

Urban Land Institute - Charlotte District Council
Technical Assistance Program Report

Holly Avenue Neighborhood Downtown Winston-Salem

April 2009



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INTRODUCTION

ULI - The Urban Land Institute

The Urban Land Institute (ULI) was established in 1936 and has over 37,000 members from more than 90 countries. It is one of America's most respected sources of information and knowledge on urban planning, growth and development.

ULI is a nonprofit research and educational organization. Our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. To encourage an open exchange of ideas and sharing of experiences, ULI membership crosses a variety of backgrounds and professions; among the members are developers, builders, property owners, investors, architects, public officials, planners, brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.



ULI Charlotte

ULI Charlotte is a District Council of the Urban Land Institute serving the western and piedmont regions of North Carolina by offering ULI services and benefits at a regional level. The mission of ULI Charlotte is to complete the ULI experience at a local level through continuing education, research and the exchange of ideas and experiences.



One of the community outreach programs of ULI Charlotte is to offer Technical Assistance Programs (TAP). TAP panelists are volunteer members who seek to further the objectives of ULI and make authoritative information available to those seeking knowledge regarding the long-term use of urban land.

Client/Sponsor

ULI Charlotte was engaged by the Downtown Winston-Salem Partnership to provide a Technical Assistance Program. The Downtown Winston-Salem Partnership (DWSP) is an active member and advocacy organization leading the efforts to revitalize and strengthen the core of the city through business recruitment and support, economic development, marketing, and special events. DWSP is the lead organization in implementing the Downtown Plan.



ACKNOWLEDGEMENT

Committee Chair

ULI Charlotte's TAP Committee is chaired by Tracy Finch, development manager of Harris Development Group, LLC, whose committee is responsible for the marketing, review and implementation of TAP panels.



Tracy Finch
Harris Development Group, LLC

Committee Chair

Panelists

Members of ULI were selected to provide a wide variety of experiences. The panelists for the Holly Avenue Neighborhood TAP include:



Brian Jenest
ColeJenest & Stone

Landscape Architect



Heth Kendrick
LandDesign

Planner



Keith McVean
Consultant
King & Spaulding

Land Use

Biographical sketches are included in the appendix to this report.

Program Support/Management

Theresa Salmen
District Council Coordinator
ULI Charlotte

Program Manager

STAKEHOLDER INTERVIEWEES

Personal invitations were extended to stakeholders. Of those invited, 20 individuals met with ULI panelists including city staff, property owners and community leaders. The following individuals participated in the interviews:

Marco Andrade

Winston-Salem Forsyth Planning Board Project Planner

Joe Bellisimo

Winston-Salem Dash

Tom Blair

Property Owner

Rence Callahan

Downtown Winston-Salem Partnership Chair

Kemona Carter

City of Winston-Salem Neighborhood Assistance Specialist

Richard Emmiett

The Arts Council Chief Operating Officer

Tom Fowler

West End Village

Justin Gomez

Downtown Winston-Salem Partnership Director of Marketing and Operations

Jeff and Susan Macintosh

Homeowners

Wanda Merschel

Winston-Salem City Council - Northwest Ward

Sherri Nielson

Sawtooth School of Visual Arts Executive Director

Paul Norby

Winston-Salem Forsyth Planning Board Director of Planning

Judy Pappas

Homeowner/Holly Avenue Neighborhood Association

LeAnn Pegram

City of Winston-Salem Historic Resources Coordinator

Stanley Polanis

City of Winston-Salem Director of Transportation

Carver Rudolph

Property Owner

Jason Thiel

Downtown Winston-Salem Partnership President

Greg Turner

Assistant City Manager

Wake Wagner

Property Owner (live and work)

Elliot Woltz

Property Owner

TECHNICAL ASSISTANCE PROGRAM REPORT

Objective

The Technical Assistance Program (TAP) is offered by ULI Charlotte to provide local municipalities and community-based nonprofit organizations objective and responsible advice on land-use planning, development and redevelopment issues.

Program Description

District Council TAP is a service offered as part of ULI's national Advisory Service Program. Since 1947, the Advisory Service Program has assisted communities by bringing together real estate, planning and development experts to provide unbiased, pragmatic advice for addressing complex land-use planning and development issues.

The ULI Charlotte TAP provides similar services to local government and community-based nonprofit organizations. Once a project is designated as a TAP, ULI Charlotte's District Council assembles a panel of volunteers with expertise in areas that are necessary to focus on the sponsor's particular problem or issues.

Because of the District Council members' diverse expertise, a broad array of issues can be evaluated. Members' expertise is available on commercial retail, office, industrial, residential, and mixed land uses in a multiplicity of urban forms.

Under ideal circumstances, a TAP panel will focus on issues surrounding a particular site. The scope of the analysis is intended to benefit a specific site in a neighborhood or community. Analysis will typically be organized around defining site characteristics and limitations, identifying and assessing community and neighborhood goals, considering alternative land-use strategies in the context of preliminary feasibility analysis, and making recommendations for next steps.

The sponsoring organization is responsible for gathering the background information necessary to understand the project, and presenting it to the panel. TAP panel members spend one day developing an understanding of the problem, coming up with recommendations, and presenting those findings and recommendations to the sponsoring organization.

Panel Process

During initial discussions with the Downtown Winston-Salem Partnership, ULI identified key issues the TAP panelists were asked to address. In a one-day study, three panelists:

- studied and discussed information provided by DWSP;
- were briefed by DWSP staff;
- toured the project area;
- met with key stakeholders;
- heard a variety of perspectives from community members and discussed issues and concerns; and
- debated the issues and framed recommendations.



TECHNICAL ASSISTANCE PROGRAM REPORT

Background

The southwestern edge of downtown Winston-Salem has been on the verge of major change for two decades, but until now, it has lacked a transformative project in scale to warrant significant consideration of private investment. This was radically changed in the last few years, with several projects underway, such as the new baseball park, West End Village (multiple phases), and major expansion and renovations to historic Sawtooth School of Visual Arts Building into the Downtown Arts Center. The private interests in each of these projects acknowledge the positive trend; however, they have not had the opportunity to focus on making meaningful sense of the connectivity of these projects to further benefit their projects and the future developable sites within this new development zone. Furthermore, the recently approved Downtown Plan focuses much of its attention on the central core of downtown, without meaningful consideration of the recent trends to the southwestern edge. These connections are made more complicated by the fact that the historic Holly Avenue and the Historic West End neighborhoods are directly adjacent to these major projects.

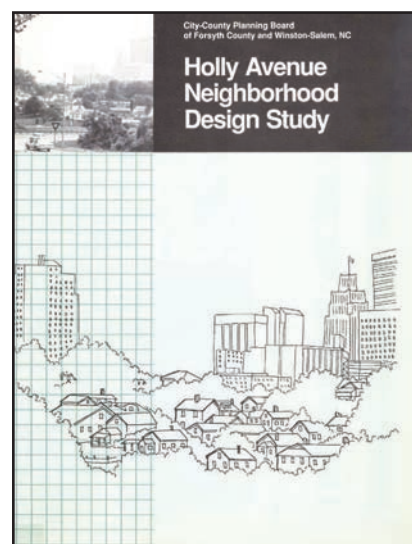


Study Area

(Information exerted from the Holly Avenue Neighborhood Design Study, 1992)

The Holly Avenue neighborhood is one of Winston-Salem's smallest, yet most strategically located neighborhoods. Each day, people travel through this area's hilly terrain filled with 19th and 20th century architecture and stately trees. It is located southwest of the central Business District, between the older residential neighborhoods of Old Salem and West End. The boundaries of the neighborhood are the southernmost property line of lots fronting Fourth Street on the north, Marshall Street on the east, Business I-40 on the south, and Broad Street on the west.

In 1992, a design study was completed and adopted by the Winston-Salem Board of Aldermen. Since that time, efforts to address the recommendations have spurred reinvestment in the area with renovation of older homes and beautification through a tree planting program. At the advent of some major new projects on the perimeter of the neighborhood, now is the time to capture some of the opportunities for the neighborhood.



Panel's Assignment

A ULI Technical Assistance Program was engaged to provide a foundation for future planning efforts by supplying an initial community assessment of land use strategies and offering recommendations for next steps. More specifically, below are highlights of the assignment that the ULI TAP panel was engaged to address:

- Development and Design – What design tools can be used to offer guidance or control over future development? What are the recommended boundaries?
- Branding and Connectivity with Adjacent Areas – What are recommendations for co-branding with anchor projects on the periphery with the Holly Avenue Neighborhood. Are there recommended transportation improvements to increase the connectivity to adjacent areas?
- Implementation – What would be the strategy for implementing the panelists' recommendations? Provide a general action plan.

ULI Charlotte conducted a session March 27, 2009, that included a tour of the study area, an interview with key stakeholders, preparation of the recommendations and a presentation to invited guests. The report is intended to provide general considerations the client might wish to use in future planning for the Holly Avenue Neighborhood.

Key Stakeholder Interviews

During the session, key community stakeholders were interviewed in two group sessions by TAP panelists. The following input was provided, with many points consistent between the two discussion groups.

Interview Observations

Stakeholders were asked what their hopes and expectations are for the study area. The comments are provided in a summary format, grouped under specific topics.

- Branding
- Branding, Character and Aesthetics
 - o Create a live-work-play community, incorporating retail, arts, restaurants, and funky venues.
 - o Encourage varying price points for residential, including workforce and affordable housing that attracts various age groups.
 - o Capitalize on the five college campuses in Winston-Salem. Bring the students downtown and make them part of the core.
 - o Recommend short-term ideas and/or design criteria for streetscapes.
 - o Consider more vertical parking rather than surface lots.
 - o Encourage the neighborhood to decide what it wants to be. Does it want to preserve the historic character or be an eclectic mix?
 - o Provide guidance regarding demolition of houses for parking.
 - o Consider that people who come downtown want to park where they can see the door (perception of safety).
 - o Preserve the character of Shady Boulevard and work to preserve the older homes that still exist.
- Connectivity
 - o Create a lighted path from West End to the Arts Complex.
 - o Strengthen the connections and linkages through the neighborhood.
 - o Embrace the shuttle system that would bring students downtown.
 - o Develop plans for medians and new stop lights near the ballpark.
- Guide Future Development
 - o Convert the fringe to be more welcoming, creating a walking linkage to downtown.
 - o Encourage the neighborhood to take the lead in determining and advocating for change.
 - o Support future developments that are consistent with the historic guidelines.
 - o Promote development that “fills in the blanks” in the community.



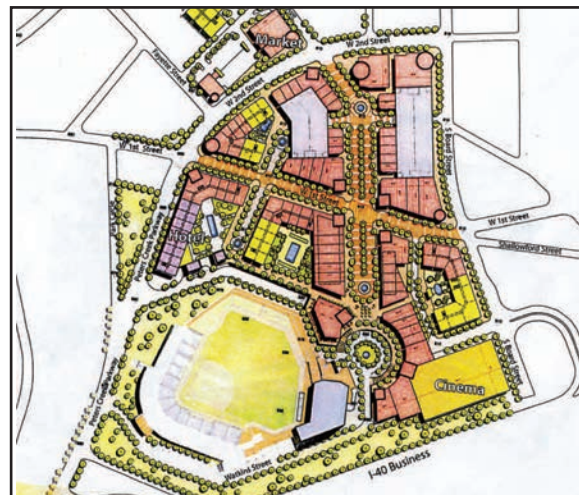
General Comments

- Area Profile Information
 - o The 1992 plan gave direction to the area. It has spurred a first round of investment/renovation and accommodated First Street and Spring to be “fixed.” Minimal street trees have been planted, and power poles are still an issue.
 - o Sawtooth School of Visual Arts programs enroll children younger than 16 years old for about 50 percent of its programs. The city controls the park at the north/east side of the neighborhood. It is anticipated that the park will be available to book festivals and functions. The arts complex just gained control of its parking lot at Holly and Spruce and could see long-term options for deck or redevelopment but none are planned now.



General Comments - Continued

- o Ballpark profile: The area has 28.2 acres of assembled land for a 5,500-seat, single A ballpark, in hopes of having an entertainment district. The ballpark sits on 8.5 acres. The 10-year plan includes live/work and entertainment with a movie theater. The site has 850 parking spaces, 450 of which are for just the ballpark. Short term: Create temporary parking that will eventually be turned into structured parking. Still working on a street drop-off location. A walking concourse around the ballpark is planned, and the developer is still trying to determine what to do with the boarded-up houses in the near term. They have looked at reworking Peter's Creek Parkway to become more pedestrian friendly and have more contiguous land around the ballpark. Small condos in West End sold quickly at \$150,000 to \$200,000. Is it possible to stay at \$200 and less per square foot with land costs? The neighborhood is pricing itself out too quickly; \$300,000 units will not sell.
- o Approximately 30,000 people work downtown, and only 1,000 live downtown. The opportunities created by the Research Park could mean 20,000 additional jobs.
- o It is estimated that land in the area is sold for about \$15-\$17 per square foot, and smaller homes that are in decent shape sell for about \$110-\$140 per square foot. Leases in the old YMCA and Mission buildings are about \$1,600 per month.
- o Wachovia leases the parking deck that is between Holly Avenue and Fourth Street. It is vacant most of the time and may be used in off hours.
- o Traffic: First (in bound) and Second (out bound) Streets have major problems, with traffic counts of 6,000-10,000 per day coming from Broad Street. The City Department of Transportation has looked at making the streets two-way; however, with the short blocks and transitioning to Business I-40 because of a needed left turn, they are not able to be made two-way streets. The primary concern is in the afternoon. NCDOT and City staffs are discussing the redesign of ramps from Business I-40. They are looking at traffic calming options. NCDOT's timeframe is to start in 2015 and expects, if the ramps on Peter's Creek Parkway to Main Street are completely shut down, that the work can be done in 2 years or less. Presently, all the roads and bridges of Business I-40 are substandard.



Ball Park Area Plan

- Safety/Crime
 - o Area has bike patrol.
 - o Consider a nuisance abatement that tracks crime to a specific residence.
 - o The parking deck is a haven for the homeless. It is very regularly empty.
- Other Comments
 - o Believes that council would consider a historic district of the neighborhood.
 - o This is the only historic neighborhood housing in downtown.
 - o The church has expressed its need for parking during the week.
 - o The street car proposal is something similar to Portland's. It would connect the medical center, up First Street, and could be a good catalyst for a higher-density near-street car route.
 - o Street Tree Planting program has a budget for projects with less than \$1M.
 - o There is a basic need to improve utility lines, potholes and sidewalks, and these upgrades would go a long way in neighborhood improvement.
 - o Property owners are holding property in anticipation of land values increasing. A historic district would limit use on the properties and may limit uses, thus a proposal may see some opposition.



After the interviews, the panelists summarized the comments as follows:

Challenges

- Surface parking
- Crime perception – car break-ins, drugs, etc.
- Low owner-occupied residential units
- High traffic volume through the neighborhood on 1st and 2nd Streets
- Inadequate infrastructure
- Lack of neighborhood services (grocery, dry cleaners, drug store)
- No community brand
- Speculative land owners holding land that limits redevelopment opportunities
- Core has been strengthened but fringe needs focus
- Lack of living opportunities
- Inconsistent zoning

Opportunities

- Location in proximity to arts and baseball facilities
- Affordable land values
- Revisit successes and opportunities in the 1992 Design Study
- Neighborhood organization and the city's willingness to consider change to the area, including the willingness to accept density
- Historic character and potential to pick up on the strength of West End
- New development on the fringe (e.g. West End)
- Redesign of Business I-40 (NCDOT)
- Streetcar consideration
- Outreach to students of the 5 college campuses to capturing younger residents
- Research Park creates more opportunities in downtown



Image #1 (see larger view in Appendix)

Panelist Comments and Recommendations

Following the interviews, the ULI TAP panelists identified key areas of concentration and provided the following recommendations. Please keep in mind that this plan is intended to be a starting point for discussion among the Holly Avenue neighborhood leaders and residents. Some ideas may have greater probability and success than others.

Recommendation: Create two districts within the neighborhood with the local historic district in the southern portion and the pedestrian/mixed use overlay in the northern portion. A local historic district is not required to follow the national register district and we believe the creation of a local historic district is most appropriate for the southern portion of the neighborhood. Guidelines should be created for future development (image #1).



While both are contained in the national historic district boundaries, the Holly Avenue Study Area has two distinct districts. The first district, below Second Street, contains the best housing stocks, has a distinct focus on residential and is an area that has greater ability to build upon the historic character. Additionally, further investigation into a local historic district should be considered for this portion of the area. Other parts of the city have historic homes, such as the vacant homes on the perimeter of the baseball stadium, which are scheduled to be demolished but can instead be relocated to this area of neighborhood. For example, the Fourth Ward neighborhood in Charlotte was assembled with homes from different areas of Charlotte to form a cohesive neighborhood. As rebuilding occurs, what are the opportunities that can be capitalized upon?

Panelist Comments and Recommendations - Continued

The other district is north of Second Street and along Holly Avenue. It is anchored by Winston Square Park and the arts facilities. This area would be more flexible, more Bohemian, with less restrictive design guidelines, allowing development to happen more organically. This district could be more flexible and offer higher density, thus some taller structures. The pedestrian/mixed use overlay would include higher density, with commercial on the first floor and residential or office on the upper floors (2nd/3rd). The south side of Second Street could be medium density, meaning that as it redevelops, residential or commercial may be on the first floor, and possibly only two stories would be allowed. The uses in this area are dependent upon what works for the neighborhood. The medium density would offer a smooth transition from the higher density and into the residential portion. The same guidelines could be applied to development along Broad Street and Peter Street Parkway, bleeding into the ballpark, which will also contain residential and retail.



Recommendation: Rename Holly Avenue. To capitalize on the changes that are underway with Winston Square Park, the panel recommends that Holly Avenue be renamed Winston Square Place. This would create a tie to a major anchor in the neighborhood. Even among those stakeholders interviewed, there is confusion when referring to Holly Avenue. There were questions whether “Holly Avenue” refers to the street, the neighborhood, or the surrounding area. The new name will bring a new image and identity to the area. The renaming also allows the area to shed the negative (real or perceived) impression tied to crime and unkempt properties. As the area starts to co-brand with one of the key anchors, all the wonderful things going on in that area will flow into the neighborhood. Additionally, the panel recommends that the presently named Winston Square Park be named Winston Square, because panelists feel the word “park” is redundant.

The Holly Avenue Neighborhood comes with a stigma. It is associated with crime and the downtrodden. By simply changing the name along the four-block street, the area can shed some of the negative impressions. It should not be difficult encourage property owners to agree to change the name, invoking a better image for the street and surrounding area.

The flow of these two recommendations allows the baseball stadium to anchor one end and the Arts to anchor the other, with transitions to the mixed use structures and then the primarily residential neighborhood.

Connectivity and Mobility (moving people by car, bike, foot)

Recommendation: Consider an alternate route for the proposed streetcar through the neighborhood. As the proposal is evaluated, the panel recommends directing the west route down Winston Square Place/Holly Avenue. Moving the streetcar into the neighborhood will activate the retail in the lower levels of the high-density buildings. If an alternative would need to be considered, Second Street can be studied; however, that street is more residential in nature.



Image #2 (see larger view in Appendix)

Panelist Comments and Recommendations - Continued

Recommendation: Identify vehicular and pedestrian gateways to the neighborhood (Image #3). Designating major connections into and through the neighborhood will help create a sense of place for the area. Monumentation, roundabouts and signage will help designate these gateways and call attention to the neighborhood.



Some potential locations for vehicular gateways include:

1. Peter Street and Second Street (consider a roundabout)
2. Broad and Fourth Street
3. Business I-40 to First Street

Pedestrian gateways would be tied to the major anchors of the neighborhood:

1. First and Broad (the ballpark connection)
2. Winston Square (encouraging pedestrian traffic from the business district through Winston Square and into the neighborhood)

Recommendation: Continue to study how First and Second streets can become two-way streets. Converting the streets from one-way to two-way will tame the traffic passing through the neighborhood.

Recommendation: Create a green street. A green street is a street that may have a wider planting strip on one or both sides of the street, or that has some form of green space along the street. By creating a green street, the street becomes more pedestrian friendly. Review the street inventory and select one street in the neighborhood.

Recommendation: Create open space in the neighborhood. There is a perfect opportunity to capitalize on the history of the area and the spring. Consider a north/south park in the area, opening the spring along the park. Also consider a park along Third Street with the creek and present open space.

Recommendation: Address infrastructure improvements for sidewalks, roads, street trees, lighting and utilities. There is a solid base, so take advantage of the resources that are already in place. For example, there are streets with granite curb that are a great feature to use. Build up the pedestrian walkways, and move around existing structures. (Image #2 – Cross Sections)

Recommendation: Add bike lanes. It appeared that there are no existing bike lanes in the downtown. Consider streets on which lanes can be integrated with traffic (possibly those with speed limits of 25-35 mph), and those whose speed limits exceed 35 mph would need lanes for bikers. With the interest of attracting younger residents to the neighborhood, integrating bike lanes would be an added amenity and an opportunity for alternative mobility in and through the neighborhood.

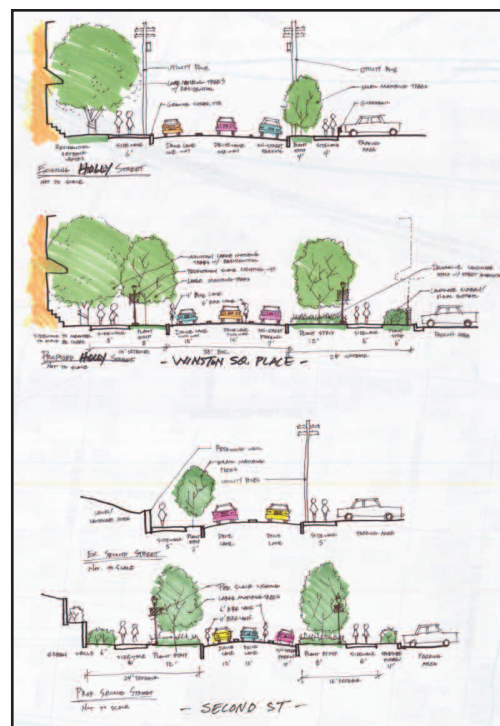


Image #3 (see larger view in Appendix)

Recommendation: Encourage shared parking agreements among the businesses, such as the church and the arts center, to reduce single-use parking. During events at the new baseball stadium and the arts facilities, peak usage can create opportunities for existing parking structures and lots to generate additional cash flow.

Panelist Comments and Recommendations - Continued

Recommendation: Create guidelines so there is a set standard future development must adhere.

Suggested guidelines include:

- build-to (setbacks) along the green streets. An example would be 24-foot setbacks to allow for a wider style planting strip and sidewalk. On the other side, possibly a 16-foot setback where there are existing homes and trees. Take advantage of the vacant lots in the neighborhoods by creating open space and larger planting strips.
- streetscapes/lighting. Select a standard light pole that everyone can begin to use as development occurs. It may allow for a logo, banner or signage that can dress up the street.
- parking as a principal use (eliminate). Design guidelines can address the tearing down of homes to put in parking by eliminating it as an allowed option. Encourage quality replacement of any structure that is torn down.
- building fronts to the street. Require buildings to front the streets, not a side condition (such as 648 Holly Avenue).
- shared parking.
- screened parking. Also, educate present surface lot owners on screening with landscaping.
- pedestrian orientation.
- integrate public art into neighborhood. With the Sawtooth School of Visual Arts in the neighborhood, it is a great way to bring public art into the area. Display students' art, not only near the Sawtooth Art Facility, but into the streets of the Holly Neighborhood. Ways to do include integrating art into the sidewalk pattern, monumentation or art at vehicular gateways, or using it to screen the parking areas. A model of an urban art trail that is part of the neighborhood is found in downtown Asheville, and it keeps the pieces together rather than spread out randomly.
- Combine utility poles. Begin discussions with the utility companies to combine utility lines on one side of the street, bury them or put them behind primary property lines.



Branding

Recommendation: Host events and programs in the Holly Neighborhood. The Downtown Winston-Salem Partnership can help activate the area through programming. Take advantage of the venues, as well as the topography features of the neighborhood. Work with the baseball park to plan events beyond the 72 baseball games hosted in the stadium. For example, the Farmers Market is now located at Sixth and Cherry – can it be moved or expanded to the baseball park? The park can handle large crowds and is a great venue for concerts and weekend events. How about a soap box derby race down First and Second streets?

Recommendation: Make Winston Square Place the primary linkage between baseball/West End and the downtown core. The Sawtooth School of Visual Arts is a genesis of the neighborhood and should be celebrated as much as possible.

Implementation

- Begin a neighborhood planning process. This is where it all starts. Get all the stakeholders together to discuss the vision for the area and how to connect the anchors. During the stakeholder process, we noted that a number of groups and individuals are working well together and talking, while others are not. A planning process can help make things more transparent to everyone and bring the vision back collectively, as a lot has happened since the 1992 plan. The baseball and arts parks, as well as the Research Park, are great catalysts for revisiting the plan. All that will bring more people to downtown. There is a great opportunity to create housing for those people. The streetcar proposal will bring people through the neighborhood.
 - Re-examine the 1992 plan
 - Create priorities
 - Create streetscape/design guidelines
- Initiate zoning changes to implement land-use recommendations. Direct uses to where you would like to have mixed use, specific housing, and protect the neighborhood.
- Identify funding strategies (public, private, additional MSD, TIF, etc.). For example, pick a street you think would be a great street to showcase and use that as the example of the future for the area. Implement the street cross-sections so people can begin to visualize what it will look like.
- Implement the streetscape plan on one neighborhood street (Holly Avenue or Second Street).
- Work with existing parking lots to implement design guidelines. See if you can get the owners to cooperate by putting screening options in the design guidelines. In Charlotte, the police department became concerned about the number of break-ins in the surface parking lots. The department went to the City Council to request a code revision that would require fences for all surface parking lots within 3-5 years. The code allows for one or two ways to enter or exit the lot. While the lot owners didn't like expending the cost, fewer break-ins were reported once this was implemented. Get the lots along Holly Avenue to implement your streetscape plan.
- Consolidate/bury utilities.
- Create a small area plan.
- Strengthen the neighborhood association.

This is just the beginning of what can happen.

The Holly Neighborhood has the potential to become an affordable, edgy and attractive place in the heart of Winston-Salem. Take advantage of the groundwork laid through the 1992 plan and go beyond. Make the most of the historic character, affordable land prices, and easy access to downtown. The neighborhood must band together to initiate the change, create a small area plan and drive the changes from residents, land owners and local municipality leadership. Create a sense of place and advocate for the services and future brand of the area. Tap into the resources available through the DWSP. Reach out to the critical stakeholders to gain buy-in and become more proactive. This is a great time to think about the future of the neighborhood and, when the real estate market comes back up, the neighborhood is in a great place to implement the plan.

Keep in mind that if you are proactive, then the properties that are meeting the expectations of the neighborhood will begin to appreciate in value, and eventually, there will be change. But you must be proactive.



QUESTIONS, ANSWERS & RECOMMENDATIONS SESSION

At the conclusion of the TAP, a presentation was made to Downtown Winston-Salem Partnership invited guests. The panelists presented their findings and described their recommendations for the community. Below is a summary of the questions raised during the meeting:

- **What are the proposed hours of the streetcars?**

Jason noted that everything is still in the conceptual stages and they have not looked at it in that type of detail. You may want to assume the times of operation as 5 a.m. to 1 a.m.

- **What is the streetcar route?**

If there is an opportunity to get the loop through the neighborhood, it would be good to build upon the character. But it is not critical. 4th is only a block away.

- **Please review the plan again.**

Create two districts from the one. The historic area needs to be preserved and enhanced, because it has some of the best housing stock and is primarily residential. And the transition area – which can have more edgy architecture and possibly more density – should be affordable to attract those people living in the fringes, and have a mix of residential and retail (neighborhood service oriented such as local restaurants, grocery, cleaners) that are smaller and bleeds into the outer edges. Then the arts will bleed into the neighborhood that can be more affordable for the artists.

Create the highest density along Fourth Streets, and then scale it down to mid-density as you move into the purely residential segment of the neighborhood. This progression is a great way to scale it up and down with the neighborhood.

Create a local historic district on both sides of Second Street extending approximately 60' north of the right-of-way. Keep in mind that if you consider creating a local historic district, a number of controls will come into play, though it would help preserve the buildings. The historic and the higher density are not mutually exclusive.

- **Regarding a local historic plan, what does the panel recommend for the other district in the area?**

Since the panelists are not familiar with the zoning code, it is difficult to know definitively. An overlay could be considered with a possible pedestrian business (PD) district zoning. Since PD zoning is already on the books, and if it fits the need, it would be easier to utilize present zoning rather a special zoning request. You would want to have a consistent zoning for the overlay/zoning in the transitional area. You may already have the tools available to you.

- **Please discuss the panel's views regarding open space and the water aspect along the creek.**

Create a sense of place through the redevelopment of the anchor areas. It makes sense to continue the momentum. If the neighborhood is trying to create a walkable, connected neighborhood, this would be a great consideration. You have great public space on the perimeter. Use it to engage the neighborhood. Remove the walk way and large rocks near the park, as they are barriers. It would create a stronger connection to an anchor. Then create some smaller green spaces and parks in the neighborhood. Create a park along the spring/water and/or on the presently vacant land. Possibly use Shady Blvd. as a green street.

- **Please discuss the new neighborhood name.**

The Holly Neighborhood and Winston Square Place is still part of the neighborhood, it is connected. The recommendation should be vetted through your public process. An example to look at is Wall Street in Asheville.



There may be some reluctance from some of the neighborhood; however, it was generally believed that renaming the street could be very feasible. There doesn't seem to be a lot of people connected to the name. Truly the vision of the neighborhood is not along Holly Avenue, so changing the name could offer a new image for the community.

APPENDIX

Panelists’ Biographical Sketches page 17

TAP Report Referenced Images. page 18

PANELISTS' BIOGRAPHICAL SKETCHES

Brian C. Jenest, RLA

Managing Principal, ColeJenest & Stone

Mr. Jenest is a managing principal with ColeJenest & Stone, a full-service land planning, landscape architecture, civil engineering and urban design firm based in Charlotte, North Carolina. He is actively involved in projects throughout North and South Carolina, Virginia and Georgia. Mr. Jenest has been called upon to lecture and present at several conferences and seminars regarding land planning and urban design issues, most recently, the North Carolina Downtown Development Association.

Mr. Jenest has also been involved in several award winning projects including Gateway Village and The Green – two mixed-use projects in downtown Charlotte with significant open spaces. He has also been part of the redesign of Pack Square, downtown Asheville's living room and The Henry C. Chambers Waterfront Park in downtown Beaufort, SC.

Mr. Jenest has more than 26 years of experience in planning and landscape architecture and is a licensed landscape architect in North and South Carolina. He co-founded ColeJenest & Stone and has guided the firm from a staff of two in 1987 to a multi-disciplinary planning and civil engineering firm of more than 50 today. ColeJenest & Stone also has offices in Raleigh and Wilmington, NC.

As a member of the Urban Land Institute, Mr. Jenest has served on the executive committee. He is a member of the Charlotte Chamber of Commerce and the Congress for New Urbanism, and serves on the Davidson Town Board of Commissioners. He also chairs the Lake Norman Regional Transportation Commission and is on the Mecklenburg-Union Metropolitan Planning Organization.

Heth Kendrick, ASLA

Senior Associate, LandDesign

Mr. Kendrick is responsible for master planning, design development, and the preparation of construction documents for a range of project types. These projects include large-scale transit-oriented developments to smaller mixed use and retail developments. His areas of focus include rezoning documentation, conceptual master planning and design, and construction documentation and detailing.

Mr. Kendrick is a member of the American Society of Landscape Architects and the Urban Land Institute, and is a mentor for Charlotte area high school students who are interested in pursuing a design or construction profession in college.

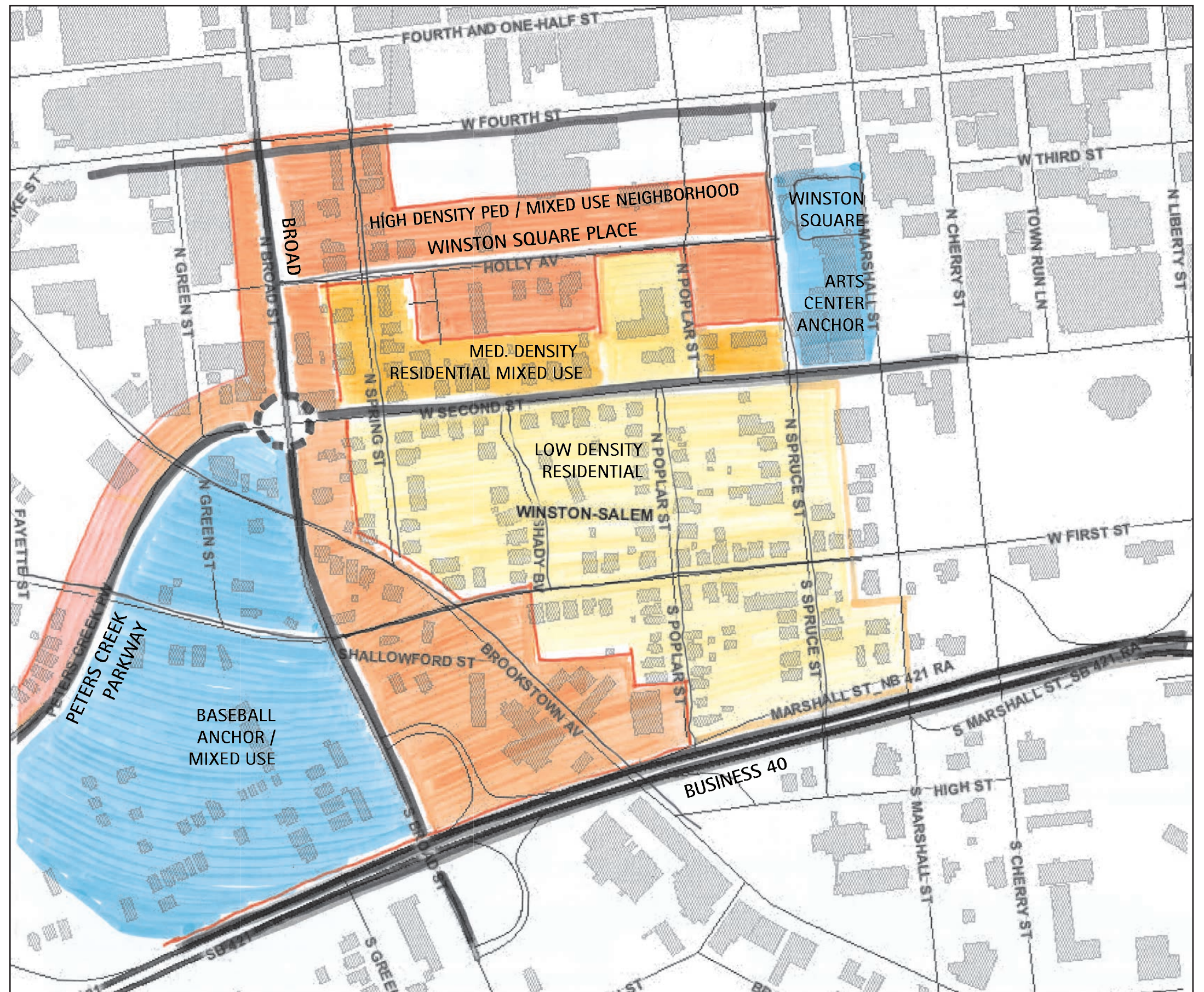
Keith MacVean

Land Use Consultant, King & Spalding

Mr. MacVean joined the Charlotte office of King & Spalding LLP in 2008, after 24 years with the Charlotte Mecklenburg Planning Commission. He is a land use and real estate consultant with the firm. His primary role with the firm is to assist firm clients in navigating various regulatory environments associated with entitlement and permitting processes, including rezoning efforts, subdivision compliance, land use ordinance and planning projects, and transportation and master planning matters. While at the planning commission, Mr. MacVean led and developed a wide variety of city and county planning initiatives and processes. His primary and day-to-day responsibilities were focused in planning and development. He oversaw the rezoning process and worked extensively with every aspect of the city/county zoning regulations, including the creation of new zoning districts and the development of new land-use plans for the fast-growing Charlotte region. He also played a significant role in the interpretation of the zoning regulations and assisted various internal and external groups with the resolution of a variety of issues associated with the zoning regulations. Mr. MacVean was also the interim zoning administrator for a year. During his time with the Charlotte-Mecklenburg Planning Commission, Mr. MacVean was highly regarded as a land-use professional with a keen understanding of planning and development matters and a cooperative demeanor resulting in high praise from both the planning and development communities.

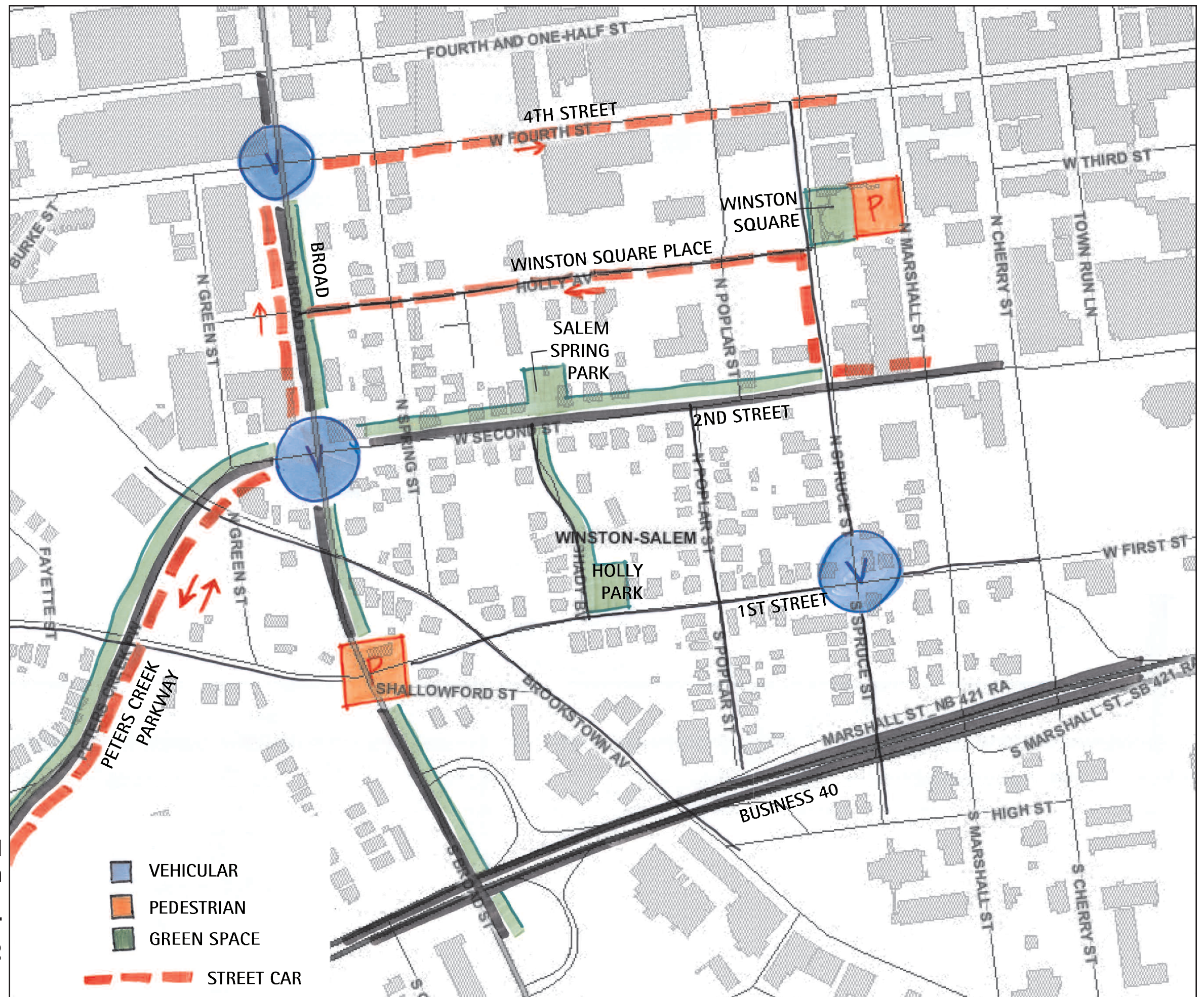
**Holly Avenue Neighborhood
Downtown Winston-Salem**

**TAP REPORT
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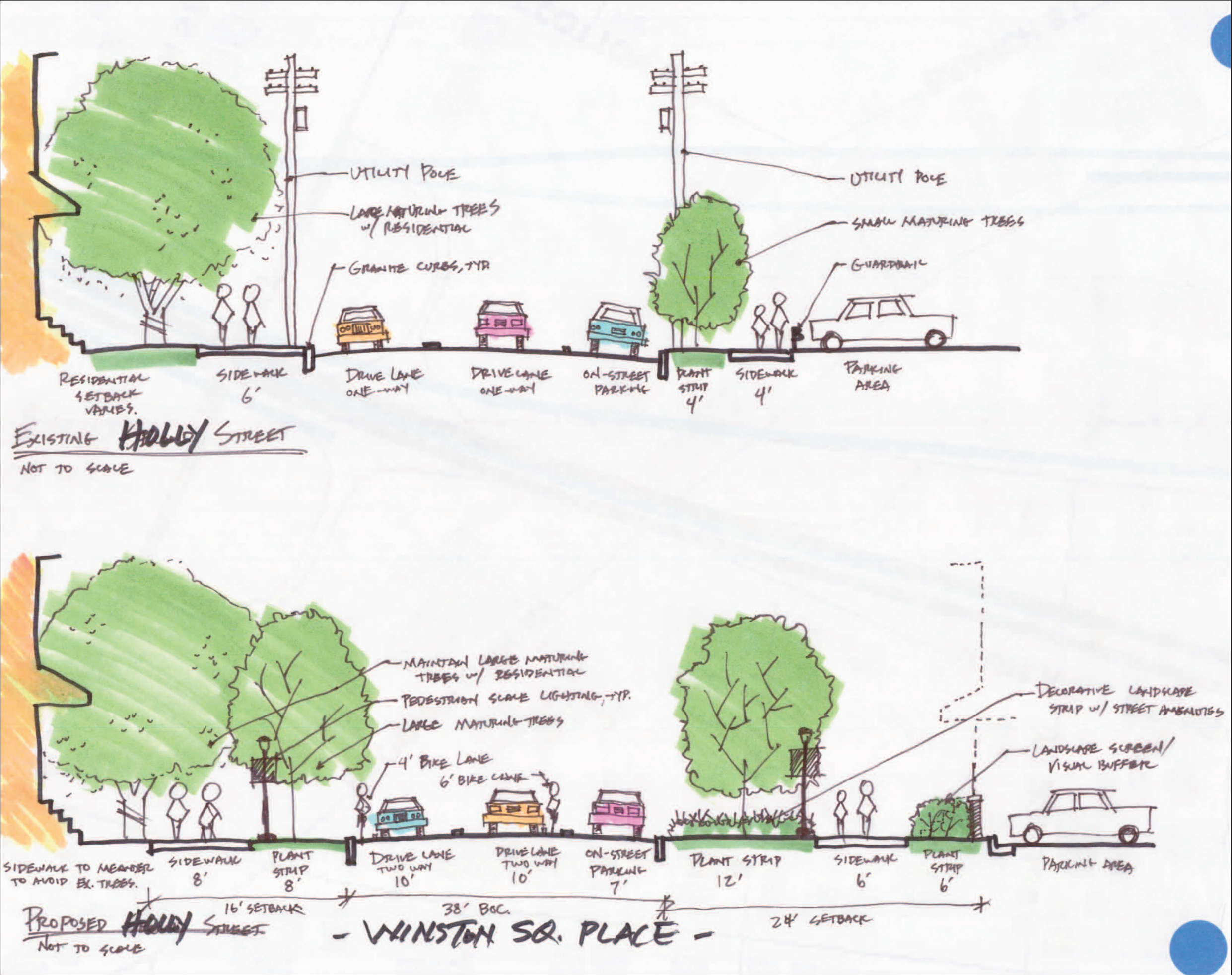
Holly Avenue Neighborhood
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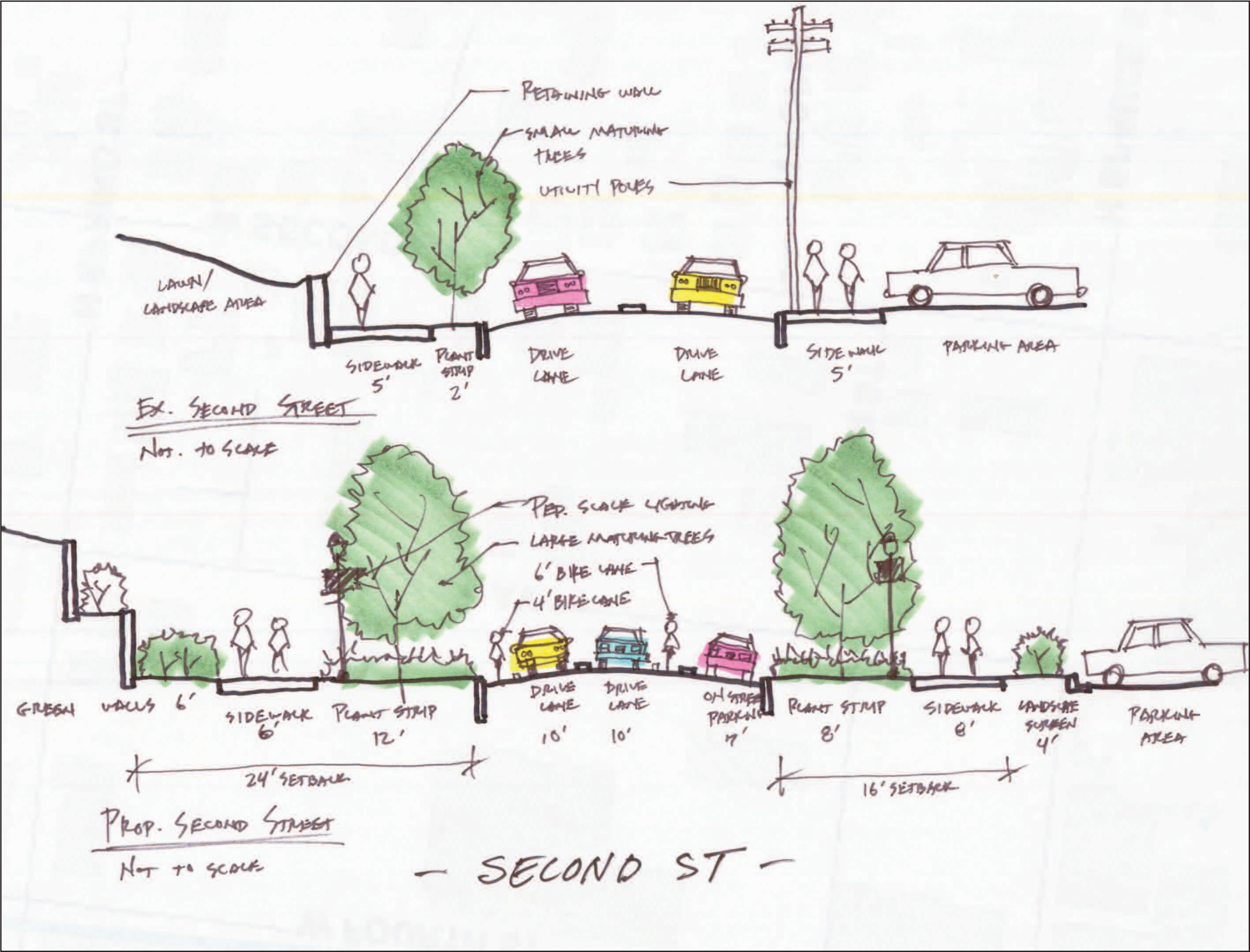
TAP REPORT
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Holly Avenue Neighborhood
Downtown Winston-Salem

TAP REPORT
REFERENCED IMAGE #3





Holly Avenue Neighborhood
Downtown Winston-Salem

TAP REPORT
REFERENCED IMAGE #3