



The

RENAISSANCE PLAN

FOR THE HEART OF WAKE FOREST 2004

THE LAWRENCE GROUP
TOWN PLANNERS & ARCHITECTS

 Kimley-Horn
and Associates, Inc.

ROSE
& ASSOCIATES, INC.
LAND DEVELOPMENT & REAL ESTATE APPRAISERS

Henson-Harrington, Inc.
Landscape Architecture • Land Planning • Site Construction Documents

ACKNOWLEDGEMENTS

The Renaissance Plan for the Heart of Wake Forest was prepared by The Lawrence Group - Town Planners and Architects in partnership with Henson-Harrington, Inc., Kimley-Horn and Associates, Inc., and Rose & Associates Southeast, Inc., for the Town of Wake Forest, North Carolina.

Renaissance Plan Advisory Committee

Susan Aycock, Chairperson
Jonnie Anderson
Amy Dowdle
Frank Drake
Carolyn Furr
Mayor Vivian Jones
Wayne Jones
Matt Hale
Catherine Hamidi
Ryan Hutchinson
Chris Malone
Cam McCamy
Mike Penny

Project Team

The Lawrence Group
Craig Lewis, AICP, Principal in Charge
Patricia McPherson, Project Manager
Dave Malushizky, AIA
Paul Doerner
David Walters
Catherine Thompson
Allan Lubin

Henson-Harrington, Inc.
Tom Harrington

Kimley-Horn and Associates Inc.
Roger Henderson, PE, AICP
Stephen Stansbery, AICP
David Whyte

Rose & Associates Southeast, Inc.
Kathleen Rose, CCIM

Town of Wake Forest Planning Department

Chip Russell, Planning Director
Agnes Wanman, Planner

We would like to thank the Town of Wake Forest and the numerous citizens who participated in this exciting downtown renaissance planning process. This effort is a reflection of the community's vision and serves as the foundation for a revitalized downtown. It is intended to guide the leaders of today and the visionaries of tomorrow.

*Patricia McPherson
Project Manager*

TABLE OF CONTENTS

Introduction	1
Planning Area Overview	3
Development Evaluation	5
Public Design Charrette	6
Citizen Input	7
Market Analysis	8
Transportation & Circulation	12
Parking	15
Renaissance Plan	17
Arts & Entertainment District	18
Town Center South District	26
Miller Park Townhomes	32
Campus District	33
NC 98 Corridor	36
Additional Development Opportunities	38
Regulating Plan & Proposed Zoning	39
Additional Recommendations	40
Implementation Strategies	41
Appendix A: New Development Totals	53
Appendix B: Grant & Tax Credit Resources	54
Resources	55

Introduction

The Town of Wake Forest, North Carolina, the birthplace of present-day Wake Forest University, is located in northeast Wake County. Incorporated in 1909, the Town developed around the campus of Wake Forest College, which was established in 1834 as the first institution of higher education within the County. With a current population of over 12,500 residents, the Town of Wake Forest is recognized as a growing, educated, upper-middle-class community.

From September 29th-October 3rd, 2003, planners and designers with The Lawrence Group, Rose & Associates, Southeast, Inc., Henson-Harrington, Inc., and Kimley-Horn & Associates, Inc. collaborated with the Town of Wake Forest to develop a vision for the heart of the community. The resultant plan, recognized as The Renaissance Plan for the Heart of Wake Forest, is the culmination of an intensive community input process designed to provide a foundation for revitalization efforts for the historic downtown core, as well as the future development of areas surrounding the historic Central Business District.

The planning area encompasses approximately 220 acres and is generally bound by the CSX rail line to the west, the NC 98 Bypass (under construction) to the south, and the Historic and Central Business Districts to the north and the east. The area includes a mixture of retail, service, office, governmental, residential, and light industrial uses. A variety of undeveloped properties and vacant lots are also scattered throughout the planning area.

The purpose of the Renaissance Plan is twofold. First, the plan seeks to provide policy and programmatic recommendations for the revitalization of and the encouragement of reinvestment into the historic downtown. Secondly, this publicly driven revitalization plan proposes a number of realistic development opportunities specifically targeted throughout the heart of the Wake Forest community which are aimed at creating a more vibrant community to engage all who visit, work, and live in this special place.

The Renaissance Plan effort identified three districts in the planning area, including the Arts & Entertainment District, the Town Center South District, and the Campus District. Specific revitalization strategies for these Districts include:

Arts & Entertainment District

- Coordinated tenant recruitment and economic development efforts;
- Improved marketing efforts, both internal and external to the Town focusing on arts, history, and entertainment;
- Infill development opportunities;
- Parking improvements;
- Coordinated signage strategies, including new wayfinding techniques and improved storefront signage;
- Enhanced facade treatments.

Town Center South District

- Construction of a Town Green at the intersection of South White and Elm Streets;
- Relocation of Town Hall;
- Creation of the Town Center South incorporating retail, residential, and civic uses through a high-density, mixed-use development;
- South Brooks Street Connection.

Campus District

- Coordinated streetscaping and landscaping efforts throughout the district encouraging a more campus-styled setting;
- Opportunities for additional institutional development;
- Median treatments along South Franklin Street;
- Intersection improvements at South Franklin Street and NC 98.



Renaissance Plan with base map

Introduction

In addition to the three districts highlighted on the preceding page, the NC 98 Corridor between Roosevelt Avenue and South Franklin Street also presents opportunities for revitalization, including:

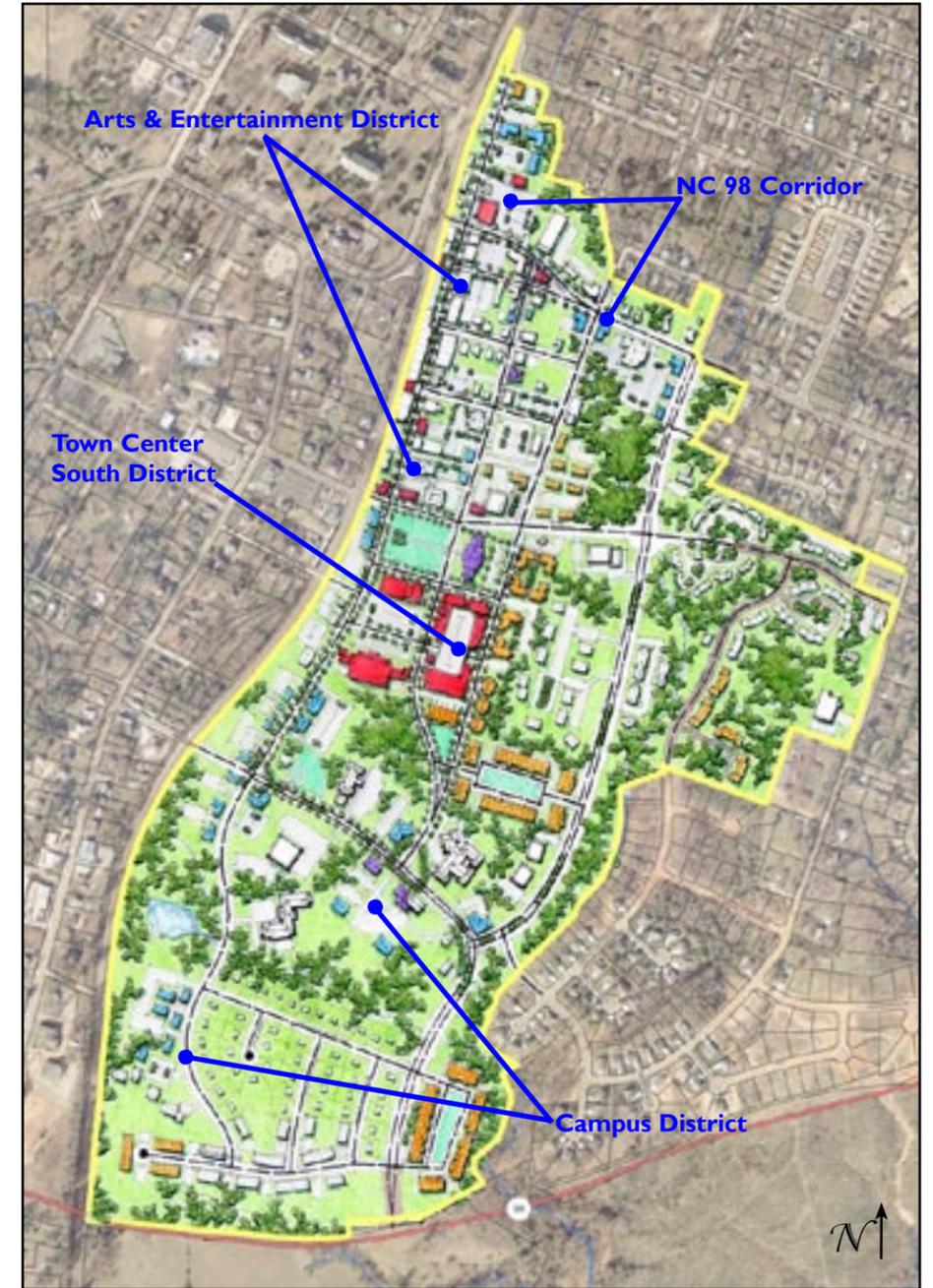
- Parallel parking along Roosevelt Avenue between South White Street and South Franklin Street;
- Opportunities for infill development;
- Streetscaping and directional signage;
- Rehabilitation of the existing strip center and the promotion of an urban building at the corner of North White Street and Roosevelt Avenue.

Upon build-out, this plan proposes approximately:

- 140,890 square feet of Retail
- 127,200 square feet of Office
- 16,400 square feet of Live-Work
- 43,400 square feet of Civic / Institutional
- 263 Attached Residential Units
- 12-14 Room Bed & Breakfast Inn
- 105,000 square foot Town Green

The Renaissance Plan is intended to establish a clear framework for the revitalization of Downtown Wake Forest through a series of incremental, private and public development decisions. Future development decisions must be carefully guided by the Town of Wake Forest’s staff, Planning Board, and Board of Commissioners to ensure that this vision is implemented.

Most importantly, it must be stressed that The Renaissance Plan represents the *conceptual* build-out of the planning area. The recommendations set forth in this document are suggestions intended to guide the Town of Wake Forest in realizing the potential for development throughout this special area. Patience will be necessary as components of this plan may exceed fifteen to twenty (15-20) years before their realization.



Identified districts within planning area

Planning Area Overview



Looking north along South White Street

The Renaissance Planning Area encompasses approximately 220 acres within the heart of Wake Forest. The area is generally bound by the CSX rail line to the west, the NC 98 Bypass (under construction) to the south, and the Historic and Central Business Districts to the north and the east. The downtown includes a mixture of retail, service, office, governmental, residential, and light industrial uses. A variety of undeveloped properties and vacant lots are also scattered throughout the planning area.

The majority of the Renaissance Planning Area is zoned Central Business District (CBD). Additional zoning classifications include the Historic Central Business District (HCBD) and the Residential-8 District (R-8). The HCBD incorporates the Downtown Historic District, and the R-8 encompasses the southern portion of the planning area, including the Heath Ridge subdivision.

The Downtown Historic District, designated on the National Register of Historic Places in 2002, developed to the east of the railroad tracks across from the original Wake Forest College campus. At least two known fires, most recently in 1915, destroyed many of the historic downtown's first generation buildings. Thus, the majority of the historic downtown's buildings are post 1915 construction, yet they provide significant architectural examples throughout the downtown.

The CSX railroad tracks form the western boundary of the renaissance

planning area. Buildings originally fronted the tracks, with the rears of the buildings facing present-day White Street. Elevated sidewalks along portions of the western side of South White Street offer a significant reminder of original building orientation and their importance in relation to servicing the railroad.

Freight trains pass through the Town twice daily along the CSX railroad. At the time of the charrette, high speed rail service was being investigated between Charlotte, NC and Washington, DC, and discussions revealed the possibility of service passing through Wake Forest. While further studies are being conducted as to the viability of high speed rail along this corridor, it is recognized that this mode of transportation may be a reality within the next 15 to 20 years. Additionally, the Triangle Transit Authority (TTA) has plans to extend commuter rail service to Spring Forest Road in north Raleigh within the next 10 years. While specific commuter transit stops have not been identified beyond this north Raleigh location, the possibility also exists to extend commuter rail service northeast to the Town of Wake Forest.

Numerous specialty retailers, restaurants, and small businesses exist throughout the downtown, primarily along South White Street, Jones Avenue, and East Owen Avenue. Although the Town's Main Street is located to the west of the planning area, South White Street functions as the community's specialty retail and business core.

Throughout the Downtown Historic District and adjacent areas, two-hour public parking is available. One (1) two-hour parking lot exists along the western side of South White Street between East Wait Avenue



Storefronts along South White Street



Elevated sidewalk



Entrance to public parking lot on South White Street

and East Jones Avenue; a second two-hour public parking lot is provided mid-block between East Jones Avenue and East Wait Avenue. On-street parallel parking currently exists along South White Street between Roosevelt Avenue and Elm Avenue, with diagonal parking along East Wait Avenue and East Jones Avenue between South White Street and South Brooks Street.

The Town of Wake Forest currently lacks a central gathering space for residents and visitors to enjoy. A gazebo has been placed in the two-hour public parking lot along South White Street, which serves as the primary location for concerts and outdoor events.

A variety of Town buildings are situated east of the Downtown Historic District between South Brooks Street and South Franklin Street, including the Town Hall, Police Department, and Planning / Code Enforcement Department. During the fall of 2003, discussions were underway to plan for a new Town Hall in hopes of opening prior to the Town's centennial celebration in 2009.

Adjacent to the Town Hall complex lies H.L. Miller Park, a 1.3 acre green space replete with picnic tables and benches. A small creek traverses the park, which is proposed to connect to the Town's greenway system in the future. While this park offers passive recreational opportunities for Town residents, it was noted that this park is infrequently utilized and has been minimally maintained.

Planning Area Overview

The center of the Renaissance Planning Area lies between Elm Avenue and East Holding Avenue. A variety of uses are scattered throughout this location, including retail, commercial, multi-family, and light industrial. Additionally, there are several vacant properties located within the heart of the planning area.

The Wake Forest Plaza, a strip shopping center located on a 19 acre site, is considered to be the focal point of the planning area between Elm Street and East Holding Avenue. The Wake Forest Plaza was formerly home to a Winn-Dixie grocery store, which relocated to US 1, leaving Downtown Wake Forest without a full service food store. During the fall of 2003, a CVS drugstore and a Dollar General continued to occupy the site. At the time of the charrette, plans existed to redevelop the Wake Forest Plaza with opportunities for high density development, including a mixture of retail, residential, and single-family attached housing units.

The area surrounding East Holding Avenue in the southern portion of the renaissance planning area contains a variety of institutional uses, such as the Post Office, the Wake County-Wake Forest Branch Library, the Northern Wake Senior Center, and an assisted living center. The Heath Ridge Village subdivision and a small office park are located at the southern-most portion of South White Street. The Franklin Academy Charter School also occupies two buildings along South Franklin Street near the intersection of Holding Avenue.

The All People's Park is proposed at the corner of South White Street and East Holding Avenue and is designed for both passive and active recreational uses. Plans for the park had been submitted for site plan approval, with an anticipated 2007 groundbreaking, pending adequate fundraising.

The NC 98 Bypass is under construction and marks the southern boundary of the renaissance planning area. Plans call for extending South Franklin Street to intersect with the 98 Bypass which is scheduled to open in late 2004/early 2005. A second major intersection along NC 98 Bypass is planned for US 1A (South Main Street) in Wake Forest. Concerns exist that once Franklin Street is extended to the NC 98 Bypass traffic will bypass the Historic Downtown District of Wake Forest.



Looking north along South Franklin Street



Northern Wake Senior Center



Wake Forest Plaza



Looking west along Wait Avenue



Looking west along Elm Avenue

In addition, a townhome development is under construction along South Franklin Street diagonally across the street from the H.L. Miller Park. Plans include extending Elm Avenue through the townhome development, connecting with Allen Road to the east of the planning area.

Within the northern portion of the planning area, a variety of commercial uses dot the landscape along Wait Avenue and Roosevelt Avenue (NC 98) between North Franklin Street and the bridge at Roosevelt Avenue. Uses include an auto parts store, fast food restaurants, and a dry cleaner. In addition, plans exist to relocate the existing CVS pharmacy in the Wake Forest Plaza to a new building proposed to be constructed at the corner of Roosevelt Avenue (NC 98) and South White Street.

Although outside of the Renaissance Planning Area, it is also important to highlight the Southeastern Baptist Theological Seminary, which is

located across the railroad tracks northwest of the Downtown Historic District. In 1946, the R.J. Reynolds Corporation offered Wake Forest College \$40 million to relocate their campus, presently Wake Forest University, to Winston-Salem. The Southeastern Baptist Theological Seminary is a significant institution in the Town of Wake Forest, and it lessened the economic impact of the college's relocation.

Development Evaluation

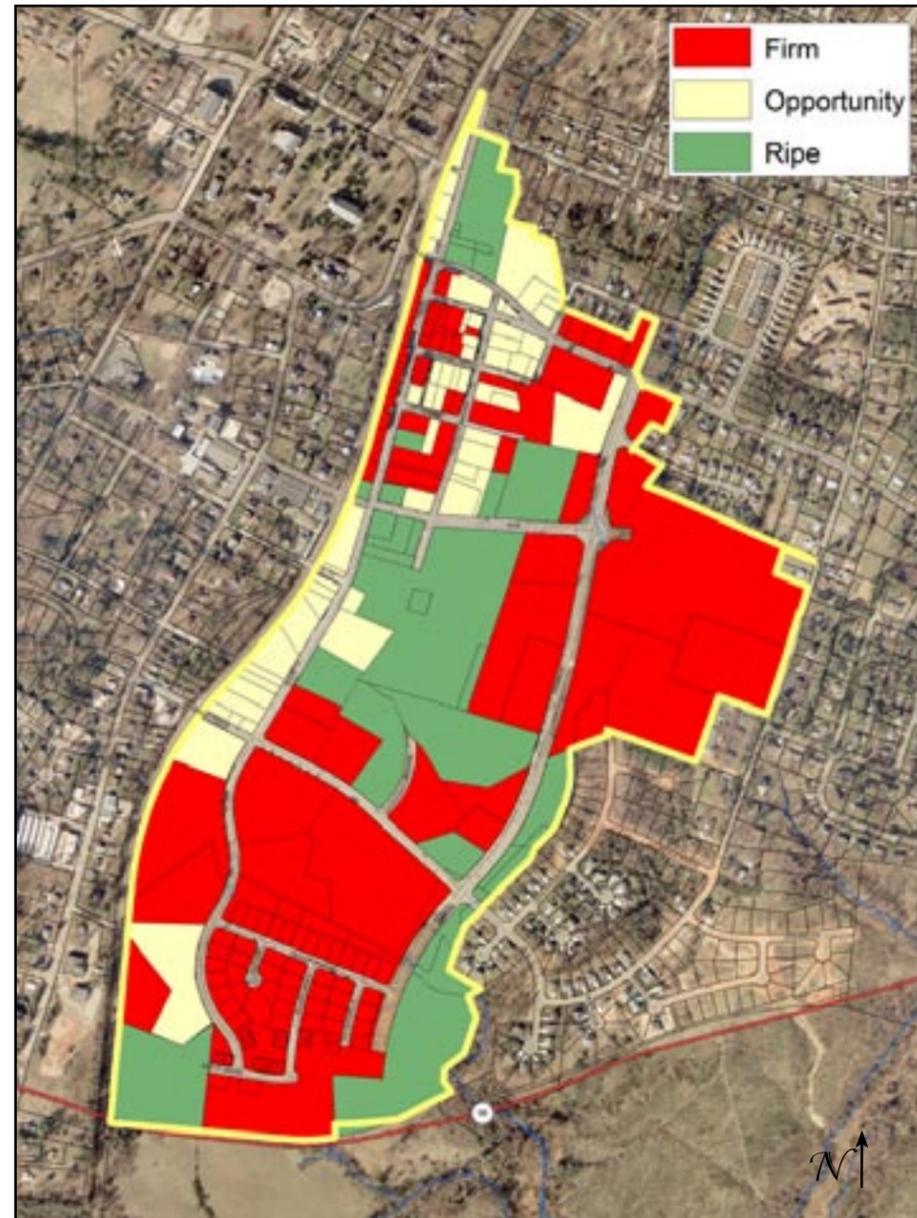
Prior to the completion of any design work, a “ripe and firm” analysis was completed for all of the properties in the Renaissance Planning Area. “Firm” properties are those that are generally in their final building / use pattern, and are also reflected as the “highest and best use” by the real estate and appraisal community. Once determined, little change is recommended to them.

Properties that are determined to be “ripe” for development / redevelopment include those that are currently undeveloped, under-developed (additional development opportunities exist on the property including expansion of existing buildings and new construction), or can be redeveloped (such as an old, vacant shopping center).

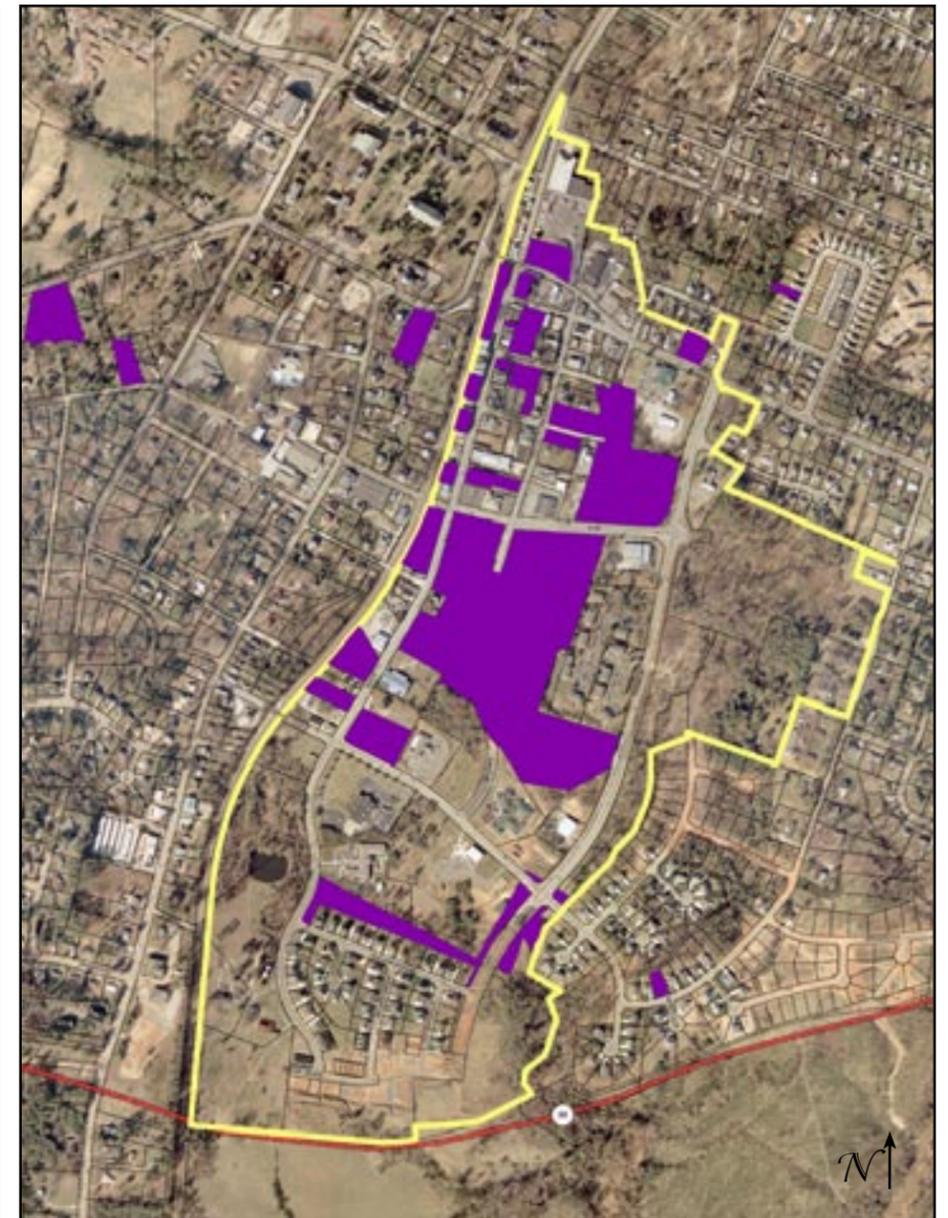
This type of analysis is necessary to identify both “sacred cows,” those properties that should be left alone, and development opportunities. While most development possibilities were identified through a combination of a windshield survey and a walking survey, some properties were classified after interviews with the property owner.

The adjacent map shown on this page indicates a significant number of properties that are ripe for development/redevelopment within the downtown.

Additionally, charrette participation by those who owned or leased property within the planning area was tracked as part of the planning and design process.



Ripe and firm analysis map



Charrette participation map

Public Design Charrette

A 5 1/2 day planning and design charrette was used to guide the Renaissance Planning Process. This effort began with a kickoff meeting on September 22nd consisting of an opening presentation and an interactive workshop.

Following the kickoff meeting, a publicly driven design charrette was held from September 29-October 3, 2003 at the Wake Forest Plaza. A temporary design studio was set up in a vacant storefront complete with design tables, meeting areas, computer equipment, and a presentation area. Numerous citizens and public officials attended this comprehensive workshop during the five day period. Throughout the week, meetings were held to discuss various topics related to the area's future including downtown retailing, signage, transportation, and parking.

The charrette concluded on Friday evening, October 3rd with a full digital presentation of the revitalization plan's recommendations. This vision, intended to guide the area's future growth, is based on the consensus gained by the area's interested citizens, the Town of Wake Forest, and The Lawrence Group.

	Monday 9/22/03	Monday 9/29/2003	Tuesday 9/30/2003	Wednesday 10/1/2003	Thursday 10/2/2003	Friday 10/3/2003
8:00			Breakfast	Breakfast	Breakfast	Breakfast
9:00			8:00 Retail/Business Operations	9:00 Downtown Living	8:00 PLANNING & DESIGN	8:00 DESIGN
		11:00 Set Up Design Studio, Walking Tour of Study Area, and Lunch	10:00 Economic Development	11:00 Design Standards & Codes		
12:00		2:00 Utilities	Lunch	Lunch	Lunch	Lunch
1:00		3:30 Public Safety	1:00 Signage / Streetscape	1:00 HGM for Additional Meetings	1:00 PLANNING & DESIGN	1:00 Close Up Studio and Prepare Final Presentation
			2:30 Parking / Transportation			
			4:00 Recreation & Amenities			
5:00		6:00 Dinner w/ Committee & Elected/App'd Officials	5:30 Pin-Up Session and Project Update	5:30 Pin-Up Session and Project Update	5:30 Pin-Up Session and Project Update	
6:00			Dinner	Dinner	Dinner	Dinner
7:00	7:00 Opening Presentation & Market Overview	7:00 Downtown Living	7:00 Interest group meetings and interviews	7:00 Interest group meetings and interviews	7:00 DESIGN	7:00 Reception and Closing Presentation

The Renaissance Plan
Strategic Planning and Design Charrette

PUBLIC INVITED TO HELP PLAN FUTURE OF WAKE FOREST

What is a Charrette?

Charrette Schedule

Monday, September 22nd
7:00 pm Kickoff Presentation and Market Overview

Monday, September 29th
11:00 am Set Up Design Studio
2:00 pm Utilities
3:30 pm Public Safety

Tuesday, September 30th
8:00 am Retail/Business Operations
10:00 am Economic Development
1:00 pm Signage / Streetscape
2:30 pm Parking / Transportation
4:00 pm Recreation & Amenities

Wednesday, October 1st
9:00 am Downtown Living
11:00 am Design Standards & Codes
1:00 pm HGM for Additional Meetings

Thursday, October 2nd
8:00 am PLANNING & DESIGN
1:00 pm PLANNING & DESIGN
5:30 pm Pin-Up Session and Project Update

Friday, October 3rd
8:00 am DESIGN
7:00 pm Reception and Closing Presentation

For more information:
www.ci.wake-forest.nc.us

or Contact:
Susan Williams, Planner
Town of Wake Forest
211 South Brooks Street
Wake Forest, NC 27587
(919) 554-1911

THE LAWRENCE GROUP
PLANNING & DESIGN



Informational flyer distributed to the public during the charrette



Citizen Input

Public input was an integral part of the planning process in developing a realistic revitalization plan for the heart of Wake Forest. Throughout the 5½ day charrette, residents, business owners, property owners, developers, economic development officials, government agencies, and community groups shared their thoughts and visions about the revitalization of this area. Numerous opportunities for public participation were available through small group meetings, individual conferences, and a questionnaire prepared by The Lawrence Group.

Charrette participants identified a number of very important issues relevant to the planning process. These topics were carefully reviewed by the planning team, as they served as a foundation for The Renaissance Plan for the heart of Wake Forest. The following is a summary of the issues and concerns identified throughout the charrette by the area’s citizens, government agencies, and stakeholder groups (not listed in any particular order):

- Lack of patronage to downtown businesses
- Marketing efforts
- Retail hours of operation
- Greater variety of tenants throughout downtown
- Parking and traffic
- Lack of “Town Green” / central gathering space
- Opening of Hwy 98 Bypass
- Redevelopment of Wake Forest Plaza
- Signage
- Desires for additional townhome development
- Improved pedestrian connections
- Lighting

Participants were encouraged to respond to a design charrette questionnaire distributed at the kickoff meeting. The information below summarizes the charrette participants’ responses to this handout.

- Numerous participants lived, worked, or owned property throughout the heart of the Wake Forest planning area. The majority of the questionnaire respondents represented the historic downtown district, including South White Street and Jones Avenue.
- Respondents described the business district as charming yet unmarked and difficult to find from main thoroughfares such as US 1 and NC 98. Numerous participants noted that one cannot “accidentally” find Downtown Wake Forest. Many commented that the business district lacks basic services such as a grocery store and restaurants, as well as a night life. Downtown Wake Forest was also described as being void of both an identity and a significant attraction. Many participants were concerned that the Town of Wake Forest competed with the Wake Forest University in Winston-Salem for name recognition.
- Downtown business patrons commented they are attracted by the “mom and pop” stores and unique atmosphere of Wake Forest. Participants frequent many of the local businesses, including the B & W hardware store, Shorty’s, the Post Office, the frame shop, the Cotton Company, and Burkenstock’s restaurant. A variety of respondents noted they do not patronize the downtown as much as they would like due to the limited business hours of operation. As many respondents worked in Raleigh or the Research Triangle Park area, it was noted they were unable to return home before 5:00 pm enabling them to evening shop.
- Participants commented they would like to see more mixed-use development integrated into the heart of Wake Forest. Many envisioned a specialty grocery store, green spaces, and more family entertainment opportunities. Additionally, participants desired to see a variety of housing choices for a range of income levels.
- Charrette participants identified the North Carolina communities of Waynesville, Asheville, Davidson, Beaufort, and Wilmington, Beaufort, South Carolina, and Alexandria, Virginia as existing developments which should be examined as models for development.



Questionnaire distributed during the charrette



Market Analysis

A detailed market analysis was performed by Rose & Associates, Southeast, Inc. to evaluate the physical, legal, and economic feasibility for future development activities throughout downtown Wake Forest. Over the past few years, the Town has enjoyed sustained prosperity and growth. Located in Wake County, Wake Forest benefits from its proximity to the Raleigh Metropolitan Statistical Area (MSA), which has also experienced both population and income growth.

Throughout Wake Forest and the surrounding area, job growth in the non-manufacturing sectors has increased substantially, demonstrating the transition from a manufacturing based economy to a non-manufacturing (service) oriented one. As a result, white collar job growth, population growth, and increased household income have occurred. These factors, coupled with a quality of life that has attracted young families and professionals, directly relates to real estate demand which includes residential housing (a variety of types/styles) and commercial (office, service, and retail).

Like many small towns and cities, the Wake Forest central business district has evolved over time and is scattered along primary corridors. Local neighborhood shopping centers are prevalent, while regional shopping remains on the edge of the downtown, and/or major arteries.

Market Competition

In examining the market opportunities for the Town of Wake Forest, an economic scan of the region was performed. The primary economic sectors providing employment in the Raleigh/Research Triangle region include government, education, bio/medical, financial institutions, and manufacturing. Of the largest employers in the region, six (6) of the top ten (10) are located in Wake County. They include: the State of North Carolina, Duke University and Medical Center, University of NC, IBM, GlaxoSmithKline, Wake Medical Center, SAS Institute, and Rex Healthcare.

According to the *Annual Market Forecast* compiled by the North Carolina CCIM Chapter and Carolinas Real Data, the various market segments performed as follows in 2002:

Office

The Raleigh North office submarket experienced a 16% vacancy rate in 2002, which is trending higher over prior years. Office rents averaged \$18.00 per square foot, which is on par with market averages.

Warehouse

The warehouse market experienced an 11% vacancy rate in 2002 with rents averaging \$3.25 per square foot. This rate is a reflection of the submarket, with an overall market vacancy rate of over 20%.

Retail

There was a 6% retail vacancy rate in 2002. This is consistent with the overall market, with rents averaging \$15.00 per square foot.

Clearly, the healthiest sector is in retail, which is a result of the low interest rates and mounting consumer debt. However, rising unemployment rates account for the climbing vacancies in the office and industrial sectors, largely attributable to the economic cycle. Lastly, the apartment submarket enjoys fairly stable vacancy and rental rates compared to the remainder of the market.

The largest segment of the market is in retail, with a number of shopping venues along the primary US Highway 1 commercial corridor, which hosts an array of local, regional, and national retailers and restaurants. Combined, these centers total approximately 661,011 square feet.

Area retail centers include:

Name	Location	Size
Wake Forest Plaza	Brooks & Elm Street	68,000 sf
Wake Forest Crossing	US 1 & Union Church Road	88,500 sf
The Market of Wake Forest	US 1 & NC 98	113,511 sf
Capital Plaza	US 1	391,000 sf

DOWNTOWN WAKE FOREST 2003 DEMOGRAPHIC SNAPSHOT			
	1 Mile	3 Miles	5 Miles
Population			
Total Population	5,894	18,337	31,858
Median Age	33.6	33.5	34.5
Income			
Median HH Income	\$54,191	\$58,858	\$60,205
Per Capita Income	\$23,765	\$25,269	\$25,833
Average HH Income	\$63,996	\$69,070	\$71,287
Households (HH)			
Total HH	2,135	6,696	11,531
Average HH Size	2.63	2.70	2.74
Owner Occupied	60.9%	65.1%	71.7%
Renter Occupied	29.9%	26.9%	20.7%
Vacant	9.2%	8.0%	7.6%
Race			
White	75.8%	82.0%	83.4%
Black	19.8%	13.7%	12.4%
American Indian, Eskimo, or Aleut	0.3%	0.3%	0.3%
Asian/Pacific Isle.	1.7%	1.6%	1.3%
Other	1.0%	1.1%	1.4%
Ethnicity			
Hispanic	2.8%	3.1%	3.6%
Non-Hispanic	97.2%	96.9%	96.4%
Employment			
Employees	1,563	4,591	8,901
Employed	97.0%	97.8%	97.9%
Unemployed	2.8%	2.1%	2.1%
Not in Labor Force	986	3,155	5,601
Armed Forces	0.2%	0.1%	0.1%

Source: US Bureau of the Census, Experian/Applied Geographic Solutions, STDB online, and CCIM based on current year estimates. Race figures may not total 100% based on race and ethnicity reporting.



Market Analysis

Socio-Economic Considerations

Feedback from civic leaders, government representatives, and residents suggest that the community embraces its historical roots, quality of life, and small town/rural character. The Town of Wake Forest identifies with its historical past, including Wake Forest College, which shares its landmark name. The challenge is to establish the town's identity as the community grows and to create a "sense of place" within the heart of the Town that has developed in a sprawling fashion along its commercial corridors over time.

Market Survey

Approximately one and a half months prior to the charrette, a market survey was distributed to the Wake Forest community. A total of 172 responses were collected, faxed, or sent via the internet. Of the total, 62% came from residents living outside of the downtown area, 20% from downtown residents, and 18% from downtown businesses.

The survey targeted both residents and business owners in an attempt to gain insight into the numbers of people who live in the downtown, work in the downtown, shop in the downtown, and attend events in the downtown. Additionally, the survey asked respondents to comment on parking, safety, goods/services, and events offered throughout Downtown Wake Forest. The following is a summary of the survey results:

- 34 respondents lived in Downtown Wake Forest, which totals approximately 20% of survey participants. Of the 34 respondents, only 7 or 21% worked downtown; 74% shopped downtown, while 26% did not.
- 42 respondents or 24%, worked in downtown. Of the 42, only 3 or 7% lived downtown; nearly half also shopped and attended events downtown.

- 130 respondents or 76% of survey participants, shopped in downtown. Of the 130, 82 or 63% of shoppers came from outside of downtown (residents or business workers/owners).
- 135 respondents or 78% of survey participants attended events in downtown Wake Forest. Of the 135, 83 or 61% of attendees came from outside downtown (residents or business owners/workers).
- Only 5 survey respondents or 3% perceived safety/security to be concern throughout downtown Wake Forest. It became apparent through the survey results and the charrette that adequate lighting is more of an issue rather than safety.
- 25 or 15% of survey respondents felt parking was an issue or concern in downtown. This response is a reflection of both business owners and residents.

Survey respondents also commented on additional goods and services they desired within the downtown. Respondents largely desired more food and beverage options, including more diverse and reasonably priced restaurants, a grocery store, and a coffee shop. In addition, the majority of comments regarding events included a desire for opportunities for family-oriented gatherings and music of all types. For additional survey information, please refer to the corresponding *Economic & Market Analysis Report* prepared by Rose & Associates, Southeast., Inc.

DOWNTOWN WAKE FOREST 2003 DRIVE-TIME DEMOGRAPHIC SNAPSHOT

	5 Minutes	10 Minutes	15 Minutes	20 Minutes
Population				
Total Population	15,776	33,384	79,115	195,596
Median Age	33	34	34	35
Income				
Average HH Income	\$69,528	\$71,817	\$76,173	\$75,827
Median HH Income	\$65,582	\$69,202	\$71,432	\$69,555
Per Capita Income	\$25,533	\$25,945	\$27,734	\$28,829
Households (HH)				
Total HH	5,808	12,012	28,568	74,129
Average HH Size	2.69	2.74	2.73	2.62
Owner-Occupied	66.6%	74.4%	77.5%	71.0%
Renter Occupied	30.0%	22.2%	19.0%	24.8%
Vacant	3.4%	3.5%	3.5%	4.2%
Race				
White	82.6%	83.6%	79.0%	75.3%
Black	14.3%	13.2%	17.0%	19.4%
American Indian, Eskimo, or Aleut	0.3%	0.3%	0.3%	0.3%
Asian/Pacific Isle.	1.7%	1.3%	1.9%	2.5%
Other	1.2%	1.6%	1.9%	2.5%
Ethnicity				
Hispanic	3.0%	3.6%	4.0%	5.5%
Non-Hispanic	97.0%	96.4%	96.0%	94.5%
Employment				
Employees	5,043	9,018	19,827	72,912
Employed	69.5%	70.0%	70.2%	69.9%
Unemployed	2.8%	2.8%	3.1%	3.5%
Not in Labor Force	27.7%	27.2%	26.7%	26.4%
In Armed Forces	0.1%	0.1%	0.1%	0.1%

Source: US Bureau of the Census, Experian/Applied Geographic Solutions, STDB online, and CCIM based on current year estimates. Race figures may not total 100% based on race and ethnicity reporting.



Market Analysis

Potential Development Constraints

During the charrette, two underlying constraints became the focus of concern regarding the revitalization of Downtown Wake Forest. These include structural and non-structural constraints. Structural constraints encompass those areas requiring attention such as signage, streetscapes, and parking, all of which are addressed later in this report. Non-structural constraints include marketing, and non-tangible areas that make up the “culture” of community. Simply, this relates to how community leaders, business owners, and residents perceive the community, as well as how the identity and purpose of the Town of Wake Forest are communicated.

The results of the survey confirm two areas of deficiency in the downtown area which may require additional effort. Survey respondents indicated a lack of retail goods, thus discouraging patrons from coming downtown to “buy.” Secondly, respondents noted the need for additional public gathering spaces and events within the downtown, signaling a need for opportunities to “do” things. These deficiencies are recognized as the “go buy” and “go do” scenarios, which ultimately affect the revitalization of Downtown Wake Forest.

With structural changes, and the continued renovation and/or construction of new space, additional retail venues can provide opportunities for added retail operations. The underlying zoning and regulatory structure must also support these concepts, along with a mix of uses. While community leaders perceive there to be a pro-business environment to encourage downtown growth and development, the supporting business processes (i.e. planning, zoning, and inspection) should be streamlined to support that goal.

Non-structural changes include recruitment and retention efforts to bring both retailers and people (via events) together. This would include cooperative marketing plans with downtown businesses and civic leaders, with the assistance of an advertising/marketing professional. This will allow the downtown to “brand” itself with an identity and purpose, which can then be communicated effectively to Wake Forest residents and non-residents, students, and visitors. When structure is created and improved with streetscapes, signage, and parking, combined with a mix

of public and/or cultural events, the result brings people to the community to enjoy both. This “destination” for such places to “go buy” and “go do” has evolved into what industry analysts call Lifestyle Retailing. In creating new mixed-use communities and the redevelopment of older downtowns and cities, this combination creates a sense of place where people will be drawn to live, work, shop, or play.

According to the Chamber of Commerce, Wake Forest has approximately 40 clubs and organizations. The downtown and surrounding area are rich in historical buildings, arts, crafts, and culture. A number of events occur throughout the downtown hosted by a variety of organizations, most of whom operate, market, and communicate (via brochures and other materials) independently of each other. A unique opportunity presents itself to bring all of these features together in a cooperative effort for marketing and promoting the architecture (building identification and walking tours), arts and crafts (artists tours and shows) and culture (Meet in the Street, Dubois Jazz, Holiday events) of Wake Forest.

Market Niches / Development Opportunities

Public and Civic

Limited gathering places currently exist in downtown for large groups involving live music, arts, and other events. The community should commit to the creation of a central downtown park/public space to accommodate 200+ people. The Renaissance Plan considers the addition of such civic spaces such as a Town Hall and town green. Streetscape improvements, sidewalks, and public benches are recommended to encourage visitors to stroll and linger throughout the downtown. A combination of shopping and an architectural/historic buildings map could combine these experiences.

Residential

All vibrant downtown locations include a resident population to patronize local shopping and events. An increase in residential population is recommended together with an opportunity for affordable/moderate income housing to bring additional people and diversity to the down-

town area. The Renaissance Plan considers an additional 263 attached housing units (apartments, lofts, condominiums, and townhomes) for lease and/or for sale.

Entertainment and Recreation

Incorporation of additional retail into the heart of the community includes restaurants and other civic/public venues for events/cultural activities. Consider the design of public parking areas or other impervious surfaces for alternative uses such as a public/farmer’s market, fairs, or other venues.

Retail

The Town of Wake Forest should encourage the continued improvement and expansion of small, locally owned boutique shops and restaurants along the White Street corridor. A lifestyle center format should also be integrated into the heart downtown to complement existing specialty stores; however, “big box” retailers should be excluded from both the proposed Town Center South and the NC 98 Corridor Districts.

It is noted, however, that the Renaissance Plan does include provisions for two junior retail anchors in the Town Center South District such as a Crate & Barrel, Barns & Noble Bookseller, or a Pier 1 Imports. A more complete listing of suggested “junior retailers” is provided in the appendix of the *Economic & Market Analysis Report*. At build-out, the Renaissance Plan envisions approximately 140,890 square feet of new retail opportunities within the heart of downtown.

Most national retailers look for a threshold of approximately 100,000 square feet when locating a new facility. This will be important when recruiting the “junior retailers.” While retailers look at a variety of factors, including demographics, when siting a new location, the density of development and the volume of the number of existing and/or proposed retail tenants are considered to be most significant. For example, the Town Center South District proposes approximately 100,000 square feet of retail, which is considered the threshold many junior retail anchors will require to enter into a mixed-use development.

Market Analysis

Office/Industrial

No industrial space is recommended; however, a flexible mix of office space is suggested for small, locally owned service businesses in the Campus District. This would include sales/warehouse space as well as Class A professional office space in a two-story building. The demand for this use will grow with economic expansion. Therefore, upon build-out of The Renaissance Plan, approximately 127,200 square feet of office space is recommended.

Development Areas, Use, & Scale

Based on the economic and market analysis performed for the Town of Wake Forest as a component of The Renaissance Plan, the following development opportunities should be explored within Downtown Wake Forest:

1-3 Years

- Arts & Entertainment District (Historic Core): Encourage additional retail opportunities. Retailers are envisioned to be small-scaled, locally-owned operations. Second (2nd) story office should be incorporated throughout the district above boutique retailers. Additionally, the Arts & Entertainment District is well-suited for the development of a bed and breakfast inn in the heart of the historic core.
- Town Center South District: Destination and/or convenience retail should be integrated with provisions for second story office. This district is poised for the creation of new civic and public space, while also offering high density multi-family housing opportunities.

3-5 Years

- Campus District: Office space, including flex and two-story should be incorporated. Within the next 3-5 years, this area will also be ripe for additional multi-family, medium density residential development.

- 98 Corridor: This area is well suited for additional retail (convenience) operations, with provisions for second story (2nd) office development.

Lastly, while a number of non-structural and structural constraints were identified as a component of the *Economic & Market Analysis*, these challenges may be easily overcome by the Town and its dedicated leadership to ensure the successful revitalization of Downtown Wake Forest. Most importantly, the necessary non-structural changes may be addressed immediately with minimal cost to begin the Town's renaissance.

It is noted that the Town of Wake Forest applied for the Main Street USA program in 2003; however, their application was denied. The Town is encouraged to continue striving to attain the four main elements of becoming a Main Street program designee, which include: economic restructuring, design, organization, and promotion. Marketing and promotion, as identified through the market analysis and charrette, are considered to be key elements to the Town's revitalization efforts. It is recommended that as a marketing program is established, it should include both internal (Wake Forest) and external (Greater Raleigh) strategies. Plans should include downtown merchants, businesses, and organizations which sponsor or organize public/civic events.

-Adapted from the *Economic & Market Analysis: Downtown Master Plan for the Town of Wake Forest* by Rose & Associates, Southeast, Inc.

KEY RECOMMENDATIONS FOR BUSINESS DEVELOPMENT

- Re-establish the committee for Main Street USA program and re-submit application
- Retain assistance of advertising/marketing professional to create a "brand" (including logo and slogan) for Downtown Wake Forest focused on the cluster of arts, history, and culture
- Establish a cooperative advertising program with downtown merchants for print advertising, web marketing, and direct mail campaigns
- Establish a cooperative marketing program with downtown merchants to include a coupon/discount program and revised operation hours (to include more evenings and weekend versus daytime and weekday hours)
- Coordinate and communicate events with various organizations. A weekly community calendar should be published on the Internet (Town, Chamber of Commerce, or other organizational website). Events or opportunities focusing on "come do" should be the primary marketing focus
- Create a business recruitment package, integrating the Town of Wake Forest's Chamber of Commerce's package with a map listing of available sites/buildings for lease/sale in the downtown area and contact information (realtors, building owners, etc.)
- Coordinate business recruitment efforts with regulatory agencies to ensure streamlined processes and cooperation from conception (marketing/recruitment) to completion (zoning, planning, and inspections)

Transportation & Circulation

A key component of the Renaissance Planning Process included an analysis of existing transportation conditions, as well as a series of circulation and parking recommendations specifically targeted for Downtown Wake Forest. They encompass the following:

Existing Conditions

The Renaissance Planning Area is generally bound by South Franklin Street to the east and the Norfolk-Southern railroad to the west. South Franklin Street is a 56 foot wide, four lane thoroughfare located between Wait Avenue (NC 98) and East Holding Avenue. Plans exist to extend South Franklin Street to intersect with the NC 98 Bypass, which is currently under construction (fall 2003).

With regard to the Norfolk-Southern railroad, two (2) CSX freight trains travel through the Town of Wake Forest daily. As noted earlier, high speed rail service is being investigated between Charlotte, NC and Washington, DC, and discussions revealed the possibility of service passing through Wake Forest. While further studies are being conducted regarding the likelihood of high speed rail along this corridor, it is recognized that this mode of transportation may be a reality within the next 15 to 20 years.

In addition, the Triangle Transit Authority (TTA) has plans to extend commuter rail service to Spring Forest Road in north Raleigh within the next 10 years. While specific commuter transit stops have not been identified beyond this north Raleigh location, the possibility also exists to extend commuter rail service northeast to the Town of Wake Forest.

NC 98, also recognized as Wait Avenue and Roosevelt Avenue, forms the northern portion of the planning area, which serves as a major east-west connection through the Town. Approximately 11,000 vehicles per day travel along NC 98; however, these numbers are expected to decrease to approximately 4,000 vehicles per day upon the completion of the NC 98 Bypass in late 2004 / early 2005.

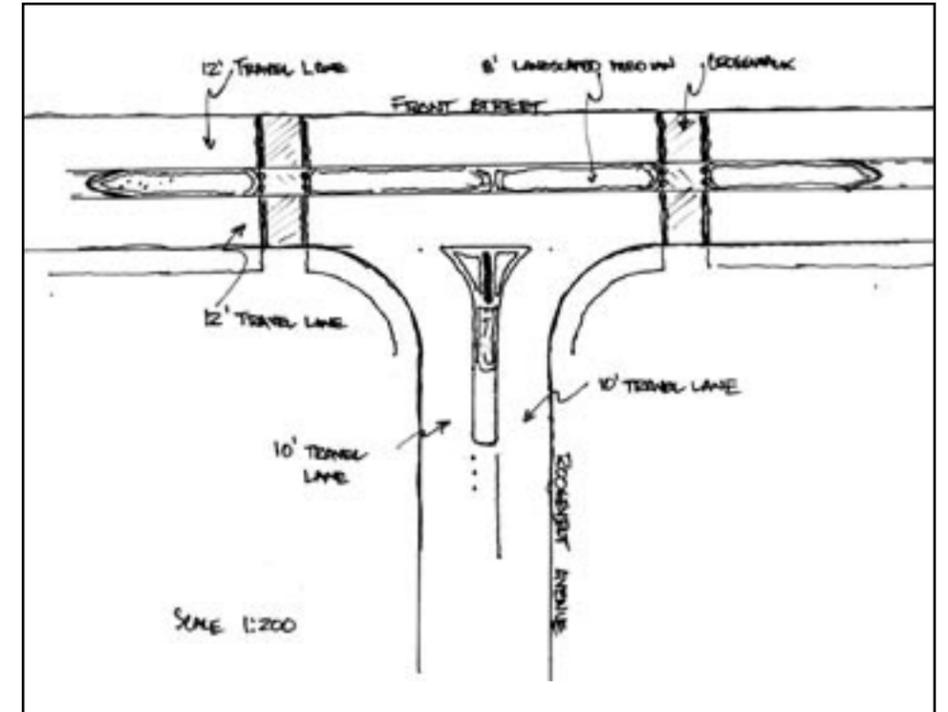
The NC 98 Corridor serves as the northern boundary of the Arts and Entertainment District. This District contains a finely woven street grid, with restricted on-street parking, as well as public parking lots interspersed throughout the area.

Interim Roadway Improvements

Front Street / Roosevelt Avenue

These intersections operate in a coordinated signal operation and are constrained by the adjacent railroad bridge. The current signal coordination and timing is operating the two intersections as efficiently as possible under their current geometrics, traffic volumes, and allowable signal phasing. Interim roadway improvements that have the potential to improve the operation of these intersections include the following:

- Construction of a raised landscaped median to prevent left turns from southbound Front Street to eastbound East Roosevelt Avenue and channelize southbound Front Street traffic (removes the traffic from the signal operation).
- Construction of a mountable directional island on East Roosevelt Avenue to direct all westbound traffic to make a right-turn.
- Modification or removal of the traffic signal at the East Roosevelt Avenue/Front Street to operate with two phases: 1) all northbound traffic; 2) all East Roosevelt Avenue traffic. Depending on prevailing traffic conditions, the signal may not be needed.



Interim intersection improvements at Front Street and Roosevelt Avenue

South Main Street / Elm Street

From measurements taken in the field, South Main Street and Elm Street are 30 feet from the face of curb to the face of curb. Based on these measurements, the following are recommended:

- Re-stripe Elm Street to provide an exclusive right-turn lane (10 feet wide) and an exclusive left-turn lane (10 feet wide).
- Re-stripe southbound South Main Street to provide an exclusive left-turn lane (10-feet wide), and an exclusive through lane.

Comprehensive Roadway Improvements

South Franklin Street

As previously noted, South Franklin Street is a fifty-six (56) foot wide thoroughfare with four travel lanes. This roadway, which generally marks the eastern boundary of the planning area, is hostile to the pedestrian and encourages speeding. In effort to tame this north-south connection, it is recommended that a twenty (20) foot planted median be installed along South Franklin Street, resulting in a what is envisioned to be a beautifully landscaped boulevard along the eastern portion of Downtown Wake Forest.

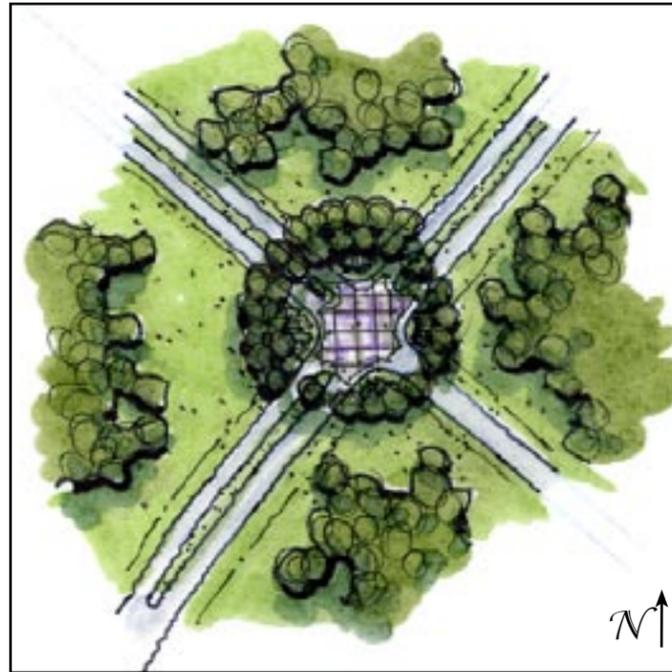
Upon the extension of South Franklin Street to the NC 98 Bypass, concerns exist that travelers will bypass the Downtown's Arts & Entertainment District, which desires increased traffic flow, by using

Transportation & Circulation

South Franklin Street as a north-south connection between NC 98 Bypass and NC 98 (Wait Avenue / Roosevelt Avenue). To circumvent the bypassing of the Arts & Entertainment District, The Renaissance Plan proposes bending northbound South Franklin Street to tie into East Holding Avenue. The southbound portion of South Franklin Street is recommended to “T” into East Holding Avenue at this intersection. These roadway improvements would result in northbound travelers being directed to the downtown’s Arts & Entertainment District via South White Street or via the proposed South Brooks Street Extension.



Proposed realignment of the Holding/Franklin Intersection



Alternate landscaped four-way stop

While this scenario is the preferred recommendation, it is recognized that roadway and intersection improvements in this location may not be politically feasible; therefore, an alternative is proposed. The alternative recommends a heavily-landscaped four-way stop at South Franklin Street and East Holding Avenue. Landscaping and signage would be strategically placed directing motorists to turn left as they proceed north along South Franklin Street encouraging them to pass through the heart of Wake Forest.

Roundabout feasibility was evaluated for the intersection of South Franklin Street and East Holding Avenue; however, this traffic device is not recommended in this location. Foremost, it is a costly alternative to a four-way stop. Secondly, the geometrics of a roundabout do not naturally encourage traffic to travel three-quarters of the way around the roundabout to Holding Avenue. Natural traffic patterns would most likely still utilize South Franklin Street when traveling northbound through Town. Ultimately, traffic would be diverted from downtown with the

installation of this device. Therefore, a roundabout is strongly discouraged in this location.

Additionally, as roadways are constructed or improved, conduits for cable should be installed to meet future growth demands.

Taylor Street Extension

The Arts & Entertainment District of Downtown Wake Forest developed around a wonderful street grid; and, excellent possibilities exist to further enhance this pedestrian-friendly street network within the heart of the community. One such opportunity lies with the southerly extension of North Taylor Street, which currently ends just to the north of the Town of Wake Forest’s Police Department. The Renaissance Plan proposes extending this street south, following its general alignment, to tie into South Brooks Street near the intersection of East Holding Avenue,

located in the heart of the Campus District. This extension will not only provide additional north-south access through the downtown, but it also will serve as a main entry-way into the proposed Town Center South’s residential and specialty retail development.

(For additional information on Town Center South, please refer to page 26 of this report.) It is noted that the extension of this street will occur as new development throughout the downtown takes place.

South Brooks Street Connection

In addition to the southerly extension of Taylor Street, South Brooks Street is recommended to be fully connected upon the development of the Town Center South site. Presently, the northern portion of South Brooks Street ends at the existing Wake Forest Plaza. The southern portion of the road lies off of East Holding Avenue in the Campus District. The road is interrupted by a forested portion of the Wake Forest Plaza site. It is recommended that this street be fully connected, providing another excellent north-south connection through the downtown. In addition, it shall serve as a “Main Street” through the heart of the proposed Town Center South’s development.

As previously noted, the proposed Taylor Street extension is recommended to tie into South Brooks Street near the intersection of East Holding Avenue. The construction of this connection will most likely occur as the Town Center South development occurs.

Transportation & Circulation

Commuter Rail

Triangle Transit Authority (TTA) has plans to extend commuter rail service to Spring Forest Road in north Raleigh within the next 10 years. While specific commuter transit stops have not been identified beyond this north Raleigh location, the possibility also exists to extend commuter rail service northeast to the Town of Wake Forest. As a component of the Renaissance Planning Process, two locations were evaluated for a potential transit center/commuter rail station within Downtown of Wake Forest.

The first location was identified on the southern side of the intersection of South White Street and Elm Avenue. There is an existing vacant parcel on the southeastern side of the tracks and the site is across South White Street from the proposed Town Green and the Town Center South development. Limited parking would be available adjacent to the station though a park and ride surface lot or shared structured parking facility could be constructed within easy walking distance.

The second location is at the historic location of the original depot directly adjacent to the public parking lot on North White Street near the intersection with Wait Avenue. This location would have good proximity to the College as well be centrally located in the Arts and Entertainment District. Though it would have good access to NC 98, there is minimal opportunity for any significant park and ride facility unless a structured parking facility were constructed on the site of the old shopping center site at the northeast corner of North White Street and Roosevelt Avenue. The other parking deck alternative would be to use the proposed deck located noted in this plan on Brooks Street near the current Town Planning Department.

Both locations are acceptable and would add value to the Renaissance Planning Area. However, it is acknowledged there are many unknowns regarding future commuter rail service through Wake Forest and the Town should maintain communication with TTA.

High Speed Rail

As previously noted, two freight trains pass through the Town twice daily along the CSX railroad. At the time of the charrette, high speed rail service was being investigated between Charlotte, NC and Washington, DC, and discussions revealed the possibility of service passing through Wake Forest. While further studies are being conducted as to the viability of high speed rail along this corridor, it is recognized that this mode of transportation may be a reality within the next 15 to 20 years.

The primary issue to be addressed deals directly with the noise and vibration as the train passes through Town. While commuter rail is still many years away, the Town of Wake Forest is encouraged to continue discussions with the North Carolina Department of Transportation's Rail Division regarding the development of high speed rail along this corridor.

More commentary about the potential impacts of this operation can be found in the *2002 Wake Forest Transportation Plan*.

KEY RECOMMENDATIONS FOR TRANSPORTATION & CIRCULATION

- Construct a raised landscaped median to prevent left turns from southbound Front Street to eastbound East Roosevelt Avenue
- Construct a mountable directional island on East Roosevelt Avenue to direct all westbound traffic to make a right-turn
- Consider modification or removal of the traffic signal at the East Roosevelt Street / Front street intersection
- Re-stripe Elm Street to provide an exclusive right-turn lane and exclusive left-turn lane
- Re-stripe southbound South Main Street to provide an exclusive left-turn lane and an exclusive through lane
- Install a 20' planted median along South Franklin Street
- Bend northbound South Franklin Street to tie into East Holding Avenue
- Create a "T" intersection at southbound South Franklin Street and East Holding Avenue
- Install conduits for cable to meet future growth demands as roadways are installed or improved
- Extend Taylor Street to South Brooks Street within the Campus District
- Connect South Brooks Street across the existing Wake Forest Plaza site
- Maintain communication with TTA regarding future commuter rail service through Wake Forest
- Continue discussions with the NC Department of Transportation's Rail Division regarding the future of high speed rail through Wake Forest

Parking

Parking throughout Downtown Wake Forest was analyzed as a part of the planning and design process. The following parking recommendations are provided to encourage additional on-street as well as lot parking for visitors to the Arts & Entertainment District.

Restricted On-Street Parking

Presently, two hour on-street parking is offered along South White Street and along South Brooks Street in the block between Elm Avenue and East Owen Avenue. Restricted on-street spaces are also provided along selected areas of East Wait Avenue and East Jones Avenue. Given existing parking conditions, restricted on-street parking is recommended to remain in its current state along South White Street, East Wait Avenue, and East Jones Avenue.

Unrestricted On-Street Parking

During the planning and design process, opportunities for unrestricted on-street parking were examined. As noted above, two hour on-street parking is currently provided in the block of South Brooks Street between East Owen Avenue and Elm Avenue. Analysis revealed that this block of South Brooks Street can accommodate unrestricted on-street parallel parking on both sides of the street. The Town of Wake Forest is encouraged to provide unrestricted on-street parking in this location.

Unrestricted Parking Lots

The Town currently operates an unrestricted two-hour parking lot mid-block between East Wait Avenue and East Jones Avenue. Given the siting of the lot, analysis revealed it is unnecessary for this parking lot to be time restricted. Therefore, the Town is encouraged to continue to provide unrestricted parking in this location.

In the Fall of 2003, a two-hour parking lot existed along the western portion of South White Street between East Wait Avenue and East Jones Avenue. Following the charrette, this lot was converted to an unrestricted lot, which shows exemplary progress in advancing parking options throughout Downtown Wake Forest.

As new development occurs throughout the Arts & Entertainment District, opportunities for future unrestricted public parking lot locations were identified. The following unrestricted parking lots include:

Jones Parking Lot

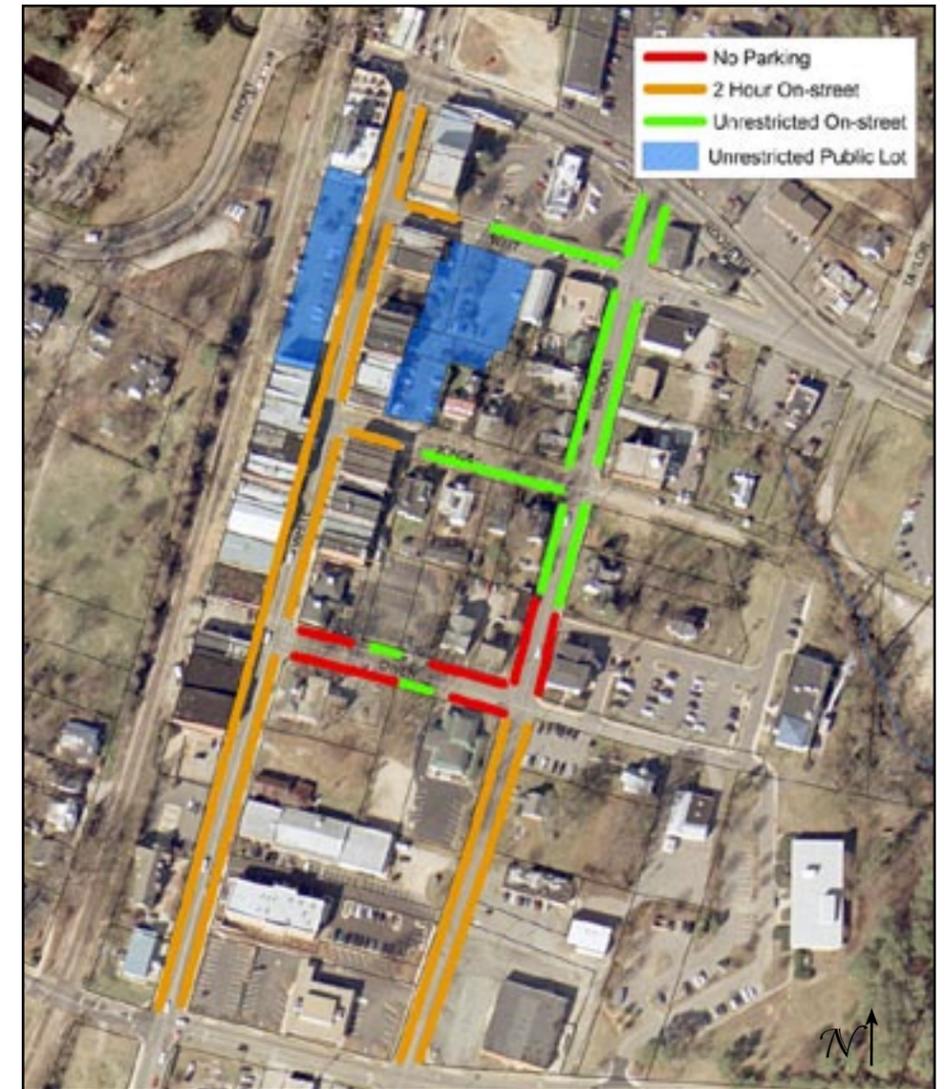
An unrestricted surface parking lot is recommended for the rear portion of the Jones Site, currently located along South White Street, and the adjacent .3 acre parcel currently owned by the Wake Forest Savings and Loan Association. Access to this surface lot is encouraged to be provided from both South White Street and East Owen Avenue. It is recognized that the development of this lot will occur as redevelopment of the Jones Site takes place.

Fidelity Bank Parking Lot

A second unrestricted surface lot is proposed to the rear of the Fidelity Bank. The Bank is located at the corner of South White Street and East Owen Avenue with its surface lot situated to the rear of the building off of East Owen Avenue. The bank currently owns a significant portion of the property proposed for this public facility. Additional lot space may also be gained from property adjacent to the Fidelity Bank's current parking lot and to the rear of the existing Wake Weekly building. Access to this lot may be gained from East Owen Avenue, as well as from South Brooks Street.

Parking analysis revealed that the Fidelity Bank's parking lot is rarely utilized by bank customers and employees; however, public parking is not allowed on this site. Given the lot's desirable location within the heart of the Arts & Entertainment District, the Town of Wake Forest is encouraged to work with the Fidelity Bank to encourage public parking on this site.

In addition, the Town of Wake Forest is also strongly encouraged to work with existing property owners with property to the rear of the Wake Weekly building, which may be assembled to serve as a portion of the expanded Fidelity Bank's parking lot. Deteriorating multi-family housing structures exist in this location, and they are considered to be a safety concern to surrounding residents, business owners, and Town officials.



Existing parking conditions within the Arts & Entertainment District

Parking

Town of Wake Forest Police Department and Court Parking Lot

A surface lot currently exists to the rear of the Town of Wake Forest's Police Department. While this lot is utilized primarily for police department and court parking, it is recommended to be opened for unrestricted public parking. The opening of this lot for public access offers a simple and immediate opportunity for additional parking within the Arts & Entertainment District.

South Brooks Street Parking Deck

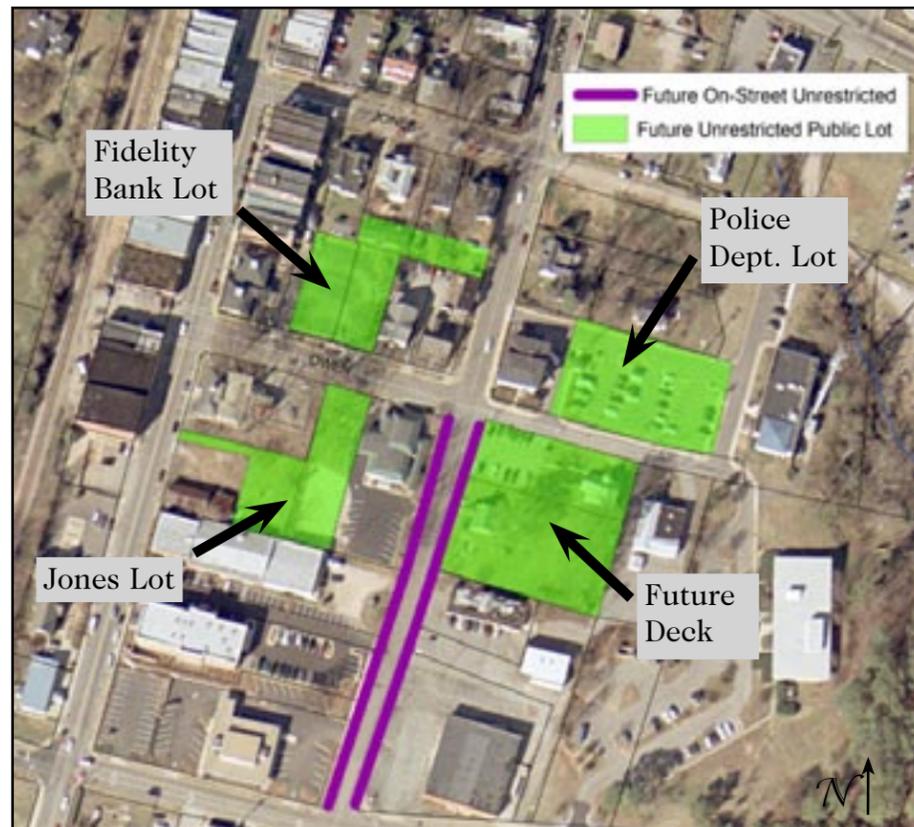
As revitalization activities occur throughout Downtown Wake Forest, excellent possibilities exist to provide a structured parking deck at the corner of South Brooks Street and East Owen Avenue. Approximately one (1) acre of property may be assembled in this location to provide a tiered parking deck. The structure is envisioned to have two decks with parking at street level, giving the appearance of a surface lot, and a below-grade deck. This type of parking structure will appear less obtrusive to the surrounding conditions of South Brooks Street.

Understandably, market conditions will dictate the timing and the creation of such a structure, but the Town of Wake Forest is encouraged to begin discussions with existing property owners to facilitate the location of a parking deck in this excellent location within the heart of Wake Forest. It is recognized that a tiered parking deck is considered to be a very long-term parking solution for the downtown. In the interim, the Town should focus on the use of the land throughout the downtown and begin land assembly for public, surface parking.

Employee Parking

Throughout the planning and design process, charrette participants noted that a high number of employees utilized the parking spaces directly in front of their place of work resulting in less parking availability for patrons. According to participants, this practice is most common in the restricted on-street parallel parking spaces along South White Street between East Wait Avenue and East Owen Avenue.

The Town of Wake Forest, through the DRC and Downtown Manager, should develop employee parking policies with downtown business owners encouraging employee parking in unrestricted areas.



Proposed on-street and lot parking within the Arts & Entertainment District

KEY RECOMMENDATIONS FOR PARKING

- Continue restricted parking along South White Street, East Wait Avenue, and East Jones Avenue within the Arts & Entertainment District
- Provide on-street, unrestricted parallel parking along both sides of South Brooks Street between East Owen and Elm Avenue
- Create an unrestricted parking lot to the rear of the existing Jones Site (as redevelopment occurs) along South White Street
- Create an unrestricted public parking lot along East Owen Avenue to the rear of the existing Fidelity Bank. The lot may be expanded to the property immediately behind the Wake Weekly Building as negotiations warrant
- Provide unrestricted public parking to the rear of the Town of Wake Forest's Police Department
- Investigate the development of a parking deck at the corner of South Brooks Street and East Owen Avenue
- Promote employee parking in unrestricted spaces or lots throughout the Arts & Entertainment District

Renaissance Plan



Renaissance Plan at conceptual build-out

Arts & Entertainment District

The Town of Wake Forest is blessed to have an abundance of specialty retailers, restaurants, and artists scattered along South White Street, East Jones Avenue, East Owen Avenue, and South Brooks Street between Roosevelt Avenue and Elm Avenue. While a variety of these retailers and artists are concentrated within the Downtown Historic District, it was discovered during the Renaissance Planning Process that a number of these unique establishments extend well beyond the Historic District core. As a result, the northern portion of the Renaissance Planning Area has established itself as the Arts & Entertainment District for the downtown of Wake Forest and should be celebrated as such by the community.

A number of revitalization strategies were identified for the Arts & Entertainment District, including both urban design recommendations as well as organizational and management related techniques.

Infill and Redevelopment Opportunities

During the planning and design process, an evaluation of the Historic Downtown District and its surrounding area was conducted to identify opportunities for new infill development. Exceptional infill sites were discovered where Wait Avenue, East Jones Avenue, and East Owen Avenue terminate at South White Street. Opportunities for new buildings to complement the existing architecture along South White Street exist in concert with offering grand terminating views along downtown side streets to visually engage visitors, residents, and workers.

The picture at right envisions a two-story building terminating at East Owen Avenue along South White Street. Presently, this location contains a small parking lot for Over the Falls Cafe and the B & W Hardware Store. Street terminating buildings are recommended to be recessed from the street, and the building envisioned for the location at right affords opportunities for outdoor dining for a local restaurant such as the Over the Falls while maintaining a healthy pedestrian walkway along South White Street.

In addition to infill development opportunities along South White Street, a redevelopment opportunity exists for the approximate one-half (.5) acre Jones Site along South White Street. At present, a deterioro-



Existing conditions



Rendering of proposed infill building along South White Street



Arts & Entertainment District

Arts & Entertainment District

rating tin storage shed lies on the property. Either a one story or two story building is envisioned with specialty retail opportunities for this important site. An unrestricted public parking lot is recommended to be provided to the rear of this new building which may be constructed in concert with the redevelopment of this site, offering additional downtown parking availability. The renderings on this page help in realizing the potential for this underutilized yet very noteworthy site within the heart of Wake Forest.

As there are numerous redevelopment possibilities for the Jones site along South White Street, additional redevelopment sites are scattered throughout the Arts & Entertainment District. Another site of particular interest is located along South Brooks Street between the Town of Wake Forest's Planning & Code Enforcement Department and La Foresta restaurant. A one-story, single-family residence currently resides on this approximate .35 acre site.

During the Renaissance Planning Process, a need was identified for a bed and breakfast inn within the heart of Wake Forest. Presently, there are no hotels within the downtown, and the only hotel accommodations within the Town are located off of US 1. As a result, this site along South Brooks Street is an excellent location for a quaint twelve (12) to fourteen (14) room bed and breakfast which would be centrally located to the specialty retail stores and restaurants, as well as the Seminary. When conditions are appropriate, the bed and breakfast, termed the Brooks Street Inn for The Renaissance Plan's purposes, may possibly utilize portions of the existing single-family residence for the inn; or, a new building may be constructed on this site.

In addition to new retail and bed and breakfast possibilities, there are opportunities to integrate four new office buildings into the Arts & Entertainment District along South Brooks Street, totaling approximately 12,200 square feet. These buildings, envisioned to be two stories in height, will offer needed office space as the downtown grows.

The Town of Wake Forest is strongly encouraged not only to work with existing property owners and developers to explore the realities of these infill and redevelopment opportunities highlighted in this plan but also to continue identifying additional development possibilities throughout the entire downtown.



Jones site with tin storage shed adjacent to Works of Clay building



Two-story building on the Jones site



One-story building on the Jones site



Two-story alternative building on the Jones site

Arts & Entertainment District



Proposed Brooks Street Inn

Arts & Entertainment District



Redevelopment vision for the current House of Shutters site located at the corner of South White Street and Elm Avenue. Suggestions include providing a two-story building at the corner, with loading and parking to the side along South White Street. Note how the architectural details of the loading/storage area reflect the characteristics of a rail depot.

Arts & Entertainment District

Facade Improvements

The Arts & Entertainment District has a wonderful variety of buildings throughout the area. While a number of the structures have been rehabilitated, additional possibilities exist to provide improved facade treatments throughout the District. For example, buildings along South White Street were originally built to front the railroad; therefore, the rears of the buildings, presently the building entrances, were often less detailed. As a result, many of the buildings fronting western side of South White Street lack the ornamental details often found on other structures throughout the Town.

The two images at right envision simple facade improvements along South White Street which may be achieved with minimal design effort and expense. For example, both images depict what the VCR repair shop and the Chevrolet building may look like with improved window treatments. With simple redesigns allowing for larger display windows, the aesthetics of the buildings are improved, more natural light is able to enter the buildings, and greater storefront visibility is created. Furthermore, the addition and/or removal of awnings, as well as the use of creative signage designed to complement building facades may also serve as exterior enhancements.

The Town of Wake Forest is encouraged to re-establish a Facade Improvements Grant Program to facilitate the rehabilitation of building facades throughout the Arts & Entertainment District. The purpose of the program should be to provide an economic incentive to:

- Promote storefront improvements within the Town of Wake Forest’s Arts & Entertainment District;
- Preserve the unique character of the downtown’s historic buildings;
- Encourage aesthetic compatibility for improvements to facades of non-historic structures;
- Support the use of quality materials in the rehabilitation of downtown properties.

-Adapted from the Downtown Morehead City Facade Improvement Grant Program

It is recommended that the Town of Wake Forest and the Downtown Revitalization Committee (DRC) develop a Facade Improvements Grant Program specifically tailored for Downtown Wake Forest. Funding for facade improvement grants typically originates from local appropriations or through the establishment of a municipal service district. The Town of Wake Forest and the DRC should investigate the realities of these suggested grant funding mechanisms. Appendix B provides resource information for communities who have established facade improvement grant programs as well as links to state and federal tax credit programs.

Once a facade improvement grants program has been established, a proper marketing program should be designed to target property and business owners throughout the Arts & Entertainment District.



Proposed facade improvements for VCR repair building



Proposed facade improvements for Chevrolet building

Arts & Entertainment District

Signage

Improved signage is an integral component of the Town of Wake Forest’s renaissance in an effort to attract more visitors and patrons to the downtown. Throughout the planning and design process, signage was repeatedly identified as a significant concern by many small business owners and community members. Specific signage issues involved not only the lack of directional or wayfinding techniques leading visitors to the downtown but also storefront signage interspersed throughout this area.

In general, signage should obey two basic rules - “be reasonable” and “have fun”. In order to promote additional foot traffic you need to create an enjoyable atmosphere. Signage is probably the least expensive, highest impact improvement that can be made to further this goal.

Directional Signage

Charrette participants strongly desired additional signage directing visitors to the Arts & Entertainment District not only from within the Town of Wake Forest but also from US 1 and NC 98. Many participants noted that travelers along US 1 and NC 98 are unaware of the Town’s unique downtown filled with specialty retail stores and restaurants due to the lack of directional signage on these major thoroughfares; therefore, motorists continue along these busy roadways without stopping. Once inside the Town’s limits, signage announcing the downtown is minimal. Many small business owners within the downtown consider the lack of directional signage a true detriment not only to their businesses but also to the overall vitality of the downtown.

As the Town of Wake Forest begins its renaissance, improved directional signage should be a made a top priority in an effort to not only lead patrons to this special area but also to announce one’s arrival into the heart of the community. The Town of Wake Forest, in conjunction with the Downtown Revitalization Committee (DRC), is strongly encouraged to hire a wayfinding specialist to develop appropriate wayfinding techniques both internal and external to the community.



Three-Dimensional Signage



Clear public parking signage



Non-traditional signage on the sidewalk



Under canopy signage

Storefront Signage

In an eclectic district where the arts are the prevailing theme, it is inappropriate to encourage suburban-style signage standards for storefronts. While the Town’s regulations do permit a wide variety of signage in the downtown, no merchant has taken advantage of the changes in sign fabrication technology. Specifically, merchants should consider the use of projecting signs and three-dimensional signs as a way to not only advertise the store but also to add ornamentation and detail to what are otherwise rather plain storefronts (particularly on the west side of White Street).

The current requirements permit three dimensional signage with up to 15 square feet of surface area and a maximum projection to within 3 feet of the street pavement. This is area is sufficient for some creativity.

In addition to the wall signs, each merchant should also have appropriate storefront signs and under canopy signs. Along portions of White Street it is difficult to find many stores without crossing the street and looking for their sign frieze above the canopy. Under canopy signs guide pedestrians to a particular store as they are walking along on side of the street.

Once they arrive at a particular store, the storefront signage must be clean and concise. Signage on the glass should maintain the opacity of the window so as not to obscure viewing into the store. Store hours should be clear and regular. All signs in the windows should be professionally prepared. Avoid hand made signs that look cheap and unattractive as they will give the potential buyer the impression that the contents inside the store are as equally unappealing.

In addition to wall signs and under-canopy signs which should be provided for nearly every storefront, there are a number of buildings that should consider using wall murals for their end walls as they turn down the block. Wall murals were historically used by individual manufacturers such as Coca-Cola to advertise their products. These, of course, were replaced by billboard when the age of the automobile overtook the downtowns. In many communities, these murals have become part of the nostalgia of the area and in fact, are being replicated in new suburban locations such as at the SouthPoint Mall in Durham as a way to break up large blank walls.

As part of any facade improvement grants that may be distributed, the program should also include signage and should specifically encourage new and interesting signage types.

Lighting

In addition to the desire for a more comprehensive signage program, improved lighting techniques were also discussed during the Renaissance Planning Process. A number of ornamental iron light poles line both sides of White Street. Although decorative in nature, their significantly tall height is inappropriate in relation to the pedestrian realm.

Arts & Entertainment District

As a long term strategy, the Town of Wake Forest is encouraged to replace the light poles throughout the downtown to provide more appropriately scaled pedestrian lighting.

As a short-term strategy, the Town should provide continued maintenance of the poles by ensuring that all poles are continuously functioning. In addition, many of the poles were noticeably in need of a new coat of paint. As an affordable solution for repainting the light poles, the Town of Wake Forest is recommended to work with the local arts community to create an "Adopt a Pole Program." Varying artists may adopt a pole and use their creative talents to enhance the light poles throughout the downtown. As these poles lie in the Arts & Entertainment District, the arts should be celebrated at every opportunity.



Note the excessive height of the light pole along South White Street

Numerous charrette participants also noted that the Arts & Entertainment District is poorly lit during the evening, resulting in the perception that downtown it is unsafe to walk about after dark. One of the best ways to rectify the issue of poor lighting is to encourage downtown business owners to leave their display window lights on at night. The light cast from storefront windows not only provides for an enhanced sense of security but it also serves as an effective marketing tool by enabling merchandise to be better displayed.

Display Windows

In this same vein, storefronts should be attractively arranged and regularly changed. Malls store are often required to change out their display windows at least every week so that regular shoppers will get the impression that their is a new selection of merchandise for sale. Of course, this is also a function of how often the average shopper returns to a store. If the average customer comes into the store every two weeks, they the display should be changed that often.

During the charrette, our team walked by and into a lot of stores. Many of the display windows merchandise that was obviously dated and full of dust.

As part of the encouragement to rotate displays, the DRC should consider a quarterly award to the best window display. This award should carry with it a cash incentive to be used on storefront improvements as a further incentive for facade reinvestment. Awards should be given for the best individual window display, the best overall displays over a period (quarterly or annually) as well entering all merchants who rotate their window displays at least once per month during the year into a raffle for a third incentive prize.

Interior Merchandising

As part of the final facade improvements, retailers in particular should also consider the merchandising of the front of the store's interior. While high shelving packed with goods may appear that a store has a wide selection they need to be properly arranged according to basic shopping tendencies.

As a general rule the highest margin items, the goods that retailers make the most money from should be placed in the front of the store. Low margin, routine items such as milk, dog food, and bread should be placed in the back of the store so that patrons will have to walk past other products that they might "want" before purchasing the item that they "need".



Take lessons from national retailers in properly merchandising store fronts

Arts & Entertainment District

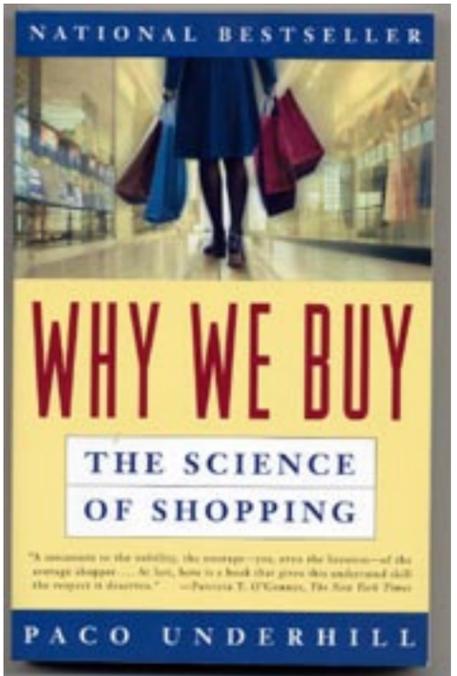
Final Comments about Retailing

The fact remains that many specialty shops in the Renaissance Planning Area will compete directly with the highway strip as with the mall just a few miles away. Retailers in the this area must become more savvy in merchandising their stores and advertising their location.

To this end, we highly recommend that every retailer get a copy of the book *Why We Buy - The Science of Shopping* by Paco Underhill. Mr. Underhill is a noted "retail anthropologist" who has thousands of hours of research at shopping centers, departments stores, and supermarkets across the country and is a noted expert in the field of creating a customer through active design.

This book covers everything from signage to sales and is considered an industry primer on retailing.

In addition, the DRC should consider bringing in speakers that are directly involved in store merchandising during their quarterly or annual meetings. The National Trust for Historic Preservation-Main Street is an excellent resource.



15 RETAIL TIPS TO ATTRACT NEW SHOPPERS

1. Wash your windows at least once a week; wash your front door daily because it is so visible.
2. Polish your brass door handle or scrub your aluminum knob weekly. First impressions matter.
3. Scrape off old stickers from windows-Visa, MasterCard, etc. It is assumed that you take plastic in today's retail environment.
4. If you don't take plastic, begin immediately. It is a proven fact that shoppers using plastic have larger average sales than those using cash.
5. Remove old posters and window clutter so shoppers can see into your store. Look inviting to curious eyes.
6. Post your hours on the door so shoppers know when to come back and make a purchase.
7. Change your window displays frequently. The Gap changes its windows once a week.
8. Replace burned-out light bulbs so your store looks maintained and well lit.
9. Increase the wattage of light bulbs throughout your store. Have you shopped in Benetton lately?
10. Leave your display window lights on at night to highlight your merchandise 24 hours a day. Your windows are free advertising!
11. Remove bars on your windows to show shoppers that the neighborhood is safe. Don't feel comfortable doing that yet? Move the bars inside to the back of the display window.
12. Replace your yellowed Plexiglas windows with clear glass. All the cleaning in the world won't make a difference if your windows look dingy.
13. Ask your customers what they like about the appearance of your business and what they would like to see change. Then, implement the suggestions.
14. Go on vacation. When you come back, you will have a fresh perspective. Walk through your store with a pad in hand and jot down anything "you never noticed before" that should be repaired, cleaned, upgraded, or replaced.
15. Hire a part-time employee and ask what he or she would change. Or, assign your new employee to make the upgrades!

Retail Tips compiled by William McLeod, Executive Director of Barracks Row Main Street at bmcleod@barracksrow.org or 202-544-3188. Adapted from article in Main Street News, October 2003.

KEY RECOMMENDATIONS FOR THE ARTS & ENTERTAINMENT DISTRICT

- Encourage street terminating buildings to be constructed at the end of Wait Avenue, East Jones Avenue, and East Owen Avenue along South White Street
- Seek redevelopment opportunities for the Jones Site along South White Street encouraging retail and additional public parking
- Explore development opportunities for a bed and breakfast inn within the Arts & Entertainment District, specifically along South Brooks Street
- Identify additional development opportunities throughout the Arts & Entertainment District
- Re-establish a Facade Improvements Grant Program and market the Facade Improvements Grant Program to local businesses and property owners
- Hire a wayfinding consultant to assist with developing specialized directional signage for the Town of Wake Forest
- Initiate an "Adopt-A-Pole" Program with the local arts community for the creative repainting of existing light poles throughout the Arts & Entertainment District
- Replace existing light poles throughout the Arts & Entertainment District when feasible to provide for more appropriately-scaled pedestrian street lighting
- Encourage retailers to leave window display lights and/or interior lights on during evening hours to provide better night lighting throughout the Arts & Entertainment District
- Encourage retailers to rotate their display windows at least monthly (weekly is preferred) and initiate a rewards program to incentivize this activity
- Provide assistance to retailers in improving their interior store merchandising and displays to help improve sales

Town Center South District

One of the most exciting components of The Renaissance Plan involves the proposed creation of the Town Center South mixed-use development for the heart of Wake Forest. Throughout the planning and design process, charrette participants repeatedly noted that the Town of Wake Forest lacks a central gathering space or town green. This unique development envisions numerous new residential possibilities the Town needs to accommodate future growth while integrating the community's core with retail and civic opportunities anchored by a central gathering space to be enjoyed by both residents of and visitors to the Town of Wake Forest.

Approximately nineteen (19) acres exist within the heart of the planning area between Elm Avenue and East Holding Avenue that would enable the creation of this significant mixed-use development. In order for the Town Center South to be developed, properties will have to be combined. Property assembly can be a very lengthy and costly process; however, this is viewed as the primary method in which to attract a major development. Six (6) major property owners have properties within the planning area which may be integrated into the Town Center South. It is recommended that discussions regarding the future development of these properties be facilitated in the near-term. Additionally, the Town of Wake Forest should be proactive in marketing this concept to existing property owners and developers with prior, successful high-density, mixed-use development experience.

It is also noted that during the time of the charrette (fall 2003), redevelopment plans were being formulated by a Raleigh developer for the Wake Forest Plaza and adjacent properties to create a high density, mixed-use development in this location. The Town Center South integrates many of the components being discussed for this location.

Town Green

The Town should create a beautiful town green at the corner of South White Street and Elm Avenue. A grand civic green space serves not only as a significant gateway into the community upon crossing the railroad tracks heading east along Elm Avenue but also as an anchor for this important area of the downtown. The Town Green is viewed as an extension of the Arts & Entertainment District, enveloping the corner of

Elm Avenue and South White Street. A special component of the Town Green may also include an amphitheater for outdoor concerts and other Town events such as plays and festivals. Given the change in elevation from White Street to Brooks Street, this would also better accommodate site grading. The Town Green is envisioned to be approximately 2.5 acres in size, and its central location is a just a short walk from the Arts & Entertainment District's many specialty retail stores and small businesses.

Town Hall

Because of the age of the existing structure and the need for additional space to accommodate growth, the Town of Wake Forest is seeking to build a new Town Hall. The Town wishes to have a new building completed by their centennial celebration in 2009. While there is adequate property to build a new Town Hall on its present site, The Renaissance Plan proposes relocating Town Hall to the corner of South Brooks Street and Elm Avenue, providing a magnificent civic component for the proposed Town Center South development.

During the charrette, planners and designers with The Lawrence Group met with Town officials to discuss requirements for a new Town Hall. Based on their preliminary needs, a two and a half (2½) story, 33,200 square foot facility is proposed to anchor the spacious town green. This facility includes a basement and a parking deck to the rear of the facility to accommodate both visitor and employee parking. The placement of a grand structure in the Town Center South development affords the Town of Wake Forest the possibility of spotlighting a magnificent civic building in the heart of the community.

The relocation of Town Hall to the Town Center South District may possibly be achieved through a like-kind property exchange between the Town Center South developer and the Town of Wake Forest. According to the Internal Revenue Service's 1031 Exchange Code, no gain or loss is recognized for business or investment property exchanged for property of a like kind. However, if non-like kind property is received, gain is acknowledged to the extent of the other property, but a loss is not recognized. For more detailed information regarding 1031 Like-Kind Property Exchanges, please consult a real estate attorney. (Source: IRS)



Site diagram for Town Center South

Town Center South District



“The placement of a grand structure in the Town Center South development affords the Town of Wake Forest the possibility of spotlighting a magnificent civic building in the heart of the community.”

View across Green at Town Hall

Town Center South District

Mixed-Use Opportunities

The Wake Forest Plaza shopping center can be redeveloped to integrate two (2) and three (3) story mixed-use buildings incorporating ground floor specialty retail and upper story residential loft apartments. These mixed-use retail and residential opportunities seek to enhance the diversity of the Town's retailing and dining options while providing first-class loft apartment living which is highly desired based on current housing trends.

The Town Center South development provides possibilities for specialty retailers such as a women's clothier, a full service bookstore, a children's toy store, or a coffee shop which can be enjoyed by both residents and visitors to the Center, adding a needed vibrancy into the heart of the community. The significant mixed-use buildings are envisioned to wrap around a two-story parking deck internal to the site, providing parking to both visitors and residents.

Much of the Town of Wake Forest's charm is associated with its unique downtown retailing opportunities. Numerous specialty retailers line South White Street, East Jones Avenue, and East Owen Avenue throughout the Arts & Entertainment District offering patrons a distinctive shopping experience within the Town of Wake Forest. As the Town Center South is a financially significant development opportunity for the Town, it will be necessary for national retailing anchors to be integrated into this concept.

While large-scale, big-box developments are not appropriate for the heart of Wake Forest, junior retail anchors such as a Barnes and Noble Bookseller or a Pier 1 Imports offer smaller-scaled models suited for such a location. Two (2) junior retail anchors are envisioned for the Town Center ranging in size from 20,000-24,000 square feet. These retailers are proposed to be built at the corner of South White Street and a new street constructed as a component of the Town Center South development. The location of these buildings provides a wonderful edge to the proposed new street and while serving to visually anchor the southern portion of the Town Green which lies adjacent to these principal structures.



Rendering of proposed Wake Forest Town Hall



Cross-section through the proposed Town Hall & Green from the railroad tracks to the rear of the current CVS building

Town Center South District

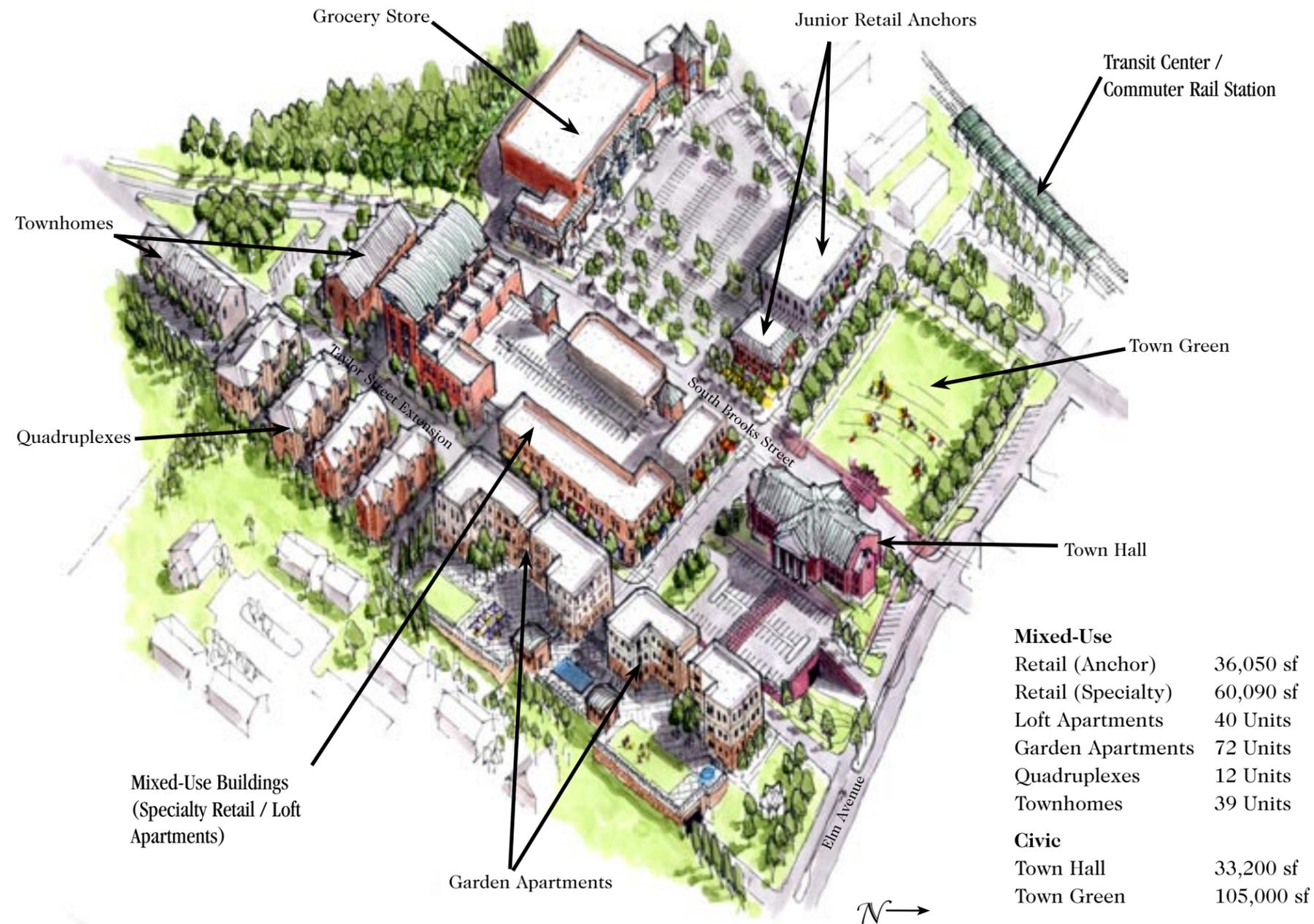
The following is an abbreviated list of medium box national anchors suitable for the Town Center South development. For a complete list, please refer to the *Economic & Market Analysis* report.

- Abercrombie & Fitch
- Ann Taylor
- Barnes & Noble Booksellers
- Crate & Barrel
- Gap Companies
- Pier 1 Imports
- Pottery Barn
- Williams-Sonoma

It is important to highlight that the junior retailers will serve to attract visitors and patrons to the Town Center. The goods sold in these stores are much different than those items offered by the Arts & Entertainment District specialty retailers; therefore, these junior anchors are not to be viewed as competitors but as complements to the downtown in their abilities to attract additional patrons to the area.

In combination with the junior anchors and specialty retailers, the Town Center South development is also envisioned to integrate a full service grocery store into the development. Throughout the planning and design process, charrette participants repeatedly highlighted the need for a downtown grocery store. As previously mentioned, grocery services are available outside of the downtown along US 1 and NC 98. The full service grocery store is recommended to be located between South Brooks Street and South White Street to the rear of the junior retail anchors. Shared parking for both the grocery store and the junior retailers is encouraged.

As outlined in the Transportation and Circulation component of this report, Taylor Street is recommended to be extended to connect with



Town Center South District

South Brooks Street off of East Holding Avenue. It is also strongly advised that South Brooks Street be fully connected through the Town Center South site. These connections, plus additional new cross streets, lay the foundation for a wonderful, pedestrian-friendly street grid around which the Town Center South is proposed to develop. For additional information regarding the improved street connections, please refer to the Transportation and Circulation section of this report.

Transit Center / Commuter Rail Station

Although uncertainty exists about the future of both high speed rail and commuter transit, a Transit Center / Commuter Rail Station may possibly be envisioned along South Main Street near the intersection of Elm Avenue, a short walk from the proposed Town Center South. It is acknowledged that this location is just outside of the Renaissance Planning Area, and there are many unknowns. Thus, limited study was conducted during the charrette involving the location of the Transit Center. As noted in the Transportation and Circulation section of this report, the Town of Wake Forest should continue discussions with both the Triangle Transit Authority (TTA) and NCDOT's Rail Division to keep apprised of commuter and high speed rail service through Downtown Wake Forest.

Residential Opportunities

In order for the Town Center to be a successful retail destination, a residential component must be integrated to provide a core base of "roof tops." As previously noted, upper-story residential units are recommended within the Town Center South's multi-story, mixed-use buildings. In addition to these loft apartments, upper-scale townhomes, quadruplexes, and garden apartments are proposed for the western and southern portions of the development along the extensions of Taylor Street and South Brooks Street. Residents would be able to walk to nearby shops, restaurants, and the town green, enjoying the amenities offered by the special mixed-use development.

The Renaissance Plan proposes 40 loft apartments, 72 garden apartments, 39 townhome units, and 3 quadruplexes with 12 units. The integration of these units will fill a gap that currently exists within the

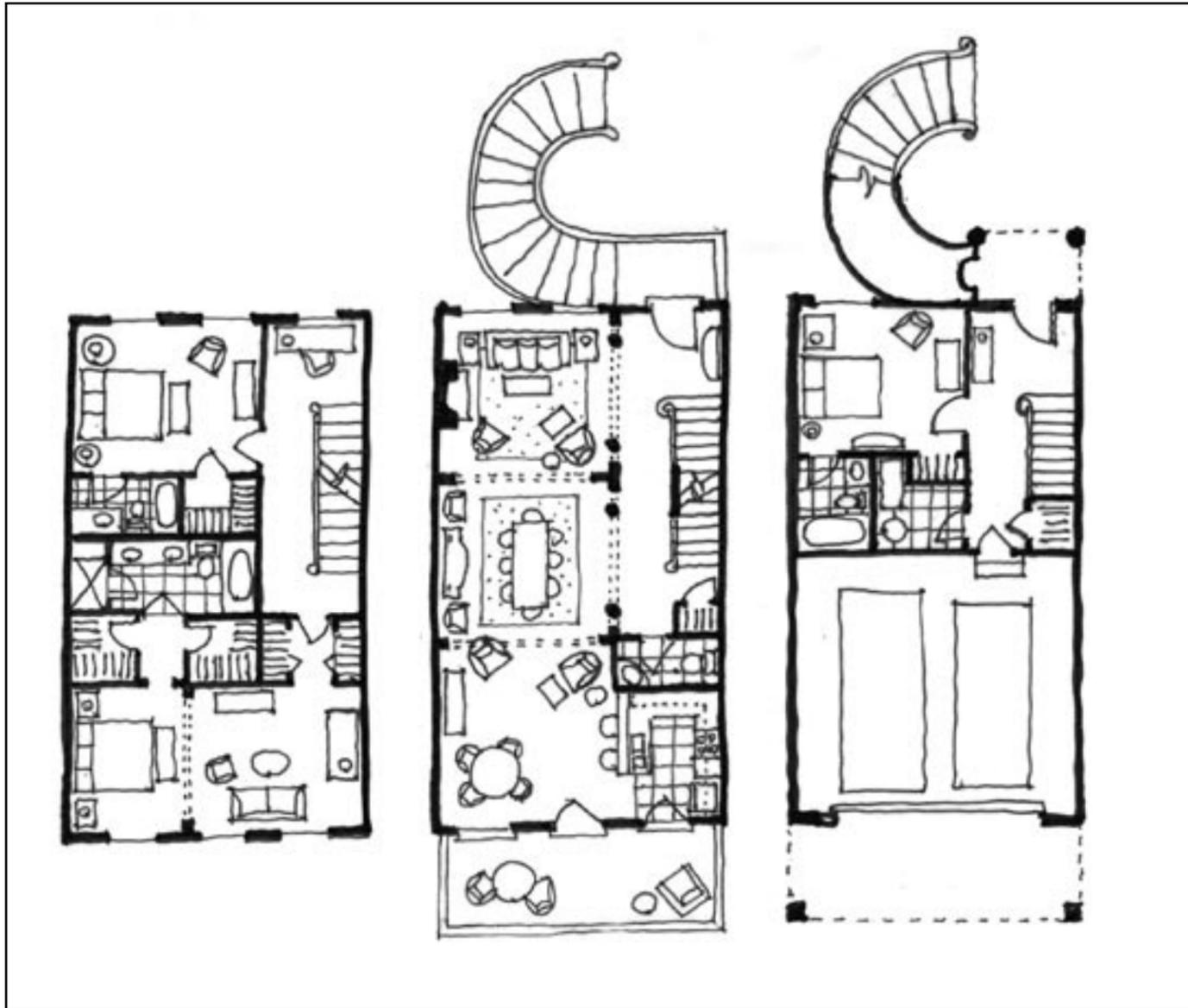


Townhomes envisioned along South Brooks Street

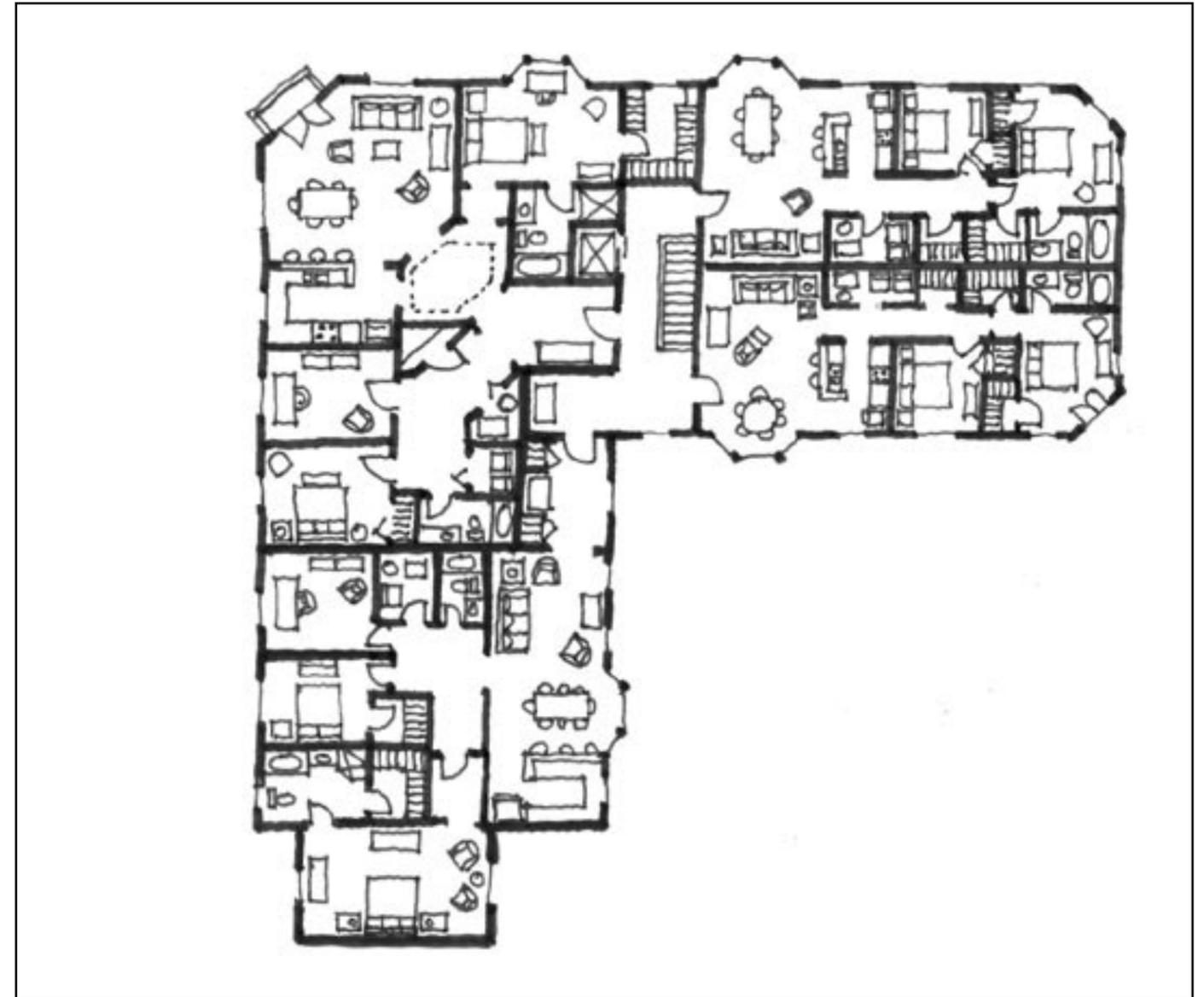
KEY RECOMMENDATIONS FOR THE TOWN CENTER SOUTH DISTRICT

- Encourage high-density, mixed-use development integrating retail, residential, and civic opportunities for the existing Wake Forest Plaza site and adjacent properties
- Re-locate the Wake Forest Town Hall to the proposed Town Center South District
- Create a Town Green at the corner of South White Street and Elm Avenue
- Integrate a full service grocery store and junior anchor retailers into the Town Center South development
- Encourage a variety of housing opportunities within the proposed Town Center South development, including loft apartments, garden apartments, quadruplexes, and townhomes

Town Center South District



Conceptual Town Center South townhome floorplan



Conceptual Town Center South loft apartment floorplan

Miller Park Townhomes

The Town of Wake Forest currently owns approximately 3.7 acres adjacent to Miller Park. This site is home to the existing Town Hall complex. When the Town of Wake Forest constructs a new Town Hall, it is recommended as a component of this plan that the Town Hall relocate to the proposed Town Center South development at the corner of South Brooks Street and Elm Avenue.

As the Town continues to grow, a need has been identified to provide additional housing within the Renaissance Planning Area. The Town Hall site is recognized as a key location for such a development affording residents the opportunity to enjoy comfortable living within a short walk to shops and restaurants proposed for the Town Center, as well as the specialty stores and dining establishments within the Arts & Entertainment District.

Upon relocation, the former Town Hall site offers excellent potential for upper-scale townhome development overlooking the quiet yet lush Miller Park and its planned greenway as noted in the *Wake Forest Openspace and Greenway Plan*. Approximately twenty-eight (28) units are envisioned for this special area within the heart of the Wake Forest.

As detailed in the Campus District element of this report, an open space and greenways plan was completed for the Town in 2002. The plan recommended the creation of a “central park” between downtown and the NC 98 Bypass. A component of this “central park” involved the creation of a greenway through the existing Miller Park. The Renaissance Plan fully advocates such a connection within this location.



Miller Park



Townhomes overlooking Miller Park



Site diagram for Miller Park Townhomes

KEY RECOMMENDATIONS FOR MILLER PARK TOWNHOMES

- Encourage the redevelopment of the existing Town Hall site for future townhome development opportunities
- Implement the Downtown portion of the Town’s greenway plan
- Provide more frequent care and maintenance of Miller Park

Campus District

East Holding Avenue serves as an excellent transition from the Town Center South District to the southern portion of the planning area which has established itself as an institutional campus. Numerous civic and institutional uses including the Post Office, the Wake County-Town of Wake Forest Branch Library, the Northern Wake Senior Center, the Franklin Academy Charter School, and an assisted living facility are intertwined into the landscape. Heath Ridge Village, a mixture of single-family and townhome residences, and a small office park are also located adjacent to the NC 98 Bypass, which marks the southern boundary of the planning area.

In addition to the existing institutional and civic uses, important recreational opportunities exist with the Kiwanis Park adjacent to the library, the Town of Wake Forest's greenway, and the proposed All People's Park at the corner of South White Street and East Holding Avenue.

Gateway to Downtown Wake Forest

As noted in the Circulation and Parking section, the extension of South Franklin Street will serve as a significant gateway through the Campus District into the heart of Downtown Wake Forest from the 98 Bypass. While the South Franklin extension will ease congestion into the area, the Town must proactively seek measures to ensure that travelers do not bypass the Arts & Entertainment District when traveling north along South Franklin Street.

In an effort to route travelers through downtown, The Renaissance Plan recommends bending South Franklin Street to tie into East Holding Avenue heading north. By creating such a bend in the road, cars are directed through the Campus District toward the Arts & Entertainment District via South White Street or via the South Brooks Street extension. A "T" intersection is recommended coming south along Franklin Street to connect with East Holding Avenue. For additional information, please refer to the Transportation & Circulation section of this report.

Significant gateway treatments such as streetscaping and signage directing travelers to the Arts & Entertainment District are recommended as important components of the South Franklin Street gateway.

Landscaping & Streetscaping

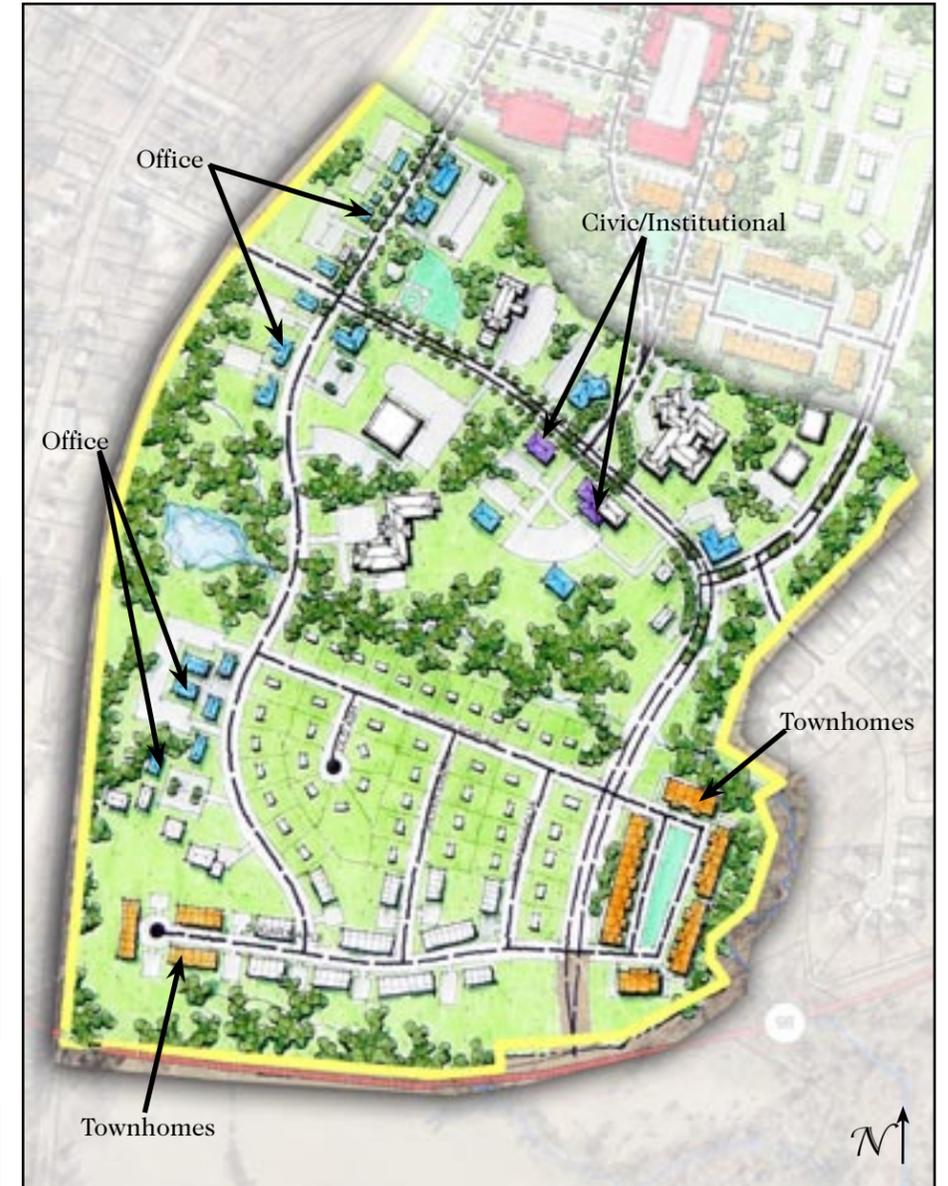
Measures should be taken to promote coordinated landscaping efforts between existing uses, as well as with future developments to promote a walkable, campus-style atmosphere. In conjunction with these efforts, a comprehensive streetscape should be developed for East Holding Avenue. Sidewalks presently exist on both sides of the street; however, the width of Holding Avenue and a lack of streetscaping presents an unfriendly pedestrian environment for visitors and residents to the area. A 10-16 foot planted median is recommended for East Holding Avenue, while street trees are encouraged to be planted every 30 to 40 feet on center adjacent to the sidewalks. Additionally, pedestrian crossings should be installed allowing for a safer pedestrian environment, particularly for visitors to the Northern Wake Senior Center, the Library, the Post Office, and residents of the assisted living community.



East Holding Avenue streetscape



Existing conditions



The Proposed Campus District

Campus District

Institutional Development Opportunities

Because this area has emerged as an institutional and civic campus, development possibilities exist to attract additional institutional campus uses such as medical or government offices. As new development occurs in this area, institutional users should be encouraged to examine the following locations:

- Corner of South White Street and East Holding Avenue
- Corner of East Holding Avenue and South Brooks Street
- Corner of East Holding Avenue and South Franklin Street

As new facilities are constructed in the campus district, buildings should front the street with parking to the rear and/or sides of the site. Shared parking is encouraged where appropriate.

It must also be noted that at the time of the charrette (fall 2003), Wake County was considering locating a new Department of Social Services (DSS) building within the Campus District. While the building's location had not been determined, it is likely that a new Wake County building may be sited close to the Wake County-Wake Forest Branch Library. If this occurs, the Town of Wake Forest is encouraged to work with Wake County to facilitate the placement of the building close to the street and a shared parking agreement with the library.

Office Development Opportunities

As the Campus District offers a wonderful setting for future institutional development, it also affords possibilities for additional office space, as well. Presently, a small office park lies along the western side of South White Street across the street from the Heath Ridge Village subdivision. Four buildings currently lie within the office park, and opportunities exist for six additional facilities should expansion be desired. The new buildings may overlook the small pond just to the north of the existing office park, offering peaceful views to both employees and visitors.

Residential Opportunities

The Heath Ridge Village subdivision lies at the southern-most portion of the Renaissance Planning Area adjacent to the NC 98 Bypass currently under construction (fall 2003). As previously noted, this subdivision integrates both single-family residences and townhomes. While additional townhomes are slated for development within the existing subdivision, an approximate five (5) acre parcel lies to the west of Heath Ridge Village. A street stub currently exists within the Heath Ridge Village subdivision extending toward this property, recognized as the Adams' site. The Renaissance Plan recommends opportunities for an additional twenty (20) townhomes for the Adams' five (5) acre property.

Additional townhomes may be constructed following the extension of South Franklin Street to the NC 98 Bypass, to the east of South Franklin Street just southwest of the Deacon Ridge subdivision. Approximately thirty-six (36) townhomes surrounding a well-manicured green are envisioned for this currently vacant 8.5 acre parcel. While the South Franklin Street extension will cross through a portion of this site, adequate property will remain, offering future development opportunities for housing in the Campus District. The Town of Wake Forest is strongly encouraged to permit such additional residential opportunities in these locations.



Vacant lot at the corner of East Holding Avenue and South White Street



Office park building with pastoral setting along South White Street

Campus District

Open Space and Greenways

In January 2002, Greenways Incorporated prepared the *Wake Forest Openspace & Greenway Plan*. The plan identified a targeted list of open space and greenway acquisition recommendations enabling the Town of Wake Forest to supplement their existing parks system. As noted in the plan, a “central park” between the downtown and the NC 98 Bypass was envisioned for the heart of Wake Forest.

Within the Campus District, the first section of the Wake Forest Greenway System, recognized as the Kiwanis Park Section, recently opened. According to Town officials, as future funding permits, additional greenway connections along Smith Creek, eventually tying into Miller Park, will be pursued.

The Renaissance Plan supports the recommendations of the *Wake Forest Open Space & Greenway Plan* and encourages the Town to explore additional open space opportunities. Most notably, a small pond lies on the Adams Property to the east of the South White Street and the Kiwanis Park Greenway Section. The Town is encouraged to work with property owners to promote the dedication of the undevelopable portions of the Adams’ pond property as future passive open space tying into the Kiwanis Park Greenway Section.

The map at right depicts the existing Kiwanis Park Section greenway plus future greenway connections which may be integrated within the planning area as feasible.



Entrance to Kiwanis Park Greenway



Map of existing and proposed greenways with town owned property

KEY RECOMMENDATIONS FOR THE CAMPUS DISTRICT

- Bend the South Franklin Street extension to direct north-bound traffic through the Campus District toward the Historic Downtown District
- Provide streetscaping treatments and directional signage to the Arts & Entertainment District along the South Franklin Street extension
- Install a center tree planted median along East Holding Avenue and streetscaping along both sides of East Holding Avenue
- Coordinate landscaping efforts between existing developments and future developments to encourage a more campus-styled setting
- Install pedestrian crossings along East Holding Avenue
- Encourage continued institutional / civic investment within the southern portion of the Renaissance Planning Area
- Permit additional townhome development along the southern portion of the Campus District
- Implement the Downtown portion of the Greenway Plan
- Facilitate the dedication of the Adam’s pond property along South White Street as open space
- Link the Kiwanis Park Greenway Section to the Adam’s pond property along South White Street

NC 98 Corridor

Within the northern portion of the study area lies the NC 98 Corridor between South Franklin Street and South White Street. This two (2) block area of the downtown is dotted with a variety of commercial and institutional users, including an auto parts store, two fast food restaurants, a paint store, a karate school, and a utility company. In addition, a declining strip center with a vacant outparcel rests at the corner of North White Street and Roosevelt Avenue.

Traffic studies revealed that approximately 11,000 vehicles per day travel along the NC 98 Corridor between South White Street and South Franklin Street. When the NC 98 Bypass opens in the late 2004 / early 2005 and the South Franklin Street Extension is completed, traffic volumes are expected to drop to approximately 4,000 vehicles per day. With the decrease in traffic, the Town should take the opportunity to tame this busy corridor. As noted in the Circulation and Parking Section, the Town should consider providing on-street parallel parking along Roosevelt Avenue when traffic patterns change. The NC 98 Corridor is viewed as a significant gateway into the Historic Downtown, and this point of entry should reflect its locational importance.

A portion of the 4.8 acre Wake Electric site at the corner of NC 98 and South Franklin Street could be developed. Four (4) infill buildings may be placed on the property should the electric company desire to relocate their on-site storage facilities.

As redevelopment occurs not only on the Wake Electric site but throughout this area, buildings should be brought to the street with parking to the sides or rear. Shared parking is desirable where feasible. Street trees are recommended to be added along Wait and Roosevelt Avenues, and a monument sign should be erected to signalize arrival into the Downtown. In addition, the view of the Southeastern Baptist Theological Seminary's church steeple may be made more prominent by trimming and shaping the hearty trees between Wait and Roosevelt Avenues.

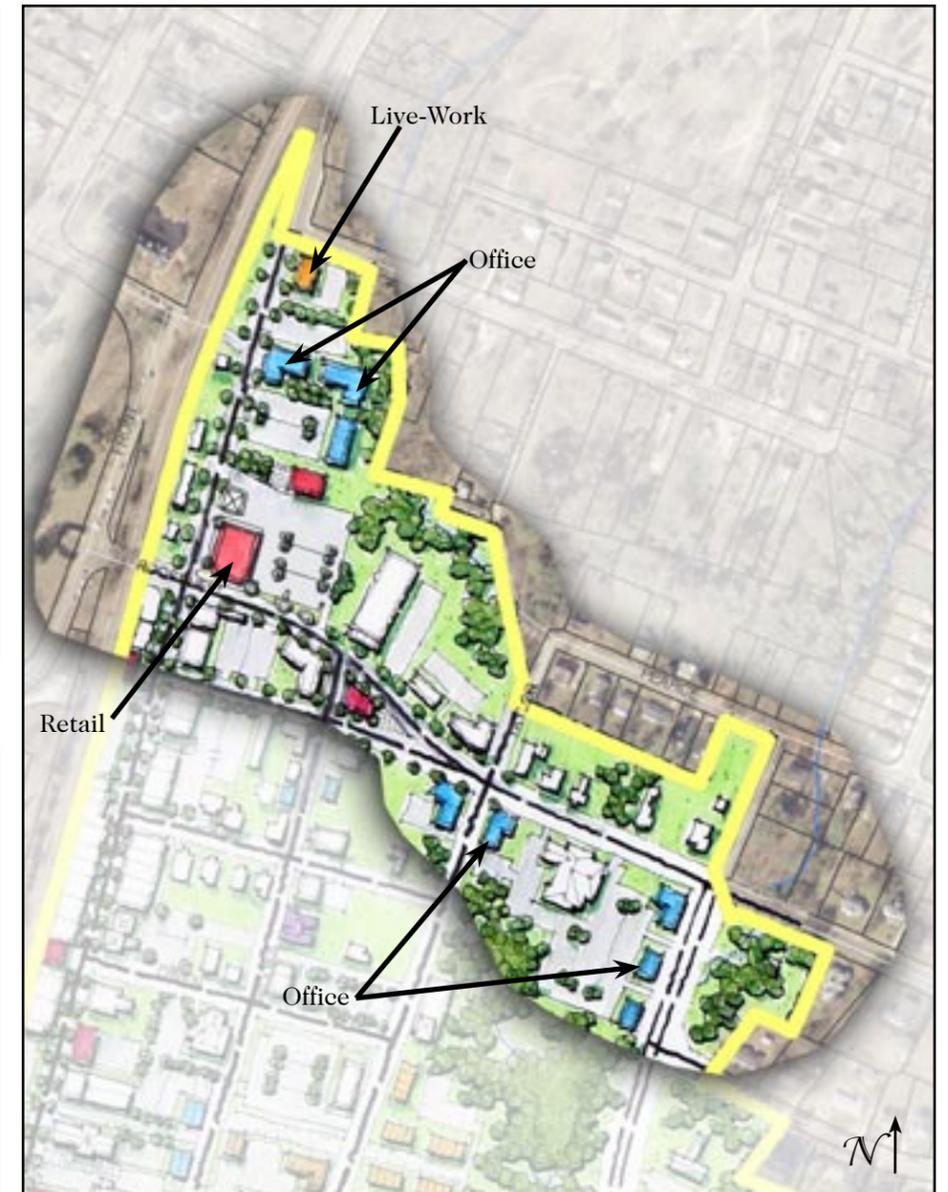
It is anticipated that as traffic declines along NC 98, the existing Hardee's fast food restaurant will be unable to support operations in its present location. Should Hardee's vacate this site, any redevelopment should be multi-story and mixed-use.



Looking west along NC 98



Existing conditions along the NC 98 Corridor



NC 98 Corridor

NC 98 Corridor

During the planning and design process, the charrette team learned from the Town of Wake Forest that the CVS pharmacy currently located within the Wake Forest Plaza was seeking to relocate to another site within the downtown. As a component of The Renaissance Plan, the Lawrence Group team examined CVS' preferred location to build a free-standing 10,000-12,000 square foot structure on the vacant outparcel at the corner of Roosevelt Avenue and North White Street.

A two-story brick structure can be built with a front entry opening onto the corner. A second entry would be provided to the side of the building, adjacent to the parking lot. By bringing this building to the street, an important gateway building is created while also helping to tame the pedestrian realm which is currently hostile in this location. Parking would be nestled to the side and rear of the building along with the service entries.

The picture at right highlights a new, two-story CVS building completed in 2003 in Davidson, NC with ground floor retail space utilized by CVS and second story apartments/office condos.

In addition to the proposed CVS building located at the corner of North Street and Roosevelt Avenue, possibilities exist to redevelop the strip center currently located to the rear of the outparcel at the northernmost tip of the Renaissance Planning Area. Redevelopment activities may include facade improvements, as well as the construction of additional buildings on site.

The Town of Wake Forest is strongly encouraged to work with CVS to facilitate an urban building versus a more suburban prototype if they wish to remain in the downtown. In addition, the Town should also facilitate discussions with property owners of the existing strip center along North White Street advocating the rehabilitation of this site.



Proposed rendering of CVS at North White Street and Roosevelt Avenue



CVS in Davidson, NC

KEY RECOMMENDATIONS FOR THE NC 98 CORRIDOR

- Provide parallel parking along Roosevelt Avenue between South White Street and South Franklin Street as traffic conditions allow
- Encourage infill development along the NC 98 corridor as opportunities allow
- Permit the construction of new buildings along the NC 98 Corridor with parking to the rear or sides; shared parking is encouraged where feasible
- Provide streetscaping and signage along the NC 98 Corridor
- Prune / thin trees along Wait Avenue to open the view of the Southeastern Baptist Theological Seminary's church steeple
- Encourage rehabilitation of the existing strip center and the promotion of an urban building at the corner of North White Street and Roosevelt Avenue

Additional Development Opportunities

In addition to the exciting development opportunities noted in previous sections of this report, the following development possibilities may also be pursued in an effort to further the Town’s revitalization efforts:

South White Street

A number of small businesses and warehousing facilities are currently located along South White Street between Elm Avenue and East Holding Avenue. As Downtown Wake Forest revitalizes, this section of South White Street is envisioned to incorporate additional office facilities, complementing the Arts & Entertainment District, the Town Center South District, and the Campus District.

The Renaissance Plan recommends an additional 25,200 square feet of office space along South White Street between Elm Avenue and East Holding Avenue. Most notably, an approximate one (1) acre vacant parcel lies at the corner of South White Street and Elm Avenue on the western side of the road. This site is well suited for two office buildings, and as noted in previous sections of this report, it is recommended that buildings be built to the street with parking to the sides and rears of buildings. Shared parking opportunities should be explored where appropriate.

Townhome Development Opportunities

At the time of the charrette (fall 2003), a new townhome development was underway off of South Franklin Street across from the Elm Avenue intersection; however, as of November 2003, it had yet to be named.

An approximate 6.7 acre forested site lies to the south of the townhome site between South Franklin Street and South Allen Road. The Renaissance Plan recommends expanding the townhome development currently under construction through this 6.7 acre site. The extension of this development may provide up to 16 additional townhome units, providing supplemental housing opportunities for the downtown.



Vacant lot at the corner of Elm Avenue and South White Street



Live-work units in Cornelius, NC

Live-Work Units

Given the demographics of Downtown Wake Forest, it is felt this area is poised to integrate a series of live-work units, which offer ground floor office / retail opportunities with upper story residential units. These configurations offer excellent ways to create a more pedestrian-friendly environment while offering additional retail and office space throughout the downtown. For example, these units may offer possibilities for a design firm, a small ladies boutique, or a coffee shop.

Approximately 16,400 square feet of live-work units are proposed for the planning area. Targeted locations include the Town of Wake Forest’s .63 acre property and the Doliner property located behind the Forks Restaurant off of South Brooks Street. Additional live-work units may be constructed behind the redeveloped CVS plaza at the northern-most portion of the planning area along North White Street.

KEY RECOMMENDATIONS FOR ADDITIONAL DEVELOPMENT OPPORTUNITIES

- Permit additional office development along South Brooks Street
- Permit additional townhome development to connect with the townhome development behind the Wake Forest Rest Home between South Franklin Street and South Allen Road
- Support the addition of live-work units within downtown Wake Forest

Regulating Plan & Proposed Zoning

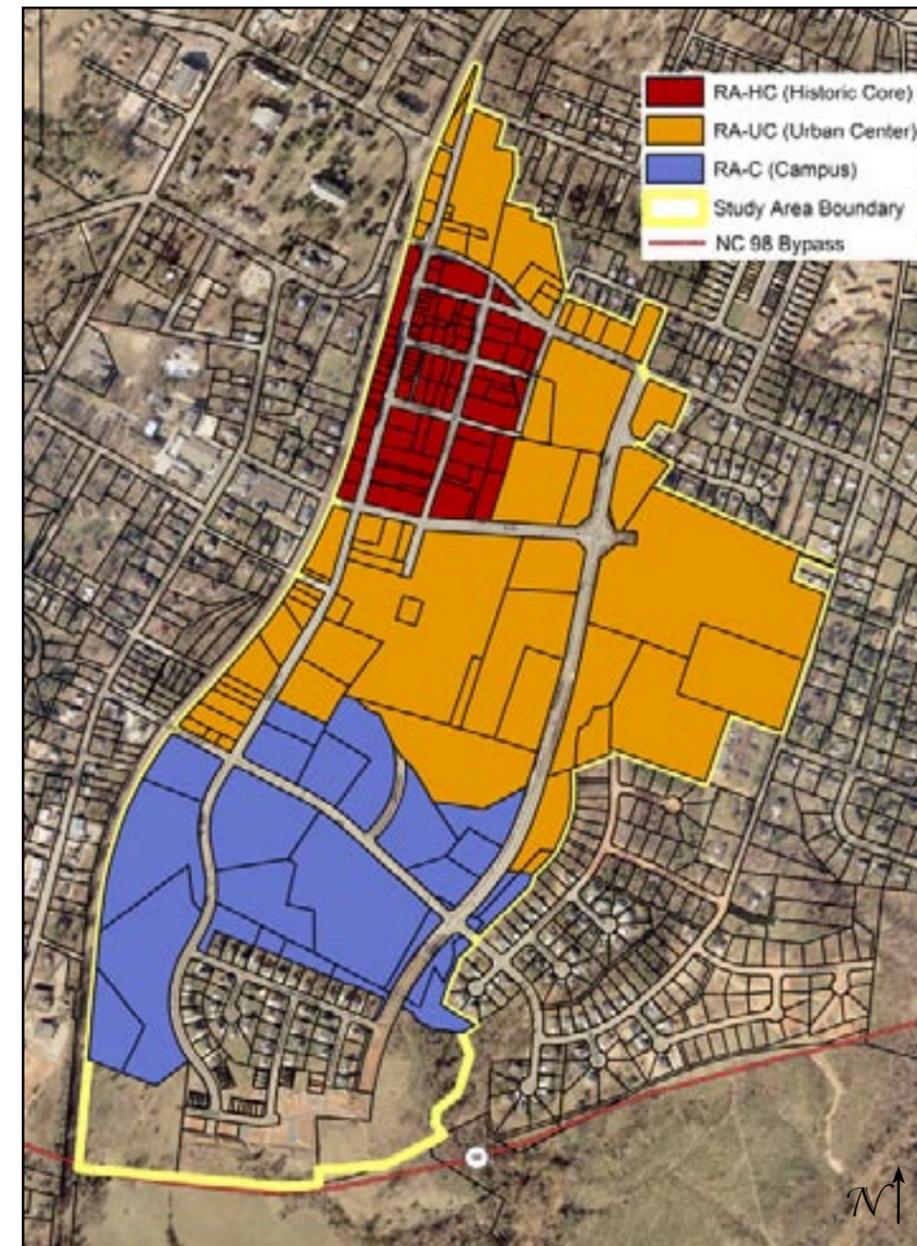
The Renaissance Plan provides a foundation for future development within the Town of Wake Forest. As with all planning efforts, revitalization activities will not occur overnight. In some cases, project build-out may reach fifteen (15) to twenty (20) years based largely on market forces.

Patience and continued commitment toward improving this area will be warranted as a number of factors must be in place in order for the development types recommended in this report to be realized. Yet, as evidenced through this revitalization plan, the Town of Wake Forest is committed to advocating responsible growth and development throughout the area; therefore, this master planning effort is recognized as the first step in the process. Additionally, the Town is blessed to have active citizens who are encouraged to stay involved and help grow this vision.

This Renaissance Plan is thus primarily implemented using two tools, the Regulating Plan and the Zoning Map. The Regulating Plan is used to guide rezoning petitions as well as more subjective base zoning applications such as the subdivision of land. By contrast, the Zoning Map authorizes development on a by-right basis. In other words, if an applicant submits an application that shows compliance with all the required standards of the Ordinance, it should be approved.

A new Urban Code is attached to this report as an appendix. This Code is intended to maintain a high level of quality for all new development for this area thereby ensuring a predictable product for residents and neighbors. In addition, by clearly stating design expectations in a comprehensive and concise format, this Code is further intended to ensure predictability for developers. As a component of this, it is highly recommended that the development process be streamlined to the most extent practical as an incentive for development consistent with the Renaissance Plan.

It is recommended that the Town adopt the Urban Code as a section of the Zoning Ordinance and initiate a complete rezoning of the area consistent with the proposed zoning districts. Furthermore, all approvals should be administered by Town staff.



Proposed zoning plan

Additional Recommendations

The Renaissance Plan for the heart of Wake Forest provides a foundation for the revitalization of the Town’s special downtown. As with all master planning efforts, revitalization activities will not occur overnight. Project build-out may reach fifteen (15) to twenty (20) years in some areas of the downtown. Therefore, patience and a solid commitment toward the revitalization of the area must be warranted as a number of factors must be in place in order for many of these projects to be realized. Yet, as evidenced through this vision, the Town of Wake Forest is committed to improving the downtown, and this effort is the first step in the process. In addition, the Town of Wake Forest is blessed to have numerous active citizens and Town officials who are encouraged to stay involved throughout the revitalization and development of Wake Forest’s downtown.

In conclusion, the following recommendations are made in an effort to proceed with The Renaissance Plan for the heart of Wake Forest:

Continue the Renaissance Plan’s Advisory Committee to Implement The Renaissance Plan

The advisory committee formed to oversee the master planning process should continue meeting to ensure the Renaissance Plan’s implementation. This group should serve as the “Champion” for the Downtown Wake Forest.

Adopt the Renaissance Area Urban Code

The accompanying Renaissance Area Urban Code should be adopted to encourage proper development activities in conjunction with The Renaissance Plan.

Establish a Development Incentives Program to Encourage New Development and Redevelopment Activities throughout the Downtown

The Town of Wake Forest, in conjunction with local economic development organizations and committees, the DRC, and the Downtown Manager, should actively work to establish development incentives to encourage development activities throughout downtown.

Create a Database of Available Downtown Properties

It is recommended that the Town of Wake Forest, through the oversight of the Downtown Manager, develop a database of available downtown properties with detailed site and building, pricing, and ownership information to assist in the marketing and development of downtown. The property listings may be integrated into the into the Town’s business recruitment package as recommended in the Market Analysis section of this report.

Wireless Fidelity (Wi-Fi) Zone

Wi-Fi, or Wireless Fidelity, enables internet users the freedom to connect to the internet without wires. Many communities throughout the country are equipping their downtowns with Wi-Fi technologies creating what is known as a “Hot Spot” or Wi-Fi Zone. Within these zones, internet users are able to connect to the world wide web at a very high rate of speed without the hassle of wire connections.

The Wi-Fi Alliance (www.wi-fi.org) is an excellent resource in which to seek additional information regarding the creation of a Wi-Fi Zone free of cost to users within Downtown Wake Forest. Industry experts estimate it costs approximately \$10,000 to establish a Wi-Fi Zone if a fiber infrastructures is already in existence. Additional costs will involve maintenance of the network/zone and an annual internet connection. Coverage for a Wi-Fi Zone typically encompasses a few city blocks.

The Town of Wake Forest should establish a Wi-Fi Zone throughout the heart of community to attract young professionals and students to the downtown. This technology is recognized as a valuable economic development tool enabling many professionals the ability to work remotely while enjoying a cup of coffee or a sandwich from one of the numerous restaurants or coffee shops in the downtown.

In the near-term, the Town of Wake Forest, along with the DRC, should research Wi-Fi technology and the logistical aspects associated with establishing a Wi-Fi Zone within Downtown Wake Forest. Partnerships between the Town, local utility departments, an area businesses may be formed to help fund and maintain a Wi-Fi Zone.

Streamline the Permitting Process

Perhaps the most important tool for successful implementation of The Renaissance Plan is the facilitation of permits. An expedited permit process is intended to be an incentive to spend more money on important elements such as the building facade rather than on a prolonged public process and loan interest. Further, it ensures that there is a predictable process to follow for all interested parties including Town staff, the development community, and the public.

ADDITIONAL KEY RECOMMENDATIONS

- Continue the Renaissance Plan’s Advisory Committee to implement the Renaissance Plan
- Adopt the Renaissance Area Urban Code
- Create a database of available downtown properties
- Investigate and research Wireless Fidelity (Wi-Fi) technology for integration into Downtown Wake Forest
- Establish a Wireless Fidelity (Wi-Fi) Zone within downtown
- Streamline the permitting process



Implementation Strategies

In order for the vision and recommendations expressed by The Renaissance Plan to be realized, specific implementation steps will need to be taken by the Town of Wake Forest. Many of the implementation steps seek to provide the conditions under which the vision can be achieved, by way of providing sensible land use regulation, necessary public investments, the development of appropriate programs and policies, and other actions.

The implementation of this Plan will depend on action being taken to:

- Revise existing development regulations;
- Undertake more detailed studies to resolve and explore the opportunities and constraints identified by this Plan;
- Promote and assist specific objectives; and,
- Make infrastructure investments.

The execution of the implementation steps will likely be phased and is subject to a variety of factors, which determine their timing. These include:

- The availability of personnel and financial resources necessary to implement specific proposals;
- Whether an implementation step is a necessary precursor to or component of the rational evaluation of a new development project;
- The interdependence of the various implementation tasks, in particular, the degree to which implementing one item is dependent upon the successful completion of another item; and,
- The relative severity of the challenge which a particular implementation task is designed to remedy.

In view of these factors, it is not possible to put forward a precise timetable for the various implementation items. The priority for implementation will be listed as follows:

High: Short time frame (6 months - 1 year) Resources should be immediately allocated to address this task.

Medium: Task should be completed in the 1-5 year time frame as resources allow.

Low: No urgency required. Task may be completed when resources and timing allow.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
STUDIES, PLANS, AND COORDINATION					
11	Coordinate and communicate events with various organizations	DRC, Downtown Manager	High	Town of Wake Forest, Chamber of Commerce, downtown business owners	A weekly community calendar should be published on the Internet (Town, Chamber of Commerce, or other organizational website). Events or opportunities of focusing on “come do” should be the primary marketing focus. The DRC and/or Downtown Manager should lead this effort and coordinate with appropriate organizations and downtown business owners.
11	Coordinate business recruitment efforts with regulatory agencies	Chamber of Commerce, DRC, Downtown Manager	Medium	Town of Wake Forest	All regulatory agencies should be knowledgeable of the Renaissance Plan, as well as any associated business recruitment efforts developed in conjunction with the Plan. This is to ensure streamlined processes and cooperation from conception (marketing/recruitment) to completion (zoning, planning, and inspections).
40	Investigate Wireless Fidelity (Wi-Fi) technology for integration into Downtown Wake Forest	Town of Wake Forest	Medium	Local telecommunication/utility providers, DRC, downtown business owners	<p>The Wi-Fi Alliance is an excellent resource (www.wi-fi.org) with the following contact information:</p> <p>Frank D. Hanzlik, Managing Director Wi-Fi Alliance 2716 Barton Creek Boulevard, Suite 2024 Austin, TX 78735 fhanzlik@wi-fi.org / 512-347-7660</p> <p>Additional resources include:</p> <p>Winston-Salem, NC: www.cityofws.org/wifion4th/ Jacksonville, FL: www.jaxwiz.org San Diego, CA: www.bandwidthbay.org</p>
14	Consider modification or removal of the traffic signal at the East Roosevelt Avenue/Front Street intersection	Town of Wake Forest	Low	NCDOT	The existing signal coordination and timing is operating the two intersections as efficiently as possible under current conditions. Should traffic congestion increase, the Town is encouraged to conduct further study to investigate the modification or removal of the traffic signal at the East Roosevelt Avenue and the Front Street intersection.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
POLICY AND ORDINANCE AMENDMENTS					
40	Adopt the Renaissance Area Urban Code	Town of Wake Forest	High	Town Council, Planning Board	The Renaissance Area Urban Code should be adopted as a section of the Zoning Ordinance. Upon adoption, the Town should initiate a complete rezoning of the area consistent with the proposed zoning districts. The Code clearly states design expectations and is intended to encourage property development activities in conjunction with the Renaissance Plan.
40	Streamline the permitting process	Town of Wake Forest	High	Developers, Property Owners	The most important tool for successful implementation of the Plan is the facilitation of permits. An expedited permit process is intended to be an incentive to spend more money on important elements such as building façade rather than on a prolonged public process. It also ensures there is a predictable process to follow for all interested parties, including Town staff, the development community, and the public.
37	Permit the construction of new buildings to the street along the NC 98 Corridor with parking to the rear or sides; shared parking is encouraged where feasible	Developers, Property Owners	Medium	Town of Wake Forest	Amend the zoning ordinance to allow for buildings to be built to the street. Amendments should also include provisions for shared parking, as well as parking to the sides or rears of buildings.
CAPITAL IMPROVEMENTS					
16	Provide on-street, unrestricted parallel parking along both sides of South Brooks Street between East Owen Avenue and Elm Avenue	Town of Wake Forest	High		Two-hour, on-street parking is currently provided in the block of South Brooks Street between East Owen Avenue and Elm Avenue. This block of South Brooks can accommodate unrestricted, on-street parallel parking on both sides of the street, which will allow for more parking opportunities downtown.
35	Install pedestrian crossings along East Holding Avenue	Town of Wake Forest	High		Pedestrian crossings should be provided along East Holding Avenue, particularly as there are numerous existing institutional and civic uses. Crossings are encouraged to be at street corners versus mid-block for improved pedestrian safety. They should be differentiated using pavement markings at a minimum but preferably with changes in texture or color.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
CAPITAL IMPROVEMENTS (Cont'd)					
14	Construct a raised landscaped median to prevent left turns from southbound Front Street to eastbound East Roosevelt Avenue	Town of Wake Forest	Medium	NCDOT	The existing signal coordination and timing is operating the two intersections as efficiently as possible under current conditions. However, if the Town feels traffic circulation needs improvement in this location, a raised landscaped median is one option for improved traffic circulation in this location. (See recommendation below)
14	Construct a mountable directional island on East Roosevelt Avenue to direct all westbound traffic to make a right-turn	Town of Wake Forest	Medium	NCDOT	As noted above, another option for improving traffic circulation is to install a mountable directional island at this gateway entrance.
14	Re-stripe Elm Street to provide an exclusive right-turn lane and an exclusive left-turn lane	Town of Wake Forest	Medium		Re-striping will allow for improved traffic circulation throughout the Town Center South District and allow for improved access to the Arts & Entertainment District. Both exclusive left and right turn lanes should be 10 feet wide.
14	Re-stripe southbound South Main Street to provide an exclusive left-turn lane and an exclusive through lane	Town of Wake Forest	Medium		To improve traffic circulation throughout Downtown, an exclusive left-turn lane and an exclusive through lane should be provided near the Elm Avenue intersection. The exclusive left-turn lane should be 10 feet wide.
14, 35	Bend the Franklin Street extension to direct northbound traffic through the Campus District toward the Historic Downtown District	Town of Wake Forest	Medium		Upon the extension of South Franklin Street to the NC 98 Bypass, concerns exist that traffic will bypass Downtown. Northbound traffic should be routed through the Campus District via a bend in North Franklin Street to direct travel through Downtown.
14	Create a "T" Intersection at southbound South Franklin Street and East Holding Avenue	Town of Wake Forest	Medium		For maximized circulation conditions, a "T" intersection should be created at the southbound Franklin Street/East Holding Avenue intersection.
14	Connect South Brooks Street across the existing Wake Forest Plaza site	Developers, Property Owners	Medium	Town of Wake Forest	South Brooks Street should be connected as the Town Center South development occurs to improve north-south connectivity and enhance the street grid throughout Downtown Wake Forest.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
CAPITAL IMPROVEMENTS (Cont'd)					
14	Install conduits for cable to meet future growth demands as roadways are installed or improved	Town of Wake Forest, Developers	Medium		Laying the conduits as improvements occur will circumvent having to tear up roads at a later date as the area develops.
14	Continue discussions with the NC Department of Transportation's Rail Division regarding future high speed rail through Wake Forest	Town of Wake Forest	Medium/ On-going	NCDOT	High speed rail service is being investigated between Charlotte, NC and Washington, DC with a stop in Wake Forest. While studies are still in the preliminary stages, the Town should continue discussions with NCDOT's Rail Division.
14	Maintain communication with TTA regarding future commuter rail service through Wake Forest	Town of Wake Forest	Medium/ On-going	TTA	Many unknowns exist regarding the future of commuter rail service to Wake Forest from the Raleigh area. However, the Town should continue discussions with TTA and keep abreast of future plans.
30	Re-locate the Wake Forest Town Hall to the proposed Town Center South District	Town of Wake Forest	Medium	Developers, Property Owners	Consult a real estate attorney to investigate like-kind property exchanges.
30	Create a town green at the corner of South White Street and Elm Avenue	Town of Wake Forest	Medium	Developers, Property Owners	Additional civic space is needed in the Downtown. A town green is best suited at the corner of South White Street and Elm Avenue for public open space and events. It is envisioned to be anchored by a new Town Hall.
35	Provide streetscaping treatments and directional signage to the Arts & Entertainment District along the South Franklin Street extension	Town of Wake Forest	Medium		The Town should provide streetscaping treatments to visually enhance the South Franklin Street gateway into Downtown Wake Forest. Directional signage should also be placed in this location to encourage visitors to pass through the heart of Wake Forest.
35	Coordinate landscaping efforts between existing developments and future developments to encourage a more campus-styled setting in the Campus District	Developers, Property Owners	Medium	Town of Wake Forest	Landscaping requirements should be in conformance with the Town's Zoning Ordinance.
37	Prune/thin trees along Wait Avenue to open the view of the Southeastern Baptist Theological Seminary's church steeple	Town of Wake Forest	Medium	Property Owners, Southeastern Baptist Theological Seminary	Views of the SBTS church steeple are currently hidden by overgrown trees along the NC 98 corridor. Thinning and pruning will allow for an enhanced viewshed of this important town landmark.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
CAPITAL IMPROVEMENTS (Cont'd)					
40	Establish a Wireless Fidelity (Wi-Fi) Zone within Downtown	Town of Wake Forest	Medium	Local telecommunications/utility providers DRC, downtown business owners	Establishing a Wi-Fi hot zone costs approximately \$10,000 if a fiber infrastructure is already in place. Additional costs involve maintenance of the network and annual Internet connection fees. For additional information, please contact the Wi-Fi Alliance at 512-347-7660 (www.wi-fi.org).
14	Install a 20' planted median along South Franklin Street	Town of Wake Forest	Low		The current four lane thoroughfare is hostile to the pedestrian environment. A landscaped median will help to tame traffic, improve the pedestrian realm, and enhance the aesthetics of the area.
14	Extend Taylor Street to South Brooks Street within the Campus District	Town of Wake Forest	Low	Property Owners	Taylor Street is encouraged to be extended as new development occurs throughout the Town Center South and Arts & Entertainment Districts. The extension of this street is envisioned to serve as a principal street for the Town Center South development.
25	Replace existing light poles throughout the Arts & Entertainment District when feasible to provide for more appropriately-scaled pedestrian street lighting	Town of Wake Forest	Low		Although decorative in nature, the significantly tall light poles in the Arts & Entertainment District are inappropriately scaled in relation to the pedestrian realm. These should be replaced with more appropriately scaled fixtures.
35	Install a center planted median along East Holding Avenue and streetscaping along both sides of East Holding Avenue	Town of Wake Forest	Low		As additional development occurs in the Campus District, a planted median should be installed to improve aesthetics, tame traffic, and improve the pedestrian realm. Medians provide a necessary "safety zone" for pedestrians.
35	Link the Kiwanis Park Greenway Section to the Adam's Pond property along South White Street	Town of Wake Forest	Low		To enhance the Downtown greenway system, provide public pathways around the Adams' Pond Property. These trails should be connected to the Kiwanis Park Greenway Section within the Campus District.
37	Provide parallel parking along Roosevelt Avenue between South White Street and South Franklin Street as traffic conditions allow	Town of Wake Forest	Low		Estimates indicate that vehicle traffic will decrease from 11,000 cars per day to 4,000 cars per day upon the completion of the NC 98 Bypass. When feasible, parallel parking should be provided along Roosevelt Avenue between South White Street and South Franklin Street.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
CAPITAL IMPROVEMENTS (Cont'd)					
37	Provide streetscaping and signage along the NC 98 Corridor	Town of Wake Forest	Low		The Town of Wake Forest should provide streetscaping when not completed by private development in order to encourage a continuous streetscape treatment. The Town should also be responsible for providing directional signage along the NC 98 Corridor directing visitors to the Downtown. This section of NC 98 is currently void of landscaping treatments and directional signage.
SUPPORT AND ASSISTANCE					
16	Continue restricted parking along South White Street, East Wait Avenue, and East Jones Avenue within the Arts & Entertainment District	Town of Wake Forest	High		The Town of Wake Forest should continue two-hour, restricted parking along the major downtown streets as an option for short-term parking.
16	Provide unrestricted public parking to the rear of the Town of Wake Forest's Police Department	Town of Wake Forest	High		Currently utilized by Town employees and for court parking, this surface lot should be immediately opened as an unrestricted public parking lot for the Arts & Entertainment District.
16	Promote employee parking in unrestricted spaces or lots throughout the Arts & Entertainment District	DRC, Downtown Manager	High	Town of Wake Forest	Employee parking should be discouraged in restricted spaces. The DRC and Downtown Manager should advocate employee parking in unrestricted spaces so as to provide premium parking access for customers.
25	Identify additional development opportunities throughout the Arts & Entertainment District	DRC, Downtown Manager	High	Town of Wake Forest	The DRC and the Downtown Manager are encouraged to continuously strive to detect new development opportunities – both public and private. Strong communication is encouraged between existing property / business owners and the Town to spur future development/redevelopment activities.
40	Continue the Renaissance Plan's Advisory Committee to implement The Renaissance Plan	Renaissance Plan Advisory Committee	High	Town of Wake Forest Planning Department, Downtown Manager	The existing Advisory Committee should oversee implementation of the plan. Consider additional partnerships (both public and private) to ensure successful implementation. The Committee should meet regularly to ensure progress.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
SUPPORT AND ASSISTANCE (Cont'd)					
16	Create an unrestricted public parking lot to the rear of the existing Fidelity Bank	Town of Wake Forest	Medium		The Town of Wake Forest should work with Fidelity Bank to encourage the conversion of their currently underutilized lot to an unrestricted public parking surface lot. Negotiations should also take place with property owners to the rear of the Wake Weekly Building to encourage lot expansion as warranted.
25	Encourage street terminating buildings to be constructed at the end of Wait Avenue, East Jones Avenue, and East Owen Avenue along South White Street	Developers, Property Owners	Medium	Town of Wake Forest	In accordance with the Zoning Ordinance, the Town of Wake Forest should promote street terminating buildings in key locations throughout the Arts & Entertainment District.
25	Seek redevelopment opportunities for the Jones Site along South White Street encouraging retail and additional public parking	Developers, Property Owners	Medium	DRC, Downtown Manager, Town of Wake Forest	The Town of Wake Forest should promote the redevelopment of the Jones Site along South White Street. Discussions with the property owners should be initiated to understand their long-term goals for the property.
30	Encourage high-density, mixed-use development integrating retail, residential, and civic opportunities for the existing Wake Forest Town Hall to the proposed Town Center South development	Developers, Property Owners	Medium	Town of Wake Forest	Approximately nineteen acres within the heart of the Town may be redeveloped to provide for a high-density, mixed-use development. Townhomes, garden apartments, ground-floor retail/office, upper-story residential, junior retail anchors, a grocery store, a new Town Hall, and Town Green may be integrated into this development.
30	Integrate a full service grocery store and junior anchor retailers into the Town Center South development	Developers, Property Owners	Medium	Town of Wake Forest	The Town of Wake Forest should advocate for the development of a full service grocery store and junior anchor retailers within the Town Center South district. The Town should work closely with the developer (s) to encourage their integration into the development.
30	Encourage a variety of housing opportunities within the proposed Town Center South development, including loft apartments, garden apartments, quadruplexes, and townhomes	Developers, Property Owners	Medium	Town of Wake Forest	The Town of Wake Forest should support a variety of housing types and price points throughout the Downtown to encourage residential living.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
SUPPORT AND ASSISTANCE (Cont'd)					
32	Encourage the redevelopment of the existing Town Hall site for future townhome development opportunities	Developers	Medium	Town of Wake Forest	The Plan proposes re-locating Town Hall into the Town Center South District (TCS). Upon relocation, the existing Town Hall site will be poised for redevelopment and is most appropriately suited for townhome development overlooking Miller Park.
32, 35	Implement the Downtown portion of the greenway plan	Town of Wake Forest	Medium		The <i>Wake Forest Openspace and Greenways Plan</i> should be implemented. Specifically, connections through the Downtown should be realized with links to the Adams Pond Property and Miller Park.
32	Provide more frequent care and maintenance of Miller Park	Town of Wake Forest	Medium	Community Volunteers	Miller Park is in need of more comprehensive maintenance care. Community volunteers may be mobilized for a "Park Clean-Up Day" to save costs.
35	Encourage continued institutional/civic investment within the southern portion of the renaissance planning area	Developers, Property Owners	Medium	Town of Wake Forest	Civic and institutional uses dominate the Campus District and should continue in this area.
35	Permit additional townhome development along the southern portion of the Campus District	Developers, Property Owners	Medium	Town of Wake Forest	Additional townhome development should be encouraged within the Campus District to align with existing townhome development.
37	Encourage the rehabilitation of the existing strip center and the promotion of an urban building at the corner of North White Street and Roosevelt Avenue	Developers, Property Owners	Medium	Town of Wake Forest	The Town of Wake Forest should advocate the redevelopment of the existing strip center and development of the corner parcel at the intersection of North White Street and Roosevelt Avenue.
16	Create an unrestricted parking lot to the rear of the existing Jones site along South White Street	Town of Wake Forest	Medium-Low		The development of this parking lot should be encouraged as private redevelopment of this site occurs.
37	Encourage infill development along the NC 98 corridor as opportunities allow	Developers, Property Owners	Medium-Low	Town of Wake Forest	As market conditions allow, the NC 98 Corridor will offer excellent redevelopment / infill opportunities. The Town of Wake Forest should encourage such activities when working with developers and property owners.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
SUPPORT AND ASSISTANCE (Cont'd)					
38	Permit additional office development along South Brooks Street	Developers, Property Owners	Medium-Low	Town of Wake Forest	The Town of Wake Forest should promote additional office development along South Brooks Street as market conditions allow.
16	Investigate the development of a parking deck at the corner of South Brooks Street and East Owen Avenue	Town of Wake Forest	Low		As redevelopment occurs throughout the Arts & Entertainment District, creating the need for more parking beyond surface lots, a tiered parking structure should be encouraged as warranted.
25	Explore development opportunities for a bed and breakfast inn within the Arts & Entertainment District	Developers, Property Owners	Low	DRC, Downtown Manager, Town of Wake Forest	The bed and breakfast inn is encouraged to be located on the property along South Brooks Street between the Town of Wake Forest's Planning & Code Enforcement Department and La Foresta restaurant. The Town should work closely with developers to facilitate the realization of this downtown amenity.
35	Facilitate the dedication of the Adam's pond property along South White Street as open space	Property Owners	Low	Town of Wake Forest	The Town of Wake Forest is encouraged to facilitate discussions with the Adams family and encourage the dedication of their pond property along South White Street as open space. The pond property may be linked to the Town's existing Kiwanis Greenway section, and it is also well situated near the proposed All People's Park, providing an additional recreation amenity in this area.
38	Permit additional townhome development to connect with the neighborhood behind the Wake Forest Rest Home between South Franklin Street and South Allen Road	Developers, Property Owners	Low	Town of Wake Forest	The Town of Wake Forest should encourage an additional phase of the townhome development behind the Wake Forest Rest Home and South Franklin Street and South Allen Road.
38	Support the addition of live-work units within Downtown Wake Forest	Developers, Property Owners	Low	Town of Wake Forest	Live-work units should be encouraged as a development type within Downtown.
MARKETING, BUSINESS, AND PROGRAM DEVELOPMENT					
11	Re-establish the committee for Main Street USA program and re-submit application	DRC, Downtown Manager	High	Town of Wake Forest	As the four elements of the Main Street USA program are implemented, re-submit the application for Main Street designation.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
MARKETING, BUSINESS, AND PROGRAM DEVELOPMENT (Cont'd)					
11	Retain assistance of an advertising/marketing professional to create a “brand” (including logo and slogan) for Downtown Wake Forest focused on the cluster of arts, history, and culture	DRC, Downtown Manager	High	Town of Wake Forest, Business Owners	The Town of Wake Forest should immediately seek the assistance of a marketing professional to develop a brand for the Town. This is considered to be a high priority.
11	Establish a cooperative advertising program with downtown merchants for print advertising, web marketing, and direct mail campaigns	DRC, Downtown Manager	High	Town of Wake Forest	Upon the successful development of a brand, a cooperative advertising program should be developed. This should be coordinated with a cooperative marketing program among downtown merchants.
11	Establish a cooperative marketing program with downtown merchants to include a coupon/discount program and revised operation hours	DRC, Downtown Manager	High	Town of Wake Forest	Upon the successful development of a brand, a cooperative marketing program should be instituted. This should be facilitated in conjunction with cooperative advertising program among downtown merchants.
25	Hire a wayfinding consultant to assist with developing specialized directional signage for the Town of Wake Forest	DRC, Downtown Manager, Town of Wake Forest	High	Business Owners, Property Owners	Once the brand is established, the Town should hire a wayfinding consultant to assist in developing specialized directional signage to attract visitors to the heart of Downtown.
25	Encourage retailers to rotate their display windows at least monthly and initiate a rewards program to incentivize this program	Business Owners	High	DRC, Downtown Manager	Incentives should be provided to retailers rotating their window displays. The DRC and Downtown Manager should investigate ideas for incentives, such as monthly and quarterly contests. A cash incentive or raffle may be utilized.
25	Encourage downtown retailers to purchase the book <i>Why We Buy-The Science of Shopping</i>	Business Owners	High	DRC, Downtown Manager	This book covers everything from signage to sales and is considered an industry primer on retailing.
25	Encourage retailers to leave window display lights and/or interior lights on during evening hours to provide better night lighting throughout the Arts & Entertainment District	Business Owners	High	DRC, Downtown Manager, Town of Wake Forest	Interior night lighting will cast light onto dark sidewalks, giving pedestrians a better sense of security in addition to spotlighting interior merchandise.

Implementation Strategies

Page Number	Project / Task Name	Implemented By	Priority	Coordination With	Additional Comments
MARKETING, BUSINESS, AND PROGRAM DEVELOPMENT (Cont'd)					
25	Provide assistance to retailers improving their interior store merchandising and displays to help improve sales	DRC, Downtown Manager	High	Business Owners	Storefronts should be attractively arranged and regularly changed. The highest margin items should be placed in the front of the store. Low margin items should be placed in the back of the store so patrons are forced to walk past the items they "want" to the items they "need." Workshops on interior merchandising should be provided by the DRC / Downtown Manager.
40	Create a database of available Downtown properties	Downtown Manager	High	DRC, Property Owners, Chamber of Commerce, Local Realtors	The Downtown Manager should establish a database of available for sale/for lease properties to assist in marketing the Downtown to perspective tenants. These efforts should be coordinated with local property owners, the Chamber, and local realtors.
25	Re-establish a Façade Improvements Grant Program	DRC, Downtown Manager, Town of Wake Forest	Medium	Business Owners, Property Owners, Developers	The Town should consider reinstating the façade improvement grants program for local property owners/merchants to assist in the revitalization of Downtown. To fund the grant program, the Town may choose to appropriate funding or set up a municipal service district. Appendix B also contains resources for grant and tax credit resources.
25	Market the Façade Improvements Grant Program to local businesses and property owners	DRC, Downtown Manager, Town of Wake Forest	Medium	Business Owners, Property Owners, Developers	Upon the establishment of the façade improvements grant program, merchants/property owners should be properly educated as to how to take advantage of this initiative.
25	Initiate an "Adopt-A-Pole" Program with the local arts community for the creative repainting of existing light poles throughout the Arts & Entertainment District	DRC, Downtown Manager	Medium	Town of Wake Forest, Local Art Community Volunteers	Encourage the local arts community and area volunteers to embrace this unique public art project which will help to enrich the pedestrian experience and create a stronger sense of place Downtown.
40	Establish a development incentives program to encourage new development and redevelopment activities throughout the Downtown	Town of Wake Forest	Medium	DRC, Downtown Manager, Chamber of Commerce, Business Owners, Developers	The Town of Wake Forest should work with the local business associations, merchants, developers, etc. to create a development incentives program to encourage reinvestment in the Downtown.

Appendix A: New Development

Renaissance Plan New Development Totals

Upon build-out, The Renaissance Plan proposes the following new development opportunities for the study area:

- 140,890 square feet of Retail
- 127,200 square feet of Office
- 16,400 square feet of Live-Work
- 43,400 square feet of Civic / Institutional
- 263 Attached Residential Units
- 12-14 Room Bed & Breakfast Inn
- 105,000 square foot Town Green

New Development Totals by District

The following totals represent new development by district:

Arts & Entertainment District

- 29,100 square feet of Retail
- 12,200 square feet of Office
- 12-14 Bed and Breakfast Inn

Campus District

- 72,000 square feet of Office
- 10,200 square feet of Civic/Institutional
- 56 Townhome Units

Town Center South District

- 35,050 square feet of Retail (Anchor)
- 60,960 square feet of Retail (Specialty)
- 14,400 square feet of Office
- 40 Multi-Family Units (Loft over Retail)
- 72 Multi-Family Units (Garden Apartments)
- 12 Quadruplex Units
- 39 Townhome Units
- 33,200 square foot Town Hall
- 105,000 square foot Town Green

Miller Park

- 28 Townhome Units
- 10,800 square feet of Live-Work

NC 98 Corridor

- 14,780 square feet of Retail
- 28,600 square feet of Office
- 5,600 square feet of Live-Work

An additional 16 townhome units are proposed for the area between Allen Street and South Franklin Street adjacent to both the Town Center South and Campus Districts.

Appendix B: Grant & Tax Credit Resources

Grant Program Examples

The following organizations may be utilized as resources when developing grant programs and business development incentives for Downtown Wake Forest.

Bedford Main Street Incorporated

108½ East Main Street
P.O. Box 405
Bedford, VA 24523
(Phone) 540-586-2148 (Fax) 540-586-5775
www.centertownbedford.com

Bedford Main Street Incorporated offers a facade improvement grant program as well as the Centertown Loan Pool Program.

City of Salisbury, North Carolina

Land Management and Development-Community Appearance Commission
P.O. Box 479
Salisbury, NC 28145-0479
(Phone) 704-638-5235
www.salisburync.gov/lm&d/cac/communityappearance.html

A Municipal Service District Incentives Grant Program and the Innes Street Improvement Grants Program are available through the City of Salisbury's Community Appearance Commission.

Concord Downtown Development Corporation

30 Cabarrus Avenue, West
P.O. Box 62
Concord, NC 28026
(Phone) 704-784-4208 (Fax) 704-784-2421
www.concorddowntown.com/index.html

The Concord Downtown Development Corporation provides low interest loans, restoration and beautification grants, sign grants, and upper floor grants.

Downtown Morehead City Revitalization Association, Inc.

P.O. Drawer F
801 Arendell Street, Suite 3
Morehead City, NC 28557
(Phone) 252-808-0440 (Fax) 252-808-0446
www.downtownmoreheadcity.com/DMCRA/dmcra.htm

Facade improvement grant funding is available through the Downtown Morehead City (MHC) Facade Improvement Grant from the Downtown Morehead City Revitalization Association.

Grant Resources

Federal

The Federal Register: www.archives.gov/federal_register/index.htm

US Government's Official Web Portal: firstgov.gov/ (no www)

US Department of Housing & Urban Development: www.hud.gov

US Department of Transportation: www.dot.gov

Foundations

Annie E. Casey Foundation: www.aecf.org

Robert Wood Johnson Foundation: www.rwjf.org/index.jsp

Charles Stewart Mott Foundation: www.mott.org

General

The Foundation Center: fdncenter.org (no www)

The Grantsmanship Center: www.tgci.com

Grantwriters.Com: www.grantwriters.com

Tax Credits

Restoration Branch, N.C. State Historic Preservation Office

Office of Archives and History
4617 Mail Service Center, Raleigh NC 27699-4617
Coordinator: David Christenbury
(Phone) 919-733-6547 (Fax) 919-715-4801
E-mail: david.christenbury@ncmail.net
www.hpo.dcr.state.nc.us/tchome.htm

The NC State Historic Preservation Office provides detailed information and application assistance for the NC Historic Preservation Tax Credits.

National Park Service-Historic Preservation Tax Incentives

Federal Historic Preservation Tax Incentives
Heritage Preservation Services (2255)
National Park Service
1201 Eye St. NW
Washington, DC 20005
Coordinator: Michael Auer
(Phone) 202-354-2031 (Fax) 202-371-1616
E-mail: nps_hps-info@nps.gov
www2.cr.nps.gov/tps/tax/tax_p.htm

The National Park Service offers comprehensive information and application assistance for federal historic preservation tax incentives.

National Park Service-Historic Preservation Fund

Heritage Preservation Services (2255)
National Park Service
1201 Eye St. NW
Washington, DC 20005
E-mail: nps_hps-info@nps.gov
www2.cr.nps.gov/hpf/hpf_p.htm

The National Park Service provides complete information and application assistance for historic preservation grant funding to encourage private and non-federal investment in historic preservation initiatives.

Resources

- Bedford Main Street Incorporated. <http://www.centertownbedford.com>. January 2004.
- City of Salisbury, NC. Land Management & Development: Community Appearance Commission. January 2004. <http://www.salsiburync.gov/lm&d/cac/communityappearance.com>
- City of Winston-Salem, NC. WIFI on 4th. January 2004. <http://www.cityofws.org/wifion4th/>
- Concord Downtown Development Corporation. January 2004. <http://www.concorderdowntown.com/index.html>.
- Downtown Morehead City Revitalization Association. Business Assistance & Incentives for Downtown Morehead City. October 2003. <http://www.downtownmorheadcity.com>
- Greenways Incorporated. *Wake Forest Open Space & Greenway Plan*. January 2002.
- Hunter, Craig. Granite Development. Phone Interview. 13 February 2004.
- Internal Revenue Service. Like-Kind Exchanges-Real Estate Tax Tips. January 2004. <http://www.irs.gov/businesses/small/industries/article/0,,id=98491,00.html>.
- Jordan, Daron E. *Following the Yellow Brick Road: Strategies for Securing Grants*. Main Street News. No. 203. December 2003 / January 2004.
- Kahaner, Larry. *Free Hot Zones Aid Ailing Downtowns*. May 2003. <http://lists.personaltelco.net/pipermail/general/2003q2/012768>
- National Park Service. Federal Historic Preservation Tax Incentives. January 2004. http://www2.cr.nps.gov/tps/tax/tax_p.htm.
- National Park Service. Historic Preservation Fund. January 2004. http://www2.cr.nps.gov/hpf/hpf_p.htm.
- National Trust for Historic Preservation - Main Street Center. October 2003. <http://www.mainstreet.org>.
- North Carolina State Historic Preservation Office. Restoration Branch: Office of Archives and History. January 2004. <http://www.hpo.dcr.state.nc.us/tchome.htm>.
- Rose & Associates, Southeast, Inc. *Economic & Market Analysis: Downtown Master Plan for the Town of Wake Forest, NC*. November 2003.
- Underhill, Paco. *Why We Buy - The Science of Shopping*. New York: Simon & Shuster. 2000.
- United States Department of the Interior and National Park Service. National Register of Historic Places Registration Form. *Downtown Wake Forest Historic District*. February 2002.
- Wake Forest Bicentennial Committee. *The Story of Wake Forest: As Understood In This Year of the Bicentennial of Wake Forest*. Wake Forest, NC. May 7, 1971.
- Wi-Fi Alliance. Wi-Fi Overview. January 2004. <http://www.wi-fi.org>



Agnes Wanman
Planner
Town of Wake Forest
Planning Department
221 South Brooks Street
Wake Forest, NC 27587
919.554.6140
www.ci.wake-forest.nc.us



PO Box 1836
108 South Main Street
Suite B
Davidson, North Carolina 28036
704.896.1696 Phone
704.896.1697 Fax
www.thelawrencegroup.com

*Copyright 2004 by the Town of Wake Forest, North Carolina, and The
Lawrence Group Architects of North Carolina, Inc.*

Reproduction with Credit in Print