

TRANSFORMING...PEOPLE...PLACE...COMMUNITY...  
CLEVELAND AVENUE NEIGHBORHOOD



# NEIGHBORHOOD TRANSFORMATION PLAN

Housing Authority of the City of Winston-Salem  
A HUD Choice Neighborhoods Initiative  
April | 2016

# CLEVELAND AVENUE





# CLEVELAND AVENUE NEIGHBORHOOD TRANSFORMATION PLAN

APRIL | 2016

**Housing Authority of the City of Winston-Salem**

In Collaboration With:  
**Renaissance Planning**  
**Stimmel Associates**  
**Prestwick Companies**  
**Neighbors for Better Neighborhoods**  
**Penrose Properties, LLC**

With support from:

**A CNI Planning Grant from the  
Department of Housing and Urban Development**



**PENROSE**



# TABLE OF CONTENTS

## Acknowledgements

## Executive Summary i

## Introduction 1

- Neighborhood Context
- Planning Process
- Resident & Community Engagement

## Needs Assessment 31

- People: Strengths & Challenges
- Neighborhood: Strengths & Challenges
- Housing: Strengths & Challenges

## Transformation Vision 51

- Visions & Guiding Principles
- Physical Transformation Plan

## Key Strategies 57

- People: Goals & Strategies
- Neighborhood: Goals & Strategies
- Housing: Goals & Strategies

## Implementation 91

## Appendix 119

## ACKNOWLEDGEMENTS

*This planning effort is funded by a Choice Neighborhoods Initiative Planning Grant awarded to the Housing Authority of the City of Winston-Salem (HAWS) and the Cleveland Avenue Neighborhood by the Department of Housing and Urban Development (HUD).*

*The completion of this plan would not have been possible without the hard work and ongoing efforts of the following individuals and organizations. We thank you for your ideas, energy, and participation. A special thank you goes out to the hard working members of the Cleveland Avenue Transformation Team (CATT).*

## PLANNING COMMITTEES

### Education

Luly Beckles, Family Services  
Frankie Brown, Resident  
Carol Davis, Winston-Salem State University (WSSU)  
Shantika Dunlap, Resident  
Marty (Shore) Edwards, YWCA  
Susan Frye, North Carolina Clerk of Court  
Angel Gregory, WSSU  
Deena Hayes-Green, Racial Equity Institute, LLC  
Tommy Hicks, Allegacy  
April Hines, Resident  
Catie Hutchins, WSSU  
Paul Kron, Piedmont Triad Regional Council  
Michele Lewis, WSSU  
TieTonya Long, Resident  
Jennifer McCain, WSSU  
Bill McClain, GIDE  
Murray Miller, Winston-Salem Federal Credit

Union (WSFCU)  
Marilyn Odom, YWCA  
Denise Pearson, WSSU  
Kim Pemberton, WSSU  
Bill Powell, Winston-Salem/ Forsyth County Schools (WSFCS)  
Ken Rasheed, (Family Love and Involvement Program) FLIP  
Robin Slappy, Resident  
Gwen Smith-Rasheed, FLIP  
Velma Terry, GIDE  
Tricia Vaughn, Forsyth Technical Community College (FTCC)  
Darrell Waler, WSFCS  
Glenda Welch, Family Services  
Judith Whitmire-Bryant, FLIP  
Kerry M. Wiggins, Cook Elementary

### Health

Deborah Abbott, Resident  
Adeline Brabham, Resident  
Dorothy Cherry, Resident  
Susan Frye, North Carolina Clerk of Court  
Tommy Hicks, Allegacy  
LaShun Huntley, Southside United Health Center (SUHC)  
TieTonya Long, Resident  
Tonya McDaniel, SUHC  
Barbara Saulpaugh, Carenet; Wake Forest Baptist Health  
Valencia Sherrill, Resident  
Robin Slappy, Resident  
Angela Stewart, Resident  
Della Teasley, Resident  
Shakera Wash, Resident

### Safety & Security

Susan Frye, North Carolina Clerk of Court  
Bobby F. Kimbrough, US Department of Justice  
Joyce Hackett, Team BAM/BAW

Tommy Hicks, Allegacy  
Charles Mauncey, Winston-Salem Police Department (WSPD)  
Pam Peoples-Joyner, WSPD  
Tyrone Phelps, WSPD  
Mark Snow, WSPD  
Jessie Wilson, WSPD  
Krista Wilson, Resident  
Mattie Young, Resident

## Employment & Workforce Development

Deborah Abbott, Resident  
Shawn Anderson, FTCC  
Jackie Burns, 36 East Apartments  
Elaine, Resident  
Susan Frye, North Carolina Clerk of Court  
Selma Graves, Piedmont Triad Regional Council  
Tommy Hicks, Allegacy  
TieTonya Long, Resident  
Erika Martin, Urban League  
Sandra Sherrill, Hosana House  
Gayln Shivers, Goodwill Industries

## Housing

Marco Andrade, City of Winston-Salem  
Vickie Blair, Resident  
Ritchie Brooks, City of Winston-Salem  
Frankie Brown, Resident  
Phyllis Caldwell, Center for Homeownership  
Antoine Dalton, Experiment in Self Reliance (EISR)  
Greg Errett, City of Winston-Salem  
Susan Frye, North Carolina Clerk of Court  
Bianca Green, Forsyth County  
Tommy Hicks, Allegacy  
Latisha Jones, Resident  
Ruby McDaniel, Resident  
Mercedes Miller, Liberty CDC  
Kelly Mitter, Habitat Forsyth

Sharena Nash, Resident  
Mellin Parker, City of Winston-Salem  
Pam Steele, Resident  
Thomas Steele, Resident

### COMMON ABBREVIATIONS :

CAMP: Cleveland Avenue Master Plan  
CATT: Cleveland Avenue Transformation Team  
CNI: Choice Neighborhoods Initiative  
ENE: East Northeast Small Area Plan  
FCDPH: Forsyth County Dept. of Public Health  
FLIP: Family Love & Involvement Program  
GIDE: Guiding Institute for Development & Education  
HUD: US Housing & Urban Development  
HAWS: Housing Authority of the City of Winston-Salem  
LEG: Legacy 2030 Update  
NBN: Neighbors for Better Neighborhoods  
LIHTC: Low Income Housing Tax Credit  
NBN: Neighbors for Better Neighborhoods  
NCDOT: North Carolina Department of Transportation  
POSSE: Prevent Ongoing Spread of STIs Everywhere  
PTC: Piedmont Together Comprehensive Regional Plan  
WSFCS: Winston-Salem Forsyth County Schools  
WSPD: Winston-Salem Police Department  
WSSU: Winston-Salem State University  
WSTA: Winston-Salem Transit Authority  
TT: Triad Tomorrow: Strategies for a Sustainable Regional Economy





An aerial photograph of a suburban neighborhood. On the left side, a multi-lane highway with a complex interchange is visible. The rest of the image shows a residential area with numerous houses, streets, and green spaces. A prominent white circular structure, possibly a water tower, is located in the middle-left section. A dark blue banner with white text is overlaid at the top of the image.

# EXECUTIVE SUMMARY



# why cleveland avenue?

*transforming people...place...community.*

After more than a half century, the Cleveland Avenue Homes public housing development, located in the City of Winston-Salem, North Carolina, has reached the end of its useful life. Housing units are outdated, physically distressed, and lack many modern amenities. The neighborhood suffers from an ongoing lack of public and private investment, as well as resident services and resources. Socioeconomic and demographic data reveal challenges such as a low rate of educational attainment, a high unemployment rate, and an extremely high poverty rate.

In an attempt to address these issues and to help this struggling neighborhood benefit from the positive changes occurring in other parts of the city, the Housing Authority of the City of Winston-Salem (HAWS) requested and was awarded a US Housing & Urban Development (HUD) Choice Neighborhoods Initiative (CNI) Planning Grant. This grant will help transform Cleveland Avenue Homes and the surrounding Cleveland Avenue Neighborhood from a distressed and struggling area into a vibrant, sustainable, healthy and desirable community.

A resident-led and community knowledge-driven process has resulted in a vision for the future of Cleveland Avenue's people, neighborhood, and housing. Opportunities for positive change have been identified, community partners have been engaged, challenges are being overcome, and strategic actions have been planned to get real, transformative results.

Though currently facing many challenges, the Cleveland Avenue Neighborhood holds many of the key ingredients for success. Elements such as location, investment, engagement, dedication, leadership and, most importantly, skilled and committed residents, ensure that the Cleveland Avenue Neighborhood Transformation will move quickly from a plan into a reality.



Cleveland Ave Neighborhood  
Transformation Plan

# EXECUTIVE SUMMARY

## WHY CLEVELAND AVENUE?

Like many cities in the U.S. South, Winston-Salem, located in central North Carolina, is experiencing a small renaissance. This former factory town, once full of bustling tobacco warehouses and textile mills, is being repurposed as a high-tech, 21st century city. Unique public-private partnerships are breaking the mold with new developments like the Wake Forest Innovation Quarter. Investment in redevelopment is spurring renewed interest and growth in the city's downtown district. The city's arts and cultural scene is even attracting visitors and new residents from both near and far.

Despite these positive trends, there are still parts of Winston-Salem that are struggling to keep pace with recent city growth and economic development. Neighborhoods in the east and northeast of Winston-Salem are not experiencing the same level of growth and investment as the rest of the city. One such community is the Cleveland Avenue Neighborhood. Since 1956, this neighborhood has been home to the Cleveland Avenue Homes public housing development: the target area of this project. After half a century, this apartment development has exceeded its useful life. Housing units are outdated and physically distressed, and lack many modern amenities. The neighborhood suffers from an ongoing lack of public and private investment, resident services and resources.

Cleveland Avenue residents are largely young, African American, and face severe socioeconomic distress - nearly 70% of neighborhood residents live in poverty\*. The neighborhood lacks services and resources for residents. There are no full-service grocery stores within walking distance of the Cleveland Avenue development: a challenge exacerbated by the fact that most residents do not have access to a vehicle. Schools in the neighborhood are consistently among the lowest performing on state tests, and job opportunities are scarce. With a crime rate nine times higher than the rest of Winston-Salem, safety and security are critical issues in this community as well. There is a desperate need for programs, resources, and amenities for youth, seniors, and the disabled.

## PLANNING GRANT AWARD

To overcome these challenges, and to help this struggling neighborhood benefit from investments being made elsewhere in the city, the Housing Authority of the City of Winston-Salem requested and received a 2013 Choice Neighborhoods Initiative (CNI) Planning Grant from the U.S. Department of Housing and Urban Development (HUD). The CNI program supports local solutions for revitalizing public housing and transforming distressed neighborhoods into healthy, viable, and vibrant communities. The CNI Planning Grant funding was used to facilitate a planning process that engaged residents in identifying a vision for the future of the neighborhood, setting goals, and outlining strategies for implementation.

\* Demographic and socioeconomic data from US Census Bureau 2009-13 5-year ACS estimates for Forsyth County, Census Block 5

## GUIDING TRANSFORMATION PRINCIPLES

1. Increase ACCESS
2. Build CAPACITY
3. Improve PERFORMANCE

## OVERALL TRANSFORMATION VISION

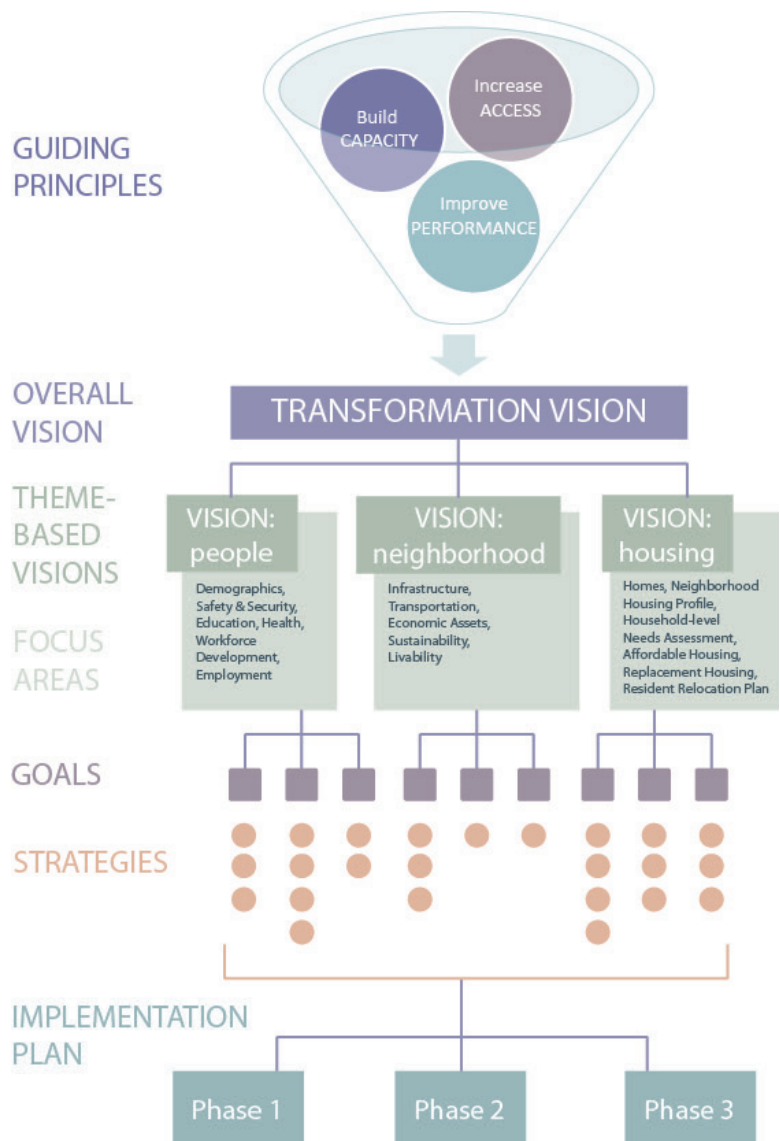
The Cleveland Avenue Neighborhood is welcoming, safe, and well connected to the rest of Winston-Salem. Public amenities, resources, and supportive services are available to those who need them, including current Cleveland Avenue residents who do not return to the neighborhood. There is a strong sense of community, and respect for the neighborhood’s culture and history, with places and spaces for residents and visitors of all ages. Residents, both existing and new have access to a wide range of safe, affordable, and suitable housing choices.

## TRANSFORMATION PLAN ELEMENTS

This transformation plan is built on several major elements which are detailed in the side bars of this and the following page, and illustrated in the figure below. The planning process is supported by three **GUIDING PRINCIPLES**. They are to 1) increase access, 2) build capacity, and 3) improve performance. With these principles in mind, an **OVERALL TRANSFORMATION VISION** was identified for the Cleveland Avenue Neighborhood.

Choice Neighborhoods supports planning within three interconnected transformation themes: People, Neighborhood, and Housing, and requires the planning process for communities to address these areas. The overall

### Hierarchy of Planning Elements



transformation vision provided a foundation for the three **THEME-BASED VISIONS** developed for Cleveland Avenue. Sub-topics such as resident health, workforce development, safety and transportation are addressed under these three themes.

Following the visioning process of this effort, a needs assessment and door-to-door resident surveys were conducted. These informed a set of neighborhood-specific **GOALS** organized under the umbrellas of each theme. The goals identified in this initiative represent policy recommendations for people, neighborhood, and housing, and are accompanied by targeted **STRATEGIES** for achieving results.

A **PHYSICAL PLAN** for the redevelopment of the Cleveland Avenue Neighborhood was also created as part of this process. The physical design of the transformed neighborhood focuses on updated urban form; connectivity; mixed-use districts; and safe streets that promote interaction, livability, and vibrance. The housing plan is designed to create a mixed-use, multi-generational, and mixed-income environment that better serves the needs of existing and new populations, and serves the wide range of people who will be attracted to this area. The physical plan relates to the goals and strategies for neighborhood and housing in the Cleveland Avenue Neighborhood, and is the visual manifestation of the transformation vision.

Finally, an **IMPLEMENTATION PLAN** was designed to stimulate interest in potential community partners and to maximize the resources available to the community. This portion of the initiative is perhaps the most critical. While envisioning a future of opportunity and promise is a key step in revitalizing a distressed neighborhood, it is still necessary to create a plan for accomplishing the goals that need to be achieved.

## CONTENTS AND NEXT STEPS

This report is broken up into chapters representing the major elements of the Cleveland Avenue Neighborhood Transformation Plan. These elements include an Introduction, Needs Assessment, Transformation Vision, Key Strategies, and Implementation.

In the coming months and years, residents, the Housing Authority of the City of Winston-Salem, community organizers, neighborhood stakeholders, elected officials, and other Transformation Plan partners will be working to plan, organize, and implement the asset-based, evidence-supported strategies contained within this plan. This commitment is evident in the incredible amount of time and energy that have already been dedicated to the Choice Neighborhoods Initiative process which will, undoubtedly, continue until homes, community and lives in the Cleveland Avenue Neighborhood have been transformed.

## THEME-BASED VISIONS & FOCUS AREAS

### THEME | people

**Focus: Demographics, Safety & Security, Education, Health, Workforce Development & Employment**

Residents enjoy equitable access to necessary and appropriate educational opportunities (for all ages) and high quality health care. There are ample facilities and resources available to help improve nutrition, to provide well-care, and to support active living. There is less crime, calmer traffic, and improved law enforcement relationships. Employment and workforce resources are available to train the next generation of workers and to help residents find high-quality jobs matching their skill sets.

### THEME | neighborhood

**Focus: Infrastructure, Transportation, Economic Assets, Sustainability, Livability**

The Cleveland Avenue Neighborhood is safe, clean, well-maintained and well-connected to the larger Winston-Salem region. Residents and visitors have access to a full range of community amenities. The neighborhood has ample green space and public recreation facilities. Reliable multimodal transportation options are widely available.

### THEME | housing

**Focus: Cleveland Ave. Homes, Neighborhood Housing Profile, Household-level Needs Assessment, Affordable Housing, Replacement Housing, Resident Relocation Plan**

Existing and future residents of the Cleveland Avenue Neighborhood have a wide variety of safe, clean, affordable, comfortable, age-appropriate housing choices with on-site and nearby services, fostering an improved quality of life for Cleveland Avenue Neighborhood residents.



An aerial photograph of a suburban neighborhood. The image shows a grid of streets, numerous houses with dark roofs, and some larger commercial or institutional buildings. A prominent feature is a large, white, circular structure, possibly a water tower or a large storage tank, located in the middle-left area. To the left, a multi-lane highway with several overpasses and ramps runs vertically. The overall scene is a typical suburban residential area with a mix of greenery and built-up structures. A semi-transparent green banner is overlaid across the top portion of the image, containing the word 'INTRODUCTION' in white, bold, sans-serif capital letters.

# INTRODUCTION

# why cleveland avenue?

*context matters.*

The U.S. Housing and Urban Development (HUD) Choice Neighborhoods Initiative (CNI) supports locally driven strategies to address struggling neighborhoods with distressed public or HUD assisted housing, using a comprehensive approach to neighborhood transformation. In 2013, the Housing Authority of the City of Winston-Salem (HAWS) received a Choice Neighborhoods Initiative Planning Grant for Cleveland Avenue Homes, an aging and distressed public housing property. The development is located in East Winston-Salem, a neighborhood that has strained to keep pace, despite recent growth in other parts of the city. In spite of its disadvantages, the Cleveland Avenue Neighborhood is a prime candidate for transformation success due to:

- Its location close to a lively downtown and growing innovation district
- Nearby commercial corridors currently flagged for revitalization
- Existing physical and policy plans that provide a foundation and resources for supporting transformation
- An ongoing and visible commitment to improved housing
- Investments being made in the neighborhood's future
- A dedicated resident leadership team committed to the transformation process
- Community partners who are onboard and ready to help.

Local leaders, residents, and stakeholders have come together to create and ultimately implement a plan to transform currently distressed HUD housing and address challenges in the surrounding neighborhood.

Through a resident-led and an information-driven process, the community has created a vision for the future of the Cleveland Avenue Neighborhood. Although many challenges still need to be overcome, strategies have been identified to transform the community's housing policies and neighborhood spaces, and create opportunities for all residents.



Cleveland Ave Neighborhood  
Transformation Plan



# NEIGHBORHOOD CONTEXT

## WHERE IS CLEVELAND AVENUE?

Located between East 14th and 21st Streets in the city's northeast quadrant, the community is within a fifteen minute walk of Winston-Salem's vibrant downtown district, and the new Wake Forest Innovation Quarter: a biomedical research facility that is forecasted to stimulate long-term economic growth and community workforce development. Winston-Salem State University (WSSU), a historically black college/university (HBCU), and the nationally-recognized Wake Forest Baptist Medical Center are located near the neighborhood as well, providing opportunities for education, employment, and resident health improvement. City resources are already being committed to fund pedestrian and street improvements along Martin Luther King, Jr. Blvd., the neighborhood's primary through street. A revitalization effort is also underway along the nearby Liberty Street Commercial Corridor.

The Cleveland Avenue Homes public housing development was constructed in the 1950s and its age is evident in the development's physical design. Apartments are contained within two-story, brick sided, multi-unit structures with floor plans of one to four bedrooms. The development is configured in a "superblock", lacking through streets and limiting connectivity to the rest of Winston-Salem. The neighborhood faces severe socioeconomic hurdles including a:

- High unemployment rate
- High violent crime rate
- Extremely high poverty rate
- Low educational attainment rate.

These financial and employment challenges on the individual and household level often translate into neighborhood-wide challenges and instability. The transformation strategies contained within this plan aim to address these challenges and build on the neighborhood's many assets.

## HIGHLIGHTS

- An aging public housing development in a location full of possibilities
- Located in the northeast portion of Winston-Salem, between East 14th & 21st Streets, and US 52 and Locust Ave.
- East Winston is home to the city's historic African-American neighborhoods
- Ongoing economic and demographic shifts have led to persistent neighborhood instability
- Significant socioeconomic challenges exist
- Successful transformation will require leveraging ongoing investments and existing neighborhood assets

*To understand the state of the community today, we must recognize the community as it was in the past.*



*Winston-Salem's original Moravian settlement has been faithfully preserved and may still be enjoyed as part of the Old Salem Museums and Gardens\**

*\* "Our Daily Bread" by Patricia Hobson, artistic rendering of Old Salem Village*

*From the late 1800s through almost the entirety of the 20th century, R.J. Reynolds Tobacco Company was the city's primary economic driver.*



*Residents in the East/Northeast neighborhoods were primarily white until the construction of the Atkins High School for African-Americans on the edge of Reynoldstown\**

*\* [www.frompo.com](http://www.frompo.com)*

## HISTORY: THE NEIGHBORHOOD YESTERDAY

Appreciating the Cleveland Avenue Neighborhood through the lens of history and socioeconomic development provides a deeper understanding of the neighborhood's past growth and present needs. Historical context for the City of Winston-Salem is provided in the following section, focusing on the African-American heritage of the city's east and northeast neighborhoods.

Though the city now bears the nickname "The Dash," the hyphen did not make its first appearance until 1913 when the neighboring cities of Winston and Salem merged into one municipality. Like many cities in the U.S. South, particularly in North Carolina, Winston-Salem was founded on an economy of agriculture, tobacco, and textiles.

Salem was first settled by members of the Moravian Church who immigrated to North Carolina from Bohemia (today's Czech Republic). Winston was established in 1849 as the seat of Forsyth County. The early settlement remained a small and peaceful companion to its neighbor city until the late 1800s when the industrial revolution found its way, via railroad, to the North Carolina Piedmont region. In 1875, the city's first tobacco factory and warehouse was established; by 1880 there were more than 40 of them. Mills and factories set the trajectory for the region's economy and development through the present day.

From the late 1800s through almost the entirety of the 20th century, the R.J. Reynolds Tobacco Company was the primary economic driver in Winston-Salem. By the mid-1900s, the company employed 60% of the city's residents, and purchased land to construct homes in the city's north and east neighborhoods to help house its workers. The most notable of these developments is known as "Reynoldstown."

Residents in the east and northeast neighborhoods were primarily white until the Atkins High School for African Americans was built just outside of Reynoldstown in 1931, setting off an extreme demographic shift. The Reynolds factory and other tobacco and textile manufacturers further contributed to this shift by bringing in numerous African American workers from the Deep South to staff the growing mills. Many of the original homes of these factory workers still stand today. Reynoldstown is recognized on the National Register of Historic Places, and the east and northeast neighborhoods, including Cleveland Avenue, remain home to the city's historically African American communities.

The demographic shifts of the early 20th century, combined with the effects of mid-century urban renewal policies (sidebar, next page), have contributed to ongoing transitions in the city's east

and northeast neighborhoods. Cleveland Avenue Homes, owned and managed by the Housing Authority of the City of Winston-Salem (HAWS) was built in 1956, in the midst of shifts in federal public housing policy. Persistent change and high turnover in residents has contributed to a notable lack of cohesion in the neighborhood and its immediate surroundings. The City of Winston-Salem, however, exhibits a strong cultural character, anchored by a number of acclaimed African American cultural and institutional assets including the Museum of Early Southern Decorative Arts (MESDA), Winston-Salem State University, the Diggs Gallery, the Delta Fine Arts Center, and the biennial National Black Theater Festival hosted by the North Carolina Black Repertory Company. These many assets will be leveraged to improve the outcomes of this Transformation Plan.



ABOVE: *Syuai*, William Toliver (1951-2000), Featured Artist, Delta Arts Center, Image courtesy of Christie's

BELOW: *The Conversation*, Romare Bearden (1911-1988), Featured Artist, Diggs Gallery at WSSU, ©Romare Bearden Foundation



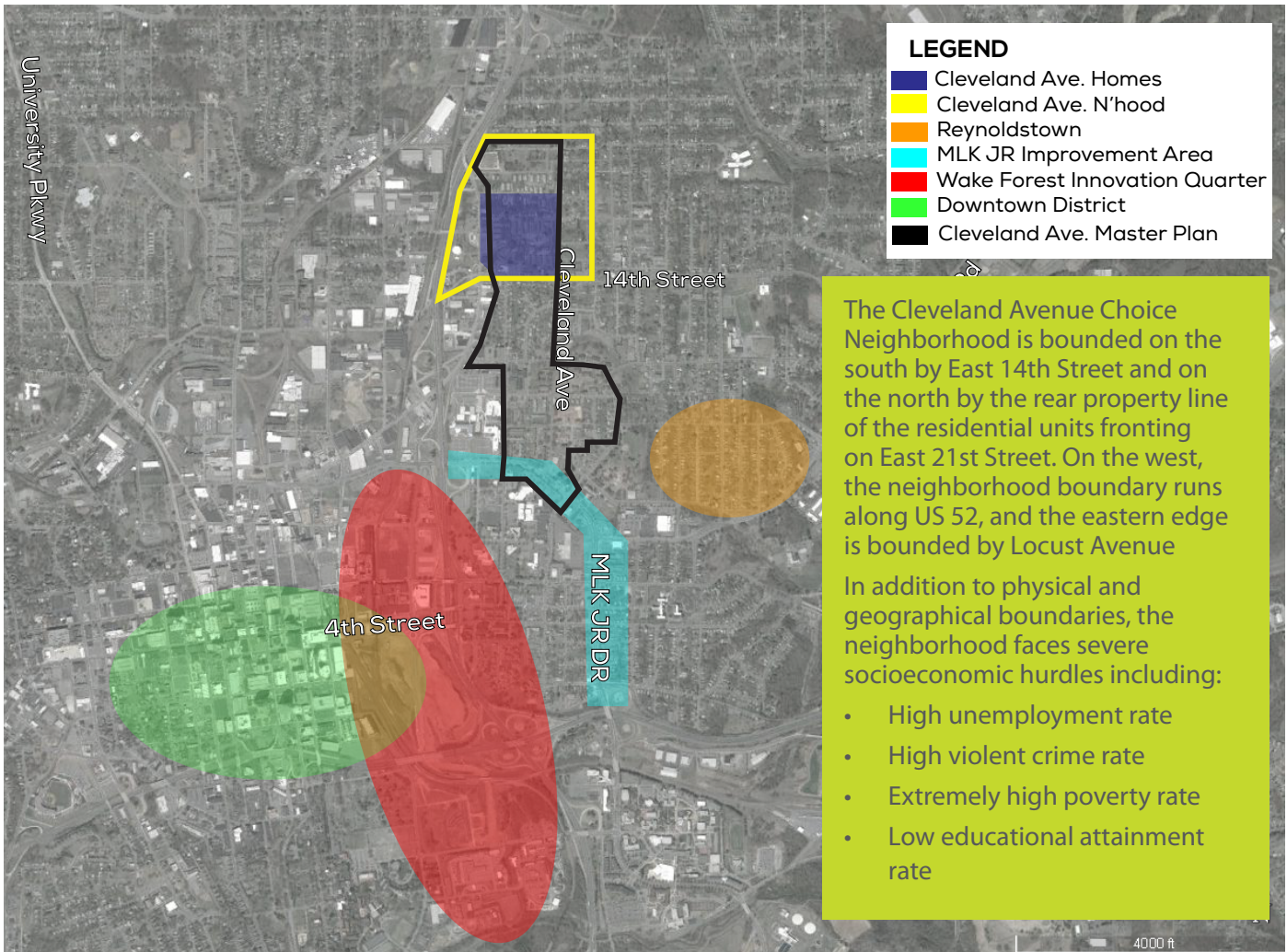
*Residential Neighborhood in Decline, Winston-Salem, 1950; Forsyth County Public Library Photograph Collection*

## URBAN RENEWAL & FEDERAL PUBLIC HOUSING POLICY

Mid-20th century federal urban renewal policies favored the wholesale clearance of "blighted" neighborhoods, demolishing tight knit and culturally rich communities, with little concern for the disruption of existing physical, social, and economic community networks. Displaced residents were often re-housed into large public projects designed to be self-sustaining via the rent payments provided by tenants. This was often not a tenable solution and many public housing developments fell into disrepair for lack of funds.

In recent years, there has been a shift towards the deconcentration of public housing and a concurrent phasing out of older public housing projects, like the Cleveland Avenue Homes, through policies such as the housing choice voucher program (HCV), HOPE VI, and rental assistance demonstration (RAD) projects. Choice-based policy may offer more variety in housing options but there is a trade off in housing stability and tenure as landlords choosing to accept these vouchers come and go.

To overcome these challenges, HUD Choice Neighborhoods builds on and supplements the successes of mixed-income housing programs, expanding the policy focus beyond just housing by considering neighborhood revitalization and supportive services for residents as well.



Context Map of Cleveland Avenue Neighborhood and Greater Winston-Salem









Cleveland Avenue Neighborhood Master Plan

**Cleveland Avenue Master Plan**

HAWS has already begun investing in the Cleveland Avenue Neighborhood through projects detailed in the 2010 Cleveland Avenue Master Plan. This plan identified the need for improved housing, retail, and commercial development in the neighborhood. A number of projects are completed, currently under development or nearing shovel-ready status including: The Oaks at Tenth (step-up housing), Camden Station (step-up housing), Bethlehem Pointe, and the former Brown Elementary school, which is to be redeveloped as a senior housing community.

## COMMUNITY PROFILE: THE NEIGHBORHOOD TODAY

**FACT CHECK**

-  POPULATION: 2,505
-  MEDIAN AGE: 26.4
-  MEDIAN INCOME: \$13,748
-  RESIDENTS AGE 18 OR LESS: 38.4%
-  POPULATION WITH HIGH SCHOOL DIPLOMA OR LESS: 69.3%
-  MAJORITY MINORITY: 77.7% IDENTIFY AS BLACK OR AFRICAN AMERICAN

As economic trends have led to the outsourcing of manufacturing jobs, and as public health concerns have led to a steady decline in American tobacco use, Winston-Salem is redefining itself for a 21<sup>st</sup> century future. One example of the city's move towards high tech is the ongoing redevelopment of the Wake Forest Innovation Quarter on the site of the former R.J. Reynolds Tobacco plant.

Recently lauded by the New York Times,<sup>\*</sup> the Innovation Quarter is a unique collaboration between city, state, higher education, and private developers. There are concerns, however, that the advantages of Winston-Salem's investments in the innovation economy will not equitably benefit all members of the city's population. Forsyth County (where Winston-Salem is located) has recently been identified as one of the worst counties in the country in terms of economic mobility.<sup>\*\*</sup>

The exchange of warehouses and factories for classrooms and laboratories signals the loss of low-skill, low-tech jobs for the city's most socioeconomically vulnerable residents. Residents of the Cleveland Avenue Homes, and the surrounding neighborhood, will once again find themselves in transition as they attempt to find their place within the new economy and the city's changing landscape.

People are the critical element driving successful neighborhood transformation. In order to plan a path towards change, it is necessary to understand the unique characteristics and needs of the people who call this community home. The selection of demographic information<sup>\*\*\*</sup> above and on the following page is offered, providing a "snapshot" of the Cleveland Avenue Choice Neighborhood as it exists today, and identifying challenges as well as opportunities. Further demographic and socioeconomic data will be presented and analyzed in this Transformation Plan's Needs Assessment section.

<sup>\*</sup> [http://www.nytimes.com/2015/04/29/realestate/commercial/technology-overtakes-tobacco-in-winston-salem-nc.html?\\_r=0](http://www.nytimes.com/2015/04/29/realestate/commercial/technology-overtakes-tobacco-in-winston-salem-nc.html?_r=0)

<sup>\*\*</sup> <http://www.nytimes.com/interactive/2015/05/03/upshot/the-best-and-worst-places-to-grow-up-how-your-area-compares.html>

<sup>\*\*\*</sup> Unless otherwise noted, all data is taken from the US Census Bureau, 2013 ACS 5-year estimate for Census Tract 5, Winston Salem, North Carolina

### KEY TRANSFORMATION FACTORS



#### REGIONAL ECONOMIC TRENDS

*Winston-Salem is committed to developing a high tech economic base by attracting outside investment and through innovative collaborations, such as the WFIQ (above). The downtown district is quickly becoming the Piedmont Region's center of employment and a burgeoning entertainment district.*



#### NEIGHBORHOOD INVESTMENT

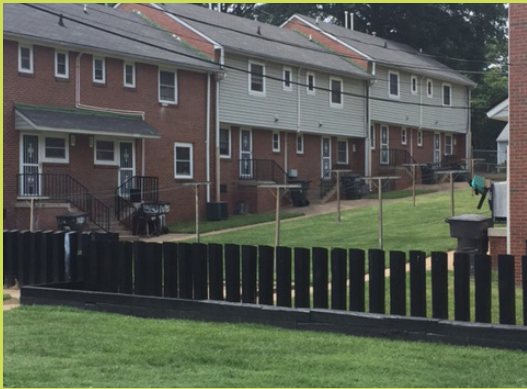
*Development has been ongoing in and near the Cleveland Avenue Neighborhood. HAWS demonstrates ongoing commitment to neighborhood revitalization through catalyst projects such as the Oaks at Tenth (above) Camden Station Apartments, Bethlehem Pointe, and the Brown Elementary School Redevelopment.*



#### YOUNG RESIDENTS & FAMILY EMPHASIS

*Young residents require specialized supportive services. They also have the abundant energy needed for effective transformation. Needs to consider include childcare, schools, age appropriate recreational activities, and specialized health care providers.*

## IMAGES OF CLEVELAND AVENUE HOMES



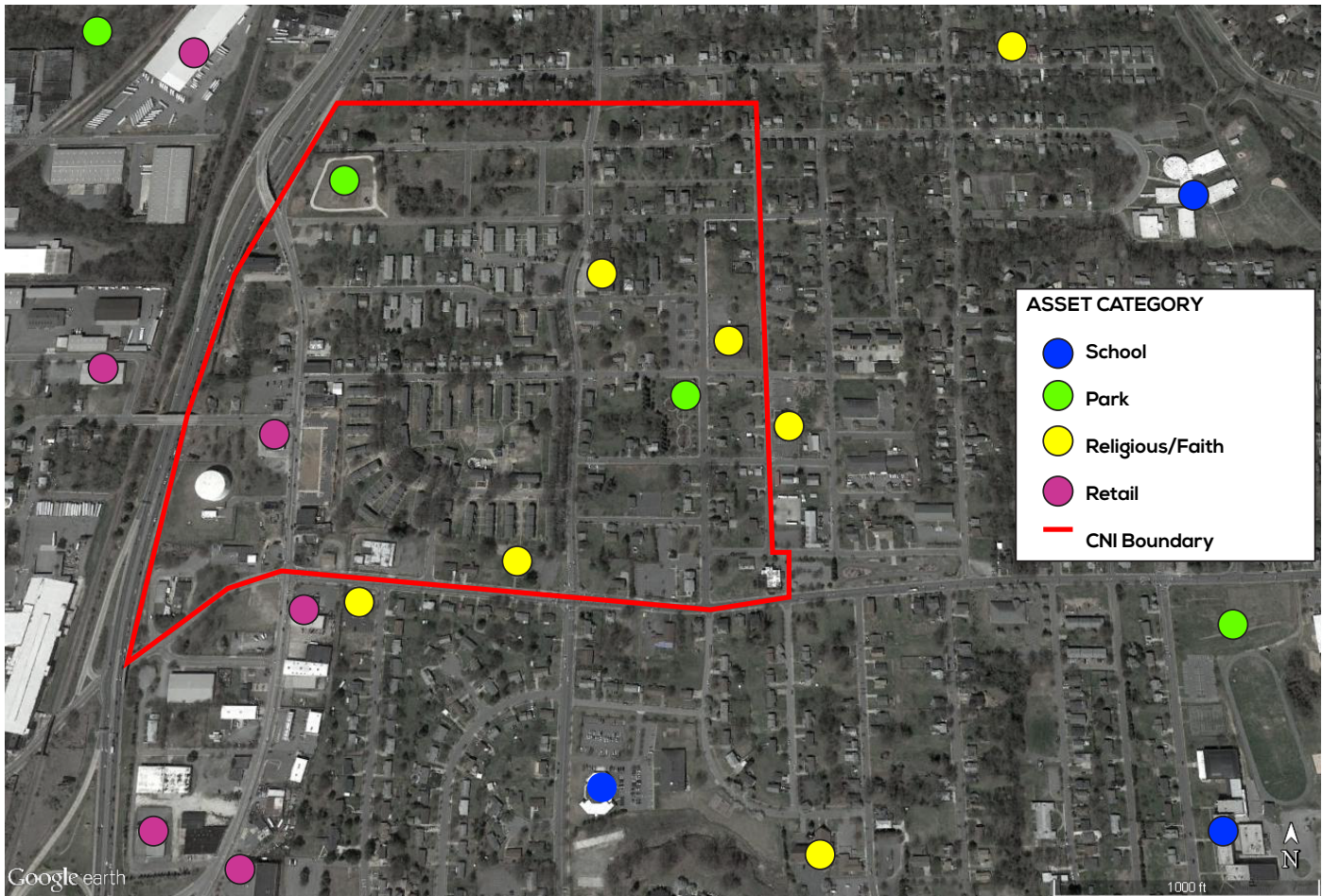
## SIGNIFICANT COMMUNITY CHALLENGES

The Cleveland Avenue Choice Neighborhood faces a number of demographic and socioeconomic challenges. The community is young. The median age is just 26.4 years, compared to 34.6 years in Winston-Salem. Over 18% of residents are under the age of 5. A young population has highly specific needs, including child care, schools, age appropriate recreational activities, and specialized health care providers. Supportive services must also address the unique needs of a population heavily skewed towards the young, with a concurrent high rate of single parent households in the community (32.6%).

Many pressing concerns center on residents' abilities to find and maintain high quality jobs leading to long term economic self-sufficiency. When surveyed, over 42% of residents indicate they have not worked in the previous year. Winston-Salem's economy is quickly moving into a high tech future, demanding a specialized skill set from potential employees. The low rates of educational attainment in the Cleveland Avenue neighborhood (over 30% of residents do not have a high school diploma or equivalency) make it difficult to predict that residents will benefit from the city's new economic drivers. Large numbers of permanently and temporarily disabled residents who call this community home may find traditional workforce participation a difficult feat to achieve. That nearly 80% of residents identify as African American or black requires that racial, economic, and environmental justice issues are considered as well.

Financial and employment challenges tend to translate into neighborhood challenges. The community's poverty rate is extremely high, particularly among families with children under age 18 (84.1%). The neighborhood is highly dependent on public transit (nearly 40% of households report having no vehicles), putting a strain on city transportation resources. The violent crime rate is more than nine times higher than the city average\*. A combination of overall economic decline in the neighborhood and a low rate of homeownership (over 70% of housing units are rentals) may indicate a lack of community "buy-in," the phenomenon conveying a personal sense of ownership and responsibility for home and neighborhood. These many challenges will need to be overcome in order to effect transformation in the Cleveland Avenue Neighborhood.

\* As reported by Winston-Salem Police Department (2014)



Cleveland Avenue Neighborhood Assets Map

## Recap | Cleveland Avenue Neighborhood

- The neighborhood has been through many transitions over the course of the city's history and has failed to keep pace with economic and urban growth
- Many challenges exist such as high rates of unemployment, poverty, and crime, and a low rate of educational attainment
- The Cleveland Avenue Neighborhood has many location-based advantages including being near employment centers, health care facilities, and educational institutions
- Key factors driving transformation in the neighborhood include: regional economic trends, neighborhood investment, community assets and amenities, and the neighborhood's young residents and family emphasis
- Despite the challenges, residents and stakeholders are highly committed to achieving successful neighborhood transformation.

# A CALL TO ACTION

Residents of the Cleveland Avenue Neighborhood are rising up to face challenges. Demographics tell a story of numbers, a story that is critical to understanding the foundation of neighborhood struggles. But what the numbers can't show is the drive and passion present inside of the people who call this neighborhood home.

**YES** *we are young. But our age is a strength, not a weakness. We will harness the energy of youth and use it to develop innovative programs to help us succeed.*

**YES** *we currently struggle in the workforce. We will hone our skills and claim our place in Winston-Salem's 21st century economy.*

**YES** *our neighborhood is a work in progress. But you cannot have the butterfly without the caterpillar first. We will plan and carry out a transformation, turning houses into homes and a neighborhood into a community, improving the lives of **ALL** residents.*





# why cleveland avenue?

*inclusive process.*

The Choice Neighborhoods Initiative supports locally driven strategies to address struggling neighborhoods with distressed public or HUD assisted housing through a comprehensive approach to neighborhood transformation. Local leaders, residents and stakeholders came together to create, and will ultimately implement, a plan to transform distressed housing and address the challenges in the surrounding neighborhood.

The development of the Cleveland Avenue Neighborhood Transformation Plan is a resident-driven, participatory process emphasizing active listening, asset-based community solutions, and shared ownership.

Residents and stakeholders addressed the following plan focus areas:

- **Housing:** Replace distressed public and assisted housing with high quality, mixed income housing that is well managed and responsive to the needs of the surrounding neighborhood
- **People:** Improve educational outcomes and intergenerational mobility with services and supports delivered directly to youths and their families
- **Neighborhood:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to a family's choices about their community.\*

\* Choice Neighborhoods Program paraphrased from [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/public\\_indian\\_housing/programs/ph/cn](http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn)



# PLANNING PROCESS

## APPROACH

There were two primary approaches in the development of the Cleveland Avenue Transformation Plan. One of these was Asset-Based Community Development (ABCD). ABCD considers the unique needs of the community but, instead of “fixing” what is perceived to be broken or not working (a purely needs-based approach), ABCD takes a positive approach to transformation by harnessing the unique power, skills, and talents of the community by identifying and leveraging assets. This approach was applied to identifying assets in the physical neighborhood, within area organizations and among neighborhood residents.

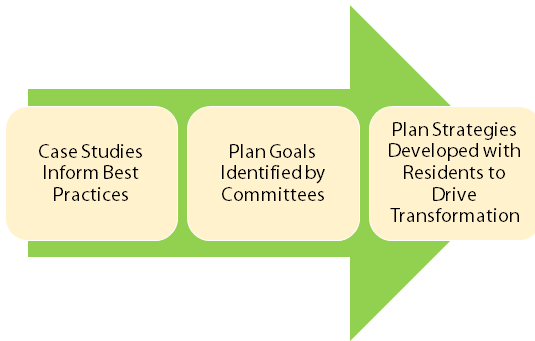
Building upon the ABCD approach, the Transformation Plan was guided by the concept of collective impact. Collective impact aims to eliminate the isolated actions of individual contributors to transformation by focusing on “five conditions of social success” (see figure below). Identifying and leveraging the connections between the neighborhood’s assets led to the development of a comprehensive and synergistic set of strategies to bring about neighborhood transformation.



### *Why Asset Based Community Development (ABCD)?*

*“The appeal of ABCD lies in its premise that people in communities can organise to drive the development process themselves by identifying and mobilising existing (but often unrecognized) assets, thereby responding to and creating local economic opportunity. In particular, ABCD draws attention to social assets: the particular talents of individuals, as well as the social capital inherent in the relationships that fuel local associations and information networks.”\**

\* Mathie, A; Cunningham, G. 2003. “From clients to citizens: Asset-based Community Development as a strategy for community-driven development.” *Development in Practice*, Vol. 13, No. 5.



Using Information and Experience to Guide Decision-Making

## REVEALING SYNERGIES & MAXIMIZING COLLECTIVE IMPACT

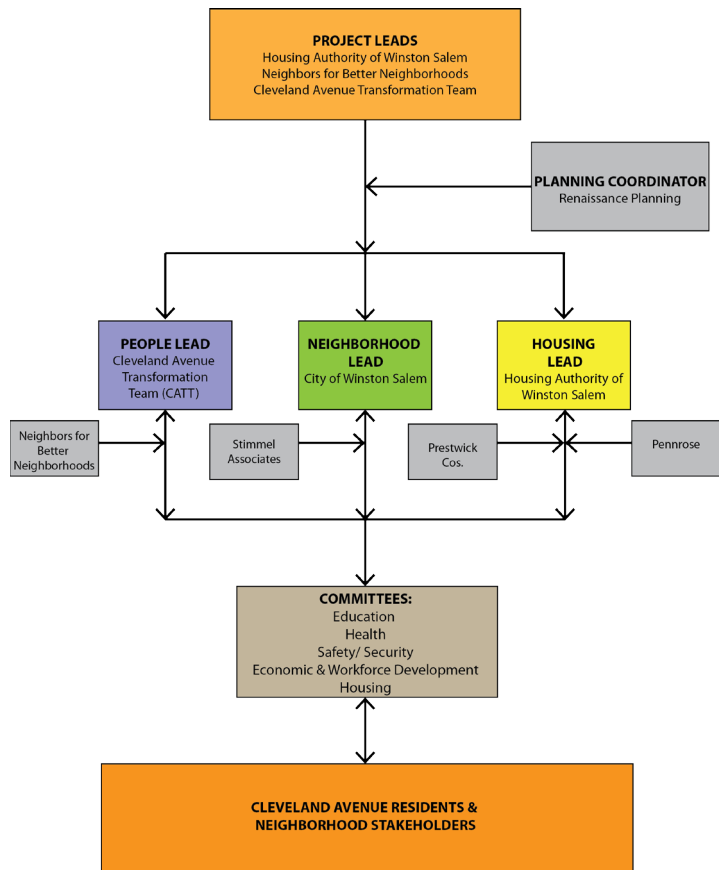


Like the strategies contained within this Transformation Plan, many already-existing city programs and policies cut across the major plan themes. Successful interventions capitalize on aligning efforts and reinforcing connections between disparate participants to achieve collective impact. To avoid the separation of effort that the collective impact approach warns against, existing programs and policies have been identified and categorized by one or more plan themes (People, Neighborhood, Housing) and, if applicable, by topic area (education, health, safety, transportation, and more). Many items were cross-categorized, revealing intersections where synergies can be maximized, supporting the necessity of a collective impact approach. The implementation section of this plan highlights connections between new and existing strategies, providing long-term accountability for the achievement of shared goals and objectives by committed neighborhood partners.

## INFORMING DECISION-MAKING

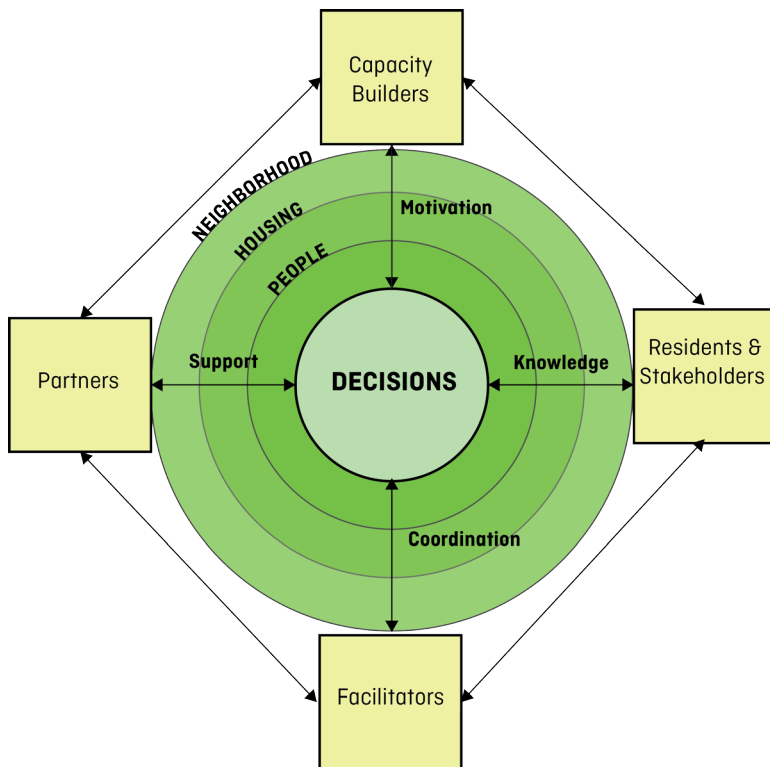
To develop effective strategies, it was first important to understand what has worked in other communities facing similar challenges. Strategies in the Transformation Plan are complementary, and supported by recent research-based evidence (see arrow figure at left). Case studies focusing on neighborhoods facing similar challenges to those existing in the Cleveland Avenue Neighborhood were investigated to determine which actions and strategies achieved the most successful outcomes. Information gathered was presented to stakeholder committees (described below) who used these best practices to identify goals and develop strategies specific to the transformation of the Cleveland Avenue Neighborhood.

The flow chart below illustrates the roles of various players in the transformation planning process. The “bottom up” approach to the transformation plan means the foundation of the organizational framework consists of Cleveland Avenue Neighborhood residents and stakeholders. Stakeholders and residents also populate the committees formed for the plan’s focus areas such as Education, Health, and Workforce Development. The main responsibility of the committees was to use data about the neighborhood and feedback from residents and stakeholders to craft visions and goals for the neighborhood’s transformation. Later in the process, the committees helped to develop and confirm strategies to be



Organizational Structure of Decision-Making

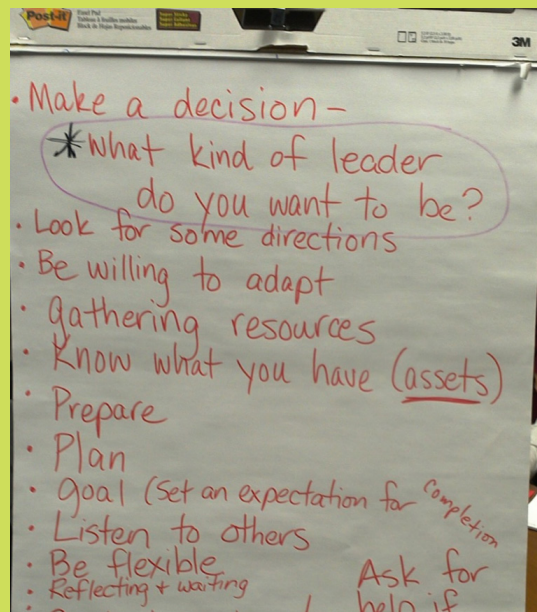
included in the Transformation Plan. The committees were assisted by both stakeholders taking on the responsibility of acting as “leads” for each of the plan’s main themes- People, Neighborhood, and Housing- as well as by professionals contracted by HAWS to assist with the development of the Cleveland Avenue Neighborhood Transformation Plan. The project leads, including HAWS, NBN, and CATT worked closely with the Planning Coordinator to keep the process moving smoothly and provided information, support, and facilitation to the residents and neighborhood stakeholders.



Decision-Making Elements and Participants

## GOVERNANCE STRUCTURE

Development of the Cleveland Avenue Neighborhood Transformation Plan has been a resident-led, community-knowledge driven process. This process focuses on creating clear paths for a two-way exchange of knowledge, motivation, support, and coordination. These four decision-making elements are reinforced by planning participants: residents and stakeholders, capacity builders, partners, and facilitators (see figure above). Working within these roles and providing a deeper understanding of specific community issues and needs, stakeholder committees (education, health, safety, and workforce development/employment) focused on transforming the community by developing visions, goals, and strategies. Roles and responsibilities of key players are described on the following page.



## FROM PROCESS TO PLAN: PUTTING THE PIECES TOGETHER

**Defining the Approach:** Before writing the Transformation Plan, it was necessary to identify the best approaches for engaging residents, uncovering and harnessing existing community assets, and making the most of limited resources. For this plan, it was determined that Asset Based Community Development, a collective impact approach, and leveraging synergies between existing city programs and policies and new transformation strategies would work best.

**Gather and Present Information:** To craft effective strategies for transformation Evidence Based Practice was used to identify best practices in other communities and, an Existing Plan Review helped highlight existing policies and programs that could benefit the transformation of Cleveland Avenue. This information was presented to residents and stakeholders, helping them make informed decisions about the neighborhood’s future.

**Governance and Decision Making:** This approach to transformation planning provides facts supporting good decision making. Resident and stakeholder engagement supports an environment in which critical decisions are made by those with the most interest in the community. Through this approach, residents and stakeholders crafted goals and strategies essential to neighborhood transformation.



## KEY PARTICIPANTS IN PLAN MAKING

### Capacity Builders

Provide tools and opportunities supporting resident-led community change.

### Residents & Stakeholder Committees

The focus of the plan and key creators of transformation strategies.

### Facilitators

Provide professional expertise to help build creative, data-driven strategies for transformation.

### Partners

Connect best practices and resources to the community; provide broader community and regional support for transformation.



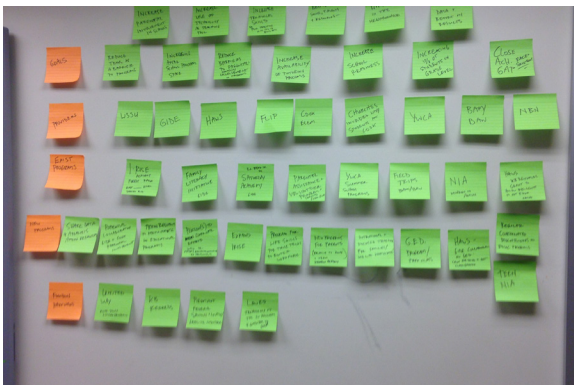
## REVIEW OF EXISTING PLANS

The City of Winston-Salem demonstrates an ongoing commitment to local and regional planning efforts. This commitment is apparent in a wide variety of existing plans including land use, transportation, economic development, and more, affecting the Cleveland Avenue Neighborhood. It is critical that the Transformation Plan leverage existing plans, policies, and programs that serve the neighborhood. Existing plans were reviewed to ensure consistency as well as to identify potential opportunities for leveraging existing resources, spanning both the regional level and the local level. Key planning related activities, programs, and policies serve as a foundation for the new recommendations and strategies contained within the Cleveland Avenue Neighborhood Transformation Plan.



## EXISTING PLAN SUMMARIES

Five primary plans were reviewed to identify complementary strategies, actions, and policies, including a neighborhood master plan, a small area plan, the city's comprehensive plan, and two plans for the greater Piedmont region. Summaries of these five plans and their main goals are found on page 17. A number of supporting and topic-specific plans, including transportation, recreation, greenway, and transit plans, were reviewed as well, but are too numerous to summarize here. The Cleveland Avenue Neighborhood Transformation Plan's Implementation Element lists existing resources and policies identified in the plan review and how they might support the new strategies recommended in the Transformation Plan. The next section summarizes the findings from the existing plan review and their relevance to the recommendations made for the Cleveland Avenue Neighborhood.



## EXISTING PLAN REVIEW FINDINGS

In total, 254 individual strategies, action items, programs, and more were identified during the existing plan review process, that are relevant to the Cleveland Avenue Neighborhood Transformation Plan. (see table below). These items span a wide range of geographies, from the neighborhood to the regional level, and address a variety of focus areas including health, transportation, economic development, public safety, land use, sustainability, and more.

Theme	Strategies Identified in Existing Plans
People	154
Neighborhood	143
Housing	27

*Plan review strategies, as identified by Transformation Plan focus areas; some items are categorized by multiple themes*

The number of strategies identified for the People and Neighborhood themes are nearly equal; the Housing theme was not as well-represented. Importantly though, all of the key Transformation Plan focus areas (education, health, safety, workforce development/employment, housing economy, transportation, infrastructure, and livability) find various levels of support in existing community goals, programs, strategies, and more.

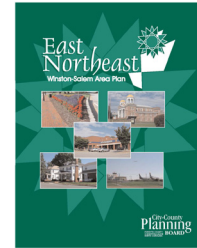
The major elements and principles of existing plans strongly support the goals and principles of the Cleveland Avenue Neighborhood Transformation Plan. Words often found in these existing plans such as *livable, mixed-use, transit oriented, smart growth, healthy, vibrant, and talented workforce* are all critical factors that will contribute to the transformation of the target neighborhood. City and regional recognition of these factors suggests the likelihood of a strong foundation of support for the Cleveland Avenue Neighborhood initiative. Likewise, the large number of existing public programs, already addressing a variety of the expressed needs of the neighborhood, provides an optimal starting point for determining the provision of necessary supportive services.

The following page provides summaries of the major plans that were reviewed for existing policies and programs, as well as a listing of supporting plans that were also reviewed.

## Summaries of Existing City and Regional Plans Reviewed

### EAST NORTHEAST SMALL AREA PLAN (2008)

Born out of the original Legacy 2030 comprehensive plan, this small area plan provides specific guidance at the neighborhood level for key plan recommendations. The plan looks to a variety of urban planning concepts such as smart growth, mixed-use development, transit-oriented development, priority redevelopment of greyfields/brownfields, urban big box models, and consideration of light rail service to help achieve the community's vision: "In the year 2022, we envision the East/Northeast Area of Winston-Salem is a thriving and desirable place to live, work, and do business."



### CLEVELAND AVENUE MASTER PLAN (2010)

The Cleveland Avenue Masterplan demonstrates HAWS' ongoing commitment to improving the target housing and neighborhood; many of the elements in this older plan can be further developed in order to achieve the goals of the Transformation Plan. The plan's overarching goal is to "transform an area that is often bypassed into a choice destination to live, work, learn, and play." The Masterplan is structured around four "conceptual ideas:" 1. Linkages, 2. Neighborhood Density, 3. Public Space, and 4. Neighborhood Identity.



### LEGACY 2030 UPDATE (2013)

An award-winning comprehensive plan update from the City of Winston-Salem/ Forsyth County Planning Department, Legacy 2030 Update is organized around three main themes: Fiscal Responsibility, Livable Design, and Sustainable Growth. The update contains action agendas for land use, transportation, economic development, environmental quality, and healthy, complete and equitable communities.



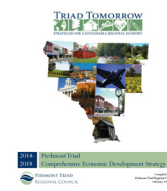
### PIEDMONT TOGETHER COMPREHENSIVE REGIONAL PLAN (2014)

Piedmont Together is structured around six guiding principles, with a focus on enhancing equity in the Piedmont-Triad Region. Major plan elements include: Housing, Transportation, Jobs, Healthy Communities, Places and Spaces, and Implementation. Each chapter of the plan contains a regional vision, along with goals, objectives, and strategies for achieving the desired outcomes. The plan was funded through HUD's Sustainable Communities Regional Planning Grant Program.



### TRIAD TOMORROW: STRATEGIES FOR A SUSTAINABLE REGIONAL ECONOMY (2014)

Triad Tomorrow serves as an in-depth economic companion to the Piedmont Together Comprehensive Regional Plan. The plan has four main areas of focus including: Competitive Advantage & Leverage, Regional Infrastructure, Vibrant Communities, and Talent. The plan is designed with a five year time horizon and remains flexible in order to accommodate regional economic changes.



### OTHER SUPPORTING PLANS:

Winston-Salem State University Master Plan (2011); Forsyth County Department of Public Health Strategic Plan (2014-17); Winston-Salem/ Forsyth Housing Consortium Consolidated Housing & Community Development Plan (2013); Winston-Salem/ Forsyth County 2015 Greenway Plan (2002); Forsyth County Multi-jurisdictional Hazard Mitigation Plan (2010); Greenway Plan Update (2012); Winston-Salem Police Department Strategic Plan (2014-18); Wake Forest Innovation Quarter Master Plan; Winston-Salem Urban Area Comprehensive Bicycle Master Plan (2005); Winston-Salem Urban Area Sidewalk & Pedestrian Facilities Plan (2007); Winston-Salem Transit Authority Strategic Plan (2013); and Winston-Salem 2035 Transportation Plan Update (2013)

# why cleveland avenue?

*passionate people.*

**R**esident and Community Engagement is the foundation of the Cleveland Avenue Transformation Plan. This section summarizes the outreach efforts undertaken to mobilize residents, stakeholders, and partners. A particular emphasis is put on the capacity-building role of Neighbors for Better Neighborhoods (NBN) and the creation of the Cleveland Avenue Transformation Team (CATT).

To develop a truly community-driven plan for transformation, it was critical to engage as many members of the Cleveland Avenue Neighborhood as possible. A variety of techniques were employed to reach a broad cross-section of the community including a resident survey, convening of stakeholder committees, neighborhood events, a website, public meetings, and community workshops.

The Cleveland Avenue Neighborhood leveraged a unique opportunity to work closely with NBN: a non-profit dedicated to supporting resident-led community change, leading to the creation of CATT. The members of CATT are recognized as emerging leaders in the northeast neighborhoods of Winston-Salem. With the continued support of NBN, CATT will continue their organizing work, educating and preparing residents for the planning and transitions that will come along with the neighborhood transformation. This highly motivated team is additionally working to connect with community partners, generating interest in Transformation Plan strategies, and helping to drive the eventual implementation of the Transformation Plan.



Cleveland Ave Neighborhood  
Transformation Plan



# RESIDENT & COMMUNITY ENGAGEMENT

## ENGAGEMENT STRATEGY: BUILDING CAPACITY

In order to ensure a wide range of resident participation in the transformation planning process, the Housing Authority retained the services of Neighbors for Better Neighborhoods (NBN). NBN is a local organization committed to supporting the growth and development of community organizations in Winston-Salem (see page 20 for additional information). In order to promote ongoing interest and engagement in the transformation planning process, NBN identified a group of residents with strong leadership potential and encouraged them to participate in a six-month “Neighbors in Action” training program, aimed at building resident capacity for leadership and civic participation. The residents who completed and graduated from this program now identify themselves as the Cleveland Avenue Transformation Team (CATT, see page 21 for more information). CATT is committed to carrying the process of transformation beyond the planning phase and into action and implementation. These two groups have been integral to the success of the community engagement and outreach efforts described below.

## ENGAGEMENT EFFORTS AND EVENTS

This section summarizes the outreach, awareness, and engagement efforts mobilizing residents, stakeholders, and community partners. These include community events, formation of plan committees, website development, meetings and workshops. The timeline on pages 28-29 is a chronological representation of the efforts described below.

**Resident Survey:** To reach residents who are not typically involved in community planning, a door-to-door needs assessment survey was conducted by the CATT. Detailed survey response information is contained in both the Needs Assessment of this plan and the Appendix. The 98% response rate achieved by CATT suggests that nearly every resident of Cleveland Avenue Homes, and many residents in the surrounding community, were given a dedicated opportunity to relate their needs and concerns about existing conditions and the transformation being planned.

**Stakeholder Committees:** Five stakeholder committees, including education, health, workforce development/employment, security/safety, and housing were convened to provide in-depth understanding of specific community issues and needs. Committees also helped identify partners who could help the neighborhood move towards desired outcomes. The committees were given local data, survey feedback, and information on best practices from other distressed communities, helping them to identify visions, goals, and strategies for the transformation of Cleveland Avenue.

### NEIGHBORHOOD EVENTS:

**Community Day:** A Community Day was held in September 2014, introducing residents and other partners to the project and soliciting input from stakeholders. The event had live entertainment, exhibitors from local organizations, family activities and face painting. Many local organizations and plan partners attended in addition to neighborhood residents.

## NEIGHBORS FOR BETTER NEIGHBORHOODS (NBN)



Over the last 25 years, Neighbors for Better Neighborhoods (NBN) has focused its work on the development of emerging neighborhood groups and grassroots non-profits in Winston-Salem. Outcomes have ranged from a resident-led health center to housing justice and stopping abusive rental practices. Through its leadership development program Neighbors in Action (NIA), NBN has graduated a host of resident leaders who have run for public office, become board members, trainers, organizers, and launched careers in the field of community development. In the summer of 2014, HAWS approached NBN in order to partner in the creation of a resident-led community development team in the Cleveland Avenue Neighborhood. The goal of this collaboration was not only to gain resident input for the development of the Cleveland Avenue Neighborhood Transformation Plan but also to encourage lasting civic participation and leadership for neighborhood residents.

NBN began work in 2014, in the Cleveland Avenue Homes, to identify residents who might be interested in better understanding the Choice Neighborhoods Initiative while also learning leadership and community development skills. Fifteen leaders in the Cleveland Avenue Homes were taken through a series of trainings on asset-based community development (ABCD) and applied this knowledge during the ongoing transformation planning process. In addition to training, the new leaders were exposed to organizing opportunities and community development initiatives taking place throughout the city and the greater Piedmont region. This exposure cultivated an understanding of how the Choice Neighborhood Initiative Planning Grant fits into the overall community development process, and the potential impact of the initiative on Winston-Salem.

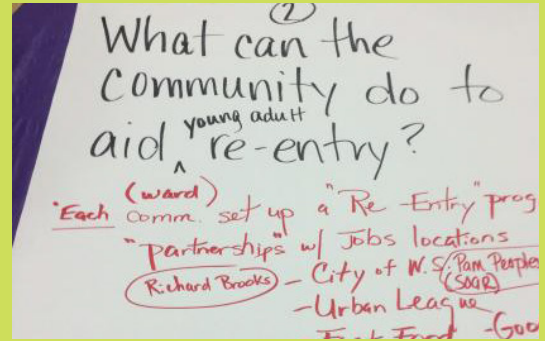
In November of 2014, seventeen residents attended the first session of NIA training. Prior to the NIA experience, none of the neighborhood residents had ever been involved in neighborhood development or civic life in Winston-Salem. Over the next six months, residents attended six NIA sessions including: 1) Asset-based Community Development; 2) Understanding Your Personal Power; 3) Understanding Race, Class, and Power in Community; 4) Understanding Community Building & System Change; 5) Neighborhood Visioning and Planning; and 6) Training the Trainers: Organizing 101. In addition to these sessions, over 20 more formal and informal learning opportunities were conducted including meetings with city and regional planners and peer organizing institutions, local voter engagement meetings, neighborhood development forums, and organizing efforts with an emerging neighborhood charter school. Fifteen residents graduated from the NIA program on June 19, 2015.

## CLEVELAND AVENUE TRANSFORMATION TEAM (CATT)

As a result of the NIA program, the 15 graduates have come together, forming an organization they have named the Cleveland Avenue Transformation Team (CATT). The members of CATT have strengthened their individual voices through collective action and they are acknowledged as emerging leaders in the Northeast Ward of Winston-Salem.

Some of CATT's greatest highlights and accomplishments include:

- An invitation to speak at the Cross Sector Racial Equity Summit in Greensboro, North Carolina
- Membership on the Infant Mortality Reduction Committee of the Forsyth County Health Department
- Priority action mapping and strategizing for employment, job training, re-entry, transportation, and childcare
- Attended the "Piedmont Together" Regional Planning Summit
- Connected with North Carolina A&T students regarding Sustainable Food Project
- Met with Winston-Salem city planners to learn about the Northeast Small Area Plan
- Organized residents regarding a violent crime in the neighborhood involving a banned resident; spoke with police department and HAWS staff and learned policies regarding trespassing and enforcement of neighborhood bans
- Met with Liberty Street Market Coordinator to create income-earning opportunities for residents
- Applied for, and was awarded, an NBN Small Grant for a neighborhood project
- Accepted a HAWS offer for a moneymaking venture to help support CATT (neighborhood movie night)
- Attended city planning meetings regarding land use in the Choice Neighborhood area
- Met with Neighborhood Youth Program to discuss possible collaborations with youth and parents in the neighborhood
- Developed a transportation idea to serve the neighborhood and generate revenue
- Discussed the start of a "conversations in the kitchen" project for teen mothers
- Mobilized to support a local charter school startup
- Learned about the city's MWBE program and Section 3 support for entrepreneurship training
- Learned and connected with partners on "The Commons" project
- Attended Financial Literacy Classes
- Voiced concerns at city zoning meeting for the Northeast Ward
- Attended meetings at City Hall with council members, the police department, and Parks & Recreation Department
- Held one-on-one discussions with the Winston-Salem Chief of Police
- Joined a cooperative economics working group
- Co-facilitated a neighborhood visioning session with planners
- Mobilized 52 residents to attend a neighborhood visioning session
- Conducted three neighborhood-wide door-to-door outreach campaigns reaching residents in 422 apartments
- Achieved a 98% response rate for resident surveys completed for HUD Choice Neighborhood Initiative Cleveland Avenue Neighborhood Transformation Plan
- Presented at HUD's annual CNI Conference in Washington, DC in Spring 2016



of

Community Day Kickoff Event,  
September 2014



**Neighbor Nights:** NBN and CATT organized and ran a series of neighbor nights throughout the plan's development. The format of the meetings varied and often included food and entertainment. Some of the meetings were focused on presenting plan issues and getting specific feedback. Others were structured around neighborhood improvement and community development topics the residents wanted to focus on.

**Ask the Police Night:** A special meeting was held with neighborhood residents and local police officers. The discussion covered the prevalence of crime in the neighborhood and the proper response to crimes witnessed by residents. The meeting also helped to address issues of mistrust between area residents and police.

**Basketball Court Ribbon Cutting:** A ceremony was held to celebrate the opening of the Cleveland Avenue Neighborhood's new basketball court. The Housing Authority decided to renovate the court based on feedback from neighborhood children, who expressed the need for the improvements. This early success helped to get residents excited about the coming transformation to their neighborhood.

**Movie Nights:** In summer 2015, movie nights were held on five Friday nights. This event was organized by CATT and supported by the Housing Authority. At the movie nights, feedback on the transformation planning process was obtained via survey.

**Website:** A website ([www.clevelandavetransformation.com](http://www.clevelandavetransformation.com)) was created to provide residents and stakeholders with plan information, data, resources, pictures, and event/meeting dates and materials. It is also an additional way to connect residents with other stakeholders and to generate support and interest in the community and for the plan.

**Visioning Workshop:** A Community Visioning Workshop was conducted in April 2015. This event provided an opportunity for CATT and the plan committees to share feedback and review findings. This meeting addressed the following:

- Resident survey results and discussion
- Committee goals and strategies status report
- Draft physical plan presentation
- CATT status report.

**Community Workshop:** A community-wide meeting was held in September 2015 to update the community on the transformation goals and strategies as well as to provide time for comment and feedback on the draft physical plan elements.

Community Visioning Workshop  
April 2015



**STAKEHOLDERS AND PARTNERS**



U.S. Housing and Urban Development; providers of Choice Neighborhoods Initiative Transformation Plan Grant funding



Housing Authority of the City of Winston-Salem (HAWS); Choice Neighborhoods Initiative Planning Grantee



City of Winston-Salem; home of the Cleveland Avenue Neighborhood and key transformation partner



Winston-Salem Police Department (WSPD); the WSPD has been involved in planning for security and safety transformations and transportation safety planning



Winston-Salem/Forsyth County Schools (WSFCS); WSFCS has been involved in planning for education transformations



Winston-Salem Transit Authority (WSTA); WSTA will be integral to planning for better access and transit services



Winston-Salem Chamber of Commerce; the Chamber will be a critical partner for transforming commercial development in the Cleveland Avenue Neighborhood



Development partner for transformation of housing and neighborhood



The mission of the Trust is to improve the quality of life and quality of health for the financially needy of North Carolina



State Board of Education, North Carolina; leads and upholds the system of public education in North Carolina



U.S. Department of Justice (DOJ); DOJ offers many grants to communities to improve safety and security



Forsyth County Public Library; will be an integral partner in education and recreation planning and strategies



U.S. Department of Health and Human Services (HHS); mission is to enhance and protect the health and well-being of all Americans; may assist with resident health related initiatives



Goodwill works to enhance the dignity and quality of life of individuals and families by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work

### Basketball Ribbon Cutting Ceremony and Leadership Training



Community Day Kickoff Event,  
September 2014



Credit union located in the Triad; committed to community involvement and investing in the arts, education, health, and community service organizations



Provides technology tools and training to bridge the digital divide



Promotes and protects the health of the population of Forsyth County, home to Winston-Salem and Cleveland Avenue



Organization offering a full range of family related services including counseling, education, intervention, and advocacy



Dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all



Improves lives by mobilizing the caring power of communities around the world to advance the common good



Brings together partners and volunteers to help families construct, renovate and purchase well-built, affordable homes and become successful homeowners



Advance a high quality, comprehensive, accountable system of care and education for every child beginning with a healthy birth



Preventing the Ongoing Spread of STIs Everywhere; provides HIV and STI screenings and education in community locations in Forsyth County such as churches, jails, universities, homeless shelters, nightclubs, and community health fairs



Neighbors for Better Neighborhoods (NBN) is focused on the development of grassroots neighborhood groups in Winston-Salem (see page 20 for more information)



PIEDMONT TRIAD  
REGIONAL COUNCIL

Serves the region by administering programs related to aging, criminal justice, housing, regional planning, water resources, transportation, SBA lending, information services, personnel administration, recreation and open space, workforce development, and more



National  
Urban League

Civil rights organization dedicated to economic empowerment in order to elevate the standard of living in historically underserved urban communities



WAKE FOREST  
UNIVERSITY

University located in Winston-Salem; partnering in education and workforce development/employment transformation



An alliance of trainers and organizers who have devoted themselves to the work of anti-racist transformation



Local financial institution committed to community involvement

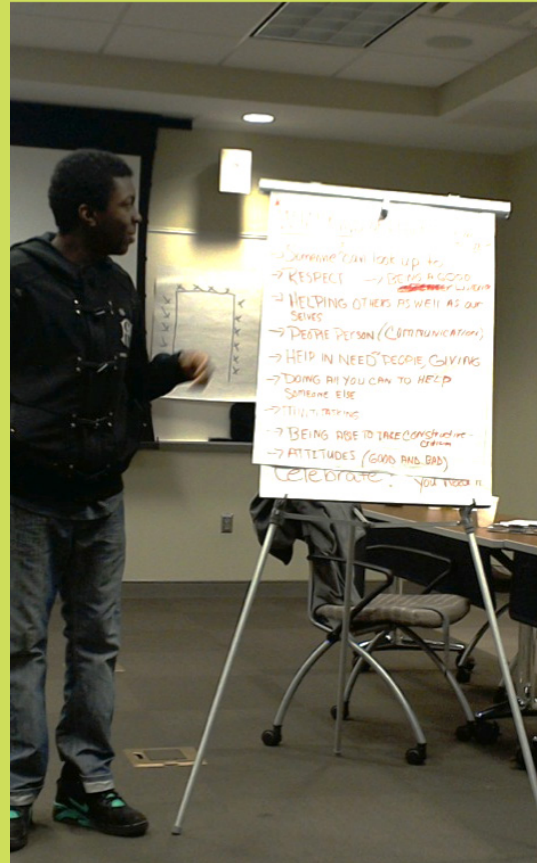


Assisting people in crisis, helping them to meet essential life needs and to become self-sufficient



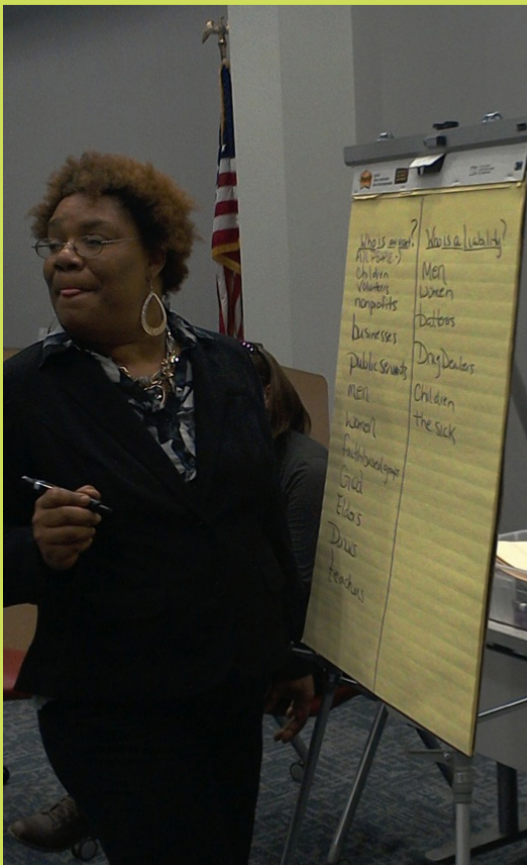
Federally qualified community health center; partnering to provide assistance with resident health strategies

## LEADERSHIP TRAINING





## LEADERSHIP TRAINING



A regional initiative focused on stimulating the deployment of next generation broadband networks; the effort is led by six municipalities and four leading universities and supported by local Chambers of Commerce and businesses in the Research Triangle and Piedmont regions



The Center for HomeOwnership takes families from where they are to being pre-approved and ready to purchase a home. Family members receive home buyer education and counseling to acquire the knowledge and confidence needed to navigate the home buying process and become successful homeowners



Provides students with flexible educational pathways to a competitive workforce for the community and global economy; integral education and workforce development partner



Experiment in Self Reliance (ESR); empowering working low-income and chronically homeless individuals and families to achieve their full potential for long-term social and economic self-reliance



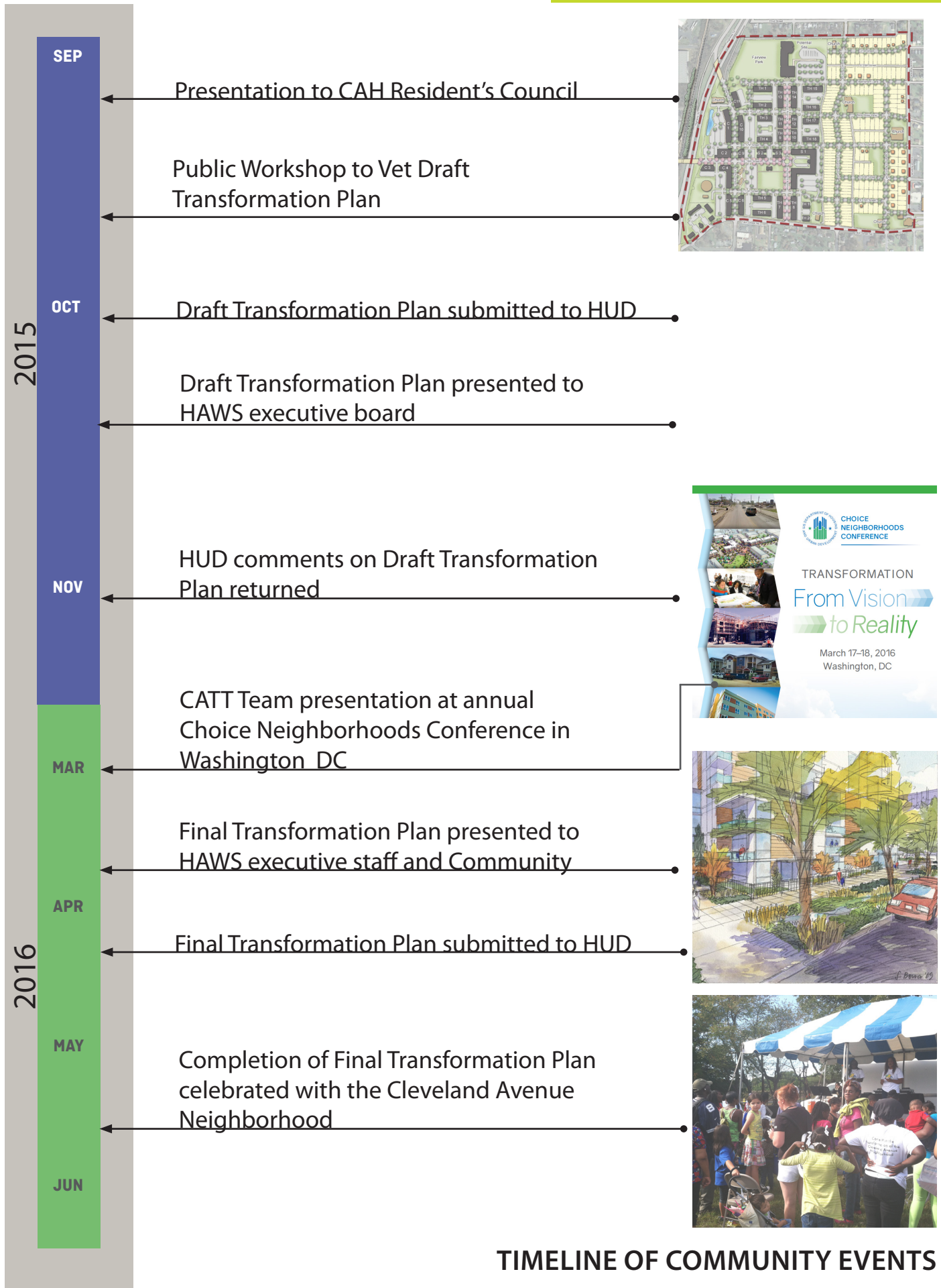
Hospital and health center affiliated with Wake Forest University; partnering to transform resident health outcomes



The vision of Winston-Salem State University (WSSU) is to develop graduates of distinction known for leadership and service in their professions and communities; WSSU is a key education transformation partner



**TIMELINE OF COMMUNITY EVENTS**



TIMELINE OF COMMUNITY EVENTS

This page is intentionally left blank.

# NEEDS ASSESSMENT



# why cleveland avenue?

*many challenges, many opportunities.*

The Needs Assessment presents the factual basis for the goals and strategies contained within the Cleveland Avenue Neighborhood Transformation Plan. Demographic trends are illustrated. The roots of ongoing neighborhood disinvestment are uncovered. Key physical and social assets are identified. Gaps in needs and services are addressed. This information provides a strong foundation for the Transformation Goals that are introduced in the plan's Key Strategies section. These goals are the keys to focusing the actions that will close needs gaps and overcome challenges, leading to transformed lives, transformed homes, and a transformed neighborhood.

The Needs Assessment consists of the following elements:

- **People:** Strengths & Challenges, Demographic Profile, Education, Resident Health, Safety & Security, and Workforce Development & Employment
- **Neighborhood:** Parcel Data, Land Use, Community Facilities, Neighborhood Assets, Economic Profile, Infrastructure, and Transit Service
- **Housing:** Profile of Cleveland Avenue Homes, Neighborhood Housing Profile, and Household-Level Needs Assessment.

While the Cleveland Avenue Neighborhood faces many challenges, numerous opportunities exist for growth and transformation. The Needs Assessment has helped to focus interventions and strategies where they are most needed and to where investment and resources can be maximized.



# NEEDS ASSESSMENT

## *People: Strengths & Challenges*

The Cleveland Avenue Neighborhood\* is severely distressed as compared to the City of Winston-Salem and Forsyth County. As the table below shows, there are a number of demographic indicators suggesting areas where challenges need to be addressed, such as increasing the median income and decreasing unemployment. Among these challenges, however, bright spots of opportunity shine through, such as the neighborhood's relatively low median age and comparably low vacancy rate.

	CLEVELAND AVENUE NEIGHBORHOOD*	CITY OF WINSTON-SALEM	FORSYTH COUNTY
Median Household Income	\$13,784	\$40,148	\$45,724
Median Age	26.4	34.6	37.5
Percent White	13.9%	56.4%	66.2%
Percent Black	77.7%	34.8%	26.1%
Percent Hispanic	18.4%	15.1%	12.1%
Vacancy Rate	13.4%	12.4%	10.9%
Unemployment Rate	27.9%	11.8%	10.3%
High School Graduate (or Equivalency)	38.9%	24.8%	26.3%
Persons Living Below Poverty Level	67%	23.2%	18.6%

*Comparison of Select Demographic Data*

In addition to demographic information obtained through the US Census, data and information for the People Element of the Needs Assessment was gathered through the Resident Survey (conducted by the CATT), research, existing city-level data, and feedback from the stakeholder committees. The Resident Survey was conducted to gain a better understanding of the fine-grained needs of Cleveland Avenue Homes residents (see sidebar, next page for summary survey statistics, a full version of the survey instrument is available in the Appendix). A comparison of respondents and demographic data provided by HAWS indicates the cross-section of residents captured by the survey accurately reflects the population of the Cleveland Avenue Homes.

\* For purposes of demographic data collection, the Cleveland Avenue Neighborhood is defined here as Census Tract 5, Forsyth County; Data taken from US Census, 2009-2013 5-year ACS estimates

## SURVEY RESPONSE SUMMARY STATISTICS

*Total Respondents: 258*

*Cleveland Avenue Homes Residents: 236*

*Neighborhood Residents: 22*

*Response Rate: 98%*

*Respondents Identifying as:*

*Black or African-American: 94%*

*Female: 80%*

*Head of Household: 92%*

*Residents Age 65+: 5%*

*Residents age 40 or under: 50%+*

*Single-person, two-person, or three person households: 81%*

*Respondents living in a household with children: 55%*

*Residents with, at best, a high school diploma: ~ 75%*

*Residents with "some" college or university education: 10%*

*Families earning an income of less than \$10,000: 75%*

*Number of families with an income greater than \$25,000: 2*

*Residents who have lived in Cleveland Avenue Homes for two years or less: 42%*

*Respondents who have lived in Cleveland Avenue Homes for "over 20 years:" 7%*

## DEVELOPING & CONDUCTING THE RESIDENT NEEDS ASSESSMENT SURVEY

The Resident Needs Assessment survey contains eight focal areas, identified by HAWS, Choice Neighborhoods Initiative partners, NBN and the planning consultant. The eight areas addressed are: Housing and Neighborhoods, Development, Employment and the Economy, Education, Safety, Health, Transportation, and Improving the Quality of Life. Specific survey questions were developed by NBN. Survey development occurred during September and October 2014 and was overseen by Dr. English Bradshaw (NBN consultant). Dr. Andrew Smiler, who served as the data analyst, provided feedback during the latter stages of survey development. The full survey instrument and data report can be found in Appendices A and B.

The survey was administered and data was collected between December 2014 and March 2015 by NBN staff members and CATT. A total of 12 individuals helped collect the data. Dr. English Bradshaw oversaw data collection and managed the data entry process using spreadsheets provided by Dr. Smiler.

Cleveland Avenue Homes respondents- both adults and teens- were recruited by data collectors who went door-to-door, met residents at the community center at specified times, and conducted surveys at "Neighbor Night" events. Non-Cleveland Avenue Homes (neighborhood resident) respondents were recruited by CATT. Adults agreeing to participate met privately with an NBN team member and answered questions verbally; the NBN team member recorded adult participants' responses on the survey forms.

*"A response rate of 98% of residents was achieved."*

Adult participants (both respondents and response collectors) received incentives for participating in the survey. Teens were given the option of responding electronically using Turning Technology Interactive Response System, completing the survey without assistance, or completing the survey in the same manner as adults. Youth participants received a pizza party and gift giveaways as "thank-yous." The Housing Authority required that the survey reach at least 220 adult Cleveland Avenue Homes residents, 30 non-Cleveland Avenue Homes participants, and 50 youth respondents. The actual numbers achieved were 236 Cleveland Avenue Homes residents, 22 neighborhood residents, and 34 youth participants, for an overall response rate of 98%.



## EDUCATION ASSESSMENT

Education improvements at all levels (pre-school, grade school, and adult education) are a main driver of transformation given the many young people who call the neighborhood home, and the low rate of educational attainment among survey respondents. Community schools are consistently rated among the lowest in Winston-Salem/Forsyth County, and state test scores in math and reading have been falling further behind in recent years.

Scores for education-focused survey questions fell in the middle of the available range of responses scoring approximately 3 out of 5).



Parents tended to rate education factors lower than non-parents; non-Cleveland Avenue Homes residents tended to rate education factors lower than residents. Youth respondents were asked what type of programs and activities would most improve their experience at the Cleveland Avenue Homes. The top five responses, all endorsed by at least half of respondents, include: more jobs, sports, college preparation, field trips, and scholarship opportunities. Many youths felt that an effort should be made to make education “more fun” and some expressed concern that school may not be for everyone-“some people don’t really do education.” The largest age group in the neighborhood is 0-4 years; a main concern voiced by residents is the need for improved access to high quality childcare while parents are at school or working.

## QUICK LOOK : EDUCATION

**Young Neighborhood:** *The median age of neighborhood residents is 26.4 and more than half of resident survey respondents live in a household with children*

**Low Educational Attainment Rates:** *33.8% of residents over the age of 25 do not have a high school diploma or equivalent; 35.5% have, at best, a high school diploma or equivalency*

**Low Comparative Grade 5 Proficiency Rate:** *2013 Math (19% of neighborhood children attained proficiency); 2013 Reading (15% attained proficiency)*

**Adult respondents** *reported low scores for access to educational materials (2.8 out of 5), and access to school facilities for education*

**Youth respondents** *reported low scores for library system use (2.7/5), online computer access (2.3/5), and access to educational materials (3.1/5)*

### Other identified needs include:

- *Better coordination and data tracking*
- *Homework assistance, including for parents*
- *Expanded neighborhood literacy programs (all ages)*
- *Accessible, affordable childcare*
- *Neighborhood educational projects to engage youth*
- *Neighborhood garden to teach practical skills*

## QUICK LOOK: HEALTH

**Improving Access:** *Overcoming transportation challenges and educating residents on the importance of follow-up care are focus areas*

**Appropriate Health Care:** *39% of Medicare beneficiaries in the neighborhood had at least one emergency room visit in 2010. Health committee members note that non- or under-insured residents use emergency services (including ambulances) for non-emergency care. Other concerns are a lack of mental and behavior health components to community health programming.*

**Difficulty Obtaining Care:** *75% of residents report having difficulty accessing health care due to being un-insured or under-insured. The dentist is reported as the most challenging provider to access.*

**Wellness Services:** *78% of youth respondents were not able to identify their primary care provider.*

### Other identified needs include:

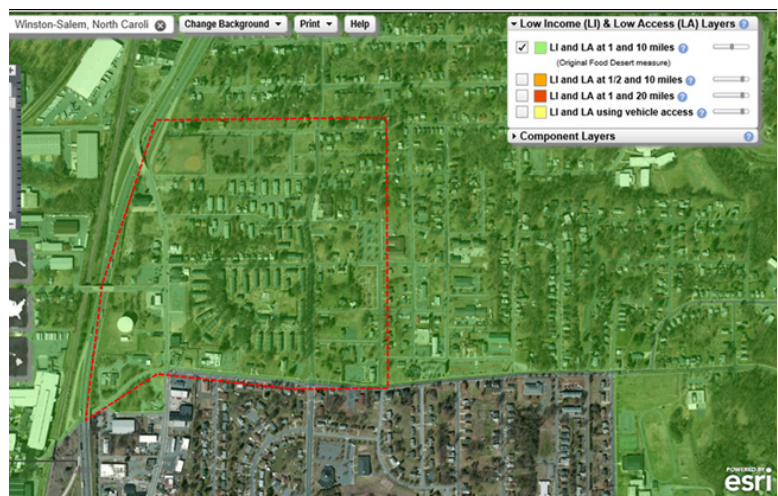
- *On-site health clinic*
- *Medication tracking program*
- *Walking club*
- *Grocery store van service*
- *Bike sharing*
- *Resident health advocate program*

## RESIDENT HEALTH ASSESSMENT

Resident survey responses indicate a need to improve both access to health care and the availability of health-related educational information. Access to fresh, healthy food is an additional issue of critical concern in the neighborhood- there are currently no full-service grocery stores or markets within a 15-minute walk of the Cleveland Avenue Homes. A lack of access to appropriate medical care, combined with low rates

*“There are currently no full-service grocery stores within a 15 minute walk of the neighborhood.”*

of health-insured residents, leads to a reliance on hospitals for primary care needs. Even among respondents who report having a primary care provider, the emergency room is often where residents seek care when they are ill. The majority of residents describe needing more resources related to eating well/nutrition, exercising/fitness, and preventative health care (including check-ups and health screenings). A majority of residents report participating in regular physical activity but many also desire access to more recreation and fitness facilities.



*USDA-defined Food Deserts in the Cleveland Avenue Neighborhood*

As supported by the graphic above, Winston-Salem has the most USDA-declared food deserts in Forsyth County; the entirety of the Cleveland Avenue Choice Neighborhood is located with a USDA food desert (defined as both low-income and low-food access at one and ten miles).

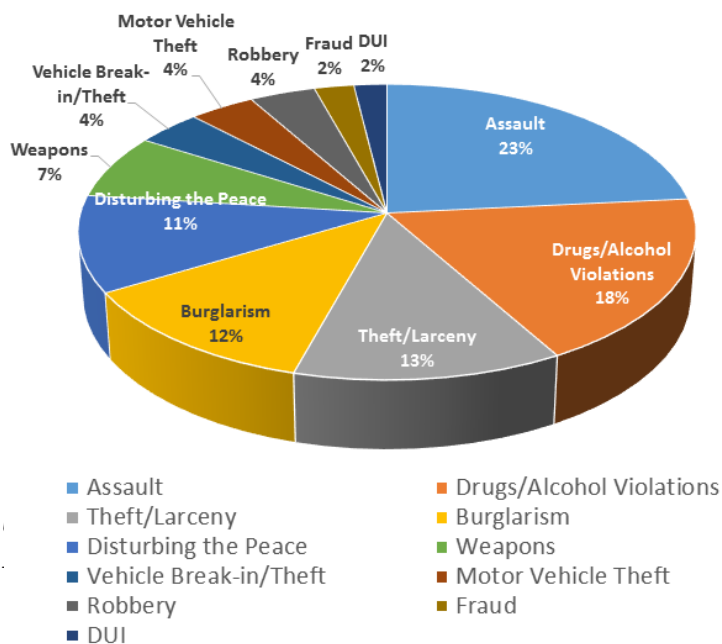
One example of early transformation success is the Cleveland Avenue Homes community garden, managed by CATT. The garden has been productive and neighborhood children can often be found waiting for a chance to pick and eat fresh produce from the garden. The team is hoping to expand on this effort as part of the neighborhood's transformation, eventually growing enough produce to sell at the nearby Liberty Street Farmer's Market.

## SAFETY & SECURITY ASSESSMENT

Neighborhood security and resident safety are pressing issues in the Cleveland Avenue Choice Neighborhood. The police department reports the neighborhood crime rate is nine times greater than the city as a whole and survey responses indicate a number of safety and security issues needing to be addressed. Gang activity is reported to be prevalent throughout the neighborhood and its schools.

The top three safety-related problem areas reported by adult residents are recreational drug use, litter/dumping, and domestic violence. Youths report similar issues but also include burglary in place of domestic violence. Younger respondents frequently note neighborhood violence (specifically shootings and fighting) as an additional area of concern. Concerns exist that distrust between residents and police lead to situations when crime goes unreported.

*“The crime rate in the neighborhood is nine times greater than the city as a whole.”*



Types of Crime in the Cleveland Avenue Neighborhood

Crime is not the only safety issue in the Cleveland Avenue Neighborhood. Survey responses indicate that the top two safety issues are traffic and speed control. The city and HAWS are currently discussing measures to calm traffic on area streets including roadway improvements and/or speed humps.

## QUICK LOOK: SAFETY

**Crime:** Nearly 300 crimes have been reported within a half-mile radius of the neighborhood since February 2015. The most frequently reported crime is assault, followed by drug and alcohol violations.

**Neighborhood Safety:** Responses suggest that residents feel overall safety and security in the community are “okay” (average scores tended to be around 3 out of 5). Most respondents did not indicate that there was a significant difference between daytime and nighttime safety in the neighborhood.

**Effective Interventions:** Both adult and youth respondents feel that school safety is currently the most effective intervention in the neighborhood. Adults also report that visible residential law enforcement patrols are a beneficial intervention.

### Other identified needs include:

- Improvement in police-resident relations moving forward
- Improved design of the neighborhood to promote safety
- Expanded mentoring programs for youth
- Reduction of those who come into the neighborhood to sell drugs and/or commit other crimes

## QUICK LOOK: WORKFORCE DEVELOPMENT & EMPLOYMENT

**Poverty:** *67% of neighborhood residents live under the poverty level*

### **Local Job Opportunities:**

*The Workforce Development & Employment Committee notes that there are only five businesses with a total of seven jobs in the immediate area of the neighborhood*

**Disability:** *The most common reason (24%) survey respondents gave for not working is temporary or permanent disability*

### **Other identified needs include:**

- *Awareness and communication- residents don't know what services are available to assist them*
- *Lack of centralized resources to help residents access services such as skills training, technology, pre-interview training, post-incarceration/re-entry programs, mentoring and internship opportunities*

## WORKFORCE DEVELOPMENT & EMPLOYMENT

The Employment and Workforce development potential for the Cleveland Avenue Choice Neighborhood is at a disadvantage as compared to the City of Winston-Salem. The unemployment rate of 27.9% is much higher than the city as a whole (11.8%), with far fewer local employment opportunities available. Many residents of the Cleveland Avenue Homes are unable to work due to permanent or temporary disability. More than half of resident survey respondents reported four or more challenges to finding employment including a lack of necessary skills, lack of required education, insufficient pay, few jobs for those with no or limited skills, child care hours, and lack of transportation. Despite these barriers, the majority of residents desire to improve their current employment situation. Feedback suggests, however, a number of unmet needs in the neighborhood relating to employment and workforce development.

*“67% of residents in the Cleveland Avenue Neighborhood live under the poverty level.”*

Evidence shows that effective workforce development and employment assistance encompass a much greater range of activities than just job placement. Successful interventions in the neighborhood will need to take into account the full spectrum of needed assistance, as well as the jobs/skills mismatch between the neighborhood and city. Currently, most jobs available to residents are not in high-growth industries but tend to be concentrated in service-based sectors which often do not provide a living wage. Industry growth in the city is occurring in high-tech sectors; the low educational attainment of neighborhood residents often precludes them from benefitting from this growth.

# NEEDS ASSESSMENT

## Neighborhood: Strengths & Challenges

There are a number of neighborhood-based challenges to overcome in order to achieve a positive community transformation for Cleveland Avenue. But neighborhood strengths have also been revealed through both a market data analysis and physical and visual surveys of the community, suggesting points of leverage to stimulate neighborhood improvement.

*“30% of residents report being somewhat or mostly unsatisfied with the neighborhood.”*

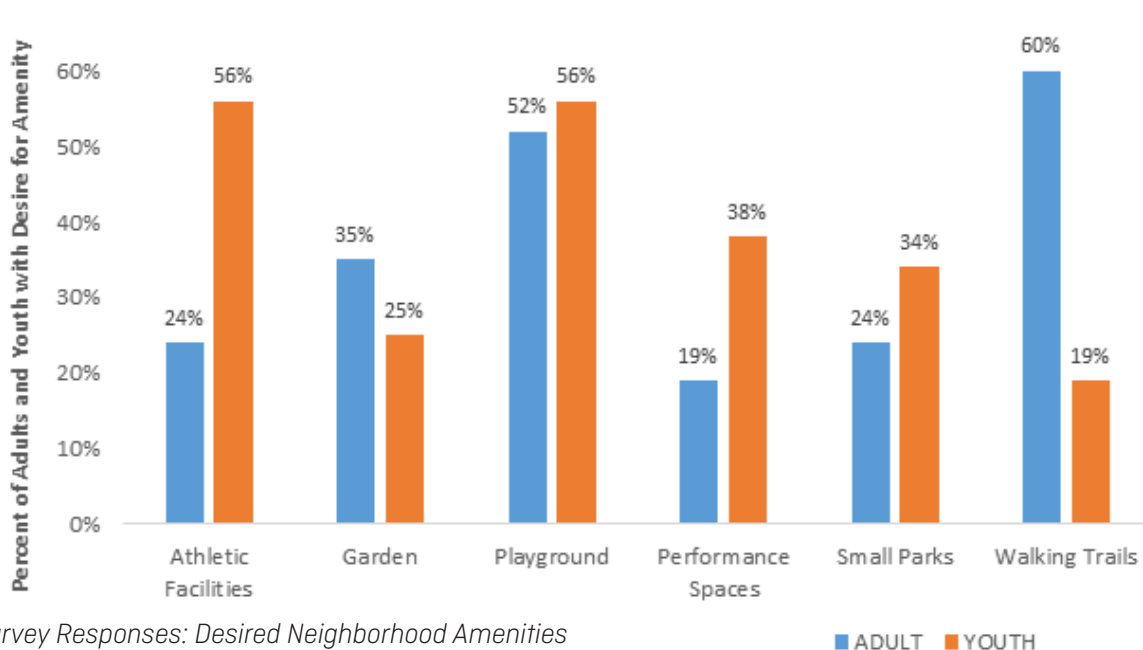
Many resident survey respondents (42%) report being somewhat or mostly satisfied with their neighborhood, providing a rating of 4 or 5 out of 5. On the contrary, however, more than 30% of residents report being somewhat or mostly unsatisfied (scores of 1 or 2 out of 5). Non-residents of Cleveland Avenue Homes are generally more satisfied with the neighborhood (non-resident satisfaction rating average was 4.1 versus 3.0 for residents). Survey respondents provided a number of suggestions for

### QUICK LOOK: SURVEY RESPONSES

*Youth and adult respondents were asked to describe the neighborhood as they imagine it to be in ten years.*

*Residents described a community with better housing, less crime, improved safety, and a stronger sense of community.*

*Most residents have at least one dislike about the neighborhood such as crime, violence and drug use.*

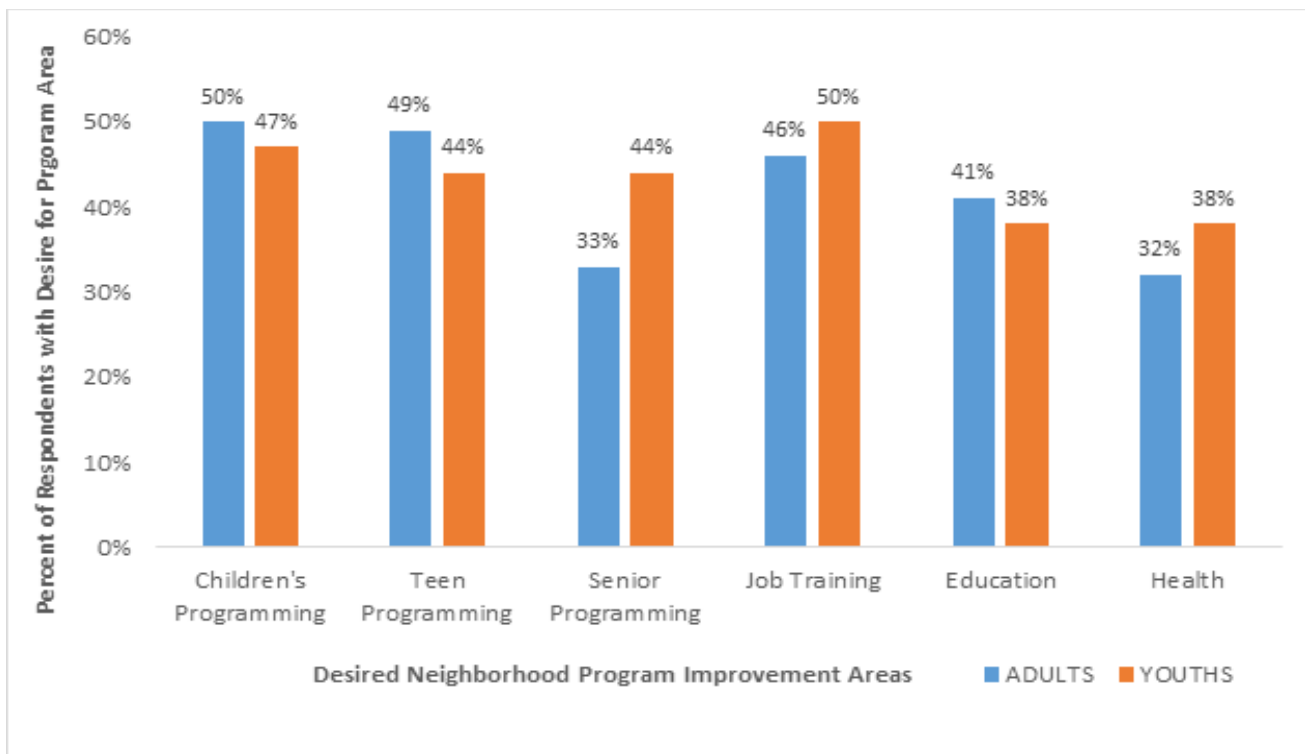


Survey Responses: Desired Neighborhood Amenities

improvements, to enhance the quality of life in the neighborhood (see below).

*“Survey respondents suggest the most needed services in the neighborhood include childcare, recreation centers, gyms, and health centers.”*

Survey responses indicate that a connection exists between satisfaction with housing and satisfaction with the neighborhood- 60% of respondents gave the same score for both. A majority identified at least one thing they liked about the neighborhood, most often it was the other people living there (25%). Another frequently mentioned positive aspect was location (12%). A large percentage reported at least one dislike about the neighborhood including crime and violence (20%, together), drug use (13%), or other people in the neighborhood (11%). Residents who indicated they were at least “somewhat likely” to move report that their main reason was to leave neighbors or the neighborhood.



Survey Responses: Desired Neighborhood Programming

Programmatic improvements are another area of interest to residents. The most commonly used neighborhood services/resource providers for adults include the YMCA/YWCA and Big Brothers-Big Sisters. Sixty-nine percent of surveyed youth, however, did not provide an answer when asked about their most commonly used service/ resource provider. Of youths who did respond, most named the YMCA/YWCA or scouting. Both adults and youth identified age-related and topical programmatic additions to enhance quality of life in the neighborhood (see above).

Suggested improvements for children include day care and playgrounds. Suggested programs for teens include dance, football, sex education, pregnancy prevention, homework help, and a teen recreation center. Senior citizens programs include computer classes/ access and a senior center. Desired job training opportunities include computer classes. Education improvements include GED programs and children’s speech classes. Many residents also indicate that improved health-related programs would enhance quality of life, such as more doctor’s offices and mobile health facilities.

Cleveland Avenue Homes residents indicate that the community institutions they use most frequently are health care centers (41%), schools (10%), and recreations centers (9%). Adult survey respondents suggest the most needed services in the neighborhood include childcare (51%), recreation centers (51%), gyms (41%) and health care centers (38%). Youth respondents desire a gym (63%), and childcare (50%).

## ECONOMIC ANALYSIS

### *Economic Assets & Institutional Facilities*

There are few economic assets and institutional facilities located within walking distance of the Cleveland Avenue Homes. Within a quarter-mile radius of the neighborhood there is one park, three childcare facilities, a pharmacy, a convenience store, and the Liberty Street Vendors Market (see below). Even extending this radius out to a half-mile does not result in the capture of a more significant number of opportunities for residents- there is one additional day care facility, one fast food restaurant, and a private Christian grade school.



*Neighborhood Economic Assets and Institutions*

### **Market Analysis**

A lack of neighborhood retail establishments affects both employment opportunities and the ability of residents to fulfill basic needs. Retail in Winston-Salem is highly concentrated near the intersection of the major transportation routes passing through the city- Interstate 40, US 421, and US 158. Major retail centers are located near the Hanes Mall and the city's two major medical centers. There is very little retail in the city's northeast quadrant, where the Cleveland Avenue Neighborhood is located. The closest retail to the neighborhood is located on MLK Drive and Walkertown Road, approximately one mile away (one way). Stores at this location include Food Lion, Save-a-Lot, CVS, Family Dollar, fast food restaurants, and banks.

A retail leakage analysis indicates untapped potential in the neighborhood. A five-minute drive area analysis shows

### QUICK LOOK: NEIGHBORHOOD RETAIL & ECONOMIC NEEDS

- *The Cleveland Avenue Choice Neighborhood lacks any strong, anchoring institutions within its boundaries*
- *There are no grocery stores within a half-mile radius of the neighborhood; the only food establishments are fast food or convenience stores*
- *Survey respondents most frequently utilize neighborhood retail establishments, gas stations, and pharmacies*
- *The most desired businesses for the neighborhood are grocery stores (49%), restaurants (46%), and deli (33%)*
- *Businesses most desired by youths include: restaurant(s) (50%), fast food (50%), grocery (44%), and bakery (31%)*



Liberty Street: The main commercial corridor in the Cleveland Avenue Neighborhood



Fairview Park

\$11.5 million in potential demand for warehouse clubs and supercenters such as Wal-Mart, Target, Sam's Club, and Costco (Appendix C). The average sales per store for this type of establishment in North Carolina is approximately \$7.6 million. There is approximately \$500,000 in potential demand for grocery stores- a figure likely not high enough to attract a new store to the neighborhood, as it currently exists. Within a ten-minute drive, there is \$31.3 million in potential demand for grocery stores- this area is underserved. There is not available demand for the type of supercenters described above, however. These results suggest that this area, and most of the city, appear to be underserved by grocery stores but it is possible that supercenters may be capturing the grocery demand. The implications of this analysis are that there may be demand for a new supercenter or full-line grocery store on the northeast side, but it is highly dependent on the location. The location would need to be accessible to the broader city, situated on a parcel of around 20 acres in size. The small size of available vacant parcels and limited connectivity suggests the Cleveland Avenue Neighborhood may not be the ideal location for this type of retail establishment.

Vacant parcels in the Cleveland Avenue Neighborhood



NEIGHBORHOOD TRANSFORMATION PLAN





## NEIGHBORHOOD INFRASTRUCTURE

### *Transportation*

The Cleveland Avenue Choice Neighborhood is a transit-reliant community. Nearly half of resident survey respondents (49.6%) indicate that they rely on the bus for their transportation needs; another 31.4% use privately owned cars and 3.8% use Winston-Salem's paratransit service Trans-AID. Very few walk for purposes of transportation (5.8%) and none indicate using a bicycle to get from place to place.

*“Nearly half of survey respondents indicate that they rely on the bus for their transportation needs.”*

The top transportation-related issues identified by survey respondents are pedestrian safety/ sidewalk conditions and traffic speeds both named by 27% of participants. Other issues of concern are the frequency of public transportation (23%), road conditions (21%), and transportation cost (20%). Transportation affordability tends to be an issue of ongoing concern in the neighborhood. A majority of neighborhood residents (62.3%) are spending 22-26% of their income on transportation-related costs; another 37.7% spend 18-22%. A majority of residents travel outside of the neighborhood for work and there are no residents reporting that they both live and work within the Cleveland Avenue Neighborhood.

### *Streets*

The study area generally consists of a densely networked, pre-1940 system of rectangular block streets reflecting a period of development just prior to the dominance of the automobile. The existing rail line west of Liberty Street generated many industrial sites throughout Winston-Salem, including within parts of the Cleveland Avenue Neighborhood. While much of the original urban street pattern remains, there are instances where construction of US Highway 52 in the early 1960s, and subsequent redevelopment, modified the traditional gridded street system. Such changes resulted in instances of isolated one-way streets and cul-de-sacs. The current pattern of curved, one-way streets supersedes what once was a better-connected and more functional two-way street system. Most streets have curb and gutter and are in relatively good condition. Although pavement surfaces appear in good condition, some streets are not well-maintained and exhibit varying degrees of needed vegetative maintenance. Additionally, many streets have been repaved over the years, reducing the effective curb height. Sight distance is a concern at a few non-perpendicular intersections and future development should respond appropriately with setbacks to maintain or improve sight distance.

Liberty Street is the only street designated as a “Major Thoroughfare” in the study area. Liberty Street is typically a 36-foot wide, two-way street with protected left turn lanes at certain intersections. A lack of designated on-street parking provides challenges such as higher vehicular speeds, lack of parking for small businesses, and a less pedestrian-friendly environment. Cleveland Avenue and East 14th Street are designated as “Minor Thoroughfares” and are generally residential in character.

Historically, Liberty Street was an extension of the downtown commercial area. Today, this north-south transportation artery links the study area to rapidly developing older industrial areas in the city center, approximately one mile south, and to Smith Reynolds Airport, about a mile-and-a-half north. The City of Winston-Salem has invested, and continues to invest, in pedestrian-oriented street lighting, sidewalk repair, and special pavers and landscaping at most intersections. The East-Northeast Area plan identifies Liberty Street as a “Growth Corridor” which acknowledges its commercial significance and encourages new mixed-use commercial/residential development.

### *Sidewalks*

Many streets in the study area have standard five-foot wide sidewalks installed as part of the street network's original construction. While most sidewalks appear generally in good condition, some are in need of maintenance/ repair and some sections are missing completely. While the City has made an effort to retrofit some intersections with ADA curb ramps and warning devices, many remain with no accessible provisions. There are very few marked crosswalks in the study area. Some sidewalks are less than five feet, which is the minimum desired for two people walking together or passing. Many of the sidewalks in the network have utility poles, guy wires, hydrants, and other

## EXISTING CONDITIONS



*Sidewalk Obstructions*



*Transit service on Cleveland Avenue connecting to downtown*



encroachments which limit their functionality and accessibility, and may compromise pedestrians' sense of comfort and safety. Due to existing terrain variations, many sidewalks have been marginally-to-severely impacted by soil erosion or overgrown vegetation, reducing the useful width of the walking surface. Additionally, many sidewalks are constructed adjacent to the curb edge or narrowly separated by a two foot wide planting strip. While there are opportunities to plant smaller variety street trees at certain locations, the general lack of an adequate planting strip between the sidewalk and curb edge substantially restricts the installation of larger variety canopy trees.

## TRANSIT INFRASTRUCTURE

### ***Bus Service***

The Cleveland Avenue Neighborhood has access to both bus transit and paratransit service provided by the Winston-Salem Transit Authority (WSTA). The graphic on the following page illustrates the main routes passing through or alongside the neighborhood. Both bus routes provide service to the downtown Clark Campbell Multimodal Transportation Center where transfers to other routes are available.

*Route 17: Cleveland Avenue to Downtown (Transportation Center):* Six stops located along Cleveland Avenue within the CNI boundary; buses run every 20 minutes on weekdays from 5:35 AM to 6:20PM; this route runs past the Department of Social Services and the Department of Public Health.

*Route 17: Cleveland Avenue to Downtown (Transportation Center):* Six stops located along Cleveland Avenue within the CNI boundary; buses run every 20 minutes on weekdays from 5:35 AM to 6:20PM; this route runs past the Department of Social Services and the Department of Public Health.

*Route 717: Downtown to Castle Heights (Sunday Service):* Six stops located along Cleveland Avenue within the CNI boundary; buses run every hour, from 7:30AM to 6:50 PM on Sundays.

*Route 2: Castle Heights to Downtown (Transportation Center):* Three stops located along the southern edge of the CNI boundary; runs weekdays 5:25 AM to 6 PM, and Saturdays from 5:55AM to 6:30 PM; there is no evening or Sunday service on this line. This route passes the Downtown Health Plaza.

*Proposed Routes:* WSTA is currently vetting options to replace the city's "hub and spoke" bus line system with local circulator routes. The proposed routes for the Cleveland Avenue Neighborhood would replace the existing WSTA routes (page 45).

### ***Trans-AID***

WSTA operates a paratransit ride-sharing program for eligible elderly or disabled residents of Winston-Salem/ Forsyth County. Trans-AID is an advanced-scheduled, curb-to-curb service.

Survey respondents provided a number of desired improvements to transit service in the neighborhood. The most desired changes include weekend or expanded weekend service (37%), expanded hours of service (36%), more routes (33%), greater frequency on existing routes (26%), and more stops (26%).

## Bicycle Routes

Winston-Salem has a number of bike facilities available to residents and the city has ongoing plans to expand these facilities. The East Winston Loop (next page) runs along part of Cleveland Avenue, within the Choice Neighborhood boundary. This loop connects to other paths and trails throughout Winston-Salem.

Although no residents currently report using a bike as their main form of transportation, many expressed a desire for improved biking facilities, including marked bike lanes on streets (44%), better access to existing trails (32%), and improved connections and interaction with the city (30%). Health committee members discussed a potential need for a program such as a neighborhood bike share in order to promote active transportation and healthy living.

*“Although no residents currently report using a bike as their main form of transportation, many expressed a desire for improved biking facilities.”*



Existing & Proposed WSTA Bus Routes in the Cleveland Avenue Neighborhood

## ZONING

The study area currently consists of a variety of zoning districts largely conforming to existing patterns of land uses. Commercial properties located on both sides of the Liberty Street corridor are zoned PB (Pedestrian Business) and a smaller industrial/commercial area located in the northwest quadrant of US Highway 52 and East 14th Street is zoned GB (General Business). Most multifamily land uses are currently zoned RM-18 accommodating up to eighteen

attached housing units per acre. Lower intensity duplex and quadraplex units are typically zoned RSQ (Residential, Single Family, Quadraplex). Larger-scale churches and institutional uses, including the Masonic Temple are zoned IP (Institutional Public). Remaining properties consisting mostly of single family homes are zone RS-7 (Residential Single Family – 7,000 sf minimum lot size).

While current land uses generally conform to their respective zoning classifications, existing zoning is not well suited to stimulating transformation. For example, existing RM-18 zoning requires minimum twenty-five foot front and twenty foot side yard setbacks and thus encourages off street parking to be located in the fronts of structures. RM-18 also requires a minimum seventy foot lot width. Such requirements are more suburban than urban in character and work against a pedestrian oriented, mixed-use concept.

The City Planning Department is supportive of an urban, mixed-use concept for the study area and recommends PB zoning as the preferred district for the study area's comprehensive redevelopment. In this way, specific land uses such as retail/office commercial can be conditionally approved along the Liberty Street corridor, but not elsewhere in the plan area. Similarly, multifamily uses can be specified as a transitional use between commercial uses along Liberty Street and narrower, thirty foot wide single family lots proposed farther to the east. The PB district is expressly recommended in the East Northeast Area Plan Update and has been previously endorsed by City Council.



Map of the East Winston Bicycle Loop

*“The City Planning Department is supportive of an urban, mixed-use concept for the study area and recommends PB zoning as the preferred district for the area’s comprehensive redevelopment.”*

In addition to a broad array of permitted commercial, office, institutional and multifamily uses, PB District zoning also allows for zero front, side and rear yard setbacks and a 30% reduction in required off-street parking. Such development flexibility further promotes the urban form by requiring new buildings to be located close to the street with off-street parking located to the side or rear. Parking credit is also available for contiguous parallel on-street parking spaces in public rights-of-way. These allowances/requirements are in accord with the Transformation Plan objectives which promotes an urban form with a well-defined network of pedestrian sidewalks, tree lined streets, and parallel on-street parking.

Public alleys are another key concept that can work in concert with PB District zoning provisions and requirements. Such alleys can serve rear loaded garages and parking areas as well as various underground utilities and solid waste/recycling collection vehicles. One-way public alleys must be a minimum sixteen feet wide and constructed to public street pavement standards. A minimum thirty foot wide right-of-way is required with minimum five foot wide utility easements on each side. At this time it is the City’s policy not to systematically maintain alleys. While the City may patch a few potholes, longer-term maintenance may require a homeowners association and/or other funding source. A consideration for developers/builders would be to keep alleys private, limiting right-of-way requirements and providing flexibility in design, since the maintenance is the responsibility of the owner.

The western edge of the study area is contiguous to US Highway 52, a controlled access urban expressway which has a Thoroughfare Overlay (TO) District requirement. The TO District requires screening of certain utilities, outside storage, and loading facilities located within one hundred feet of the US Highway 52 right-of-way. A minimum twenty foot wide vegetative buffer is also required adjacent to the right-of-way. The Transformation Plan will accommodate TO District requirements without significant impacts on anticipated new development.

# NEEDS ASSESSMENT

## *Housing: Strengths & Challenges*

### CLEVELAND AVENUE NEIGHBORHOOD: HOUSING PROFILE

The housing profile first covers the state of the housing stock within the 110 acres comprising the Cleveland Avenue Neighborhood, and related market data.

#### ***Housing in the Cleveland Avenue Neighborhood***

While not uncommon to neighborhoods surrounding obsolete public housing communities, the physical effects of disinvestment in the Cleveland Avenue Neighborhood are evident. Home values here are some of the lowest in Winston-Salem, and many properties are hindered by absentee landlords and low rental values that cannot support needed capital improvements.

Architecturally, the housing in the neighborhood is disjointed, only reflecting an “in-town” structural typology found in other Winston-Salem neighborhoods, and even that in small stretches. The housing-related challenges facing the neighborhood are significant. Much of the existing housing is in poor or deteriorating condition and scattered demolitions have left a fractured and fragmented neighborhood framework.

***“The housing-related challenges in the neighborhood are significant.”***

The housing needs in the study area are not unlike other struggling low-income neighborhoods across the country. The housing product must be improved through the construction of new homes, owner occupancy must increase, and a broader range of incomes must be served.

Ninety-one percent of non-Cleveland Avenue Homes residents who took the Needs Assessment survey live in houses (as opposed to 96% of Cleveland Avenue Homes residents who live in apartments), and 59% of non-Cleveland Avenue Homes residents are renters (compared to residents who are

### EVIDENCE OF PHYSICAL DISINVESTMENT

**Housing Condition:** *Neighborhood housing is of low quality; low home values and poor conditions are evident. The neighborhood is primarily low-income renter occupied.*

**Rental Availability:** *According to HUD’s Community Planning and Development maps website, less than 18% of the homes in the neighborhood are owner-occupied. Additionally, over 76.7% of the rental stock is available for families making 50% or less of area median income.*

**Long-Term Vacancies:** *According to HUD’s Qualified Census Tract Mapping Tool, 10% of the rental stock remains vacant in the subject area for more than 90 days.*

**Vacant Land:** *Approximately 15% of all the land, excluding street rights-of-way, is vacant.*

**Depressed Values:** *According to public property tax data, most of the homes in the study are valued at well below replacement value. According to Zillow, homes can be purchased in the neighborhood for between \$25- 65,000, and most of the homes for sale fall between \$25-35,000.*



## CLEVELAND AVENUE HOMES PROFILE

**BUILT: 1956**

**PROPERTY: 14.84 ACRES**

**BUILDINGS: 43**

**UNITS: 244**

### **HOUSING TYPES:**

**1 BR: 28 UNITS**

**2 BR: 120 UNITS**

**3 BR: 68 UNITS**

**4 BR: 28 UNITS**

**CONDITION: POOR, FUNCTIONALLY OBSOLETE, UNFIT FOR HABITATION**

**VACANCIES: 7 UNITS**

**MEDIAN RENT: \$185**

**AVERAGE RENT: \$129.48**

**MOST COMMON RENT: \$50 (30% OF RESIDENTS)**

98% renters). The average rent or mortgage is lower for non-Cleveland Avenue Homes residents (\$64.55) and non-Homes residents report being more satisfied with their house (average reported score of 4.3 versus 3.4) and less likely to want to move.



### ***Housing in Cleveland Avenue Homes***

Built in the mid-1950s with limited maintenance or upgrades, the Cleveland Avenue Homes apartment buildings are functionally obsolete and have largely reached the end of their useful life. Both interiors and exteriors of apartments and buildings are in a state of advanced deterioration. Heating and cooling systems are outdated and inefficient. Many buildings lack insulation or are not up to current energy code levels for the City. Fixtures and floor plans are inadequate for current levels of use and expectations of residents. Additional problems of great concern include the potential existence of lead paint and asbestos, major pest infestations, dry rot, mold, and missing and/or damaged smoke detectors. The property inspector who conducted the assessment of the Cleveland Avenue Homes for the Choice Neighborhoods Initiative Planning Grant made the following determination: "Due to the conditions observed throughout Cleveland [Avenue] Homes replacement with new housing is highly recommended as the current conditions and limited spatial designs are hazardous, unsanitary, and indecent residences for habitation."

*"Due to the conditions observed throughout... replacement is highly recommended as the current conditions and limited spatial designs are hazardous, unsanitary, and indecent residences for human habitation."*



Outdated compressor units



Corroded electrical equipment with water entering at service connection point



Erosion and blockage at drains



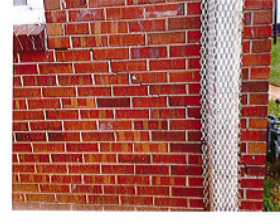
Severe corrosion of systems



Severe erosion and sidewalks with hazardous cross-slopes



Moisture-damaged, collapsing ceilings in basements



Significant structural cracking in the masonry



Gas lines prone to leaks



Erosion and blockage of drains



Evidence of moisture in crawlspace/basements



Rusted doors



Rusted patio and porch rails



Water penetration in units



Smoke detectors are not interconnected with other smoke detectors in the building



Vinyl siding is 20+ years old and in poor condition



Evidence of moisture below the floor joists and water damage



Lead-based paint is painted over and not abated



Moisture penetration in the floor joists creates dangerous situations in the units



Undersized units



Non-working and/or unsecured fixtures



Hazardous gas stove units



Creosote-contaminated railroad tie gating system



Unsecured and/or damaged windows



Washer connection tied to an undersized 3" galvanized water system which is inadequate

## ***HAWS: Committed to Housing Transformation***

The Housing Authority of the City of Winston-Salem has already made a visible impact on improving housing options in the East/Northeast Ward. The Oaks at Tenth are fifty new units of “step up” housing, offering one, two, and three bedroom units with private entrances. With more upscale housing units, and expanded amenities, step up housing is designed to prepare housing development tenants for eventual homeownership or market rate rental units.

Camden Station is another step up housing development, replacing vacant, boarded up apartments. Camden Station offers thirty units with one, two, and three bedroom floorplans, also featuring private entrances.

HAWS is in the process of redeveloping two additional properties. The first, Bethlehem Pointe, is twelve units purchased out of tax lien foreclosure. This development has been completed. The second property is the former Brown Elementary School, a site that HAWS intends to develop into a new senior apartment community.

## ***Obstacles Related to Public Housing***

- As a public housing resident’s income increases, governmental assistance is decreased- it is difficult for residents to account for these gaps in assistance.
- The various forms of government assistance (housing, food, child care, etc.) are controlled by different agencies- coordination of services remains a challenge
- There is no single agency or program that works with public housing residents to phase out assistance over a reasonable period of time that allows the resident to smoothly transition to self-sufficiency

HAWS hopes to overcome some of these obstacles and challenges by working to incentivize employment opportunities by providing newer housing with improved amenities to support the efforts of residents. Additionally, HAWS intends to partner with community agencies, as described in this Transformation Plan, to tap into local expertise in education, job training, financial literacy, resume writing, interview skills, and more.



*The Oaks at Tenth*



*Before: Brown Elementary School Site*



*Camden Station*

*After: New Senior Apartment Community*





An aerial photograph of a city neighborhood, showing a mix of residential buildings, parking lots, and green spaces. A prominent feature is a large, multi-lane highway interchange on the left side of the image. A semi-transparent blue rectangular overlay is positioned in the upper half of the image, containing the text 'TRANSFORMATION VISION' in white, bold, sans-serif capital letters. The text is arranged in two lines: 'TRANSFORMATION' on the top line and 'VISION' on the bottom line, centered horizontally within the blue area.

# TRANSFORMATION VISION

# why cleveland avenue?

*imagining a brighter future.*

This chapter introduces the community-derived visions driving the transformation of the Cleveland Avenue Choice Neighborhood. Through resident engagement and other stakeholder involvement, four vision statements have been crafted that reflect the goals and desires of the community and plan partners.

A broad **Transformation Vision** is representative of the overarching end-goals for the community.

The **People Vision** is reflective of the neighborhood's desires for improving education, health, safety, workforce development, and employment.

The **Neighborhood Vision** is derived from resident and stakeholder input into the topics of transportation, livability, economic development, community amenities, and sustainability.

And, finally, the **Housing Vision** communicates the goals and needs of the community in terms of improved public and private housing options.

These vision statements have informed the creation of both the physical master plan for the Cleveland Avenue Neighborhood Transformation and the key recommendations for achieving positive change. Guiding principles, anticipated outcomes, and a summary of key plan elements are discussed with more in-depth strategies for achieving the transformation visions included in the plan's Key Strategies element.





# TRANSFORMATION VISION

## MAIN IDEA

The Transformation Plan attempts to establish stronger connections to neighborhood and city assets, while respecting the character of the existing neighborhood. Key assets were identified early on. These include the recently constructed Liberty Street Farmers Market at Liberty and 16th Streets, Fairview Park, Liberty Street commercial area, the Career Center just south of the project area, the potential school site in the northern portion of the study area, and the future greenway corridor just east of US Highway 52 that would be accessible from 16th Street.

## GUIDING PRINCIPLES

Three guiding principles have informed the development of the physical plan, plan goals and strategies:

### 1. Increase ACCESS

Access is about connecting people to opportunity- the transformed Cleveland Avenue Neighborhood will offer improved opportunities for all residents.

### 2. Build CAPACITY

Capacity is about providing the facilities and infrastructure needed to support individuals and organizations, stimulating high-quality neighborhood and community development activities.

### 3. Improve PERFORMANCE

Performance is about ensuring a level and quality of service for public and private entities who provide quality of life benefits to community residents.

## VISION FOR THE TRANSFORMATION OF CLEVELAND AVENUE

The Cleveland Avenue Neighborhood is welcoming, safe, and well connected to the rest of Winston-Salem. There is a focus on providing public amenities, resources, and supportive services to both future residents, and existing ones who do not return to the neighborhood. There is a strong sense of community, and respect for the neighborhood's culture and history, with places and spaces for residents and visitors of all ages. Residents, both existing and new have access to a wide range of safe, affordable, and suitable housing choices.

### VISION: PEOPLE

Residents enjoy equitable access to necessary and appropriate educational opportunities (for all ages) and high quality health care. There are ample facilities and resources available to help improve nutrition, to provide well-care, and to support active living. There is less crime, calmer traffic, and improved law enforcement relationships. Employment and workforce resources are available to train the next generation of workers and to help residents find high-quality jobs matching their skillsets.

## Quick Look: Physical Plan Elements

Housing      Infrastructure  
 Connectivity      Open Space  
 Bicycle/Pedestrian Improvements  
 Street Network      Commercial Corridors

The physical design of the transformed neighborhood focuses on updated urban forms, connectivity, mixed use districts, and safe streets that promote interaction, livability, and vibrancy.

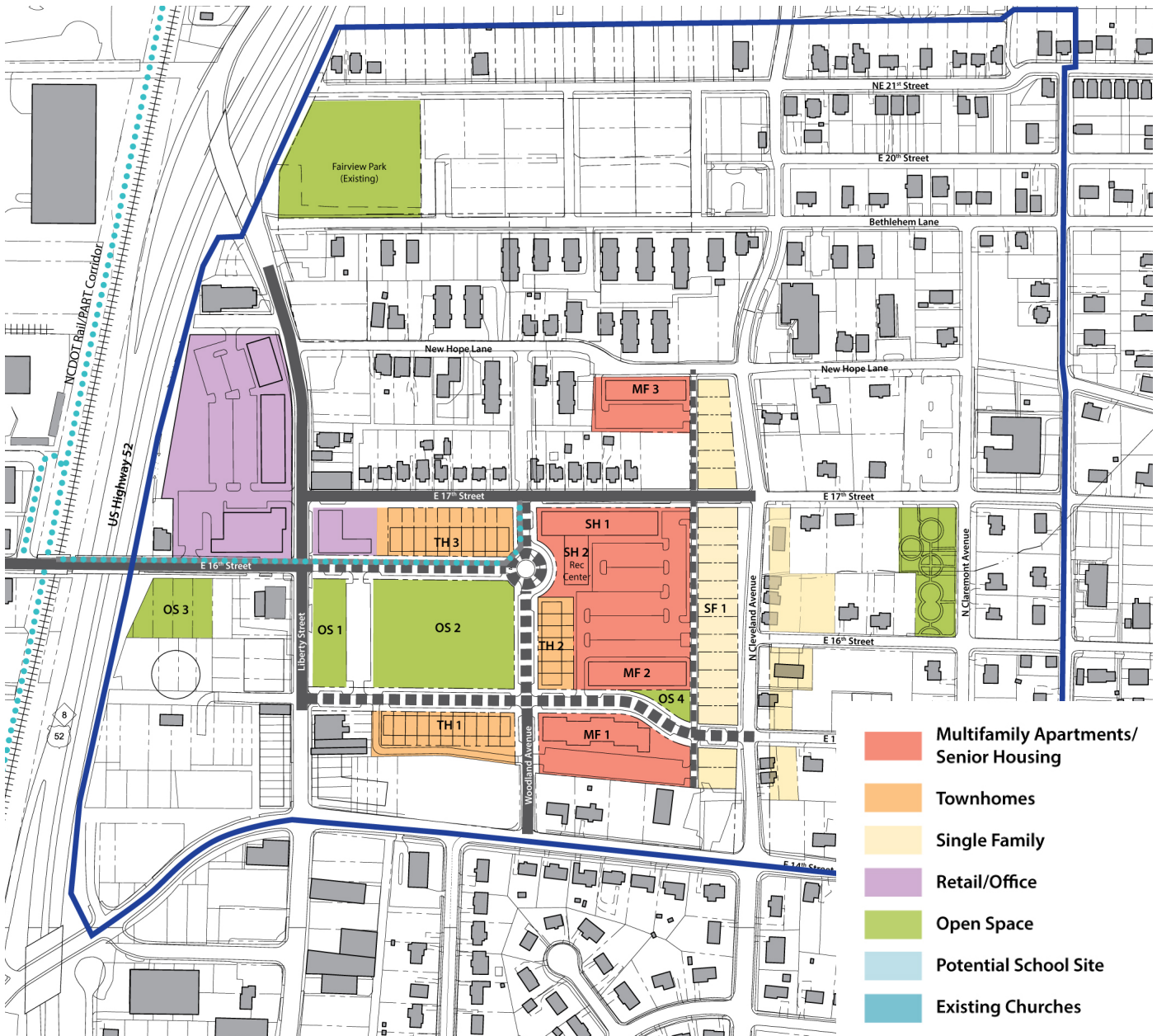
## VISION: NEIGHBORHOOD

The Cleveland Avenue neighborhood is safe, clean, well-maintained and well-connected to the larger Winston-Salem region. Residents and visitors have access to a full range of community amenities. The neighborhood has ample green space and public recreation facilities. Reliable multimodal transportation options are widely available.

## VISION: HOUSING

Existing and future residents of the Cleveland Avenue neighborhood have a wide variety of safe, clean, affordable, comfortable, age-appropriate housing choices with on-site and nearby services, fostering an improved quality of life for Cleveland Avenue residents.

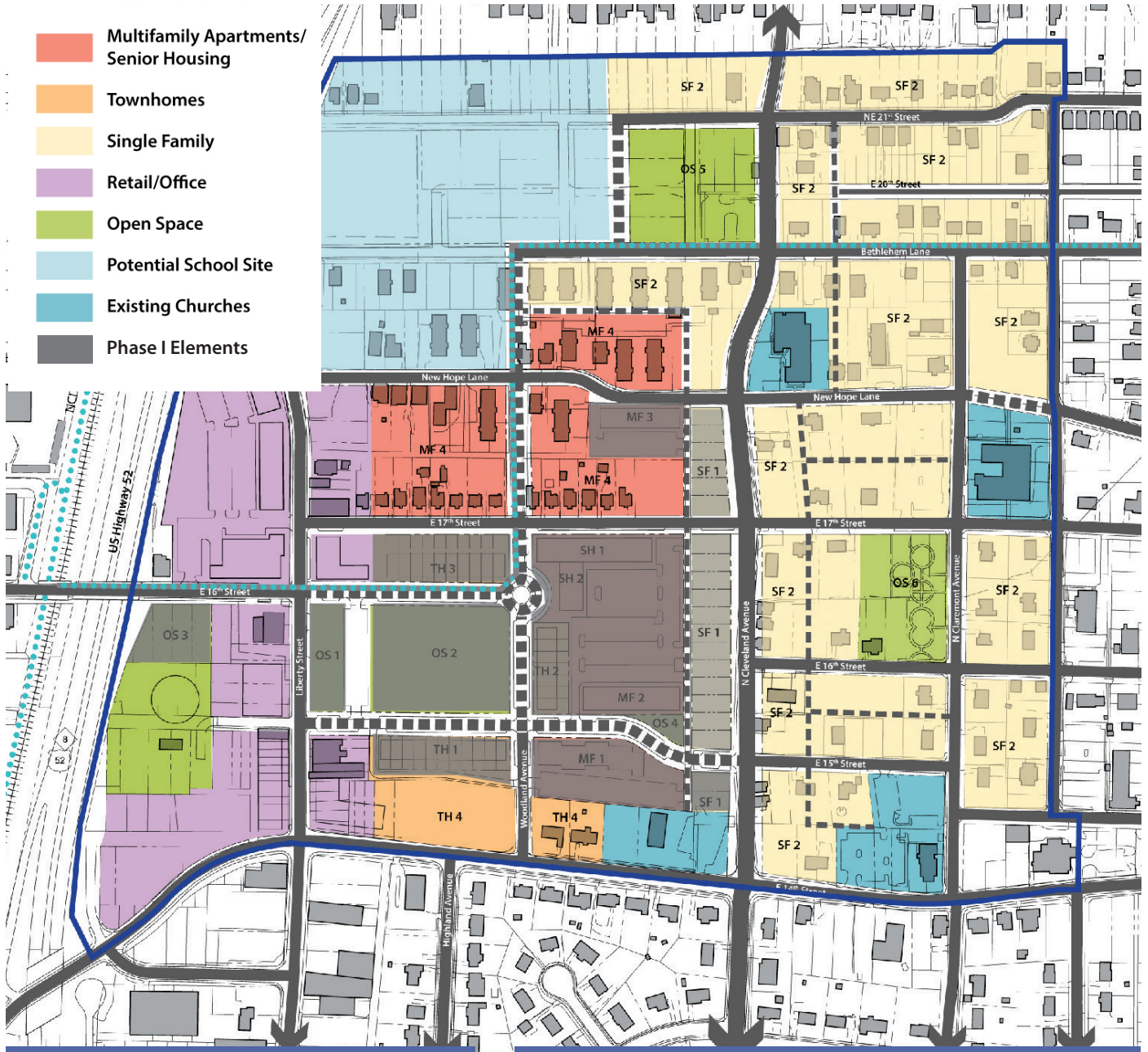
## PHASE I HOUSING & PHYSICAL PLAN



- Multifamily Apartments/  
Senior Housing
- Townhomes
- Single Family
- Retail/Office
- Open Space
- Potential School Site
- Existing Churches

PHASE II HOUSING & PHYSICAL PLAN

- Multifamily Apartments/  
Senior Housing
- Townhomes
- Single Family
- Retail/Office
- Open Space
- Potential School Site
- Existing Churches
- Phase I Elements



Quick Look: Housing Plan Elements

- TH: Townhomes, Workforce and Upscale
- MF: Multifamily
- SH: Senior Housing
- SF: Single Family

*The housing plan is designed to create a mixed-use, multigenerational, and mixed income environment that better serves the needs of existing and new populations, and serves the wide range of people who will be attracted to this area.*

Quick Look: Phasing Plan

*The housing plan consists of a two phase, multi-stage development totalling 638 new rental and for-sale units.*

*Phase I: 268 units developed on land currently controlled by HAWS.*

*Phase II: 370 units to be developed on land currently owned by other parties.*

This page is intentionally left blank.

An aerial photograph of a city, showing a mix of residential, commercial, and industrial areas. A prominent green banner is overlaid across the top portion of the image, containing the text 'KEY STRATEGIES'. The city below features a grid of streets, various buildings, parking lots, and green spaces. A large highway interchange is visible on the left side of the image.

# KEY STRATEGIES

# why cleveland avenue?

*people first.*

## PLANNING FOR TRANSFORMATION

The results of the Needs Assessment, and feedback from the resident survey and the stakeholder committees, support a series of strategies that will drive the transformation of the Cleveland Avenue Neighborhood. Strategies are included for each of the main topic areas- people, neighborhood, and housing. The Implementation Element of this plan contains more specific information pertaining to roles, responsibilities, and timing for each strategy

The People Plan contains strategies for Education, Health, Safety & Security, and Workforce Development & Employment. Each topic area introduces a number of partners who will be critical to the success of the plan.

## RECALL|VISION: PEOPLE

*Residents enjoy equitable access to necessary and appropriate educational opportunities (for all ages) and high quality health care. There are ample facilities and resources available to help improve nutrition, to provide well-care, and to support active living. There is less crime, calmer traffic, and improved law enforcement relationships. Employment and workforce resources are available to train the next generation of workers and to help residents find high-quality jobs matching their skillsets.*



Cleveland Ave Neighborhood  
Transformation Plan





# PEOPLE PLAN

Within the Transformation Plan, goals are referenced by letter and number (example- E1 is the first Education goal, as seen below). Strategies are referenced by both the goal they are associated with and by a number (example- the first strategy under the first education goal is labeled E1.1).

## EDUCATION

### **GOAL E1: Residents of the Cleveland Avenue Neighborhood can access and afford high-quality educational opportunities, from cradle to career**

The Education Committee notes that residents have difficulty connecting with available educational opportunities. Two strategies are recommended to address this challenge.

**STRATEGY E1.1:** Reduce transportation as a barrier to educational opportunities by identifying transit routes serving local schools, institutions of higher learning, and supportive service providers, and ensure these routes are available to residents when they are needed.

**STRATEGY E1.2:** Increase opportunities for residents to cultivate skills and learning by partnering with local community colleges and technical schools to identify and promote affordable and/or grant-funded education and career preparation programs, ultimately leading to high-quality jobs.

### **GOAL E2: The Cleveland Avenue Neighborhood has high-performing, high quality schools that do not suffer from socio-economic and race-based achievement gaps**

The Education Committee expressed concern about the quality of educational and extra-curricular programs in the Cleveland

## EDUCATION PARTNERS

- Winston-Salem Transit Authority
- Winston-Salem/ Forsyth County Schools
- Forsyth Tech
- Winston-Salem State University
- Department of Education
- Kate B. Reynolds Foundation
- Head Start
- Family Literacy Initiative
- GIDE
- FLIP
- Forsyth County Library
- Winston-Salem Recreation & Parks Dept.
- HAWS
- North Carolina Board of Education
- Kramden Institute
- North Carolina Next Generation Network (NCNGN)
- Saturday Academy
- Neighbors-in-Action
- I-RISE
- Neighbors for Better Neighborhoods
- Becoming a Man/ Becoming a Woman (BAM/BAW)
- YWCA
- Best Choice Center

## EDUCATION PARTNERS

Piedmont Federal Savings and Loan  
Goodwill Industries  
United Way  
Family Services  
Allegacy Federal Credit Union  
Piedmont Triad Regional Council  
Racial Equity Institute

Avenue Neighborhood. Four strategies are recommended to address the neighborhood's needs.

**STRATEGY E2.1:** Identify a supportive service provider to develop a program for new parents, focused on the importance of early childhood education, stimulating and promoting intellectual growth in infants and toddlers.

**STRATEGY E2.2:** Expand the availability of high-quality early learning facilities in the neighborhood by partnering with providers such as Head Start to better understand the needs of the neighborhood and delivering needed services.

**STRATEGY E2.3:** Expand the availability of extra-curricular tutoring programs for students to supplement school-based learning by working with the local school district and other education service providers in the neighborhood to identify and provide for the unmet needs of neighborhood students.

**STRATEGY E2.4:** Expand education program space through joint use agreements with libraries, recreation centers, and other easily accessible public facilities throughout the neighborhood and city.

## GOAL E3: Neighborhood schools and students benefit from active and engaged parents and community members

Residents and committee members are frustrated about a lack of communication on the availability of educational programs and opportunities for both children and adults. An additional concern is a perceived and/or actual lack of parental involvement in neighborhood education. The following strategies address these challenges.

**STRATEGY E3.1:** Communicate regularly with local schools (at all levels) and conduct scheduled, coordinated neighborhood outreach and engagement focused on education programs and opportunities for learning

**STRATEGY E3.2:** Develop a volunteer parental education assistance and training network and program as a joint effort between CATT, HAWS, and the local school system

**STRATEGY E3.3:** It is recommended that HAWS continue to document education-related data for the neighborhood and report results to determine if education strategies have been effective.

## GOAL E4: Residents of the Cleveland Avenue Neighborhood have access to the technology needed to enhance education and employment opportunities

Both education and employment grow increasingly dependent



on computers and Internet technology each year. It is critical that residents do not fall behind due to a lack of home-based access to technology. These strategies are recommended to bridge the existing technology gap in the Cleveland Avenue Neighborhood.

**STRATEGY E4.1:** Seek grants or develop partnerships to ensure every student has access to a computer or tablet outside of school

**STRATEGY E4.2:** Partner with the City to make free internet available outside of school to all students enrolled in community schools

## HEALTH

### **GOAL H1: The Cleveland Avenue Neighborhood has accessible and affordable options for fresh, healthy, food and ample opportunities for exercise and active living**

There are no fresh foods markets or grocery stores currently within the Cleveland Avenue Neighborhood, a service gap that severely limits the purchasing options of residents and negatively affects health-related outcomes. This is especially critical given the fact that nearly 50% of residents do not have access to a vehicle. The following strategies are recommended to improve healthy outcomes:

**STRATEGY H1.1:** Convene a working group to investigate the preliminary considerations for opening a cooperative market to expand fresh food options to residents living in the Cleveland Avenue Neighborhood, a USDA-designated food desert

**STRATEGY H1.2:** Work with volunteers to install open-source wayfinding/active living signage in the neighborhood such as "Walk [Your City]" to stimulate interest in the neighborhood transformation and increase participation in active living

**STRATEGY H1.3:** Partner with the city to investigate the feasibility of a city/neighborhood bikeshare program to promote active living and exercise and to help overcome transportation barriers

**STRATEGY H1.4:** Engage and partner with the local cooperative extension to gather the information and resources needed to further expand the Cleveland Avenue Neighborhood community garden

## HEALTH PARTNERS

Liberty Street Market

Kids Café at St. Paul's Episcopal Church

Winston-Salem Office of Community and Business Development

Winston-Salem Chamber of Commerce

HAWS

Winston-Salem/ Forsyth County Planning Department

Winston-Salem Recreation & Parks Department

Winston-Salem Transportation Department

Winston-Salem Transit Authority

USDA Cooperative Extension

US Department of Health and Human Services

Forsyth County Department of Public Health

Southside United Health Center

Wake Forest Baptist Hospital

Forsyth County Department of Social Services

Crisis Control Ministry

POSSE



\* [www.walkyourcity.org](http://www.walkyourcity.org)

## SAFETY/SECURITY PARTNERS

Winston-Salem Department of Transportation

Winston-Salem/Forsyth County Planning Department

Winston-Salem City Council

Winston-Salem Police Department

HAWS

Winston-Salem Department of Public Works

US Department of Justice

Team BAM/BAW

Allegacy Federal Credit Union

## GOAL H2: The Cleveland Avenue Neighborhood has many options for appropriate, accessible, and affordable health care for all residents, of all ages

Feedback from the Resident Health committee and the resident survey indicate a number of issues relating to the access and availability of healthcare for Cleveland Avenue Neighborhood residents, such as the difficulty of traveling to and from health care providers at convenient times, and the trouble residents often have finding medical and dental providers who are both available and affordable. The following strategies are recommended to improve healthcare-related outcomes for residents.

**STRATEGY H2.1:** Work with Southside United Healthcare to establish a satellite clinic in the Cleveland Avenue Neighborhood

**STRATEGY H2.2:** Partner with public agencies and local non-profit partners to assess needs gaps and expand the availability/accessibility of mental health and substance abuse programs for public housing residents

**STRATEGY H2.3:** Engage WSTA to initiate a feasibility study for instituting new or improved routes for a community van/shuttle service for residents to access health care providers

## GOAL H3: Residents of the Cleveland Avenue Neighborhood are food-secure, active, happy, and healthy

Feedback from both the Resident Health Committee and the resident survey indicates that many residents are unaware of existing health-related programs. Residents report receiving regular health care and follow-up but, the health data available for the neighborhood suggests room for improvements. The following strategies are recommended to improve the long-term health of neighborhood residents through continuous, targeted health care-related programs.

**STRATEGY H3.1:** Engage a non-profit partner or public agency to design and implement a Resident Health Ambassadors program to assist and educate residents with health care related needs

**STRATEGY H3.2:** Work with local health care providers to develop a prescription medication follow-up and education program for residents, particularly the young, the elderly, and those with chronic illness



## SAFETY & SECURITY

### GOAL S1: The Cleveland Avenue Neighborhood is safe, clean, and drug-free

Committee feedback and responses from the resident survey indicate a number of pressing issues relating to safety and security in the neighborhood including traffic, crime, drugs, littering, and more. The recommended strategies foster greater safety and security in the neighborhood and will deter criminal activity through programmatic interventions and improved environmental and physical design.

**STRATEGY S1.1:** Work with the City to expedite the traffic calming study for Cleveland Avenue and institute recommendations to improve traffic safety

**STRATEGY S1.2:** Partner with WSPD and WSDOT to clarify and enforce parking regulations and improve parking regulation signage

**STRATEGY S1.3:** Improve the neighborhood's lighting, security features, environmental design and amenities by using Crime Prevention through Environmental Design (CPTED)

**STRATEGY S1.4:** Partner with WSPD to support a resident-led crime prevention program and to improve methods of reporting neighborhood crime

### GOAL S2: Residents and law enforcement in the Cleveland Avenue Neighborhood enjoy positive relationships based on mutual respect and understanding

Both Committee and survey reported lack of trust between residents of the neighborhood and local law enforcement. To meet this challenge, an honest and ongoing dialogue must be opened between WSPD, the City, HAWS, and residents of Cleveland Avenue to discuss issues of concern such as a perceived gap between existing laws and policies and safety and security issues experienced by residents including enforcement of the property ban list, resident reporting of possible crimes, the balance of police presence on the premises, and the response times of law enforcement. Progress is already being made towards this goal through ongoing activities in the neighborhood, such as "Ask the Police Night".

**STRATEGY S2.1:** Partner with WSPD to conduct regular community events fostering positive relationships between law enforcement and residents

**STRATEGY S2.2:** Work with the City to convene a neighborhood-City safety/security task force

## WORKFORCE DEVELOPMENT/ EMPLOYMENT PARTNERS

Forsyth Tech

Winston-Salem State University

Winston-Salem/ Forsyth County Public Schools

HAWS

Cleveland Avenue Transformation Team

Neighbors for Better Neighborhoods

Winston-Salem Community and Business Development

Winston-Salem Chamber of Commerce

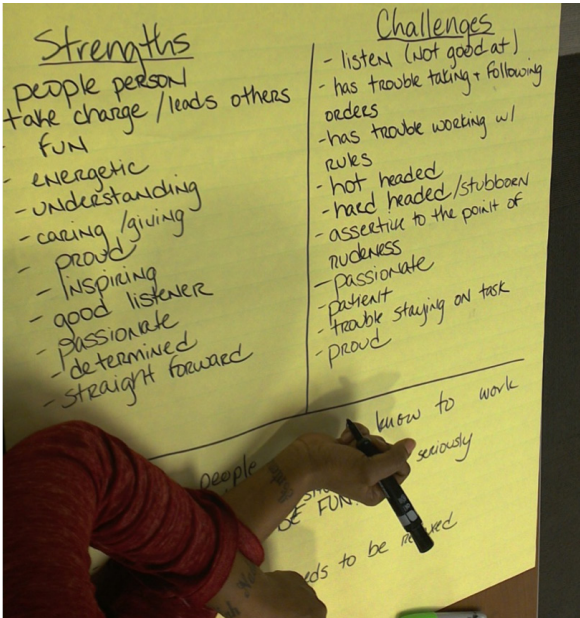
The Durham Living Wage Project

Goodwill Industries

Piedmont-Triad Regional Council

Urban League





## WORKFORCE DEVELOPMENT & EMPLOYMENT

### GOAL W1: The Cleveland Avenue Neighborhood provides workforce development opportunities and employment supportive services to all residents who need them

Feedback from the Committee and the survey indicates there is a mismatch between the *hiring needs* of local employers and the *employment needs* of neighborhood residents. The recommended strategies will help better understand what local employers are looking for, to better target supportive services, improve communications among residents about available employment-related services, and connect residents to other supportive services they may need to ensure successful, long-term employment.

**STRATEGY W1.1:** Convene a formal employment/workforce development working group for the neighborhood consisting of employers, residents, and supportive service providers, to identify and align needs and resources.

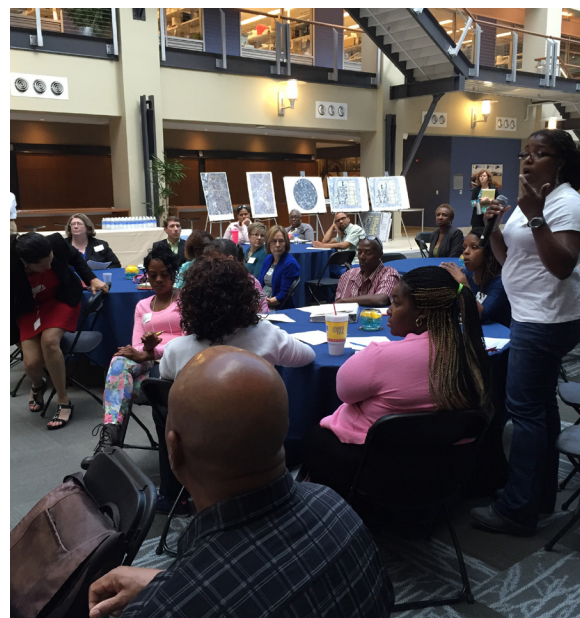
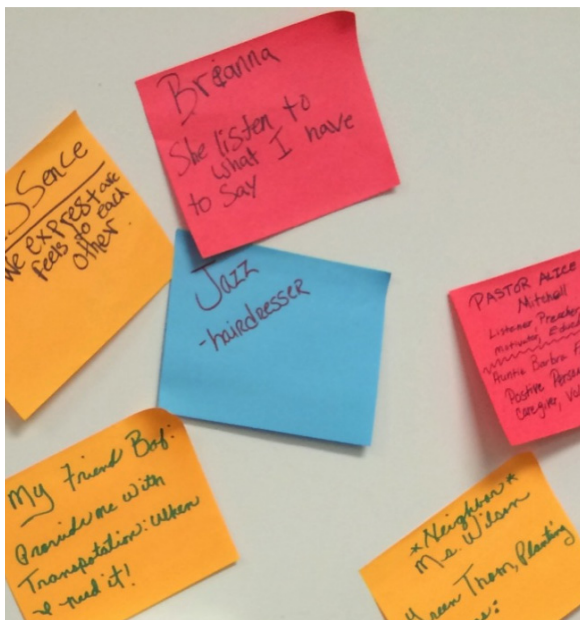
**STRATEGY W1.2:** Create a “one-stop” workforce development and employment assistance center for neighborhood residents better connecting them to information relating to adult education (including GED assistance), technical training, local employment opportunities, and more

**STRATEGY W1.3:** Develop a comprehensive “workforce skills” training course available to public housing residents focused on searching for work, creating a resume (particularly for residents with non-traditional skills and experience), submitting employment applications, interviewing, and retaining a job once hired

**STRATEGY W1.4:** Engage and work with local service providers to help connect residents with other employment-related needs such as child care and healthy living.

### GOAL W2: In the Cleveland Avenue Neighborhood, local employers train and hire local residents, pay their employees a living wage, and provide employees with competitive benefits packages

Committee members are concerned about the lack of high-quality employment with competitive wages and benefits available in Winston-Salem. The following strategies recommend interventions highlighting the economic benefits



(to the city, the neighborhood, and the people) of hiring local residents and showcasing the skills and talents of Cleveland Avenue residents.

**STRATEGY W2.1:** Work with CATT to develop a resident-led “hire local” campaign based out of the Cleveland Avenue Neighborhood

**STRATEGY W2.2:** Engage and convene an interested group of residents and community members to investigate the creation of a non-profit group to advocate for a living wage in Winston-Salem

**GOAL W3: In the Cleveland Avenue Neighborhood, employers, business associations, and economic development groups support residents and local employees by providing needed services, including child care, health care, and continuing education, which will help residents find and sustain employment**

It is extremely difficult for many residents of the neighborhood to both find a job and secure all the supportive services required to maintain employment. The strategy recommended presents an opportunity to assist low-income workers with needs such as child care, health care, and workforce training.

**STRATEGY W3.1:** Convene a working group to investigate the creation of an “employee services collaborative” between local employers, non-profits, and the City, to provide affordable supportive services to low-income workers

**GOAL W4: A variety of jobs, matching the skill sets of neighborhood residents, are available and accessible in the Cleveland Avenue Neighborhood**

Residents state that, often, the jobs they have trained for are not available to them. And when these jobs are available, residents are often unable to secure full-time employment that pays a living wage. The strategies recommended will help provide information to residents about employment opportunities, training, job fairs, and

more. Employment opportunities should be reviewed and organized to ensure they are appropriate for the target audience, including residents who may have permanent or temporary disabilities or need re-entry assistance following incarceration.

**STRATEGY W4.1:** Create an email and hard-copy monthly employment information bulletin to promote the two-way exchange of information between local employers and interested residents

**STRATEGY W4.2:** Work directly with City and county disability service providers to create a workforce development/employment assistance program focused on the specific needs of the disabled public housing population



# why cleveland avenue?

*building community.*

## PLANNING FOR TRANSFORMATION

The results of the Needs Assessment, and feedback from the resident survey and the stakeholder committees, support a series of strategies driving the transformation of the Cleveland Avenue Neighborhood. Strategies are included for each of the main topic areas- people, neighborhood, and housing. The Implementation Element of this plan contains more specific information pertaining to roles, responsibilities, and timing for each strategy.

The following Neighborhood Plan contains strategies for infrastructure, physical neighborhood design, bicycle and pedestrian facilities, transit, land use, parks, and more. Partners are introduced, who will be critical to the success of the plan.

## RECALL|VISION: NEIGHBORHOOD

*The Cleveland Avenue Neighborhood is safe, clean, well-maintained, and well-connected to the larger Winston-Salem region. Residents and visitors have access to a full range of community amenities. The neighborhood has ample green space and public recreation facilities. Reliable multimodal transportation options are widely available.*





# NEIGHBORHOOD PLAN

Though many challenges face the Cleveland Avenue Neighborhood, there are also many opportunities for improvements. While a majority of residents identify at least one thing they like about the neighborhood, such as its location, a majority also report at least one thing they dislike about the neighborhood including crime and violence, drug use, or non-residents who come into the area. Preserving the neighborhood's assets while addressing its challenges is the focus of the Neighborhood Plan.

This section presents strategies focusing on the following topics:

- Connectivity and street networks
- Street safety and design
- Bicycle and pedestrian facilities
- Parks and open space
- Public gathering spaces
- Land use and density, and
- Sustainability of buildings and neighborhood

## PARTNERS

City of Winston-Salem  
Winston-Salem/ Forsyth County  
Schools  
HAWS  
NCDOT  
Liberty Street Farmers Market  
Property and Business Owners  
Winston Salem Transit Authority

*Existing conditions in the Cleveland Avenue Neighborhood*





*Bike & Pedestrian Friendly Streets*



*Streets Designed as Public Spaces*

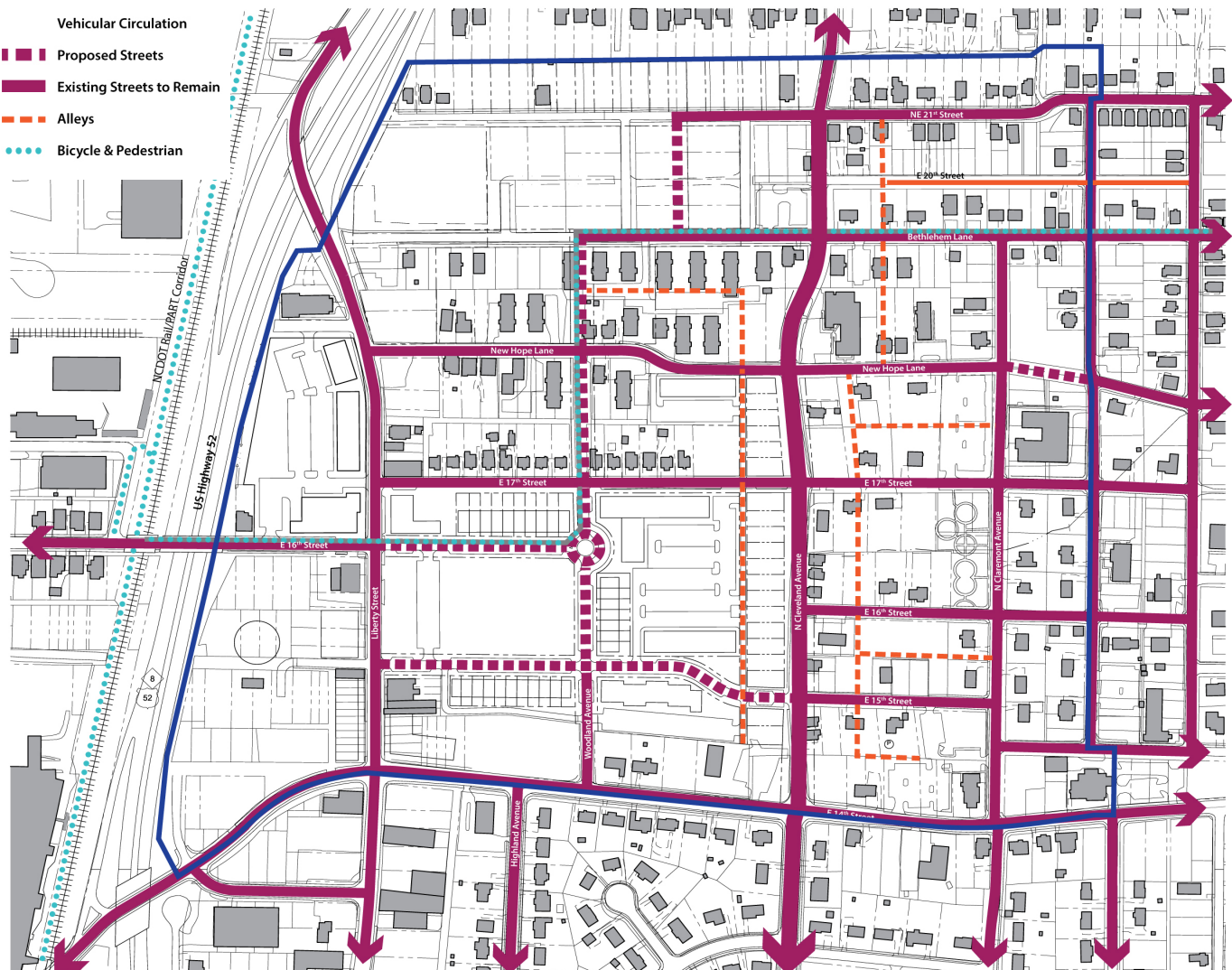
## GOAL N1: The Cleveland Avenue Neighborhood is better connected, both internally and to the larger city

The proposed neighborhood streets provide redundancy, disperse traffic and minimize congestion. Additionally, with multiple route options, streets can be temporarily closed for special events and community activities. Streets are designed to accommodate vehicular and pedestrian travel, cyclists on designated routes, and bus/shuttle service on transit lines. The proportion of street width to building height affects driver perception and associated speeds and driving behaviors.

**STRATEGY N1.1:** Design streets in the neighborhood to be gridded, well-connected, and easy to navigate

**STRATEGY N1.2:** Utilize a Complete Streets design approach to accommodate all modes of transportation

**STRATEGY N1.3:** Scale streets to slow traffic and promote positive driving behaviors



*Proposed Circulation in the Cleveland Avenue Neighborhood*

## GOAL N2: Neighborhood streets are clean, safe, accessible, and attractive to all users

Proposed streets are designed to discourage speeding and to improve traffic calming through active and passive means such as narrower streets, median planters, and more. On-street parking will be available, helping to further slow traffic. New street and sidewalk lighting is energy efficient and aesthetically pleasing. Crosswalks are safe, well-marked, and signaled if necessary. Street trees shall be large variety, deciduous trees, where space allows. Where overhead utilities exist, trees shall be small variety flowering species approved for use under power lines.

**STRATEGY N2.1:** Streets are designed to be two-way, at the minimum allowed width for residential streets, with curb and gutter

**STRATEGY N2.2:** Center turn lanes should be limited to the required distance from an intersection. Additional lane width not necessary to the performance of the intersection should contain curb and gutter with planted medians

**STRATEGY N2.3:** On-street parking is clearly marked and enforced on streets where permitted

**STRATEGY N2.4:** Crosswalks have high visibility markings or signals and are located to provide the shortest crossing distance for pedestrians

**STRATEGY N2.5:** Streets and sidewalks are well-lit with energy efficient and aesthetically pleasing fixtures

**STRATEGY N2.6:** Sidewalks are separated from the street by on-street parking, curbs, and/or streetyard and all new or reconstructed streets include street trees between the curb and sidewalk

**STRATEGY N2.7:** Sidewalks have a minimum width of 5 feet on residential streets and 8 feet on commercial streets or streets facing public open space or buildings, such as schools or libraries

**STRATEGY N2.8:** Streetscape furnishings, such as waste/recycling receptacles, pet waste receptacles, benches, and bike racks are provided on each block, near intersections or at entrances to public facilities

## EXAMPLES OF PLANNED STREET FEATURES



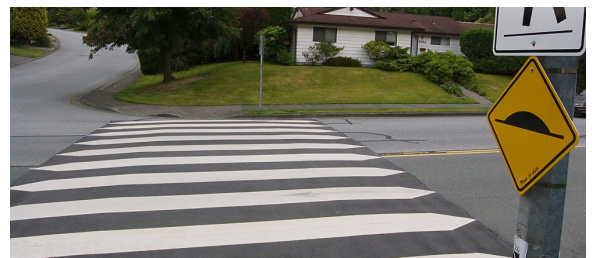
*Narrow Residential Streets*



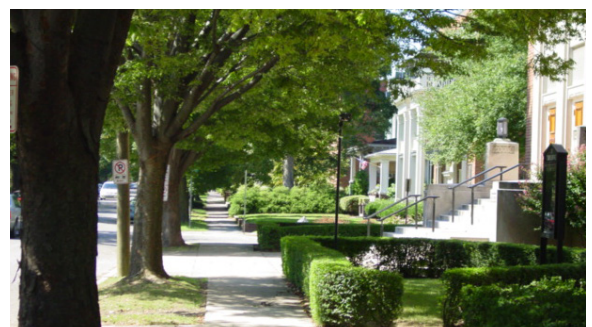
*Small Scale Commercial Street*



*Active Frontage, Streetscape Improvements*



*High Visibility Crosswalks/Traffic Calming*



*Tree Lined Sidewalks on all Residential Streets*



Dedicated Bicycle/Pedestrian Facilities



Rail With Trail Facility

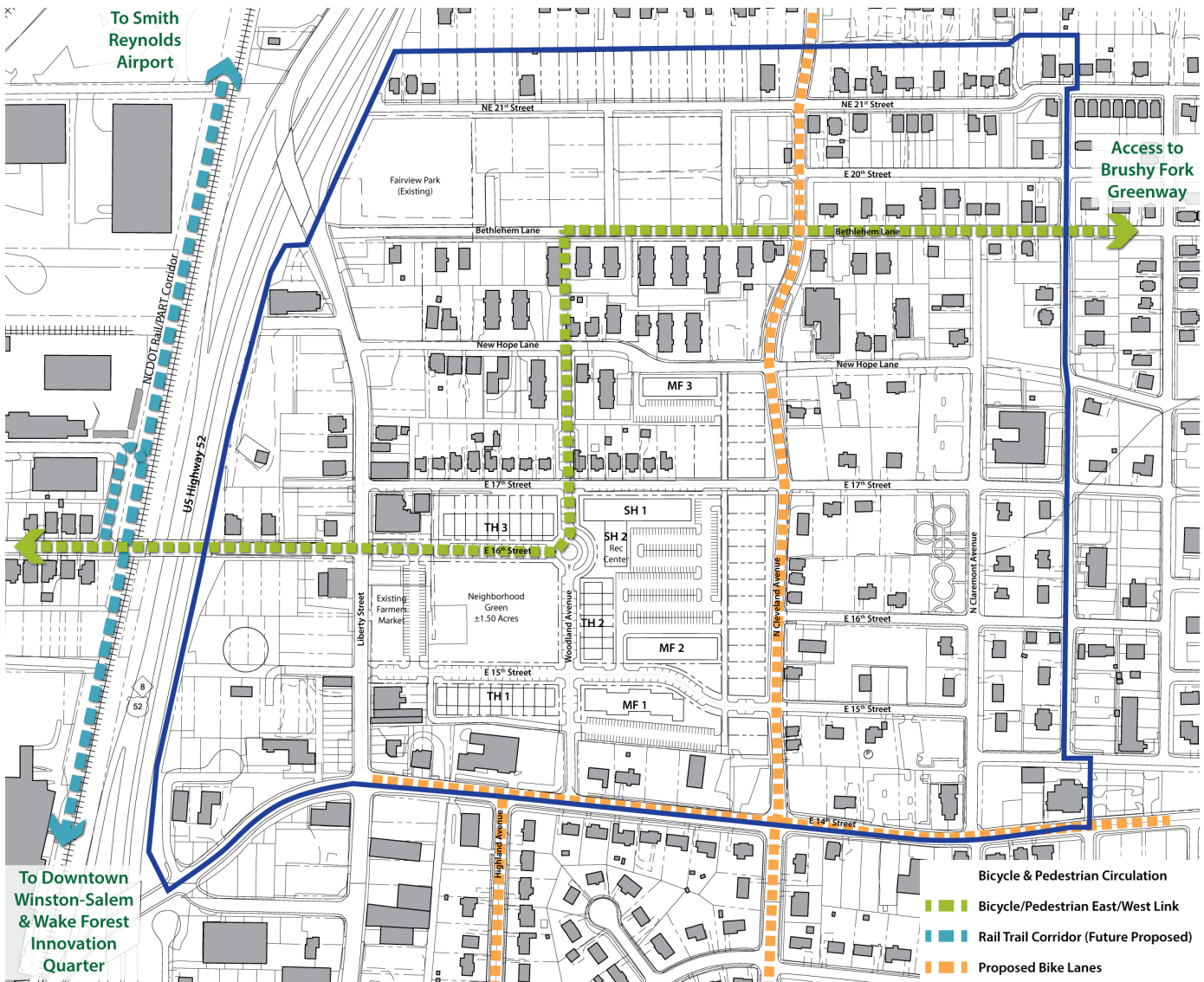
## GOAL N3: Dedicated facilities for bicyclists and pedestrians are safe and functional for people of all ages and abilities

These strategies are recommended to address the transit-dependency of the community and leverage its proximity to nearby commercial centers.

**STRATEGY N3.1:** Sidewalks (5-8') are provided on both sides of every street

**STRATEGY N3.2:** Bike lanes are provided on through-streets and routes connecting existing and planned facilities

**STRATEGY N3.3:** Provide clear and direct access to existing and planned bicycle/pedestrian facilities, making it easier for residents to use these facilities as not only recreation, but as functional transportation corridors



Proposed Bicycle and Pedestrian Circulation in the Cleveland Avenue Neighborhood

## EXAMPLES OF PLANNED BIKE AND PEDESTRIAN FEATURES



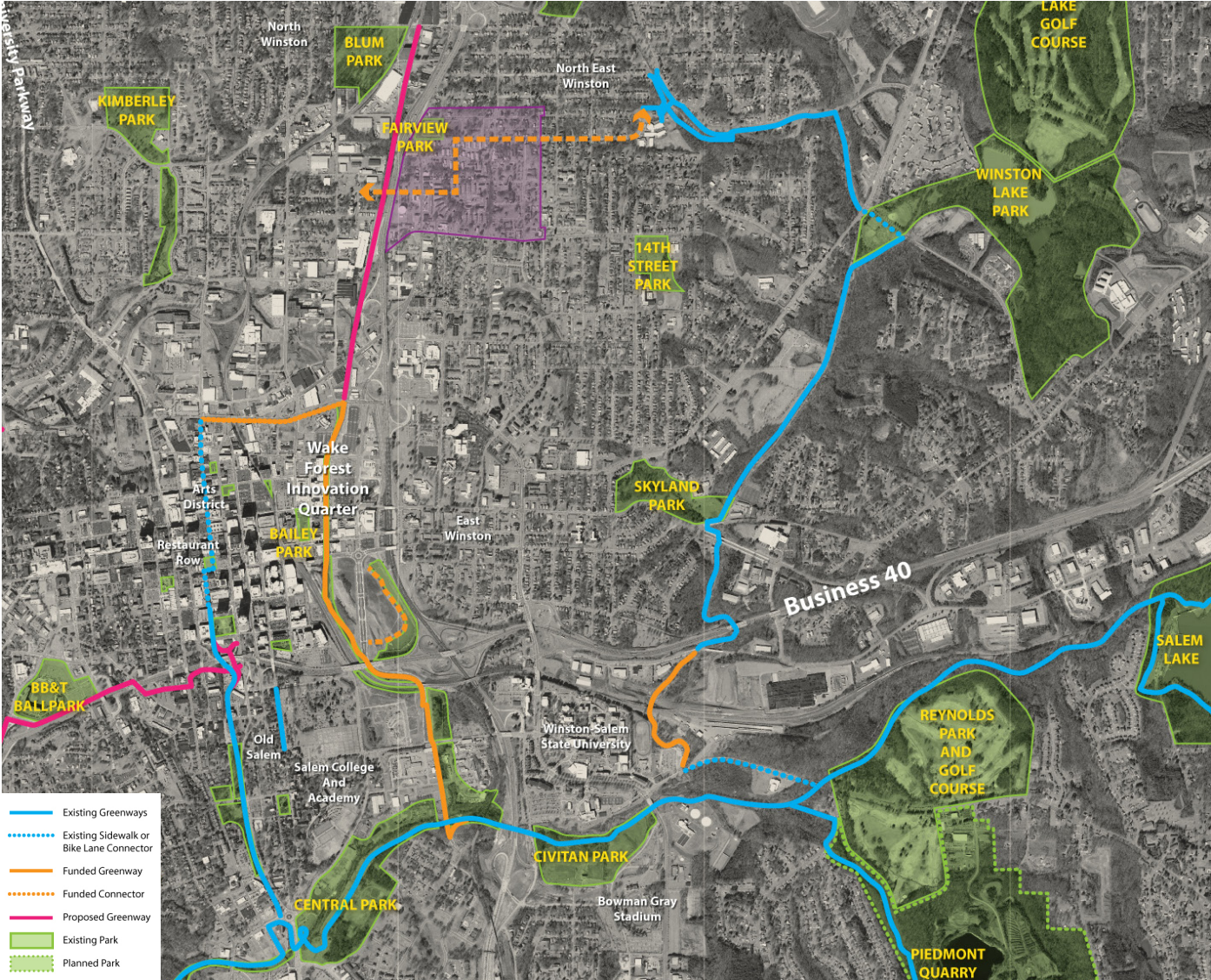
Existing Rail Trail Corridor in Wake Forest Innovation Quarter



Outdoor Fitness Equipment for Adults & Seniors



Bicycle & Pedestrian Facilities



Parks, Greenways and Trails in East & Northeast Winston-Salem

## At A Glance: Open Space

OS1	Farmers Market	.5 acres
OS2	Neighborhood Green	2.0 acres
OS3	Community Garden	2.25 acres
OS4	Pocket Park	.15 acres
OS5	Neighborhood Green	2.0 acres
OS6	Community Garden & Playground	1.5 acres

## GOAL N4: The neighborhood has many public parks and ample open space

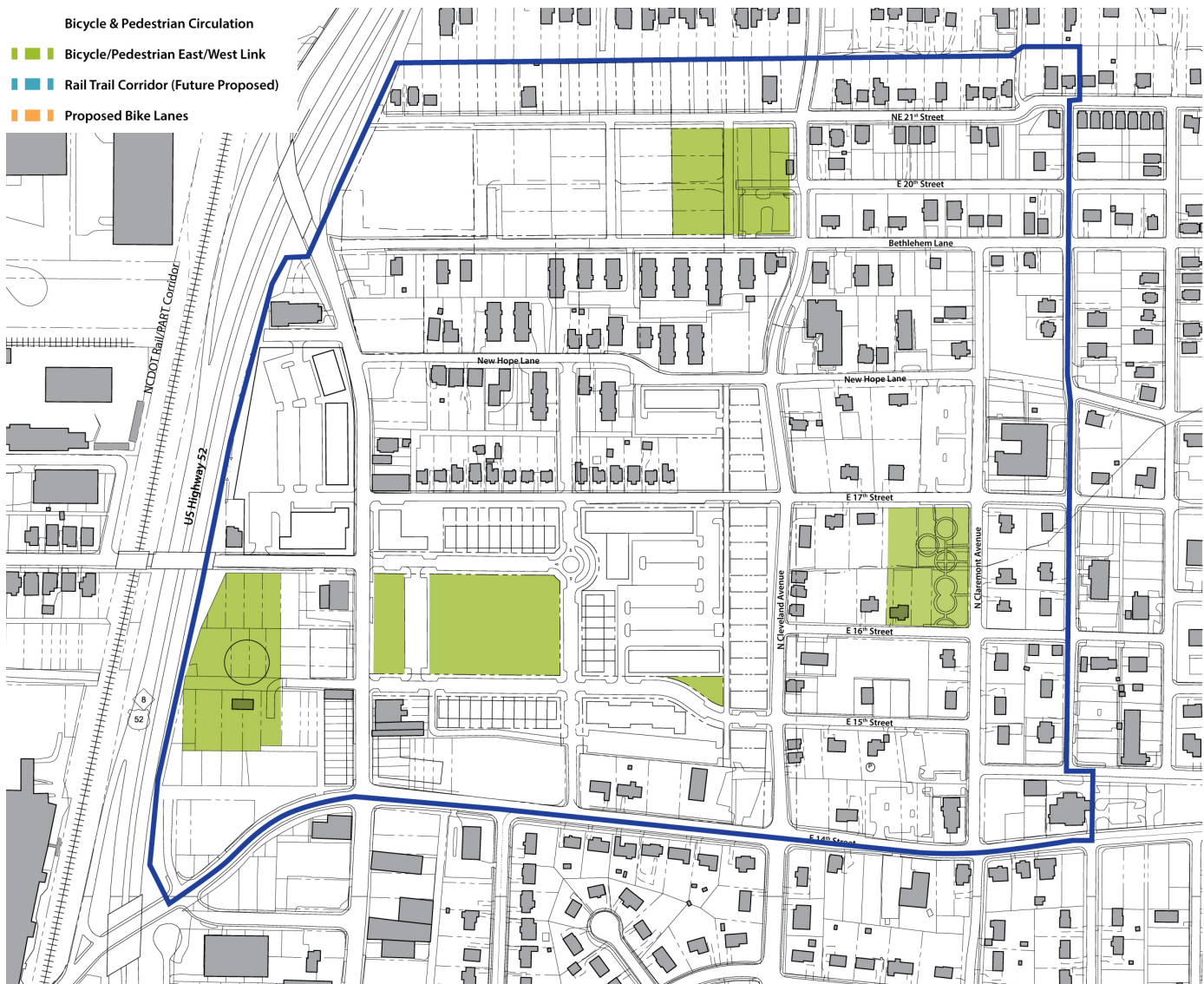
The recommended strategies support safe open and active spaces that are integral to the overall neighborhood design.

**STRATEGY N4.1:** Work with Parks Department to ensure all residents are within a 1/4 mile walk of a functional open space

**STRATEGY N4.2:** Designate Community Gardens within parks and on vacant lots throughout the neighborhood. At least 3 locations should be permanent sites for community food production

**STRATEGY N4.3:** Partner with Parks Department to ensure residents have access to both active and passive recreational facilities, offering a wide range of options and flexibility in use

**STRATEGY N4.4:** Parks and open spaces are designed to be highly visible. Homes or businesses fronting parks provide natural surveillance



Proposed Open Space in the Cleveland Avenue Neighborhood

## GOAL N5: Safe spaces for formal and spontaneous human interaction are numerous and accessible

The recommended strategies support safe spaces for planned or spontaneous human interaction- a concept that is integral to the neighborhood's overall design. While some indoor facilities will be necessary, the majority of fitness and recreational activities should be outdoors. These outdoor activities promote a healthy lifestyle, provide additional 'eyes on the street', offer opportunities to meet new people, and build self-confidence and well-being in residents and visitors.

**STRATEGY N5.1:** Buildings are set close to the street, providing better natural surveillance and minimizing the 'no man's land' between public and private spaces

**STRATEGY N5.2:** Porches, balconies and seating areas front streets and sidewalks, providing natural surveillance with an 'eyes on the street' approach

**STRATEGY N5.3:** Parks and open spaces have a high degree of visibility, both from outside looking in and within the space. Sight lines are always maximized

**STRATEGY N5.4:** Gathering spaces should be diverse; from playgrounds for various age groups to shelters for family picnics and basketball courts for teens and adults

## EXAMPLES OF PLANNED COMMUNITY INTERACTION SPACES



Natural Play & Learning



Community Gathering Spaces



Town Square



Apartments above Retail/Office

## At A Glance: Land Use

### PHASE I

MF	Multifamily	120 units
TH	Townhomes	28 units
SH	Senior Housing	88 units
SF	Single Family	32 units

### PHASE II

Rental		200 units
TH	Townhomes (sale)	20 units
SF	Single family (sale)	150 units

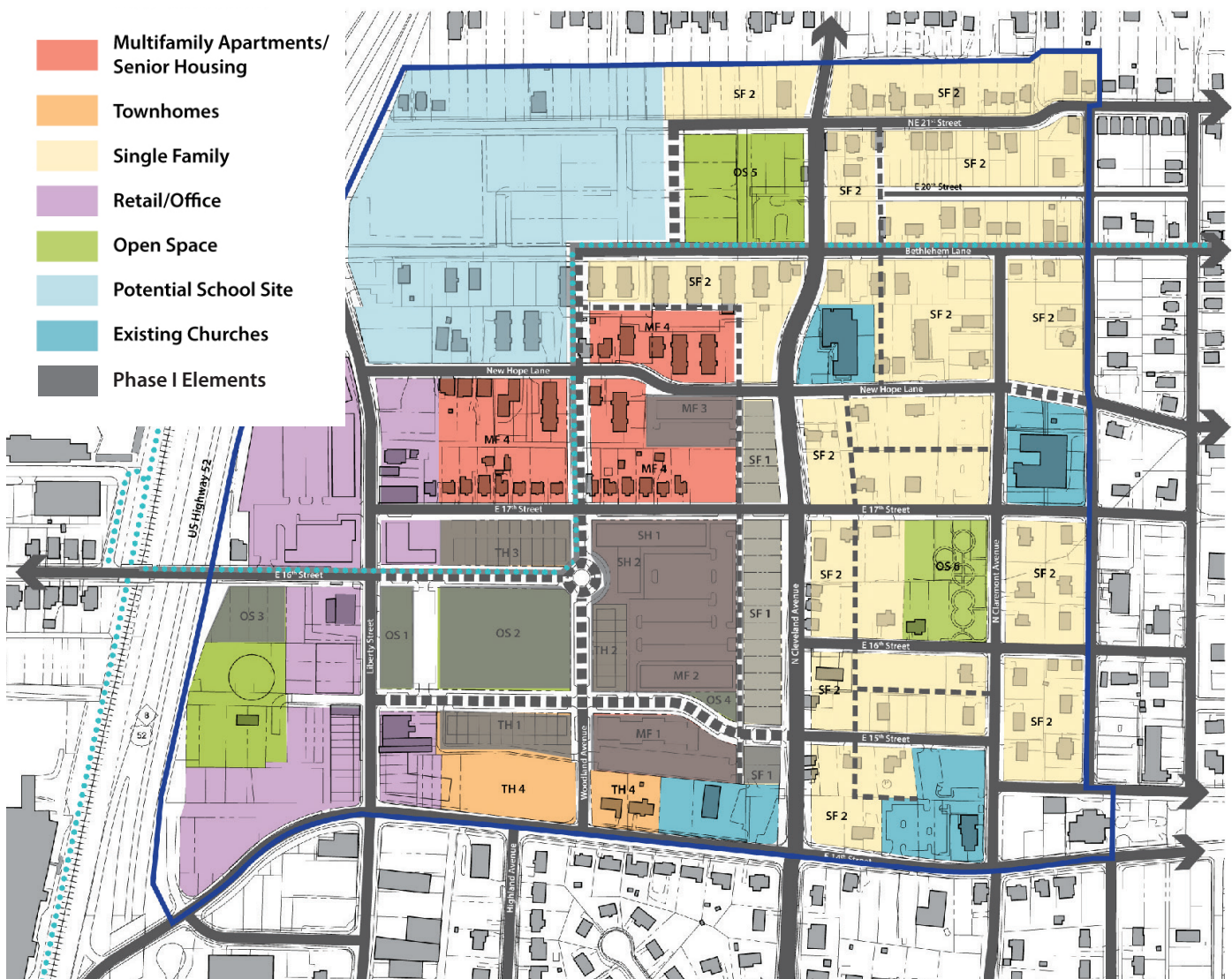
The housing plan consists of two phases, totalling 638 new rental and for-sale units. The first phase includes 268 units developed on land currently controlled by HAWS. The second phase consists of 370 units to be developed on land currently owned by other parties.

## GOAL N6: Land use and density in the Transformation Plan align with existing neighborhood patterns and conform to the City's comprehensive plan

The following strategies will transform the neighborhood without deeply disrupting the existing culture and fabric of the community.

**STRATEGY N6.1:** New and redeveloped properties shall be a maximum of 3 stories, have active frontage with buildings close to the street, and parking in the rear

**STRATEGY N6.2:** Multifamily buildings face public streets, are a maximum of 5 stories and parking is located to the rear of the building; retail, office or community spaces are integrated into the ground floor along Woodland Avenue and New Hope Lane.



Proposed Land Use Plan



**STRATEGY N6.3:** Townhomes (3 stories maximum, 30' wide) are used to transition between commercial/multifamily and single family lots, or as market rate housing fronting public spaces

**STRATEGY N6.4:** Single family lots are small and provide affordable options for workforce housing, young families and elderly residents. As existing lots become eligible for redevelopment, new lot widths should be similar to the existing small lot pattern

## **GOAL N7: Sustainability is fully integrated into the design of the neighborhood, the infrastructure, and the buildings**

The Cleveland Avenue Neighborhood Transformation Plan is designed to meet LEED-ND (Neighborhood Development) standards (see scorecard Appendix E). The following strategies support this achievement

**STRATEGY N7.1:** All new multifamily or commercial buildings are designed to meet the minimum standards of LEED BD+C. Townhomes and single family homes should be designed to meet minimum standards for water usage and energy efficiency

**STRATEGY N7.2:** Integrate a centralized stormwater BMP into the Phase 1 development (which could be a sub-surface facility in the proposed Neighborhood Green), the retail development on the west side of Liberty Street (a separate structure, possibly between parking and the NCDOT right-of-way), a second central BMP with the potential school site (designed to capture and treat the Phase 2 multifamily or commercial development shown north of East 17th Street). Streetyards, medians and buffers should be considered as opportunities for stormwater capture and treatment as well

**STRATEGY N7.3:** Include waste and recycling receptacles in all commercial and public areas of the neighborhood. At least one recycling receptacle for metal, plastic and glass should be provided per block, near an intersection or public space/building entry

**STRATEGY N7.4:** Provide at least one recycling station or drop-off point in a central location within the neighborhood to accommodate hazardous office or hazardous household waste, including paints, solvents, oil, mercury-containing lamps, electronic waste, and batteries

## EXAMPLES OF PLANNED SUSTAINABILITY INITIATIVES



*Rain Gardens*



*Litter & Recycling Receptacles*



*Curb Cuts for Stormwater Capture*



*Community Gardens & Urban Farming*

## EXAMPLES OF PLANNED IMPROVEMENTS FOR LIBERTY STREET CORRIDOR



*Active Frontage, Streetscape Improvements*



*Vibrant street life*



*Activated spaces*



*Retain existing commercial corridors*

## GOAL N8: The neighborhood's Liberty Street Commercial corridor is lively, vibrant, attractive and economically viable

The Cleveland Avenue Neighborhood Transformation Plan recommends that Liberty Street remains the main commercial corridor for the neighborhood. The following recommendations will make this distressed commercial area more useful, productive, safe, marketable, and attractive.

**STRATEGY N8.1** Renovate existing buildings where feasible to preserve the remaining historic building stock and to maintain a connection to the community's architectural heritage

**STRATEGY N8.2:** Demolish abandoned or derelict properties and relocate usable residential buildings as infill within the residential neighborhood

**STRATEGY N8.3:** Combine or subdivide parcels as needed, to meet the needs of developers

**STRATEGY N8.4:** Streetscape improvements to Liberty Street will include sidewalk widening, accessibility improvements including ADA ramps and high-visibility cross walks, on-street parking, lighting and landscaping (street trees). Streetscape improvements should give pedestrians priority, reduce vehicular speeds through the neighborhood, and provide a cohesive aesthetic that creates an identity for the area

**STRATEGY N8.5:** The core of the commercial area should have active street frontage, with shop and business entrances spaced no greater than 75' on center

**STRATEGY N8.6:** Attract a variety of businesses to establish a healthy and sustainable neighborhood center. At least eight different uses should be provided, which may include but are not limited to: grocery store, farmers market, functional retail, pharmacy, bank, hair care, laundry/dry cleaner, restaurant/cafe, licensed adult or child care, community recreation center, cultural arts facility, schools, medical office, church, library, post office, and commercial office

**STRATEGY N8.7:** New buildings within the commercial core should be a minimum of two stories. Upper floors should be reserved for office, community gathering spaces, hospitality, or residential space

**STRATEGY N8.8:** Provide relocation assistance to existing businesses that desire to remain in the neighborhood

## GOAL N9: The cultural assets of the Cleveland Avenue Neighborhood are supported and promoted, contributing to a unique neighborhood identity

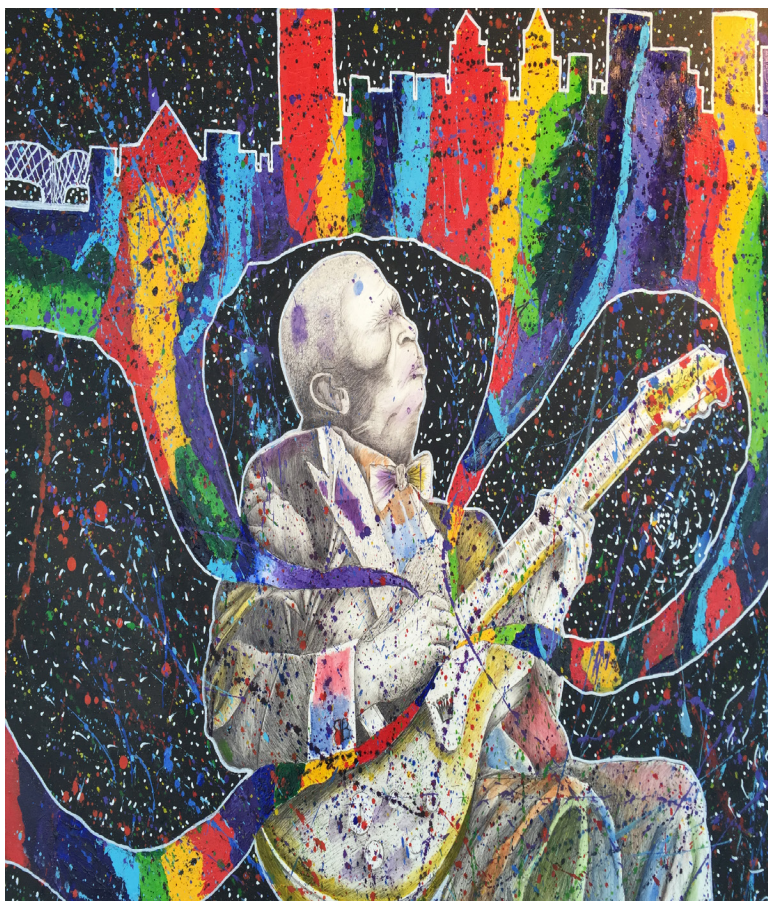
The following recommendations will ensure that the community's unique cultural assets are recognized and well-supported, contributing to a well-defined identity for the neighborhood and paying homage to the community's cultural heritage.

**STRATEGY N9.1:** Provide incentives to encourage artists and craftsmen to move into the neighborhood, enriching culture and providing access to arts, crafts, and trade skills development for neighborhood youth.

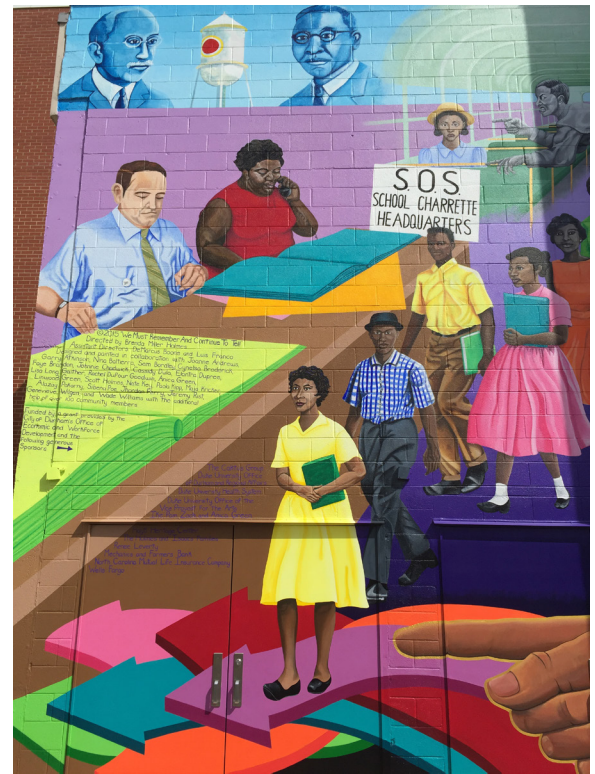
**STRATEGY N9.2:** Provide a "free expression" wall or structure in a public space in the neighborhood. Graffiti in other areas should be removed immediately.

**STRATEGY N9.3:** Develop and enforce community appearance and design standards, based on the neighborhood's heritage and defined cultural aesthetic. Standards and monitoring should be maintained by an independent board, and not by HAWS or the City.

Memphis Airport, Memphis, Tennessee



## EXAMPLES OF PLANNED PUBLIC ART & SUPPORTING CULTURAL IDENTITY



Durham, North Carolina

Birmingham, Alabama



# why cleveland avenue?

*welcome home.*

## PLANNING FOR TRANSFORMATION

The results of the Needs Assessment, and feedback from the resident survey and the stakeholder committees, support a series of strategies driving the transformation of the Cleveland Avenue Neighborhood. Strategies are included for each of the main topic areas- people, neighborhood, and housing. The Implementation Element of this plan contains more specific information pertaining to roles, responsibilities, and timing for each strategy.

The following Housing Plan presents a phased investment strategy for the Cleveland Avenue Neighborhood. The Plan includes demolishing Cleveland Avenue Homes, developing mixed-income housing on land controlled by HAWS and the City of Winston-Salem, building associated infrastructure improvements and developing other housing throughout the Cleveland Avenue Neighborhood. The Housing Plan includes project cost estimates and a financial plan for the investments.

## RECALL|VISION: HOUSING

*Existing and future residents of the Cleveland Avenue Neighborhood have a wide variety of safe, clean, affordable, comfortable, age-appropriate housing choices with on-site and nearby services, fostering an improved quality of life for Cleveland Avenue residents.*



Cleveland Ave Neighborhood  
Transformation Plan

# HOUSING PLAN

## APPROACH TO HOUSING PLAN

The Cleveland Avenue Neighborhood is strategically located in close proximity to downtown Winston-Salem, the Wake Forest Innovation Quarter, the Liberty Street Farmer's Market and a planned extension of the Winston-Salem Greenway. The two-phased Housing Plan leverages these advantages and commits to a significant level of public and private investment in the neighborhood. The guiding principles of the Housing Plan are to create a mixed-use, multi-generational, and mixed income environment that: 1) better serves the needs of existing and new populations, and 2) serves the wide range of people who will be attracted to this growing area.

The viability of creating a mixed income neighborhood has been demonstrated through a market analysis of housing prices and prevailing rents in the area. A housing market assessment (Appendix D) indicates the immediate community has a very low availability of quality housing options due to disinvestment in the neighborhood, a common phenomenon near aging and obsolete public housing developments. A broader geographic area was used to survey housing types that most closely match what is proposed in the transformation Housing Plan. Generally, affordable housing rents proposed in the Housing Plan will be slightly higher than other affordable rents surveyed. They remain lower than the Class B housing product surveyed, due in large part to the quality of the new housing product and its proximity to new amenities such as the proposed park. Class A rent and for-sale products will closely match the housing market survey.

The Housing Plan has been fully vetted within HAWS, by residents, and among neighborhood stakeholders, local government and other agency partners. It has also been reviewed and shaped by the assistance of consulting housing development professionals. The Housing Plan has evolved over the course of the Transformation Plan's creation. The design considerations were many and came from various sources.

## PARTNERS

### HAWS

City of Winston-Salem

Private Development Partners

Winston-Salem Forsyth County Schools



## HOUSING MARKET SURVEY: NEIGHBORHOOD HOUSING OPTIONS

Low Income: An example includes New Hope Manor



Class B & C: An example includes Kensington Village



Class A: An example includes Plant 64 Lofts



Single Family for Rent



Single Family for Sale



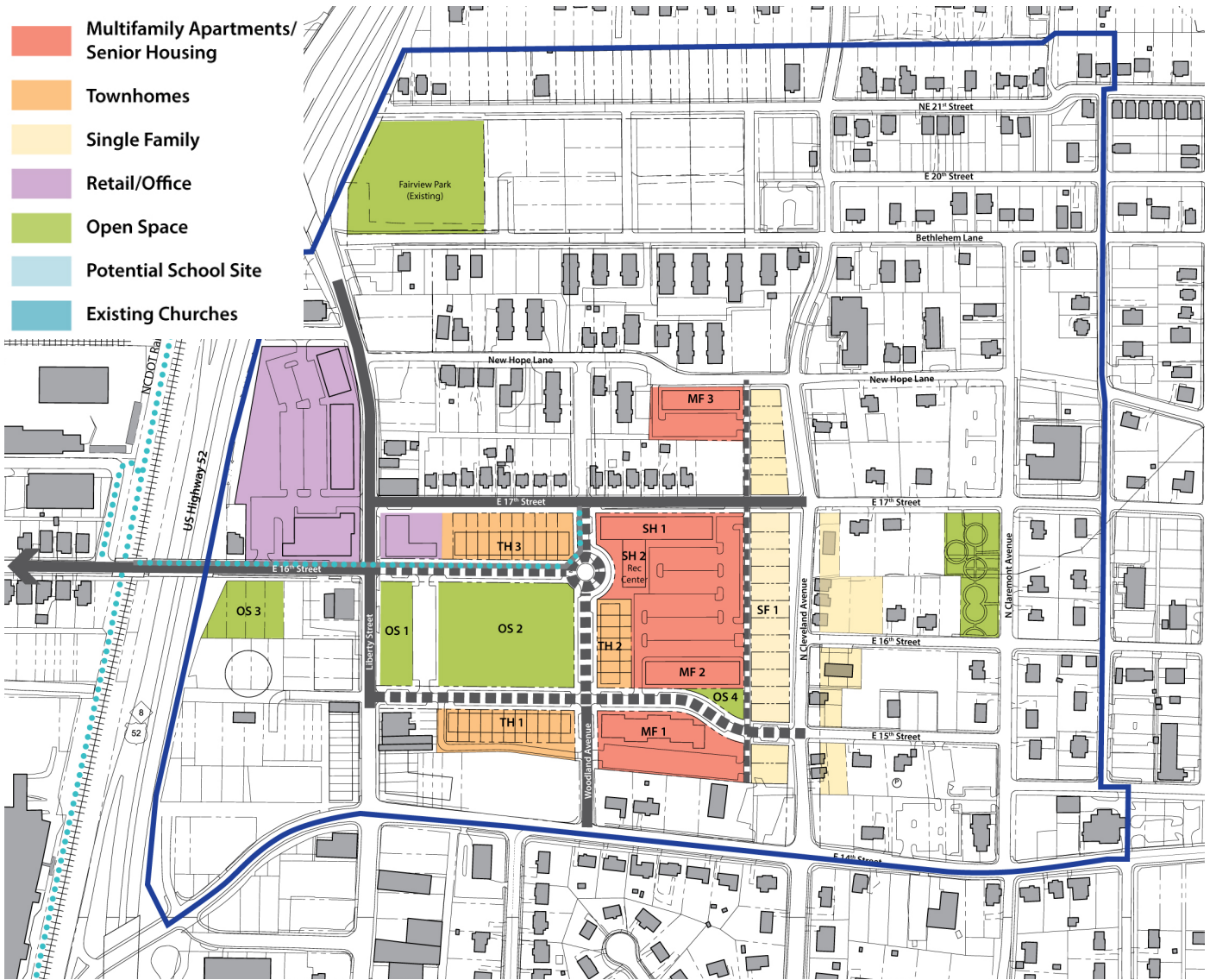
The foundation for the concept is a new and better-connected network of local streets. This new street pattern creates a framework for developing new public spaces and rational locations for individual housing components. From the outset, different housing types and densities were programmed and located to create a mixed income neighborhood, to satisfy the replacement unit requirements, to make the project financially feasible and to respect the scale and design of the neighborhood. The primary alternative and decision point of the design process was how to plan for investment on publically- versus privately-controlled property. After considering alternatives that relied on acquisition of private property for the first phase of investment, it was determined that the best course of action would be to build on property already controlled by HAWS and the City of Winston-Salem as a first step. After determining there was enough land to accomplish a complete Phase I, the site control issue became the primary factor in driving the split and staging of Phase I and Phase II investments as described below.

## HOUSING PLAN

The Housing Plan calls for Cleveland Avenue Homes to be demolished due to existing building conditions, the obsolescence of the unit types and design, and the cost of fully renovating the property compared to the cost to rebuild (please refer to the Needs Assessment for more details on the current condition of the Cleveland Avenue Homes). In order to catalyze housing investment in the neighborhood, the plan calls for redeveloping Cleveland Avenue Homes during Phase I of this project. Existing single family homes in reasonable condition will remain in Phase II along with new single family infill of similar scale, keeping with the bungalow/cottage architectural style.

The Housing Plan consists of a two phase, multi-stage development totalling 638 new mixed-income, multi-generational rental and for-sale homes. The first phase includes 268 units developed around a new park and adjacent to the farmer's market, on land currently controlled by HAWS or other partner agencies. The second phase consists of 370 units to be developed on land currently owned by other parties.

The following pages document the two phases of the Housing Plan, showing the location of housing, housing types, new streets and new public spaces. A cost estimate and financing plan for the housing development is also included.



**Proposed PHASE I Land Use Plan**

Phase	Sub-Phase	Type	Replacement Units	Rental				For Sale			Total Units
				LIHTC	Market Rate	Total Rental	Affordable	Market Rate	Total For Sale		
1	A	TH1	-	-	-	0	11	-	11	11	
1	A	TH2	-	-	-	0	7	-	7	7	
1	B	TH3	-	-	-	0	-	10	10	10	
1	C	MF1	48	48	-	48	-	-	0	48	
1	D	MF2	42	42	-	42	-	-	0	42	
1	E	MF3	30	30	-	30	-	-	0	30	
1	F	SH1	60	60	-	60	-	-	0	60	
1	G	SH2	28	28	-	28	-	-	0	28	
1	H	SF	-	-	-	0	-	-	32	32	
sub-total			208	208	0	208	18	10	60	268	
2	A	Rental	36	36	164	200	-	-	0	200	
2	B	TH	-	-	-	0	-	-	20	20	
2	C	SF	-	-	-	0	-	-	150	150	
sub-total			36	36	164	200	-	-	170	370	
<b>Total</b>			<b>244</b>	<b>244</b>	<b>164</b>	<b>408</b>	<b>18</b>	<b>10</b>	<b>230</b>	<b>638</b>	

**GOAL HS1: The Cleveland Avenue Neighborhood provides a wide variety of safe, clean, desirable and affordable housing options**

**STRATEGY HS1.1:** Demolish the existing Cleveland Avenue Homes due to their advanced state of disrepair

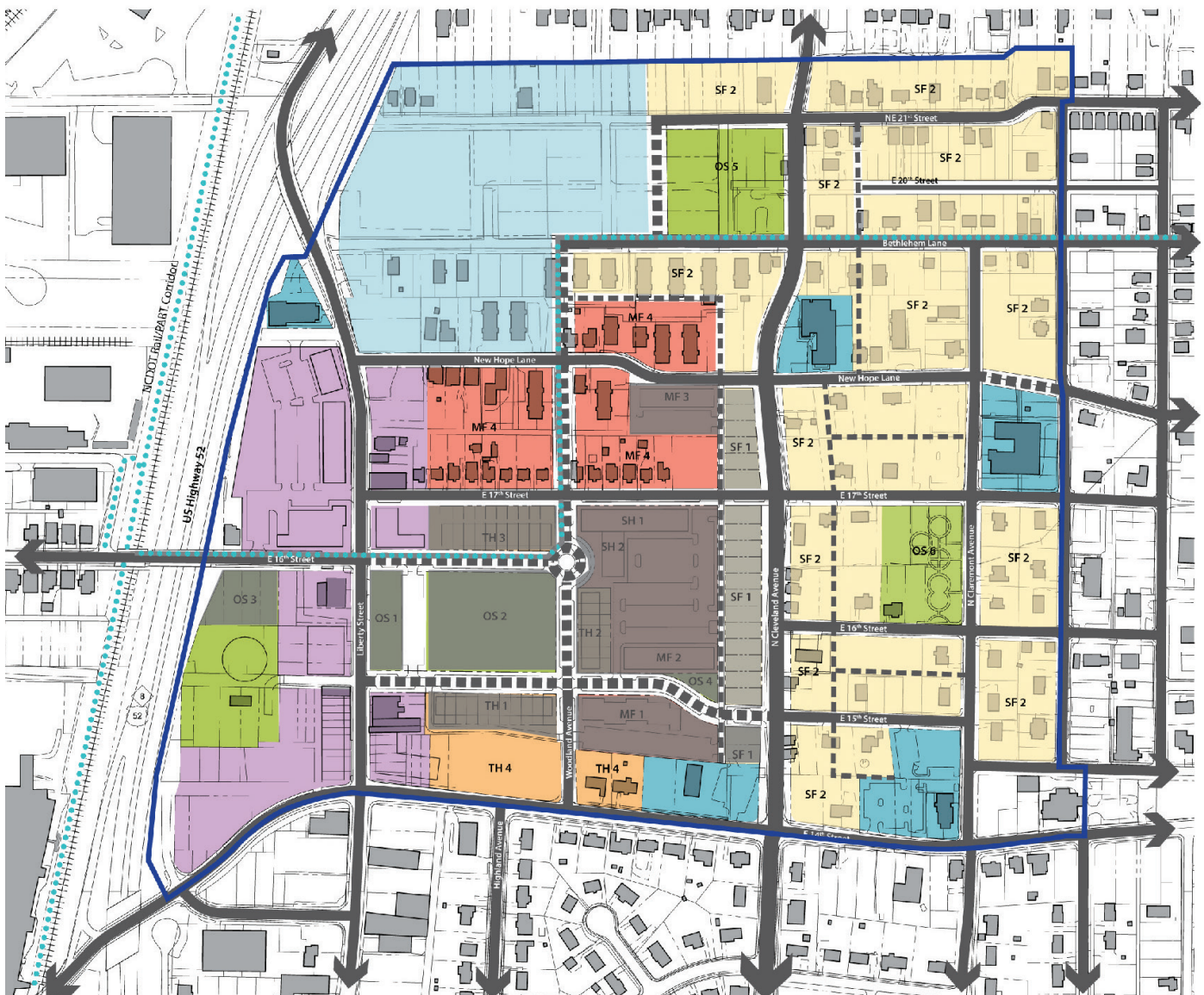
**STRATEGY HS1.2:** Initiate Phase I of the Housing Plan

**STRATEGY HS1.3:** Implement the Resident Relocation plan

**STRATEGY HS1.4:** Initiative Phase II of the Housing Plan

- Multifamily Apartments/ Senior Housing
- Townhomes
- Single Family
- Retail/Office
- Open Space
- Potential School Site
- Existing Churches
- Phase I Elements

*Proposed PHASE II Land Use Plan*





## PHASE I

### Phase I A

#### TH1 & TH2: For-Sale Workforce Townhomes

This phase includes 18 total affordable for-sale townhome units. These two story units will front the new public park and will be made available to families making 80-120% of Area Median Income (AMI). Sale prices for these units will range from \$160-190,000. Down payment assistance may be made available if funding can be identified.

### Phase I B

#### TH3: For-Sale Luxury Townhomes

This phase includes 11 luxury for-sale townhome units. These three story units will front the new public park along the new 16th Street extension and will be made available for as much as the market will allow. The presence of a luxury townhome product, along with the new park, the senior phases and the recently developed farmer's market, will create a visual focal point and center for the neighborhood.

### Phase I C

#### MF1: Multifamily Rental

This phase includes 48 affordable family rental units. The two story units will feel small in scale and will front 15th Street. The project will be financed using Low Income Housing Tax Credits (LIHTC), conventional debt and developer equity as needed. Units will be provided to families earning 60% of AMI or less.

### Phase I D

#### MF2: Multifamily Rental

This phase includes 42 affordable family rental units. The two story units will feel small in scale and will front 15th Street. The project will be financed using LIHTCs, conventional debt and developer equity as needed. Units will be provided to families earning 60% of AMI or less.

### Phase I E

#### MF3: Multifamily Rental

This phase includes 30 affordable family rental units. The two story units will feel small in scale and will be located at the intersection of New Hope Lane and Cleveland Avenue. The project will be financed using LIHTCs, conventional debt and developer equity as needed. Units will be provided to families earning 60% of AMI or less.

Phase I C, D and E may all be financed together, should

it underwrite better as one scattered-site LIHTC project.

### Phase I F and Phase 1 G

#### SH1, SH2: Independent Senior Rental

These phases include 60 and 28 affordable senior units, respectively, in two four-story elevator buildings. This development will serve the seniors in the community who are in need of safe, quality affordable housing as well as the soon-to-be senior population located within the existing Cleveland Avenue Homes public housing community. Located at the end of the 16th Street extension, the building itself will serve as the architectural focal point of the redeveloped community.

This phase will be financed using LIHTCs, conventional debt, and developer equity as needed. Units will be provided to seniors 55 years of age and older, earning 60% of AM or less.

### Phase I H

#### SF: For-Sale Houses

This phase includes 32 for-sale homes. These two-story houses will serve as the eastern gateway to the project along Cleveland Avenue and will create an impactful, stabilizing entry into the first phase. The homes will be smaller in scale to encourage workforce homeownership opportunities and will appeal to the employees and researchers in the Wake Forest Innovation Quarter.

## PHASE 2: PRIVATE/THIRD PARTY LAND

### Phase 2 A

#### MF – Multifamily Rental

This phase is comprised of three blocks and includes 200 multifamily units. Thirty six of the 200 units will be reserved for families making 60% or less of AMI and the remaining units will be available at market rate rents. The buildings will be three stories and built along the street frontage. Parking will be available on-street and behind the building.

This phase will be a true mixed-income development and will only be possible with both a successful Phase I and with the acquisition of land parcels on the north side of 17th Street. It will also be fronting the proposed new school site, providing great access for any school-age children who live at the property.

The project will be financed using conventional debt and developer equity as needed. Rent subsidies or LIHTC may be used to cover the cost of the affordable units.

## Phase 2 B

### TH – For-Sale Luxury Townhomes

This phase includes 20 luxury for-sale townhome units. These three story luxury units will serve as the southern gateway to the project area.

## Phase 2 C

### SF – For-Sale Houses

This phase includes 150 for-sale homes and is a mix of new construction and renovation of existing housing stock scattered throughout the neighborhood and east of Cleveland Avenue. This phase will occur over multiple years and organically as the neighborhood progresses. HAWS and partnering organizations control some of the land, but this phase will be driven by market forces. Price points will vary.

## COST ESTIMATE

The following cost estimate has been prepared to identify costs associated with the development of housing in the Cleveland Avenue Neighborhood. The costs are broken out into Phase I and Phase II as described in the Housing Plan. Please note, the following estimates do not include the cost of constructing LEED certified housing units or achieving a LEED-ND certification. Additional housing costs would be in the range of 10-15% and additional infrastructure and site development costs would be in the range of 20-25%.

### Housing Unit Cost Assumptions

The following table shows the housing unit cost assumptions by type. Multi-family (MF) and senior housing units (SH) are broken out to demonstrate the mix of each. Townhomes fall into two categories: for sale market-rate townhomes (TH 1) and for sale workforce/affordable townhomes (TH 2).

HOUSING UNIT COST ASSUMPTIONS		
	Unit	Cost
MF Unit	per	\$90,000
SH Unit	per	\$90,000
TH1	per	\$250,000
TH2	per	\$175,000
Single Family	per	\$175,000

## Phase I Development

The Phase I costs include infrastructure, site development and housing costs. All of the new roads and all of the proposed development in Phase I are on property controlled by the Housing Authority of the City of Winston-Salem, so there are no acquisition costs in this phase. The following table shows costs by category. Infrastructure costs include the new streets: 16th Street east of Liberty, 15th Street west of Cleveland, Woodland Avenue between 14th and 17th and the roundabout on site. Water, sewer and stormwater costs cover the infrastructure that is needed to serve the new development in Phase I. Site development costs include demolition and remediation (based on an estimate of \$5,000 per unit), sitework, landscape costs (including the primary open space/OS 2), and parking costs (based on \$3,500 per spot). For the housing costs, the community facilities estimate includes multi-generational community space and flex space for community-oriented uses. Soft costs for Phase I were estimated at 40% of the housing costs.

PHASE I DEVELOPMENT COSTS		
<b>INFRASTRUCTURE</b>		
		Cost
Streets		\$4,500,000
Water and sewer		\$1,750,000
Stormwater		\$1,750,000
<b>Subtotal</b>		<b>\$8,000,000</b>
<b>SITE DEVELOPMENT</b>		
Remediation and demolition	244	\$1,220,000
Sitework		\$1,500,000
Landscape		\$450,000
Parking	312	\$1,092,000
<b>Subtotal</b>		<b>\$4,262,000</b>
<b>HOUSING</b>		
	Number	
Community Facilities		\$450,000
MF Units	120	\$10,800,000
SH Units	88	\$7,920,000
TH 1	11	\$2,750,000
TH 2	17	\$2,975,000
Single Family	32	\$5,600,000
<b>Subtotal</b>	268	<b>\$30,495,000</b>
<b>Soft Costs</b>		<b>\$12,198,000</b>
<b>TOTAL PHASE I</b>		<b>\$54,955,000</b>

## Phase II Development

The Phase II costs include site development costs for the multi-family units and housing costs. As the Phase II multi-family units will not be built on property currently owned by the Housing Authority, an estimate for acquisition is included. The site development costs also include an estimate for demolition and remediation, sitework, landscape and parking. The housing costs include an allowance for a small community facility associated with the multi-family housing. In addition to multi-family, Phase II includes for sale townhomes and single family housing throughout the Target Neighborhood. Soft costs for Phase I were estimated at 35% of the housing costs.

<b>PHASE II DEVELOPMENT COSTS</b>		
<b>SITE DEVELOPMENT (MF UNITS)</b>		
	Unit	Cost
Land costs		\$2,500,000
Remediation and demolition		\$500,000
Sitework		\$750,000
Landscape		\$150,000
Parking	300	\$1,050,000
<b>Subtotal</b>		<b>\$4,950,000</b>
<b>HOUSING</b>		
	Number	
Community Facilities		\$150,000
MF Units	200	\$18,000,000
SH Units	0	\$-
TH 1	20	\$5,000,000
TH 2	0	\$-
Single Family	150	\$26,250,000
<b>Subtotal</b>	<b>370</b>	<b>\$49,400,000</b>
Soft Costs		\$17,290,000
<b>TOTAL PHASE II</b>		<b>\$71,640,000</b>

## Financial Plan

The Housing Authority has identified a set of funding and financing strategies that will make possible Phase I and Phase II of the Transformation Plan as described in the Housing Plan section. As of the completion of the Transformation Plan, the Housing Authority is working with development partners to formulate a specific, phased plan of development. The plan will be designed to be successful relative to market demand and neighborhood evolution. It will also be designed within the opportunities and limitations of financing options. The size and nature of the housing development strategy in this Transformation Plan is ambitious. Moving forward without a major capital grant, such as Choice Neighborhoods Initiative implementation funds, is possible. Whether those funds are received or not, financing this project will require a significant and coordinated effort in securing and balancing public funding, tax credits, debt financing and private equity.

The approach absent Choice Neighborhoods Initiative implementation funds will be to capitalize the project to the maximum extent feasible with Low Income Housing Tax Credits (LIHTC). It would, of course, be desirable to be approved for 9% LIHTC. One noted impediment is that the site does not currently meet the 9% LIHTC locational criteria for access to a grocery store from the housing site. However, plans are in the works to develop a community-owned grocery store in or in close proximity to the Target Neighborhood site. Implementing this project with LIHTC will require time and effort as the Housing Authority and its development partner in the deal will need to secure credits then work with investors or a syndicator to raise capital for the project. It is understood that securing credits is not a guarantee and that the time and level of benefits that can come from LIHTC is not determinable at this stage in the process. As the specific plan of development evolves and the prospects of using LIHTC are clarified, the level of public investment, conventional debt and private equity required to complete the project can be specifically determined.

Outside of the financing considerations for housing, the infrastructure costs must also be secured for the project. The Housing Authority is working with the City of Winston-Salem on advancing local funds as needed to build the new streets as well as upgrade and construct new water, sewer and stormwater infrastructure to support the project. Some of the costs of infrastructure will likely be incorporated into, financed by and constructed concurrent with the site development phase of the housing plan of development.

The Housing Authority is also working with the Winston-Salem Forsyth County Schools, the City of Winston-Salem and a private land holder on a multi-party deal to use City and private land to allow for a new school site and new housing development in the northern portion of the Target Neighborhood. At the time of the Transformation Plan submittal, the details of the deal were not fully worked out. However, developed discussions of including the school in an upcoming bond referendum have already taken place. This project is part of Phase II of the housing plan.

# RELOCATION PLAN

## General Strategy

HAWS is committed to minimizing disruptions for individuals and families residing in the Cleveland Avenue Homes. The Homes are currently 100% occupied and a transformation of the Cleveland Avenue Neighborhood will require a full demolition of existing structures. Based on these circumstances, HAWS has opted to offer Housing Choice Vouchers (HCV) to tenants being displaced from their homes. HCVs would be offered for tenants whose families met the eligibility requirements. Issuance will be phased based on the actual relocation of families as opposed to offering vouchers to the community all at once.

HAWS will also:

- Utilize a case management approach for the relocation of residents, providing one-on-one services to develop an individualized housing plan for each family/resident, identifying their desired housing situation and any potential obstacles to meeting this desired goal;
- Provide targeted relocation counseling to current residents in order to provide assistance with finding a suitable replacement unit, administer any relocation allowances/reimbursements of moving expenses, provide general housing counseling and advisory services, provide ongoing transitional assistance, promote resident retention, and conduct follow-up activities including ongoing contact and assistance, resident tracking, and Fair Housing Compliance;
- Ease resident apprehension by clearly and continually communicating the rights of all lease-compliant residents to return to the redeveloped site and educate residents about interim and alternative housing choices;
- Leverage existing services and build resident capacity to ensure long-term success by connecting residents to family counselors, utility assistance, re-establishing and strengthening school connections, conducting frequent, regular meetings with relocation leaders and HAWS staff, continuing to communicate relocation information to residents, and leveraging any other existing relationships HAWS has developed in order to ease the relocation

process.

## Resident Preference

HAWS will offer a preference to families, currently living at Cleveland Avenue Homes, for the option to relocate to any property that HAWS currently owns or manages, should the family choose not to accept an HCV. The family must meet the eligibility criteria and a unit must be available for occupancy at the desired property.

## Right to Return

The relocation of residents of the Cleveland Avenue Homes will be conducted pursuant to HUD's "Right to Return" policies, which ensure that each tenant who wished to return to the neighborhood is provided a with preference to return (if eligible), with mobility counseling, and with housing search assistance.

## Information Gathering

In order to educate families about the housing choices available to them and to gather information about the relocation needs of current Cleveland Avenue Homes residents, HAWS has prepared a number of assessment tools to gather feedback and information. The following surveys and forms will be executed and/or delivered to current residents to ease the process of relocation:

- Resident Relocation Assessment Form
- Transportation Information Survey
- Relocation Information
- Resident Concerns and Suggestions
- Relocation Communication Strategy

In addition to the methods already described, HAWS will provide current residents of the Cleveland Avenue Homes with frequent communications regarding relocation and the transformation of the Cleveland Avenue Neighborhood.

**Notices:** HAWS will provide current residents with a series of notices advising them of a potential need for relocation (General Information Notice to Tenant to be Displaced), or an actual need to relocate (90 Day Notice to Relocate, 30 Day Notice and Notice of Eligibility)

**Relocation Newsletter:** HAWS will produce and distribute a community newsletter to keep residents informed of relocation requirements, relocation assistance services, re-development updates, and more.

## **Other Relocation Plan Compliance Components:**

*Uniform Relocation and Real Properties Acquisition Policies Act of 1970, as amended:* ensures that people, whose real property is acquired or who move because of projects receiving Federal funds, will be treated fairly and equitably, and will receive assistance in moving from the property they occupy.

*Housing and Community Development Act of 1974, as applicable:* requires that no person shall, on the grounds of race, color, national origin, religion, or sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity funded in whole or in part with Federal financial assistance.

*HUD "Right to Return" Policies:* ensure that each tenant who wishes to return to the neighborhood is provided a preference to do so (if eligible), provided mobility counseling, and provided housing search assistance.

*Fair Housing Act:* Prohibits discrimination based on race, color, religion, sex, national origin, disability, or familial status in housing transactions (buy, rent, sell).

This page is intentionally left blank.



An aerial photograph of a city, showing a mix of residential neighborhoods, commercial buildings, and a major highway interchange. A prominent blue banner is overlaid across the top of the image, containing the word 'IMPLEMENTATION' in white, bold, sans-serif capital letters. The city below shows a grid of streets, green spaces, and various structures, including a large white circular building and several large industrial-style buildings.

# IMPLEMENTATION



# why cleveland avenue?

*committed to transformation.*

The Cleveland Avenue Neighborhood Transformation Plan maximizes the possibilities for positive change by creating exciting new strategies, but also by making the most of existing city policies and programs.

The Implementation Element helps achieve these outcomes by:

- Identifying champions and partners for recommended strategies
- Determining what resources may be needed
- Designating time frames for action to improve accountability
- Identifying performance metrics to assess success
- Finding synergies with existing regional, city, county, and neighborhood programs and policies

To help get transformation efforts off the ground, and to celebrate early successes, the Implementation Element includes an Early Action Plan for accomplishing high-priority actions, mobilizing the neighborhood, and demonstrating a commitment to positive change in the near-term.

The Implementation Element also contains a “Community-Based Initiatives” section, which is the result of an Action Plan developed by the Cleveland Avenue Transformation Team (CATT). This Action Plan outlines tasks and responsibilities in six Strategy Areas including: Organizing & Unifying, CATT Resources, Re-Entry Support, Job Training, Community Development, and Housing.



Cleveland Ave Neighborhood  
Transformation Plan



# IMPLEMENTATION

## APPROACH: COMMITTED TO CHANGE

Without a clear strategy for implementation, the Cleveland Avenue Neighborhood Transformation Plan would end up like so many other planning documents—collecting dust on a shelf. But by proactively identifying partners, resources, and timeframes for completing strategies, HAWS and the community can help themselves stay on a clear path towards transformation.

An included Early Action Plan encourages celebration of small, first-step successes, thereby motivating the community and partners to keep moving forward. Eventually, small achievements can add up to big changes! At the end of this chapter is a set of tables listing each key transformation strategy, organized by goal area. The following are identified for each strategy:

- **LEAD/PARTNERS:** Community champions and partners. Collaborations between agencies, departments, and organizations will be critical to implementation.
- **RESOURCES:** A broad cross-section of key players and strategies means the resources referenced are generally either temporal or financial.
- **TIMING:** In addition to the Early Action Plan (90 days to 1 year), strategies have been organized within a five-year planning horizon. Years 1-4 represent more substantive strategies requiring greater inputs of time and resources. Year 5 and beyond represents the final period, at which point new development should be on the ground and the Transformation Plan is revisited and reviewed to identify focus areas or strategies needing amendment or revisiting.
- **SYNERGIES:** Regional, county, city and neighborhood strategies, policies and programs

were identified by reviewing existing plans to make the most of resources. These ongoing efforts have been cross-referenced with this plan's new recommended actions to identify instances where new and existing policies and programs have the potential to support one another.

- **PERFORMANCE METRICS:** Performance metrics suggested by HUD, and based on the reporting experiences of earlier Choice Neighborhood grantees, have been selected for each strategy, where applicable, to help measure effectiveness for achieving a related goal.

## COMMUNITY-LED INITIATIVES: CATT ACTION PLAN

The Action Plan developed by the Cleveland Avenue Transformation Team (CATT) outlines tasks and responsibilities in six Strategy Areas including:

- Organizing & Unifying
- CATT Resources
- Re-Entry Support
- Job Training
- Community Development
- Housing

The Action Plan (Appendix F) was developed in coordination with Neighbors for Better Neighborhoods (NBN), the group that has assisted with building capacity in the community, ensuring that emerging resident leaders are able to continue their work after the formal planning process has ended. The CATT Action Plan ensures accountability by assigning task responsibilities to various resident "Action Teams" such as Communication, Connecting Neighbors, Mapping,

Family Engagement, and Jobs. The continuing involvement of CATT will be a critical factor to the success of the Cleveland Avenue Neighborhood Transformation Plan.

The tables in the following pages provide information and inspiration for achieving the strategies needed to transform the Cleveland Avenue Neighborhood into the place that residents and stakeholders envisioned:

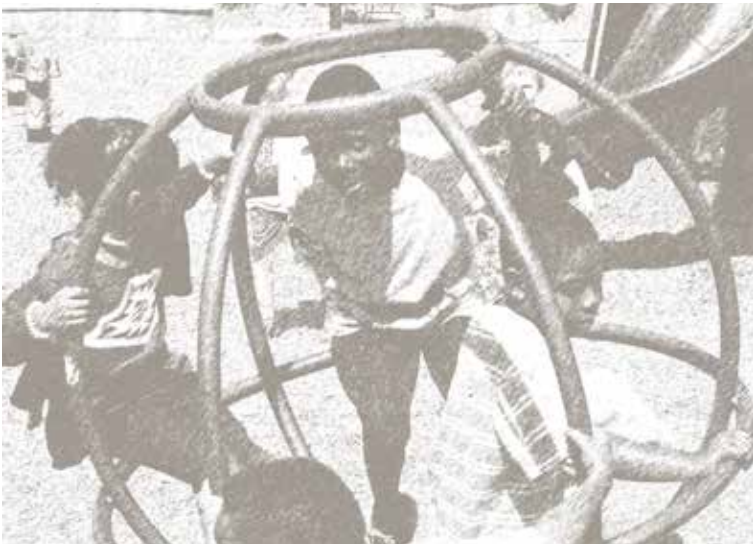
## TRANSFORMATION VISION

*The Cleveland Avenue Neighborhood is welcoming, safe, and well connected to the rest of Winston-Salem.*

*There is a focus on providing public amenities, resources, and supportive services to both future residents, and existing ones who do not return to the neighborhood.*

*There is a strong sense of community and respect for the neighborhood's culture and history, with places and spaces for residents and visitors of all ages.*

*Residents, both existing and new, have access to a wide range of safe, affordable, and suitable housing choices.*



## **CLEVELAND AVENUE NEIGHBORHOOD TRANSFORMATION EARLY ACTION PLAN: Priority Strategies for Achieving Change**

Actions included within the Early Action Plan are intended to be accomplished within 90 days to one year of the date of the Transformation Plan (April 2016). They will help mobilize the neighborhood and demonstrate an active and ongoing commitment to transformation and positive change.

1. Determine readiness and level of effort needed to apply for HUD Choice Neighborhood Implementation Funds.
2. Formalize level of commitment and roles for the City of Winston-Salem regarding funding and infrastructure investment.
3. Conduct an implementation workshop with neighborhood stakeholders, including a tour of the Cleveland Avenue Neighborhood for elected officials.
4. Clearly identify and define alternatives for packaging and marketing housing redeveloping opportunities.
5. Prepare a two-page summary handout describing the Cleveland Avenue Neighborhood Transformation Plan, the planning and community engagement process, and the types of partners and resources needed for implementation.
6. Continue to keep project information up-to-date for the website and for communication with HUD.
7. Clearly define the transition plan for Neighbors for Better Neighborhoods, as it relates to the involvement of the Cleveland Avenue Transformation Team (CATT)
8. Provide the support needed for CATT to organize as an official entity and continue to provide them with the space to actively participate in the transformation of the Cleveland Avenue Neighborhood.
9. Convene the Cleveland Avenue Neighborhood Education Working Group and identify an entity to lead this group into the future.
10. Initiate conversations with Southside United Health Care regarding the location of a satellite clinic in the Cleveland Avenue Neighborhood, opportunities for health programming in the neighborhood, and overall neighborhood wellness.
11. Provide structure and clarity to roles for those involved in the food cooperative initiative.

The tables on the following pages list each transformation strategy, organized by goal and Plan Theme, i.e. People, Neighborhood, and Housing. For each strategy, information is provided on lead/partners, resources, time frame, synergies, and performance metrics.

STRATEGY	LEAD/PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>PEOPLE: EDUCATION</b>					
<b>GOAL E1: Residents of the Cleveland Avenue Neighborhood can access and afford high-quality educational opportunities, from cradle to career</b>					
E1.1: Reduce transportation as a barrier to education opportunities by identifying transit routes serving local schools, institutions of higher learning, and supportive service providers, and ensure these routes are available when they are needed.	WSTA; WSFCS; Forsyth Tech; WSSU	Financial	Year 2	Safe Routes to School (Board of Education)	Number of target residents participating in higher education; Number of target residents participating in vocational school
E1.2: Increase opportunities for residents to cultivate skills and learning by partnering with local community colleges and technical schools to identify and promote affordable and/or grant-funded education and career preparation programs, leading to high-quality jobs.	Forsyth Tech; Department of Education; WSFCS; KB Reynolds Foundation; WSSU	Time	Year 1	Establish a local scholarship and/ or Two & Two program for Logistics students (PTC); Promote increased "Massive Open Online Course" (i.e. MOOC) involvement (PTC)	Number of target residents graduating from a vocational school; Number of target residents graduating from higher education
<b>GOAL E2: The Cleveland Avenue Neighborhood has high-performing, high quality schools that do not suffer from socio-economic and race-based achievement gaps</b>					
E2.2 Identify a supportive service provider to develop a program for new parents, focused on the importance of early childhood education, stimulating and promoting intellectual growth in infants and toddlers.	Head Start; WSFCS; Family Literacy Initiative; GIDE; FLIP	Time/ Financial	Year 1	Parenting Education (Forsyth County Dept. of Public Health (FCDPH))	Number of target residents that report reading to their children three or more times a week; Number or percentage of target resident three year olds and children in kindergarten who demonstrate at the beginning of the program or school year age-appropriate functioning across multiple domains of early learning as determined using developmentally appropriate early learning measures
E2.2: Expand the availability of high-quality early learning facilities in the neighborhood by partnering with providers such as Head Start to better understand the needs of the neighborhood and delivering needed services.	Head Start; State Board of Education; WSSU	Financial	Year 2	Support greater high-quality childcare opportunities (e.g. 4-star and 5-star) (PTC)	Number and percentage of target resident children, from birth to kindergarten entry, participating in center-based or formal home-based early learning settings or home-based early learning/childcare slots offered in the neighborhood

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
E2.3: Expand the availability of extra-curricular tutoring programs for students to supplement school-based learning by working with the local school district and other education service providers in the neighborhood to identify and provide for the unmet needs of neighborhood students.	WSFCs; WSSU; Forsyth Tech; GIDE; FLIP	Financial	Year 1		Number or percentage of target resident students at or above grade level according to State mathematics assessments in at least the grades required by the Elementary and Second Education Act (ESEA); Number or percentage of target resident students at or above grade level according to reading or language arts assessments in at least the grades required by the Elementary and Second Education Act (ESEA); Number and percentage of target resident students with an on-time high school graduation
E2.4: Expand education program space through joint use agreements with libraries, recreation centers, and other easily accessible public facilities throughout the neighborhood and city.	WSFCs; Forsyth County Library; WSSU; Forsyth Tech; WS Parks and Recreation	Time	Year 1	Improve community access to O'Kelly Library and Diggs Gallery (WSSU); Maintain the existing library facility at Cleveland Ave. and Seventh Street and renovate/expand if feasible. Improve access to this facility to better serve surrounding neighborhoods (ENE); Pursue development of after-school shared-use libraries (PTC)	Number and percentage of target resident youth involved in positive youth development activities
<b>GOAL E3: Neighborhood schools and students benefit from active and engaged parents and community members</b>					
E3.1: Communicate regularly with local schools (at all levels) and conduct scheduled, coordinated neighborhood outreach and engagement focused on education programs and opportunities for learning	WSFCs; Forsyth Tech; WSSU; HAWS	Time	Year 1	Community Engagement Goal (WSSU); Create a culture of education throughout the region (PTC); Build more civic participation in K-12 education (PTC); Promote greater citizen achievement of a bachelor degree (TT)	Number of target resident graduations by degree type; Number of target residents graduating from higher education; Number of target residents graduating from a vocational school; Number of target residents completing GED
E3.2: Develop a volunteer parental education assistance and training network and program as a joint effort between CATT, HAWS, and the local school system	WSFCs; Forsyth Tech; WSSU; HAWS	Time	Year 1		Average daily attendance rate of target resident students in all grades; Number of target residents participating in PTA or other school support organization; Number of target residents that have explored school choice options for their children; Number of target resident students with chronic absenteeism; Number of target resident students suspended

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
E3.3: It is recommended that HAWS continue to document education-related data for the neighborhood and report results to determine if education strategies have been effective.	WSFCS; Forsyth Tech; WSSU; HAWS	Time/ Financial	Year 2		Data is available to assess the efficacy of neighborhood education interventions
<b>GOAL E4: Residents of the Cleveland Avenue Neighborhood have access to the technology needed to enhance education and employment opportunities</b>					
E4.1: Seek grants or develop partnerships to ensure every student has access to a computer or tablet outside of school	Lowes "Technology on the Go" Program; WSFCS; KB Reynolds Foundation; Kramden Institute; Forsyth County Library	Financial	Year 2		Number or percent of target residents with regular access to a home computer or tablet; Number of libraries/community spaces that offer internet and computer access in the neighborhood
E4.2: Partner with the City to make free internet available outside of school to all students enrolled in community schools	North Carolina Next Generation Network (NCNGN)	Financial	Year 3	Develop the Winston-Net fiber optic network and other telecommunications-based infrastructure county-wide (LEG); Create greater access to personal network and global connectivity (TT)	Number and percentage of target households who have home access to broadband internet; Number of libraries/community spaces that offer internet and computer access in the neighborhood



STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>PEOPLE: HEALTH</b>					
<b>GOAL H1: The Cleveland Avenue Neighborhood provides accessible and affordable options for fresh, healthy, food and ample opportunities for exercise and active living</b>					
H1.1: Convene a working group to investigate the preliminary considerations for opening a cooperative market to expand fresh food options to residents living in the Cleveland Avenue Neighborhood, a USDA-designated food desert	Liberty Street Market; local faith-based groups (i.e. Kids Café at St. Paul's Episcopal Church)	Financial	Year 2	Healthy Corner Store Network (FC DPH); 8.5.6 Urban Food Access (LEG); Develop Local Farmers Markets (PTC); Develop a Region-wide Local Food Network (PTC); Establish Regional and Local Food Processing and Distribution Co-ops and Collectives (PTC); Support a Region Wide Local Foods Network to better connect local farmers and processors with local restaurants, food co-ops, grocery stores, farmers markets and families (PTC); Review the availability of public transit from neighborhoods without grocery stores or healthy food retailers to neighborhoods where these providers to address identified deficiencies (LEG)	Discontinuation of Food Desert designation in neighborhood; Resident self-reported access to fresh foods
H1.2: Work with volunteers to install open-source wayfinding/active living signage in the neighborhood such as "Walk [Your City]" to stimulate interest in the neighborhood transformation and increase participation in active living	HAWs; WS/ FC Planning Department; Winston-Salem Recreation & Parks Department; Winston-Salem Transportation Department	Financial	Year 2	7.4.1 - Active Transportation (LEG); 8.2.3 Identify Active Living Deficiencies (LEG); Within town and city centers, concentrate on providing the safe infrastructure for walking and cycling as a means of daily transportation, not just recreation (PTC); Enhance pedestrian, biking, and trail options (PTC); Objective 1: Provide a means of physical activity and exercise (WS Sidewalk/Ped Plan);	Increase in self-reported activity level of residents; increased perception of walkability in neighborhood

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<p>Strategy H1.3: Partner with the city to investigate the feasibility of a city/neighborhood bikeshare program to promote active living and exercise and to help overcome transportation barriers</p>	<p>WSTA; Winston-Salem/ Forsyth County Planning Department; Winston-Salem Recreation and Parks Department</p>	<p>Time</p>	<p>Year 2</p>	<p>7.4.1. Active Transportation (LEG); 8.1.5 Affordable Transportation (LEG); 8.8.4 Active Transportation Options (LEG); Create incentives for people to walk, bike and use public transit as part of their transportation options (PTC); Within town and city centers, concentrate on providing the safe infrastructure for walking and cycling as a means of daily transportation, not just recreation (PTC); Enhance pedestrian, biking, and trail options (PTC)</p>	<p>Completion of study investigating potential demand for a bikeshare program in Winston-Salem</p>
<p>H1.4: Engage and partner with the local cooperative extension to gather the information and resources needed to further expand the Cleveland Avenue Neighborhood community garden</p>	<p>USDA Cooperative Extension; community or regional non-profit organization focused on urban agriculture; HAWS</p>	<p>Time/ Financial</p>	<p>Year 2</p>	<p>Expand the community garden program and the distribution of produce grown (FCDPH Strategic Plan); In identified areas lacking needed facilities, consider offering incentives, such as greater density, to developers who provide needed community amenities such as community gardens (LEG); 8.5.3 Community Gardens (LEG); Determine the feasibility and potential benefits of using vacant City/County property for community gardening and healthy food retailing (LEG); 8.5.7 Small Scale Agriculture (LEG)</p>	<p>Growing potential/size of garden; number of residents self-reporting participating in the community garden</p>

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>GOAL H2: The Cleveland Avenue Neighborhood has many options for appropriate, accessible, and affordable health care for all residents, of all ages</b>					
H2.1: Work with Southside United Healthcare to establish a satellite clinic in the Cleveland Avenue Neighborhood	Southside United Healthcare; US Department of Health and Human Services; Forsyth County Department of Public Health; HAWS	Time/ Financial	Year 1	Create public/private/healthcare/non-profit coalitions to deliver maximum preventative health and treatment services while avoiding expensive duplication and lost opportunities (e.g. include hospitals, county governments, county health and social services departments, county schools, doctors, dentists, nutritionists, psychologists, drug stores) (PTC); Establish local ordinances that incentivize locating healthcare facilities in convenient locations (PTC); Provide tax abatement for smaller healthcare campuses (PTC)	Status of feasibility assessment for FQHC
H2.2: Partner with public agencies and local non-profit partners to assess needs gaps and expand the availability/accessibility of mental health and substance abuse programs for public housing residents	Southside United Health Center; Wake Forest Baptist; FC Dept. of Social Services; FCDPH; Crisis Control; other local NPOs focused on mental health and substance abuse	Financial	Year 2	Care Coordination for Children (FCDPH); Teen Initiative Project (TIP) (FCDPH); Smoke Free Forsyth; Youth Advisory Council (FCDPH); Support increased use of clinics to provide accessible healthcare assistance (TT); Create public/private/healthcare/non-profit coalitions to deliver additional healthcare services (TT)	Number of new and existing providers of mental health and substance abuse services in the neighborhood

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
H2.3: Engage WSTA to initiate a feasibility study for instituting new or improved routes for a community van/shuttle service for residents to access health care providers	WSTA; Southside United Health Center; Wake Forest Baptist; other local NPO	Time	Year 2	Update and implement the Human Services Transportation Coordination Plan to improve and coordinate transportation services for persons with disabilities, older adults, and lower-income persons (LEG); Ensure that affordable transportation services are available to and from health and other community facilities, especially for the elderly, special needs, minority, and low-income groups (LEG); Collaborate with transit service providers to serve people who are transit-dependent by improving connections to job opportunities, health facilities, healthy food outlets, and recreation facilities (LEG)	Self-reported ability of residents to access appropriate health care when needed; Number and percentage of target residents who have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health; Number and percentage of target resident children, from birth to kindergarten entry, who have a place of healthcare where they usually go, other than an emergency room, when they are sick or in need of advice about their health; Number and percentage of target residents who visited a doctor in the last 12 months; Number and percentage of target residents with regular access to dental care
<b>GOAL H3: Residents of the Cleveland Avenue Neighborhood are food-secure, active, happy, and healthy</b>					
H3.1: Engage a non-profit partner or public agency to design and implement a Resident Health Ambassadors program to assist and educate residents	FCDPH; HAWs; Southside United Health Care; Wake Forest Baptist; local faith-based groups; POSSE	Time/ Financial	Year 2	FCDPH Programs: BeHealthy Coalition; Forsyth Adolescent Health Coalition; Infant Mortality Reduction Coalition; BeHealthy School Kids; WomanWise Program; Healthy Beginnings; Healthy Start/Baby Love Plus; Nurse-Family Partnership; Implement a strategy to teach health literacy (FCDPH Strategic Plan);	Number and percentage of target residents and target resident children who have health insurance; Number and percentage of target residents covered by Medicaid or Medicare; Number and percentage of target residents reporting good physical health; Number and percentage of target residents reporting stress or psychological distress; Number and percentage of target adult residents unable to work due to health restrictions
H3.2: Work with local health care providers to develop a prescription medication follow-up and education program for residents, particularly the young, the elderly, and those with chronic illness	FCDPH; HAWs; Southside United Health Care; Wake Forest Baptist	Time/ Financial	Year 2	Create public/private/healthcare/non-profit coalitions to deliver additional healthcare services (TT)	Number and percentage of target residents with at least one chronic condition; Number and percentage of target residents with uncontrolled asthma

STRATEGY	LEAD/PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>PEOPLE: SAFETY/SECURITY</b>					
<b>GOAL S1: The Cleveland Avenue Neighborhood is safe, clean, and drug-free</b>					
S1.1: Work with the city to expedite the traffic calming study for Cleveland Avenue and institute recommendations to improve traffic safety	Winston-Salem Department of Transportation; Winston-Salem/Forsyth County Planning Department; City Council	Time/ Financial	Year 1	Work with area residents, property owners, and law enforcement to develop and implement design-oriented solutions that address the safety concerns identified in neighborhoods (LEG); Reconfigure existing road infrastructure so that it is hospitable for modes of transportation other than the automobile (PTC); Establish Complete Streets policies locally for any road improvement or maintenance projects (PTC)	Number of target resident students who feel safe traveling to and from school; Walkability Index; Number of speeding/traffic infractions reported on neighborhood roads
S1.2: Partner with WSPD and WSDOT to clarify and enforce parking regulations and improve parking regulation signage	Winston-Salem Department of Transportation; Winston-Salem/Forsyth County Planning Department; WSPD; HAWS; City Council	Financial	Year 2		Number of parking infractions reported in the Cleveland Avenue Neighborhood; Number of resident complaints to local agencies/departments relating to parking violations in the neighborhood
S1.3: Improve the neighborhood's lighting, security features, environmental design and amenities by using Crime Prevention through Environmental Design (CPTED)	HAWS; development partners; WS Dept. of Public Works; Winston-Salem/ Forsyth County Planning Department; WSPD; US Department of Justice	Financial	Year 3	8.9.4 Neighborhood Safety Concerns (LEG); Continue agency's gang prevention and reduction practices, as well as its enforcement of gang-related offenses (WSPD); Create a Domestic Violence Unit staffed with one or two sworn officers (WSPD); Increase agency's effectiveness in drug-related criminal investigations (WSPD); Consider incentives and/or other measures to address the aesthetic concerns of vacant or derelict commercial or industrial buildings and properties (LEG);	Number of target residents report feeling safe in their neighborhood; Number Part I Property crimes per 1,000 residents in the neighborhood; Number of Assisted Residents report feeling safe in their neighborhood; Number of target residents reporting that they were victims of crime in their home or their neighborhood; Number of target residents report feeling safe in their homes; Original target residents report feeling safe in their neighborhood

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
S1.4: Partner with WSPD to support a resident-led crime prevention program and to improve methods of reporting neighborhood crime	WSPD; HAWS; US Department of Justice	Time	Year 1	Citizens' Police Academy (WSPD); Citizen "Volunteer in Police Service" Program (WSPD)	Number of Part I Violent crimes per 1,000 residents in the neighborhood; Number of Part II crimes per 1,000 residents in the neighborhood; Number of murders in neighborhood; Number of shootings in neighborhood; Number of target residents reporting that they were victims of crime in their home or their neighborhood; Number of target resident students who feel safe at school; Number of arrests made in the neighborhood
<b>GOAL S2: Residents and law enforcement in the Cleveland Avenue Neighborhood enjoy positive relationships based on mutual respect and understanding</b>					
S2.1: Partner with WSPD to conduct regular community events to foster positive relationships between law enforcement and residents	WSPD; HAWS; neighborhood faith-based groups	Time	Year 1	Establish a Winston-Salem Police Activities League (WSPD)	Number of neighborhood events and programs conducted such as "Ask the Police" events, police mentoring programs for youth, Police Athletic League, and other off-duty/ out-of-uniform activities; Self-reported target resident trust rating of WSPD
S2.2 Convene a resident-city safety/security working group	WSPD, City of Winston-Salem, HAWS, residents, City Council	Time	Year 1	8.9.4 Neighborhood Safety Concerns (LEG);	Number of sessions held by working group; Number of implemented recommendations originating with safety/security working group
<b>PEOPLE: WORKFORCE DEVELOPMENT/ EMPLOYMENT</b>					
<b>GOAL W1: The Cleveland Avenue Neighborhood provides workforce development opportunities and employment supportive services to all residents who need them</b>					
W1.1: Convene a formal employment/workforce development working group for the neighborhood consisting of employers, residents, and supportive service providers, to identify and align needs and resources.	Representatives from Winston-Salem's major employers; Forsyth Tech; WSSU; WSFCS; HAWS; residents; other community organizations focused on employment and workforce issues	Time	Year 1	Promote and support direct entrepreneurial education, mentorship and internship efforts (TT)	Number of sessions held by working group; Number of implemented recommendations originating with workforce development/ employment working group

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<p>W1.2: Create a "one-stop" workforce development and employment assistance center for neighborhood residents better connecting them to information relating to adult education (including GED assistance), technical training, local employment opportunities, and more</p>	<p>HAWS; Employment/ Workforce partner (TBD)</p>	<p>Time/ Financial</p>	<p>Year 2</p>	<p>Small Business Center (Ws Community Dev.); Minority/Women's Business Enterprise Program (WS Minority/Women's Business); Develop more mentoring programs (PTC); Promote increased training-to-work efforts for the long-term unemployed with increased focus on individual situations and additional attention to current efforts (PTC); Create greater access to personal network and global connectivity (PTC); Promote and support direct entrepreneurial education, mentorship and internship efforts (TT)</p>	<p>Number of residents assisted with workforce development/ employment needs</p>
<p>W1.3: Develop a comprehensive "workforce skills" training course available to public housing residents focused on searching for work, creating a resume (particularly for residents with non-traditional skills and experience), submitting employment applications, interviewing, and retaining a job once hired</p>	<p>HAWS; Employment/ Workforce partner (TBD)</p>	<p>Time/ Financial</p>	<p>Year 2</p>	<p>Promote increased training-to-work efforts for the long-term unemployed with increased focus on individual situations and additional attention to current efforts (PTC); Promote and support direct entrepreneurial education, mentorship and internship efforts (TT)</p>	<p>Number of residents enrolled in training course; Number of residents graduated from training course; Number of residents securing high-quality employment after completing training course</p>
<p>W1.4: Engage and work with local service providers to help connect residents with other employment-related needs such as child care and healthy living.</p>	<p>HAWS; Southside United Health Care; FCDPH; local child care providers</p>	<p>Time</p>	<p>Year 2</p>	<p>Promote increased training-to-work efforts for the long-term unemployed with increased additional attention to current efforts (PTC); Promote and support direct entrepreneurial education, mentorship and internship efforts (TT)</p>	<p>Number of residents assisted with workforce development/employment-related supportive service needs</p>

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>GOAL W2: In the Cleveland Avenue Neighborhood, local employers train and hire local residents, pay their employees a living wage, and provide employees with competitive benefits packages</b>					
W2.1: Work with CATT to develop a resident-led "hire local" campaign based out of the Cleveland Avenue Neighborhood	CATT; NBN; WS Community and Business Development; WS Chamber of Commerce	Time	Year 1	YouthBuild (WS Community Development); Section 3 Construction Training Program Initiative (WS Community Development); 9.5.1 Train Craftspersons (LEG); Develop the skills, knowledge and capacity of multiple individuals (i.e. the "talent cluster") necessary to meet the needs of existing and emerging top-priority identified industrial clusters (PTC)	Number of businesses in Winston-Salem that have publically committed to hiring local
W2.2: Engage and convene an interested group of residents and community members to investigate the creation of a non-profit group to advocate for a living wage in Winston-Salem	The Durham Living Wage Project; CATT; NBN; Community economic development groups; Community organizers	Time	Year 1		Number of businesses in Winston-Salem that have committed to paying employees a living wage; Average hourly wage of target residents
<b>GOAL W3: In the Cleveland Avenue Neighborhood, employers, business associations, and economic development groups support residents and local employees by providing needed services, including child care, health care, and continuing education, which will help residents find and sustain employment</b>					
W3.1: Convene a working group to investigate the creation of an "employee services collaborative" between local employers, non-profits, and the city, to provide affordable supportive services to low-income workers	CATT; neighborhood residents; HAWS; City business leaders; Chamber of Commerce; Local non-profit organization (TBD)	Time	Year 1	Include a match in local economic development incentive contracts for companies providing transportation alternatives to help employees get to and from work (e.g. bus, rail, vanpool, ride-sharing)" (PTC); Include a match in local economic development contracts for companies providing high quality (i.e. 4-star and 5-star) child care for their employees (PTC)	Number of residents receiving needed supportive services through the employee services collaborative



STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>GOAL W4: A variety of jobs, matching the skill sets of neighborhood residents, are available and accessible in the Cleveland Avenue Neighborhood</b>					
W4.1: Create an email and hard-copy monthly employment information bulletin to promote the two-way exchange of information between employers and interested residents	HAWS; Chamber of Commerce; Community and Business Development	Time	Year 1	Engage local hospitals, college nursing and public health programs, community colleges, K-12 and other relevant parties to begin a comprehensive healthcare training program for the region (PTC); Develop more mentoring programs (PTC); Promote increased training-to-work efforts for the long-term unemployed with increased focus on individual situations and additional attention to current efforts (PTC); Promote and support direct entrepreneurial education, mentorship and internship efforts (TT)	Number and percentage of residents with wage income; Number and percentage of target residents working full time; Number and percentage of target residents working part time; Number of target residents employed by HAWS or its contractors through Section 3; Number and percentage of target residents who are unemployed
W4.2: Work directly with city and county disability service providers to create a workforce development/employment assistance program focused on the specific needs of the disabled public housing population	HAWS; Chamber of Commerce; Community and Business Development; City/ county Department of Social Services	Time/ Financial	Year 2	6.1.8 Flexible Homed-Base Business Regulations (LEG); 9.5.1 Train Craftspersons (LEG); Develop a partnership with NC Cooperative Extension and home food processing experts to mentor willing and able home cooks to develop more local food products for the market (TT)	Number of target residents who are disabled and who report having access to needed services

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>NEIGHBORHOOD</b>					
<b>GOAL N1: The Cleveland Avenue Neighborhood is better connected, both internally and to the larger city</b>					
N1.1: Streets in the neighborhood are gridded, well-connected, and easy to navigate.	WS Dept. of Transportation; NCDOT	Time/ Financial	Year 3	Promote integrated development patterns and transportation networks that work together to support mixed-use, pedestrian-friendly communities and active modes of transportation. Land use and transportation decisions should be consistent and mutually reinforce each other (2035 LRTP); Objective 3: Provide good connectivity between other modes of transportation (WS Sidewalk/Ped Plan); Provide connectivity planning and support (TT)	Walkability Index
N1.2: Utilize a Complete Streets design approach to accommodate all modes of transportation	WS Dept. of Transportation; NCDOT	Time/ Financial	Year 3	Establish Complete Streets policies locally for any road improvement or maintenance projects (PTC)	Walkability Index; Bus & Rail Stops
N1.3: Scale streets to slow traffic and promote positive driving behaviors	WS Dept. of Transportation; NCDOT; WS/FC Planning Dept.	Time/ Financial	Year 3	Reconfigure existing road infrastructure so that it is hospitable for modes of transportation other than the automobile (PTC)	
<b>GOAL N2: Neighborhood streets are clean, safe accessible, and attractive to all users</b>					
N2.1: Streets are designed to be two-way, at the minimum allowed width for residential streets, with curb and gutter.	WS Dept. of Transportation; NCDOT	Financial	Year 3	Reconfigure existing road infrastructure so that it is hospitable for modes of transportation other than the automobile (PTC)	
N2.2: Center turn lanes should be limited to the required distance from an intersection. Additional lane width not necessary to the performance of the intersection should contain curb and gutter with planted medians.	WS Dept. of Transportation; NCDOT	Financial	Year 2	Reconfigure existing road infrastructure so that it is hospitable for modes of transportation other than the automobile (PTC)	

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
N2.3: On-Street Parking is clearly marked and enforced on streets where permitted.	WS Dept. of Transportation; NCDOT; WSPD	Financial	Year 1		
N2.4: Crosswalks have high visibility markings or signals and are located to provide the shortest crossing distance for pedestrians.	WS Dept. of Transportation; NCDOT	Financial	Year 1	Objective 4: Provide safe crosswalks and signaling (WS Sidewalk/Ped Plan)	Walkability Index
N2.5: Streets and sidewalks are well-lit with efficient and aesthetically pleasing fixtures.	WS Dept. of Transportation; NCDOT	Financial	Year 3		
N2.6: Sidewalks are separated from the street by on-street parking, curbs, and/or streetyard and all new or reconstructed streets include street trees between the curb and sidewalk	WS Dept. of Transportation; NCDOT	Financial	Year 3	Objective 1: New sidewalk construction should be a top priority, especially to produce connectivity. In addition, pedestrian crossings, signals, crosswalk treatments, signage, furniture and streetscaping elements should also be a top priority in areas with high pedestrian usage because they significantly increase the use of the pedestrian system (WS Sidewalk/Ped Plan)	
N2.7: Sidewalks have a minimum width of 5 feet on residential streets and 8 feet on commercial streets or streets facing public open space or buildings, such as schools, libraries, etc.	WS Dept. of Transportation; NCDOT	Financial	Year 3		

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
N2.8: Streetscape furnishings, such as waste/recycling receptacles, pet waste receptacles, benches, bike racks, etc., are provided on each block, near intersections or at entrances to public facilities.	WS Dept. of Public Works	Financial	Year 1	6.4.7 Aesthetic Concerns (LEG)	
<b>GOAL N3: Dedicated facilities for bicyclists and pedestrians are safe and functional for people of all ages and abilities</b>					
N3.1: Sidewalks (5-8') are provided on both sides of every street.	WS Dept. of Transportation; NCDOT	Financial	Year 3	Objective 1: Eliminate all pedestrian barriers (WS Sidewalk/Ped Plan)	
N3.2: Bike lanes are provided on thru streets and routes connecting existing and planned facilities.	WS Dept. of Transportation; NCDOT	Financial	Year 2	Reconfigure existing road infrastructure so that it is hospitable for modes of transportation other than the automobile (PTC);	
N3.3: Provide clear and direct access to existing and planned bicycle/pedestrian facilities making it easier for residents to use these facilities as not only recreation, but as functional transportation corridors.	WS Dept. of Transportation; WS/FC Planning Dept.	Financial	Year 2-3	Encourage public/private partnerships in providing greenway facility funding (PTC); Establish policies and programs that incentivize building design that supports active transportation (e.g. showers, bicycle parking) (PTC); Support alternative modes of transportation including mass transportation, greenways, and car/bicycle sharing programs (PTC)	
<b>GOAL N4: The neighborhood has many public parks and ample open space</b>					
N4.1: Work with Parks Dept. to ensure all residents are within a 1/4 mile walk of a functional open space.	WS/FC Planning Department; WS Recreation and Parks Department	Financial	Year 3	8.6.2 Park Development (LEG); Objective 4: Connect neighborhoods to resources, such as, schools, parks, libraries, greenways, bikeways and recreational facilities (WS Sidewalk/Ped Plan)	Number of all new Parks within the neighborhood that opened over the past year. Parks include trails, nature centers, parks with playgrounds, picnic facilities and gardens.

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
N4.2: Designate Community Gardens within parks and on vacant lots throughout the neighborhood. At least 3 locations should be permanent sites for community food production.	Forsyth County Cooperative Extension; WS/FC Planning Dept.	Time/ Financial	Year 1	8.6.2 Park Development (LEG); 8.5.11 Healthy Food Access and Transit (LEG)	
N4.3: Residents have access to both active and passive recreational facilities	WS Recreation and Parks Dept.	Financial	Year 1-2	Objective 4: Connect neighborhoods to resources, such as, schools, parks, libraries, greenways, bikeways and recreational facilities (WS Sidewalk/Ped Plan)	Number of all new Parks within the neighborhood that opened over the past year. Parks include trails, nature centers, parks with playgrounds, picnic facilities and gardens.
N4.3: Partner with Parks Dept. to ensure residents have access to both active and passive recreational facilities, offering a wide range of options and flexibility in use	WS Recreation and Parks Dept.; WSFCS	Financial	Year 1-2	8.6.2 Park Development	Number of all new Cultural Arts facilities (including but not limited to museums, performance centers, concert halls and theater venues) within the neighborhood that opened over the past year; Number of all new Parks within the neighborhood that opened over the past year. Parks include trails, nature centers, parks with playgrounds, picnic facilities and gardens
N4.4 Parks and open spaces are designed to be highly visible. Homes or businesses fronting parks provide natural surveillance.	WS Recreation and Parks Dept.	Time/Financial	Year 1-2		
<b>GOAL N5: Safe spaces for formal and spontaneous human interaction are numerous and accessible</b>					
N5.1: Buildings are set close to the street, providing better natural surveillance and minimizing the 'no man's land' between public and private spaces	WS/FC Planning Dept.	Time	Year 2-3		

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
N5.2: Porches, balconies and seating areas front streets and sidewalks, providing natural surveillance with an 'eyes on the street' approach	Public and private development partners; WS/FC Planning Dept	Time	Year 2-3	Increase social connectivity, including engaging diverse communities, newcomers and young and elderly adults (TT)	
N5.3: Parks and open spaces have a high degree of visibility, both from outside looking in and within the space. Sight lines are always maximized	WS Recreation and Parks Department	Time/ Financial	Year 1-2	Pursue the development of shared-use parks and athletic fields (TT); Increase social connectivity, including engaging diverse communities, newcomers and young and elderly adults (TT); 11.3.13 Develop Public Gathering Places (LEG)	
N5.4: Gathering spaces should be diverse; from playgrounds for various age groups to shelters for family picnics and basketball courts for teens and adults	WS Recreation and Parks Dept.	Financial	Year 1-2	Objective 4: Connect neighborhoods to resources, such as, schools, parks, libraries, greenways, bikeways and recreational facilities (WS Sidewalk/Ped Plan); Pursue the development of Public/Private/ Non-profit partnerships for community centers, arts and performance facilities, youth, teen and elderly centers (TT); Pursue the development of shared-use parks and athletic fields (TT); Increase social connectivity, including engaging diverse communities, newcomers and young and elderly adults (TT); 11.3.13 Develop Public Gathering Places (LEG)	Number of all new Parks within the neighborhood that opened over the past year. Parks include trails, nature centers, parks with playgrounds, picnic facilities and gardens.
<b>Goal N6: Land use and density in the Transformation Plan align with existing neighborhood patterns and conform to the City's comprehensive plan</b>					
N6.1: New and redeveloped properties shall be a maximum of 3 stories, have active frontage with buildings close to the street, and parking in the rear	WS Community & Business Development	Financial	Year 1-2	Target Area Business Assistance Program (WS Community & Business Development); Small Business Loan Program (WS Community & Business Development); NRSA Building Rehab Program (WS Community & Business Development); 4.3.3 Revitalize Empty Buildings (LEG)	

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<p>N6.2: Multifamily buildings face public streets, are a maximum of 5 stories and parking is located to the rear of the building; retail, office or community spaces are integrated into the ground floor along Woodland Avenue and New Hope Lane</p>	<p>Public and private development partners; WS/FC Planning</p>	<p>Time</p>	<p>Year 2-3</p>	<p>11.3.13 Develop Public Gathering Places (LEG); Focus most new development and infrastructure investments in existing communities where services and infrastructure already exist (PTC)</p>	
<p>N6.3: Townhomes (3 stories maximum, 30' wide) are used to transition between commercial/multifamily and single family lots, or as market rate housing fronting public spaces</p>	<p>Public and private development partners; WS/FC Planning Department</p>	<p>Time</p>	<p>Year 2-3</p>	<p>11.3.13 Develop Public Gathering Places (LEG); Focus most new development and infrastructure investments in existing communities where services and infrastructure already exist (PTC)</p>	
<p>N6.4: Single Family lots are small and provide affordable options for workforce housing, young families and elderly residents. As existing lots become eligible for redevelopment, new lot widths should be more similar to the existing small lot pattern</p>	<p>WS/FC Planning Dept.</p>	<p>Time</p>	<p>Year 1</p>	<p>Foster the efficient and sustainable use of land resources to increase the benefits and reduce the costs of future growth (PTC)</p>	
<p><b>Goal N7: Sustainability is fully integrated into the design of the neighborhood, the infrastructure, and the buildings</b></p>					
<p>N7.1: All new multifamily or commercial buildings are designed to meet the minimum standards of LEED BD+C. Townhomes and single family homes should be designed to meet minimum standards for water usage and energy efficiency</p>	<p>Public and private development partners; WS/FC Planning Department</p>	<p>Financial</p>	<p>Year 1-2</p>	<p>Continue to focus on the location and design of transit/pedestrian-oriented development through the area plan process (LEG); Promote existing mixed-use opportunity areas in urban small area plans (LEG)</p>	<p>Number of neighborhood buildings achieving LEED certification or other sustainability design standard certification</p>

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<p>N7.2: All new multifamily or commercial buildings are designed to meet the minimum standards of LEED BD+C. Townhomes and single family homes should be designed to meet minimum standards for water usage and energy efficiency</p>	<p>Public and private development partners</p>	<p>Financial</p>	<p>Year 2-3</p>	<p>Adopt programs to promote reduced household energy use to retain more dollars in the community (PTC);</p>	<p>Number of energy efficient units constructed regardless of certification; National or regional green certification, other than Energy Star, such as (LEED, Enterprise Green Communities, Earthcraft, Built Green, etc.); Energy Star for New Construction</p>
<p>N7.3: Integrate a centralized stormwater BMP into the Phase 1 development (which could be a sub-surface facility in the proposed Neighborhood Green), the retail development on the west side of Liberty Street (a separate structure, possibly between parking and the NCDOT Right-of-Way), a second central BMP with the potential school site (designed to capture and treat the Phase 2 multifamily or commercial development shown north of E Seventeenth Street). Streetyards, medians and buffers should be considered as opportunities for stormwater capture and treatment as well</p>	<p>Winston-Salem Dept. of Stormwater/ Erosion Control</p>	<p>Financial</p>	<p>Year 2-3</p>		<p>Amount of stormwater runoff in neighborhood; increase in impervious surface; number of stormwater BMPs in neighborhood</p>
<p>N7.4: Include waste and recycling receptacles in all commercial and public areas of the neighborhood. At least one recycling receptacle for metal, plastic and glass should be provided per block, near an intersection or public space/ building entry</p>	<p>Winston-Salem Solid Waste Division</p>	<p>Financial</p>	<p>Year 1</p>		<p>Number of waste and recycling receptacles in the Cleveland Avenue Neighborhood</p>
<p>N7.5: Provide at least one recycling station or drop-off point in a central location within the neighborhood to accommodate hazardous office or household waste, including household waste, including paints, solvents, oil, mercury-containing lamps, electronic waste, and batteries</p>	<p>Winston-Salem Solid Waste Division</p>	<p>Financial</p>	<p>Year 1</p>		<p>Number of hazardous waste recycling stations available to Cleveland Avenue Neighborhood Residents</p>



STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
<b>Goal N8: The neighborhood's Liberty Street Commercial corridor is lively, vibrant, attractive and economically viable</b>					
N8.1 Renovate existing buildings where feasible to preserve the remaining historic building stock and to maintain a connection to the community's architectural heritage	WS Community & Business Development	Financial	Year 2	Target Area Business Assistance Program (WS Community & Business Development); Small Business Loan Program (WS Community & Business Development); NRSA Building Rehab Program (WS Community & Business Development); 4.3.3 Revitalize Empty Buildings (LEG)	Number of renovated buildings on Liberty Street; number of buildings with landmark preservation status in neighborhood
N8.2: Demolish abandoned or derelict properties and relocate usable residential buildings as infill within the residential neighborhood	WS Dept. of Public Works	Financial	Year 1-2	6.4.7 Aesthetic Concerns (LEG)	Number of abandoned buildings in neighborhood; number of structures relocated or repurposed
N8.3: Combine or subdivide parcels as needed to meet the needs of developers	WS/FC Planning Department	Time	Year 1		
N8.4: Streetscape improvements to Liberty Street will include sidewalk widening, accessibility improvements including ADA ramps and high-visibility cross walks, on-street parking, lighting and landscaping (street trees). Streetscape improvements should give pedestrians priority, reduce vehicular speeds through the neighborhood, and provide a cohesive aesthetic that creates an identity for the area	WSDOT; Dept. of Public Works	Financial	Year 2	6.4.7 Aesthetic Concerns (LEG)	

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
N8.5: The core of the commercial area should have active street frontage, with shop and business entrances spaced no greater than 75' on center	WS/FC Planning Department	Time	Year 1		Change to zoning or design standards
N8.6: Attract a variety of businesses to establish a healthy and sustainable neighborhood center. At least eight different uses should be provided, which may include but are not limited to: grocery store, farmers market, functional retail, pharmacy, bank, hair care, laundry/dry cleaner, restaurant/ cafe, licensed adult or child care, community recreation center, cultural arts facility, schools, medical office, church, library, post office, commercial office, etc.	WS Community & Business Development	Time/ Financial	Year 1	Promote existing mixed-use opportunity areas in urban small area plans (LEG)	Types of businesses located in the neighborhood; number of residents reporting their daily needs are met within the neighborhood; number of businesses and service providers within a 1/4 mile of new housing
N8.7: New buildings within the commercial core should be a minimum of two stories. Upper floors should be reserved for office, community gathering spaces, hospitality, or residential space	WS/FC Planning Dept.		Year 1		Change to zoning or design standards
N8.8: Provide relocation assistance to existing businesses that desire to remain in the neighborhood	Chamber of Commerce with support from City	Time/ Financial	Year 1		Number of existing businesses that remain in the neighborhood
<b>Goal N9: The cultural assets of the Cleveland Avenue Neighborhood are supported and promoted, contributing to a unique neighborhood identity</b>					
N9.1: Provide incentives to encourage artists and craftsmen to move into the neighborhood, enriching culture and providing access to the arts, crafts, and trade skills development for neighborhood youth	WS/FC Planning Dept./ WS Community & Business Development	Financial	Year 3	9.2.3 Public Art Incentives (LEG)	

STRATEGY	LEAD/PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
N9.2: Provide a "free expression" wall or structure in a public space in the neighborhood. Graffiti in other areas should be removed immediately	WS Dept. of Public Works; WS/FC Planning Dept.	Financial	Year 1	6.4.7 Aesthetic Concerns (LEG); 9.2.3 Public Art Incentives (LEG)	
N9.3: Develop and enforce community appearance and design standards, based on the neighborhood's heritage and cultural aesthetic. Standards and monitoring should be maintained by an independent board, and not by HAWS or the City	WS/FC Planning Dept.	Time	Year 3	6.4.7 Aesthetic Concerns (LEG); 9.2.3 Public Art Incentives (LEG)	
<b>HOUSING</b>					
<b>GOAL HS1: The Cleveland Avenue Neighborhood provides a wide variety of safe, clean, desirable and affordable housing options</b>					
HS1.1: Demolish the existing Cleveland Avenue Homes due to their advanced state of decay and disrepair	HUD; HAWS	Financial	Year 1		
H1.2: Initiate Phase I of the Housing Plan	HAWS; Pennrose	Financial	Year 2-3	8.3.5 Affordable Housing Incentives (LEG); Use existing programs, or develop new ones to assist community development and nonprofit housing organizations in providing affordable housing opportunities (ENE); Provide more housing choices with greater access to jobs and services (PTC); Foster collaborative partnerships between public and private sectors in the provision of affordable housing (PTC); Encourage development of housing, jobs and services in close proximity to one another (PTC); MLK Jr. Drive/Cleveland Ave./New Hope Lane Mixed Use Area (ENE)	Onsite Units: Public Housing ACC only Unit; Public Housing ACC/Low-Income Housing Tax Credit (LIHTC) Unit; RAD only Unit; RAD / LIHTC Units; Project-Based Voucher Only Units; Project-Based Voucher/LIHTC Units; HUD-Assisted Multifamily Only Units; HUD-Assisted Multifamily/LIHTC Units

STRATEGY	LEAD/ PARTNERS	RESOURCES	TIME FRAME	SYNERGIES WITH EXISTING PLANS, POLICIES & PROGRAMS	PERFORMANCE METRICS
HS1.3: Implement the Resident Relocation plan	HAWS	Time; Financial	Year 1		Relocation to Public Housing Annual Contribution Contract (ACC); Relocation to HUD Assisted Multifamily Housing; Relocation with Section 8 Tenant-based Vouchers; Relocation to Homeownership Units; Relocation to Other Housing Units
HS1.4: Initiative Phase II of the Housing Plan	HAWS; Pennrose	Financial	Year 3-5	8.3.5 Affordable Housing Incentives (LEG); Provide more housing choices with greater access to jobs and services (PTC); Foster collaborative partnerships between public and private sectors in the provision of affordable housing (PTC); Encourage development of housing, jobs and services in close proximity to one another (PTC); MLK Jr. Drive/Cleveland Ave./New Hope Lane Mixed Use Area (ENE)	Offsite Units: Public Housing ACC only Unit; Public Housing ACC/Low-Income Housing Tax Credit (LIHTC) Unit; RAD only Unit; RAD / LIHTC Units; Project-Based Voucher Only Units; Project-Based Voucher/LIHTC Units; HUD-Assisted Multifamily Only Units; HUD-Assisted Multifamily/LIHTC Units

An aerial photograph of a suburban area. A multi-lane highway with a complex interchange runs vertically through the left side of the image. To the right of the highway, there are residential streets with houses, some with swimming pools. A large white circular structure, possibly a water tower, is visible in the middle-left. In the bottom center, there is a large parking lot with several rows of spaces. The overall scene is a mix of developed and undeveloped land.

# APPENDIX



# APPENDIX A:

## RESIDENT SURVEY INSTRUMENT

### CHOICE NEIGHBORHOODS

### ASSET-BASED SURVEY

[Conducted by Neighbors For Better Neighborhoods]

(Interviewer instructions are written in italics or shaded. Questions and statements to be read aloud are not italicized).

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_

Unit # \_\_\_\_\_ / Address \_\_\_\_\_

Thank you for agreeing to speak with me. We are collecting information about needs and services for people in this area of Winston-Salem. The questions will cover a lot of different topics and your individual responses will be kept confidential and anonymous. We will use all these responses to learn more, gather ideas and shape our efforts in developing new strategies to enhance these neighborhoods with its residents.

This survey will take about 25 minutes of your time. If you have any questions as we go along, please ask me. If you want to skip a question, we will. If you change your mind and decide you do not want to participate, then we will not use any information from you. We only ask that you speak honestly because your experience and opinions are important. Your comments will remain confidential. We will be reporting summaries of responses made by community members, but will not identify any individuals or addresses in the information that is reported.

Thank you for your time.

### PART ONE: BASIC INFORMATION

Initially, I would like to ask you for your general thoughts on the neighborhood. Then I will ask a few basic questions about you.

A1: What is your relationship to the Area? Do you live here, work here, own property here, or shop here? (Check Applicable)

[ ] I live in the neighborhood.

[ ] I work in the neighborhood.

I own property in the neighborhood

I shop in the neighborhood

Other relationship with the Area \_\_\_\_\_

A2: How long have you lived in the neighborhood?

0-2 years

3-5 years

5-10 years

10-20 years

over 20 years

A3: Where were you born?

City: \_\_\_\_\_

State: \_\_\_\_\_

If born outside the USA:

Country: \_\_\_\_\_

A4: Do you consider yourself to be: (Check Applicable)

\_\_\_\_ Caucasian/White

\_\_\_\_ African-American/Black

\_\_\_\_ Hispanic/Latino(a)

\_\_\_\_ Biracial

\_\_\_\_ Asian/Pacific Islander

\_\_\_\_ Native American

\_\_\_\_ Alaskan Indian

\_\_\_\_ Other \_\_\_\_\_

A5: What is Your Age \_\_\_\_\_ (use years)

A6: Are you a veteran?  Yes  No

A7: Are you currently enrolled in school, college or job training? (circle one)

A7a: Where? \_\_\_\_\_

A8: What is the highest grade of school you completed? (Check Applicable)

- Some high school
- High school graduate or GED
- Some tech or vocational training
- Tech or vocational training graduate
- Attended college or university
- College degree
- Attended graduate school
- Received a graduate degree

A9: Which of the following categories best describes your total family income during the last year?

- LESS THAN \$10,000
- \$10,000 - \$14,999
- \$15,000 - \$24,999
- \$25,000 - \$34,999
- \$35,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 OR MORE

A10: How many persons are in the household? \_\_\_\_\_.

A11; Are you the head of household?

Yes

No

A12. How many persons under 18 live in household? \_\_\_\_\_.

Circle by observation only.                      a. Male                      b. Female

**PART TWO: HOUSING AND NEIGHBORHOODS**

Now, I would like to talk to you a little about the home and neighborhood in which you live.

B1: Do you live in an apartment or a house?

Apartment                      House

B2: Do You Own or Rent Your Home?

Own                      Rent



B3: How much do you pay for rent or your mortgage?

B4: On a scale from 1-5, with 1 being the least and 5 being the best, how satisfied are you with the home you live in?

1                      2                      3                      4                      5                      N/A

B5: On a scale from 1-5, with 1 being the least and 5 being the best, how satisfied are you with the neighborhood you live in?

1                      2                      3                      4                      5                      N/A

B6: How likely is it that you will move from your home in the next 2 years?

Not At All      Not Likely      Somewhat Likely      Likely      Very Likely      Don't Know

B7: If you said at least "somewhat likely" in either of the last two questions, why do you think you would move? Check all that apply.

- Leave the City or Region
- Leave the Neighbors/Neighborhood
- House (Bigger/Smaller)
- House (Don't like Current one)
- Safety/Crime
- My Age
- Quality of Living
- Other \_\_\_\_\_

B8: Have you been in a housing choice voucher or other subsidize program and then switched to public housing?

\_\_\_\_\_ Yes

\_\_\_\_\_ No

### PART THREE: DEVELOPMENT

Now, I would like to ask you about some questions about the types of development in this area.

C1: What local businesses in the area do you currently use most often? (Name up to three)

C2: What types of businesses are most needed in this neighborhood? (DO NOT first read the options. Mark only the ones they say. If they cannot think of one, you may read this list as possibilities. Check Applicable)

- Delis/Sandwich shop
- Bakery/Coffee shops
- Restaurants (sit down)
- Restaurants (fast food)
- Boutique/Specialty stores
- Drug Stores/Pharmacies
- Doctor's Offices
- Grocery Stores
- Other Retail (please specify) \_\_\_\_\_

C3: What local community institutions (recreation centers, schools, health care centers, etc.) in the area do you currently use most often?

C4: What types of institutions are most needed in this neighborhood? (DO NOT first read the options. Mark only the ones they say. If they cannot think of one, you may read this list as possibilities)

- Recreation center
- Museum
- Daycare /Child care centers
- Cultural Arts Center
- Schools /Continuing education
- Gym
- Health care centers
- Other (please specify) \_\_\_\_\_

C5: What local parks or trails in the area do you currently use most often?

C6: What types of parks, open space, or recreational amenities are most needed in this area?

- Small, "pocket" or neighborhood parks
- Walking / biking trails
- Playgrounds
- Community gardens
- Performance space /amphitheater
- Athletic Facilities Type: \_\_\_\_\_
- Other \_\_\_\_\_

**PART FOUR: EMPLOYMENT AND THE ECONOMY**

Now, I would like to ask you a few questions about employment and the economy in this neighborhood.

D1: On a scale from 1-5, with 1 being the least and 5 being the best, how healthy and vibrant are the local business community and the job market in this neighborhood?

1                      2                      3                      4                      5                      N/A

D2: What are the challenges in finding employment opportunities in this area?

(DO NOT first read the options. Mark only the one they say. If they cannot think of one, you may read this list as possibilities. Check Applicable)

- People lack skills to obtain a job
- People lack education to obtain a job
- Lack of good paying jobs with benefits
- Lack of child care during hours needed
- Lack of computer skills
- Cost of child care
- Few jobs for people without skills
- Current jobs are low paying
- Cost of transportation
- Long commute to jobs
- Employers leaving the area
- Lack of transportation
- Other\_\_\_\_\_

D3: What is your current employment status? (Check Applicable)

- Currently working
- Full-time employment earning minimum wage or less
- Temporary full-time
- Temporary part-time
- Part-time employment
- Retired
- Disabled
- 14-25 years old and not working
- Unemployed less than 3 months
- Unemployed more than 3 months
- Full time homemaker

- Unemployed never worked
- Not applicable, young child

D4A: For those currently employed – If you could improve your current employment situation, what areas would you focus on? (Check Applicable)

- More hours
- Better pay
- Increased benefits
- Increased responsibilities
- Reduced required overtime
- Change career or position
- Job stability
- Location of Job
- Flexible working hours
- Not applicable

D5: If you are currently seeking a job, or would like a better opportunity, Please identify your strengths and barriers for finding employment or a better opportunity (let participant respond on their own, check any if applicable)

- Formally trained or certified skills
- Skills gained from experience
- Positive work history
- Education
- Dependable transportation
- Dependable childcare
- Lack of reliable transportation
- Lack of reliable childcare
- Permanent health/disability problem
- Temporary disability problem
- Lack of High School Diploma/GED
- Pregnancy
- Discrimination (age, race, gender)
- Other (please specify) \_\_\_\_\_

D6: Please answer the following regarding the employment status for family members: (Check Applicable for each person).

- Currently working
- Full-time employment earning minimum wage or less
- Temporary full-time
- Temporary part-time
- Part-time employment
- Retired
- Disabled
- 14-25 years old and not working
- Unemployed less than 3 months
- Unemployed more than 3 months
- Full time homemaker
- Unemployed never worked
- Not applicable, young child

D7: What type of work do you do?

---

D8: What type of work would like to do if you had the right opportunity, skills or training?

---

D9: What are your special skills, gifts and talents?

---

D10: What skills/education could help you earn more income?

---

## **PART FIVE: EDUCATION**

Next, I would like to ask you about the educational resources in the neighborhood, both for adults and for children.

E1: On a scale from 1-5, with 1 being the worst and 5 being the best, how would rate the schools and educational opportunities (including community colleges) in this neighborhood?

1                      2                      3                      4                      5                      N/A

E2: What are the challenges to increasing educational opportunities in this area? (DO NOT first read the options. Mark only the one they say. If they cannot think of one, you may read this list as possibilities. Check Applicable).

- No high school diploma
- Lack of GED

- Lack of access to programs for obtaining a GED
- Cost of child care
- Lack of child care
- Lack of computer skills
- Lack of programs for gaining computer skills
- Cost of transportation
- Lack of transportation
- Lack of tuition money
- Lack of vocational skills
- Lack of access to programs teaching vocational skills
- Lack of college education
- Threats of violence in Schools
- Lack of dropout prevention programs
- Other \_\_\_\_\_

On a scale of 1-5, with 1 being the least and 5 being the most, please answer the following questions related to educational resources in the neighborhood. (Circle Response)

E4: To what extent do you use the public library system?

1                      2                      3                      4                      5                      N/A

E5: To what extent do you feel your community has access to facilities available for educational meetings and classes?

1                      2                      3                      4                      5                      N/A

E6: To what extent are materials and resources for educational programs (e.g., computer equipment and software, text books, writing materials) available to members of this community?

1                      2                      3                      4                      5                      N/A

E7: To what extent are there on-line computer facilities available in this community?

1                      2                      3                      4                      5                      N/A

E8: To what extent are public and private school buildings and grounds available for educational programs and purposes during non-school hours?

1                      2                      3                      4                      5                      N/A

E9: To what extent do educational program planning committees and teams invite representation from the neighborhood?

1                      2                      3                      4                      5                      N/A

E10: If you have children in the household, have they participated in the Head Start Program or other pre-Kindergarten educational programs?

Head Start: \_\_\_\_\_

Other (specify): \_\_\_\_\_

E11: If you have children in the household, what schools do they attend?

School 1: \_\_\_\_\_

Number of Children in School 1: \_\_\_\_\_

School 2: \_\_\_\_\_

Number of Children in School 2: \_\_\_\_\_

School 3: \_\_\_\_\_

Number of Children in School 3: \_\_\_\_\_

#### **PART SIX: SAFETY**

Now, I would like to ask you a few questions about crime and safety in this area.

F1: On a scale of 1-5, with 1 being the least safe and 5 being the most safe, how safe do you feel in this neighborhood during the: (Circle Response)

Day

1                      2                      3                      4                      5                      N/A

Night

1                      2                      3                      4                      5                      N/A

F2: On a scale of 1-5, with 1 being the worst and 5 being the best, how would you rate the effectiveness of the following? (Circle Response)

Traffic speed control

1                      2                      3                      4                      5                      N/A

Other traffic laws

1                      2                      3                      4                      5                      N/A

Parking control

1 2 3 4 5 N/A

Visible residential patrol

1 2 3 4 5 N/A

School safety

1 2 3 4 5 N/A

Neighborhood watch

1 2 3 4 5 N/A

Narcotics enforcement

1 2 3 4 5 N/A

Gang control

1 2 3 4 5 N/A

Police and Resident Relationships

1 2 3 4 5 N/A

F3: On a scale of 1-5, which, if any, of the following issues are problems in your neighborhood, with 1 not a problem at all to 5 being the most severe problem? (Circle Response)

Vacant lots

1 2 3 4 5 N/A

Condition of houses

1 2 3 4 5 N/A

Vandalism

1 2 3 4 5 N/A

Burglaries

1 2 3 4 5 N/A

Recreational drug use



1	2	3	4	5	N/A
Domestic Violence					
1	2	3	4	5	N/A
Gangs					
1	2	3	4	5	N/A
Too much street parking					
1	2	3	4	5	N/A
Dumping or Litter?					
1	2	3	4	5	N/A

F4: Are there any other safety-related issues in the area, we should know about?

(Please list) \_\_\_\_\_

## **PART SEVEN: HEALTH**

I would like to talk to ask you a few questions about health issues in the neighborhood and for yourself.

(Questions Taken from NC Division of Public Health's Community Health Survey)

G1: In your opinion, which one health behavior do people in your own community need more information about?  
Please suggest only one.

(Do not read choices. Chose "Other" and write in the suggestions if they cannot decide on only one.)

\_\_\_ Eating well/ nutrition

\_\_\_ Exercising/ fitness

\_\_\_ Managing weight

\_\_\_ Going to a dentist for check-ups/ preventive care

\_\_\_ Going to the doctor for yearly check-ups and screenings

\_\_\_ Getting prenatal care during pregnancy

\_\_\_ Getting flu shots and other vaccines

\_\_\_ Preparing for an emergency/disaster      \_\_\_ Using child safety seats

\_\_\_ Using seat belts

\_\_\_ Driving safely

\_\_\_ Quitting smoking/ tobacco use prevention

\_\_\_ Child care/ parenting

\_\_\_ Elder care

- Caring for family members with special needs/ disabilities
- Preventing pregnancy and sexually transmitted disease (safe sex)
- Substance abuse prevention (ex: drugs and alcohol)
- Suicide prevention
- Stress management
- Anger management
- Domestic violence prevention
- Crime prevention
- Rape/ sexual abuse prevention
- Other:  
\_\_\_\_\_
- None

G2: How many times do you exercise or engage in physical activity (over 30 minutes) during a normal week?

\_\_\_\_\_ (Write number)

(If you exercise more than once a day, count each separate physical activity that lasts for at least a half hour to be one "time.")

G3: Do you have a regular doctor/physician?  Yes  No

G4: Do you get annual wellness checkups?  Yes  No

G5: Where do you go most often when you are sick? (DO NOT first read the options. Mark only the one they say. If they cannot think of one, you may read this list as possibilities) Choose only one please.)

- Doctor's office
- Medical Clinic
- Health department
- Urgent Care Center
- Hospital
- Emergency Room
- Other

G6: In the past 12 months, did you have a problem getting the health care you needed for you personally or for a family member from any type of health care provider, dentist, pharmacy, or other facility?

- Yes  No  
 Don't know/ Not sure  (Do not read.) Refused to answer

G6A: If you said "yes," what type of provider or facility did you or your family member have trouble getting health care from? You can choose as many of these as you need to. If there was a provider that you tried to see but we do not have listed here, please tell me and I will write it in. (Read Providers.)

- Dentist  
 General practitioner  
 Eye care/ optometrist/ ophthalmologist  
 Pharmacy/ prescriptions  
 Pediatrician  
 OB/GYN  
 Health department  
 Hospital  
 Urgent Care Center  
 Medical Clinic  
 Specialist (What type?) \_\_\_\_\_

G7: Which of these problems prevented you or your family member from getting the necessary health care? You can choose as many of these as you need to. If you had a problem that we do not have written here, please tell me and I will write it in. (Read Problems.)

- No health insurance.  
 Insurance didn't cover what I/we needed.  
 My/our share of the cost (deductible/co-pay) was too high.  
 Doctor would not take my/our insurance or Medicaid.  
 Hospital would not take my/our insurance.  
 Pharmacy would not take my/our insurance or Medicaid.  
 Dentist would not take my/our insurance or Medicaid.  
 No way to get there.  
 Didn't know where to go.  
 Couldn't get an appointment.  
 The wait was too long.  
 Other: \_\_\_\_\_

#### **PART EIGHT: TRANSPORTATION NEEDS**

Now, I would like to talk to you about transportation and accessibility within the neighborhood.

H1: What type of transportation do you most frequently use to get around this area?

- Car
- Bus
- Walk
- Bicycle
- Other\_\_\_\_\_

H2: What are the most important traffic and transportation issues in this area? (let participant respond on their own, check any if applicable)

- Streetscape comfort / appearance
- Pedestrian safety / sidewalk conditions
- Cost of Transportation
- Road conditions
- Traffic speeds
- Frequency of public transportation services
- Accessibility of public transportation services
- Bike lanes
- Other\_\_\_\_\_

H3: What actions are needed to improve the pedestrian / bicycling environment within this area? (let participant respond on their own, check any if applicable)

- Access to existing trails
- Marked On-street Bicycle Lanes
- Interaction with Area
- Other\_\_\_\_\_

H4: What actions are needed to improve transit within this area? (let participant respond on their own, check any if applicable)

- Expanded Hours of Service
- Greater Frequency on Existing Routes
- More Routes
- More Stops
- Weekend Service or Expanded Weekend Schedule
- Other\_\_\_\_\_

**PART NINE: IMPROVING QUALITY OF LIFE WITHIN THE AREA**

These questions focus on the need to have better access to information regarding the facilities and programs available within the neighborhood.

I1: What should be the highest priority in terms of improving the quality of life within the neighborhood? (let participant respond on their own, check any if applicable)

- Address underutilized/vacant property
- More/better housing
- Parks and open space
- Streetscape Landscaping
- More/better shops
- Other \_\_\_\_\_

I2: With regard to SENIORS, are there any specific programs or amenities needed within this area?

- Yes (If Yes, please specify)
  - No
- 

I3: With regard to TEENS, are there any specific programs or amenities that are needed in this area?

- Yes (If Yes, please specify)
  - No
- 

I4: With regard to CHILDREN, are there any specific programs or amenities that are needed in this area?

- Yes (If Yes, please specify)
  - No
- 

I5: With regard to JOB TRAINING/ ECONOMIC SELF SUFFICIENCY, are there any specific programs or amenities that are needed in this area?

- Yes (If Yes, please specify)
  - No
-

16: With regard to HEALTH, are there any specific programs or amenities that are needed in this area?

Yes (If Yes, please specify)

No

---

17: With regard to EDUCATION, are there any specific programs or amenities that are needed in this area?

Yes If Yes, please specify)

No

---

18: Lastly, is there anything else you would like to tell us about the neighborhood, its assets, or how it can be improved.

19: How would you like to see this neighborhood improve over the next 10 years?

110: What do you like most about this neighborhood?

111: What do you like least about this neighborhood?

END INTERVIEW

THANK YOU





# APPENDIX B:

## RESIDENT SURVEY REPORT

### **Choice Neighborhoods Survey**

March, 2015

Evaluation completed by:

Andrew Smiler, PhD

Evaluation and Education Services, LLC

2910 Briarcliffe Road

Winston-Salem, NC 27106

Andrew.smiler@gmail.com

www.andrewsmiler.com

*Information in this document is privileged and is intended for use by the Neighbors for Better Neighborhoods, the Housing Authority of Winston-Salem, and other organizations involved in the Choice Neighborhoods Initiative.*

### **About This Report**

This report describes the results of a survey developed and conducted by Neighbors for Better Neighborhoods (NBN), with data analysis provided by Andrew Smiler, PhD, of Education and Evaluation Services, LLC. The survey was initiated and commissioned by the Housing Authority of Winston-Salem (“HAWS”) as part of its Choice Neighborhoods Initiative.

### **Survey Development and Data Collection**

The survey contains 8 focal areas that were identified by HAWS, Choice Neighborhoods Partners, NBN and the Renaissance Planning Group. The 8 areas addressed Housing and Neighborhoods, Development, Employment and the Economy, Education, Safety, Health, Transportation, and Improving the Quality of Life. Specific survey questions were developed by NBN. Survey development occurred during September and October 2014 and was overseen by Dr. English Bradshaw (NBN consultant). Dr. Andrew Smiler, who served as the data analyst, provided feedback during the latter stages of survey development.

The survey was administered and data collected between December 2014 and March 2015 by NBN staff members and Neighbors In Action (NIA) adult participants. A total of 12 individuals helped collect the data. Dr. English Bradshaw oversaw data collection and managed the data entry process using spreadsheets provided by Dr. Smiler.

Cleveland Avenue residents, both adults and teens, were recruited by data collectors who went door-to-door, met residents at the community center at specified times, and at Neighbor Nite events; non-Cleveland Avenue residents were recruited by Cleveland Avenue NIA adult participants. Adults who agreed to participate met privately with an NBN team member and answered questions verbally; the NBN team member recorded adult participants’ responses on the survey forms. Adult participants received an incentive of \$10 for participating in the survey. Those conducting the survey also received \$10 per survey completed. Teens were given the option of responding electronically using Turning Technology Interactive Response System, completing the survey without assistance, or completing the survey in the same manner as adults. Youth participants received a pizza party and gift giveaways as an incentive. The Housing Authority specified that at least 220 of Cleveland Avenue residents must complete the survey, 30 non-Cleveland Avenue Homes residents and 50 youth. The actual numbers achieved were 236 Cleveland Avenue residents, 22 non-Cleveland residents and 34 youth, for a completion rate of 97%.

The survey consisted of eight focal areas: Housing and Neighborhoods, Development, Employment and the Economy, Education, Safety, Health, Transportation, and Improving the Quality of Life. Questions that provided basic demographics and background information were also included in the survey. The youth survey covered the same topics, although youth were asked fewer questions in each section. The report continues by presenting results from each section of the survey. In each section of this report, results from the adults are presented first, with results from youth second. For most of the report, all adults are combined. However, when there were clear or consistent differences between residents, these are noted clearly in the text.



## Who Completed The Survey?

The survey was completed by 258 adults, including 207 women (80%), 47 men (18%), and 4 adult participants whose sex was not reported (2%). Adult participants ranged in age from 17 to 89, with an average age of 41.6; half of adult participants were age 40 or younger. Approximately 5% reported an age of 65 or older. The vast majority of adult participants (92%) identified themselves as the head of their household.

The vast majority of adult participants (97%) identified themselves as being of only one ethnicity, with the remainder identifying as multi-ethnic. Across all ethnicities, being of African-American descent was by far the most common; 94% of adult participants identified in this way. The next largest group was European descent (4%), and no other group (Latino, Biracial, Asian, Native American, Alaskan, and other) was identified by as much as 2% of adult participants.

Of the 258 adult participants, 254 were born in the US (98%); the remainder were born in Mexico (3) or Germany (1). The majority of adult participants, 173 (67%), were born in either Winston-Salem or Forsyth County.

Only a small number of adult participants (4%) identified themselves as veterans of the US Military.

Regarding education, a plurality reported having a high school diploma or GED (46.5%) and a substantial minority reported having less than a high school diploma (30%). These results indicate that approximately three-quarters of adult participants have a 12th grade diploma at best. Approximately 9% of adult participants had started (7%) or completed (2%) technical or vocational training. The remaining 10% had at least some college or university education.

Adult participants also reported their income. Approximately three-quarters (75%) indicated a total family income of less than \$10,000. The next largest groups were in the \$10,000-\$14,999 range (15%) and \$15,000-\$24,999 range (4%). Only 2 adult participants, less than 1% of those surveyed, reported a family income in excess of \$25,000.

There were more single person households (30%) than two person (29%) or three person (22%) households. Numbers dropped dramatically as household size continued to increase, falling for four person (9.7%) and then five person (5%) household. Households of 6 or more accounted for a small percentage of adult survey participants (2%). Collectively, these results indicate that the vast majority (81.4%) of adult participants reported a household of 1 to 3 adults, including themselves.

Slightly more than half of adult participants were living in households with children (55%). Most households had one (23%) or two (19%), with smaller numbers reporting between three and seven children. Collectively, the adult survey represents the input of 258 adults who spoke for a total of 634 adults and 290 children.

## Non-Residents

Of the 258 adults, 236 were residents of the Cleveland Avenue homes. Of the remaining 22 adult "non-residents", most live near Cleveland Avenue, although a small number indicated that they work or own property in the neighborhood but do not live there. Through most of the analysis, they are included with the Cleveland Avenue residents. There are two reasons for this. One is the difference in numbers: 236 vs. 22, a more than ten-to-one ratio. The other is that there are "only" 22 nonresidents, which is too small of a group to draw generalizations about. However, there are times in the document where a distinction between residents and non-residents will be made.

For example, approximately two-thirds (67%) of Cleveland Avenue residents had lived there for less than 5 years, with most living there 0-2 years (42%). The remainder had lived there for as little as 5-10 years (19%) and as long as "over 20 years" (7%). Non-residents were more spread out, with no particular length of residence dominating. That is, adult survey participants who did not live in Cleveland Avenue homes were equally likely to have recently entered the neighborhood (0-2 years; 14%) as they were to have lived there for 5-10 years or over 20 years (23%).

Non-residents were quite similar to Cleveland Avenue residents in terms of ethnicity, education, household income, veterans status, and household size. On average, nonresidents were somewhat older (average: 57 vs 40) and reported fewer children in the household (max: 2 vs 7).

## Youth

Of the 34 individuals who completed the youth survey, 2 were omitted because they were age 23 and 36 and not in school. The remaining 32 youth were overwhelmingly of African descent (94%). No more than 2 (of 34) youths identified themselves as being members of any other racial or ethnic group. Slightly more males (13 of 32) than females (10 of 32) completed the survey, although no specific sex was indicated for a relatively large number (9 of 32) of youth.

Youth ranged in age from 10 to 18 and skewed younger, with an average age of 13.6 years. Approximately half of youth participants (53%) were age 10-13. All indicated they were currently enrolled in school, with grade levels from 4 through 12. Consistent with their ages, most youth were in middle school (40%), followed by elementary (22%) and high school (34%). Paisley middle and Carver high were the most commonly attended schools.

The vast majority of youth (80%) reported they had lived in the neighborhood for less than 5 years, with equal

numbers indicating they had been in Cleveland Avenue homes for two years or less (40%) or three to five years (40%).

Overall, youth are demographically similar to the adult residents.

## Summary

From a demographic perspective, the majority of survey participants were of African descent, female, non-elderly, born in Winston-Salem or Forsyth County, have received a 12th grade education or less, and have an income of less than \$10,000. A slight majority of households included children.

The Housing Authority of Winston-Salem provided the data analyst with a demographic summary of Cleveland Avenue residents. Adult survey participants were similar to the Housing Authority's demographic description in terms of racial composition, percentage of adults age 65 or older, female-to-male ratio, family income, and length of residence in Cleveland Avenue Homes. There were no demographic categories in which residents differed notably from the Housing Authority's demographic description. This suggests that residents who completed the survey provide a good representation of all residents.

## 1. Housing and Neighborhoods

The vast majority of adult survey participants live in rented apartments (87%). Smaller numbers live in rented houses (7%) or own their residence (5%). Approximately one-third do not pay rent or mortgage. Among the two-thirds who do pay, payments range from \$50 to \$600. The most common price for rent is \$50, which is paid by approximately one-third of adult survey participants. The 50th percentile (median) was a payment of \$185 and the mathematical average was \$184.09.

Most adult survey participants (86%) indicated that they were not in another subsidized program (e.g., housing choice voucher) prior to living in public housing. The minority who had previously been in another subsidized program accounted for approximately 20% of all adult participants who were paying a rent of \$50, while accounting for approximately 10% of adult participants who paid either no rent or paid more than \$50.

Adult participants were asked a series of questions designed to assess satisfaction with their current residence. They were asked about their satisfaction with their current home and the neighborhood on a scale from least (1) to best (5). They were also asked how likely they were to move on a scale from "very likely" (1) to "not at all" (5). On average, people were fairly satisfied with both their house (3.5) and the neighborhood (3.1) and were "somewhat likely" to move (2.8). Approximately 53% indicated they were somewhat or mostly satisfied (scores 4-5) with their house and approximately 42% reported being somewhat or mostly satisfied with the neighborhood. At the same time, approximately 20% reported being somewhat or mostly unsatisfied (scores 1-2) with their house and slightly more than 30% reported being somewhat or mostly unsatisfied with the neighborhood.

There was a very strong connection between house and neighborhood satisfaction. In fact, more than half of adult participants (60%) provided the same score for both house and neighborhood. The remainder usually rated their house more highly than the neighborhood (33%).

Both house and neighborhood satisfaction had important, but smaller, statistical connections to adult participants' desire to move.

Approximately two-thirds (68%) of adult participants indicated they were at least "somewhat likely" to move (scores 1-3). They were asked why from a list of 8 reasons (including "other"). As indicated in Table 1-1, the three most common reasons to move were leave neighbors or neighborhood, house size (too big or too small), and safety/crime, each of which were selected by approximately one-fifth of adult participants who expressed some desire to move.

*Table 1-1. Reasons to Move, Among Individuals At Least "Somewhat Likely" To Do So.*

REASON	RAW COUNT (of 126)
Leave neighbors or neighborhood	26 (21)
House size (+ or -)	26 (21)
Safety or crime	24 (19)
Quality of living	19 (15)
Leave city/region	12 (10)
None provided	11 (9)
Other (specify)	4 (3)
Don't like house	2 (2)

REASON	RAW COUNT (of 126)
My age	2 (2)

### Non-Residents

There were some clear differences between Cleveland Avenue residents and nonresidents. Almost all CA residents live in an apartment (96%) that they rent (98%). By contrast, most non-resident adult participants live in houses (91%), although a small majority rent (59%). Non-residents also pay less in rent or mortgage (averages: \$64.55 vs. \$129.48). Finally, non-residents are more satisfied with their house (4.3 vs 3.4) and the neighborhood (4.1 vs 3.0) and are less likely to move (1.7 vs 3.3).

### Youth

Youth were asked two open-ended questions: “what do you enjoy about your neighborhood” and “what would you like to change about your neighborhood?” in this section of the survey. Their responses are presented later, in the “Improving Quality of Life” section, because adults were asked similar questions at that time.

### Summary

Almost all Cleveland Avenue residents rent an apartment. They report an “okay” level of satisfaction with both their residence and the neighborhood and are also somewhat likely to (want to) move. Their reasons for moving include leaving their neighbors or the neighborhood, house size (larger or smaller), and safety/crime. Non-residents were more satisfied with both their house and the neighborhood and relatively unlikely to move.

## 2. Development

The next section of the survey asked participants about the businesses, community institutions, and green space (e.g., parks, trails) they use and believe are most needed. Adult participants answered a pair of questions for each of these three aspects of development. First, they provided up to three open-ended response to “what local businesses [or community institutions or green spaces] in the area do you currently use most often?” Responses were recorded verbatim. Second, they were asked what type of local businesses [or community institutions or green spaces] are most needed in this neighborhood?” The latter question was asked in an open-ended manner and responses were recorded as yes/no for a series of categories. If adult participants were unable to identify any needs, the list was read to suggest possibilities. For this analysis, all open-ended responses have been scored using the categories provided in the second question.

As can be seen from Table 2-1, the most frequently used business were retail establishments; some adult participants responded to this open-ended questions with multiple examples (\*). The next most frequently used businesses were gas stations (including their convenience stores) and local pharmacies.

Survey respondents’ greatest desires were grocery stores and restaurants, as well as delis, doctor’s offices and fast food establishments. The message here is clear: survey respondents want a broader range of commercial establishments than are currently available, with a clear preference for establishments that sell food.

Table 2-1. *Businesses Used and Desired*

	USED COUNT (of 258)	DESIRED COUNT (of 258)
Retail*	175 (68%)	33 (13%)
Gas	51 (20%)	0 (0%)
Pharmacy	37 (14%)	57 (22%)
Restaurant	16 (6%)	118 (46%)
Doctor	15 (6%)	80 (31%)
Services*	12 (5%)	0 (0%)
Grocery	11 (4%)	126 (49%)
Transportation	7 (3%)	0 (0%)
Boutique	7 (3%)	47 (18%)
Bank	5 (2%)	0 (0%)

	<b>USED COUNT (of 258)</b>	<b>DESIRED COUNT (of 258)</b>
Fast food	3 (1%)	73 (28%)
Deli	0 (0%)	85 (33%)
Bakery	0 (0%)	67 (26%)

Note: \* Some participants provided multiple responses within this category.

Adult participants then answered the same pair of questions regarding community institutions, such as recreation centers, schools, and health care centers. As indicated in Table 2-2, the most frequently used community institutions were health care centers, by far, with almost half of adult participants (41%) reporting use. Schools and recreation centers were also identified as being used by a minority of adult participants (~10%).

When asked what community institutions are most needed, adult participants identified multiple needs. High priority items include child care and recreation centers, which were identified by half of adult participants (51%). Gyms, health care facilities, and schools (all levels) were identified by more than one-third of adult participants (35-40%). Cultural arts centers and museums were also desired, but not as strongly (~20%). Almost all of these responses were generated by residents of Cleveland Avenue homes; only 6 (of 22) nonresidents replied to this question. (Both residents and non-residents reported on the institutions they used.)

The format of these questions does not allow examination of why facilities like recreation centers, gyms, childcare, and schools have large discrepancies (25-50%) between their rates of use and the desire for these services.

Table 2-2: Services Used and Desired

	<b>USED COUNT (of 258)</b>	<b>DESIRED COUNT (of 258)</b>
Health care centers*	106 (41%)	98 (38%)
Schools	26 (10%)	91 (35%)
Recreation centers	23 (9%)	131 (51%)
Gyms*	6 (2%)	106 (41%)
Childcare	3 (1%)	132 (51%)
Other	2 (1%)	24 (9%)
Cultural Arts	0 (0%)	52 (20%)
Museums	0 (0%)	50 (19%)

The final question in this series addressed parks, open spaces, and recreational amenities. Parks that were mentioned regularly included the 19th Street Park, R. Bell Park, and 17th Street Park, as well as approximately 20 other public spaces.

When asked what they would like in the community (Table 2-3), a majority favored both walking trails (60%) and playgrounds (51%). Community gardens, athletic facilities, and small or “pocket” parks were also identified by sizable minorities (24-35%). Again, almost all answers were provided by resident of Cleveland Avenue homes; only 2 (of 22) nonresidents offered any input. (Both residents and non-residents reported on the parks and recreational amenities they used.)

Table 2-3. Recreational Spaces and Amenities: Desired

	<b>DESIRED COUNT (of 258)</b>
Walking trails	156 (60%)
Playground	134 (52%)
Garden	90 (35%)
Athletic facilities	62 (24%)
Small parks	62 (24%)
Performance spaces	49 (19%)

Note that the open ended questions specified “parks and trails,” and thus may explain discrepancies in responses of Tables 2-2 and 2-3.

## Youth

Youth were asked about the types of businesses that are needed in the community, just as adults were. Similar to adults, youth indicated a clear desire for establishments that serve or sell food. Healthcare, specifically doctors' offices and pharmacies, also received substantial support. Unlike adults, they desired prepared food slightly more than places to buy groceries (Table 2-4).

Table 2-4. *Businesses Desired by Youth.*

	<b>DESIRED COUNT (of 32)</b>
Restaurant	16 (50%)
Fast Food	16 (50%)
Grocery	14 (44%)
Bakery	10 (31%)
Doctor	10 (31%)
Deli	9 (28%)
Pharmacy	9 (28%)
Boutique	8 (25%)
Retail	2 (6%)

They were also asked about the community institutions they desired. As indicated in Table 2-5 between three-quarters and half of youth participants desired gym-type facilities, a recreation center, or child care facilities. Half of youth desired childcare, and nearly as many expressed a desire for healthcare-related institutions.

Table 2-5: *Services Desired by Youth.*

	<b>DESIRED COUNT (of 32)</b>
Gym	23 (72%)
Recreation Center	20 (63%)
Childcare	16 (50%)
Health care center	15 (47%)
Museum	12 (38%)
Cultural arts center	7 (22%)
School or continuing ed.	8 (25%)
Other	4 (13%)

Regarding parks, open space, and recreational amenities, slightly more than half of youth expressed a desire for athletic fields and playgrounds. Approximately one-third expressed a desire for performance spaces or small "pocket" parks. (Table 2-6) In open-ended questions, they reported using the 14th Street Park (6), Recreation Center (6), and Teen Center (4).

Table 2-6: *Recreational Spaces Desired by Youth.*

	<b>DESIRED COUNT (of 32)</b>
Playground	18 (56%)
Athletic facilities	18 (56%)
Performance space	12 (38%)
Small "pocket" parks	11 (34%)
Community garden	8 (25%)
Walking or biking trails	6 (19%)

Almost two-thirds (62%) of youth reported some participation in some type of community activity. Use of the teen center was most common (10), followed by the recreation center (5), 14th Street Park (4), Team Bam (4), sports (4),

and Scouting (4). A similar number of youth answered questions about the types of community activities they would like to have. Several pointed to more options or access to sports (8), while a few pointed towards programs for art and music (3) and the recreation center (2). Several responded to this question with programs designed to help people (either youth or youth serving others; 4). Approximately one-third of youth suggested that neighborhood collaborations with existing partners could improve the community. There was no clear focus regarding type of programs, although efforts to reduce crime and violence (3) were the only type of program mentioned by more than one youth.

A little more than half of youth (56%) said they would be interested in participating on a planning board that helped create activities. A minority (16%) explicitly said they would not be interested.

### Summary

Adult survey participants primarily use nearby retail establishments, followed by gas stations and pharmacies. They report little use of facilities devoted specifically to food (e.g., grocery stores, restaurants) and these options dominated their list of desired commercial establishments. They use nearby health care facilities, as well as schools and recreation centers. Cleveland Avenue residents expressed a clear desire for a broader variety of service providers, including child care and (more) recreation centers, as well as gyms, additional healthcare, and schools. (Non-residents offered minimal input.) Adult survey participants use a variety of local parks, and residents expressed a desire for more walking trails and playgrounds, as well as community gardens. (Again, non-residents did not express desires for the last item.)

Youth participants' responses were quite similar to adults. This was true regarding the desire for more businesses that sell food, as well as more healthcare-related options. They use the recreation center, 14th street park, and teen center, and also expressed a desire for more facilities along these lines. In addition, they would like to see more gym space, playground space, athletic fields, and childcare offerings.

### 3. Employment and the Economy

The next section of the survey focused on employment, training, and the economy. Residents and non-residents answered these questions in ways that did not differ from each other.

The section began by asking adult participants for their perception of the "local business community and the job market in this neighborhood" on a 1-5 scale where higher scores were better. Approximately 15% of adult participants either declined to answer or said they did not know. Of the remaining 217, responses were not particularly favorable. The average score was 2.79, just below the scale's midpoint of 3, and suggests a rating of "not quite okay." Approximately 40% of adult participants provided unfavorable scores of 1 or 2, and another 30% gave the middle-of-the-road answer of 3.

The next set of questions focused on the employment status of survey respondents. They were asked a series of questions about their current employment status, the challenges finding employment in the area, how they would like to see their current employment improve, and their strengths and challenges in finding better employment. Questions were asked in an open-ended manner, with survey staff checking off relevant boxes.

The first question addressed adult participants' current employment status and a later question assessed employment status for another family member. As indicated in Table 3-1, approximately one-third of adult survey participants and their family members (self: 38%, family: 28%) reported having some type of work and a majority reported no work of any type for self or family member (62%, 57%). A small number of all adult participants (self: 9%, other: 7%) reported both some type of work and some type of non-work. Being disabled was the most common reason to not work.

Table 3-1. Current Employment Status for Self and Other Family Members

	SELF RAW COUNT (of 258)	FAMILY MEMBER RAW COUNT (of 258)
<b>Any work</b>		
Currently working	54 (21%)	38 (15%)
Part time, any	24 (9%)	21 (8%)
Part time, temporary	22 (9%)	10 (4%)
Full time, less than min wage	19 (7%)	19 (7%)
Full time, temporary	10 (4%)	16 (6%)
Number with any type of work	99 (38%)	73 (28%)
<b>No work</b>		

	<b>SELF RAW COUNT (of 258)</b>	<b>FAMILY MEMBER RAW COUNT (of 258)</b>
Disabled	62 (24%)	42 (16%)
Unemployed, >3 months	36 (14%)	20 (8%)
Retired	19 (7%)	21 (8%)
Unemployed, <3 months	18 (7%)	12 (5%)
Full time homemaker	18 (7%)	38 (15%)
14-25 and not working	7 (3%)	16 (6%)
Unemployed, never worked	6 (2%)	15 (6%)
Number with no work, any type	160 (62%)	146 (57%)

In open-ended questions, adult participants reported working in a broad array of fields. No particular type of employment was dominant, but being a Certified Nursing Assistant (CNA), cashier, providing day care, and performing housekeeping/cleaning, were fairly common. Specific skills adult participants identified themselves as having included cleaning, computers, cooking, hair care, and people skills. When asked what they need to improve their skills, a sizeable minority (16%) identified education, with several others pointing to their need for a GED (6%).

Adult survey participants identified a variety of challenges to finding employment in the area; this question was focused on the community in general (Table 3-2). Half of adult participants reported 4 or more challenges. Most common among these were skills and education (separately), each of which was identified by almost half of all adult survey participants (48%) and approximately 83% of those who identified having one or more barriers. Issues related to pay, lack of jobs for unskilled individuals, difficulty with child care (facility hours, cost) and low pay in the available jobs were also common, with approximately 35% of all adult survey participants reporting these challenges.

*Table 3-2. Challenges to Finding Employment in the Area.*

	<b>RAW COUNT (of 258)</b>
Skills	125 (48%)
Education	123 (48%)
Pay	94 (36%)
Few jobs for no skills	92 (36%)
Child care hours	89 (34%)
Transport, lack of	88 (34%)
Child care cost	81 (31%)
Low pay in available jobs	80 (31%)
Transportation cost	65 (25%)
Lack of computer skills	62 (24%)
Transport length	47 (18%)
Employer leaving area	47 (18%)

Many adult participants reported a desire to improve their employment situation. The majority of adult survey participants (58%) indicated at least one way they would like to improve their current employment situation (Table 3-3). Half of adult participants identified 3 or more ways they would like their current employment to improve. Approximately 40% wanted more pay, with approximately one-quarter of all survey respondents reporting a desire for more hours or increased benefits.

*Table 3-3. Reasons to Improve Current Employment*

	<b>RAW COUNT (of 258)</b>
Better pay	105 (41%)
More hours	75 (29%)
Increased benefits	63 (24%)

	<b>RAW COUNT (of 258)</b>
Job stability	39 (15%)
Flexible hours	37 (14%)
Change career or position	36 (14%)
Job location	35 (14%)
Increased responsibility	24 (9%)
Less required overtime	17 (7%)

Adult participants reported a number of strengths and challenges regarding their own (individual) efforts to find or change jobs (Table 3-4). Slightly more than half (53%) of adult survey participants reported having at least one workplace strength, and nearly two-thirds (63%) of those who reported a strength identified 1 or 2 specific strengths. They pointed to strengths such as dependable transportation, their education, and skills from their prior experience. At the same time, almost as many (49%) reported at least one barrier and nearly three-quarters (72%) reported having exactly one barrier. The most common challenges included a lack of dependable transportation, permanent disability, and lack of reliable childcare.

*Table 3-4. Strengths and Barriers to Finding (Better) Employment*

	<b>RAW COUNT (of 258)</b>
<b>STRENGTHS</b>	
Has dependable transportation	63 (24%)
Education	57 (22%)
Skills from experience	55 (21%)
Positive work history	50 (19%)
Formal training or certificate	48 (19%)
Has dependable childcare	36 (14%)
1 or more strengths	138 (53%)
<b>BARRIERS</b>	
Lacks dependable transportation	47 (18%)
Disability, permanent	34 (13%)
Lack dependable childcare	29 (11%)
Disability, temporary	20 (8%)
Lack HS diploma/GED	17 (7%)
Pregnancy	7 (3%)
Discrimination (age, race, gender)	11 (4%)
1 or more barriers	186 (72%)

Youth were not asked questions about employment and the economy.

### **Summary**

Adult survey participants rated the local business community and job market as “not quite okay.” More adult participants were not working than working, and they defined their primary challenges as low skill and low education levels. Other factors included low pay, relatively few good paying jobs, transportation issues, and child care issues. As (potential) employees, they hope for higher wages, more hours, and better benefits, and identify their own strengths as having reliable transportation, an education, and experience-based skills.

### **4. Education**

Adult survey participants were also asked to rate the educational resources in the neighborhood; the questions were applicable to resources for both minor-aged children and adults.



Among the 238 Cleveland Avenue resident adult participants, 29 said they had a child in some type of pre-school or child care, including Head Start and pre-Kindergarten program. These parents reported a total of 33 children in some type of pre-school program, with an average of 1.23 children for these 29 households.

Among Cleveland Avenue residents, 85 reported having at least 1 child in school. Parents reported a total of 173 school age children, grades 1-12, with an average of 1.99 children for these 85 households. They were most likely to attend Cook elementary, Paisley IB (middle), and Carver High, although a broad variety of schools were mentioned at least once, including Brunson Elementary, Hanes Middle, and Atkins High.

Among the 22 non-residents, 1 had a child in Head Start or Pre-K and 2 had school aged children, for a total of 3 non-residents with children in some type of care or schooling. (These schools are not identified by name in this report to maintain confidentiality.)

Collectively, 88 adult participants said they had a child who attends some type of school or program living in their house.

All adult survey participants were asked to rate the educational resources in the neighborhood, whether or not they currently had children in school. In particular, they were asked four questions that specifically assessed current use and access. These included an overall rating of schools and educational resources (overall), their use of the library system, access to educational classes, access to educational materials. In essence, these questions rely on a "traditional" conception of education. These items are listed in the top half of Table 4-1. Approximately 80% of adult survey participants answered these questions.

Adult survey participants were also asked 3 questions that about educational resources more broadly defined. The questions addressed access to on-line computer facilities, access to school buildings for educational purposes outside of traditional school hours, and the extent to which educational planning involves community members. In essence, these questions tap into an "expanded" or "expansive" definition of education. These items are listed in the bottom half of Table 4-1. The response rate for these questions fell to approximately 70% of all adult survey participants.

For all seven items, adult participants were asked to provide ratings on a scale from worst (1) to best (5). Scores for all adult participants are provided, as well as separate scores for parents and non-parents. For these questions, parents refers to the 88 individuals who indicated they had at least 1 child in some type of program, including child care, Head Start, K-12 schools, and the like.

For the four questions assessing traditional education, average scores were near the 3.0 midpoint of the 1-5 scale. Evaluations of schools and educational opportunities had the highest score (3.4), which could be translated as between "okay" (3) and "good" (4). Although parents tended to give lower scores than non-parents, the only difference of noteworthy size (0.3 or more) was in response to the question about access to educational materials. Here, parents' scores were lower than non-parents' scores (2.6 vs. 2.9) and suggested a point almost halfway between "bad" (2) and "okay" (3).

For the three questions assessing an expanded definition of education, scores varied between a "not quite okay" (2.8) for access to on-line computers and community member input on planning boards (2.8 each) to "between bad and okay" (2.5) for access to school facilities for educational programs during non-traditional school hours. Here, scores for parents and non-parents were virtually identical.

*Table 4-1: Evaluation of Community Educational Resources.*

	<b>ALL ADULT PARTICIPANTS</b>	<b>PARENTS*</b>	<b>NON-PARENTS*</b>
<b>"TRADITIONAL" EDUCATION</b>			
(# Individuals answering question)	(209-217)	(72-79)	(123-131)
Schools & educational opps.	3.4	3.3	3.4
Library system use	3.0	2.9	3.1
Access to educational facilities	2.9	2.8	3.0
Access to educational materials	2.8	2.6	2.9
<b>"EXPANDED" EDUCATION</b>			
(# Individuals answering question)	(178-191)	(61-68)	(108-114)
On-line computer access	2.8	2.8	2.8
Access to school facilities for educational, non-school hrs.	2.5	2.5	2.4

	ALL ADULT PARTICIPANTS	PARENTS*	NON-PARENTS*
Community involved in planning	2.8	2.8	2.8

\*Parents and non-parents refers to adult survey participants who indicated that they had a child in some type of educational program.

### Non-Residents

Residents and non-residents painted a slightly different picture regarding traditional education. Here, residents (including almost all parents) provided average scores that were approximately 0.2 points higher than non-residents (almost none of whom were parents of children in school or care). On a 5 point scale, a difference of 0.2 is not usually worth comment. However, the presence of this small difference across all 4 questions suggests that nonresidents might view schooling slightly more negatively than residents. Differences regarding expanded education were less than 0.2 and did not point to any type of larger pattern.

### Youth

Adolescents were asked to rate several aspects of “traditional” and “expanded” education on a scale from worst (1) to best (5). As indicated in Table 4-2, youth rated the schools and educational opportunities as reasonably good. They were more ambivalent regarding library system use, access to educational facilities, and access to educational materials, providing scores near the middle of the scale (3). Regarding “expanded” aspects of education, they indicated that access to computers with on-line access was poor (2) and gave moderate scores regarding their ability to participate in the planning process (3).

Table 4-2: Evaluation of Community Educational Resources by Youth.

	Youth
“TRADITIONAL” EDUCATION	
(# Individuals answering question)	(9-25)
Schools & educational opps.	3.7
Library system use	2.7
Access to educational facilities	3.2
Access to educational materials	3.1
“Expanded” Education	
(# Individuals answering question)	(22-25)
On-line computer access	2.3
Youth involved in planning	3.4

Youth participants were asked what types of recreation, academic, and employment activities would make Cleveland Avenue Homes a better place for youth. Responses were categorized and can be found in Table 4-3. Of the items endorsed by more than half of all youth, more jobs, college preparation programs, scholarships, and field trips specifically addressed educational and occupational issues. These were endorsed approximately as often as sports and playgrounds.

Table 4-3: Youth desires for recreation, academic and employment activities.

	COUNT (of 32)
More Jobs	20 (63%)
Sports	18 (56%)
College Preparation	18 (56%)
Field trips	17 (53%)
Scholarships	17 (53%)
Playgrounds	16 (50%)

	COUNT (of 32)
Job corp	15 (47%)
Mentors	14 (44%)
Arts	13 (41%)
Choir	12 (38%)
Youth led community events	12 (38%)
Book or writing clubs	11 (34%)
Biotech educ. experiences	10 (31%)
Safety education	10 (31%)
Internships	10 (31%)
Volunteer programs	10 (31%)
Environmental learning	9 (28%)

These numeric scores are clarified by youths' responses to a series of open-ended questions. They were asked , what they like about their school, what they would like to change about their schools, and about the challenges to increasing educational opportunities in the area.

The vast majority of youth (84%) offered at least one point of praise regarding their school. Most of the positives that students offered were global, such as "fun" (4), the people (4), or "everything" (3). Several pointed specifically to teachers (8), with specific aspects such as the environment, the structure, the work, or specific courses (history, math) being mentioned by one or two youth.

Almost as many (78%) pointed to at least one change they would like to see. Some were global, such as "build it over" or "school reputation," but most were more specific. Youth desired less conflict (7), as well as changes to rules (4, including dress code), lunch (4), and teachers (3). Only a small number (16%) responded to the question about challenges to increasing educational opportunities and most of these responses indicated that education should be more fun and that "some people don't really do education."

## Summary

Overall, adult survey participants rated traditional education just okay. Scores tended to be worse when specific aspects of education were assessed, such as access to educational facilities or materials. It seems noteworthy that adults did not perceive substantial barriers to education, with the exception of access to internet-connected computers.

There were 88 parents with a total of 210 children in some type of program, from Head Start through K-12 schooling. Parents generally rated traditional education more poorly than non-parents. This trend was partly countered by non-residents, most of whom were not parents, who rated traditional education more poorly than residents.

A small number of questions relied on an expanded definition of education, including computer access and community involvement in planning. Expanded education was rated more poorly than traditional education, and there were no differences between parents and non-parents, nor between residents and non-residents.

Youth, all of whom were students, viewed traditional education more positively than their parents. They were less positive than their parents about library use, as well as expanded aspects of education, particularly computer based internet access. Most identified both positives and negatives related to education; many praised the setting in various ways and described school as fun, while also expressing concerns about the amount of conflict, the rules, and the lunch menu. More students praised teachers than complained (8 vs. 3). Youth also expressed a desire for more jobs, more college preparation, more field trips, and more scholarships.

## 5. Safety

In this section of the survey, adult participants were asked about their perceptions of crime and safety in the area. These 20 questions were provided in 3 areas, overall sense of safety (2 items), effectiveness of various aspects of enforcement (9 items), and specific types of problems (9 items). For all items, responses were provided on a 1 to 5 scale where high numbers indicated "more," but more alternately reflected both more safety and more problems.

There were clear differences between residents and non-residents throughout this series of questions. Because residents dramatically outnumber non-residents, scores for all adult participants are quite similar to the scores for residents-only.

Residents had notably lower scores for both daytime (3.5 vs. 4.3) and nighttime safety (2.8 vs. 3.9) than nonresidents.

Among nonresidents, the lowest daytime safety score was 3 on the 1-5 scale; approximately one-fifth (19.7%) of Cleveland Avenue residents gave scores of 1 or 2. Slight majorities of residents (55%) and non-residents (57%) reported no difference in safety for days compared to nights. Although very few adult participants reported feeling safer at night, they accounted for a small percentage of Cleveland Avenue residents (2%) and a large minority of non-residents (19%).

Adult survey participants were asked about 9 specific areas that could be seen as problematic and asked to rate the severity of each from 1 (not a problem) to 5 (severe problem). Please note that higher scores on this set of questions indicate more problems.

Residents and non-residents had somewhat different views regarding problem areas (Table 5-1), which are listed based on residents' rankings. Residents identified recreational drug use, litter or dumping, and domestic violence as the biggest problems; they gave little weight to either vandalism or vacant lots. Non-residents had a somewhat different priority list, emphasizing litter, too much street parking, and the condition of houses, with less attention to drug use or domestic violence. In essence, non-residents were focused primarily on the visible signs of neighborhood "decay," but not issues that might occur behind closed doors.

Table 5-1. Averages (and ranks) of 9 Potential Problem Areas.

	<b>ALL ADULT PARTICIPANTS</b>	<b>RESIDENTS</b>	<b>NON-RESIDENTS</b>
Recreational drug use	3.28	3.30 (1)	3.00 (5)
Litter or dumping	3.31	3.28 (2)	3.55 (1)
Domestic Violence	3.10	3.13 (3)	3.30 (8)
Too much street parking	3.04	3.01 (4)	3.30 (2)
Condition of houses	3.01	3.00 (5)	3.20 (3)
Burglary	2.98	2.97 (6)	3.05 (4)
Gangs	2.87	2.87 (7)	2.90 (7)
Vandalism	2.73	2.71 (8)	2.95 (6)
Vacant lots	2.55	2.56 (9)	2.45 (9)

In an open-ended question, slightly more than 10% of adult participants raised a number of other issues, some of which duplicate these categories (e.g., drugs, litter). Although no issue was particularly common, several adult participants mentioned drugs and the police.

Adult survey participants were also asked to rate the effectiveness of various aspects of enforcement. Many of these topics explicitly address the perceived efficacy of the Winston-Salem Police, but some questions are not about the police department. For this set of questions, high scores indicate "best" effectiveness.

As can be seen in Table 5-2, which is listed in order of residents' rankings, survey respondents do not see enforcement as particularly effective or ineffective. Residents scores ranged from 2.5, halfway between "bad" (2) and "okay" (3), to 3.1, suggesting "okay" (3). School safety received the highest ratings (3.1), outscoring all other areas assessed. The remaining areas had nearly indistinguishable scores ranging from 2.5 to 2.8. Gang control and traffic speed control received the lowest scores.

Non-residents scores spanned a greater range, from "bad" (2.1, gang control) to "pretty good" (3.7, school safety). School safety received the highest score from non-residents and this score was notably higher than the score residents provided (3.7 vs. 3.1). Traffic control, both other and speed, took 2nd and 3rd place, reflecting a different view than residents. Narcotics enforcement, police-resident relationships, and gang control were seen as least effective and each of these received scores that were notably lower than the scores provided by residents.

Table 5-2: Enforcement Effectiveness Averages (and ranks), for Residents and Non-Residents

	<b>All Adult participants</b>	<b>Residents</b>	<b>Non-Residents</b>
School safety	3.11	3.06 (1)	3.68 (1)
Visible residential patrols	2.77	2.79 (2)	2.58 (6)
Narcotics enforcement	2.68	2.70 (3)	2.47 (7)
Police – resident relationships	2.63	2.66 (4)	2.28 (8)
Parking control	2.65	2.64 (5)	2.84 (5)

	All Adult participants	Residents	Non-Residents
Traffic, other (not speed)	2.68	2.63 (6)	3.26 (2)
Neighborhood watch	2.64	2.61 (7)	2.95 (4)
Gang control	2.52	2.56 (8)	2.06 (9)
Traffic, speed control	2.55	2.50 (9)	3.05 (3)

## Youth

Youth were asked the same questions as adults, as well as an open-ended question about other safety-related issues in the neighborhood.

Responses indicated that youth felt somewhat safe during the day (3.6), with scores midway between “okay” (3) and “good” (4). Their scores suggested only an okay sense of safety at night (3.1). Sizable numbers reported either no difference in safety (44%) or feeling less safe at night (41%). A smaller number (12%) felt safer at night than during the day. These values are very similar to adults’ responses.

Youth were asked to rate the severity of several problem areas, rating each item from “not a problem” (1) to “most severe problem” (5). Results are provided in Table 5-3. They identified litter as the most severe problem, with a score that places it between “somewhat” (3) and “a lot” (4). Vacant lots were only seen as “a little” (2) of a problem, while all other problem areas had scores suggesting that are “somewhat” (3) of a problem.

Table 5-3. Youth Averages (and ranks) of 9 Potential Problem Areas.

	Average
Litter	3.61
Burglary	3.28
Drug use	3.21
Vandalism	3.11
Gangs	3.04
Condition of houses	2.89
Too much street parking	2.88
Domestic violence	2.86
Vacant lots	2.04

They also rated the effectiveness of several aspects of enforcement. As indicated in Table 5-4, they saw school safety as having “good” (4) effectiveness. There was a clear decline in effectiveness for the next most highly rated item, parking control; parking control was the only other aspect of enforcement to receive a score above the middle of the scale (3). Youth rated the effectiveness of gang control and police-resident relationships as fairly poor (2). Gang control was the only item not rated “excellent” (5) by at least one person.

Table 5-4: Enforcement Effectiveness Averages (and ranks), for Youth

	Mean
School safety	3.89
Parking Control	3.25
Traffic Control, speed	2.77
Traffic control, other	2.72
Visible residential patrols	2.63
Neighborhood watch	2.56
Narcotics	2.50
Gang control	2.21
Police – resident relationships	2.00

Approximately one-sixth of youth identified another area of concern. All of these comments related to shooting, fighting, or another form of violence.

## Summary

Residents of Cleveland Avenue homes and non-residents had clearly different perspectives when it came to safety. Residents tended to view their overall safety as “okay” (~3), but better during the day than at night. They identified recreational drug use, litter and dumping, and domestic violence as their primary concerns. Overall, they saw enforcement as not particularly strong; their highest score was 3.06, just above the middle (3.0) of the scale. School safety achieved this “high score,” while neighborhood watch, gang control, and (traffic) speed control received the lowest scores.

Nonresidents tended to view their overall safety as good (~4), and also said they felt safer during the day than the night. Their biggest concerns were litter and dumping, too much street parking, and the condition of houses. They too rated school safety as the most effective aspect of enforcement and rated it much more highly than residents. They saw narcotics enforcement, police-resident relationships, and gang control as least effective.

Youth had some similarities with adult residents, as well as some clear differences. Similarities included their overall sense of safety, as well as feeling safer during the day than at night. Their ratings of the biggest problem (litter) and most effective enforcement area (school safety) were identical to adult residents.

At the same time, their responses differed from adults. They tended to highlight problem areas that would have a direct impact on their lives and would not be “hidden behind closed doors,” such as litter and burglary but not domestic violence. Their ratings of enforcement followed a similar pattern. In some ways, youths’ responses represent a midpoint between adult residents who are presumed to be fully aware of the community’s problems and adult non-residents who seemed to focus on more easily viewed concerns.

## 6. Health

Adult participants answered a series of questions about health and healthcare. It is important to note that adult participants were not asked to rate their health, report on the presence of a chronic condition, the frequency with which they seek healthcare, or provide any other information about their own health status.

However, a small number of questions provide some indirect information. Slightly more than three-quarters (77%) of adult participants reported having a regular doctor and the vast majority (86%) report getting an annual wellness checkup. Slightly more than two-thirds (68%) report engaging in 30 minutes (or more) of physical activity at least once per week and almost one-third (32%) say they engage in this level of physical activity four times per week or more. Because adult survey participants represent the full range of adulthood, from late teens to senior citizens, and because many adult participants reported being unemployed due to disability, it is hard to draw a clear conclusion from these statistics. The high rates of annual wellness exams and exercise could be interpreted as evidence of a relatively healthy population, yet they may also signify a population who are actively trying to maintain or manage a chronic medical condition or severe disability that requires ongoing medical attention.

Adult participants were asked to identify the health behaviors that people in their community need more information about. Their first three answers were recorded and placed into one of 24 categories (including “other”). The overwhelming majority (90%) of adult participants identified at least one informational need; no participant indicated the community had no informational needs regarding health.

The ten most frequently identified issues are listed in Table 6-1. Slightly more than half of adult participants (52%) identified eating well and nutrition as an issue where more information would be welcome. Almost one-third (32%) suggested exercise and fitness, while smaller but still sizeable minorities pointed to the important of regular medical care, regular dental care, and weight management (14-20%).

Table 6-1: Health Topics about which Community Members Want Education

Health topic	Raw Count (of 258)
Eating well & nutrition	135 (52%)
Exercising & fitness	82 (32%)
Going to the doctor for check-ups & screenings	52 (20%)
Going to a dentist for check-ups & preventive care	46 (18%)
Managing weight	35 (14%)
Preventing pregnancy and STD/STIs (safe sex)	23 (9%)
Substance abuse prevention	19 (7%)
Getting prenatal care during pregnancy	18 (7%)

Health topic	Raw Count (of 258)
Child care/ parenting	16 (6%)
Getting flu shots and other vaccines	11 (4%)

Adult survey participants were asked where they go “most often” when they are sick. As Table 6-2 shows, most respondents choose their doctor’s office (57%). The emergency room was also a frequent choice (29%), with local hospitals, clinics, and the health department each receiving a fair number of individuals (14-18%).

Table 6-2: Usual Sources of Medical Care

	Raw Count (of 258)
Doctor’s office	147 (57%)
ER	74 (29%)
Hospital	47 (18%)
Medical Clinic (incl DTHP)	39 (15%)
Health Department	36 (14%)
Urgent Care	9 (3%)
Other	20 (8%)

To clarify this pattern, responses were combined with adult survey participants’ reports of having a regular doctor. Among those who indicated they do have a regular doctor, a clear majority typically visit their doctor when sick (68%) although a sizable minority go to the ER (26%). Note that the ER is the appropriate choice for some individuals and conditions, such as people managing hypertension who are experiencing signs of a heart attack.

Among adult survey participants who do not have a regular doctor, going to a doctor when sick is an infrequent choice (18%), and visiting the ER is more common but still a minority decision (39%). Nor are they particularly likely to visit a clinic (12%) or the health department (14%).

Adult participants were asked if they had a problem obtaining health care, for themselves or a family member, in the last 12 months. The majority of reported no such difficulty (59%), but almost one-fifth (19%) definitely said yes and a small number were unsure (5%).

The 48 survey respondents who said they’d had difficulty accessing health care in the last 12 months were asked to specify the type of provider with which they had difficulties (Table 6-3) and what they perceived the problem to be (Table 6-4). Among the participants who definitely reported a problem, access to dental care was most common (44%), followed by general practitioners and eye care (21-23%). Specialist services included psychiatric and substance abuse services, cardiology, and others.

Table 6-3: Difficulty Accessing Care: Provider Types

Provider Type	Raw Count (of 48)
Dentist	21 (44%)
General Practitioners	10 (21%)
Eye Care (any)	11 (23%)
OB/GYN	7 (15%)
Specialist	7 (15%)
Pharmacy or prescriptions	6 (13%)
Health Department	6 (13%)
Medical clinic	5 (10%)
Hospital	4 (8%)
Urgent Care	4 (8%)
Pediatrician	3 (6%)

Nearly three-quarters (73%) of these survey participants said their difficulty was due to not having health insurance (48%) or having insurance that did not cover the service (25%), as indicated in Table 6-4. Other reasons were

relatively uncommon, although transportation and difficulty getting an appointment (at all, within reasonable time frame) were cited with some regularity. Transportation is examined elsewhere in this report and responses here may be relatively low because this question was answered only by participants who explicitly acknowledged they or a family member had “difficulty getting the health care you needed” in the last 12 months.

*Table 6-4: Difficulty Accessing Care: Reasons for Difficulties*

<b>Reasons</b>	<b>Raw Count (of 48)</b>
No health insurance	23 (48%)
Insurance didn't cover necessary service(s)	12 (25%)
Transportation: could not get there	7 (15%)
Could not get appointment	7 (15%)
Deductible or co-pay too high	5 (10%)
Did not know where to go	5 (10%)
Wait was too long	5 (10%)
Pharmacy did not take insurance	3 (6%)
Dentist did not take insurance	3 (6%)
Doctor did not take insurance	2 (4%)
Hospital did not take insurance	1 (2%)
Other	5 (10%)

Please note that the percentages in Tables 6-3 and 6-4 apply only to the 48 adults who explicitly stated having had difficulty accessing health care in the last 12 months. Other participants, including those who answered “not sure,” were not asked about any difficulty accessing care.

There do not appear to be any noteworthy differences, either in size or general pattern, between residents and non-residents regarding health. However, nonresidents were slightly less likely to have a regular doctor or get an annual checkup, and were less likely to report difficulty getting health care.

## **Youth**

The vast majority of youth (81%) indicated that they have a regular doctor and a majority (61%) indicated that they receive an annual checkup. As might be expected, those who have a regular doctor were much more likely to have an annual checkup than those who don't have a regular doctor (68% vs. 33%).

Nearly three-quarters of youth (72%) reported getting at least 30 minutes of exercise at least once per week. However, responses were entered in different formats (e.g., times/week, hours/week, days/week) but were not always clearly marked, so further analysis was not possible.

Youth were not particularly aware of where their doctors are. When asked (78%), most did not know or did not answer. Several others indicated they go to the doctors' office or school (16%). One specified Baptist Health Plaza.

Slightly more than half of youth (53%) indicated that there was a need for more information about health in their community. Of the 24 options provided (plus a 25th “other”), youth endorsed almost every item. Exact interpretation of responses was unclear due to data entry discrepancies, but suggest that nearly all options had some appeal.

## **Summary**

Most adult participants say they have a doctor and receive an annual checkup. The majority also say they exercise for at least 30 minutes on four or more occasions during the week. Adult survey participants believe the community would benefit from more information on nutrition and exercise (separately). Nearly one-fifth of adult participants reported difficulty obtaining health care, primarily due to no or minimal insurance experience when they have healthcare needs.

Youth also reported having a regular doctor, receiving an annual checkup, and participating in at least 30 minutes of exercise at least once per week. Like adults, they described the community as needing more health related information.

## **7. Transportation**

This section of the survey focused on what types of transportation adult participants use to get around and what



could be done to improve transportation.

Adult participants began by reporting how they typically get around. Almost exactly half of survey respondents (49.6%) rely on the bus and nearly one-third (31.4%) use privately owned cars. Relatively few adult participants indicated that they typically walk (5.8%) or use another form of transportation such as trans-aid (3.9%). None of the 258 adult survey participants indicated that they typically ride a bicycle as a form of transportation.

A greater percentage of non-residents than residents rely on cars (45% vs. 30%) and a smaller percentage of non-residents than residents use the bus (41% vs. 50%). Although these differences are moderate in size, no other differences were identified. Collectively, cars and the bus were the primary mode of transportation for 80-90% of each group.

Next, adult participants were asked to identify traffic and transportation issues in the area. As can be seen in Table 7-1, approximately one-quarter of survey respondents highlighted pedestrian safety and traffic speeds (27% each). Several other responses were identified by approximately 20% of adult participants: frequency of public transportation, road conditions, cost of transportation, streetscape comfort, and access to public transportation. Bike lanes and other issues, such as speed bumps, were relatively uncommon (<10%). Participants were not asked to provide a street location (or other geographical marker) for each issue they identified in this section.

Table 7-1: Transportation issues.

Transportation Issues	Raw Count (of 258)
Pedestrian safety/sidewalk conditions	69 (27%)
Traffic speeds	69 (27%)
Public transportation, frequency	60 (23%)
Road conditions	55 (21%)
Transportation, cost	51 (20%)
Streetscape comfort/ appearance	47 (18%)
Public transportation, accessibility	44 (17%)
Bike lanes	25 (10%)
Other	10 (4%)

When asked how to improve the pedestrian and bicycling environment, almost half of adult participants (44%) suggested marking bike lanes on streets, while nearly one-third suggested improving access to already existing trails or providing greater interaction with the area (30-31%), where better interaction referred to greater safety while walking or bicycling as well as the ability for walkers or bikers to (safely) stop and interact with others. A small number mentioned other improvements (7%), such as more stop signs and greater visibility by police. (Table 7-2)

Table 7-2: Suggested improvements for pedestrians and cyclists.

Transportation Issues	Raw Count (of 258)
Bicycle lanes marked on street	114 (44%)
Access to existing trails	82 (32%)
Intereaction with area	78 (30%)
Other	17 (7%)

Adult participants were also asked how public transit could be improved (Table 7-3). Slightly more than one-third of adult participants mentioned either expanded weekend service or expanded hours of service (36-37%), with a similar number suggesting more routes (33%). Adjusting current routes by adding additional buses (i.e., more frequency) or adding more stops (26%) were identified by approximately one quarter of adult participants. A small number identified other issues, such as running on time and greater consistency.

Table 7-3: Changes to WSTA.

WSTA	Raw Count (of 258)
Weekend or expanded weekend service	95 (37%)
Expanded hours of service	94 (36%)
More routes	86 (33%)

<b>WSTA</b>	<b>Raw Count (of 258)</b>
Greater frequency on existing routes	68 (26%)
More stops	67 (26%)
Other	21 (8%)

### **Non-Residents**

Cleveland Avenue residents were much more likely to express a desire for more frequent WSTA buses than non-residents.

Youth were not asked about transportation issues.

### **Summary**

The majority of adult survey participants rely on either privately-owned cars or the bus, with moderate differences between residents and non-residents in this category. Adult participants acknowledged a variety of concerns, but none was particularly common or dominant. They did express a desire for more clearly marked bicycle lanes, although no survey participant reported using this as their primary mode of transportation. Cleveland Avenue residents would also like to see WSTA service expanded in a variety of ways, including greater weekend service, longer hours of service, and more routes.

## **8. Improving Quality of Life**

The last section of the survey focused on increasing the quality of life. Most questions in this section were open-ended and this report provides a broad summary of these items.

To improve the quality of life in the neighborhood, more than half of survey respondents would like to see more or better housing (56%; Table 8-1). Approximately one-quarter mentioned parks, better shops, streetscaping, and addressing vacant properties (22-28%). Only a handful mentioned other topics, such as pest control or parking.

*Table 8-1: Neighborhood Quality*

<b>Neighborhood Quality</b>	<b>Raw Count (of 258)</b>
More or better housing	144 (56%)
Parks and open space	72 (28%)
More or better shops	72 (28%)
Streetscaping/ landscaping	62 (24%)
Address vacant/ underutilized property	62 (24%)
Other	19 (7%)

In a series of questions, adult participants were asked about specific programs for a variety of age groups, such as seniors, teens, and children, as well as content areas such as job training, health, and education. Adult participants answered each question with a yes or no and, if yes, were asked for specific types of program.

As indicated by Table 8-2, more than half recognized a need for programs for teens or children (separately; 58-60%), with a sizeable minority identifying a need for senior programming (40%). Of the content areas, slightly more than half of adult participants recommended job training programs (52%), with sizeable minorities mentioning educational programs (47%) or health services (37%).

However, as indicated in the last two columns of the table, residents were more likely to indicate a need for programming than were non-residents, often doing so at twice the rate.

*Table 8-2: Desired Programming*

	<b>Raw Count (of 258)</b>	<b>Residents (of 236)</b>	<b>Non-Residents (of 22)</b>
Seniors	84 (33%)	79 (33%)	5 (23%)
Teens	123 (48%)	115 (49%)	8 (36%)
Children	125 (48%)	119 (50%)	6 (27%)

	<b>Raw Count (of 258)</b>	<b>Residents (of 236)</b>	<b>Non-Residents (of 22)</b>
Job training	112 (43%)	108 (46%)	4 (18%)
Health	80 (31%)	76 (32%)	4 (18%)
Education	99 (38%)	96 (41%)	3 (14%)

For each of the three age groups, specific suggestions were often generic, such as “programs,” “senior services,” “afterschool activities,” or “teen center.” For seniors, accessible housing, computer classes (or access), and exercise were each mentioned by fewer than five adult participants. For teens, sex education, tutoring and homework help, dance, mentoring (incl. Big Brothers-Big Sisters; BBBS) were each mentioned by approximately five adult participants. For children, day care and playgrounds were mentioned by approximately ten adult participants, with other suggestions such as tutoring and homework help and mentoring also appearing. BBBS and Boys and Girls Clubs were also mentioned for younger children.

For each of the three content areas, there were also a number of generic responses, such as “job readiness,” “health center,” or “continuing education.” For job training, computers (17) and GED programs (9) were also mentioned by several individuals. For health, doctor’s offices and mobile doctor’s offices of various sorts were identified by approximately 20 people. Fewer than five people mentioned gyms or exercise and no other response was offered by more than 2 respondents. For education, GED programs were mentioned by 14 people, with six or fewer mentioning things like tutoring or computers.

Adult participants were asked to explicitly identify outside services or resources they currently use. They were asked to list as many as they can (or use) and the first five responses were recorded and analyzed. Only one participant provided 5 answers. The most frequently identified agencies were the YMCA/YWCA (combined; 29 adult participants) and Big Brothers-Big Sisters (11 adult participants). A number of other organizations were mentioned by five adult participants or fewer, including Forsyth Tech, Goodwill, Salvation Army, crisis center, DayMark, and DTHP.

Finally, adult participants were asked a series of questions about what they like most and like least about the neighborhood, as well as how they’d like to see the neighborhood improved and their goals for the neighborhood over the next 10 years. Almost two-thirds (64%) of survey respondents reported they liked something about the neighborhood. The most common responses focused on people in the neighborhood, which was mentioned by approximately one-quarter of adult participants (25%), while staff members were mentioned separately by a small number (3%). Location was also mentioned by multiple respondents (12%), as was the cost of renting or owning (3%). Five people or fewer (<2%) described the neighborhood as peaceful (or quiet), safe, and access to the bus.

A similar number reported at least one dislike (67%). Dislikes highlighted crime and violence (20%, together) as well as drugs (13%). The people in the neighborhood (11%) and to a much lesser extent, the location (1%), were also disliked. Five people or fewer (<2%) mentioned roaches, police, trash, staff, and the lack of respect for others.

Approximately two-thirds of adult participants (69%) described the community as they might imagine it in 10 years. One-fifth of all adult survey participants suggested better housing (21%), while pointing to less crime or improved safety (11%) and yet others identified (better) people or community (9%). Presence of teen programming, an art park, and a cleaner community were mentioned by 5 people or less.

## Youth

Youth were asked two open-ended questions at the beginning of the survey that are discussed here. Specifically, they were asked “what do you enjoy about your neighborhood” and “what would you like to change about your neighborhood?” All but one identified something they like. Slightly more than one-third provided a response naming other people, particularly friends or a sense of family (38%). Smaller numbers pointed to sports (16%) or nearby parks (6%). Almost one-third identified crime and violence (31%) as a dislike. Other responses highlighted the people (9%) and the look of the neighborhood (9%).

Youth also answered questions on quality of life that were similar to the questions posed to adults. To improve the quality of life in the neighborhood, more than half of survey respondents would like to see more or better housing (56%) as well as more parks (53%), while slightly less than half suggested better shops (47%). Smaller, but still sizable, percentages asked for better streetscaoping (34%) and cleaning up vacant properties (22%). Although some values are different, the rank ordering is identical to adults’ priorities.

Table 8-3: Neighborhood Quality

<b>Neighborhood Quality</b>	<b>Raw Count (of 32)</b>
More or better housing	19 (54%)
Parks and open space	17 (53%)

<b>Neighborhood Quality</b>	<b>Raw Count (of 32)</b>
More or better shops	15 (47%)
Streetscaping/ landscaping	11 (34%)
Address vacant/underutilized property	7 (22%)
Other	0 (0%)

Youth were also asked about the need for programs regarding a variety of age groups and topical issues. Nearly half suggested there was a need for programming based on age, with almost equal numbers pointing to seniors, teens, and children (44-47%; Table 8-4). Exactly half (50%) indicated there were educational needs, while more than one-third pointed to needs regarding job training and health (38% each).

Like the adults, their specific suggestions tended to be generic. They suggested “senior centers” and “nursing homes” for seniors, were especially desirous of a teen recreation center (6, or 19%), and suggested “child care,” a “children’s playground,” and “parks” for younger children. There were some specific suggestions, including a teen pregnancy prevention program, a teen football program, and a children’s speech class.

*Table 8-4 Desired Programming*

	<b>Raw Count (of 32)</b>
Seniors	14 (44%)
Teens	14 (44%)
Children	15 (47%)
Job Training	12 (38%)
Health	12 (38%)
Education	16 (50%)

Youth were asked what services and resources they currently use, with responses provided in an open-ended fashion. The majority (69%) did not respond to this item. Among those who did respond, the YMCA/YWCA and Scouting were mentioned by several participants. Other organizations that were mentioned included Big Brothers/Big Sisters, “research,” “glam,” and STEM.

Youth also provided open-ended responses to three further questions. They were asked how else the neighborhood could be improved, how they would like to see the neighborhood improve over the next 10 years, and what their own gifts, skills, talents, and interests were. Regarding improvements (current and future), the most common responses pointed to increased safety either directly or as reduced violence (or fighting or shooting). Several pointed towards “better people”, including “better choices,” “fun and caring people,” and a better “mind set.” Yet others pointed towards better housing, including “no roaches,” bigger houses, and “better appearance.”

Regarding their own strengths and interests, nearly three-quarters (69%) provided an answer of some sort. Popular answers included sports (11) and the arts (particularly art or dance, 7). Smaller numbers pointed to doing hair (3), personality characteristics such as “caring” (3), or academics (2).

## **Summary**

For both adults and youth, the primary responses to questions about improved quality of life focused on reducing crime and violence and improving housing. Better or a greater variety of parks, shops, and a more appealing streetscape were also popular suggestions. Suggestions for programming were common and clearly desired, but whether the programming was based on age or content (e.g., employment), the details of the programming were generally unclear. Residents were more interested in programming than non-residents. Many participants of all ages like the community, especially its people and location, but dislike the crime, the drug use, and some of the people.

## **Concluding Summary**

This document relies on survey data from 236 adult residents of Cleveland Avenue homes (“residents”), 22 adults in the surrounding neighborhood (“non-residents”), and 32 school-aged youth who reside in Cleveland Avenue homes. Almost all survey participants identified themselves as being of African-American descent. Adults ranged in age from 17 to over 80, while youth tended to be younger (10-13) than older (14-18). Sample demographics, including income and length of residency, were quite similar to the Housing Authority’s demographic description of Cleveland Avenue residents, which suggests that these findings represent a good approximation of the community’s

views.

The vast majority of residents rented an apartment and the majority had lived in Cleveland Avenue for no more than 5 years. Almost half of non-residents owned their property and most lived in houses (not apartments). Residents reported an “okay” level of satisfaction with both their residence and the neighborhood and are also somewhat likely to (want to) move. Their reasons for moving include leaving their neighbors or the neighborhood, house size (larger or smaller), and safety/crime. Non-residents were more satisfied with both their house and the neighborhood and relatively unlikely to move.

Discussion of improved quality of life focused heavily on decreasing crime and fighting, while improving housing. Survey respondents pointed to the people who make up the community as a source of strength, as well as its location. However, they see the crime, recreational drug use, and to a lesser extent the people, as challenges. Residents see real benefits to programming that would support the community, but offered few specifics as to what type of programming might be helpful.

Safety concerns were evident and demonstrated one of the largest differences between residents and nonresidents. Cleveland Avenue residents, both adults and youth, rated their safety as “okay” at night and slightly better during the day, and pointed to problems such as recreational drug use, litter and dumping, and domestic violence. They did not believe enforcement, by local police or other entities, was particularly strong. Nonresidents rated their safety as “good,” but slightly worse at night. Their concerns focused on visible signs of decay such as litter and dumping, too much street parking, and the condition of houses. They were more varied regarding enforcement, seeing some aspects as good and others as bad. Open-ended comments in several areas of the survey pointed to crime and violence as problems.

Given that Cleveland Avenue is often seen as a “bad” place to live, residents’ responses suggest they are “okay” living here. They clearly see safety, crime, and violence as concerns, and these concerns were raised throughout the survey. Many survey respondents saw (law) enforcement as particularly effective or ineffective. Participants expressed concern about (some) people in the community and cited “neighbors and neighborhood” as one of the biggest reasons to want to leave the community. At the same time, most adult respondents reported paying little or no rent, viewed educational resources as adequate (at least), and reported no substantial barriers to education (except for a lack of internet-accessible computers). Both adults and youth often identified other people in the community as a resource. Collectively, these results suggest the community is somewhat segmented between a group of people who might be seen as “down on their luck” and “trying to improve their lives” and another group who might be seen as “trouble-makers.”

Adult survey participants used nearby retail establishments, as well as gas stations and pharmacies, but not establishments that sell food. This is consistent with descriptions of the community as a “food desert.” Not surprisingly, the greatest commercial desires for adults and youth focus on food establishments of various sorts, including grocery stores, restaurants, and delis. It is entirely possible that this lack of food options contributes to adult participants’ desire for greater education regarding nutrition and diet, as well as some residents’ desire for community garden(s).

Adult survey participants’ educational attainment, perspectives on the community’s economy, and reports of their own vocational strengths and barriers paint a challenging picture. Nearly three-quarters had no more than a high school diploma or GED and approximately one-third of survey respondents and their family members have any type of work. These individuals tended to see themselves as more educated, having marketable skills, and having reliable transportation, but these may only be strengths in comparison to other community members who lack them. Still they hold a broad variety of jobs including Certified Nursing Assistant (CNA), cashier, day care provider, and housekeeper/cleaner. Many adult participants reported that they have relatively low levels of education and minimal skills to offer, while also being challenged by unreliable transportation and inconsistent child care. Adult survey participants expressed a desire for more education (GED and certificate programs), as well as computer skills.

Many clearly want to work and, explicitly and implicitly, want to work for a decent wage with decent benefits. However, improving employment rates is likely to be difficult, even if one were to (statistically) ignore those who report they are disabled. Residents’ relatively low educational attainment, their potentially limited skill set, and their somewhat limited access to reliable transportation present substantial barriers to residents’ ability to find and maintain employment. From the perspective of a hypothetical (upper) middle-class business owner or manager, residents’ strengths – prior experience, reliable transportation, and education – might only be strengths when compared to other Cleveland Avenue residents; they might be considered basic expectations or requirements for that manager.

Survey respondents, particularly the 88 parents of 210 children, viewed the education system as “okay” or “adequate” overall, while also expressing concerns about access to educational materials and buildings. Parents of pre-K and school-aged children rated education slightly worse than non-parents, while (mostly childless) non-residents rated education better than residents. Youth, all of whom attend school, rated traditional academic areas more highly than their parents. It seems noteworthy that adults did not perceive substantial barriers to education, with the exception of access to internet-connected computers.

Most adult and youth participants say they have a doctor and receive an annual checkup. The majority also say they exercise for at least 30 minutes on four or more occasions during the week. (It is unclear how well this self-reported

access and exercise matches reality.) Residents report using local health care facilities, and expressed a desire for a broader range of health care facilities, as well as gyms. In light of responses indicating that many residents do not use the services they desire (Table 2-2), it is unclear what might happen if these services were provided. Further investigation of why services are not used more frequently should be undertaken.

At the same time, nearly one-fifth of adult participants reported difficulty obtaining health care, primarily due to no or minimal insurance experience when they have healthcare needs, a phenomenon documented and described in more detail in Forsyth Futures' "Understanding Access to Health Care" (2014). When adult participants' age (17 to 80+) and high rate of unemployment due to disability are factored in, it is hard to know if the community's use of healthcare suggests high investment in preventing disease and maintaining good health, response to serious injuries and chronic conditions, or some combination of the two.

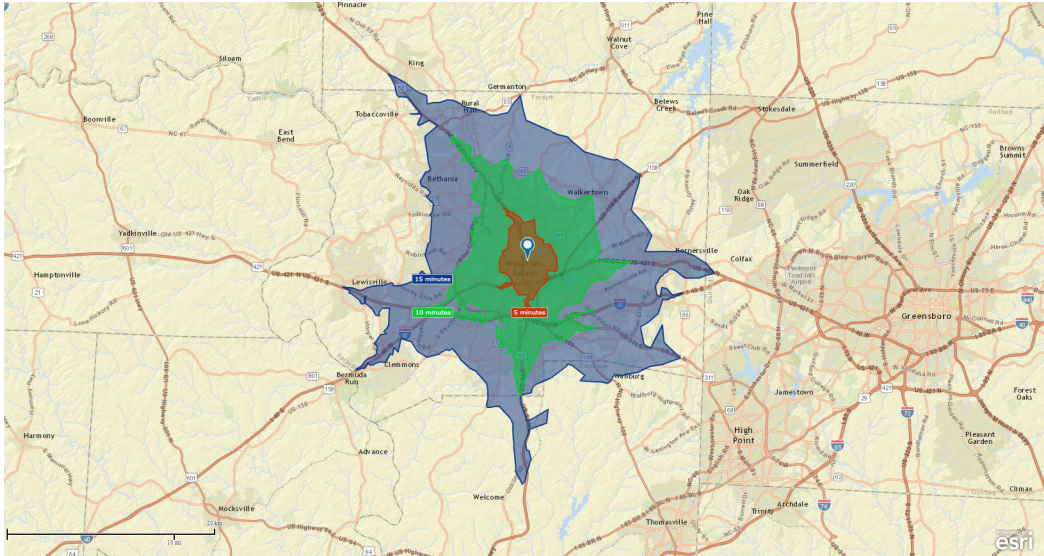
A majority of adult participants believe the community would benefit from more information on exercise. This was echoed by youth. Many adults and youth reported using local parks. Adults expressed a desire for better access to walking trails, while youth desired more playgrounds or athletic space.

The vast majority of adult survey participants rely on either private vehicles or public transit, with a moderate difference in use between Cleveland Avenue residents and non-residents. There were no dominant concerns, although residents desire expanded WSTA service (longer weekday hours, more routes, greater weekend service).

When reading the summary, it is important to keep in mind that there was no way to verify the accuracy of any information provided in the summary, beyond "eyeball checks" of some demographic information. However, most questions asked about opinions that are often freely given (e.g., what could be done to help?) and data collectors had the opportunity to indicate if they thought a survey participant was lying extensively (in which case surveys would not be used). Questions regarding annual checkups and regular exercise seem most likely to have been influenced participants' desire to look good to data collectors. Adult participants were compensated for their time, although the \$10 compensation seems unlikely to cause people to lie.

From the perspective of community (re)development, several findings seem particularly important. Whatever housing options may be provided, the lack of commercial establishments devoted to food and the somewhat narrowed range of healthcare options available in the community seem like barriers to creating a place where people would choose to live, which may explain why the majority of Cleveland Avenue residents had been there for less than five years (which was not the case for nonresidents). Efforts to increase employment within the neighborhood, reduce crime, and increase access to public transportation, would all seem to make the community more appealing. Direct efforts to increase connections among community members (via community programs?), which might indirectly buffer against domestic violence and could directly challenge littering (via community cleanup days), might also improve quality of life.

# APPENDIX C: RETAIL DRIVE TIME AREAS



Most of the city can be reached in 15 minutes or less from the study area

Study area residents can reach the primary retail concentration areas within 10-15 minutes by car

Blue= 15 drive; Green= 10 minute drive; Red: 5 minutes drive

## **5-Minute Drive Area**

\$11.5 million potential demand for warehouse clubs and supercenters (Walmart, Target, Sam's Club, Costco, etc.)

Average sales per store for this type in North Carolina is around \$7.6 million

\$500K potential demand for grocery stores – probably not enough to attract a new store

## 10-Minute Drive Area

\$31.3 million potential demand for grocery stores – area is underserved

But no available demand for supercenters

This area and most of the city appear to be underserved by grocery stores, but supercenters may be capturing the grocery demand

## **Implications**

There may be demand for a new supercenter or a full-line grocery store on the northeast side, but it will depend on the location

Location would need to be highly accessible to the broader area with a parcel of around 20 acres – probably not our study area



# APPENDIX D: HOUSING MARKET SURVEY

## **Housing Market Survey:**

The following information was research and investigations into the surrounding area North Liberty Corridor. The survey took part in order to determine the quality, size, and cost of the rentable apartment communities, rentable single family homes, as well as the for sale single family homes and condominiums in the immediate area surrounding the proposed redevelopment site. Survey information was gathered from website and phone interviews. The cost of living in this area speaks to the revitalization of the area as well as the need for further development.

## **Low Income Housing:**

Low income housing, for the purposes of this comparison are rentable apartment homes that are rented below average market rent and are likely to house many residents with section 8 vouchers, the property is a low income tax credit property, or possibly a housing authority community. Typically, these communities have minimal upgrades or amenity packages and are 2 story brick exterior with surface parking.

1 BR Units:

\$0.65/SF

Avg Size 673 SF

Avg Rent \$431

2 BR Units:

\$0.65/SF

Avg. Size 780

Avg Rent \$508

3 BR Units (Only two sampled Low Income Comps offered 3 Bedroom Units):

\$0.59/SF

Avg Size 1119 SF

Avg Rent \$639

## **Class-B/C Apartments:**

Class B or C properties are ones that have become aged without renovations. These properties may have, at completion of construction been Class-A properties, however, styles, options, and quality have deteriorated over time and they are considered to be a tier below Class-A communities. Unit finishes typically include carpet in the living areas, black or white appliances, and laminate counter tops, all of which are in good quality.

1 BR Units:

\$1.16/SF

Avg Size 644SF

Avg Rent \$737

2 BR Units:

\$0.89/SF



Avg. Size 963

Avg Rent \$851

3 BR Units (Only one sampled Class B/C Comp offered 3 Bedroom Units):

\$0.74/SF

Avg Size 1080 SF

Avg Rent \$800

### **Class-A Apartments:**

Class-A units are considered high end luxury apartments. These apartments typically have been completed new construction within the last 5 years and have high end finished such as stainless steel appliances, hardwood flooring, granite counters, and tile work in the kitchen and bathrooms. Class-A apartments have modern amenities features such as business or café centers, pools, bbq area, free parking either surface or garage.

1 BR Units:

\$1.54/SF

Avg Size 756 SF

Avg Rent \$1,144

2 BR Units:

\$1.25/SF

Avg. Size 1157

Avg Rent \$1,442

3 BR Units (Only one sampled Class A Comp offered 3 Bedroom Units):

\$1.31/SF

Avg Size 1306 SF

Avg Rent \$1,689

### **Single Family Home for Rent:**

The single family homes for rent in this area are typically 3 bedrooms + with some renovations completed in the kitchen and or bathrooms. Most of the homes are older in age and potentially in historic neighborhoods. Many are well located to downtown area.

\$0.69/SF

Avg Size 1796 SF

Avg Rent \$1,275

Comps Beds/Baths - 4 BD/2 BA; 3 BD/2 BA; 3 BD 1 BA

### **Single Family For Sale:**

The single family home for sale in the immediate area (approximately 1 mile of the proposed project) are about 50% lower in value than the average home price in Winston-Salem. .

\$19.73/SF

Avg Size 1190

Avg Sells Price \$37,333

Comps Beds/Baths – 3 BD/2 BA; 3 BD/1 BA; 2 BD/2 BA

Lot Size 0.2 Acres

**Condominium For Sale:**

Condominiums in the area are typically high end loft style homes. There are many that are listed over the \$300,000 mark and have high end luxury finishes like stainless steel appliances, stained concrete floors, granite countertops. They also have amenity areas that include a parking garage with assigned parking, swimming pool, clubhouse with wi-fi, fitness center, and community barbequing areas.

\$223 /SF

Avg Size 1366

Avg Sells Price \$295,333

Comps Beds/Baths – 2 BD/2 BA; 2 BD/2 BA; 1 BD/1 BA

Apartment Comp - Winston-Salem, N.C.		New Hope Manor	
		Low Income	
Color of Appliances	White		
Type of flooring	New Laminate Hardwoods		
Counter Tops	Laminate		
Cabinets	Traditional Oak Color		
Crown Molding	No		
Washer & Dryer	Connections Available		
Percentage Occupied			
Concessions			

Amenities		Website	<a href="http://triadliving.com/property/new-hope-manor-apartments/details/">http://triadliving.com/property/new-hope-manor-apartments/details/</a>
No Pool		Closest Competitor	
Updated HVAC system		Address	1124 Burke Village Lane
Laundry Facilities		Contact Number	(336) 661-5965
Washer Dryer Hookups		Contact Name	
		Year Built	1967

UNITS	SQ FOOTAGE	PRICES	PRICE/SQ FT
1 BD/1 BA	600	\$425.00	\$0.71
2 BD / 1 BA	700	\$525.00	\$0.75
<b>AVERAGE</b>	<b>650</b>	<b>\$475.00</b>	<b>\$0.73</b>
Garages	None	*Tenant pays water and power	
Total Units	122		
Addit'l	2 story		

Apartment Comp - Winston-Salem, NC		LaDeara Crest	
		Low Income	
Color of Appliances	White		

Type of flooring	Carpet/Vinyl
Counter Tops	Laminate
Crown Molding	None
Cabinets	Traditional
Washer & Dryer	Connections Available
Percentage Occupied	
Concessions	

<b>Amenities</b>		Website	<a href="http://www.ladearacrestapts.com/index.aspx">http://www.ladearacrestapts.com/index.aspx</a>
Day Care		Closest Competitor	
Furnished Units Available		Address	2531 La Deara Crest Lane
Business Center		Contact Number	(336) 724-1089
Lounge		Contact Name	
BBQ		Year Built	1966

UNITS	SQ FOOTAGE	PRICES	PRICE/SQ FT
1 BD / 1 BA	648	\$435.00	0.67
2 BD / 1 BA	750	\$485.00	0.65
2 BD / 1 BA	828	\$525.00	0.63
3 BD / 1 BA	968	\$540.00	0.56
3 BD / 1 BA	789	\$615.00	0.78
Garages	None		
Total Units	245		
Addit'l	2 Story		

<b>Apartment Comp - Winston-Salem, NC</b>		<b>Scales Manor</b>	
		<b>Low Income</b>	
Color of Appliances	White		
Type of flooring	Hardwood		
Counter Tops	Laminate		



<b>Apartment Comp - Winston-Salem, NC</b>		<b>Kensington Village</b>	
		<b>Market Rate-Class B</b>	
Color of Appliances	White		
Type of flooring	Carpet/Vinyl		
Counter Tops	Laminate		
Crown Molding	No		
Cabinets	Cherry-traditional		
Washer & Dryer	Hook ups		
Percentage Occupied	95%		
Concessions	None		

<b>Amenities</b>		Website	
Interior	Exterior		
Fitness Center	Playground	Address	479 Louise Wilson Lane
Business Center	Pool	Contact Number	877-738-0676
Lounge	free internet access	Contact Name	
Clubhouse	throughout property	Year Built	1971

<b>UNITS</b>	<b>SQ FOOTAGE</b>	<b>PRICES</b>	<b>PRICE/SQ FT</b>
1 BD / 1 BA	532	\$540.00	\$1.02
2 BD / 1 BA	705	\$595.00	\$0.84
2 BD / 2 BA	957	\$650.00	\$0.68
3 BD / 2 BA	1080	\$800.00	\$0.74
<b>AVERAGE</b>	<b>819</b>	<b>\$646.25</b>	<b>\$0.82</b>
Garages	No Garages		
Total Units	142		
Addit'l	Renovated in 2009 - 2 Story		

<b>Apartment Comp - Winston-Salem, NC</b>		<b>Hilltop House Downtown</b>	
		<b>Market Rate Class-B</b>	
Color of Appliances	Stainless Steel		
Type of flooring	Hardwood Laminate		
Counter Tops	Granite		

Crown Molding	No
Cabinets	White/Modern
Washer & Dryer	Hook Ups
Percentage Occupied	
Of Non-Occ what is available (1br/2br)	
Concessions	
Front loaded or Spread Out	

<b>Amenities</b>	Website	<a href="http://www.apartments.com/hilltop-house-downtown-winston-salem-nc/vm2vz2f/">http://www.apartments.com/hilltop-house-downtown-winston-salem-nc/vm2vz2f/</a>
Interior	Closest Competitor	
24 Hour Availability	Address	241 S. Cherry Street
Laundry Facilities	Contact Number	
Business Center	Contact Name	
Clubhouse	Year Built	1962 (renov 2011)
Granite Counter		
Microwave		
Stainless Steel Appliances		
Washer Dryer Hookups		
Fitness Center		

UNITS	SQ FOOTAGE	PRICES	PRICE/SQ FT
Studio	550	\$900.00	\$1.64
1 BR / 1 BA	610	\$750.00	\$1.23
1 BR / 1 BA	610	\$675.00	\$1.11
1 BR / 1 BA	790	\$875.00	\$1.11
2 BR / 2 BA	860	\$895.00	\$1.04
2 BR / 2 BA	975	\$1,350.00	\$1.38
<b>AVERAGE</b>	<b>733</b>	<b>\$907.50</b>	<b>\$1.25</b>

Total Units	*Includes digital Cable TV, Internet, water, sewer, and trash
Addit'l	54 - 3 Story
	Renovated Jan 2011 -Original Dated Exterior

Apartment Comp - Winston-Salem, NC		Legacy Park Apartments	
		Market Rate-Class B	
Color of Appliances	White		
Type of flooring	Carpet		
Counter Tops	Laminate		
Crown Molding	No		
Cabinets	Traditional		
Washer & Dryer	Hook ups		
Percentage Occupied	96.6		
Concessions	Free month lease on 2 bedrooms		

Amenities		Website	
Interior	Exterior		<a href="http://www.parrinvestments.com/apartments/legacy-park-apartments/">http://www.parrinvestments.com/apartments/legacy-park-apartments/</a>
Sunroom	Clubhouse		1805 Legacy Park, Winston Salem
Tile Floors	Pool		Contact Number
Walk-In Closets	Barbecue Grill		Contact Name
Fitness Center	Pet Play Area		Year Built
	Recycling		1920
	Business Center		

UNITS	SQ FOOTAGE	PRICES	PRICE/SQ FT
1 BD / 1 BA	770	\$679	\$0.88
2 BD / 2 BA	1080	\$789	\$0.73
2 BD / 2 BA	1200	\$825	\$0.69
<b>AVERAGE</b>	<b>1017</b>	<b>\$764</b>	<b>\$0.77</b>

Garages	Free Assigned Parking		
Total Units	198 / 3 Story		
Addit'l	Overall Fair Condition, well maintained		



**Apartment Comp - Winston-Salem, NC** **Plant 64 Loft Apartments** **Market Rate-Class A**

Market Rate-Class A

Color of Appliances	Stainless Steel
Type of flooring	Concrete
Counter Tops	Granite
Crown Molding	No
Cabinets	Modern
Washer & Dryer	Included
Percentage Occupied	
Of Non-Occ what is available (1br/2br)	
Concessions	
Front loaded or Spread Out	

Amenities		Website
Interior	Exterior	Closest Competitor
13-14' Ceilings	Salt Water Pool	Address
Designer Kitchens	Outdoor Theater and Bistro	545 Power Plant Circle
Spacious Closets	Fire Pits	Contact Number
Washer/Dryer Included	Access to Walking Trails	Contact Name
Stainless Appliances	Roof Terrace w/ Grills	Year Built
Floor to Ceilings Windows	Sundeck	
	Outdoor Kitchen and Gas Grill	
	24 Hr Fitness Center	
	Indoor Basketball Court	
	Community Lounge	
	Pets Welcome	
	Dog Wash Station	
	Lounge	
	Covered Parking	
	Business Center	

UNITS	SQ FOOTAGE	PRICES	PRICE/SQ FT
1 BD/ 1 BA	695	\$1,090	\$1.57
1 BD/ 1 BA	920	\$1,210	\$1.32
1 BD/ 1 BA	850	\$1,135	\$1.34
2 BD / 2 BA	1219	\$1,360	\$1.12
2 BD / 2 BA	1263	\$1,480	\$1.17
3 BD / 2 BA	1380	\$1,575	\$1.14
<b>AVERAGE</b>	<b>1055</b>	<b>\$1,308</b>	<b>\$1.27</b>

Total Units	245
Addit'l	Renovated Tobacco Plant Loft Apartments-Exposed Ceiling/Concrete Floors

**Apartment Comp - Winston-Salem, NC** **Winston Factory Lofts** **Market Rate Class-A**



Color of Appliances	Stainless Steel
Type of flooring	Hardwood/Concrete
Counter Tops	Granite
Crown Molding	No
Cabinets	Modern
Washer & Dryer	In-Unit
Percentage Occupied	97%
Concessions	None

Amenities		Website
Interior	Exterior	<a href="http://www.winstonfactoryvl">http://www.winstonfactoryvl</a>
Huge Windows	Covered Parking	675 North Main Street
Loft Designs	Outdoor Pool	(336) 703-5050
13' Ceilings	Fire Pit	
Hardwood and Stained Concrete	Gas Grills	Year Built
Exposed duct work	Roof Top Deck with City Views	2009
Granite Counters	24-Hour Fitness	
Stainless Steel Appliances	Yoga Studio	
Ceramic Tile Bath	18-Seat Movie Theatre	
Granite in Bathrooms	Pool Tables	
Washer/Dryer in all units	Two Pet Parks	
	Wireless Internet Common Areas	
	Storage Units Available	
	Close to Art District	

UNITS	SQ. FOOTAGE	PRICES	PRICE/SQ. FT
1 BD/ 1 BA	475	\$925	\$1.95
1 BD/ 1 BA	744	\$1,205	\$1.62
1 BD/ 1.5 BA	789	\$1,135	\$1.44
1 BD/ 1.5 BA	926	\$1,275	\$1.38
2 BD/ 1.5 BA	888	\$1,245	\$1.40
2 BD/ 1.5 BA	1211	\$1,455	\$1.20
2 BD/ 2 BA	929	\$1,280	\$1.38
2 BD/ 2 BA	1329	\$1,875	\$1.41
2 BD/ 2.5 BA	1043	\$1,260	\$1.21
2 BD/ 2.5 BA	1409	\$1,550	\$1.10
3 BD/ 2 BA	1089	\$1,655	\$1.52
3 BD/ 2 BA	1205	\$1,730	\$1.44
3 BD / 2.5 BA	1178	\$1,565	\$1.33
3 BD / 2.5 BA	1659	\$1,805	\$1.09
3 BD/ 3 BA	1316	\$1,575	\$1.20
3 BD/ 3 BA	1390	\$1,805	\$1.30
<b>AVERAGE</b>	<b>1099</b>	<b>\$1,459</b>	<b>\$ 1.37</b>

	*Includes digital Cable TV, Internet, water, sewer, and trash
Garages	Garages Available \$75/ month
Total Units	171
Addit'l	

Apartment Comp - Winston-Salem, NC		Link Apartments Brookstown
		Market Rate-Class A
Color of Appliances	Stainless Steel	
Type of flooring	Hardwood Laminate	
Counter Tops	Granite	
Crown Molding	No	
Cabinets	Modern	
Washer & Dryer	Included	
Percentage Occupied	95.60%	
Concessions	None	

Amenities		Website
Interior	Exterior	<a href="http://www.linkbrookstown.com/link-brookstown-apt/">http://www.linkbrookstown.com/link-brookstown-apt/</a>
Energy Star Stainless Steel Appliances	Close to ball park	150 Peters Creek Pkwy
9 Foot Ceilings	Fitness Center	(877) 844-0001
Private Balconies - some units	Café	
Pet Friendly	Games in Clubhouse	2015
Controlled Access	Grill	
Designer Cabinets	Sundeck	
Skyline and Ballpark View-some units	Pool	
High Speed Internet		
Walk-in Closets		
Granite Countertops		
5 panel doors		

UNITS	SQ. FOOTAGE	PRICES	PRICE/SQ. FT
Studio	587	\$945	\$1.61
1 BD/ 1 BA	608	\$1,019	\$1.68
1 BD/ 1 BA	659	\$1,045	\$1.59
1 BD/ 1 BA	715	\$1,185	\$1.66
1 BD/ 1 BA	710	\$1,215	\$1.71
1 BD/ 1 BA	889	\$1,345	\$1.51
1 BD/ 1 BA	825	\$1,305	\$1.58
2 BD/ 2 BA	957	\$1,289	\$1.35
2 BD/ 2 BA	1102	\$1,465	\$1.33

2 BD/ 2 BA	1168	\$1,495	\$1.28
2 BD/ 2 BA	1093	\$1,445	\$1.32
2 BD/ 2 BA	1164	\$1,530	\$1.31
2 BD/ 2 BA	1089	\$1,545	\$1.42
<b>AVERAGE</b>	<b>890</b>	<b>\$1,294</b>	<b>\$1.49</b>

2 BD / 2 BA	
Garages	Parking Deck
Total Units	205
Addit'l	Modern/New Apts 4 story





		Year Built	
UNITS	SQ FOOTAGE	PRICES	PRICE/SQ.FT
3 BD / 1 BA	1000	\$ 625.00	\$ 0.63
Garages	Off Street Parking		
Total Units	SF Homes		
Addit'l	Fair Condition		











# APPENDIX E: LEED-ND SCORECARD



## LEED v4 for Neighborhood Development Plan Project Checklist

Project Name: Cleveland Avenue Initiative  
Date: 04.12.16

Yes	?	No			Yes	?	No		
<b>11</b>	<b>6</b>	<b>11</b>	<b>Smart Location &amp; Linkage</b>	<b>28</b>	<b>15</b>	<b>11</b>	<b>6</b>	<b>Green Infrastructure &amp; Buildings</b>	<b>31</b>
Y			Prereq Smart Location	Required	Y			Prereq Certified Green Building	Required
Y			Prereq Imperiled Species and Ecological Communities	Required	Y			Prereq Minimum Building Energy Performance	Required
Y			Prereq Wetland and Water Body Conservation	Required	Y			Prereq Indoor Water Use Reduction	Required
Y			Prereq Agricultural Land Conservation	Required	Y			Prereq Construction Activity Pollution Prevention	Required
Y			Prereq Floodplain Avoidance	Required	Y			Prereq Certified Green Buildings	5
5	2	3	Credit Preferred Locations	10	1	1		Credit Optimize Building Energy Performance	2
		2	Credit Brownfield Remediation	2	1			Credit Indoor Water Use Reduction	1
1	2	4	Credit Access to Quality Transit	7	1	1		Credit Outdoor Water Use Reduction	2
	2		Credit Bicycle Facilities	2	1			Credit Building Reuse	1
3			Credit Housing and Jobs Proximity	3		2		Credit Historic Resource Preservation and Adaptive Reuse	2
1			Credit Steep Slope Protection	1	1	1		Credit Minimized Site Disturbance	1
1			Credit Site Design for Habitat or Wetland and Water Body Conservation	1	2	2		Credit Rainwater Management	4
		1	Credit Restoration of Habitat or Wetlands and Water Bodies	1	1			Credit Heat Island Reduction	1
		1	Credit Long-Term Conservation Management of Habitat or Wetlands and Water Bodies	1		1		Credit Solar Orientation	1
					1	2		Credit Renewable Energy Production	3
<b>23</b>	<b>8</b>	<b>9</b>	<b>Neighborhood Pattern &amp; Design</b>	<b>41</b>				Credit District Heating and Cooling	2
Y			Prereq Walkable Streets	Required	1			Credit Infrastructure Energy Efficiency	1
Y			Prereq Compact Development	Required			2	Credit Wastewater Management	2
Y			Prereq Connected and Open Community	Required		1		Credit Recycled and Reused Infrastructure	1
5	2	2	Credit Walkable Streets	9	1			Credit Solid Waste Management	1
1	1	4	Credit Compact Development	6	1			Credit Light Pollution Reduction	1
1	1	2	Credit Mixed-Use Neighborhoods	4					
5	2		Credit Housing Types and Affordability	7					
		1	Credit Reduced Parking Footprint	1	<b>6</b>	<b>0</b>	<b>0</b>	<b>Innovation &amp; Design Process</b>	<b>6</b>
	1		Credit Connected and Open Community	2	5			Credit Innovation	5
1			Credit Transit Facilities	1	1			Credit LEED® Accredited Professional	1
2			Credit Transportation Demand Management	2					
1			Credit Access to Civic & Public Space	1	<b>0</b>	<b>4</b>	<b>0</b>	<b>Regional Priority Credits</b>	<b>4</b>
1			Credit Access to Recreation Facilities	1	1			Credit Regional Priority Credit: Region Defined	1
1			Credit Visitability and Universal Design	1		1		Credit Regional Priority Credit: Region Defined	1
2			Credit Community Outreach and Involvement	2		1		Credit Regional Priority Credit: Region Defined	1
1			Credit Local Food Production	1					
2			Credit Tree-Lined and Shaded Streetscapes	2	<b>55</b>	<b>29</b>	<b>26</b>	<b>PROJECT TOTALS (Certification estimates)</b>	<b>110</b>
1			Credit Neighborhood Schools	1	Certified: 40-49 points, Silver: 50-59 points, Gold: 60-79 points, Platinum: 80+ points				

As required, this project has been assessed at a preliminary level only for compliance with LEED Neighborhood Development criteria. The credits related to Smart Location & Linkage provided approximately 20% of the anticipated points, although several credits are not relevant to this project or not viable due to cost, general lack of quality transit service, or lack of land and water conservation opportunities. As with many LEED credits, the design appears to align with the intent, however, meeting the credit criteria can be quite difficult and/or costly. The Neighborhood Pattern & Design credits provide the greatest opportunity for compliance with LEED-ND, approximately 42% of anticipated points, although the existing circulation pattern of long blocks can be a hindrance to meeting the prerequisite and subsequent credit for Connected and Open Community. The Green Infrastructure & Buildings credits should provide about 28% of the anticipated points, with those related to energy water efficiency being high priorities. Additional key points are provided through the Innovation & Design Process credits, accounting for approximately 10% of anticipated points. Overall, this project anticipates meeting the minimum requirements for certification, with Silver being a reasonable goal.

To meet the goal of LEED-ND Certification, the master developer must commit early in the process to fully understanding and meeting the credit requirements. While the physical plan represents a project on the right track, the developer and other stakeholders, must commit to improvements that will realize these established goals and be quantifiable for LEED documentation and reporting. The transit system will have to be analyzed more closely

to ensure new routes provide the level of service required. The retail portions will need to be in place early in the project schedule and must meet diversity of service/use requirements. Another key component, with high point value, will be diversity of housing types and affordability. Several buildings will need to be LEED certified, which will need to be determined early during development and the cost of doing so will need to be factored into those building projects. Coordination with the City and other stakeholders early during redevelopment will help the project achieve points such as Infrastructure Energy Efficiency and Recycled & Reused Infrastructure. Moving forward, it is highly recommend that a more detailed analysis of credit potential be performed, if not a full cost/benefit analysis, and design standards written to establish these requirements as minimum standards for all development. Again, the goal of LEED-ND Certification appears to be within reach, but will require a long term commitment from HAWS, future developers, the City and the neighborhood.

# APPENDIX F:

## CLEVELAND AVENUE TRANSFORMATION TEAM (CATT) ACTION PLAN

STRATEGY AREA	ACTION TEAM	RESPONSIBILITY	TASK
<b>Organizing &amp; Unifying</b>	Communication	Responsible for getting information to the community about the work of the neighborhood association and for sharing information within neighborhood boundaries	<ol style="list-style-type: none"> <li>1. Develop flyers about meetings</li> <li>2. Create newsletters to bring awareness to neighborhood resources, successes, and concerns</li> <li>3. Document neighborhood history               <ol style="list-style-type: none"> <li>a. Document the history of the community, talk to elders in the community to document their stories of our neighborhood and the changes they've seen over the years</li> <li>b. Share information with the neighborhood about the collective history of East Winston.</li> </ol> </li> </ol>
	Neighborhood Impact	Responsible for understanding the Choice Neighborhood process and its impact on residents and researching other successful models for neighborhood development	<ol style="list-style-type: none"> <li>1. Read the Choice Neighborhood Planning Grant</li> <li>2. Research other Choice Neighborhood awardees</li> <li>3. Research the history of neighborhood development and gentrification</li> <li>4. Review other neighborhood development models to see what will work here in Winston-Salem</li> <li>5. Inform CATT members and neighborhood residents of findings</li> </ol>
	Connecting Neighbors	To connect with all the neighbors within our boundaries and bring them to the table by accomplishing the following tasks:	<ol style="list-style-type: none"> <li>1. Conducting neighborhood surveys to address the most important issues and concerns</li> <li>2. For neighbors who want to contribute but cannot attend CATT meetings, make sure they have a contact person who will relay their information and/or bring their contributions</li> <li>3. Go door-to-door and talk to as many neighbors as possible to about what they see happening in the community, what skills they personally have and are willing to share with the neighborhood, and what they would like to see happen in the neighborhood</li> <li>4. Designate a meeting for all of the black businesses in the area</li> <li>5. Invite all the churches that are in our boundaries to the table (also see resources).</li> </ol>

STRATEGY AREA	ACTION TEAM	RESPONSIBILITY	TASK
<b>CATT Resources</b>	Resources (Neighborhood)	To identify the physical and human resources that exist in our neighborhood that we can potentially use to accomplish our goals	<ol style="list-style-type: none"> <li>1. People Skills/ Resources               <ol style="list-style-type: none"> <li>a. We have a large number of partially employed and unemployed, and skilled unemployed residents</li> <li>b. We have a large number of people who can perform administrative and manual labor</li> <li>c. Some of the professional skills include entertainers, mechanics, construction, landscaping, nursing, etc.</li> </ol> </li> <li>2. Local Businesses and Agencies               <ol style="list-style-type: none"> <li>a. Special occasions</li> <li>b. Pan-African imagery</li> <li>c. Jerry Hanes Art Gallery</li> <li>d. Pat's Barber Shop</li> <li>e. Halfway House</li> <li>f. Battered women's shelter</li> </ol> </li> <li>3. Churches</li> </ol>
	Resources (Community)	To identify resources that exist outside our neighborhood boundaries that could potentially help us accomplish our goals	<ol style="list-style-type: none"> <li>1. Neighborhood Associations               <ol style="list-style-type: none"> <li>a. U.N.I.T.Y.</li> <li>b. East Winston Restoration</li> <li>c. East-Northeast Winston-Salem Neighborhood Association</li> </ol> </li> <li>2. Non-profits               <ol style="list-style-type: none"> <li>a. Neighbors for Better Neighborhoods</li> <li>b. Coalition for Drug Abuse Prevention</li> </ol> </li> <li>3. Colleges and Universities               <ol style="list-style-type: none"> <li>a. WSSU                   <ol style="list-style-type: none"> <li>i. Center for Community Safety</li> <li>ii. SG Atkins CDC</li> <li>iii. Diggs Gallery</li> </ol> </li> <li>b. Salem College</li> </ol> </li> <li>4. Local Businesses               <ol style="list-style-type: none"> <li>a. Truliant Federal Credit Union</li> </ol> </li> <li>5. Government               <ol style="list-style-type: none"> <li>a. Housing &amp; Neighborhood Services</li> <li>b. City County Planning Board</li> <li>c. Community Appearance Commission</li> <li>d. Police Department</li> <li>e. Fire Department</li> </ol> </li> </ol>

STRATEGY AREA	ACTION TEAM	RESPONSIBILITY	TASK
	Resources (Internal)	To identify and create financial opportunities for CATT to sustain the organization and its neighborhood work	<ol style="list-style-type: none"> <li>1. Create a strategic plan of our work</li> <li>2. Research and define where our work fits with other organizations who do similar work</li> <li>3. Review current assets and opportunities and brainstorm revenue generating and/or collaborative projects in alignment with our mission</li> <li>4. Research organizational structure options (non-profit, for-profit, CDC, etc.) with both legal and financial counsel</li> </ol>
<b>Re-Entry Support</b>	Jobs (Workforce Development)	Responsible for improving the employment opportunities for the community of Cleveland Avenue with a focus on formerly incarcerated residents and traditional residents in the neighborhood	<ol style="list-style-type: none"> <li>1. Improve GED programs               <ol style="list-style-type: none"> <li>a. Shorten program length/ provide fast track</li> <li>b. Ease of access and availability</li> <li>c. Consider as a program for the Community Center</li> </ol> </li> <li>3. Job Skills Training               <ol style="list-style-type: none"> <li>a. Create a Community-to-Work pipeline</li> <li>b. C-to-W Pipeline to actual job opportunities</li> </ol> </li> <li>4. Job Readiness               <ol style="list-style-type: none"> <li>a. Preparation for being in the workforce</li> <li>b. Peer/Workforce Coach (see Case Western model)</li> </ol> </li> </ol>
	Family Engagement	Responsible for helping families with adjustments and transition of formerly incarcerated family members back into family life	<ol style="list-style-type: none"> <li>1. Create a Family Transition Planning Program               <ol style="list-style-type: none"> <li>a. Emotional support and counseling</li> <li>b. Family counseling and planning</li> <li>c. Counseling for children</li> <li>d. Personal support/mentor/coach</li> <li>e. Parenting skills training (see listing)</li> <li>f. Life skills training (see listing)</li> </ol> </li> </ol> <p>D &amp; E Skills Listing: Cooking, washing, budgeting, appropriate child discipline, family and relationship training</p>
<b>Job Training &amp; Education</b>	Jobs (Workforce Development)	Increase access to education	<ol style="list-style-type: none"> <li>1. Create a neighborhood directory of educational programs and local financial resources to obtain certifications and degrees</li> </ol>



STRATEGY AREA	ACTION TEAM	RESPONSIBILITY	TASK
<b>Community Development</b>	Neighborhood Change	Responsible for developing economic development strategies that will help sustain our neighborhood's growth	<ol style="list-style-type: none"> <li>1. The development of a Community Resource Center               <ol style="list-style-type: none"> <li>a. Identify property that can be bought/ gifted/ shared and turned into a Community Resource Center</li> </ol> </li> <li>2. Create a neighborhood small business incubator in the center</li> <li>3. Centralized Community Help Center (Salvation Army, DSS, Church programs, etc.)</li> <li>4. Develop programs that ensure productivity               <ol style="list-style-type: none"> <li>a. GED classes</li> <li>b. Job training to build skills                   <ol style="list-style-type: none"> <li>i. Vocational</li> <li>ii. Youth</li> </ol> </li> <li>c. Create an outlet for youth to have their voices heard (ex. youth organizing group/ leadership team)</li> <li>d. Family Life Training                   <ol style="list-style-type: none"> <li>i. Substance abuse</li> <li>ii. Domestic violence</li> <li>iii. Parenting classes</li> <li>iv. Senior programs and services</li> <li>v. African and cultural studies</li> </ol> </li> </ol> </li> </ol>
<b>Housing</b>	Neighborhood Change		Housing Co-op; figure out Housing Plan



# CLEVELAND AVENUE NEIGHBORHOOD TRANSFORMATION PLAN

Supported by a HUD Choice Neighborhoods Planning Grant  
Sponsored by the Housing Authority of the City of Winston-Salem  
Submitted April 2016

For more information on how you can support this transformation, please visit our project website at:  
[www.clevelandavetransformation.com](http://www.clevelandavetransformation.com)  
or contact the Housing Authority of the City of Winston-Salem at (336) 727-8500