

Benchmarking Our Future

Benchmarking or defining a set of standards to be achieved and then measuring progress in reaching those benchmarks is a common practice in the business world. To become more competitive, companies often look at the very best of their competitors to define benchmarks in areas such as customer service, product reliability and employee productivity. Benchmarking in *Legacy* is used to set targets and measure our community's progress and success in achieving its goals and objectives. Benchmarking will help the community monitor implementation of *Legacy* in future years.

We have identified twenty-three indicators and benchmarks related to the goals and objectives of *Legacy*. We have selected those for which data is already being collected or can readily be obtained. New ones can either replace or supplement existing ones. Progress in reaching the benchmarks will be assessed annually and a major review of indicators and benchmarks will take place in 2005 when a review of *Legacy* is scheduled to take place.

The proposed indicators, existing and historic data for these indicators and benchmarks for 2005 follow. The benchmark figures for the year 2005 were derived by combining projections available from relevant agencies with City-County Planning Board projections based on implementation of the policies and actions proposed in the plan. In some instances projections were not available from other sources and City-County Planning Board projections were used.

Brief explanations of how the benchmarks were determined and data sources are given below each benchmark.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Compact Development:			
1. Percentage of new residential subdivisions approved in the Municipal Services Area (MSA).	<ul style="list-style-type: none"> • 1995 - 85.9% • 1996 - 93.6% • 1997 - 98% • 1998 - 91.6% • 1999 - 95% 	82%	95%
2. Density of new single family development in the MSA	<ul style="list-style-type: none"> • 1995 - 2.0 lots/acre • 1996 - 2.5 lots/acre • 1997 - 2.8 lots/acre • 1998 - 1.8 lots/acre • 1999 - 2.1 lots/acre 	2.7 lots/acre	3.0 lots/acre
3. Density of new multifamily development in the MSA	<ul style="list-style-type: none"> • 1995 - 10.5 units/acre • 1996 - 7.2 units/acre • 1997 - 8.2 units/acre • 1998 - 8.6 units/acre 	1999 17.72	10 units/acre

These three indicators set targets that will be used to determine the extent to which we succeed in achieving the goal of limiting sprawl and concentrating development within the Municipal Services Area (MSA). The MSA is the area currently served by adequate infrastructure and services and shown on the Growth Management Plan Map. The benchmarks will measure the extent to which policies in *Legacy* concentrate residential development more than in the past and more efficiently utilize existing infrastructure. Data to measure success in achieving benchmarks for these three indicators will be obtained annually from the City County Planning Board (CCPB).

Existing data shows that most new residential subdivisions approved are located in the MSA. The highest percentage of new approved residential subdivisions located in the Municipal Services Area in the last five years was 98 % in 1997. Although the percentage has dropped since then it is assumed that implementation of policies to discourage rezonings to more intense development in the Rural Area and to stimulate new development in slow growth areas of the Municipal Services Area would at least facilitate attainment of the 1999 level of 95 %. The benchmark is therefore set at 95%.

Concentrating development within the Municipal Services Area includes increasing densities of both single-family and multifamily development in the MSA. Data on past trends show that in the recent past densities for both single-family and multifamily development in the MSA have varied quite a lot. The density of approved single-family residential subdivisions for the year 2000 was 1.9 lots per acre. There have, however, been higher densities in the recent past, as high as 2.8 lots per acre in 1997. The benchmark density for 2005 is, therefore, set at 3 lots/acre considered achievable within the time frame allowing for implementation of *Legacy's* recommendations. The intention is to try by 2005 to exceed the 1997 level.

The benchmark density for multifamily development is 10 du/acre. Although this has been achieved in the recent past, multifamily density has not been consistently at or above that level. Implementation of plan recommendations on infill development, bonus densities, design guidelines and other policies should result in multifamily densities more consistently at or above this level between 2002 and 2005.

Data Source - Existing and Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Balanced Development:			
4. Percentage of total new space located in East Winston-Salem		Percentage of all space	Percentage of all new space
• Industrial		1995 - 9.0%	12%
• Office		1995 - 2.8%	5%
• Retail		1995 - 4.3%	5%

This indicator is designed to assess the success in achieving the objective of more balanced growth and development in Forsyth County. It tracks the amount of new nonresidential development in the slow growth area of east Winston-Salem. Existing data reveals that in 1995 only 2.8 % of all office space, 4.3% of retail space and 9.0% of industrial space were located in east Winston-Salem. No significant new office or industrial development has taken place in east Winston-Salem in the last five years. Only one modest sized shopping plaza was built in 1996. The benchmark is that at least 5% of new office and retail space and 12 % of new industrial space including brown field development be located in east

Winston-Salem by 2005. The City is already leading the way in encouraging new development in the area with the Liberty Street Redevelopment Plan and its focus on the development of an airport business park. It is hoped that through private/public partnerships, the provision of infrastructure, and other incentives such as those associated with brownfield redevelopment a greater share of private investment will be attracted to this area.

Data Sources - Existing Data: 1995 Forsyth County Commercial Space Survey, Prepared by Bell & Gardner, Inc. Winston-Salem, NC; Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Transit Use and Vanpooling:			
5. Annual fixed route transit passenger trips	<ul style="list-style-type: none"> • 1992/93 - 3,795,934 • 1993/94 - 3,808,051 • 1994/95 - 3,720,421 • 1995/96 - 3,396,644 • 1996/97 - 3,370,065 • 1997/98 - 2,785,195 • 1998/99 - 2,641,454 	2,702,567	3,062,180
6. Annual regional vanpool passenger trips	<ul style="list-style-type: none"> • 1992/93 - 209,037 • 1993/94 - 147,120 • 1994/95 - 260,448 • 1995/96 - 325,435 • 1996/97 - 417,358 • 1997/98 - 424,164 • 1998/99 - 413,485 	485,536	600,000

These indicators will be used to determine whether the *Legacy* objective of expanding public transit services is being met by setting benchmarks for ridership levels for the year 2005. Annual transit passenger trips are limited to bus users. Existing data and projections for transit passenger trips to 2005 were available from the Winston-Salem Transit Authority (WSTA). Existing data on transit passenger trips shows a decline in trips over the last few years. It is hoped that implementation of policies proposed in *Legacy* to increase transit ridership can contribute to reversing this trend.

Vanpooling provides an alternative to single occupancy vehicles and therefore contributes to reduced congestion. The regional vanpooling program has been fairly successful.

Vanpool passenger trips have been increasing over time though the rate of increase has varied widely. A 5% yearly rate of increase has been used to obtain a benchmark for 2005.

Data Sources - Existing Data: Winston-Salem Transit Authority, Winston-Salem, NC; Benchmark Data: WSTA and City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Vehicle Use:			
7. Ratio of growth in vehicle miles traveled to population growth.		2.94 to 1 (1994-1999)	2.76 to 1 (1999-2005)

This indicator will be used to determine whether one of the objectives of *Legacy* to reduce the number and length of automobile trips is being met. At present the growth rate of vehicle miles traveled is higher than the population growth rate. Based on population data and data on vehicle miles traveled from The 2025 Multi-Modal Long Range Transportation Plan for Forsyth County, the Piedmont Triad Regional Transportation Study for the Triad Region, and the 1998-1999 Air Quality Report for Forsyth County the ratio of growth in vehicle miles traveled to population growth between 1994 and 1999 has been calculated as 2.94 to 1. Projections indicate that, for the period 1999 to 2005, this ratio should decrease to 2.76 to 1. This projection is the benchmark for 2005 and is intended to reflect changing patterns of growth and development that reduce vehicle miles traveled.

Data Source - Existing and Projected Data: Piedmont Triad Regional Transportation Study; The 2025 Multi-Modal Long Range Transportation Plan for Forsyth County; 1998-1999 Air Quality Report; Office of State Planning - State Demographics; City County Planning Board, Winston-Salem, NC.

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Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Economic Activity - Downtown Winston-Salem:			
8. Amount of new office space located in downtown Winston-Salem.	1,500,000 sq. ft. (1990-1998)	345,000 (1999-2000)	655,000 sq. ft. (2000-2005)
9. Vacancy rate of retail space located in downtown Winston-Salem.		1995 - 20.3%	10%
10. Number of people working in downtown Winston-Salem	1993 - 18,600	20,000	27,000

These indicators are a measure of progress in achieving the goal of a vibrant downtown Winston-Salem with a variety of uses and activities. The year 2005 benchmark for the number of people working downtown took into consideration existing data and the proposals for development in downtown. The latest data for new office space in downtown shows that approximately 345,000 square feet has been added in the last couple of years. The benchmark for new office space was, therefore, determined by assuming implementation of existing proposals for specific sites, taking into consideration proposals of the New Century Plan for Downtown Winston-Salem to create an additional 600,000 square feet of office space in the downtown in the next 5-10 years and proposals for the Piedmont Triad Research Park. A job creation rate of 1 job per 150 square feet was applied to the benchmark for office space to calculate additional employment generated by office development.

Although it is expected that new retail space will be built, particularly restaurant space, the indicator chosen was reducing the amount of vacant retail space. The high incidence of vacant space has a negative impact on downtown vibrancy and must be reduced. The proposal is to reduce it by one-half. Some additional jobs will accompany this reduction in addition to jobs created by new retail space.

Data Sources - Existing Data: 1995 Forsyth County Commercial Space Survey, Prepared by Bell & Gardner, Inc., Winston-Salem, NC; Just The Facts about Downtown Winston-Salem, Prepared by the Downtown Winston-Salem

Association and the Downtown Development Corporation; Guide to Downtown Business, Central Winston-Salem Association, 1995. Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Residential Development:			
11. Number of residential units within the downtown area	1990 - 255 1997 - 253	313	500

This indicator is another measure of the vibrancy of downtown Winston-Salem and addresses the objective of having a varied mix of housing downtown. Census data from 1990 and 1997 updates by the CCPB showed a slight decrease in residential units during that period. However, between 1998 and 2000 several new residential units have been added to the inventory mostly taking the form of conversion of existing non-residential buildings to residential units. The benchmark is to increase to 500 by 2005 the total number of units in the area defined as downtown in *Legacy*. Proposed residential projects, and proposals in *Legacy* and the New Century Plan for Downtown Winston-Salem for increasing housing downtown were taken into consideration in setting the benchmark. It is expected that additional housing that could impact the vibrancy of downtown is likely to be developed in the urban neighborhoods immediately surrounding the downtown but these are not included in the benchmark.

Data Sources - Existing and Benchmark Data: Decennial Census 1990; City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Housing Affordability:			
12. Percentage of households paying more than 30 % of their income in housing		1990 - 21.7%	18%

This indicator measures the percentage of households that are spending a large proportion (30% or more) of their income on housing and is used as a measure of the affordability of housing in the community. In 1990 21.7% of County residents fell into this category. The

benchmark is aimed at reducing this percentage over time. No yearly data is available but the year 2000 census will be used to evaluate the benchmark and adjust it as necessary.

Data Source: Decennial Census 1990

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Neighborhood Character:

13. Residential developments with traditional neighborhood character		near 0	10%
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Legacy encourages the development of Traditional Neighborhood Developments (TNDs), a compact form of development and an alternative to existing suburban subdivisions. This benchmark will measure progress in building residential developments with traditional neighborhood character. The Action Plan proposes the development of guidelines, design standards, and ordinance amendments to promote this form of development. Criteria to identify traditional neighborhood character could include the following:

- a mix of shops and offices at the edge of the neighborhood
- a discernible neighborhood center
- a range of density
- a variety of dwelling types
- a variety of street types from boulevards to neighborhood streets designed for safely accommodating automobiles, bicyclists and pedestrians
- an interconnected street network
- convenient and safe connections to public transportation
- pedestrian friendly sidewalks and streetscapes
- small community playgrounds and parks or other public amenities within walking distance
- siting of houses on smaller lots
- siting of residential and nonresidential buildings closer to streets
- streets lined with buildings and trees
- parking lots which are located at the sides and rear of buildings
- residential garages that do not dominate the street

At present there are a very limited number of new developments that have some elements of a traditional neighborhood character but they are not classified as TNDs. A benchmark

that 10% of new developments take the form of TNDs is considered by the CCPB as desirable and a good beginning to changing the character of neighborhood development.

Data Source - Existing and Benchmark Data: City County Planning Board, Winston-Salem, NC

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Landscaping:

14. Number of trees per year planted by public agencies along major streets and in neighborhoods	1995 - 1200 (W-S) 1996 - 1200 (W-S) 1997 - 1500 (W-S)	2000 (W-S)	2500 (FC)
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This indicator addresses *Legacy* objectives of well designed and landscaped roadways and developments which promote a pleasing, livable, and sustainable community. The benchmark is based on the proposed projects and projections of the Department of Roadway Appearance, City of Winston-Salem, stated objectives of *Legacy* and tree planting in other municipalities. At present about one-third of trees planted in Winston-Salem are neighborhood plantings and two-thirds are major new roadway projects, existing roadway enhancements and other community projects. Tree planting in Winston-Salem has increased from an annual total of 1,200 in 1995 when the Department of Roadway Appearance was established to 2,000 in the year 2000. It is projected by the Department of Roadway Appearance that the number of trees planted in Winston-Salem will increase to an annual total of 2,200 by 2005. Three hundred additional trees are projected for other municipalities. The benchmark for publicly planted trees in Forsyth County for the year 2005 is therefore 2,500.

Data Source - Existing and Projected Data: Department of Urban Forestry, Roadway Appearance, City of Winston-Salem, NC; City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Air Quality:			
15. Days per year rated as having good air quality	1988 - 203; 1989 - 206; 1990 - 193; 1991 - 219; 1992 - 230; 1993 - 205; 1994 - 244; 1995 - 235; 1996 - 238; 1997 - 232 1998 - 246; 1999 - 183	189	246

This indicator measures the level of achievement of the objective of improved air quality to protect the health and enhance the economic development potential of our community. Air Quality Index Data which stipulates the number of days with good, moderate or unhealthy air quality based on levels of air pollutants is available from the Forsyth County Environmental Affairs Department. Recent data shows that the highest number of good air quality days was 246 days in 1998. There has been a decrease in good air quality days to 183 days in 1999 and 189 days in 2000. This change was due to a significant extent to a change in the method for assessing air quality. The benchmark aims to increase good air quality days to the 1998 level.

Data Sources - Existing Data: Forsyth County Environmental Affairs Department, Winston-Salem, NC; Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Water Quality:			
16. Miles of streams classified as impaired (only partially supporting or not supporting their uses)		13.4 miles	10 miles

The water quality of our streams is one indicator that can be used to measure whether we are achieving the goal of preservation of our environmental resources and the objective of

available clean, high quality water to meet the domestic, economic and recreational needs of the community. Use support ratings are a method used by the State to determine whether the quality of streams is adequate to support uses such as swimming, fishing or water supply. Streams in Forsyth County have been rated by the NC Division of Water Quality. Salem Creek and Reynolds Creek are rated only as partially supporting their uses. Ratings of streams can be changed from impaired (only partially supporting or not supporting their uses) to fully supporting with improvement in water quality. At present Forsyth County has 13.4 miles of streams rated as impaired. The benchmark is to reduce by approximately twenty five percent the miles of impaired streams in Forsyth County.

Data Sources - Existing Data: Yadkin-Pee Dee River Basinwide Water Quality Management Plan- 1997 prepared by the Water Quality Section, NC Division of Water Quality, Raleigh, NC; Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
Waste Disposal:			
17. Percentage increase/ in tons per capita waste generated above base year 1988 - 1989	1997/98 16% 1998/99 15%	1999/00 9%	5%

This indicator measures the extent to which the community has achieved the objective of improving environmental quality by reducing the amount of solid waste going to landfills. *Legacy* outlines a number of initiatives aimed at achieving this reduction. State statute allowed each community to choose a baseline year for waste reduction calculations. Forsyth County chose 1988-1989 considered to be representative of typical waste generation in the County. In that year the tons of waste generated per capita was 1.34. This has increased since then and was 1.54 in 1999, which was 15 % above the base year. The 10 Year Solid Waste Plan for Forsyth County and Municipalities has set a goal for 2005 to reduce this percentage increase to 5% above the base year. Reduction of tons of waste generated per capita to below that of the baseline year is projected for the 2005-2010 period. The Solid Waste Plan's goal for 2005 is the benchmark used here.

Data Source - Existing and Benchmark Data: 10 Year Solid Waste Plan for Forsyth County and Municipalities; Solid Waste Management Department, Winston-Salem and Forsyth County Utility Commission.

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Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Parks:

18. Total acres of parks		6360 acres (cumulative)	7200 acres (cumulative)
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This indicator measures the extent to which the community provides parks for its residents. The benchmark is based on the calculated acreage of parkland required to meet the needs of the projected population for 2005. Standards used are adopted standards for the provision of the various categories of parks outlined in Chapter 11. These adopted standards are adapted from the National Recreation and Parks Association standards and the North Carolina Outdoor Recreation Plan. Existing park acreage includes City of Winston-Salem, Forsyth County and other municipal parks. It also includes acres of school property that are available for public recreational use, including ball fields, tennis courts and other facilities.

Data Sources - Existing Data: Winston-Salem and Forsyth County Recreation and Parks Departments. Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Open Space:

19. Acres of Open Space	1211 acres (cumulative 1984-1996)	1651 acres (cumulative)	1921 acres (cumulative)
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This indicator measures the extent to which the community sets aside open space for passive recreation and enjoyment of natural areas, protection of environmentally sensitive areas and maintaining rural character. This has been done in the past through the Farmland Preservation Program and other preservation initiatives such as those undertaken by the Piedmont Land Conservancy. This benchmark is based primarily on the recommendations of the Forsyth County Department of Conservation of Natural Resources. It includes the acreage of farmland in the top priority applications to the farmland preservation program for purchase of development rights. It also assumes purchase by nonprofit organizations of

easements or development rights of smaller amounts of open space or environmentally sensitive land.

Data Sources - Existing Data: Forsyth County Department of Conservation of Natural Resources, Farmland Preservation, Winston-Salem, NC; Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Greenways:

20. Miles of greenways/ biketrails	15.7 miles (cumulative)	16 miles (cumulative)	26 miles (cumulative)
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Legacy proposes a network of greenways designed to enhance the community's quality of life. Greenway trails provide recreational opportunities and are also considered bicycle trails that form an integral part of a transportation system, providing an alternative means of transportation. This indicator measures progress in adding to the existing greenway system.

The benchmark for greenways is based on improving the rate of greenway trail development where a substantial number of easements have already been obtained and where there is a demand for trails. Trails projected to be developed by 2005 include sections along the Brushy Fork, a section along the Muddy Creek, the Waughtown Connector, the Strollway extension and possibly a section of the regional Piedmont Trail.

Data Sources - Existing and Benchmark Data: City County Planning Board, Winston-Salem, NC; Forsyth County Parks and Recreation Department; City of Winston-Salem Parks and Recreation Department.

BENCHMARKING OUR FUTURE

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Open Space Subdivisions:

21. Subdivisions with open space design

	near 0	10%
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This benchmark measures the number of open space subdivisions built where houses are physically grouped on part of a site while leaving significant open space undeveloped. This open space contributes to the total open space available in our community. Data has not been collected to date on subdivisions with open space designs. It is proposed that data collection begin with plan approval and the adoption of open space subdivision regulations for inclusion in the Unified Development Ordinances. A benchmark that by year 2005, 10% of all subdivisions are of an open space design is considered desirable.

Data Source - City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Educational Facilities:

22. Percentage of total classrooms that are mobile classrooms

	1998 - 12.1%	9%	5%
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A high quality education system requires the provision of adequate school facilities. The percentage of total class rooms that are mobile class rooms can, therefore, be considered one indicator of the availability of adequate school facilities for the County's school children. In 1998 there were 311 mobile classrooms used to supplement existing classrooms because of the shortage of permanent classroom space. This represented approximately 12% of total public school classrooms. There has, however, been an improvement in this situation. In 2000 mobile classrooms numbered 237. The objective here is to further improve this situation over the next few years. The benchmark for 2005 is that mobile classrooms do not exceed 5% of total classrooms.

Data Sources - Existing Data: Operations Manager, Winston-Salem/Forsyth County Schools, Winston-Salem, NC;

Benchmark Data: City County Planning Board, Winston-Salem, NC.

Indicator	Past Trends	2000 or Latest Data	Benchmark Year 2005
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Integration:

23. Percentage of white and minority residents who live in segregated neighborhoods	1980 - 75.2% (White); 65.7% (African American)	1990 - 73% (White); 53.6% (African American)	2010 - 68% (White); 45% (Minority)
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This indicator measures the extent of segregation in neighborhoods and is relevant to the objective of increasing levels of integration and racial harmony. The data for this indicator is only available from the decennial Census. The 2000 Census data will allow assessment of changes since 1990 and will enable setting of a realistic benchmark for 2005. The interim benchmark used reflects the 1980-1990 level of change and will therefore be amended as necessary when 2000 census data is available. The existing data indicates the percentage of Whites and African Americans who live in segregated neighborhoods. Benchmark data includes other minority groups. The number of Hispanics in the community has increased significantly in recent years and is expected to continue increasing. A census count will not be available again until 2010.

Data Sources - Existing Data: Decennial Census; Benchmark Data: City County Planning Board, Winston-Salem, NC.

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