



VILLAGE POINT

SMALL AREA PLAN

ACKNOWLEDGEMENTS

The Village Point Small Area Plan was prepared by The Lawrence Group - Town Planners and Architects in partnership with Rose & Associates Southeast, Inc., Kimley-Horn and Associates, Inc., and Henson-Harrington, Inc. for the Village of Clemmons, North Carolina

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We would like to thank the Village of Clemmons and the numerous citizens who participated in this exciting small area planning process. This effort is a reflection of the community's vision and serves as the foundation for the Village's future throughout the Village Point. It is intended to guide the leaders of today and the visionaries of tomorrow.

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Introduction

Nestled between the Yadkin and Muddy Rivers, the Village of Clemmons, North Carolina is located in southwestern Forsyth County. This bedroom community of Winston-Salem was founded in 1802 by merchant Peter Clemmons for whom the Village was named. Incorporated as a municipality in 1986, the Village of Clemmons is a growing, upper middle class community encompassing approximately 12 square miles and is home to over 16,300 residents.

In May 2003, planners and designers with The Lawrence Group, Rose & Associates, Southeast, Inc., Kimley-Horn & Associates, Inc., and Henson-Harrington, Inc., collaborated with the Village of Clemmons to develop a vision for Village Point. The resultant plan, recognized as the Village Point Small Area Plan, is the culmination of an intensive community input process designed to provide a foundation for the future development of this important area within Forsyth County.

The Village Point planning area comprises approximately 340 acres and is mixture of single-family residences and large, undeveloped tracts. Bound by Peace Haven Road to the north, I-40 to the south, Lewisville-Clemmons Road to the east, and Harper Road to the west, Village Point is one of the last remaining areas within the Village to be developed.

Limited road access and watershed restrictions have been attributed to the planning area's slow growth. Yet, Village Point has recently experienced intensified development activity; and, discussions have taken place regarding a potential frontage road linking the Harper Road/I-40 interchange to the Lewisville-Clemmons Road/I-40 interchange. Recognizing that growth is inevitable within this area, the Village Point Small Area Plan is a detailed vision designed to realistically guide future investment within this area.

Although the Village is a growing, affluent suburb of Winston-Salem, the community has been described as lacking a “central core.” This publicly driven small area plan proposes a number of realistic development opportunities specifically targeted for Village Point, creating a special place and a “central core” that engages residents, employees, and visitors.

Specific development opportunities within the Village Point include:

- Neighborhood retail and small office development at the intersection of Peace Haven Road and Lewisville-Clemmons Road;
- Creation of the Clemmons Village Center, integrating retail, multi-family, and entertainment uses along Lewisville-Clemmons Road;
- Office campus opportunities between I-40 and Harper Road;
- Residentially-scaled office development along Harper Road;
- Single-family residential and townhome opportunities along Harper Road;
- Creation of The Grove at Peace Haven and Harper, an upscale residential development at the corner of Peace Haven and Harper Roads;
- Public open space, greenways, and multi-use path connections.

At build-out, this plan proposes approximately:

- 169,500 square feet of Retail
- 351,500 square feet of Office
- 243 Attached Residential Units
- 159 Single-Family Detached Units
- 7,500 square feet of Restaurant Space
- 4,500 square feet of Bank Space
- 12 - 18 Screen Theater

This plan is intended to establish a clear framework for the development of Village Point through a series of incremental, private, and public development decisions. It is also encouraged to be used in conjunction with the associated Village Point Design Guidelines as a foundation for the area's anticipated development efforts. Future development decisions must be carefully guided by the Village of Clemmons' staff, Planning Board, and Village Council to ensure that this vision is implemented.

Most importantly, it must be stressed that this Vision Plan represents the *conceptual* build-out of the study area. The recommendations set forth in this document are suggestions intended to guide the Village of Clemmons in realizing the potential for development throughout this special area. Patience will be necessary as components of this plan may exceed fifteen (15) years before their realization.



Small Area Plan with base map

Planning Area Overview



Looking south along Harper Road

The Village Point planning area comprises approximately 340 acres within the Village of Clemmons. It is bound by Peace Haven Road to the north, I-40 to the south, Lewisville-Clemmons Road to the east, and Harper Road to the west.

The planning area consists primarily of large undeveloped tracts of land with a mixture of single family residences. Most properties within the targeted area are zoned single-family residential (RS-20). In 1998, the Village adopted the Clemmons Area Development Guide which supports campus-style development, including mixed-use, office, and light industrial uses, for Village Point due to its close proximity to the interstate and numerous, undeveloped properties. Development pressures throughout this planning area are beginning to intensify as the Village Point is one of the last remaining undeveloped areas within the community.

Within the planning area, single family residences are scattered to the south of Peace Haven Road, to the east of Harper Road, and to the west of Lewisville-Clemmons Road. Existing development patterns and areas of rolling topography have limited access to sites within Village Point. A number of established neighborhoods surround the planning area, including Village Club to the north of Peace Haven Road, Waterford to the west of Harper Road, and Old Meadowbrook to the south of I-40.

In addition to single-family residential development and vacant properties, a number of other land uses are present throughout the area. The Elms at Tanglewood is an assisted living facility along the western side of Harper Road near the intersection of Fair Oaks Drive. The Hickory Grove AME Zion Church, situated to the east of Harper

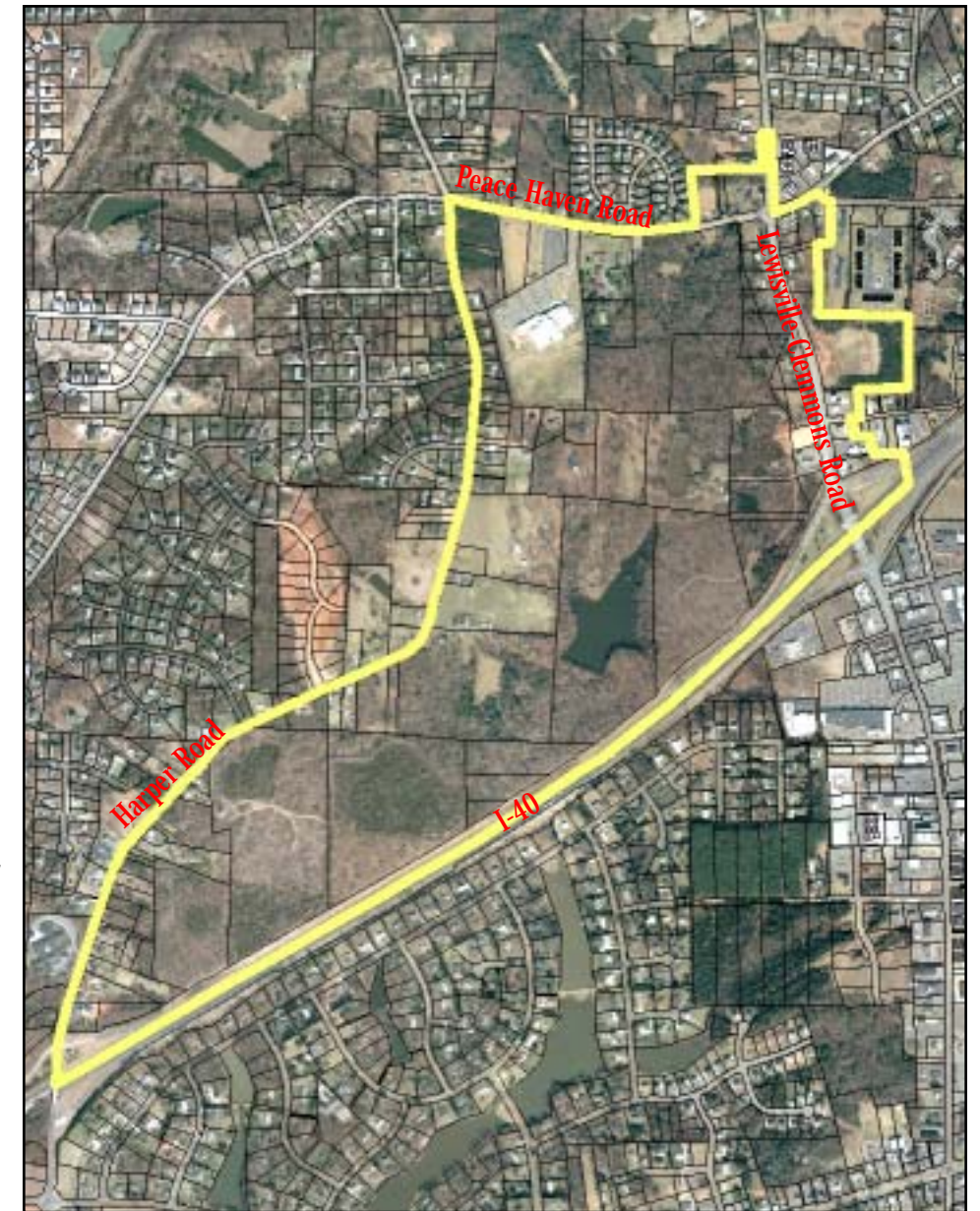
Road near The Elms, is in the southwestern portion of the planning area. According to charrette participants, the church and cemetery are over 100 years old, though this has not been verified. Additional commercial uses such as fast food restaurants and banking institutions are located to the west of Lewisville-Clemmons Road near the I-40 interchange.

The YMCA of Greater Winston-Salem is a significant property owner within the planning area along Peace Haven Road. The 10,000+/-member West Forsyth YMCA occupies approximately forty-four (44) acres. At the time of the charrette (Spring 2003), the YMCA was exploring expansion opportunities for a childwatch center, an aquatic facility, and additional ball fields.



Looking south along Lewisville-Clemmons Road

Pinnacle Properties of Charlotte is another major property holder in the planning area with approximately 12.75 acres along Lewisville-Clemmons Road. Their current plans include five (5) two-story buildings to create the Clemmons Village West development. The proposal includes retail uses on the lower floors and office / residential uses on the upper floors. The developer has commitments for a bank and a restaurant on two (2) outparcels. A four-lane drive will allow access to Clemmons Village West from Lewisville-Clemmons Road. This drive is to be aligned with Allegacy Park located across the street and is intended to be a major entry point into properties situated to the south of this development. It is anticipated that a signal will ultimately be warranted at the entrance to Clemmons Village West as development occurs throughout the Village Point. In the Spring of 2003, Pinnacle Properties received final plan approval and was proceeding with the permitting process.



Base map of the planning area

Planning Area Overview

Descendants of RJ Reynolds Tobacco Company own two parcels within the planning area, totalling approximately 51.2 acres. The larger of the two parcels contains a private fishing lake and small hunting lodge. The lake is viewed as an important water body as it could serve as a significant stormwater management resource for the planning area.

Parcels located to the west of Lewisville-Clemmons Road lie within the Yadkin River-WS-IV Water Supply Watershed. Present regulations limit development to 24-36% of the total lot area. A Special Intense Development Allocation (SIDA) has been established to allow developments with up to 70% built upon area for non-residential development within the WS-IV watershed area. SIDA permits are granted on a project-by-project basis. By March 2005, the Village of Clemmons must adopt federal stormwater Phase II-Post Construction Stormwater Standards. These regulations will require that low density projects not exceed 24% built upon area, while high density developments must implement stormwater control measures. All future development throughout the area must be carefully planned to accommodate the new federal regulations.

The planning area is currently serviced by sewer and water. Sewer is provided along Lewisville-Clemmons Road, with limited service along Peace Haven and Harper Roads. Water lines extend along all perimeter roads within the planning area. Construction of a major water transmission main near the intersection of Peace Haven Road and Lewisville-Clemmons Road is currently underway and is expected to be complete within the next eighteen (18) months.



Pond within the planning area



Lewisville-Clemmons Road between I-40 and US 158

As stormwater regulations and utilities affect the future development of the planning area, so too does transportation. A variety of transportation projects are planned for areas adjacent to and throughout the Village Point planning area. The North Carolina Department of Transportation (NCDOT) has plans to begin construction in late 2004 / early 2005 of a westbound ramp onto I-40 from Harper Road. This project will result in the construction of a new bridge over I-40 designed to accommodate up to seven (7) lanes.

Transportation improvements are also planned along Lewisville-Clemmons Road between US 421 and US 158. A median will be installed along portions of Lewisville-Clemmons Road, and a signalized intersection is eventually anticipated at Clemmons Village West. Additionally, the intersection of Peace Haven and Harper Roads is currently being studied by NCDOT (Spring 2003) due to elevated accident rates at this intersection. Components of the study involve examination of additional traffic calming measures at this intersection.



Peace Haven Road



Waterford neighborhood



The Elms at Tanglewood



Peace Haven at Lewisville-Clemmons Road

In 2001, Kublins Transportation Group developed conceptual roadway design plans for Village Point. An element of the study recommended a potential frontage road, linking the I-40/Harper Road interchange with the I-40/Lewisville-Clemmons Road interchange. The results and recommendations of this study were examined in great detail when addressing future connectivity throughout the Village Point area.

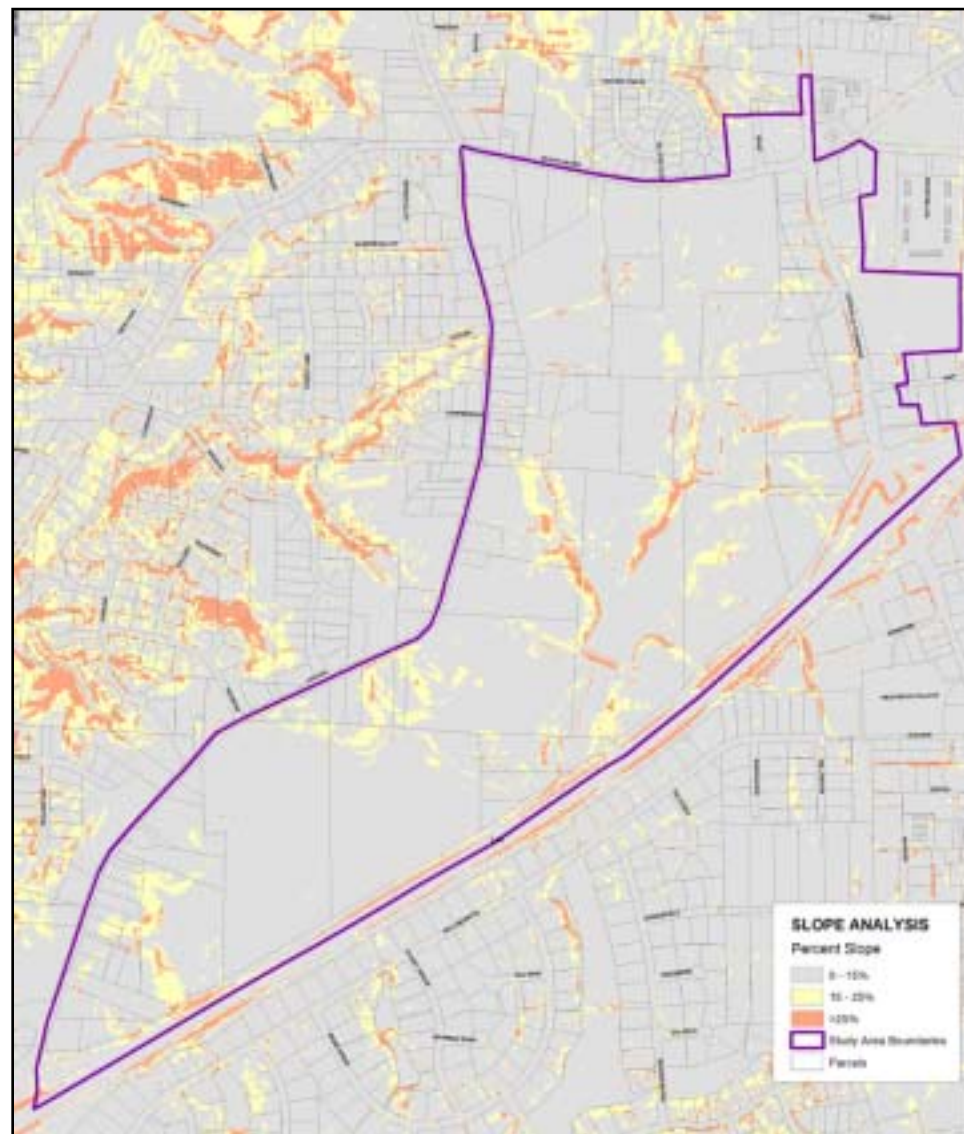
Finally, it is important to highlight the section of Lewisville-Clemmons Road between I-40 and US 158. Although this thoroughfare lies outside of the planning area's boundaries, this busy roadway contains several "big box" retailers and numerous commercial strip developments. Existing developments along this road ultimately affect the types of future uses proposed within Village Point. To many in the Village, this section of Lewisville-Clemmons Road is one of the only identifiable features within Clemmons.

GIS Mapping

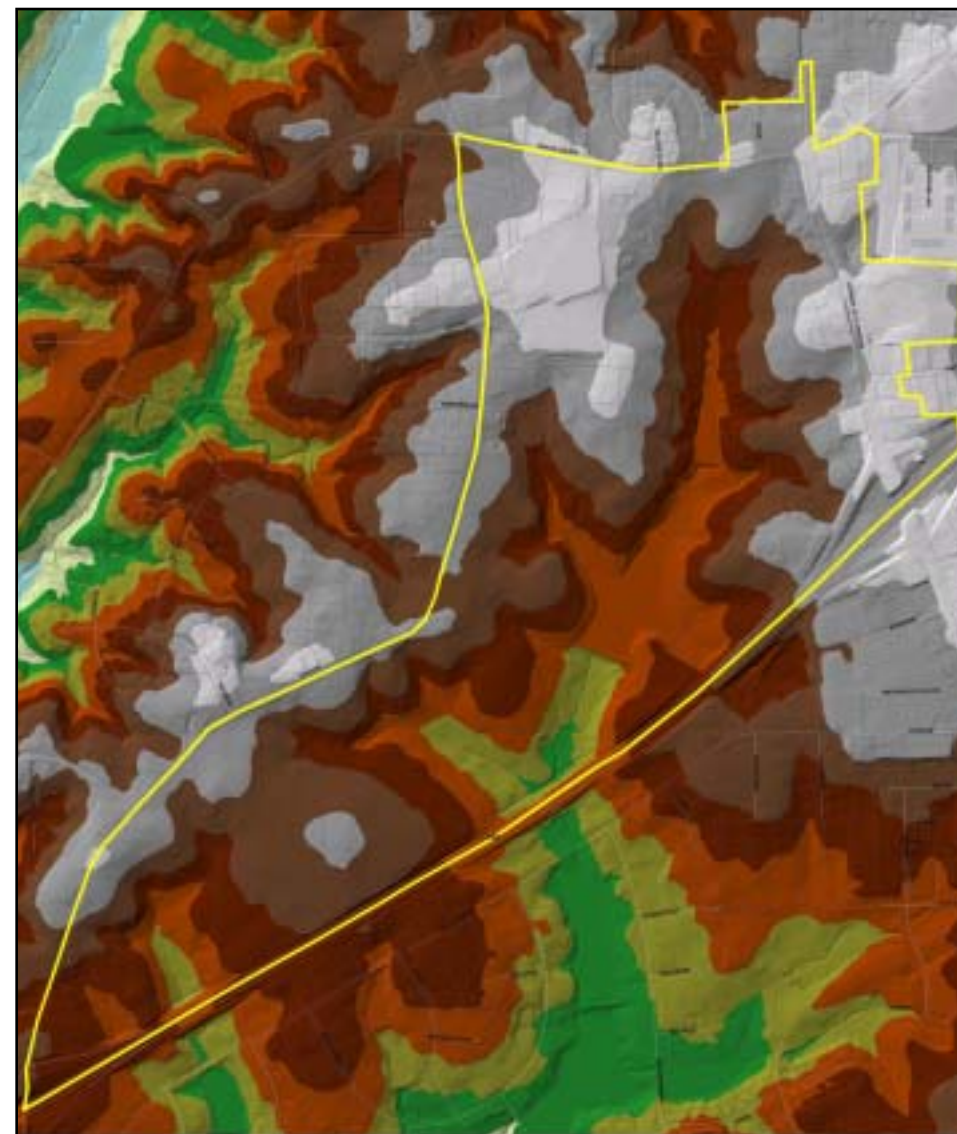
An integral component of the planning and design process involved Geographic Information Systems (GIS) mapping. The GIS mapping enabled the planning and design team to perform in-depth site analysis of Village Point and the surrounding area.

A slope analysis and an elevation study, displayed on this page, were performed to provide the design team with information regarding buildable and non-buildable areas within Village Point.

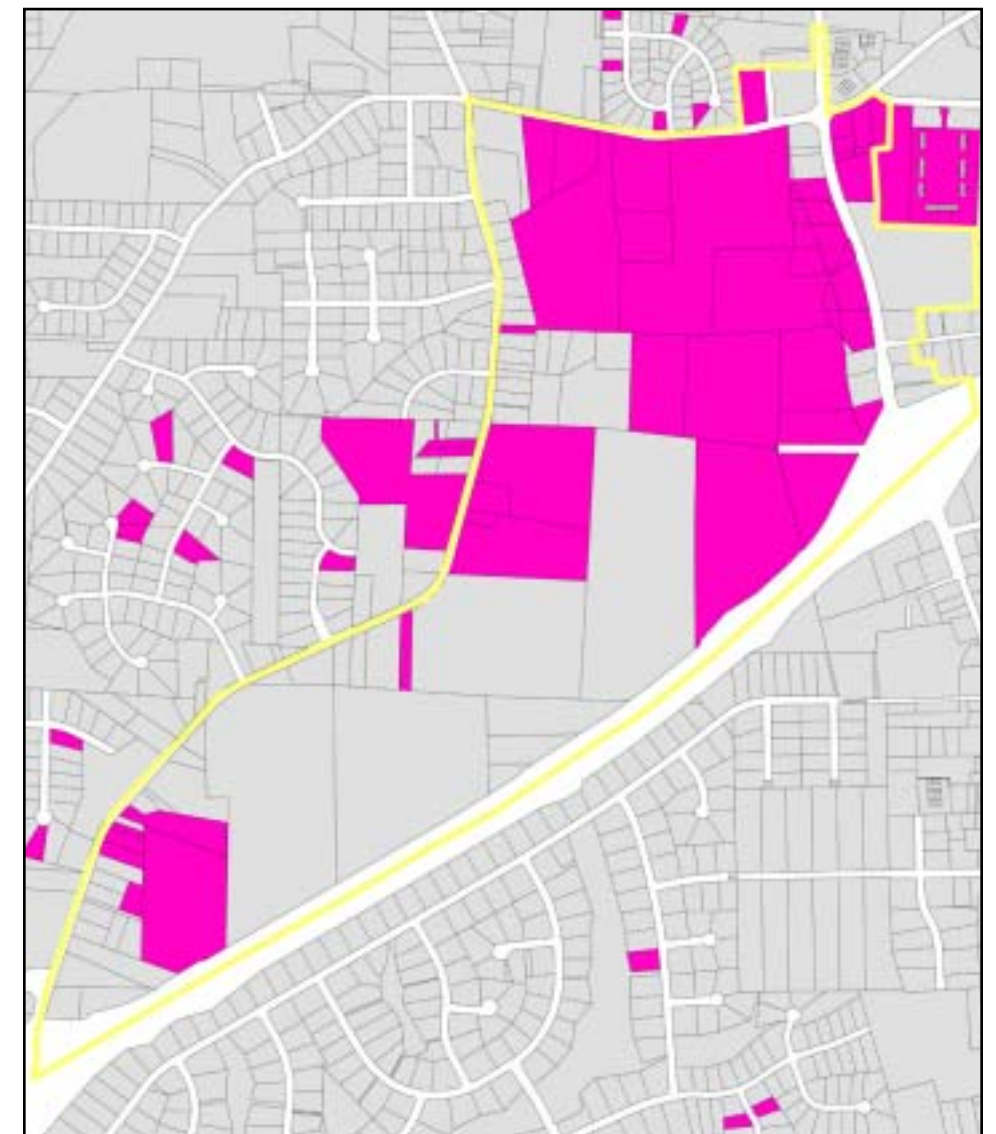
Additionally, GIS was utilized to track charrette participants who owned or leased property within Village Point and the surrounding area.



Slope analysis performed for the planning area



Surface elevation mapping performed for the planning area



Charrette participation map

Public Design Charrette

A 4 1/2 day planning and design charrette was used to guide the small area planning process. This effort began with a kickoff meeting on May 29th consisting of an opening presentation and an interactive workshop.

Following the kickoff meeting, a publicly driven design charrette was held from June 2-5, 2003 at the Clemmons Village Hall. A temporary design studio was set up in the Council Chambers complete with design tables, meeting areas, computer equipment, and a presentation area. Over 150 people attended this comprehensive workshop during the four day period. Throughout the week, numerous meetings were held to discuss various topics related to the area's future including transportation, environmental protection, and land development.

The charrette concluded on Thursday evening, June 5th with a full digital presentation of the small area plan's recommendations. This vision, intended to guide the area's future growth, is based on consensus gained by the area's interested citizens, the Village of Clemmons, and The Lawrence Group.

	Thursday May 29th	Monday, June 2nd	Tuesday, June 3rd	Wednesday, June 4th	Thursday, June 5th
8:00		Breakfast	Breakfast	Breakfast	Breakfast
9:00		9:00a - Design Studio Setup and Tour of Study Area	9:00a NC DOT 10:00a Police/Fire 11:00a Environmental Protection (DEHNR)	Hold for Additional Meetings	
12:00		Economic Development Lunch and Market Study Overview	Lunch	Lunch	Lunch
1:00		3:00p - 4:00p - YMCA	1:00 p Area Developers 3:00 p Maj. Property Owners /		Close-Up Studio and Prepare Vision Plan Draft
5:00		5:00p Dinner with Elected /Appointed Officials	5:30p Pin-Up Session and Project Update Dinner	5:30p Pin-Up Session and Project Update Dinner	Dinner
6:00	6:30p - 8:30p - 7:00 Kickoff Presentation and Interactive Workshop	7:00p Neighborhood Residents and Interested Citizens	7:00p Neighborhood Residents and Interested Citizens		7:00p Reception and Presentation of Draft Plan

I-40 Campus District Small Area Plan

Strategic Planning and Design Charrette

PUBLIC INVITED TO HELP PLAN FUTURE OF CLEMMONS' I-40 CAMPUS DISTRICT

Planners and designers with The Lawrence Group, a team planning and architecture firm based in Winston-Salem, NC, will work with the Village of Clemmons to develop a Small Area Plan for the I-40 Campus District.

The approximately 100-acre study area is bounded by I-40, Greenleaf, Hickory Street, Forest Street, and Sugar Road. The area primarily consists of large undeveloped tracts of land with a mix of single-family residential, limited commercial and residential development to be added over time. The plan will address site development, transportation infrastructure, recreational facilities, and general design.

The Lawrence Group will use a four-and-a-half-day public design charrette to begin the planning. The Lawrence Group will be joined by Baker-Hess & Associates, Inc., a transportation planning and engineering firm, and Bruce B. Lawrence, Inc., a real estate market analysis firm. They invite the general citizenry with The Lawrence Group. Information on the progress of the plan will be held on a regular basis. As a result, the strength of the plan will be increased through the public's participation in the planning and design process.

A public meeting will be held on Monday, May 27, 2003, at the Village Hall to discuss the plan and to receive public input. The meeting will be held at the Village Hall, located at 1700 Clemmons Road. All are welcome to attend. The public is encouraged to attend all sessions of the charrette.

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What is a Charrette?

A charrette is a public meeting where citizens, planners, and designers work together to develop a plan for a community. It is a process that allows citizens to have a direct say in the future of their community. The charrette process is a collaborative effort between citizens, planners, and designers. It is a process that allows citizens to have a direct say in the future of their community. The charrette process is a collaborative effort between citizens, planners, and designers.

Charrette Schedule

Thursday, May 29th	Friday, June 1st	Saturday, June 2nd	Sunday, June 3rd	Monday, June 4th	Tuesday, June 5th
6:30 pm Kickoff Presentation and Interactive Workshop	8:00 am Public Open House	9:00 am Environmental Protection Area Design	9:00 am Water Property Owners/ Home Owner Association	9:00 am Economic Development Lunch and Market Study Overview	9:00 am Property Owners / Residents
12:00 pm Lunch	11:00 am Lunch	11:00 am Lunch	11:00 am Lunch	12:00 pm Lunch	12:00 pm Lunch
3:00 pm YMCA	1:00 pm Area Developers	1:00 pm Maj. Property Owners /	1:00 pm Pin-Up Session and Project Update	1:00 pm Pin-Up Session and Project Update	1:00 pm Pin-Up Session and Project Update
5:00 pm Dinner with Elected /Appointed Officials	5:30 pm Pin-Up Session and Project Update	5:30 pm Pin-Up Session and Project Update	5:30 pm Pin-Up Session and Project Update	5:30 pm Pin-Up Session and Project Update	5:30 pm Pin-Up Session and Project Update
6:30 pm - 8:30 pm Kickoff Presentation and Interactive Workshop	7:00 pm Reception and Presentation of Draft Plan	7:00 pm Reception and Presentation of Draft Plan	7:00 pm Reception and Presentation of Draft Plan	7:00 pm Reception and Presentation of Draft Plan	7:00 pm Reception and Presentation of Draft Plan

For more information:
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Informational flyer distributed to the public during the charrette

Citizen Input

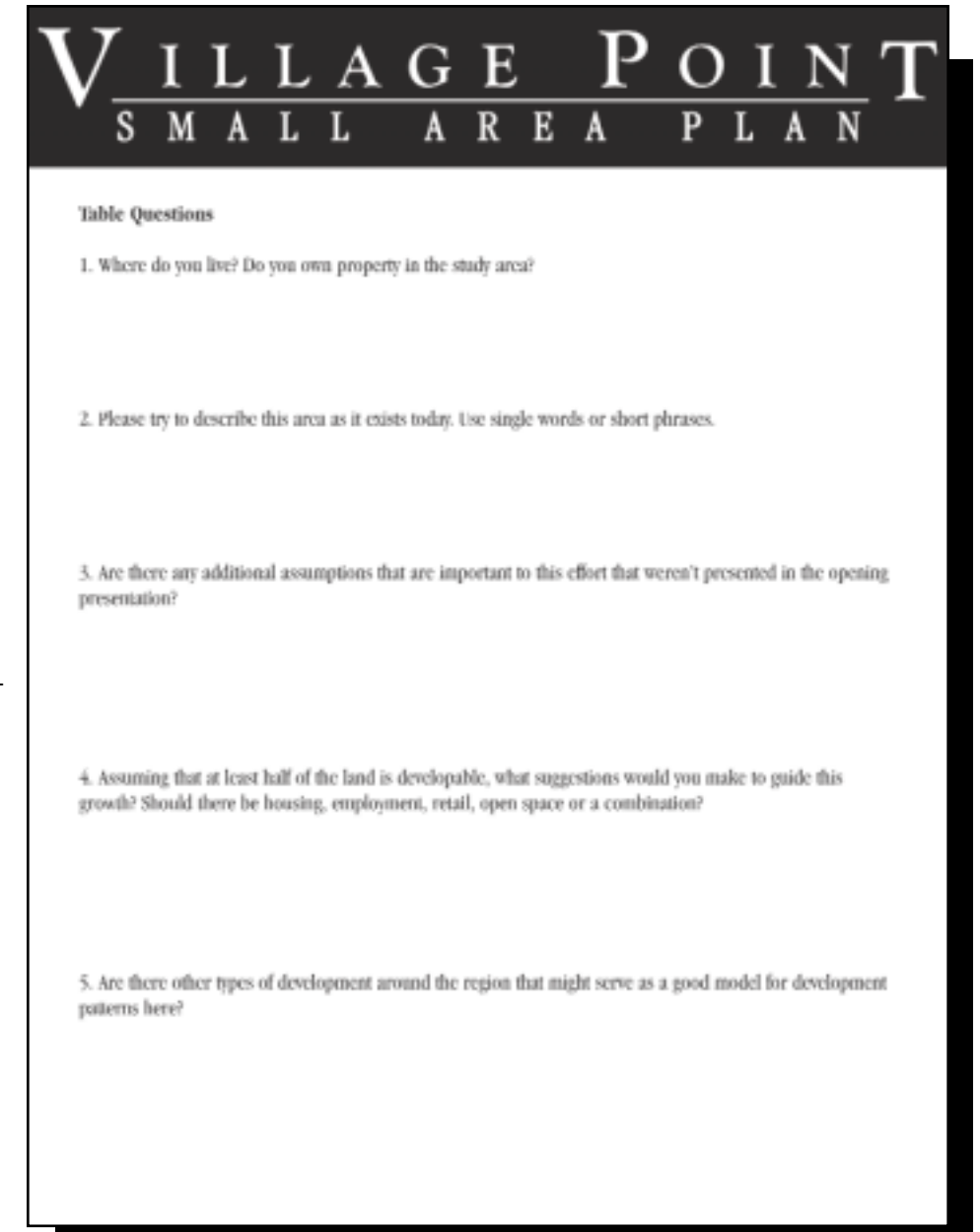
Public input was an integral part of the planning process in developing a realistic, Small Area Plan for Village Point. Throughout the 4½ day charrette, residents, property owners, developers, economic development officials, government agencies, and community groups shared their thoughts and visions about the future development of this area. Numerous opportunities for public participation were available through small group meetings, individual conferences, and a questionnaire prepared by The Lawrence Group.

Charrette participants identified a number of very important issues relevant to the small area planning process. These topics were carefully reviewed by the planning team, as they served as a foundation for the Village Point Small Area Plan. The following is a summary of the issues and concerns identified throughout the charrette by the area’s citizens, government agencies, and stakeholder groups (not listed in any particular order):

- Lack of a “Main Street” or Town Center within Clemmons
- Traffic throughout the Village Point development
- Connectivity and impacts on adjacent development
- Desires for additional residential and mixed-use development opportunities
- Greenway and trail connections
- Lack of public open space
- Discouragement of “Big Box” development
- Need for higher quality retail and corporate office opportunities
- I-40 noise impacts
- Attention to existing stormwater regulations
- Discouragement of parcel-by-parcel, strip development currently occurring along Lewisville-Clemmons Road

Participants were encouraged to respond to a design charrette questionnaire distributed at the kickoff meeting. The information below summarizes the charrette participants’ responses to this handout.

- Numerous participants lived or owned property within the study area, including Harper and Peace-Haven Roads. Residents from Clemmons West, Waterford, Old Meadowbrook, and Village Club neighborhoods were actively engaged in the process. Major land owners, including Pinnacle Properties and the YMCA, also participated.
- Respondents described Village Point as one of the remaining available areas within Clemmons to plan for future development. Traffic along Harper and Peace Haven Roads was identified as a concern to many participants. Additionally, the planning area was recognized as having a variety of water features. Access to the planning area was also noted as being extremely limited, ultimately affecting the future development of the area.
- In broader terms, respondents overwhelmingly identified the Village of Clemmons as lacking a central core or Town Center. As the area is void of public gathering spaces, participants challenged planners and designers to examine Village Point for opportunities to locate a Town Center.
- Additional assumptions identified by charrette participants included: attention to connectivity and impacts on existing, adjacent development, post-construction runoff regulations, and traffic concerns.
- Participants envisioned office campus, residential, and mixed-use opportunities for Village Point. “Upper scale” retail and restaurant opportunities were also discussed. In addition, respondents discouraged “big box” and light industrial development. Walking trails and public open spaces were desired.
- Charrette participants identified Cary, NC, Hilton Head, SC, Southern Village and Meadowmont in Chapel Hill, NC, Davidson, NC, Seaside, FL, the Lewisville, NC Old Town Center, and the Kinderton Traditional Neighborhood Development (TND) as existing developments which should be examined as models for development.



Questionnaire distributed during the charrette

Market Analysis

A detailed market analysis was performed by Rose & Associates, Southeast, Inc. to evaluate the physical, legal, and economic feasibility for future development activities within the Village Point area. Over the past few years, Clemmons has enjoyed sustained prosperity and growth. Located in Forsyth County, the Village benefits from its proximity to the Winston-Salem Metropolitan Statistical Area (MSA), which has also experienced both population and income growth.

Throughout Clemmons and the surrounding area, job growth in the non-manufacturing sectors has increased substantially, demonstrating the transition from a manufacturing based economy to a non-manufacturing (service) oriented one. As a result, white collar job growth, population growth, and increased household income have occurred. These factors, coupled with a quality of life that has attracted professionals and young families, directly relates to real estate demand which includes residential housing (of a variety of types/styles) and commercial (office, service & retail).

Like many small towns and cities, Clemmons' central business district has evolved over time and is scattered along primary corridors such as Lewisville-Clemmons Road and US Highway 158. Local neighborhood shopping centers are prevalent, while regional shopping remains on the edge of downtown areas and/or on major arteries.

Market Competition

Within the Village of Clemmons, the amount of available office and industrial space is estimated at between 5-10%, with most space being less than 10,000 square feet. The Business Directory for the Village of Clemmons lists some 470 businesses, which include medical, religious, service and retail entities. The largest segment of the market is in retail, with a number of shopping venues along the two primary commercial corridors of Lewisville-Clemmons Road (around I-40) and Clemmons Road (Hwy 158).

Seven shopping venues are scattered along these commercial corridors, with a large array of local, regional and national retailers and restaurants. Combined, these retail centers total approximately 500,000 square feet, with vacancy estimated at under 5%. There are approximately 35 restaurants within the Village, with 17 of them being national chains; 8 banks; 8 supermarkets, and 3 motels.

Socio-Economic Considerations

Feedback from civic leaders, government representatives, and residents suggest that the community embraces its historical roots, quality of life, and small town/rural character. They identify with the Village's historical past as well as with Tanglewood Park & Golf Club, the area's regional landmark. Many residents and leaders feel challenged to establish the Village's identity as the community grows and to create a "sense of place" within the Village that has developed in a sprawling fashion along its corridors over time.

Charrette Observations

Given the information provided during the Charrette and the socio-economic considerations outlined above, the Village of Clemmons lacks a central gathering place or civic core. Further, issues regarding land use, traffic, and the usual concerns of residents facing land development potential, the study area provides an opportunity to provide for further housing needs not being met, civic space, and entertainment/retail venues.

Potential Development Constraints

Village Point's only physical constraints are those related to soils / wetlands / water-courses which can be made into a feature for the benefit and enjoyment of the community. From a planning perspective, this area provides an opportunity for the community to create both public and private space, with density that will create a sense of place, without contributing to further sprawl and the challenges that accompany it. The only land use constraints are those which are imposed upon it by the governing authority; therefore, a strategic vision for the long range future may require change in policy.

Market Niches / Development Opportunities

Public and Civic

A Village Center (including the Pinnacle Properties' site), as envisioned during the charrette, provides areas for both civic buildings and public space. This area would

VILLAGE POINT 2002 DEMOGRAPHIC SNAPSHOT			
	1 Mile	3 Miles	5 Miles
Population			
Total Population	2,766	23,821	57,900
Median Age	40	38	38
Income			
Median HH Income	\$58,920	\$69,084	\$61,790
Per Capita Income	\$24,942	\$28,090	\$29,788
Average HH Income	\$62,116	\$72,591	\$70,600
Households			
Total Households	1,092	9,210	24,413
Average Household Size	2.43	2.54	2.34
Owner-Occupied	81.2%	78.1%	68.2%
Renter-Occupied	15.9%	18.5%	26.2%
Vacant	2.9%	3.4%	5.6%
Race			
White	88.5%	88.1%	87.2%
Black	6.0%	8.5%	9.6%
Asian/Pacific Islander	2.1%	1.8%	1.7%
American Indian, Eskimo, or Aluet	0.1%	0.1%	0.2%
Other	3.3%	1.5%	1.2%
Employment			
Age 16+ Population	2,210	18,306	45,590
Employees	1,677	7,628	24,397
Employed	60.0%	64.1%	64.9%
Unemployed	4.0%	3.6%	3.3%
Not in Labor Force	36.0%	32.2%	31.7%
Armed Forces	0.0%	0.1%	0.1%

Market Analysis

create a destination and a "sense of place" for the community. This Village Center also provides areas for small office and boutique retail space.

Residential

A mix of housing sizes, types, and pricing could provide affordable, yet high quality housing, particularly for first time home-buyers and empty nester / retirees seeking one floor living. Housing from 1,400-2,600 square feet on one to two floors in a more dense pattern (townhome or small lots) would meet the needs of both markets. Rental housing should also be considered within Village Point. The northwest corner of the District, with pedestrian connections and access to the YMCA and the "Village Center," and the areas along Harper Road, would best suit these uses.

Entertainment and Recreation

The southern portion of the proposed Village Center could combine public open space, using the water features created on the site, with entertainment venues. Upon review of the options, it was noted that there are only two theatre venues, located in Winston-Salem, serving the Clemmons market. Given the proximity to the interstate, access to the site, and opportunity for other complimentary uses such as restaurants, parks, etc., the area adjacent to the I-40 westbound on-ramp would serve well for a theatre operation.

Retail

Restaurants, coffee shops, small boutiques and shops, such as art galleries, apparel, garden & floral, etc. should be clustered around gathering places, that would bridge the Pinnacle Properties' site and the Theatre/Park areas of the proposed Village Center.

Office / Industrial

Given the dynamics which drive office and industrial uses in the Winston-Salem MSA, and the current oversupply of space (which may take 3-5 years to absorb, depending on the economic cycles), it is recommended that buildings be a mix of a residential scale to suburban scale, not exceeding 10,000-12,000 square feet per floor area

(small to medium plate). Flexibility in size, design, and use should provide for office, light assembly and service oriented business in the southwestern quadrant of the District. Buildings could be situated on small sites for lease or purchase by local business owners/investors.

Development Areas, Use, and Scale

1-3 Years

Over the next one to three years, the following development opportunities should be explored within Village Point:

- Village Center: Mixed-use buildings offering office, retail, residential, entertainment, civic and public spaces. This development would be high density with two and three story structures scattered throughout the Village Center.
- Northeast Quadrant: Medium density retail and office development, offering neighborhood convenience establishments. This development is envisioned to be medium density with two and three story buildings.
- The Grove: A mixture of residential, multifamily (duplexes, quadruplexes, and/or patio homes), and open space. This low density development would encourage one to two story buildings.

3-5 Years

- Southwest Quadrant: A mixed-use office/service and residential development. Opportunities exist for townhomes, condominiums, single-family residential, and office / flex-office space. Office users should be located nearest the I-40 and Harper Road interchange. This is considered to be a medium density development.
- West Lake Area: Residential development is encouraged for the areas west of the Reynolds Lake to Harper Road (spanning the Reynolds and Tesh Properties). One to two story single family residences, townhomes, and multi-family housing units are acceptable within this area. This may be considered a low to medium density development.



Strip shopping center along Lewisville-Clemmons Road

Business Development Guidelines and Strategies

Under the existing conditions, the community objectives, traffic & land use patterns and the commercial market do not coincide. In effect, current ordinances, traffic patterns and circulation through the study areas, as compared to the requirements for such businesses, promotes rather than discourages scattered and strip commercial development. The challenge for the Village of Clemmons is to redefine its objectives in a way that is consistent and compatible with the marketplace, while honoring the vision of its citizens. In determining the commercial needs of the Study Area, the issues around the criteria under which highest and best use analysis as outlined above must be considered. Current land use/zoning and watershed issues restrict development potential of the study areas. Therefore, a review of the current zoning map and development ordinances would be recommended. Consideration for simplification of the uses might be considered, with a focus on architectural design and landscaping. Setbacks should be reconsidered, as buildings placed more closely to the street with sidewalks and street trees offer an interesting streetscape, provide a

Market Analysis

more pedestrian scale and serve to calm traffic. An architectural review committee should be established to ensure esthetic quality to new development projects. Based upon preliminary review of space use, current demand and supply of commercial space in the market, and future needs based upon estimated growth patterns, the gap for additional demand (1-7 years) is estimated as indicated above.

With respect to economic feasibility, businesses that provide goods and services must find the balance between maximizing accessibility to potential business and the cost associated with doing business (i.e., rent). Likewise property owners must provide safe, attractive and affordable space which will attract customers and/or employees.

A majority of the available space within the planning area is either in need of renovation or is vacant land pending development. Additionally, there is little architectural continuity and is, in many instances, inconsistent with the character (charm) of the town core and/or historic areas. The challenge for property owners is finding the balance between the cost of such renovations (or development) as compared to the rental income that they can achieve as a result of such improvements, given the physical and/or regulatory constraints. Real estate values for commercial-investment real estate, particularly for retail uses, are a function of the value of the income stream which the property can produce, or for the retailer, the volume of business that can be achieved in a given location. Given current market pricing and constraints, the resulting rental rates required to fund renovation or re-development, therefore, may or may not be competitive in the marketplace.

The future growth potential for commercial space within the planning area is currently limited due to physical, infrastructure and/or regulatory constraints. The majority of the businesses (goods and services) may rely predominately on non-resident business, in other words, workers employed in area and/or commuters passing through. There should also be consideration given to potential competing supply created in surrounding communities who have adequate infrastructure and fewer physical/regulatory constraints.

The key to demand for real estate, for any use, are jobs. With jobs (i.e., office/industrial uses) come the population and dollars to drive both retail and residential demand. Therefore, it is recommended that the community consider future development regarding commercial needs via a mix of uses, predominately small to mid size

office and retail buildings, incorporated with residential.

Further, based upon the information collected and evaluated herein, the following recommendations warrant consideration with respect to (current & future) commercial needs within the community:

- The target market includes young career families within the median household income categories as described. This would suggest a shift in the type of current tenancy in some retail locations. This target also provides opportunity for small professional office space, perhaps with a shared service component, for professionals seeking to reduce or eliminate their commute, and work closer to home.
- The target consumer, given retail expenditure patterns, would be convenience oriented goods/services. Examples might include: package mail service; copy/printing services; video/book/music stores; restaurants (bakery, deli, coffee shops); small (higher end) boutiques - shoes & apparel; home/decor furnishings. See Consumer Expenditure Report for other categories - though this report reflects demand, those uses not met in Study Areas would represent opportunity, whereas, existing supply of such uses would reduce available dollars left available.
- Target resident includes: first time homebuyer, young professional, young family, empty nester or retiree household seeking a more suburban "small town" lifestyle with convenient access to shopping, services and social & recreational venues.
- Master planning should include creating a separate identity for each of the areas defined, making it unique and differentiating.
- Connectivity is critical to provide ease of access to both pedestrian and vehicular traffic; agglomeration of uses clustered with an interesting streetscape will provide sense of activity and enhance the social experience. Thus, pedestrian oriented development with a "Main Street" front appearance should be an integral part of the overall marketing plan.
- Commercial development should include the highest density (high impact) uses along the interstate, while lower density (low impact) uses should be located along the collector roads adjacent to the existing residential areas.
- All space, both for working and living, should be designed and developed as for flexibility of use and lifestyle. Esthetic quality can be maintained with stringent architectural and landscaping guidelines.

KEY RECOMMENDATIONS FOR BUSINESS DEVELOPMENT

- Amend current zoning map and development ordinances to ensure best development practices
- Develop landscape and architectural guidelines
- Assemble a Design Review Board or an appropriate committee to administer landscape and architectural guidelines
- Create a community marketing plan
- Develop a targeted prospective business list
- Conduct a commercial property survey
- Update the Capital Improvements Program (CIP)

For additional information regarding this market analysis, please refer to the accompanying report entitled the I-40 Campus District *Commercial Market Analysis*. Market analysis was provided by Rose & Associates, Southeast, Inc.

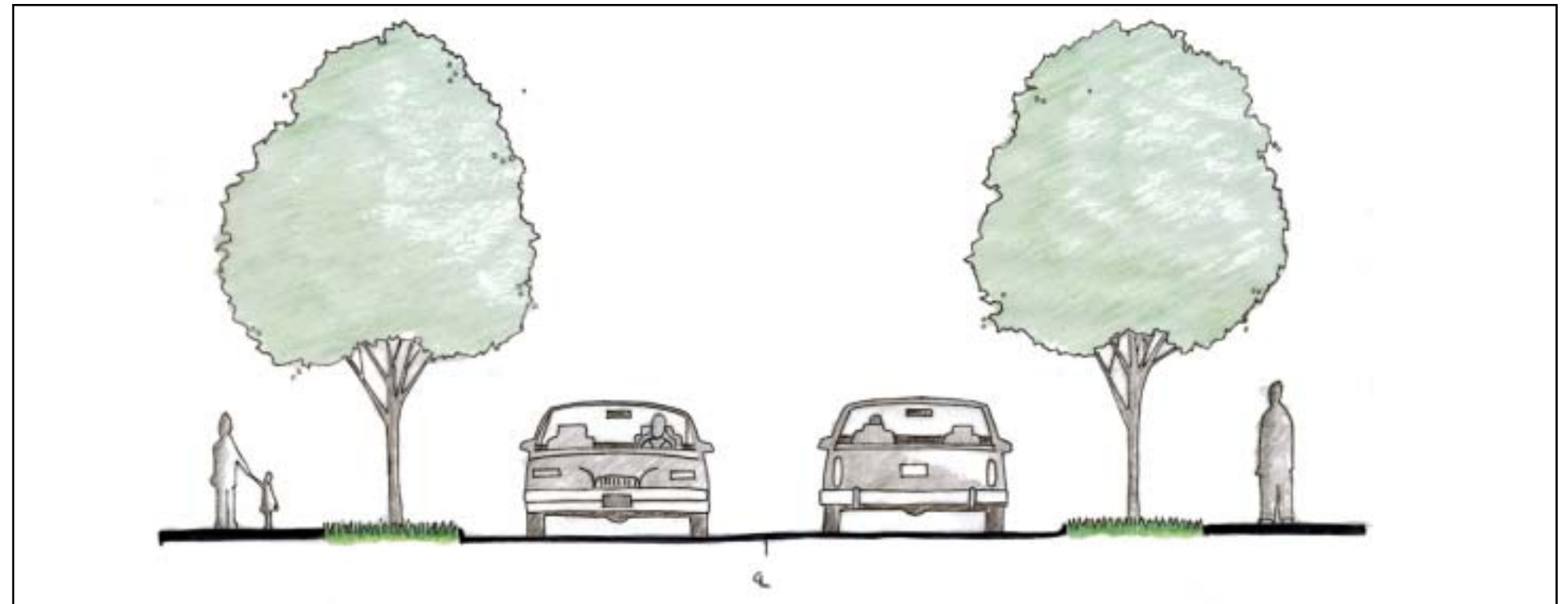
Circulation Network

Neighborhood Streets

As new development occurs and street connections are made throughout the Village Point, it is important to stress that the scale of the area strongly encourages neighborhood streets. The diagram at right depicts a typical neighborhood street cross-section. Streets within this area are intended for local traffic and are not envisioned to be collector streets or thoroughfares.

Previous planning studies undertaken by the Village of Clemmons recommended the creation of a frontage road connecting Lewisville-Clemmons Road and Harper Road. Discussion of this thoroughfare is outlined in the Clemmons Area Development Guide (CADG). As a component of the Village Point planning and design process, this proposed frontage road was examined in greater detail. Given the proposed future uses for the I-40 North Village Point, as determined through the charrette, the development of a frontage road is not appropriate for this area.

Although a major frontage road is not suitable for Village Point, east-west street connections will still be necessary. These connections, envisioned to be neighborhood streets, will facilitate east-west traffic movements and will aid in relieving traffic along Peace-Haven and Harper Roads. Again, the diagram to the right depicts the scale in which these east-west connections should be made.



Neighborhood street

Harper Road

Current NCDOT plans show a four lane section of Harper Road from I-40 to the Episcopal church along the western side of Harper Road. This section of Harper Road will include two travel lanes and two turning lanes. The widening of Harper Road in proximity to the interstate is a component of the bridge improvements and ramp construction planned for I-40 at Harper Road. It is stressed that no additional lanes are proposed for Harper Road as a result of the Village Point Small Area Plan.

While no recommendations are made for widening Harper Road as a result of this small area plan, a multi-use path is proposed for the east side of Harper Road between Peace Haven Road and the I-40 interchange. Multi-use pathways are designed for pedestrian and bicycle use in a separate, dedicated right-of-way facility that parallels a roadway. Asphalt paths with a width of eight (8) to ten (10) feet are

most appropriate for this area. As noted in the Environment section on page 25, multi-use paths should be constructed as new development occurs. The Village of Clemmons may be responsible for building path connections if new development does not occur in certain locations.

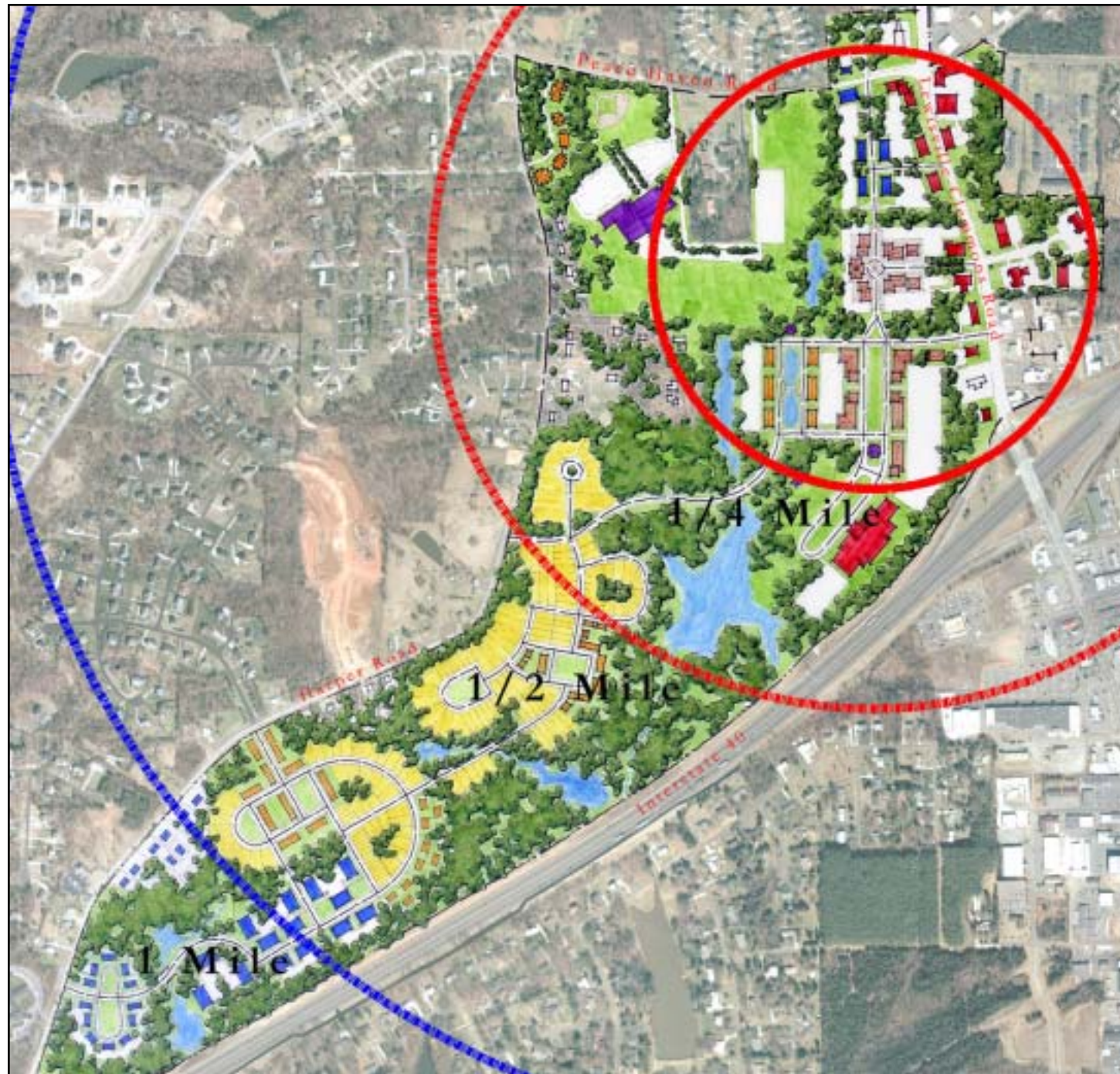
Street trees are encouraged to be planted between the multi-use path and Harper Road. These will enhance the area's aesthetic, while buffering path users from adjacent traffic. It has been proven that activity and a healthy treescape tend to slow traffic along busy roadways. For additional information on multi-use paths and a detailed path diagram, please refer to the Environment chapter.

Peace Haven Road

In addition to the path recommended along Harper Road, a multi-use path is encouraged for the south side of Peace Haven Road between Lewisville-Clemmons Road and Harper Road. This will allow for excellent opportunities for pedestrian and cycling activity between the YMCA, adjacent neighborhoods, and the proposed development at the intersection of Lewisville-Clemmons Road and Peace Haven Road.

Additionally, as previously noted, the intersection of Peace Haven Road and Harper Road has experienced elevated accident rates. During the Spring of 2003, NCDOT was conducting an in-depth study of this intersection. While the results of the study will outline specific recommendations for potential traffic calming measures for this intersection, the Village of Clemmons should begin exploring opportunities for using NC Moving Ahead Funds for traffic calming measures such as a traffic signal, a four-way stop, or a round-about in this location.

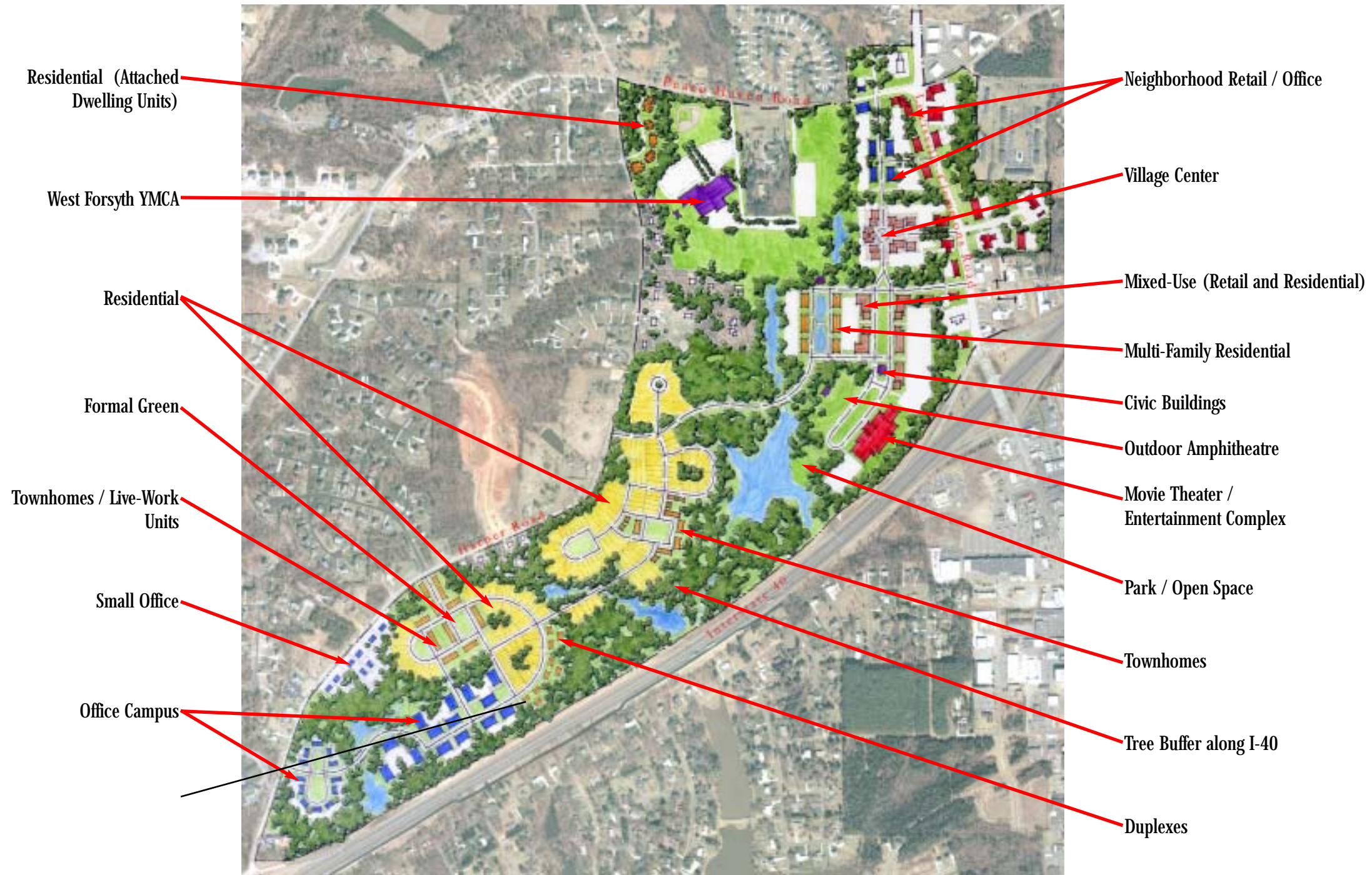
Circulation Network



- KEY RECOMMENDATIONS FOR CIRCULATION NETWORK
- Design new road connections to be neighborhood streets
 - Require multi-use path connections along Harper Road and Peace Haven Road as part of the development process
 - Provide street trees along Harper Road and Peace Haven Road in between the roadways and the multi-use paths
 - Explore NC Moving Ahead funds for traffic calming measures at the intersection of Peace Haven Road and Harper Road

The adjacent image reveals a pedestrian shed from the proposed Village Point to adjacent neighborhoods and proposed developments. A 1/4 mile measurement is the distance a typical adult can walk in approximately 5 minutes, while a 1/2 mile measurement indicates an approximate 10 minute walk. The 1 mile radius depicts a short bicycle ride from the Village Center. As a number of new residential opportunities are proposed for Village Point, pedestrian and cycling activities are encouraged between these neighborhoods and the Village Center.

Small Area Plan



Residential (Attached Dwelling Units)

West Forsyth YMCA

Residential

Formal Green

Townhomes / Live-Work Units

Small Office

Office Campus

Neighborhood Retail / Office

Village Center

Mixed-Use (Retail and Residential)

Multi-Family Residential

Civic Buildings

Outdoor Amphitheatre

Movie Theater / Entertainment Complex

Park / Open Space

Townhomes

Tree Buffer along I-40

Duplexes

Conceptual build-out of small area plan

Northeast Quadrant

Within the planning area's northeastern quadrant, wonderful opportunities exist for a pedestrian-scaled, mixed-use development near the intersection of Peace Haven Road and Lewisville-Clemmons Road. This intersection is a major cross-roads for the Village of Clemmons and is surrounded by residential, retail, and office development.

The most significant opportunities for new development within this quadrant occur at the southwestern corner of the Peace Haven Road and Lewisville-Clemmons Road intersection. Specifically, five (5) parcels along Lewisville-Clemmons Road may be combined with a small portion of the YMCA's vacant property along Peace Haven Road to create a more cohesive block, enabling significant retail and office development.

The five (5) identified parcels along Lewisville-Clemmons Road are currently owned by members of the same family. Single-family residences are situated on three (3) of the properties, while the remaining two (2) tracts are vacant. The YMCA's undeveloped 23-acre tract abuts the rear of these parcels. Pinnacle Properties of Charlotte owns approximately 12.75 acres to the south in which a new Village Center is proposed as a component of this Small Area Plan.

At the time of the charrette (Spring 2003), First Citizens Bank was constructing a new building at the northwestern corner of the Peace Haven Road and Lewisville-Clemmons Road intersection. An established, small office complex is located at the



Existing intersection conditions

intersection's northeastern corner.

As noted earlier, the North Carolina Department of Transportation (NCDOT) is planning to improve Lewisville-Clemmons Road. Medians may be installed from just north of the planning area south to US 158. As a result, right-in / right-out turning access would be provided from Lewisville-Clemmons Road to this proposed neighborhood development situated in the southwest corner of the intersection. Additionally, a four hundred foot (400') median will likely be installed along Peace Haven Road from the Lewisville-Clemmons Road intersection. The installation of this median would allow for only right-in / right-out turning access to this development from Peace Haven Road.



Perspective of the Peace Haven Road and Lewisville-Clemmons Road intersection

Given the demographics of Village Point, it is felt that the southwestern quadrant of the intersection can support new retail and office development. A signature retail building, integrated with well-designed office buildings, is envisioned for this "trip-to-work" corner at Peace Haven and Lewisville-Clemmons Roads. Potential retail uses may include a coffee shop, a doughnut shop, and/or a dry cleaners. These establishments are intended to attract neighborhood residents on their way to work. This development also presents an opportunity for neighborhood gathering places such as in a coffee or doughnut shop. Additionally, the small office buildings may attract tenants such as attorneys or accountants.

At build-out, the northeast quadrant proposes approximately 35,000 square feet of retail and 36,000 square feet of office space.

Northeast Quadrant

The following development is envisioned for the northeast quadrant of Village Point:

Property Assembly

In order for significant development to occur within the northeast quadrant, property assembly will need to occur. During the charrette, several property owners throughout this area expressed an interest in combining their properties to create a more comprehensive site designed to accommodate neighborhood-scaled retail and small office opportunities. The Village of Clemmons should actively work with interested property owners and developers to facilitate this process.

It is noted that property assembly is a lengthy and often costly process; however, this is the most effective way of creating a significant planned development at this intersection.

Access

Ingress and egress become an important factor, especially when developing the southwest corner of the northeast quadrant. The first point of entry is envisioned to be a right-in / right-out driveway along Peace Haven Road. This driveway is recommended to be connected to the Village Center at the Pinnacle Properties' development; it should also be aligned with the right-of-way access dedicated at the rear of the First Citizens Bank across Peace Haven Road. A second right-in / right-out drive should be off of Lewisville-Clemmons Road.

Additionally, as noted in the circulation section, multi-use paths should be installed along Peace Haven Road, encouraging pedestrians and cyclists from surrounding neighborhoods to frequent this development. Sidewalk access, with clearly marked pedestrian crossings along Lewisville-Clemmons Road, should also be provided.

Building Design and Location

A signature retail building, announcing arrival into the Village, is envisioned for the southwest corner of Peace Haven Road and Lewisville-Clemmons Road. This building is recommended to be one or two stories with a significant monument feature inte-

grated into the building's design. Retail buildings should be built to the street, helping to visually establish a gateway, while promoting a more pedestrian-oriented environment.

One-story office buildings can be tucked behind the retail structures and line the driveway off of Peace Haven Road. A residentially-scaled, one-story office building is also recommended along Peace Haven Road.

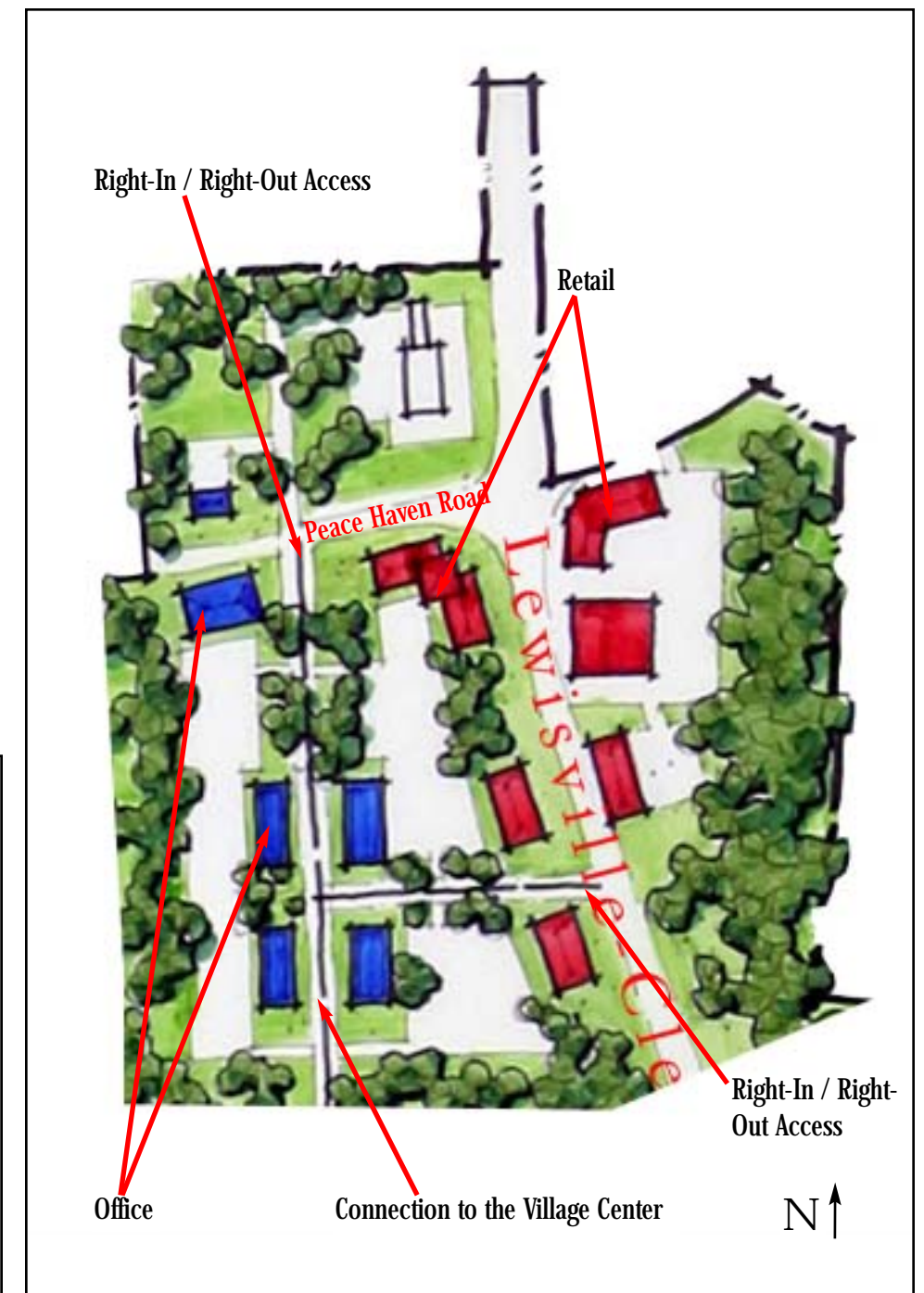
Parking

While new buildings should be designed to the street, parking should be provided to the rear. This helps to reduce the number of curb cuts along busy roadways, which often impedes traffic flow. Parking lots placed to the rear of buildings enhance a development's aesthetic appeal, thereby encouraging pedestrian activity while helping to reduce congestion.

In addition, all parking lots should be carefully landscaped. Landscaping promotes a more pleasing environment, and it also serves as a buffer between uses and provides protection to the pedestrian from the automobile.

KEY RECOMMENDATIONS FOR THE NORTHEAST QUADRANT

- Encourage neighborhood retail and small office development at the southwest corner of Peace Haven Road and Lewisville-Clemmons Road
- Design buildings to front the street within the northeast quadrant
- Require parking to the rear of all buildings within the northeast quadrant
- Encourage appropriate landscaping throughout the northeast quadrant
- Promote pedestrian connections from surrounding neighborhoods to development within the northeast quadrant
- Require connectivity between developments



Proposed development opportunities for the northeast quadrant

Village Center

One of the most exciting components of the Village Point Small Area Plan involves the proposed creation of a Village Center for Clemmons. Throughout the planning and design process, charrette participants repeatedly commented that the Village lacks a “central core” or “Main Street.” This plan proposes to create a Village Center that integrates specialty retail, housing, offices, entertainment, and open spaces along a Main Street. Recognized as a Lifestyle Center in the development industry, this development type offers a safe, convenient neighborhood shopping experience while also providing a sense of place to visitors and residents.

Approximately fifty-seven (57) acres exist along the western portion of Lewisville-Clemmons Road that would enable the creation of this significant development opportunity. In order for a Village Center to successfully develop, properties will have to be combined. As noted earlier, property assembly can be a very lengthy and costly process; however, this is viewed as the only method in which to attract a major development. Approximately six (6) major property owners hold properties within the planning area that may be integrated into a Village Center. It is recommended that discussions regarding future development of these properties be facilitated in the near-term. The Village of Clemmons should be proactive in marketing this concept to existing property owners and potential developers with prior, successful Village Center / Lifestyle Center development experience.

Village Center Gateway

Much consideration was given to the types of development which may occur within the southeastern portion of Village Point along Lewisville-Clemmons Road. Although access to this area is limited, the properties along this major thoroughfare have excellent visibility from I-40, making a Village Center development very desirable in this location.

At the time of the charrette (Spring 2003), Pinnacle Properties was proposing to develop a mixed retail and office complex known as Clemmons Village West on their 12.75 acre parcel. Significant two and three story specialty retail and office buildings are envisioned to line the gateway drive from Lewisville-Clemmons Road. A signature, three story office/civic building is recommended at the rear of the drive signaling arrival into the Village Center. As the centerpiece for the gateway, the Village should consider a partnership for the development of this building that might include a new

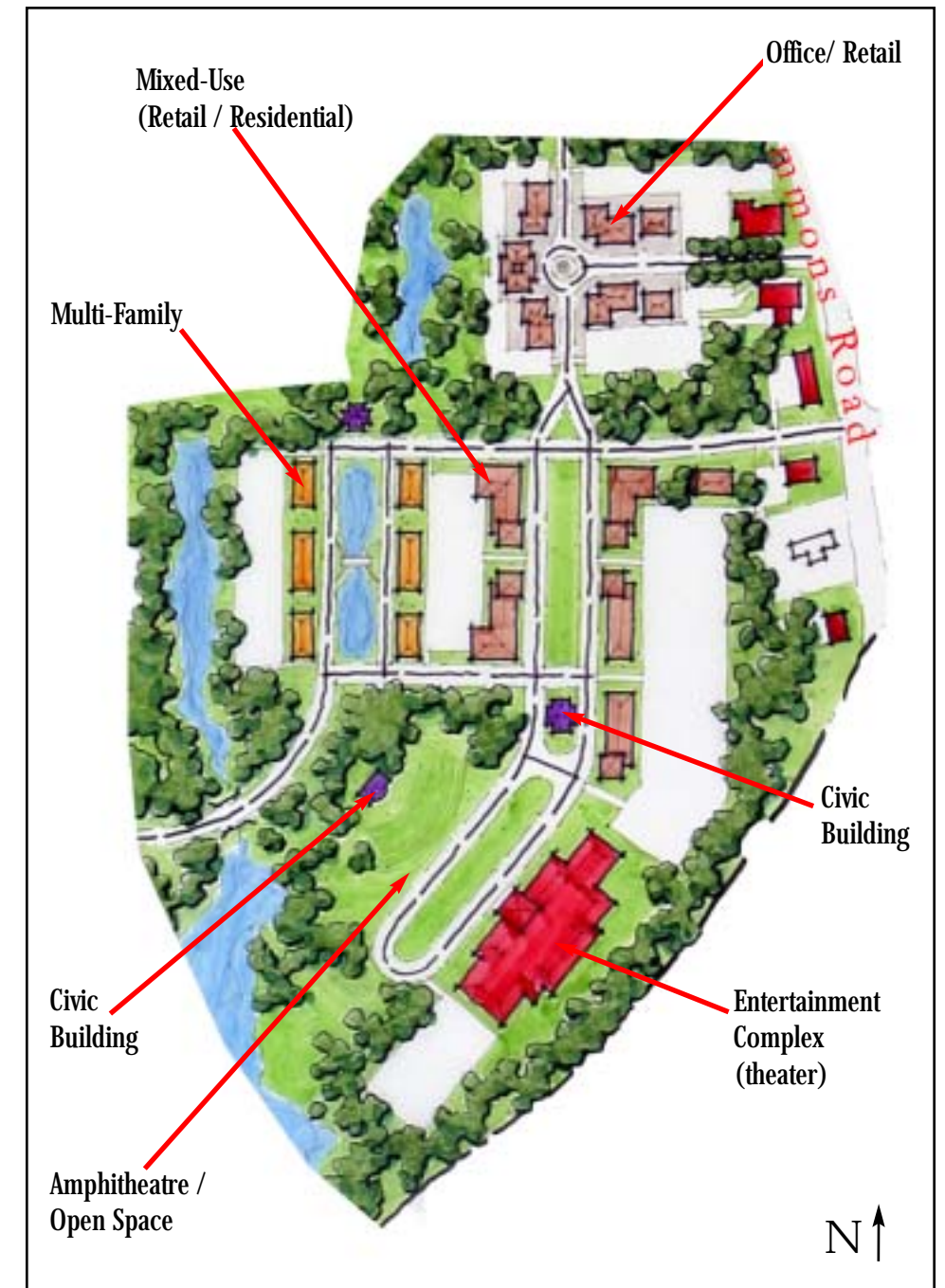
Clemmons Village Hall, a visitor’s center, and / or a library. Additionally, in an effort to make this space a more pedestrian-friendly environment, all buildings are recommended to be built to the street, helping to enclose the space for the pedestrian.

As previously mentioned, a four-lane street will allow access into Pinnacle Properties site from Lewisville-Clemmons Road. This drive is to be aligned with Allegacy Park, located across the street and is intended to be the primary entrance into the Village Center. It is anticipated that a signal will ultimately be warranted at this intersection as development occurs throughout Village Point.

Two of the four lanes along the gateway drive will be dedicated for on-street parking. Wide sidewalks between the multi-story buildings and on-street parking spaces are recommended, offering opportunities for outdoor dining and window shopping. A round-about is also proposed to be introduced to the rear of the gateway drive. This device would be designed to route traffic to other phases of the Village Center, as well as to surface parking lots located behind the office buildings lining the entry drive. A driveway connection is also strongly recommended to the northeast quadrant’s neighborhood retail and office development along Lewisville-Clemmons Road, allowing for north-south travel.

Main Street

Main Street, a significant boulevard with a manicured lawn, is envisioned to connect the gateway and the entertainment complex located in the southern portion of the site. Two to three story mixed-use buildings are proposed to line Main Street. High-end retail opportunities should be pursued on the ground floor, with upper stories containing residential units.



Proposed Village Center along Lewisville-Clemmons Road

Village Center

Multi-Family Housing Opportunities

In order for a Village Center to be a successful retail and entertainment destination, a residential component must be integrated to provide a core base of “roof tops.” As noted earlier, upper-story residential units are recommended within Main Street’s multi-story, mixed-use buildings. In addition to these units, upper-scale multi-family housing units are proposed within the western portion of the Village Center on the existing Coleman property. Situated near the heart of the Village Center, residents will be able to walk to nearby shops, restaurants, and the entertainment complex. The integration of these units will also partially fill a gap that currently exists within the Clemmons multi-family housing market.

Entertainment Facility

The southern portion of this entertainment destination is envisioned to contain a movie theater or a similar entertainment-based venue for Village residents and surrounding communities to enjoy. Presently, there are only two (2) movie theaters within the entire Winston-Salem market. These have been identified by area real estate experts as outdated, “Class B and C” structures. Comprehensive market analysis identified the need for an additional movie theater within the area, and this location presents an excellent opportunity for such a development. Although the movie industry has been affected by the recent downturns in the economy, this trend is not expected to continue for a prolonged period of time. Therefore, excellent possibilities exist for locating a twelve to eighteen (12-18) screen theater within the southern portion of the Village Center.

Movie theaters are recognized as non-peak hour traffic generators. As a result, the location of such a facility should not significantly impact traffic patterns along Lewisville-Clemmons Road near the I-40 interchange during the morning and evening rush hours. These entertainment complexes are also considered to be access tolerant in that visibility is often more important than access. Such is the case with the southern portion of the proposed Village Center site; therefore, a movie theater is an excellent candidate to be situated along I-40 at Lewisville-Clemmons Road.

In addition, the April 2003 issue of *Urban Land* cited cinemas as making “... natural coterminants with dining and leisure establishments, which draw from the critical mass

of the center and do not, like typical neighborhood center tenants, derive customers almost exclusively from the visibility of their sign.” (Getz, 2003)

Larger entertainment uses are frequently incorporated into new theaters being constructed. As a result, this reduces the need for a stand alone “box” facility. It is also very important to note that the construction of a movie theater / entertainment facility will pay for infrastructure costs throughout the Village Center development. In addition to the movie theater, opportunities also exist within the southern portion of the development to provide for an outdoor amphitheatre, open air civic building, and perhaps a clock tower. This special area is envisioned to become a gathering place not only for patrons of the Village Center but also for residents throughout the Village of Clemmons. This, in essence, becomes the community’s “Central Park.”

Reynolds Lake

The Reynolds family owns approximately 30 acres adjacent to the proposed Village Center along I-40. While future development plans for this site are unknown, it is recommended that the Village of Clemmons explore opportunities for utilizing this property as a community park with possibilities of integrating it into the Village Center development. The lake should be kept intact not only as a beautiful natural resource for the area but also as a stormwater facility for Village Point. The site also affords wonderful opportunities for natural open space, intertwined with greenway and trail connections.



Village Center gateway along the Pinnacle Properties tract



Birkdale Village in Huntersville, NC

KEY RECOMMENDATIONS FOR THE CLEMMONS VILLAGE CENTER

- Encourage the development of the Clemmons Village Center
- Advocate property assembly for the creation of a Village Center
- Provide multi-story, mixed-use buildings built to the street within the Village Center
- Encourage parking to the rear and sides of all buildings within the Village Center
- Explore opportunities to integrate the Reynolds Lake as a community park into the Village Center’s development
- Provide appropriate street connections to developments surrounding the Village Center

Village Center



Birdseye perspective of the Clemmons Village Center

Southwest Quadrant

The southwest quadrant, situated between I-40 and Harper Road, comprises approximately 106 acres. While the majority of the properties within this section of the planning area are vacant, a number of single-family residences front Harper Road. In addition, the historic Hickory Grove AME Zion Church and cemetery are nestled at the corner of Harper Road and I-40. The southwest quadrant also contains a sizeable knoll on the Melvin and Hubbard Realty tracts, allowing future development in this area good visibility from I-40.

Office Campus

Throughout the planning and design process, considerable attention was devoted to finding appropriate locations for new employment opportunities. Sizeable vacant properties exist between I-40 and Harper Road within the planning area's southwest quadrant, providing excellent possibilities for an office campus near the interstate. Accessible from Harper Road, this office campus could integrate both small office and flex-office users. A flex-office building is typically a single-story structure which can be utilized for office, research, light manufacturing, or distribution. Approximately 10-20% of the building is set aside for office, with the remaining 80-90% dedicated for other uses.

Within this campus development, small office buildings are proposed closer to Harper Road. These buildings may include one to two story structures, approximately 5,000 square feet in area. Shared parking would be encouraged to the side and/or rear of all buildings. Larger, office-flex buildings would be nestled deeper within the development, allowing for a variety of flexible office uses. These buildings are envisioned to be one story ranging between 10,000 and 12,000 square feet with shared parking also to the side or rear of the buildings.

While non-residential uses are more appropriate near major travel corridors, it is acknowledged that noise from I-40 may impact development within the southwest quadrant. As a result, a substantial, undisturbed tree buffer of at least fifty (50) feet is recommended between the office campus and I-40 for noise mitigation. Both formal and natural areas of open space should be woven throughout the development, while stormwater ponds would be necessary to capture runoff.

Ideally, the proposed campus development will be most successful if the properties within the southwestern quadrant are assembled to create a more cohesive development. While several large, undeveloped tracts lie adjacent to I-40, a number of smaller, individually owned parcels currently line Harper Road. Several single-family residential units are scattered among these properties. Given existing ownership patterns and the fact that property assembly is often a very lengthy and costly process, office campus development was also examined on a parcel-by-parcel basis.

Significant office development may still occur along Harper Road if properties are not assembled for a more sizeable campus development. Residentially-scaled office buildings would be encouraged to front Harper Road, with parking to the side or rear of all buildings. Subject to design standards, all offices would be built in keeping with the character and scale of surrounding residential development. Professional tenants, such as attorneys or accountants, are envisioned to occupy these offices.



Conceptual build-out for the southwest quadrant

Southwest Quadrant

Within this proposed alternative, larger, flex-office buildings would continue to be encouraged along I-40. A thick tree buffer and natural open space should serve as a transition between the small offices along Harper Road and the flex-office buildings.

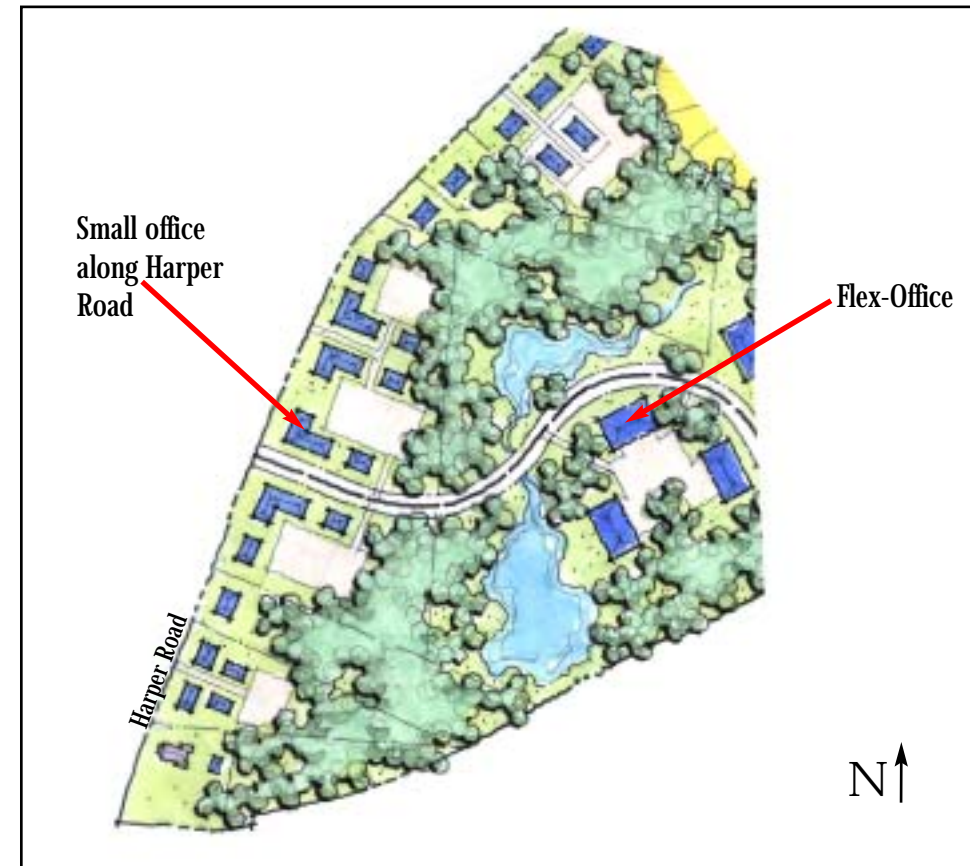
Residential Opportunities

Changes in topography along the eastern portion of the proposed campus development offer a favorable transition in which to introduce a mixture of housing between Harper Road and I-40. As identified in the market analysis for this planning effort, possibilities exist for new, upper scale single-family residential homes, live-work

units, and duplexes within Clemmons. Existing conditions within the southwest quadrant offer possibilities for new housing connected with the proposed office campus.

Access to this new residential development may be gained from Harper Road and from within the office campus. Access from Harper Road is encouraged to be aligned with Tramore Lane. Live-work units arranged around formal green spaces are encouraged at the Harper Road entrance. Single-family residences and townhomes may wrap to the sides and to the rear of the live-work units, while duplexes might be situated closer to I-40. In addition to the formal green spaces around the live-work units, natural areas of public open space should be encouraged throughout this residential development.

Upon build-out, approximately 192,000 square feet of office space is proposed for the southwest quadrant. Additionally, ninety-three (93) attached residential units and fifty-nine (59) single-family detached dwelling units are envisioned for this area.



Alternative office campus development opportunities for the southwest quadrant

- KEY RECOMMENDATIONS FOR THE SOUTHWEST QUADRANT
- Encourage office campus development, integrating both small office and flex-office, within the southwestern quadrant between I-40 and Harper Road
 - Promote small office development along the eastern portion of Harper Road between the I-40 interchange and Tramore Lane
 - Support new residential development along Harper Road, integrating a mixture of housing types, including single-family, live-work units, townhomes, and duplexes
 - Advocate appropriate street connectivity between all new development within the southwest quadrant



Townhomes around a square



Live-work units



Flex-office space in Huntersville, NC

West Lake

Within the Village Point planning area, descendants of RJ Reynolds Tobacco Company own two (2) adjacent properties, totalling approximately 51.2 acres. The larger parcel is approximately thirty (30) acres and contains a private fishing lake and family hunting lodge. The second parcel is vacant and contains approximately 21.5 acres. Additionally, the Tesh family of Clemmons owns approximately twenty (20) acres spanning across four (4) parcels, adjacent to the Reynolds property along Harper Road.

Throughout the planning and design process, much discussion was devoted to the realities of the Reynolds' properties potential development. The family's future plans for their properties are unknown; therefore, these properties are considered to be in essence "wild cards" within the planning area. As a component of the small area planning process, development opportunities are recommended for the Reynolds tracts in combination with the Tesh properties. Yet, it is noted that should the Reynolds family not wish to develop these tracts, future development possibilities, as outlined in the Village Point Small Area Plan, may still occur.

Residential Opportunities

For planning purposes, the area to the west of the 30-acre Reynolds property with the hunting lodge and fishing lake is recognized as the West Lake area. Established, single-family residential neighborhoods exist to the west of Harper Road. As a result, it is appropriate to consider future residential development on the eastern side of Harper Road throughout the Tesh properties and the 21.5 acre Reynolds tract. This development would encourage both single-family residences, as well as townhomes within the area. The associated diagram on this page offers suggestions for one hundred (100) single-family detached homes, and thirty-two (32) townhomes.

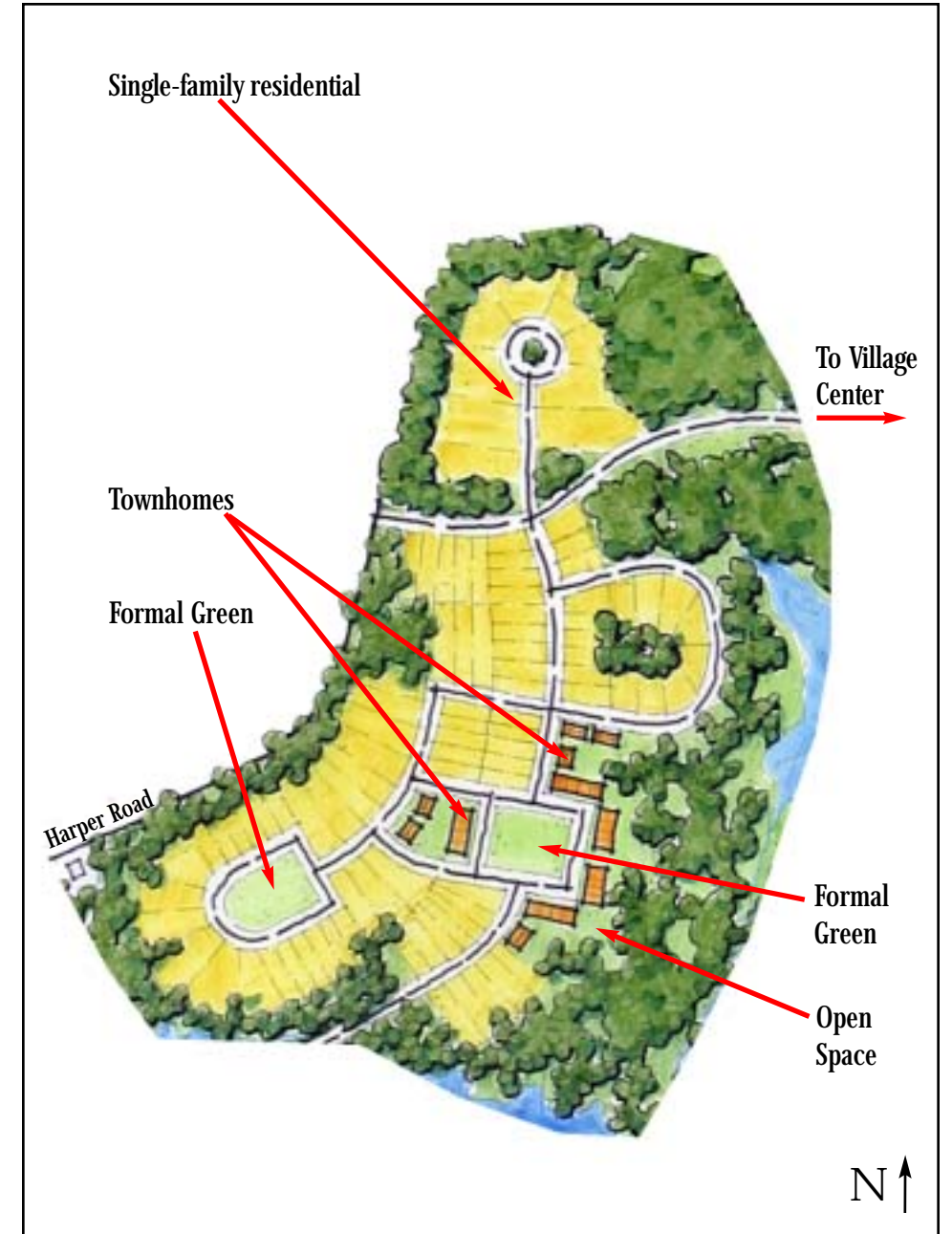
Single-family residences are envisioned to be closer to Harper Road, with townhome development occurring to the rear of the site. Townhomes are recommended to line formal greens, while natural open spaces are encouraged throughout this residential development. Significant tree buffers should surround the entire development, offering a quiet, pastoral setting for residents to the greatest extent possible.

Detached Single-Family Homes



Proper street connectivity is encouraged throughout this development. Residents may enter the development via a new street connection between Harper Glen Road and Tramore Lane. This entrance would also be encouraged to be link across the planning area to the Village Center proposed along Lewisville-Clemmons Road. This ultimately would provide greater connectivity throughout Village Point. Connections to this proposed residential development may also be made from the proposed residential development in the southwestern quadrant of the planning area.

It is also noted that should the 21.5-acre Reynolds tract along Harper Road not develop, residential opportunities are still recommended for the Tesh properties along Harper Road. As with the properties located within the southwestern quadrant, residential development in this location will be most successful if the Tesh and Reynolds properties are assembled. Yet, it is stressed that property assembly can be a very costly and expensive process.



Potential development opportunities for the West Lake area

Office Opportunities

The planning process also addressed an alternative to residential development on the 21.5-acre Reynolds tract along Harper Road. While single-family residential housing is viewed as the most desired use for this property, it is acknowledged that possibilities for office development also exist on the Reynolds tract. The accompanying site diagram provides configurations for six office buildings situated around a formal green. Buildings are envisioned to be one (1) story and approximately 15,000 square feet or less.

Parking is represented to the side and rears of the buildings. If an office development is pursued, a thick tree buffer should be encouraged along Harper Road with the office buildings nestled deeper into the site away from the road. Additionally, opportunities exist to connect this development with the adjacent proposed office campus and housing development within the southwestern quadrant.

KEY RECOMMENDATIONS FOR THE WEST LAKE AREA

- Encourage single-family residential and townhome development along the eastern side of Harper Road between Tramore Lane and Harper Glen Road
- Advocate property assembly of the Tesh and Reynolds properties along Harper Road for a more comprehensive residential development
- Permit for office development on a portion of the Reynolds tract along Harper Road as an alternative to residential development
- Buffer all new development from surrounding uses within the West Lake area



Potential office development opportunities for the Reynolds property

The Grove at Peace Haven and Harper

Approximately four and one-half (4½) acres of wooded property lies within the planning area's northwestern quadrant. A unique opportunity exists to provide gracious residences nestled into the trees off of Peace Haven Road and Harper Road.

Clemmons' many neighborhoods are blessed with spacious homes and yards. Yet, as lifestyles change, a development opportunity exists for those residents wishing to continue living in a large home without the associated maintenance often required. To address this need, upper-scale urban mansions and quadruplexes are proposed for this wooded site. Envisioned as "The Grove at Peace Haven and Harper," this development may be managed in a condominium environment, affording residents the opportunity the freedom to enjoy comfortable living without the additional upkeep often necessary within a single-family residential neighborhood.

A serpentine drive, perhaps paved with English cobblestone, connecting Peace Haven and Harper Roads would allow residents access into this green site. The lush grove of trees currently on site is recommended to remain, buffering the approximate fourteen (14) unit development from adjacent properties. The thick tree buffer would also provide quiet common open space opportunities for residents to enjoy. The diagram at right illustrates preserved vegetation not only along Harper and Peace Haven Roads but also throughout this site.



Quadruplex in Davidson, NC



Urban mansions in Denver, CO



Site diagram for The Grove at Peace Haven and Harper

**KEY RECOMMENDATIONS
THE GROVE AT PEACE HAVEN AND HARPER**

- Permit attached residential development at the corner of Peace Haven and Harper Roads
- Save existing vegetation along Harper and Peace Haven Roads to provide appropriate buffering to the Grove at Peace Haven and Harper development, as well as to the adjacent YMCA property. See illustration.

The Grove at Peace Haven and Harper



Perspective of the Grove at Peace Haven and Harper

West Forsyth YMCA

The West Forsyth YMCA, a branch of the YMCA of Greater Winston-Salem, is located along the south side of Peace Haven Road near the intersection of Harper Road. With a membership of almost 10,000, this community facility is recognized as one of the most important gathering places within the Village of Clemmons.

The YMCA's existing facility resides on approximately 16 acres along Peace Haven Road. In addition, they own a vacant twenty-three (23) acre site adjacent to their existing facility, and they lease 5.2 acres for parking and ball fields along Peace Haven Road. During the spring of 2003, the YMCA was exploring opportunities for an expansion of their existing facility to include an aquatic facility and childwatch center. They were also examining the potential for utilizing their vacant twenty-three (23) acres for additional athletic fields. Preliminary site plans had been prepared by the YMCA's site designer for this expansion; however, these plans were in the very formative stages at the time of the charrette.

As a component of the planning and design process, the charrette team examined the West Forsyth YMCA's properties along Peace Haven Road. As the YMCA explores opportunities for expansion, it is recommended that they explore the potential for a new driveway aligning with Village Club Drive. A second driveway would improve internal site circulation and access for the YMCA. Additionally, the Village Club neighborhood is an established single-family residential community along Peace Haven Road. A new driveway would improve safety conditions for people exiting Village Club Drive. A four-way intersection at this location is recommended versus an offset driveway so as to offer the greatest safety opportunities for drivers and pedestrians along Peace Haven Road.

In addition to the proposed driveway alignment with Village Club Drive, the YMCA is also encouraged to sell the western portion of their currently vacant twenty-three (23) acre site to allow for greater property assembly at the corner of Peace Haven Road and Lewisville-Clemmons Road. As noted in the Northeast Quadrant section of this report, neighborhood retail and small office uses are recommended at this corner. Specifically, driveway access is proposed into this potential new development from Peace Haven Road along the western section of the YMCA's vacant site.



West Forsyth YMCA site diagram

- KEY RECOMMENDATIONS FOR THE WEST FORSYTH YMCA**
- Provide a new driveway access aligned with Village Club Drive to improve circulation throughout the YMCA's site
 - Explore opportunities for assembling the western portions of the vacant YMCA site with properties at the corner of Peace Haven Road and Lewisville-Clemmons Road to provide for a neighborhood-scaled retail and office development



West Forsyth YMCA



Village Club Drive

Environment

There are many important environmental features within the Village Point planning area, including rolling topography, forest stands, lakes, ponds, and streams. As new development occurs, these natural resources should be treated as essential components of the human environment. Appropriate measures should be pursued to carefully identify and protect these important areas, where feasible, from future development. In addition, the planning area's location within the Yadkin River WS-IV Water Supply Watershed also warrants special attention to stormwater control measures.

“Green Network” of Multi-Use Paths, Greenway Trails, and Open Space

In December 2001, the City County Planning Board of Winston-Salem and Forsyth County adopted the *Legacy Development Guide*. An integral component of the plan involves discussion of open space, parks, and greenways throughout Forsyth County. Additionally, the *Forsyth County Vision 2005 Comprehensive Plan* proposes a county-wide greenways system; however, neither plan provided specific recommendations for the Village of Clemmons' Village Point. Therefore, possibilities exist for the Village to explore open space and trail connections throughout the planning area and beyond.

As recommended in the *Clemmons Area Development Guide*, the Village should seek to develop its own greenways and open space program. Opportunities exist for a network of multi-use paths and greenways throughout the Village Point planning area, which may connect to a more comprehensive Village or county-wide system.

Several lakes, ponds, and streams are present throughout the Village Point planning area. The great blessing of the presence of these features is the ability to utilize them for greenways. An intricate system can be constructed using a combination of development requirements and public improvements funded using state and federal grants leveraged with a percentage of local general fund revenues.

While greenways are traditional multi-purpose paths along creeks and floodplains, multi-use pathways are intended for pedestrian and bicycle use in a separate, dedicated right-of-way facility that parallels a roadway.

Because multi-use paths differ in use than sidewalks, they should be detailed separately. Asphalt paths with a width of eight (8) to ten (10) feet are most appropriate for this area.

Asphalt is strongly preferred to concrete because it is easier for runners (reduces impact on the knees) and rollerbladers (no sidewalk joints). Additionally, the width is essential to encourage amateur bicyclists (such as children) to pass active users (such as runners) safely without either having to leave the trail.

Specifically, multi-use paths are recommended for the south side of Peace Haven Road and the east side Harper Road. While paths on both sides of a road are often encouraged, existing development patterns and high public investment costs are prohibitive in this case. Additionally, every effort should be made to encourage the most direct, least expensive connections to greenways surrounding ponds and streams nestled within the planning area.

The *Clemmons Area Development Guide* conceptually identifies the Tanglewood Trail as a potential greenway extending from Muddy Creek to Tanglewood Park. Opportunities should be examined for connecting the multi-use path recommended along Harper Road with Tanglewood Park; where appropriate, connections may possibly be made to Tanglewood Trail.

As noted in the Village Center component of this report, the Reynolds family owns approximately thirty (30) acres adjacent to I-40. A sizeable fishing lake is located within the heart of this property. While the family's future plans for this parcel are unknown, it is recommended that the Village of Clemmons explore possibilities for integrating this property as future community open space. This site, adjacent to the proposed Village Center, offers excellent opportunities for a significant recreation area and community gathering space surrounded by a greenways network.

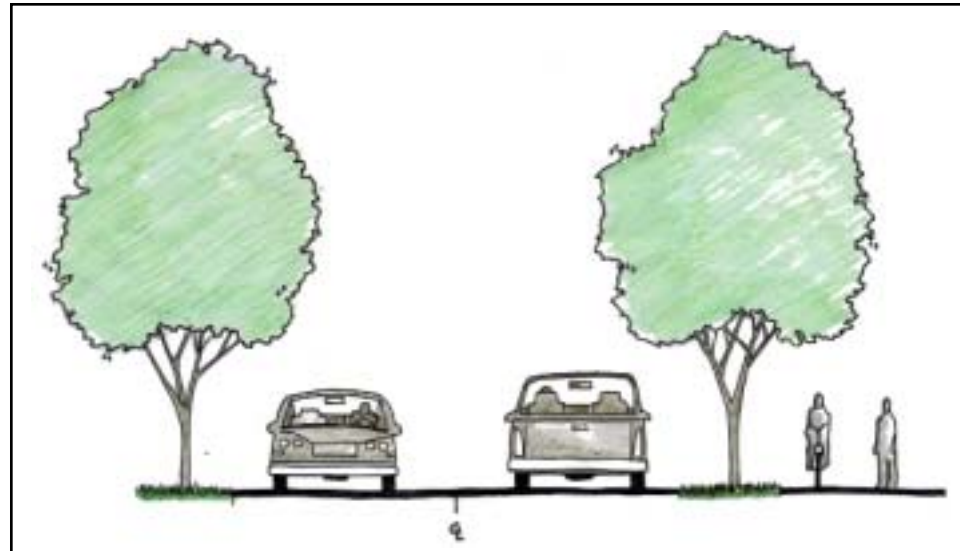
In addition, a minimum fifty (50) foot tree buffer should be integrated along I-40 with all new development to assist with noise mitigation throughout Village Point.

Property Dedication

While many multi-use paths and greenways may be constructed with new development, the Village of Clemmons should actively work with property owners and developers to dedicate additional rights-of-way for multi-use paths and greenway connections throughout the Village Point planning area.



Proposed greenway and multi-use path network



Multi-use path cross-section

Environmental Protection

The Village Point planning area contains a variety of areas with steep slopes greater than 15%, lush forest stands, and water bodies. New development should respect these landscapes with minimal intervention and maintain the natural condition except under extreme circumstances. Where practical, these features should be conserved as open space amenities and incorporated into the overall site design of new development.

Stormwater Management

As outlined in the Planning Area Overview component, properties located to the west of Lewisville-Clemmons Road lie within the Yadkin River WS-IV Water Supply Watershed. Existing regulations limit development to 24-36% of the total lot area. Additionally, a Special Intense Development Allocation (SIDA) enables developments with up to 70% built upon area to be constructed within the WS-IV watershed area; however, these permits are awarded on a project-by-project basis. By March 2005, the Village of Clemmons must adopt federal stormwater Phase II-Post Construction Stormwater Standards. These regulations will require that low density projects not exceed 24% built upon area, while high density developments must implement

stormwater control measures.

As development is initiated throughout the Village Point proper stormwater controls will be important not only to this specific planning area but also to the surrounding environment. The Village of Clemmons is encouraged to investigate the possibility of locating at least two (2) regional stormwater ponds within the I-40 Campus planning area. Potential regional facilities may be situated within the southeastern quadrant on portions of the Bunker and Melvin properties. The Reynolds Lake, located adjacent to I-40, has also been identified as a potential regional stormwater facility. The Village is encouraged to investigate, in coordination with the City of Winston-Salem and Forsyth County, both the legal and financial issues associated with creating these facilities.

While the feasibility of creating regional stormwater facilities are currently unknown, stormwater ponds will be expected throughout the Village Point planning area as new development occurs to mitigate stormwater runoff.

Additionally, stream buffers are an important component of the landscape, and current regulations set these natural corridors at a minimum of thirty (30) feet. It is strongly recommended that buffer widths be increased to one hundred (100) feet, providing for better protection against siltation and non-point source pollution. In addition, natural vegetation should be kept around all stream buffers.



Pedestrians and bicyclists sharing a multi-use path



Reynolds Lake



Thick Vegetation within the District

KEY ENVIRONMENTAL RECOMMENDATIONS

- Develop a greenways and open space program
- Explore possibilities for integrating the Reynolds Lake as community open space
- Require a minimum of 50' tree buffer along I-40
- Encourage property dedication for multi-use paths and greenway trails
- Protect, where feasible, environmentally sensitive areas from future development
- Investigate opportunities for regional stormwater facilities within Village Point
- Establish 100' stream buffer regulations

Regulating Plan & Proposed Zoning

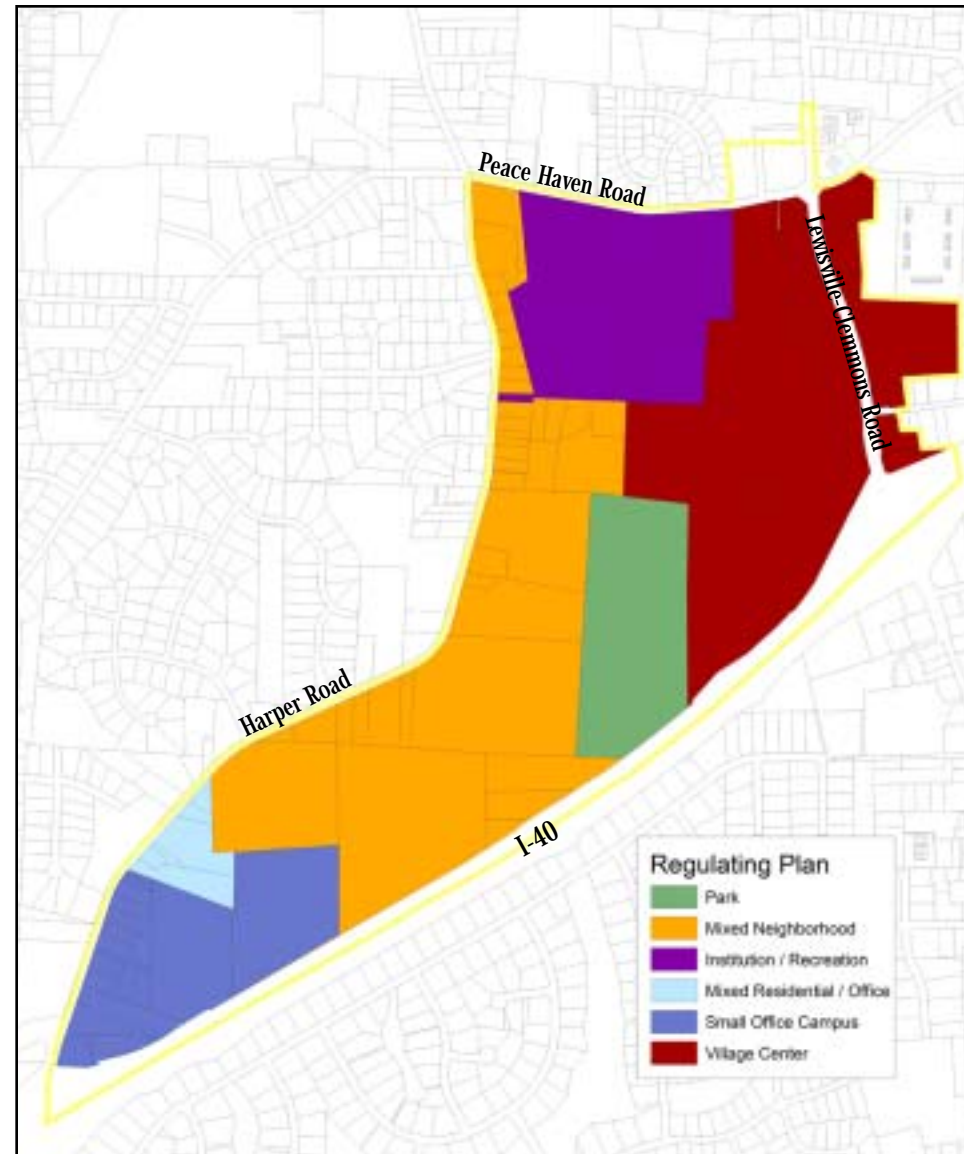
The Village Point Small Area Plan provides a foundation for future development within the Village of Clemmons. As with all vision planning efforts, development activities will not occur overnight. In some cases, project build-out may reach fifteen (15) to twenty (20) years based largely on market forces.

Patience and continued commitment toward improving this important area will be warranted as a number of factors must be in place in order for the development types recommended in this report to be realized. Yet, as evidenced through this small area plan, the Village of Clemmons is committed to advocating responsible growth and development throughout the area; therefore, this effort is recognized as the first step in the process. Additionally, the Village is blessed to have active citizens who are encouraged to stay involved and help grow this vision.

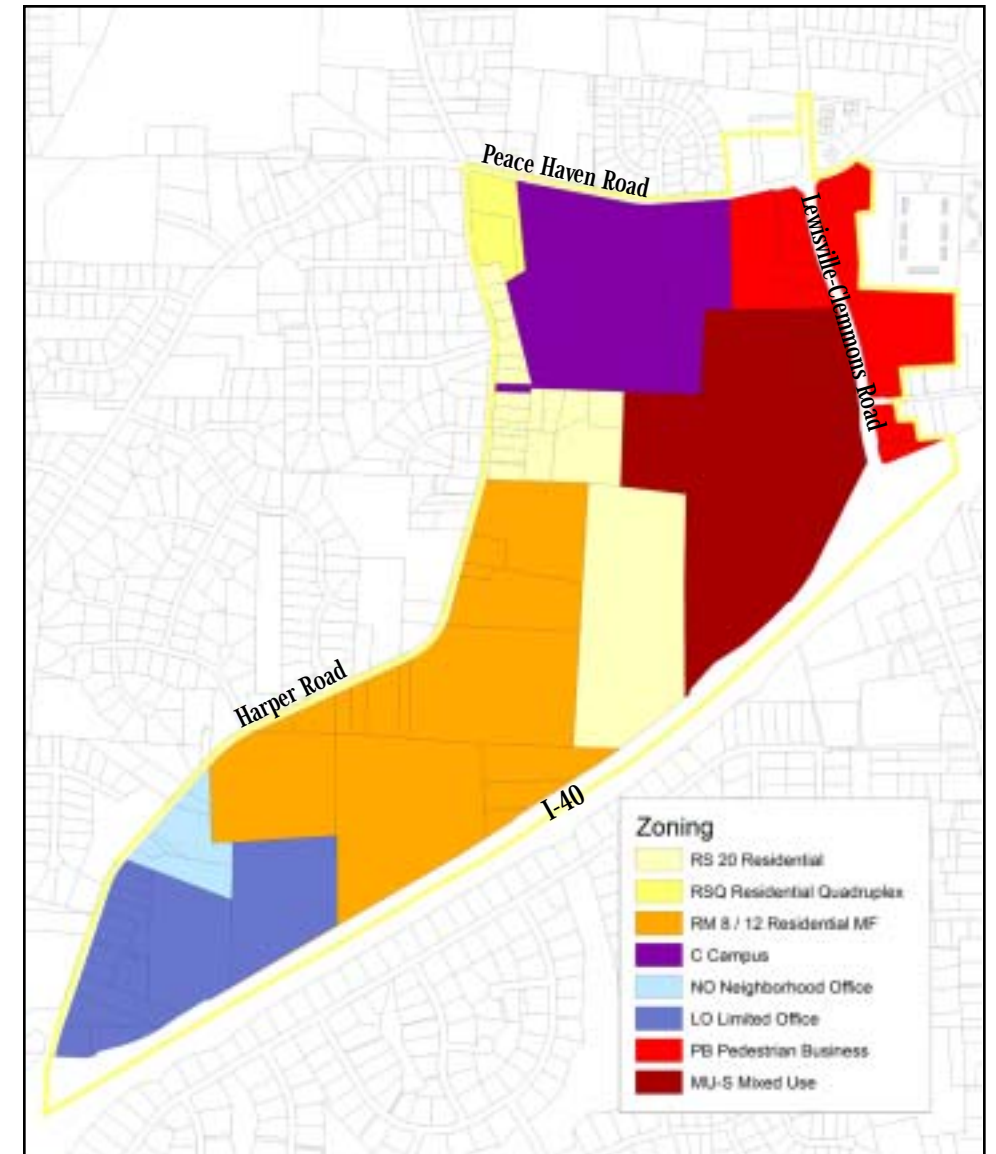
This Small Area Plan is thus primarily implemented using two tools, the Regulating Plan and the Zoning Map. The Regulating Plan is used to guide rezoning petitions as well as more subjective base zoning applications such as the subdivision of land. By contrast, the Zoning Map authorizes development on a by-right basis. In other words, if an applicant submits an application that shows compliance with all the required standards of the Ordinance, it should be approved.

A new set of detailed Design Guidelines are attached to this report as an appendix. These Design Guidelines are intended to maintain a high level of quality for all new development for this area thereby ensuring a predictable product for residents and neighbors. In addition, by clearly stating design expectations in a clear and concise format, these Design Guidelines are further intended to ensure predictability for developers. As a component of this, it is highly recommended that the development process be streamlined to the extent practical as an incentive for development consistent with this Small Area Plan.

To this end, these Design Guidelines should initially be used as the set of conditions attached to any Special Use Rezoning petitions. These Guidelines should be integrated as an amendment to the Clemmons Area Development Guidelines manual. When the time is appropriate, it is recommended that the Village adopt these Design Guidelines to become development standards as a section of the Unified Development Ordinance (UDO) and initiate a complete rezoning of the area consistent with the proposed zoning districts.



Proposed regulating plan



Proposed zoning districts

Additional Recommendations

The Village Point Small Area Plan provides a foundation for the future development within the Village Point area. As with all master planning efforts, development activities will not occur overnight. Project build-out may reach fifteen (15) to twenty (20) years in some areas of the District. Therefore, patience and a solid commitment toward the proper development of the District must be warranted as a number of factors must be in place in order for many of these projects to be realized. Yet, as evidenced through this vision, the Village of Clemmons is committed to improving Village Point, and this effort is the first step in the process. Additionally, the Village of Clemmons is blessed to have numerous active citizens who are encouraged to stay involved throughout the development of the Village Point.

In conclusion, the following recommendations are made in an effort to proceed with the Village Point Small Area Plan:

Village Point Design Guidelines

The accompanying Village Point Design Guidelines should be adopted to encourage proper development activities in conjunction with the Village Point Small Area Plan.

Development Incentives Program

The Village of Clemmons, in conjunction with local economic development organizations and committees, should actively work to establish development incentives to encourage development activities within Village Point.

Streamlined Permitting Process

Perhaps the most important tool for successful implementation of the Village Point Small Area Plan is the facilitation of permits. An expedited permit process is intended to be an incentive to spend more money on important elements such as the building facade rather than on a prolonged public process and loan interest. Further, it ensures that there is a predictable process to follow for all interested parties including Village staff, the development community, and the public.

When the Small Area Plan is adopted, future proposed developments within the planning area that meet the recommendations of the plan should not require an additional public approval process.

Additional sewer service into Village Point

It is anticipated that as future development occurs throughout the Village Point additional sewer service may be necessary. As noted earlier, sewer is currently provided along Lewisville-Clemmons Road; limited service exists along Peace Haven and Harper Roads.

An 8” sewer main lies just to the south of I-40 off of Rollingwood Drive at Beaver Brook. Discussions with City / County Utilities officials indicated that additional sewer service may be provided to the area if a connection is bored under I-40. Should this occur, the main outfall is anticipated to be located on the Coleman Property within the planning area. At the present time, future capacity for this proposed connection is undetermined.

The Village of Clemmons is encouraged to work with the City / County Utilities Department to examine the feasibility of extending sewer to Village Point from south of I-40. It is likely, however, that the costs for such a connection will be cost prohibitive if pursued solely by the Village. Therefore, a variety of financing strategies, including property owner participation and general taxation, should be investigated.

ADDITIONAL RECOMMENDATIONS

- Adopt the Village Point Design Guidelines
- Establish a development incentives program to encourage new development activities throughout Village Point
- Streamline the permitting process
- Explore opportunities for additional sewer service into Village Point

Implementation Strategies

In order for the vision and recommendations expressed by the Village Point Small Area Plan to be realized, specific implementation steps will need to be taken by the Village of Clemmons. Many of the implementation items seek to provide the conditions under which the vision can be achieved, by way of providing sensible land use regulation, necessary public investments, the development of appropriate programs and policies, and other actions.

The implementation of this Small Area Plan will depend on action being taken to:

- Revise existing development regulations;
- Undertake more detailed studies to resolve and explore the opportunities and constraints identified by this Plan;
- Promote and assist specific objectives; and,
- Make infrastructure investments.

The execution of the implementation steps will likely be phased and is subject to a variety of factors, which determine their timing. These include:

- The availability of personnel and financial resources necessary to implement specific proposals;
- Whether an implementation step is a necessary precursor to or component of the rational evaluation of a new development project;
- The interdependence of the various implementation tasks, in particular, the degree to which implementing one item is dependent upon the successful completion of another item; and,
- The relative severity of the challenge which a particular implementation task is designed to remedy.

In view of these factors, it is not possible to put forward a precise timetable for the various implementation items. The priority for implementation will be listed as follows:

- High:** Short time frame (6 months - 1 year). Resources should be immediately allocated to address this task.
- Medium:** Task should be completed in the 1-5 year timeframe as resources allow.
- Low:** No urgency required. Task may be completed when resources and timing allow.

Implementation Strategies

Page Number	Project/Task Name	Implemented By	Priority	Coordination With	Additional Comments
STUDIES, PLANS, AND COORDINATION					
11	Explore NC Moving Ahead funds for traffic calming measures at the intersection of Peace Haven Road and Harper Road	Village of Clemmons	Medium	NCDOT	The Village of Clemmons should investigate NC Moving Ahead funds for traffic calming measures at the Peace Haven Road and Harper Road intersection. This should be coordinated with the results of the NCDOT's study of this intersection.
16, 26	Explore opportunities to integrate the Reynolds Lake as a community park into the Village Center's development	Village of Clemmons	Medium	Property Owners, Forsyth County Parks and Recreation Department	The Village of Clemmons is encouraged to facilitate discussions with the Reynolds family regarding future plans for their property within the planning area. Studies should also be conducted to determine the feasibility of incorporating the Reynolds Lake as a community park / open space into the Village Center.
26	Develop a greenways and open space program	Village of Clemmons	Medium	Forsyth County Parks and Recreation Department	The Village of Clemmons should develop a greenways and open space program. Where applicable, connections should be made to Forsyth County's trail system.
26	Investigate opportunities for regional stormwater facilities within the I-40 Campus District	Village of Clemmons	Medium	City/County Utilities Department, Cavanaugh & Associates, Property Owners	The Village of Clemmons should examine the environmental, financial, and legal feasibility of creating one to two regional stormwater facilities within the Village Point planning area to mitigate future stormwater runoff.
28	Explore opportunities for additional sewer service into the I-40 Campus District	Village of Clemmons, City County Utilities Department	High		The Village of Clemmons should facilitate discussions with the City/County Utilities Department about future sewer service for the Village Point planning area. Specifically, a feasibility study should be conducted investigating the potential for connections from the 8" sewer main located off of Rollingwood Drive to the Village Point area.
POLICY AND ORDINANCE AMENDMENTS					
9	Develop landscape and architectural guidelines	Village of Clemmons	High	Village Council, Planning Board	The Village of Clemmons should actively pursue establishing landscape and architectural guidelines for the community.
9	Assemble a Design Review Board or an appropriate committee to administer landscape and architectural guidelines	Village of Clemmons	High	Village Council, Planning Board	A Design Review Committee or Board should be created to administer the landscape and architectural guidelines.
9	Amend current zoning map and development ordinances to ensure best development practices	Village of Clemmons	High		Current development ordinances should be reviewed and the zoning map should be amended to ensure best development practices.
11	Design new road connections to be neighborhood streets	Developers, Property Owners	High	Village of Clemmons	Amend existing development regulations to require neighborhood-scaled street connections with new development.
11	Require multi-use path connections along Harper Road and Peace Haven Road as a part of the development process	Developers, Property Owners	Medium	Village of Clemmons	Amend existing development regulations to require multi-use path connections along Harper Road and Peace Haven Road through the development process.
11	Provide street trees along Harper Road and Peace Haven Road between the roadways and multi-use paths	Developers, Property Owners	Medium	Village of Clemmons	Amend existing development regulations to require street trees along Harper Road and Peace Haven Road as new development occurs.
14	Design buildings to front the street within the northeast quadrant	Developers, Property Owners	Medium	Village of Clemmons	All new building design should conform to the Village Point's Design Guidelines.
14	Require parking to the rear of all buildings within the northeast quadrant	Developers, Property Owners	Medium	Village of Clemmons	Parking requirements should be aligned with Village Point's Design Guidelines.

Implementation Strategies

Page Number	Project/Task Name	Implemented By	Priority	Coordination With	Additional Comments
POLICY AND ORDINANCE AMENDMENTS (Continued)					
14	Encourage appropriate landscaping throughout the northeast quadrant	Developers, Property Owners	Medium	Village of Clemmons	Landscape requirements should be in conformance with the Village Point's Design Guidelines.
14, 16, 19	Require connectivity between developments	Developers, Property Owners	High	Village of Clemmons	Amend existing development regulations to require connectivity between developments (where appropriate). This recommendation also is aligned with the following : <ul style="list-style-type: none"> ▪ Provide appropriate street connections to developments surrounding the Village Center (p. 16) ▪ Advocate appropriate street connectivity between all new development within the southwest quadrant (p. 19)
16	Provide multi-story, mixed-use buildings built to the street within the Village Center	Developers, Property Owners	High	Village of Clemmons	All new building design should conform to Village Point's Design Guidelines.
21	Permit for office development on a portion of the Reynolds tract along Harper Road as an alternative to residential development	Village of Clemmons	Medium	Village of Clemmons	Adopt and integrate the proposed Zoning map and text amendments to allow for office development
21	Buffer all new development from surrounding uses within the West Lake area	Developers, Property Owners	Medium	Village of Clemmons	Buffer all new development within the West Lake Area in accordance with Village Point's Design Guidelines.
22	Permit attached residential development at the corner of Peace Haven and Harper Roads	Village of Clemmons	High	Developers, Property Owners	Adopt and integrate the proposed Zoning map and text amendments to allow for attached housing development at the corner of Peace Haven Road and Harper Road.
26	Require a minimum of 50' tree buffer along I - 40	Village of Clemmons	High	Developers, Property Owners	Amend existing development regulations to require a 50' tree buffer along I-40 with all new development
26	Protect, where feasible, environmentally sensitive areas from future development	Developers, Property Owners	High	Forsyth County EPA	Adopt regulations to ensure protection during the development process of environmentally sensitive areas.
26	Establish 100' stream buffer regulations	Village of Clemmons	High	Forsyth County	Adopt regulations to require 100' stream buffers throughout the Village Point planning area.
28	Adopt the Village Point Design Guidelines	Village of Clemmons	High		The Design Guidelines should initially be used as the set of conditions attached to any Special Use Rezoning petitions. These are intended to be an amendment to the Clemmons Area Development Guidelines. (Note: When the time is appropriate, it is recommended th at the Village adopt these Design Guidelines as a section of the Unified Development Ordinance (UDO) and initiate a complete rezoning of the area consistent with the proposed zoning districts.)
28	Streamline the permitting process	Village of Clemmons	High	Developers, Property Owners	Streamline the permitting of all projects aligned with the Small Area Plan and its associated Regulating Plan.
28	Establish a development incentives program to encourage new development activities throughout Village Point	Village of Clemmons	High	Chamber of Commerce, Local Economic Development Organizations	The Village of Clemmons should create a development incentives program to attract new business and development activities into the Village Point area.

Implementation Strategies

Page Number	Project/Task Name	Implemented By	Priority	Coordination With	Additional Comments
CAPITAL IMPROVEMENTS					
9	Update Capital Improvements Program	Village of Clemmons	Medium	City/County Planning Department	Update the CIP to reflect recommendations outlined in the Village Point Small Area Plan.
10	Encourage multi-use path connections along Harper Road and Peace Haven Road	Village of Clemmons	Low		When multi-use path connections are not provided as new development occurs, the Village of Clemmons should provide path connections along Harper Road and Peace Haven Road.
11	Provide street trees along Harper Road and Peace Haven Road between the roadways and multi-use paths	Village of Clemmons	Low		The Village of Clemmons should provide street trees along Harper Road and Peace Haven Road where new development does not occur so as to provide a continuous streetscape.
SUPPORT AND ASSISTANCE					
14	Promote pedestrian connections from surrounding neighborhoods to development within the northeast quadrant	Developers, Property Owners	Medium	Village of Clemmons	The Village of Clemmons should work with developers and property owners to promote pedestrian connections throughout the northeast quadrant.
16	Encourage the development of the Clemmons Village Center	Developers, Property Owners	High	Village of Clemmons, Local Economic Development Organizations	The Village of Clemmons should actively work with developers and property owners to facilitate the creation of the Clemmons Village Center along Lewisville -Clemmons Road. The Village is encouraged to seek developers who have a proven track record with developing Lifestyle Centers.
19	Encourage neighborhood retail and small office development at the southwest corner of Peace Haven Road and Lewisville -Clemmons Road	Developers, Property Owners	Medium	Village of Clemmons	Advocate mixed-use development for the southwestern corner of Peace Haven Road and Lewisville -Clemmons Road
19	Encourage office campus development, integrating both small office and flex-office, within the southwestern quadrant between I-40 and Harper Road	Developers, Property Owners	Low	Village of Clemmons	The Village of Clemmons should advocate office campus development within the southwestern quadrant of the planning area.
19	Promote small office development along the eastern portion of Harper Road between the I-40 interchange and Tramore Lane	Developers, Property Owners	Low	Village of Clemmons	The Village of Clemmons should encourage small office development along the eastern portion of Harper Road between the I-40 interchange and Tramore Lane.
19	Support new residential development along Harper Road, integrating a mixture of housing types, including single-family, live-work units, townhomes, and duplexes	Developers, Property Owners	Medium	Village of Clemmons	The Village of Clemmons should promote mixed residential within the I-40
21	Encourage single-family residential and townhome development along the eastern side of Harper Road between Tramore Lane and Harper Glen Road	Developers, Property Owners	Medium	Village of Clemmons	The Village of Clemmons should advocate single-family residential development and townhome development along the eastern side of Harper Road between Tramore Lane and Harper Glen Road.
21	Advocate property assembly of the Tesh and Reynolds properties along Harper Road for a more comprehensive residential development	Developers, Property Owners	Medium	Village of Clemmons	The Tesh and Reynolds properties along Harper Road are encouraged to be combined for a more comprehensive residential development

Implementation Strategies

Page Number	Project/Task Name	Implemented By	Priority	Coordination With	Additional Comments
SUPPORT AND ASSISTANCE (Continued)					
22	Save existing vegetation along Harper and Peace Haven Roads to provide appropriate buffering to the Grove at Peace Haven and Harper development, as well as to the adjacent YMCA property	Developers, Property Owners	Medium	Village of Clemmons	Where feasible, the existing tree grove located at the corner of Peace Haven Road and Harper Road should be preserved as new development occurs.
24	Provide a new driveway access aligned with Village Club Drive to improve circulation throughout the YMCA's site	YMCA	High	Village of Clemmons	The YMCA should integrate a second driveway onto their site to improve access to and circulation throughout their site.
24	Explore opportunities for assembling the western portions of the vacant YMCA site with properties at the corner of Peace Haven Road and Lewisville -Clemmons Road to provide for a neighborhood -scaled retail and office development	YMCA	Medium	Developers, Property Owners	Property should be assembled within the northeastern quadrant to encourage a more cohesive development at the corner of Peace Haven Road and Lewisville -Clemmons Road.
26	Encourage property dedication for multi -use paths and greenway trails	Village of Clemmons	Medium	Developers, Property Owners	The Village of Clemmons should actively work with property owners and developers to encourage private property dedication for multi-use paths and greenway trails throughout the Village Point planning area.
MARKETING AND BUSINESS DEVELOPMENT					
9	Create a community marketing plan	Village of Clemmons	Medium	Village Council, Local Business Owners, Business Groups/Stakeholders	A public and private committee should be formed to create a community "brand" and marketing package for Village Point
9	Develop a targeted prospective business list	Village of Clemmons	Low	Village Council, Local Business Owners, Business Groups/Stakeholders	Create a list of targeted businesses desired for Village Point and conduct a direct mail program to them.
9	Conduct a commercial property survey	Village of Clemmons	Low	Tax Assessor's Department, City/County Planning Department	Inventory existing commercial space and conduct a future needs assessment.

Resources

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