

GUILFORD COUNTY
PLANNING AND DEVELOPMENT DEPARTMENT

GUILFORD COUNTY, NORTH CAROLINA

LIBERTY ROAD /
WOODY MILL ROAD
VICINITY

SMALL AREA PLAN

ADOPTED BY THE GUILFORD COUNTY
BOARD OF COUNTY COMMISSIONERS ON MARCH 17, 2011

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EXECUTIVE SUMMARY

The Liberty Road / Woody Mill Road Vicinity Small Area Plan (LWMSAP) is a policy document designed to encourage development of a thriving, mixed-use area between Liberty Road and US Highway 421 at Woody Mill Road. The plan builds upon and further refines the 2008 Alamance Creek Area Plan Update (ACAP) recommendation that the area develop with a mixture of complementary and compatible land uses.

A Citizens' Committee comprised of area residents, property owners, business owners, and community leaders met monthly for approximately one year to guide the planning process. The Committee studied and discussed an array of issues important to land use planning, including the ACAP recommendations, present land uses, proposed development, existing and future transportation networks, environmental constraints, and public water and sanitary sewer infrastructure. As a part of the process, the Committee also adopted a vision statement to describe how the area will look and feel in the coming years, asserting:

"The Liberty Road/ Woody Mill Road Vicinity is the hub of unincorporated Southeast Guilford County, where residents live, work, shop, and recreate. Attractive buildings and landscaping, and high standards of design and construction enhances the community and leverages local assets such as Southeast High and Middle Schools, Forest Oaks Country Club, and places of worship, creating an environment where people visit and invest. Transportation improvements benefit motorists, cyclists, and pedestrians. New investment, housing, and services in the Liberty Road/ Woody Mill Road Vicinity help to create a livable, sustainable community, and preserve the area's strong rural heritage by lessening the demand for retail services scattered throughout Southeast Guilford County."

In order to promote realization of its vision, the Citizens' Committee crafted four goals to be pursued and formulated objectives (see pages 8-15) and a corresponding implementation strategy (see pages 15-20) that, if adhered to, could lead to accomplishment of each goal. These goals are:

GOAL A: *Create a unique and appealing built-environment that encourages area residents to shop and work locally and continue to call the area home while enticing people from outside the area to visit.*

GOAL B: *Ensure that transportation improvements keep pace with development but also take into account the effect future growth will have on the area in order to best mitigate the increase in traffic that is likely to occur.*

GOAL C: *The Liberty Road/ Woody Mill Road Vicinity will develop with an integrated mix of uses, including commercial (retail and services), office/employment, institutional, and residential.*

GOAL D: *The Liberty Road/ Woody Mill Road Vicinity's valuable assets, such as easy access to Greensboro, water and sewer availability, and institutional partners will be leveraged to help the area realize its full economic potential.*

A conceptual land use map detailing what an appropriate and balanced mix of land uses might look like is included at page 21 and should be used for reference as zoning map amendments are proposed. By monitoring and evaluating all aspects of the area's growth against the recommendations of this plan, the area can become a hub of activity in southeastern Guilford County.

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I. INTRODUCTION

(A) BACKGROUND

In 2008, the Guilford County Board of County Commissioners approved an update to the Alamance Creek Area Plan (ACAP), a land use plan covering much of southeastern Guilford County that was first adopted in 1994. This update refreshed jurisdictional and planning boundaries that had changed since the original plan's adoption, noted pending transportation improvements and new recommended bicycle and pedestrian routes, and predicted changes in land development patterns based, in large part, on the City of Greensboro's decision to open up much of the area to public water and sewer service. One such change and the impetus for this small area plan was the establishment of a potential mixed use area between US Highway 421 and Liberty Road in the vicinity of the new proposed interchange at Woody Mill Road.

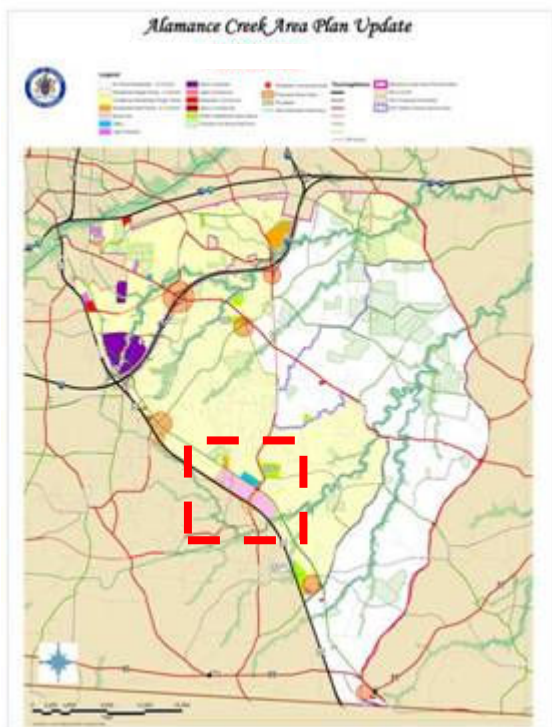


Fig. 1 ACAP Update (adopted 2008)

The ACAP update defined this mixed use area as one that is:

"Designated to recognize an opportunity for a mixture of complementary and integrated, compatible land uses and/or housing types developed on large tracts under a unified development scheme. Mixed use areas should incorporate pedestrian and bicycle interconnectivity, recreational and/or open space amenities, and high standards of site and architectural design ..."

With this definition in mind, in August 2009 Planning and Development Department staff began work designing a planning process that could further refine the expectations and possibilities of this mixed use area. From the beginning, staff recognized the importance of collaborating with property owners and community leaders on plan development to ensure that any document produced would best represent the vision of those most directly affected: the people who live, work, and own property in southeast Guilford County.

(B) STUDY AREA

This plan's study area follows the boundaries of the recommended mixed use area as depicted on the Alamance Creek Area Plan Update and is described as that land area bounded on the west by US Highway 421, on the east by Liberty Road, on the north by Chapparral Road, and on the south by Big Alamance Creek. The study area encompasses forty-six parcels of land owned by thirty-two different landowners; the cumulative acreage totals approximately 275 acres.

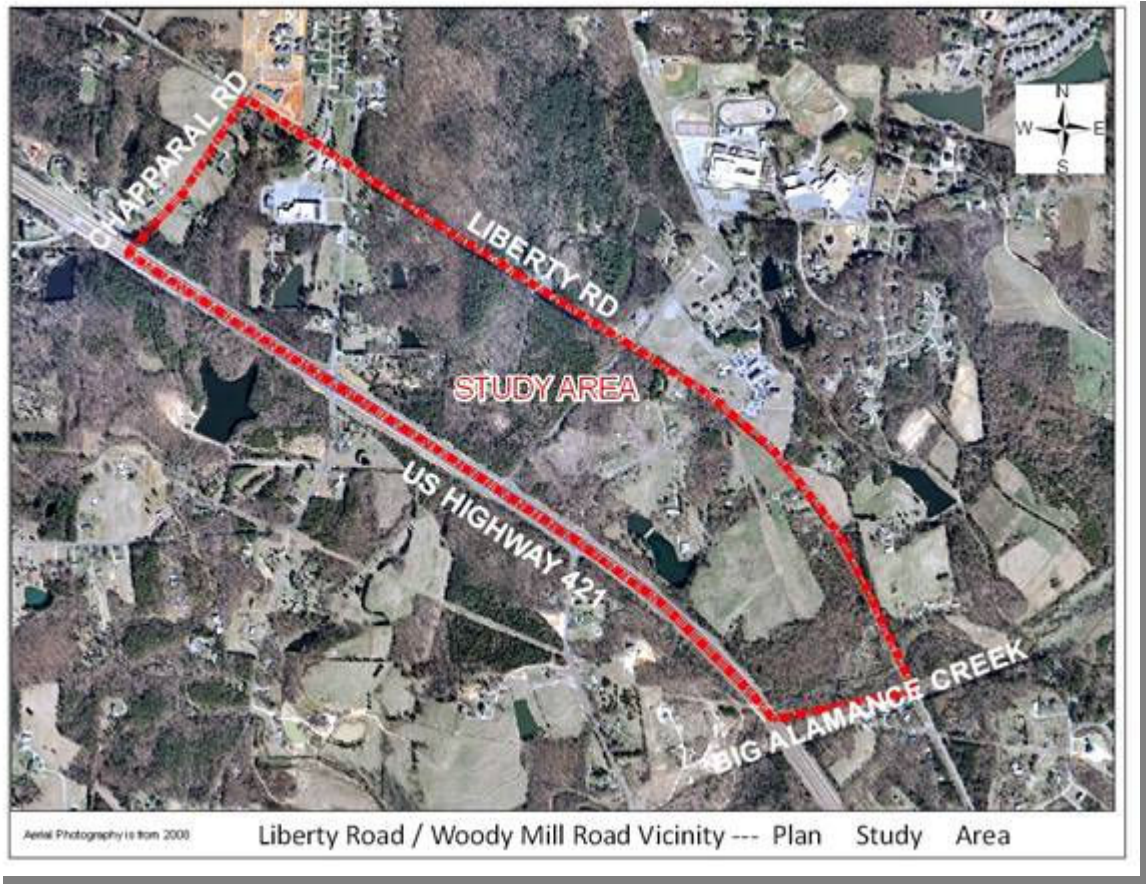


Fig. 2 Study Area

(C) PLANNING PROCESS

Preparations for this plan began in the summer of 2009 and culminated in review and adoption by the Board of County Commissioners on March 17, 2011; the complete timeline is provided in Appendix I. From start to finish, this planning process involved two community meetings, ten committee meetings, two public hearings, and numerous consultations with citizens, developers, and community leaders.

Initial steps in the planning process involved a review of the Alamance Creek Area Plan Update to analyze its recommendations and study the context of the proposed mixed use area. Staff also compiled area demographics and land use statistics and collected the names and addresses of all of the property owners within the study area using Guilford County Tax Department's Real Property Appraisal information. Field research included several visits to the area for observation of development patterns and current conditions.

The official kick-off of the Liberty Road / Woody Mill Road Vicinity Small Area Plan occurred at an Open House on October 26, 2009 at the Community in Christ Presbyterian Church located at 5401 Liberty Road. The Open House was hosted by the Guilford County Planning and Development Department and provided an opportunity for planning staff to speak with area property owners, residents, and others about why a plan for the area was proposed, what was anticipated to be covered by the plan, and how the public could participate.

All landowners within the study area received two direct mail notifications of the Open House, as did several land development and business related professional associations, area governmental and non-governmental entities, and other organizations expected to be interested in or potentially affected by this Plan. The Open House was well-attended and was critical to the formation of a dedicated and engaged Citizens' Committee that guided the planning process



Fig. 3 New Shoppes at Forest Oaks center



Fig. 4 Vacant shopping center

From December, 2009 through October, 2010, the Citizens' Committee met almost monthly and identified key issues, discussed and debated a vision for the area, and ultimately agreed upon a method of realizing that vision, all of which are contained in this plan. Following the Committee's work, the draft plan was presented for review and comment at a public community meeting, and after final refinement, to the Guilford County Planning Board and Board of County Commissioners for review and adoption.

(D) PLAN SCOPE

The plan primarily investigates what can and should be done to promote development of the study area into a thriving center of activity with commerce, entertainment, and housing. The policy recommendations mainly relate to land development within the study area, but it is worth noting that how property on the fringe is developed will play an important part in whether or not this plan's vision comes to fruition. And while the planning process was an educational and valuable exercise for all involved, the plan's true success should be measured by assessing if its stated goals and objectives are realized. Consequently, the significance of the plan's "Implementation" section can not be over-emphasized.

II. EXISTING CONDITIONS

(A) DEMOGRAPHICS

The Liberty Road/ Woody Mill Road Vicinity consists of one mid-sized retail center, several small commercial operations, and a very low density pattern of rural residential development. In fact, only 22 homes are located in the study area, with an estimated population of 51 residents.

Within a 3-mile radius of the study area, however, population in 2000 was estimated at 10,527. This represented a small increase of 4.2% over the previous ten-year period. The rate of growth was about 5 times smaller than the rate for Guilford County as a whole during the same time period. Over 90% of the population within this 3-mile radius in 2000 was white.

The 3-mile study area radius is too small to accurately project population from Census estimates, but recent marketing studies have indicated that growth rates within a 3-mile radius are 11.5% between 2000 and 2010, and an additional 8.7% in the next 5-year period. These higher rates of growth may be attributable at least in part to the increased availability of water and sewer services in the study area vicinity.

(B) TRANSPORTATION

The study area is bounded on the west by US 421, a four-lane freeway that connects Greensboro with Randolph County and points south and east. The road is a mixture of controlled access and at-grade intersections, and is divided by a wide grassy/forested median. The corridor is relatively untouched by development, and retains a scenic quality as it traverses southeastern Guilford County. Traffic counts from 2007 show approximately 23,000 trips per day just north of the Woody Mill Road intersection, and 18,000 trips per day to the south of the intersection. Numbers from 2001 show 16,000 and 14,000 trips per day, respectively (NCDOT Annual Average Daily Traffic Maps).

Liberty Road and Woody Mill Road, which comprise the major intersection in the planning area, are thoroughfares that carry significant volumes of traffic, especially during the school year, due to close proximity to Southeast Guilford High and Middle Schools (located just outside the study area boundaries). 4800 trips per day were counted on Woody Mill Road in 2007, which represents a 700-car increase since 2005. As the area continues to develop as planned, more traffic can be expected in the study area.

As a way to improve safety along the US Highway 421 corridor, NCDOT is moving forward with a major infrastructure upgrade to US 421 at Woody Mill Road, to remove the at-grade intersection and provide a controlled access interchange. The project scope also includes improvements to the Woody Mill Road/ Liberty Road intersection, alignment of Woody Mill Road and Company Mill Road, and removal of the Hagan Stone Park Road intersection with US 421. The project will undoubtedly have a substantial impact on the study area, not only through improving the ease of accessing US 421, but through associated improvements such as access control on portions of Woody Mill Road and intersections improvements at Liberty Road/ Woody Mill Road. Construction is set to begin in 2011.

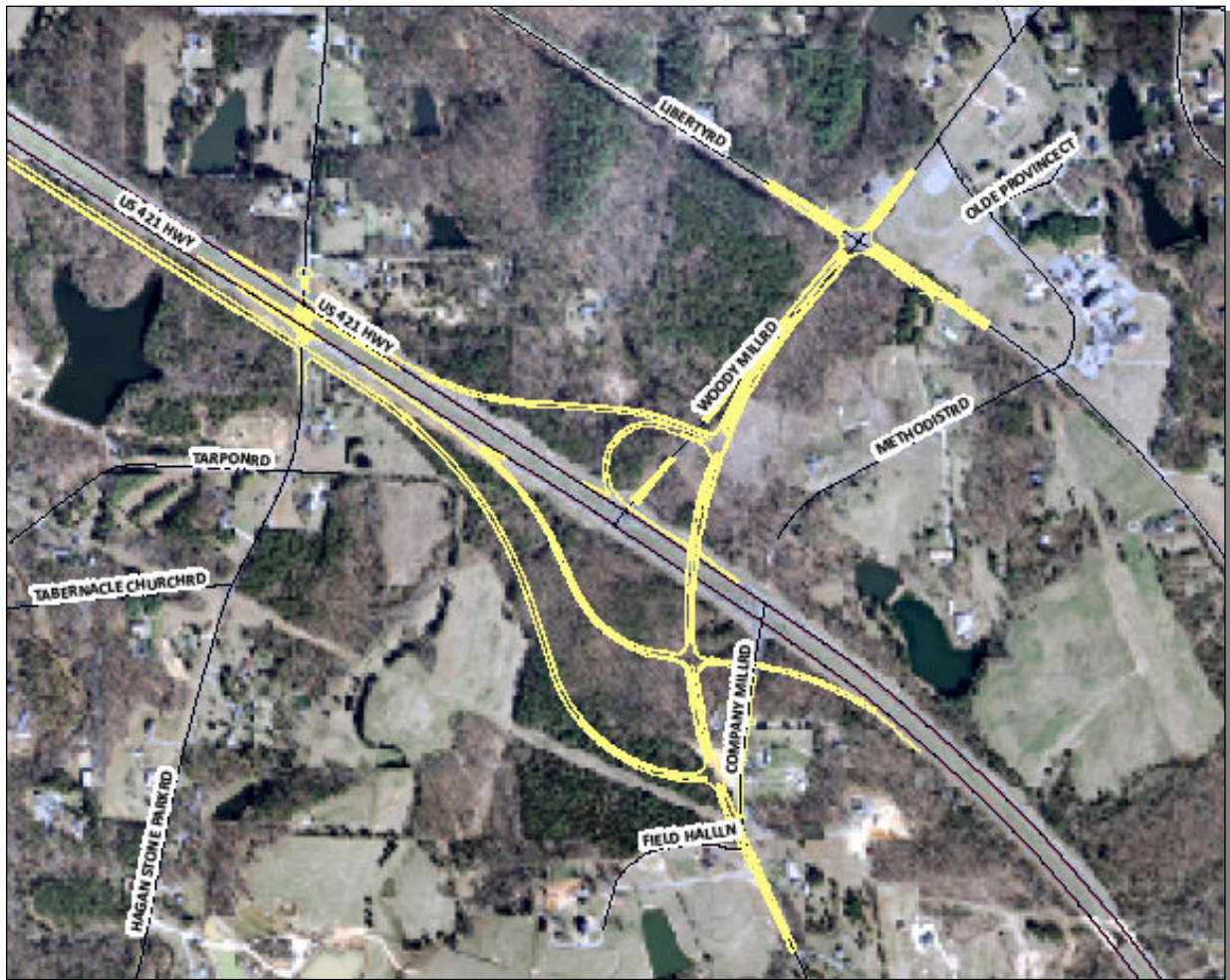


Fig. 5 Proposed Interchange at Woody Mill Road and US Highway 421

Transit does not currently serve the area, but the Piedmont Authority for Regional Transportation (PART) has determined locations within and/or near the study area for park-and-ride facilities and is in the process of clarifying the route and schedule for a probationary period bus service. Sidewalk facilities were provided as part of the development of the Shoppes at Forest Oaks, but otherwise are not present in the study area.

(C) LAND USE

The Liberty Road/ Woody Mill Vicinity planning area consists of approximately 275 acres, of which about 35% (or 95 acres) is zoned for commercial use. The remaining 65% (or 180 acres) is zoned for residential use. The study area currently consists of a handful of residences, large undeveloped tracts, and several small commercial uses. The bulk of the approximately 90,000 square feet of commercial space exists in two retail centers: The Shoppes at Forest Oaks, which includes a major grocery store as its anchor tenant, and the old Forest Oaks Shopping Center, which has been mostly vacant and minimally maintained for several years. A major commercial center with over 160,000 square feet of space has been proposed, but is currently undeveloped. There are no industrial or major institutional uses within the study area, though several churches and schools are located nearby.

(D) WATER AND SEWER AVAILABILITY

In 2006, Guilford County initiated a significant water line extension south along Liberty Road to the Woody Mill Road intersection and Southeast High and Middle Schools. Water lines currently do not extend south beyond the Shoppes at Forest Oaks Shopping Center.

Private investment in sewer infrastructure has served to extend service throughout much of the study area with varying degrees of capacity. Much of the commercial area under development is or will be served by the sewer line located in the Big Alamance Creek floodplain that was extended to the northwest side of Woody Mill Road between US 421 and Liberty Road in 2008. Northern portions of the study area are served by a smaller-capacity line that runs through Forest Oaks.

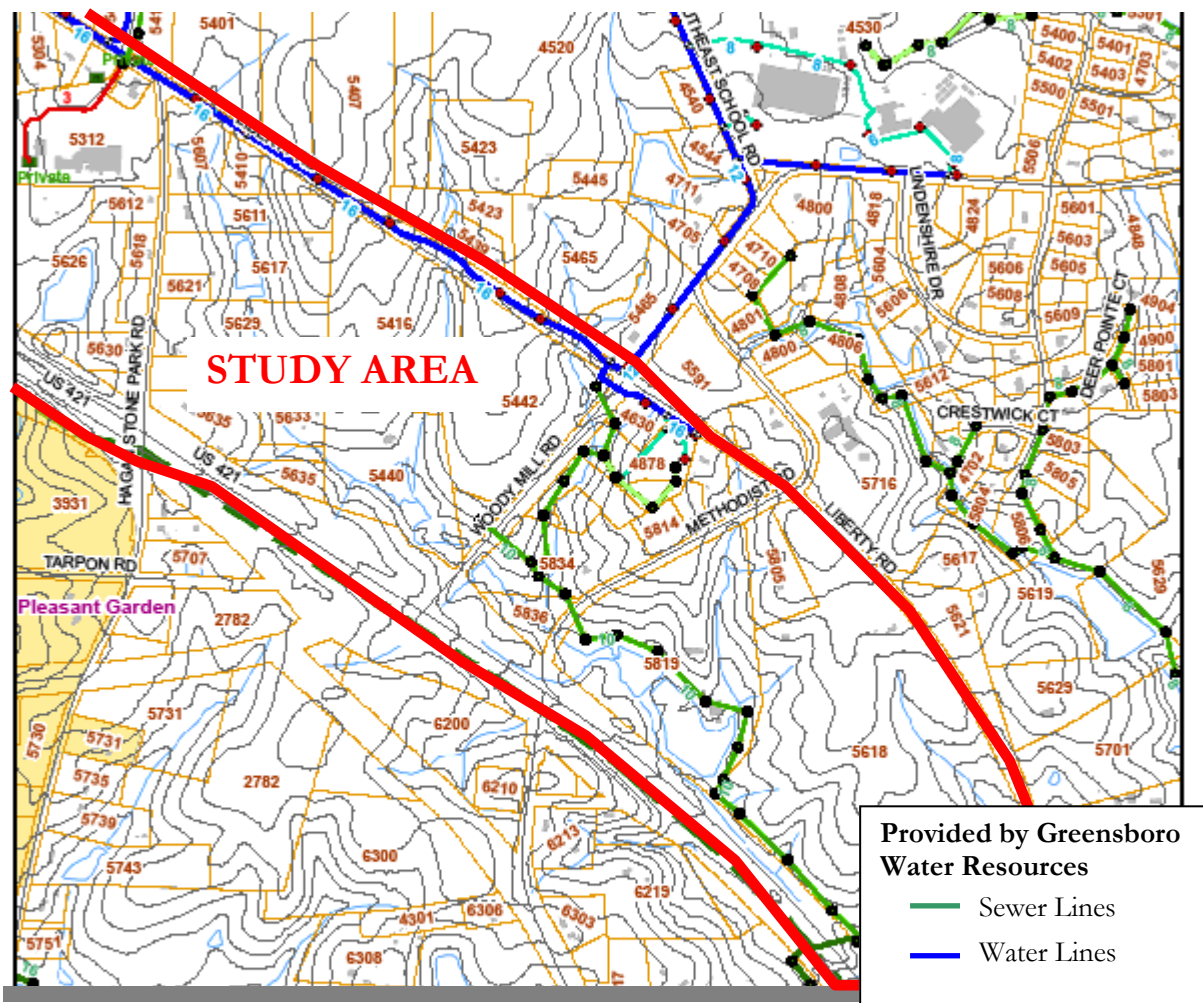


Fig. 6 Existing Public Water and Sewer Infrastructure

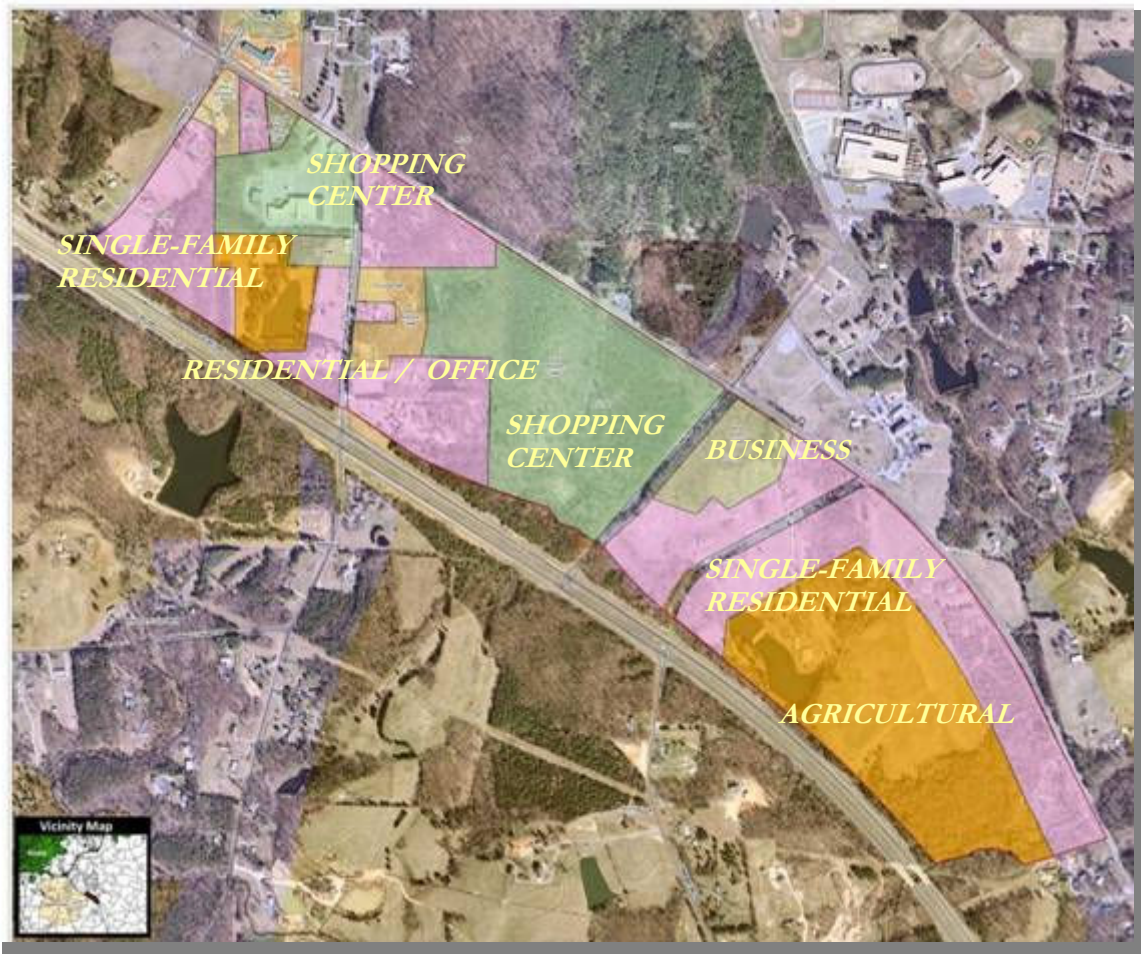


Fig. 7 Existing Zoning Descriptions

(E) ENVIRONMENTAL

Environmental considerations are important factors when assessing the viability of various development options for the study area. The Big Alamance Creek floodplain serves as the southern boundary of the study area, and several intermittent streams and drainageways can be found throughout, as well as several small man-made ponds. These features may require buffers or easements as the study area develops. Topography is typical to the North Carolina Piedmont, generally consisting of rolling terrain with slopes rarely exceeding 10%.

The Forest Oaks Shopping Center is the site of confirmed soil and groundwater contamination from leaking underground petroleum storage tanks and chlorinated solvents from a former dry cleaning facility. A detailed analysis of these conditions is beyond the scope of this study, but must be factored into any redevelopment scenario of the Forest Oaks Shopping Center.

III. VISION STATEMENT

A vision statement is a critical element of a land use plan, both during plan development and after adoption. The vision statement gives those engaged in drafting the plan direction and guidance, providing participants with a sense of the overarching principles that must be thought about and assured at every decision-making stage in the process. After adoption, it offers those who may be unfamiliar with the plan insight into what the community expects to see in future years.

On June 7, 2010, the Citizens' Committee adopted the following vision statement:

"The Liberty Road/ Woody Mill Road Vicinity is the hub of unincorporated Southeast Guilford County, where residents live, work, shop, and recreate. Attractive buildings and landscaping, and high standards of design and construction enhances the community and leverages local assets such as Southeast High and Middle Schools, Forest Oaks Country Club, and places of worship, creating an environment where people visit and invest. Transportation improvements benefit motorists, cyclists, and pedestrians. New investment, housing, and services in the Liberty Road/ Woody Mill Road Vicinity help to create a livable, sustainable community, and preserve the area's strong rural heritage by lessening the demand for retail services scattered throughout Southeast Guilford County."

IV. GOALS, OBJECTIVES, AND POLICIES

Much of the Citizens' Committee's time and effort was devoted to developing and discussing goals and related objectives that would promote the adopted vision. This work involved collective discussions, small group exercises, and individual reflections that over time led to the emergence of five goals that should be pursued. Additional time was devoted to formulating objectives and policies that, if and when implemented, would lead to accomplishment of each goal.

(A) DESIGN AND AESTHETICS

GOAL A: Create a unique and appealing built-environment that encourages area residents to shop and work locally and continue to call the area home while enticing people from outside the area to visit.

Objective A.1: Establish architectural standards that promote a high-level of building design and encourage an integrated and complementary pattern of development for all new commercial, office, institutional and multi-family development (single-family uses should be exempt) .

- Policy A.1.a: Require sloped roofs on small to medium-sized buildings and interesting building massing and ornamentation on all structures. Acceptable sloped roofing materials should include: shingle, shake, or standing seam metal of a color that ties it to the building. Unfinished galvanized steel or aluminum roofs should be prohibited.
- Policy A.1.b: Define acceptable primary, secondary, and accent building materials. Examples of acceptable primary materials are brick, stone and

decorative concrete masonry units. Examples of acceptable secondary materials are stucco or synthetic equals, wood or fiber cement siding. Materials used for building accents should not be limited because they typically comprise a small portion of the building's aggregate composition. Vinyl siding, metal, or painted concrete block should not be used on building walls that are visible from public streets or adjacent residential uses.



Fig. 8 Architectural Detailing at Stoney Creek and Battleground North Provide Examples of Quality Design

- Policy A.1.c: Adjust maximum building heights so that new structures do not exceed fifty feet in height in order to ensure that new development is not inconsistent with the area's existing development pattern and conforms with the density recommendations of this plan.
- Policy A.1.d: Incorporate staff-level reviews of building elevation drawings for consistency with architectural standards prior to building permit issuance.

Objective A.2: Augment existing landscaping standards to enhance landscaping planting yards and encourage preservation of significant tree canopy for new development.

- Policy A.2.a: Increase the amount of plantings required in street yards along thoroughfares but in order to ensure reasonable costs, required planting sizes and the required street yard width should remain unchanged.

- Policy A.2.b: Provide incentives for the identification and preservation of significant tree canopy part of the development approval process, especially if such canopy helps to maintain the scenic attributes of US Highway 421.
- Policy A.2.c.: Enforce the maintenance of required landscape areas such that any identified deficiency is properly handled by the landowner within 180 days.

Objective A.3: Develop specialized advertising signage standards that are influenced by and consistent with the area's existing modest signage but still meet the recognized need for product advertisement.

- Policy A.3.a: Limit freestanding sign height to ten feet overall height for new signage but maintain current allowances for accessory attached signs.
- Policy A.3.b: Define permitted free-standing sign types that correspond with heightened levels of design. Monument-style signs should be the standard.
- Policy A.3.c: Limit signs affixed to buildings to individual internally-illuminated channel lettering, individual reverse or open channel lettering, with allowances for enclosed ancillary cabinet-style signs that display a logo or image that is part of the business' identity. The word "individual" means that such lettering is detached or if attached so minimally attached that it gives the appearance of being individualized.

Objective A.4: Adopt outdoor lighting regulations that permit the use of lighting that enhances commerce and security while limiting the negative impacts and safety hazards of light trespass.

- Policy A.4.a: Investigate regulations of local jurisdictions and identify reasonable standards that effectively balance the need for outdoor lighting with the desire to limit excessive light and glare. Lamp height and fixture type standards should be created.
- Policy A.4.b: Use the International Dark Sky Association as a resource for developing acceptable building, parking, and signage lighting fixtures.

Objective A.5: Advocate for robust landscaping installation in the public rights-of-way as part of the improvements being made to US Highway 421 to create a spectacular entryway.

- Policy A.5.a: Citizens should participate in the landscaping design process with NCDOT officials; landscaping design is not anticipated to begin until the Woody Mill Road / US Highway 421 Interchange nears completion.

(B) TRANSPORTATION

GOAL B: Ensure that transportation improvements keep pace with development but also take into account the effect future growth will have on the area in order to best mitigate the increase in traffic that is likely to occur.

Objective B.1: Encourage common drives and shared connections to public streets in order to limit the number of direct driveways to the area's thoroughfares.

- Policy B.1.a: The number of approvable driveways to public streets should be directly related to the amount of road frontage the property possesses.
- Policy B.1.b: Explore the possibility for common interior drives and driveways as part of the subdivision approval process.

Objective B.2: Seek to lower the speed limit specifically through this planning area to minimize the potential for accidents.

- Policy B.2.a: SEGCA to continue to advocate for lower speed limits as conditions warrant.

Objective B.3: Build a pedestrian network that eventually will lead to sidewalks along thoroughfares and interior connectivity.

- Policy B.3.a: Construct sidewalks or walking paths during new development.

Objective B.4: Implement viable recommendations of the adopted Greensboro Urban Area Bicycle, Pedestrian, and Greenway Masterplan.

- Policy B.4.a: Search for grant money or other financing to assist in completion of sidewalks, trails, and bicycle improvements.
- Policy B.4.b: Request that NCDOT include plan recommendations, such as paved shoulders, as part of its future projects.

Objective B.5: Allow Traditional Neighborhood Design street design standards for new interior streets that provide for greater flexibility in site planning and design.

- Policy B.5.a: Research how other jurisdictions have modified street standards to better balance different forms of transportation.

(C) LAND USE

GOAL C: The Liberty Road/ Woody Mill Road Vicinity will develop with an integrated mix of uses, including commercial (retail and services), office/employment, institutional, and residential.

Objective C.1: Advocate for a *balance* of land uses in the mixed-use area.

- Policy C.1.a: Advocate for a balance of office and residential land uses to complement existing and planned commercial development. Institutional and recreational uses are also important components of the mixed use area.
- Policy C.1.b: New development should be consistent with the future land use map (see Figure 9 at Page 21). Retail uses, many of which have already been developed or zoned, should generally be limited to those areas indicated on the future land use map. Flexibility along land use boundaries and in the office and residential areas, however, should be acknowledged, with the understanding that the balance of uses is important, not necessarily the precise location of each use. As the area continues to develop, the future land use map should continue to be scrutinized and revised as necessary, to reflect changes in development, demographic, and market trends.

Objective C.2: Encourage new residential units at appropriate locations and densities.

- Policy C.2.a: When feasible, residential development within the study area should include street connectivity (grids and blocks), sidewalks, and street trees. Density for single-family development utilizing public water and sewer should be between three and four units per acre, but no more than four units per acre. Special density consideration in excess of four units per acre should be given to proposed projects that utilize Traditional Neighborhood Development designs.
- Policy C.2.b: Townhouses should be located between single-family housing and commercial/ office areas, to help provide a transition between the residential and commercial component of the mixed use area. Densities should gradually decrease in proximity to single-family housing areas. To ensure consistency with recently approved projects, a baseline density for townhouses should be established at 4.5 units per acre. Higher density developments (generally not exceeding eight units per acre) may be supported if such developments incorporate certain features advocated by this Plan. The level of support for higher density development should be contingent upon how well the development adheres to the following:
 - 20% of the property is permanently preserved as open space, consisting of tree preservation (see Policy A.2.b) and/or landscaped areas. Area required to be set aside for preservation (such as floodplains and stream buffers), as well as required landscaping yards and tree preservation areas, may be used toward meeting the 20% requirement. Density calculations for zoning purposes should include

the open space area, to ensure that open space dedication would not affect overall unit count.

- Lighting conforms to International Dark Sky Association standards (see Policy A.4.b).
 - Pedestrian amenities (sidewalks, walking paths) that exceed Ordinance requirements are included (see Policy B.3.a) and connect to adjacent development.
 - Site design and individual units incorporate elements of universal design. The applicant should be able to demonstrate design elements that meet the policy objectives of Policy C.2.d.
 - Recreational amenities, such as clubhouses, swimming pools, park areas, are planned for the development's residents.
 - Advancement of other policies recommended by the Liberty Road/Woody Mill Road Vicinity Small Area Plan.
- Policy: C.2.c: Design for new townhouse developments should be respectful of local context, with appropriate height and size limitations, as well as building design standards (see Objective A.1). Multi-family housing is an important component of the mixed-use area, but it should not be the only residential component.
 - Policy C.2.d: Promote and encourage senior living/ independent living facilities, and support residential projects that provide for the needs of elderly and disabled residents. Developments that exceed building code accessibility requirements, or incorporate elements of universal design (residential units and common areas that are designed to be functional, aesthetically pleasing, and marketable to both able-bodied and disabled residents) into unit or site design should be supported.

Objective C.3: Recognize and support a variety of land use forms.

- Policy C.3.a: Pedestrian and vehicular connectivity should be required for all projects, and attractive design standards and increased landscaping should be incorporated into new site design.
- Policy C.3.b: Interior streets (existing and proposed) should incorporate reduced setbacks, sidewalks, and street trees to facilitate development of a true “town center” environment.



Objective C.4: Manage land use on the fringes of the planning area to assure that any development is supportive of and reinforces the plan's Vision.

- Policy C.4.a: Monitor and carefully evaluate rezoning requests for property bordering the planning area to ensure that such requests strengthen the notion of the area as a center of housing, commerce, and recreation.
- Policy C.4.b: Direct non-residential and higher-density residential development from fringe areas to the planning area unless such development is supported by the recommendations of the ACAP or the location is already zoned for the proposed use.

Objective C.5: Ensure that future residents are protected from excessive noise attributable to US Highway 421.

- Policy C.5.a: Maintain a minimum 100' setback from the right-of-way of US Highway 421 to any new single-family or multifamily dwelling located within a major single-family or multi-family development.
- Policy C.5.b: Require coniferous vegetative screening to be installed adjacent to the right-of-way of US Highway 421 as part of all major single-family and multi-family development.
- Policy C.5.c: Encourage major single-family and multi-family developments to include site and building design that properly considers the affect of noise on outdoor and indoor living spaces.

(D) ECONOMIC DEVELOPMENT

GOAL: The Liberty Road/ Woody Mill Road Vicinity's valuable assets, such as easy access to Greensboro, water and sewer availability, and institutional partners will be leveraged to help the area realize its full economic potential.

Objective D.1: Spur redevelopment of vacant and underutilized sites.

- Policy D.1.a: Encourage the adaptive re-use of existing underutilized sites. Examples of adaptive re-use could include office or institutional uses in buildings or on sites originally developed for retail purposes.
- Policy D.1.b: Investigate the use of developer incentives to encourage investment in declining areas. Incentives could include permit fee waivers, expedited plan review, or infrastructure improvements. Potential incentives should only be



offered for projects that meet Plan recommendations and are consistent with the Plan's proposed future land uses.

- Policy D.1.c: Educate citizens and developers on programs and grants available for property redevelopment, including the Guilford County Commercial Investment Grant program.

Objective D.2: Develop a “brand” for the Liberty Road/ Woody Mill Road Vicinity, and use this brand to market the area to potential investors.

Objective D.3: Ensure that job development is a meaningful component of the Liberty Road/ Woody Mill Road Vicinity mixed use area.

- Policy D.3.a: Encourage small, locally-owned businesses to locate in the study area
- Policy D.3.b: Investigate creative job development opportunities (business incubators, for example) in partnership with Guilford County Schools, GTCC, or other public/private partnerships.
- Policy D.3.c: Promote investment and job development related to creative enterprises and the arts.
- Policy D.3.d: Plan for and develop increased broadband infrastructure.

V. IMPLEMENTATION

A critical question for any land use plan is "How will the vision and recommendations of the plan come to life?" and this plan is no different. Without a roadmap detailing the paths to arrive at each goal, it is likely that, over time, the final destination will become obscured and harder to reach. Recognizing the importance of an implementation strategy and developing appropriate tactics is fundamental to "bringing this plan to life."

There are numerous tools commonly used to implement land use plans, ranging from minor changes to zoning regulations to establishment of incentives that will lead to new development consistent with the adopted vision. Each one requires articulation of action steps, identification of the party responsible for execution, and consideration of reasonable timeframes for accomplishment. The following charts details the implementation strategy for each goal recommended by the Liberty Road Woody Mill Road Vicinity Small Area Plan (see pages 8-14). It is important to note that several action steps will require the dedication of private organizations and individuals and Guilford County's commitment of staff time and financial resources.

DESIGN AND AESTHETICS

GOAL A: Create a unique and appealing built-environment that encourages area residents to shop and work locally and continue to call the area home while enticing people from outside the area to visit.

Objective	Policy	Action			Responsible Party	Timeframe
		Amend Ordinance	Recommended Guidelines	Other		
<i>A.1: Establish architectural standards that promote a high-level of building design and encourage an integrated and complementary pattern of development for all new commercial and multi-family development.</i>						
	<i>A.1.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.1.b</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.1.c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.1.d</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.1.e</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
<i>A.2 Augment existing landscaping standards to enhance landscaping planting yards and encourage preservation of significant tree canopy for new development.</i>						
	<i>A.2.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.2.b</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>2-4 years</i>
	<i>A.2.c</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Active zoning enforcement</i>	<i>Planning Department</i>	<i>Immediate</i>
<i>A.3 Develop specialized advertising signage standards that are influenced by and consistent with the area's existing modest signage but still meet the recognized need for product advertisement.</i>						
	<i>A.3.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>

	<i>A.3.b</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.3.c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
A.4 Adopt outdoor lighting regulations that permit the use of lighting that enhances commerce and security while limiting the negative impacts and safety hazards of light trespass.						
	<i>A.4.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>A.4.b</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
A.5. Advocate for robust landscaping installation in the public rights-of-way as part of the improvements being made to US Highway 421 to create a spectacular entryway.						
	<i>A.5.a</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Engage NCDOT during landscaping design</i>	<i>Implementation Committee, SEGCA, and SECBA</i>	<i>Anticipated 2012</i>

TRANSPORTATION

GOAL B: Ensure that transportation improvements keep pace with development but also take into account the effect future growth will have on the area in order to best mitigate the increase in traffic that is likely to occur.

Objective	Policy	Action			Responsible Party	Timeframe
		Amend Ordinance	Recommended Guidelines	Other		
B.1: Encourage common drives and shared connections to public streets in order to limit the number of direct driveways to the area's thoroughfares.						
	<i>B.1.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department, Implementation Committee, NCDOT, GDOT</i>	<i>0-2 years</i>
	<i>B.1.b</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Investigate possible subdivision ordinance revisions</i>	<i>Planning Department and Implementation Committee</i>	<i>2-4 years</i>

B.2: Seek to lower the speed limit specifically through this planning area to minimize potential for accidents.

	B.2.a	<input type="checkbox"/>	<input type="checkbox"/>	Solicit NCDOT as needed	SEGCA, Implementation Committee	As development warrants
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B.3: Build a pedestrian network that eventually will lead to sidewalks along thoroughfares and interior connectivity.

	B.3.a	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Planning Department and Implementation Committee	0-2 years and beyond
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B.4: Implement viable recommendations of the adopted Greensboro Urban Area Bicycle, Pedestrian, and Greenway Masterplan.

	B.4.a	<input type="checkbox"/>	<input type="checkbox"/>	Seek funding	SEGCA, Implementation Committee	2-4 years
	B.4.b	<input type="checkbox"/>	<input type="checkbox"/>	Provide NCDOT comments at design	SEGCA / SECBA	As roadway improvement projects warrant

B.5: Allow Traditional Neighborhood Design street design standards for new interior streets that provide for greater flexibility in site planning and design.

	B.5.a	<input checked="" type="checkbox"/>	<input type="checkbox"/>		Planning Department and Implementation Committee	2-4 years
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LAND USE

GOAL C: The Liberty Road/ Woody Mill Road Vicinity will develop with an integrated mix of uses, including commercial (retail and services), office/employment, institutional, and residential.

Objective	Policy	Action			Responsible Party	Timeframe
		Amend Ordinance	Recommended Guidelines	Other		
C.1 Advocate for a <i>balance</i> of land uses in the mixed-use area.						
	C.1.a	<input type="checkbox"/>	<input type="checkbox"/>	Review as part of rezoning requests	Planning Dept / Planning Board/ Board of County Commissioners	Ongoing
	C.1.b	<input type="checkbox"/>	<input type="checkbox"/>	Review as part of rezoning requests	Planning Dept / Planning Board/ Board of County Commissioners	Ongoing

<i>C.2 Encourage new residential units at appropriate locations and densities.</i>						
	<i>C.2.a</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Review as part of rezoning requests</i>	<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>Ongoing</i>
	<i>C.2.b</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Review as part of rezoning requests</i>	<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>Ongoing</i>
	<i>C.2.c</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>Review as part of rezoning requests</i>	<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>0-2 years/ ongoing</i>
	<i>C.2.d</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Review as part of rezoning requests</i>	<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>Ongoing</i>
<i>C.3 Recognize and support a variety of land use forms.</i>						
	<i>C.3.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>C.3.b</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department/ NCDOT/ Implementation Committee</i>	<i>0-2 years</i>
<i>C.4 Manage land use on the fringes of the planning area to assure that any development is supportive of and reinforces the plan's Vision.</i>						
	<i>C.4.a</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Review as part of rezoning requests</i>	<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>Ongoing</i>
	<i>C.4.b</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Discuss plan with developers</i>		<i>Ongoing</i>
<i>C.5 Ensure that future residents are protected from excessive noise attributable to US Highway 421.</i>						
	<i>C.5.a</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>C.5.b</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<i>Planning Department and Implementation Committee</i>	<i>0-2 years</i>
	<i>C.5.c</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>On-going</i>

ECONOMIC DEVELOPMENT

GOAL D: The Liberty Road/ Woody Mill Road Vicinity’s valuable assets, such as easy access to Greensboro, water and sewer availability, and institutional partners will be leveraged to help the area realize its full economic potential.

Objective	Policy	Action			Responsible Party	Timeframe
		Amend Ordinance	Recommended Guidelines	Other		
<i>D.1 Spur redevelopment of vacant and underutilized sites.</i>						
	<i>D.1.a</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Review as part of rezoning requests</i>	<i>Planning Dept / Planning Board/ Board of County Commissioners</i>	<i>Ongoing</i>
	<i>D.1.b</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Research</i>	<i>Planning Department / economic developers / development industry</i>	<i>0-1 year</i>
	<i>D.1.c</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Outreach</i>	<i>Planning Department and Implementation Committee</i>	<i>0-1 year</i>
<i>D.2 Develop a “brand” for the Liberty Road/ Woody Mill Road Vicinity, and use this brand market the area to potential investors. (Implementation: SECBA).</i>						
<i>D.3 Ensure that job development is a meaningful component of the Liberty Road/ Woody Mill Road Vicinity mixed use area.</i>						
	<i>D.3.a</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Marketing/ Outreach</i>	<i>Implementation Committee/ SECBA</i>	
	<i>D.3.b</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Research/ Marketing / Outreach</i>	<i>Implementation Committee/ SECBA</i>	
	<i>D.3.c</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Marketing / Outreach</i>	<i>Implementation Committee/ SECBA/ Piedmont Triad Partnership</i>	
	<i>D.3.d</i>	<input type="checkbox"/>	<input type="checkbox"/>	<i>Research</i>	<i>Implementation Committee/ SECBA</i>	

VI. APPENDIX

(A) RECOMMENDED FUTURE LAND USE MAP

IF ELECTRONICALLY VIEWED – SEE SEPARATE ELECTRONIC FILE

(B) TIMELINE

Liberty Road/ Woody Mill Road Vicinity Small Area Plan Timeline

As of October 4, 2010.

SCAN THE ENVIRONMENT

Aug/Sept:	Preparation <i>Background research</i> <i>Data collection</i> <i>Stakeholder identification, contact</i> <i>Preparation of outreach materials</i> <i>Preparation of materials for open house</i>	Complete
October 26:	Conduct Kick-Off Meeting and Open House.	Complete
December 7:	Introductory Planning Committee meeting. <i>Presentation of background research, survey, data</i> <i>Overview of Alamance Creek Area Plan</i> <i>Plan process, purpose, and format (overview of strategic planning)</i> <i>Administration (timelines, committee structure, ground rules, meeting locations and times, etc.</i> <i>Initial discussion</i>	Complete

SELECT KEY ISSUES

January 4:	Educational phase- Land Use <i>Existing land use</i> <i>Growth trends</i> <i>Future development scenarios</i> <i>Summary/ status of development projects in the area</i>	Complete
February 1:	Educational phase- Transportation	Canceled
March 1:	Educational phase- Transportation/Environmental Issues/Infrastructure <i>MPO/TIP process</i> <i>Greenways, bike paths/ lanes, trails/ sidewalks</i> <i>GDOT/NCDOT interaction</i> <i>Streetscaping</i> <i>Funding</i> <i>Noise mitigation</i> <i>Water/ Sewer availability</i> <i>Water/ Sewer feasibility</i>	Complete

April 12:	Select Key Issues <i>Brainstorming/ Visioning – What does the area look like in 20 years? What opportunities are available to achieve this vision? What could threaten the achievement of this vision? Clarification of key issues/ discussion</i>	Complete
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DEVELOPMENT OF MISSION STATEMENT, BROAD GOALS

May 10:	Prioritize topics from brainstorm/visioning session	Complete
June 7:	Review draft vision statement Review draft goals and objectives	Complete

PLAN DEVELOPMENT

July	Plan development. Meeting canceled. Staff prepares initial draft of plan.	
August 2:	Initial draft presented to committee	Complete
September 14:	Second draft presented to committee Implementation strategies presented to committee Future land use map discussion	Complete
October 4:	Final draft presented to committee	Complete
November 9:	Public open house meeting(s) to solicit comments	Complete
December:	Committee meeting to assess changes needed based on public comment	Canceled
February 9:	Final draft presented to Planning Board	Complete
March 17:	Final draft presented to Board of County Commissioners for adoption	Complete

MONITOR, UPDATE, AND SCAN

(C) DEMOGRAPHIC INFORMATION

1990 and 2000 population figures based on data compiled from the American FactFinder service at www.census.gov. Block groups used to estimate population within a 3-mile radius include the following: 370810170001, 370810171002, 370810168004, 370810169001, and 370810171003.

Marketing data compiled from two studies: Demographic Profile prepared by Jemsite Development for 5320 Liberty Road and Consumer Demographics and Potential Retail Demand summary sheets prepared for the Greene at Woody Mill available at www.TheGreeneatWoodyMill.com.

(D) OUTREACH AND CORRESPONDENCE

LETTER SENT TO ALL PROPERTY OWNERS WITHIN STUDY AREA

October 26, 2010

Name
Address
City, State ZIP

Dear Property Owner:

In August 2009, the Guilford County Planning and Development Department began a future land use study for the Liberty Road/ Woody Mill Road area. The study is a result of the Alamance Creek Area Plan Update (2008) which recommended an area for "Mixed Use" development between Liberty Road and US Highway 421 at Woody Mill Road. This study is particularly timely due to the planned US Highway 421 interchange project and recent public water and sewer extensions in the area. For the past ten months, staff has worked with a committed group of stakeholders including property owners, business owners, developers, and interested citizens, to develop a vision for the future of the Liberty Road/ Woody Mill Road area, and a plan of action to achieve that vision.

As a property owner within the study area, we want to give you an opportunity to review the draft plan and offer comments or suggestions. We believe that your input and feedback is important and needs to be considered and incorporated into the plan before a final draft is prepared. We are enclosing a DRAFT of the Plan for your review. If you would like to schedule a time to meet and discuss any details of the Plan, please contact us using the information at the end of this letter. We would be happy to set up a convenient time for you so that we may receive your input. We will also be holding a public "open house" on Tuesday, November 9, from 4:30 to 6:30, at the Community in Christ Presbyterian Church, 5401 Liberty Road. Please stop by any time during these two hours to discuss the plan one-on-one with staff, committee members, and your neighbors.

Your input into this process is invaluable. We look forward to your participation.

Sincerely,

Bill Bruce, Guilford County Planning and Development Department
(336) 641-2489 / email: bbruce@co.guilford.nc.us

Trevor Nuttall, Guilford County Planning and Development Department
(336) 641-3591 / email: tnuttal@co.guilford.nc.us

Enclosure

LETTER SENT TO ALL PROPERTY OWNERS WITHIN STUDY AREA

September 11, 2009

Name

Address

City, State ZIP

Dear Property Owner:

My name is Trevor Nuttall and I am a Senior Planner with the Guilford County Planning and Development Department. I have sent this letter to you to invite you to participate in an important land use study that Guilford County will be commencing in the next few months. The study, projected to take approximately one year to complete, is envisioned to produce recommendations on future land development in the Forest Oaks area of southeast Guilford County. Public records indicate that you may own property within the area to be studied, and as a property owner, it is important to me that you are aware of and participate in this effort if you so choose.

The area to be studied is between Liberty Road and US Highway 421, beginning at Chapparral Drive and ending about one-half mile southeast of the intersection of Methodist Road and Liberty Road (see map on reverse). This area was identified during the update to the Alamance Creek Area Plan in 2008, following significant public participation. Factors that warrant a study of this area include recent growth and development, pending road improvements in the area, namely the upgraded interchange at Woody Mill Road and US Highway 421, and the extension of public water and sewer infrastructure to the area.

A large percentage of the property within the study area presently is zoned or used for commercial uses, and this study is not proposed to alter existing or planned uses and development. Instead, it is hoped that the study can best ensure future development that is cohesive, well-planned, and complementary to the existing development patterns of the area.

I am enclosing a map that shows the proposed study area and an information sheet. I would be more than happy to sit down with you personally or speak with you by telephone or email in order to further discuss the study or answer any questions that you may have. My contact information is below. There will also be several opportunities for you to participate during public workshops that will be held in the area. Additional information will be forthcoming.

Wishing you a happy start of autumn,

Trevor L. Nuttall, Senior Planner
(336) 641-3591 / email: tnuttal@co.guilford.nc.us

Enclosures

LETTER SENT TO THE FOLLOWING STAKEHOLDERS

Southeast Business Association
Southeast Guilford Community Association
Guilford County Schools

September 11, 2009

Name
Address
City, State ZIP

Dear :

I have sent this letter to inform you that you will be invited to participate in an important land use study that Guilford County will be commencing in the next few months. The study, projected to take approximately one year to complete, is envisioned to produce recommendations on future land development in the Forest Oaks area of southeast Guilford County. Your organization has been identified as one that may be interested in how the study area develops and, therefore, it is important to me that your organization be aware of and participate in this effort if you so choose. No action is required of you at this time; this letter is only to notify you that I will be asking for your input in the near future.

The area to be studied is between Liberty Road and US Highway 421, beginning at Chapparral Drive and ending about one-half mile southeast of the intersection of Methodist Road and Liberty Road (see map on reverse). This area was identified during the update to the Alamance Creek Area Plan in 2008, following significant public participation. Factors that warrant a study of this area include recent growth and development, pending road improvements in the area, namely the upgraded interchange at Woody Mill Road and US Highway 421, and the extension of public water and sewer infrastructure to the area.

A large percentage of the property within the study area presently is zoned or used for commercial uses, and this study is not proposed to alter existing or planned uses and development. Instead, it is hoped that the study can best ensure future development that is cohesive, well-planned, and complimentary to the existing development patterns of the area.

I am enclosing a map that shows the proposed study area and an information sheet. I would be happy to sit down with you personally or speak with you by telephone or email in order to further discuss the study or answer any questions that you may have. My contact information is below. Additional information will be forthcoming.

Wishing you a happy start of autumn,

Trevor L. Nuttall, Senior Planner
(336) 641-3591 / email: tnuttal@co.guilford.nc.us

Enclosures

LETTER SENT TO THE FOLLOWING STAKEHOLDERS

Triad Real Estate and Building Industry Coalition
Town of Pleasant Garden
Guilford County Planning Board
County Commissioner Billy Yow
City of Greensboro Planning Department
Greensboro Urban Area Metropolitan Planning Organization

September 11, 2009

Name
Address
City, State ZIP

Dear :

I have sent this letter to inform you that you will be invited to participate in an important land use study that Guilford County will be commencing in the next few months. The study, projected to take approximately one year to complete, is envisioned to produce recommendations on future land development in the Forest Oaks area of southeast Guilford County. TREBIC has been identified as a stakeholder that may be interested in how the study area develops and, therefore, it is important to me that your organization be aware of and participate in this effort if you so choose.. No action is required of you at this time; this letter is only to notify you that I will be asking for your input in the near future.

The area to be studied is between Liberty Road and US Highway 421, beginning at Chapparral Drive and ending about one-half mile southeast of the intersection of Methodist Road and Liberty Road (see map on reverse).This area was identified during the update to the Alamance Creek Area Plan in 2008, following significant public participation. Factors that warrant a study of this area include recent growth and development, pending road improvements in the area, namely the upgraded interchange at Woody Mill Road and US Highway 421, and the extension of public water and sewer infrastructure to the area.

A large percentage of the property within the study area presently is zoned or used for commercial uses, and this study is not proposed to alter existing or planned uses and development. Instead, it is hoped that the study can best ensure future development that is cohesive, well-planned, and complementary to the existing development patterns of the area.

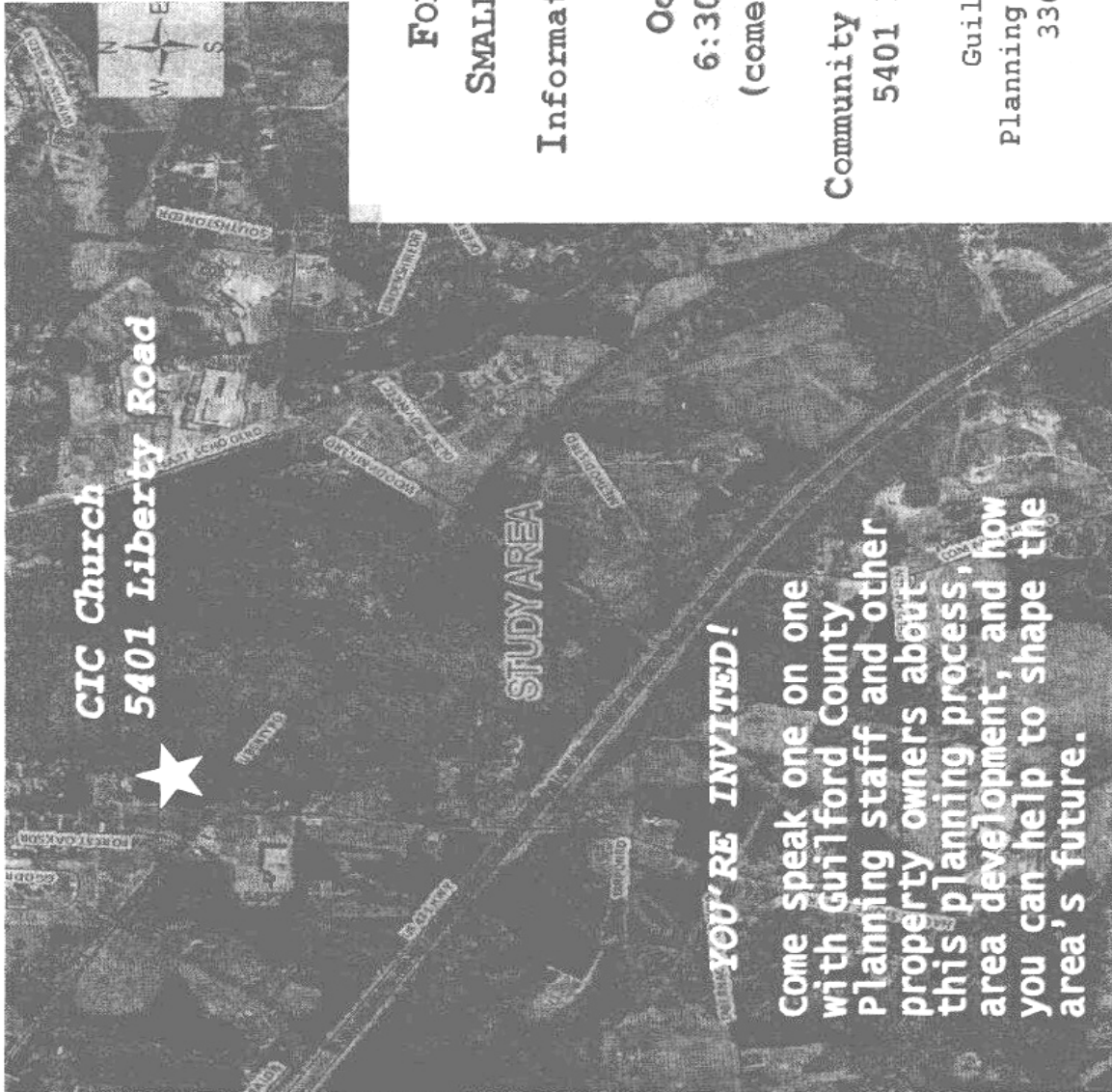
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Sincerely,

Bill Bruce, Senior Planner
(336) 641-2489 / email: bbruce@co.guilford.nc.us

Enclosures

***KICKOFF POSTCARD SENT TO ALL
PROPERTY OWNERS WITHIN STUDY AREA (OCTOBER 2009)***



**CIC Church
5401 Liberty Road**

YOU'RE INVITED!

**Come speak one on one
with Guilford County
Planning staff and other
property owners about
this planning process, and how
area development, and how
you can help to shape the
area's future.**

**FOREST OAKS
SMALL AREA PLAN
Informational Meeting**

**Monday
October 26
6:30 - 8:30 PM
(come by anytime)**

**Community in Christ Church
5401 Liberty Road**

**Guilford County
Planning and Development
336-641-3591**