EAST END MASTER PLAN

Winston-Salem, North Carolina

Project Team

City of Winston-Salem North Carolina

Councilman D. Montgomery

S.G. Atkins Community Development Corporation

Carol Davis

Winston-Salem North Carolina and Forsyth County

City-County Planning Department

Ayers Saint Gross

Master Planners

Why do a Master Plan?

Neighborhood master plan is chance for community to proactively:

- Build consensus neighborhood vision for future
- Improve quality of place and quality of life
- Expand economic opportunity and attract investment
- Promote inclusive growth through increased density (prevent displacement)
- Build partnerships for successful implementation

The Opportunity

Wake Forest Innovation Quarter

Winston-Salem State University

Downtown Winston-Salem

Purpose of Master Plan

- Ensure healthy and vibrant future for East End
- Articulate community needs, expectations, and aspirations to those wanting to invest in the neighborhood
- Guide public and private investment
- Identify catalyst projects
- Prioritize development initiatives
- Recommend various implementation strategies to help actualize the master plan vision

Planning Goals

Leverage neighborhood's assets and strengths

- History & Social Fabric
- Proximity & Connectivity

Address needs and challenges

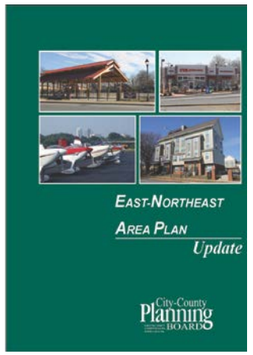
- Inclusive Growth
- Affordability

Create long-term benefits to the community

- Quality of Life Improvements
- Economic Development

Recent Plans & Projects

Wake Forest Innovation Quarter Master Plan



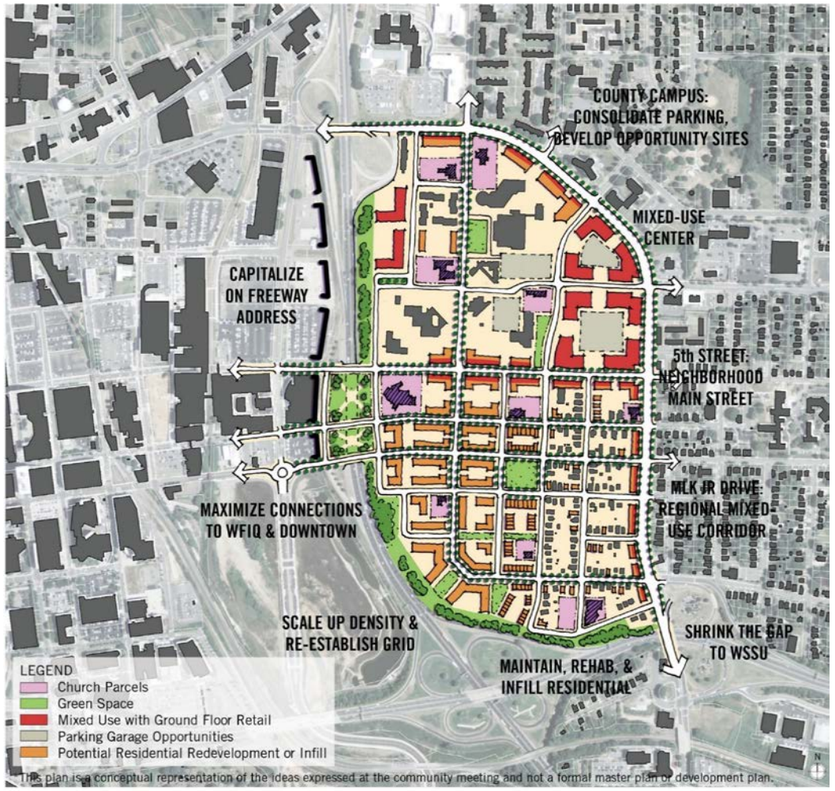
East-Northeast Area Plan

MLK Corridor Master Plan

Business 40 Streetscape Master Plan

Cleveland Avenue Neighborhood Transformation Plan

Planning Process



Visioning Workshop:
February 10, 2016

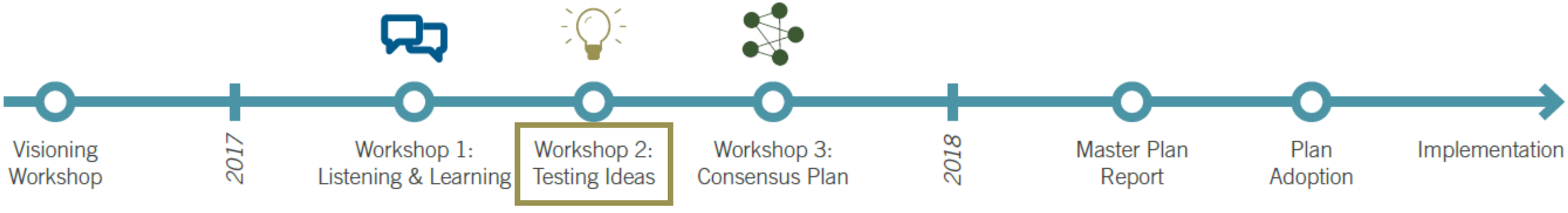
- Small workshop sponsored by WFIQ with select community stakeholders
- Resulted in high-level vision plan and broad set of recommendations
- Established need for more robust and comprehensive neighborhood plan

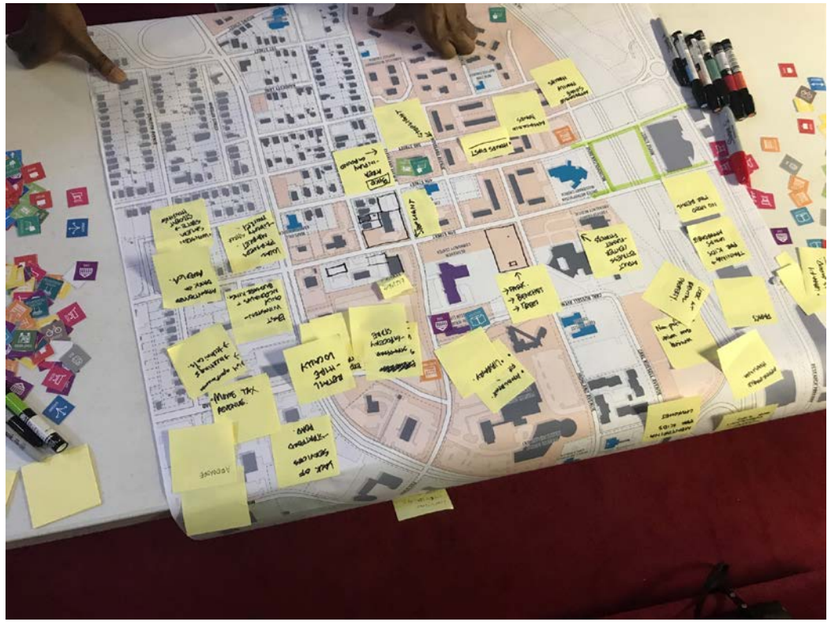
Planning Process

Workshop 1:
March 23-24, 2017

- Public meeting and focus group discussions with key stakeholders
- Identified goals and priorities, strengths and weaknesses, and addressed concerns

Planning Process

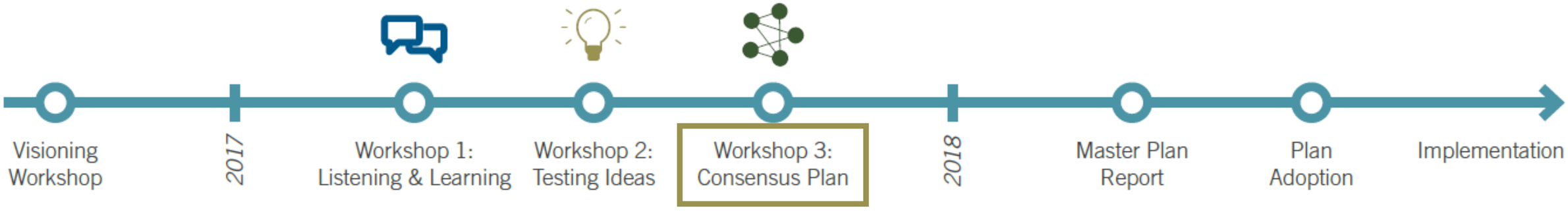




Workshop 2:
June 29-30, 2017

- Reviewed early design ideas
- Laid foundation for preferred approach to organizing new land uses, streets, parks and other features

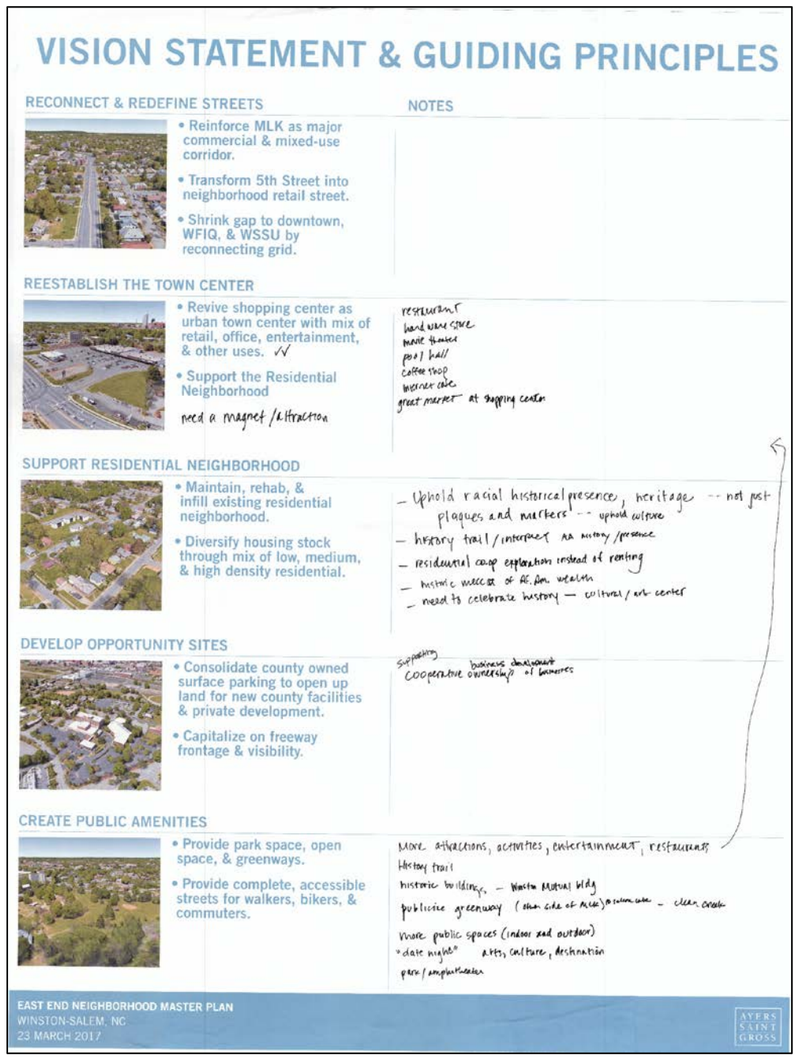
Planning Process

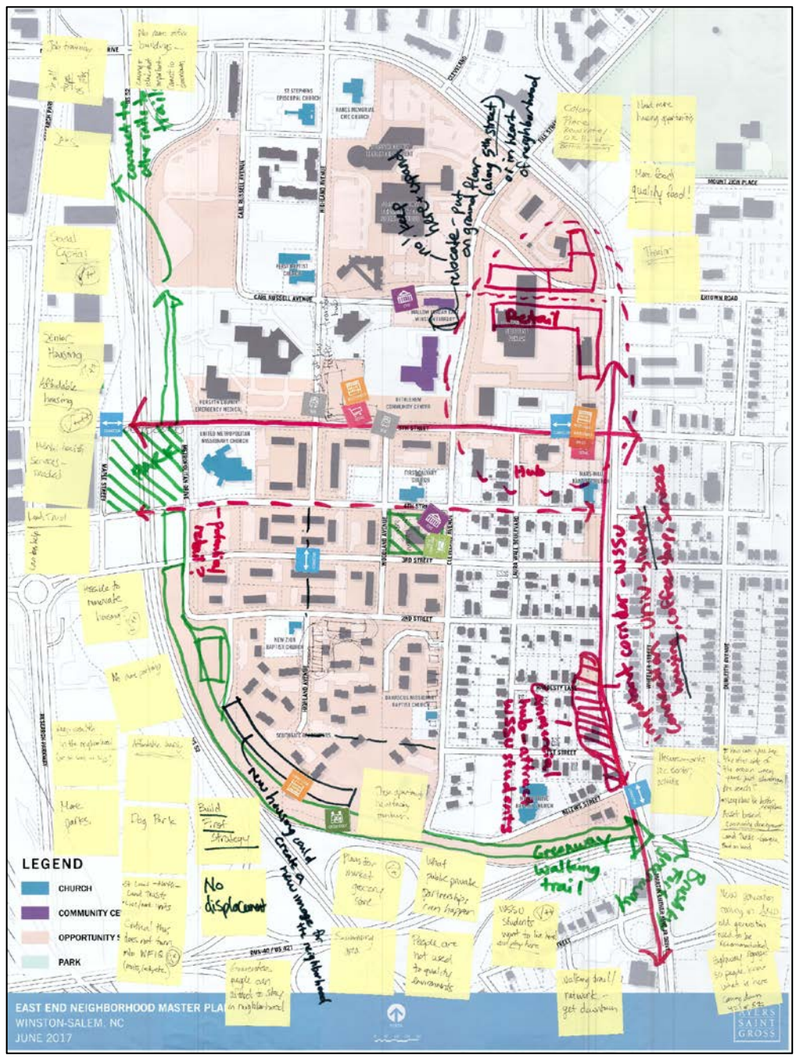


Workshop 3:
October 17, 2017

- Presentation of draft plan
- Q & A Session
- Solicited feedback to guide final plan refinements and documentation

Community & Stakeholder Engagement





Local residents were invited to help establish guiding principles and provide design guidance at various interactive stations during workshops

Community Input: Guiding Vision

- Preserve the integrity of the community
- Celebrate the history and culture
- Identify catalyst projects that show hope and sincerity of reinvesting in the future of East Winston-Salem
- “This is about what we are and what we want to become.”

Community Input: Programs

- Identify new and leverage existing partnerships (Forsyth Tech, Venture Café, etc)
- Build a pipeline within/into the Innovation Quarter for local minority community
- Community benefit agreements with developers
- Address health and wellness program needs and training

Community Input: Residential

- Do not displace residents
- Identify build-first projects so that residents can be relocated
- Provide a mix of housing price points for rent and sale
- Address need for student and faculty housing in area

Community Input: Economic Development

- Create magnets or destinations
- Serve community retail and entertainment needs
- Re-establish a town/village center
- Support local business ownership/cooperatives
- Expand library with adult training and career center
- Explore entry-level start-up space
- Consider food incubator, production kitchen, creative arts lab, and other entrepreneur support
- Explore college town needs of WSSU

Community Input: Circulation and Recreation

- Mitigate/eliminate US-52 as a barrier; connect over and across freeways
- Enhance transportation options and connections to jobs
- Create more indoor and outdoor public spaces, parks

Existing Conditions

Gateways & Edges

Land Utilization

Existing Conditions

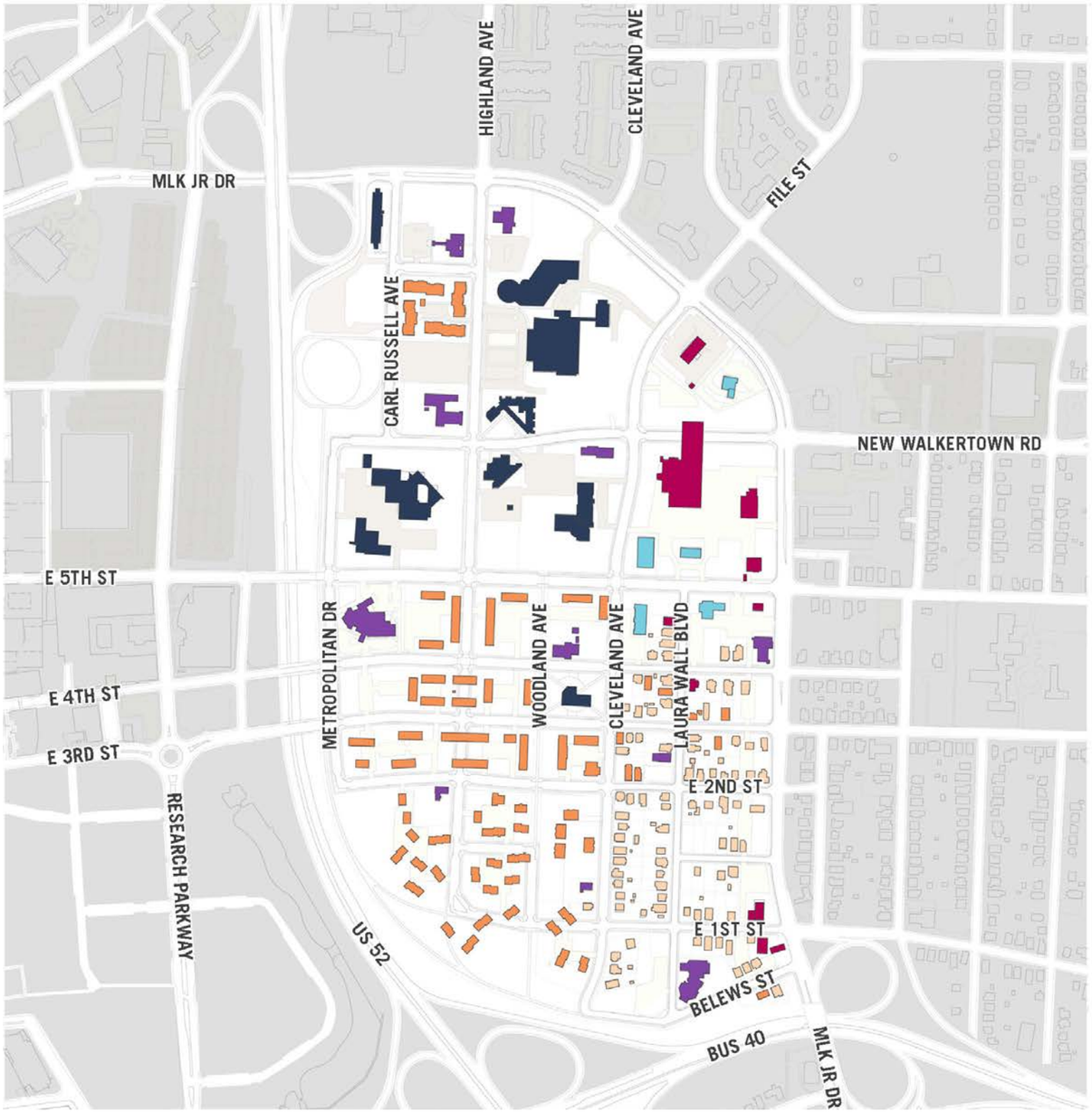


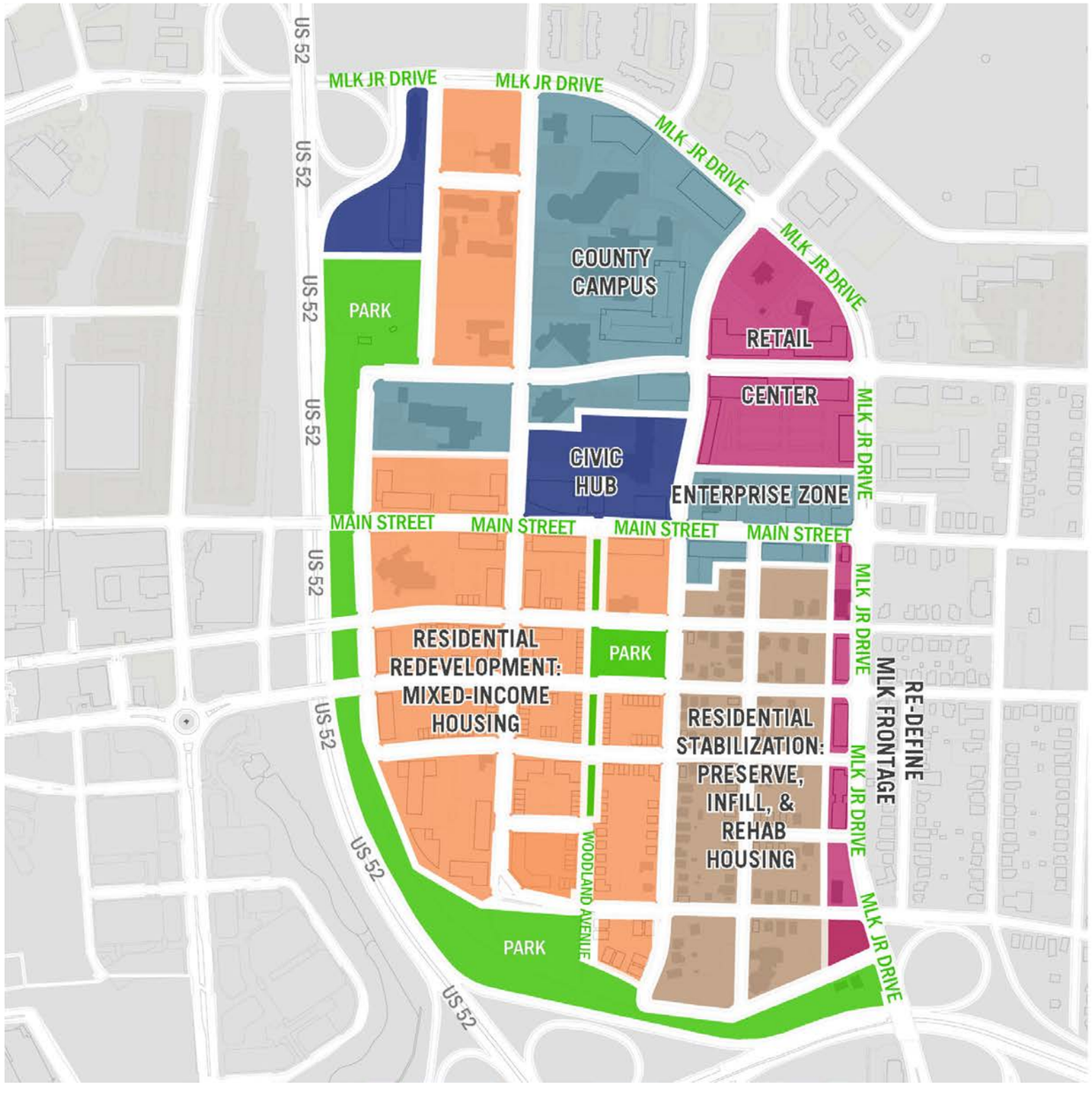
Figure-Ground Diagram
Low density of existing development indicates opportunities for infill and higher-density development.

Existing Building Use Diagram

- Single-Family Residential (Private Entry)
- Multi-Family Residential (Shared Entry)
- Commercial: Office, Co-working, Flex Space
- Retail
- Civic, Institutional, & Community Service or Amenity
- County Facilities

SYNTHESIZING THE NEIGHBORHOOD VISION

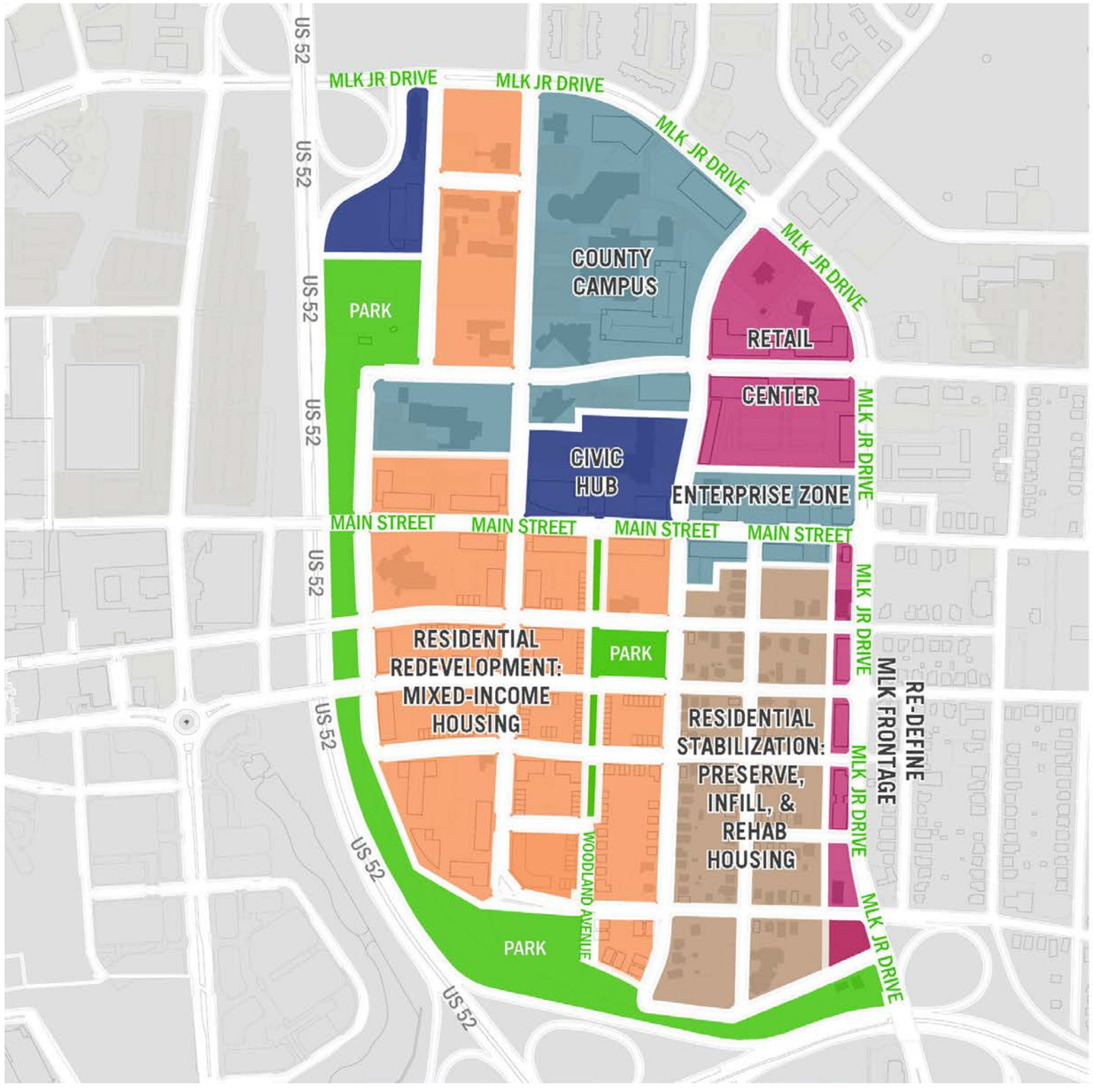
Framework – Guiding Principles & Objectives



- Build on existing neighborhood strengths and assets
- Grow in an inclusive way
- Enrich the neighborhood through civic, commercial and other community amenities and services
- Expand economic opportunities by improving connections to education and jobs
- Enliven the neighborhood with public realm enhancements and mixed uses

- Predominantly Single-Family Residential & Detached Housing
- Predominantly Multi-Family Residential & Attached Housing
- Predominant Employment Areas
- Predominant Retail Areas & Street Frontages
- Civic & Community Services & Amenities
- Open Space Network

Framework – Key Components



- 5th Street as lively, walkable mixed-use **Main Street**
- New **Parks**
- **Residential Redevelopment and Stabilization**
- Central **Civic Hub** with civic, education, and other community uses, services or amenities
- 5th Street's eastern portion as **Enterprise Zone**
- Re-configured **Retail Center** that improves commercial and mixed-use frontages on **MLK Jr Drive**
- Forsyth **County Campus**

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- Predominantly Multi-Family Residential & Attached Housing
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Illustrative Master Plan

Prioritize people and create a sense of community:

- Create small, walkable blocks
- Site buildings close to or at the sidewalk to reinforce street edges
- Locate parking behind buildings
- Line public streets and parks with buildings and front doors to put ‘eyes on the street’
- Clearly define public vs. private spaces
- Make streets that balance pedestrian, bike, car and transit needs
- Mix compatible land and building uses to generate activity throughout the day, evening and weekend

Existing Building

Proposed New Building

Proposed New Open Space

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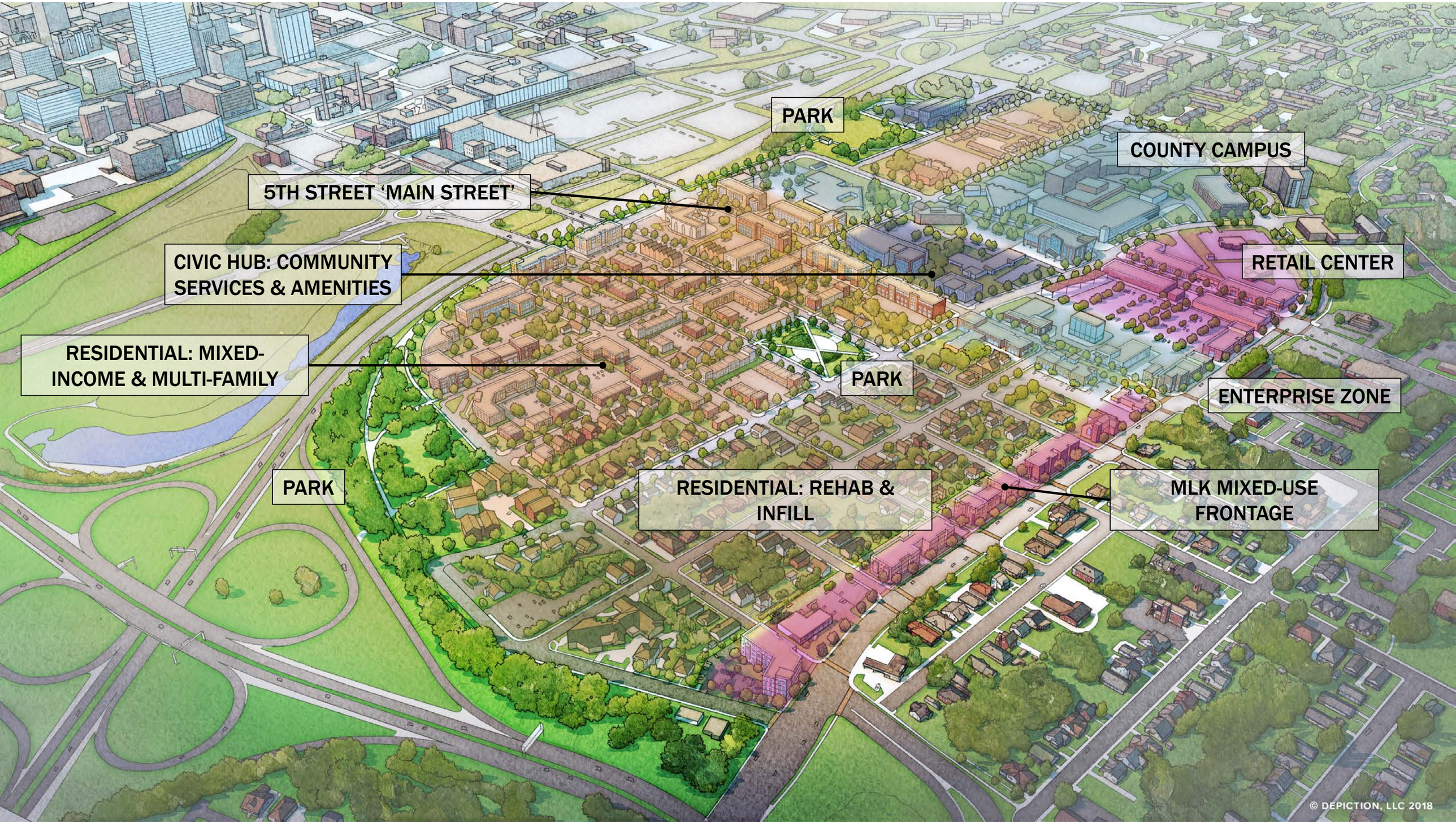
PARK
COUNTY CAMPUS
5TH STREET 'MAIN STREET'
CIVIC HUB: COMMUNITY SERVICES & AMENITIES
RETAIL CENTER
RESIDENTIAL: MIXED-INCOME & MULTI-FAMILY
PARK
ENTERPRISE ZONE
PARK
RESIDENTIAL: REHAB & INFILL
MLK MIXED-USE FRONTAGE
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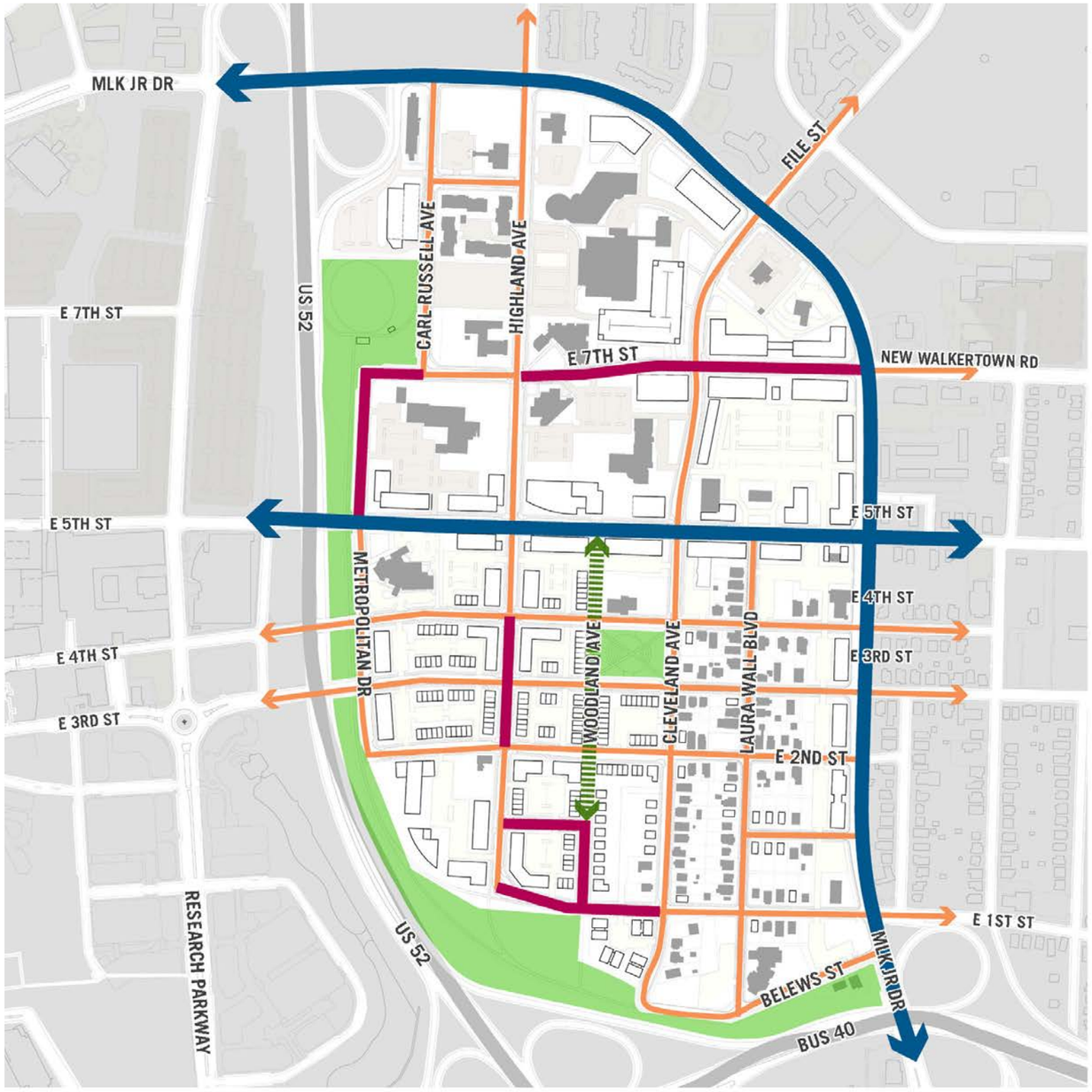
MASTER PLAN
COMPONENTS

Street Network and Parking



Create a public realm that is safe, functional and beautiful

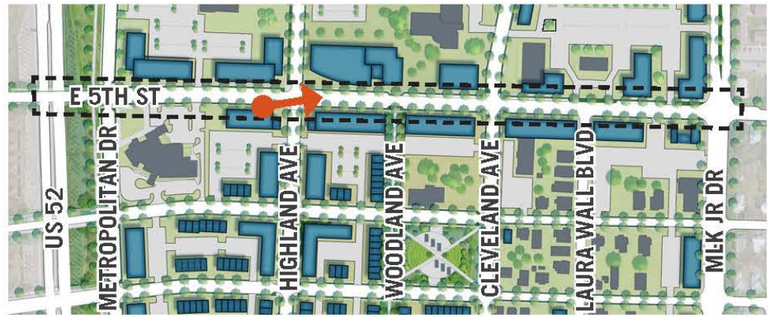
A street designed for people, not just traffic
(Crocker Park in Westlake, OH)

Streetscape elements and pedestrian amenities
(King Street in Kitchener, Ontario)

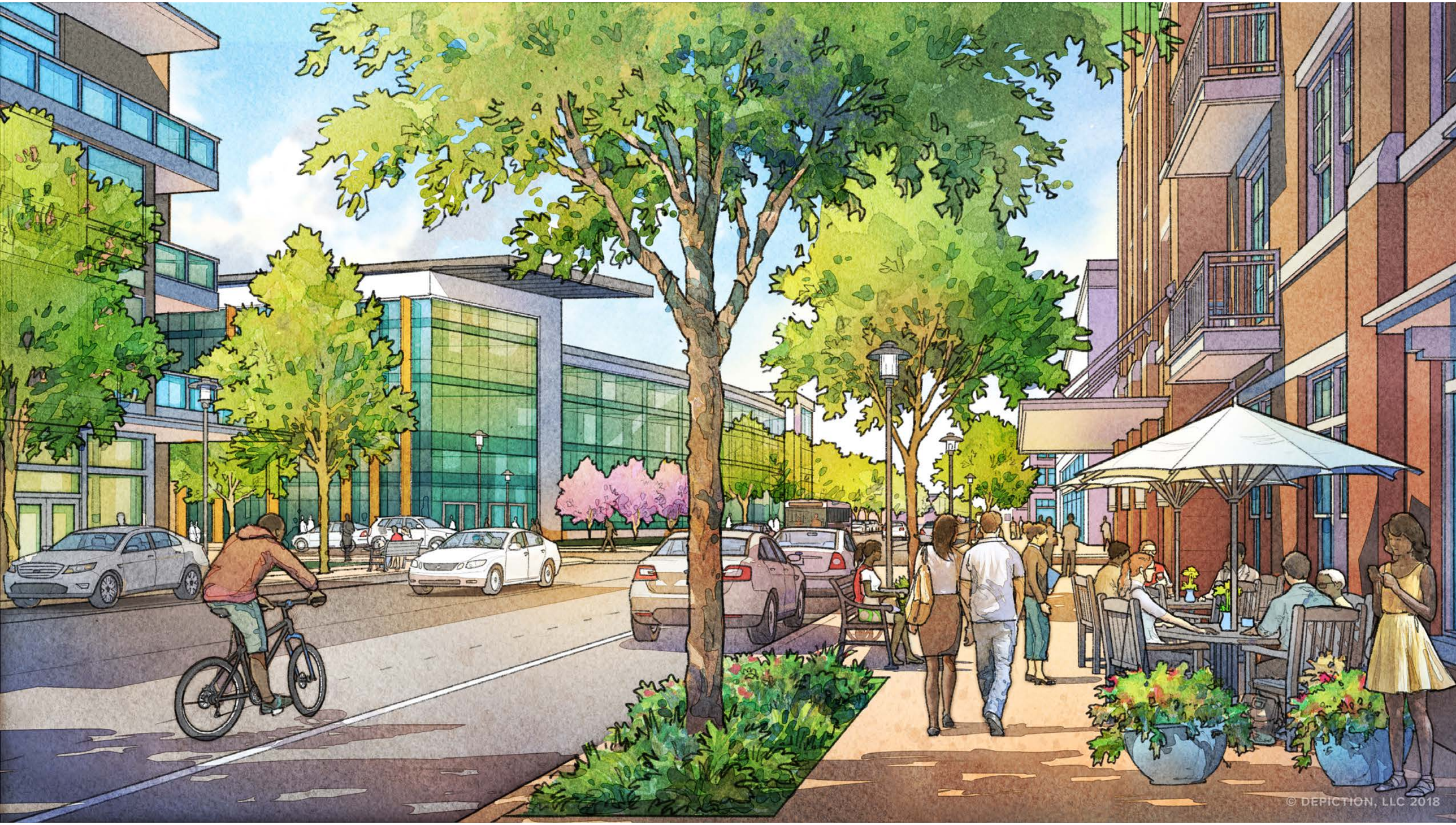
- Primary Streets
- Neighborhood Streets
- Proposed Neighborhood Street Extensions
- Proposed Conversion to Greenway

5th Street Improvements

Existing configuration of 5th Street



Plan of 5th Street corridor indicating vantage point for rendering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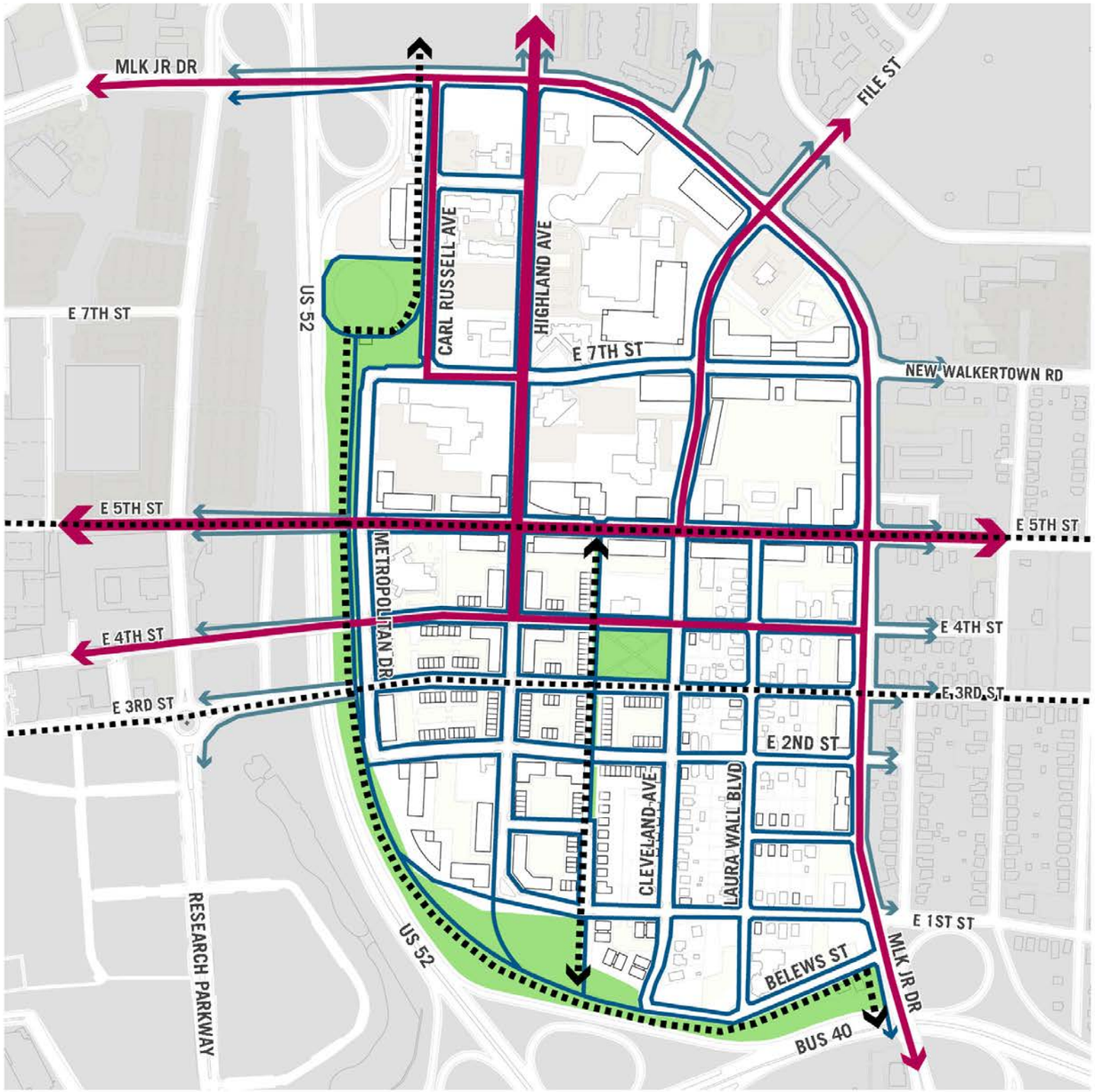
Open Space Network

Pedestrian, Transit, & Bike Network

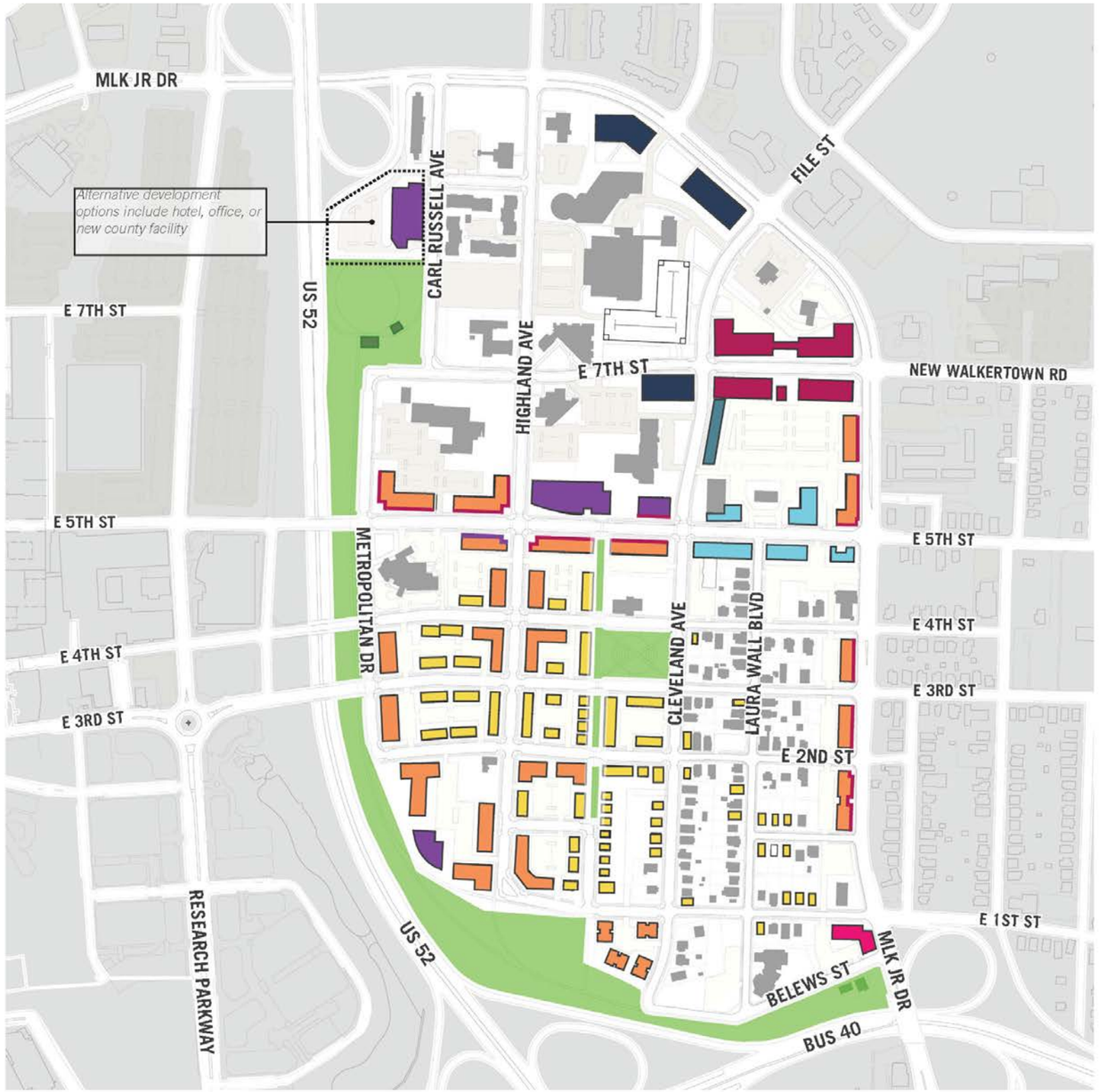


Pedestrian Routes

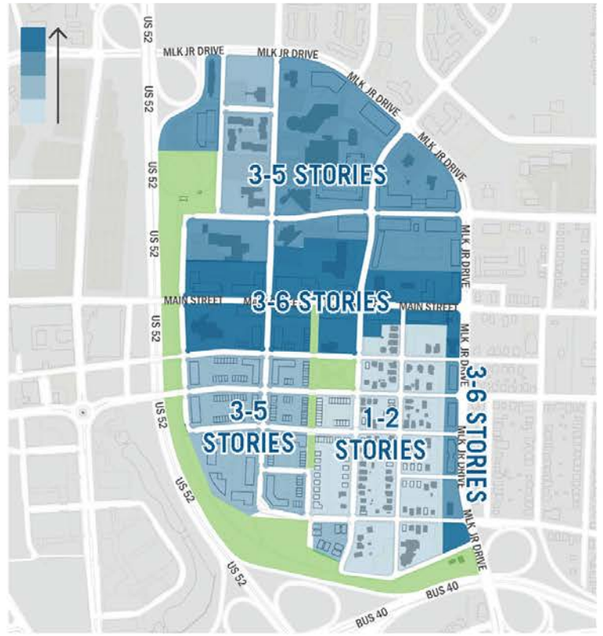
Transit Routes

Bikeways

Uses, Density, Scale, & Height



Target Heights for New Buildings



- Existing Building
- Single-Family Residential (Private Entry)
- Multi-Family Residential (Shared Entry)
- Commercial: Office, Co-working, Flex Space
- Hotel
- Retail
- Civic, Institutional, & Community Service or Amenity
- County Facilities

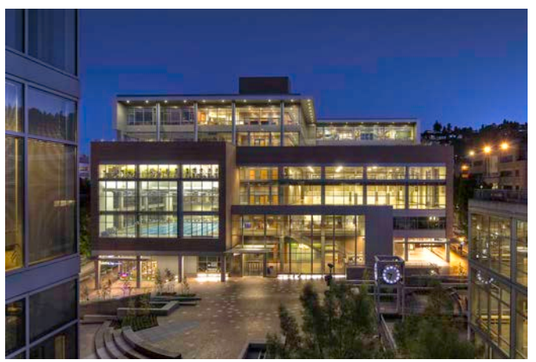
Building Types & Character

Residential

Retail

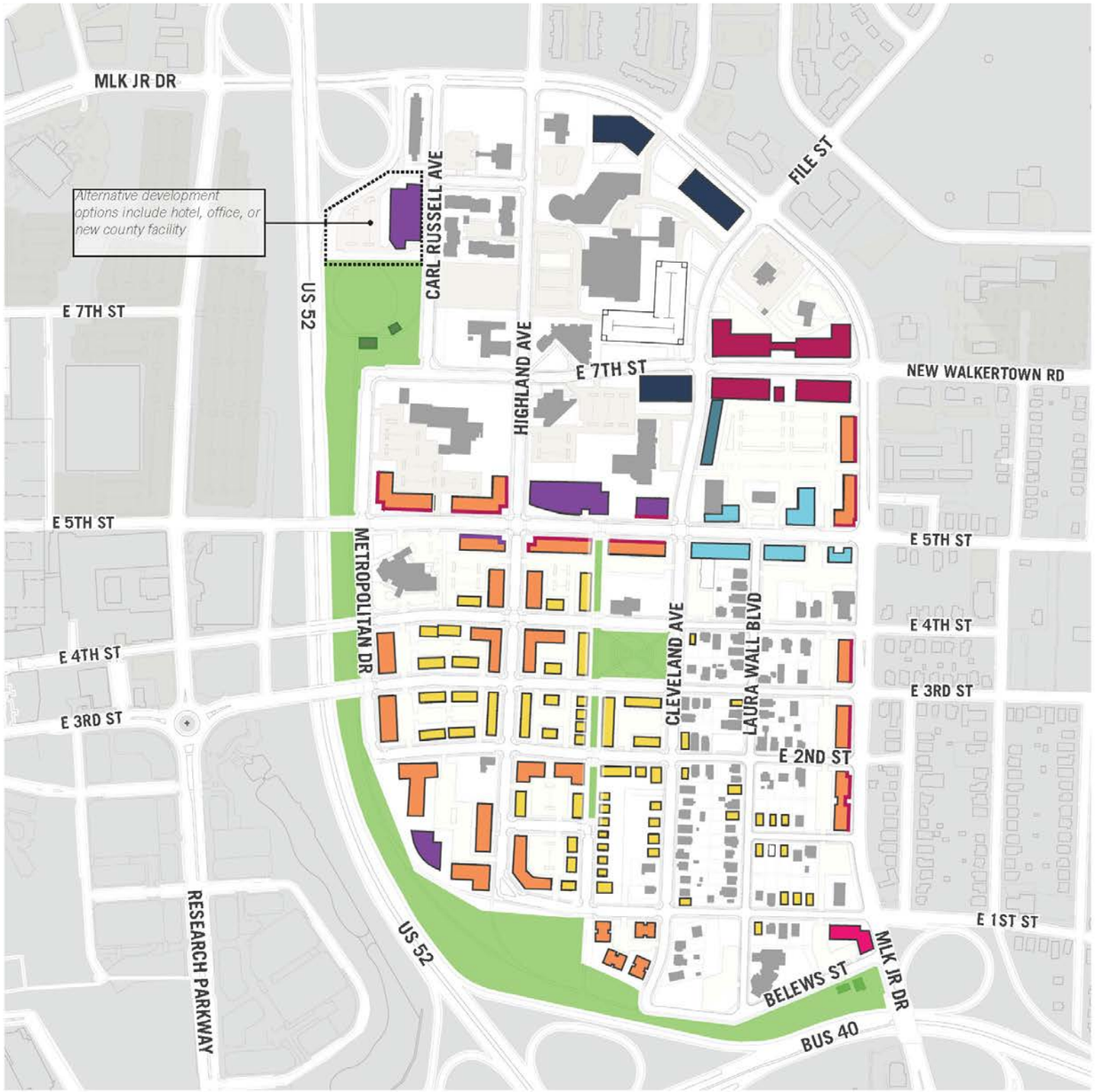
Commercial

Civic & Institutional



IMPLEMENTATION

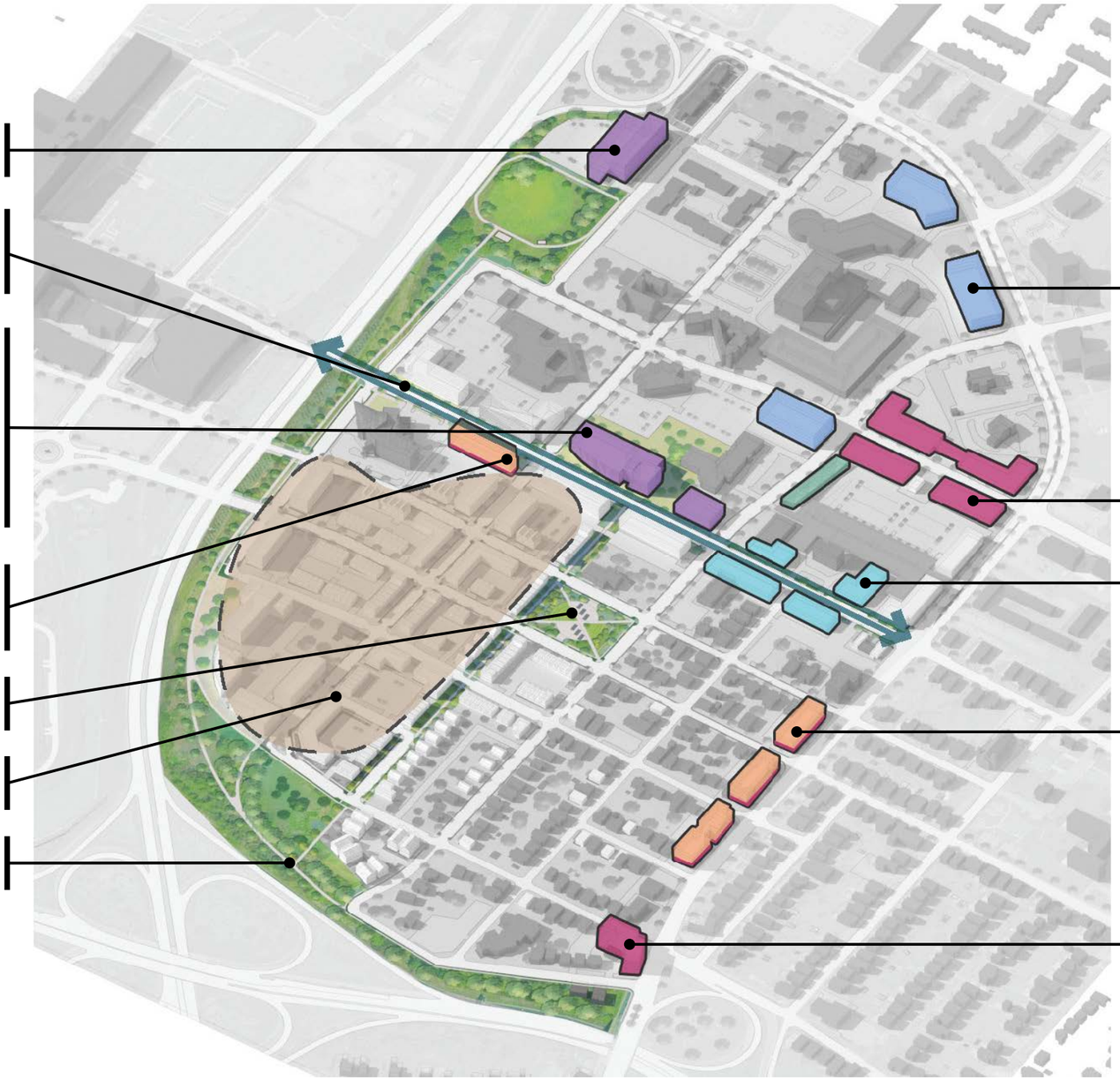
Goals & Strategies



- **Implementation requires a collective effort** involving residents, city government, county government, non-profits, churches, local institutions, property owners, businesses, developers and investors
- **Explore full range of project financing options and sources** including city, state and federal grants or tax credits, neighborhood land banks, community land trusts and institutional, corporate or philanthropic sponsorships and donations

- Single-Family Residential (Private Entry): 150 Units
- Multi-Family Residential (Shared Entry): 1,100 Units
- Commercial: Office, Co-working, Flex Space: 145,000 sf
- Hotel: 110 keys
- Retail: 125,000 sf
- Civic, Institutional, & Community Service or Amenity: 192,000 sf
- County Facilities: 225,000 sf

Catalyst Projects



City-view Park & Recreation Center

5th Street: 'Main Street' Streetscape Improvements

Integrated Learning Center:
Public Library
Continuing Education Center
Adult Training
Youth Center

United Metropolitan Family Life Center

Neighborhood Park

Inclusive, Mixed-Income Housing

City-view Greenway

County Campus Expansion

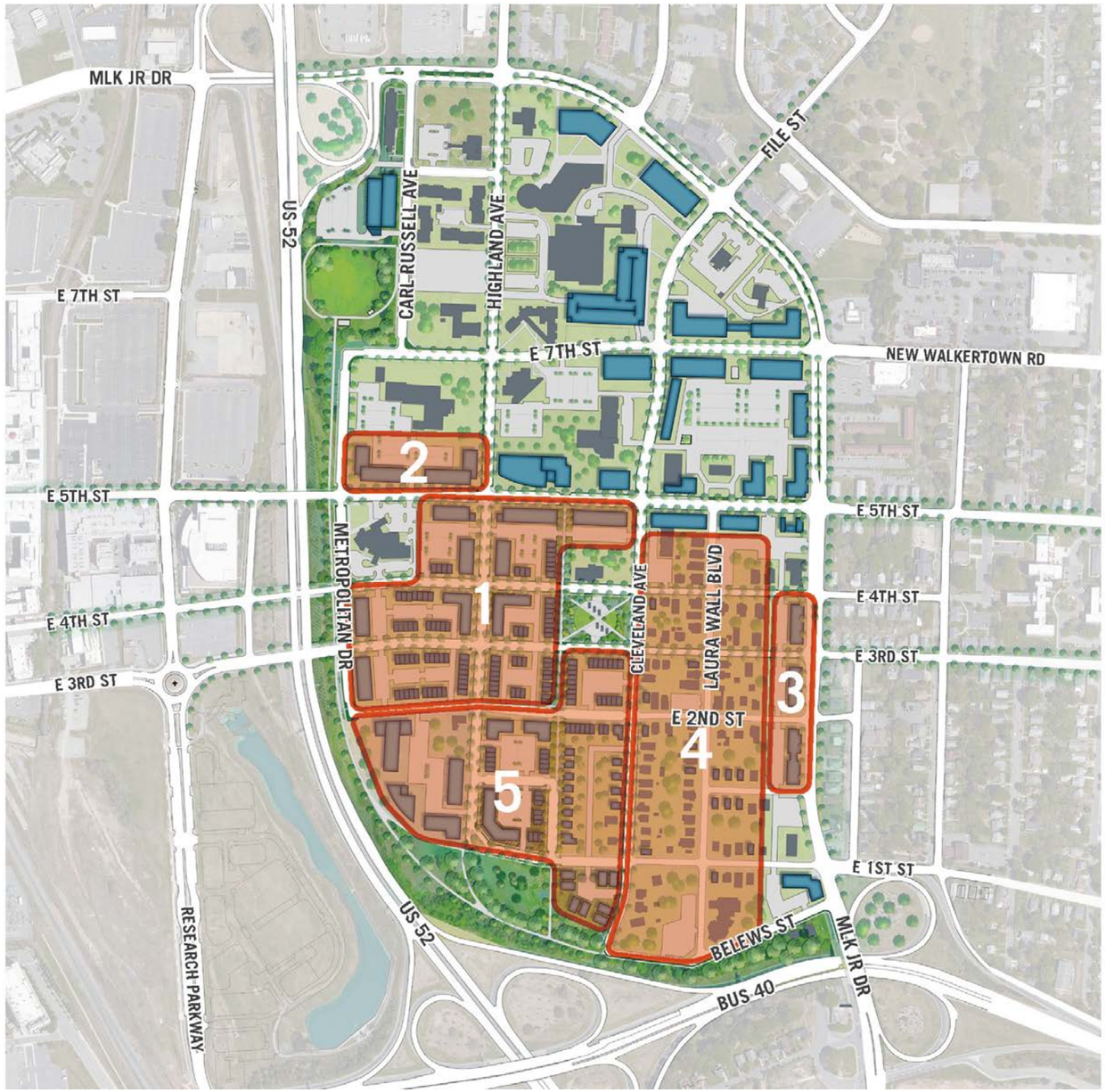
Retail Center

Enterprise Zone

Mixed-Use Student Housing

Gateway Hotel

Key Initiatives – Residential

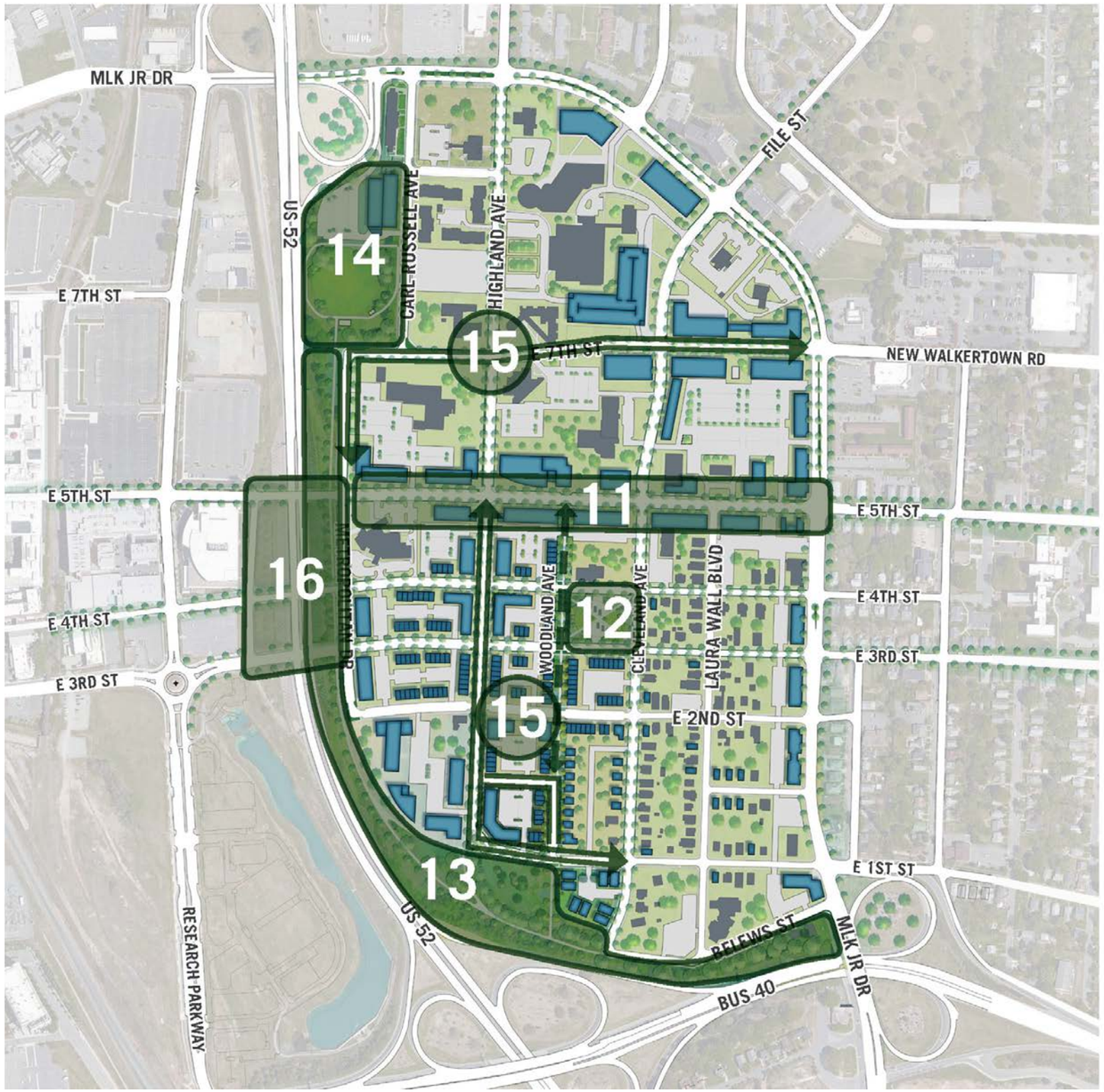


1. Church Housing Redevelopment
2. County EMS Site
3. MLK Student Housing
4. Single-Family Housing Stabilization
5. Apartment Complex Redevelopments

Key Initiatives – Economic Development

1. Church Housing Redevelopment
2. County EMS Site
3. MLK Student Housing
4. Single-Family Housing Stabilization
5. Apartment Complex Redevelopments
6. **Integrated Learning & Community Center**
7. **Shopping Center Transformation**
8. **5th Street Enterprise Zone**
9. **Gateway Hotel**
10. **County Campus**

Key Initiatives – Open Space & Circulation



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7. Shopping Center Transformation
8. 5th Street Enterprise Zone
9. Gateway Hotel
10. County Campus
11. 5th Street Streetscape Improvements
12. Neighborhood Park
13. Cityview Greenway
14. Cityview Park & Recreation Center
15. New Neighborhood Streets
16. Bridge Beautification & Improvements

Next Steps

1. Endorsement by City-County Planning Board
2. Recommendation by City Council Committee
3. Consideration by City Council
4. CDC Quarterly Meetings
5. Implementation

Ensuring Inclusive Prosperity

Plan implementation focus on:

- Inclusion and affordability
- Equitable opportunities with first consideration for community residents
- Increase in minority ownership of housing and businesses
- Replacement housing without displacement of low and moderate-income households through density increase
- Building first on vacant and commercial sites
- Leveraging public and private resources

Ensuring Inclusive Prosperity

Diversified housing approach:

- Subsidized housing for lower-income workers
- Reasonably priced options for younger workers and creative professionals
- Incentivize multigenerational housing
- Improve programs to retrofit housing for accessibility

Economic and social development:

- Buy local/buy diverse
- Living-wage jobs
- Increase number of minority-owned businesses
- Train and hire community residents for development projects
- Expand arts and library programming

Questions

Existing Building

Proposed New Building

Proposed New Open Space

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