

# DOWNTOWN PLAN

WINSTON-SALEM



2013

# VISION

As the city of arts + innovation, Winston-Salem continues to focus on creating and maintaining a vibrant center city with a strong, energized, downtown core. We will continue to encourage and support the creative spirit, social equality and the pursuit of greatness through a downtown environment that breathes with opportunity and uniqueness that everyone is proud to call their home.



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# DOWNTOWN VISION

To achieve our vision, the Downtown Winston-Salem Partnership is continuing to position Downtown Winston-Salem as a regional destination that is a vibrant, pedestrian-friendly, urban environment that offers something for everyone. We will continue to develop the four core Winston Districts with restaurants, destination and festive retail, arts and entertainment venues, and residences. We will also market areas around the core Winston Districts. In those areas, we will encourage targeted new developments including major office,



PHOTO: WINSTON-SALEM DASH

BB&T Ballpark and Downtown Winston-Salem

hotel/convention center, mixed-use, retail, research/institutional and residential neighborhood projects that reinforce the existing uses of those specific areas. There will be on-going support for the redevelopment of other surrounding Center City mixed-use, institutional and residential areas. Mobility into and around Downtown Winston-Salem will be improved by maintaining and enhancing current infrastructural systems and building new transportation linkages.

A STRONG CENTER CITY HELPS US COMPETE ON A NATIONAL LEVEL WITH OTHER SIMILARLY SIZED COMMUNITIES FOR THE ATTENTION OF CORPORATIONS AND POTENTIAL RESIDENTS.  
-LEGACY 2030

industry leaders make Winston-Salem a regionally recognized financial center. Because of our long history of textile and tobacco manufacturing, people use what we make all over the world. And strong community and business support has made our arts and arts education unparalleled for a city of our size. We are proud of these achievements, but many challenges lie ahead. In order to be competitive in a multi-cultural, highly technological and integrated world, we must constantly update our Downtown Plan.

### RETAINING OUR HISTORY

Our vision for Downtown also recognizes the importance of retaining our historic buildings because they provide a valuable cultural resource defining the ongoing history of Downtown. The availability of historic rehabilitation tax credits can provide a useful economic development tool to Downtown property owners of buildings listed on the National Register of Historic Places.

### THINK OF WHAT HAS HAPPENED HERE

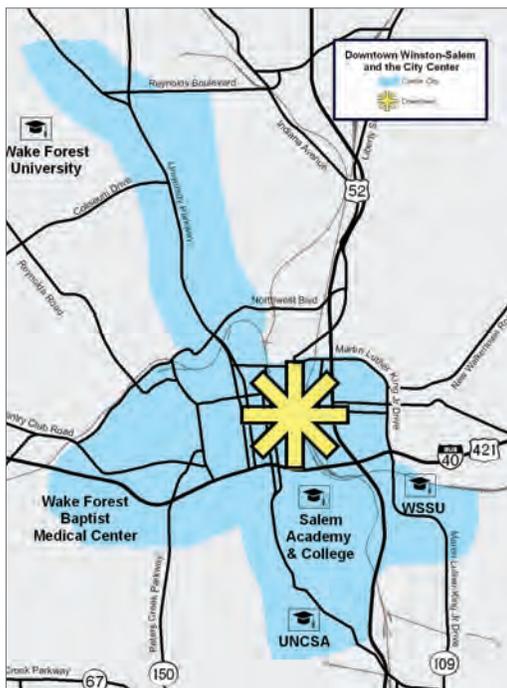
There have been great accomplishments in Winston-Salem thanks to the visionary actions of forward thinking business, industry and government leaders. Our city is home to nationally-acclaimed educational and medical institutions. Banking and investments spearheaded by financial

### PROGRESS REQUIRES PLANNING

Since the late 1990s we have been carrying out our plans to enhance Downtown Winston-Salem. This updated Plan is even more exciting, ambitious and innovative. It is an inclusive Plan that expands on Legacy (Forsyth County's comprehensive plan), Downtown's New Century Plan, the 2007 Downtown Plan, and the recommendations of renowned planners, urban designers, architects and landscape architects. Internationally recognized architect, Ralph Lerner, FAIA, and urban design expert, Bob Brown, FAIA, contributed greatly to the original Plan. Our new Plan involves all the adjacent areas that complement Downtown Winston and is a guide to carry out our vision.

## LINKAGE TO LEGACY 2030: CENTER CITY OVERVIEW

The future success of Forsyth County can be closely tied to the continued vitality of Downtown Winston-Salem. As a hub of cultural and economic development and a symbol of our community identity, Downtown and the Center City are the heart of our county. A strong Center City helps us compete on a national level with other similarly sized communities for the attention of corporations and potential residents. Increasingly, people are drawn to urban communities



that are compact, have a variety of ways to get from place to place, and mix different land uses together. This urban character, found in the Center City, is an important economic development tool for attracting companies and out-of-town visitors to our county. Downtown and the Center City have experienced impressive growth and transition the last ten years. In fact, of all the areas in Forsyth County, Downtown and the Center City have had perhaps the greatest success in implementing the recommendations of the Legacy Plan.

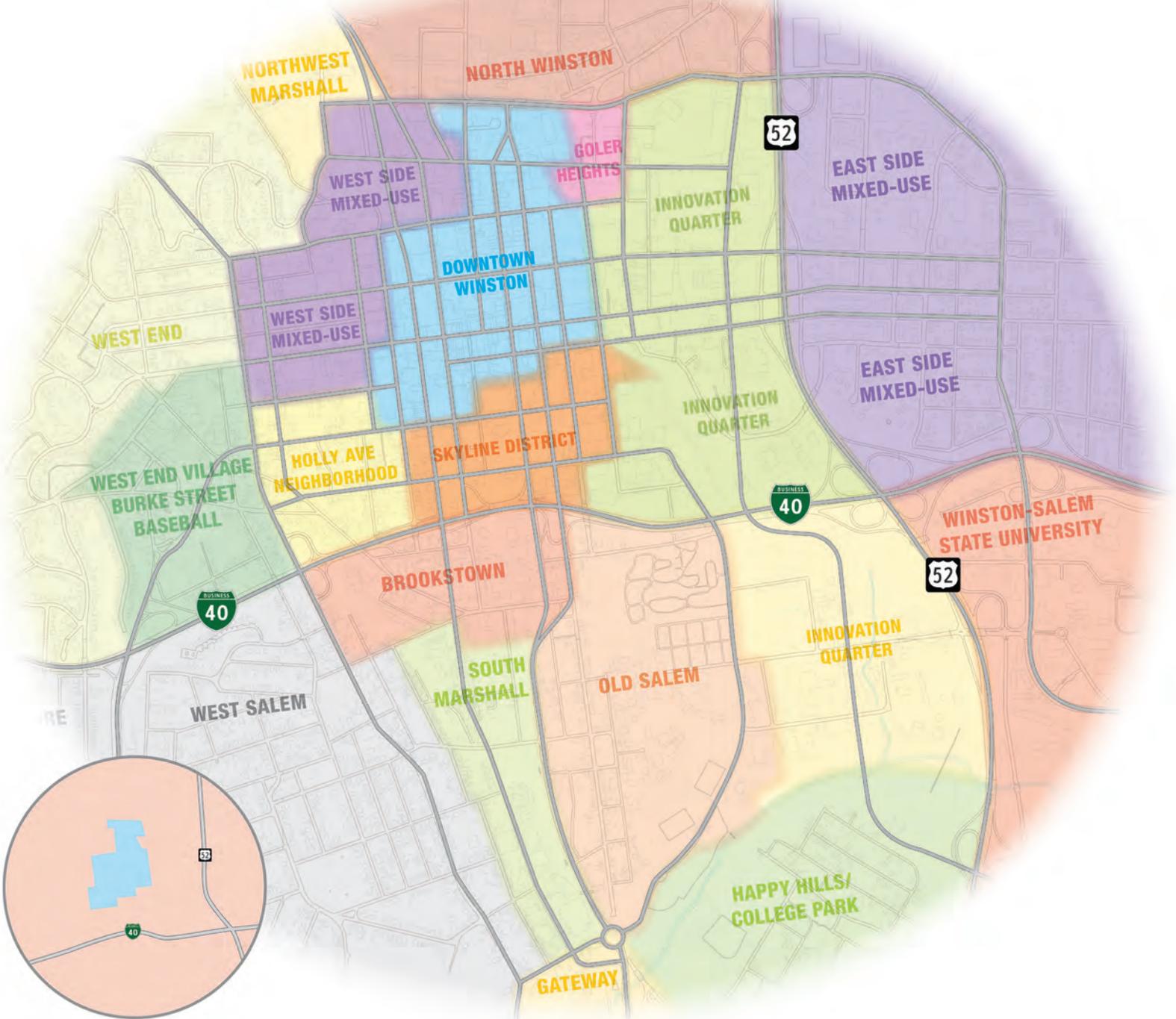
## A COMMUNITY-DRIVEN PLAN

Our plan is also based on more refined, small area master plans for many of Downtown Winston-Salem's unique and special districts. Developed by the organizations, institutions and developers of each of those sub-areas, these new plans form a community-based foundation for the recommendations included in this comprehensive and updated Downtown Plan. Significant and major buildings have been documented as the existing and long-term built context. This overall blueprint has now created a community-driven plan that can be the foundation for the ongoing refinement of the Downtown Plan.

## WE HAVE RISEN TO THE CHALLENGE

Based on our recent efforts, we have developed targeted strategies directed toward creating positive and tangible outcomes for Downtown Winston-Salem. To that end, those efforts have now created a plan that:

- » Seeks to add additional young people—particularly young professionals in the 20-35 age group, to live, work and play in Downtown Winston-Salem.
- » Supports families with school-aged kids that wish to live in Downtown Winston-Salem.
- » Provides homes for “new economy” industries by providing space for high tech, research, design and biotech businesses.
- » Works to build the economic value of convention visitors and tourists.
- » Encourages new residential developments, builds modern transportation linkages and stimulates redevelopment of the surrounding urban areas.
- » Fosters public art and design while enhancing Winston-Salem’s identity and interest as the “city of the arts + innovation.”
- » Generates support and nurturing by business, industry and government leaders and community-minded citizens with a love for Downtown Winston-Salem and a dedication to its future prosperity.
- » Attracts new businesses and investments through the absorption of more downtown office space, as well as the development of additional dining, entertainment and retail establishments.
- » Recognizes and supports historic preservation as a valuable and vital component in downtown development.
- » Embraces the value of a diverse economic base in downtown, including both major employers and a plethora of small business.
- » Celebrates the growing diversity of our community by providing cultural facilities, libraries, parks and sports facilities so residents can meet and share life’s experiences.
- » Defines clearly total support of and a comprehensive position on downtown economic development.
- » Provides an organization to connect the diverse and unique communities in the expanded Center City.



# DOWNTOWN DISTRICTS

Downtown Winston-Salem is composed of many individual neighborhoods or districts. A major goal of the Downtown Plan is to make it more vibrant and diverse by removing barriers between districts while continuing to enhance each district's identity. The intent of the plan is to respect the historical boundaries of downtown (i.e. the area bounded by Business 40, US Highway 52, Martin

Luther King, Jr. Drive and Broad Street), yet establish new linkages with surrounding districts that add vitality and diversity.

Our intent is to support ongoing efforts to enhance these surrounding districts in accordance with existing plans: the West End Historic District, Northwest Boulevard, North Winston, West Salem, Old Salem, Winston-Salem State University, East Side Mixed-Use, Liberty Street corridor, Martin Luther King, Jr. Drive corridor, South Marshall, Happy Hills/College Park and Southwest Marshall.

The Downtown Plan seeks to identify important mobility, transportation,

cultural and economic development linkages that will strengthen all of downtown. This effort is well underway with the efforts of the Creative Corridors Coalition, which was partly spawned by the work of the 2007 Downtown Plan Update. It is intended that this Plan will work seamlessly with past planning efforts, such as the various adjoining Area Plans and the recently approved Legacy 2030 Comprehensive Plan. With this in mind, the Downtown Plan seeks to limit its land use recommendations to districts within the historical boundaries of downtown Winston-Salem and defer to other planning documents for the remaining downtown areas.



## SKYLINE DISTRICT

The major office area is comprised of three distinct sub-areas: corporate, financial and government. The corporate sub-area to the north includes the historic R.J. Reynolds Building and a number of other high-rise office buildings that have defined the city's skyline for



years. The financial sub-area to the south is dominated by major high-rise office buildings for financial services companies such as Wells Fargo and BB&T. Situated between the corporate and financial sub-areas, the government sub-area houses the Courts and offices of the City of Winston-Salem, Forsyth County and the United States federal government. The government sub-area is very compact, so customers can easily access everything they need for conducting corporate and government business. Downtown Winston-Salem has the largest concentration of public and private office space in the Piedmont Triad metropolitan area, bringing an estimated 25,000 employees, visitors and customers to Downtown every day. Further high-rise corporate office centers help add to the distinctive vertical character of the Skyline District with its beautiful exposure from Business 40 and U.S. Highway 52.

## WAKE FOREST INNOVATION QUARTER

Along the entire eastern side of Downtown is the Wake Forest Innovation Quarter. This area of health care and high technology research has seen significant construction and employment development since 2000. As the original 12-acre master plan for the quarter is completed, subsequent expansion will eventually cover greater than 200 acres and link with the westward expansion of Winston-Salem State University. The expanded Innovation Quarter has the potential to become the largest urban research park in North America thanks in part to the contribution of land and buildings by Reynolds American Incorporated.



Arts Park in Goler Heights



PHOTO: WEXFORD SCIENCE & TECHNOLOGY

*Rendering of northern district of Wake Forest Innovation Quarter*



PHOTO: ADAM SEBASTIAN

## GOLER HEIGHTS

The Goler Heights area, located along Patterson Avenue and E. Sixth Street on the northeast edge of Downtown Winston, has been reinvigorated because of the determined effort of Goler AME Church. Their congregation, in 1998, decided to fight the exodus from Downtown Winston, and in 2003, engaged in a “New Town Downtown” Plan. This plan is composed of four initiatives that have resulted in the renovation of the former Brown and Williamson tobacco plant to the Gallery Loft apartments, construction of Goler Manor and Goler Enrichment Center, duplex and townhouse construction, and the opening of the Truliant Federal Credit Union, which includes new offices for the Goler Community Development Corporation.

The intent of the plan is to create a mixed-use neighborhood connecting the Arts District in Downtown Winston with the Wake Forest Innovation Quarter and the East Side Mixed-Use Area. Future plans call for additional infill townhouse and mixed-use development that takes advantage of the area’s exposure to N. Martin Luther King, Jr., Drive.



*Spring House Restaurant*

## WEST SIDE MIXED-USE

This district has seen recent investment in business such as the Russell Advertising Agency, the Spring House Restaurant and Bar, and Bib's Downtown Barbeque. This area is in an ideal location for additional mixed-use investment, with an emphasis on more housing, since it is situated between the core of Downtown Winston and the West End Historic District. One of the implementation goals for this district is to begin attaining a unique identity, as well as new development and potential rezoning considerations.



*Bib's Downtown Restaurant*

## HOLLY AVENUE NEIGHBORHOOD

The Holly Avenue Neighborhood, located on the southwestern edge of Downtown Winston, is a National Register Historic District, which has had several projects completed in adjacent areas, such as the new BB&T Baseball Park, West End Village, and the Milton Rhodes Center for the Arts. A few years ago, the Urban Land Institute was brought in to conduct a Technical Assistance Plan (TAP) for the Holly Avenue Neighborhood. The goals of the TAP should be implemented. Central to this plan is the creation of a Local Historic District and design standards to be implemented in the area not designated for the Local Historic District. Additionally, W. First Street and W. Second Street need to be converted to two-way streets with full connections to Broad Street maintained.



*Holly Avenue Neighborhood*

PHOTO: STEVEN COOK

PHOTO: RH WILSON PHOTOGRAPHY



PHOTO: WINSTON-SALEM DASH

BB&T Ballpark  
Home of the Winston-Salem  
Dash Baseball Team

### **BURKE STREET/BROOKSTOWN AVENUE/BB&T BALLPARK**

This business and retail area constructed between the 1900s and the 1950s has served as a major link between the Downtown core and the Wake Forest Baptist Medical Center. Mixed-use retail, office and residential development are anticipated for the area between Burke Street and BB&T Ballpark along Brookstown Avenue. Improving sidewalks, adding decorative street lighting and removing unnecessary overhead wiring along Burke Street, from Fourth Street to the east to First Street to the west, would further enhance revitalized development in the area. A future concern is providing clear access to Burke Street from Business 40/ US-421/ Peters Creek Parkway interchange via Second Street and Brookstown Avenue after the current Broad Street/ Business 40 interchange is closed.

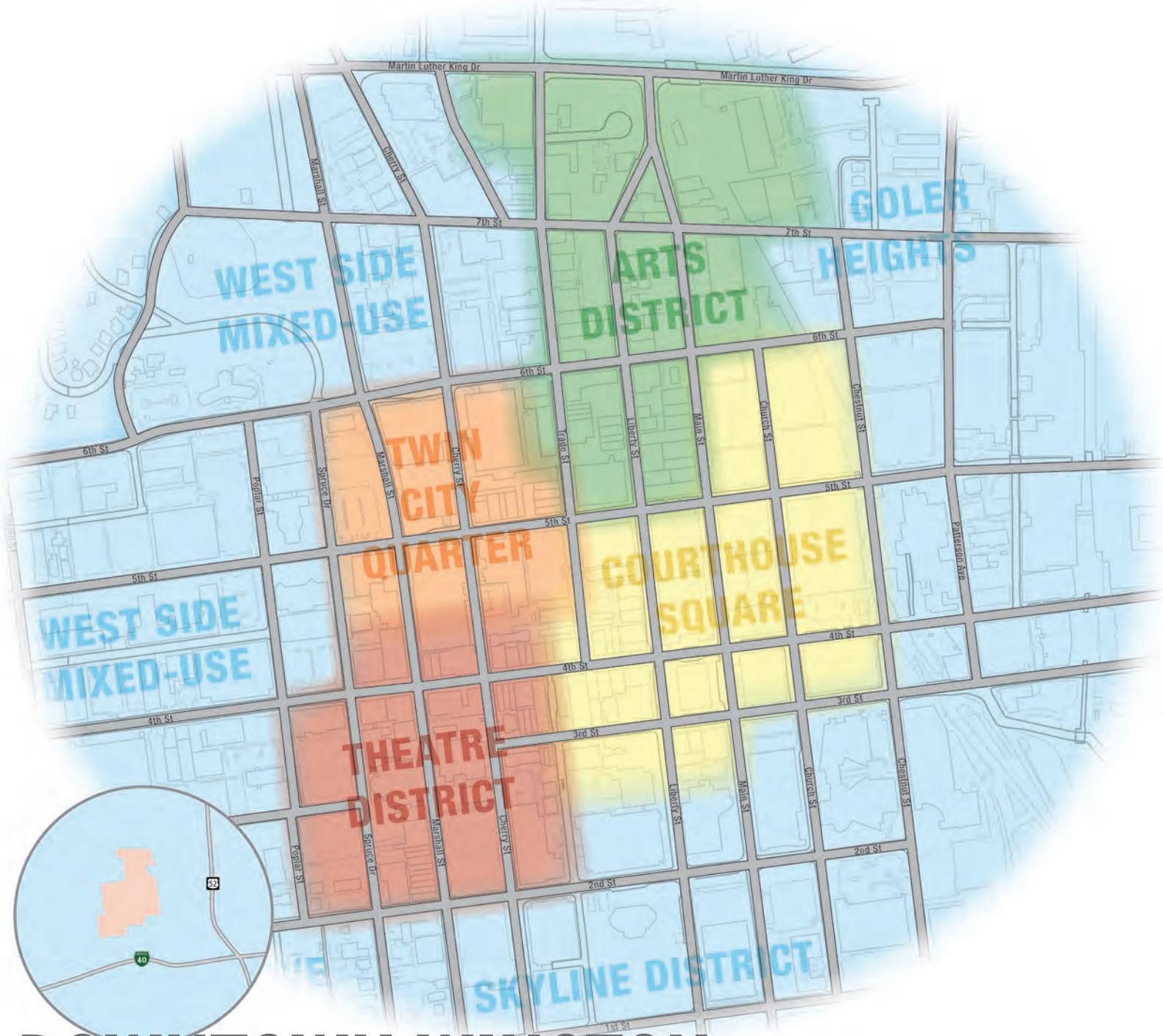


PHOTO: TRIPP REGAN

Mozelle's Fresh Southern Bistro



PHOTO: JENNY GRIFFIN



# DOWNTOWN WINSTON

Located within the center of the Downtown Districts lies an area known as Downtown Winston. This core area is comprised of four, highly urbanized districts, which are known as: Courthouse Square, Theatre District, Arts District and Twin City Quarter. These walkable districts serve an area that is concentrated with such destinations as shops,

entertainment venues, restaurants, hotels and offices. These destination activities and many other establishments help provide the influx of visitors and residents that make this area exceptionally vibrant and rich with activity. The diversity and the uniqueness of these four districts help to establish Downtown's strong identity and character.

## COURTHOUSE SQUARE

This district has significant potential due to the forthcoming construction of Civic Plaza and its accompanying subterranean parking facility along with the adaptive reuse of significant historic buildings, such as the Pepper Building, the original R.J. Reynolds headquarters, and the County Courthouse. The area is in need of significant streetscape repairs, and improvements should be made to government properties such as Liberty Plaza Park.

The Civic Plaza area will become the exciting urban gathering place and mixed-use development that will encompass parts of several blocks in the heart of the Downtown. It will become our Downtown's "living room" and will eventually connect the major office areas, south of W. Second Street and east of N. Liberty Street, with the retail and entertainment areas to the north. The plaza itself will be a well-landscaped public park where people can meet, relax, exercise and enjoy the amenities of a wonderful urban space similar to a typical European town square.



*Old County Courthouse & Winston Tower*

Visitors, residents and employees will enjoy music and dance performances, as well as arts, crafts and cultural festivals. The eastern edge of the plaza will have a new high-rise mixed-use development that includes ground level retail, other commercial or institutional uses, office development and a significant number of residential units. Parking will be located on the lower levels.





Trader's Row on Trade Street



PHOTO: J SINCLAIR



Gallery-Hops occur on the first Friday of every month in the Arts District

PHOTO:TRIPP REGAN



*Live Jazz at Sweet Potatoes Restaurant*

## ARTS DISTRICT

Many businesses in this district are housed in historic buildings that are characteristic to Winston-Salem's past and present. The heart of the Arts District is the intersection of W. Sixth Street and N. Trade Street, an area once known for its thriving tobacco market. Over the last two decades, artists and craftsmen began renovating the old brick buildings into a cluster of vibrant studios and galleries; thus the beginning of the Arts District. New mixed-use buildings, such as Trader's Row, have been added and new restaurants, bars, and music venues sit within close proximity to new housing, creating an eclectic mixed-use neighborhood. The Arts Based School is expanding to a second building to accommodate grades kindergarten through eighth. Moving forward, increasing market lease rates will put tremendous pressure on artists and

galleries being able to remain in the Arts District. Ground floor storefront space should be reserved for businesses engaged in uses that complement the Arts District. The Form-based code is designed to emphasize visibility and transparency which favors retail uses on the ground floor. Another important implementation component for the Arts District is to add infill retail space along the north façade of the parking deck along the northern edge of Sixth Street. This new retail frontage would be highly desirable and would transform this currently uninviting parking deck frontage. Additional consideration should be given to adding artistry to the façade of the parking deck, thus giving the parking deck additional visibility as a resource to the Arts District. The Arts District also needs additional residential development.

## THEATRE DISTRICT

The Theatre District is home to the burgeoning theatrical and live performance scene that is anchored by the HanesBrands Theatre, the Milton Rhodes Center for the Arts, the Stevens Center, A/perture Cinema,

Community Arts Café, Winston Square Park, and other churches with facilities near the Theatre District. The Theatre District has tremendous future development sites that are currently being used as surface parking lots. The smart cities initiative by state and local arts councils could provide a plan for additional development. Yet, additional financial resources need to be made available in this area for maintenance and repairs to existing facilities. The Center City West parking deck should accommodate hourly and daily parking in addition to monthly parking and the Cherry Marshall parking deck needs upkeep repairs.

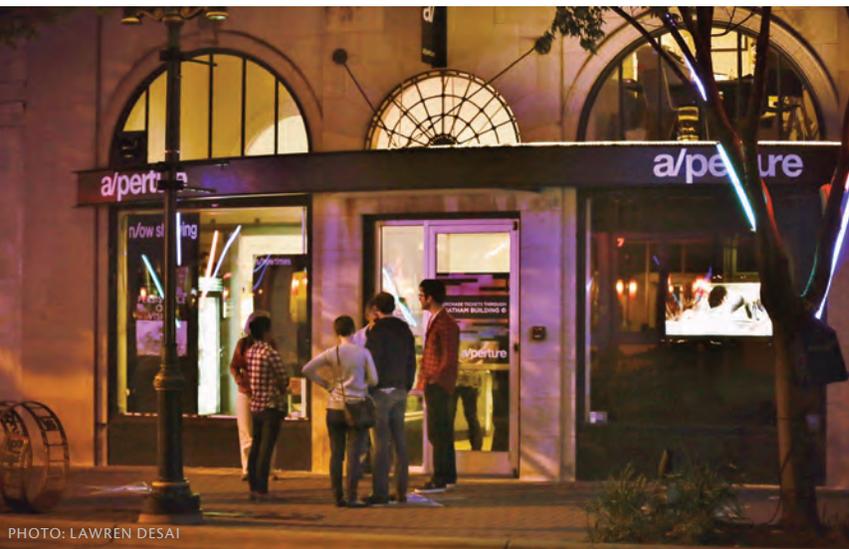


PHOTO: LAWREN DESAI

*a/perture Cinema (left)*

*Milton Rhodes Center for the Arts (below)*



## TWIN CITY QUARTER

The Twin City Quarter is largely made up of the Benton Convention Center, two adjacent hotels (Embassy Suites and Marriott), and the Winston-Salem Journal. Benton Convention Center needs to undergo important enhancements so that it may compete better for future conventions. The Winston-Salem Journal building is available for an exciting adaptive reuse. Additional retail should be encouraged along Fifth Street, and on-street parking should be considered for the north side of W. Fifth Street between N. Cherry Street and N. Trade Street. The Coe Plaza building will be redeveloped as City Plaza, a mixed-use development consisting of Mast General Store along with 45 apartment units, expected to open in 2015.



*Benton Convention Center (right)  
Downtown Marriott (below)*



PHOTO: ADAM SEBASTIAN



PHOTOS: VISIT WINSTON-SALEM



# ECONOMIC INVESTMENT & VIBRANCY

Downtown Winston-Salem is not only the geographic center of Forsyth County; it is the center of job creation, tax generation, arts, entertainment and dining. Downtown remains the single largest employment center in the Piedmont Triad region with 25,000 employees working within a one-mile radius of W. Fourth Street

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*Outside Dining at Mellow Mushroom Pizza*

and N. Main Street. This employment base is expected to more than double over the next 20 years as developments such as the Wake Forest Innovation Quarter continue to grow. Housing units and population are both expected to quadruple in the next two decades.

Downtown has a net tax value per acre for the County of greater than \$1.6 million—13 times greater than the average tax value per acre of Forsyth County as a whole (see Supporting High-Intensity Development Furthers Downtown Investment). More people are

**DOWNTOWN HAS A NET TAX VALUE PER ACRE THAT IS 13 TIMES GREATER THAN THE AVERAGE TAX VALUE PER ACRE OF THE COUNTY.**

*-LEGACY 2030*

expected to reside in Downtown and Center City Winston-Salem, as energy costs rise and the popularity of living in an urban setting increases.

This growth provides increased economic investment in arts and entertainment, architecture, design and preservation, parks and streetscapes, housing, and personal service opportunities. Along with social catalysts such as libraries, these activities spur interaction to create a heightened sense of vibrancy.

Let's take a closer look at the individual physical and social factors that will continue to fuel investment and vibrancy now and in the future.



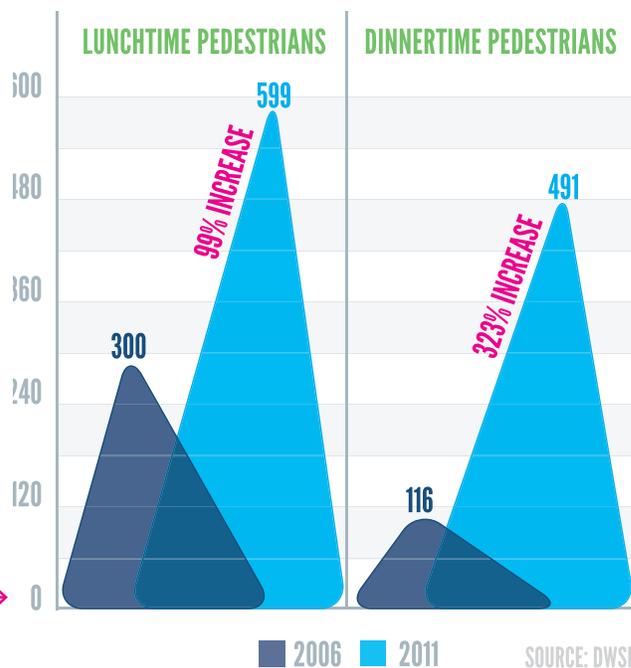
PHOTO: J SINCLAIR

## ARTS & ENTERTAINMENT

The Arts Council of Winston-Salem and Forsyth County conducted a Vibrancy Index Study in 2011 to show that arts and entertainment opportunities have increased dramatically since 2006. Dining facilities, businesses, galleries and museums, music venues and festivals have all increased. Downtown Winston has re-emerged in the past decade as a regional retail entertainment destination with a new cinema (A/perture Cinema), music venues (Ziggy's), and the Milton Rhodes Center for the Arts. Combining these new entertainment options with existing locales such as the Stevens Center, the Millennium Center, The Garage and the 75 facilities along or near W. Fourth Street and N. Trade Street create many options for evening or weekend activities. An up-to-date list of entertainment, dining and retail uses may be found on the Downtown Winston-Salem Partnership website, [www.dwsp.org](http://www.dwsp.org).



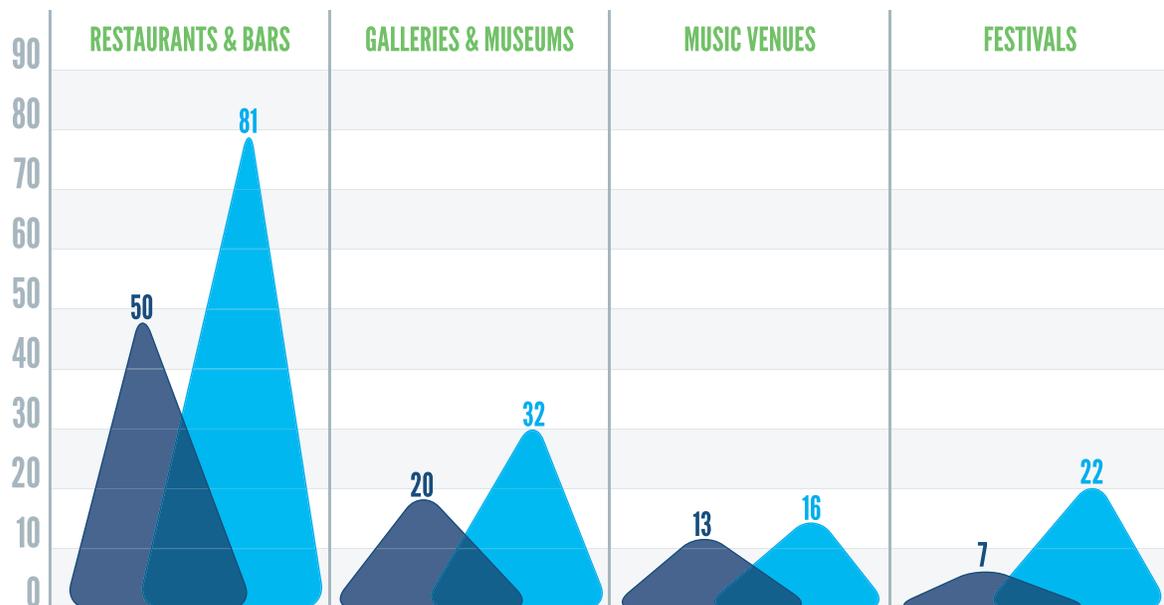
### PEDESTRIAN TRAFFIC INCREASE DURING LUNCH & DINNER





## DOWNTOWN VIBRANCY INDEX

Downtown Winston-Salem is envisioned as the primary entertainment location for the community and region. A greater diversity of entertainment options is anticipated for the future including expansion of entertainment venues at the northern end of N. Trade Street, construction of an outdoor amphitheater and continued use of outdoor venues for events. Public art also needs to be located in various districts of Downtown Winston.



■ 2006 ■ 2010

CREDIT: ARTS COUNCIL OF WINSTON-SALEM

## RESEARCH & INNOVATION

The Wake Forest Innovation Quarter comprises the entire eastern third, or close to 175 developable acres, of the Downtown Districts. The Innovation Quarter presently has close to 40 tenants in approximately 796,000 square feet of space, and employs approximately 1,000 people with a payroll of \$50 million. These estimates include 242,000 square feet of space that opened in 2012 with Wake Forest BioTech Place, a renovation of one of the former R. J. Reynolds manufacturing plants that is expected to add another 350 jobs. At full build-out anticipated in 25-30 years, the Innovation Quarter will reflect a \$1.2 billion capital investment, will provide another 5.4 million square feet of laboratory, office and mixed-use space employing 25,000, according to the economic impact study completed by Battelle Technology Partnership Practice, September 2011. Inmar, a digital coupon company, is relocating to the refurbished R.J. Reynolds tobacco manufacturing plant 90 at the end of 2013.



Wake Forest BioTech Place



Future Headquarters of Inmar

IMAGE: WEXFORD SCIENCE & TECHNOLOGY

## HOUSING

Downtown Winston has more than doubled its resident population in the past decade from 1,100 in 2000 to 2,500 in 2010. Housing units within the Downtown core currently total 2,100 that increases to close to 3,000 units when including units under construction or announced (see table). Center City Winston-Salem has a current population of 22,500. Several mid-rise mixed-use and single-use residential developments have been completed, including West End Village, Trader's Row, and One Park Vista. An up-to-date list of available housing may be found on the Downtown Winston-Salem Partnership website, [www.dwsp.org](http://www.dwsp.org).



Winston Factory Lofts, Phase 2

## TOTAL DOWNTOWN HOUSING UNITS



Given recent trends both locally and nationally that signal a major shift in demand for more urban and downtown residential living options, it is reasonable to expect and plan for a quadrupling of population and housing units to 10,000 people and 8,400 housing units in the Downtown core over the next 20 years. Some of these dwelling units may exist in the form of high-rise residential towers, such as those which have been recently constructed in Winston-Salem's peer cities. The northern portion of the Skyline District would be an ideal location for high-rise residential development, given its proximity to convenient neighborhood services and breathtaking vistas for residents. Another challenge will be to provide condominiums and apartments at varying purchase and rent levels.

The current demand for downtown housing is primarily from young professionals and empty nesters. To attract additional families, downtown stakeholders and the Winston-Salem/Forsyth County School Board should examine the possibility of creating dedicated downtown school districts that give priority to downtown residents.

## RETAIL

Though Downtown Winston has redeveloped in the last decade as a retail entertainment center, increasing housing demand will create the need for accompanying household personal services such as a grocery store, specialty lifestyle retail stores, drug stores and dry cleaners. Over 2,000 roof tops in Downtown alone are not enough to support such services. Yet there are approximately 4,500 dwellings (8,700 population) within

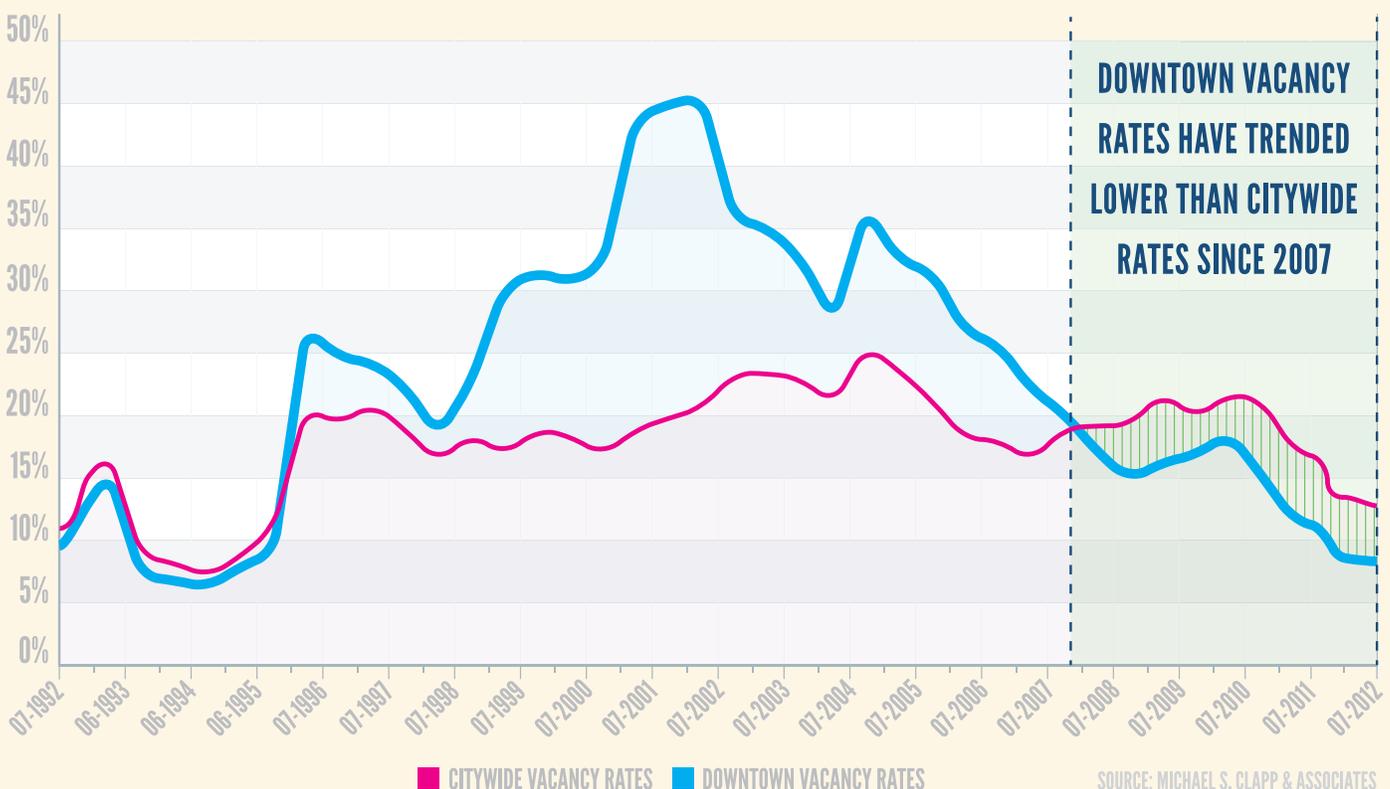
a one-mile radius and 10,000 households (22,500 population) in the Center City of Winston-Salem that are connected to Downtown Winston through major thoroughfare and transit linkages. One concept for Downtown Winston is to target further retail development along W. Fourth Street from N. Marshall Street to N. Liberty Street and along N. Trade Street and N. Liberty Street from W. Fourth Street to N. Seventh Street. This area has

## OFFICE

Downtown has the largest concentration of corporate, financial and government offices in the Piedmont Triad region with a more than 25,000 estimated employment base according to InforGroup and Esri estimates. Major private employers include Branch Banking and Trust, GMAC Insurance, Reynolds American, and Wells Fargo, which cumulatively total greater than 5,000 employees. Inmar will add an additional 900 employees when it relocates to the Wake

Forest Innovation Quarter in late 2013. Vacancy rates have decreased by two-thirds since 2005 from 36 percent to 11 percent. However, there is still a need to remain vigilant and aggressive to maintain high occupancy of our downtown office space. One challenge is finding ways to encourage owners and investors of the 700,000 square feet of Class B and Class C office facilities to be improved to Class A quality. A second need is to recruit new out-of-town corporate offices to Downtown.

## VACANCY RATES



SOURCE: MICHAEL S. CLAPP & ASSOCIATES

→ both adjacent on-street parking and four parking decks available within 1,000 feet of any shop. To provide adequate space for future retail growth, it will be necessary to study requiring vacant store-front spaces to be occupied by retail establishments, rather than offices, along critical segments of the targeted retail development area. Extra support will be needed for buildings that have remained vacant for extended periods because rehabilitation costs would require lease levels that greatly exceed market rates. The Restaurant Row Loan Program could be expanded to make eligible retail uses or neighborhood support businesses within the targeted boundaries or for long-term vacant retail storefronts near the targeted areas. Incentives may be needed to recruit strategic neighborhood support businesses to Downtown Winston, like a full-service grocery store.



*The Arts District Comes Alive at 6th & Vine*

PHOTO: JOHN ROLAND

## CONVENTIONS & HOSPITALITY

The Benton Convention Center for Winston-Salem is located at the intersection of Cherry Street and Fifth Street in the Twin City Quarter. The 5,000 person capacity center hosts approximately 225 events per year with annual attendance greater than 90,000, and filling more than 22,000 hotel room-nights. Adjoining the convention center are two signature hospitality facilities: Marriott Hotel with 315 rooms and Embassy Suites with 146 suites. There are over 400 additional hotel/motel rooms available in Downtown Winston-Salem. The convention center is in critical need of modernizing in order to remain competitive with other communities such as Raleigh and Wilmington that have newer convention centers.



*Benton Convention Center*

PHOTO: MIST WINSTON

Another goal is to attract complimentary retail uses along Fifth Street and Cherry Street connecting to Fourth and Trade Streets commercial area.

## TOURISM & VISITORS

An estimated 1,000,000 out-of-town guests visit Forsyth County annually. Most visit Downtown Winston-Salem due to the Benton Convention Center and an array of attractions, including the Winston-Salem Dash minor league baseball team, Old Salem, the Milton Rhodes Center for the Arts, Stevens Center and Millennium Center. Center City attractions include Wake Forest University and its BB&T Football Stadium, Lawrence Joel Veterans Memorial Coliseum and Fairgrounds, Winston-Salem State University and Bowman Gray Stadium, Salem College, the University of North Carolina School of the Arts, and Wake Forest Baptist Medical Center.



Old Salem

PHOTO: DOUG RICE PHOTOGRAPHY



National Black Theatre Festival

PHOTO: NATIONAL BLACK REPERTORY CO

Winston-Salem State University Marching Band



PHOTO: GARRETT GARMS - WINSTON SALEM STATE PHOTOGRAPHY



*Camino Bakery Grand Opening*

PHOTO: DOWNTOWN WINSTON-SALEM PARTNERSHIP

## ENTREPRENEURSHIP

Winston-Salem is proud to have a long and storied history of innovation and entrepreneurship. Several Fortune 500 companies had their start in Downtown Winston-Salem, ranging from manufacturing to banking to doughnuts. That tradition continues today with Downtown serving as the home of many new creative business entrepreneurs and artists with plans to maintain and nurture that environment into the future. For example, Foothills Brewery, which opened in 2005 with assistance from the Restaurant Row loan program, has increased production of its brews by 46 percent from 2010 while its employment has grown to 90 people. There were 14 new start-ups in Downtown Winston in 2011: 5 dining establishments, 5 lifestyle retail stores, 3 business service establishments and a music venue. Most of the 80-plus restaurants located Downtown have been started locally. Other business start-ups and relocations include local architectural and engineering firms, and advertising and graphic design firms that wish to become part of the synergy Downtown near the Arts District.



*Downtown Features Many Farmer's Markets*



## HISTORIC PRESERVATION

The Downtown Winston-Salem Partnership affirms that historic preservation is a valuable means for maintaining and enhancing the unique character of our Downtown. It allows for a valuable economic development tool with qualifying property improvements eligible for various local, state and federal historic rehabilitation tax credits. The developer of the renovation of the historic R.J. Reynolds Tobacco Co. Plant 91 into Wake Forest BioTech Place stated that such tax credits were critical in enabling its financial viability. To date, fourteen Downtown rehabilitation projects that incorporated historic preservation development tax credits have a combined qualifying capital investment of \$175 million. Best historic preservation practices from other cities that may make downtowns more vital should be investigated as they become known.

## NEW CENTRAL LIBRARY

Twenty-eight million dollars for a new central branch library was approved by Forsyth County voters in the fall of 2010. The central branch needs to be an iconic catalyst for Downtown and support economic growth, a literate citizenry, and the County's rich history and culture offerings. To be successful, the Library must continue to transform its services and facilities for the 21st century. Siting and designing the new central library to take advantage of other nearby activities as well as contribute its activity to the surroundings will be crucial.



*Gallery Lofts*



*Carriage Rides*

PHOTO: DOMINIC GARDNER

PHOTO: TONI PHILLIPS



## PARKS & OPEN SPACE

Downtown is blessed with a number of small parks, including Civic Plaza in Courthouse Square, Winston Square Park in the Theatre District, Corpening Plaza in the Skyline District, Arts Park in Goler Heights, and Crystal Towers Park in the West Side Mixed-Use Area, along with multiple parks, plazas and greenways within the Wake Forest Innovation Quarter. These parks are designed for cultural events as well as places for urban dwellers to walk their pets and allow for increased social activities. Parks and open space need to be incorporated into future Downtown developments wherever possible.





PHOTO: CHRISTINE RUCKER

## STREETSCAPE

Downtown sidewalks are just one component of a cohesive streetscape, along with complementary landscaping, lighting, and street furniture. A Downtown streetscape design standard should be developed to ensure a functional and attractive pedestrian environment. Appropriate streetscape standards should be applied to all streets within the Downtown area to create an image of one aesthetically cohesive place. Streetscape improvements should exist eventually between all Downtown Districts, and the rest of the Center City. Sidewalks should be repaired and connected between all Downtown Districts and unnecessary overhead wiring should be removed. A street lighting study should be conducted with a primary goal of selecting strategic areas in downtown for decorative street lighting. Annual funding should be established to make improvements to our existing streetscapes with this goal in mind.



# MOBILITY & PUBLIC INVESTMENT

Mobility and Public Investment are the other major Downtown Plan components. These concepts deal with how people travel to our Downtown, how they move around once they are there, and the public investments needed to improve the overall quality of this experience. Perhaps the most important aspect of mobility in a vibrant downtown is walkability.



## WALKABILITY

The Downtown Plan recognizes that all great downtowns, including ours, should be pedestrian friendly places where people feel comfortable parking their cars and enjoying a leisurely stroll. Active uses in shops and storefronts along the street further encourage people to walk downtown, while a prevalence of surface parking lots inhibits walking. A safe walking environment is necessary to make people comfortable, which can be improved with additional clearly demarcated crosswalks and walking lanes. Adequate lighting makes people feel more at ease, as does a visible police presence downtown. The physical environment must also be safe for pedestrians – sidewalks should be free of cracks and other hazards, and crosswalks should be clearly marked. On-street parking should be used to provide additional protection between pedestrians and vehicular traffic.

## CORRIDORS & CONNECTIVITY

Special attention should be given to the corridors which connect Downtown and the Center City with the rest of Winston-Salem. Peters Creek Parkway and Martin Luther King, Jr. Drive are two such corridors. The City of Winston-Salem Department of Transportation has been working with consultants to develop and implement new streetscape plans for each of these Downtown linkages. Once the plans are implemented, these corridors will benefit from better pedestrian and vehicular access to and from Downtown. Improvements to these roadways will tie into the upcoming public improvements to US-52 and Business 40, and improvements proposed through the Creative Corridors Coalition project.

Connectivity between Downtown and the surrounding areas will be especially important when Business 40 is closed for road improvements in the near future. It will be important to retain strong connections between Downtown and the north, south, east and west. New roads



Salem Creek Connector

will strengthen these linkages. The proposed Martin Luther King, Jr. Drive extension will provide an important east-west connection (terminating at Reynolda Road) when it is completed. Similarly, a link to the south and east will be provided when the Research Park Boulevard and the Salem Creek Connector are completed.

Roadway connectivity within and through Downtown should be maintained at all times. This connectivity will be particularly important during the time when improvements are made to Business 40 in a few years. Additional surface streets should be converted from one-way to two-way traffic. Two-way streets provide easier use for

out-of-town visitors and help slow traffic to more pedestrian-friendly speeds. Traffic signals Downtown should be timed to move vehicles while providing adequate opportunities for pedestrians to cross the street.

### WAYFINDING & TRAILBLAZERS

Development of the wayfinding system put in place a few years ago should be continued and expanded to a comprehensive system for downtown that eventually leads to an overall city program. Wayfinding involves the installation of signs at key locations downtown to help people find their destination. These signs include vital information on attractions, places and parking



Downtown Wayfinding Signage



Trailblazing Signage

PHOTO: KIM WILSON



PHOTO: DAVENPORTWORKSHOP

downtown. This system should be evaluated to determine what other information needs to be included. Potentially, bus and future streetcar routes could be shown as part of the wayfinding system. Trailblazers involve the installation of large directional and identification signs at downtown entryways and other locales to help guide vehicular traffic in finding different locations and parking garages.

## BICYCLING

A great downtown should also have a well thought-out bicycle component. Bike lanes should be added to complement our existing pedestrian and vehicular connections into and around Downtown. Bike racks should be added at key locations to make it easier for commuters and visitors to store their bikes once Downtown. These racks could be uniquely designed “art racks” that add to our sense of place with their sculptural qualities. To encourage more bicycle commuters, one or more publicly accessible shower facilities could be added Downtown. Such a facility could be provided through a public-private partnership, such as between

the YMCA and City/County government. Access to this conveniently located shower facility could be free or low-cost. Bikeshare programs (a system where bicycles are provided for public use for free or for a small fee) could be added Downtown to allow visitors another option for travel within the Center City.

## PARKING

Once cars are downtown, parking should be easy to find and affordable. A 2005 downtown parking study by Martin Alexiou Bryson forecasted an off-street short-term parking shortfall of 200-plus spaces and a manageable long-term off-street parking shortage. New off-street parking is needed and should exist in the form of decks rather than surface lots, where possible, to ensure



PHOTO: DAN BURTON



PHOTO: DWNSP

that Downtown functions as an urban center and avoids the addition of large surface parking areas. These decks should be wrapped with useable ground floor space, such as the Winston-Salem Chamber of Commerce Building on 4th Street, to improve the design compatibility of such decks. Where parking decks are not wrapped, other compelling design features should be included. Parking decks should be free at night to encourage increased patronage of Downtown businesses after working hours. Additional on-street parking should be created where opportunities exist. As future development occurs in Downtown, a review of parking standards may be warranted to ensure that adequate parking is available within a reasonable proximity.

## PUBLIC TRANSPORTATION

Improvements should be made to the public transportation system which serves Downtown. Bus stops should be added to provide more options to Downtown visitors and residents alike.



*Clark Campbell Multimodal Transportation Center*

Special events bus routes could be considered to bring people Downtown for certain special events, such as Winston-Salem Dash baseball games. To promote increased awareness of public transit options, the Downtown Clark Campbell Multimodal Transit Center could be used for special events, such as art installations or other public events. People who come to such events and learn more about public transit may feel more comfortable using it in the future.

*Improved Pedestrian & Vehicular Access as Called for in the Creative Corridors Coalition's Guidelines*



PHOTO: DESIGN WORKSHOP



PHOTO: HDR ENGINEERS

*Development Activity Along Streetcar Route in Portland, OR*

## URBAN CIRCULATOR

Significant progress has been made on the development of an urban circulator. Such a people-mover system, possibly a modern rail streetcar, would link key areas of the Downtown and the Center City. Building on the 2006 Streetcar Feasibility Study, the Urban Circulator Study currently underway will help move this project closer to funding and implementation. The proposed urban circulator would provide an efficient, unique mode of transportation for Downtown and the Center City while also stimulating development opportunities. If the selected technology is streetcar, compact, mixed-use development patterns will be promoted along and near its routes, and zoning standards encouraging such developments should be explored for the area

surrounding these lines.

The urban circulator should ultimately connect Downtown to Wake Forest Baptist Medical Center on the west, Joel Coliseum and Wake Forest University on the north, Wake Forest Innovation Quarter and Winston-Salem State University on the east, and Old Salem, Salem College and UNC School of the Arts on the south. The urban circulator would enable residents, workers, students, tourists and event-goers to easily move between activities in the Center City area that are beyond a short walk. Park and ride lots could exist at the end of each streetcar line to allow suburban residents to park their cars and have easy access throughout Downtown via the circulator.



# IMPLEMENTATION

Downtown has been reinvigorated in the past decade, but much of that success would not have occurred without community planning action. Collaborative community planning and action needs to continue to maintain and build upon recent successes. Downtown growth and its inherent efficiencies also benefit other areas of Forsyth County by reducing the pressure for outward growth and the higher costs of local government services associated with low-density expansion.



PHOTO: ADAM SEBASTIAN

## COMPLETED PROJECTS & ACTIONS SINCE 2007

Many of the short-term developments and improvements anticipated in the 2007 Downtown Plan have been completed, including:

- » BB&T Ballpark
- » Wake Forest Innovation Quarter Development and Expansion, including BioTech Place
- » Milton Rhodes Center for the Arts
- » Housing projects such as the Gallery Lofts, Winston Factory Lofts, Hilltop House, One Park Vista at Civic Plaza, and others
- » Construction of Winston-Salem/Forsyth County Schools Career Center
- » A/perture Cinema
- » Form-Based Design Zoning Overlay District
- » Northern section of the Strollway
- » Wayfinding Signage
- » Many new restaurants and retail storefronts
- » Conversion of E. Fifth Street and E. Fourth Street from one-way to two-way traffic

Other planned developments and improvement projects are still underway and will be listed in the implementation recommendations and schedule.

## ENHANCING THE DOWNTOWN EXPERIENCE

Downtown Winston-Salem will continue to draw large numbers of visitors from the local population and from tourists from out-of-town, due to the growth of vibrant businesses, events, and activities that take place in Downtown. To keep up with this increased growth and accompanying traffic, Downtown stakeholders will need to consider new program options that maintain and enhance Downtown as a clean and safe environment. A popular option in the vast majority of peer cities has been the creation of a downtown Business Improvement District (BID) that would add supplemental clean and safe services to already existing municipal services. This popular option should be implemented in Downtown Winston-Salem.

## MONITORING DESIGN & FORM-BASED CODE REQUIREMENTS

In 2010, a form-based code (Winston Overlay District, WO) was adopted for Downtown based on a recommendation of the previous Downtown Plan. Form-based zoning uses basic building orientation and design standards to promote compatibility with surrounding development, and is an excellent tool for encouraging new development that complements the urban form of Downtown while allowing for architectural variety. The WO District standards guide the location of buildings on a site, require ground floor façade transparency, necessitate street-facing building entrances, and guide on-site parking location. These standards ensure a uniform streetscape appearance for all sites within the district, which promotes the pedestrian-oriented character of Downtown. These standards

also prevent the encroachment of suburban style design into the core of the Center City. The WO District is generally made up of property within the Theatre District, Twin City Quarter, Courthouse Square, and the Arts District, as described in this Plan. While our form-based code has been working well so far, periodic assessment of the code should be undertaken to see if any provisions need to be changed or expanded upon. Other Downtown Districts may benefit by having individually tailored form-based zoning to guide development with design features that contribute to the unique character of each area. The Downtown Winston-Salem Partnership should lead and coordinate any effort to modify the existing Winston Overlay District standards.



*Sidewalk Dining at Hutch & Harris*



PHOTO: J SINCLAIR



PHOTO: J. SINCLAIR

## SUPPORTING HIGH-INTENSITY DEVELOPMENT FURTHERS DOWNTOWN INVESTMENT

Studies conducted recently around the country show that urban, mixed-use, dense development yields significantly more tax revenue per acre than conventional suburban development (in part due to unrestricted height limits and minimal parking requirements). Guiding development, jobs, and residents Downtown allows for sustainable long-term growth while conserving a shrinking supply of undeveloped, sewerable land in Forsyth County. Compact, high-intensity development is also fiscally-wise because it reduces per unit infrastructure maintenance costs and allows for quicker emergency response times.

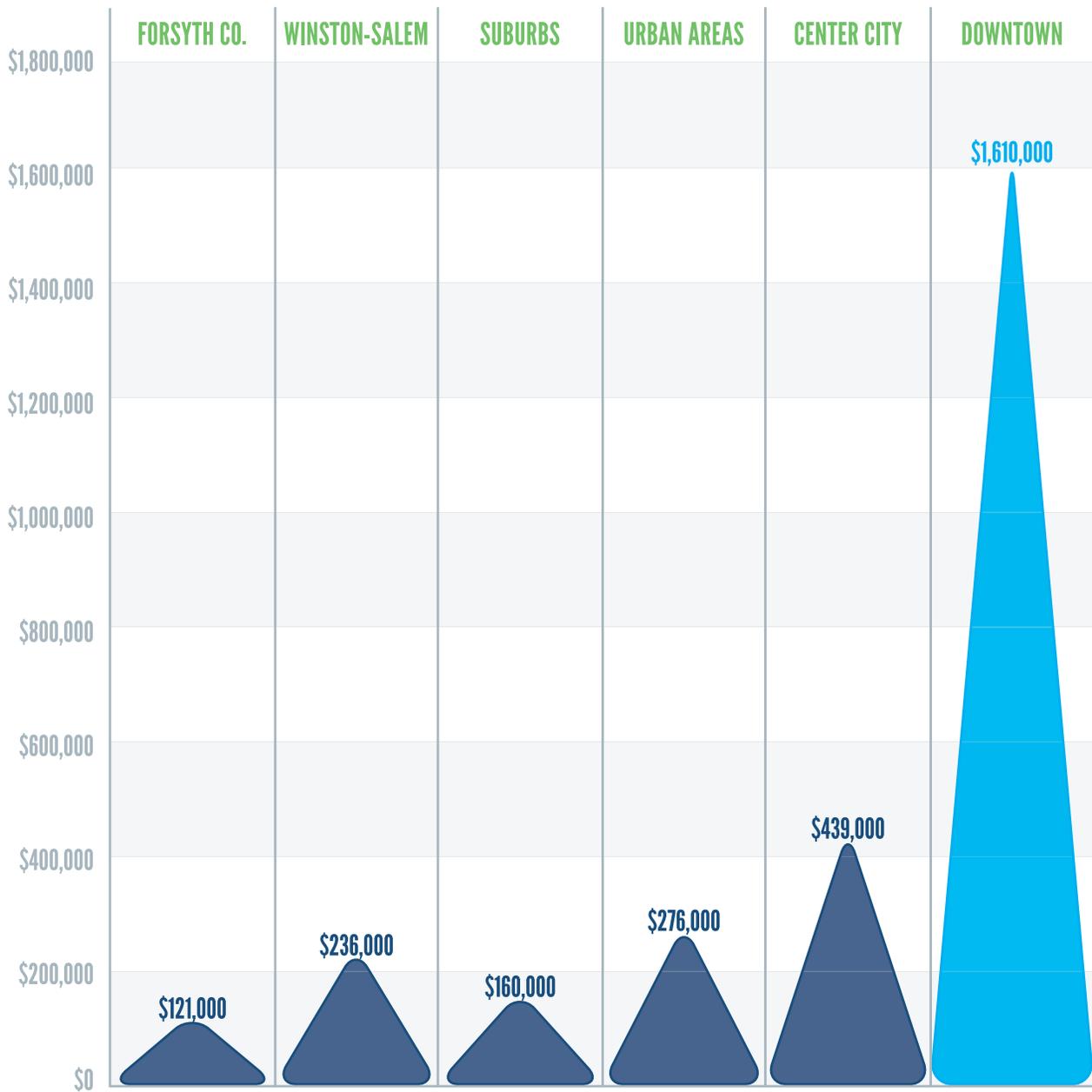
An analysis of average net tax values by different

geographic locations in Forsyth County shows that tax values in Downtown are 10 times higher per acre than they are in the suburbs (\$1.6 million vs. \$160,000, see graph next page). Downtown's continued resurgence will contribute to the financial well-being of both Winston-Salem and all of Forsyth County. Accordingly, these future developments will be enhanced by further public investment in the form of stormwater retention facilities and an urban circulator system that will nurture and support higher density development Downtown. Such investments will be more than offset by the higher tax base dividends that result.



PHOTO: KEVIN WASON

## AVERAGE NET TAX VALUE PER ACRE BY LOCATION, 2011



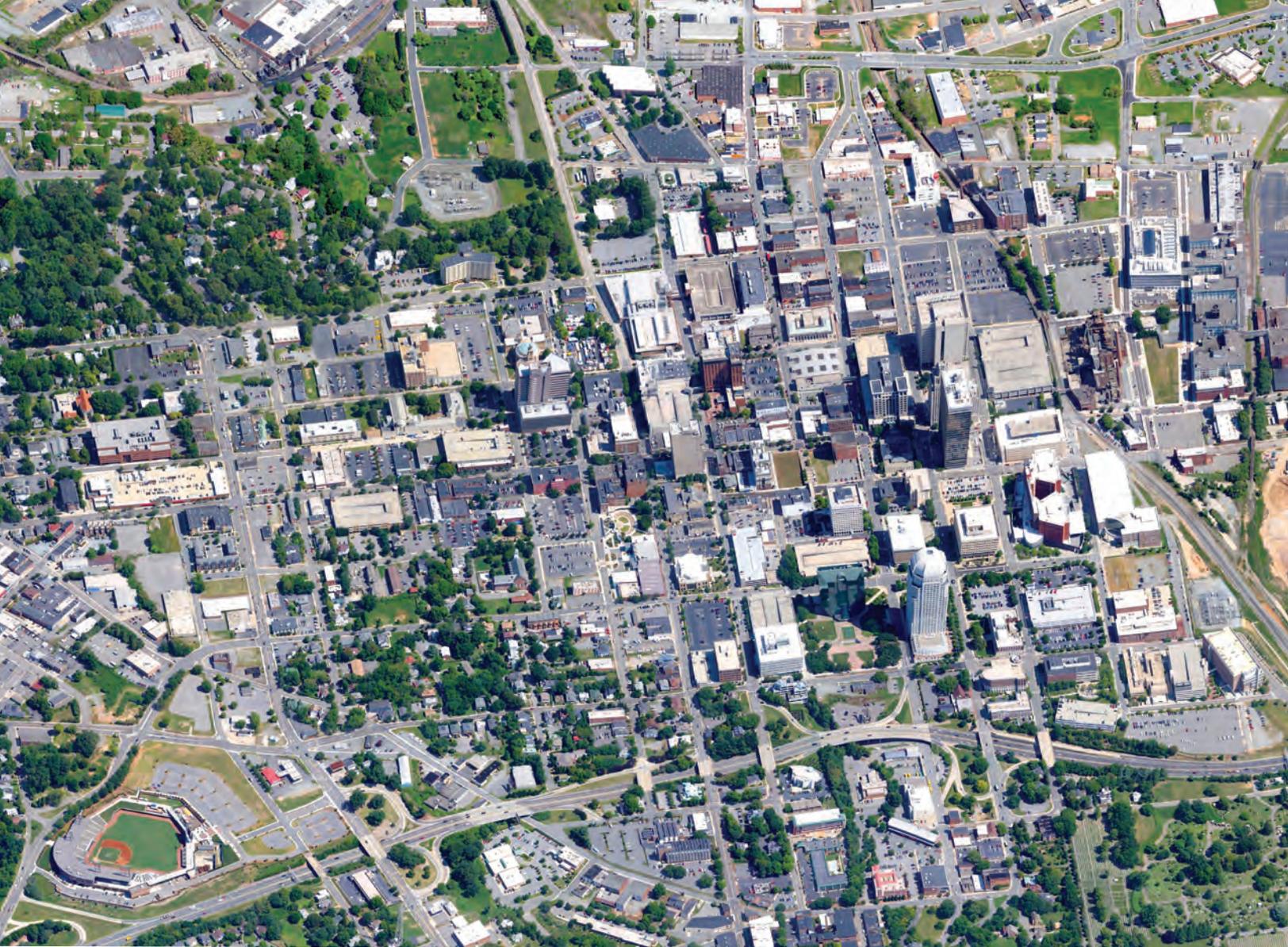


| <b>ACTION/PROJECT</b>  | <b>RESPONSIBLE AGENCY</b>         | <b>TIMING</b> |
|--|-----------------------------------|---------------|
| Provide complementary retail space along W. Fifth Street, like the proposed Mast General Store.                                      | Private Developer                 | On-going      |
| Convert existing underutilized buildings to mixed-use with a signature ground floor retail user.                                     | Private Developer                 | On-going      |
| <b>SKYLINE</b>   |                                   |               |
| Encourage construction of high-rise corporate office centers.  | Private Developer                 | On-going      |
| <b>WAKE FOREST INNOVATION QUARTER</b>  |                                   |               |
| Complete stormwater pond in WFIQ next to US 52.  | WFIQ, CWS                         | Immediate     |
| Continue development of future phases of WFIQ.   | WFIQ, WFBMC, Private Developers   | On-going      |
| <b>GOLER HEIGHTS NEIGHBORHOOD</b>  |                                   |               |
| Complete further initiatives of the New Town Downtown Plan.  | Goler Community Development Corp. | On-going      |
| <b>WEST SIDE MIXED USE</b>   |                                   |               |
| Attain a unique identity through new development and potential rezoning considerations.  | Private Developer                 | On-going      |
| <b>HOLLY AVENUE NEIGHBORHOOD</b>   |                                   |               |
| Convert W. First Street and W. Second Street to two-way streets.   | CWS                               | Mid-Range     |
| Create design standards for expansion of Local Historic District.  | Neighborhood Association          | On-going      |
| <b>BURKE STREET/BROOKSTOWN AVENUE/BB&amp;T BALLPARK</b>  |                                   |               |
| Provide clear access to Burke Street corridor from reconstructed Business 40/Peters Creek Parkway interchange via Brookstown Avenue. | CWS                               | Mid-Range     |
| <b>ECONOMIC INVESTMENT AND VIBRANCY</b>  |                                   |               |
| <b>ARTS AND ENTERTAINMENT</b>  |                                   |               |
| Promote continued use of outdoor venues for entertainment events   | DWSP, CWS                         | Immediate     |
| Expand entertainment venues Downtown on north end of N. Trade Street   | Private Developers                | On-going      |
| Consider construction of outdoor amphitheater  | Private Developers, CWS, WFIQ     | On-going      |
| Provide public art in different districts of Downtown Winston  | ACWSFC, CWS                       | On-going      |

| <b>ACTION/PROJECT</b>   | <b>RESPONSIBLE AGENCY</b>      | <b>TIMING</b> |
|---|--------------------------------|---------------|
| <b>HOUSING</b>  |                                |               |
| Encourage the construction and renovation of high density housing in all mixed-use areas in varying types and price points  | Private Developers             | On-going      |
| Discuss the possibility of dedicated downtown school districts that give priority to downtown residents with the Winston-Salem/Forsyth County School Board                              | DWSP, Education Alliances      | On-going      |
| <b>RETAIL</b>   |                                |               |
| Investigate limiting store-front spaces to retail or personal service establishments within target retail corridors   | Private Developers             | Immediate     |
| Recruit residential neighborhood-serving retail to Downtown   | Private Developers, DWSP       | On-going      |
| Provide further retail development on W. Fourth Street corridor from N. Marshall Street to N. Liberty Street and on N. Trade Street corridor from W. Fourth Street to W. Seventh Street | Private Developers             | On-going      |
| <b>OFFICE</b>   |                                |               |
| Encourage upgrade of Class B and Class C office facilities to Class A space.  | Owners, Private Developers     | On-going      |
| Recruit out-of-town corporate offices to Downtown   | WSBI, DWSP, Private Developers | On-going      |
| <b>CONVENTIONS AND HOSPITALITY</b>  |                                |               |
| Increase the number of downtown hotel room-nights   | DWSP                           | Immediate     |
| <b>NEW CENTRAL LIBRARY</b>  |                                |               |
| Support construction of a new central library Downtown  | Forsyth County                 | Short-Range   |
| <b>PARKS AND OPEN SPACE</b>   |                                |               |
| Incorporate open space and parks into new developments where possible   | Private Developers             | On-going      |
| <b>STREETSCAPE</b>  |                                |               |
| Create annual funding source for financing construction of additional streetscapes (e.g. landscaping, street furniture, bollards, banners, sidewalks, etc.).                            | CWS                            | Short-Range   |
| Install streetscape improvements along Martin Luther King, Jr. Drive and Peter's Creek Pkwy corridors.  | CWS                            | Mid-Range     |
| Remove signage clutter  | CWS                            | Short-Range   |
| Consider streetscape improvements along N. Main Street and N. Liberty Street.   | DWSP, CWS                      | Short-Range   |

| <b>ACTION/PROJECT</b>   | <b>RESPONSIBLE AGENCY</b>                | <b>TIMING</b> |
|---|--|---------------|
| Conduct street lighting study that considers decorative lighting for strategic areas.                                       | DWSP, Duke Energy, Property Owners       | Short-Range   |
| Repair and connect sidewalks between all Downtown Winston Districts.  | DWSP, CWS                                | On-going      |
| Remove unnecessary overhead wiring, particularly along Burke Street.  | DWSP, Telecom Providers, Property Owners | On-going      |
| <b>MOBILITY AND PUBLIC INVESTMENT</b>   |  |               |
| <b>WALKABILITY</b>  |  |               |
| Identify and clearly demarcate additional crosswalks and walking lanes.   | CWS                                      | Mid-Range     |
| <b>CORRIDORS AND CONNECTIVITY</b>   |  |               |
| Assist with new traffic and emergency services routes during Business 40 closing.   | DWSP, NCDOT, CWS, Emergency Services     | Immediate     |
| Complete Research Park Boulevard associated with WFIQ.  | NCDOT                                    | Immediate     |
| Complete reconstruction of US-52 Downtown interchanges.   | NCDOT                                    | Short-Range   |
| Complete Salem Creek Connector associated with WFIQ.  | NCDOT                                    | Short-Range   |
| Synchronize traffic signals for efficient traffic and pedestrian movements.   | CWS                                      | Short-Range   |
| Lobby to complete extension of Martin Luther King, Jr. Drive from N. Cherry Street and N. Marshall Street to Reynolda Road. | DWSP, Winston-Salem Chamber              | Mid-Range     |
| Complete reconstruction of Business 40 Downtown interchanges.   | NCDOT                                    | Mid-Range     |
| Construct proposed Creative Corridors bridge enhancements surrounding Downtown.   | Creative Corridors Coalition, CWS        | Long-Range    |
| Convert W. Third Street from one-way to two-way traffic.  | CWS                                      | Mid-Range     |
| <b>WAYFINDING</b>   |  |               |
| Expand Wayfinding and Trailblazer signage system.   | CWS, DWSP                                | Short-Range   |
| <b>BICYCLING</b>  |  |               |
| Investigate provision for public showers and a Bikeshare program.   | Public-Private Partnership               | Mid-Range     |
| Construct Phases I and II of WFIQ bicycle/pedestrian trail from Rams Drive to Martin Luther King, Jr. Drive.                | CWS                                      | Short-Range   |
| Construct Phase III of WFIQ Bicycle/Pedestrian Trail from Martin Luther King, Jr. Drive to E. 25th Street.                  | CWS                                      | Long-Range    |

| <b>ACTION/PROJECT</b>   | <b>RESPONSIBLE AGENCY</b>         | <b>TIMING</b> |
|---|-----------------------------------|---------------|
| Install bike lanes on N. and S. Main Street and on N. and S. Liberty Street, from Martin Luther King, Jr. Drive to Brookstown Avenue. | CWS                               | Short-Range   |
| Install bike lanes on W. Sixth Street from N. Main Street to Broad Street.  | CWS                               | Mid-Range     |
| Retrofit former parking meter posts to bike racks and install additional bike racks.  | CWS                               | Immediate     |
| Install one or two bike repair stations   | CWS                               | Short-Range   |
| Open education/advocacy center  | Winston-Salem Bicycle Cooperative | Short-Range   |
| <b>PARKING</b>  |                                   |               |
| Wrap parking decks with useable ground floor space to improve compatibility with other properties.                                    | Private Developers                | On-going      |
| Discourage further surface parking lots.  | DWSP                              | On-going      |
| Assess City parking regulations.  | DWSP                              | Short-Range   |
| Encourage free after-business hours parking.  | DWSP                              | On-going      |
| <b>URBAN CIRCULATOR</b>   |                                   |               |
| Complete Urban Circulator Study.  | CWS                               | Immediate     |
| Secure funding for Phase I of Urban Circulator.   | CWS                               | Short-Range   |
| <b>IMPLEMENTATION</b>   |                                   |               |
| <b>ENHANCING THE DOWNTOWN EXPERIENCE</b>  |                                   |               |
| Create a Downtown Business Improvement District (BID) that would add supplemental cleaning, safety services, promotion, etc.          | DWSP                              | Immediate     |
| <b>MONITORING DESIGN AND FORM-BASED CODE REQUIREMENTS</b>   |                                   |               |
| Investigate the possibility of tailored form-based codes for specific Downtown districts.   | DWSP                              | Mid-Range     |
| <b>LAND USE</b>   |                                   |               |
| Review rezoning requests in mixed-use area with care to achieve mixed-use and a good fit with surrounding area.                       | CWS                               | On-going      |
| Support rezoning of Holly Avenue Neighborhood to residential upon property owner or property owner group initiative.                  | CWS                               | On-going      |
| Program key public improvements into City's CIP that will help influence land use as per the plan recommendations.                    | CWS                               | On-going      |



# PROPOSED LAND USE

General policies from The Legacy 2030 Update, Winston-Salem and Forsyth County's comprehensive plan, provide the framework for recommendations related to future land use and development in Downtown. These policies offer guidelines for compatible residential uses, retail, office, institutional, industrial and mixed-use developments and provide the basis for more specific land use recommendations.



## LEGACY 2030 UPDATE LAND USE & DEVELOPMENT POLICIES

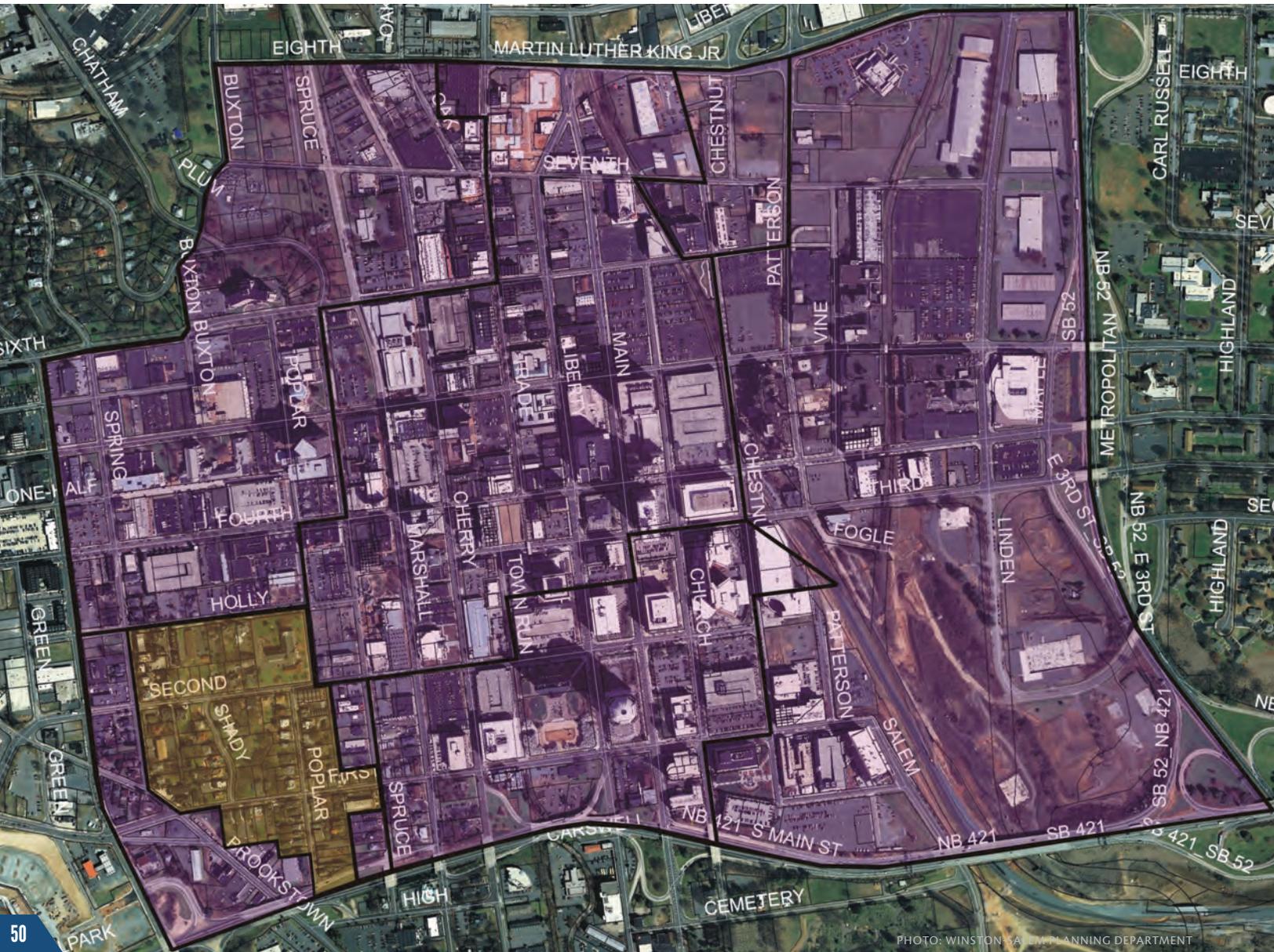
The general policies that will help guide land use and development in the Downtown area:

- » encourage the construction of high-rise buildings Downtown to use land efficiently and to add to the unique character of our skyline
- » designate the best locations in Downtown for concentrating tall buildings
- » encourage major office development to locate in Downtown Winston-Salem
- » encourage retail and other active uses at the lower and ground floors of structures to contribute vitality to street life
- » promote development of Civic Plaza, a vibrant urban redevelopment centerpiece that would function as the living room of Downtown and would include mixed-use buildings, a park and on-site parking
- » move forward with a new state-of-the-art library facility Downtown, which should be designed as an iconic symbol of the community and serve as a public gathering space
- » encourage housing development in Downtown for a diversity of occupants including students, empty nesters, young professionals and families
- » encourage a good mixture of rental and owner-occupied housing units Downtown available at a variety of price points
- » consider form-based code approaches in other areas of Downtown
- » support the improvement and redevelopment of older commercial and industrial sites
- » encourage transitional uses between high-intensity uses and low-density residential areas
- » discourage inappropriate commercial encroachment into neighborhoods
- » enhance pedestrian and bicycle safety in Downtown

## PROPOSED LAND USE MAP

The Proposed Land Use map shows a very basic differentiation of land use. Given Downtown's long history as the center of the community with a great variety of uses in a compact area, it should be no surprise that the vast majority of the area is designated for mixed-use. The exception is the historic Holly Avenue Neighborhood, which is primarily residential in use, although it is presently zoned for low-intensity office or commercial use. An Urban Land Institute (ULI) study conducted in 2009 recommended residential uses for the Holly Avenue Neighborhood. A Mixed-Use land use designation means the property or area could be appropriate for residential, office, retail, institutional, or industrial individually or in combination. A General Residential land use designation means that the property may be suitable for rezoning to a zoning district that allows its present use as a single-family or multifamily residence.

**Legend:** Mixed-Use (Purple) General Residential (Burnt Umber)



## **SPECIFIC LAND USE RECOMMENDATIONS**

Future developments located in mixed-use areas of the Downtown Future Land Use map that require rezoning or site plan approval by the City's planning staff will be evaluated on a case-by-case basis contingent upon the policies and recommendations of this Plan and the proposal's fit with the surrounding area. Properties located in the general residential area of the Holly Avenue Neighborhood district will be considered for a rezoning to an appropriate residential district upon a property owner's (or a group of contiguous property owners') initiative.

## **RELATIONSHIP OF LAND USE TO KEY PUBLIC INVESTMENTS**

Downtown Winston-Salem has great development potential as a high density, mixed-use walkable environment. Analysis of the County's tax base indicates that Downtown and surrounding areas generate much higher net tax base per acre than any other area of the County. Downtown tax revenue generation offsets some of the costs to provide community services to Winston-Salem's suburban ring and other outlying areas of the County. It is in the best interest of everyone in Forsyth County to nurture and support the continued growth of Downtown Winston-Salem.

There are key public investments that will help direct, shape and accelerate Downtown growth and yield private investment and tax base growth many times greater than the public investment.

Those key investments should include the following:

- » expansion of streetscape improvements
- » additional parks and plazas like Civic Plaza
- » a modern streetcar or similar urban circulator
- » a new central Downtown library
- » upgrades and/or expansion of Benton Convention Center
- » strategically placed parking decks, as needed, coordinated with the urban circulator to maximize use of existing and new parking facilities

These key public investments should be programmed into the City of Winston-Salem and Forsyth County Capital Improvement Programs as appropriate.



# ACKNOWLEDGEMENTS

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Dan Besse  
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**Everette Witherspoon**

Commissioner, Forsyth County Board of Commissioners

**Ralph Womble\***

Trade Street Partners

**Larry Woods**

Housing Authority of Winston-Salem

**Jason Thiel**

Downtown Winston-Salem Partnership

\* Denotes Executive Committee Member

## DOWNTOWN WINSTON-SALEM PARTNERSHIP PLANNING COMMITTEE

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Walter Robbs Callahan & Pierce Architects

**Gayle Anderson**

Winston-Salem Chamber of Commerce

**Rence Callahan**

Walter Robbs Callahan & Pierce Architects

**Mark Caudill**

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**Kirk Ericson**

City/County Planning Department

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**Ruben Gonzales**

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**Tim Jennings**

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**Susan Perkins**

CJMW Architecture

**Katrina Redmon**

Housing Authority of Winston-Salem

**Tripp Regan**

Regan Creative & Designfluence, LLC

**Milton Rhodes**

Arts Council of Winston-Salem & Forsyth County

**Glenn Simmons**

City/County Planning Department

**Steve Smotherman**

City/County Planning Department

**Mickey Stokes**

Mosaic Capital Management, LLC

**Michael Suggs**

Goler Community Development Corporation

**Jason Thiel, President**

Downtown Winston-Salem Partnership

**J. Dudley Watts**

Forsyth County Manager

**Larry Woods**

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**DOWNTOWN**  
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