

Polo Road / North Cherry Street

Community Enhancement Workshop
 City of Winston-Salem, NC

May 2014

Center for Creative Economy/Design Link



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Overview

Winston-Salem residents, business owners and government officials gathered in early March to participate in a community design workshop focused on the area around the intersection of Polo Road and North Cherry Street in the City's North Ward. The general study area included an area bounded by University Parkway to the west and Indiana Avenue to the east, North Point Boulevard to the North, and Reynolds Boulevard to the South.

The workshop was facilitated by the Center for Creative Economy (CCE) through its DesignLink program. The DesignLink team consisted of professional urban planning, economic development and design firms from across North Carolina. The project was co-sponsored by the City of Winston-Salem, the Piedmont Authority for Regional Transportation (PART) and the Piedmont Together sustainability initiative. Piedmont Together is a 12-county sustainability and smart growth planning initiative headed by PART and the Piedmont Triad Regional Council (PTRC).

Sponsors



An equal funding stake was provided by the City of Winston-Salem and Piedmont Together, a program which is administered by the Piedmont Authority for Regional Transportation (PART) and funded by the U.S. Department of Housing and Urban Development (HUD).

What is Piedmont Together?

A comprehensive project designed to build a resilient, prosperous economy and a better quality of life for all of North Carolina's Piedmont Triad residents.

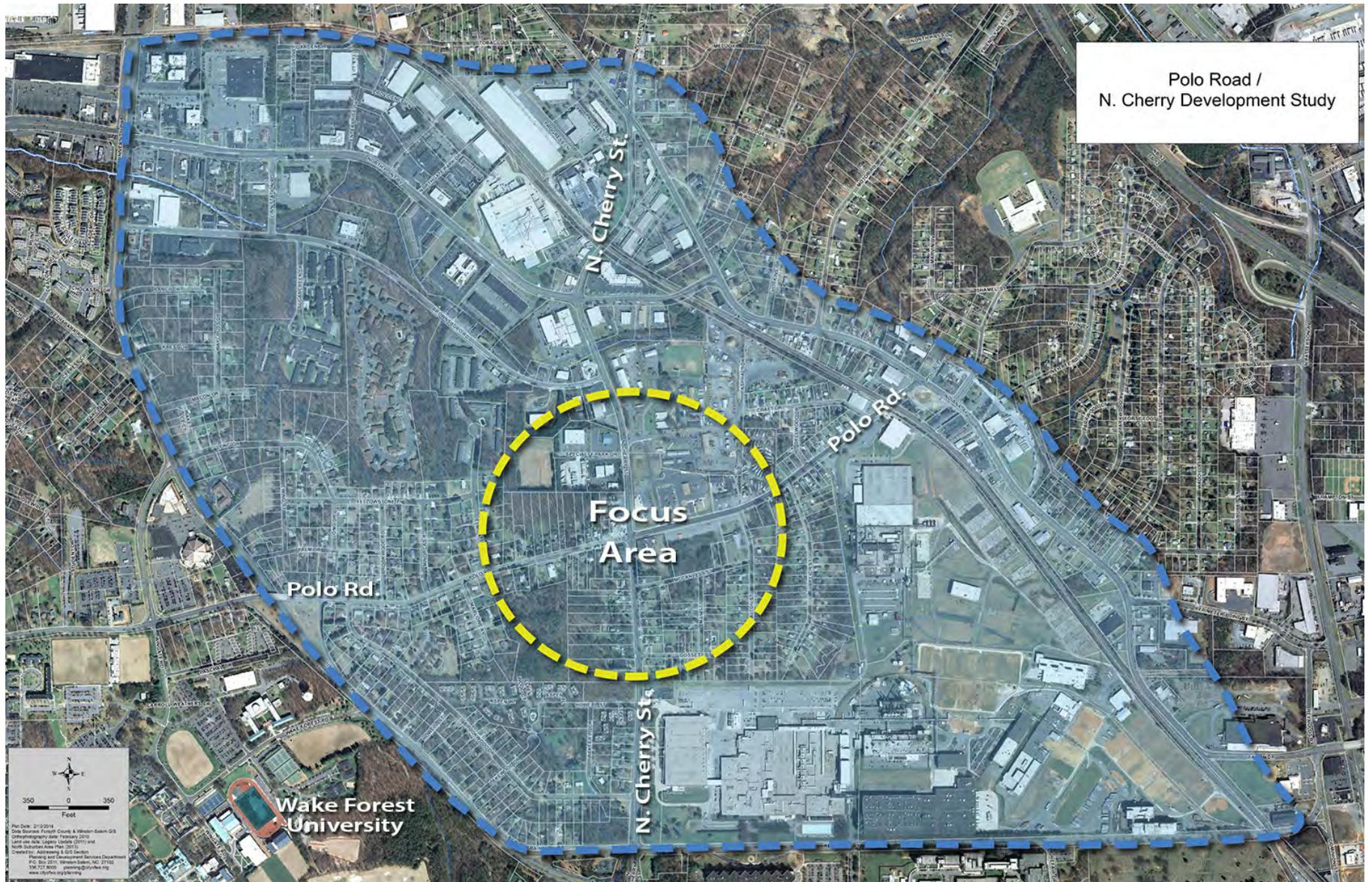
Facilitators



The Center for Creative Economy and DesignLink (DL) team members were engaged to facilitate the project. The Center for Creative Economy serves as a catalyst for innovation by:

- driving product and business development,
- stimulating connections between innovators and businesses, and
- promoting economic development and job growth through regional programs, infrastructure and professional development

INTRODUCTION





During the workshop, the DesignLink team facilitated a discussion that was focused on Smart Growth and Sustainable Design principles within the context of the economic influences and needs identified by the community. DesignLink's role as the facilitator of the project was to provide a stimulus for residents of the area to share their desires for the community. The team led citizen input meetings to help residents develop a vision for the future of their neighborhood. Working closely with the community, the DesignLink team developed design concepts that illustrated the community's ideas for the future. During the workshop, all community ideas were considered using a "blue sky" approach, which created a dynamic flow of ideas among the participants.

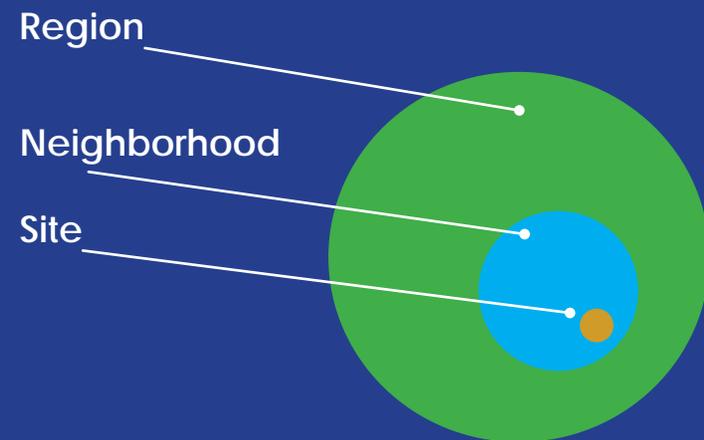
The project was spearheaded by Winston-Salem City Council Member Denise Adams, and organized by city staff including Derwick Paige, Deronda Keys-Lucas, Paul Norby and Glenn Simmons. Piedmont Together leaders collaborating on the project included Mark Kirstner, Kyle Laird, and Walter Jenkins.

What is Smart Growth?

Smart growth is comprised of development strategies intended to:

- Enhance existing communities
- Maintain affordable housing
- Provide a variety of transportation choices
- Utilize existing infrastructure
- Protect open space and farmland

Smart growth is concerned with . . .



Project Timeline

The project timeline below details the major events and milestones from the project's initiation through execution. This six (6) month project period was made possible through the collaboration of many community stakeholders.



Community Workshop Objectives

Three key objectives for the workshop were followed to ensure that the ideas, vision and goals identified by the community could be implemented:

- Facilitate discussion with citizens, developers, businesses, and other stakeholders to develop a vision and recommendations for improving the appearance, business development opportunities and overall enhancement of the community in the Polo Road/North Cherry Street area.
- Identify potential development scenarios by considering key economic drivers and surrounding development factors and influences including transportation.
- Identify partners, resources and actions needed to implement the recommended strategies.



INTRODUCTION

Workshop Process

Day 1

Conduct Community Discussion

Two identical sessions were conducted on the first day to gain community input. Each session began with a welcome from Council Member Adams. After a brief presentation regarding Sustainable Design and Key Market Findings, small group sessions were conducted to gain a better understanding of the community needs and vision for the future.

Day 2

Test Ideas, Develop Alternatives

Similar to the first day, the second day included identical sessions in the morning and in the evening. Day two built on the ideas and concepts from day one. Small group sessions were conducted with meeting participants to test ideas from day one and to discuss potential development alternatives.

Day 3

Develop Recommendations

The DesignLink team summarized the ideas and concepts generated by the public from the previous two days. Alternative options were explored. Further testing of concepts and ideas were compiled and developed into visual renderings and recommendations.

Day 4

Present Next Steps

The workshop concluded with the DesignLink team presenting development concepts and recommendations to achieve the vision for improving the community. The presentation was followed by additional community input and discussion.



CONTEXT

Market Analysis Summary

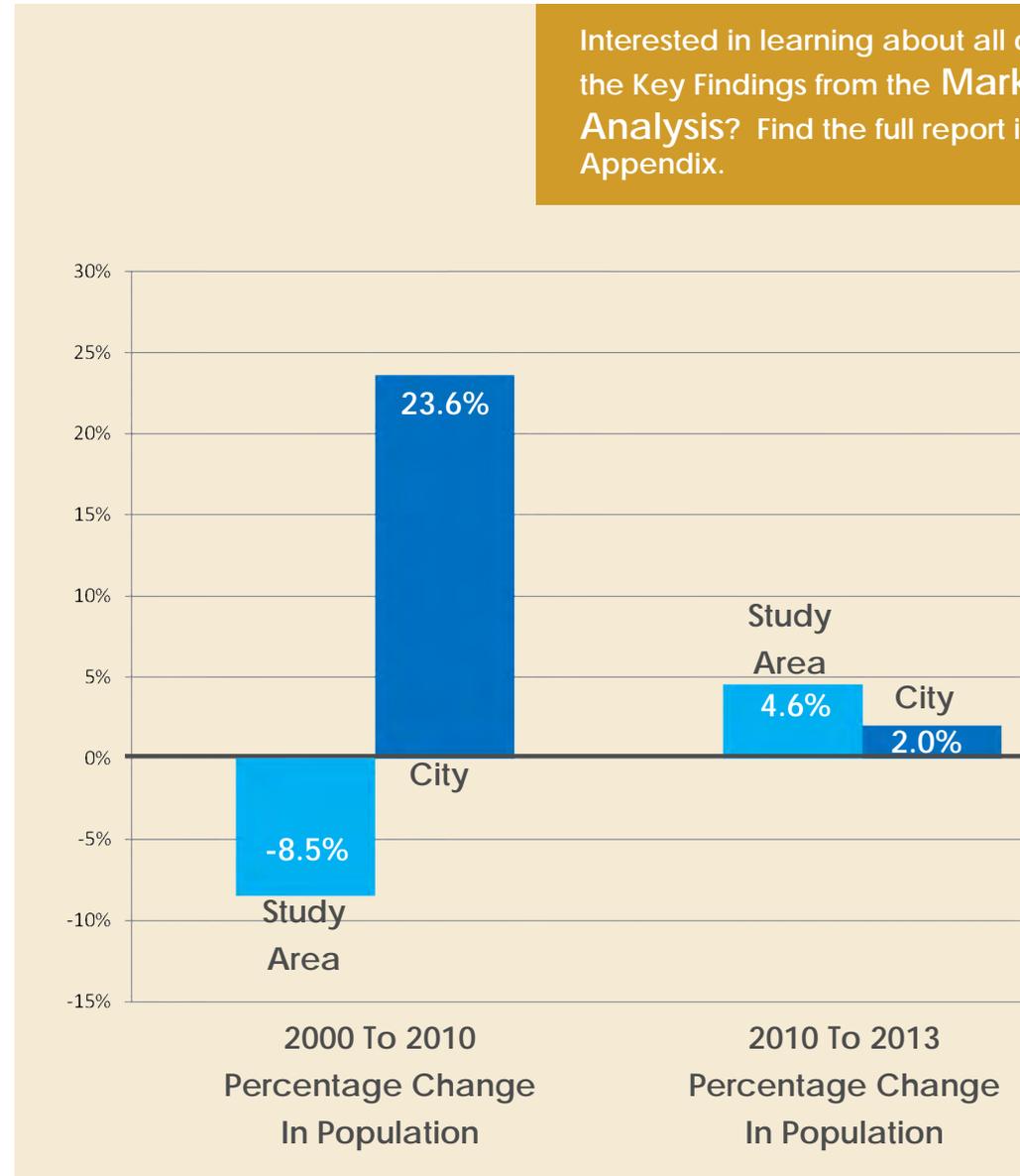
The following is a brief summary of the market analysis and key findings presented at the workshop by DesignLink’s Robin Spinks (the complete report is included in the appendix). The summary of market conditions provided a baseline of key information for workshop participants to evaluate their ideas and concepts for the redevelopment of the focus area. A one-mile ring surrounding the focus area defined the geographic scope of the market summary findings identified as the “study area” on the pages that follow.

POPULATION IS GROWING AGAIN

- 2503 households in study area (2013)
- Projected annual growth 1.21% (2013-18)

	2000	2010	2013 (2012 Est.)
Study Area	8,443	7,726	8,079
% Growth		-8.5%	4.6%
Winston-Salem	185,776	229,617	234,239
% Growth		23.6%	2.0%

Interested in learning about all of the Key Findings from the **Market Analysis**? Find the full report in the Appendix.

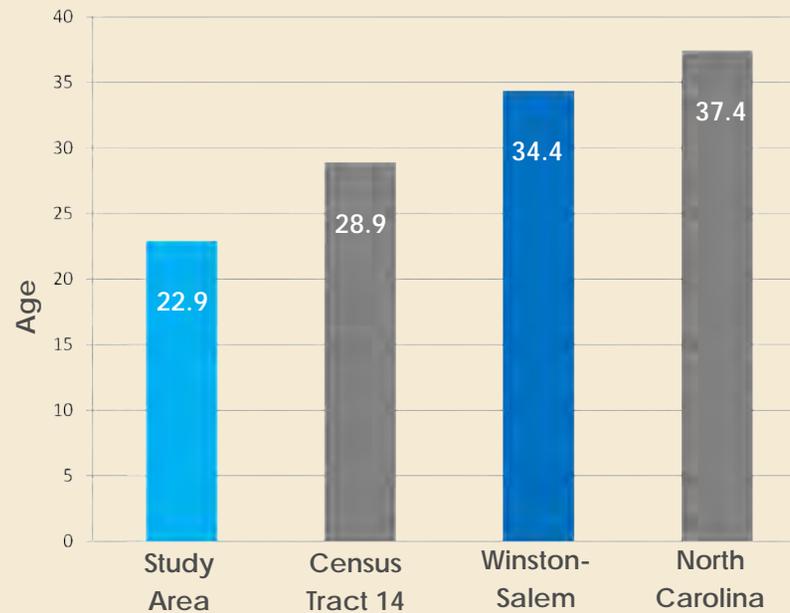




A YOUNG NEIGHBORHOOD

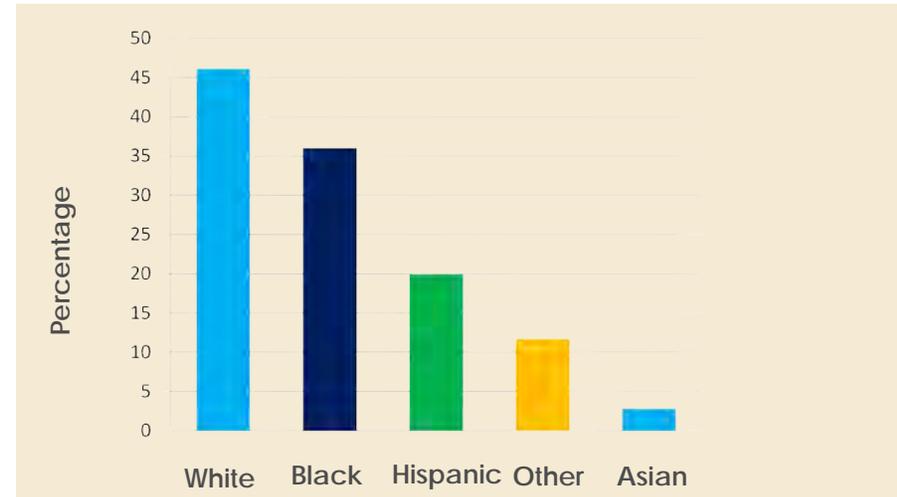
- The study area is younger than W-S and NC
- Influences likely include the presence student housing

	Median Age
Study Area	22.9
Census Tract 14	28.9
Winston-Salem	34.4
North Carolina	37.4



A DIVERSE NEIGHBORHOOD

	Percent of Population*
White	46.1%
Black	36.0%
Hispanic	19.9%
Other	11.7%
Asian	2.8%



*Does not equal 100% sum because the Hispanic designation is not a racial segment and it spans all racial categories.

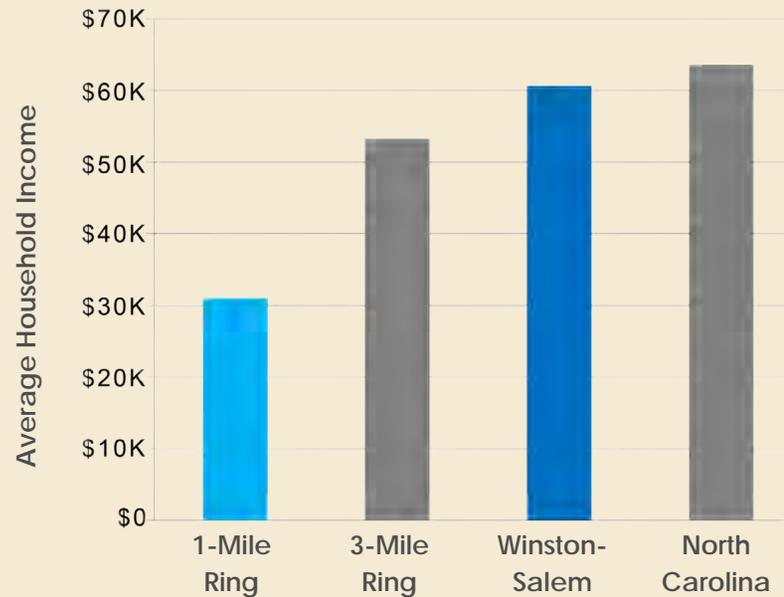




ECONOMIC POTENTIAL

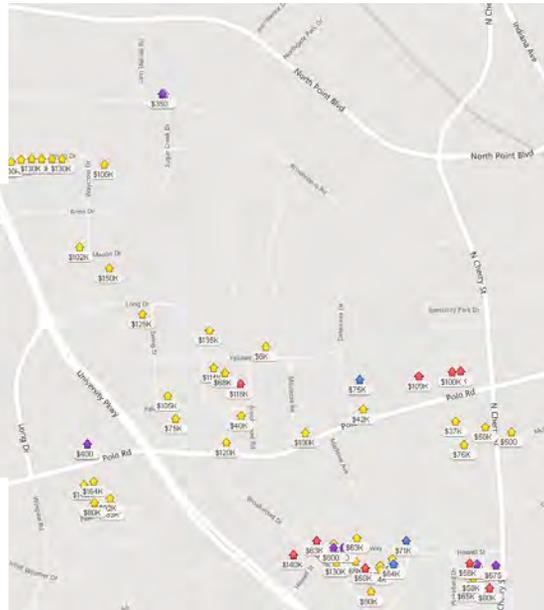
- The study area has less spending power than the city or state
- The study area is nearly half the income of the City and less than half of the State of North Carolina.

	Average Household Income
Study Area (1-Mile Ring) (2013)	\$31,019
3-Mile Ring (2013)	\$53,232
Winston-Salem (5-year estimate)	\$60,624
North Carolina (5-year estimate)	\$63,562



HOUSING AFFORDABILITY

- The average “for sale” value is \$75,600
- The value range is \$20,000 to \$118,000





ADDITIONAL MARKET POTENTIAL

- Wake Forest University (Reynolds Campus)
 - ◆ 9,066 students, faculty, and staff
 - ◆ Many event visitors
- Whitaker Park (Redevelopment Study)
 - ◆ Formerly 2,000 employees
 - ◆ Projecting 3,500 in 15 years

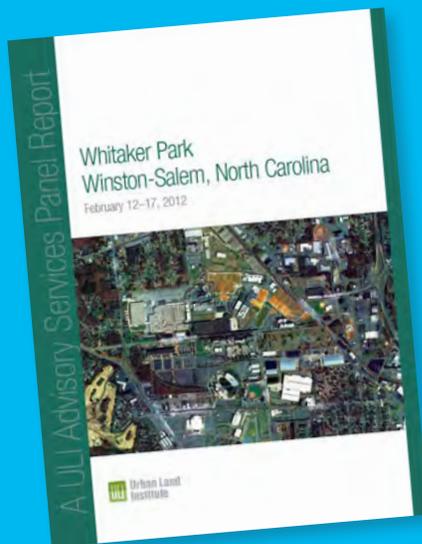


RECENTLY COMPLETED BICYCLE, PEDESTRIAN & TRANSIT STUDY

The Bicycle, Pedestrian & Transit Study for the Wake Forest University Area was completed in January 2014 and provided some basic information for this workshop. The Wake Forest University Area report contained broad recommendations that extended into the Polo Road and North Cherry Street study area that helped inform the workshop participants. The final report is currently posted on the website for the study (www.walkbikeridewfu.com).



The **ULI Whitaker Park Study** completed in early 2012, examined the redevelopment of Whitaker Park and its area of influence. Review the report at <http://greenstreetltd.com/wp-content/uploads/2012/04/ULI-Whitaker-Park-Report-Feb-2012.pdf>



WHITAKER PARK - URBAN LAND INSTITUTE STUDY IDEAS

The Urban Land Institute Study recommends a long-term phased approach to the redevelopment of Whitaker Park. The study recommendations focused on industrial uses in the life science and energy sectors that may reuse some of the existing buildings. The recommended industrial activities included manufacturing, distribution and research and development. The ULI Study also recommended some mixed use areas that included office, local service retail and medium density residential that may serve as housing for employees. The study also envisioned better transportation connections that included an improved east-west connection from University Parkway to US Highway 52.



WINSTON-SALEM COMMERCIAL VACANCY RATES

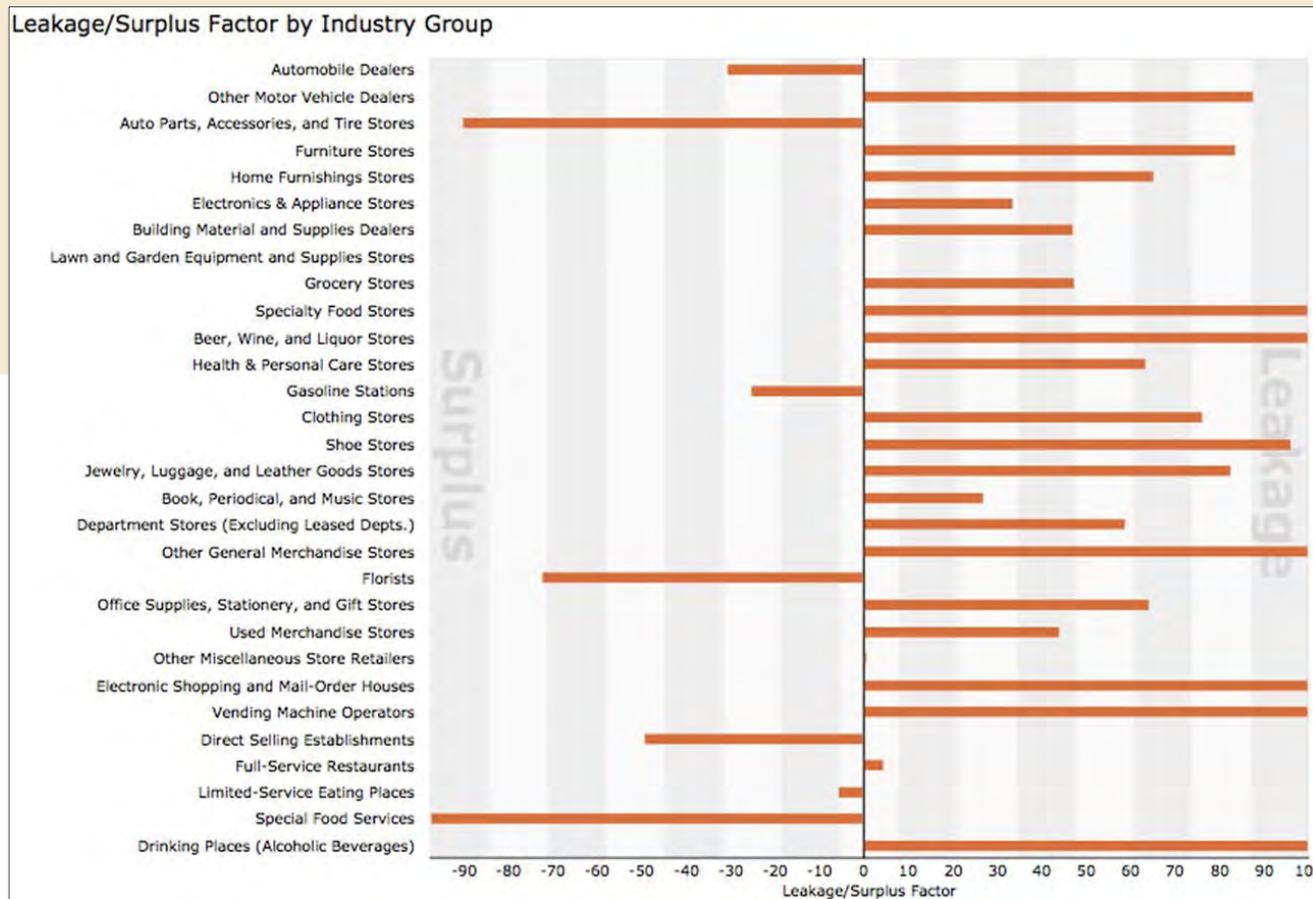
The vacancy rates in the Greensboro/Winston-Salem metro area are higher than the US in the industrial and retail sectors, and lower than the US in the office sector. Just over 400,000 square feet (sf) was absorbed in the metro industrial market at an average lease rate of \$2.99 per sf. Approximately 230,000 sf was absorbed by the metro retail market at an average lease rate of \$10.22. The metro office space sector added almost 178,000 sf to the available market square footage.

	GSO/W-S Metro	2010
Industrial Vacancy	8.5%	8.0%
Average Rents	\$2.99	
Absorption SF	414,431	
Retail Vacancy	7.3%	6.6%
Average Rents	\$10.22	
Absorption SF	230,168	
Office Vacancy	11.0%	11.8%
Average Rents	\$13.77	
Absorption SF	-178,520	



STUDY AREA RETAIL OPPORTUNITIES

Many business categories exist within the one-mile study area where “leakage” is occurring, demonstrating the potential for capturing new retail dollars. Leakage refers to the loss of potential business within an identified trade area to businesses located outside of the trade area. During the workshop, residents expressed the desire for businesses with a cool urban feel that support the needs of the neighborhood, while taking advantage of the proximity to Wake Forest University and where retail dollars are leaving the study area.



The orange bars extending to the right represent business categories where retail dollars are “leaking” outside of the study area.

The bars extended to the left demonstrate business sectors that are in “surplus”, meaning they are either meeting or exceeding the local demand for that industry group.

Neighborhood Development Analysis

The DesignLink team presented a development analysis on the second day of the workshop to provide a contextual framework for generating ideas and concepts with workshop participants. The images below depict the major elements that were identified as part of the analysis.

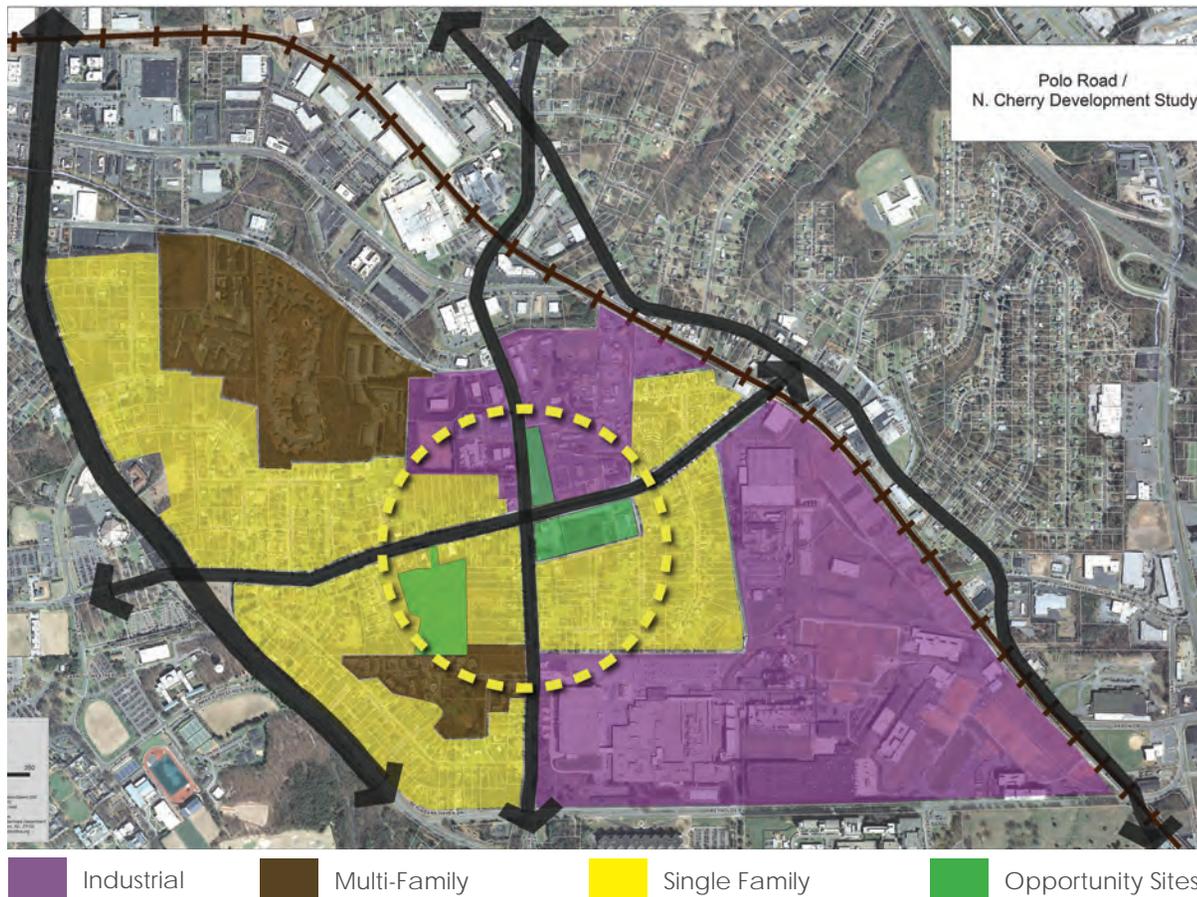


Figure 1 - Land Use Analysis Map



Figure 2 - Major Transportation Corridors

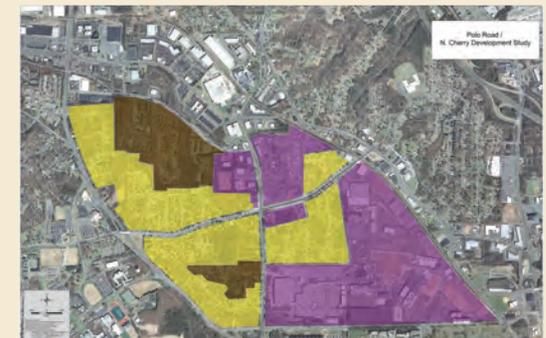


Figure 3 - Existing Land Uses



Figure 4 - Land Use Opportunities



Neighborhood Enhancement

SMALL STEPS TOGETHER

"A future of abundance and beauty must begin with small moves...It is [in the simple transactions between individuals] that a glass half full can be found, and it is here that the social space of America is being re-made.

Dying strip malls are being replaced by farmer's markets; vacant glass towers are being replaced by warehouse-based laboratory startups and home offices ...

These are small, unglamorous trends ... A recreation of space ... modeled not on production, but rather upon a shared and positive vision of the future."

- Richard Reep "Searching out the half-full glass" for newgeography.com

An aerial photograph of a residential neighborhood with various street names labeled. The map is overlaid with a dark blue rectangle containing the text 'NEIGHBORHOOD ENGAGEMENT' in white, bold, sans-serif font. Below this rectangle are three overlapping colored shapes: a yellow rectangle, a green rectangle, and a blue rectangle. The street names visible on the map include Waycross Dr, Linn Station Rd, Sugar Creek Dr, North Point Bv, Northgate Park Dr, Brownsbord Rd, Connor Rd, Motor Rd, Metho, Roskins Dr, Marviniev, Shamel St, Polocf, Indiana Av, Longi Dr, Yellowstoneln, Minorcas Rd, Antler, Polo Rd, Marlowe Av, Wake Forest Rd, University Pw, Howell St, Brookwood Dr, Lakewood Dr, Wakefield Dr, and Aspen Wy. The text 'NEIGHBORHOOD ENGAGEMENT' is centered over the map.

NEIGHBORHOOD ENGAGEMENT

Creating a BUZZ!

The City of Winston-Salem utilized many forms of communication to engage the community and to help ensure that the neighborhood was well represented during the workshop. Prior to the event, the City utilized social media, mailings, the City's website, word of mouth, and local news outlets to raise awareness of the workshop opportunities. During the workshop, reminders were broadcast via local news stories and social media. Each day, participants were also encouraged to 'bring a neighbor' for the next day's session.



Figure 5 - Council Member Denise D. Adams taping a broadcast about the upcoming Community Workshop.



You're INVITED

Invitation flyers and letters were sent to residents



SOCIAL Media

Various social media portals were used



TV News

Local news aired stories prior to and during the event



NEWSpaper

The Winston-Salem Journal ran stories



Survey

Residents were asked to participate in an online survey

NEIGHBORHOOD ENGAGEMENT

WHAT WE HEARD . . .

What is the best thing about living, working or owning a business in this neighborhood?



The Community's Voice

The dialog that occurred during the workshop sessions identified the community's aspirations for the future of the neighborhood. This dialog was the product of a series of scenario-based questions. A summary of the major themes that were expressed on the first day of workshop are listed below and on the following page.

POSITIVES

- Convenient location
- Proximity to Wake Forest University
- Diverse population
- Affordable housing
- Untapped / overlooked market
- Desire for positive change and the return of a vibrant community

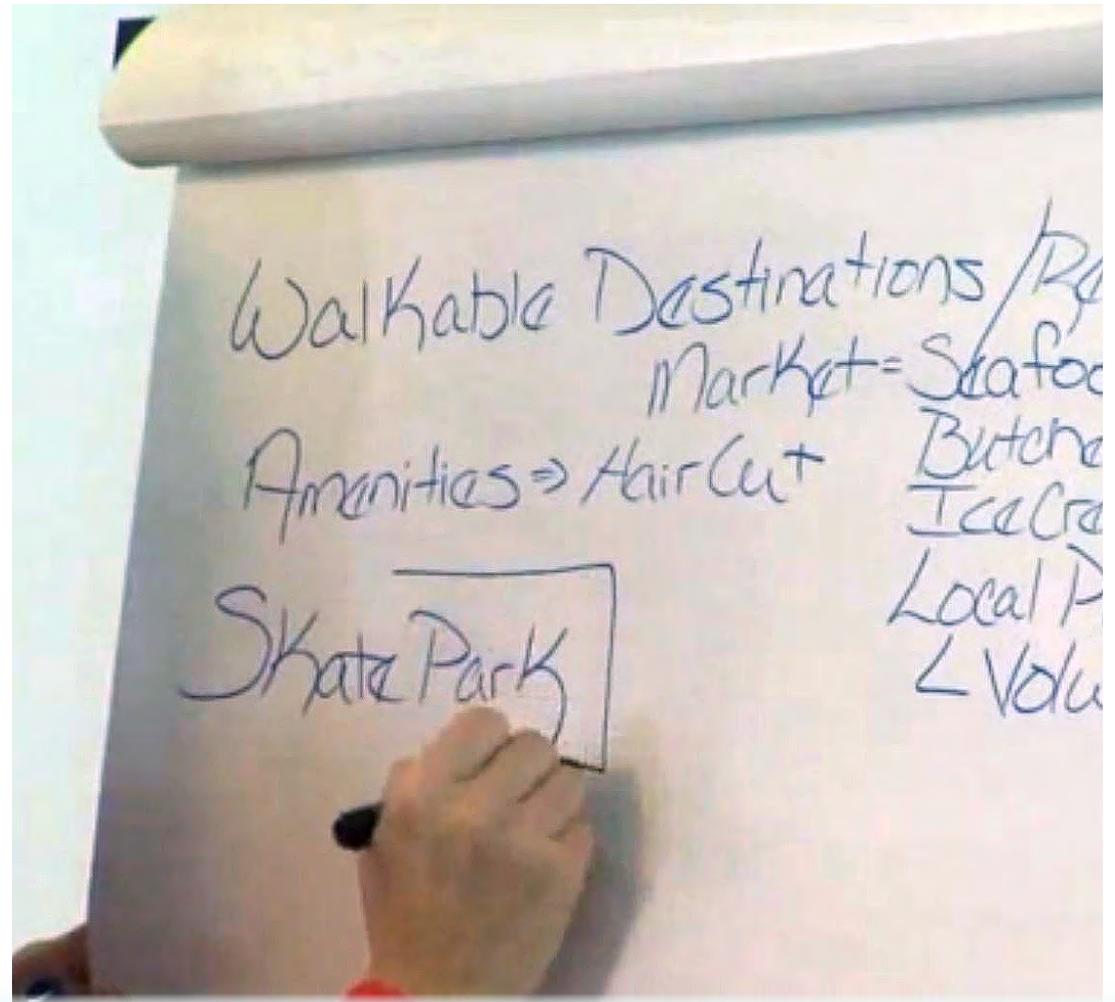
NEIGHBORHOOD ENGAGEMENT

FUTURE VISION

- Walkable, well-connected, safe & active community
- Businesses that serve the needs of the community & university
- Greenspace & recreational opportunities
- Creative economic development opportunities
- Improved appearance

CHALLENGES

- Poor "curb appeal" within some areas of the neighborhood
- Poor condition of some rental property
- Unsafe streets for bicycles & pedestrians



NEIGHBORHOOD ENGAGEMENT



After each session, members of the DesignLink team reconvened to share what was learned and identify major themes that were being voiced across the small group discussions. These themes were utilized as the catalysts for concept development.



An aerial photograph of a suburban area, tinted in shades of blue and green. The map shows a network of streets, including major roads like University Pkwy and Wake Forest Rd, and residential streets like Long Dr, Brookwood Rd, and Howell St. A large, semi-transparent blue rectangle is overlaid on the right side of the image, containing the text 'CONCEPT DEVELOPMENT' in white, bold, sans-serif font. The text is split across two lines: 'CONCEPT' on the top line and 'DEVELOPMENT' on the bottom line. The 'C' in 'CONCEPT' is significantly larger than the other letters. The background map shows various buildings, parking lots, and green spaces.

CONCEPT DEVELOPMENT

On the second day of the workshop, the DesignLink team worked closely with the community to develop ideas and concepts for the future of the neighborhood, utilizing various visualization techniques to help the community express its desires. The major themes centered around:

- Complete Streets
- Building Sites & Uses
- Polo / Cherry Intersection Improvements
- Neighborhood Greenspace

Complete Streets

The Winston-Salem Metropolitan Planning Organization (MPO) has recently adopted a complete streets policy to encourage well-rounded street networks that serve all modes of travel. During the workshops, participants frequently cited key elements of the complete streets policy, especially the need for safe pedestrian and bicycle facilities throughout the area.

"We need to make the area safe for all of the people who live, work, or travel through this area, whether they are in cars, on bikes, or on foot." - Workshop participant

The following pages illustrate some of the concepts that were tested during the workshops. Complete street recommendations focused on the Polo Road and North Cherry Street corridors.

What are Complete Streets?

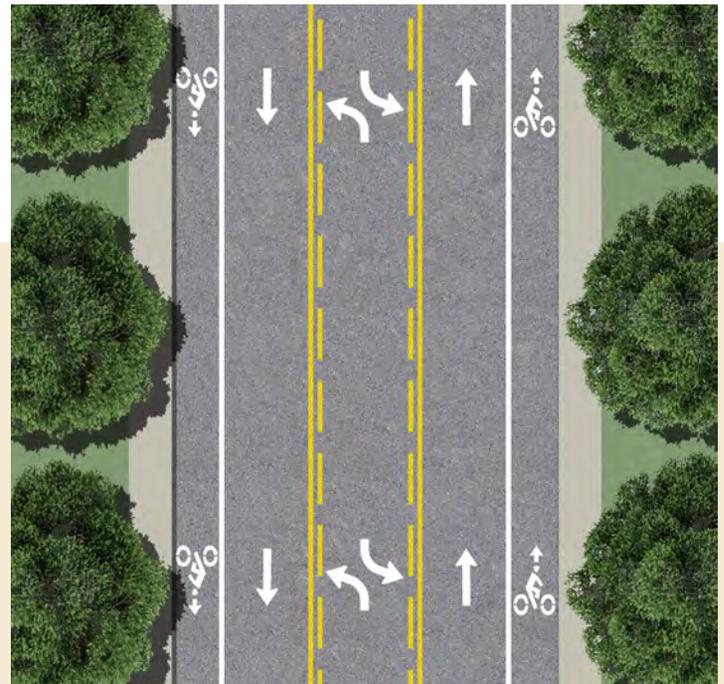
Complete streets are designed for ALL users. Learn more at: <http://www.completestreetsnc.org>

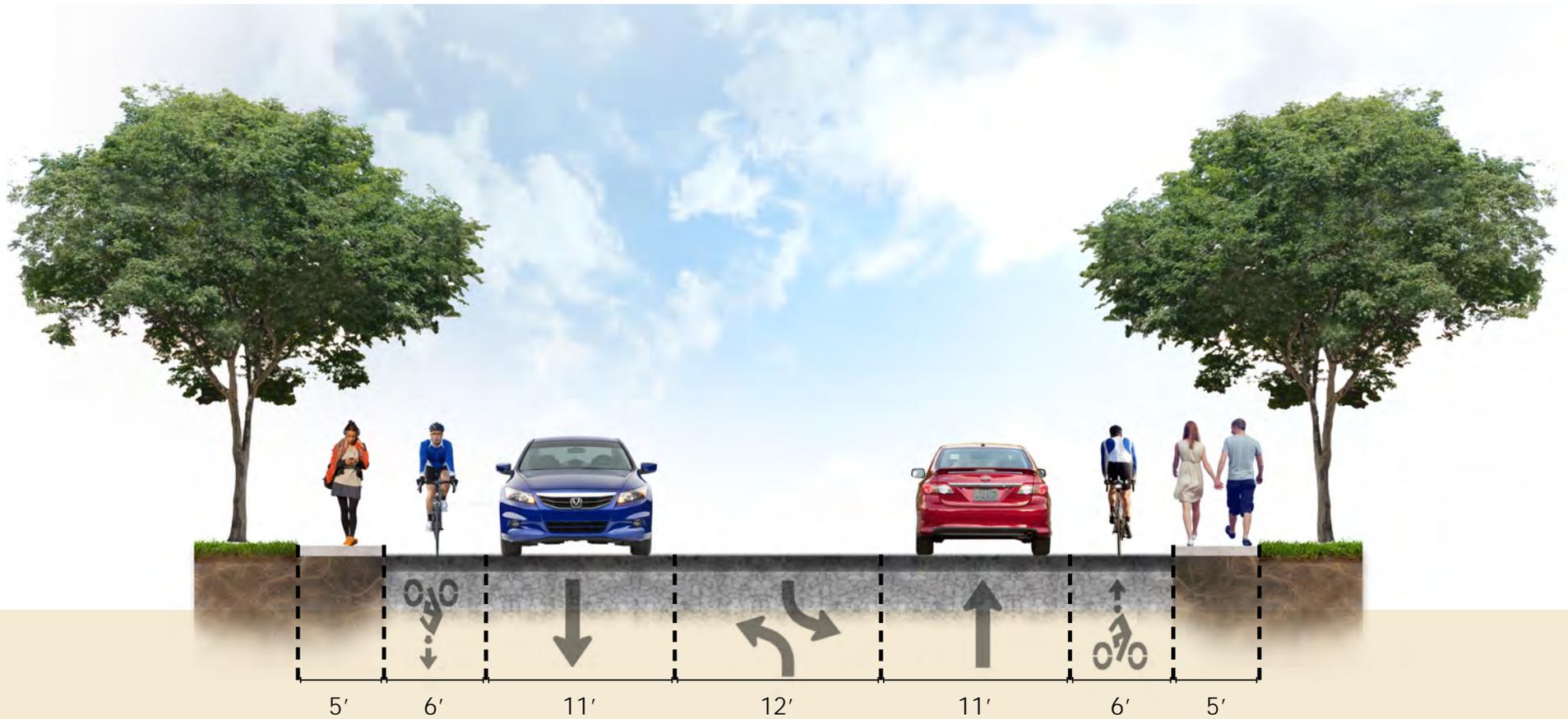


How does the concept of complete streets link back to community input? What we heard was a need for:

- Improved curb appeal
- Walkable & well-connected
- Safe streets for bicycles & pedestrians
- **Traffic calming**

NORTH CHERRY



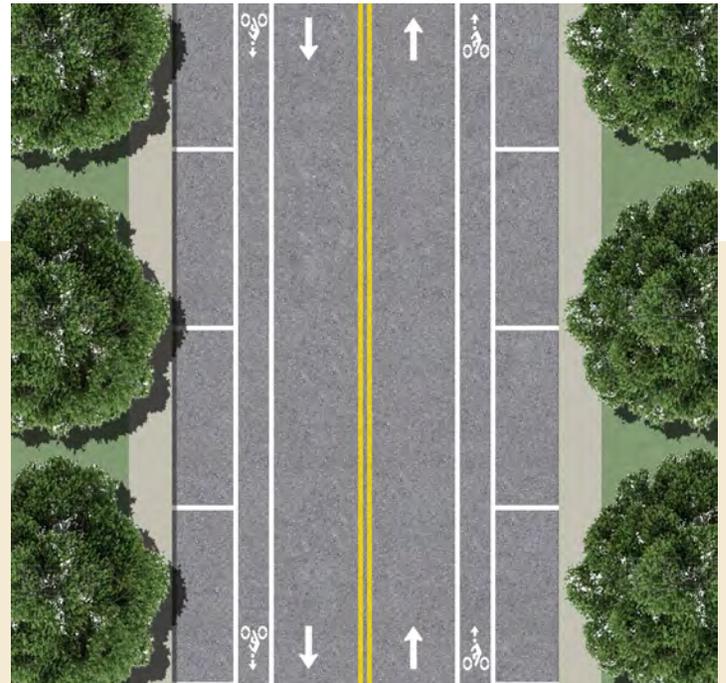


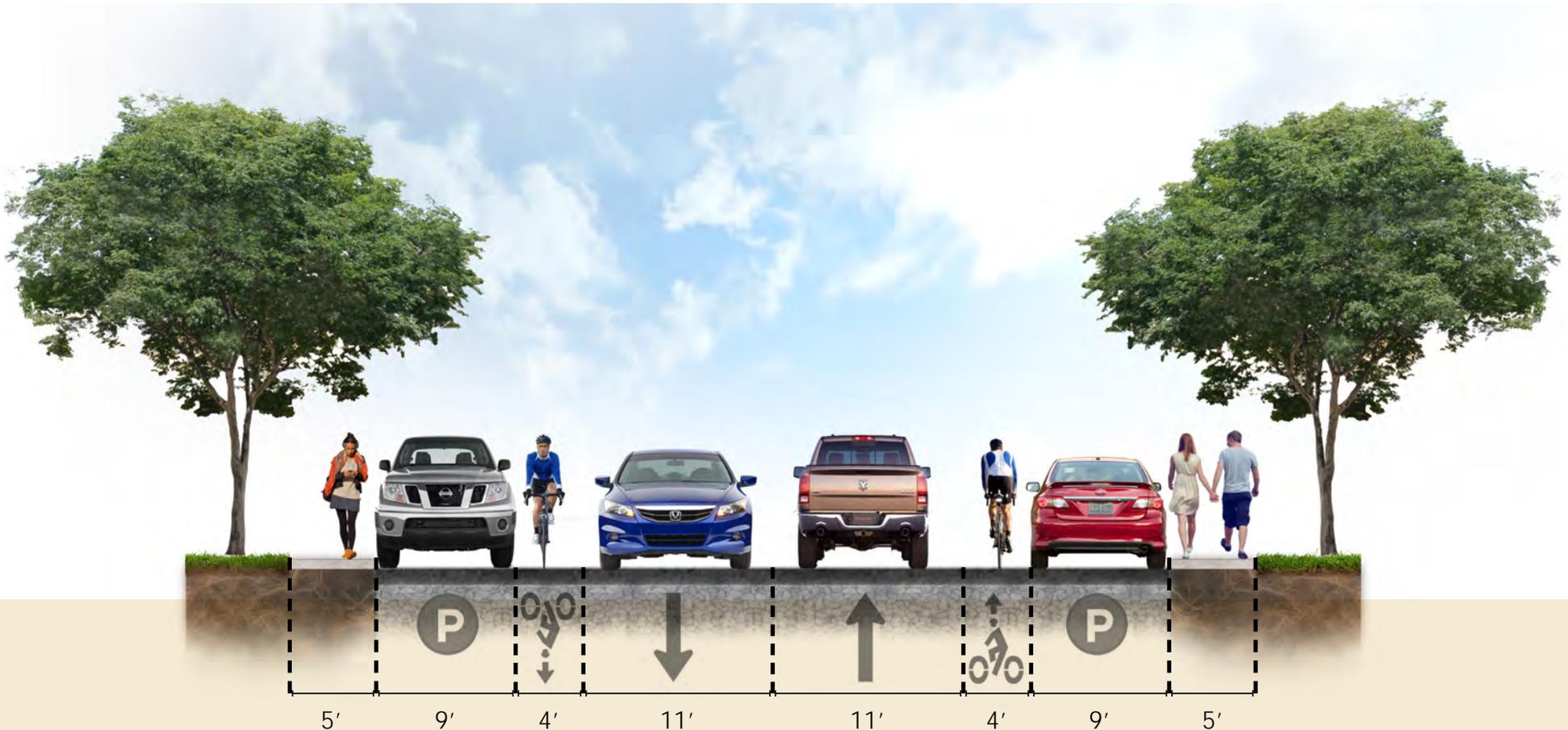
NORTH CHERRY ALTERNATIVE 1

The alternative concepts above and on the previous page for North Cherry Street could not only help with traffic calming, but also create a safer place for pedestrian and bicycle activity. This alternative proposes maximizing the use of existing right-of-way, adding sidewalks and bike lanes on each side of the street, while the vehicular travel way is converted to a three lane facility with a center turn lane.

CONCEPT DEVELOPMENT

NORTH CHERRY





NORTH CHERRY ALTERNATIVE 2

This alternative concept for North Cherry Street creates on-street parking as an option to the previous proposal. A safer environment for pedestrians is created with sidewalks on both sides, while bike lanes added to provide safer bicycle travel. Similar to the previous alternative, this option would also help to calm traffic along North Cherry. Since this is a Winston-Salem Transit Authority bus route, bus stops will need to be carefully evaluated under this concept.

CONCEPT DEVELOPMENT

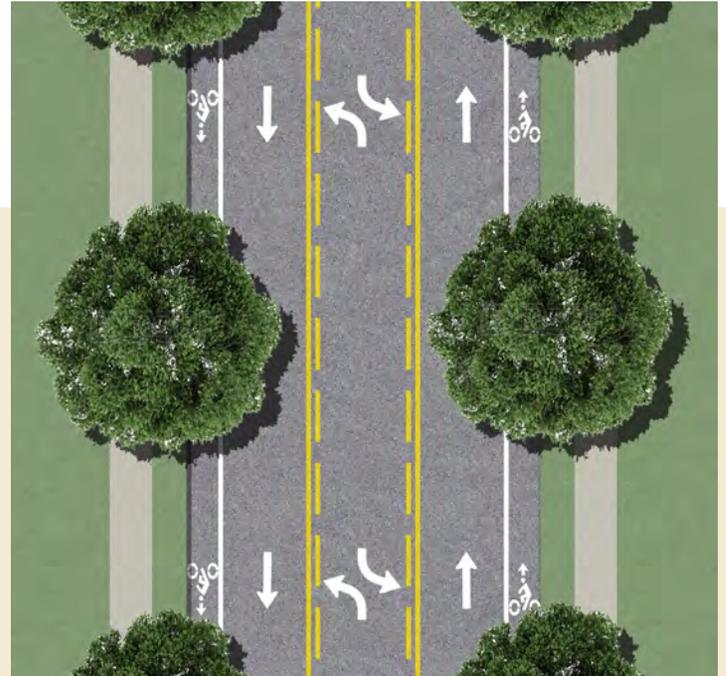
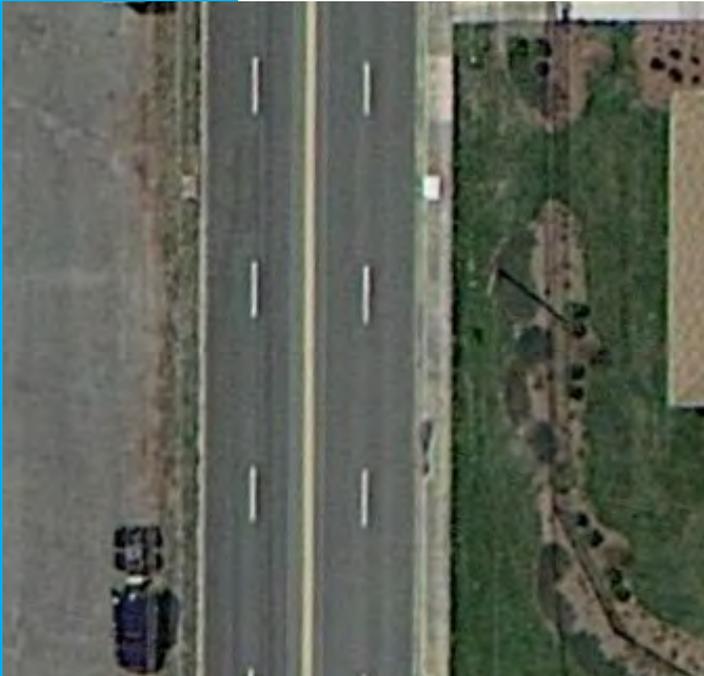
POLO ROAD [EAST]

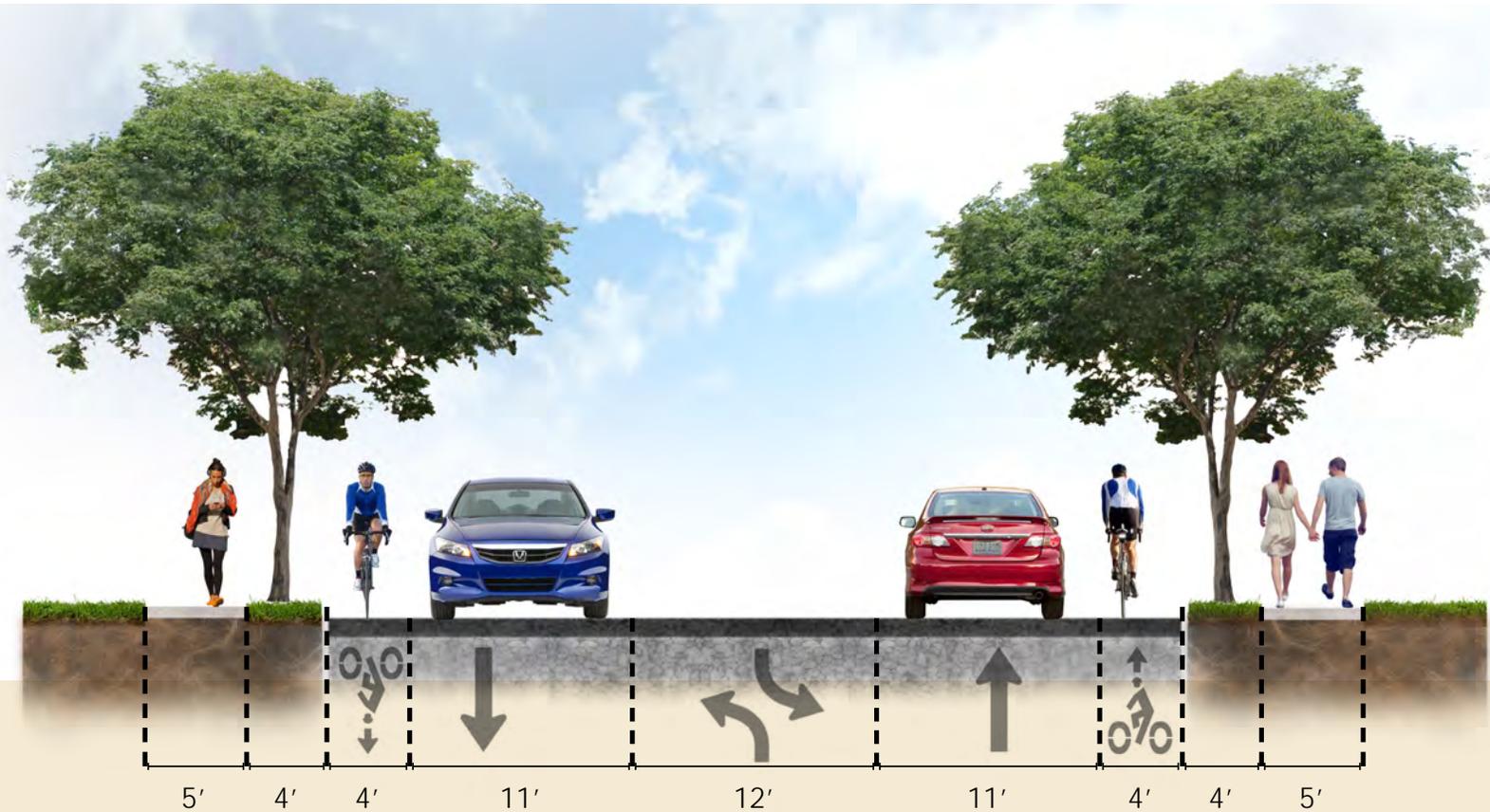


EXISTING



PROPOSED





POLO ROAD [EAST]

During the workshop the community expressed concerns about traffic moving considerably faster than the posted speed limits on Polo Road. The eastern section of Polo Road would benefit by changing the current four lane configuration to three lanes (as illustrated above) with sidewalks and bike lanes. The addition of landscaping in this concept can enhance the overall appearance of the corridor, while also helping to calm vehicular traffic. Over the long-term, a Winston-Salem Transit Authority bus route should be considered for this segment of Polo Road.

CONCEPT DEVELOPMENT

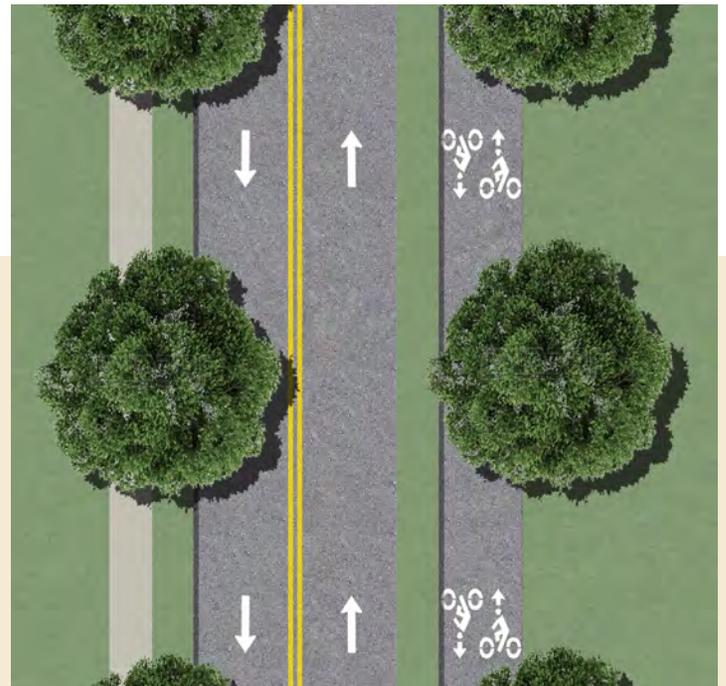
POLO ROAD [WEST]

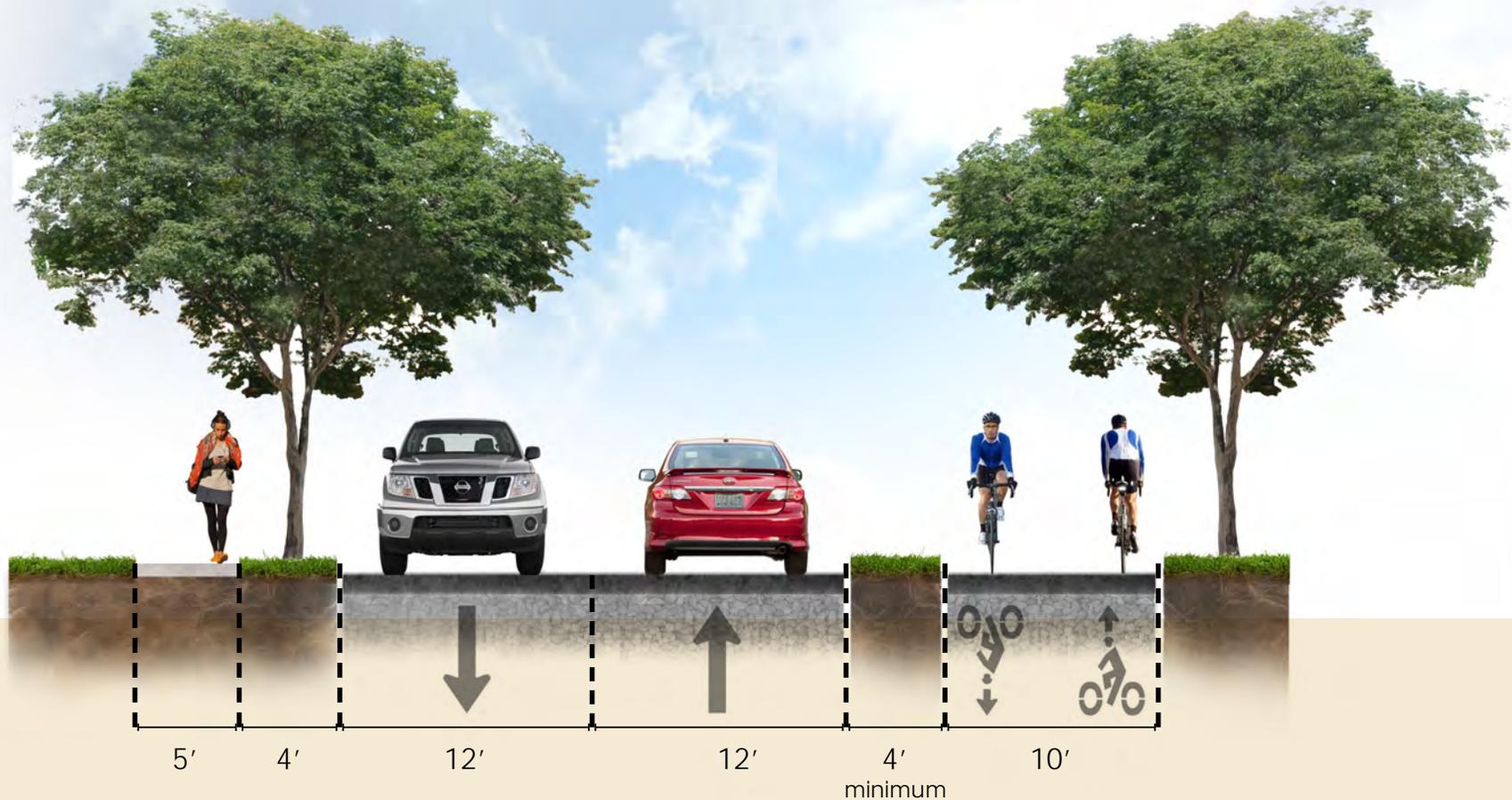


EXISTING



PROPOSED





POLO ROAD [WEST]

The western section of Polo Road traverses a primarily single family residential neighborhood. Many of the workshop participants who live in the neighborhood expressed concerns about bicycle and pedestrian safety along the route. The proposed alternative above illustrates how pedestrians and bicyclists can travel safely along Polo Road.

POLO ROAD [WEST]



POLO ROAD [WEST] BRIDGE

The far western section of Polo Road (crossing over University Parkway), has ample room for adding a bike and pedestrian path along the southern edge of the roadway, while diverting all vehicular traffic to the north side of the bridge. This concept separates vehicular and non-vehicular traffic with the median serving as a physical barrier. The proposed street section and plan are the same as the previous page.

Building Sites & Uses

Several key building sites were identified that will play a critical role in the future enhancement of the neighborhood. The primary sites included the corner properties at the intersection of Polo Road and North Cherry Street and a large undeveloped property located just south of Polo Road. Another critical site is the manufactured home park that is located along the eastern section of Polo Road. Workshop participants focused their attention on creating ideas for how these sites could be developed and utilized in the future to help achieve the vision for the community. The following pages illustrate some of these ideas and concepts that were developed during the workshop.



Why look at buildings and their uses? What we heard was a need to . . .

- Leverage the untapped / overlooked market
- Draw businesses that serve the needs of the community & university
- Create greenspace & recreational opportunities
- Create economic development opportunities

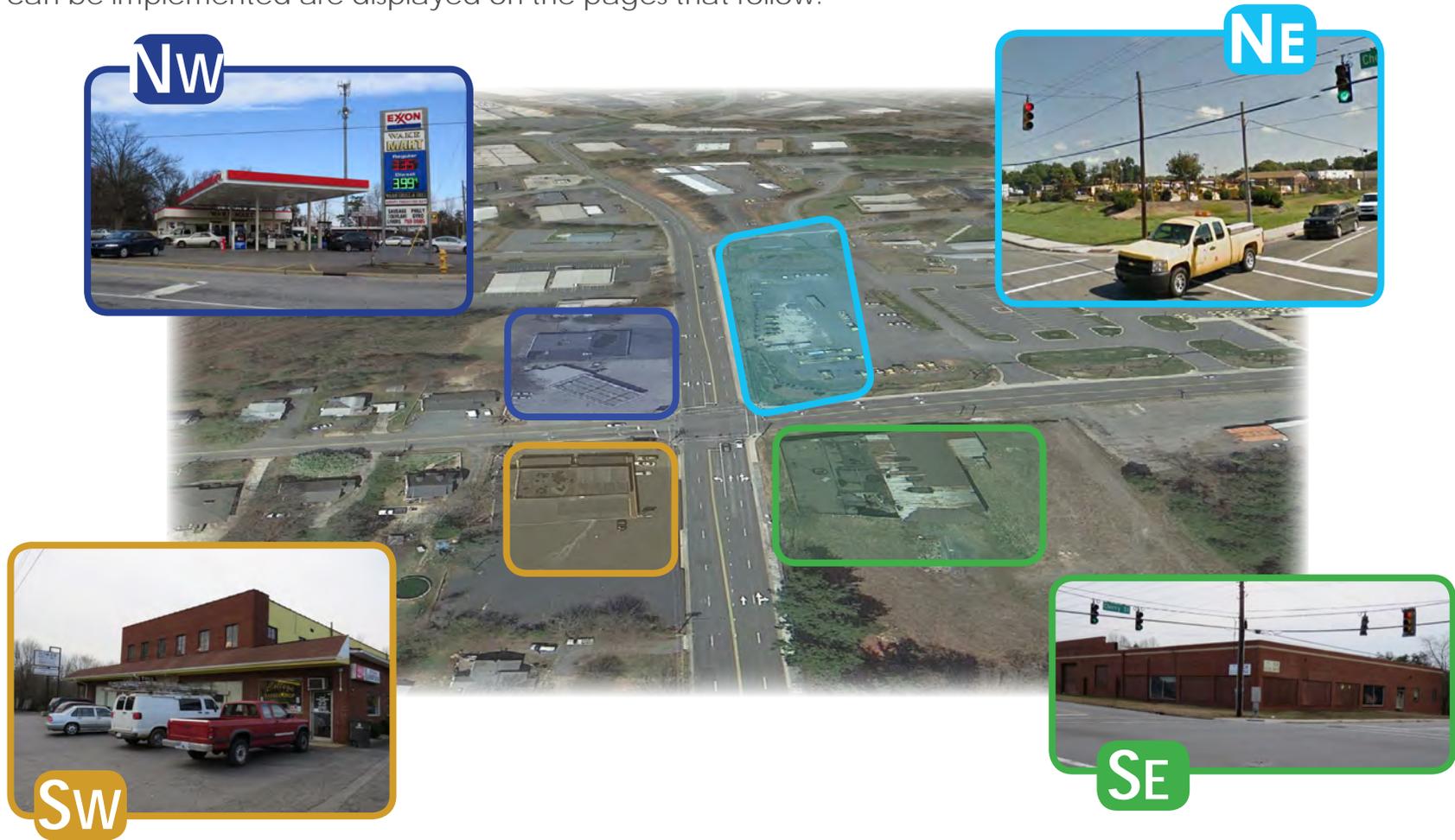
OPPORTUNITY SITES



CONCEPT DEVELOPMENT

POLO ROAD / NORTH CHERRY STREET INTERSECTION REVITALIZATION

The community expressed many ideas and concepts for the future of the Polo Road and North Cherry Street community during the workshop. The opposite page displays several images of the desired urban-industrial character and some of the key uses and activities that were identified for the area. Graphic renderings of how the community vision can be implemented are displayed on the pages that follow.

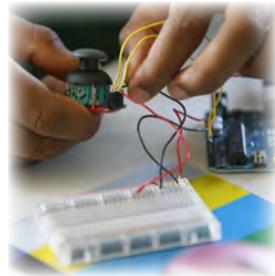


CONCEPT DEVELOPMENT

urban -
industrial
character



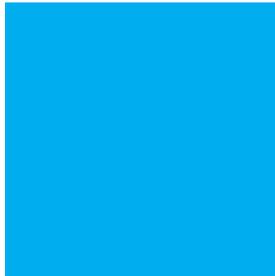
maker
space



linear
park



public
market



CONCEPT DEVELOPMENT



NCDOT CORNER

The northeast corner of the intersection is owned by the North Carolina Department of Transportation (NCDOT). This concept illustrates how a portion of the land can be re-purposed into a dynamic public space for a plaza, a public market and a linear park.



SE

GYWN MOTORS BUILDING & PROPERTY

The former Gywn Motors Building occupies the southeastern corner of the intersection. Several ideas were generated for how this site could be utilized to help achieve the community's vision. The site is fairly large in size and can accommodate multiple uses and/or a significant mixed-use development. The community input focused on developing an architectural identity for the area that reflects the existing urban-industrial characteristics of the neighborhood. Potential building uses included a "maker space," coffee shops, neighborhood scale retail and other uses that will support both the needs of the neighborhood, Wake Forest University and the City.



This concept illustrates how the site can contribute to the overall streetscape and enhancement of the community. In this scenario, buildings directly front the streets with parking in the rear creating public spaces along the street that will help to support an active neighborhood street life. Due to the topography of the site, development opportunities exist for below grade spaces and upper story units that could be utilized for condo / loft apartment development.

CONCEPT DEVELOPMENT



The concept of a public market was tested on both the northeastern and southeastern corners of the Polo and North Cherry intersection. The conceptual building below displays an industrial-styled market building with interior and exterior spaces for a variety of operating conditions.

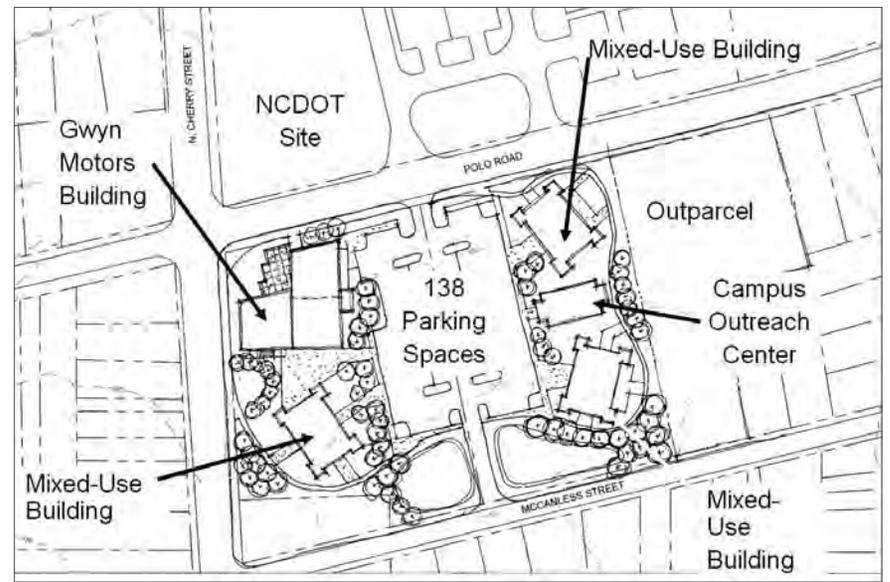
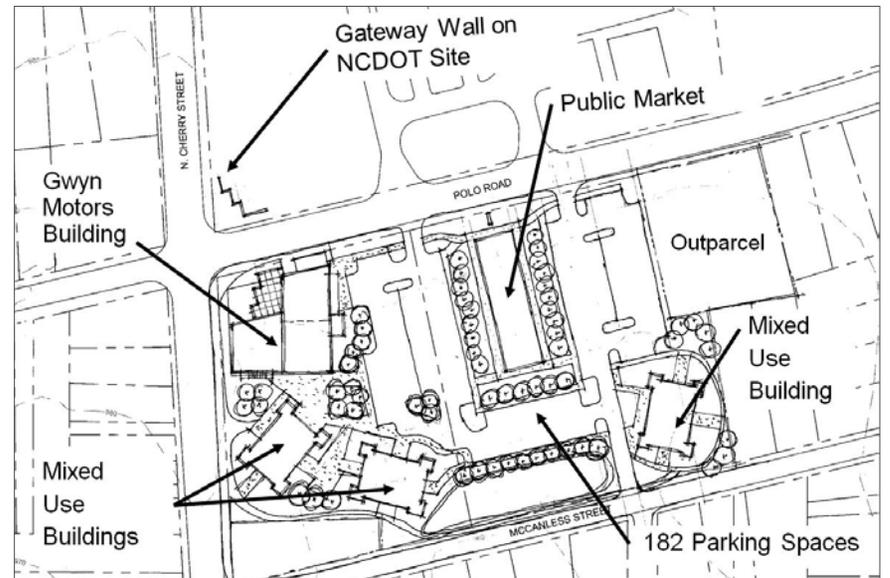


CONCEPT DEVELOPMENT



GYWN MOTORS SITE

The Gwyn Motors property that occupies the southeastern corner can also incorporate mixed use buildings along with a potential public market. The illustrations on this page demonstrate how mixed-use building types could be integrated on the site with the reuse of the existing Gwyn Motors building.



CONCEPT DEVELOPMENT



COLLEGE BARBER SHOP / FORMER PARKS' GROCERY STORE

As a focal point of the southwest corner of the intersection, the former Parks' Grocery Store building can be revitalized, while the street frontage can be transformed to include a public space. The illustration on the following page demonstrates how the property can be enhanced.



SW



CONCEPT DEVELOPMENT



ADAPTIVE REUSE / RE-PURPOSING

A gas station and convenience store is currently located on the northwest corner of the intersection. Workshop participants discussed how the site could be re-purposed overtime if the demand for the current use changed or if the gas station ever shut down. The illustration displays how the existing property can be modified for reuse as a coffee shop, restaurant or other small scale retail/service use.



RESIDENTIAL INFILL DEVELOPMENT

An opportunity exists to develop a park surrounded by single family homes that can be enjoyed by the entire community. The concept below demonstrates how “eyes on the park” can help increase safety, while improving connectivity to the entire neighborhood. In addition, appropriately scaled multi-family residential, that is in keeping with the character of the neighborhood, could be added along the frontage of North Cherry Street.



CONCEPT DEVELOPMENT

The concept below demonstrates how the area can be expanded, if owners of the long lots fronting off of North Cherry Street consider selling the rear portions of their land for this potential development. As seen in the image to the right, the additional land area allows for a larger community park. The potential residential development will also help increase the tax base. Moving forward, this project would require significant coordination between adjoining property owners, the potential developer and the City of Winston-Salem to ensure adequate access and connections are made in order for the neighborhood to utilize the park to its greatest extent.



Intersection Improvements

The intersection improvement concepts illustrated to the right demonstrate how the four primary corners are enhanced with additional pedestrian facilities, landscaping, signal lights on mast arm poles, and decorative street lighting. The image on the top right depicts how the NCDOT property can be enhanced with landscaping, while the bottom right image displays a more comprehensive and transformational vision of developing the site into a public market, outdoor plaza and public gathering space.



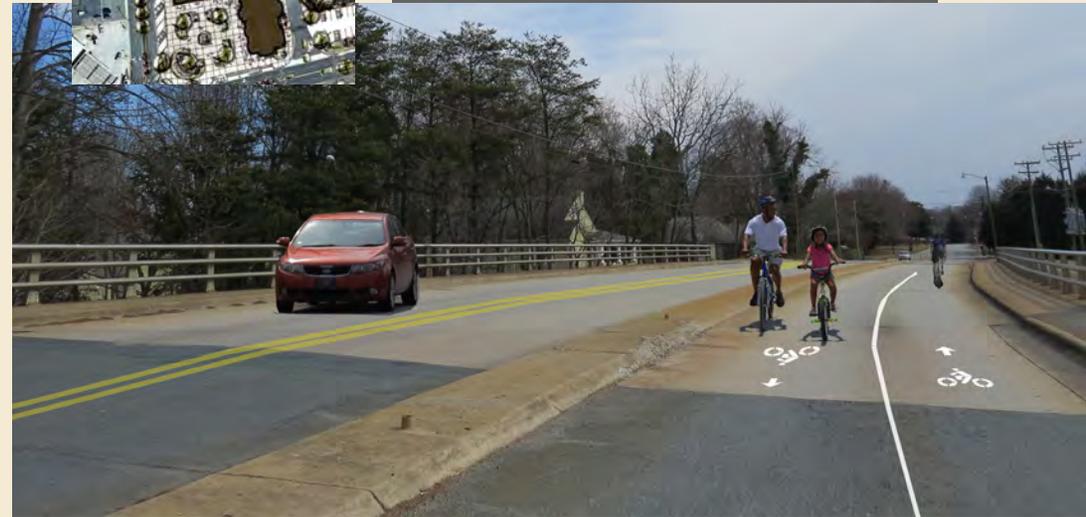
An aerial photograph of a suburban neighborhood with various streets and buildings. A large green rectangular overlay is positioned on the right side of the image, containing the text 'NEXT STEPS' in white, bold, sans-serif font. The text is split across two lines: 'NEXT' on the top line and 'STEPS' on the bottom line. The background shows a mix of residential streets, some commercial buildings, and green spaces. Street names visible include Waycross Dr, Linn Station Rd, Sugar Creek Dr, North Point Bv, Northgate Park Dr, Brownsboro Rd, Specialty Park Dr, N. Cherry St, Long Dr, Yellow Stone Ln, Delmontier, Minorcas Rd, Polo Rd, Marlowe Ln, Wake Forest Rd, University Pk, Howell St, Brookwood Dr, Lakewood Dr, Wakefield Dr, Aspen Wy, Aspen Ln, Aspen, and Howell St. Other streets like Connor Rd, Motor Rd, Shamel St, Marwiniev, Pollock, and Indiana Av are also visible in the upper right quadrant.

NEXT STEPS

Summary of Main Ideas

The community enhancement workshops helped the neighborhood's residents, property owners and business owners articulate their vision for the future of the Polo Road / North Cherry Street area. The DesignLink team helped the community understand how their vision can become reality through the implementation of the plan's recommendations. In order to realize the vision, it is recommended that the following initial steps be undertaken:

- 1 Designate a project manager to begin advancing and implementing the plan;
- 2 Implement a complete streets program;
- 3 Work with NCDOT to redevelop the northeast corner of the Polo/Cherry intersection;
- 4 Pursue the redevelopment of the manufactured home park on Polo Road.
- 5 Develop partnerships with property owners and other parties to market business and development opportunities identified in the plan





NEXT STEPS

1. Activating and Advancing the Plan

In order to fully realize the potential benefits associated with the primary recommendations that emerged from the community workshops, it will be imperative that the City of Winston-Salem assume a prominent leading role in leading the implementation of the plan. While a variety of individuals and groups are stakeholders in the revitalization of the neighborhood, the lack of a single established entity with a focus on the neighborhood makes the City's ongoing involvement necessary, especially given the complexity of a number of the recommendations. Therefore, to achieve implementation of the plan, it is recommended that the City assign a project manager from its staff to oversee and have responsibility for the implementation of the plan's recommendations. Based on the nature of the plan and the recommendations, the most appropriate assignment of responsibility will be a staff member in either the Community Assistance, Community and Business Development or Planning and Development Departments.

Once assigned the role of project manager, the City staff member can begin the process of organizing and coordinating between the various parties that will have the specific knowledge, resources or authority to undertake the implementation steps outlined in this section. Whomever is assigned the project manager role will be more than a coordinator; they must also be a champion for the Polo Road / North Cherry Street community, promoting the community, developing internal and external resources, building networks and advancing the goals of the plan. Over time, this role may shift to a community based organization, if one emerges that is willing to assume the role and has the capacity and resources to continue with implementation. As an alternative, if the City does not have an internally available staff resource to begin implementation, the City could engage the services of a consultant with the specific knowledge and skills necessary to begin implementation and lead efforts up to the point where either a City staff member or a community based organization is in place to assume the role.

As implementation moves forward, the City Council should receive regular updates so that it can monitor progress and remain aware of the activities of the Project Manager. By remaining engaged in the implementation process, the Council can foster a sense of accountability and demonstrate the importance of realizing the plan's goals.



Winston-Salem

The Winston-Salem Urban Area MPO and its member communities are committed to providing a comprehensive and integrated street network that is safe and convenient for all users of all abilities whether traveling by foot, bicycle, automobile, public transportation, or commercial vehicle. This commitment, as well as the vision for Complete Streets in the Winston-Salem area, is further detailed within the complete streets policy at:

http://www.cityofws.org/portals/0/pdf/transportation/forms-reports/mpo/tac/agendabook/2013-02/agendabook_2013-02_item10.pdf

2. Implement A Complete Streets Program

The implementation of a complete streets program will help the neighborhood realize the goal of becoming safe for pedestrians and bicyclists, while also making the local streets safer for vehicular traffic. These improvements will also help to foster a strong community by promoting interaction between neighbors and help to foster business growth by improving access to neighborhood businesses. The components of the proposed complete streets program include the following:

- *Traffic calming measures*
- *Road Dieting*
- *Improved pedestrian and bicycle facilities*
- *Improved street and pedestrian lighting*
- *Improved landscaping*

The community supported concepts identified during the workshop process will require detailed transportation and civil engineering studies to ensure the most safe and efficient steps are taken to achieve the community's vision. Improvements can be implemented over time in conjunction with scheduled maintenance / construction, as redevelopment occurs, or as funding and other resources become available to implement the recommendations.

Complete Streets Implementation Strategy

The full implementation of a complete streets program will require coordinated action between the City of Winston-Salem and the North Carolina Department of Transportation. This is due to the division of responsibility for maintenance of the primary roads in the area. The City of Winston-Salem is responsible for Polo Road, while North Cherry Street is maintained by NCDOT. As an initial step in the implementation of this recommendation, the City of Winston-Salem should initiate a detailed study of the feasibility of implementing complete streets on the recommended roads through the Winston-Salem Metropolitan Planning Organization's Unified Planning Work Program. Once completed, a more refined project cost and scope will be able to be developed with the more detailed data in hand.

Once the project costs are known, funding opportunities can be identified. For the City's portion of the project, likely sources of funds include the City's Powell Bill allocation (for allowed improvements), along with general fund revenues, bond revenue, and, potentially, Community Development Block Grant funds (for eligible activities). External funding may also be pursued through the MPO for STP-DA, TAP, and SPOT funds, if available. The portion of the project on North Cherry Street will require funding by NCDOT, which could include regular maintenance funds for the portion of the project that involves only restriping lanes for the road diet within the existing right-of-way. If desired, the City may also pursue funding the North Cherry Street portion of the project with locally generated or allocated funds, however Powell Bill funds may not be used unless the project is included in the NCDOT Transportation Improvement Program and the City has sufficient funds available to fund the entire project.

To begin the funding process, it is recommended that the City place the Complete Streets project in its Capital Improvement Plan so that the project can be formally tracked as part of the City's annual budgeting process, and so that an estimated funding timeframe and initiation date can be established. If the project is not made part of the City's overall plan for long term capital expenditures, it will be much less likely to be funded through any of the City's available funding resources, in either the short or long-term given the number of priorities and limited resources.

As an alternative to funding the entire project, the City may desire to pursue the completion of portions of the project as smaller funding amounts become available. For instance, the overall project could be broken down into phases, with the eastern and western legs of the project and the intersection improvements completed at different times to make use of available funds. A phased approach would require prioritization, and so it is recommended that the proposed study include a project prioritization list that identifies the highest impact portions of the project so that these can be funded separately if the City chooses to phase-in improvements over the years instead of as a single project. From the perspective of workshop participants, the most important portions of the proposed complete streets program were those that improved pedestrian and bicycle access/safety, followed by traffic calming and aesthetic improvements.

It is possible that some portions of the project, particularly in the areas close to the intersection of Polo Road and North Cherry Street and along the eastern leg of Polo Road, may be able to be funded in conjunction with development / redevelopment activity. In order to ensure that any desired transportation related improvements are both required and consistent with the goal of providing complete streets, it is recommended that the City examine its development ordinances, as they apply to streets, to ensure that the underlying policy would support such improvements along the corridor. While this may not be feasible until after a more detailed study has taken place, the adoption of this plan may be sufficient to ensure that any necessary developer funded transportation improvements are required to maintain consistency with the complete streets goal for the neighborhood's roads.

In addition to the coordination between the City, NCDOT and potential developers along the corridors, it is also recommended that the City's project manager reach out to Wake Forest University to explore opportunities for joint promotion of the complete streets program for the neighborhood. In addition to providing better connectivity within the neighborhood, the improvements will also provide better access for WFU students, staff and faculty between the neighborhood and the campus. Many of the recommendations for complete streets were included in the recently completed joint planning effort between WFU and the City that examined alternative transportation in the area.



NEXT STEPS

Preliminary Complete Streets Program Cost Estimates

The following table provides preliminary cost estimates, based on recent projects in similar communities, for the implementation of the complete streets recommendation. These costs should be used as a guide only. Actual project costs will require detailed engineering studies and construction plans.

Project Description	Project Components	Cost Estimate
Polo Road Projects		
Bike Path along the south side of Polo Road	± 2,900', new construction	\$320,000
Bike Path across bridge and road diet	± 350', new lane markings, possible curbing retrofit	\$20,000
Sidewalk along north side of Polo Road between North Cherry Street and University Parkway	± 2,900', new construction	\$115,000
Road Diet and Bike Lanes from Indiana to North Cherry Street	± 2,500', restriping of travel lanes to add bike lanes, new travelway and markings	\$15,000
Sidewalk along south side of Polo Road from Indiana to North Cherry Street	± 2,500', new construction	\$100,000
Landscaping	Requires further study and defining best locations	TBD
Decorative Street lighting	± 5400', spacing TBD by lighting study	TBD + ongoing
North Cherry Street		
Road Diet and Bike Lanes from Reynolds Boulevard to Polo Road	± 2,600', restriping of travel lanes to add bike lanes, new travelway and markings	\$16,000
Sidewalk on west side of Cherry Street	± 2,600', new construction (potential topographic issues along south end of North Cherry Street)	\$105,000
New Street Lighting (entire North Cherry Street from Reynolds Boulevard to North Point Boulevard)	± 4,600', based on selection of pole and light	TBD
Intersection Improvements		
Crosswalks, countdown timers	4 ladder-style crosswalks and pedestrian signals (Decorative brick or stamped crosswalks increase cost)	\$15,000
Decorative Poles, Mast Arms and Signal Lights	Style selected will determine final cost	\$125,000

3. NCDOT Corner Property Redevelopment

The northeastern corner of the intersection of Polo Road and North Cherry Street is currently occupied by the NCDOT, which utilizes this prime corner property as a storage yard for equipment and materials. Despite recent aesthetic improvements to the corner frontage by NCDOT, the “inactive” use of the property detracts from the commercial nature of the intersection. The redevelopment of this property with an active use will contribute to the quality of the neighborhood by activating all four corners of the intersection, providing opportunities for new business, community activities and greenspace, and improving the appearance of the area.



NE

REVITALIZATION GOALS

- 4-corner activity
- Enhance public greenspace
- Aesthetic improvements

“WHAT IF” SCENARIO

- Land Exchange Option
 - ◆ Trailer park – larger site
 - ◆ DOT corner – higher value
- City facilitates discussion between owners
- Option to exchange after corner project developer identified and ready to build
- Park owner trades residential revenue for commercial revenue

NCDOT Property Redevelopment Implementation Strategy

While initial discussions regarding the future status of the property occurred with NCDOT representatives during the workshops, they were informal and speculative in nature. In order to advance the potential redevelopment of the property, it will be necessary for the City's project manager to initiate discussions with NCDOT leadership to examine the potential for the transfer of the property to either the City or a private entity to pursue redevelopment of the site. Based on the informal discussion with NCDOT, their primary concern appeared to be securing an equal or greater amount of land for storage purposes. If this can be accomplished, it is likely that a land swap or other scenario that achieves the ultimate redevelopment of the property can be realized.

In addition to initiating discussions with NCDOT, the City's project manager should initiate discussions with the owners of land adjacent to the NCDOT to begin identifying potential partners for a land swap. Among the adjacent properties for consideration is the manufactured home park on Polo Road, the redevelopment of which is also a recommendation and goal of the plan. If the owners of the manufactured home park, or another potentially suitable property, are open to the potential for a land swap with NCDOT, the City could begin facilitating discussions between the parties and provide support to the property owner as they engage in the process.

While a land swap between a private party and NCDOT might provide the most direct path toward redeveloping the corner property, it may be necessary for the City to acquire land that may be used as part of an exchange if a private property owner who is interested in the development opportunity cannot be identified. The City may also desire to pursue this course of action from the beginning instead of seeking to broker an agreement between NCDOT and an adjoining property owner, which would entail acquiring land, swapping with NCDOT and marketing the property for redevelopment. If the City were to choose this path, it is recommended that a formal agreement between the City and NCDOT be developed outlining the terms and conditions of a land swap prior to the City pursuing land acquisition.

If NCDOT is willing to consider other options for the property, but is not interested in giving up title to the land, then a long term lease may be another option for the City to pursue. While this may preclude commercial development of the property, other options, including a farmers market or other type of public facility that makes a similar contribution to the neighborhood, could likely be developed on the site. In that case, it would be necessary for the City to assume the role of developer for the site, and most likely fund any development activity on its own.

Assuming that either a private property owner / developer or the City is successful in acquiring the corner property, a development and marketing plan for the site must be prepared. It is recommended that the ultimate owner of the property utilize the conceptual site plans, renderings and other recommendations of the site that were developed as part of this study as a basis for developing final plans for the development of the property. The City's project manager should play a lead role in ensuring that there is consistency between the redevelopment of the site and the vision outlined in the plan.

Among the other considerations for the redevelopment of the site will be securing zoning approval for the future development of the site and developing plans for the inclusion of public open space on the site, and funding of public and private improvements. It would be expected that the City's project manager would be an advocate for the site's redevelopment, coordinating with the Planning Department if a rezoning is necessary. The project manager would also need to coordinate with the Recreation and Parks Department to identify, plan for and develop public open space on the site. Finally, the project manager should help to identify both public and private resources to assist in the redevelopment of the property, coordinating with the Community and Business Development Department and seeking private funding sources, development partners and future tenants for the site.

NEXT STEPS

305 POLO ROAD

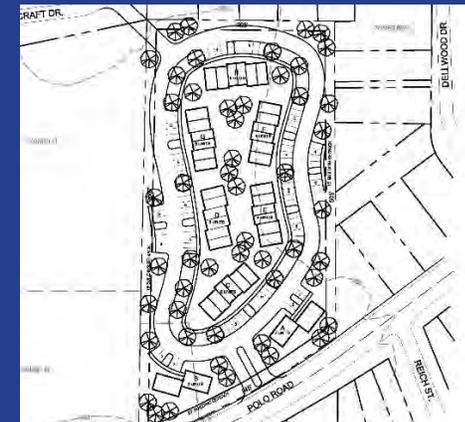


4. Manufactured Home Park Redevelopment

The manufactured home park that is located on the north side of Polo Road, east of the NCDOT property, was consistently identified as a barrier to the revitalization of the neighborhood. Making this property compatible with the overall vision for the neighborhood will be critical to achieving the goal of bringing new development opportunities to the area. As long as the site is in its current form, the eastern portion of the neighborhood will be impacted by the incompatible use of the property, and will likely deter other investments in the immediate vicinity of the park. By partnering with the property owner, the City can help to facilitate positive change through the transformation of the site.

POTENTIAL REDEVELOPMENT SCENARIO

- ◆ Rezoned MF12
- ◆ 36 Townhouse Units
- ◆ 4 Handicap Units
- ◆ All 2-Bedroom Units
- ◆ 40 Dwelling Units (48 ALLOWED)
- ◆ 76 Parking Spaces (70 ALLOWED)



Manufactured Home Park Redevelopment Implementation Strategy

As an initial step in the process of redeveloping the manufactured home park site, it is recommended that the City pursue two courses of action to help prepare and facilitate the ultimate redevelopment of the property. First, it is recommended that the City proactively pursue the enforcement of its housing and nuisance codes on the property to seek to eliminate any issues that are contrary to public health or safety on the property. Such action may be successful in improving the condition of the property in the interim as redevelopment opportunities are pursued. It is further recommended that the City initiate a rezoning of the property to a district that would be conducive to the redevelopment of the property, while also making the manufactured home park a nonconforming use. Combined, these initial measures should help to demonstrate the City's desire for the property to be transformed.

Either following, or in conjunction with the previously recommended steps, the City's project manager should simultaneously initiate contact with the property owner to begin discussing potential redevelopment opportunities and initiate contact with developers who might be interested in pursuing the redevelopment of the property. If there is interest from the property owner and one or more developers, the City should serve as an intermediary between the parties to help facilitate discussions and provide support as the potential project is negotiated.

While the exact form of any future redevelopment of the site is not dictated by the plan (if a land swap with NCDOT is not pursued), a conceptual development scenario for the site was evaluated which showed that the site could accommodate up to 40 multi-family dwelling units if the property were rezoned to MF-12. This type and density of development could provide an attractive opportunity for developers pursuing low income or senior housing tax credits. If the right conditions are met, the City may have the ability to financially support the project through the use of its CDBG entitlement funding, or through the use of other housing funds that are available to the City.

NEXT STEPS

5. Business Development and Marketing

The market analysis and key findings developed as part of the planning process provide confirmation that many of the ideas for business development that were identified during the workshops may be achievable. In particular, a number of opportunities exist to establish new neighborhood scale retail and service uses based on current market demand. The potential also exists for this demand to grow and attract additional businesses in the future, especially if the revitalization of Whitaker Park is realized. And while the market demand may be in place to lure new business development, it is not likely to occur unless a focused and cooperative marketing effort is developed to promote the area and help match the right businesses to the right opportunities. By developing a public-private partnership, the City can help to foster business development in the area and support existing businesses as they look to expand.



In today's economy of limited funding and complex challenges, creative solutions are often realized by both public and private interests working together. Many successful ideas utilized in downtown Winston-Salem can be applied to the Polo Road / North Cherry Street area.



Business Development and Marketing Implementation Strategy

As an initial step in seeking to recruit new businesses to the neighborhood, it is recommended that the City, through its project manager, begin with the promotion of this plan to a targeted audience that would include commercial property owners within the plan area, commercial real estate brokers with experience and/or clients in the area, existing businesses and industries in the plan area, Wake Forest University, Winston-Salem Business Inc, the Winston-Salem Chamber of Commerce, and other local organizations involved in business and real estate development. This could be done either on the individual level, reaching out to each group or entity separately, through an invitation to a neighborhood forum, or through a combination of those means. The goal of this outreach is to initially keep the plan in the minds of those who could assist in bringing new business to the area, and over the long term to ensure that the plan is widely known among these groups to build broader interest as it spreads through professional networks.

As a follow-up to this report, it is recommended that the City commission a more detailed market analysis to further refine and focus on the opportunities that were identified in the broader analysis conducted for this plan. Like this report, that analysis should be made available to the public and its results promoted, particularly to the business development community. Following the completion of the initial market study, there should be regular updates, at 3 to 5 year intervals so that the analysis remains current and relevant as the market changes and the number and mix of businesses in the neighborhood changes over time. While each business owner or developer will likely conduct their own market research prior to investing in the neighborhood, these reports will help to spur the interest that will help to initiate interest in investing in the area.

The proactive recruitment of businesses to the area should also be considered as a strategy to accompany the other marketing and business development efforts. With the market data in hand, the City could work with a business recruitment consultant to identify and actively market the area to businesses which could fill market needs and fit well into the vision for the future of the neighborhood. To assist in this effort, the City's project manager could work with the

NEXT STEPS

consultant to prepare a business recruitment package that would provide market information, available buildings and sites, facts about the neighborhood, information about local and state business development incentives, zoning/permitting information and similar materials and data to promote the area. This process should take place under the umbrella of an overall business recruitment strategy that would identify recruitment priorities, outline the responsibilities of the parties involved in the recruitment effort and detail the incentives that are available for new or relocating businesses.

To ensure that the neighborhood is prepared for new businesses, the City's project manager should work with the Planning Department to ensure that both vacant properties and existing buildings in the core of the commercial area are zoned in a manner that will allow a good deal of flexibility in the types of uses that are allowed, while also ensuring that the zoning does not allow businesses (or development patterns) that would be incompatible with the vision for the neighborhood. This will help business development efforts by lowering one of the potential barriers to entry into the market and potentially reduce the amount of time between concept development and reality for new businesses in the neighborhood.

Other strategies for marketing the neighborhood and recruiting businesses include:

- Developing an inventory of available sites and buildings
- Establishing a web based presence for the neighborhood containing marketing and recruitment data / information
- Developing business incubator space in conjunction with the redevelopment of the NCDOT property
- Partnering with Wake Forest University to provide supportive services and coaching to entrepreneurs who invest in the neighborhood
- Engaging in a community branding effort to establish a distinct identity for the neighborhood and its business district

An aerial photograph of a suburban area with various streets and buildings. The text 'DESIGN FACILITATORS & SPONSORS' is overlaid in a large, bold, white font with a yellow outline. The text is positioned over a yellow rectangular background that partially overlaps a blue and green background on the right side of the image. The map shows streets such as Linn Station Rd, North Point Bv, Northgate Park Dr, Brownsboro Rd, Metho, Connor Rd, Motor Rd, Hoskins Dr, Marviny, Shamel St, Polocct, Indiana Av, Waycross Dr, Sugar Creek Dr, Long Dr, Emwing St, Yellowstone Ln, Minorcas Rd, Delmontier, Palm Dr, Brookwood Rd, Polo Rd, Marlowe Av, Paschal Dr, University Pw, Wake Forest Rd, Howell St, Aspen Wy, Aspen, Howell St, Wakefield Dr, Brookwood Dr, Lakewood Dr, and Wakerfield Dr.

DESIGN FACILITATORS & SPONSORS

DESIGN FACILITATORS & SPONSORS



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Paul Norby

Glenn Simmons

Piedmont Together

Mark Kirstner, Paul Kron, Kyle Laird,

Walter Jenkins



APPENDIX

Appendix

Invitation Flyer

Press Releases

Community Input Survey

Market Analysis Key Findings

Workshop Agenda

Polo Road/Cherry Street Area Design & Development Workshop

WE NEED YOUR IDEAS!



**NORTH WARD COUNCIL MEMBER
DENISE D. ADAMS**

Council Member Denise D. Adams invites you to join design professionals to help plan the Polo Road and Cherry St. area.

Please complete this brief survey in advance of the workshop to help our team prepare. www.benchmarkplanning.com/survey

Tuesday, March 4: Public Input Meetings
10 am - noon OR 3 - 5 pm

Presentation of Market Analysis and Introduction to Sustainable Development; Engage public in creating a vision for the area.

Wednesday, March 5: Public Input Meetings
10 am - noon OR 6 - 8 pm

Design team to present potential scenarios for the area and invite public feedback.

Friday, March 7: Public Presentation
10 am - noon

Design team presents findings and visuals created from community input. Please return for this final meeting to see how your ideas can impact the Polo Rd. and Cherry St. area!

Refreshments served at each of these public sessions.

For more information contact Deronda Kee-Lucas at 462-2426 or derondak@cityofws.org



**All meetings will be held at
515 Specialty Park Dr.**

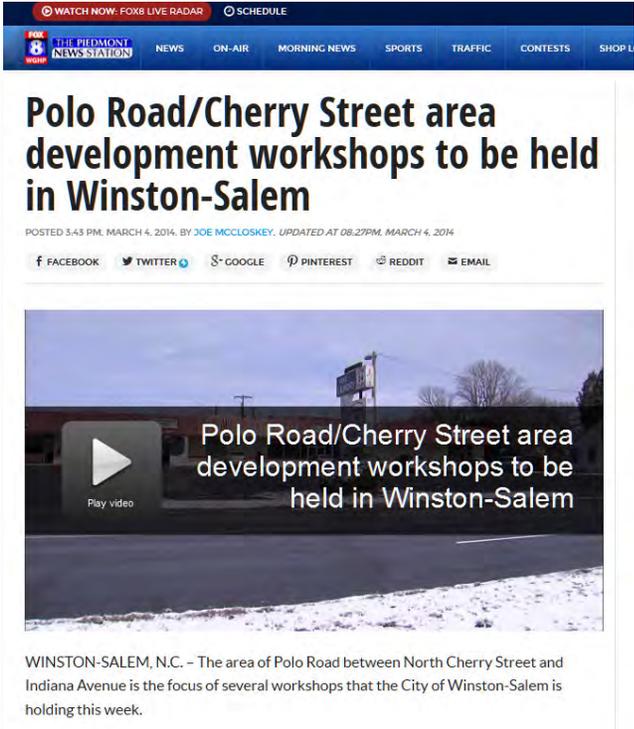


PRESENTED BY



Several media communication channels were utilized to gain input and participation of the citizenry. An invitation flyer was sent out through the City, while the event was announced and covered in the local news media as follows:

- Fox 8 - WGHP
- Winston-Salem Journal



The screenshot shows a news article from FOX 8 WGHM. The headline is "Polo Road/Cherry Street area development workshops to be held in Winston-Salem". The article is dated March 4, 2014, and includes a video player with the title "Polo Road/Cherry Street area development workshops to be held in Winston-Salem". Below the video, there is a caption: "WINSTON-SALEM, N.C. - The area of Polo Road between North Cherry Street and Indiana Avenue is the focus of several workshops that the City of Winston-Salem is holding this week."

CITY OF WINSTON-SALEM
FOR IMMEDIATE RELEASE

Office of Community Assistance Feb. 27, 2014
Contact: Deronda Kee-Lucas, 734-1254; derondak@cityofws.org

Design-Development Workshop Scheduled for Polo-Cherry Area

Residents, business owners and members of the Wake Forest University community who live or work in the Polo Road - Cherry Street area are invited to participate in a multi-day workshop March 4, 5 and 7 to develop an improvement plan for the area.

Public input sessions will be held from 10 a.m. - noon or 3 -5 p.m. Tuesday, March 4, where residents, business owners and others can give their thoughts on how to improve, develop or redevelop the area in the general vicinity of the Polo Road-North Cherry Street intersection and east to the intersection of Polo Road and Indiana Avenue. These sessions will include a market analysis and discussion of sustainable development by the design team.

A second round of public input meetings will be held Wednesday, March 5, at 10 a.m. - noon or 6 - 8 p.m., where the design team will present potential scenarios and invite public response.

A final meeting will be held from 10 a.m. - noon Friday, March 7, where the design team will present its findings and sketches created from the community's input.

All meetings will be held at 515 Specialty Park Drive off North Cherry Street. Refreshments will be served at all sessions.

North Ward Council Member Denise D. Adams said the workshops are a vital first step toward improving an area that serves as the “gateway” to the North Ward. “We need the people who live and work there to participate in these sessions,” she said. “We need them to ‘buy in’ to the plan, and own it, and that can only happen if they are part of the process.”

To better prepare for the workshop, the design team has posted a survey online at www.benchmarkplanning.com/survey.

The workshop is a collaboration between the city, the Center for Creative Economy, DesignLink and Piedmont Together. For more information contact Deronda Kee-Lucas at 462-2426 or derondak@cityofws.org; or call CityLink 311.

MEDIA ADVISORY: Council Member Adams will be available for interviews from 10-11 a.m. Friday, Feb. 28, at 335 Polo Road.

-end-

CITY OF WINSTON-SALEM
FOR IMMEDIATE RELEASE

Office of Community Assistance March 11, 2014
Contact: Deronda Kee-Lucas, 734-1254; derondak@cityofws.org

Final Polo-Cherry Area Design-Development Workshop Rescheduled for Friday

The final meeting of the Design-Development Workshop for the Polo Road - Cherry Street area has been rescheduled for 10 a.m. - noon Friday, March 14, at 515 Specialty Park Drive off North Cherry Street.

The original session was canceled last Friday because of the winter storm.

At the session, residents, business owners and members of the Wake Forest University community who live or work in the Polo Road - Cherry Street area can view findings and sketches created from the community's input on how to improve, develop or redevelop the area in the general vicinity of the Polo Road-North Cherry Street intersection and east to the intersection of Polo Road and Indiana Avenue.

The workshop is a collaboration between the city, the Center for Creative Economy, DesignLink and Piedmont Together. For more information contact Deronda Kee-Lucas at 462-2426 or derondak@cityofws.org; or call CityLink 311.

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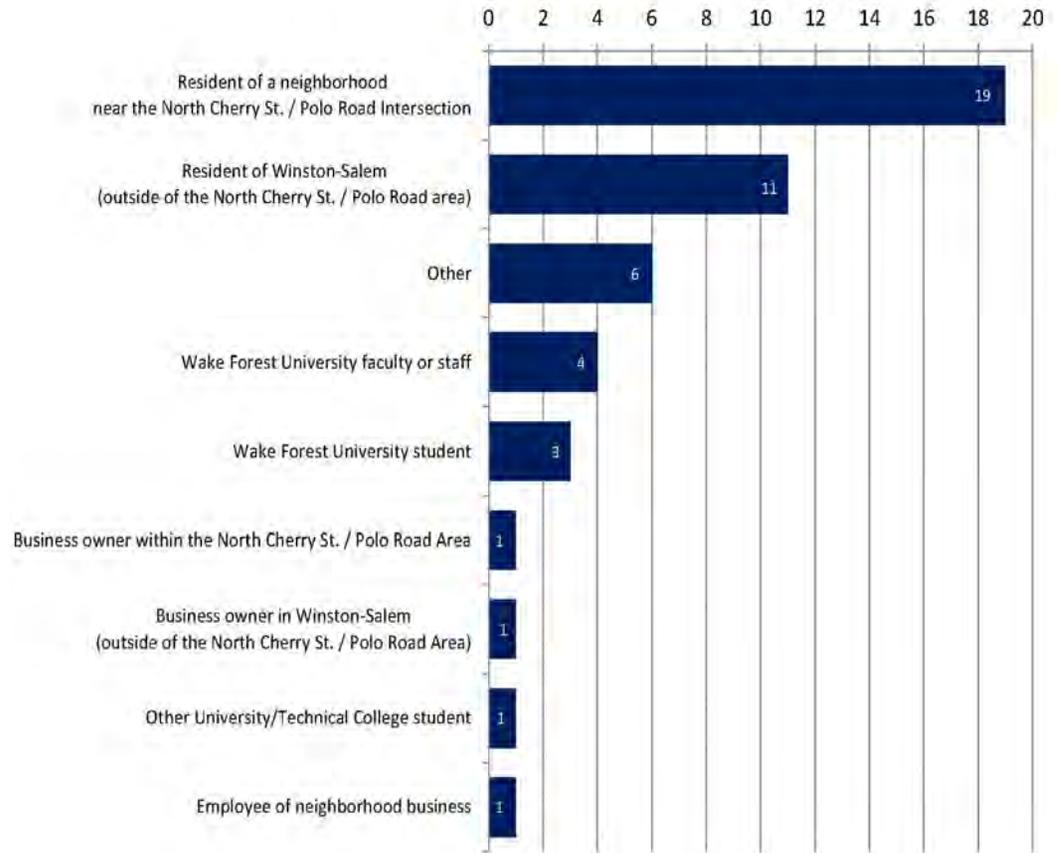
Question 1

TELL US ABOUT YOURSELF. PLEASE CHECK THE CATEGORIES THAT APPLY (MAY BE MORE THAN ONE):

Answered: 31

Skipped: 4

Answer Choices	Responses
Resident of a neighborhood near the North Cherry St. / Polo Road Intersection	19
Resident of Winston-Salem (outside of the North Cherry St. / Polo Road area)	11
Business owner within the North Cherry St. / Polo Road Area	1
Business owner in Winston-Salem (outside of the North Cherry St. / Polo Road Area)	1
Wake Forest University student	3
Wake Forest University faculty or staff	4
Other University/Technical College student	1
Employee of neighborhood business	1
Other	6





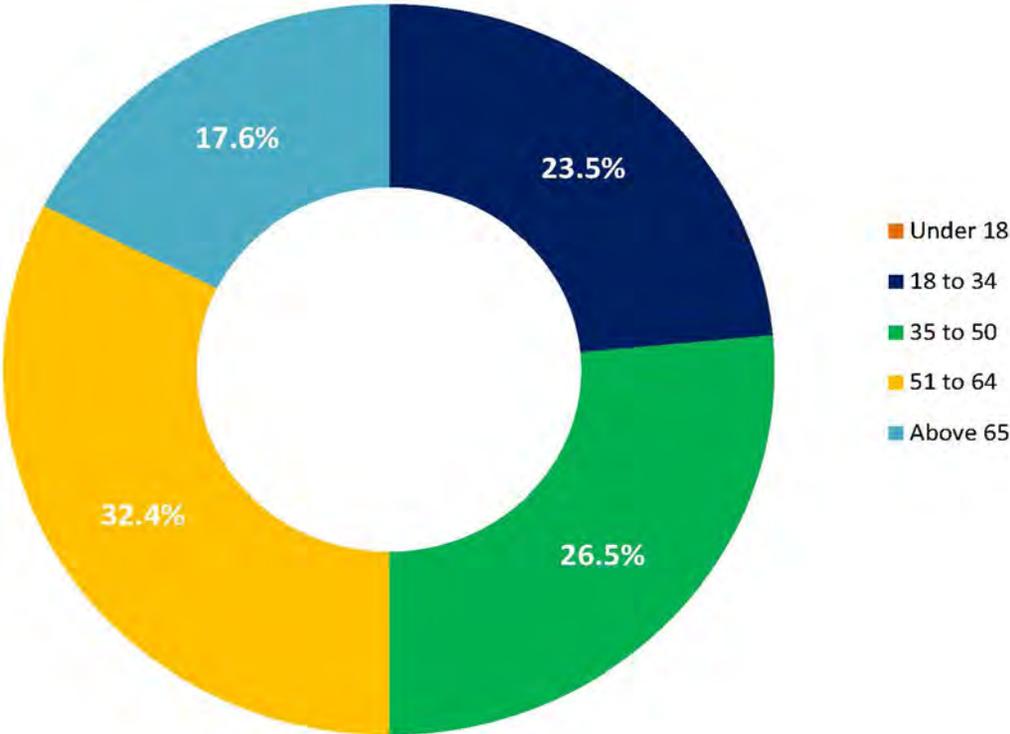
Question 2

WHAT IS YOUR AGE?

Answered: 34

Skipped: 1

Answer Choices	Responses
Under 18	0
18 to 34	8
35 to 50	9
51 to 64	11
Above 65	6



Question 3

WHAT ARE SOME OF THE POSITIVE QUALITIES OR STRENGTHS OF THE POLO ROAD / NORTH CHERRY STREET AREA?

Answered: 19

Skipped: 14

1. Good road system
2. "Proximity to WFU, proximity to downtown W-S, elevation gives mountain views & downtown views"
3. Great location - close to WFU and downtown WS.
4. Entrance to WFU and to downtown from the north
5. It is a convenient location. It has a lot of open areas that could easily be redeveloped. It has wide streets to accommodate traffic flow, or they could be converted into attractive boulevards to calm traffic.
6. Not only one socio-economic group lives there
7. It is a perfect location. Near Wake Forest University, Downtown area, and close to US 52
8. We use Polo Road a lot. Traffic moves thanks to the center turn lane. Cars do not get backed up behind cars waiting to turn left. Also, it has a nice streetscape. The houses (mostly) are well maintained and the yards kept up.
9. Crossroad between diverse neighborhoods
10. I like that it's close to campus and stadiums. The sidewalk they built last year is great, it's easy to get downtown, my neighbors are wonderful, it's usually pretty quiet.
11. Currently under-utilized and I would assume affordable properties in the area. Relative close proximity to some essential services for residential and commercial uses. I would assume there is good infrastructure in the area since major commercial properties are in close proximity, and commercial properties are already in the area.
12. None..... Need to be cleaned up
13. There is very little positive about the intersection at Polo and N. Cherry. The area is very run-down and unsafe looking. I never stop at the Wake Mart for gas or convenience needs.
14. I love Polo Road. It is just busy enough so people don't notice what you are doing in your house and on your porch. As far as Cherry Street, I have explored the culvert that runs from beneath the intersection of Cherry Street and Reynolds Blvd and I like to call it the "Bat Cave". Of course, I am also concerned that the Reynolds American cigarette factory, that sits on top of this underground stream, is polluting it.
15. Adjacent to shopping, entertainment, dining, downtown. Close to Hwy 52. Direct route to Hanging Rock/Pilot Mountain State Parks
16. Close to downtown. close to bus route. good neighbors.
17. It a short cut for me to get around in the city
18. Mature trees, close to wfu
19. Large trees, some sidewalks.

Question 4

WHAT ARE SOME OF THE POSITIVE QUALITIES OR STRENGTHS OF THE POLO ROAD / NORTH CHERRY STREET AREA?

Answered: 21

Skipped: 12

1. Too heavy concentration of businesses
2. A lot of rental property
3. I don't know, but I would suspect one challenge to be the lower-than-average SES of nearby residents (and the associated higher crime rate)
4. Lots of rental property that is not well cared for currently.
5. Keeping residential and commercial interests compatible
6. Attracting potential business or residents to that area. It has been in blight for quite some time.
7. Under utilization of the vacant industrial and commercial property
8. Because of its location we get traffic for all sorts of events. The Fair, WF games, Etc., but the curb appeal does not match the atmosphere of events that take place around here.
9. Street work - traffic control
10. The stretch of Polo between Cherry and Indiana is an eye sore.
11. This is a high traffic area. Consideration should be given to the fact that there is a residential community nearby with population of many ages.
12. The 2 rent houses 3902 and the house beside it are terrible, yards are trashy. This used to be a great neighborhood.
13. Not pedestrian friendly
14. There are some shady looking houses on the street. It's about 50/50 between nice houses and ones that are falling apart. Some people have dogs that are always chained up outside that bark constantly. There is ALWAYS trash in my yard that people toss out the window of their cars or drop while they're walking. There aren't many street lights either. I don't feel safe walking in my neighborhood after dark.
15. "Public opinion of developing another area of town. It may seem like spreading resources too thin. Currently there is no major attraction to the area to draw people to stay in the area when they come there to do business. I have concerns of forcing out current occupants without proper considerations for their needs and wishes."
16. Clean up trash. Remove vacant building. Stop the graffiti. Add more sidewalks on both side of the street. Add some beauty that will attract Wake student and encourage other to move on or keep area clean of trash.
17. I believe anything would be an improvement. The abandoned buildings in the area have been that way for some time. Now the Allegacy Credit Union on N. Cherry has closed and I have no need to go that way on Polo Rd. With Wake Forest University so close and students living in this area, it would be nice to see this area improved. I do not see traffic as a problem. Developing this area would hopefully increase neighborhood property values.

Question 4 (Continued)

WHAT ARE SOME OF THE POSITIVE QUALITIES OR STRENGTHS OF THE POLO ROAD / NORTH CHERRY STREET AREA?

Answered: 21

Skipped: 12

18. Well I would like to know why these stop lights are always red when I come up on them. I can never make it through the intersection on a green light. Sometimes I have places I've gotta go to really early in the morning and I'm the only one around and the light just stays red. Please put some cameras up and on those light posts so it can tell when I'm approaching and then turn green. That's all I'm asking for guys. Thank you.
19. wfu students. Beer cans, cups, trash. 200 cars in one driveway. Students should limit car ownership and use the city bus to get around off campus.
20. Need safer, more pleasant ways to bike and walk. Traffic is a problem.
21. It's not easy or pleasant to walk or bike in this area, which could enhance the feeling of community as well as helping local businesses.

Question 5

ANY OTHER IDEAS OR ISSUES YOU WOULD LIKE TO SHARE?

Answered: 14

Skipped: 18

1. The Polo/ Cherry intersection up to where University intersects seems like a great location for retail, restaurants and multifamily housing due to the proximity of WFU.
2. Sidewalks and bike lanes are a must
3. Some ideas for this area could be commercial (grocery, restaurants, and retail), residential (cluster homes or small subdivision), or light industrial or office park.
4. This area should be more residential - there are enough areas around here that serve business - keep this area mostly residential
5. Would like to see eye appealing architecture in whatever structure is chosen. The old Pilot Freight corner and the opposite corner could be very good sites for companies to have structurally appealing buildings. No high density apartments, PLEASE!
6. The city leaves a green pipe in the yards, not very attractive.
7. More street lights. A group to help fix up the bad houses. I'd be willing to help paint and do some yard work on some of these houses if it will increase my homes value, and I know others on the street would too. We need to do something about that "barber shop" on the corner.
8. It is a corner where the bad mixes in the neighborhood that is trying to make the area look better. Cherry street has had many new family move in the last 10 years and improve the look of the homes and street. We wish that corner would show improvements too.
9. The shopping center strip on E. Polo is an eye-sore as is the trailer park beside it. It attracts many unwanted patrons and inhabitants. I would be afraid to be close to this area too late in the evening.
10. The lights at the intersection of Reynolds and Cherry do not make it easy for residents on Bethabara Haven Dr. to get to University Parkway northbound or to get home from University southbound.
11. Bicycle lanes, sidewalks. I often ride my bike to get from the Cherry St. area to Reynolda area. There's a sidewalk part of the way but part of the time I have to ride in Polo Road with traffic. A sidewalk from Reynolda to Cherry, and then north, is needed.
12. Would like to see what changes are to take place.
13. We need good sidewalks and bike lanes. Intersections need to be pedestrian friendly. They currently are not.
14. We need to make the area safe for all the people who live, work, or travel through this area, whether they are in cars, on bikes, or on foot.



Community Enhancement Workshop
Polo Road / North Cherry Street



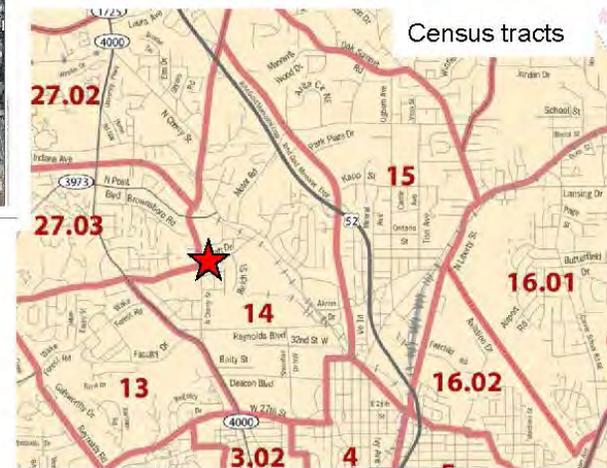
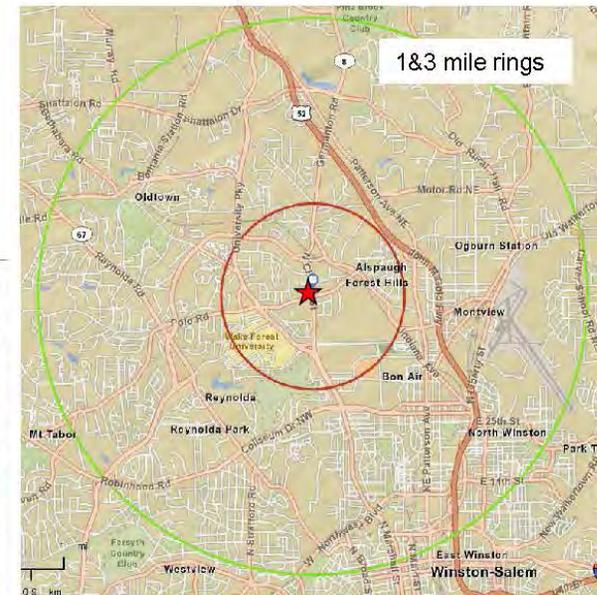
Overview

- By the numbers
 - Statistics
 - Trends
- Issues
 - Assets
 - Challenges
 - Opportunities



**By the Numbers:
Statistics, Trends**

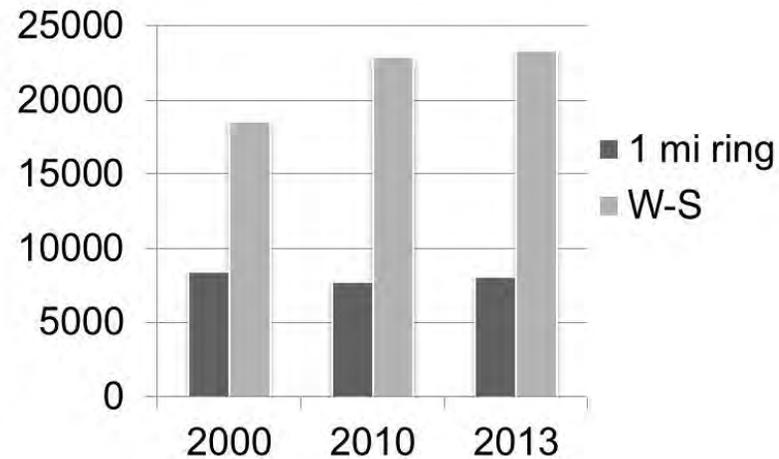
The Focus Area



Population growing again

	1-mile ring	Winston Salem
2000	8,443	185,776
2010	7,726	229,617
% Growth	-8.5%	23.6%
2013	8,079	234,239 (2012 est)
% Growth	4.6%	2.0%

- 2503 households in 1-mile radius (2013)
- Projected annual growth 1.21% (2013-18)



Area is very young

- Much younger than W-S and NC
- Because of student housing?

Place	Median age
1-mile ring	22.9
Census tract 14	28.9
W-S	34.4
NC	37.4



Diverse residents

- White: 46.1%
- Black: 36.0%
- Hispanic: 19.9%
- Other: 11.7%
- Asian: 2.8%



Many jobs in low wage sectors

	1-mile ring	W-S	NC
Agriculture, forestry, fishing and hunting, and mining	1.2%	0.3%	1.5%
Construction	5.6%	5.8%	7.3%
Manufacturing	9.3%	10.7%	12.8%
Wholesale trade	2.4%	2.8%	2.9%
Retail trade	17.5%	10.0%	11.7%
Transportation and warehousing, and utilities	4.2%	4.0%	4.3%
Information	1.4%	2.0%	1.8%
Finance and insurance, and real estate and rental and leasing	1.2%	6.9%	6.4%
Professional, scientific, and management, and administrative and waste management services	10.1%	9.9%	9.6%
Educational services, and health care and social assistance	20.3%	30.2%	23.4%
Arts, entertainment, and recreation, and accommodation and food services	12.9%	9.8%	9.0%
Other services, except public administration	9.0%	4.8%	4.9%
Public administration	4.9%	2.7%	4.4%

Lower incomes

- Area has less spending power than city or state
- Half of W-S and NC



	1-mile ring	3-mile ring	W-S	NC
Average household income	\$31,019 (2013)	\$53,232 (2013)	\$60,624 (5-year est)	\$63,562 (5 year est)

Educational attainment



Population 25+			
	Census Tract	W-S	NC
Less than HS	20.7%	14.5%	15.5%
High school graduate	38.2%	25.9%	27.2%
Some college, no degree	27.1%	21.1%	21.8%
Associate's degree	4.3%	6.5%	8.6%
Bachelor's degree	7.2%	20.3%	17.8%
Graduate/professional degree	2.4%	11.7%	9.0%

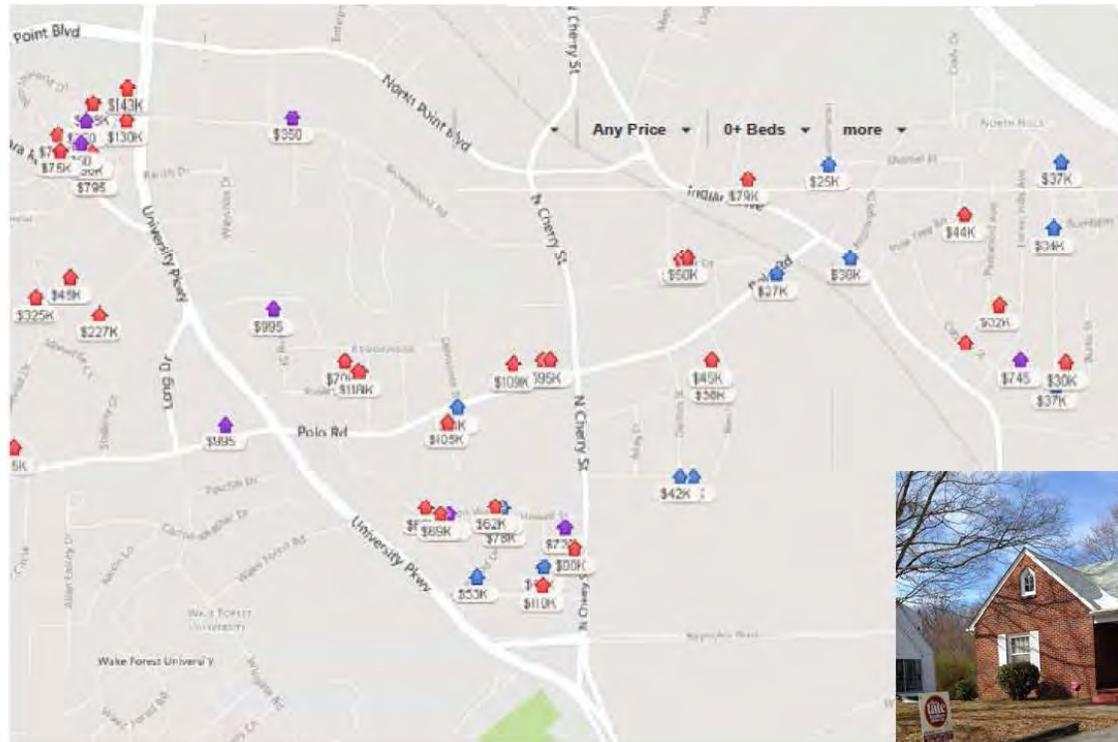
Many rental houses

	Total housing units	% rental units	% vacancies
1-mile ring	2452	61.2%	16%
Census tract	1577	51.4%	12%



Affordable house values

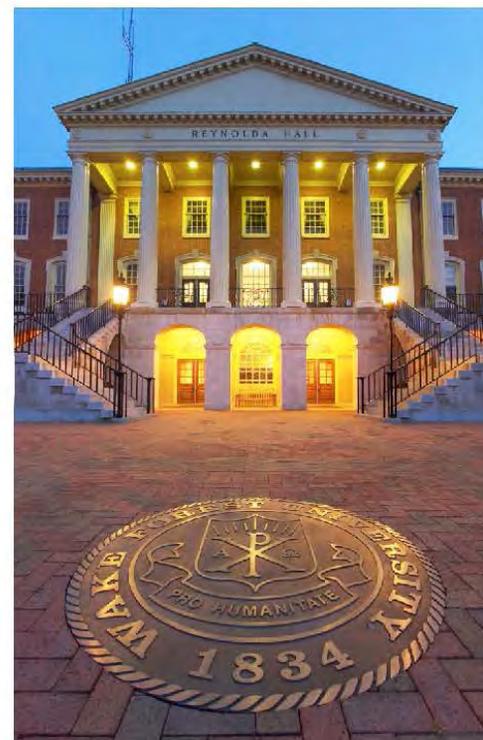
Average "for sale" value \$75,600
Value range \$20,000 to \$118,000



Issues: Assets

Huge economic forces on Focus Area

- Wake Forest University
- Whitaker Park



Proximity to Wake Forest University

- Potential additional market
 - 9,066 - Faculty, Students and Staff
 - Significant number of visitors for events



Proximity to Wake Forest University



- Potential additional market - visitors to campus events

Events calendar – 15-20 each day

Sports venue capacities

Football – 31,500

Basketball – 14,665

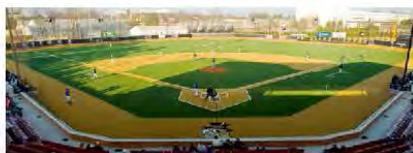
Baseball – 6,000

Track – 4,000

Soccer – 3,000

Volleyball - 1,500

Tennis – 3,400



University sensitive to resident concerns

- Fewer students living off campus
 - Fall 2013 new dorms complete
 - Freshmen-juniors must live on campus
 - Official liaison with neighborhoods, landlords



Pedestrian and bike access plans will impact Focus Area



Where do students shop?



Proximity to Whitaker Park

- 31 buildings
- 220 acres
- 3.7 million square feet
 - Manufacturing
 - R&D
 - Office

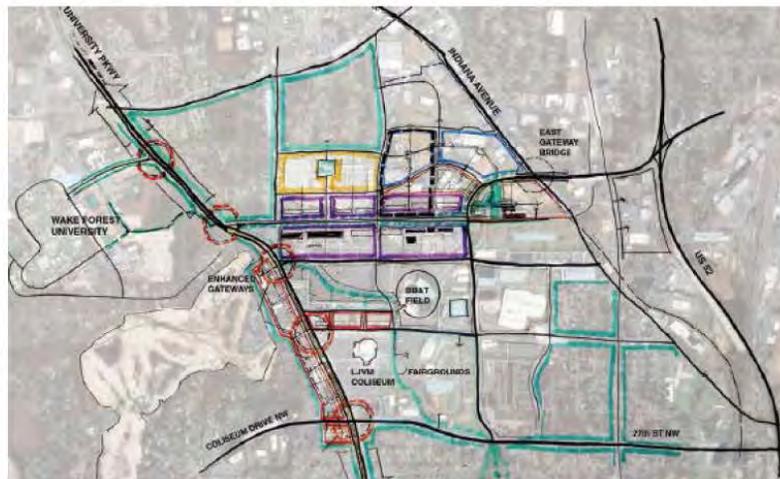
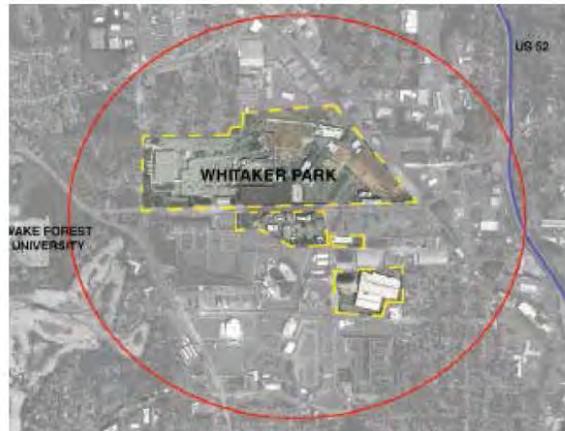


Whitaker Park: RJ Reynolds Tobacco

- Opened in 1961
- 2,000 workers at peak
- Late 1990's downsizing began
- Announced close of manufacturing in 2010
- **Significant redevelopment plans in process**



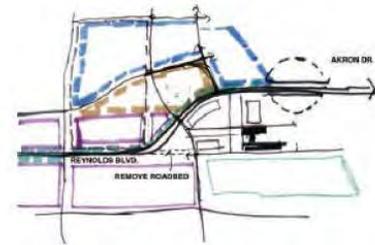
Urban Land Institute study ideas



- Long term phased approach
 - Mostly industrial (life science, energy sectors)
 - Manufacturing
 - Distribution
 - R&D
 - Some mixed use commercial
 - Office
 - Local service retail
 - Some medium density residential
 - For employees

Urban Land Institute study ideas

- “Vibrant live / work / play / education center”
- Better traffic connections to surrounding area
 - Akron extended to Reynolds / N. Cherry
 - Redesign N. Cherry / University Parkway
- Some building reuse
- Demolish large structures near Cherry
 - Redevelop with office / residential
- 3500 employees in 15 year build out
- Engage community

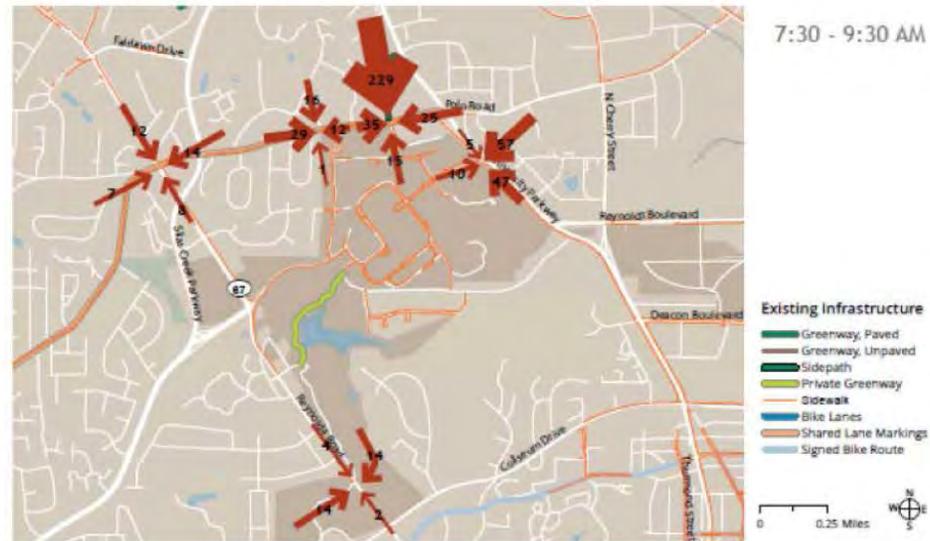


Issues: Challenges

Focus area is back-door to WFU and Whitaker Park

- Becoming front door to WFU
 - New GPS routing
 - Second most used pedestrian access

PEDESTRIAN COUNT RESULTS

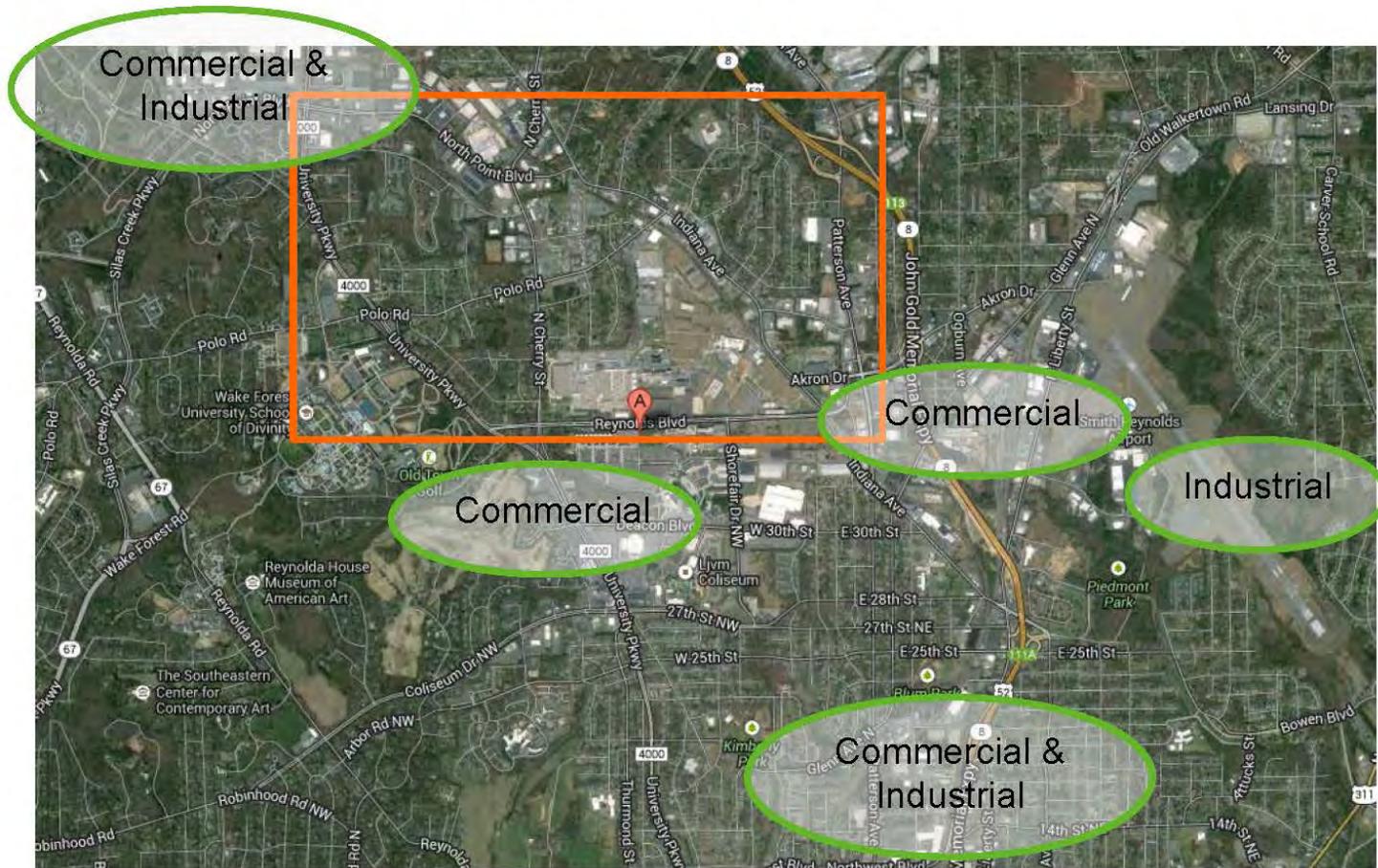


W-S commercial vacancy rates generally high

	G / W-S	US
Industrial vacancy	8.5%	8.0%
Average rents	\$2.99	
Absorption sf	414,431	
Retail vacancy	7.3%	6.6%
Average rents	\$10.22	
Absorption	230,168	
Office vacancy	11.0%	11.8%
Average rents	\$13.77	
Absorption	-178,520	



Competing areas near-by



Brownfield issues

- 1 NC Brownfield agreement site
- 4 hazardous waste regulated sites
- 7 Tier II sites
- Other potential sites identified



Prison?



Crime statistics	
.6 mi radius Dec 2013 – Feb 2014	
Assault	14
DUI	3
Larceny from auto	10
Traffic accident	27
Trespassing	10
Trouble with neighbor	3

Issues: Opportunities

Existing businesses in area



Polo and N. Cherry are cut-through roads

- Limited access to Whitaker Park



1 mile retail opportunities

Leakage/Surplus Factor by Industry Group



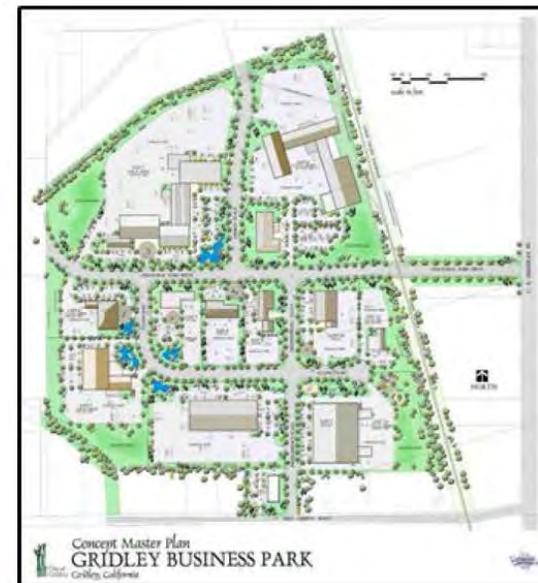
Additional demand

- WFU students, staff, visitors
- 3500 new employees at Whitaker Park in 15 years



Be part of others plans ?

- Add Focus Area to WPDA Master Plan
 - Medium density housing
 - Office / service retail
- Planned student housing



Case Study: WFU expansion

Urban Student Housing Washington, DC

Who: Howard University, DC government, Fannie Mae, corporate partners, community association

What: Transformed 45 abandoned properties into 300+ housing units & \$65 million in commercial development

- Also included public infrastructure improvements, cultural district, and parks

Impact: All housing units now occupied; owners of 130 adjoining properties beginning to rebuild



Case Study: WFU expansion

Retail Development West Philadelphia, PA

Who: University of Pennsylvania, West Philadelphia Partnership, Fannie Mae, CitiBank, private investors

What: Within broader West Philadelphia Initiatives, development of new retail on vacant or under-used sites

- Leveraged university resources to invest in 2 retail “anchors” that attracted private investment and more retail options

Impact: 150,000 square feet of retail space to University City in 5 years; spurred opening of 25 new stores in 4 years, including grocery store, movie theatre, and many small-scale retailers



Case Study: Whitaker Park Redevelopment



Industrial Redevelopment Pittsburgh, PA

Who: Bethlehem Redevelopment Authority, local and state government, private companies

What: Bethlehem Steel Plant into mixed use

- Business industrial park, cultural, educational, retail, casino

Impact: Demolition and cleanup of Superfund site; up to 6,000 jobs and \$1.5 billion new investment at build out; \$700 million cultural campus highlighting historic features of site

Case Study: Whitaker Park Redevelopment



Industrial Redevelopment Troutdale, OR

Who: Alcoa, Port of Portland, Fedex

What: 60 year old former Reynolds aluminum smelter, 700 acres redeveloped into industrial park, recreation area

Impact: Demolition and cleanup of Superfund site; 3500 jobs at full build out, Fedex regional distribution hub (77 ac, 800 employees)

2011 EPA National Phoenix Award
Troutdale Reynolds Industrial Park

Neighborhood enhancement

Small steps together

“A future of abundance and beauty must begin with small moves...It is [in the simple transactions between individuals] that a glass half full can be found, and it is here that the social space of America is being re-made.

Dying strip malls are being replaced by farmer’s markets; vacant glass towers are being replaced by warehouse-based laboratory startups and home offices ...

These are small, unglamorous trends ... A recreation of space ... modeled not on production, but rather upon a shared and positive vision of the future.”

From Richard Reep’s “Searching out the half-full glass” for newgeography.com



Community Design Workshop- Polo Road & Cherry St. Area

City of Winston Salem, NC

515 Specialty Park Dr.

Tuesday March 4th: Session One

- 10:00 am Welcome from Denise D. Adams, City Council Member, North Ward
Regional Overview: Paul Kron, Piedmont Triad Regional Council
Team Introductions: Margaret Collins, Center for Creative Economy
- 10:15 am Overview of Sustainable Design and Development- Bill Moser
Key Findings- Polo/Cherry Market Analysis- Robin Spinks
- 11:00 am -12pm Engage public in creating a vision for the area
- 3:00-5:00pm Repeat morning session

Wednesday March 5th: Session Two

- 10 am- 12:00pm Design Team presents potential scenarios for the area and invite public feedback
- 5:30 pm Dinner Served
- 6:00-8:00pm Design Team presents potential scenarios for the area and invite public feedback

Friday March 7th: Public Presentation

- 10 am- 12pm Community Wrap Up Session
 - Design Link Summary of Recommendations with visuals
 - Discuss and Prioritize with community
 - Please return for this final meeting to see how your ideas can impact the Polo Rd. and Cherry St. area





Report Preparation & Design by
Benchmark

