area is adequately served by parks and community center facilities. While the area is not likely to be a priority area for new parks, there may be a need to identify specific facility needs and improvements.

**Greenways and Strollway**

Greenways are linear parks that provide pedestrian and bicycle access to community facilities and neighborhoods and to the unique, scenic and native lands and waterways of North Carolina. There are currently no greenways in the Planning Area. However, the recently constructed trail along Peters Creek in the new Gateway Commons Park could become part of the greenway system if a greenway were extended east on Peters Creek from Hanes Park.

The Strollway is a combination of sidewalk and paved trail located primarily along an abandoned railway line. The Strollway links downtown to Old Salem and ultimately south to the Salem Creek Trail, part of the greenway system. The Downtown Plan recommends extending the Strollway north along Trade Street through the Arts District to Eighth Street at the southern boundary of the North Central Planning Area. Continuing the Strollway north to Northwest Boulevard and Gateway Commons Park would link the neighborhoods in the North Central Planning Area to downtown, Old Salem, and the greenway system.

**LIBRARY FACILITIES**

There are no library facilities in the North Central Planning Area. The closest libraries to the Planning Area are: the Forsyth County Central Library on Fifth Street in downtown Winston-Salem; the Malloy/Jordan East Winston Heritage Center on Seventh Street at Cleveland Avenue; and, a youth mini-library at the YMCA Empowering Family Center on Liberty Street at Sixth Street in downtown.

**ENTERTAINMENT AND SPORTS FACILITIES**

The North Central Planning Area is home to Winston-Salem’s major recreation and sports complex that includes the Lawrence Joel Veterans Memorial (LJVM) Coliseum and Annex, the Dixie Classic Fairgrounds, Ernie Shore Field, and Groves Stadium Complex. These facilities are shown on the Community Facilities and Recommendations Map (Map 6) in the Community Facilities Recommendations section. All are owned by the City of Winston-Salem except the Groves Stadium Complex, which is owned by Wake Forest University. There are over 6,000 paved parking spaces around these facilities.

**Lawrence Joel Veterans Memorial (LJVM) Coliseum and Annex**

The LJVM Coliseum is a 15,000 seat arena opened in 1989. It replaced “Memorial Coliseum” which was built in the 1950s. The LJVM Coliseum hosts a wide range of entertainment, sports and business functions, and includes meeting rooms, banquet facilities and an in-house catering service. It is also the home court of the Wake Forest Demon Deacons basketball teams.

The adjacent Coliseum Annex was opened in the early 1990s. The Annex has approximately 30,000 square feet of exhibit space and the ability to seat up to 4,500 people. The Annex is used for entertainment events, corporate meetings and trade shows and features public ice skating approximately seven months of the year.

**Dixie Classic Fairgrounds**

The Dixie Classic Fair moved from Piedmont Park (south of Smith Reynolds Airport) to this site in the 1950s. The 97-acre complex hosts the Dixie Classic Fair each October, but is maintained on a year-round basis for a variety of entertainment and business functions. The complex also hosts a Saturday Farmer’s Market, consumer shows, livestock auctions, company picnics and entertainment. Facilities include: a 36,000 square foot Education Building; a 4,500 seat grandstand; a paved Midway; a 150-space RV Park; and, a variety of other structures. Since the late 1980s, over $9 million in capital improvements have been made to the Dixie Classic Fairgrounds.
OTHER COMMUNITY FACILITIES

Public Safety Facilities
As of July 2006, the City of Winston-Salem was negotiating to acquire one of the former Thomasville Furniture factory buildings, located on the west side of Patterson Avenue, south of Northwest Boulevard to be renovated and used as a Police Training and Evidence Storage Facility. The City is scheduled to close on acquisition of the building in mid-August 2006. City staff hopes to complete the first phase of renovation and begin using a portion of the building by mid- to late-2007.

Health Facilities
Today’s Woman Health and Wellness Center
In 1995, Carolina Medicorp (now Novant Health) opened a 4,700 square foot facility on Burton Street focusing on maternal health care and offering a comprehensive pre-natal and young child medical program. The facility was located in the Kimberly Park neighborhood since the area had the highest rate of infant mortality within the City.

Downtown Health Plaza of Baptist Hospital
In 2000, Wake Forest University Baptist Medical Center opened a 47,600 square foot facility on Martin Luther King Jr. Drive near Patterson Avenue, just south of the North Central Planning Area boundary. The facility offers comprehensive primary health care to all residents of Forsyth County, without exception. Forsyth County provides funding for patients who would otherwise lack access to care.

Homeless Service Facilities
Many facilities serving Winston-Salem’s homeless population are located in the North Central Planning Area. All are operated by private nonprofit organizations. Most are funded primarily by charitable contributions.

- The Bethesda Center for the Homeless, located on Patterson Avenue near Liberty Street, provides overnight shelter for men and a day shelter with programs and referrals for all homeless persons.
- The Samaritan Inn, located on Patterson Avenue at Northwest Boulevard, offers overnight shelter for men and a mid-day meal to all in need.
- The Salvation Army, located on Trade Street near Twelfth Street, provides shelter and services for homeless women and families.

- Experiment in Self Reliance (ESR) manages an apartment building on Burton Street that provides transitional housing for homeless families.

In 2005 and 2006, stakeholders in the Liberty-Patterson/Martin Luther King Jr. Drive area, including nonprofit organizations, merchants, City staff and the City Council member for the ward, met to discuss concerns and problems related to homeless services in the area. The meetings opened communication between the nonprofit organizations and the merchants. The Winston-Salem/Forsyth County Council on Services for the Homeless have adopted a code of “Standards of Behavior for Our Homeless Citizens” to be used by all homeless shelters in the area. Efforts have also been taken to cleanup the area: the City has placed trash containers at key locations and nonprofit organizations adopted the streets in the area to clean up once a month. As a result of these meetings, the merchants and nonprofit organizations agreed to maintain open communications and to continue meeting to discuss ongoing issues.

Cemeteries
Woodland Cemetery
Woodland Cemetery, one of the City’s two municipally owned and operated cemeteries, is located at northern boundary of the Planning Area at the intersection of Reynolds Boulevard and Indiana Avenue. Woodland was opened around the turn of the century with 27 acres. The oldest graves date back to the mid 1890s. The cemetery was expanded by three acres during the late 1960s to its present size of 30 acres. Woodland has 13,491 lots. Approximately 450 lots remained available for sale in 2003.

Odd Fellows Cemetery
The Odd Fellows Cemetery is located east of Shorefair Drive between Twenty-Seventh Street and Deacon Boulevard. This historic cemetery was founded in the early 1900s by African-Americans. (See Historic Resources section for additional information.)
According to the 2000 Census, there were approximately 3760 housing units in the North Central Planning Area. About 10% were vacant, somewhat higher than the citywide vacancy rate of 8%. Of the 3400 occupied housing units (“households”), approximately 39% were homeowner occupied, significantly less than the 56% of households citywide who own their own homes. Rates of homeownership vary by neighborhood within the Planning Area.

Based on 2004 data from the Forsyth County Tax Assessor’s Office, single-family detached structures in the Planning Area are somewhat older and of significantly lower assessed value than structures citywide. Values range somewhat by neighborhood. The average year of construction for a single-family detached structure in the Planning Area is 1947, 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 just under $40,000, about 43% of the average value citywide.

**Housing Improvement Efforts**

Housing conditions vary somewhat in the Planning Area. Most neighborhoods are moderate- to well-maintained; however, some neighborhoods or individual streets have a significant number of deteriorated structures.

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. Housing rehabilitation funds have been used extensively throughout the Planning Area since the early 1970s by owner-occupants and by investor owners to improve single- and multifamily buildings.

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.

All of the North Central Planning Area is in the NRSA, except the area at the northwest corner of the intersection of Coliseum Drive and University Parkway.

In areas where housing conditions are extremely deteriorated and code enforcement and rehabilitation efforts have been unsuccessful, the City-County Planning Board can certify the area as "blighted" and classify the area as a Redevelopment Area 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 extensively in the North Central Planning Area 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 only include limited acquisition and clearance. This change occurred due mainly to reductions in federal community development funding, but also recognition that wholesale clearance can have many negative impacts on a community.

Recent City Redevelopment Efforts

Recent efforts in the North Central Planning Area using the redevelopment process to acquire and redevelop areas include the following projects:

**Kimberly/North Winston (NCR-62)**

The Kimberly/North Winston area encompassed approximately 850 acres generally bounded by University Parkway, Twenty-Seventh Street, Southern Railway and Northwest Boulevard. Redevelopment activities were approved in 1971 for extensive clearance and rehabilitation of residential structures. The plan included construction of 100 new single- and multifamily housing units and the substantial rehabilitation of 300 units. Clearance activities were largely completed by the mid-1970s. New construction continued through the 1990s. Only a few of the cleared parcels remain undeveloped.
Recent projects in Kimberly/North Winston include:

**Clark Avenue:** Homes were relocated from Shorefair Drive to Clark Avenue, rehabbed and sold to first-time homebuyers in the late 1980s.

**Providence Square:** Approximately 40 new single-family homes were constructed starting in early 1990s in a new subdivision located east of Trade Street between Northwest Boulevard and Glenn Avenue. The development was originally called Goshen Place and renamed Providence Square in the late 1990s when development was taken over and completed by a new builder.

**Old Cherry #1**
In 1995, the City adopted a plan to acquire and demolish nine dilapidated multifamily and commercial structures and five vacant parcels along Cherry Street between Twenty-Third and Twenty-Fifth Streets. Following acquisition and clearance, 12 lots were made available for single-family homes all fronting on existing public streets. Most have been developed by Habitat for Humanity. Two were developed by a private builder.

**Neal Place**
(originally known as “Lincoln-Maywood”)
In 1995, the City adopted a plan to acquire 54 parcels and demolish structures in the area bounded by Thurmond Street, Fourteenth Street, University Parkway, and Thirteenth Street. The City acquired most of the parcels from a single owner who had acquired them with the intention of redeveloping the site, but had changed his mind. The City developed a plan to clear the remaining structures, construct new streets, and subdivide the property for 42 single-family homes. The development was named “Neal Place” at the recommendation of the Boston-Thurmond Neighborhood Association. New home construction began in 2000 by a variety of for-profit and nonprofit builders. As of fall 2004, most lots had or were in the process of being developed for new owner-occupants.

**Liberty-Patterson**
In the early 1990s, Habitat for Humanity built new homes on Thirteenth Street in the North Winston neighborhood. In 1999, the North Winston Neighborhood Association asked Habitat to continue their building efforts in the neighborhood. The City joined with the organizations to develop a plan for the Liberty-Patterson North area. The plan was adopted in two phases and identified acquisition of approximately 25 deteriorated or dilapidated structures and five vacant lots on Thirteenth Street, Fourteenth Street, Patterson Avenue, and Ivy Avenue. As of fall 2004, two large single-family structures have been rehabilitated by the Winston-Salem Housing Partnership and approximately 15 new single-family, owner-occupied homes have been constructed by Habitat for Humanity with City financial assistance. Approximately five lots are currently available for development.

**Old Cherry #2**
In 2001, City staff began working with citizens and the North Ward Council Member to develop a plan for the North Cherry #2 Redevelopment Area which includes properties on Cherry Street between Fourteenth and Twenty-Third Streets. Since a portion of the area is listed on National Register of Historic Places as a Historic District and the City intends to use federal money as part of their redevelopment efforts, the City’s ability to clear historic structures is limited. However, property owners can take advantage of historic tax credits for their rehabilitation expenditures.

In 2003, the City Council adopted a multiphase redevelopment plan. The initial phase, acquisition of eight dilapidated nonhistoric structures and six vacant lots, was completed by mid-2006. The second phase (“2B”) includes acquisition of historic properties only if owners are unwilling to bring the structures up to the City’s Property Rehabilitation Standards. The City does not currently have funding available to proceed with Phase 2B.
Assistance to Habitat for Humanity

The City of Winston-Salem has worked to expand opportunities for affordable housing and promotion of home ownership in a variety of ways. In addition to assisting with the rehabilitation of multifamily units, the City has provided funding to Habitat for Humanity to assist them in building single-family homes for low-income persons. In the North Central Planning Area, most of these units have been in the redevelopment areas, as discussed above. The City also provided funding assistance to scattered site new home construction by Habitat for Humanity at various sites in the North Central Planning Area including: Kilcare Avenue, Thurmond Street, Amhurst Avenue, Taft Street and Gillette Street.

PUBLIC HOUSING

Gateway Commons (formerly Kimberly Park Terrace)

In 1997, the Housing Authority of the City of Winston-Salem (HAWS) received a $28 million HOPE VI grant to transform the Kimberly Park Terrace public housing development into a privately-owned, mixed-income community. The HUD grant serves as "seed money" to leverage the additional $52 million in public and private funds that it is estimated will be required to complete the development project. The additional funds will come from public and private sources, including the City of Winston-Salem, Federal, and State low-income housing tax credits, private investment, and bank loans.

Gateway Commons, north of downtown Winston-Salem

Kimberly Park Terrace originally consisted of 556 units of public housing, a community building and a day care center. All have been demolished to make way for the new 478-unit Gateway Commons developments which includes or will include: Gateway Commons Park (see more detailed information in the Community Facilities and the Environment sections); a 100-unit senior building (completed in 2000); 242 townhouse and garden apartment rental units (170 completed); and, 136 single-family, owner-occupied homes (models are complete and 24 lots are available for sale). All housing units will be privately owned, and the Housing Authority will lease some units for public housing tenants.

Other Public Housing

There are two public housing developments in the North Central Planning Area. The 105-unit Plaza Apartment complex on Thurmond and Manley Streets was acquired by the Housing Authority in the mid-1990s and renovated with City funding assistance. The Townview Court Apartments located on Fourteenth Street just east of Cherry Street were built by the Housing Authority.
**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 North Central Planning Area was developed prior to 1940 and the dominance of the automobile. Street widths were minimal, buildings were placed close to the street, and there was a mix of land uses. 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 have changed over time, creating some urban design issues. Land use challenges in the Planning Area include: assuring compatibility between land uses; maintaining (and creating) mixed-use neighborhoods; assuring that roads move traffic, but remain pedestrian friendly; reusing vacant/abandoned industrial sites; allowing 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, the northwestern corner of the Planning Area, the area around the Coliseum, Fairgrounds, and sports facilities, has a very different character. This area is dominated by the 6000 parking spaces serving these sports and entertainment uses. The immediately surrounding businesses, including restaurants, hotels and storage facilities, also contribute to the suburban character of this portion of the Planning Area. The urban design challenge in this area is the need to humanize the character and appearance of the area, while maintaining its function.

**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 or on other City-owned property 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, such as pocket parks. Specific initiatives in the North Central Planning Area include the following:

**Community and Neighborhood Gateways**

Landscaping, public art, and attractive signage along roadways and at entrance points to neighborhoods can serve to create community identify and welcome visitors.

Community gateways create attractive points of entrance into Winston-Salem and downtown. The Community Crossing project (discussed in the next section) is an extensive community gateway project. Generally, community gateways are located on publicly-owned property and will be publicly maintained. The role of citizens and neighborhood associations related to community gateways (besides funding them through tax dollars) is to help define where they should go and what they should look like. One way to establish community gateways is as part of road improvement projects.

Neighborhood gateways create attractive points of entrance into a neighborhood. Their development and maintenance is lead by citizens and neighborhood organizations. In some cases, neighborhood gateways can be placed on publicly-owned land. Examples of existing neighborhood gateways in the North Central Planning Area include: signage and planting area at the intersection of Twenty-Seventh Street and Twenty-Eighth Street, east of Shorefair Drive; and, the planting area on Twentieth Street between University Parkway and Harrison Avenue.

Community gardens can serve as neighborhood gateways. The City and County have a number of existing programs in place to assist neighborhoods in developing community gardens including: City Recreation’s Earth Touch, Forsyth County’s Community Gardens, and Keep Winston-Salem Beautiful’s Flower Bed program.

The creation of gateways, particularly neighborhood gateways, can serve to build social capital by providing residents with an opportunity to work together and build neighborhood and community pride.
Community Crossing
Community Crossing is an eleven-mile roadway corridor that has been identified for enhancement funding by the City. The corridor stretches from Interstate 40 at Silas Creek Parkway, continues through downtown Winston-Salem and the North Central Planning Area, ultimately linking University Parkway to US 52.

The corridor project began in the early 1990s with a steering committee representing the public and private sectors. In 1994, a Master Plan was completed and endorsed by the Winston-Salem City Council. The Plan recommends streetscape improvements including plantings, signage, lighting, pocket parks, public art opportunities, and special considerations such as fencing and pedestrian crossings.

In 1999, the first segment from Northwest Boulevard to Coliseum Drive in the Boston-Thurmond neighborhood was completed at a cost of about $500,000. This segment has been one of the most successful beautification efforts in the City of Winston-Salem, with decorative fencing, curvilinear sidewalks, and lush landscaping highlighting this heavily-traveled road between downtown and the Coliseum.

Conceptual plans have been completed for the segment that stretches from Coliseum Drive north to Reynolds Boulevard in the northern section of the Planning Area. These plans include enhanced landscaping at intersections and along the roadway, pedestrian crossings, pocket parks and a reduction in curb cuts. Plans for implementation have not been finalized. Detailed design work has not been completed for the segment from Eighth Street to Northwest Boulevard in the southern portion of the North Central Planning Area.

Community Roots Day
Community Roots Day is an annual spring-time tree planting project held at a different location in the city each year. Roots Day is coordinated by Keep Winston-Salem Beautiful with assistance from the WS/FC Community Appearance Commission, the Vegetation Management Division of the City, and a variety of local sponsors. The program brings together community volunteers to plant hundreds of trees in a designated neighborhood or neighborhoods. Not only does the planting of trees enhance the overall appearance and environmental health of our city, it also fosters community spirit. The first Community Roots Day was held in the Boston-Thurmond Neighborhood in 1993. The program has grown each year. Three other North Central areas have been Community Roots Day target areas: Northwest Boulevard from University Parkway to US 52 in 1995; Hanes/Lowrance Middle School in 1997; and Glenn Avenue/Northwest Crawford Place from Trade Street to University Parkway in 2007.

Liberty Street Infrastructure Improvements
The City has and continues to invest in infrastructure improvements to enhance the attractiveness and function of the Liberty Street Corridor. This project is discussed in more detail in the Economic Development section.

Historic Background and Resources
The North Central Planning Area tells the story of a developing and expanding city. The area began to grow during the boom period of the early 20th century. The number of residents, religious institutions, and neighborhood businesses in this section of the city increased significantly, along with a number of industries, including, but not limited, to tobacco, textile, and furniture. Most industrial facilities were built or expanded along the railroad line that ran through the south and east portion of the area, expanding the strong economic base of the region. The built environment helps to illustrate those stories and stands as a fragment of Winston-Salem’s history.

There have been two major studies/surveys completed regarding Forsyth County architecture: From Frontier to Factory: An Architectural History of Forsyth County, a survey completed by Gwynne Taylor in 1981; and, Winston-Salem’s African American Neighborhoods 1870-1950 by Langdon E. Oppermann in 1993. City-County Historic Resource Commission (HRC) staff reviewed these two major studies/surveys and completed a windshield survey of the Planning Area.

Appendix A 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) based on the staff review and survey. Also included in the Appendix is a listing of other properties in the Planning Area cataloged in the Frontier to Factory.
HRC staff and a consultant have recently begun an update of the countywide architectural survey which should also provide additional information about historically significant properties in the Planning Area.

The Historic Resources and Recommendations Map (Map 8) in the Historic Resources Recommendations section shows the currently designated and some of the most significant historic resources in the North Central Planning Area.

**HISTORIC DISTRICTS**

The North Central Planning Area includes one district listed on the National Register of Historic Places (NRHP), the North Cherry Street Historic District. National Register status does not impose regulations or requirements on property owners unless they plan to use federal or State money in the rehabilitation or development activities or seek federal/State income tax benefits for their property improvement expenditures. Eligibility for the National Register, regardless of whether the resource is ever listing on the National Register, does impose requirements on public entities when they are using State or federal funds.

**North Cherry Street Historic District**

The North Cherry Street Historic District is a rare remaining example of a mixed-income African-American neighborhood in Winston-Salem. The area was a planned development for the African-American community incorporating a diverse blend of architecture from middle-class, single-family residences, duplexes, and apartment buildings to workers cottages and commercial buildings.

North Cherry was platted in 1924 and fully developed by 1951. It was ideally situated between the earlier developed Boston Cottages area and the Alta Vista neighborhood, which was possibly the first subdivision in the south developed for African-American professionals.

The neighborhood is also home to the largest collection of Y-stair apartment buildings remaining in Winston-Salem. This unique building type has not been located in any other city in North Carolina. Y-stair apartments were heavily used in much of northeastern Winston-Salem during the 1930s as a rental option. The majority of the other homes are representative of the type of houses being built across Winston-Salem by those in the middle-income sector, including such styles as Craftsman bungalows, Colonial Revival, Spanish Eclectic, Period Cottage, Cape Cod, and Minimal Traditional.

The North Cherry Street Historic District was listed on the National Register of Historic Places in December 2004. In 2006, HRC staff held a workshop explaining the use of historic tax credits in the North Cherry Historic District.

**Areas of Possible Eligibility**

Two neighborhoods, Alta Vista and Bon Air/Greenway Place, have strong potential for listing as historic districts on the National Register. Additional research is needed to further assess the potential for National Register listings of these and other neighborhoods in the Planning Area. Appendix A includes a brief discussion of the Alta Vista and Bon Air/Greenway Place neighborhoods, as well as other areas in the North Central Planning Area that may be eligible as a National Register Historic District.

**HISTORIC PROPERTIES AND OTHER CULTURAL RESOURCES**

The North Central Planning Area includes many historically significant areas and properties. 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. These 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 properties of particular significance are discussed below. A brief discussion of others is included Appendix A.

**Site of the Pond Tragedy**

At the turn of the 20th century, Winston’s water reservoir was located at the top of Trade Street Hill where Eighth and Trade Streets intersected. Disaster struck in the early morning hours of November 2, 1904, when people in the neighborhood were awakened by a loud thud and shudders “like an earthquake.” The entire north wall of the reservoir had collapsed. An estimated 800,000 to 1,400,000 gallons of water rushed into the neighborhood, destroying houses, killing nine people and injuring many others. The water flowed north down the Trade Street Hill to Peters Creek at today’s
Northwest Boulevard and then gushed west and southwest along the creek past today’s University Parkway and into Belo’s Pond near Rundell Street and Northwest Boulevard. It is said that a City official looked over the flooded area, remarked that it looked “like a pond,” and the name has been associated with the area since that day. The reservoir collapse remains the most tragic day of Winston and Salem’s history. In spring 2006, the Forsyth County Historic Resources Commission placed a historic marker at Northwest Boulevard and Trade Street commemorating the Pond tragedy.

Odd Fellows Cemetery
The Odd Fellows Cemetery was founded in the early 1900s by the Twin City Lodge and Winston Star Lodge, both black fraternal organizations, which no longer exist. It is estimated that 8,000-10,000 African- Americans are buried in this cemetery. Plots were originally sold by W.P. Hairston, one of the original stockholders and the caretaker who acted as sales agent until at least 1961. Currently an effort is underway to revitalize the cemetery. One of the goals is to identify and memorialize those who were laid to rest in the cemetery, but have lost their headstones. In early 2007, the Winston-Salem City Council designated the Odd Fellows Cemetery as a Local Historic Landmark.

Significant Buildings
The following are buildings in the Planning Area known to be of particular historic significance. Further research is needed to determine eligibility for the National Register. A brief description of each property is included in Appendix A.

- (Former) Chatham Manufacturing Company on Chatham Road at Northwest Boulevard.
- Black-Phillips-Smith Local Government Center (former Wachovia Bank) at 2301 North Patterson Avenue.
- (Former) R.J. Reynolds Industries Inc. World Headquarters on Reynolds Boulevard.
- Rock Houses at 3011 Glenn Avenue, 3022 and 3028 Indiana Avenue.
- Shotgun Houses at 1004, 1008, 1016, and 1024 Thirteenth Street.

Historic Bridges
Bridges are examples of early public works projects that reflect a sense of civic pride and the rise of the automobile during the decades when Winston-Salem was the largest city in North Carolina. Today, these bridges remain in use, yet are little-recognized for their historic character. The Marion Stedman Covington Foundation has funded a study to locate the bridges owned and maintained by the City of Winston-Salem or Forsyth County. As part of the survey, the following bridges were identified in the North Central Planning Area: 1) Indiana Avenue between Farmall and Liberty Streets; 2) Northwest Boulevard between Rundell Street and Chatham Road; 3) Underwood Avenue between Thirteenth Street and Northwest Boulevard; 4) Northwest Boulevard between Underwood Avenue and Oak Street; 5) Ninth Street between Trade and Chestnut Streets; and, 6) Liberty Street between Ivy Avenue and US 52. The North Carolina Department of Transportation is also currently surveying bridges that are owned and maintained by the State.

Archaeological Resources
It is important not to limit the discussion of the North Central area’s historic resources to architecture or planned developments. The history of the North Central area begins even before the Moravians entered Forsyth County. Various Native American tribes inhabited the area; evidence of this is the four prehistoric or Native American sites which have been identified in the Planning Area. The North Carolina Office of State Archaeology maintains files on each of these sites.
ECONOMIC DEVELOPMENT

A primary purpose of a community’s economic development programs is to increase the wealth, job opportunities and prosperity of its citizens. Strategies to accomplish this purpose are typically programs designed to help business and industry generate new higher-paying jobs, or retain existing jobs that may be threatened. Oftentimes, programs involve the proffer of low-interest loans or no-interest grants anticipated to be repaid through revenues from an increased tax base.

EXISTING CITY ECONOMIC DEVELOPMENT PROGRAMS

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

Some programs are available citywide; however, most are designed to induce businesses to locate and create jobs in distressed areas of the City. The City of Winston-Salem has targeted most of its business loan programs to the Neighborhood Revitali-zation Strategy Area (NRSA), an area designated based on the rate of poverty. All of the North Central Planning Area is in the designated NRSA, except properties at the northwest corner of the intersection of Coliseum Drive and University Parkway. Some of the City’s economic assistance programs are designated for specific geographic areas within the NRSA. The following is a summary of the existing City economic development programs available in the North Central Planning Area:

**Economic Development Revolving Loan Program**

The Revolving Loan Program provides financial assistance to small businesses that create or retain jobs for low- to moderate-income persons. The businesses must be located in or doing work in the NRSA. 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 and marketing. The program is offered free of charge to minority and women business owners, low-income persons, or persons employing low-income persons. Some graduates of the program use the skills they gained and the business plan they developed to seek funding under the City’s various economic development incentive programs.

**Nonprofit Technical Assistance**

As part of its efforts to expand economic opportunities and to economically empower citizens, the City of Winston-Salem provides technical assistance and pre-development funding assistance to community development corporations (CDCs) and private, nonprofit, community-based organizations working to redevelop and revitalize distressed areas of Winston-Salem. While most of the organizations receiving assistance and funding are engaged in housing production and service provision, the City 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. Their focus area is between Twelfth and Eighteenth Streets, outside the North Central Planning Area.

**Liberty Street Corridor**

In the mid-1990s, the City of Winston-Salem recognized the need to invest City resources in redevelopment of the Liberty Street Corridor. Efforts began with development of the Liberty Street Corridor Study and the Liberty Street Master Plan. (See the Existing Plans section for additional information.) Based on these plans, the City initiated a number of programs specifically targeted to the Liberty Street Corridor. Some of these programs have been or could be expanded to other distressed areas of the City.
Infrastructure Improvements
Beginning in 1999, the City began using voter approved bonds and other resources to complete landscaping, gateway construction, pedestrian-oriented street lighting and sidewalk improvements along the Liberty Street Corridor at an estimated total cost of over $9 million. Phase 1, from Eighth to Twelfth Streets (in the North Central Planning Area), and Phase 2, from Twelfth to Eighteenth Streets, have been completed.

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 of the city. This program was originally targeted to the Liberty Street Corridor, but can now be used throughout the NRSA, outside the downtown area. 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 5 years and the balance is forgiven in full if the property has been maintained.

Target Area Business Assistance Program
The Target Area Business Assistance Program provides loans or grants up to $50,000 to businesses locating within distressed areas of the city. The amount, type of funding, and terms are based on the jobs and tax base created. Six target areas have been approved citywide based on building conditions and vacancy rates. One of the first areas approved by the City Council for this program is located in the North Central Planning Area – the southern segment of the Liberty Corridor, Liberty Street from Eighth to Twelfth Streets.

Brownfields
The Brownfields Assessment Program uses an EPA Brownfields grant to identify, assess and promote the development of selected brownfield sites along the Liberty Street Corridor. The City has also received funding for a brownfields revolving loan program and a job training program.

ECONOMIC OPPORTUNITY AREAS
A number of underutilized or vacant commercial or industrial properties exist in the Planning Area. These properties offer an opportunity to attract new businesses or allow for the expansion of existing businesses, creating new jobs and providing needed goods and services to residents of the Planning Area and the city. Of particular concern in the Planning Area are underutilized industrial areas near the southern and western boundaries of the Planning Area and the declining commercial areas on Patterson Avenue at Northwest Boulevard, Glenn Avenue, and between Indiana Avenue and Akron Drive.
THE ENVIRONMENT

Peters Creek is the major stream system in the Planning Area. Almost all of the Planning Area drains into Peters Creek, except the Coliseum area, which drains west into Silas Creek. The headwaters of Peters Creek start as far north as Thirtieth Street. Water flows generally south through the Planning Area, joins North School Branch at Northwest Boulevard, and then flows west to Hanes Park, outside the Planning Area.

The HOPE VI redevelopment of the Kimberly Park Terrace public housing development is having a significant impact on Peters Creek. As part of the redevelopment activities, Peters Creek has been brought above ground north of Glenn Avenue, realigned, and turned into an amenity – a landscaped park with trails and facilities called Gateway Commons Park. Additional work on the stream north of Glenn Avenue is planned.

EXISTING PLANS IN STUDY AREA

LIBERTY STREET CORRIDOR STUDY

The Liberty Street Corridor Study was adopted in 1995. Two areas of the North Central Planning Area are part of the Liberty Street study. The recommendations for the segment of Liberty Street between Eighth Street and the US 52 overpass are for the area to retain its current zoning of GB (General Business) and to provide regional-serving businesses. The recommendations for the segment between US 52 and Twenty-Ninth Street are for a combination of neighborhood serving businesses and regional serving businesses and industrial uses based on existing zoning.

LIBERTY STREET MASTER PLAN REPORT

The Liberty Street Master Plan Report was finalized in 1997 for the area covered in the Liberty Street Corridor Study. The Master Plan was prepared by a consultant to detail some of the recommendations in the Corridor Plan, especially those concerning design. The Plan calls for area amenities, an urban development pattern, and transportation improvements.

Based on the recommendations of the Corridor Study and Master Plan, the City is currently making infrastructure improvements along the Liberty Street corridor using voter approved bonds and other funds. See Economic Development section for additional information.

REVITALIZING URBAN COMMERCIAL AREAS STUDY

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) have been identified. Three of the RUCAs are located in the North Central Planning Area: Northwest/Patterson, Patterson/Glenn, and Northside. The RUCA Report evaluations and recommendations for RUCAs in the North Central Area are included in Appendix E.

An overall strategy has been developed that includes public improvements, private site improvements and regulatory strategies. The City Council has committed $1.5 million to RUCA improvements for FY 06-07. Three areas, including the Liberty Street Corridor, were chosen for the first round of improvements.
Legacy Recommendations

The Legacy Development Guide is a general, long-range policy guide for decisions concerning the overall growth and development of the community. The recommendations for development patterns contained in Legacy are general in nature, rather than focused on decisions for land use at specific sites. Legacy is adopted as an official public document but is not a development ordinance. Because the comprehensive plan is broad in nature, detailed plans such as the North Central Area Plan are needed to provide more specific guidance for future growth, appropriate land uses, and infrastructure at a community and neighborhood level. The Growth Management Plan and its components contained in Legacy are the basis for area plan recommendations. See Map 3 for Growth Management recommendations in the study area.

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 for development, a new development model must be created that will allow us to grow, maintain our economic vitality and achieve a high quality of life. The Growth Management Plan is proposed to manage growth, create a more compact and balanced urban development pattern, and preserve open space and rural character.

The Growth Management Plan divides the county into three major planning areas: 1) the Municipal 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 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.

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 retail, and community services should be encouraged in Urban Neighborhoods. Historic preservation, rehabilitation, and the reuse of existing structures should also be encouraged here.

Suburban Neighborhoods (GMA 3)
The Suburban Neighborhoods Area includes a substantial portion of the county where a large amount of development has taken place in recent decades. It is also an area with the most undeveloped land where much of the future residential, commercial, and industrial development should occur. Suburban Neighborhoods are appropriate for urban or suburban development and many of the proposed Metro Activity Centers are located within this area.
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 rail passenger 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 have residential density high enough to support transit service. For this reason, all of the 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 by the attention given to the appropriate scale and placement of buildings, 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 similar principles as 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 providing 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, small-scale grocery 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.
The City-County Planning Board staff is developing policies and guidelines addressing public improvements, site design, public spaces, landscaping, buffers, parking, and pedestrian connections for CACs and NACs countywide. In the Urban Neighborhoods, CACs and NACs will primarily be located in existing business areas.

**SMART GROWTH**
Smart Growth is a comprehensive approach to improve 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 many communities are experiencing today.

**MIXED-USE DEVELOPMENT**
The appropriate vertical and horizontal mixing of compatible commercial, office, residential, institutional, and recreational uses can reduce automobile trips and trip length, facilitate pedestrian activity and transit use, promote revitalization, and enhance aging Activity Centers. For a mixed-use development to function effectively, detailed attention must be given to the design and layout of the project. Effective urban design techniques are necessary to ensure different uses are cohesively integrated. Additionally, street connectivity is essential to reduce the travel distance between destinations and to encourage pedestrian trips.

Successful mixed-use developments allow people to choose to walk, bike, or drive to a destination. People can choose to live near where they work or where their daily needs are within walking distance. A successful mixed-use development provides options – 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 model requires a movement away from single-use zoning categories towards an approach that blends various uses into a pedestrian-friendly, compact form. The City-County Planning Board’s Traditional Neighborhood Development Guidelines address specific recommendations that should be incorporated into TNDs.

**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 Town Centers and neighborhoods 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 to have efficient access to and from their workplace.
**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 land while improving and protecting the environment. For more on Winston-Salem’s Brownfield program, go to www.brownfieldsw-snc.org.

**GREYFIELDS**
Comparable to “brownfields,” greyfields are derelict or declining commercial centers that are suited 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 essentially a unique type of infill redevelopment. It can help to revitalize a struggling commercial area by introducing a well-designed development with a mixture of uses to nearby neighborhoods.

**BIG BOX/LARGE-SCALE RETAIL DEVELOPMENT**
A large portion of all the new retail space being built in America today is for Big Box retailers. Big Box retailers, or superstores, are industrial-scale structures that range in size from 75,000 to 250,000 square feet. These buildings are often designed with homogeneous architecture and appear to be multiple stories tall, but contain only one story of floor space. The sites have large parking lots and are built on less costly greenfield sites on the fringes of town. Big Box retailers have demonstrated an ability to provide a wide selection of goods and services at extremely competitive prices. They have undoubtedly provided sizeable benefits to consumers and have significantly impacted national and global economies. However, Big Box retailers are frequently criticized nationally for contributing to the struggle of downtowns and loss of community identity, supplanting locally-owned businesses, providing low-paying jobs, creating traffic congestion, increasing the cost for public infrastructure, and consuming vast amounts of open space and farmland.

Big Box stores, as described above, are generally found in suburban, or even rural, locations. However, in recent years, many Big Box retailers have increasingly sought sites in more urban locations. In doing so, they have demonstrated flexibility adapting their suburban store prototype to the urban environment. For example, Big Box retailers have built multilevel stores compatible with their urban location, provided alternative product selections to satisfy the preferences of urban consumers, and offered increased delivery services to compensate for relatively less parking.

These changes may not impact some of the social and economic implications of Big Box retailers, both positive and negative, but from a land use perspective, the Urban Big Box Model should be promoted as communities seek to encourage commercial development and redevelopment in compact Activity Centers.

**URBAN CORRIDORS**
As part of an effort to further refine special features of the Urban Neighborhoods area, a new designation has been created called "Urban Corridors." Urban Corridors are unlike Urban Boulevards in that they do not necessarily connect to Metro Activity Centers, but are designed to create neighborhood-scaled, attractive, and pedestrian-oriented corridors along major thoroughfares that encourage new development or revitalization. As with Urban Boulevards, public investments should be focused on these corridors, where needed.

When needed, plans should be prepared for improvements to the Urban Corridors in the area. These plans could include landscaping concepts with public art; friendly bike and pedestrian accommodations; specialty lighting, signage, pavings; street furniture and waste cans; incorporation of gateways; and façade improvements to existing buildings.

**LIGHT RAIL**
The new Downtown Plan for Winston-Salem discusses the possibility of a light rail system serving the downtown area and surrounding close-in neighborhoods. Both a north-south line from Wake Forest University to North Carolina School of the Arts and an east-west route from Baptist Hospital to East Winston/Winston-Salem State University are tentatively being studied.
Over sixty citizens who are concerned about the future of the North Central Planning Area participated in a Community Visioning session in fall 2004. A scenario was presented and participants listed their ideas about what their community should look like in the future and how to make their community a better place. The North Central Citizens’ Advisory Committee synthesized the information from the community meeting into the following overall vision statement for the Planning Area.

**In the year 2020, we envision...**

**LAND USE**

The North Central Planning Area is a thriving and desirable place to live, work and do business. The area has a mix of well-integrated and complementary land uses, providing diverse housing choices, convenient goods and services, and economic opportunity. Land uses in the area support the needs of residents. Declining, underutilized and vacant sites have been redeveloped in a compact, attractive, and pedestrian-friendly manner. Businesses and institutions operate and have expanded in ways that are compatible with surrounding residential uses.

**TRANSPORTATION**

The North Central Planning Area has an integrated transportation network, accommodating cars, public transportation, bicycles and pedestrians. The system provides people and businesses with varied transportation options and easy access within the area and to other parts of Winston-Salem. Traffic moves quickly on major roadways, but local streets are safe and friendly. There are sidewalks on every street, so it’s easy to walk to school, church or the store. The extensive public transportation system provides a viable alternative to the automobile by serving the area via both bus and rail effectively and efficiently throughout the week, in the evening, and on weekends.

**COMMUNITY FACILITIES**

Community facilities in the area are exceptional, due to public investment and the support of residents and local businesses. Schools, parks, and churches work cooperatively together to provide community facilities and programs. Neighborhood schools provide high quality education and function as multiuse community centers. Parks are well-maintained and frequently upgraded. They are well-staffed and offer a wide range of amenities and supervised programs, enabling people of all ages to relax and enjoy life. The many churches in the area are active partners in maintaining a quality community. Their facilities are used for youth programs, community meetings, and special events. The Coliseum area is vibrant with diverse sports and entertainment events. The Coliseum area functions well and is friendly and attractive, even for pedestrians.

**HOUSING AND NEIGHBORHOODS**

Neighborhoods in the Planning Area are friendly, stable and safe. There are many choices in housing styles and densities that appeal to diverse ages, incomes and family situations. New housing blends well with older housing. There is a high rate of homeownership. Homes and streets are well-maintained. Rental properties are well-managed and well-maintained. Investor-owners are active participants in maintaining a quality community. City zoning, housing and sanitation codes are stringently enforced, but property owners maintain their properties primarily because they care about their community. Resources are available to help people, especially elderly residents, affordably maintain their properties.
CHARACTER, DESIGN AND APPEARANCE

The North Central Planning Area is attractive with well-designed buildings and sites. Streets are clean and well-maintained. There are trees along all roadways and every neighborhood has a landscaped area which is not only beautiful, but establishes a sense of neighborhood identity and pride. The community frequently celebrates its traditions, diversity, and spirit at festivals and events which are attended by people from throughout Winston-Salem.

HISTORIC RESOURCES

Historic resources have been preserved and there is a strong sense of history and heritage. Many neighborhoods are listed on the National Register of Historic Places. Others are locally recognized for their contribution to our community’s history. Older homes and buildings have been improved, but retain their historic character.

ECONOMIC DEVELOPMENT

Commercial and industrial structures and properties are well maintained and positively contribute to the quality of the area. Commercial areas are thriving, providing needed and quality goods and services, jobs and economic opportunities. A wide range of merchandise, from value to upscale, is available to residents. Commercial areas are convenient, walkable and attractive with many locally-owned businesses. Industrial uses operate in a manner that is compatible with the neighborhoods that surround them and do not have negative environmental impacts on surrounding properties. Previously vacant or underutilized industrial sites have been redeveloped for a broad range of uses to benefit the North Central Planning Area and Winston-Salem as a whole.

SENSE OF COMMUNITY

There is a strong sense of community in the North Central Planning Area. Residents, businesses and institutions work together to keep their community safe and proactively solve community problems. Many people have lived in the community for years, but newcomers are welcomed. People of different backgrounds know each other. Neighbors can often be seen chatting on their porches or the sidewalk. All areas have strong neighborhood associations. The City has invested in programs and improvement efforts in the Planning Area. The community has worked together and with the City to achieve the Vision established in 2004.

Mural at business on Farmall Street
General policies from *Legacy* provide the framework for the recommendations in all Area Plans. Specific recommendations for the *North Central Area Plan* were developed through the Visioning exercise and the work of the Citizens’ Advisory Community, 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**

General planning policies used to develop land use recommendations for the North Central Planning Area are:

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

**SPECIAL LAND USE CONDITIONS**

The Proposed Land Use Changes Map (Map 4) 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. The conditions are described in detail in the applicable section of this document and in the Special Land Use Conditions section on pages 50 and 51.

**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 looked at in determining recommendations for residential uses. The following are general descriptions for the various categories of recommended residential land uses in this Plan:

**Low-Density Residential**

Low-density development has a density of 0 to 5 dwelling units per acre and consists mostly of single-family detached units.

**Urban Residential**

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

**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.
Intermediate-Density Residential
Intermediate-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.

High-Density Residential
High-density multifamily 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.

SPECIFIC RESIDENTIAL LAND USE RECOMMENDATIONS
This Plan includes recommendations for residential land use at small sites and for designated Residential Infill and Redevelopment Opportunity Sites. The following is a summary of the residential land use recommendation in the North Central Planning Area:

Low Density
• Low-density, typically single-family, infill is recommended for existing individual lots and very small vacant tracts in existing single-family neighborhoods. Larger vacant tracts recommended for single-family development are: Gateway Commons and Shrub & Eleventh Streets.

Higher Densities
• Urban residential development, including single-family, duplex, triplex, quadruplex and townhouse units, are recommended: in areas developed with a mix of residential types; in areas zoned RSQ (Residential, Single-Family to Quadruplex) or RM5 (Residential, Multi-family up to 5 dwelling units per acre); and as a transitional use between lower- and higher-intensity uses. Larger vacant tracts recommended for urban residential development are: Glenn & Greenway Avenues and Historic Old Cherry Infill.
• Moderate- to high-density residential uses are recommended along University Parkway, a designated Urban Boulevard, and other major roads; at the periphery of single-family areas; at sites with existing multifamily zoning; and, near commercial, institutional and other nonresidential uses. Larger tracts recommended for intermediate- or high-density development are: Glenn Avenue & Chestnut Streets and Gateway Factories Loft Conversion.

RESIDENTIAL INFILL OPPORTUNITY SITES
This Plan identifies larger sites (generally greater than 2.5 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 Residential Infill Opportunity 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 (Map 4) with dashed outlines and a reference letter.

Site A – Gateway Commons
This approximately 19-acre site is located along Lime and Trade Streets between Glenn Avenue and Twenty-Fourth Street. This site is the northern most section of the former Kimberly Park Terrace public housing development and is currently being redeveloped by the Housing Authority of Winston-Salem and their private development partners as part of the Gateway Commons HOPE VI redevelopment effort. The site is zoned RSQ-S (Residential, Single-Family to Quadruplex – Special Use) and has an approved subdivision for 82 urban single-family lots. New streets are currently under construction.

Opportunities and Constraints
Opportunities include: the area is currently being redeveloped as part of Gateway Commons HOPE VI redevelopment; the site was cleared of structures, but mature trees were retained; proximity to new development, churches, schools and parks; and, views to downtown from northern part of site.

Constraints include: some deteriorated residential structures in neighborhood northwest of site; and, an unopened portion of Lime Avenue north of Twenty-Fourth Street (north and northwest of site) that would be very difficult to construct due to stream and topography.

Development Recommendations
• Continue redevelopment of site for single-family development (approximately 82 lots) consistent with approved subdivision plan under existing RSQ-S zoning.
• Evaluate the extension of Lime Avenue to Twenty-Seventh Street. At a minimum, construct a sidewalk or trail to provide pedestrian access to the Coliseum/Fairgrounds area.
**Site B – Glenn & Greenway**

This approximately 2.2-acre site is located on the north side of Glenn Avenue behind residential structures on Greenway Avenue. The site includes unopened rights-of-way for Kilcare Avenue and Seminole Street and abandoned Hamilton Street. The property south of unopened Kilcare Avenue is zoned LB (Limited Business), while property to the north is zoned RS7 (Single-Family Residential on 7,000 square foot minimum lots). Development of the LB portion of the site for commercial use is problematic due to a stream running parallel to Glenn. The LB and RS7 portions of the site could be accessed via Kilcare Avenue.

**Opportunities and Constraints**

Opportunities include: working with a vacant site; and proximity to the new Gateway Commons development and Greenway neighborhood.

Constraints include: a small site size; presence of a stream and sloping topography; awkward access and location behind existing residential uses; the need to close right-of-way; the site is partially zoned LB; and multiple ownership.

**Development Recommendations**

- Develop with residential use, if site is developed.
- Develop with approximately 12 units in single-family, duplex, triplex, quadruplex or townhouse style under the RSQ-S, RM5-S, or RM8-S (Residential, Multifamily up to 8 dwelling units per acre) zoning districts
- Close unopened Kilcare Avenue, Seminole Street, and Hamilton Street rights-of-way.
- Design site with sensitivity to appearance from Glenn Avenue.
- Provide homeownership opportunities in the new development.

**Site C – Chestnut & Glenn**

This approximately 4.5-acre site is located on the south side of Glenn Avenue and on both sides of Chestnut Street, west of Patterson Avenue. The property on the east side of Chestnut is vacant and zoned LI (Light Industrial). The property on the west side of Chestnut is mostly zoned RM18 (Residential, Multifamily, up to 18 dwelling units per acre) and includes vacant land and seven residential structures (duplex, quadruplex and multifamily). Most of the structures are deteriorated and in need of rehabilitation.

**Opportunities and Constraints**

Opportunities include: the proximity to the new Gateway Commons development, a church and the Greenway neighborhood; the site is partially vacant; and existing structures that could be rehabbed.

Constraints include: existing deteriorated structures; sloping topography; multiple ownership; and mix of zoning districts.

**Development Recommendations**

- Redevelop site for intermediate- to high-density (12 to 18 dwelling units per acre) residential use under the RM18 or RM18-S zoning district.
- Rehabilitate or demolish existing structures.
- Design site with sensitivity to appearance from Glenn Avenue.
- Encourage nonprofit, religious, or community-based organization to participate in rehabilitation/redevelopment effort.

**Site D – Historic Old Cherry Infill**

This site is part of the Old Cherry #2 Redevelopment Area. The site is zoned RSQ (Residential, Single-Family to Quadruplex) and includes vacant lots, two multifamily and six single-family/duplex structures. Under Phase I of the adopted Redevelopment Plan, the City of Winston-Salem has acquired all the vacant and nonhistoric properties with the intention of redeveloping the acquired properties with approximately 14 new owner-occupied single structures. A portion of the Old Cherry #2 Redevelopment area, including most of this site, has recently been listed on the National Register of Historic Places as the North Cherry Historic District.

**Opportunities and Constraints**

Opportunities include: properties are located in an historic African-American neighborhood; good proximity to school, churches, recreation and health facilities; access is on existing public street; vacant lots are owned by City (which can provide incentive financing to new owner-occupants); and design standards are in place to assure compatibility of new construction if City funding assistance is provided.

Constraints include: steep topography; deteriorated properties in neighborhood; and City funding for rehabilitation and/or acquisition of multifamily properties in area is likely unavailable until a future bond issue is approved by Winston-Salem voters.
Development Recommendations
• Complete City acquisition of vacant properties and acquisition and demolition of non-historic structures as approved in the Redevelopment Plan.
• Develop vacant lots with single-family, owner-occupied structures, following design standards to assure compatibility with Historic District.
• Enforce housing code to improve housing conditions.
• Provide City funding assistance to rehab existing structures.
• Acquire structures that have not been rehabilitated as soon as funding is available in accordance with the Redevelopment Plan.

Site E – Shrub & Eleventh
This approximately 3.5-acre site is located in the Boston Thurmond neighborhood off Shrub Street and unopened Eleventh and Amhurst Streets. The site is zoned RS7 and includes three dilapidated structures. The Methodist Children’s Home property is immediately west of the site. The site slopes significantly to a stream along the western edge on the Children’s Home property.

Opportunities and Constraints
Opportunities include: a mostly vacant site; and proximity to the Children’s Home property.

Constraints include: dilapidated structures on the site; steep topography; and multiple ownership.

Development Recommendations
• Develop for single-family residential land use as separate development or in conjunction with development of Children’s Home property.
• Maintain Eleventh Street right-of-way or close and provide alternative public stub street connection to the Children’s Home property.

Site F – Gateway Factories Loft Conversion
This approximately 10-acre site is located on the east side of Ivy Avenue between Northwest Boulevard and Fifteenth Street. The site is zoned GI (General Industrial) and developed with multiple industrial buildings, including two- to four-story red brick factory buildings.

Some of the buildings are likely eligible for the National Register of Historic Places. If listed on the National Register, the owner/developer would be able to take advantage of the federal and State Historic Preservation Tax Credit program which can provide a tax credit for up to 40% of the cost of eligible rehabilitation work. Conversion of factory buildings to live/work spaces and residential lofts has been successful in many cities throughout the United States, including downtown Winston-Salem. However, loft conversion is a fairly new concept for Winston-Salem and it will likely be a number of years before the market is ready for residential lofts at this location. (See Appendix D for photos of former industrial buildings in Winston-Salem converted to retail, office and residential uses.)

Gateway Holdings Warehouse (formerly Hanes facility) on Ivy Avenue

Opportunities and Constraints
Opportunities include: existing unique historic structures; potential use of State and federal Historic Preservation Tax Credits to offset rehabilitation/conversion costs; location on rail line; and revitalization efforts and new residential development in neighborhood to the west.

Constraints include: unrealized loft conversion market in Winston-Salem; uncertainly of conversion opportunities and costs; and, proximity to US 52 and industrial uses.

Development Recommendations
• Allow future conversion of all or portions of buildings for live/work spaces and residential lofts at intermediate- to high-density (12 to 18 dwelling units per acre).
• Rezone site at request of property owner to allow residential or a mix of residential and commercial/industrial uses on site.
• Work with owner/developer to have eligible portions of site listed on National Register to allow use of State and federal Historic Preservation Tax Credits for eligible rehab work.
• Maintain walkway over Northwest Boulevard to provide pedestrian linkage to redeveloped Thomasville Furniture site (see Mixed-Use Opportunity Areas below).
• Consider a stop near the site if the adjacent rail line is converted for commuter rail use.

Office And Commercial

There is already extensive land in the Planning Area zoned for nonresidential use. Generally, reuse of vacant buildings and redevelopment of existing vacant and underutilized sites is recommended as an alternative to rezoning additional land for office or commercial development. Some sites are identified for new office and commercial land use as shown on the Proposed Land Use Changes Map (see Map 4). These sites are discussed in this section and in the Mixed-Use Land Use Categories sections. All new and redeveloped commercial and office uses should be designed and developed in a manner which makes them compatible with nearby residential uses.

Office

Office uses typically have few negative impacts on adjacent land uses and can provide services to area residents, making them appropriate as a transitional land use between residential areas and more intense uses. Areas recommended for office land use include: University Parkway south of Reynolds Boulevard and west of the former R.J. Reynolds World Headquarters Building; along Twenty-Seventh Street and off Coliseum Drive (see Coliseum Area in this section below); and at various sites in Activity Centers (see Mixed-Use Land Use Categories sections).

Office/Low-Intensity Commercial

Office and low-intensity commercial uses provide services to area residents, often with minimal negative impact on adjacent residential uses. Low-intensity commercial uses are smaller in scale and exclude uses that could have a negative impact on near-by residential uses, particularly auto-oriented uses. Table 4 is a comprehensive list of Office/Low-Intensity Commercial uses based on uses in the Unified Development Ordinances (UDO).

<table>
<thead>
<tr>
<th>Includes:</th>
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<tbody>
<tr>
<td>• Adult Day Care</td>
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<td>• Arts and Craft Studio</td>
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<tr>
<td>• Banking and Financial Services</td>
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<td>• Bed and Breakfast</td>
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<td>• Child Day Care Center</td>
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<td>• Child Care Drop-in</td>
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<tr>
<td>• Combined Use</td>
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<tr>
<td>• Food or Drug Store, without Drive-Through</td>
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<td>• Funeral Home</td>
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<tr>
<td>• Furniture/Home Furnishing Stores</td>
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<td>• General Merchandise Store</td>
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<td>• Government Offices</td>
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<td>• Hardware Store</td>
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<td>• Medical and Surgical Offices</td>
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<td>• Museum or Art Gallery</td>
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<td>• Neighborhood Organization</td>
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<td>• Non-store Retailer</td>
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<td>• Offices, Misc.</td>
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<tr>
<td>• Post Office</td>
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<td>• Professional Offices</td>
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<tr>
<td>• Recreation Services, Indoor</td>
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<tr>
<td>• Residential Building, Multifamily</td>
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<td>• Residential Building, Townhouse</td>
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<tr>
<td>• Residential Building, Urban</td>
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<tr>
<td>• Restaurant without Drive-Through</td>
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<tr>
<td>• Retail Store, Specialty or Misc.</td>
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<td>• Services, Business A</td>
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<td>• Services, Personal</td>
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<td>• Veterinary Services</td>
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<td>Excludes:</td>
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<tr>
<td>• ABC Store</td>
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<td>• Auto-related uses</td>
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<tr>
<td>• Car Wash</td>
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<tr>
<td>• Convenience Store</td>
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<tr>
<td>• Club/Bar</td>
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<tr>
<td>• Motor Vehicle Repair and Maintenance</td>
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<tr>
<td>• Outdoor Display Retail (car lot)</td>
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<tr>
<td>• Restaurant with Drive-Through</td>
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<tr>
<td>• Rooming and Boarding House</td>
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<tr>
<td>• Uses with drive-throughs</td>
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</tbody>
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Table 4. Office/Low-Intensity Commercial Uses

Former R.J. Reynolds World Headquarters, now a multitenant office building
This Plan recommends office/low-intensity commercial land use at the following locations:
- In Activity Centers as described in the Neighborhood and Community Activity Centers section.
- Sites on the north side of Northwest Boulevard, west of University Parkway and east of University Parkway that already have commercial zoning in place, allowing a range of commercial uses. However, because of their key locations and proximity to residential uses, these sites are recommended to be developed with uses that are visually attractive and will have minimal negative impacts on surrounding uses.
- On Fourteenth Street between University Parkway and Cherry Street, where there is already some commercial land use and zoning in place. Sites in this area that are not already zoned for commercial use should be limited to office/low-intensity commercial land. The special use zoning process should be used to limit uses and to assure that the site is attractively developed in a manner that is compatible with surrounding residential uses.

**COMMERCIAL**

Generally, this Plan recommends the consolidation of commercial uses at existing locations and in designated Activity Centers and Mixed-Use Opportunity Areas. Commercial development and public investment to support commercial development should be focused in Activity Centers; in the Coliseum area; and, along Liberty Street.

Other areas recommended for commercial land use include:
- Cherry Street, between Eighth and Tenth Streets;
- Baity Street, north of Deacon Boulevard;
- Dominion Street, west of Northside Shopping Center; and,
- The west side of Farmall Street at Twenty-Seventh Street.

(*b) The site on Farmall Street is adjacent to residential uses. If rezoning for commercial use is sought, the special use zoning process should be required to limit uses and to assure that the site is attractively developed in a manner that is compatible with surrounding residential uses.

**Coliseum Area**

The area around the Coliseum (see also the Sports/Entertainment Complex section) includes extensive land zoned for commercial and office development. While there are many existing uses, there are also many opportunities for new development and for redevelopment and upgrade of existing uses. For the Coliseum area, this Plan proposes the following:
- Develop or redevelop sites along University Parkway north of Coliseum Drive, Deacon Boulevard and Baity Street for uses to serve the sports and entertainment facilities, Wake Forest University and surrounding employers under existing commercial zoning. Uses should include: hotels, restaurants, and retail shops.
- Encourage development and/or opening of a pharmacy in the area to replace the recently closed drug store in the Coliseum Plaza shopping center.
- Develop vacant property on the north side of Coliseum Drive, surrounding the existing commercial and office uses, for office use. The property has GB (General Business) zoning in place to allowing a wide range of commercial and office uses; however, office development is recommended because of the features of the site and its location adjacent to residential use.
- (*e) Redevelop properties on the south side of Twenty-Seventh Street, east of University Parkway, for office uses under special use zoning to assure that sites are attractively developed in a manner that is compatible with residential uses to the south. Two sites already have LO-S (Limited Office, Special Use) zoning in place. Ideally, the remaining properties will be brought in for rezoning comprehensively to coordinate development and limit curb cuts. In no case should a site with less than 200’ of frontage be approved for nonresidential zoning. Internal access between sites is recommended.

**Liberty Street**

The other concentration of commercial land use in the North Central Planning Area is along Liberty Street. Two sections of Liberty Street are in the North Central Planning Area – a southern section from Martin Luther King Jr. Drive to approximately Eleventh Street and a northern section, from approximately Twenty-First Street to the Planning Area boundary at US 52. In the mid-1990s, the...
Liberty Street Corridor Study and the Liberty Street Master Plan Report were completed which include detailed recommendations related to land use, transportation, and appearance improvements (see Existing Plans section). The City has invested considerable public resources to make improvements along the Liberty Street Corridor based on the plans. This Plan does not attempt to supersede the recommendation of those Plans and encourages continued efforts on their implementation, especially related to recommended public investment.

**INSTITUTIONAL**

Institutional uses in the North Central 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. Institutions are a unique land use, able to be compatible with surrounding residential uses and often serving to support and stabilize the neighborhood in which they are located.

Because of the unique nature of institutions, it is not possible to indicate on the Proposed Land Use Changes map every property for which institutional use would be appropriate. Therefore, this Plan establishes policies to guide institutional expansions in the North Central Planning Area to allow them to grow and expand to meet their needs in a manner that is compatible with their surrounding neighborhoods. These policies will help institutions blend into their surrounding neighborhoods and assure retention of the special character of the area’s urban neighborhoods. Planning policies to be applied for institutional expansion into neighborhoods are included in Appendix B.

**SPORTS AND ENTERTAINMENT COMPLEX**

The North Central Planning Area is home to the Winston-Salem’s major entertainment and sports complex that includes the Lawrence Joel Veterans Memorial (LJVM) Coliseum and Annex, the Dixie Classic Fairgrounds, Ernie Shore Field, and Groves Stadium Complex. All are owned by the City of Winston-Salem except the Groves Stadium Complex, which is owned by Wake Forest University. These facilities are conveniently located in close proximity to each other, cooperate in their operation and share usage of over 6,000 paved parking spaces.

While the area currently plays an important role in our community, the facilities are underutilized most days of the year. Usage of the area could be expanded and enhanced by developing and marketing the area as a regional center for a specific sport, such as a tennis, equine, or rodeo center. Area facilities would continue to serve their current functions, but new specialized facilities would increase overall usage of the area, bringing tourists, jobs and entertainment opportunities and benefiting both area businesses and the community, as a whole.

The decision of whether to develop the Coliseum area into a regional center, and if so, what the focus should be, is beyond the scope of this Plan. However, this Plan does recommend the following:

- Complete a Comprehensive Master Plan for the Coliseum/Fairgrounds area as a cooperative effort between the City of Winston-Salem, Wake Forest University and the Greater Winston-Salem Chamber of Commerce. This plan should include a facilities assessment and marketing study to determine if the area could be developed into a regional venue for a specific sport or sports.

- Consider the direct and indirect impacts of expansion/enhancement of the complex on nearby residential areas as part of the Master Plan Process. Include strategies to minimize any negative impacts. Impact areas to consider include, but are not limited to, traffic, noise, and appearance.

- Provide opportunities for public review of the Master Plan through published materials (hard copy and web site), meetings, and public hearings prior to acceptance or adoption as a public policy document.

- Identify strategies to enhance and improve nearby commercial areas, especially those located on University Parkway and Deacon Boulevard across from the Coliseum.

**PARKS/OPEN SPACE**

The Proposed Land Use Changes Map (Map 4) shows a limited number of sites for new open space/park land use. (See Existing Land Use Map for current park land.) Typically, these sites have significant environmental constraints (including streams, floodplains, and/or steep slopes) or are very small, making them unsuitable for development. Most of the properties shown for open space
are very small pieces owned by the City of Winston-Salem or currently serve as community open space. A large City-owned tract along unopened Lime Street right-of-way between Twenty-Third and Twenty-Seventh Streets is recommended for public open space (see Community Facilities Recommendations section).

**INDUSTRIAL**

This Plan recommends the consolidation of industrial uses at existing locations in the Planning Area and conversion of some existing industrial uses to other uses as discussed in the Residential and Mixed-Use Development Opportunity Areas. Generally, reuse of vacant buildings and redevelopment of existing vacant and underutilized sites is recommended as an alternative to rezoning additional land for industrial development. New and redeveloped industrial uses should be designed and developed in a manner which makes them compatible with nearby residential uses.

Two small areas of industrial expansion are recommended near Seventeenth Street between Patterson Avenue and US 52. Some of these properties are already zoned for industrial use. The remaining properties should be rezoned and the sites comprehensively redeveloped under the Industrial Expansion Policies included in Appendix C and the following conditions:

- (*d) Lots on the north side of Sixteenth Street between Maple Street and Harriet Tubman Drive should be rezoned for industrial use only under the special use zoning process and if comprehensively redeveloped with properties on Seventeenth Street. The view from and impact on residential properties on the south side of Sixteenth Street should be given special consideration and protection as part of redevelopment.

- (*e) Lots on the south side of Seventeenth Street between Patterson and Ivy Avenues should be rezoned for industrial use only under the special use zoning process and if comprehensively redeveloped with other properties on Seventeenth Street already zoned for industrial use. The impact on adjacent residential properties on the north side of Sixteenth Street should be given special protection as part of redevelopment of properties on Seventeenth Street.

The North Central Planning Area is the location of many industrial uses that may seek to expand. These industries should first seek to better utilize their existing sites or to expand on sites already zoned for industrial use. However, if industrial uses seek to rezone land for industrial expansion, they should work to improve the appearance of their entire site and take steps to enhance their compatibility with surrounding uses. Industries are encouraged to follow the Industrial Expansion Policies included in Appendix C to the greatest extent practical for all expansions. The policies should be applied through the special use rezoning process to areas of industrial expansion necessitating rezoning.

**MIXED-USE LAND USE CATEGORIES**

**MIXED-USE OPPORTUNITY AREAS**

Mixed-use development may contain varied residential types and densities, commercial and office uses, and the incorporation of institutional facilities. In some circumstances, industrial uses can also be integrated into mixed-use areas. 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, page 29).

This Plan encourages the redevelopment of existing commercial and industrial areas for mixed-use development. Redevelopment should occur consistent with Legacy and the MU-S (Mixed Use, Special) District requirement of the UDO. This Plan highlights two Mixed-Use Opportunity Areas described below and shown on the Proposed Land Use Changes Map (Map 4); however, mixed-use opportunities in the North Central Planning Area are not limited to these sites. Proposals for other sites for mixed-use redevelopment should be individually evaluated based on their consistency with MU-S District requirements and how they integrate with and complement the neighborhoods where they are to be located.
North Trade Street–Warehouse/Loft District

Summary
This Plan recommends the creation of a Warehouse/Loft District by allowing conversion of all or portions of buildings for residential use, including live/work spaces, construction of new residential buildings, and continuation of existing industrial uses in areas as market demands.

Description
This mixed-use opportunity area is located just north of downtown Winston-Salem and the Trade Street Arts District on both sides of Trade Street from approximately Ninth Street to the railroad track. The area is zoned GI and LI (General and Light Industrial) and includes a number of industrial buildings and warehouses, the Winston-Salem Transit Authority bus yard and administrative building, a church, and Tobacco Square (a former industrial building now used for offices). Although the area still functions for distribution and transportation uses, some of the buildings are vacant or underutilized and about 20% of the approximately 25-acre area is vacant. Some of the industrial buildings on the site are unique brick structures that could provide opportunity for conversion to residential lofts and live/work spaces. While loft conversion is a fairly new market in Winston-Salem, the area could be appealing to artists and others looking for large and/or unique spaces. The site is also adjacent to railroad tracks that could one day be a commuter rail line with this area as the first stop after downtown Winston-Salem.

Opportunities and Constraints
Opportunities include: proximity to downtown and Trade Street Arts district; unique and potentially historic structures, which could allow use of federal and State Historic Preservation Tax Credits to offset rehabilitation/conversion costs; the presence of some vacant land; location on the potential commuter rail line; and the area still functions for distribution and transportation uses.

Constraints include: the unrealized loft conversion market in Winston-Salem; other conversion opportunities are closer into downtown; uncertainty of conversion opportunities and costs; and, the potential conflict between residential and industrial uses.

Development Recommendations
• Promote the area as extension of Trade Street Arts District.
• Allow conversion of all or parts of buildings for residential lofts, including live/work spaces.
• Allow industrial uses in the area to continue as a transitional use.
• Rezone property to GB or to a zoning district that allows both residential and industrial uses, such as the revised MU-S District.
• Consider a stop in the immediate area if the adjacent rail line is converted for commuter rail use.
• Encourage the use of local, State and federal economic incentives, including loans and tax credits, to reduce redevelopment costs.

Patterson Avenue/Thomasville Furniture Plant – Retail/Residential Mixed-Use Area

Summary
In the long term, redevelopment of the area for a mix of uses including large-scale retail, entertainment, service, institutional and residential in a combination of existing buildings and new multistory, mixed-use structures. In the interim, encourage industrial reuse in existing buildings and improvement of the area including working with property owners and homeless service providers to reduce loitering, littering and crime in the area.

Description
This approximately 50-acre site is located on both sides of Patterson and Ivy Avenues from approximately Liberty Street to Northwest Boulevard. The site is located just north of downtown and the
Goler-Depot Redevelopment Area. Most of the site is zoned GI or LI. Property along Liberty Street is zoned GB. The site includes the former Thomasville Furniture Plant and a number of small commercial/industrial buildings. Overall, approximately 40% of the total 50-acre site is vacant land.

The 25-acre Thomasville Plant is currently under single ownership. Some of the buildings are currently undergoing upfit, but many of the structures in the plant complex are unused.

One of the former Thomasville Furniture Plant Buildings (east side of Patterson Avenue)

The site is directly accessed via two major and one minor thoroughfare. Access from US 52 (future I-74) is currently from Northwest Boulevard and Liberty Street. While these interchanges may be altered in the future, the Martin Luther King Jr. Drive interchange will continue to provide convenient access to the site and from the eastern part of Winston-Salem. The proposed Martin Luther King/Eighth Street extension to Northwest Boulevard would provide easy access from the western part of Winston-Salem.

As discussed under Community Facilities in the Existing Conditions section, the City of Winston-Salem is negotiating to acquire one of the former Thomasville Furniture factory buildings to be renovated and used as a Police Training and Evidence Storage Facility. City staff hopes to complete the first phase of renovation and begin using a portion of the building by mid- to late-2007.

The site features, including location, size, access, existing development, and ownership, make the site one of the few potential sites for large-scale anchor retail development close to downtown Winston-Salem. If the building and site are redeveloped with a friendly street presence, renovation and use of one of the former Thomasville Furniture buildings for a police training and storage facility could serve as a stabilizing factor in the area and begin the area’s transition.

In addition to retail uses, long-term redevelopment of the site could include movie theatres and performing arts venues and office/institutional uses, such as a school or medical facility fully integrated with residential uses. Due to its urban location, this site should be redeveloped in an urban, pedestrian-oriented manner, not the spread-out, auto-oriented form common to suburban Big Box and office development. Since this site has constraints that might hinder redevelopment as proposed in the near future, both short- and long-term redevelopment options are included for the site. (See Appendix D for photos of former industrial buildings in Winston-Salem converted to retail, office and residential uses.)

Opportunities and Constraints

Opportunities include: large site size; extensive vacant land; potential reuse of mostly vacant industrial buildings; some unique and potentially historic brick buildings; approximately one-half of site in single-ownership; proximity to downtown, Goler Redevelopment Area and many residential areas; the City’s potential establishment of a Police Training and Evidence Storage Facility in the area; good local road network; rail lines on the east and west side of the site; and, proximity and access to US 52 (future I-74).

Constraints include: multiple land owners; stream and steep topography on some vacant land; the deterioration of uses in surrounding area; the concentration of homeless facilities in the area; and the potential to draw retail expenditures from other areas.
Development Recommendations

Interim Use of the Site

- Encourage light industrial and transitional uses in existing buildings.
- Work with property owners and homeless service providers to reduce loitering, littering, and crime in the area.

Long-term Redevelopment Recommendations

- Redevelop the site in a pedestrian-oriented manner with an urban mix of uses, including large-scale anchor retail uses, arts/entertainment venues, office and institutional uses and residential lofts.
- Encourage creative and innovative design methods to achieve a mixed-use, urban form.
- Reuse existing buildings, wherever possible.
- Require new structures to orient to the street, be multistory and preferably multiuse.
- Require compliance with Winston-Salem’s new large-scale retail development performance standards (a.k.a. “Big Box Standards”), regardless of zoning district.
- Locate parking in structures or internal to site to de-emphasize vehicles.
- Creatively incorporate transit into the development.
- Provide a pedestrian network within the site and externally to link downtown and surrounding neighborhoods to the site. Consider maintaining walkways over Patterson Avenue, Ivy Avenue and Northwest Boulevard as part of a pedestrian network.
- Provide public spaces as part of the redevelopment to promote human interaction and create a sense of place.

General Recommendations

- Consider a transit stop in the immediate area if the rail lines to the east and/or west of site are converted for commuter rail use.
- Encourage use of local, State and federal economic incentives, including loans and tax credits, to reduce redevelopment costs.

NEIGHBORHOOD AND COMMUNITY ACTIVITY CENTERS

Neighborhood Activity Centers (NACs) are compact, small-scale, pedestrian-oriented neighborhood business/commercial areas that provide needed services within walking distance of residential areas. NACs may serve as a neighborhood gathering place. Community Activity Centers (CACs) are larger business areas that provide shopping and services to meet the day-to-day needs of nearby residences, and ideally contain a grocery store and a pharmacy. Both NACs and CACs may have a housing component. (For more detail on NACs and CACs, see section on Legacy, page 28.)

Three Neighborhood Activity Centers (NACs) and one Community Activity Center (CAC) have been designated in the North Central Planning Area. The Proposed Land Use Changes Map (Map 4) shows the boundaries of the NACs and CACs in the Planning Area. Below is a summary of each, with a listing of identified needed land uses and public/private improvements necessary to strengthen the Activity Centers to better serve the surrounding neighborhood or community.

Revitalizing Urban Commercial Areas

Many Activity Centers in urban areas are experiencing high vacancy rates and deteriorated properties. The Winston-Salem City Council has recognized this problem and asked City staff to identify the commercial areas experiencing the greatest level of decline. After identifying twelve Revitalizing Urban Commercial Areas (RUCAs) citywide, staff evaluated each area and drafted The RUCA Report with recommendations for public and private actions to improve and revitalize each area. As discussed in more detail in the Existing Plans in Study Area section, the City Council has committed funds to assist in the revitalization of three RUCAs in FY 06-07.

Three of the four Activity Centers in the North Central Planning Area were identified as RUCAs. The detailed evaluations and draft recommendations from The RUCA Report for the RUCAs in the North Central Planning Area are included in Appendix E.

Northside Community Activity Center

The Northside CAC (approximately 55 acres) is located immediately west of US 52 along Patterson Avenue, generally between Indiana Avenue and Akron Drive and along a short section of Indiana Avenue west of Patterson Avenue. This CAC includes the Northside Shopping Center and serves a regional area and the surrounding neighborhoods.

The majority of the land in the CAC is zoned for commercial use. The area has a large variety of land uses including a grocery, drug store, bank, fast food, laundromat, rental centers, bakery, auto repair, variety stores, bowling alley, and beauty/barber shops, and the nearby Hanes Hosiery Recreation Center on Akron Drive.
Approximately 20% of the land in this CAC is zoned for industrial use. Most of the industrially zoned land is located south of the Northside Shopping Center on Thirty-Second, Thirty-Third and Thirty-Fourth Streets and includes nine single-family homes and vacant land. The existing homes may be eligible for the National Register of Historic Places as a small historic district. If listed on the National Register, a developer could use federal and State Historic Preservation Tax Credits to assist with the renovation of the existing structures.

**Strengths and Opportunities:** Important history, as Northside Shopping Center, built in 1959, was Winston-Salem’s second shopping center; a number of stable businesses in the area; recent new investment in the area including Auto Zone and the Hanes Hosiery Recreation Center located just to the west of the CAC; good access and visibility from US 52; good local road access with adequate capacity; three bus routes that connect the CAC to downtown and a large number of neighborhoods; and, an expansion/redevelopment area just south of the Northside Shopping Center.

**Constraints and Issues:** poor pedestrian connectivity within and to the CAC from surrounding neighborhoods; many of the older buildings need significant maintenance and/or updating; a high rate of vacancy; multiple/unsafe curb cuts south of Thirty-Third Street on Patterson Avenue and on parts of Indiana Avenue; no buffering between businesses and residential uses, especially south of Indiana Avenue; dumpsters visible from the road and sidewalks; few street trees, trash receptacles or benches; poor parking lot design/lack of landscaping/weed control; barred windows, damaged and out-of-date façades, awnings and signage; and, poor maintenance of railroad right-of-way.

**Needed Land Uses Include:** fitness facility, business/professional/medical offices, hardware store, specialty shops, newsstand, video store, restaurants/outdoor dining, and a dry cleaner.

**Public Improvement Recommendations:**
- Repair and make sidewalks handicap accessible, as needed.
- Build sidewalks at:
  - West side of Patterson Avenue from Akron Drive to Thirty-Third Street
  - North side of Indiana Avenue from Patterson to Glenn Avenues.

- East side of Patterson Avenue between Thirty-Third Street and just south of Indiana Avenue.
- Pedestrian connector into shopping center.
- Provide striped crosswalks at Patterson Avenue and entrance to shopping center and at Patterson and Indiana Avenues.
- Add a bus stop sign in the 3100 block of Indiana Avenue (south side) and 3200/3300 block of Patterson Avenue (east side).
- Add a bus stop bench and shelter on the east side of Patterson Avenue at shopping center entrance.
- Create on-street parking, where feasible.
- Investigate the use of traffic calming.
- Plant street trees on both sides of Patterson Avenue between Thirty-Third Street and Indiana Avenue and around intersection of Patterson and Indiana Avenues where adequate planting space is available or can be created.

**Private Site Improvement Needs:**
Encourage private improvements through incentives and regulatory measures as follows:
- Renovate existing shopping center and potentially expand to the south.
- Install bike rack in shopping center.
- Close/change curb cuts.
- Screen dumpsters, grease traps and loading docks.
- Clean up railroad right-of-way.
- Use vegetation to screen view of commercial from residential areas.
- Improve parking lot by resurfacing, defining spaces and landscaping.
- Improve building façades.
- Remove excessive signage and replace damaged/out-of-date signage.
- Potential landmark sign includes: Peanut House/Tickled Pink Car Wash.

**Development/Zoning Recommendations:**

- Encourage comprehensive rezoning and redevelopment of properties south of Northside Shopping Center, along Thirty-Second, Thirty-Third and Thirty-Fourth Streets. Redevelopment options include, but are not limited to: retain and adaptively reuse the existing historic structures for commercial, office and/or residential use, potentially using Federal and State Historic Tax Credits; redevelopment in conjunction with a renovation of the Northside Shopping Center; and/or, redevelopment as a residential component of the CAC at moderate...
to intermediate density (8 to 12 dwelling units per acre). Redevelopment could encompass a combination of these options, as long as the site is comprehensively redeveloped. If the historic homes are not incorporated into the new development, their architectural uniqueness should be documented prior to demolition or relocation.

• (*g) Allow the first two residential structures on the west side of Patterson Avenue south of Indiana Avenue to convert to office use in the existing structure under the NO-S (Neighborhood Office–Special Use) zoning district.

Patterson/Glenn Neighborhood Activity Center

The Patterson/Glenn NAC (approximately 16.5 acres) is located between Seventeenth and Twenty-Fourth Streets, just east of the new Gateway Commons development. In addition to Gateway Commons, the NAC serves the Greenway and North Winston neighborhoods.

The current zoning is predominantly LB, with a small amount of industrial, multifamily and single-family zoning in the area as well. Many of the buildings in the area were developed prior to 1960 in a traditional neighborhood commercial pattern. The buildings are pulled up to the street and have no separation from the adjacent buildings. Unfortunately, their current LB zoning requires setbacks, making them nonconforming structures. In addition, many of the sites have little or no parking available.

The land uses in the Patterson/Glenn NAC have changed over the years. Basic services, including a bank, variety shops, and even a movie theater, have disappeared. Current land uses include: a day care, hair salon, restaurant, clubs, government center, churches, convenience store, dry cleaner, and shoe store.

Strengths and Opportunities: the Black-Phillips-Smith Government Center and Dairy Fresh; close proximity to several neighborhoods, including the new Gateway Commons development; sidewalks within the NAC and from the surrounding residential areas; two bus routes running along Patterson Avenue; and, good road access with adequate capacity.

Constraints and Issues: a high level of deterioration of buildings, signage and façades; many large trucks at the Glenn/Patterson intersection making the area very noisy and the intersection less pedestrian-friendly; few street trees; multiple/unsafe curb cuts; restrictive setback and parking requirements in existing zoning district; little or no parking available to many properties; dumpsters visible from the road and sidewalks; poor parking lot design/lack of landscaping/weed control; chain-link/razor wire fencing, creating an unsafe feeling; unmaintained chain-link/slat fencing; unsightly auto-related uses/tire storage; trash and litter; and vacant buildings that attract vagrants.

Needed Land Uses Include: laundromat, library, sit-down restaurant and general/variety store.

Public Improvement Recommendations:
• Work with property owners to implement Focal Point recommendations to improve the appearance and make the area more pedestrian friendly. See the last page of Appendix D for draft Focal Point sketch.
• Work with property owners and area residents to seek listing of the area on the National Register of Historic Places.
• Repair sidewalks and make handicapped accessible, as needed.
• Provide striped crosswalks at Greenway Avenue and Glenn Avenue.
• Investigate turning radius at Patterson/Glenn Avenues.
• Add bus stop sign on the west side of Patterson Avenue north of Glenn Avenue.
• Install bike rack at Black-Phillips-Smith Local Government Center.
• Investigate need for pedestrian-level lighting on Patterson, just north of Glenn Avenue to Greenway Avenue.
• Create on-street parking, where feasible.
• Investigate use of traffic calming.
• Plant street trees where adequate planting space is available or can be created. Consider the following locations:
  – Along west side of Patterson Avenue north of Glenn Avenue;
  – Both sides of Patterson Avenue between Glenn Avenue and Greenway Avenue; and
  – North side of Glenn Avenue west of Greenway Avenue.
**Private Site Improvement Needs:**
Encourage private improvements through incentives and regulatory measures as follows:
- Encourage use of federal and State Historic Preservation Tax Credits to offset renovation costs if area is listed on the National Register.
- Close/change curb cuts.
- Screen dumpsters, grease traps and loading docks.
- Improve parking lot by resurfacing, defining spaces and landscaping.
- Improve building façades.
- Remove or replace damaged/out-of-date signage.
- Remove razor wire and improve appearance of security and/or opaque fencing.
- Clean up trash and overgrown vegetation on private property.

**Development/Zoning Recommendations:**
- Allow rezoning of sites in the NAC for uses that will serve the surrounding neighborhoods. Discourage commercial uses that have negative visual or neighborhood impacts including auto-related uses, stores that sell alcohol, and clubs/bars.
- Rezoning to the PB or PB-S (Pedestrian Business or Pedestrian Business–Special Use) is encouraged because the district has reduced parking requirements and no setbacks, which is consistent with the current development pattern.
- (*h) Allow the properties currently zoned RS-7 on west side Patterson Avenue north of Glenn Avenue to be rezoned for office and low-intensity commercial uses as described above in the Commercial Land Use section of this Plan. The special use zoning process should be used to limit uses and to assure that the site is attractively developed in a manner that is compatible with surrounding residential uses.
- (*i) Allow the property at the southwest corner of Glenn Avenue and Chestnut Street, currently zoned RM18 to redevelop for office or office/urban residential use under the LO-S or NO-S (Limited or Neighborhood Office–Special Use) zoning districts. If developed for combined use, residential uses could be located on the second floor, above office uses.

**Northwest/Patterson Neighborhood Activity Center**
The Northwest/Patterson NAC (approximately 12 acres) is located at the intersection of Patterson Avenue and Northwest Boulevard. The NAC serves the North Winston neighborhood. A number of agencies serving the homeless population are located in or near the NAC.

The NAC has a mix of zoning districts including residential, commercial, industrial and institutional, with the majority being zoned for commercial land use under the HB (Highway Business) and PB zoning districts. Land uses in the area include an auto repair shop, convenience store, small grocery, offices, and restaurant. In 2005, a general variety store opened on Patterson Avenue and Thirteenth Street. A number of the sites in the area have zoning issues, including: multiple zoning districts for one property; nonconforming status (use not permitted in the existing zoning district, but allowed to continue under specific provisions); or an inconsistency between the property zoning and existing building type.

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

**Strengths and Opportunities:** good road access with adequate capacity; sidewalks within the NAC and from surrounding neighborhoods; two bus routes running along Patterson Avenue; a well-maintained restaurant; the Samaritan Inn with an ornamental park; vacant land; new housing being constructed north of the NAC by Habitat for Humanity and west as part of Gateway Commons HOPE VI redevelopment; and, potential for redevelopment of vacant industrial buildings and land to the south of the NAC.

**Constraints and Issues:** deteriorated buildings, façades, signage and parking lots; multiple/unsafe curb cuts; dumpsters visible from roads and sidewalks; chain-link/razor wire fencing; appearance of vehicle-related uses; impact of adjacent recycling plant; crime in area and adjacent neighborhood including problems related to drug sales/use and alcohol sales/use; concentration of homeless services in the area; little landscaping on private property; few street trees; trash and litter and overgrown vegetation; extensive vacant buildings and land to the south; and zoning issues.
**Needed Land Uses Include:** stores and shops, sit-down restaurant, hair/barber/beauty shop, and laundromat.

**Public Improvement Recommendations:**
- Request that the ABC Board audit stores in the NAC selling alcohol to determine if alcohol sales are in compliance with NCGS 18B-309.
- Repair sidewalks, as necessary.
- Build sidewalk at Fourteenth Street west of Patterson Avenue.
- Provide striped crosswalks at Patterson Avenue and Fourteenth Street.
- Add bus stop bench both sides of Patterson Avenue and Thirteenth Street.
- Install bike rack at grocery store and Samaritan Inn.
- Create on-street parking, where feasible.
- Investigate use of traffic calming.
- Plant street trees where adequate planting space is available or can be created on both sides of Patterson Avenue between Northwest Boulevard and Thirteenth Street and on the west side of Patterson Avenue between Thirteenth and Fourteenth Streets.
- Clean up trash and overgrown vegetation in right-of-way.

**Private Site Improvement Needs:**
Encourage private improvements through incentives and regulatory measures as follows:
- Close/change curb cuts.
- Screen dumpsters, grease traps and loading docks.
- Improve parking lot by resurfacing, defining spaces and landscaping.
- Improve building façades.
- Remove or replace damaged/out-of-date signage.
- Remove razor wire and improve appearance of fencing.
- Clean up trash and overgrown vegetation on private property.

**Development/Zoning Recommendations:**
- Allow rezoning of sites in the NAC for uses which will serve the surrounding neighborhoods.
- Require special use zoning to limit land uses and control site design.
- Discourage commercial uses which have negative visual or neighborhood impacts including auto-related uses, stores that sell alcohol, and clubs/bars.
- (j) Allow the property at the southwest corner of Fourteenth Street and Patterson Avenue to continue as a legally nonconforming use or to convert to the same or a less intense use as permitted in the nonconforming use provisions of the UDO. This property should be permitted to rezone for neighborhood office use but not for commercial use due to its location near residential uses.
- (k) Allow the three properties on the west side of Patterson Avenue between Fourteenth Street and Food City, currently zoned RM18, to be rezoned for office use under the NO-S (Neighborhood Office–Special Use) District. Encourage coordinated access by shared driveways or rear driveway connections.

**Trade/Northwest Neighborhood Activity Center**
The Trade/Northwest NAC (approximately 2.5 acres) is located at the intersection of Trade Street and Northwest Boulevard, and just south of the new Gateway Commons development. The NAC serves Gateway Commons and other North Winston neighborhoods.

The two developed corners are zoned LB (Limited Business). The other site in the NAC is a vacant parcel on Northwest Boulevard at the end of Main Street that is zoned LI (Limited Industrial). The NAC has an unusual shape because development is constrained by steep topography to the north and a stream to the south. Current land uses include: a convenience store, a hair salon, and two churches all located in the building at the southeast corner of Trade Street and Northwest Boulevard. The property at the northwest corner was formerly a motor vehicle repair shop “Fast Trans.” At one time, there were numerous junked cars on the property, creating an eyesore in the community. The site has been cleaned and was in use as of summer 2007.

**Strengths and Opportunities:** close proximity to downtown, the new Gateway Commons development and a community-oriented church; sidewalks on all roadways within the NAC and from all of the surrounding areas; two bus routes serving the area; good road access with adequate capacity; a vacant site; and high occupancy rate.

**Constraints and Issues:** small site area; steep topography and a stream that limit physical expansion of the NAC; setback and parking requirements of existing zoning; and little or no parking available.
Needed Land Uses Include: offices, personal services, and a restaurant.

Public Improvement Recommendations:
• Repair sidewalks and make handicapped accessible as needed.
• Provide striped crosswalks at the Trade Street and Northwest Boulevard intersection.
• Create on-street parking, where feasible.
• Investigate use of traffic calming.
• Plant street trees where adequate planting space is available or can be created along Northwest Boulevard.

Private Site Improvement Needs:
Encourage private improvements through incentives and regulatory measures as follows:
• Keep buildings in good repair or demolish;
• Screen dumpsters, grease traps and loading docks.
• Improve/update building façades.
• Clean up trash and overgrown vegetation on private property.

Development/Zoning Recommendations:
• Allow rezoning of sites in the NAC for uses that will serve the surrounding neighborhoods. Rezoning to the PB-S is encouraged because the district has reduced parking requirements, no setbacks requirements (consistent with the current development pattern), and would allow prohibition of inappropriate uses. Uses which could have negative visual or neighborhood impacts, including auto-related uses, stores that sell alcohol, and clubs/bars, are discouraged.
• Encourage the use of the former “Fast Trans” site to serve as an attractive entrance point for the area by either rehabilitating or demolishing the existing structure. Use of the site for office/low-intensity commercial use (see Office and Commercial section) is recommended. Suggested neighborhood-serving uses include: day care center, museum commemorating “The Pond,” a dry cleaners, or a laundromat. Demolishing the building and landscaping the site as a decorative open space with public art is also an option; however, steps would need to be taken to assure that the space does not become a hangout.
• (*l) Allow the vacant property on Northwest Boulevard at the end of Main Street to develop for parking, access should be coordinated with the adjacent site and should include attractive landscaping.

Special Land Use Conditions
The Proposed Land Use Changes Map (see Map 4) shows recommended land uses for all vacant property in the Planning Area and changes in land use for some developed sites. In some circumstances, there are special conditions or prohibitions of certain uses. These situations are referenced on the map with a [*] and a small case letter as follows:

*a. Fourteenth Street between University Parkway and Cherry Street. Properties on Fourteenth Street between University and Cherry Street have a mix of zoning districts. Office/low-intensity commercial land use is recommended for these sites. If rezoning is necessary, the special use zoning process should be used to limit uses and to assure that the site is attractively developed in a manner that is compatible with surrounding residential uses as described in the Office and Commercial section (see pages 39 and 40).

*b. Farmall Street, north of Twenty-Seventh Street. Property on the west side of Farmall Street north of Twenty-Seventh Street is recommended for commercial land use. Special use zoning should be required to limit uses and to assure that the site is attractively developed in a manner that is compatible with adjacent residential uses.

*c. Twenty-Seventh, east of University Parkway. Properties on the south side of Twenty-Seventh Street east of University Parkway should developed for office uses under special use zoning to assure that sites are attractively developed and in a manner that is compatible with residential uses to the south. Two sites already have LO-S (Limited Office–Special Use) zoning in place. The remaining properties should be submitted together for rezoning to coordinate development and limit curb cuts. In no case should a site with less than 200’ of frontage be approved for nonresidential zoning. Internal access between sites is recommended.

*d. Sixteenth Street between Maple Street and Harriet Tubman Drive. Lots on the north side of Sixteenth Street between Maple Street and Harriet Tubman Drive should be rezoned for
industrial use only if the site is: comprehensively redeveloped with adjacent properties on Seventeenth Street; submitted as a special use rezoning; and, developed in conformance with the Industrial Expansion Policies included in Appendix C. The view from and impact on residential properties on the south side of Sixteenth Street should be given special consideration and protection as part of redevelopment.

*e. Seventeenth Street between Patterson and Ivy Avenues. Lots on the south side of Seventeenth Street between Patterson and Ivy Avenues should be rezoned for industrial use only if the site is: comprehensively redeveloped with adjacent properties on Seventeenth Street; submitted as a special use rezoning; and, developed in conformance with the Industrial Expansion Policies included in Appendix C. The view from and impact on residential properties on the south side of Sixteenth Street should be given special consideration and protection as part of redevelopment.  

*f. South of the Northside Shopping Center. Properties on Thirty-Second, Thirty-Third and Thirty-Fourth Streets and Glenn Avenue, south of Northside Shopping Center and east of Patterson Avenue, should be comprehensively rezoned and redeveloped. Redevelopment options include, but are not limited to: retain and adaptively reuse the existing historic structures for commercial, office and/or residential use, potentially using federal and State Historic Tax Credits; redevelopment in conjunction with a renovation of the Northside Shopping Center; and/or, redevelopment as a residential component of the Activity Center at moderate to intermediate density (8 to 12 dwelling units per acre). Redevelopment could encompass a combination of these options, as long as the site is comprehensively redeveloped. If the historic homes are not incorporated into the new development, their architectural uniqueness should be documented prior to demolition or relocation.

*g. Patterson Avenue, south of Indiana. The first two residential structures on the west side of Patterson Avenue south of Indiana Avenue at the edge of the Northside CAC should be allowed to convert to office use in the existing structure under NO-S.

*h. Patterson Avenue north of Glenn Avenue. Properties on the west side of Patterson Avenue north of Glenn Avenue in the Patterson/Glenn NAC should be rezoned to allow office/low-intensity commercial uses as described in the Office and Commercial section on pages 39 and 40. The special use zoning process should be used to limit uses and to assure that the site is attractively developed in a manner that is compatible with surrounding residential uses.

*i. Corner of Glenn Avenue and Chestnut Street. The site at the southwest corner of Glenn Avenue and Chestnut Street currently zoned RM-18 should be allowed to redevelop for office or office/urban residential use under the LO-S or NO-S zoning districts. If developed for combined use, residential uses could be located on the second floor, above office uses.

*j. Patterson Avenue at Fourteenth Street. The property at the southwest corner of Patterson Avenue and Fourteenth Street in the Patterson/Northwest NAC should be allowed to continue as a legally nonconforming use or to convert to the same or a less intense use as permitted in the nonconforming use provisions of the UDO. This property should be permitted to rezone for neighborhood office use under the special use zoning process, but not for commercial use due to its location across from residential uses.

*k. Patterson Avenue across from Thirteenth Street. The three properties on the west side of Patterson Avenue across from Thirteenth Street in the Patterson/Northwest NAC should be allowed to be rezoned for office use under the NO-S District. Coordinated access by shared driveways or rear driveway connections is strongly encouraged.

*l. Northwest Boulevard at Main Street. The vacant properties on the south side of Northwest Boulevard at Main Street in the Northwest/Trade NAC should be allowed to be rezoned for office and low-intensity commercial use as described in the Office and Commercial section (see pages 39 and 40) or for parking for the existing uses in the area. If the site is developed for parking, access should be coordinated with the adjacent site and should include attractive landscaping.
TRANSPORTATION RECOMMENDATIONS

Legacy calls for a balanced, sustainable network of transportation modes which provides choices for travel needs. Street networks should be developed in a manner that is consistent with the land use plan and promotes connectivity. 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. The Proposed Transportation Improvements Map (Map 5) shows proposed projects from adopted transportation plans and as recommended.

ROADS/INTERCHANGES/INTERSECTIONS

• Proceed with the road improvement projects in the Thoroughfare Plan and the Transportation Improvement Program as listed in the Existing Conditions section of this Plan.
• Signalize the intersection of Eighth and Cherry Streets.
• Prioritize funding for the extension of Martin Luther King Jr. Drive/Eighth Street to Northwest Boulevard.
• Develop a Collector Street Plan that includes the Planning Area to assure connectivity in the local street system.
• Involve residents of Neil Place, Boston-Thurmond and other neighborhoods in planning and decision making for the Reynolda Road Connector. If the road is proposed to be constructed by a private developer, require the developer to hold public meetings to inform and get input from residents prior to the submission of a development proposal.
• Require multiple connections to area neighborhoods if the Children’s Home property is developed. Potential neighborhood connections include but are not limited to extensions of Twentieth, Gillette and/or Row Streets.
• Maintain the Sixteenth Street bridge over the rail line and US 52 as an important community link.
• Incorporate attractive and pedestrian-oriented features into any road improvement projects.
• Continue to police and enforce the existing weight limit prohibitions (for trucks) on Glenn Avenue.
• Recognize the need for Patterson Avenue to provide alternate routing during incident management on US 52. Investigate the need for incident management signalization on Patterson Avenue to be employed during heavily congested events.
• Encourage residents and neighborhood associations to report accident hazards to the Winston-Salem Department of Transportation.
• Encourage residents and neighborhood associations to identify local streets where traffic speeds create unsafe situations and to seek evaluation of potential projects under the City’s Traffic Calming Policy. Based on the evaluation, physical changes and other measures may be implemented to slow down traffic and improve safety.
• Continue the ongoing safety improvements and follow-up studies in the Planning Area. Safety studies are currently underway for the following locations:
  – Northwest Boulevard at Main Street and Ivy Avenue;
  – Seventeenth Street at Maple Street;
  – Liberty Street at Indiana Avenue;
  – Patterson Avenue at Glenn Avenue, Twenty-Fourth Street, Twenty-Eighth Street, Indiana Avenue and south of Akron Drive;
  – Thirtieth Street at Greenway Avenue, Bon Air Avenue and Glenn Avenue;
  – Twenty-Seventh Street and Gilmer Avenue;
  – Northwest Crawford Place at Pittsburg Avenue; and
  – Fourteenth Street at Cherry Street.

TRANSIT/RAIL

• Extend the planned Street Car Line (now planned to run from Piedmont Triad Research Park to Baptist Hospital through downtown) from downtown to Wake Forest University through the Planning Area.
• Continue a high level of transit service in the Planning Area. Review the need for additional bus stops on existing transit routes.
• Develop a schedule with the Winston-Salem Transit Authority (WSTA) for replacing or repairing damaged bus shelters. Identify locations for potential new bus shelters and place them on WSTA’s priority list for capital improvements. Potential locations include:
  – Northwest/Trade/Union Baptist Church area.
• Assure that sidewalks are in place to provide safe pedestrian access to transit routes.
• Consider establishment of transit stops in the North Central Planning Area if existing rail lines are converted to commuter rail use.

• Evaluate the safety of at-grade crossing with the rail lines in the Planning Area at the following locations:
  – Twenty-Fifth Street;
  – Twenty-Seventh Street;
  – Ivy Avenue; and
  – Fourteenth Street.

• Encourage the future grade separation of the rail lines at Twenty-Fifth and Twenty-Seventh Streets and improvements to Twenty-Eighth Street railroad bridge during the Long Range US 52 Land Use and Transportation Plan development.

PEDESTRIAN/BICYCLE

• Provide sidewalks on at least one side of all roadways and on both sides of roads that provide access to institutions and public facilities.

• Review the following sidewalk projects under the City's sidewalk program:
  – Fourteenth Street between Cherry Street and Thurmond Street (missing segments on both sides);
  – Twenty-Seventh Street between University Parkway and Collins Street (south side);
  – Coliseum Drive between Pilgrim Court and University Parkway (south side);
  – Twenty-Fifth Street between Thurmond Street and Pilgrim Court (missing segments on both sides);
  – Twentieth Street between Thurmond Street and Lincoln Avenue (missing segments on north side);
  – Pittsburg Avenue between Twenty-Fifth and Twenty-Sevenths Streets (one side);
  – Ivy Avenue from Martin Luther King Jr. Drive to Indiana Avenue (missing segments on west side);
  – Greenway Avenue from Twenty-Seventh to Thirtieth Streets (both sides); and
  – Sidewalks recommended under specific Activity Centers in the Land Use Recommendations section.

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

• Evaluate and phase implementation of bicycle improvements recommended in the Winston-Salem Urban Area Bicycle Plan located in the Planning Area.

• Extend the Strollway north along Trade Street from downtown to Northwest Boulevard and Gateway Commons Park. Use landscape and decorative features to make the route attractive and pedestrian friendly.

COMMUNITY FACILITIES RECOMMENDATIONS

Both public and private community facilities, such as schools, parks, libraries, 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 various needs of the community. An important recommendation from Legacy for Urban and Suburban Neighborhoods is the creation of the central public space in all communities to serve as an urban reference point and the focus of civic and community life.

Recommendations for the Coliseum Area are included in the Sports and Entertainment Complex section of the Land Use Recommendations on page 41.

The Community Facilities and Recommendations Map (Map 6) shows existing community facilities as well as geographic specific recommendations.

GENERAL RECOMMENDATIONS

• Encourage school, churches, and recreational facilities to share facilities and work cooperatively to provide services.

SCHOOLS

• Encourage the use of schools for community events and neighborhood services.

• Provide a high level of maintenance at schools on an ongoing basis.

• Fund renovations and physical upgrades to schools in the Planning Area as part of a future school bond issue.

RECREATION FACILITIES

• Seek to expand recreational opportunities and open space through the provision of public recreation facilities and through cooperative efforts with schools and churches.
• Maintain, improve and expand existing public
park facilities to meet the changing recreational
needs of residents.
• Renovate and upgrade the Martin Luther King Jr.
Recreation Center as part of a future City
general obligation bond issue.
• Encourage community members and neighbor-
hood associations to assist with upkeep and
improve the appearance of parks by participating
in the City’s “Adopt a Park” program.

GREENWAYS
• Construct a greenway along Peters Creek,
generally paralleling Northwest Boulevard
from the new Gateway Commons Park west
to Hanes Park outside of the Planning Area.
• Create a pedestrian and bicycle trail along the
stream between Twenty-Fourth and Twenty-
Seventh Streets on unopened Lime Street
right-of-way and adjacent City-owned property
to enhance neighborhood access to the
Coliseum area and to provide a new recreational
amenity in the community. Prior to construction
of trail, improve safety and reduce dumping on
streets that currently dead-end at this unopened
right-of-way.
• Extend the Strollway north along Trade Street
from downtown to Northwest Boulevard and
Gateway Commons Park. Use landscape and
decorative features to make the route attractive
and pedestrian friendly.

LIBRARY FACILITIES
• Use mobile library facilities and incorporate
public libraries into existing schools, churches
and recreation facilities so that every neighbor-
hood has convenient access to public library
services.

HOMELESS SERVICES
• Implement the recommendations of the
Ten Year Plan to End Chronic Homelessness
developed by the Mayor’s Blue Ribbon Task
Force on Homelessness and adopted by the
Winston-Salem City Council in May, 2006.
• Encourage the creation of transitional and
permanent supportive housing opportunities
throughout Winston-Salem to provide housing
for homeless persons and to reduce use of the
emergency shelter facilities in the North Central
Planning Area.
• Encourage social service agencies to provide
additional supportive services, including
substance abuse and job training services,
to help reduce the number of homeless persons
in our community.
• Encourage homeless service providers to offer
additional programming to provide activities
and services for homeless people, especially
during the daytime.

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 reduces
the segregation of neighborhoods by race, age and
income. Affordable housing should be promoted
throughout the county by providing incentives,
utilizing cost-effective site design, and permitting
accessory dwellings and congregate care facilities.
Public housing reform and increased home owner-
ship promote pride within neighborhoods and
should be encouraged. Increased residential densi-
ties are called for in the Center City area and
surrounding neighborhoods as well as along Urban
Boulevards.

GENERAL RECOMMENDATIONS
• Maintain and improve the quality of the
housing stock in the area by promoting home
ownership, supporting rehabilitation efforts,
encouraging quality management of rental
properties, and enforcing housing codes and
sanitation ordinances.
• Enforce housing and sanitation codes
stringently, consistently and equitably
throughout the North Central Planning
Area and the City of Winston-Salem. Increase
enforcement and penalties for violations
citywide.
• Use all available State granted authority to
compel the repair or demolition of deteriorated
buildings, especially nonresidential buildings.
Investigate the City’s legal authority and the
experiences of other jurisdictions in abating
deteriorated commercial properties.
• Work with neighborhood organizations to
educate residents and property owners about the
City’s regulations including zoning, minimum
housing code, and sanitation ordinances.
• Encourage citizens and neighborhood organiza-
tions to identify properties for action under the
City’s Operation Impact Program, which brings
together multiple City departments to address
nuisance properties and brings the properties into compliance with existing City codes.

- Cooperate with the community and law enforcement agencies to reduce the negative impacts of the sale of alcohol by:
  - Discouraging the rezoning of property near residential neighborhoods for uses that could include the sale of alcohol;
  - Requesting that the ABC Board audit stores in certified Urban Redevelopment Areas that sell alcohol to determine if the stores are in compliance with NCGS 18B-309 which limits alcoholic beverage sales to 50% of total sales in Urban Redevelopment Areas. (The statute only applies to stores, not restaurants or private clubs.) If alcohol sales exceed 50% of total sales, the City Council should request that the ABC Board revoke or deny renewal of the store’s ABC permit;
  - Objecting to the issuance and/or renewal of ABC permits for businesses with a history of crime problems or in areas with high crime rates or a concentration of ABC permits; and
  - Working with Alcohol Law Enforcement (ALE) agents to use the State’s public nuisance law to rid neighborhoods of liquor houses, clubs and other nuisance properties that spawn criminal activity.

CITY/PUBLIC REHABILITATION AND REDEVELOPMENT EFFORTS

The following recommendations apply to primarily residential properties or areas. See Economic Development Recommendations section for redevelopment activities in primarily nonresidential areas.

- Aggressively market the City’s rehabilitation, buy/rehabilitation and first-time homebuyers programs in the Planning Area. Promotion activities should include: distribution of flyers; presentations to community organizations and institutions; and, workshops for community members, potential homebuyers, and real estate professionals.
- Encourage partnerships between the City, the Housing Authority of Winston-Salem, existing CDCs, churches, nonprofit organizations and for-profit developers to undertake revitalization and redevelopment activities in the Planning Area.
- Complete Phase 3B of the Gateway Commons/HOPE VI redevelopment – approximately 80 single-family housing development north of Glenn Avenue between Lime and Kilkare Avenues.
- Complete implementation of the adopted Old Cherry #2 Redevelopment Plan, including construction of new owner-occupied homes on lots acquired under the initial phase and rehabilitation of historic structures identified under Phase 2B of the Plan.
- Based upon available funding, seek recertification of the area generally bounded by Thirteenth Street, University Parkway, Eleventh Street and Thurmond Street (formerly known as the Lincoln-Maywood #2 area) as a blighted area. If certified, prepare a Redevelopment Plan in consultation property owners, area institutions and neighborhood organizations. Redevelopment activities would likely include limited acquisition and spot clearance of dilapidated properties and redevelopment with new single-family, owner-occupied units.
- Based upon available funding, complete a Redevelopment Plan for Phase 3, north (generally bounded by Patterson Avenue, Fifteenth Street, US 52, and Seventeenth Street) of the Liberty-Patterson Redevelopment Area.
in consultation with property owners, area institutions and community organizations. Redevelopment activities would likely include limited acquisition and spot clearance of dilapidated properties and redevelopment with single-family, owner-occupied units.

**DESIGN AND APPEARANCE RECOMMENDATIONS**

The creation of attractive gateways, business districts, and corridors through the use of regulation and physical improvements is recommended by Legacy, especially along Urban Boulevards, as well as defined Urban Corridors. Public improvements will not only create a comfortable pedestrian environment and positive visual image, but will also encourage private reinvestment in the area. Landscaping, architecture, public art, and attractive signage should be used to convey the character of an area, as well as add to the livability of neighborhoods. The Proposed Design and Appearance Improvements Map (Map 7) shows the specific recommendations discussed below.

**GENERAL RECOMMENDATIONS**

- Evaluate the inclusion of public art in parks, community centers, and public gathering places as a cooperative effort between the City, neighborhood organizations, and community arts organizations. Such art should complement the history or character of the surrounding area and should be reflective of cooperative efforts between public and private interests.
- Provide planting strips between the sidewalk and roadway as part of all roadway, sidewalk and redevelopment projects. Planting strips should be as wide as feasible to allow street trees to flourish.
- Incorporate attractive and pedestrian-oriented features into any road improvement projects.
- Encourage property owners and businesses obtaining City economic assistance to work with a certified design professional to better assure quality design in their development and improvement activities.
- Improve the appearance of older commercial areas by amending the Unified Development Ordinances (UDO) to require compliance with bufferyard, parking lot landscaping, and outdoor storage and utility service area screening requirements when use of a building changes or when businesses expand.
- Discourage prison-like security features, such as razor wire, window bars, and blank walls in public projects, in City-assisted projects, and through the special-use rezoning process.
- Provide a high standard of maintenance on streets, in parks and on publicly-owned properties.
- Stringently enforce sanitation and weeded lot ordinances to maintain the appearance of private properties in the North Central area. Increase enforcement and penalties for violation of housing and sanitation ordinances.
- Encourage residents and neighborhood associations to help improve the appearance of their community by participating in cleanup and beautification programs of Keep Winston-Salem Beautiful, including Big Sweep, Adopt-A-Street, Adopt-A-Flower Bed, and the Flower Bulb Blitz.
- Work with the Winston-Salem Police Department, property owners, and developers to incorporate Crime Prevention Through Environmental Design (CPTED) to help create safer and more secure neighborhoods and commercial areas.
- Encourage residents and neighborhood associations to identify future locations for Community Roots Day.

**URBAN BOULEVARDS AND CORRIDORS**

- Direct public investment to Urban Boulevards and Corridors.
- Implement Legacy recommendations for the Area’s Urban Boulevards:
  - Continue to implement the recommendations of the Liberty Street Corridor Study.
  - Complete a master plan for University Parkway Urban Boulevard.
  - Make recommendations for Martin Luther King Jr. Drive (part of the US 311/Fifth Street Urban Boulevard) as part of the East/Northeast Winston-Salem Area Plan process.
- Create neighborhood-scaled Urban Corridors along identified roadways to encourage new development and/or revitalization:
  - The identified Urban Corridors in the Planning Area are: Northwest Boulevard; Patterson Avenue; and the combined stretch of Coliseum Drive, Twenty-Seventh Street and the one-way pair of Twenty-Seventh and Twenty-Eighth Streets; and
  - Prepare improvement plans for the identified Urban Corridors to include landscaping.
Map 8.
Proposed Historic Resources Recommendations

- National Register District
- Significant Historic Property
- Priority Study Areas
- Historic Bridge

1. (Former) RJR World Headquarters
   (1100 Reynolds Boulevard)
2. Rock Houses
   (1901 Glenn Ave., 1909 and 1915 Indiana Ave.)
3. Odd Fellows Cemetery
   (off Sherrill Dr., between 28th and 30th streets)
4. Black-Phillips-Smith Center
   (2201 North Patterson Ave.)
5. Shotgun Houses
   (1001, 1005, 1019, 1021-Thirteenth Street)
6. Commemoration of "The Pond" Tragedy
   (intersection of 9th and 10th Sts.)
7. (Former) Chatham Manufacturing Company
   (Chatham Rd. at Northwest Ave.)
concepts with public art; bike and pedestrian-friendly accommodations; specialty lighting, signage, and pavings; incorporation of gateways; and, façade improvements to existing buildings.

GATEWAYS
• Complete the Community Crossing Project by planning and implementing landscape and pedestrian improvements:
  – Plan and install new plantings for the Cherry/Marshall Gateway (Cherry/Marshall from approximately Eighth Street to Northwest Boulevard); and
  – Finalize planning and implement recommendations for the section between Coliseum Drive and Polo Road.
• Establish community gateways, attractive points of entry into Winston-Salem and downtown, in the North Central Planning Area. Consider the establishment of community gateways as part of road improvement projects. Potential locations include:
  – Akron Drive at US 52;
  – Indiana Avenue and Twenty-Eighth Street;
  – Liberty Street at Twenty-Fifth Street; and
  – Martin Luther King Jr. Drive at Patterson Avenue.
• Establish neighborhood gateways, attractive points of entrance into neighborhoods that include signage, planting areas, and/or public art. The nature and location of neighborhood gateways should be established by neighborhood and community organizations in collaboration with the City. The City should provide assistance through existing programs and should consider allowing the use of City-owned land, when available. Responsibility for ongoing maintenance of the gateway features (plantings, signage, etc.) should be determined prior to installation.
• Encourage neighborhoods to seek funding for neighborhood gateways and gardens from organizations such as the Winston-Salem Foundation, Neighbors for Better Neighborhoods or local businesses.

INFILL DEVELOPMENT STANDARDS
• Encourage neighborhoods to consider use of a Neighborhood Conservation Overlay District (NCO) to maintain neighborhood character and assure compatible infill development.

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

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

The Historic Resources and Recommendations Map (Map 8) shows the existing and potential National Register historic district in the North Central Planning Area and geographic specific recommendations.

GENERAL RECOMMENDATIONS
• Retain historic buildings.
• Recognize buildings, events or neighborhoods of historic, cultural, or architectural significance with signage, plaques or markers.
• Initiate public outreach programs, involving neighborhood and community organizations, on the importance and economic benefits of preserving historic resources. An example would include workshops on the historic preservation rehabilitation tax credit program or issue related topics such how to maintain an older or historic building.
• Encourage neighborhood associations and property owners to research and recognize the history and significance of their neighborhoods or properties.

PROPOSED STUDIES
• Identify additional historic resources in the Planning Area as part of the update of the countywide architectural inventory currently being completed by City-County Planning staff and a historic preservation consultant.
• In cooperation and partnership with neighborhood organizations and property owners, seek State and local grant or other funding to complete studies and National
Register nominations for the following potentially eligible properties:

- Bon Air/Greenway Place Neighborhood, including the commercial area at Patterson and Glenn Avenues;
- Alta Vista Neighborhood;
- Black-Phillips-Smith Center (likely as a thematic nomination with other George Black brick buildings); and
- Historic or older bridges.

- Encourage/assist property owners and organizations to undertake or commission studies of the following resources to learn more about them and determine whether they are eligible for historic designations:
  - Odd Fellows Cemetery (under consideration for Local Historic Landmark designation as of December 2006); and
  - Individual properties with uniqueness such as: the rock house found on Glenn and Indiana Avenues; shotgun houses on Thirteenth Street; the (former) Chatham Manufacturing Facility on Chatham Road at Northwest Boulevard; and the (former) RJR World Headquarters Building on Reynolds Boulevard.

- Encourage property owners to seek National Register and Local Historic Landmark designation for eligible properties.

PROPOSED DISTRICTS

- Seek National Register Historic District designation for portions of the Planning Area determined eligible based on completed studies and surveys.

Sense of Community Recommendations

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

Sense of community relates not only to our physical environment, but how we interact within that environment. By improving how we build and preserve our communities, social interaction and social capital can increase.

PHYSICAL RECOMMENDATIONS

- Encourage neighborhood organizations, churches, schools and residents to create community gardens and landscaped areas to beautify their communities and establish a sense of neighborhood identity. The City should provide assistance through existing programs (such as the Annual Flower Bed program, Flower Bulb distribution, Bulb Blitz, Adopt-A-Flower Bed program, and Earth Touch and Community Gardens programs) and provide City-owned land, when available.

- Encourage neighborhood organizations to erect neighborhood entryway signs and community bulletin boards. The City should support such efforts by assisting with installation.

- Encourage residents to identify and report the presence of graffiti in their neighborhoods and work with the City and Keep Winston-Salem Beautiful to have it removed.

- Encourage infill residential developments that include design features that promote personal interaction, such as front porches, houses close to the street, rear or side parking, and public gathering spaces.

SOCIAL/PROGRAMMING RECOMMENDATIONS

- Encourage neighborhood organizations, churches and schools to hold festivals and gatherings open to the community. The City should support such efforts by providing City facilities and equipment.

- Encourage neighborhood organizations, churches and schools to work with City departments and Keep Winston-Salem Beautiful to plan and participate in cleanup programs (such as Great Winston-Salem Clean Up, Big Sweep, Adopt-A-Street, and Adopt-A-Stream), tree and landscaping planting efforts (such as Community Roots Day, Annual Flower Bed program, Bulb Blitz, Flower Bulb distribution and Adopt-A-Flower Bed), recreational events, and educational campaigns devoted to neighborhood safety, pride, and improvement.

- Encourage residents to work with Neighbors for Better Neighborhoods to establish and build the capacity of neighborhood associations in the Planning Area.

- Create a City-supported web server that offers free space for neighborhood association websites and promotes the activities, events, and opportunities in the area.
**Economic Development Recommendations**

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

**Applicable City Programs**
- Strengthen existing businesses and attract new businesses by marketing City business training and loan programs in the Planning Area, particularly in the designated Activity Centers. Make presentations to organizations and hold workshops to promote and explain programs.
- Implement the recommendations of the RUCA Report. Expand and fund the program beyond the 2006-07 fiscal year.
- Designate the Patterson/Glenn, Northwest/Patterson, and Northside Activity Centers as target areas under the City's Target Area Business Assistance Program if not awarded RUCA Program funding.
- Identify potential sites and provide Brownfield Assessment Grant funding to assess whether there are environmental problems at sites in the Planning Area. Promote sites that are found to be clean. Work with potential developers to obtain funding, including the City's Brownfield Remediation Loan Fund, to cleanup problem sites.

**Other Recommendations**
- Direct City funding to implement the recommended public improvements of this Plan for Neighborhood and Community Activity Centers.
- Based upon funding, develop programs to implement recommended public and private improvements and development activities of this Plan. Potential sources include, but are not limited to: general revenue; voter approved bonds; enterprise funds; special taxing districts; self financing bonds; and Community Development Block Grant funds.
- Use all available State granted authority to compel the repair or demolition of deteriorated nonresidential buildings. Investigate the City’s legal authority and the experiences of other jurisdictions in abating deteriorated nonresidential properties.
- Continue working with and providing grants to organizations (including Neighbors for Better Neighborhoods) to provide technical assistance and programmatic funding to Community Development Corporations (CDCs).
- Encourage neighborhood organizations and area institutions to partner with existing CDCs and for-profit developers to undertake redevelopment efforts in their neighborhoods and adjacent commercial areas.
- Based upon future funding availability, encourage existing CDCs to target the Activity Centers in the North Central Planning Area for revitalization and to work with neighborhoods to seek funding under the City’s RUCA Program.
- Partner with private lenders and nonprofits to provide loans to CDCs for commercial development in the Planning Area.
- Based upon available funding, seek certification of the Patterson/Glenn Activity Center as an *Urban Redevelopment Area* under the provisions of North Carolina Redevelopment Law. If certified, prepare a Redevelopment Plan in consultation with property owners and the community. The Plan should encourage rehabilitation with City funding assistance and could include City acquisition of blighted nonresidential and/or residential properties. Implementation of the Plan should be a cooperative effort between the City, the Housing Authority of Winston-Salem, and potential developers, including CDCs and for-profit developers.
- Encourage the development and expansion of businesses and industries in the Planning Area by directing developers to available properties, particularly those in the RUCAs, the Mixed-Use Opportunity Areas, and the industrial areas near US 52.
- Encourage the use of local, State and federal economic incentives, including loans and tax credits, to reduce cost of development on sites in the Planning Area.
- Encourage cooperative efforts by area business owners to provide shared parking.
- Amend UDO regulations to allow noncontiguous spaces to meet required parking in Activity Centers.
- Support community initiatives, including the formation of business organizations and business watch programs, throughout the Planning Area.
## Implementation Schedule

*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 based on the availability of funding and consideration of citywide priorities.*

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
<th>TIMING*</th>
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<tbody>
<tr>
<td><strong>Land Use Recommendations</strong></td>
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<tr>
<td><strong>General</strong></td>
<td></td>
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<tr>
<td>Follow proposed Land Use Plan, land use policies and Special Land Use Conditions (pages 33-51).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage concentration of nonresidential land use in designated Neighborhood and Community Activity Centers and existing commercial areas (pages 33, 39-41, &amp; 45-50).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Discourage the rezoning of property near residential neighborhoods for uses that will include the sale of alcohol (page 57).</td>
<td>CCPB, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Transportation Recommendations</strong></td>
<td></td>
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<tr>
<td><strong>Roads/Interchanges/Intersections</strong></td>
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<tr>
<td>Signalize the intersection of Eighth &amp; Cherry Streets (page 53).</td>
<td>WSDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Prioritize funding for Martin Luther King Jr. Drive/Eighth Street Extension (page 53).</td>
<td>WSDOT, WSCC, TAC, NCDOT</td>
<td>Short Range</td>
</tr>
<tr>
<td>Develop a Collector Street Plan (page 53).</td>
<td>WSDOT, CCPB</td>
<td>Complete</td>
</tr>
<tr>
<td>Involve neighborhood residents in public and private planning efforts and decision making for the Reynolda Road Connector (page 53).</td>
<td>CCPB, WSDOT, Private Developer(s)</td>
<td>If property develops or Long Range</td>
</tr>
<tr>
<td>Require multiple neighborhood road connections to Planning Area neighborhoods if the Children’s Home property is developed (page 53).</td>
<td>CCPB, WSDOT (require), Developer (provide)</td>
<td>If property develops</td>
</tr>
<tr>
<td>Maintain the Sixteenth Street Bridge over the rail line and US 52 (page 53).</td>
<td>WSDOT, WSCC, NCDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Incorporate appearance and pedestrian features into road improvement projects (page 53).</td>
<td>WSDOT, WSCC, NCDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Continue to monitor and enforce weight limit prohibitions on Glenn Avenue (page 53).</td>
<td>WSDOT, WSPD</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*
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<th>TIMING*</th>
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<tbody>
<tr>
<td><em>(Roads/Interchanges/Intersections, continued...)</em></td>
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<tr>
<td>Investigate the need for incident management signalization for Patterson Avenue (page 53).</td>
<td>WSDOT, NCDOT</td>
<td>Short to medium range</td>
</tr>
<tr>
<td>Encourage citizens to report accident hazards to WSDOT (page 53).</td>
<td>Residents; NAs, WSDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage residents to work with the City to evaluate and implement Traffic Calming measures based on the City’s Traffic Calming Policy (page 53).</td>
<td>Residents, NAs, WSDOT</td>
<td>Immediate to Long Range</td>
</tr>
<tr>
<td>Continue ongoing safety improvements and follow-up studies for identified locations in the area (page 53).</td>
<td>WSDOT, NCDOT</td>
<td>Studies Underway</td>
</tr>
<tr>
<td><strong>Transit</strong></td>
<td></td>
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<tr>
<td>Extend the planned street car line from downtown to Wake Forest University through the Planning Area (page 53).</td>
<td>WSDOT, CCPB, WSCC</td>
<td>Long Range</td>
</tr>
<tr>
<td>Continue high level of transit in area. Review needs for additional stops on existing routes (page 53).</td>
<td>WSTA, WSDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Replace/repair damaged bus shelters; identify and place new shelters at appropriate locations (page 53).</td>
<td>WSTA, WSDOT</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Consider stops in the area if existing rail lines are converted to commuter rail use (page 53).</td>
<td>PART, WSDOT</td>
<td>Long Range</td>
</tr>
<tr>
<td>Evaluate the safety of at-grade crossings at identified locations (page 54).</td>
<td>NCDOT</td>
<td>Short to Medium Range</td>
</tr>
<tr>
<td>Encourage grade separation of rail lines at Twenty-Fifth and Twenty-Seventh Streets and improvements to the Twenty-Eighth Street railroad bridge as part of the Long Range US 52 Land Use and Transportation Plan (page 54).</td>
<td>WSDOT, NCDOT</td>
<td>Planning–Underway Implementation–Long Range</td>
</tr>
<tr>
<td><strong>Pedestrian/Bicycle</strong></td>
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<tr>
<td>Provide sidewalks on at least one side of all roads and both sides near institutional and public facilities (page 54).</td>
<td>PW, Property Developers</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Review identified sidewalk projects under City’s sidewalk priority funding system (page 54):  • Patterson Avenue from Akron Drive to Thirty-Third/Dominion Streets (west side);  • Patterson Avenue from Thirty-Third to south of Indiana Avenue (east side);</td>
<td>PW, WSDOT</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
### Pedestrian/Bicycle, continued...

- Indiana Avenue from Patterson Avenue to Glenn Avenue (north side);
- Pedestrian Connector into Northside Shopping Center;
- Fourteenth Street from Patterson Avenue to Chestnut Street (south side);
- Fourteenth Street from Cherry Street to Thurmond Street (missing segments—both sides);
- Twenty-Seventh Street from University Parkway to Collins Street (south side);
- Coliseum Drive from Pilgrim Court to University Parkway;
- Twentieth Street between Thurmond Street and Lincoln Avenue (missing segments—north side);
- Pittsburg Avenue between Twenty-Fifth and Twenty-Seventh Streets (one side);
- Ivy Avenue from Martin Luther King Jr. Drive to Indiana Avenue (missing segments—west side); and
- Greenway Avenue from Twenty-Seventh to Thirtieth Streets (both sides).

<table>
<thead>
<tr>
<th>Action/Project</th>
<th>Responsible Agency</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodate bicycles and pedestrians in road construction and modification projects (page 54).</td>
<td>PW, NCDOT</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

## Community Facilities Recommendations

### General

- Encourage schools, churches & recreational facilities to share facilities and cooperatively provide services (page 54).
  - Responsible Agency: WSFCS; WSRP; Area Institutions
  - Timing: Ongoing

### Schools

- Provide a high level of maintenance at schools (page 54).
  - Responsible Agency: WSFCS
  - Timing: Ongoing

- Fund renovations and updates at area schools as part of future bond issues (page 54).
  - Responsible Agency: WSFCS
  - Timing: Based on Facility Needs

### Coliseum/Fairgrounds Area

- Complete a Comprehensive Master Plan for the Coliseum/Fairgrounds area (page 41).
  - Responsible Agency: City; Wake Forest University; Chamber
  - Timing: Short Range

- Identify strategies to enhance and improve nearby commercial areas (page 41).
  - Responsible Agency: Development Office; Chamber; Area Businesses
  - Timing: Short Range

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<tr>
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<th>TIMING*</th>
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<tbody>
<tr>
<td><strong>Recreation Facilities</strong></td>
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<tr>
<td>Maintain, improve and expand existing park facilities to meet needs of residents (page 56).</td>
<td>WSRP</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Renovate and upgrade Martin Luther King Jr. Recreation Center (page 56).</td>
<td>WSRP</td>
<td>Medium Range</td>
</tr>
<tr>
<td>Encourage participation in the City’s Adopt-a-Park Program (page 56).</td>
<td>WSRP, Citizens, NAs; Area Institutions</td>
<td>Immediate</td>
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<tr>
<td><strong>Greenways/Strollways</strong></td>
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<tr>
<td>Construct a greenway along Peters Creek from Gateway Commons Park to Hanes Park (page 56).</td>
<td>WSRP, WSDOT</td>
<td>Long Range</td>
</tr>
<tr>
<td>Construct a greenway or sidewalk in unopened Lime Street right-of-way between Twenty-Fourth and Twenty-Seventh Streets (page 56).</td>
<td>WSRP, PW</td>
<td>Long Range</td>
</tr>
<tr>
<td>Extend the Strollway north from Downtown to Gateway Commons Park (pages 54 &amp; 56).</td>
<td>Development Office, WSRP</td>
<td>Immediate</td>
</tr>
<tr>
<td><strong>Library Facilities</strong></td>
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<tr>
<td>Expand access to library facilities by using mobile units and incorporating facilities into existing institutional uses (page 56).</td>
<td>FCLB, Institutional Uses</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Homeless Services</strong></td>
<td></td>
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<tr>
<td>Encourage creation of transitional and permanent support housing opportunities (page 56).</td>
<td>HND, CCPB, WSCC, Service Providers</td>
<td>Immediate to Medium Range</td>
</tr>
<tr>
<td>Encourage social service agencies to provide supportive services to help reduce homelessness (page 56).</td>
<td>Service Providers, HND</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage homeless service providers to offer additional programming, especially daytime activities (page 56).</td>
<td>Service Providers, HND</td>
<td>Immediate</td>
</tr>
<tr>
<td><strong>Housing and Community Development</strong></td>
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<tr>
<td><strong>General</strong></td>
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<tr>
<td>Maintain and improve the quality of housing stock in the area (page 56).</td>
<td>HND, NS, NAs, Property Owners</td>
<td>Ongoing/Immediate</td>
</tr>
<tr>
<td>Stringently and consistently enforce housing and sanitation ordinances. Increase penalties for violations (page 56).</td>
<td>NS, City Attorney</td>
<td>Ongoing/Immediate</td>
</tr>
</tbody>
</table>

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<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY†</th>
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</thead>
<tbody>
<tr>
<td><strong>(Housing and Community Development, continued...)</strong></td>
<td></td>
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</tr>
<tr>
<td>Use all available authority to compel the repair or demolition of deteriorated commercial buildings. Investigate the City’s legal authority and the experiences of other jurisdictions (page 56).</td>
<td>NS, Inspections; City Attorney</td>
<td>Immediate</td>
</tr>
<tr>
<td>Work to educate residents and property owners about City zoning, housing and sanitation ordinances (page 56).</td>
<td>NS, Inspections, NAs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage citizens and neighborhood organizations to identify properties for action under the Operation Impact Program (page 56).</td>
<td>Citizens; NAs, NS</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Cooperate with the community and law enforcement agencies to reduce the negative impacts of the sale of alcohol (page 57):</td>
<td></td>
<td>Immediate/ ongoing</td>
</tr>
<tr>
<td>• Discourage rezoning for uses that will include the sale of alcohol;</td>
<td>CCPB, WSCC</td>
<td></td>
</tr>
<tr>
<td>• Use the authority of NCGS 18B-309 for establishments in Urban Redevelopment Areas that sell alcohol;</td>
<td>WSCC, ABC Board</td>
<td></td>
</tr>
<tr>
<td>• Object to issuance/renewal of ABC permits for problem establishments or areas; and</td>
<td>Citizens, NAs</td>
<td></td>
</tr>
<tr>
<td>• Work with ALE agents.</td>
<td>WSPD</td>
<td></td>
</tr>
<tr>
<td><strong>Affordable Housing and Home Ownership</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage builders to construct high quality, compatible housing units in the area (page 57).</td>
<td>Builders, HND, CCPB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage churches, other institutions and CDCs to own and manage rental properties (page 57).</td>
<td>HND, Churches, CDCs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage neighborhood organizations and CDCs to develop neighborhood marketing programs (page 57).</td>
<td>NAs, CDCs, NBN, Center for Homeownership, HND</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td><strong>City Redevelopment and Rehabilitation Efforts</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggressively market the City’s rehabilitation and home buyer programs (page 57).</td>
<td>NS</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage partnerships to undertake redevelopment and revitalization activities (page 57).</td>
<td>HND, CDCs, HAWS, Churches, Nonprofit and For-profit Developers</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Complete Phase 3B of Gateway Commons/HOPE VI Redevelopment (page 57).</td>
<td>HAWS, Builders</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Complete implementation of the Old Cherry #2 Redevelopment Plan (page 57).</td>
<td>CCPB; HND, WSCC</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
### Design and Appearance Recommendations

#### General

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY †</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluate the inclusion of public art in parks, community centers and public gathering spaces (page 58).</td>
<td>Arts Council, Area Institutions, NAs, WSRP</td>
<td>Short Range</td>
</tr>
<tr>
<td>Provide planting strips as wide as feasible as part of roadway, sidewalk and redevelopment projects (page 58).</td>
<td>PW, CCPB, HND</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage property owners and businesses obtaining City economic assistance to work with design professionals (page 58).</td>
<td>Development Office</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Amend the UDO to require compliance with appearance related standards when a building changes use or a use expands (page 58).</td>
<td>CCPB, WSCC</td>
<td>Short Range</td>
</tr>
<tr>
<td>Discourage prison-like security features (page 58).</td>
<td>CCPB, CAC, Development Office,</td>
<td>Immediate</td>
</tr>
<tr>
<td>Provide a high standard of maintenance on streets, in parks and on publicly-owned properties (page 58).</td>
<td>PW, WSRP</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Incorporate community safety (CPTED principles) into the design of projects (page 58).</td>
<td>CCPB, WSPD, Center for Community Safety, Property Developers</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage residents and neighborhood associations to identify future Community Roots Day locations (page 58).</td>
<td>NAs, CAC, KWSB</td>
<td>Immediate</td>
</tr>
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</table>

#### Urban Boulevards and Corridors

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY †</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct public investment to Urban Boulevards and Corridors (page 58).</td>
<td>Development Office, PW, WSCC</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Complete a Master Plan for the University Parkway Urban Boulevard (page 58).</td>
<td>CCPB, CAC</td>
<td>When funding is available</td>
</tr>
<tr>
<td>Make recommendations for the Martin Luther King Jr. Drive as part of the <em>East/Northeast Winston-Salem Area Plan</em> (page 58).</td>
<td>CCPB</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

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

#### General

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<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
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<tbody>
<tr>
<td>Retain historic buildings (page 61).</td>
<td>CCPB, HND, Property Owners, CDCs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Place markers to identify historic places or events (page 61).</td>
<td>HRC, Community Organizations, Property Owners</td>
<td>Immediate</td>
</tr>
<tr>
<td>Initiate public outreach programs on the benefits of preserving historic resources (page 61).</td>
<td>HRC, Community Organizations</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage organizations and property owners to research and recognize the history and significance of properties (page 61).</td>
<td>HRC, Property Owners, Community Organizations</td>
<td>Immediate</td>
</tr>
</tbody>
</table>

#### Proposed Studies

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify historic resources in the Planning Area as part of the update of the countywide architectural inventory (page 61).</td>
<td>HRC, Consultant</td>
<td>Underway</td>
</tr>
</tbody>
</table>
### ACTION/PROJECT

*(Historic Preservation Recommendations, continued...)*

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
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</thead>
<tbody>
<tr>
<td>Seek grants and other funding to complete National Register nominations for identified properties and neighborhoods (pages 61 &amp; 62).</td>
<td>HRC, Property Owners, Organizations</td>
<td>Immediate to Medium Range</td>
</tr>
<tr>
<td>Encourage/assist property owners and organizations to undertake or commission studies for identified historic properties (page 62).</td>
<td>HRC, Property Owners, Organizations</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Encourage property owners to seek National Register and Local Historic Landmark designation for eligible properties (page 62).</td>
<td>HRC, Property Owners, Organizations</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Proposed Districts

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<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek National Historic Register District designation for eligible areas (page 62).</td>
<td>NAs, HRC</td>
<td>When determined eligible</td>
</tr>
</tbody>
</table>

### Sense of Community Recommendations

#### Physical

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
</tr>
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<tbody>
<tr>
<td>Encourage the creation of community gardens and landscaped areas (page 62).</td>
<td>NAs, Community Organizations, Area Institutions, Winston Grows, KWSB, VM</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage the erection of neighborhood entrance signs and community bulletin boards (page 62).</td>
<td>NAs, WSDOT (installation)</td>
<td>Immediate/Ongoing</td>
</tr>
<tr>
<td>Encourage residents to identify and report graffiti in their neighborhoods and work with the City and KWSB to have it removed (page 62).</td>
<td>Residents, KWSB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage infill development with features that promote personal interaction (page 62).</td>
<td>CCPB</td>
<td>Ongoing</td>
</tr>
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</table>

#### Social/Programming

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING</th>
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<tbody>
<tr>
<td>Encourage organizations and institutions to hold community festivals and events (page 62).</td>
<td>NAs, Community Organizations, Area Institutions</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage residents, neighborhood organizations and institutions to participate in community improvement and cleanup efforts (page 62).</td>
<td>NAs, NBN, CAC, KWSB</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Encourage the establishment and development of neighborhood organizations (page 62).</td>
<td>Residents, NBN, NS</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
**Economic Development Recommendations**

### Applicable City Programs

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a City-supported web server for neighborhood organizations and community events (page 62).</td>
<td>NS, IS</td>
<td>Short Range</td>
</tr>
<tr>
<td>Implement the recommendations of the RUCA report and expand funding beyond FY06-07 (page 63).</td>
<td>Development Office, CCPB, WSCC</td>
<td>Underway and Immediate</td>
</tr>
<tr>
<td>Designate identified areas under the City’s Target Area Business Assistance Program (page 63).</td>
<td>Development Office, WSCC</td>
<td>Short Range</td>
</tr>
<tr>
<td>Identify and assess potential brownfield sites; assist developers to obtain funding for site cleanup (page 63).</td>
<td>Development Office, CCPB</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

### Other Recommendations

<table>
<thead>
<tr>
<th>ACTION/PROJECT</th>
<th>RESPONSIBLE AGENCY</th>
<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek City funding to implement the public improvement recommendations for area Activity Centers (page 63).</td>
<td>Development Office, PW</td>
<td>Short to Long Range</td>
</tr>
<tr>
<td>Based upon funding, develop programs to implement recommended public and private improvements and development activities (page 63).</td>
<td>Development Office, CCPB, WSCC</td>
<td>Immediate to Long Range</td>
</tr>
<tr>
<td>Continue working with and funding organizations that provide technical assistance to CDCs (page 63).</td>
<td>HND, Development Office, NBN, CDCs</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage neighborhood associations and area institutions to partner with CDCs and for-profit development in redevelopment efforts (page 63).</td>
<td>NAs, Area Institutions, CDCs, HND</td>
<td>Immediate</td>
</tr>
<tr>
<td>Based upon future funding availability, encourage CDCs to target area activity centers for revitalization and seek funding under the City’s RUCA Program (page 63).</td>
<td>CDCs, Neighborhoods, Development Office, CCPB, HND</td>
<td>Immediate to Short Range</td>
</tr>
<tr>
<td>Partner with private lenders and nonprofits to provide loans to CDCs for commercial development activities (page 63).</td>
<td>HND, Development Office, Lenders</td>
<td>Short Range</td>
</tr>
</tbody>
</table>

*Timing:  Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more
<table>
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<th>ACTION/PROJECT</th>
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<th>TIMING*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek certification of the Patterson/Glenn Activity Center as an Urban Redevelopment Area; if certified, prepare and implement a redevelopment plan (page 63).</td>
<td>CCPB, Development Office, WSCC</td>
<td>When funding is available</td>
</tr>
<tr>
<td>Direct developers to available properties in the Planning Area (page 63).</td>
<td>Development Office, Chamber</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage the use of local, State and federal economic incentives to reduce cost of development on sites in the Planning Area (page 63).</td>
<td>Development Office</td>
<td>Immediate</td>
</tr>
<tr>
<td>Encourage cooperative efforts by area businesses to provide shared parking (page 63).</td>
<td>Area Businesses</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Amend UDO to allow noncontiguous spaces to meet required parking in Activity Centers (page 63).</td>
<td>CCPB, WSCC</td>
<td>Immediate</td>
</tr>
<tr>
<td>Support the formation of business organizations and watch programs (page 63).</td>
<td>Area Businesses, Chamber, Development Office, WSPD</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

†Abbreviations Used in the Implementation Schedule:

- **ALE**: Alcohol Law Enforcement
- **CAC**: Community Appearance Commission
- **CCPB**: City-County Planning Board
- **CDC(s)**: Community Development Corporation(s)
- **Chamber**: Greater Winston-Salem Chamber of Commerce
- **CPTED**: Crime Prevention through Environmental Design
- **FCLB**: Forsyth County Library Board
- **HAWS**: Housing Authority of Winston-Salem
- **HND**: Winston-Salem Housing and Neighborhood Development Department
- **HRC**: Forsyth County Historic Resources Commission
- **IS**: Winston-Salem Information Systems Department
- **KWSB**: Keep Winston-Salem Beautiful
- **NA(s)**: Neighborhood Association(s)
- **NBN**: Neighbors for Better Neighborhoods
- **NCDOT**: North Carolina Department of Transportation
- **NS**: Winston-Salem Neighborhood Services Department
- **PART**: Piedmont Authority for Regional Transportation
- **PW**: Winston-Salem Public Works Department
- **RUCA**: Revitalizing Urban Commercial Areas
- **TAC**: Transportation Advisory Committee of the Winston-Salem Urban Area Metropolitan Planning Organization
- **UDO**: Unified Development Ordinances
- **VM**: Winston-Salem Vegetation Management Department
- **WSCC**: Winston-Salem City Council
- **WSDOT**: Winston-Salem Department of Transportation
- **WSFCS**: Winston-Salem Forsyth County Schools
- **WSPD**: Winston-Salem Police Department
- **WSRP**: Winston-Salem Recreation and Parks Department
- **WSTA**: Winston-Salem Transit Authority

*Timing: Immediate: 1-2 years  Short Range: 3-5 years  Medium Range: 6-10 years  Long Range: 10 years or more*
Appendix A. Potentially Historic Properties

Planning staff reviewed the two major studies/surveys of Forsyth County architecture, *From Frontier to Factory and Winston-Salem’s African American Neighborhoods, 1870-1950*, and completed a windshield survey of the Planning Area. The following is a brief discussion of neighborhoods or properties identified as historically significant and potentially eligible for listing on the National Register of Historic Places based on the review and survey.

**Alta Vista.** Alta Vista was possibly the first restricted suburb in the South developed exclusively for African-American professionals. Originally platted in 1927 north of the Boston/Thurmond area, the neighborhood boundaries include Twenty-Sixth Street to the north, Twenty-Four-and-a-Half Street to the south, Kirkwood Street to the west and Cherry Street to the east. The homes were constructed between the late 1920s and the late 1940s. Architecturally, the houses are representative of popular styles of the day including American Foursquare, Minimal Tudor Revival, and Minimal Traditional, to mention a few. The neighborhood has witnessed little disturbance to the original street patterns and housing stock and continues today as a middle-income, African-American neighborhood.

**Bon Air-Greenway Place.** Bon Air-Greenway Place was originally platted in 1926. The neighborhood was roughly bounded by East Thirtieth Street to the north, Glenn Avenue to the south and east, and Druid Hills Drive to the west. The area was originally constructed as a middle-income white neighborhood; however, at some point in the mid-to-late twentieth century, the make-up shifted to predominantly African-American. The neighborhood is significant for the planned layout which combines a residential neighborhood with two ornamental parks (Greenway and Bon Air Parks) and a boulevard design on two blocks of Greenway Avenue. The architectural styles found in the area were popular from the time of development including Craftsman-style bungalows, Colonial Revival, American Foursquare, Period Cottage, and Minimal Traditional. The appearance and feeling of the area is similar to other automobile suburbs in the city, such as Ardmore, a neighborhood southwest of downtown Winston-Salem. Today, the neighborhood maintains its original street patterns and contains a high level of architectural integrity of design, setting, materials, and workmanship.

**Black-Phillips-Smith Center.** An example of a significant building type that requires further investigation is the Black-Phillips-Smith Center located at 2301 North Patterson Avenue. The building is currently owned by City of Winston-Salem and is one of three remaining Wachovia bank branches constructed in the Moravian Revival Style during the 1940s and 1950s with bricks made by George Black, an African-American brick maker. The City could seek Local Historic Landmark designation for the building on Patterson Avenue or could work with the owners of the other two bank buildings to jointly submit a National Register thematic nomination for the three buildings.

**(Former) Chatham Manufacturing Company.** In 1906, the Chatham Manufacturing Company built a plant and moved its offices to Winston-Salem. The plant, located at the intersection of Chatham Road and Northwest Boulevard, originally produced wool and mixed-wool blankets. Most of the workers lived in the Chatham Heights area. The plant closed in 1940. Since that time, the plant has been used for a variety of uses.

**(Former) R. J. Reynolds Industries Inc. World Headquarters.** R.J. Reynolds has played a major role in the economic development of Winston-Salem, but the company has also driven the architectural standards of the city. The (former) R.J. Reynolds Industries Inc. World Headquarters built in 1977 on Reynolds Boulevard is no exception. Designed by A.G. Odell Associates, the impressive five-story office building was constructed in a linear, accordion form, and completely covered with mirror glass. The building was designed for optimum energy conservation with insulated glass and computer controlled heating and air conditioning system. The World Headquarters Building is a modern architectural gem, worthy of mention.

**Rock Houses on Glenn and Indiana Avenues.** Three rock houses exist in close proximity to the intersection of Indiana and Glenn Avenues, 3011 Glenn Avenue, 3022 and 3028 Indiana Avenue.
The exterior stone is an atypical material to the area and creates a uniqueness which warrants further investigation.

**Shotgun Houses on Thirteenth Street.** A collection of shotgun houses located at 1004, 1008, 1016, 1024 Thirteenth Street are part of the original Boston Cottage area. The “shotgun” house was a common house type in the late 1800s and early 1900s within African-American neighborhoods throughout the South. At one time, shotguns could be found throughout most low-to-moderate income African-American neighborhoods of Winston-Salem; however, only a handful remain today to illustrate the story of African-Americans who lived in the time of great industrial advancement in the Twin Cities.

**Thurmond Street.** 1712 Thurmond Street is listed in *From Frontier to Factory* as a very typical vernacular house of the Boston-Thurmond area. Along Thurmond Street there exists several examples of turn-of-the-century housing constructed by the Boston Cottage Company, an investment company incorporated in 1892. The company’s charter included the phrase “to erect cottages,” indicating that the initial intention was to create a neighborhood for a lower-income level. Such examples include 1400, 1408, 1412, 1700, 1704, 1708, and 1712 Thurmond Street. A large portion of the neighborhood was either destroyed or affected when the Cherry Street Extension and University Parkway were constructed.

During the construction of University Parkway in 1961, the houses now located at 1700, 1704, 1708, and 1712 Thurmond were moved to their current location. Although the homes are modest by today’s standards, the examples remaining on Thurmond Street were a significant improvement from the sharecropper housing that the early occupants had been accustomed to and demonstrates the improvement of living standards that came with a factory job and a new urban lifestyle.

**Twelfth Street.** West of University Parkway is a collection of early nineteenth century African-American housing that was part of the Boston Cottage area before the construction of the Parkway. The street was developed by L.L. Campbell and I.O. Speas, a realtor/building contractor team that helped to develop many sections of this part of Winston-Salem.

**Rundell Street.** A collection of ten post-war era houses are located between Northwest Boulevard and West Eleventh Street on the east side of Rundell Street. The buildings have a high level of architectural integrity, maintaining a high degree of original material. More research is required to verify if there is a link between the housing and the nearby textile manufacturing plants.

**Row Street.** In 1900, Row Street was an unnamed street owned by B.N. Sullivan and the property remained in the Sullivan family until 1978. Today, the streets remain as platted with only minor modifications. Of the thirteen buildings originally built in circa 1920, nine survive today. This section of residential housing was located adjacent to a large residential area that was owned and presumably developed by the Chatham Manufacturing Company. One theory is that the buildings were constructed by the Sullivan family as a speculative venture, with a majority of the tenants working for the nearby textile plants. Row Street represents a rare instance where an entire street of historic houses of similar style survives almost intact.

![Rock house at 3011 Glenn Avenue](image)
Thirty-Third, Thirty-Second, and Arch Streets. Nestled between Patterson Avenue and US 52 is a unique collection of nine 1920s homes of similar design, material, and craftsmanship. Addresses include 401 Thirty-Second Street, 308, 312, 316, 402, 403, 406, 407, 410 Thirty-Third Street. The buildings maintain a high level of architectural integrity and it is unknown as to whether this was part of a planned development or part of development for workers in local industry.

Harriet Tubman Drive. Ambassador’s Cathedral, located on the corner of Harriet Tubman Drive (previously English Street) and Fifteenth Street, was noted in From Frontier to Factory. The building is a two-story, Neo-Classical Church built between 1910 and 1930. The church, along with two brick duplexes and a brick foursquare, occupy the majority of the block. Additionally, on the same block facing Ivy Avenue is an early 19th century brick pump house. The collection of brick buildings maintains a high level of architectural integrity and requires further investigation.

Kilkare Avenue. The east side of Kilkare Avenue between Twenty-Fifth and Twenty-Seventh Streets possesses six modern-style houses built in 1955. The similarly designed buildings are unique in style, material, and design. This later addition to the adjacent Bon Air-Greenway neighborhood adds an interesting and distinctive element to the region.

Building Included in Existing Surveys
Other buildings in the Planning Area inventoried as part of Frontier to Factory include: the former Piedmont Leaf Tobacco Company at 111 East Tenth Street, the former G.Q. Flynt Tobacco Company at 836 Oak Street, former Sunnyside Coal, Ice, and Oil Building at 815 East Twenty-Fifth Street, the Booe Building at 876 North Liberty Street, the Winston Leaf Tobacco and Storage Company at 221 Twelfth Street, the former Stewart-Warner Bassick Sack Division at 2941 Indiana Avenue, the former Lee Memorial Presbyterian Church (currently St. James AME Zion) at 1501 Patterson Avenue, and the former Dominion Box Company at 3401 Indiana Avenue.
Appendix B. Institutional Expansion Policies

General Policies

• Institutions are strongly encouraged to involve community residents, neighborhood associations, and City staff in the development of their master plans.
• Prior to seeking property rezoning, special use approvals, demolition permits, or major building permits, area institutions should meet with neighborhood associations and/or 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 residential property for higher density residential or nonresidential institutional development should only be considered when appropriate vacant or underutilized land is not available, when vacant or underutilized nonresidential buildings are not available, or when the area is not a part of an established neighborhood.
• Before considering the addition of new parking areas and locations, institutions should work with the neighborhood, adjacent land owners, and the Winston-Salem Department of Transportation to determine the potential for on-street and shared parking areas.

Policies for Site Design and New Building Construction

• Sites and buildings should be designed in a manner that is complementary 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 fencing should be located away from public view; and the use of razor wire and other materials with prison-like security features is strongly discouraged.
• Service components (such as trash dumpsters, mechanical/technical equipment, and loading docks) should be located away from residential uses and screened from public view.
• Vegetation and unique site features should be retained whenever possible.
General Policies

- Prior to seeking property rezoning, industrial property owners should meet with neighborhood associations and/or residents about the proposed expansion plans.
- Rezonings for expansions should only be approved when appropriately zoned vacant or underutilized sites are not available or when the expansion area is not a part of an established neighborhood.
- To the greatest extent practical, site expansion areas and new buildings should be designed to complement and blend with the surrounding neighborhood.
- Large structures, intense uses, and noise producing uses should be located away from residential areas.
- Access drives should be located to direct traffic, especially truck traffic, away from residential areas.
- All facilities and outside storage areas should be appropriately screened with vegetation.
- Mature vegetation and unique site features should be retained whenever possible.
- Parking areas 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; and, the use of razor wire and other materials with prison-like security features are strongly discouraged.
- Service components (such as trash dumpsters, mechanical/technical equipment, and loading docks) should be located away from residential uses and screened from public view.
Appendix D.
Examples of Converted Industrial Buildings

The former G.Q. Flynt Tobacco Company on Oak Street in the North Central Planning Area

Brookstown Mill, converted to bed and breakfast inn, retail and office space

Photo by Brian Follas, EXCOMEDIA, Inc.
Used with permission

Mill at Tar Branch (formerly Indera Mills) converted to loft apartments and office space

Piedmont Leaf Lofts, converted to loft apartments and office space
Appendix E. Excerpts From The Revitalizing Urban Commercial Areas (RUCA) Report

Evaluations and Recommendations for designated RUCAs in the North Central Planning Area

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

Existing Conditions

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

Public Facilities

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

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

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

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

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

Lighting
Standard street lighting exists throughout the area.

Roads
The road width for Patterson Avenue is 48 feet with a 150 foot right-of-way. The traffic capacity of Patterson Avenue is 32,200 trips a day, more than enough to handle the 2025 estimated trip volume of 15,000 trips per day. West of Patterson Avenue, Indiana Avenue has a road width of 40 feet and a right-of-way of 50 feet. The road capacity of 12,700 is enough to handle the 2025 estimate of 10,300 trips per day. Capacity for Indiana Avenue is also adequate on the east side of Patterson Avenue.
Street Trees and Amenities
Some street trees exist on Patterson Avenue north of 34th Street, though the trees on the east side are set back a bit from the road. It is hoped that as the west side of the road redevelops, that the existing street trees will be retained. No pedestrian amenities such as benches or trash receptacles are provided in the area, except within the Northside Shopping area.

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

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

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

Existing Plans/Programs
The area falls within the proposed North Central Area Plan which is underway. The area is in the Neighborhood Revitalization Strategy Area, qualifying property owners for the City’s Economic Revolving Loan Program, and the Building Improvement Rehabilitation Program.

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

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

<table>
<thead>
<tr>
<th>Urban Activity Center</th>
<th>Crime Category</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northside</td>
<td>Part 1 Crime</td>
<td>111</td>
<td>105</td>
<td>151</td>
<td>367</td>
</tr>
<tr>
<td></td>
<td>Part 2 Crime</td>
<td>182</td>
<td>162</td>
<td>185</td>
<td>529</td>
</tr>
</tbody>
</table>

Northside Crime Statistics
<table>
<thead>
<tr>
<th>Public Facility Improvement Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short Range: 1-3 years</strong></td>
</tr>
<tr>
<td><strong>Sidewalks</strong></td>
</tr>
<tr>
<td>Repair Sidewalks:</td>
</tr>
<tr>
<td>- Patterson Ave. south of RR to Indiana Ave.</td>
</tr>
<tr>
<td>(east side)</td>
</tr>
<tr>
<td>- Both sides of Indiana Ave. west of Patterson Ave.</td>
</tr>
<tr>
<td><strong>Make Handicapped Accessible:</strong></td>
</tr>
<tr>
<td>- Sidewalk ramp at Patterson Ave. and 34th St. (SE corner)</td>
</tr>
<tr>
<td>- Medians at the entrance to the shopping center, the west side of Patterson Ave. at 33rd, and the west side of Patterson Ave. at Indiana Ave.</td>
</tr>
<tr>
<td><strong>Other Pedestrian Needs</strong></td>
</tr>
<tr>
<td>Provide Striped Crosswalks at:</td>
</tr>
<tr>
<td>- Patterson Ave. and entrance to shopping center (full)</td>
</tr>
<tr>
<td>- Patterson Ave. and Indiana Ave. (full)</td>
</tr>
<tr>
<td><strong>Transit</strong></td>
</tr>
<tr>
<td>Add a Bus Stop (sign):</td>
</tr>
<tr>
<td>- 3100 block of Indiana Ave. (south side)</td>
</tr>
<tr>
<td>- 3200 or 3300 block of Patterson Ave. (east side)</td>
</tr>
<tr>
<td><strong>Add bus stop bench:</strong></td>
</tr>
<tr>
<td>- East side of Patterson Ave. at entrance to shopping center</td>
</tr>
<tr>
<td><strong>Streets Trees</strong></td>
</tr>
<tr>
<td><strong>Other</strong></td>
</tr>
<tr>
<td>- Clean up unkempt RR right-of-way</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
NORTHWEST/PATTERSON
The Northwest/Patterson area (8 acres) is located north of downtown, west of US 52, and south of Fourteenth Street. The area serves the North Winston neighborhood and is in an area where a number of homeless agencies are located.

Existing Conditions

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

Public Facilities

Sidewalks/Crosswalks
Sidewalks exist throughout the area, and link to all of the surrounding residential areas with the exception of Fourteenth Street west of Patterson Avenue. Sidewalk conditions are good with the exception of both sides of Northwest Boulevard west of Patterson Avenue. Sidewalk maintenance/vegetation clearance is needed on a section of Patterson Avenue (east side) and Thirteenth Street (south side). The sidewalks appear to be handicapped accessible. Crosswalks are striped at Patterson Avenue/Northwest Boulevard.

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

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

Lighting
Standard street lighting exists throughout the area.

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

Street Trees and Amenities
No street trees exist in the area. A city-maintained trash receptacle is located next to the bus stop at Thirteenth Street and Patterson Avenue.

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

- Multiple/unsafe curb cuts
- Dumpsters visible from the roads and sidewalks
- Chain-link/razor wire fencing
- Old, outdated signage and façades
- Excessive signage
- Parking lot design/lack of landscaping/weed control
- Areas with trash and litter/excessive vegetation
- Poor structural conditions

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

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

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

Crime
This RUCA has a number of crime problems, some of which are the result of a concentration of homeless services in one area. Problems with drug
Sales/use and alcohol sales/use in the area lead to prostitution and strong-arm robberies. Drug/drink houses and brothels can be found in the adjacent neighborhood, as well as drug sales in the area.

Loitering is also an issue in the area. Chain link fencing and razor wire on Food City adds to the perception/reality of the crime problems.

**Northwest/Patterson Crime Statistics**

<table>
<thead>
<tr>
<th>Urban Activity Center</th>
<th>Crime Category</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest/Patterson</td>
<td>Part 1 Crime</td>
<td>42</td>
<td>28</td>
<td>26</td>
<td>96</td>
</tr>
<tr>
<td></td>
<td>Part 2 Crime</td>
<td>114</td>
<td>113</td>
<td>125</td>
<td>352</td>
</tr>
</tbody>
</table>

**Recommendations**

**Needed Land Uses**

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

**Crime**

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

**Public Facility Improvement Recommendations**

<table>
<thead>
<tr>
<th></th>
<th>Short Range: 1-3 years</th>
<th>Long Range: 4-10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sidewalks</strong></td>
<td><strong>Repair/Maintain Sidewalks:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Both sides of Northwest Blvd. west of Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 13th St. east of Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 1300 block of Patterson Ave., east side</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Build Sidewalks:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- 14th St. west of Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td><strong>Other Pedestrian Needs</strong></td>
<td><strong>Provide Striped Crosswalks at:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Patterson Ave. and 14th St.</td>
<td></td>
</tr>
<tr>
<td><strong>Transit</strong></td>
<td><strong>Add Bus Stop Bench:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- To bus stops on both sides of the street at Patterson Ave. and 13th St.</td>
<td></td>
</tr>
<tr>
<td><strong>Bike Facilities</strong></td>
<td><strong>Place Bike Rack at:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Samaritan Inn or grocery store</td>
<td></td>
</tr>
<tr>
<td><strong>Lighting</strong></td>
<td>No additional lighting recommended at this time</td>
<td></td>
</tr>
<tr>
<td><strong>Roads</strong></td>
<td>- Create on-street parking where feasible</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Investigate use of traffic calming</td>
<td></td>
</tr>
<tr>
<td><strong>Street Trees</strong></td>
<td><strong>Plant Street Trees:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Both sides of Patterson Ave. between Northwest Blvd. and 13th St.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- West side of Patterson Ave. between 13th St. and 14th St.</td>
<td></td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>- Fix broken storm grate on 13th St. east of Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Clean up trash and kudzu on southwest corner of Northwest Blvd. and Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>If warranted, consider pedestrian lighting for lower section of RUCA</td>
<td></td>
</tr>
</tbody>
</table>
The Patterson/Glenn area (16 acres) is located north of downtown between Seventeenth and Twenty-Fourth Streets, and just east of the new Gateway Commons/Hope VI development. In addition to Gateway Commons, the area serves the Greenway and North Winston neighborhoods.

**Existing Conditions**

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

**Public Facilities**

**Sidewalks/Crosswalks**
Sidewalks exist throughout the area and link to all of the surrounding residential areas. Sidewalk conditions are good with the exception of small sections of Glenn Avenue and Patterson Avenue and a large area of broken pavement on the north corner of Greenway Avenue and Patterson Avenue. A median in the center of Greenway Avenue along Patterson Avenue is not handicapped accessible. The sidewalks appear to be accessible for the handicapped and elderly with the exception noted above. Some overgrown vegetation on the 100 block of Glenn is currently blocking the sidewalk. Crosswalks are striped at the intersection of Glenn Avenue and Patterson Avenue.

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

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

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

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

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

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

**Site Issues**
In the Patterson/Glenn area, 64% of the structures are dilapidated or deteriorated and 18% are vacant. Business sites have numerous problems including:
- Multiple/unsafe curb cuts
- Parking availability issues in some areas
- Dumpsters visible from the road and sidewalks
- Parking lot design/lack of landscaping/weed control
- Chain-link/razor wire fencing and unmaintained chain-link/slat fencing
- Old/outdated signage and facades
- Abandoned “skeleton” signs (frames only)
- Unsightly auto-related uses/tire storage
- Area with trash and litter
- Poor structural conditions

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

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

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

### Patterson/Glenn Crime Statistics

<table>
<thead>
<tr>
<th>Urban Activity Center</th>
<th>Crime Category</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patterson/Glenn</td>
<td>Part 1 Crime</td>
<td>41</td>
<td>34</td>
<td>25</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Part 2 Crime</td>
<td>145</td>
<td>141</td>
<td>99</td>
<td>395</td>
</tr>
</tbody>
</table>

### Recommendations

#### Needed Land Uses

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

#### Crime

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

### Public facility Improvement Recommendations

<table>
<thead>
<tr>
<th>Short Range: 1-3 years</th>
<th>Long Range: 4-10 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sidewalks</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Repair Sidewalks:</strong></td>
<td></td>
</tr>
<tr>
<td>- South side of Glenn Ave. between Chestnut St. and Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td>- Small section of Patterson Ave. north of Glenn Ave.</td>
<td></td>
</tr>
<tr>
<td>- NW corner of Greenway St. and Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td><strong>Make Accessible:</strong></td>
<td></td>
</tr>
<tr>
<td>- Median on west side of Greenway St. and Patterson Ave.</td>
<td></td>
</tr>
<tr>
<td><strong>Other Pedestrian Needs</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Provide Striped Crosswalks at:</strong></td>
<td>Investigate turning radius at Patterson/Glenn Aves.</td>
</tr>
<tr>
<td>- Greenway St. and Glenn Ave.</td>
<td></td>
</tr>
<tr>
<td><strong>Transit</strong></td>
<td>Add bus benches to bus stops if warranted.</td>
</tr>
<tr>
<td><strong>Add Bus Stop (sign):</strong></td>
<td></td>
</tr>
<tr>
<td>- West side of Patterson Ave. north of Glenn</td>
<td></td>
</tr>
<tr>
<td><strong>Bike Facilities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Place Bike Rack at:</strong></td>
<td></td>
</tr>
<tr>
<td>Black-Phillips-Smith Center</td>
<td></td>
</tr>
<tr>
<td><strong>Lighting</strong></td>
<td>Investigate need for pedestrian-level lighting on Patterson from just north of Glenn Ave. to Greenway St.</td>
</tr>
<tr>
<td><strong>Roads</strong></td>
<td>- Create on-street parking where feasible</td>
</tr>
<tr>
<td></td>
<td>- Investigate use of traffic calming</td>
</tr>
<tr>
<td><strong>Street Trees</strong></td>
<td>Plant Street Trees:</td>
</tr>
<tr>
<td>- Along west side of Patterson Ave. north of Glenn Ave.</td>
<td></td>
</tr>
<tr>
<td>- Both sides of Patterson Ave. between Glenn Ave. and Greenway Ave.</td>
<td></td>
</tr>
<tr>
<td>- North side of Glenn Ave. west of Greenway Ave.</td>
<td></td>
</tr>
</tbody>
</table>

See proposed focal point sketch on following page.
Citizens Advisory Committee

- Bill Adkerson
  Bethesda Center for the Homeless
- Alberta Black
  Boston-Thurmond
  Neighborhood Association
- Rodney Funderburk
  Union Bethel AME Church
- Lavastian Glenn
  City-County Planning Board
- O’Neal Glenn
  Boston-Thurmond
  Neighborhood Association
- Kathryn Harris
  Connecting Greenway Alliance
- Deronda Kee-Lucas
  Black-Phillips-Smith
  Local Government Center
  and Roosevelt Avenue Resident
- Roslyn Homes Martin
  Greenway Avenue Resident
- Catherine Miller
  Boston-Thurmond Neighborhood Association
- Ernestine Nurse
  Gateway Commons Resident
- Fran B. Oates
  Union CDC, Union Baptist Church
- Dianna Price
  Connecting Greenway Alliance
- Konnie Robinson
  Union Chapel Baptist Church
- Rodney Sumler
  North Winston
  Neighborhood Association
- Frank Thomas
  4½ Street Resident
- Preston Webb
  Connecting Greenway Alliance
- Gwendolyn Williams
  Glenn Avenue Resident
- Juanita Williams
  Habitat for Humanity Board of Directors
  and Ivy Street Resident
- Chris Yenrick
  Smith Phillips Lumber Company

Winston-Salem City Council

- 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

City-County Planning Board

- Arnold King
  Chairman
- Jerry L. Clark
- Wesley Curtis
- Carol Eickmeyer
  Lavastian Glenn
  (former member)
- Arthur King
- Clarence R. Lamb Jr.
  Lynne Mitchell
  Paul W. Mullican
  Brenda Smith

City-County Planning Staff

- Paul Norby, FAICP, Director of Planning
- Glynis Jordan, AICP, Deputy Director
- Margaret C. Bessette, AICP, Principal Planner
- Judy A. Hunt, AICP, Principal Planner
- Wendy J. Miller, ASLA, Principal Planner
- C. Lynn Ruscher, AICP, GISP, Principal Planner
- Michelle M. McCullough, Project Planner
- Aldea Douglas, Project Planner
- Kelly Bennett, Planner
- Donna Myers, Graphics Supervisor

*Project Leader

Photo Credits

- Brian Follas, EXCOMEDIA, Inc.
  (Brookstown Inn on page 80)
- City-County Planning Staff (all other photos)
For more information about the

NORTH CENTRAL WINSTON-SALEM
AREA PLAN

Contact:
City-County Planning Board
Telephone: 336-727-8000
Fax: 336-748-3163
E-mail: planning@cityofws.org
Web site: www.cityofws.org/planning