

FORWARD 2045

WINSTON-SALEM / FORSYTH COUNTY



Adoption Dates
Recommended by the City-County Planning Board on September 12, 2024
Adopted by the Winston-Salem City Council on November 18, 2024
Adopted by the Forsyth County Board of Commissioners on August 28, 2025

Table of Contents

Introduction	Attainable Housing and Stable Neighborhoods	Strong Economic Opportunities	Connected and Accessible Spaces
01	25	37	45
Vibrant Character and Identity	Sustainable and Healthy Environment	Managed Growth and Land Use	Implementation and Housing Glossary
			
53	61	69	77

Introduction



Comprehensive Planning Through the Years

1948 – Founding of City-County Planning Board; adoption of *The Forsyth County Plan*

1959 – *Comprehensive Development Plan for the Metropolitan Area of Winston-Salem, NC*

1960 – *Comprehensive Development Plan for the Rural Area of Forsyth County, NC*

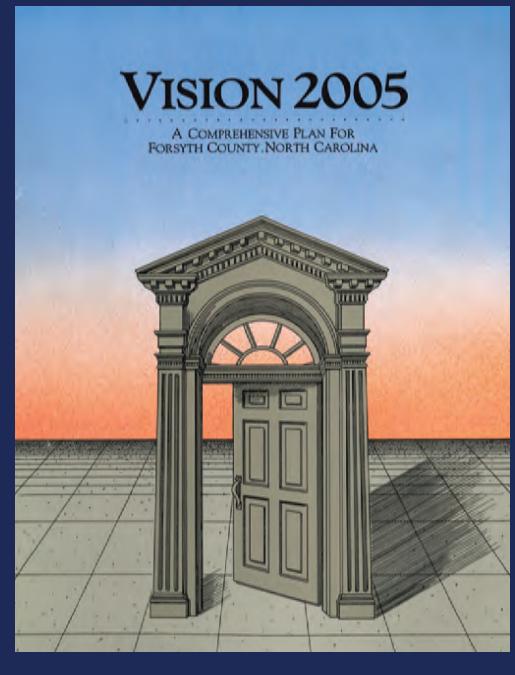
1970 – *General Development Plan for the Year 2000*

1975 – *General Development Plan: A Policies Plan for Forsyth County, NC*
1980 – 1990 – 2000

1987 – *Vision 2005: A Comprehensive Plan for Forsyth County, North Carolina*

2001 – *Legacy: A Development Guide for the New Century in Winston-Salem and Forsyth County*

2012 – *Legacy 2030 Update*



Welcome to Forward 2045!

Forsyth County has a long and unique history that demonstrates its ability to adapt and evolve as our community continues to grow. The planning policies that are made today will significantly impact our residents' ability to thrive, necessitating that they reflect the diverse needs and aspirations of everyone in our community. The recommendations outlined in this comprehensive plan are designed to guide us toward a more equitable, livable, and resilient future.

What is a Comprehensive Plan?

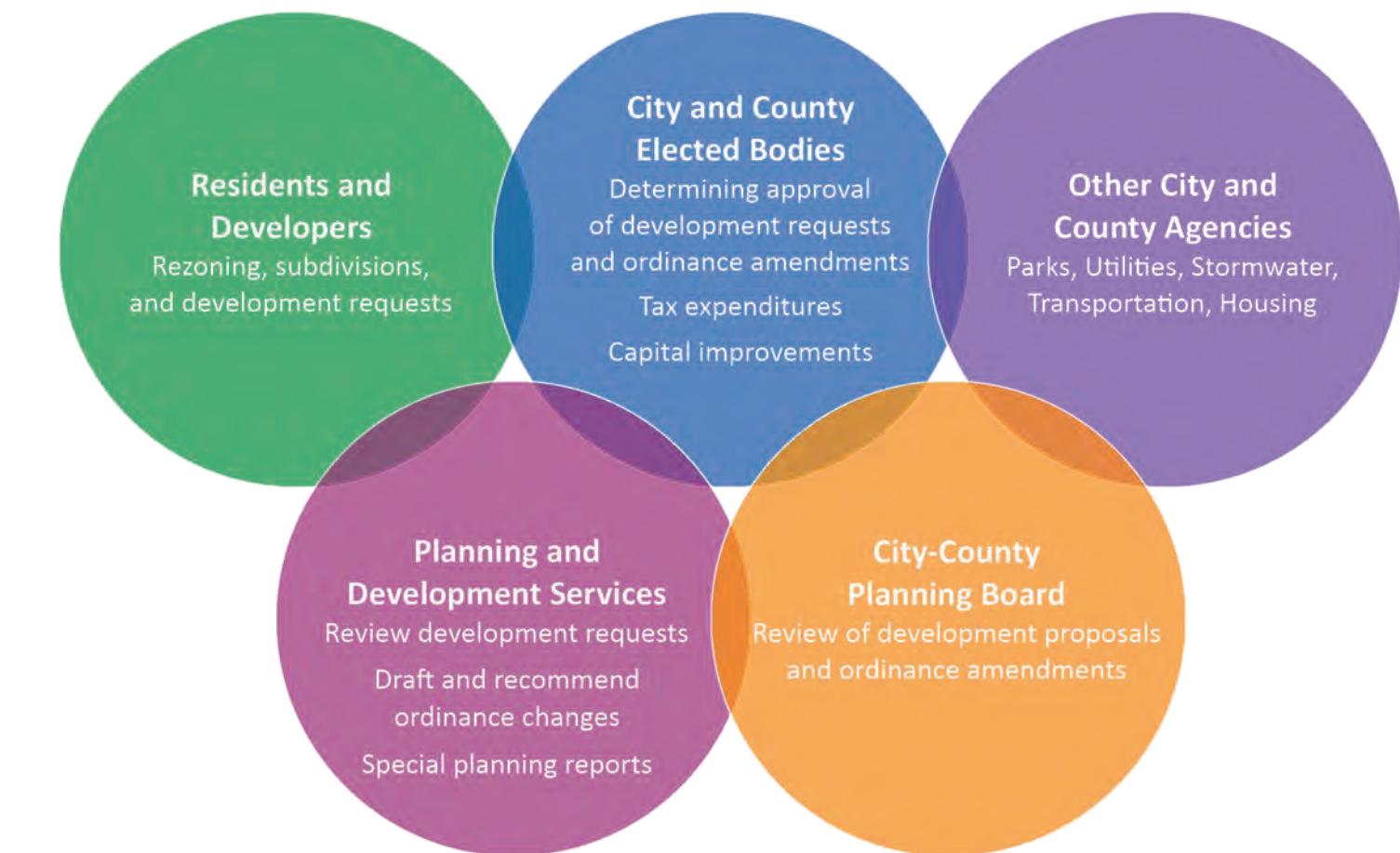
A comprehensive plan is the official public document used to guide growth and development in a city or county. It outlines a community-supported vision for our future through a series of goals and strategies related to housing, economic development, transportation, community character, and sustainability. A comprehensive plan is required by the state for any jurisdiction that administers zoning and subdivision regulations.

The recommendations within the plan serve as the foundation for future public policy decisions, which allows the community vision to be fulfilled in a systematic and holistic manner. Zoning and code amendments, public investments, and future area and topic-based planning efforts respond to these recommendations with specific actions. The comprehensive plan also contains our growth management strategy, which outlines where urban, suburban, and rural development boundaries exist, where development should be intensified versus limited, and where public sewer should be extended to support future population growth. By adhering to this plan, we ensure that Winston-Salem and Forsyth County can grow sustainably, balancing development with the preservation of our community's character and resources.

A COMPREHENSIVE PLAN IS:

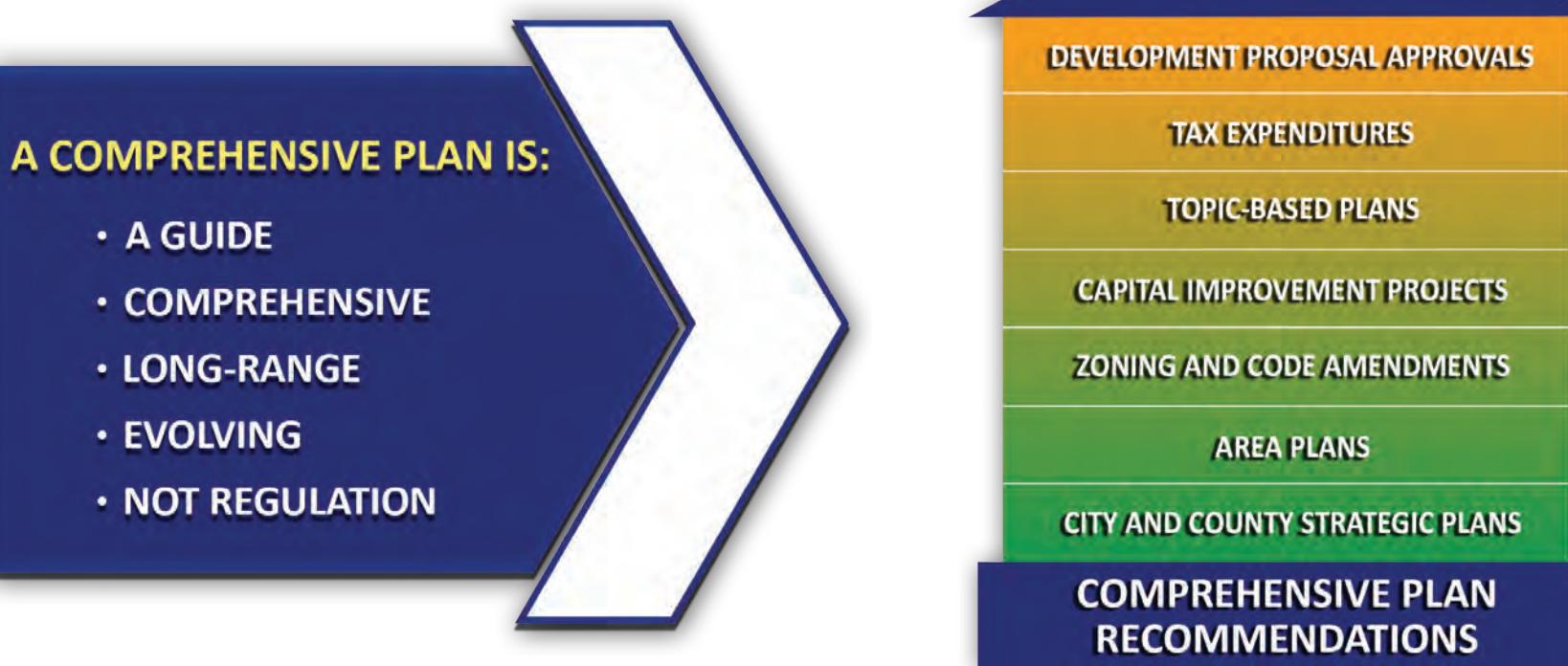
- A GUIDE
- COMPREHENSIVE
- LONG-RANGE
- EVOLVING
- NOT REGULATION

Who uses the Comprehensive Plan?

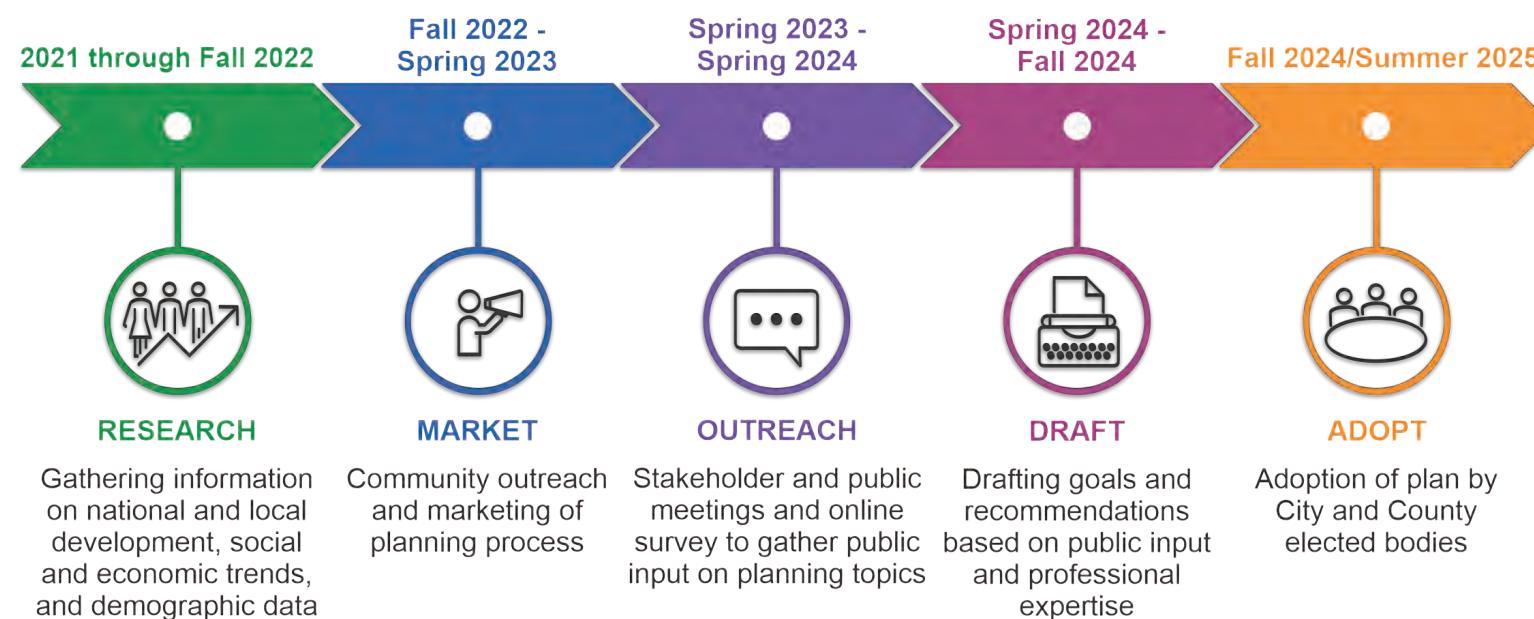


Why Now? What are We Planning For?

Since the 2012 adoption of our previous comprehensive plan, *Legacy 2030 Update*, conditions within our community have changed, necessitating the development of a new plan earlier than anticipated. When *Legacy 2030 Update* was adopted, we were climbing out of a recession. Today, we are experiencing a housing shortage, especially for affordable units. We are also still feeling the effects of the COVID-19 pandemic. More people work remotely now, which has left many office buildings underused or vacant. Remote work has also allowed people to be more selective in choosing where they live. Furthermore, the economic climate of our community has shifted with multiple large headquarters, such as BB&T's, having left the area. Our local highway network is also dramatically different than in 2012, with the construction of the eastern section of the Northern Beltway nearly complete. By thinking long-term about the future of our community, we can prepare for and take advantage of these changing conditions.

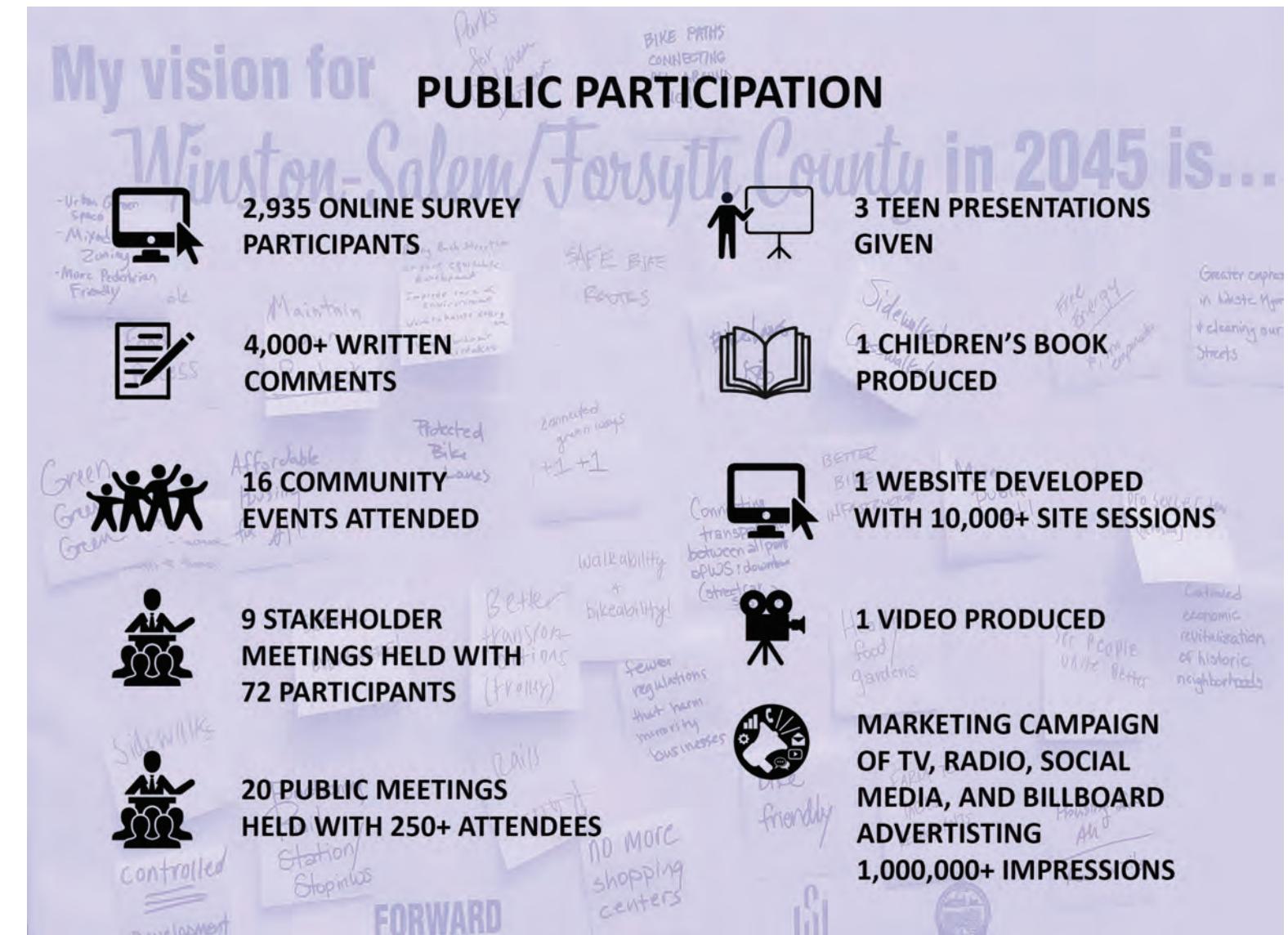


Forward 2045 Planning Process



“As we approach 2045 we should plan for the city to grow into the world as it changes going forward, not plan for how our world used to be.”

Survey Participant

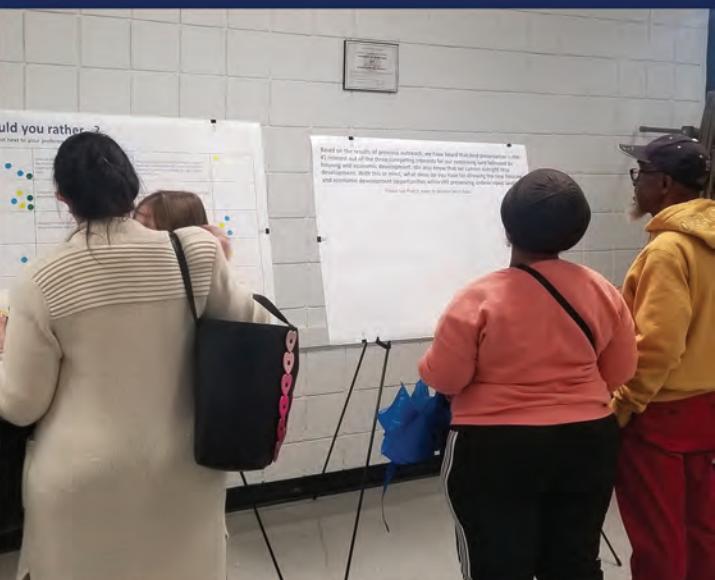
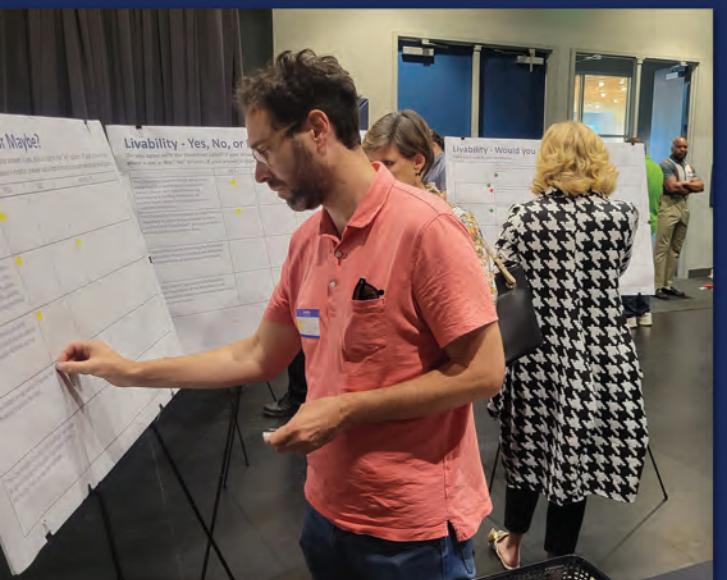
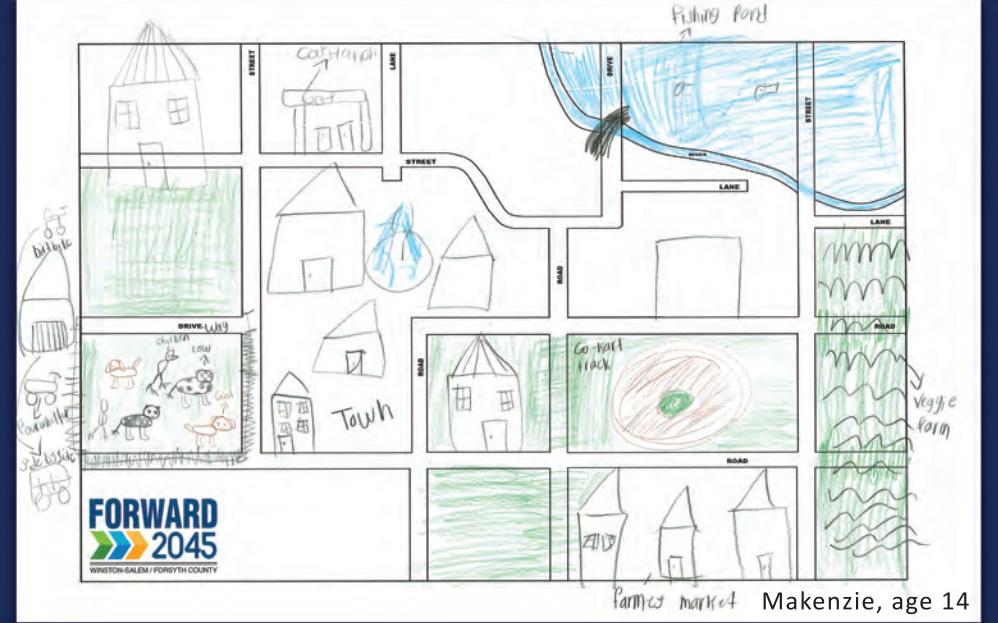
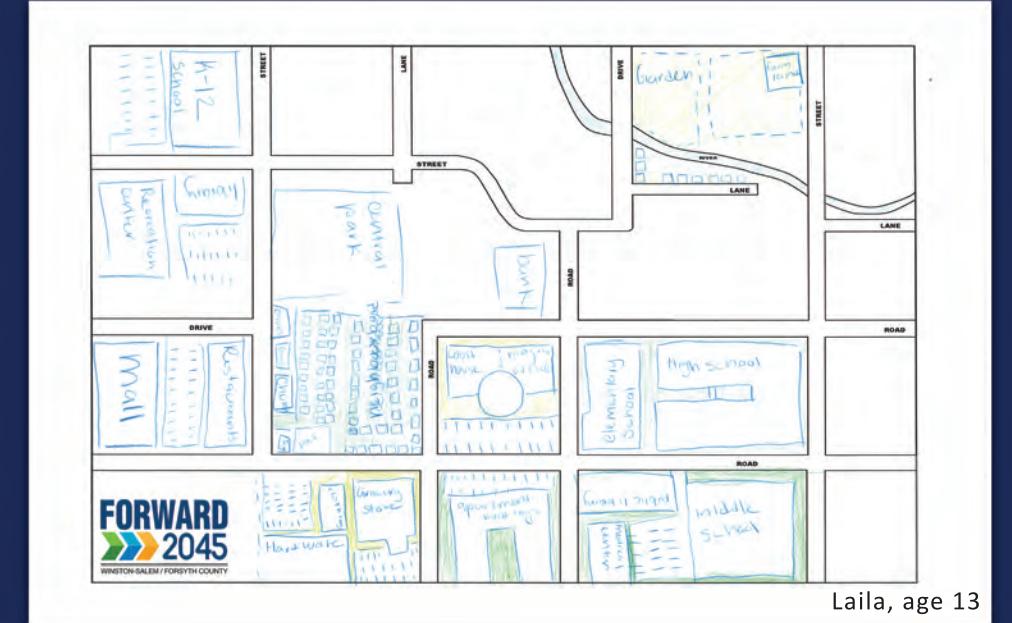
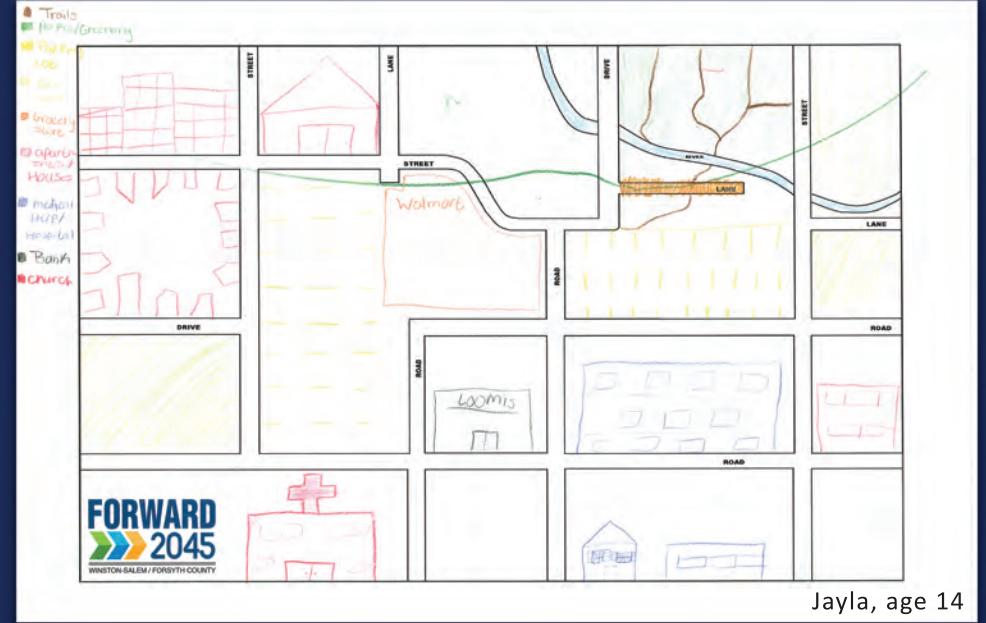


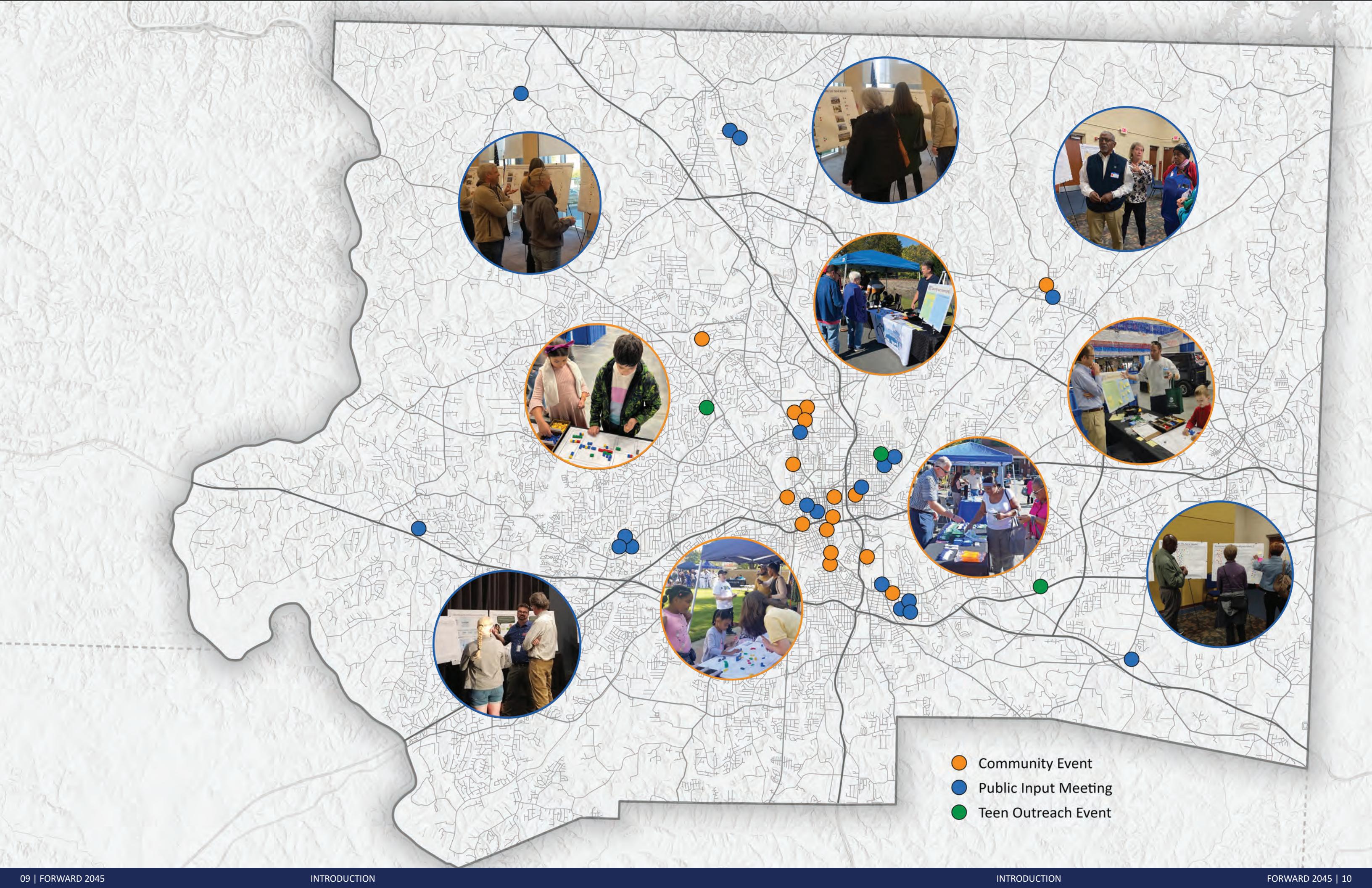
Public Participation

Community outreach was central to the development of *Forward 2045*. Planning and Development Services staff checked in with residents and stakeholders at every step of the plan's development, advertising the plan in all forms of media from social media to radio to billboards. Staff also attended community events, held stakeholder meetings, distributed an online survey, and held 20 public input meetings in locations across the county. This plan's goals and strategies are built on the comments and input from the thousands of individuals who participated in our survey and attended our meetings.

Spotlight on Teen Outreach

Engaging diverse community members was an important goal of this plan, with a special focus on teens. We reached out to teens in two ways: presenting the comprehensive plan to the City of Winston-Salem's Youth Advisory Council, which is comprised of high school students, and engaging with younger teens and preteens, aged 11-14 years old, participating in the summer programs at Winston-Salem recreation centers. Teens were asked to create their own town using a blank street grid, encouraging them to think about community planning and how they would design their perfect community. This exercise also helped staff identify what elements mattered most to them. Common features in their designs were retail and dining options, housing, schools, parks, and services, along with innovative ideas, such as a flying car dealership.





- Community Event
- Public Input Meeting
- Teen Outreach Event

Forsyth County: Brief Early History

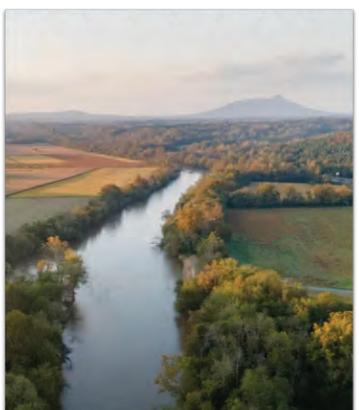
1750s - 1790s



Wachovia or DOBBS PARISH, in Rowan County N. Car. Ink on paper surveyed and drawn in 1766 by Christian Gottlieb Reuter (1717-1777), Wachovia Area, NC. MESDA Object Database file S-603. Collection of the Moravian Archives, Southern Province, Winston-Salem, NC.

Pre-1700s

Indigenous people occupy land along the Yadkin River and surrounding area as far back as 6600 BCE.



Yadkin River
Photo by Brianna Haferman

1750s

100,000-acre Wachovia Tract is deeded to the Moravians. Bethabara and Bethania are founded. Settlement begins in the area near present-day Tanglewood Park.

1800s - 1860s

1800s

Clemmons and Waughtown are settled.

1840s

Forsyth County is created and the commissioners purchase 51 acres north of Salem for the county seat.

1850s

Moravian government ends and Salem is incorporated. Winston and Lewisville are established.

1860s

North Carolina secedes from the United States but repeals the Ordinance of Secession at the end of the Civil War. The Emancipation Proclamation, announcing the end of slavery, is read aloud in Salem's African Church.



Salem from the Southeast. Oil on canvas painted circa 1840 in Salem, NC by Christian Daniel Welfare (1796-1841). Collection of Wachovia Historical Society (P-74); photo courtesy of Old Salem Museums & Gardens.

1760s

Salem is founded.

1770s

Moravian government and schools are established in Salem.

1780s

Settlement expands into rural areas to the south and west.

1790s

Settlement expands into rural areas to the northwest.



0

1750

1800

1850	1860
Population	Population
11,168	12,692

1870s - 1890s

1870s

Freedmen's schools and communities are established. Winston's first tobacco factories and warehouses open. Railroad and telephone lines arrive. R. J. Reynolds Tobacco Co. and Wachovia National Bank are established. Kernersville is incorporated.

1880s

Winston elects its first Black town commissioner. Winston's graded but segregated schools open. The first passenger rail station opens in Winston.

1890s

Electric streetcars begin operating. Residential development expands beyond downtown Winston and Salem. Slater Industrial Academy, the forerunner of today's Winston-Salem State University, opens. Idol's Dam begins to provide hydroelectric power. Construction of the sanitary sewer system begins.



Red Bank School, Established 1881.



J. E. Mickey shop on South Main Street, with the coffee pot in front, 1899. Forsyth County Public Library Photograph Collection, Winston-Salem, NC.

1870

Population

13,050

1880

Population

18,070

1890

Population

28,434

1900

Population

35,261

1910

Population

47,311

1920

Population

77,269

1930

Population

111,681

1870

1880

1890

1900

1910

1920

1930

1939

1900s - 1930s

1900s

P. H. Hanes Knitting Co. opens. Work in tobacco factories becomes mechanized, offering year-round employment. Water supply is expanded when a dam creates Winston Lake.

1910s

Forsyth County has more residents in cities and towns than rural areas 10 years before the US as a whole. Winston passes a law requiring residential racial segregation by block. Winston and Salem merge. City Hospital opens. Maynard Field, the first municipal airport in the South, opens. Water supply system is expanded when Salem Lake and its dam are completed.

1920s

Winston-Salem is the largest city in North Carolina. North Carolina Baptist Hospital opens. Hanes Dye and Finishing, Safe Bus Company, Quality Oil, and Salem Steel are founded. New Union Station opens. Horton Branch Library, for Black patrons, opens. Miller Municipal Airfield, later renamed for Z. Smith Reynolds, opens. Winston-Salem Zoning Commission is established. Slater Industrial Academy becomes Winston-Salem Teachers College.

1930s

Winston-Salem adopts its first zoning ordinance, which creates classes of residential and business districts that are segregated by race. Atkins High School, the first high school for Black students in Winston-Salem, opens. Winston-Salem declines to establish a housing authority, declaring that no "unsanitary and unsafe inhabited dwelling accommodations" exist in the city. Home Owners' Loan Corp. publishes a Residential Security Map, aka redlining map, of Winston-Salem. Kate Bitting Reynolds Memorial Hospital opens to provide medical care to the Black community; Bowman Gray Stadium is completed.



R.J. Reynolds Tobacco Co., ca. 1920s. Forsyth County Public Library Photograph Collection, Winston-Salem, NC.

Forsyth County: Urban Renewal

1940s

1940
Winston-Salem's 1930 zoning ordinance is ruled unconstitutional by the North Carolina Supreme Court. WPA-funded recreation centers in Happy Hill, Kimberley Park, and Fourteenth Street open, as does Reynolds Park.

1941
Wake Forest Medical School relocates to Winston-Salem, adopting the name Bowman Gray School of Medicine. Dick Reynolds announces his candidacy for mayor of Winston-Salem on the platform of land annexation and slum clearance. Winston-Salem's aldermen endorse construction of a "belt line" to take traffic around the city. The Housing Authority of Winston-Salem (HAWS) is established.

1946
A temporary City-County Planning Commission is created and Russell Van Nest Black is hired to prepare a city plan and zoning ordinance for Winston-Salem and Forsyth County.

1947
A National Urban League study finds over half of Winston-Salem's residents live in substandard housing. A City-County planning ordinance is adopted. R. J. Reynolds Tobacco employees strike for better working conditions, pay, and benefits. Winston elects K. R. Williams to the Board of Aldermen, the first Black man elected since Reconstruction.

1948
The City-County Planning Board (CCPB) is established and city-county zoning is enacted, including the first historic district zoning in the state.

1949
Winston-Salem applies for a federal loan to build 1,200 units of public housing. Winston-Salem pays the local share of costs to acquire right-of-way for the East-West Expressway, today's Salem Parkway.

1940
Population
126,475

1950s

1951
Happy Hill Gardens, Winston-Salem's first public housing project, opens to Black residents. The Winston-Salem Redevelopment Commission is established upon recommendation from the City-County Planning Board.

1952
Piedmont Park, a public housing project for white residents, opens. A preliminary plan for the East-West Expressway is approved.

1953
Kimberly Park Terrace, public housing for Black residents, opens. Right-of-way acquisition and engineering begin for the East-West Expressway.

1954
Tanglewood Park opens for Forsyth's white residents.

1955
Thruway Shopping Center opens. Cleveland Avenue Homes, public housing for Black residents, opens.

1956
Wake Forest College relocates to Winston-Salem.

1957
Integration of Winston-Salem schools begins when Gwendolyn Bailey enrolls at the formerly all-white Reynolds High School. The General Assembly passes legislation permitting wholesale condemnation of areas where 2/3 of the buildings are substandard, which makes the use of federal urban renewal grants possible. Winston-Salem submits the *East Winston General Renewal Plan* to the Urban Renewal Administration.

1958
Winston-Salem begins desegregation of elementary schools when three Black children enroll at Easton. The western section (Cloverdale to Main) of the East-West Expressway opens; and construction on the eastern section of the East-West Expressway (Main to 158) begins.

1959
The 10-year, 5-project *East Winston General Neighborhood Renewal Plan* (GNRP) is approved, beginning the process of redeveloping 718 acres in East Winston.

1950
Population
146,135

1960s

1960
The Winston-Salem/Forsyth County Industrial Center, now Forsyth Tech, opens. Winston-Salem wins a planning grant for the *East Winston General Neighborhood Renewal Plan* (GNRP) Project 1 covering 67 acres.

1961
The R. J. Reynolds Tobacco Co. opens the world's largest cigarette factory at Whitaker Park. Winston-Salem wins a \$3 million project grant for East Winston GNRP Project 1. Demolition begins in September at 11th Street and Ridge Avenue.

1963
Winston-Salem and Forsyth County schools consolidate. The Dixie Classic Fair is desegregated. Winston-Salem adopts a *Downtown Plan*. Construction of the North-South Expressway begins in the GNRP Project 1 boundaries. Winston-Salem wins grants for East Winston GNRP Project 2, covering 216 acres for the redevelopment of the block bounded by Church, Chestnut, Third and Fourth Streets (aka the Church Street project), downtown's Black business district.

1964
Forsyth County Memorial Hospital opens. Winston-Salem wins a Central GNRP federal planning grant.

1965
The North Carolina School of the Arts, the first public arts conservatory in the US, opens in Winston-Salem. Winston-Salem wins a federal project grant for the Church Street project.

1966
Wachovia Bank's new headquarters is completed. Carl Russell is named Winston-Salem's first Black Mayor Pro Tem. Winston-Salem announces the completion of its first urban renewal project, East Winston GNRP Project 1, including construction of Kennedy Junior High School, the section of the North-South Expressway from Third to Liberty Streets, and the County Health & Welfare Building.

1967
The Winston-Salem Transit Authority is established to consolidate bus companies. Winston-Salem purchases land on Fifth Street for construction of a convention center. The Urban Renewal Service Center run by Experiment in Self Reliance (ESR) is set up in the East Winston GNRP Project 3 area.

1968
The Western Carolina Colored Fair is held for the final year. The Model City Commission is created to manage \$35 million in federal redevelopment grants.

1969
Demolition is underway in the Church Street block. The M. C. Benton Convention Center opens.

1960
Population
189,428

1970s

1970
Trade Street pedestrian mall and the Reynolds Memorial Health Center open.

1971
Winston-Salem/Forsyth County Schools adopts a busing plan to fully desegregate schools. Ernestine Wilson, Winston-Salem's first female alderman, is elected. Kimberley Park/North Winston Model City Plan approved. *Neighborhood Improvement Program East* (NIPE) is underway in City View, Dreamland, 11th Street, and the Old City Hospital neighborhoods.

1972
The East Winston GNRP Project 2 is 98 percent complete including Colony Place, East Winston Gardens, Sunrise Towers, 214 units of single- and multi-family housing, Reynolds Memorial Health Center, several churches, commercial facilities, an industrial park, and an enlarged playground for Brown Elementary School.

1974
Rural Hall is incorporated. *The Chronicle* newspaper begins publication. Hyatt House opens on the site of the Robert E. Lee Hotel.

1975
Hanes Mall opens. Forsyth County Hall of Justice is completed.

1976
The Historic Properties Commission is created and the first local historic landmarks are designated. Federal building opens on the site of the Hotel Zinzendorf.

1977
The Salem Lake Watershed Plan is approved. The first Black women are elected to Winston-Salem's Board of Aldermen. Redevelopment plans for the areas around Winston-Salem State University and South Marshall Street are approved.

1978
The Redevelopment Commission is disbanded and staff moves into Winston-Salem's Community Development Department.

1970
Population
214,348

Forsyth County: Recent History

1980s

1980
The Trade Street pedestrian mall is demolished and the street reopens.

1981
Federal funds are awarded for construction of the East Winston Shopping Center.

1982
Winston-Salem adopts an *Equal Employment Opportunity and Affirmative Action Plan*. Winston Square Park opens.

1984
Walkertown is incorporated. Forsyth County creates the Farmland Preservation Program (currently unfunded).

1986
Clemmons is incorporated.

1987
RJR Nabisco moves its headquarters to Atlanta.

1989
Martha Wood, Winston-Salem's first female mayor, takes office. Lawrence Joel Veterans Memorial Coliseum opens. Lowes Foods relocates its headquarters to Winston-Salem.



Winston Square Park

1980
Population
243,683

1990s

1990
R. J. Reynolds Tobacco Co. closes its last downtown tobacco facility.

1991
Lewisville and Tobaccoville are incorporated.

1992
The I-40 bypass south of Winston-Salem opens. The Hispanic League is founded.

1994
Wake Forest Baptist Medical Center opens its first facility in what will become Innovation Quarter. *Qué Pasa* newspaper begins publication.

1995
The Unified Development Ordinances overhaul zoning in Winston-Salem and Forsyth County. BB&T and Southern National merge, retaining their headquarters in Winston-Salem.

1996
Winston-Salem holds its first Juneteenth celebration and the state's first Pride parade. Forsyth County conducts the Hispanic Census and Survey due to recent immigration of Hispanic residents.

1997
The Clark Campbell Transportation Center is dedicated. *Forsyth County Tomorrow* is adopted by all municipalities in the county.

1998
The Goler-Depot Street CDC is established. DADA begins to hold First Friday Gallery Hops. Fire ravages a former Reynolds factory where crews were transforming the building into lab space. It was one of the city's worst fires ever and a disruption to the development of the newly conceptualized Piedmont Triad Research Park (later Innovation Quarter).

1999
R. J. Reynolds Tobacco Co. returns its headquarters to Winston-Salem.



Tobacco Factory Fire, 1998.

1990

1990
Population
265,878

2000s

2000
R. J. Reynolds Tobacco Co. loses a class action lawsuit and must pay a share of the \$145 billion award. Winston-Salem voters approve \$71 million in bonds for downtown redevelopment and transformation.

2001
Voters approve a \$150 million bond referendum for school capital needs. Wachovia and First Union merge and locate their new headquarters in Charlotte.

2003
The Downtown Winston-Salem Partnership is established.

2006
Winston-Salem annexes 20 square miles and becomes North Carolina's fourth largest city in land area. Voters approve a \$250 million bond referendum for school construction.

2008
Forsyth county adopts the Voluntary Agriculture District ordinance.



Winston-Salem Dash - Truist Stadium

2000

2000
Population
306,067

2010s

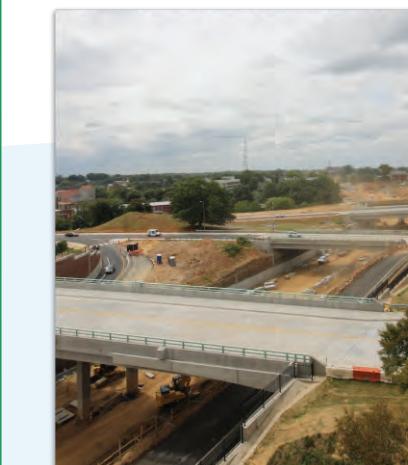
2010
BB&T Ballpark and the Milton Rhodes Center for the Arts open. Lewisville and Clemmons adopt comprehensive plans.

2012
Wake Forest Biotech Place opens.

2014
Winston-Salem adopts the name "City of Arts and Innovation." Construction on the first segment of the Northern Beltway begins. Kernersville adopts a comprehensive plan.

2018
Reconstruction of Business 40 begins. Bobby Kimbrough is elected Forsyth County's first Black sheriff.

2019
BB&T announces a merger with SunTrust and relocates its corporate headquarters to Charlotte. The Dixie Classic Fair is renamed the Carolina Classic Fair. The Confederate monument at the former Forsyth County Courthouse is removed.



Reconstruction of Business 40

2010

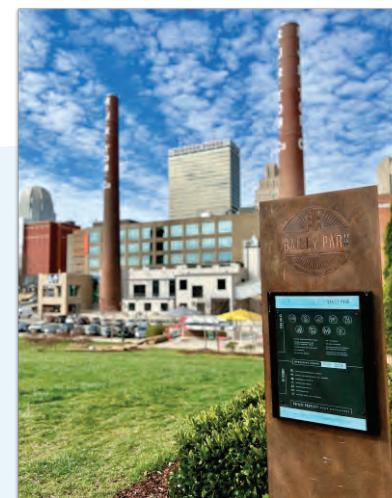
2010
Population
350,670

2020s

2020
The first sections of Salem Parkway and the Northern Beltway open. COVID-19 shuts schools, offices, and retailers for months. Winston-Salem and HAWS win a \$30 million grant from HUD to redevelop the Cleveland Avenue Homes.

2022
Winston Weaver Co. fertilizer plant burns, spurring zoning changes. Winston-Salem invests \$30 million in affordable housing.

2023
Forsyth County breaks ground on Belews Lake Park and opens a new county courthouse.



Bailey Park
Photo by Best of Winston-Salem

2020
Population
382,590

1980

1990

2000

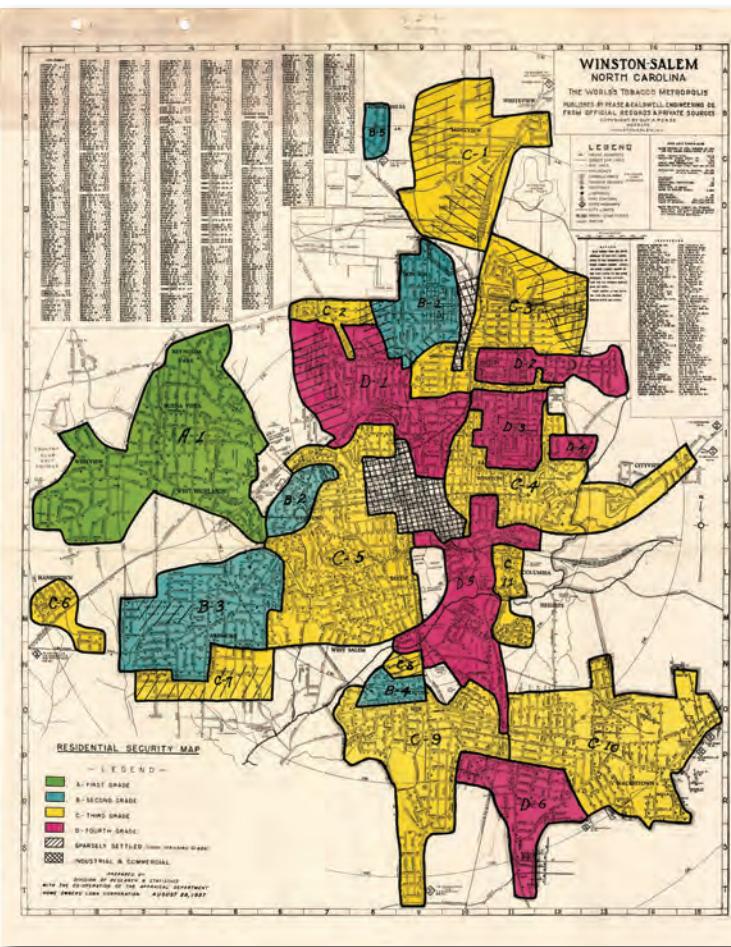
2010

2020

Redlining and Urban Renewal: 1937-1978

Winston-Salem's growth has been influenced by historical legacies and policy decisions that have greatly shaped the city's landscape, especially during the early and mid-20th century. From racial divisions reinforced by redlining, deed restrictions on properties, the inception of zoning, housing challenges, and transformative renewal projects, the city has undergone significant changes. Each of these stages in Winston-Salem's history has led to the current state of inequity in our neighborhoods and schools, as well as much of our disconnected auto-oriented infrastructure.

Even as Winston-Salem grew in the early 20th century, its neighborhoods were sharply divided along racial lines. In 1937, the Home Owners' Loan Corporation (HOLC), a federal agency, published its Residential Security Map for Winston-Salem. With few exceptions, areas that were home to the Black population were designated as either C-Declining or D-Hazardous. Many lenders did not offer mortgages in Hazardous or "redlined" areas, which made it hard for people to buy and improve properties there. These divisions largely persist today – the National Community Reinvestment Coalition determined that areas rated Hazardous in Winston-Salem in 1937 remained 91 percent minority and 84 percent low-to-moderate income in 2018, 50 years after redlining was abolished.



HOLC Residential Security (Redlining) Map, 1937

In the mid-20th century, Winston-Salem faced significant housing challenges as highlighted by the fact that in 1944 over 3,700 families in Winston-Salem had outside toilets with some families having no sewer or water connections at all. A 1947 report on the city's housing conditions found that over half of the population lived in substandard dwellings. Winston-Salem's leaders harnessed federal programs, broadly described today as urban renewal, to address the housing problem and modernize roads, utilities, and public facilities. The enforced segregation and devaluing of Black neighborhoods made them targets for urban renewal and transportation projects. The areas designated as "blighted" and selected for renewal were disproportionately those that were home to Black families and had been rated as Declining or Hazardous by the HOLC.



Public Housing at Work Report, HAWS, 1961

The development of the East-West Expressway (now known as Salem Parkway) brought about significant transformation, marked by the displacement of families and businesses along its path, as well as the demolition of entire neighborhoods. Right-of-way acquisition for the western section began in 1953, displacing families and businesses from Cloverdale Avenue to Main Street. Construction began on the eastern section from Main Street through East Winston in 1958, requiring demolition of 300 homes. The 18-acre interchange with the North-South Expressway (now known as U.S. Highway 52) destroyed the Belews Street neighborhood, which had been rated Hazardous by the HOLC in 1937.

In 1957, Winston-Salem's Redevelopment Commission unveiled a comprehensive *General Neighborhood Renewal Plan* for East Winston, marking the next stage of a transformative urban renewal effort that has shaped the city to this day. By the middle of 1972, 440 acres of mostly Black neighborhoods in eastern Winston-Salem had been redeveloped into a section of U.S. Highway 52 and many other public facilities. The project relocated 1,374 families, 848 individuals, and 240 businesses. Urban renewal also remade parts of Kimberley Park, North Winston, and large parts of Downtown. The Black business district that occupied the block between Third, Church, Fourth, and Chestnut Streets was demolished in 1969 and redeveloped with an office building and parking garage. Federal money was also used for targeted code enforcement and infrastructure improvements in City View, 11th Street, Dreamland Park, and around City Memorial Hospital.



Church and Third Streets, 1966. Photo by Frank Jones. Forsyth County Public Library Photograph Collection, Winston-Salem, NC.

As Winston-Salem continued its urban development trajectory, federal funding mechanisms played a pivotal role in driving renewal initiatives and community development efforts. Beginning in 1974, the Department of Housing and Urban Development (HUD) distributed renewal funds through Community Development Block Grants, which remain in use today. The subsequent dissolution of the Redevelopment Commission in 1978 marked a transition, with its staff becoming part of the City's Community Development, now Housing Development Department.



1951 aerial of Belews Street neighborhood with original street grid in blue and highway interchange overlaid in yellow.



Reparative Planning

Reparative planning aims to acknowledge and address historical injustices and inequities as part of the overall planning process. It recognizes that past planning practices often disproportionately harmed marginalized populations through policies such as redlining, discriminatory zoning laws, displacement due to urban renewal projects, and the siting of undesirable land uses in minority neighborhoods.

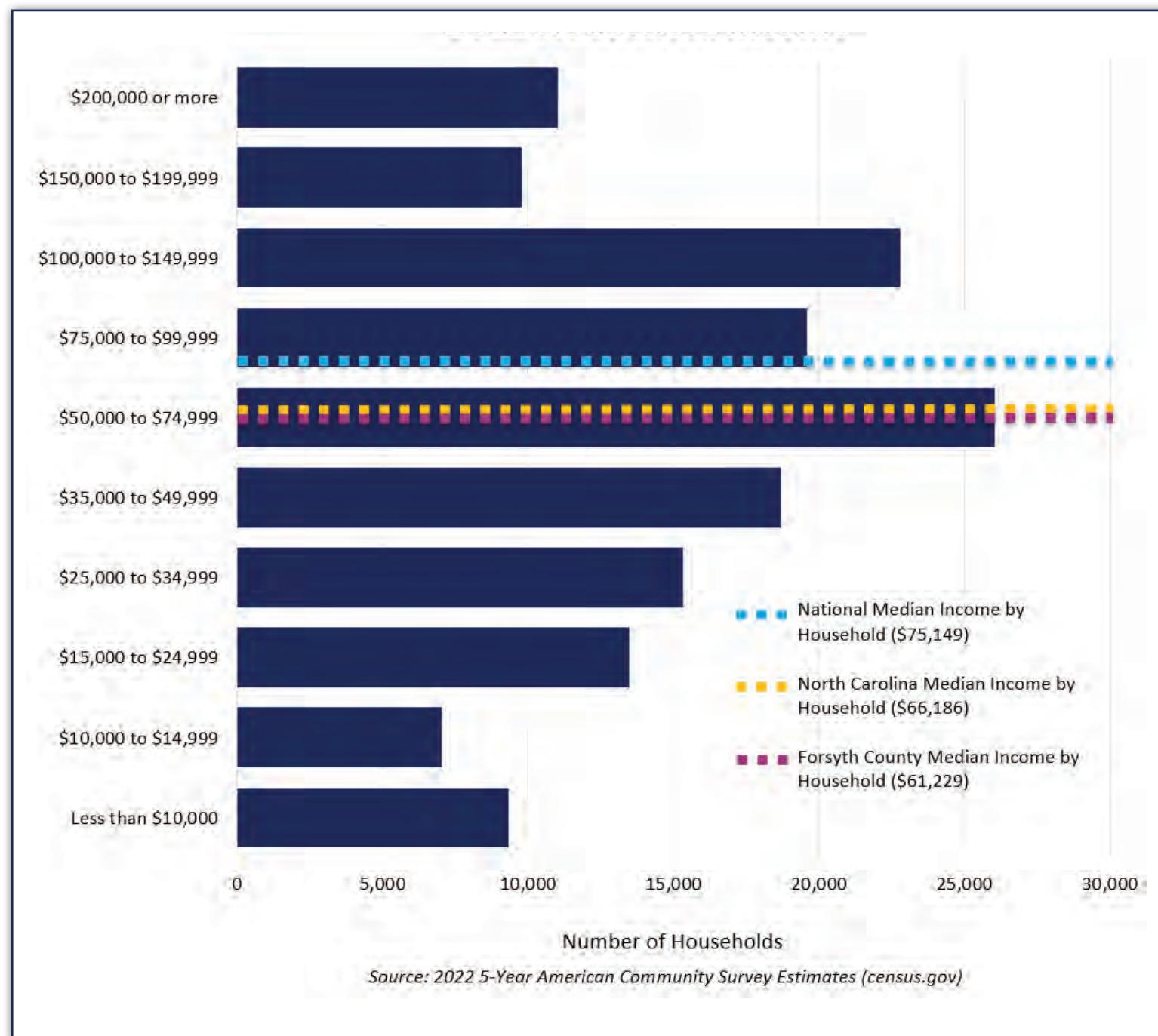
Injustices and inequities resulting from past urban policy are widespread across the nation, and Forsyth County has its own unique history shaped by these issues. For instance, the construction of U.S. Highway 52 in the 1960s notoriously demolished sections of predominantly African American East Winston, isolating it from the rest of the city, leading to significant displacement and community fragmentation. The long-term consequences of these past decisions – racial segregation, health disparities, reduced economic mobility, housing insecurity, and limited access to services – can be seen and felt every day across our community. Addressing these effects requires intentional and equitable planning efforts to reverse the impacts of past injustices and create a more equitable, livable, and sustainable community.

Goals and strategies in *Forward 2045* are specifically designed to correct the consequences of these past policies and projects. By focusing on reparative planning, we aim to foster a community where everyone can thrive, regardless of their background. Our commitment to addressing historical wrongs through strategic planning and thoughtful policy will guide future growth and development in Winston-Salem and Forsyth County towards being more just and inclusive.

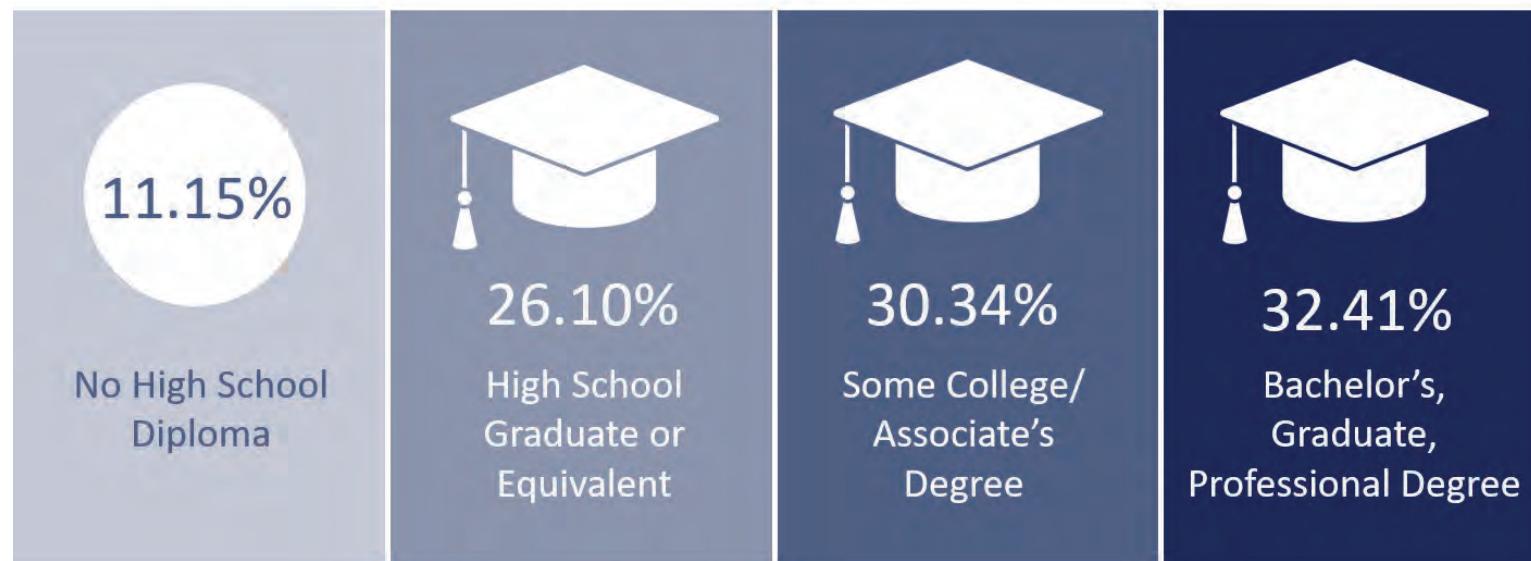
“Planning with and for those with the most need in mind allows for us to center equity and inclusion, not just tack it on as an afterthought. If we plan for care for those with the most need, all of us benefit.”

Survey Participant

2022 Household Income



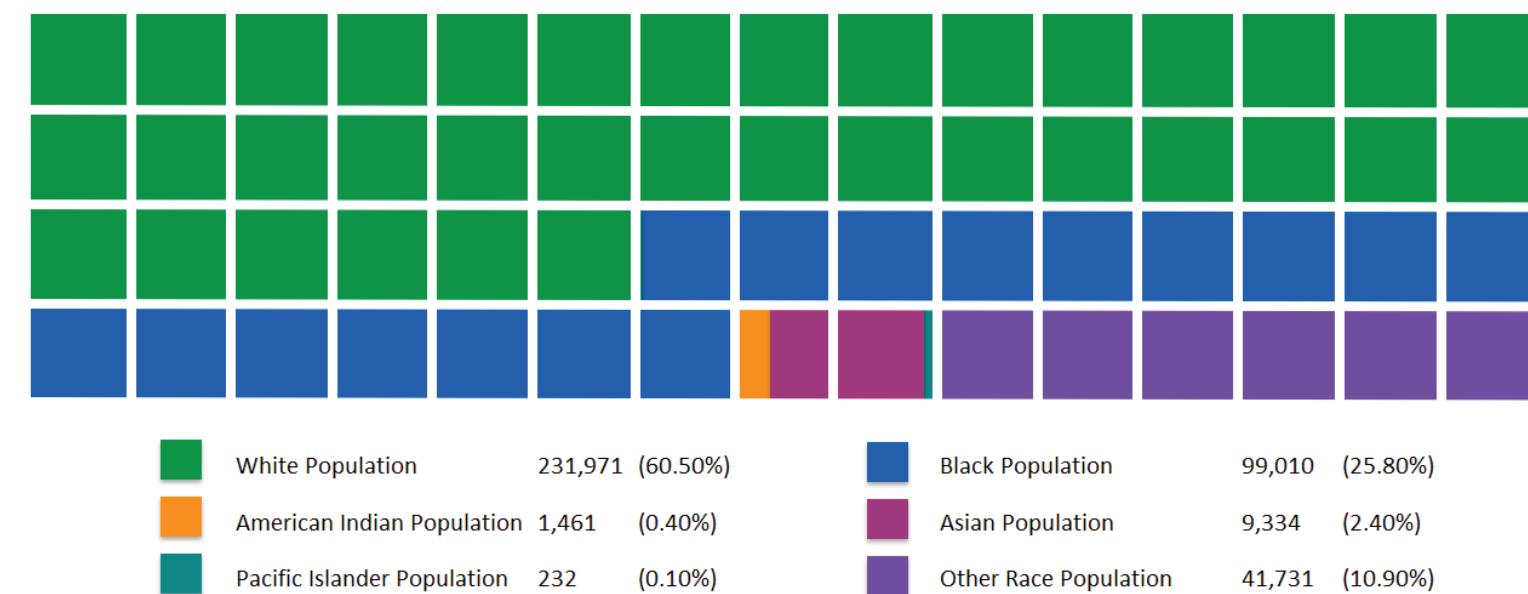
2022 Educational Attainment



“Innovation is what’s morphed WS over the last ten years. Build off of that success.”

Survey Participant

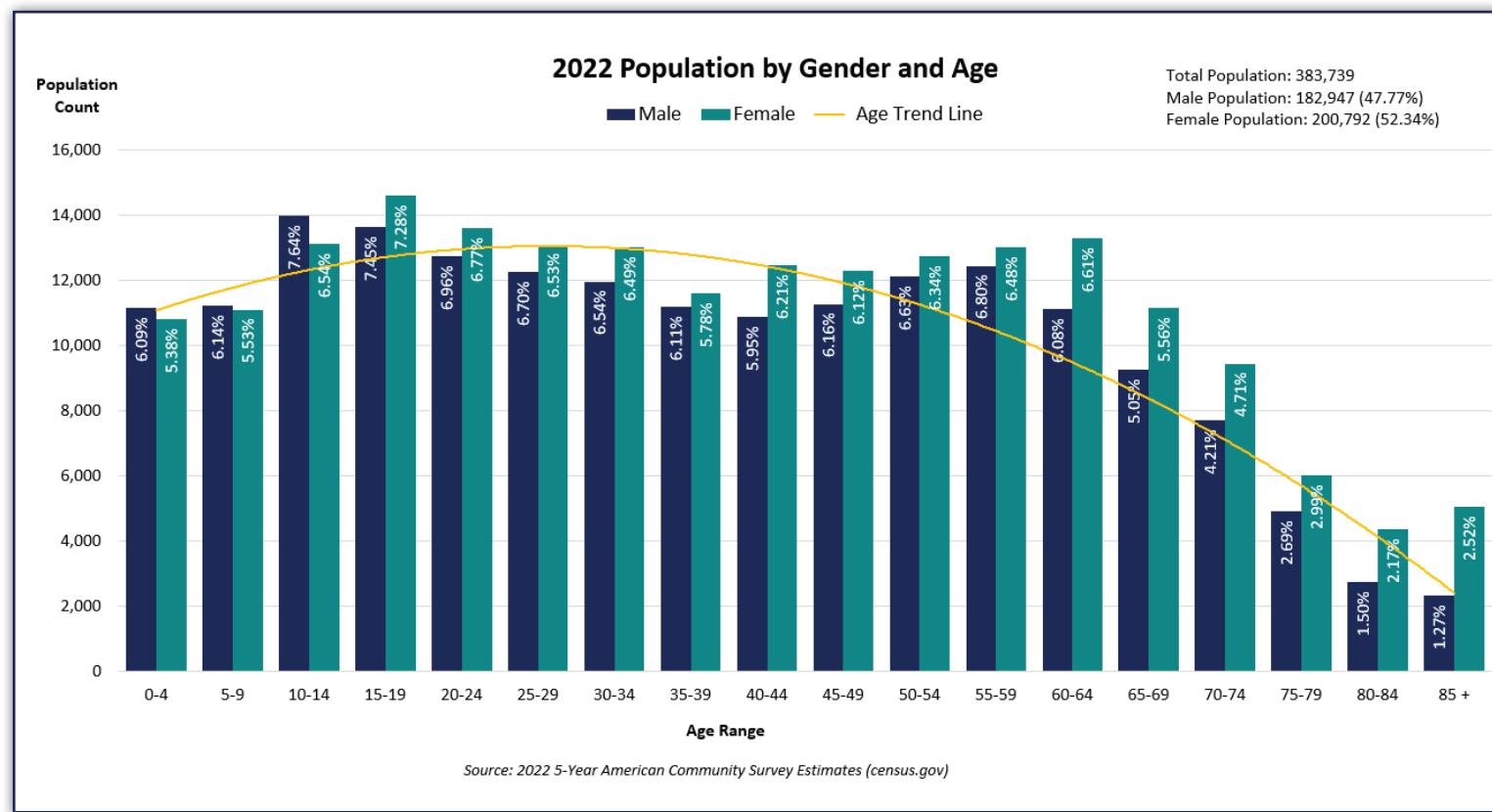
2022 Population by Race



*NOTE: Total Hispanic or Latino Population in Forsyth County 54,425 (13.70%)
Individuals identifying as Hispanic/Latino are represented within included racial categories*

Source: 2022 5-Year American Community Survey Estimates (census.gov)

2022 Population by Gender and Age



Vision

The community's vision for Forsyth County and Winston-Salem has aligned into five themes that serve as the foundation for *Forward 2045*.

In 2045, Forsyth County and Winston-Salem will have:



Guiding Principles

Central to *Forward 2045* are three guiding principles that act as the foundation for every recommendation in this plan. These principles highlight the significant themes we heard from Forsyth County residents during the community outreach phase. Each topic area of the plan incorporates these principles as a basis for its goals and strategies.



Equity

Forward 2045 seeks to reduce disparities and build an equitable community that provides the opportunity to thrive regardless of a resident's neighborhood, race, ethnicity, income, age, or ability.

"A place where every individual is valued, honored and cared for."

Survey Participant



Livability

Forward 2045 seeks to promote livability by creating a safe and vibrant community with great places to live, work, and play. We seek to continue to support our unique sense of place and enhance the quality of life experienced by all members of our community.

"Be intentional about building communities with access to all amenities and services."

Stakeholder Meeting Participant



Resiliency

Forward 2045 seeks to promote resiliency by ensuring that our community can withstand, adapt to, and recover from natural disasters, climate change, economic downturns, and technological changes as they affect our day-to-day lives and future.

"Resiliency, the community lacks resiliency."

Survey Participant

Attainable Housing and Stable Neighborhoods





Attainable Housing and Stable Neighborhoods

The significance of housing extends far beyond basic shelter, affecting communities and residents in many ways. Housing can instill a sense of place and pride, provide stability, and even create an opportunity for residents to build generational wealth. While housing can provide multiple benefits, it is also the largest expense for most households and has a substantial impact on personal financial health. In recent years, the influx of new residents to Forsyth County has placed additional pressure on housing availability and prices. With local

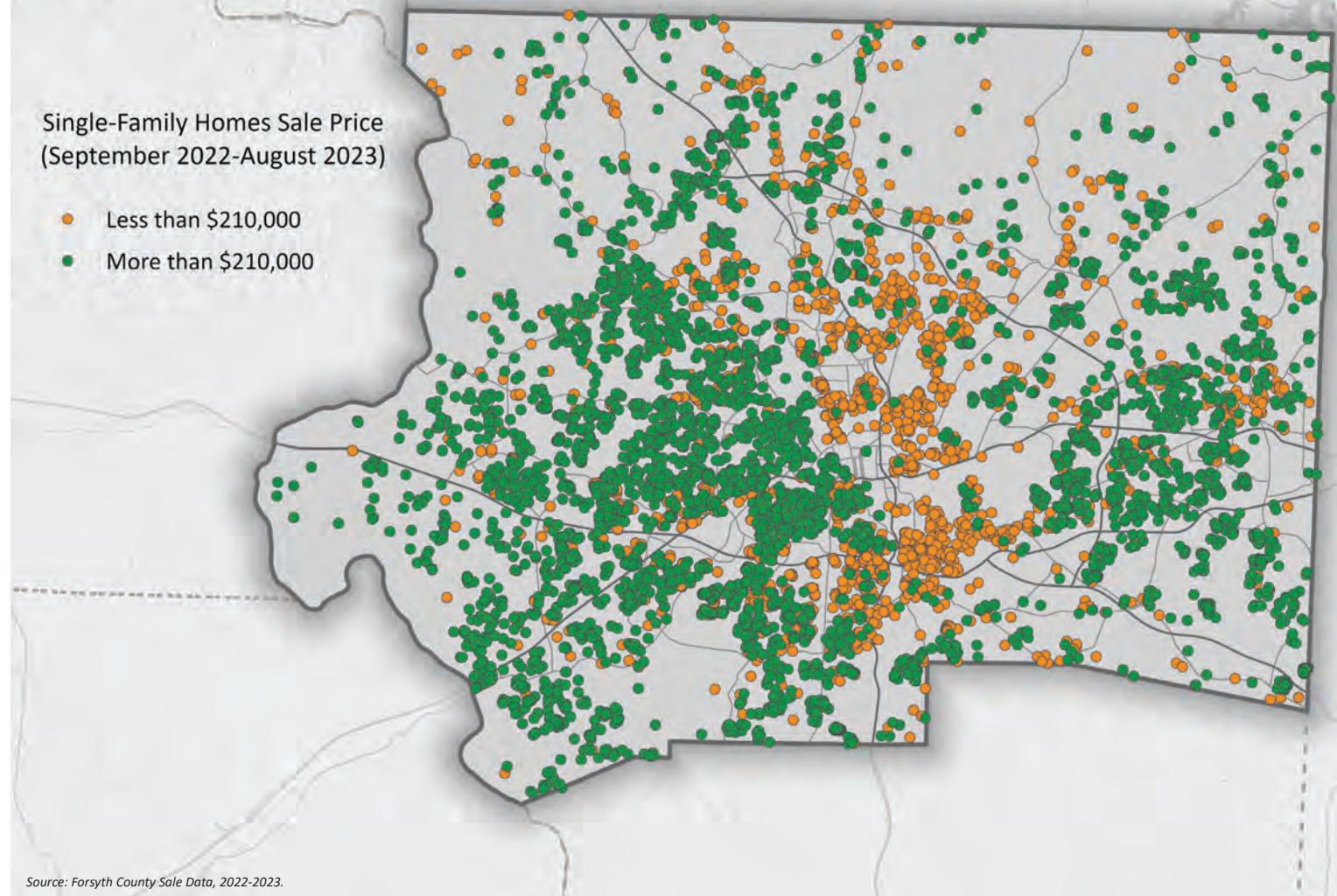
housing development failing to keep pace with population growth and the changing needs of residents, these issues, along with labor shortages and sharp increases in the cost of construction materials, have combined to create a distinct rise in housing prices that has outpaced gains in income, even pushing some residents into homelessness.

While increased housing prices have effects across the entire community, discriminatory development practices have worsened housing prospects for generations of historically disadvantaged residents. Redlining, highway construction, and urban renewal projects between the 1930s and 1960s destroyed many successful Black neighborhoods and physically segregated the city along racial lines. (See the Urban Renewal section on page 17.) One of the results of this history is that today, Forsyth County faces significant challenges when it comes to upward economic mobility compared to other counties in the country, meaning underprivileged families remain stuck in poverty across generations. Policies that lead to the racial and economic desegregation of our community will offer the best opportunity to reverse this trend.

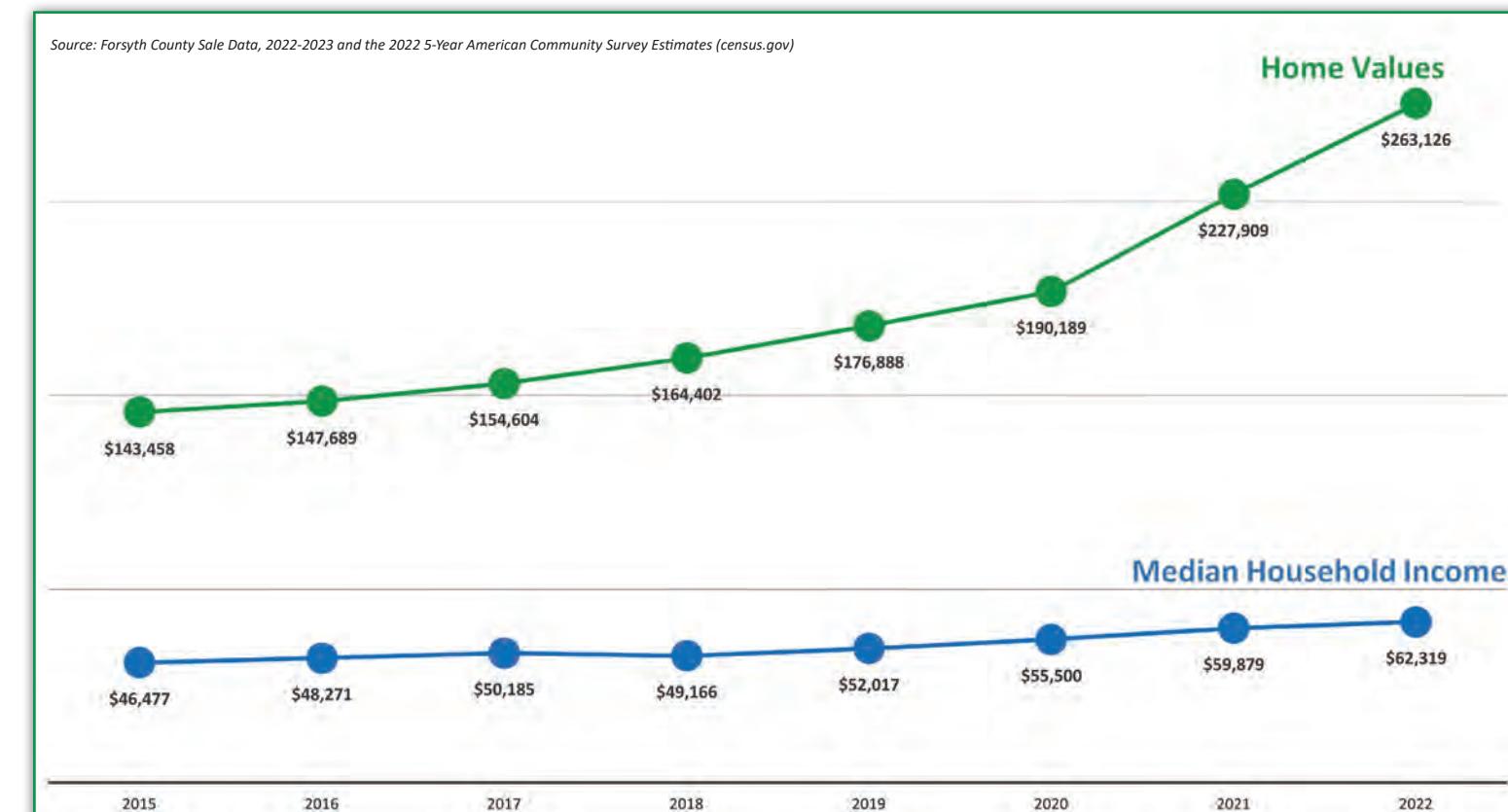
Where and how housing is developed at the neighborhood level can help generate successful, affordable communities. After World War II, Winston-Salem and Forsyth County's towns and villages changed their development pattern to one that separates residential and commercial uses and requires driving a private automobile for almost all daily activities. This shift has led to the loss of rural areas, more expensive housing, the creation of food deserts, increased air pollution, negative health impacts, and continued racial segregation. This type of sprawling development pattern also strains and increases the costs of our infrastructure, such as roads, water supply, sewage systems, and utilities to accommodate the spread-out development. By prioritizing a greater mix of uses and transportation options, we can pave the way for vibrant neighborhoods where residents can live, work, play, and thrive while lowering barriers to accessibility and affordability.



Winston-Salem and Forsyth County recognize the importance of housing to community vitality and to the quality of life for residents. Therefore, the goals of *Forward 2045* focus on the need to provide housing opportunities that promote equity, livability, and resiliency, and create an efficient and functional local economy. A mixture of market-based and government-led solutions will be necessary to accomplish these goals.



Forsyth County Median Household Income and Home Values





Housing Terminology

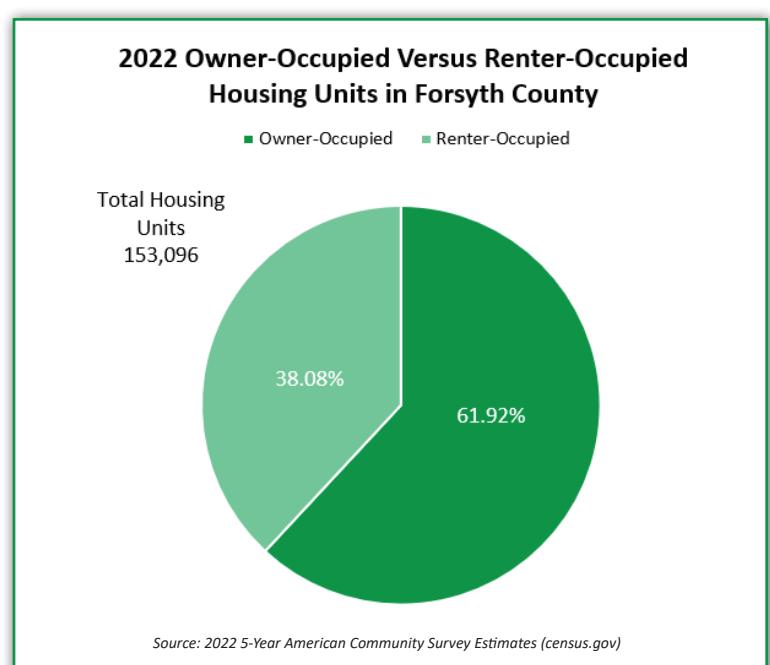
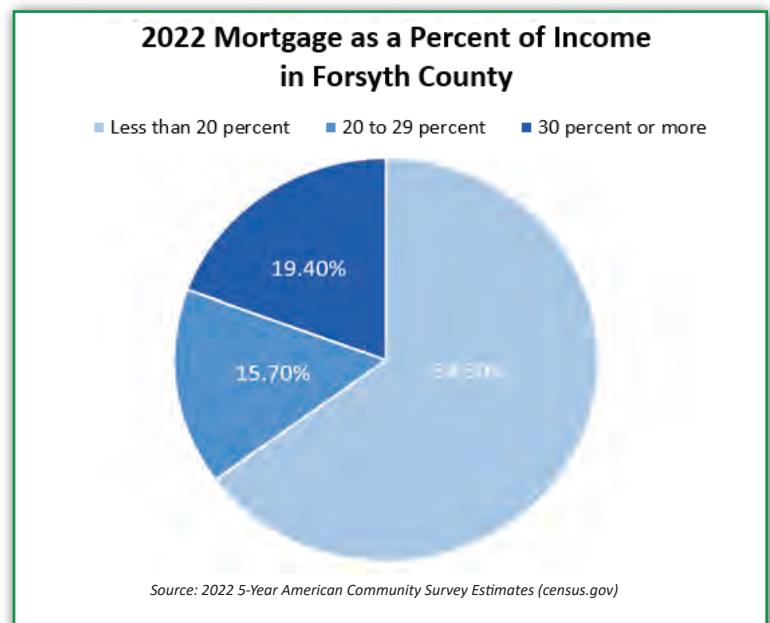
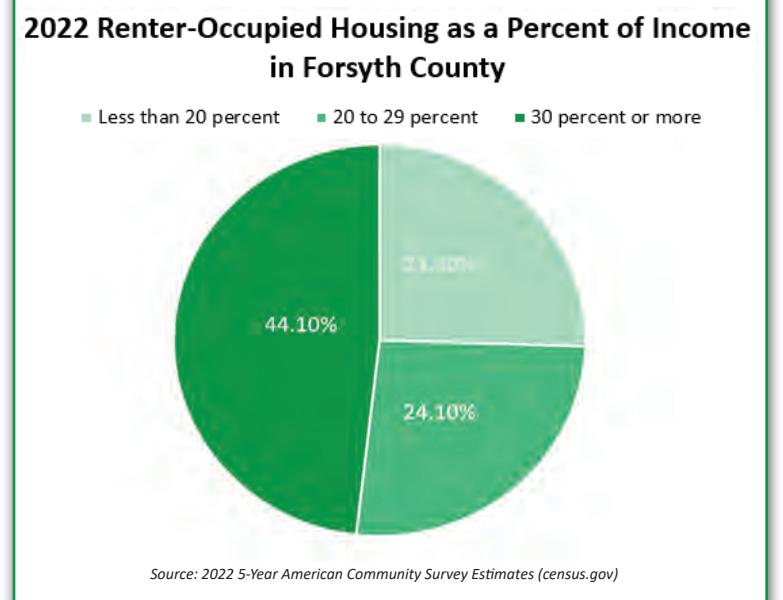
Affordable Housing: Housing, subsidized through public or non-profit investment, affordable to low-income households earning less than 80 percent of Area Median Income.
(Source: US Department of Housing and Urban Development)

Attainable Housing: Unsubsidized housing affordable to households earning 80-120 percent of Area Median Income made affordable through design choices and innovation.
(Source: Urban Land Institute)

Infill Development: A planning and development approach that creates or expands existing local destinations by reactivating underutilized buildings and lots to align with community needs. (Source: American Planning Association)

Middle Density Housing: A range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in walkable neighborhoods.
(Source: Opticos Design)

Workforce Housing: Housing affordable to households earning 60-120 percent of Area Median Income. Workforce housing residents may not qualify for subsidized housing, but they also may not earn enough to afford market-rate housing.
(Source: Urban Land Institute)



Middle Density Housing Types



Duplex or Twin Home



Triplex Stacked



Cottage Court



Multiplex Medium



Quadruplex or Fourplex



Courtyard Building



Townhouse



Live-Work Units

Goal 1: Make housing abundant to ensure access to a safe, affordable, and dignified place to live for all residents.

- Prioritize higher density housing close to services, schools, workplaces, and transit.
- Allow duplexes, triplexes, and quadplexes in single-family residential districts.
- Modify land use regulations to allow middle-density housing (buildings with up to eight housing units) in more areas.
- Promote the conversion of non-residential buildings to housing.
- Investigate ways office buildings can be used for housing, including the possibility of single room occupancy arrangements.
- Advocate for changes to the state building code to encourage energy efficiency, affordability, and housing variety.
- Evaluate incentives for the development of disability-friendly, senior-friendly, and family-friendly housing (for purchase and rental), including units with multiple bedrooms in multifamily developments.
- Identify infill development opportunities and market them to developers.
- Strategically invest in transportation and sewer/water infrastructure to support housing density and choice.
- Reduce bureaucratic hurdles that delay or impede the development of housing to address housing shortages.

“Es importante que haya la posibilidad de viviendas digna, cómoda, bien ubicada, con precios posibles de pagar.”

“It is important that there is the possibility of decent, comfortable, well-located housing, with affordable prices.”

Survey Participant

Goal 2: Use City and County resources to create and preserve more affordable housing for low- and moderate-income individuals and households.

- Prioritize and incentivize the development of affordable housing in neighborhoods with access to high-performing schools, workplaces, grocery stores and other services. (See also Strong Economic Opportunities, Goal 4.)
- Partner with non-profits and the Housing Authority to develop publicly owned land for affordable housing.
- Explore the development of community land trusts to offer additional options for affordable housing and to develop generational wealth.
- Develop and promote programs to help individuals and families access affordable housing.
- Maintain long-term affordability for residents through energy and water conservation development practices.
- Explore targeted property tax relief to preserve long-term affordability of housing.
- Evaluate incentives for the reuse and upkeep of existing affordable rental housing.
- Continue funding programs that provide financial assistance for rent, home maintenance, or home ownership.



Activity Center

Activity centers are compact, pedestrian-oriented, mixed-use areas that provide needed services within walking distance of residential areas. Larger activity centers are envisioned to provide shopping and services that meet the day-to-day needs of nearby residents and ideally contain a grocery store and a pharmacy.



Growth Corridor

Growth corridors are roadways that link activity centers to Downtown Winston-Salem, town centers, and each other. Generally located on major arterial roads, they can accommodate the increased residential densities critical to establishing a robust public transit system.



Goal 3: Acknowledge and address historical injustices and inequities that are the result of past policies.

- Prioritize investment in neighborhoods that were devalued by redlining, urban renewal, and racial zoning, while maintaining affordability and ensuring the investments benefit current residents.
- Encourage the development of housing that integrates residents of multiple income levels throughout Winston-Salem and Forsyth County, providing access to high-performing schools, workplaces, grocery stores, and other services.
- Eliminate exclusionary zoning laws and other City/County policies that reinforce, whether intentional or not, racial and economic segregation.
- Discourage development that isolates low-income residents and leaves them without access to jobs, services, and retail opportunities.
- Study the many causes of displacement, including gentrification and disinvestment. Formulate specific recommendations for each cause.
- If investing in low-income or minority neighborhoods puts residents at risk of displacement, protect residents from displacement and continue to prioritize equitable neighborhood investment.



Complete Neighborhoods

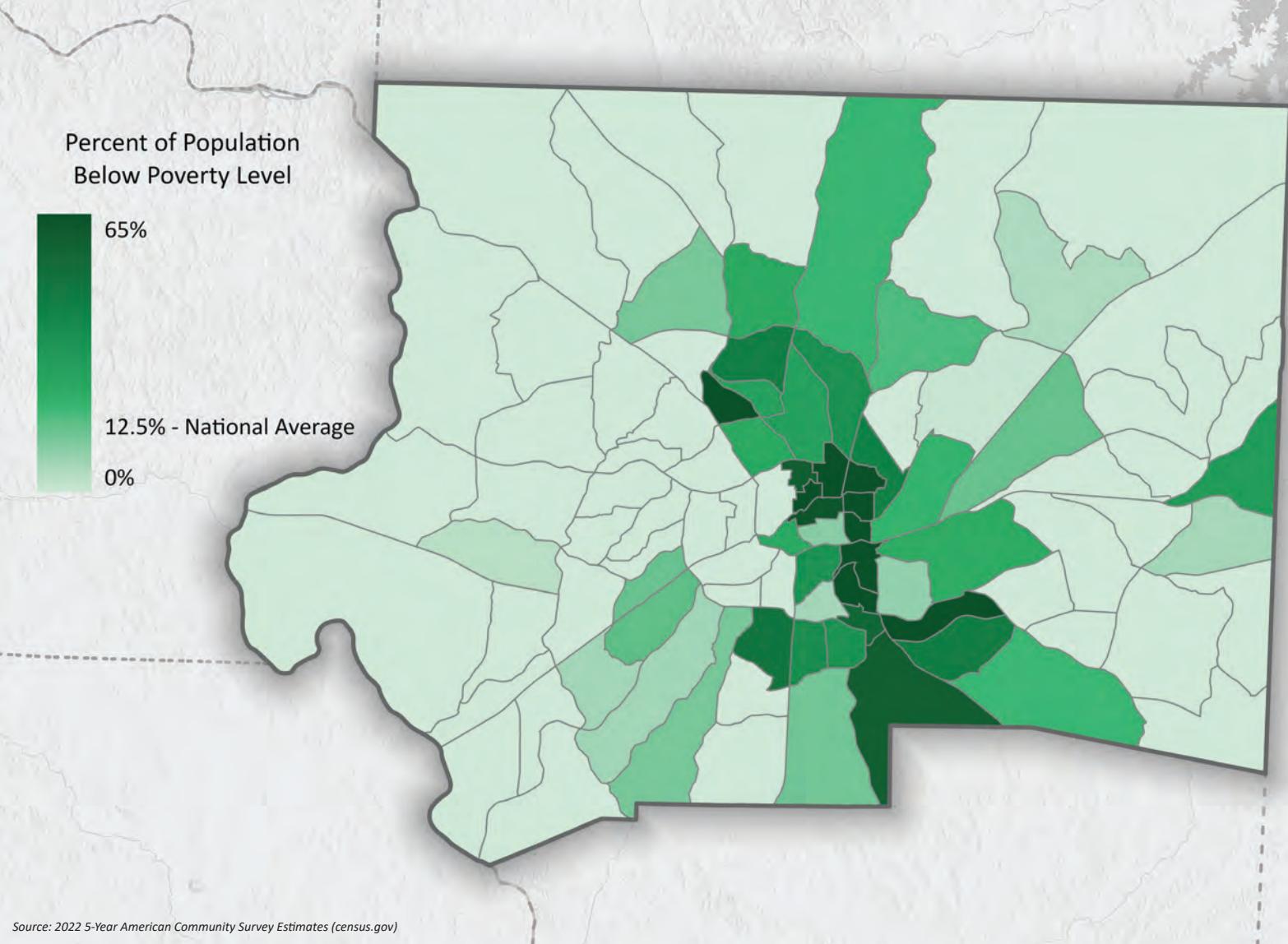
Goal 4: Create well-designed neighborhoods that provide access to services for daily living.

- Increase the number of housing units and provide greater housing choice near retail nodes, transit service, and within walking distance to parks.
- Create pedestrian-oriented places that prioritize safety and convenience over fast automobile access.
- Modify land use regulations, such as parking minimums, setbacks, and minimum lot sizes to improve walkability and affordability.
- Connect housing to activity centers and growth corridors via multimodal transportation options.
- Improve the safety and accessibility of transit, walking, and bicycling options.
- Encourage the redevelopment of underused parking lots.
- Prioritize high-density housing in activity centers and along growth corridors.
- Prioritize the creation of neighborhood retail nodes.
- Develop housing that includes options for different generations to live in close proximity to each other and allows residents to age in place.
- Support incentives and expedited processes for grocery stores and fresh food markets locating in underserved communities and identified food deserts. (See also Connected and Accessible Spaces, Goal 4 and Sustainable and Healthy Environment, Goal 6.)



“I am trying to find even just a studio apartment in the city and it’s so expensive. Wages aren’t increasing at the rate that everything else is, and that’s clearly not sustainable. Even folks who work full-time can’t afford housing sometimes!”

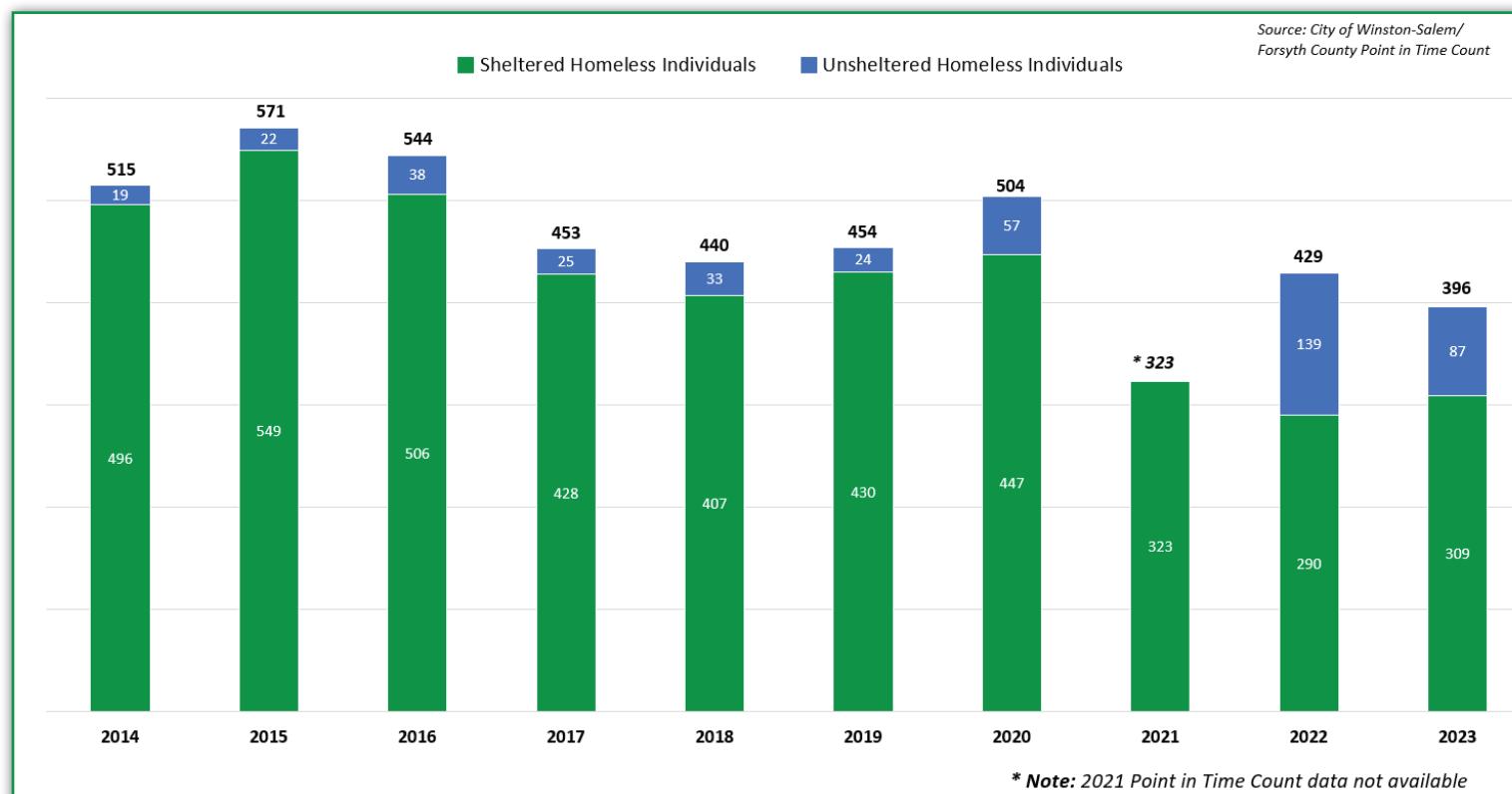
Survey Participant



Goal 5: Minimize the factors that lead to housing insecurity and homelessness.

- Use City and County resources to create new affordable housing and preserve existing affordability.
- Explore the development of zoning policies for areas where residents are most at risk of displacement.
- Continue to support the City's Human Relations Department, which investigates housing discrimination complaints.
- Expand investments in housing and services for people experiencing homelessness, including innovative and pragmatic housing solutions.
- Partner with organizations to develop permanent and transitional housing affordable to very low-income populations.
- Continue to support organizations that provide emergency housing.
- Modify land use regulations to allow housing types affordable to those experiencing, or transitioning out of, homelessness.
- Study the scale of and reasons for evictions and homelessness locally.
- Maintain and create housing opportunities and housing choices for residents as neighborhood values increase.

People Experiencing Homelessness in Forsyth County 2014-2023



"Material wellbeing isn't the only form of equity and inclusion, but if people don't have safe and affordable homes, pretty much nothing else matters."

Survey Participant

"Be mindful of what affordable housing is and who it is affordable to."

Survey Participant



Strong Economic Opportunities





Strong Economic Opportunities

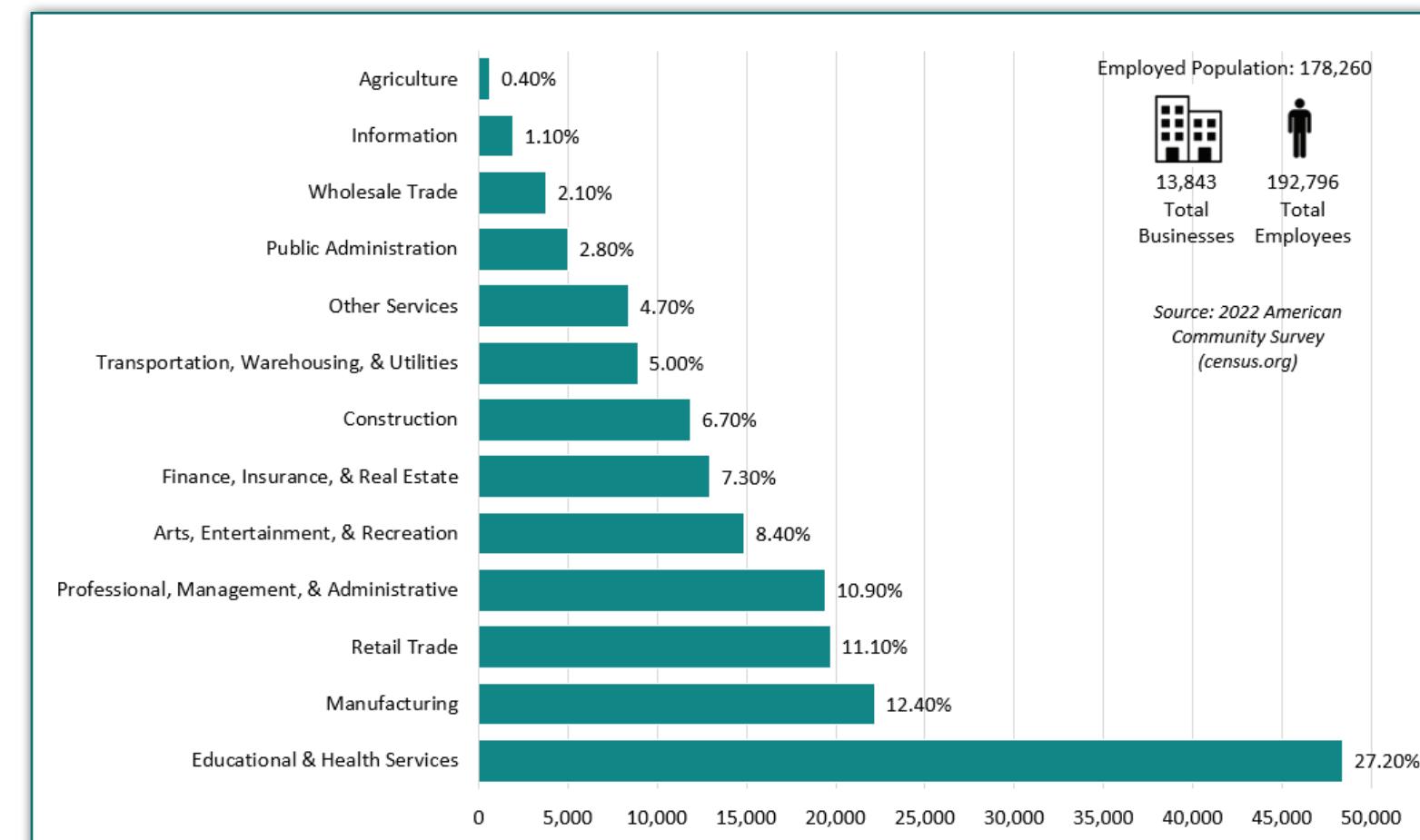
Forsyth County's economic development is shaped by its industrial past, which has left a lasting legacy on the region's economy and workforce. Historically, Forsyth County was home to a thriving manufacturing sector, with the textile, tobacco, and furniture industries playing a central role in driving economic growth. However, as the global economy shifted and traditional manufacturing declined, Forsyth County adapted to an economy that relies on a mixture of knowledge-based industries while continuing to support a smaller industrial footprint.

Forsyth County's strategic location, skilled workforce, and robust infrastructure, including the new beltway, make it an attractive destination for companies in sectors such as aviation, life sciences, and logistics and distribution. Our community also benefits from a growing arts scene and agricultural economy, which themselves have increased the livability of our community, continuing a virtuous cycle of growth. For future expansion, Forsyth County will need to continue attracting a variety of knowledge-based and manufacturing employers while improving our community. Investing in housing affordability, access to healthcare, education, transportation, cultural amenities, and recreational opportunities will make our community a better place for current residents while attracting new investment, creating additional jobs, and improving future economic growth.

However, according to a Brookings Institution study, Forsyth County is the third lowest-ranked county in the country for upward economic mobility, meaning that a person born in a lower-income bracket is likely to find it difficult to "climb the ladder" by way of educational attainment or job advancement. Lowering the poverty rate, increasing economic opportunities in historically underserved areas of Forsyth County, and creating more affordable housing in neighborhoods with high-performing schools, workplaces, grocery stores and other services will be of the utmost importance. Additionally, prioritizing access to healthcare, transportation, and childcare services can provide essential support systems for struggling families. Moreover, fostering collaboration between the public and private sectors to create job training programs can equip individuals with the skills necessary to thrive in the evolving job market, unlocking pathways to upward economic mobility.



2022 Industries by Sector for Forsyth County



"As a community, we need to get better at providing opportunities for people to improve their existing economic situations, especially at the lower end of the spectrum "

Survey Participant



Goal 1: Recruit and retain companies that provide quality job opportunities for city and county residents.

- Focus recruitment on business sectors that bring the most value to the area in terms of salaries and potential for growth.
- Maintain strong relationships between business recruiters, governmental and educational entities, utility providers, and other resources to provide prompt, efficient concierge services to recruited and targeted industries.
- Recruit and retain companies that employ a variety of individuals with different backgrounds, skillsets, interests, and educational attainment.
- Ensure the city and county offer the amenities needed to attract companies and professionals, fostering economic growth and talent retention.



Goal 2: Increase the supply of business and industrial park sites to ensure future job growth.

- Identify underutilized or vacant properties that are appropriate for development or redevelopment.
- Evaluate programs, strategies, and code alterations that preserve potential industrial sites.
- Recruit companies that emphasize sustainability and environmentally sound production methods.



Goal 3: Bring economic opportunities to underserved areas in east and northeast Winston-Salem and Forsyth County.

- Collaborate with neighborhood residents through surveys, public meetings, and focus groups to determine the greatest employment needs in the community.
- Support new and existing businesses by using City and County resources to fund accelerator programs, grants, loans, and infrastructure improvements to ensure their continued operation.
- Promote economic opportunities, including business development sites, at beltway interchanges to foster development in underrepresented areas.
- Ensure that residential, commercial, and mixed-use areas, public facilities, employment centers, and services are connected through safe pedestrian, bicycle, transit, and vehicular infrastructure. (See also Connected and Accessible Spaces, Goal 6.)



Goal 4: Increase upward economic mobility by improving access to workforce development, training, and educational programs for all residents.

- Prioritize and incentivize the development of more affordable housing in neighborhoods with access to high-performing schools, workplaces, grocery stores and other services. (See also Attainable Housing and Stable Neighborhoods, Goal 2.)
- Support small businesses and startups, particularly those owned by underrepresented groups.
- Incentivize companies to provide job training, career advancement opportunities, and fair wages.
- Support programs that increase access to affordable healthcare and childcare.
- Facilitate partnerships between employers and secondary educational institutions, particularly Forsyth Technical Community College, to ensure that their programs provide students with in-demand skills.
- Work with Winston-Salem/Forsyth County Schools to enhance existing programs related to career exploration and training.



“Businesses look for an educated workforce. They thrive and grow when strong transportation systems are in place. The perceived value of a business or neighborhood, along with the quality of the school system, are 3 major factors in economic development.”

Survey Participant

Goal 5: Continue to revitalize Downtown Winston-Salem as the center of Forsyth County's economy, recognizing it as a major contributor to our tax base that fosters growth and community prosperity.

- Continue efforts to recruit and retain businesses and institutions that use Downtown as their office location, including company headquarters of all sizes.
- Convert stubbornly empty office spaces into mixed-use developments that incorporate residential, retail, and cultural amenities.
- Prioritize additional affordable housing Downtown.
- Continue efforts to attract tourists and visitors Downtown.
- Continue to support and invest in the growing arts scene in Downtown.
- Activate public spaces such as parks, plazas, and streetscapes to create gathering places and foster a sense of community.
- Continue to add large-scale public art pieces to Downtown.
- Program events, such as food festivals and concerts, to draw people Downtown and encourage social interaction.
- Invest in pedestrian-friendly infrastructure and streetscape improvements to make Downtown more inviting and accessible.



Goal 6: Promote Winston-Salem's and Forsyth County's local economy as a community of pioneers, innovators, and entrepreneurs.

- Encourage the creation of new businesses by providing entrepreneurs with programs and resources to support growth.
- Continue to strengthen the City's Minority/Women's Business Enterprise Program.
- Collaborate with local organizations to provide adequate space for business accelerators and incubators.
- Retain young adults in Winston-Salem by ensuring a high quality of life, including diverse housing options, a vibrant social scene, and competitive employment opportunities.
- Monitor and adapt to emerging trends in public/private small-business relationships to help our community remain competitive.
- Capitalize on our community's industrial legacy by redeveloping vacant and underused industrial buildings and sites into new uses.

"There are a variety of economic opportunities in terms of scale – the County can support large industry as well as smaller "niche" business, start-ups, or entrepreneurs. The area is accessible for economic development."

Survey Participant

Goal 7: Foster a sustainable and vibrant local agricultural economy.

- Continue to promote our agricultural industry as it relates to local food systems and provide educational outreach programs to encourage the next generation of farmers.
- Support farmland preservation programs to ensure the viability of local agriculture.
- Support local food initiatives and farmers markets to promote the economic viability of agricultural land.
- Support the development of agricultural infrastructure between the farm and the table, such as processing facilities and cold storage to help small agricultural businesses extend the shelf life of their products, reduce post-harvest losses, and access new markets. (See also Sustainable and Healthy Environment, Goal 6.)
- Promote agritourism activities to showcase local agricultural activities and attractions, including farm tours, u-pick experiences, cooking classes using farm-fresh ingredients, wine or cheese tastings, and farm stays. (See also Sustainable and Healthy Environment, Goal 6.)
- Educate the community about agriculture's connections to resiliency, jobs, and local food systems.
- Develop policies that prioritize farming activities and protect agricultural lands from incompatible development.
- Plan business and industrial parks away from agricultural zones to minimize conflicts and preserve rural landscapes.
- Encourage the conversion of unused farmland to clean energy production where appropriate. (See also Sustainable and Healthy Environment, Goal 1.)



Connected and Accessible Spaces





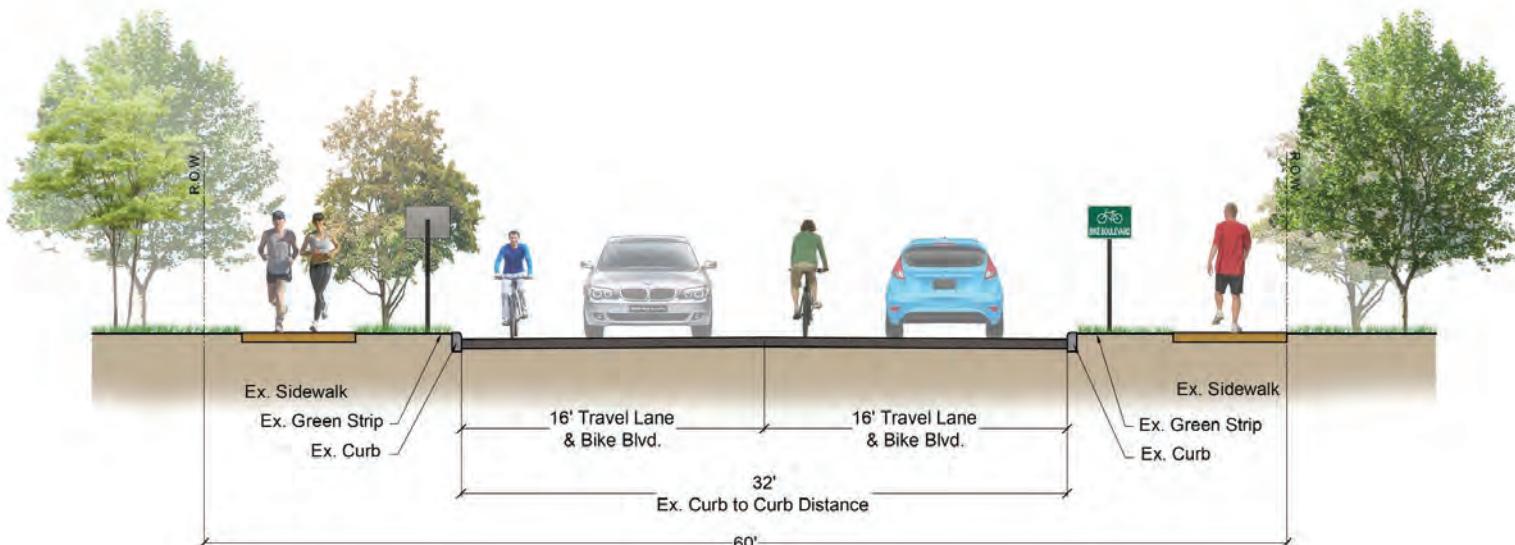
Connected and Accessible Spaces

Access distinctly shapes the way individuals view the community and their place within it. Without adequate transportation options to access services and amenities, an individual's health, social, and financial opportunities dwindle, particularly for young, old, disabled, and low-income residents. Winston-Salem once boasted a robust transit system and pedestrian-friendly infrastructure, but post World War II car-centric development has marginalized non-automobile methods of travel, disproportionately affecting vulnerable populations.

Required automobile ownership burdens households financially, with transportation costs rivaling housing expenses. For low-income households, these transportation costs can be as much as 30 percent of their household income.

The emphasis on private cars has also fragmented neighborhoods and compromised overall community well-being. Infrastructure projects like U.S. Highway 52's construction in East Winston during the 1960s disrupted communities, perpetuating noise, pollution, and social disconnection. While some areas enjoy connectivity beyond auto-only infrastructure, overall transportation options need to be improved, connected, and expanded.

Reimagining land use policies is also necessary, as transportation and land development are interconnected. Walkable and bike-friendly environments foster community vibrancy, while strategic densification supports efficient transit systems. Winston-Salem and Forsyth County acknowledge transportation's pivotal role in community vitality. As our community continues to grow, providing multiple safe, comfortable, and efficient methods of travel is critical to creating an equitable, livable, and resilient community for all residents.

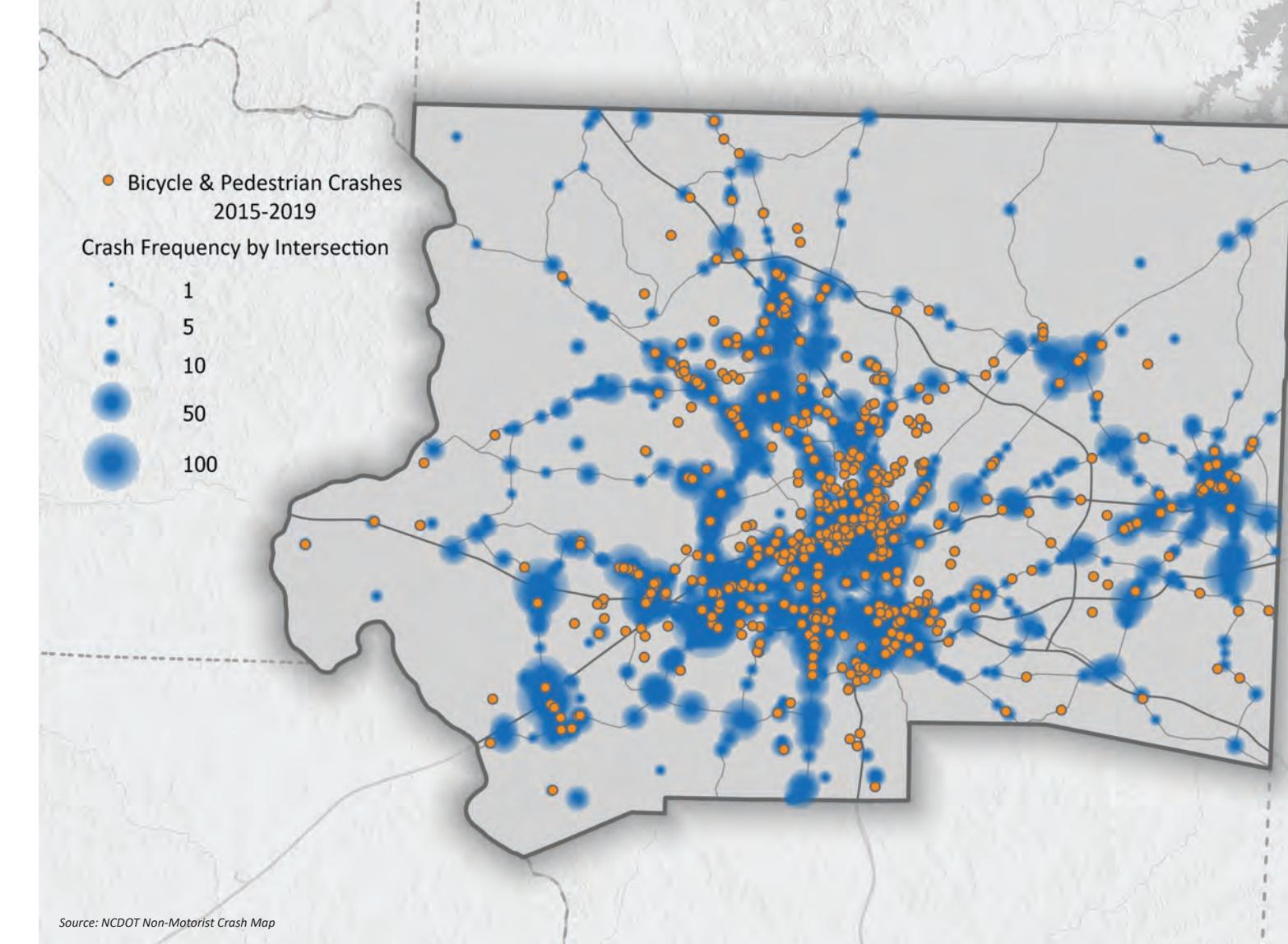


Bike Boulevard Concept

"Winston is NOT walkable let alone accessible to those who do not have cars.

Investing in infrastructure such as sidewalks, walking/bike paths to connect different parts of the city, and public transportation would make Winston a much easier place to live"

Survey Participant



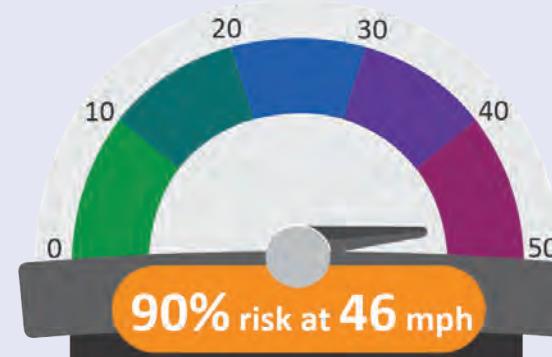
Goal 1: Establish a network of sidewalks, greenways, and bike lanes that provides residents with safe and convenient access to services, jobs, and community amenities.

- Incorporate bicycle, greenway, and pedestrian infrastructure and safety improvements into all new and reconstructed road, bridge, and intersection projects.
- Construct sidewalks, greenways, and bike lanes where they can increasingly serve the daily transportation needs of our community.
- Prioritize pedestrian, greenway, and bicycle infrastructure projects that improve connectivity between existing routes before expanding the overall network.
- Ensure adequate funding for construction and maintenance of bicycle and pedestrian facilities.
- Investigate joint funding mechanisms for pedestrian projects requiring multiple types of infrastructure installation, such as curb and gutter.
- Develop long-distance greenways and urban escape bicycle routes that showcase the county's natural beauty and historic significance.
- Improve bicycle and pedestrian infrastructure to allow for a safe and comfortable traveling experience for pedestrians and bicyclists of all skill levels.
- Strategically connect to state and regional bicycle trails and networks.

Vision Zero and Safety

A Vision Zero plan is a transportation strategy to eliminate traffic fatalities and severe injuries through a systemic approach to road safety. It seeks to also enhance safety, health, and equity for all users. Several North Carolina communities have adopted such plans, including Apex, Charlotte, Davidson, Durham, and Greensboro.

Speed of Pedestrian Crash vs. Likelihood of Severe Injury



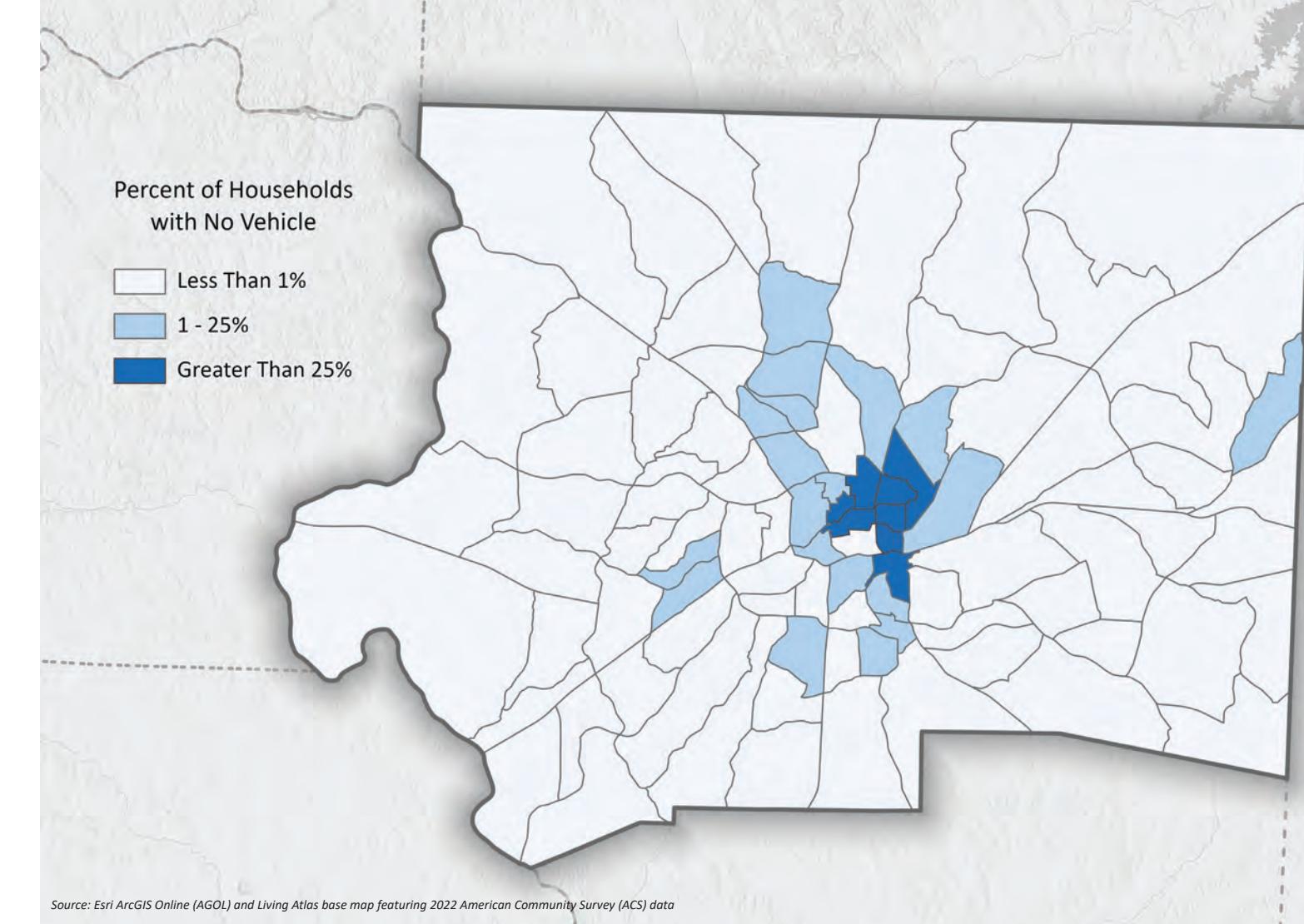
Tefft, B.C. (2011). Impact Speed and a Pedestrian's Risk of Severe Injury or Death (Technical Report). Washington, D.C.: AAA Foundation for Traffic Safety.

Goal 2: Make our transit system an efficient and effective mode of transportation for residents and visitors.

- Improve bus service by increasing the frequency to at least every 30 minutes for all routes, and every 15 minutes for priority routes.
- Improve transit rider comfort, convenience, and access to information.
- Investigate the development of a microtransit system for use in areas lacking transit availability.
- Improve the first- and last-mile travel for transit riders using bicycle, pedestrian, and micromobility options.
- Establish on-demand transportation services, a public equivalent of Uber or Lyft, to augment traditional transit service.
- Improve transit connections with nearby metros, including Greensboro, High Point, the Triangle, and Charlotte.
- Make the Clark Campbell Transportation Center a safer place for transit riders and the larger downtown community.

Goal 3: Create a built environment where all members of our community, regardless of age or ability, feel safe traveling to and from destinations and enjoying city and county amenities.

- Improve roadway safety through better road designs, education and enforcement of traffic codes, and reduction of speed limits where necessary. Reconfigure major and minor thoroughfares where appropriate to ensure safe travel for drivers, bicyclists, pedestrians, and transit users.
- Maintain all roadways in an above-average condition.
- Ensure safe street crossings for pedestrians, bicyclists, and people of all abilities at all major and minor intersections and at public facility entrances.
- Coordinate emergency planning efforts with regional partners to effectively handle any states of emergency and inform residents of safe exit routes.
- Enhance safety at public facilities and along public rights-of-way with improved lighting, removal of overgrown vegetation, use of directional and high visibility signage, and bicycle lanes and sidewalks that are free of physical impediments, such as poles, overgrown vegetation, and debris.
- Activate empty and abandoned spaces along pedestrian and bicycle routes to help create a comfortable and safe environment.
- Use innovative approaches to pilot transportation improvements.



Goal 4: Ensure all residents, regardless of age, ability, and income, have access to public amenities and necessary services such as food providers, medical facilities, employment opportunities, internet, and educational institutions.

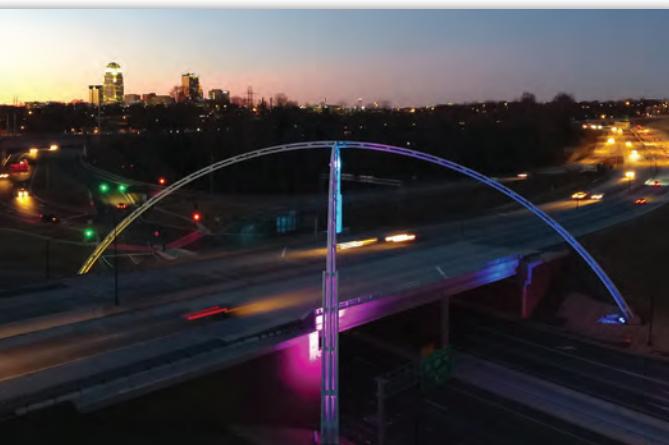
- Improve existing public facilities to be compliant with the Americans with Disabilities Act (ADA) and adhere to ADA regulations when developing new facilities. Ensure ADA compliance in the pedestrian environment and at key destinations.
- Implement programs that remove barriers to transportation to ensure all residents have access to public amenities and necessary services. Financially support outside agencies that provide transportation options for seniors and those with disabilities.
- Incorporate age-friendly elements into community planning designs for residents of all age groups, from the very young to older generations.
- Support programs that improve broadband and computer access for residents with limited means or knowledge of new technology.
- Investigate opportunities to provide improved access for rural residents to needed services and amenities such as microtransit, pedestrian, and bicycle infrastructure; designated transportation programs; and expanded technology access.
- Incorporate bicycle, pedestrian, and transit infrastructure into the designs of mixed-use, commercial, and residential developments.
- Support incentives and expedited processes for grocery stores and fresh food markets locating in underserved communities and identified food deserts. (See also Attainable Housing and Stable Neighborhoods, Goal 4 and Sustainable and Healthy Environment, Goal 6.)

Goal 5: Ensure land use and transportation decisions are mutually supportive to provide safe transportation for all residents while addressing changing demand and population growth.

- Program transportation improvements to be responsive to population growth and development trends as well as changing preferences. Use the Piedmont Triad Regional Model for planning for future growth trends.
- Incorporate land use planning initiatives into long-range transportation plans to better accommodate population growth and transportation demand.
- Design inclusive and accessible neighborhoods in a manner that allows residents access to jobs, education, services, and amenities within a reasonable distance to promote a safe bicycle and pedestrian environment and minimize daily commuting times.
- Promote transit-oriented development (TOD) around public transportation hubs to maximize access to existing infrastructure and reduce reliance on private vehicles.
- Develop a mix of uses, services, and high-density residential types within activity centers and along growth corridors to support an enhanced transit, pedestrian, and bicycle network. Incorporate streetscape enhancements to provide a safe and enhanced experience for residents.
- Focus a mix of commercial and residential development along transit routes and trail corridors to support transit-oriented and trail-oriented development, which maximizes the amount of residential and commercial space within walking distance of transit or greenways.
- Focus affordable housing in areas with convenient and safe access to transit routes, services, and amenities.
- Promote and incentivize the redevelopment of older, underutilized commercial areas into mixed-use areas that take advantage of the existing transportation network and transit routes.

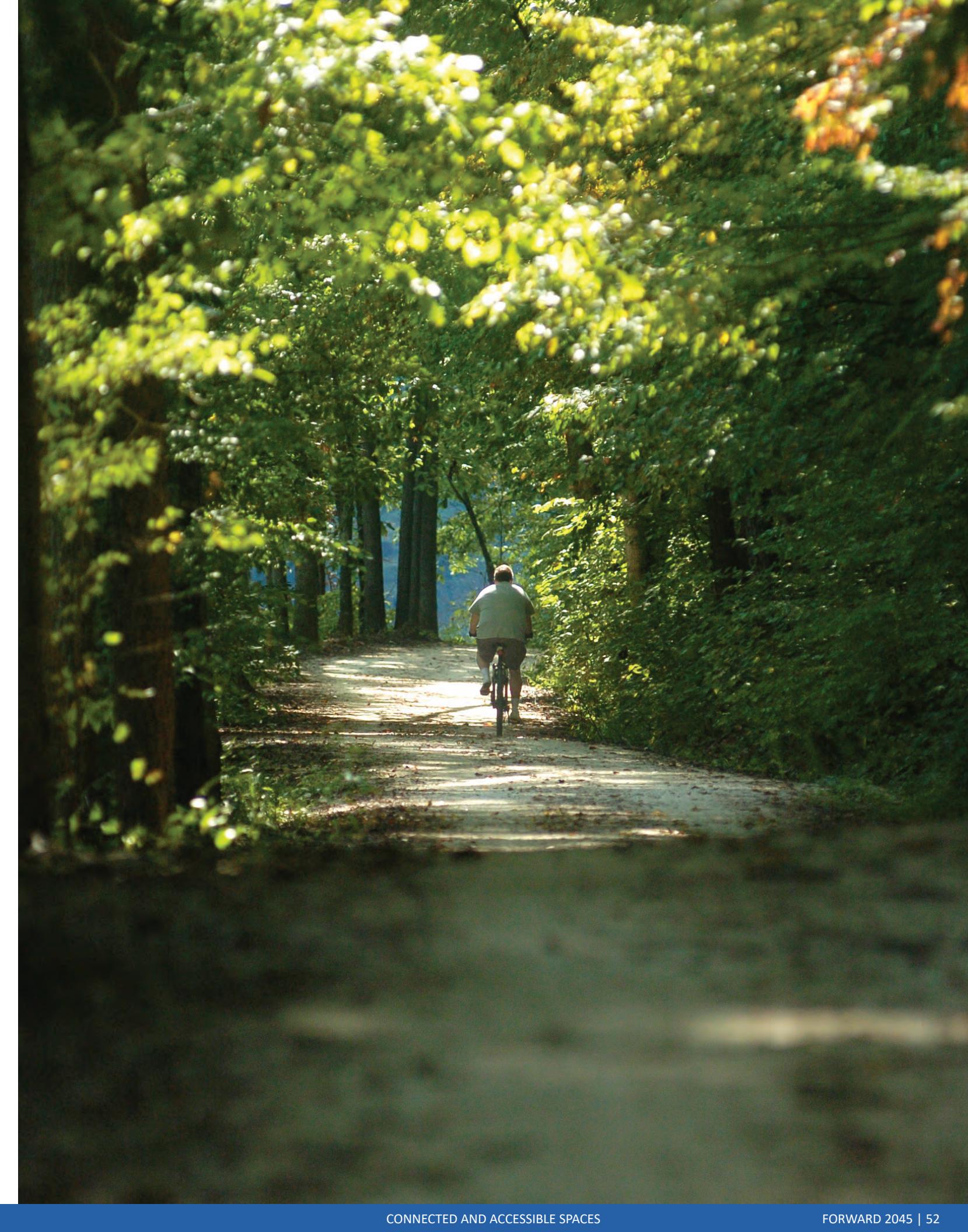
Goal 6: Create a connected transportation network that allows residents and visitors to easily travel throughout the city and county.

- Promote interconnectivity between neighborhoods to allow multiple travel routes, minimize congestion, and provide better emergency access to neighborhoods.
- Ensure that residential areas, commercial and mixed-use areas, public facilities, employment centers, and services are connected through safe pedestrian, bicycle, transit, and vehicular infrastructure. (See also Strong Economic Opportunities, Goal 3.)
- Assist developers financially with the cost of providing new roadway connections and creek crossings in areas lacking adequate connectivity or in identified priority areas.
- Prepare for changing technology, such as electric and autonomous vehicles, by incorporating such elements into future plans.



“I would love to see more greenways, protected bike lanes leading to greater connectivity of the active transport network.”

March Public Input Meetings Participant



Vibrant Character and Identity





Vibrant Character and Identity

At the heart of every community lies its character and identity — a combination of physical, social, and cultural elements. And central to Forsyth County's character and identity is a beautiful public realm: dynamic urban spaces, attractive neighborhoods with well-maintained tree-lined streets, distinctive architecture and landmarks, and scenic rural landscapes.

Through a balance of urban growth and rural preservation, a mixture of well-designed public buildings and preservation of historic resources, and investments in public art, we are literally building on our community's success. Preserving historic resources is a critical aspect of community character. By safeguarding historic assets, we honor our community's heritage, maintain our unique identity, and provide opportunities for education and cultural enrichment. Public art installations also play a vital role in shaping community character by adding vibrancy, creativity, and cultural expression to public spaces. Whether through murals, sculptures, or interactive installations, public art engages residents and visitors alike, fostering a sense of identity, pride, and civic engagement. Our rural landscapes are also essential components of our character and identity. These open spaces offer respite from urban and suburban life, providing opportunities for recreation, reflection, and connection with nature, as well as environmental benefits.

These features not only enhance the aesthetic appeal of our community, but also play a crucial role in fostering a sense of belonging, pride, and connectedness. Beyond our current residents, vibrant character is also essential to creating the quality of life and livability that is central to attracting new people and businesses to our community.



Goal 1: Make our public works beautiful. Parks, plazas, schools, libraries, government buildings, roads and streetscapes, bridges, and other public facilities should be designed to be lasting, visually appealing, and make us proud of our community.

- Invest in well-maintained and high-quality public facilities.
- Encourage high-quality, human-scale, and unique architecture and design for future public buildings.
- Maintain, update, and modernize our parks, community centers, libraries, and other public facilities, especially in disadvantaged areas.
- Minimize future maintenance costs by investing in more durable materials and designs for public facilities and infrastructure.
- Lead by example by appropriately repairing and maintaining historic public buildings.
- Include public art in the design stage of new public facilities.

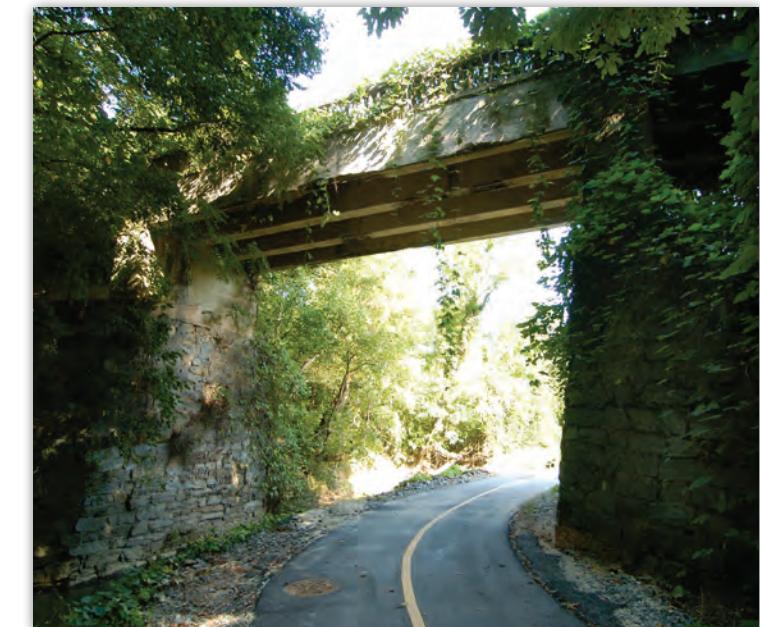


Goal 2: Maintain clean and attractive neighborhoods and public spaces.

- Provide adequate funding for public services that improve the appearance of our neighborhoods and roadways through code enforcement and sanitation services.
- Continue to organize and consider expanding community cleanup events in the style of Forsyth Creek Week and the Great American Cleanup.
- Empower neighborhood organizations to beautify their neighborhoods through "Adopt a Street" and other cleanup programs.
- Support and promote neighborhood-driven beautification efforts with funding and by making water available for community flower gardens.
- Enhance CityLink's capacity to make it easier for residents to report litter, graffiti, and illegal dumping.

Goal 3: Expand our tree canopy and improve the quality of our green spaces in all areas of our community.

- Maintain the Tree City USA status for Winston-Salem.
- Plant more large-variety trees in public parks, and around public buildings and other public spaces.
- Invest in structural soil for tree planting in Downtown and other appropriate areas to allow for a thriving tree canopy as well as sidewalk integrity.
- Identify streets and roads where the cultivation of tree tunnels would be beneficial. Select appropriate species that will grow over the sidewalks and roadway, creating shade and aesthetic appeal.
- Encourage the planting of native, drought-tolerant species of plants and prohibit invasive species.





Goal 5: Share our community's unique history, culture, and character.

- Research and create educational programming about previously underrepresented aspects of our community's heritage.
- Continue to share our community's unique history through events and publications. Plan story sharing activities and historic resource surveys that highlight our community's diverse past.
- Continue to promote and encourage cultural tourism of our community's unique past.
- Collaborate with state, local, and tribal preservation groups to promote our community's historic resources.
- Continue to commemorate historic sites, events, and properties through the Historic Marker and Heritage Neighborhoods programs. Work with Forsyth County's towns and villages to create their own marker programs that would recognize their significant sites, events, and properties.
- Maintain unique or distinctive view corridors.
- Promote programming for, and greater access to, our publicly owned historic places, such as Historic Bethabara Park, Union Station, Memorial Industrial School, and Winston-Salem City Hall.



Goal 4: Safeguard the heritage of Winston-Salem and Forsyth County by preserving those areas and individual properties that reflect our cultural, social, economic, and architectural history.

- Protect our historic resources from deterioration and demolition.
- Expand our historic resources inventory to include underrepresented groups, resources, and building types.
- Encourage the establishment of additional historic districts, local historic landmarks, and historic sign designations where appropriate, especially in underrepresented neighborhoods.
- Continue to share information with local historic property owners on the requirements and best practices for maintaining their properties.
- Promote the use of state and federal historic tax credits to eligible property owners.
- Encourage the adaptive reuse of historic buildings where appropriate.
- Collaborate with local colleges, universities, and other organizations that can teach the trades and skills necessary for historic preservation work.

"Preserve buildings that have collective memories of the community and are character contributing, but don't deny development just for the sake of stopping change."

Survey Participant





Goal 6: Preserve unique and distinctive rural areas while ensuring equitable access to public parklands.

- Explore the creation of programs that could bank undeveloped land for specific uses, such as for recreation and open space, preservation purposes, or the expansion of farmland.
- Offer incentives to landowners who commit to long-term conservation easements of unique or distinctive rural or natural areas.
- Preserve more parkland as passive space, including woodlands, pastures, and lakes, for community retreat areas.
- Encourage cluster development to balance growth and the preservation of open space in appropriate areas.
- Establish partnerships with local land trusts and conservation organizations to facilitate land preservation efforts.
- Promote the development of greenways and natural corridors to preserve rural character and provide recreational opportunities.
- Explore National Register of Historic Places designation for significant rural properties.

Goal 7: Prioritize public art that uplifts our identity and culture and is equitably accessible and distributed throughout our community.

- Include public art in future public facilities investments, such as parks, libraries, recreation centers, greenways, and streetscape improvements.
- Prioritize public art that creates welcoming gathering spaces and better connects neighborhoods.
- Place public art in areas that would benefit from aesthetic improvements.
- Focus on public art projects that help create a sense of safety, such as providing pedestrian lighting and increasing crosswalk safety.
- Create neighborhood specific artist residencies that highlight local stories and make the arts more accessible.
- Support the development of local artists who can best communicate local history and culture.
- Work with local fabricators to ensure that national artists can contract work locally to create our public art projects.

"Really doubling down on public art-- minimal cost but adds so much especially to a city that boasts Arts and Innovation. Murals, statues, installation. Clusters of it, like the wall by Artivity, but in multiple places of the city. "

Survey Participant



Sustainable and Healthy Environment





Sustainable and Healthy Environment

Ensuring the health and sustainability of our environment is essential for the growth, success, and overall well-being of our entire community. Climate change poses significant risks to our society as well as specific risks to Forsyth County. Through proactive measures such as reducing our carbon footprint, promoting renewable energy, and fostering sustainable development that ensures long-term viability, we can enhance residents' quality of life. Furthermore, in addition to the protection and preservation of ecosystems, habitats, and environmentally sensitive areas, we are dedicated to ensuring that all residents have equitable access to clean air, water, green spaces, and essential resources. Through comprehensive planning and conservation efforts, we aim to safeguard our natural resources, enhance biodiversity, and promote the resilience of our ecosystems for future generations.

Just as overcoming our local housing shortage is pivotal to strengthening our economy, how and where we develop new housing is also central to a sustainable and healthy environment. Addressing our housing shortage logically — by building more housing where most people need it and where utilities, services, jobs, and transit already exist — can have the same climate impacts as the most ambitious goals for electric vehicle adoption. A denser urban form is critical to the development of mixed-use areas that support walking, biking, and transit use. It also lowers carbon emissions by reducing vehicle miles traveled, energy consumption within buildings, and energy transmission to buildings. We also consume less energy building multifamily housing than for single-family housing. And, when we build more housing in our urban core, we are also choosing to preserve productive agricultural land and natural landscapes in our rural areas.

Supporting local agriculture also helps preserve farmland from urban encroachment and maintains biodiversity. Local food economies support the livelihoods of farmers and strengthen community resilience by diversifying food sources and fostering economic opportunities. With a focus on fresh, seasonal produce, these systems also encourage healthier dietary choices, contributing to the overall well-being of our community. In addition to food access, rural land preservation helps create a healthy environment that includes clean air and water, and opportunities to commune with nature that can improve social connections and mental health. Furthermore, land is a finite resource that, once built upon, almost never returns to its natural state as a greenfield or woodlands. In essence, a local food economy can be both the cause and result of sustainable development and a healthy environment.



Goal 1: Support climate change mitigation to minimize the local effects on Winston-Salem and Forsyth County.

- Prioritize and potentially incentivize denser, mixed-use, urban development patterns closer to the city center, along growth corridors, and in activity centers to minimize suburban sprawl and the conversion of rural landscapes into housing.
- Promote efficient land use by allowing low-density attached units in all residential districts to utilize existing infrastructure and prevent sprawl.
- Use sustainable design principles when planning new public facilities.
- Identify and eliminate barriers to renewable energy production in City and County codes and ordinances.
- Continue to electrify and decarbonize City and County facilities and vehicles.
- Promote the integration of renewable energy technologies into current and future developments.
- Promote the use of green infrastructure to improve water quality and reduce stormwater runoff.
- Support recommendations on climate action from the Winston-Salem Community Sustainability Program Committee.
- Participate in local and regional planning for emergency response and hazard mitigation, including the development of local environmental emergency hub sites.
- Encourage the conversion of unused farmland to clean energy production where appropriate. (See also Strong Economic Opportunities, Goal 7.)
- Consider incentives to increase energy efficiency in new and existing buildings.

“Making food more accessible is one of the most foundational changes we can make. It’s hard to care about a community that doesn’t feed you”

Survey Participant

Goal 2: Ensure equal access to clean air, water, and green spaces for all residents, regardless of their socioeconomic status or geographic location.

- Integrate the principles of environmental justice into urban planning processes and infrastructure investments. Consider the needs and priorities of marginalized communities in decision-making and resource allocation.
- Prioritize the equitable distribution of environmental benefits and burdens. Prevent the disproportionate siting of hazardous facilities and polluting industries in disadvantaged communities.
- Incentivize the redevelopment of brownfield sites to mitigate pollution and revitalize urban areas.
- Actively involve residents in decision-making processes related to environmental issues in their neighborhoods.
- Maintain urban green spaces and parks, especially in underserved neighborhoods, to improve air quality, provide recreational opportunities, and enhance community well-being.

“Adaptability. We need to “weather the storm”(s) of the effects of climate change. Storm water, infrastructure, and emergency response needs to be top notch. We’ve seen what happens when people are unprepared.”

Survey Participant

Goal 3: Develop standards and practices to mitigate the sources of pollution in land use.

- Ensure that best management practices are being implemented to reduce water and air pollution.
- Support policies that encourage diversion of solid waste from landfills and promote sustainable waste management practices.
- Continue to coordinate with the Utilities and Stormwater Departments for water and sewer upgrades, stormwater management, erosion control, and hazard reduction.
- Evaluate potential changes to our noise and lighting ordinances.
- Continue to coordinate the development of local environmental regulations with state and federal agencies.
- Modify land use regulations, such as parking minimums, setbacks, and minimum lot sizes to improve walkability and make better use of existing infrastructure.



Goal 4: Connect parks, greenways, and other open space into an integrated green network for people and wildlife.

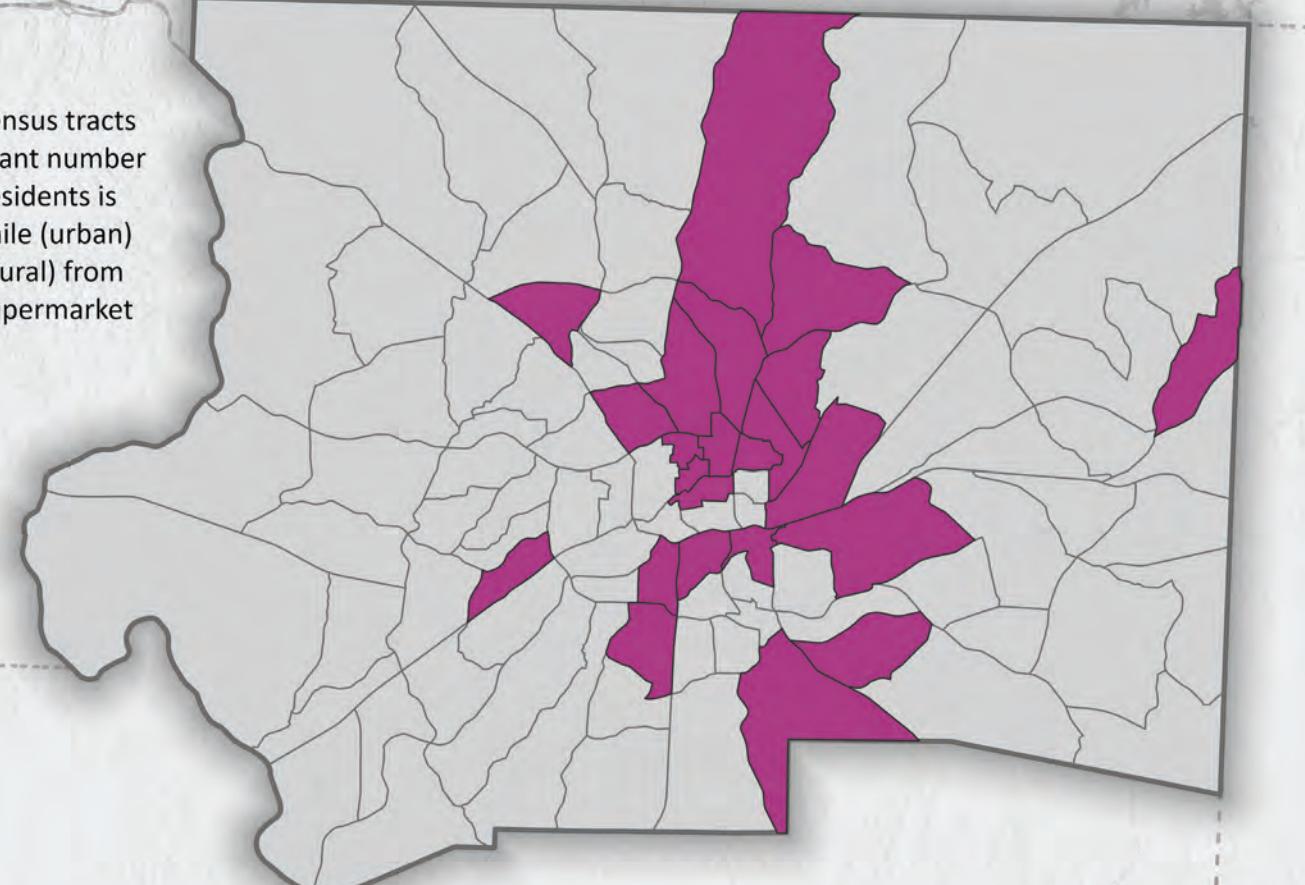
- Identify priority areas for the development of parks, greenways, and open spaces based on factors such as population density, access to nature, environmental significance, and opportunities for connectivity.
- Protect and enhance existing parks and green spaces.
- Design parks and greenways to serve multiple purposes, such as recreation, wildlife habitat, stormwater management, and carbon capture.
- Establish partnerships with community groups and volunteer organizations to help with litter cleanup, invasive species removal, and trail maintenance.



Goal 5: Preserve and protect our local ecology and natural landscapes.

- Make more efficient use of our urban core to avoid suburban development and conversion of rural areas to other uses.
- Encourage infill development in areas with access to existing public services and infrastructure.
- Evaluate the creation of a conservation subdivision use that maximizes rural preservation and natural feature protection.
- Streamline the local permitting process for reuse of vacant or underutilized properties while ensuring state and federal guidelines are met.
- Prioritize the preservation of existing environmental features such as streams, wetlands, and wildlife habitat, balancing development with conservation goals.
- Continue to protect the Yadkin River, a vital natural resource and water source, through conservation efforts and responsible land management practices.
- Encourage the use of native species and prohibit invasive species in design standards for required landscaping.
- Support organizations and programs that educate residents about environmental issues.
- Encourage public participation in conservation initiatives through volunteer programs, citizen science projects, and community outreach events.

Low-income census tracts where a significant number or share of residents is more than 1 mile (urban) or 10 miles (rural) from the nearest supermarket



Source: Esri ArcGIS Online (AGOL) base map featuring 2019 United States Department of Agriculture (USDA) Food Access Atlas Dataset

Goal 6: Develop and support our local food economy.

- Remove land use barriers to food access to ensure that all individuals, regardless of their socioeconomic status, can obtain nutritious and affordable food.
- Support recommendations of the Winston-Salem Urban Food Policy Council to build a sustainable, equitable, and healthy local food system.
- Support the development of agricultural infrastructure between the farm and the table, such as processing facilities and cold storage to help small agricultural businesses extend the shelf life of their products, reduce post-harvest losses, and access new markets. (See also Strong Economic Opportunities, Goal 7.)
- Promote agritourism activities to showcase local agricultural activities and attractions, including farm tours, u-pick experiences, cooking classes using farm-fresh ingredients, wine or cheese tastings, and farm stays. (See also Strong Economic Opportunities, Goal 7.)
- Support incentives and expedited processes for grocery stores and fresh food markets locating in underserved communities and identified food deserts. (See also Attainable Housing and Stable Neighborhoods, Goal 4 and Connected and Accessible Spaces, Goal 4.)
- Ensure all residents, regardless of age, ability, and income, have access to food providers.
- Investigate ways to incentivize the use of land for food production.
- Continue to support land use decisions that preserve existing farmland.
- Support organizations that empower individuals to make healthier food choices and provide education courses on healthy food preparation, nutrition, and culinary skills.



Managed Growth and Land Use





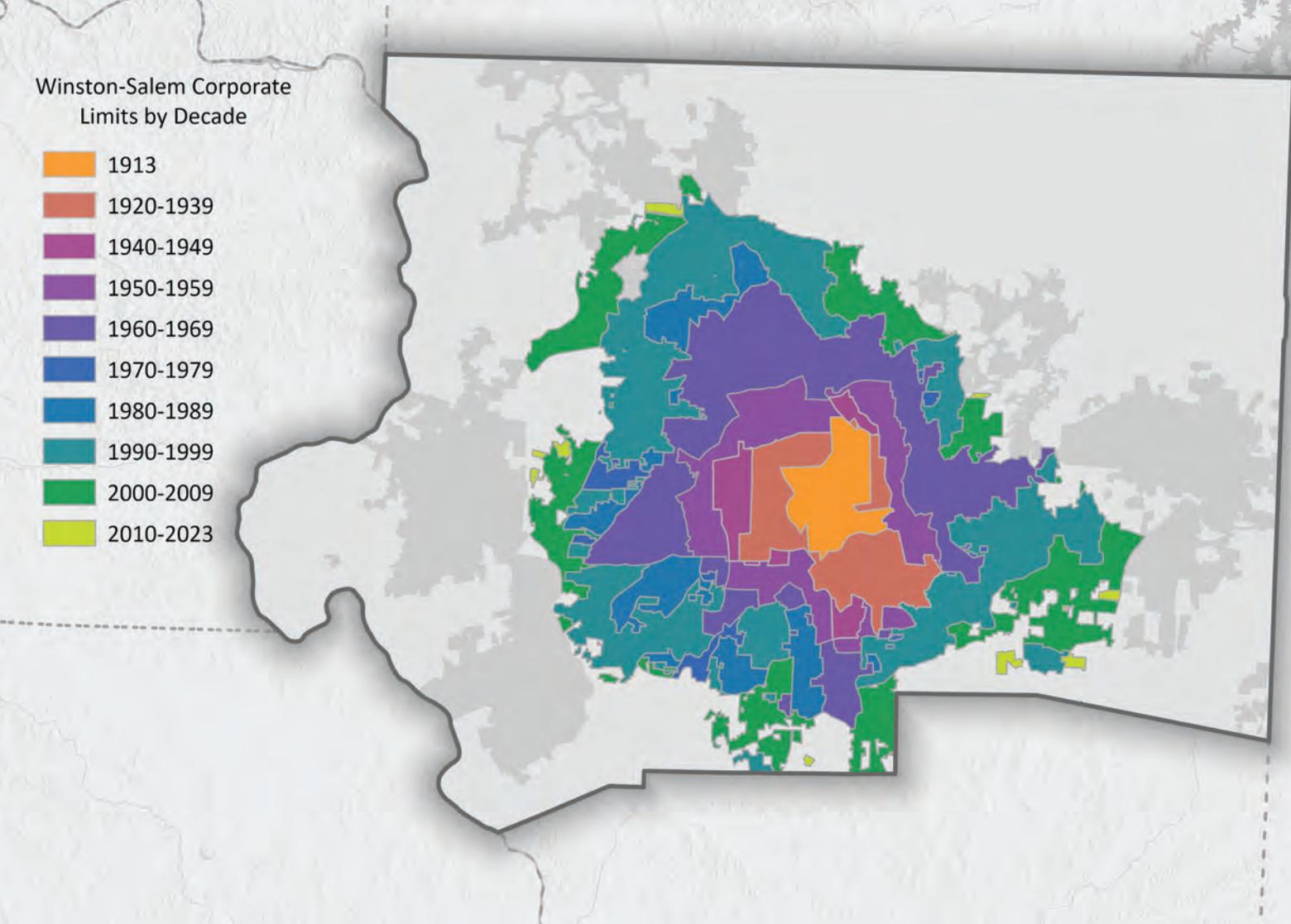
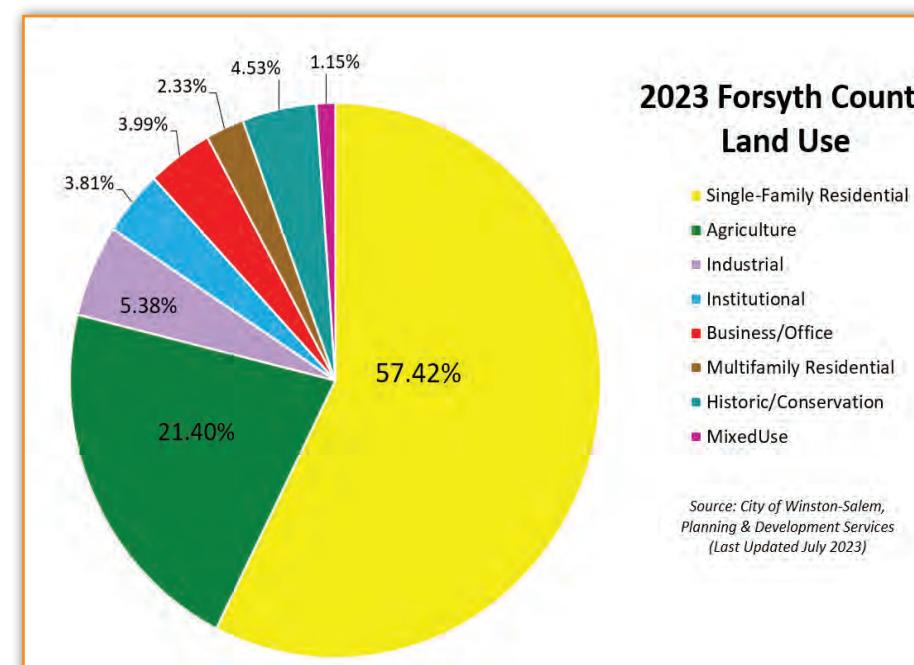
Managed Growth and Land Use

Growth management is a strategic tool that allows our community to steer future development while balancing the competing needs for our remaining land. As our population grows, it is crucial to prioritize the preservation of natural and rural environments. However, there is an increasing demand for new housing, which can lead to suburban sprawl, the expansion of suburban areas into previously rural regions. At the same time, the county aims to attract and retain businesses to boost the local economy, necessitating the allocation of land for manufacturing uses.

Forsyth County also faces unique challenges due to its relatively small land area. Our total population is fourth in the state, but we rank 60th in land area. This means we must be more efficient in how we use our land compared to neighboring communities. Forsyth County's physical growth is further constrained by the Muddy Creek Basin, the portion of the county that can be easily and efficiently served by sewer. Sewer expansions beyond this area are costly and must be made strategically. Enhancement of transportation networks, schools, and other public services to accommodate new growth must also be considered.

To effectively manage these competing interests, we need a comprehensive strategy that promotes development where our infrastructure can adequately support it while discouraging development in areas lacking such infrastructure. The Growth Management Plan divides the county into five Growth Management Areas (GMAs), each with distinct characteristics and development priorities: GMA 1 (City/Town Centers), GMA 2 (Urban Neighborhoods), GMA 3 (Suburban Neighborhoods), GMA 4 (Future Growth Area), and GMA 5 (Rural Area). The plan emphasizes careful and deliberate investment to support growth in areas with existing infrastructure, thereby preventing suburban sprawl and promoting more sustainable land use. It also recognizes that the newly constructed Northern Beltway will attract development near the highway's interchanges. The plan serves to guide the preservation of existing neighborhoods, natural areas, farmland, and employment sites, and to identify areas for redevelopment and revitalization.

By carefully planning and balancing development, Forsyth County can ensure a future that accommodates growth while preserving its natural and rural environments for future generations. Prioritizing development where infrastructure already exists will not only preserve rural lands but also enhance the livability and sustainability of the county's urban centers. This strategy also strengthens municipal finances by maximizing the efficiency of public expenditures and increasing the tax base in already serviced areas, ensuring balanced and prosperous growth for the county.



Goal 1: Preserve our rural areas for agricultural uses and natural landscapes.

- Encourage conservation of undeveloped land in the Rural Area (GMA 5).
- Explore the creation of programs that could bank undeveloped land for specific uses, such as for recreation and open space, preservation purposes, or the expansion of farmland. (See also Vibrant Character and Identity, Goal 6.)
- Support farmland preservation programs to ensure the viability of local agriculture. (See also Strong Economic Opportunities, Goal 7.)
- Consider ordinances, regulations, and/or programs to facilitate the transfer of development rights from rural to urban areas, allowing for denser development in urban centers while preserving rural landscapes.
- Maintain unique or distinctive view corridors. (See also Vibrant Character and Identity, Goal 5.)
- Continue to support land use decisions that preserve existing farmland. (See also Sustainable and Healthy Environment, Goal 6.)
- Encourage cluster development to balance growth and the preservation of open space in appropriate areas. (See also Vibrant Character and Identity, Goal 6.)
- Support local food initiatives and farmers markets to promote the economic viability of agricultural land. (See also Strong Economic Opportunities, Goal 7.)
- Establish partnerships with local land trusts and conservation organizations to facilitate land preservation efforts. (See also Vibrant Character and Identity, Goal 6.)
- Offer incentives to landowners who commit to long-term conservation easements of unique or distinctive rural or natural areas. (See also Vibrant Character and Identity, Goal 6.)

Competing Interests for Remaining Land

With Forsyth County 75 percent developed, only a quarter of our land remains for potential housing, economic development, or preservation of open space, agricultural land, and wildlife habitat. Recognizing these competing interests, public opinion was gathered to prioritize them. During the fall 2023 public input meetings, attendees ranked these interests. The results showed that land preservation was the top priority. Consequently, innovative strategies are needed to preserve our remaining land while meeting housing demands and providing diverse economic opportunities for our residents.

1 Land Preservation

2 Housing

3 Economic Development

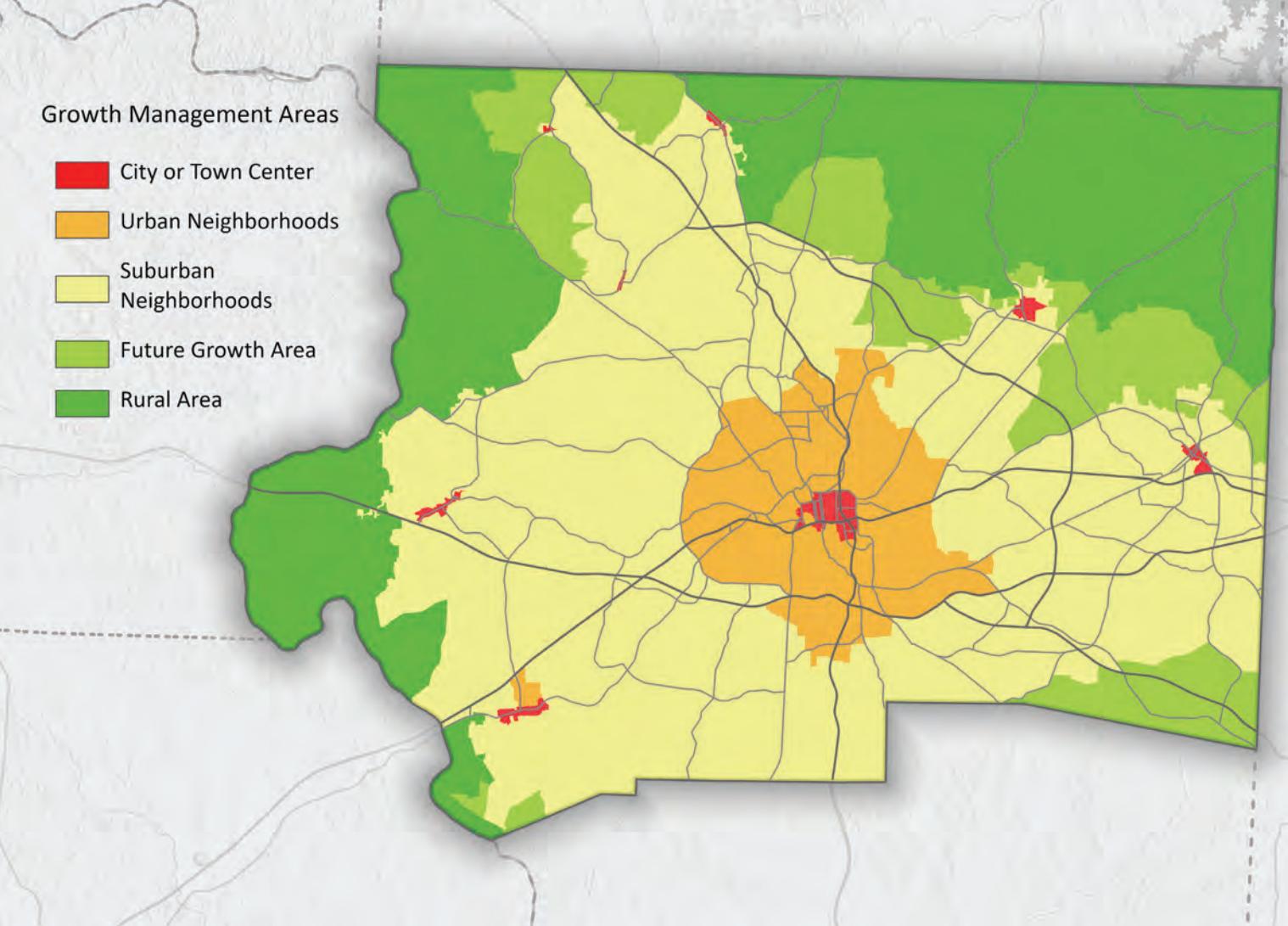


Goal 2: Prioritize development where infrastructure already exists.

- Prioritize and potentially incentivize denser, mixed-use, urban development patterns closer to the city center, along growth corridors, and in activity centers to minimize suburban sprawl and the conversion of rural landscapes into housing. (See also Sustainable and Healthy Environment, Goal 1.)
- Promote efficient land use by allowing low-density attached units in all residential districts to utilize existing infrastructure and prevent sprawl. (See also Sustainable and Healthy Environment, Goal 1.)
- Make more efficient use of our urban core to avoid suburban development and conversion of rural areas to other uses. (See also Sustainable and Healthy Environment, Goal 5.)
- Allow mixed-use development wherever commercial zoning is allowed.
- Redevelop underutilized or vacant properties for housing or economic development.
- Promote transit-oriented development (TOD) around public transportation hubs to maximize access to existing infrastructure and reduce reliance on private vehicles. (See also Connected and Accessible Spaces, Goal 5.)
- Implement brownfield redevelopment programs to revitalize contaminated or abandoned sites for new uses, such as housing, commercial, or recreational purposes.
- Prioritize high-density housing in activity centers and along growth corridors. (See also Attainable Housing and Stable Neighborhoods, Goal 4.)
- Strategically invest in transportation and sewer/water infrastructure to support housing density and choice. (See also Attainable Housing and Stable Neighborhoods, Goal 1.)
- Encourage the redevelopment of underused parking lots. (See also Attainable Housing and Stable Neighborhoods, Goal 4.)

"Develop mixed-use infill in currently developed areas. Increase alternative transportation/public transit linking activity centers safely. Allow for more multi-unit housing where infrastructure already exists."

March Public Input Meetings Participant



Growth Management Areas

- GMA 1 (City/Town Centers) includes Downtown Winston-Salem and the centers of Forsyth County's towns and villages. It promotes a dense, mixed-use, and pedestrian-oriented urban form and is the hub for government and private employment.
- GMA 2 (Urban Neighborhoods) includes the areas of Winston-Salem built primarily before 1950. This part of the city includes intermixed areas of residential, commercial, industrial, and institutional development featuring smaller lots, sidewalks, and a grid street pattern.
- GMA 3 (Suburban Neighborhoods) consists of neighborhoods built after World War II and is where most development has occurred in recent decades. The area has a more separated growth pattern of different land uses with subdivisions that cater to specific housing styles and price ranges, featuring curvilinear streets that often lack connectivity.
- GMA 4 (Future Growth Area) is adjacent to GMA 3 but does not currently have public sewer or other public infrastructure necessary to support urban or suburban development. Significant development in this area is discouraged until plans for development are prepared and utilities become available. Once these services are available, sites in GMA 4 should be treated the same as GMA 3 when making land use recommendations.
- GMA 5 (Rural Area) is located at the fringes of Forsyth County and is beyond the area that can be provided with public sewer and other services in a cost-effective manner. This area is intended to remain very low density residential and agricultural in character.

Goal 3: Strategically expand Winston-Salem's and Forsyth County's developable land area to best accommodate future population growth, preserve rural areas, and strengthen municipal finances.

- Prioritize infrastructure expansion to fill gaps in Growth Management Areas 2 and 3 before extending sewer into GMAs 4 and 5.
- Prioritize density, diversity of uses, and connectivity in areas served by existing infrastructure.
- Promote mixed-use developments to create vibrant, walkable communities with access to amenities and services.
- Allow more intense development around beltway interchanges.
- Promote economic opportunities, including business development sites, at beltway interchanges. (See also Strong Economic Opportunities, Goal 3)

Sewer Expansion Priorities

To successfully preserve Forsyth County's rural areas while supporting housing and economic development, it is essential to carefully plan public sewer expansions. Once sewer is made available, preserving land and limiting development in these areas will be challenging, as they will become desirable for high levels of residential, commercial, and industrial development. The following priorities for sewer infrastructure are recommended to strategically expand developable land in the county over the coming decades:

- Priority 1: Focus on infill development in GMAs 2 and 3, which are already served by public sewer. Increase density along growth corridors, in activity centers, and in other suitable areas.
- Priority 2: Expand sewer infrastructure in the currently unserved portions of GMA 3.
- Priority 3: Extend sewer into GMA 4 only after all areas in GMA 3 are served, prioritizing areas near the new beltway and with adequate roadway connections to support growth.
- Priority 4: Expand sewer into GMA 5 only after GMA 4 infrastructure is complete.

Goal 4: Create compatible transitions between land uses.

- Prioritize low-intensity commercial or moderate-density residential as transitions between single-family residential and larger commercial areas.
- Prioritize large-lot residential and low-intensity commercial as transitions between rural and suburban development.
- Locate any commercial uses in rural areas along major roadways, specifically at major intersections.
- Prioritize neighborhood-serving uses, such as cafés, medical offices, and grocery stores, instead of large-scale commercial uses, near residential areas.

"One thing I notice about this town is the lack of basic housing necessities even in what looks like economically thriving neighborhoods. Where are the groceries downtown. It seems grocers and pharmacies should be 5 mins away from every neighborhood."

Survey Participant



Implementation



Implementation - Attainable Housing and Stable Neighborhoods



Goal 1: Housing Abundance

- Use GIS analysis to identify prime locations for higher density housing based on proximity to services, schools, workplaces, and transit.
- Research density allowances around activity centers and growth corridors in peer communities.
- Identify the best locations for middle-density housing and incorporate density recommendations into area plans and land use maps.
- Research how peer communities have allowed middle-density housing options in single-family residential districts.
- Study best methods for introducing middle-density housing into single-family districts and impacts of such a change on housing availability.
- Modify the *Unified Development Ordinances* (UDO) to allow for greater diversity of housing types in more zoning districts.
- Reduce or eliminate parking requirements for middle-density housing.
- Explore form-based codes to foster development of middle-density housing.
- Research how peer communities have permitted manufactured homes in single-family residential districts and impacts of such a change on housing availability.
- Identify viable non-residential to residential building conversion projects.
- Evaluate incentives for the development of disability-friendly, senior-friendly, and family-friendly housing (for purchase and rental), including units with multiple bedrooms in multifamily developments.
- Research best practices for infill housing development.
- Coordinate with the City-County Utilities Commission in making decisions about where to invest in utilities upgrades and expansions for future housing development.
- Identify gaps in the water/sewer network within GMAs 2 and 3 that could impede housing development in otherwise suitable locations.
- Research housing development process best practices in peer communities.

Goal 2: Affordable Housing

- Develop a prioritization process in coordination with the City of Winston-Salem Housing Development Department and Housing Authority of Winston-Salem to invest in new housing in locations with the best access to services, schools, workplaces, and transit.
- Track the inventory of City-owned parcels suited for housing development.
- Research best practices and identify the best locations in Winston-Salem and Forsyth County for community land trusts.
- Research best practices and how peer communities handle property tax relief to preserve long-term affordable housing.
- Evaluate incentives for the reuse and upkeep of existing affordable rental housing.

The Implementation section is a list of actionable steps that the Planning and Development Services Department may pursue to achieve the vision of the comprehensive plan. While not an exhaustive list, the items included here represent studies, research, and proposed ordinance changes to facilitate goals and strategies within the plan. Items may be added or removed from this list over time due to factors such as funding availability, state and federal legislation, and the discretion of the Planning Board.

Goal 3: Address Past Policies

- Identify zoning laws and other City/County policies that reinforce, whether intentional or not, racial and economic segregation, and recommend changes.
- Use the area plan process to recommend changes to increase access to jobs, services, and retail opportunities in low-income neighborhoods.
- Identify the types of investments that contribute to displacement in low-income/minority neighborhoods.
- Work with residents to identify neighborhood infrastructure investments that would benefit current residents.
- Prioritize investing federal housing funds in areas that are financially integrated with good access to services and retail.
- Study National Environmental Policy Act (NEPA) factors to identify optimal housing locations.
- Study the many causes of displacement, including gentrification and disinvestment, and make appropriate policy change recommendations.

Goal 4: Well-Designed Neighborhoods

- Modify the *Winston-Salem Infrastructure Development Standards* document to provide for complete streets and design standards that favor human-scale development.
- Coordinate with state and local transportation agencies to plan for transportation needs that support land use and housing goals.
- Modify the UDO, including parking minimums, building setbacks, and minimum lot sizes to improve walkability and affordability.
- Study bus rapid transit, including station location and design, to provide transit service that will attract private investment in housing.
- Implement bicycle, pedestrian, greenway, and transit plans. (See also Connected and Accessible Spaces for more specific recommendations.)
- Use GIS analysis to identify underused parking lots suitable for housing development.
- Coordinate with WSDOT to prioritize biking, walking, and transit options along growth corridors.
- Identify locations for high density housing and retail nodes through the area plan process.
- Adjust zoning districts to be more accommodating of a mix of uses.
- Create/evaluate/modify zoning districts for neighborhood retail that include appropriate design and form for pedestrian access.
- Develop incentives for grocers to locate in Limited Supermarket Access (LSA) areas.
- Modify the UDO to allow for small grocers in residential neighborhoods.
- Coordinate with WSDOT in the development of the *Comprehensive Transportation Plan*, *Metropolitan Transportation Plan*, and *Metropolitan Transportation Improvement Program*.

Goal 5: Minimize Homelessness

- Identify naturally occurring affordable housing that the City could target for buy/covenant/sell arrangements in order to maintain affordability.
- Research policies in peer communities with specific protections for affordability in areas where residents are most at risk of displacement.



Implementation - Strong Economic Opportunities

Goal 1: Quality Job Opportunities

- Regularly engage with existing businesses to understand their needs and help them grow locally.
- Respond to requests from Greater Winston-Salem, Inc.; Forsyth Technical Community College; and other economic development allies seeking assistance with the recruitment of new companies and retention of existing companies.

Goal 2: Industrial Parks

- Update the *Industrial Development Opportunities Study*.
- Work with the City-County Utilities Commission and Greater Winston-Salem, Inc. to research potential business and industrial sites accessible by the Northern Beltway.
- Research best practices in peer communities with constrained land availability and manufacturing histories.
- Explore land banking opportunities to acquire and hold strategic properties that are key to future industrial or business park development.
- Compare Winston-Salem's and Forsyth County's allocation of industrial land to peer communities and nationally recognized best practices.
- Research the ability to lower or waive development fees for significant economic development projects.
- Analyze planning policy language related to industrial land use and compare to peer cities to ensure a friendly policy environment for manufacturers.

Goal 3: Economic Opportunities

- Encourage employers to recruit area residents to fill new jobs by utilizing the City of Winston-Salem's *Economic Development Program Financial Assistance Guidelines*, which allows for the possibility for companies to receive incentives if they hire Neighborhood Revitalization Strategy Area (NRSA) residents.
- Implement Tax Increment Financing (TIF) districts in underserved areas to fund infrastructure improvements and economic development projects through the future tax revenues generated by those improvements.
- Regularly communicate with other governmental agencies to stress the importance of ensuring that land use policies surrounding beltway interchanges adequately consider economic development considerations.
- Explore the potential of creating specialized economic zones that would provide funding that is specifically intended to be used for economic development projects in distressed areas.
- Improve public transportation options to ensure residents of underserved areas can access job opportunities across the county.

Goal 4: Upward Economic Mobility

- Partner with Winston-Salem/Forsyth County Schools and Forsyth Technical Community College to provide workforce training that exposes students to a diverse range of employment opportunities.
- Support the development of affordable housing near employment centers to reduce commuting barriers for low-income workers.

Goal 5: Downtown Winston-Salem

- Explore policy options that would expedite or facilitate the further conversion of downtown buildings from office to residential and mixed use.
- Support the efforts of the Downtown Winston-Salem Partnership in the implementation of the *Downtown Winston-Salem Plan*.
- Consider the possibility of a social district Downtown that would permit more pedestrian activity in certain areas of Downtown.

Goal 6: Local Economy

- Identify vacant and underutilized buildings that would be suitable for conversion to temporary start-up space for entrepreneurs and business-incubators.
- Develop a comprehensive program to support the entire entrepreneurial ecosystem, including funding, mentorship, and networking opportunities.

Goal 7: Local Agricultural Economy

- Identify sites that are well suited for agricultural use that could contribute to the overall economy.
- Incentivize local agriculture in underserved communities.

Goal 2: Transit

- Develop a consistent plan for updating transit routes that is responsive to the community and its needs.
- Review and amend current bus routes and transit system structure for efficiency and accessibility to address demand and population growth.
- Investigate the feasibility of north-south and east-west transit routes and routes that link employment centers directly to residential areas.
- Incorporate transit amenities, such as bus shelters, into development projects located along transit routes.
- Implement intelligent transportation systems through Winston-Salem Transit Authority (WSTA) and coordinate with Piedmont Authority for Regional Transportation (PART) to provide a seamless system for riders.
- Develop a replacement plan for the transit fleet that includes recommendations for incorporating electric and hybrid vehicles.
- Optimize transit service and amenities through implementation of the *WSTA Service Standards and Guidelines* and the *WSTA Amenity Standards and Guidelines*.
- Provide shelters with amenities at each stop and integrate technology, such as message boards that display arrival times, into the transit fare and information systems.
- Complete a passenger rail corridor study for rail service between Winston-Salem and Raleigh.
- Develop a plan for upgrading the Clark Campbell Transportation Center, Hampton Haith Administration Building, and WSTA Maintenance Facility to improve user and staff comfort and ability to provide efficient and effective service.
- Study the potential of bus rapid transit to serve as a middle ground between a streetcar system and the current transit model to allow for better consistency of transit service that can support future development projects.

Implementation - Connected and Accessible Spaces



Goal 1: Bicycle and Pedestrian

- Implement the recommendations of the *Comprehensive Bicycle Master Plan*, *Walkable Winston-Salem Pedestrian Plan*, *Greenway Plan Update*, and other bicycle and pedestrian plans. Update plans as needed to ensure recommendations meet current trends and demand.
- Review and amend the UDO as needed to incorporate bicycle and pedestrian infrastructure requirements.
- Implement the recommendations of the *Downtown Winston-Salem Streetscape Master Plan*. Develop streetscape plans along other major and minor thoroughfares as appropriate.
- Review and amend the *Winston-Salem Infrastructure Design Standards* to ensure they support accessibility and bicycle and pedestrian infrastructure and use best management practices.
- Proactively fill gaps within the existing system of pedestrian and bicycle infrastructure.
- Continue to provide educational information on the location of greenways and bicycle routes. Use new technology to ensure that the information is readily available to the public.
- Investigate alternative locations for greenways beyond stream corridors, such as rail lines and utility corridors.
- Collaborate with other municipalities to connect existing and proposed greenways and bicycle routes to develop long-distance paths.
- Modify the UDO to require sidewalk on both sides of residential streets.
- Develop a priority system for sidewalk projects that coordinates with transit routes.
- Streamline the organizational system for greenway development and maintenance.
- Develop a local maintenance program for sidewalks, bike lanes, and greenways that includes proactive scheduling of future needs and preventative maintenance projects.

Goal 3: Safety

- Implement the recommendations of the *Comprehensive Transportation Plan* and *Metropolitan Transportation Plan*. Update these plans regularly to ensure that recommendations address growth and demand and use best management practices.
- Create and implement a Vision Zero plan to help eliminate traffic fatalities and severe injuries for Winston-Salem and Forsyth County.
- Continue to educate residents on pedestrian and bicycle laws and enforce these laws and City codes related to bicycle and pedestrian infrastructure.
- Continue to provide traffic-calming measures to neighborhoods as they are requested. Adjust program parameters as needed to effectively administer the program.
- Develop an annual local funding mechanism for intersection improvements.
- Implement the greenway wayfinding signage program.
- Develop plans for streetscape improvements along major corridors to provide enhanced safety and experience for residents.
- Investigate opportunities to incorporate green infrastructure that better manages stormwater runoff into street safety and traffic calming measures.
- Coordinate efforts with North Carolina Department of Transportation (NCDOT) for state-maintained roadways.
- Use short term safety improvements, such as bollards, street paint, planters, and rubber curb stops, to demonstrate the benefits of permanent infrastructure changes while funding, designs, and schedules are established for permanent improvements.

Goal 4: Access

- Perform walking audits of public rights-of-way to identify impediments to bicycle and pedestrian access. Collaborate with area agencies and groups focused on alleviating barriers for individuals with disabilities.
- Incorporate new technology into parking systems to assist with curb management.
- Develop an ADA transition plan in coordination with the City Attorney's Office.
- Revise the *Micromobility Ordinance* regularly to account for changing technologies and markets.

Goal 5: Land Use

- Implement the recommendations of the *Transit-Oriented Development Study*.
- Continue to collaborate with WSDOT and NCDOT to incorporate transportation usage and access into the current and long-range planning efforts of the City and County.
- Participate in the transportation planning processes for the *Comprehensive Transportation Plan, Metropolitan Transportation Plan*, and other long-range transportation plans to further connect land use planning with transportation planning.
- Incorporate trail-oriented development principles into the next greenway plan.
- Use the Piedmont Triad Regional Model when prioritizing transportation projects to determine future growth patterns.
- Adjust land use regulations to support transit-oriented development (TOD) and multimodal transportation with special consideration given to promoting higher density residential and a mixture of uses along growth corridors and activity centers.

Goal 6: Connectivity

- Develop a recurring funding mechanism to assist developers with designing and installing new road connections and creek crossings as part of development or redevelopment projects.
- Review and amend the connectivity regulations in the UDO as needed.
- Continue to advocate and require street connections between neighborhoods as part of the development review process.



Implementation - Vibrant Character and Identity



Goal 1: Public Works

- Prioritize the maintenance and renovation of existing public facilities over the construction of new public facilities. Create a detailed maintenance schedule for all public facilities to ensure regular upkeep and prevent deterioration.
- Analyze the condition of City- and County-owned historic public buildings and provide reports outlining their maintenance needs, while considering the best practices of historic preservation work.
- Encourage community involvement in planning and decision-making processes for public works projects to ensure they meet the needs and desires of residents.
- Prioritize public art projects that improve the functionality and beauty of new and existing parks, community centers, libraries, and other public spaces.

Goal 2: Neighborhood Appearance

- Evaluate the effectiveness of current design overlay district standards in promoting quality and harmonious design and development. Propose appropriate amendments to the overlay district standards within the UDO per the evaluation.
- Promote the construction of attractive and creative entryways into our county, city, and town centers that express the unique character of the community.
- Continue to collaborate with Keep Winston-Salem Beautiful and other stakeholders to organize community volunteer events.
- Maintain a list of active neighborhood associations.

Goal 3: Green Spaces

- Study our tree canopy to identify its strengths, weaknesses, and opportunities for improvement. Make recommendations to guide future public investments and policy decisions.
- Evaluate the effectiveness and consider updates of the UDO's Tree Preservation and Planting Requirements.
- Review and consider updates to the *Parks and Open Space Plan Update* in collaboration with the City and County parks departments.
- Update the list of approved plant species for public projects and buffers to include native, drought-tolerant species and prohibit invasive plant species.
- Propose amendments to the *Winston-Salem Infrastructure Design Standards* to ensure a smooth walking surface and long-term viability of plantings.
- Encourage the development of community gardens in both urban and rural areas to provide green space and promote local food production.
- Identify streets and roads for public landscaping improvements, including the creation or improvement of tree tunnels.

Goal 4: Our Heritage

- Develop and implement a long-range historic preservation plan for Forsyth County.
- Maintain all historic resource surveys, including architectural, cemetery, and archaeological surveys, and update as necessary.
- Digitize historic documents and records to ensure their preservation and accessibility.
- Develop programs that recognize the historical and cultural significance of underrepresented communities.
- Update the Forsyth County Historic Resources Commission's (HRC's) Design Review Standards to better meet the expectations of property owners in the Old Salem, Bethabara, and West End Historic Districts, while also continuing to preserve the significant historic features and spaces of buildings in these districts.
- Study how the HRC could be empowered to review and deny demolition proposals for historic properties.
- Amend the documentation requirements for the demolition permitting process for historic structures to increase the likelihood of preserving our historic properties.
- Consider developing a revolving loan program that could be used to fund private historic rehabilitation work and for property acquisitions for historic preservation projects.
- Create a Disaster Response Plan and Assistance Program to protect our local historic resources.

Goal 5: Our History

- Partner with local historic preservation organizations as well as other City boards and commissions to provide educational programs and public outreach regarding our local history.
- Notify community partners of the availability of local, state, and federal funding sources that promote local history programs and historic preservation work.
- Develop and maintain online resources that communicate our community's diverse history and culture. Develop interactive and self-guided history tours using mobile apps and QR codes at significant sites.
- Conduct research and provide community outreach and educational programs about our historic and culturally significant properties and sites, especially within communities that have been historically underrepresented.
- Encourage the development of partnerships to promote our local heritage and cultural tourism industries.
- Host events that promote the HRC's programming.

Goal 6: Rural Areas

- Research potential changes to the UDO to preserve unique and distinctive rural areas in GMAs 4 and 5.
- Review and consider updates to the Planned Residential Development (PRD) standards in the UDO to promote cluster development and land preservation in rural areas.
- Work with land conservation stakeholders to promote the preservation of rural lands.
- Encourage the preservation of rural and urban viewsheds when reviewing development proposals.
- Research Forsyth County wildlife corridors and provide recommendations to incentivize their preservation.
- Implement, and update as needed, the *Forsyth County Farmland Protection Plan*, which provides strategies for the growth of the family farm economy and conservation of Forsyth County's rural character.

- Advise eligible property owners of historically significant properties in rural areas of the benefits of nominating their property for listing in local, state, and national historic registration programs.
- Support rural economy activities as a means of land preservation.

Goal 7: Public Art

- Pursue adoption of a percent for art ordinance that reserves one percent of capital improvement funds for public art projects for parks, recreation centers, greenways, streetscapes, and other public spaces within Winston-Salem.
- Consider requiring companies that receive public incentive funding to include public art projects on their property or contribute funding to the City-County Public Art Commission (PAC) in lieu of managing their own public art project.
- Research potential ordinance and regulatory amendments that could fund public art projects as a required component for new development projects over a certain cost threshold in Downtown Winston-Salem.
- Structure public art projects to encourage artists to hire local fabricators and other support services.
- Set aside funds for the annual open call request for proposals as a way of professionally developing local artists interested in pursuing public art.
- Encourage temporary art installations to keep public art dynamic and engaging.
- Conduct a study to identify ideal locations for future public art installations.
- Identify private building owners who could work in partnership with the PAC to provide wall space for the creation of mural corridors downtown.



Goal 1: Local Climate Change Mitigation

- Research the best sustainable building practices and peer city standards for public building construction and renovation.
- Research potential barriers to renewable energy production in the UDO and City Code and provide recommendations.
- Develop a replacement plan for the City/County fleet that incorporates electric vehicles and charging infrastructure.
- Support City and County efforts to decarbonize public buildings, facilities, and vehicles. Investigate the feasibility and potential impacts of requiring new public buildings and facilities to be constructed according to a green building certification program such as LEED.
- Research possible incentives to increase building code efficiency requirements above minimum state standards.
- Encourage the use of sustainable, low-energy, and resilient design strategies when renovating or constructing new public buildings and facilities.

Goal 2: Clean Air, Water, and Green Spaces

- Review zoning policies for hazardous facility location and modify as necessary to avoid conflicts with residential areas.
- Research and provide recommendations to incentivize brownfield redevelopment.
- Conduct regular assessments to identify and address environmental justice issues in disadvantaged communities.

Goal 3: Pollution

- Investigate alternatives to engineered stormwater devices such as green roofs, planted swales, and other low-impact design (LID) techniques to minimize offsite flood impacts.
- Evaluate noise and lighting ordinances to ensure best practices.
- Evaluate the UDO regulations to minimize land disturbances associated with development work, reducing erosion, and with promoting stream health. Promote appropriate improvements to the UDO per the study.

Goal 4: Green Network

- Review and consider updates to the *Greenway Plan Update*. Collaborate with the Recreation and Parks Department to identify areas that would benefit from new parks, greenways, and open space based on population density and accessibility.
- Work with other City and County departments to create land use policies and practices that allow parks and open space to better serve as wildlife habitat.
- Continue to participate in local, regional, and state conversations on parks and greenway management and best practices.
- Develop small urban green spaces and pocket parks in densely populated areas to provide accessible green spaces for residents.

Goal 5: Local Ecology

- Evaluate the UDO for barriers to efficient infill development.
- Research peer communities and provide recommendations for conservation subdivisions.
- Research and provide recommendations to make the permitting process more efficient for the development of vacant and underutilized sites.
- Evaluate changes to bufferyard standards around environmental features such as streams and wetlands to preserve wildlife habitat.
- Continue to evaluate ways to preserve tree canopy in new developments.
- Review the UDO planting list and modify as necessary to include more native species and prohibit invasive species.
- Work with WSDOT to investigate opportunities to plant local plant species within public rights-of-way.
- Continue to encourage the reuse or redevelopment of existing vacant or underutilized buildings and properties as an alternative to greenfield development.

Goal 6: Local Food Economy

- Assess the UDO for land use barriers to food access and urban agriculture.
- Evaluate the modification of the minimum size of Voluntary Agriculture Districts.
- Facilitate possible ordinance changes based on recommendations from the Winston-Salem Urban Food Policy Council.
- Research incentives for the development of grocery stores in underserved communities.
- Research and recommend changes to the UDO to permit grocers and corner stores in residential areas.
- Review and consider updates to the *Forsyth County Farmland Protection Plan*.
- Research and provide recommendations for land use incentives for food production.
- Evaluate ways to reinstate funding for the Farmland Preservation Program.



Housing Glossary

Accessory Dwelling Unit

A smaller, independent residential dwelling unit located on the same lot as a stand-alone single-family home. (Source: American Planning Association)

Affordable Housing

Housing, subsidized through public or non-profit investment, affordable to low-income households earning less than 80 percent of Area Median Income. (Source: US Department of Housing and Urban Development)

Area Median Income

The household income level where half of all households have income above it and half of all households have income below it. If one were to line up every household in a region from poorest to wealthiest, the household in the middle would be considered the median. The Area Median Income is not the same as the average income. (Source: US Department of Housing and Urban Development)

- Income Levels:
 - Low Income: 50-80 percent of Area Median Income
 - Very Low Income: 30-50 percent of Area Median Income
 - Extremely Low Income: Less than 30 percent of Area Median Income

Attainable Housing

Unsubsidized housing affordable to households earning 80-120 percent of Area Median Income made affordable through design choices and innovation. (Source: Urban Land Institute)

Community Land Trust (CLT)

A nonprofit, community-based organization that acquires, owns, and stewards land permanently for the common good. CLTs are best known for providing affordable homeownership opportunities that help build generational wealth by retaining ownership of a plot of land and selling the housing on that land to lower-income households. In exchange for below-market prices, purchasers agree to resale restrictions that ensure the homes will remain affordable to subsequent buyers. The CLT model allows lower-income households to build wealth through homeownership, while also providing the community with a stock of homes that will remain affordable for generations. (Source: National League of Cities)

Cost-Burdened Household

A household that spends 30-50 percent of its gross income on housing. (Source: US Department of Housing and Urban Development)

Cost-Burdened Household (Severely)

A household that spends more than 50 percent of its gross income on housing. (Source: US Department of Housing and Urban Development)

Duplex/Triplex/Quadruplex

A housing configuration that allows for two, three, or four separate residential units within one structure, each with its own entrance from the outside or through a common vestibule. (Source: American Planning Association)

Exclusionary Zoning

The practice of allowing the development of very few uses in a neighborhood, especially to regulate racial and economic diversity. (Source: Planetizen)

Food Desert

A neighborhood or community that has limited access to affordable and nutritious food. Food deserts tend to be located in urban and rural low-income neighborhoods, where residents are less likely to have access to supermarkets or grocery stores that provide healthy food choices. (Source: National Institutes of Health)

Generational Wealth

The collection of financial assets passed from one generation of a family to another. Homeownership promotes generational wealth building by acting as a forced savings mechanism and through home value appreciation. (Source: Habitat for Humanity)

Infill Development

A planning and development approach that creates or expands existing local destinations by reactivating underutilized buildings and lots to align with community needs. (Source: American Planning Association)

Manufactured Home

A portable home completely constructed in a factory, built on a nonremovable steel frame, and transported to its final destination with minimal on-site assembly required. (Source: US Department of Housing and Urban Development)

Middle-Density Housing

A range of house-scale buildings with multiple units, compatible in scale and form with detached single-family homes, located in walkable neighborhoods. (Source: Opticos Design)

Modular Home

A home primarily built inside a factory and then assembled on site and built to the same local, county, and state building codes as a site-built home. (Source: US Department of Housing and Urban Development)

Racial Zoning

Legally designating land for occupancy by Black residents to the exclusion of occupancy anywhere outside of these defined areas. (Source: Mississippi College Law Review)

Redlining

A discriminatory practice employed from the 1930s through the 1960s of denying loans or services within a specific geographic area due to the race or ethnicity of its residents. On maps, these 'high-risk' areas were literally outlined in red. (Source: American Planning Association)

Single-Family Residence

A free-standing residential structure intended for use by one owner as a single dwelling unit.

Single-Room Occupancy

A residential property that includes multiple single room dwelling units, each for occupancy by a single individual. Food preparation or sanitary facilities may be provided in each room or may be shared by multiple tenants. (Source: US Department of Housing and Urban Development)

Urban Renewal

Urban renewal is the process of seizing and demolishing private and public property for the purpose of modernizing and improving aging infrastructure. Urban renewal policies from the 1940s through the 1960s focused on improving the attractiveness and property values of specific geographic areas rather than improving the lives of their residents, resulting in widespread displacement and the dispersal of historic communities with deep social ties. (Source: Planetizen)

Workforce Housing

Housing affordable to households earning 60-120 percent of Area Median Income. Workforce housing residents may not qualify for subsidized housing, but they also may not earn enough to afford market-rate housing. (Source: Urban Land Institute)

Zoning

A set of rules that defines what each land parcel could or should be used for (such as housing, manufacturing, or open space). Zoning codes try to keep different uses from conflicting with one another. (Source: American Planning Association)





Acknowledgements

City-County Planning Board

Chris Leak, Chair
Jason T. Grubbs, Vice Chair
Walter Farabee
Clarence R. Lambe, Jr.
Monike McRae
Salvador Patiño
Lindsey Schwab
Brenda J. Smith
Jack Steelman

City of Winston-Salem

Mayor: Allen Joines
City Council:
Denise D. Adams, Mayor Pro Tempore, North Ward
Barbara Hanes Burke, Northeast Ward
Robert C. Clark, West Ward
John C. Larson, South Ward
Jeff MacIntosh, Northwest Ward
Kevin Mundy, Southwest Ward
Annette Scippio, East Ward
James Taylor, Jr., Southeast Ward
City Manager: W. Patrick Pate

Forsyth County Board of Commissioners

Don Martin, Chairman
Gloria D. Whisenhunt, Vice Chairwoman
Dan Besse
Richard V. Linville
Tonya McDaniel
Malishai Woodbury
G. Gray Wilson
County Manager: Shontell A. Robinson

Planning Staff

Director of Planning and Development Services:
Chris Murphy, AICP, CZO

Project Management Team:

Amy Crum, Assistant Director
Kelly Bennett, AICP
Tiffany White, CNU-A

Graphics Staff:

Angie Plummer

Project Production Team:

Marc Allred, AICP
Lizka Bradley, CZO
Heather Bratland
Matthew Burczyk, AICP
Kirk Ericson, AICP, Deputy Director
Rory Howard
Sarah Keeley
Ellie Levina
Michelle McCullough
Erica Palmiter
Daniel Rankin
Dan Roberts
Nick Smith
Steve Smotherman, AICP
Bryan Wilson, CZO

Mapping and Data Team:

Karen Kesler, PhD.
Carly Everhart
Emily Jones

Administrative Staff:

Tarra Jolly
Shelley Pelton

Artwork for the Five Vision Themes created by Vikki Vassar.

Photos provided by the City-County Planning Staff, the City of Winston-Salem, and Forsyth County unless otherwise credited.

FORWARD 2045

WINSTON-SALEM / FORSYTH COUNTY

FORSYTH COUNTY
A CITY AND COUNTY
NORTH CAROLINA
Planning Board

